ROADMAP IMPACT

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THIS DOCUMENT SEEKS TO EXPLORE IMPACTS ON LIGHT RAIL AS MILESTONES OF THE UK GOVERMENTS 'ROAD MAP' TO RECOVERY ARE REACHED.					
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SOURCE / RELATED DOCUMENTS:					
The UKTram Covid-19 Industry Controls Guidance Index determines the UKTram Guidance. UKTram Light Rail Recovery Risks UKTram Guidance on Social Distancing. UKTram COVID-19 Passenger Communications, UKTram Light Rail Recovery Strength, Weakness, Opportunities and Threats (SWOT) Analysis. BEIS Working Safely Guidance Department for Transport (DfT) guidance; Coronavirus (Covid-19); safer transport guidance for operators UKTram Providing a Covid-19 Secure Network					
RELATED TRAINING COURSES:			RELATED LEGISLATION:		
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Look ahead – Recovery and Beyond.

INTRODUCTION

The publication from the UK Government of the Roadmap to Recovery informs of restriction easing following the Covid-19 'lockdown'. This document highlights the key milestones and possible impacts that each 'step' towards recovery might have on UK Light Rail systems.

It should be noted that the timelines for recovery are not set in stone and that local variances may occur with decisions in Wales and Scotland being taken by the devolved administrations. It is also widely publicised that there will remain the possibility of a reinstatement of all, or some of the restrictions, at a national and or local level if there are significant peaks in cases.

The 'steps' outlined in this document do not detail specific dates on the timeline when milestones might be reached or cater for variations in the order of implementation of the 'steps' taken both on a national and local level.

ROAD MAP

On 15th May 2020 the UK Government published their Recovery Road map as copied below:
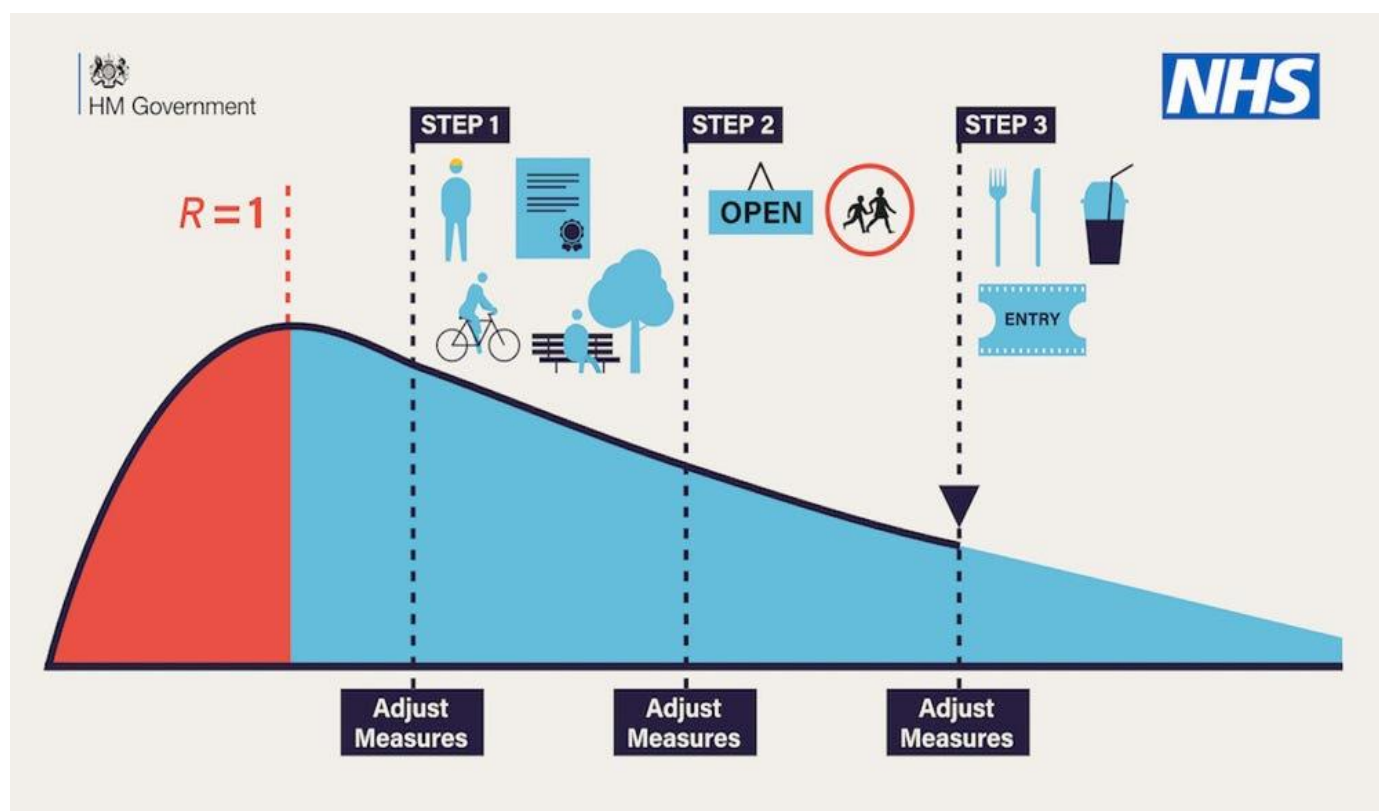
MILESTONES TO RECOVERY

