



TRANSPORT for LONDON – SURFACE TRANSPORT

Taxi and Private Hire Marshalling Specification

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1. ORGANISATIONAL OVERVIEW

1.1 Transport for London (TfL)

TfL is an executive body of the Greater London Authority, created in 2000 as the integrated body responsible for the Capital's transport system. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services across the Capital. TfL is made up of many predecessor organisations covering almost all transport modes in London, and therefore has the ingredients and accumulated experience to provide one of the largest integrated transport systems in the world.

TfL comprises of different modes. The modes are Surface Transport, Corporate, London Underground and Rail. TfL is a partner in Crossrail.

TfL manages London's transport network and is responsible for London's buses, the Underground, the Docklands Light Railway (DLR), London Overground, London River Services, Barclays Cycle Hire, electronic vehicles and policing. TfL also runs Victoria Coach Station and the London Transport Museum.

TfL is responsible for 360 miles (580km) of main roads, and all of London's traffic lights. In addition, it manages the London Congestion Charging scheme and regulates the city's taxi and private hire trades. TfL also promotes a range of walking and cycling initiatives across the Capital.

1.2 Business Unit

Transport for London's (TfL's) Taxi and Private Hire (TPH) department is responsible for the licensing and regulation of taxi and private hire services in London:

As part of TfL we:

- License taxis and taxi drivers
- License private hire vehicles, drivers and operators
- Regulate taxi fares
- Appoint taxi ranks
- Improve travel information
- Make services safer and more accessible
- Help the Mayor of London integrate public transport in the Capital

Taxi and private hire services play a vital part in helping people travel across the Capital, providing a unique door-to-door service. They provide links with World City functions and other public transport, operate at times and places where other

services are not available, and provide crucial services for passengers with disabilities.

2. INTRODUCTION

2.1 Background

TfL's Taxi & Private Hire department (TPH) is responsible for the licensing and regulation of taxi and private hire services, reviewing and setting taxi fares, appointing taxi ranks, and improving travel information.

TfL also works to make services safer and more accessible and is one of the key stakeholders in the Mayoral Safer Travel at Night (STaN) initiative.

The Safer Travel at Night initiative was launched in October 2002 with the primary objectives of:

- Raising awareness amongst Londoners and visitors to London of the risks of using illegal 'cabs'; and
- Reducing the number of sexual assaults committed by illegal 'cab' drivers

In London taxis can be hailed on the street, booked in advance or hired from a designated taxi rank. Taxi ranks are usually located in places where demand is greatest including mainline railway stations, hotels, major shopping areas and areas where there is a busy late night economy.

Taxis are recognised as a safe and quick way of making door-to-door journeys. All taxis are wheelchair accessible and have a number of other accessibility features making them particularly valuable for disabled people and at times when other public transport is scarce.

Private hire vehicles (PHVs) must be booked through a TfL-licensed PHV operator and PHV drivers cannot ply for hire, accept bookings from passengers directly or use taxi ranks.

The provision of marshals, particularly late at night, has proved popular amongst passengers and drivers. It contributes to TfL's Safer Travel at Night initiative as it provides a safe waiting environment for passengers and drivers, increases the supply of available taxis, deters illegal 'cabs' and contributes to reducing anti-social behaviour by helping to disperse people quickly and safely. The marshals have also provided a valuable service during industrial action on the transport network and at various events across the Capital.

The current contract allows the days, times and locations of each scheme to be changed and the Marshals to be moved to a different location or to operate on a flexible basis where they perform a roving role and marshal different locations throughout the week. These locations are determined by the demand for taxis or PHVs, the likely supply of vehicles and any other relevant issues. TfL is also exploring the potential for commercial sponsorship for the marshalling schemes. This will help to fund existing marshals and potentially increase the number of locations where marshals can be deployed or the expansion of the days or times of existing schemes.

