

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Jamie Mordue, Secretariat Officer; email: v_JamieMordue@tfl.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 6 July 2021

Agenda
Customer Service and Operational Performance Panel
Wednesday 14 July 2021

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

General Counsel

Members are reminded that any interests in any matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Panel held on 24 February 2021
(Pages 1 - 10)

General Counsel

The Chair, following consultation with the Panel, is asked to approve the minutes of the meeting of the Panel held on 24 February 2021.

4 Matters Arising and Actions List (Pages 11 - 16)

General Counsel

The Panel is asked to note the updated actions list.

5 Communication and Stakeholder Engagement during the Coronavirus Pandemic (Pages 17 - 40)

Managing Directors Customers, Communication and Technology, Surface Transport, and London Underground and TfL Engineering.

The Panel is asked to note the report.

6 Enterprise Risk Update - TfL Asset Condition Unable to Support TfL Outcomes (ER12) (Pages 41 - 42)

Managing Director London Underground and TfL Engineering

The Panel is asked to note the paper and exempt supplementary information on Part 2 of the agenda.

7 Members' Suggestions For Future Discussion Items (Pages 43 - 46)

General Counsel

The Panel is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.

8 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

9 Date of Next Meeting

Thursday 7 October 2021 at 10.00am.

10 Exclusion of Press and Public

The Committee is recommended to agree 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), in order to consider the following items of business.

Agenda Part 2

11 Enterprise Risk Update - TfL Asset Condition Unable to Support TfL Outcomes (ER12) (Pages 47 - 56)

Exempt supplementary information relating to the item on Part 1 of the agenda.

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Teams Virtual Meeting 10.00am, Wednesday 24 February 2021

Members

Dr Mee Ling Ng OBE	Chair
Dr Alice Maynard CBE	Vice Chair (until Minute 07/02/21)
Bronwen Handyside	
Anne McMeel	
Dr Lynn Sloman MBE	

Executive Committee

Staynton Brown	Director of Diversity, Inclusion and Talent
Howard Carter	General Counsel
Vernon Everitt	Managing Director Customers, Communications and Technology
Alex Williams	Director of City Planning

Staff

Ben Bost	Principal City Planner (cycling) (for Minute 08/02/21)
Matt Brown	Director of News and External Relations (for Minute 11/02/21)
Christina Calderato	Head of Transport Strategy and Planning (for Minute 08/02/21)
Helen Cansick	Head of Network Performance (for Minute 08/02/21)
Robert Duff	Principal Data Scientist (for Minute 06/02/21)
Mark Evers	Chief Customer Officer, Customers, Communication and Technology
Siwan Hayward OBE	Director of Compliance, Policing Operations and Security
Joyce Mamode	Head of Assisted Transport (for Minute 07/02/21)
James Mead	General Manager, On-Demand Transport (for Minute 07/02/21)
Heather Preen	Head of Local Communities and Partnerships
Lauren Sager Weinstein	Chief Data Officer (for Minute 06/02/21)
Caroline Sheridan	Director, TfL Engineering Delivery
Shamus Kenny	Head of Secretariat
Jamie Mordue	Secretariat Officer

01/02/21 Apologies for Absence and Announcements

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

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

The Panel thanked Staynton Brown, Claire Mann and Brian Woodhead, who would soon be leaving TfL, for their significant contributions to TfL and the work of the Panel.

No apologies for absence had been received from members. Andy Lord, Managing Director London Underground and TfL Engineering, and Gareth Powell, Managing Director Surface Transport were unable to attend but were represented by other senior members of staff.

02/02/21 Declarations of Interest

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

03/02/21 Minutes of the Meeting of the Panel held on 18 November 2020

The minutes of the meeting held on 18 November 2020 were approved as a correct record. The minutes would be provided to the Chair for signature at a future date.

04/02/21 Matters Arising and Actions List

There were no matters arising from the minutes of the previous meetings.

The Panel noted the Actions List.

05/02/21 Communication and Stakeholder Engagement during Covid-19

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's performance against core customer metrics remained very strong and continued to exceed the core metric on the TfL scorecard relating to customer care. Metrics relating to providing support, communicating and making Londoners feel safe remained robust. Where performance against metrics saw a decline, this coincided with heightened media interest in TfL's finances and operations. Members thanked staff for their work in ensuring strong performance against these metrics.

Changing demand patterns were being monitored and five scenarios were being developed to enable TfL to help with London's recovery. A hybrid of the scenarios was used as the central planning assumptions for finance and demand. This work would also inform the work of the Greater London Authority on the recovery of the Central Activity Zone.

Board Members would be provided with a briefing on recovery planning, which would include how TfL intended to encourage public transport use, the TfL Go app and stimulating active travel. TfL recovery planning would mirror the timetable set out by Government. **[Action: Vernon Everitt / Alex Williams]**

In addition to using anti-viral cleaners on touch points, ventilation was an important tool against coronavirus. On the Underground, TfL was assuring customers that inbuilt ventilation systems on Tube carriages filtered the air. On buses, depending on the model, customers were encouraged to open windows. Bus drivers were also encouraged to keep their cab windows open. Further details on ventilation on buses would be provided to the Panel. **[Action: Siwan Hayward OBE]**

Around 500 TfL staff, along with British Transport Police and Metropolitan Police colleagues, were deployed in response to intelligence on where resource was needed to maintain compliance with the face covering requirement. This was welcomed by drivers and frontline staff and had seen 135,000 individuals stopped from accessing services and over 2,000 penalties issued for non-compliance. Information on face coverings and the numbers of people being stopped from accessing the network was publicised across the network and amplified by the London media network. Communications were being targeted to reach those who did not currently comply with face covering obligations.

Bus drivers were encouraged to give social distancing advice within the bus, where they felt safe to do so, but this was not a requirement and drivers were not obligated to enforce social distancing themselves. The frequency of buses had been maintained to alleviate potential overcrowding.

Thameslink services had been added temporarily to London Underground maps, within carriages, to give customers as much transparency on the options available to continue their journeys. The impact would be monitored, specifically to ensure that customers were aware of the different levels of services offered, including platform assistance, and differences in fares. The Panel would be provided with analysis of feedback.

The Panel noted the paper.

06/02/21 Insights from TfL's Data during Covid-19

Vernon Everitt introduced the paper, which provided an update on the how TfL analysed transport data throughout the coronavirus pandemic, to support decision making by TfL and Government. The data had also been shared with Government to inform national decision making.

Lauren Sager Weinstein and Robert Duff told the Panel that, since March 2020, TfL had reviewed travel levels to monitor compliance with Government restrictions, identifying hot spots on the network (for example at stations close to hospitals) and to help TfL support essential journeys. The volume of journeys being made had decreased substantially and journeys were being made earlier in the day.

Prior to the coronavirus pandemic, TfL would typically look at the data for the time that customers spent on the network, however the focus had been shifted to look at the time that customers spent off the network. The change in analysis technique was used to identify where passengers were likely to be essential workers travelling to conduct shift

work, including hospital staff and construction workers. The analysis was used to help TfL's travel demand messaging and engagement with stakeholder groups.