The four steps to recovery were defined as:

Step 1

- Public encouraged to go back to work if they can't work from home
- Restrictions on outdoors exercise will be lifted.
- Golf courses and tennis courses will be allowed to re-open.
- Individuals allowed to socialise at a distance outdoors.
- Construction industry encouraged to re-open.

Step 2

- The phased re-opening of primary schools and shops will begin.
- Outside Group activities can start to resume

Step 3

- Some leisure and hospitality premises with outdoor spaces will be allowed to re-open.
- Restaurants and cafes with outdoor seating will be prioritised for re-opening.
- Hairdressers can re-open.
- Day visit Tourist attractions can re-open

Step 4

- Swimming Pools and group sport activities allowed
- Secondary Schools, Colleges and Universities reopening

At each step to date there has more specific detail on the sectors and areas involved in the easing of the lockdown.

There may be local differences at times especially if local lockdowns come into force, so area specific issues may become more prevalent as we move forward.

IMMEDIATE IMPACTS ON LIGHT RAIL

Detailed below are the four steps with the potential impact each of these steps could have on Light Rail systems and therefore should be taken into consideration. The UK Government is still maintaining a consistent message that the public should only use public transport if necessary so walk, cycle or drive if this is an alternative mode of transport.

Step 1

Event	Potential Impact	Mitigation/Action	Actioned by:
Workers who can't work from home returning to work	Higher passenger demand especially at peak times	Increase service capacity levels if not at 100%	Operator - Funded by Government
Outside activities can commence	Rise in passenger demand at off peak times	Monitor passenger demand	Operator - Funded by Government
Construction industry encouraged to re-open	As above plus engineering works and extension builds can recommence	Change in programmed work for renewals, extensions due to extra measures required for working with social distancing rules etc.	Owners/Authorities/Operators and construction, civil engineering firms and contractors
Social Distancing to be maintained	Reduced capacity	Clear signage, Customer communications and staff awareness	Operator & Authority/Owners

Step 2

Event	Potential Impact	Mitigation/Action	Actioned by:
Primary Schools reopening – partial numbers (approx. 50%)	Higher passenger demand especially at peak times	Increase service levels if not at 100%	Operator - Funded by Government
Mandating of Face coverings on Public Transport	'Policing' and 'enforcement' concerns, passenger perceptions of 'enforcer'	Clear Signage, Customer communications	Operator, Owner/Authorities

Event	Potential Impact	Mitigation/Action	Actioned by:
Social Distancing to be maintained	Reduced capacity	Clear signage, Customer communications and staff awareness	Operator & Authority/Owners

Step 3

Event	Potential Impact	Mitigation/Action	Actioned by:
Travel for some leisure, hospitality, tourist attractions and hairdressers	Rise in passenger demand at off peak times	Monitor passenger demand	Operator - Funded by Government
Social Distancing to be maintained and Face Covering to be used on public transport	Reduced capacity, policing and enforcement issues	Clear signage, Customer communications and staff awareness	Operator & Authority/Owners

Step 4

Event	Potential Impact	Mitigation/Action	Actioned by:
Travel for more leisure activities, group sports, hospitality, all tourist attractions and amenities	Rise in passenger demand at off peak times	Monitor passenger demand	Operator (no current funding agreement)
Face Covering to be used on public transport	Policing and enforcement	Clear signage, Customer communications and staff awareness	Operator & Authority/Owners

LONG TERM CONSIDERATIONS OF IMPACTS TO LIGHT RAIL

Reflection of the longer term impacts of Covid-19 on the Light Rail industry has not had much airing in the 'Fire Fighting' stage as, understandably, the focus has been getting through the initial impact of Covid-19. Below are some of the high level bullet points that require consideration as we move out of the 'Fire Fighting' stage and look at the longer term impacts that could materialise as we reach the end of, and beyond, the current crisis.

