

## **Transport for London**

### **Minutes of the Customer Service and Operational Performance Panel**

**Teams Virtual Meeting  
10.00am, Wednesday 14 July 2021**

#### **Members**

Dr Mee Ling Ng OBE	(Chair)
Dr Alice Maynard CBE	(Vice Chair)
Bronwen Handyside	
Anne McMeel	
Dr Lynn Sloman MBE	

#### **Executive Committee**

Howard Carter	General Counsel
Vernon Everitt	Managing Director Customers, Communication and Technology
Andy Lord	Managing Director, London Underground and TfL Engineering
Alex Williams	Director of City Planning

#### **Staff**

Mark Evers	Chief Customer Officer, Customers, Communication and Technology
Miranda Leedham	Head of Customer Marketing and Behaviour Change
Shamus Kenny	Head of Secretariat
James Varley	Secretariat Officer

### **17/07/21 Apologies for Absence and Announcements**

The Chair welcomed everyone to the meeting. The meeting was being broadcast live on YouTube.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled decisions to be taken via videoconference, expired on 6 May 2021. As Members were not able to meet in person due to social distancing measures, the approval of the minutes would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

The Chair reminded those present that safety was paramount to TfL and encouraged Members to raise any safety issues during discussions on the relevant item or with TfL staff after the meeting.

The Panel Members expressed their thanks to Chris Macleod, Director of Customer and Revenue, who had retired at the end of June 2021, for his significant contributions to TfL. The Chair highlighted her work with Chris on the Advertising Steering Group which had been convened in response to the current Mayor wishing to ensure advertising on TfL did not promote views and products that were harmful to the

wellbeing of Londoners. It was noted that other transport authorities around the world had observed and were replicating these good practices.

No apologies for absence had been received from Members.

## **18/07/21    Declarations of Interest**

Members confirmed that their declarations of interests, as provided to the Secretariat and published on [tfl.gov.uk](https://tfl.gov.uk), were up to date and there were no interests to declare that related specifically to items on the agenda.

## **19/07/21    Minutes of the Meeting of the Panel held on 24 February 2021**

The Chair, following consultation with the Panel, approved the minutes of the meeting held on 24 February 2021 as a correct record, subject to amending minute 07/02/21 Assisted Transport Services Update to clarify that Joyce Mamode introduced the paper. The minutes would be provided to the Chair for signature at a future date.

## **20/07/21    Matters Arising and Actions List**

Howard Carter introduced the item.

The Panel noted the Actions List.

## **21/07/21    Communication and Stakeholder Engagement during the Coronavirus Pandemic - Update**

Vernon Everitt introduced the paper, which provided an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from the coronavirus pandemic.

TfL had decided to retain the requirement in its Conditions of Carriage following the relaxation of social distancing measures, following a request from the Mayor to provide additional reassurance to customers. The requirement was for customers, without a reason for exemption, to wear face coverings once they had entered the network and to continue to wear the covering until exiting the network.

The Mayor's preference had been for government to extend the national requirement beyond 19 July 2021, however this had not happened. The Conditions of Carriage allowed TfL to continue the requirement to give customers confidence in using the public transport system. Extensive testing and monitoring were taking place and no evidence of the coronavirus had been found on surfaces or as airborne particles on the network. The public transport system did not carry any higher risk than other situations involving large numbers of people and the requirement to wear a face covering demonstrated to users that it was a safe and well controlled network. The move had been welcomed by customers, staff, trade unions and businesses in London, with the

use of public transport being a key part of the recovery of London. TfL was engaging with other transport organisations and operating companies to understand their views and develop consistent messaging. Some long-distance operators would be facing differing regulations as their networks crossed borders between England, Scotland and Wales. In addition, there were interfaces with National Rail and, on some shared routes, differing rules would apply depending on which operator the customer chose to use.

To date, compliance levels on the network had been good and effective communication would be key, as there was a divergence between government advice and local regulation. Communications would be wide and varied across multiple channels and use appropriate language and tone.

Robust enforcement was also required to ensure customers were aware of the rules and to avoid any potential ambiguity. Staff would be trained on effective messaging and appropriate enforcement to minimise the potential for conflict. The British Transport Police and the Metropolitan Police would be providing support to front line staff, should conflict or abuse arise from enforcement activity. Members suggested that the regular use of pre-recorded messaging would, in some circumstances, be better than one to one interactions in reducing potential conflict.