2.2 Objectives

The primary aims of the marshalled schemes and the marshals are to:

- Increase the supply of available taxis
- Provide a safe waiting environment for passengers, including for those passengers waiting for a booked licensed private hire vehicle (PHV).
- Provide a safe waiting environment for taxi and PHV drivers.
- Manage drop-offs by taxis and PHVs.
- Manage any designated pre-booked private hire pick up areas
- Provide support and assistance to passengers, especially disabled and vulnerable passengers
- Help deter illegal 'cab' activity and touting
- Help deter other illegal activity and anti social behaviour
- Report suspicious and illegal activity to the police and TfL, and provide support where appropriate
- Help ensure that a quality door-to-door transport service is provided in the Capital

The Service Provider shall abide by all elements of this Specification and ensure that marshals fulfil the roles and responsibilities contained within this Specification.

3. SCOPE

3.1 General Requirement

The role of the marshals is to provide a knowledgeable and reassuring presence at taxi ranks, taxi and private hire drop off areas, pre-booked private hire pick up areas and at other transport interchanges and connection points, especially at night and at weekends in support of the Mayor's transport strategy for safe, integrated transport in London and the Safer Travel at Night initiative.

3.2 Location & Operation of the Schemes

The dates and times of operation of the schemes are subject to review depending upon bank holidays and changes in the area, such as road or building works, or taxi ranks being altered or revoked or changing priorities.

There are 11 late night marshalled taxi rank schemes in operation. The locations and operational details for the marshalling arrangements are shown in Appendix 1 Scheme Locations.

The supplier must retain flexible roving roles and should be able to provide marshals for three different models of operation as follows:

- Regular fixed locations marshalled on an ongoing basis;
- Roving marshals changing locations on different days; and
- A combination of the above with a set number of hours allocated to fixed locations and the remaining hours allocated to roving marshals.

The Service Provider must be able to respond quickly to changes to locations, switching between fixed marshalling and roving marshalling whilst maintaining a high quality service to the public and drivers.

3.1 Ad-Hoc Marshalling

In addition to the locations, days, and times outlined in this specification there may also be ad-hoc requirements over the duration of the contract. The ad-hoc marshalling may be for industrial action, sporting events, festivals or other incidents or events as may be required at very short notice.

For this reason, the Service Provider must be able to provide a flexible and on-demand service, with capacity to deploy marshals at short notice.

3.2 Exceptions to the Days of Operation

Over the duration of this two year contract, the taxi marshalling service will not operate on Christmas Day, Boxing Day or New Year's Day (unless the Service

Provider has been formally instructed to do so once the contract has started). The marshalling service may also not be required on other bank holidays (e.g. Good Friday, Easter Sunday, etc.) and this will be confirmed by TfL before each bank holiday.

3.3 Sponsorship

The Service Provider shall cooperate and collaborate with future Sponsors of the service. This may include handing out promotional materials, and wearing apparel such as hi-visibility jackets bearing the sponsor's logo. The Service Provider's cooperation and collaboration shall include but not be limited to wearing tabards and other items of clothing bearing the Sponsor's name and/or logo.

4. ROLES AND RESPONSIBILITIES OF MARSHALS

This is a direct customer facing role dealing with licensed taxi and private hire drivers plus members of the public on the street, principally at night at taxi ranks and private hire pick-up points. The roles and duties of the marshals are set out below.

4.1 Principal Accountabilities

The principal accountabilities of marshals shall be as follows:

- Assisting passengers at taxi ranks, private hire and taxi drop off points and pre-booked private hire points.
- Sign a declaration confirming that they agree to undertake the role and duties set out in this Specification.
- Keep taxi ranks, taxi and private hire drop off areas and pre-booked private hire pick up areas running effectively and contribute to a safer waiting environment for passengers and drivers
- Responsibly help and supporting vulnerable travellers and passengers, especially women travelling alone, disabled and elderly people
- Advise travellers and passengers on alternative travel options available in the area, and provide information about local facilities and amenities
- Promote TfL's aims of safer, integrated travel and equality and inclusion through actively providing a positive customer service to London's travelling public
- Promote TfL's initiatives to licensed taxi and private hire drivers and the public.