FINANCE

- None of the Light Rail systems can finance the service (even at reduced levels) post COVID-19 without additional funding support.

- If social distancing remains in place, systems can only accommodate approximately 10-12% at 2m social distancing and 20-30% at 1m social distancing of normal passenger numbers– Reducing the requirement for social distancing levels from 2 meters to 1 meter will only have a marginal impact, an analysis carried out in Australia estimated that even with a reduced social distance space in place public transport could still only carry 30-50% of its pre- restriction total capacity and globally this is expected to be 25-30% across the travel industry.

- Any additional staffing for Social Distancing measures will incur additional cost and further reduce the passenger space available.

- A finite resource in terms of vehicles and infrastructure means that no additional services can be provided to increase passenger capacity greater than pre-covid19 service levels on most Light Rail systems.

- Asset (Vehicle and Infrastructure) maintenance and end of life replacement must continue on pre-covid19 schedules regardless of the number of passengers carried. Budgets for this asset management are likely to have been made on pre-covid19 assumptions of revenue streams. It is unlikely that at this early stage 'asset' life finances have been adjusted accordingly.

- Most significant assets are already squeezed to maximise service life.

- Future funding to clear the survival funding 'Black-Hole' that started on 23 March and ends in August.

- Changes to control and contracts – Operators, Maintainers, suppliers. In extreme or already strained circumstances there might be a foreclosing on existing contracts and operating agreements. Operator of last resort?

- Risks from all revenue sources - fare box, local taxes, and grants are very much unknown. No current standard revenue business model through the industry.

- Is there common thinking on what the first casualties should be in respect of reduced funding - Staff, services, extensions, renewals?

- What penalties, pressures, actions or funding could be secured if operators take the decision to revert back to a reduced service if passenger numbers do not increase or increase to the point of exceeding capacity.

- What happens if a 'second wave hits', are there further contingencies to support systems?

- What if fair evasion continues at the levels seen previously? At some point tough action might need to take place – industry collaboration in strategy and publicity will be highly beneficial.

- Even when the threat of Covid-19 is all but gone data has shown that many passengers form permanent new travel habits and so previous levels of patronage may not be seen for some time. What actions, and when can they realistically be ramped up, to try and encourage people back to public transport.

- If the government has had to find finance for current systems does this mean any proposed extensions or new systems are unlikely to go ahead or will be delayed?

SERVICE

- Recruitment and training has taken a hit. Driver training - only a limited capacity for training is available for new staff in between 'normal' timetable services beyond the removal of all restrictions.

- Current service levels are not presently being burdened by school, college and university travel peaks. Facilitating their return in is going to be resource intensive and will in any event engulf capacity at a time when other industries will also be preparing for a return to normal. September appears to be the 'new dawn' for schools and other learning institutions.

- We are currently blessed with long hours of daylight. Stretching capacity by encouraging avoiding peaks is not currently viewed as increasing risk to the vulnerable. As we move to shorter periods of daylight (and winter sets in) this may not be the case.

- 'Policing' minors before and after schools take control. Changes in parental/Guardian working hours and shifts may lead to more minors travelling on public transport with no peer supervision until later in the evening or before school.

- Routine testing and contact app tracing - impact on staff availability.

- Collaborative and common communication messaging for all transport modes

PPE

- Face coverings done - What is new on the horizon (Hand sanitisers, rubber gloves, etc?)

- Should the government follow suit and track compliance via CCTV like in other countries

- How long is the wearing of face coverings going to be enforced for?

PROJECTS

- Resilience projects put on hold – how are the decisions made who is making the decisions

- Fulfilling commitments to past recommendations Vigilance, Speed Control etc. Are they delayed or are they still on track.

- New and developing schemes – are they still viable?

