

Background Paper 2

Consultation and Engagement

1 Current consultation process

- 1.1 Engagement and consultation with stakeholders and passengers is central to the development of the bus network.
- 1.2 Any significant change to the network is subject to consultation as set out in section 183 of the GLA Act. TfL goes beyond its legal requirements by consulting a wider set of stakeholders, consulting on proposed changes where there is no legal requirement to do so and providing opportunities for members of the public to comment via the TfL website (consultations.tfl.gov.uk). Users of the website can subscribe to feeds which automatically send an email when, for example, a new bus service consultation is open for comments.
- 1.3 In 2012/13 there were 29 bus consultations (54 routes) of which 18 proceeded as planned, four proceeded but with some modification and one did not proceed. Six await a decision.
- 1.4 In carrying out consultations, various communication channels are used to reach stakeholders, customers and members of the public who may be impacted by a proposal. The chosen method of engagement is determined by one or more of the following aspects:
 - Who is impacted by any proposed change, i.e. customers or residents;
 - Cost-effectiveness;
 - Scale/type of change proposed;
 - The views of the relevant borough's and other local representatives.
- 1.5 In 2012/13 over 1.5 million emails were sent to registered Oyster users covering a total of eight bus-related consultations. These emails invited customers to share their views on bus service change proposals via a link to the online consultation tool where more details (including maps) could be found.
- 1.6 More recently, public drop-in sessions have been offered as part of the consultation process. This method was used for changes proposed on routes 61/273 (Chislehurst/Petts Wood) and 136 (Peckham/Catford). These provide the public with an opportunity to ask TfL staff questions regarding the proposals.

2 Stakeholder engagement

- 2.1 Stakeholder engagement plays an important part with the progress of any project. Key stakeholders are identified and meetings are held routinely with these, such as local authorities and other key stakeholders on specific projects. Many of these meetings will be to deal with specific projects such as a bus route extension or a significant planning application.

- 2.2 Area and theme-based work also takes place. Current examples include:
- Crossrail;
 - Working with Greenwich Council to look at the co-ordination of network development with land-use planning;
 - Working with Bexley Council to look at the Riverside area;
 - Working with Tower Hamlets looking at the part of the borough south of the A13.
- 2.3 TfL officers work in multi-modal project teams, for example the Royal Docks infrastructure project and work for the 'VNEB' (Vauxhall Nine Elms Battersea) area. Past examples include comprehensive reviews for the two congestion-charging projects, the Jubilee Line Extension and the initial Olympic Park legacy.
- 2.4 As part of the rolling network review programme, key stakeholders are regularly written to for comment on routes to be reviewed prior to the retendering of their contracts. In recent years this has been twice a year, usually in the spring and autumn. The invitation to comment explicitly states that all reviews are network-based and comments are sought on issues and aspirations at any level from route to borough-wide.
- 2.5 While this is a very important channel for communication, the main drawback is that the impression is given that planning is route and contract based. Additionally some stakeholders want quicker feedback on their comments than can be given via a semi-annual process.
- 2.6 In July 2013, TfL met London TravelWatch (LTW) to discuss the watchdog's views on potential improvements to the current consultation process. Following the publication of the initial response, LTW was updated on TfL's plans to develop engagement with passengers.
- 2.7 Aside from liaison to specifically inform LTW's contribution to the London Assembly's investigation, TfL has regular dialogue with the watchdog on bus service issues. This includes quarterly meetings between the Managing Director of Surface Transport and LTW's leadership and a close working relationship between TfL senior managers and senior officers from the passenger body. In addition, senior managers appear at LTW's public committees to be held to account on TfL's plans for bus services in the capital.
- 2.8 In addition TfL partake in London Borough Public Transport Liaison meetings. These are borough-convened where the frequency, style, agenda and those invited to attend will vary borough by borough. Some are annual meetings whilst others are quarterly. Many are part of the formal committee structure whereas others are more informal meetings involving officers only. The agenda can vary with some covering bus issues only, whilst others will cover all public transport modes. In general terms the meetings tend to focus on working through lists of smaller-scale issues rather than looking at themes, though some boroughs have used them to link in to thematic issues such as travel by older people.

- 2.9 Currently 25 boroughs out of 33 have regular meetings scheduled. In 2012/13 there were about 90 meetings involving 25 authorities (some outside Greater London). More informal 'catch-up' sessions also take place with some boroughs, to review progress on outstanding issues.