4.2 Nature of Work

Marshals shall undertake the following responsibilities:

- Organise and manage taxi ranks, taxi and private hire drop off areas and pre-booked private hire pick up areas effectively by dealing knowledgeably and confidently with licensed drivers and with the public to create a safer waiting environment and to reduce waiting times.
- Organise taxi sharing when it has been approved and authorised by TfL. Any new taxi sharing schemes will be considered and approved by TfL before proceeding. When applicable, TfL shall prepare a new order setting out any new fixed-fare, shared-taxi schemes to be signed before any new sharing schemes can proceed.
- Provide information about travel options in the area including taxis, private hire services, London Bus Routes and London Underground and Overground stations.
- Provide information about local facilities and amenities, including hotels, restaurants, cafes, and other late night establishments.
- Work with local police and report any public order incidents immediately
- Work with late night venues and venue security staff.

- Recording quickly and accurately details about the number of passengers and licensed drivers using the taxi rank or private hire pick-up points.
- Keep notes and prepare a written record of any significant events and incidents.
- All marshals must work with another marshal at all times.

4.3 **Supporting Activities**

The marshals will not be Authorised Officers or Compliance Officers but will be expected to carry out some activities to support TfL's regulatory and compliance work. This may include:

- Record the details of illegal 'cab' related activity and report this to TfL. This activity includes but is not limited to:
 - Touting
 - Illegal plying for hire
 - Suburban taxi drivers working outside of their licence area
 - Unlicensed drivers or vehicles
- Report certain vehicle related issues (e.g. unauthorised signage, missing licence discs or plates, etc.) – this does not include mechanical checks or inspections of vehicles.
- Keep taxi ranks clear of other vehicles.
- Keep taxi and private hire drop off and pick up areas clear of other vehicles.

Illegal 'cab' activity and issues shall be reported to TfL after each shift and also to TfL's Compliance Officers during any visits they make to taxi ranks and drop off or pick up areas.

4.4 **Job Boundaries and Decision Making**

- All marshals shall be familiar with the relevant legislation and regulations regarding taxi and private hire services in London, the differences between these and how each service operates.
- All marshals shall be aware of their obligation to comply with the general duty in law to take reasonable care for personal health and safety, and the health and safety of other persons with whom they come into contact whilst at work.
- All marshals will be representing TfL and therefore will be expected to behave in a professional manner at all times and must not bring TfL or the taxi or private hire trades into disrepute.
- All marshals should be able to provide advice and guidance to the public and taxi drivers.
- No cash handling unless otherwise directed by TfL.

4.5 **Knowledge, Skills and Experience**

- Capable of working outside for long periods in all weathers and at night.
- Positive and confident disposition with excellent communication and interpersonal skills, and an ability to deal effectively with the public face-to-face.

- Understanding and commitment to equality and inclusion.
- Self-motivated, self-reliant and able to use discretion and initiative.
- Demonstrable excellent and detailed knowledge of London including street locations, railway and underground stations, places of interest and entertainment, and other amenities and facilities.
- Numerate and literate.
- Able to communicate clearly and effectively in spoken English.

Two marshals must always be present at each location. At least one marshal at each Scheme Location shall be either a TfL-licensed taxi (black cab) driver or studying the Knowledge of London and as a minimum at the 21's stage of the process. The second Additional Marshal may or may not be a TfL-licensed taxi (black-cab) driver or studying the Knowledge of London. However, all Marshals must meet the Training requirements below.

4.6 Training

- All training is to be carried out at the expense of the Service Provider
- The Service Provider shall provide a copy of the slides used in the training to TfL, confirm which marshals have completed the training and when this has been completed.
- The training shall include:
 - Conflict Management training, this training will include dealing with vulnerable/intoxicated members of the public;
 - Disability awareness training; and
 - Basic CPR and resuscitation training.
- All marshals shall complete safe guarding training.
- All marshals must undergo and pass a Disclosure and Barring Service (DBS) checks.

The Service Provider shall submit evidence that all marshals have completed the necessary training to TfL.

4.7 Marshals Uniform

All marshals must at all times be readily identifiable and wear high-visibility jackets or coats when working, which must be supplied by the Service Provider. All marshals are expected to be dressed in a professional manner with clothing suitable to the local weather conditions

As per the specification section of this document, a High visibility jacket may be provided by the sponsor of the scheme, which may include the sponsor's logo. Sponsor suitability and any changes not limited to uniform will require approval by TfL before changes are implemented.