Data analysis had also identified where customers spent fewer than two hours off the network, which could indicate non-essential travel. Rapid analysis allowed the deployment of British Transport Police or additional resources at non-essential hotspots the following day.

Compared to 2019, Zipcard use was at 70 per cent of expected demand. TfL developed a tool kit to determine the likely method of travel used to get to school, for the remaining 30 per cent of pupils. These tools also inferred that, for journeys up to 1.5km, it was more likely that bus journeys had been replaced by a switch to active travel. Private vehicles were more likely to be used for longer journeys. There were significant differences between boroughs and analysis would continue when schools returned in March 2021.

Data from customers tapping in and out of the network showed the destination and origin of travel but not how customers were travelling and activity within stations. The use of depersonalised Wi-Fi data was an important tool in managing busyness of stations. By combining data from customers accessing and leaving the network (including time spent off the network) and depersonalised data, inferences could be made about how customers were using certain stations, for example Green Park station was identified as a station that experienced interchange activity by construction shift workers. TfL used this data to have conversations with key stakeholder groups.

Station busyness data was available on the TfL website and TfL Go and work was ongoing on how to measure occupancy and busyness of a given bus or route. TfL was exploring how to capture non personalised data for those using non-active travel modes, instead of the network, for example through Vivacity cameras.

Members praised the innovative thinking on capturing and analysing data, which was being used to make an active contribution to London's recovery. The data and analysis methods would also provide helpful insight after the coronavirus pandemic.

The Panel noted the paper.

07/02/21 Assisted Transport Services Update

Siwan Hayward OBE introduced the paper, which provided an update on the Assisted Transport Services (ATS) strategy. Those present expressed their condolences to friends and families of three Dial-a-Ride colleagues, Patrick David, George O'Cassidy and Winston Grant, who had recently passed and would be enormously missed.

Work on the ATS strategy had progressed well. London Councils had given its support to start work to formalise TfL's governance role in Taxicard, which was 100 per cent funded by TfL.

TfL was conducting analysis on the Taxicard entitlement and take up, by comparing the disabled populations by borough and comparing it to the number of users. This was similar to the methodology used in analysing Dial-a-Ride ridership. It was recognised taxis played an important role as part of public transport, particularly within the context

of ATS, and TfL would seek to emphasise that the Taxicard scheme was a potential new market for drivers

Research had been planned on customer segmentation and future demand, which would link into the new booking and scheduling system. In the operation of the new booking and scheduling system, staff would be retrained to offer travel advice to help customers to be confident with travelling, rather than take bookings. As many people would not have used the services for over a year, a renewed and increased demand for Travel Mentors or assistance to travel independently was anticipated.

A note would be provided on the considerations given to commuters and visitors to London. **[Action: Joyce Mamode]**

The contract award was planned for December 2021. TfL had worked to give opportunity for smaller organisations to respond to the Invitation to Tender, which did not necessarily have the same level of resource to write a bid. There may be opportunities to bring forward the implementation date but a cautious approach had been taken, as to deliver what was expected in the first instance.

Evaluation of the demand responsive bus trials was ongoing and would be shared with the Panel once complete. **[Action: Joyce Mamode]**

Members thanked staff for the work that had been done in building relationships with stakeholders to provide better services and for maintaining services through the coronavirus pandemic. Members noted and congratulated Ibar Akram who was awarded the British Empire Medal in October 2020 for his work to support Dial-a-Ride.

The Panel noted the paper.

08/02/21 Strategic Overview of Cycling in London – Annual Update 2021

Christina Calderato introduced the paper, which provided an update on the latest cycling trends and progress against the Cycling Action Plan, which was key to achieving several Mayor's Transport Strategy objectives.

The Plan aimed to double the number of cycling trips made in London by 2024 and increase the number of Londoners within 400m of the cycle network to 28 per cent.

Cycling in London was becoming safer; five people were killed or seriously injured in 2019, compared to an average of 17 per year from 2005-2009. However, concerns about safety remained a significant barrier to cycling. A strong focus on safer junctions and safer streets had resulted in a 38 per cent reduction involving cyclists at junctions.

Cycling was the fastest growing mode of transport in recent years; in 2019 over 700,000 cycling journeys were made per day, equivalent of nearly 20 per cent of daily Tube journeys.

During the coronavirus pandemic there had been a seven per cent increase in cycling in inner London. As commuter cycle journeys had decreased, this was driven by weekend and leisure journeys, particularly along newly installed cycle infrastructure. The cycle hire scheme had experienced record use and membership had increased by

over 150 per cent. Early monitoring showed significant levels of growth along new cycle infrastructure; on Cycle Superhighway 7 there had been increase of 35 per cent on weekdays and over 150 per cent on weekends.

Members welcomed the increase in cycling in inner London and reiterated that improvements in cycle infrastructure in outer London would also be needed to deliver the Mayor's Transport Strategy target of 80 per cent of journeys made by walking, cycling or public transport. It was TfL's ambition to have more schemes come forward in more boroughs.

Progress had been made on increasing the number of women and over 45-year olds taking up cycling. Cycle training, community engagement and grants were in place to encourage uptake in groups that were traditionally less likely to cycle, for example teenage girls, BAME Londoners and those in low income households. It was noted that the current cycling network was geared towards commuters and the over representation of white and relatively wealthy males cycling was also reflected in the Tube and rail networks.

Helen Cansick shared that in 2020, 82km of temporary cycle infrastructure had been installed by TfL and the boroughs; a further 13km was under construction, with a focus on high quality routes. As a result, the proportion of Londoners who were close to a designated part of the cycle network had increased from 8.8 per cent in 2019 to 17.8 per cent in 2020.

The quick rollout of new cycle infrastructure was a combination of accelerated schemes that had already been planned and new schemes. Many of the cycling schemes were implemented using temporary traffic orders, which would expire after 18 months. Any scheme that was proposed to be made permanent would go through appropriate consultation processes and the lessons learned and data findings would be applied. It was noted that road network use was not currently stable and so experimental road orders may be preferred.

Work on improving consistency in wayfinding was progressing. Data would be shared with third parties to incorporate cycle wayfinding into their services, in addition to the production of a cycling map and through TfL Go.

The Panel would be provided with a note on initiatives to encourage those with disabilities to take up cycling. **[Action: Alex Williams]**

The Panel noted the paper.

09/02/21 Public Engagement and Consultation: a focus on the London Streetspace Programme

Alex Williams introduced the paper, which provided an update on the steps taken to engage and consult with the public and stakeholders on the London Streetspace Programme.

During the coronavirus pandemic, over 80km of cycle lanes, 305 school streets and 90 low traffic neighbourhoods had been delivered. The need to deliver schemes quickly, to enable people to make active travel choices, had received vocal challenges in addition to support.

Heather Preen told the Panel that Government guidance had since changed and now required consultation prior to implementation. TfL continued to work closely with the boroughs to ensure that work was aligned with guidance but not onerously prescriptive.