3 London Borough sub-regional forums

- 3.1 As defined in the Mayor's Transport Strategy, there are five regional panels covering the central, north, south, east and west regions of London. Each sub-region has a political level oversight group and a more frequent programme of TfL/borough officer level meetings to discuss cross boundary issues. In order to discuss these issues, sub-regional forums are held every three months or so and officers from any borough can attend.
- 3.2 The panels have been instrumental in the production of sub regional transport plans for each area. Staff from across TfL attend for items of specific relevance to their work area. It is envisaged that the panels could provide a greater opportunity for engagement more widely, enabling neighbouring boroughs to have more of a collective say in the future development of the bus network at a sub-regional level.
- 3.3 Engagement with the boroughs is done in a variety of ways. The first of these is a monthly e-mail bulletin produced by TfL that is sent to all councillors and senior officers in London to convey a mix of local and general transport news. This has a circulation of circa 2,500 stakeholders (and can also be accessed by Assembly Members if requested). It is intended that the bulletin contains regular feature items on bus related issues and forthcoming consultations.
- 3.4 The second is a Borough Extranet which is a means of communicating a wide range of information to boroughs from across TfL, mainly aimed at officers, but also useful for councillors. It is an on-demand part of the TfL website. Examples of information available on the Extranet are LIPs funding documentation, updates on traffic signals work and notification of bus service changes. This information will be transferred to the new TfL website.
- 3.5 Finally, active feedback from the boroughs is encouraged. A survey recently conducted sought the views of the boroughs on TfL's engagement and ideas for further development. The results are still being analysed but may highlight further suggestions for development.

4 Customer engagement

- 4.1 Customers are engaged with on a regular basis and in many different ways. One of the most successful ways is via email campaigns. In 2012/13 a total of 2.8 million emails were sent to registered Oyster users about changes to bus services (covering approximately 70 different campaigns).
- 4.2 For example, customers were notified about a variety of reasons including:
- Re-routeings (routes 128, 308);

- Extensions (route EL1);
 - Frequency increases (routes 154, 183);
 - Bus stop changes (Hatton Cross bus station);
 - Long term or major diversions (routes 75, 157, 341);
 - Significant changes to timetables (routes 114, 298);
 - Introduction of Sunday services (routes 434, B12);
 - Closures (Liverpool Street bus station).
- 4.3 Many service changes are publicised at bus stops and shelters themselves, and in some instances press releases are issued (routes 114, 236, 183, 308).

5 Engaging with the Health Service

- 5.1 Travel and transport are critical to the health and well-being of everyone living and visiting London. It is well established that transport offers access to social and economic activities such as access to employment, education and social activities, as well as access to the wide range of healthcare services provided across London.
- 5.2 TfL recognises that travel and transport clearly have a much wider impact on the health of Londoners and are actively engaged with the Mayor's agenda to improve the health and well-being of all Londoners at both a strategic level and at the level of direct service provision.
- 5.3 TfL is involved in both the London Health Board and the newly established London Health Commission set up by the Mayor. Michele Dix, TfL's Managing Director – Planning, sits on the London Health Board. Michele is a member of the expert sub-group focussed on 'Healthy lives and reducing health inequalities' and Peter Hendy, Commissioner of Transport for London, gave evidence to the London Health Commission in January 2014 highlighting the important role of transport to the health of Londoners.
- 5.4 Through the Mayor's Transport Strategy, London Plan, and TfL's Business Plan, there is a clear commitment to address the health and wellbeing of Londoners. This can be seen in the work undertaken to promote active travel working with stakeholders and partners to encourage walking, cycling and the use of public transport; and the work to address the impacts of transport such as air pollution, noise and collisions. In February 2014 the first TfL health improvement action plan - 'Improving the health of Londoners' - was published.
- 5.5 The action plan sets out the main impacts of transport on health, the ways in which TfL is improving health through its current ways of working, and the 10 actions TfL will be taking over the next 3 years to ensure that it more explicitly recognises and demonstrates its role in improving the health of Londoners.

TfL's involvement in healthcare reconfigurations

- 5.6 TfL have worked with the NHS on its major healthcare reconfigurations. Each healthcare review of services is unique and TfL's involvement can vary

according to each reconfiguration. In all instances TfL are reliant upon being approached by the NHS; therefore the stage that TfL are involved can vary across healthcare change.