MAINTENANCE / RENEWALLS

- Will the financial impact have a direct effect on levels of maintenance carried out?

- Are all parts and equipment readily available from suppliers and manufacturers?

- Will planned renewals be rescheduled or postponed

PERSONNEL

- How does the government encourage operators to retain staff and not downsize the workforce

- Will the industry be able to keep or recruit new staff or will this impact the desirability of the sector?

- Working from home, will this become much more of the 'normal' operation, how does this impact offices, operations, HR management etc.

TACKLING THE LONG TERM CONSIDERATIONS OF IMPACTS

The longer term impacts of Covid-19 on the Light Rail industry are detailed in the previous section following the significant 'Fire Fighting' in the early stages of dealing with the initial impact of Covid-19. Below are some of the high level risks that are thought to require consideration as identified looking at the longer term impacts. A HAZid style of capturing, logging and processing these risks has been taken to detail thoughts as the recovery and longer term impacts reach the end of the current phase and look beyond the current crisis.

HAZid log No.	Potential Risk	Time Priority (1 low, 6 high)	UKTram Mitigation and Actions
1	Light Rail systems cannot finance the service (even at reduced levels) post COVID-19 without additional funding support.	6	Continue to assist with the lobbing of Governments to secure revenue shortfalls.
2	Social distancing impacts on capacity in the travel industry.	5	Work with partner organisation to provide guidance when increases to passenger capacity levels are recommended. Risk is lower if above is satisfactory.
3	Any additional staffing for Social Distancing measures will incur additional cost and further reduce the passenger space available.	6	Work with partner organisation to explore solutions by industry as a whole to identify innovative solutions.
4	A finite resource in terms of vehicles and infrastructure means that no additional services can be provided to increase passenger capacity greater than pre-covid19 service levels on most Light Rail systems.	6	Make sure that this is fully understood at ministerial level and within the Department for Transport.
5	Asset (Vehicle and Infrastructure) maintenance and end of life replacement must continue on pre-covid19 schedules regardless of the number of passengers carried. Budgets for this asset management are likely to have been made on pre-covid19 assumptions of revenue streams. It is unlikely that at this early stage 'asset' life finances have been adjusted accordingly.	3	Work with members to provide expertise and 'sense checking' views on assumptions made whenever required.
6	Most significant assets are already squeezed to maximise service life.	3	Reality of managing an asset but compounded by supply chain disruptions globally. Work with industry supply chain partners to identify and mitigate risks in vulnerable areas.
7	Future funding to clear the survival funding 'Black-Hole' that started on 23 March and ends in August.	6	Continue to assist with the lobbing of Governments to secure revenue shortfalls.

8	Changes to control and contracts – Operators, Maintainers, suppliers. In extreme or already strained circumstances there might be a foreclosing on existing contracts and operating agreements.	3		Assist DfT in vetting and or providing 'operator of last resort' expertise.
9	Risks from all revenue sources - fare box, local taxes, and grants are very much unknown. No current standard revenue business model through the industry.	5		Raising profile of particular risks through lobbying forums.
10	Is there common thinking on what the first casualties should be in respect of reduced funding - Staff, services, extensions, renewals?	2		Current politics is to support full services. Continue to raising profile of particular financial risks through lobbying forums with DfT and Ministers.
11	What penalties, pressures, actions or funding could be secured if operators take the decision to revert back to a reduced service if passenger numbers do not increase or increase to the point of exceeding capacity.	2		Again, current steer towards paying for increased services but a better understanding of penalty resumes of all systems needs collating.
12	What happens if a 'second wave hits', are there further contingencies to support systems?	5		Likely to be local measures. Support and lobbying as required.
13	What if fare evasion continues at the levels seen previously? At some point tough action might need to take place.	4		Industry collaboration in strategy and publicity will be highly beneficial. Facilitate and coordinate any industry call for collaboration. Identify and share best practice that may have been taken from similar industry
14	Even when the threat of Covid-19 is all but gone data has shown that many passengers form permanent new travel habits and so previous levels of patronage may not be seen for some time. What actions, and when can they realistically be ramped up, to try and encourage people back to public transport.	5		Lobby for changes in national 'messaging' campaign. Drop the 'Don't use Public Transport' message. Share best practice ideas that picked up within and outside the industry to identify new market trends and successful campaigns to draw passengers back.
15	If the government has had to find finance for current systems does this mean any proposed extensions or new systems are unlikely to go ahead or will be delayed?	2		Current politics indicate that austerity measures will not take place. Targeted lobbying to make sure this continues to be the case.
16	Recruitment and training has taken a hit. Driver training - only a limited capacity for training is available for new staff in between 'normal'	3		Continue with assistance measures being processed i.e. 'Careers' part of website, NOS review, assist with advancements in simulator technology.