TfL was committed to engaging with stakeholders from an earlier stage. There would be a statutory consultation phase prior to a temporary traffic order being put in place and a public consultation, for the first six months following the scheme's introduction. This allowed greater involvement from stakeholders throughout the scheme's development and ensured the scheme remained relevant to communities. Schemes already installed on a temporary basis could be and had been amended through the active listening processes.

In addition to one-to-one surgeries and local consultation, online surveys were being filled out by people using schemes, irrespective of where they lived, to capture a wide range of views. It had not been possible to talk to businesses during the coronavirus pandemic, but this would continue when it was safe to do so. TfL continued to engage with taxi drivers.

An appropriate consultation process would be undertaken to inform any decision to make a scheme permanent.

The Panel noted the paper.

10/02/21 Enterprise Risk Update: Major Service Disruption (ER3)

Mark Evers introduced the paper, which provided an update on how TfL responded to the coronavirus pandemic in respect of the Enterprise Risk relating to major service disruption.

Several events identified as causing this risk to materialise had occurred over the previous 12 months, including: change in Government guidance, significant absence of front-line staff, significant changes to operational requirements and the Safe Stop/safe restart.

Good levels of overall performance had been maintained throughout the year, in relation to service levels and reliability. TfL had identified things it could learn and build on, including the importance of good governance in rapid decision making and building up resilience processes. Staff recognised the importance of not being complacent and continuing to determine where any gaps remained. There remained risks that could cause further issues in the future, such as a driver training backlog and the deferral of some projects.

The Panel noted the paper.

11/02/21 Enterprise Risk Update: Loss of Stakeholder Trust (ER6)

Matt Brown introduced the paper, which provided an update on how TfL responded to the coronavirus pandemic in respect of the Enterprise Risk relating to a loss of stakeholder trust. Stakeholder relationships were fundamental to the success of TfL but were particularly pertinent given the current circumstances. London Mayoral and Assembly elections added additional pressure to the relationship with stakeholders.

The risk was determined to be adequately controlled in 2019 and TfL had since made further improvements to help manage stakeholder relations, including earlier engagement and bolstering the Government Relations function. TfL recognised that some stakeholders did not feel adequately listened to and was working to uphold high standards of public consultation and engagement

The Panel noted the paper.

12/02/21 Enterprise Risk Update: Disparity Leading to Unequal or Unfair Outcomes (ER11)

Staynton Brown introduced the paper, which provided an update on how TfL responded to the coronavirus pandemic in respect of the Enterprise Risk (ER) relating to disparity leading to unequal or unfair outcomes. The ER was relatively new and created to ensure that decisions taken did not unintentionally lead to unequal or unfair outcomes.

TfL was uniquely placed to address inequalities in getting Londoners to work and assist in an inclusive recovery. Greater consideration of equality implications was being included in work across TfL, for example with the inclusion of Equality Impact Assessments in financial sustainability plans. There was a need to ensure a consistent approach as the risk cut across other ERs.

The Panel noted the paper.

13/02/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the Forward Plan.

Members requested further details on Taxicard, specifically how TfL planned to map future demand and encourage those eligible to apply, when the information was available. **[Action: Joyce Mamode]**

The Panel noted the paper.

14/02/21 Any Other Business

There was no urgent business.

15/02/21 Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 14 July 2021 at 10.00am.

16/02/21 Exclusion of the Press and Public

The Committee 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 items on: Enterprise Risk Update: Loss of Stakeholder Trust (ER6) and Enterprise Risk Update: Disparity Leading to Unequal or Unfair Outcomes (ER11).

The meeting closed at 1:11pm.

Chair: _____

Date: _____

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Customer Service and Operational Performance Panel



Date: 14 July 2021

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

2 Recommendation

2.1 **The Panel is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Customer Service and Operational Performance Panel

Contact Officer: Howard Carter, General Counsel

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**Customer Service and Operational Performance Panel Actions List
(Reported to the meeting on 14 July 2021)**

Appendix 1

Actions from the meeting held on 24 February 2021

Minute No.	Item/Description	Action By	Target Date	Status Note
05/02/21 (1)	Communication and Stakeholder Engagement during Covid-19: Recovery planning Board Members would be provided with a briefing on recovery planning, which would include how TfL intended to encourage public transport use, the TfL Go app and stimulating active travel.	Vernon Everitt/ Alex Williams	April 2021	Complete. A briefing was held on 23 April 2021.
05/02/21 (2)	Communication and Stakeholder Engagement during Covid-19: Further details on ventilation on buses would be provided to the Panel.	Siwan Hayward OBE		Information circulated. Complete.
07/02/21 (1)	Assisted Transport Services Update: commuters and visitors A note would be provided on the considerations given to commuters and visitors to London.	Joyce Mamode	March 2021	Complete. A note was circulated to Members on 17 March 2021.
07/02/21 (2)	Assisted Transport Services Update: demand responsive bus trials Evaluation of the demand responsive bus trials was ongoing and would be shared with the Panel once complete.	Joyce Mamode	October 2021	To be included as part of the paper scheduled for the October 2021 meeting of the Panel.

Minute No.	Item/Description	Action By	Target Date	Status Note
08/02/21	<p>Strategic Overview of Cycling in London – Annual Update 2021: cycling with disabilities</p> <p>The Panel would be provided with a note on initiatives to encourage those with disabilities to take up cycling.</p>	Alex Williams	March 2021	Complete. A note was circulated to Members on 17 March 2021.
13/02/21	<p>Members' Suggestions for Future Discussion Items: Taxicard</p> <p>Members requested further details on Taxicard, specifically how TfL planned to map future demand and encourage those eligible to apply, when the information was available.</p>	Joyce Mamode	October 2021	To be included as part of the paper scheduled for the October 2021 meeting of the Panel.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
16/11/20 (2)	<p>Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19: Concessionary fares</p> <p>Members asked that information be provided to a future meeting on the engagement with different communities across London, noting that there was some anxiety about the permanent loss of concessionary fares.</p>	Mark Evers	October 2021	To be included as part of the paper scheduled for the October 2021 meeting of the Panel.
17/06/19 (2)	<p>Matters Arising and Actions List – shared use bus boarders</p> <p>The results of the research into shared use bus boarders, undertaken at Enfield, Waltham Forest, Kingston and Camden, would be shared with Members once they had been finalised.</p>	Alex Williams	June 2021	Complete. A note was circulated to Members on 30 June 2021.

Actions from joint meeting with Safety, Sustainability and Human Resources Panel on 10 June 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
23/06/2020 (SSRHP Minutes)	<p>Quarterly Safety, Health and Environment Performance Report</p> <p>Members requested that air quality data be reviewed to understand the impact of the lockdown and to see how it could be used to inform planning going forward, particularly in encouraging greater levels of walking and cycling in the recovery phase.</p>	Alex Williams	Ongoing	Air quality data is reviewed on an ongoing basis. The latest Travel in London report sets out the latest data on improving London's environment and air quality, and the effects of the coronavirus pandemic on air quality.