4.8 Main Working Relationships

There are a number of different groups and organisations the Service Provider will be expected to work closely with and build strong relationships with. These include:

- Transport for London – Taxi and Private Hire
- Transport for London – Taxi and Private Hire Compliance Officers – the Compliance Officers will visit the marshalled taxi ranks from time to time and the marshals shall be expected to report any issues or problems that have been occurring
- Taxi drivers and private hire operators and drivers – the marshals shall be expected to build and maintain close relationships with taxi drivers using the ranks
- Local police and other agency officials
- Late night venues and security staff – the marshals shall be expected to build and maintain relationships with late night venues near the schemes and security staff at the venues by introducing themselves to the staff at the start of shifts and making them aware of any relevant problems in the area
- London Boroughs

4.9 Establishing links with the local police

- The local police are aware of the late night marshalled taxi rank schemes and TfL and the Service Provider will continue to work together with the local police where possible.
- TfL will advise the Metropolitan Police and City of London Police Cab Enforcement Units when the new supplier commences supplying marshals for the schemes.
- Marshals may carry airwave or equivalent radios supplied by the Service Provider and maintain contact with the local police or CCTV control rooms.

4.10 Equality Statement

The jobholder must be aware of and comply with any other requirements associated with Equality issues relevant to the post.

5. DELIVERABLES

5.1 Managing the Schemes

Process for managing and monitoring marshals

- All marshals shall be interviewed by the Service Provider and will be required to sign a declaration confirming that they agree to undertake the role and duties as set out in Taxi and Private Hire Marshalling Specification
- The Service Provider shall submit weekly reports to TfL confirming which marshals worked at which rank
- Regular checks on the marshals' attendance at the ranks shall be conducted by the Service Provider. These checks will include visits to the ranks and, where possible, checks via CCTV. Any problems with attendance will be reported to TfL in the weekly report.
- Any marshal that has been found to have acted inappropriately or failed to attend on a number of occasions should be disciplined in accordance with the Service Providers process

5.2 Taxi and Private Hire Mystery Traveller and Customer Satisfaction Surveys

TfL may conduct Mystery Traveller Surveys and these could include a number of trips from the late night marshalled ranks or from any pre-booked private hire areas. Passenger and licensee Customer Satisfaction Surveys on general issues may also be conducted and TfL staff will visit each scheme during the hours of operation from time to time.

5.3 Contract Management

Update and review meetings between TfL and the Service Provider shall be held monthly for the first six months of the contract. The frequency of the update and review meetings will be reviewed after the first six months of the contract.

5.4 Frequency of Reporting

The Service Provider shall maintain a spreadsheet as agreed by TfL, for each marshalled taxi rank scheme with the following information:

- Dates worked at each scheme
- Name of the marshals who worked each evening
- Details of the hours worked by each marshal each evening and if any marshals arrived late
- If the marshals left the schemes at the designated time or if they left earlier or later and why this was
- If any scheme operated with just one marshal and the reasons for this
- Number of taxi passengers using the marshalled ranks each evening
- Number of taxis using the marshalled ranks each evening
- Number of private hire vehicles using any designated pick up areas

- Details of any comments of complaints
- Details of any incidents that occurred

An updated spreadsheet for each scheme with this information will be provided to TfL on a weekly basis and by Tuesday of each week. Additional information may be requested by TfL for inclusion on the weekly report.

5.5 Customer Service and Complaints

A form approved by TfL must be used to record complaints or comments about the taxi rank marshals, marshalled taxi rank schemes, taxi or private hire drop off areas or pre-booked private hire pick up areas. Where personal data is recorded or processed then this must be done in accordance with the Data Protection Act 1998.

TfL may supply cards or information leaflets for the marshals to carry and hand out to members of the public. For example, this could be Safer Travel at Night information leaflets or cards carrying details of how to make a complaint or comment about the marshals or a particular scheme.