- 5.7 TfL encourages involvement of the NHS very early on in the planning stage of any service changes that result from healthcare reconfigurations to ensure that all the critical transport issues are considered.

Support provided to the NHS

- 5.8 A key tool and service that is offered is the Health Service Travel Analysis Tool (H-STAT). This tool was developed with the former NHS London team, to ensure that travel and transport connectivity modelling capabilities were made available to the NHS. TfL is able to provide, on request, data based on geographical areas identified by the NHS to allow the production of detailed analysis of the travel and transport impacts of proposed reconfigurations.
- 5.9 Introductory 'round table' meetings are offered to the NHS and its consultants undertaking healthcare reconfigurations with, for example, bus planners, travel and transport modellers, and the stakeholder engagement team.
- 5.10 TfL also participates in any travel/transport advisory group established as a result of NHS healthcare reconfigurations, providing travel and transport expertise across a number of areas as required.
- 5.11 A number of best practice guidance notes to support healthcare changes such as guidance on travel plans for the NHS as well as guidance for business / organisations are available on the TfL website (<http://www.tfl.gov.uk/businessandpartners/7680.aspx>) alongside the 'Transport planning for healthier lifestyles' best practice guide which provides information on projects promoting sustainable travel and healthier lifestyles (<http://www.tfl.gov.uk/assets/downloads/businessandpartners/tfls-healthier-lifestyles-best-practice-guide.pdf>).

Understanding the impact of changes to the bus network

- 5.12 TfL recognises the transport concerns identified by people impacted by healthcare reconfigurations. Concerns can be varied and include additional journey time, cost and additional interchanges to new healthcare sites.
- 5.13 It is important to understand how any proposed healthcare changes affect the way people travel and the numbers of people travelling across the bus network. TfL continue to work with the NHS on reviewing, where information is available, the numbers of patients, visitors and employees using the transport network in order to consider access to health care sites in reviewing transport routes.
- 5.14 The provision of this information is essential for planning the bus network and responding to changes in NHS provision. It is an area in need of strengthening, and the NHS needs to provide forecasts of overall patient and staff demand which can be used in assessing the demand for bus services. We welcome the opportunity to help develop this area further in partnership with the NHS.

5.15 During 2013/14 TfL has been involved in:

- Barnet, Enfield and Haringey Clinical Strategy Group, where guidance was provided on travel analysis, the joint travel plan and digital information boards in hospital reception areas.
- North West London – Shaping a Healthier Future Programme - Travel advisory group. TfL have provided H-Stat data, bus planning guidance, and more recently promotion of active travel for staff and patients. TfL continue to be involved in the Travel Advisory Group.
- South West London - Better Services Better Value (BSBV) Travel and Transport Advisory Group. While the BSBV Group did not use H-STAT data, TfL provided guidance on travel and transport analysis best practice and bus planning.

Healthcare reconfiguration	Activity	Outcome
West Middlesex	West Middlesex travel plan committee worked with TfL and London Buses to extend bus route 110 into the West Middlesex Hospital site	Bus route 110 extended into West Middlesex hospital
North (Central) London BEH	The transport working group worked with TfL to consider diverting route 307 into the grounds of Barnet Hospital	Diverted the route 307 into the grounds of Barnet Hospital
North East London	Review of access to Queen's Hospital	Route 128 has been re-routed to improve links and access to Queen's Hospital in Romford. Route 498 extended to Queen's Hospital. Route 499 diverted to serve hospital. Seeking reinstatement of bus priority at Queen's Hospital.

Table 1: Examples of changes made to the transport network as a result of healthcare reconfigurations (note: TfL continues to be actively involved in further work on all the above).

- 5.16 In the past year TfL has developed guidance for the NHS on how to produce an H-STAT analysis. An H-STAT workshop will be held later in 2014 for NHS partners/analysts. In addition TfL is setting up bespoke health pages online to help sign-post the support on offer to the NHS and its partners.
- 5.17 Currently TfL is actively involved in the North West London travel advisory group, however in the past year H-STAT data has been provided to four additional NHS areas. This does not mean that each request will turn into a healthcare reconfiguration; however it is a positive indicator of the early dialogue needed between the NHS and TfL on any proposed healthcare change.