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Customer Service and Operational Performance Panel



Date: 14 July 2021

Item: Communication and Stakeholder Engagement during the
Coronavirus Pandemic – Update

This paper will be considered in public

1 Summary

- 1.1 This paper and accompanying presentation informs the Panel of the latest stage in our extensive communication and stakeholder engagement campaigns in response to the coronavirus pandemic.
- 1.2 This paper covers the period from 1 February – 20 June 2021.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 As London gradually emerges from lockdown, we continue to welcome Londoners back to the network. To enable and support this, we are:
 - (a) continuing to run a campaign to reassure Londoners on the safety, cleanliness and orderliness of our network – and providing a welcoming environment;
 - (b) reminding customers of the benefits of public transport: quick, safe, good value and green;
 - (c) promoting ‘quiet times’ to help spread demand and minimise crowding, using Journey Planner, innovative additions to TfL Go and other travel tools;
 - (d) continuing to promote active travel, to inspire Londoners to walk and cycle; and
 - (e) engaging with all key London stakeholders and businesses.
- 3.2 We continue to communicate with our customers and stakeholders to understand how they feel about travel and the transport network. We are seeing confidence rising and customers are coming back to the network. Our data shows:
 - (a) nearly 2.5 million people a day are using our services – which is 60 per cent of normal:

- (i) Bus ridership is running at between 60-65 per cent of normal demand; and
- (ii) Tube ridership is running at between 40-45 per cent of normal demand;
- (b) 74 per cent of Londoners have used the public transport network in the last month;
- (c) 63 per cent of Londoners have used public transport in the past seven days;
- (d) our 'TfL Care' score increased to 59 per cent;
- (e) the proportion of Londoners who feel that we are welcoming them back to the network has significantly increased to 52 per cent;
- (f) 76 per cent of people who have used public transport in the past seven days feel confident in doing so;
- (g) 73 per cent of our users believe we are providing safe service;
- (h) 69 per cent of our customers think 'TfL is supporting Londoners well during the Coronavirus crisis', and this figure has been steadily increasing as more people return; and
- (i) 70 percent of Londoners think 'TfL is Communicating well during the Coronavirus crisis'.

3.3 We will run a widespread marketing and engagement campaign to encourage customers back to the network, integrated with the Mayor's 'Let's Do London' programme, once Government confirms the date for step 4 of their roadmap.

List of appendices to this report:

Appendix 1: Communication and Stakeholder Engagement during the coronavirus pandemic

List of Background Papers:

None

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Communication and Stakeholder Engagement during the coronavirus pandemic

14 July 2021

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Appendix 1



Context

- As London gradually emerges from lockdown, we continue to welcome Londoners back to the network. To enable and support this, we are:
 - continuing to run a campaign to reassure Londoners on the safety, cleanliness and orderliness of our network - and providing a welcoming environment;
 - reminding customers of the benefits of public transport: quick, safe, still good value and green;
 - promoting 'quiet times' to help spread demand and minimise crowding, using Journey Planner, TfL Go and other travel tools;
 - continuing to promote active travel and inspire Londoners to walk and cycle; and
 - engaging with all key London stakeholders and businesses.
- This presentation summarises customer, media and stakeholder communication between 1 February – 20 June 2021.



Customer sentiment & metrics

- Nearly 2.5 million people a day are using our services – which is 60 per cent of normal.
 - Bus ridership is running at between 60-65 per cent of normal demand
 - Tube ridership is running at between 40-45 per cent of normal demand
- 74 per cent of Londoners have used the public transport network in the last month.
- Our latest data shows that 63 per cent of Londoners have used public transport in the past seven days.
- Our 'TfL Care' score increased to 59 per cent.
- The proportion of Londoners who feel that we are welcoming them back to the network has significantly increased to 52 per cent.
- 76 per cent of people who have used public transport in the past seven days feel confident in doing so.
- 73 per cent of our users believe we are providing safe service.
- 69 per cent of our customers think 'TfL is supporting Londoners well during the Coronavirus crisis', and this figure has been steadily increasing as more people return.
- 70 percent of Londoner think 'TfL is Communicating well during the Coronavirus crisis'.



Keeping customers informed

- Over 61 million emails sent. A particular theme during this period has been to emphasise the Government's latest guidance on travel; promoting 'quiet times'; active travel; and reassuring customers that our network is safe, clean and reliable.
- More than 370,000 visits to coronavirus webpages.
- Customer contact:
 - Over 505,000 calls to our Contact Centre, over 125,000 items of correspondence and more than 149,000 mentions and private messages across Twitter and Facebook.
 - Processed more than 51,000 refunds with a value of over £670,000.
- An update on the TfL Go app is provided later.

Here are the quieter times to travel [can't see this email? View online](#)

Home Plan a journey Status updates

TRAVEL AT QUIETER TIMES FOR MORE SPACE

Transport for London

Dear Mr Pepper,

As Government lockdown restrictions are being eased further on Monday 17 May and you haven't used our services for a while, we wanted to let you know how we are providing a safe, clean and reliable service.

We are running a near normal service that London has to offer. If possible, we encourage you to travel during our quieter times to help reduce demand.

These quieter times are:

- Between 08:15 and 16:00 and
- Before noon and after 18:00 on

Our free TfL Go app can help you plan your journey and find the quietest times to travel along with live service updates.

Continue to [walk](#) or [cycle](#), part of our London signs across the city provide routes for those walking and cycling, docking stations.

Please wash or sanitise hands before sanitisers are installed across the network. We are also installing hand sanitising escalator handrails.

You must wear a face covering over your mouth and nose for your entire journey on the transport network, unless exempt. Exemptions are being reviewed. British Transport Police and our own officers are on the network to help you comply. Up to £6,400 exist for anyone who does not comply. Notices have been issued.

Air circulation

The constant movement of our trains, our ventilation systems and the opening and closing of doors on Tube and rail services means that air circulation on our trains far exceeds the recommended levels to reduce the risk of transmission, changing more frequently than in a train carriage should it be stationary.

Buses are fitted with air extractors and windows open throughout the journey to help freshen air throughout the bus.

Social distancing

You will see signs across the network reminding everyone to socially distance where possible. If you can, please travel at quiet times to help spread travel across the day when there is available spare capacity. You can also use our TfL Go app to help plan your journey and find the quietest times to travel.

Face coverings

You must wear a face covering over your mouth and nose for your entire journey including inside stations, unless you are exempt. The overwhelming majority of people are complying with this requirement and the British Transport Police, Metropolitan Police and our own officers are on the network to check compliance.

Fines of up to £6,400 exist for anyone who does not comply.

Walking and cycling

Please also consider walking or cycling options, particularly to complete your journeys in central London.

Protected walking and cycling facilities have been introduced. Santander Cycles docking stations can be found throughout central London.

You should consider completing part of your journey by walking from an earlier station stop rather than using a busier interchange. This will also help spread demand across the network.