- All marshals shall carry a note book or device to record details of complaints
- Complaints shall be passed to TfL to investigate in the first instance:
 - Complaints regarding taxi drivers will be investigated by TfL and follow the current complaints policy
 - Complaints regarding a marshalled taxi rank scheme will be reviewed and responded to by TfL, in conjunction with the Service Provider where appropriate
 - Complaints regarding marshals will be investigated by TfL, in conjunction with the Service Provider and follow a similar procedure to that used for taxi driver complaints, with marshals invited to respond to a complaint and provide their version of events
- The Taxi and Private Hire Complaints and Feedback policy will be followed when dealing with complaints
- The contact details for TfL shall be provided to anyone wishing to make a complaint or comment about the schemes, taxi drivers or marshals
- Marshals shall assess each situation on a case by case basis and offer appropriate assistance to vulnerable passengers. This could include, but not be limited to, staying with passengers until a taxi is available and calling for police or ambulance support when required. The marshals shall be required to have had basic CPR and resuscitation training but will not be expected to administer first aid to passengers beyond this and instead should call for an ambulance and medical support when this is required.

5.6 Payment

The Service Provider shall pay marshals no less than the London Living Wage throughout the life of the contract. The Service Provider shall ensure that any increase in the London Living Wage throughout the term of the contract shall be passed on to marshals.

Two marshals must be present at each scheme location at all requested times. At least one marshal must be a TfL-Licensed Taxi Driver (or is currently in training and has passed the 21's stage of the Knowledge of London training).

The second marshal (known as the 'Additional Marshal') that is not a TfL-Licensed Taxi Driver Marshal will not be required to meet the same qualification standards as the TfL-Licensed Taxi Driver Marshal.

The Service Provider may only charge TfL for the price of one TfL-Licensed Taxi Driver Marshal and one Additional Marshal at each Scheme Location for each shift, unless otherwise requested by TfL.

For example, if the Service Provider placed two TfL-Licensed Taxi Driver Marshals at one Scheme Location for one shift, TfL will be charged the price for one TfL-licensed taxi driver Marshal and one Additional Marshal for that shift.

The Service Provider shall submit invoices to TfL each period using the details provided in the Call-Off Contract. Copies of the invoices shall also be submitted to TfL to check and agree mid way through the period and prior to payment being required.

6. HEALTH AND SAFETY

6.1 Risk assessments

The Service Provider shall complete a taxi marshal risk assessment for each marshalled taxi rank, taxi or private hire drop off area or pre-booked private hire pick up area and submit a copy of this to TfL. Risk assessments will be reviewed by TfL and the Service Provider on a quarterly basis with new assessments carried out every quarter or if there are changes to a taxi rank, taxi or private hire drop off area or a pre-booked private hire pick up area. These reviews will cover, but not be limited to:

- Assessing the footway and passenger queuing area
- Working around moving vehicles, including:
 - Assessing the vehicle movement area and where vehicles pick up or drop off passengers
 - Training, personal protective equipment and other measures to stop marshals being injured by moving vehicles
- Reviewing signage and lighting
- Reviewing and assessing any temporary or permanent barriers
- Dealing with extremes of weather, in particular protecting staff from cold, wet and windy weather
- Lone working including:
 - What happens if a marshal is sick or is holiday
 - What arrangements are in place if the marshals require help in an emergency
- Conflict management and managing aggression, including:
 - Training, alarms and communications equipment to enable marshals to manage aggressive passengers
- Welfare facilities, including:
 - Toilets, rest rooms, refreshments and first aid
- Incident reporting
- Marshal supervision and booking on and off, including:
 - Management checks to ensure marshals are safe at the end of their shift

The marshals will carry out a dynamic risk assessment at the start of each shift to identify any problems such as:

- Is the pavement well maintained and are there any slip or trip hazards
- Is there sufficient passenger queuing space
- Is suitable safety signage in place
- Is the vehicle movement area well maintained
- Are there any unauthorised vehicle movements or parking
- Are the road markings well maintained
- Are there any traffic flow issues or other highway problems (e.g. works in the carriageway)
- Is lighting adequate in the passenger queuing and vehicle movement areas

- Are barriers well maintained
- Are there any additional hazards that could affect passenger safety (e.g. building works)

Reports for each scheme confirming if there are any new issues or problems shall be provided to TfL weekly. However, specific issues or new problems identified should be reported to TfL at the earliest opportunity.