	timetable services beyond the removal of all restrictions.		
17	Current service levels are not presently being burdened by school, college and university travel peaks. Facilitating their return in is going to be resource intensive and will in any event engulf capacity at a time when other industries will also be preparing for a return to normal. September appears to be the 'new dawn' for schools and other learning institutions	6	Lobbying and collaborating for national campaign directed at all transport modes. Developing venerable person's guidance for LRSSB.

Ensuring that Ministers are aware if we are ready or not (social distancing rules will play a big part in that decision) |
18	'Policing' minors before and after schools take control. Changes in parental/Guardian working hours and shifts may lead to more minors travelling on public transport with no peer supervision until later in the evening or before school.	3	Developing venerable person's guidance for LRSSB. Watching eye on how work patterns change. Supporting service changes when required.
19	Routine testing and contact app tracing - impact on staff availability.	1	Discussed at Operations Sounding Board meeting 25 June. Feeling is that this is generally accepted.
20	Collaborative and common communication messaging for all transport modes	1	Very successful during pandemic and will continue with same vigour in the future.
21	Face coverings done - What is new on the horizon (Hand sanitisers, rubber gloves, etc?)	1	Attendance at correct forums and sharing new information as it comes. Special topical meeting agendas when required. Lobbying for supplies as required.
22	Should the government follow suit and track compliance via CCTV like in other countries	1	Assistance with guidance documents and available technology should this take place.
23	How long is the wearing of face coverings going to be enforced for?	1	Attendance at correct forums and sharing new information as it comes.
24	Resilience projects put on hold – how are the decisions made who is making the decisions	4	Working with industry partners to have representation 'in the room' when these decisions are being taken.
26	Fulfilling commitments to past recommendations Vigilance, Speed Control etc. Are they delayed or are they still on track.	3	Continue collaborative work with ORR, Supplies and members to ensure that commitments to recommendations do not slip.
27	New and developing schemes – are they still viable?	5	'Green Restart' agenda starting to take hold. Lobbying for inclusion where light rail might be viable solution in future planning
28	Will the financial impact have a direct effect on levels of maintenance carried out?	3	Key objective to bench mark and set out best practice documents and maintenance standards.
29	Are all parts and equipment readily available from suppliers and manufacturers?	5	Identify 'high risk' areas. Work with industry partners to find solutions.

30	Will planned renewals be rescheduled or postponed	1	Feedback from Sounding Board meeting suggest that they are not being postponed. Watching brief, share best practice on renewals that have successfully taken place.
31	How does the government encourage operators to retain staff and not downsize the workforce	1	Current political incentives demonstrate that this is not the case. In fact the opposite.
32	Will the industry be able to keep or recruit new staff or will this impact the desirability of the sector?	4	Continue with assistance measures being processed i.e. 'Careers' part of website, Career mapping, NOS review leading to Apprenticeships – post lockdown school roadshows.
33	Working from home, will this become much more of the 'normal' operation, how does this impact offices, operations, HR management etc.	4	Best practice days to understand the management of such issues. Reactive guidance to the 'New Normal'.

SUMMARY

As the big unknown going forward is how long Covid-19 will impact our daily lives and therefore our industry, all we can do is review international evidence, government advice and scientific details that can give us an indication on how long Covid-19 will impact the Light Rail industry and the lasting effects it could have.

This document is design to highlight the areas that will or could be impacted and will be updated as time evolves and steps are changed and implementation brings further details. We have detailed what we are working on to assist in tackling these issue on behalf of our members and the industry, we will continue to share best practice, record lessons learned and keep all members updated and changes, developments and their likely impacts.

Government have plans for boosting the economy and public transport will play a part of that plan. With a 'Green Restart' being planned and the Governments wish to 'Build our way out of Economic decline', Light Rail can play a larger part in the use of public transport. UKTram will continue to work with Government and the DfT to support its members and the industry in ensuring we maximise all these avenues.