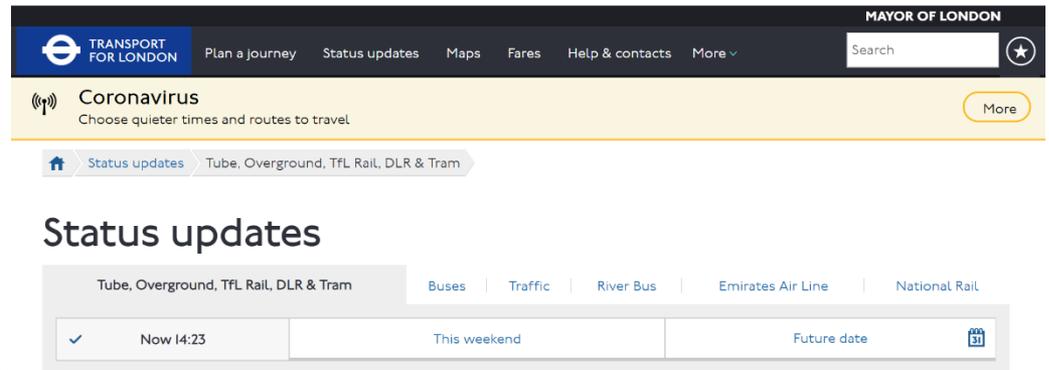
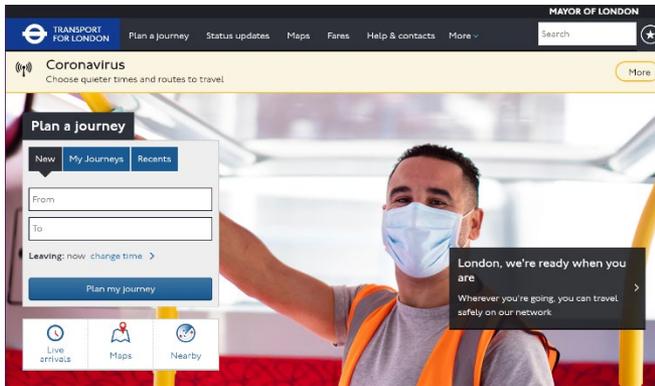
We have lots of online tools to help you plan your journey, including maps with walking times between Tube stations and walking times between shops and attractions in the West End.

Yours sincerely,
Andy Byford
Commissioner



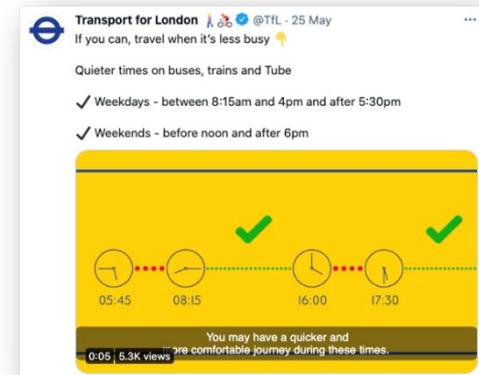
Journey Planner and real time data

- 100 updates to the Journey Planner dataset, available as free open data to third party apps via our unified API.
- 922 bus timetable changes and 299 Underground, DLR, River Bus and Cable Car timetables.
- Up to 1,450 real-time messages per day dealing with busier periods, revised services, bus stop closures and diversions.



Media

- 25 proactive press stories and responded to hundreds of enquiries from over 1,400 journalists and media outlets.
- Over 60 statements/media briefings issued.
- 21 interviews with various broadcast, national, London and international media.
- 100 posts across Twitter, Facebook and LinkedIn.



Customer communication - advertising

- Reached over 85 per cent of Londoners with our information campaign; over 7 million in Greater London.
- 5 radio advertisements to an audience of 4 million Londoners.
- 14 information messages featured on 18,000 panels reaching an audience of 5 million Londoners.
- Over 14,000 in-Train Car Panels, 800 advertising placements on the side of buses and 2,500 advertising panels alongside escalator panels.
- 14 digital banner messages on external websites reaching an audience of 3 million Londoners.



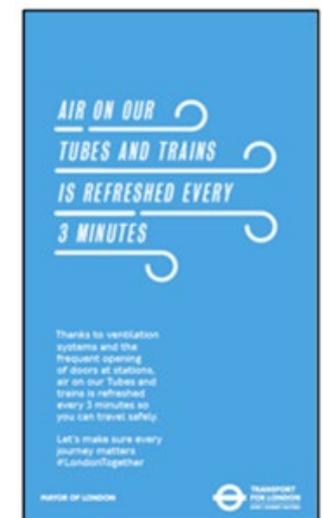
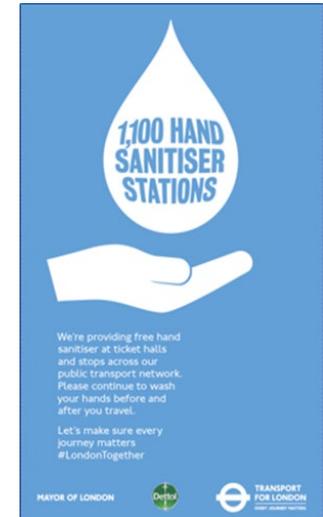
Face covering compliance

- Distributed more than 89,000 exemption badges.
- Posters across all modes continue to advise on the face covering compliance.
- Frequent announcement on buses, trains and at stations encouraging customers to wear face coverings.
- TfL enforcement scaled up:
 - 209,066 people stopped until they put on a face covering.
 - 13,596 people were prevented from boarding and 3,191 were ejected from the service.



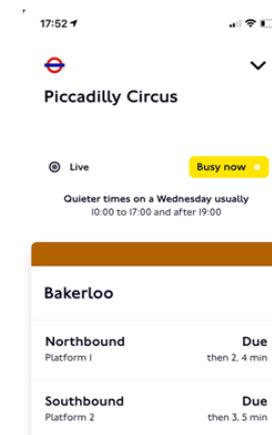
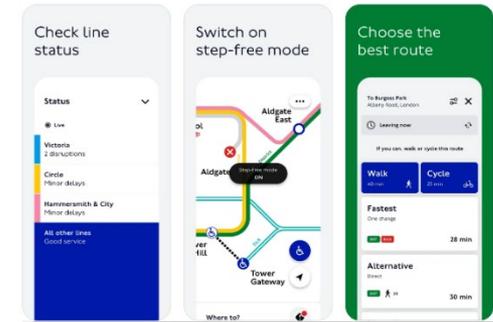
Cleanliness

- Extensive anti-viral cleaning regime continues across the transport network and includes using hospital-grade cleaning substances.
- Focus on cleaning touch points such as card readers, handrails and help points.
- More than 1,100 sanitising points across our network.
- Every night bus touchpoints are wiped down with Guardicide and 14,000 shelters are wiped down twice a week.
- More than 200 ultraviolet light sanitising devices on escalators across the Tube network at our busiest stations.
- Promoting the importance of ventilation systems and circulating air.
- Sampling by Imperial College London continues, with no trace of coronavirus found on our network.
- Research programme with University College London on VIRAL COVID-19 took place for sampling of air and surfaces on buses for the presence of SARS-CoV-2, with negative results produced to date.