6.2 Health and Safety Statement

- Complying with the general duty in law to take reasonable care for personal health and safety, and the health and safety of other persons with whom they come into contact whilst at work
- Being aware of and complying with health and safety legislation and policies relevant to the job

7. FUTURE REQUIREMENTS

- There is a possibility that TfL will look at introducing new information services, such as an app, to provide information to the public and licensed drivers and the marshals would be expected to use this and pass on information to the public and drivers
- TfL may be exploring the potential to increase the number of marshalling schemes.
- If an agreement is made with a commercial sponsor, the marshal Service Provider shall cooperate and collaborate with any and all Sponsors. This may include handing out promotional materials, and marshals wearing apparel such as hi-visibility jackets bearing the sponsors logo. The Service Provider's cooperation and collaboration shall include but not be limited to wearing tabards and other items of clothing bearing the Sponsor's name and/or logo.

8. SERVICE LEVEL AGREEMENTS (SLAS)/KEY PERFORMANCE INDICATORS (KPIs)

Management information and SLAs are important to TfL to help manage the service effectively and ensure licensees and applicants are provided with an efficient and effective service.

A SLA is enclosed in Annex A and the Service Provider shall:

- be able to provide reports at the required time to meet the agreed SLAs;
- produce reports as specified, this may include amendments to existing reports or additional new regular reports;
- produce Performance Indicator reporting to TfL as agreed; and
- The Service Provider shall provide all Reports and associated raw Data, in a format to be agreed with TfL.

Any breaches of the SLA must be raised and managed through meetings and discussions with TfL. An action plan shall be prepared to resolve the issue and provide preventative measures. The Service Provider shall ensure priority; escalated or reoccurring issues are immediately resolved or addressed.

9. IMPLEMENTATION PLAN – REQUIREMENTS

The Service Provider shall implement the service and go live by 11 February 2017. The following must be fully complete by this time:

- Comprehensive training completed by all marshals;
- All processes and procedures must be confirmed and agreed with TfL;
- All risk assessments must have been carried out; and
- All reporting arrangements and templates agreed with TfL.

Appendix 1 Scheme Locations

Set out below is the indicative Scheme Locations and timetable for the operation of the service.

Location	Days	No of marshals	Hours
Beckenham, High Street (outside M&S)	Fridays and Saturdays	2	22:30 - 02:30
Bromley town centre, Market Square	Saturdays	2	22:30 - 00:30
Bromley town centre, Widmore Road	Saturdays	2	00:30 - 02:30
Charing Cross Road	Saturdays	2	22:30 - 02:30
City of London - Liverpool Street Station	Fridays	2	22:00 - 02:00
Kingston town centre, Clarence Street	Wednesdays, Fridays and Saturdays	2	22:30 - 02:30
Old Street, Shoreditch	Saturdays	2	23:00 - 03:00
Swallow Street/Heddon Street	Fridays	2	22:30 - 02:30
Cornhill (The Forge)	Fridays	2	22:30 - 02:30
Berkeley Street (Novikov)	Fridays and Saturdays	2	22:00 - 03:00
Dalston (Birthdays)	Saturdays	2	23:00 - 03:00

Appendix 2- Historical Ad-Hoc work

The below table sets out the Ad-Hoc hours worked for the year 2015/2016.

Scheme Location	Date	Time
Occupy Protest, London Bridge	23 – 28 March 2015	06:00-21:00
	29 March 2015	06:00-16:00
London Bridge Bus Station Closure	3-6 April 2015	07:00-22:00
LU Industrial Action,	Wednesday 7 July 2015	60 hours across various sites
	Thursday 8 July 2015	97 hours across various sites
London Bridge Bus Station closure	10 – 11, 17-18 October 2015	07:00-22:00
DLR Industrial Action, City Airport	4 November 2015	12:00-21:00
LU Industrial Action	5 August 2015	50 hours across various sites
	6 August 2015	103 hours across various sites

10. ANNEX A – SLA

All of the Performance Indicators in this SLA shall be effective from the first day of the contract and will apply throughout the full duration of the contract and any subsequent extension periods.

TfL reserves the right to amend this SLA as required throughout the contract.