The Panel supported the change to the Conditions of Carriage which provided a contractual mechanism for governing behaviour and which only applied to the TfL owned or operated network. Failure to comply with the Conditions of Carriage did not carry legal sanction, although customers would face removal from the network.

Should formal government guidance be issued at a later date, TfL would ensure it was aligned with the relevant advice or regulation

The Panel requested further updates on the implementation and enforcement of the revised Conditions of Carriage at future meetings. **[Action: Vernon Everitt]**

TfL was continuing to communicate with its customers and colleagues and had overseen an increase in confidence in travelling in London. In the last month, 74 per cent of Londoners had used the network, with 2.5 million people using it each day. Confidence levels were strong and the TfL Care Score had increased to 59 per cent.

While social distancing restrictions and work from home advice was due to be lifted on 19 July 2021, this was not expected to result in an immediate and significant increase in customer numbers, but more of a phased return over the next six to eight months, as employers and businesses tested and reviewed their return to work processes.

A new television advertisement would be going live in the week commencing 19 July 2021.

The TfL Go app had received over 255,000 downloads to date following a soft launch in summer 2020 and a marketing campaign from 27 April 2021. It had been working well, using depersonalised Wi-Fi connection data to provide information on usage levels at stations and interchanges in real time.

TfL had also managed several significant events in London recently, including a rugby match at Twickenham, cricket at Lords, tennis at Wimbledon and the football matches at Wembley for the Euro 2020 tournament.

The Euro 2020 event management had been the result of several months of planning, working closely with the Football Association and the Greater London Authority (GLA). For the period of the tournament, event liaison was stood up at our Palestra office to deal with real time situations. The majority of people had a good experience, however the disruptive and criminal behaviour of a sub-set of fans and attendees around the stadium, stations and parts of the bus network had been a challenge and was unacceptable. The timing of the game meant that alcohol consumption was a key factor in the behaviour of some people and this would be fed back into future planning as part of a review with British Transport Police, Chiltern Railways and other stakeholders.

Special timetables were in operation to deal with the planned increase in passenger numbers, which were further increased by an estimated 25,000 additional unticketed attendees who were visiting Wembley to take in the atmosphere before leaving prior to the match commencing. The large numbers of customers meant that the focus of operations was the movement of passengers rather than implementing social distancing on services.

Staff within different directorates in TfL had worked well together and the support of the police, and in particular the British Transport Police, had been exceptional.

Panel Members requested that their thanks be passed on to all TfL staff involved in the events.

**[Action: Andy Lord, Gareth Powell, Vernon Everitt]**

Scenario planning was taking place to look at demand patterns during recovery. There had been a robust recovery to transport usage in outer London and less so in the Central Activity Zone. Road traffic had also recovered strongly, which was attributable to the public health situation. The range of outcomes from the scenario planning was being steadily narrowed as time went on. The GLA had carried out work to assess and plan for the Central Activity Zone, however time was needed to understand how its recovery would look.

**The Panel noted the paper.**

## **22/07/21 Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)**

Andy Lord introduced the paper, which set out how TfL managed risk that applied to all TfL operational assets and its ambition to develop and embed, where appropriate, standardised asset management practices.

The manager of this risk, Caroline Sheridan, Director of TfL Engineering and Asset Strategy, would be leaving TfL shortly. The Panel asked for their thanks to be passed onto Caroline for the work she had done.

The risk was managed by mitigations and controls across the assets and infrastructure which were working effectively. Control regimes would change over the lifecycle of assets. The control regime prioritised safety and mitigating actions would include activity at an operational level.

This work had also been used to inform the long-term capital investment programme, as well as being part of discussions with the Department for Transport regarding funding of the renewals programme.

**The Panel noted the paper.**

### **23/07/21 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the Forward Plan.

**The Panel noted the paper.**

### **24/07/21 Any Other Business**

This was the last meeting of the Panel under its current Membership cycle. The Chair thanked the Members and staff for their contribution to the work of the Panel. On behalf of staff, Vernon Everitt thanked the Members for their role in providing oversight and scrutiny of the organisation.

There was no urgent business.

### **25/07/21 Date of Next Meeting**

The next scheduled meeting was due to be held on Thursday 7 October 2021 at 10.00am.

### **26/07/21 Exclusion of the Press and Public**

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)

The meeting closed at 11.50am.

Chair:

  
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Date:

15/07/22  
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