TfL Go app

- Launched marketing campaign on 27 April 2021 to promote the TfL Go app, following a soft launch last summer.
- TfL Go is now available on both Apple and Android.
- New feature – ‘real-time’ status information for Tube stations added to the app and is available on both iOS and Android versions
- This feature enables real-time information on how busy platforms and interchanges are at any particular point during the day.
 - Customers can check whether it’s ‘quiet now’, ‘busy now’ or ‘very busy now’ (based on the last 5 minutes) plus the expected quieter times to travel on any given day (based on the last couple of weeks).
 - This innovative data derives from depersonalised customer WiFi connections in stations.
- Promoted the app as part of our restart and recovery activity.
- Focus is now on account and payment integration and continuing to develop new features on both iOS and Android simultaneously.
- Over 255,000 app downloads.
- Rated 4.0 in the Apple’s app store.



Active Travel

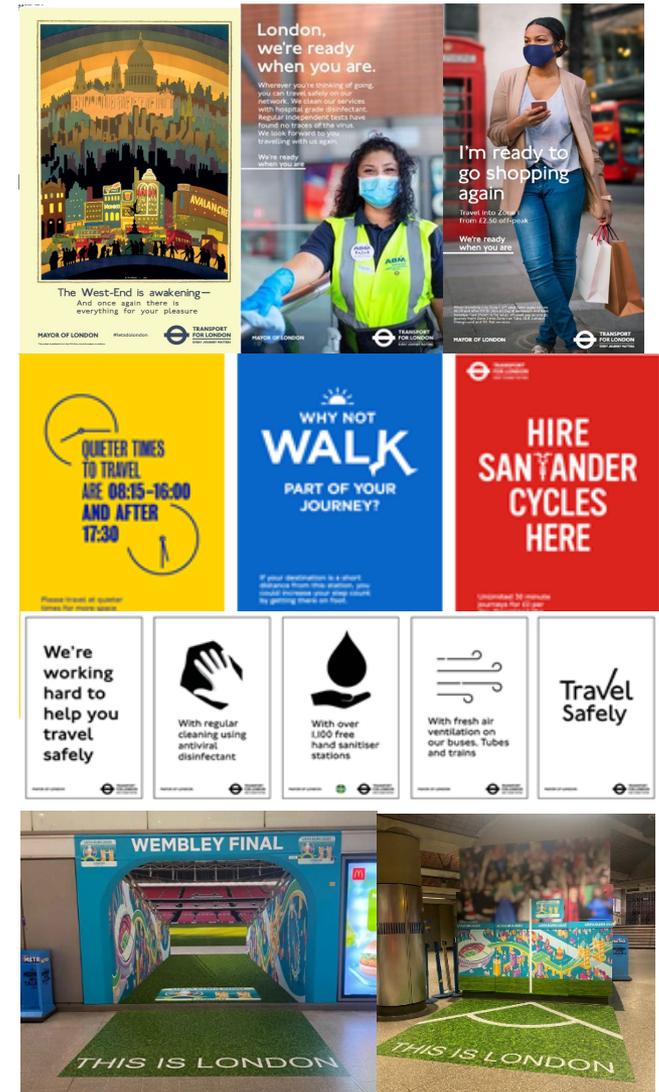
- More than 12,000 people registered for free online Cycle Skills course.
- Partnership with Halfords for online cycle training continuous.
- Record number of cycling across the board with an increase of more than 200 per cent on some weekends.
- Delivered more than 100km of safer cycle routes since the start of the pandemic.
- Added 5,000 square metres of extra space on footpaths across London, allowing people to walk safely, while maintaining social distancing.
- Sponsorship for Santander Cycles extended for another three years.
- Trial for rental e-scooters started.
- Installed 18 pedestrian crossings pioneering 'Green Person Authority' technology, prioritising people walking over cars.
- New Active Travel 'rally' photographic campaign inspiring Londoners to walk or cycle went live across outdoor advertising and radio

New data suggests 22 per cent rise in cycling in the outer London.



Promoting the public transport network

- Promoted 'We are ready when you are' and 'I'm ready' campaign.
- Relunched our 1930's 'West End Reawakening' poster as part of the Recovery Light to support phased reopening of non-essential retail and test events.
- On 7 June, Waterloo & City line service resumed during peak times in order to boost capacity for customers returning to the network.
- 'Travel Kind' anti-social behaviour campaign launched to encourage considerate behaviour from customers
- 'Serious Worrying Incidents' campaign launched to tackle drunken behaviour towards staff and hate crime.
- Promoted 'Travel Safely', cleanliness messages and reassurance communications to customers who still feel anxious to travel.
- Continue to promote active travel marketing activity around hotspot areas.
- To promote the Euros and London's work towards recovery, football themed images have been installed at stations and customer announcements from legendary commentator John Motson.



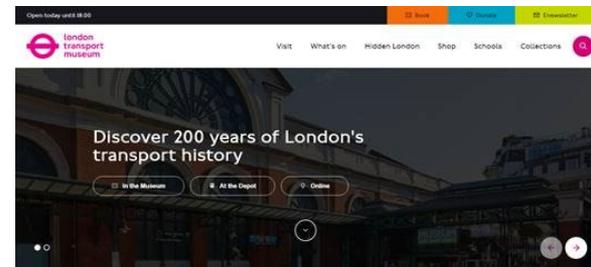
Stakeholder Engagement

- Our first four business infographics, “Keeping you Safe on London’s Transport Network”, “Support your Team by encouraging them to travel at quieter times”, “Testing our rigorous cleaning regime and ventilation systems” and “Our flexible fares and ticketing system’, have been shared with thousands of businesses as well as the communication, business and Covid officer teams at all of London’s 33 local authorities.
- Further infographics on Active Travel and Safety, Security & the Rules for the transport network are being prepared.
- Continued to engage with central Government stakeholders on a range of matters, including welcoming customers back in the network with the government's unlocking roadmap.
- Provided updates to political stakeholders on our funding position, active travel schemes, and changes to the bus network to support the reopening of education after Easter



London Transport Museum

- On 17 May 2021, the London Transport Museum reopened its Covent Garden site.
- There have been 18,768 visitors to the Museum since it reopened. This is around 62 per cent of usual visitors.
- Retail sales is ahead of budget since reopening and the web-shop continues to excel.
- New website continues to grow with 1,465,834 page views and 443,166 users.
- Innovation experience continues with After Dark events – Private view for new 'London 2030' display; 'Red carpet' screening event for new UKTV series: 'Secrets of the Underground' and May half-term events at the Acton Depot and Covent Garden.
- Shortlisted for four awards including 'Shop of the Year' and 'Best Use of Digital' for its Hidden London Virtual Tours at the Museum and Heritage Awards.
- On 13 May 2021, welcomed Paul Scully MP, Minister for London, Nigel Huddleston MP, Minister for Tourism and Justine Simons OBE, Deputy Mayor for Culture and the Creative Industries to support London's recovery when restrictions lifted.