Reference	Title	Requirement
PI1	Marshals' training	Evidence to be submitted that 100% of marshals have completed training prior to commencing marshalling – this applies to all new marshals employed once the contract starts. A copy of all training materials must be submitted to TfL.
PI2	Verification of marshals being used	Evidence to be submitted that 100% of marshals being used are licensed taxi drivers or hold another appropriate and agreed position to be submitted prior to marshalling commencing – this applies to all new marshals employed once the contract starts.
PI3	Completion of risk assessments	Risk assessments completed and reports submitted to TfL prior to marshalling commencing at all schemes – this applies to any new marshalled schemes once the contract starts.
PI4	Type of marshals	Where required by TfL the type of marshals (licensed taxi driver or other) used at specific locations or as part of a roving requirement shall be changed with one month's notice.
PI5	Attendance	100% Attendance rate. All agreed locations to be marshalled as specified and agreed with TfL.

PI6	Reporting – operational information	<p>Weekly reports for each location marshalled shall be submitted. The reports shall include:</p> <ul style="list-style-type: none"> • Dates each location was marshalled • Number of vehicles and passengers for each location • Marshals who worked at each location • Confirmation that the marshals arrived at each location on time and reasons why any marshals arrived late • Details of any locations that did not operate with two marshals and the reasons why • Confirmation that the marshals completed each shift at each location and if they did not the reasons why • Details of any incidents that occurred and if these were reported to the police the police crime numbers
PI7	Reporting – checklists	<p>Checklist reports for each marshalling shift for each location shall be submitted weekly. The reports shall include the following information about each location:</p> <ul style="list-style-type: none"> • Is the pavement well maintained, are there any slip or trip hazards and is there sufficient queuing space • Is suitable signage in place • Are there any issues with the road markings • Is the vehicle movement area well maintained • Are there any unauthorised vehicle movements or parking • Are there any issues with the traffic flow • Is the lighting adequate in passenger queuing and vehicle movement areas • Are barriers well maintained e.g. temporary or permanent? • Are there any additional hazards that could affect passenger safety e.g. road or building works
PI8	Reporting – risk assessments	<p>Risk assessments for each marshalling location shall be completed by the Service Provider and submitted quarterly. The risk assessments will include but not be limited to:</p>

		<p>Pavement/ Passenger queuing area</p> <ul style="list-style-type: none"> • Is the pavement well maintained • Are there any slip or trip hazards on the pavement • Is there sufficient passenger queuing space • Is the passenger queuing appropriately controlled • Is the layout sufficient to allow ease of access and egress to and from the taxis/PHVs <p>Vehicle Movement Area</p> <ul style="list-style-type: none"> • Is the vehicle movement area well maintained • Are there any hazards on the vehicle movement area • Are there any unauthorised vehicle movements or parking that effects the traffic flow • Are vehicles impeding pedestrian crossings or other areas of pedestrian movements • Are all road markings in the vehicle movement area in good condition • Are there any unauthorised vehicle movements e.g. reversing <p>Signage and lighting</p> <ul style="list-style-type: none"> • Is there suitable signage in place including the rank plate and clearway signage • Is lighting adequate in the vehicle movement area • Is lighting adequate in the passenger queuing area • Is there any defective lighting that reduces visibility <p>Infrastructure</p> <ul style="list-style-type: none"> • Are barriers required (temporary or permanent) • Are barriers well maintained • Is there CCTV coverage at the location
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		<ul style="list-style-type: none"> • Is the location of the taxi rank, pick up area or drop off area suitable and sufficient • Are there any changes that could affect passenger safety e.g. road or building works <p>Marshals</p> <ul style="list-style-type: none"> • Do all marshals have mobile phones and radios • Are all marshals wearing hi-visibility clothing and appropriate footwear • Are all marshals working in a safe and professional manner
PI9	Quality assurance	<p>The supplier shall conduct quarterly unannounced visits to each location during the hours it is marshalled to check the performance of the marshals, identify any problems and identify potential improvements.</p> <p>The results of the checks shall be reported to TfL.</p>
PI10	Enquiries, Complaints and Information received	100% of enquiries, complaints and information requests responded to within five days (this includes Saturdays, Sundays and public holidays).
PI11	Complaints	The Service Provider shall provide copies of any complaints received to TfL within five days (this includes Saturdays, Sundays and public holidays).