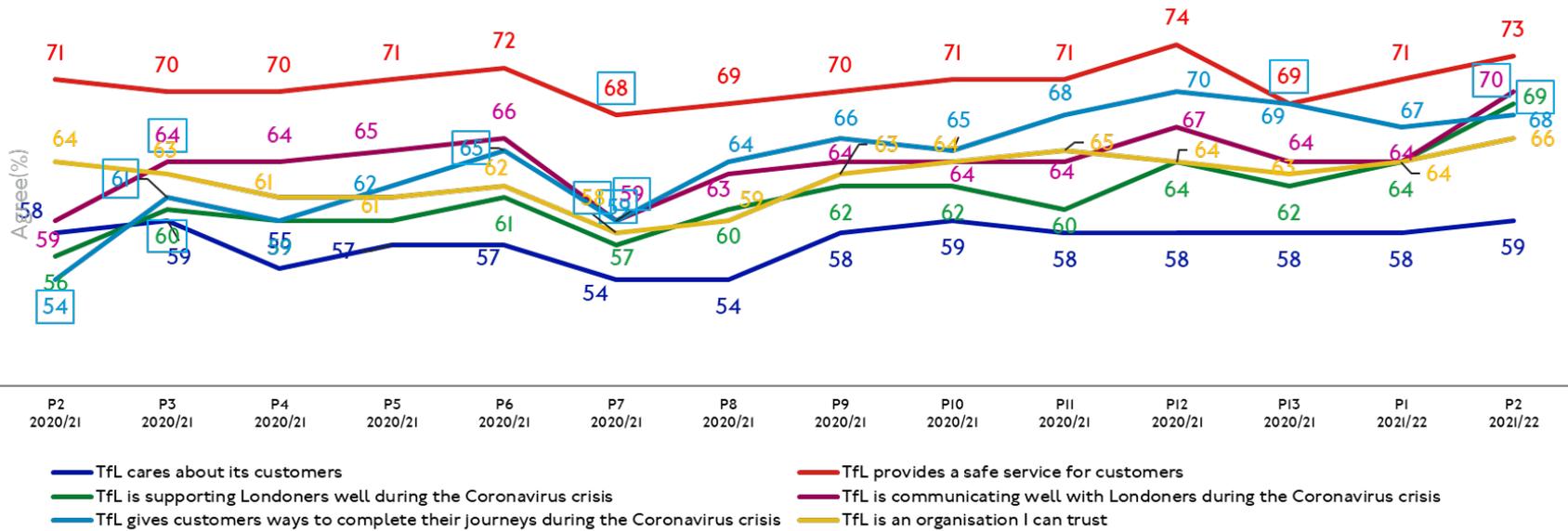
Annex

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Key Performance

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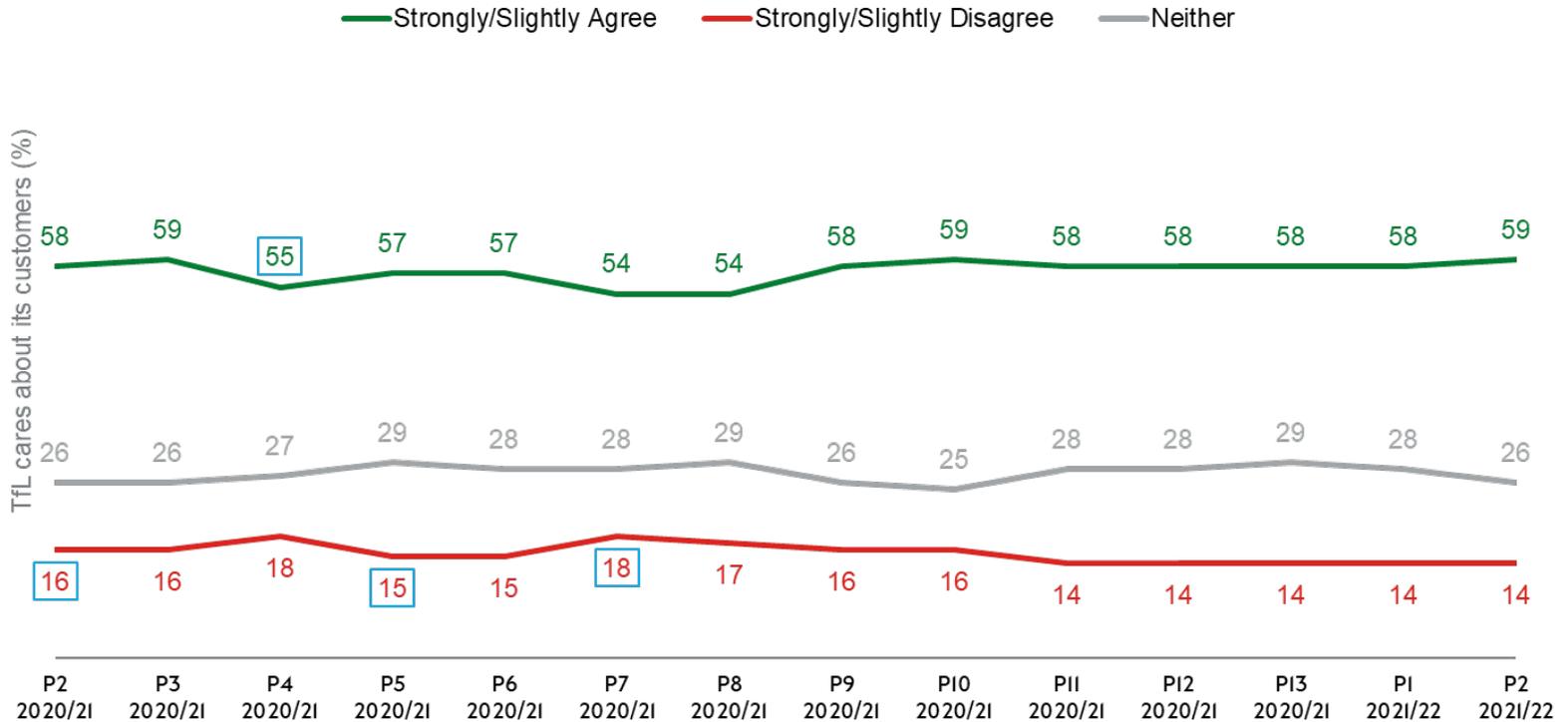


RedCoreTfL_01. How much do you agree or disagree with the following statements about TfL? COV_06. Now, thinking specifically about the Coronavirus crisis, how much do you agree or disagree with the following statements about TfL?
 Base: All Respondents – P2 20/21 (I991), P3 20/21 (I961) P4 20/21 (I949), P5 20/21 (2020), P6 20/21 (2004), P7 20/21 (I050), P8 20/21 (I010), P9 (I003), P10 (I001), P11 (I004), P12 (I000), P13 (I000), P1 (I003), P2 (I001). Note, change in methodology P2 – P6 2020/21 (Periodic to Weekly to Periodic)

EVERY JOURNEY MATTERS

Significant difference vs. previous period

TfL cares about its customers



 Significant difference: period on period

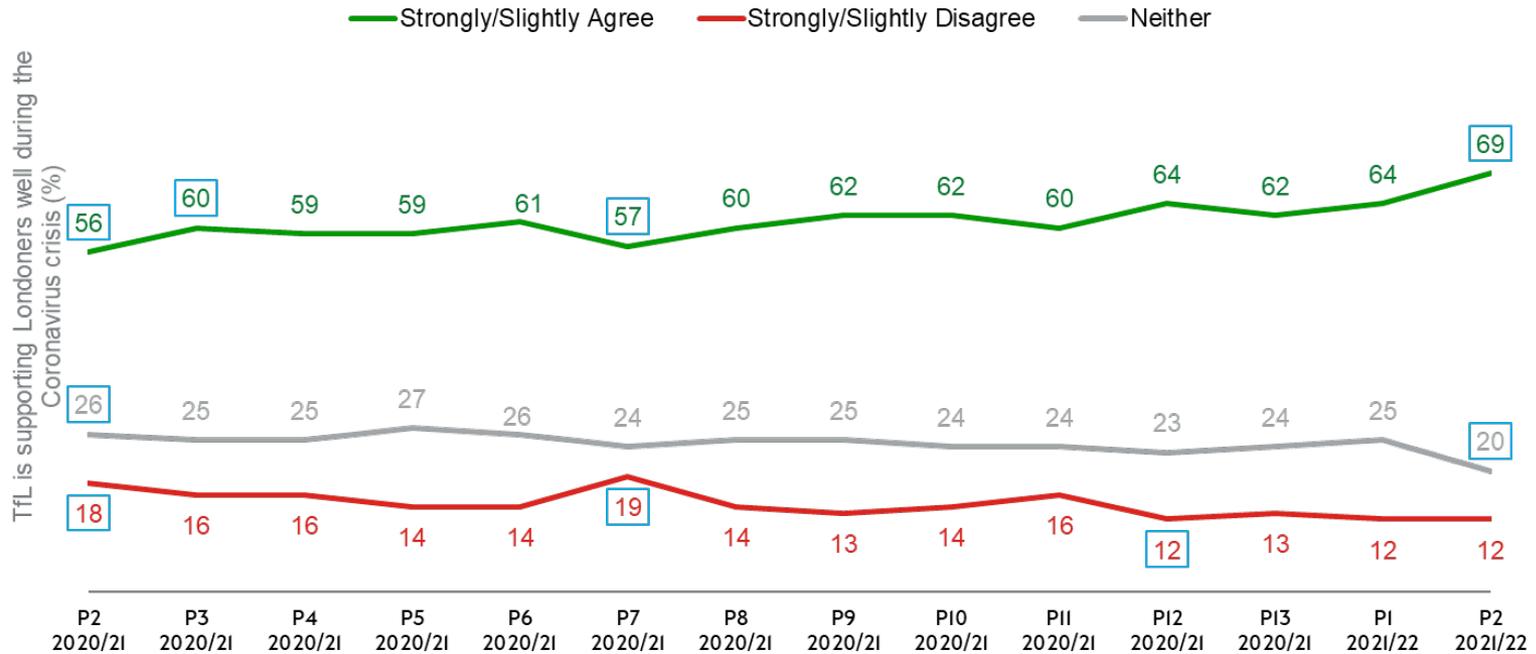


RedCoreTfL_01. How much do you agree or disagree with the following statements about Transport for London? (Cares about its customers).

Base: All respondents – P2 2020/21 (I991), P3 2020/21 (I961), P4 2020/21 (I949), P5 2020/21 (2020), P6 2020/21 (2004), P7 2020/21 (I050), P8 2020/21 (I010), P9 2020/21 (I003), P10 (I001), P11 2020/21 (I004), P12 2020/21 (I000), P13 2020/21 (I000), P1 2021/22 (I003), P2 2021/22 (I001)

Note, change in methodology P2 – P6 2020/21 (Periodic to Weekly to Periodic). Contact: amywallis@tfl.gov.uk, Customer Insight, Strategy & Experience

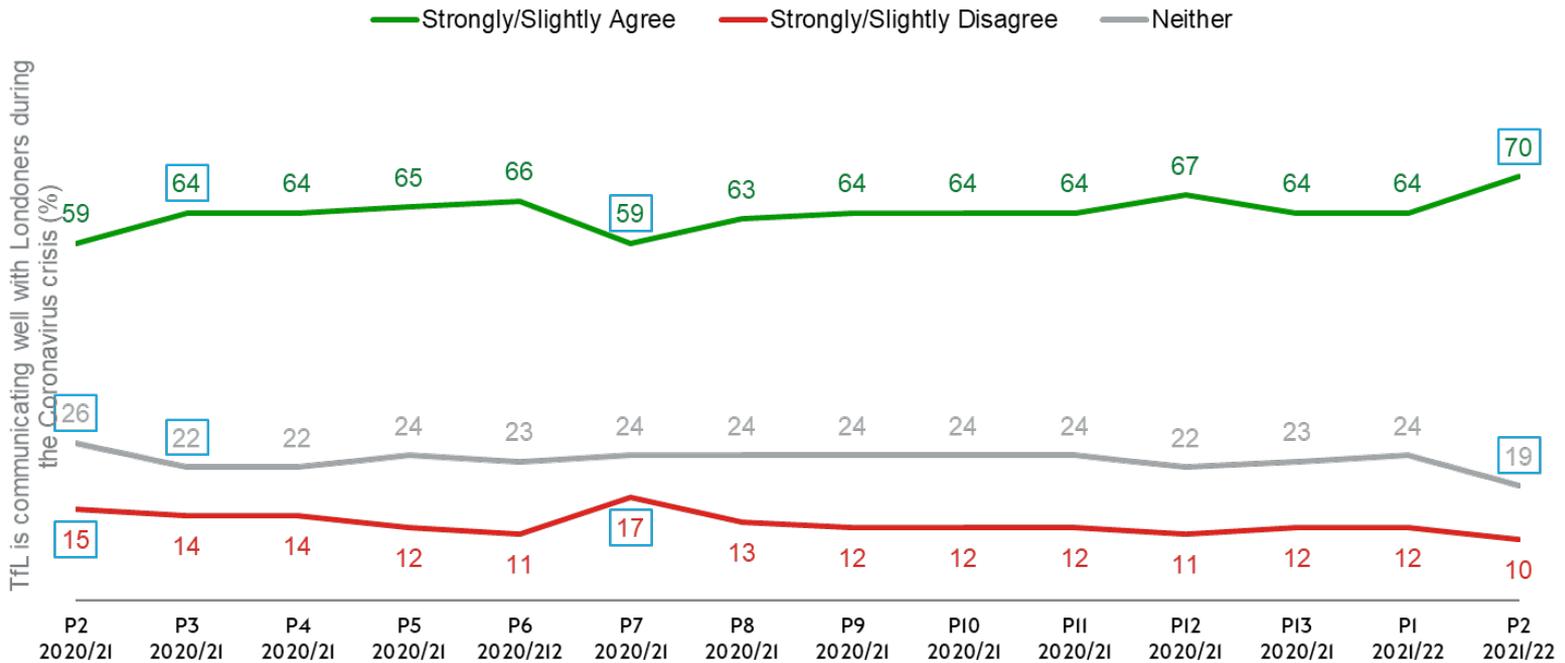
TfL is supporting Londoners well during the Coronavirus crisis



 Significant difference period on period



TfL is communicating well with Londoners during the Coronavirus crisis



 Significant difference period on period

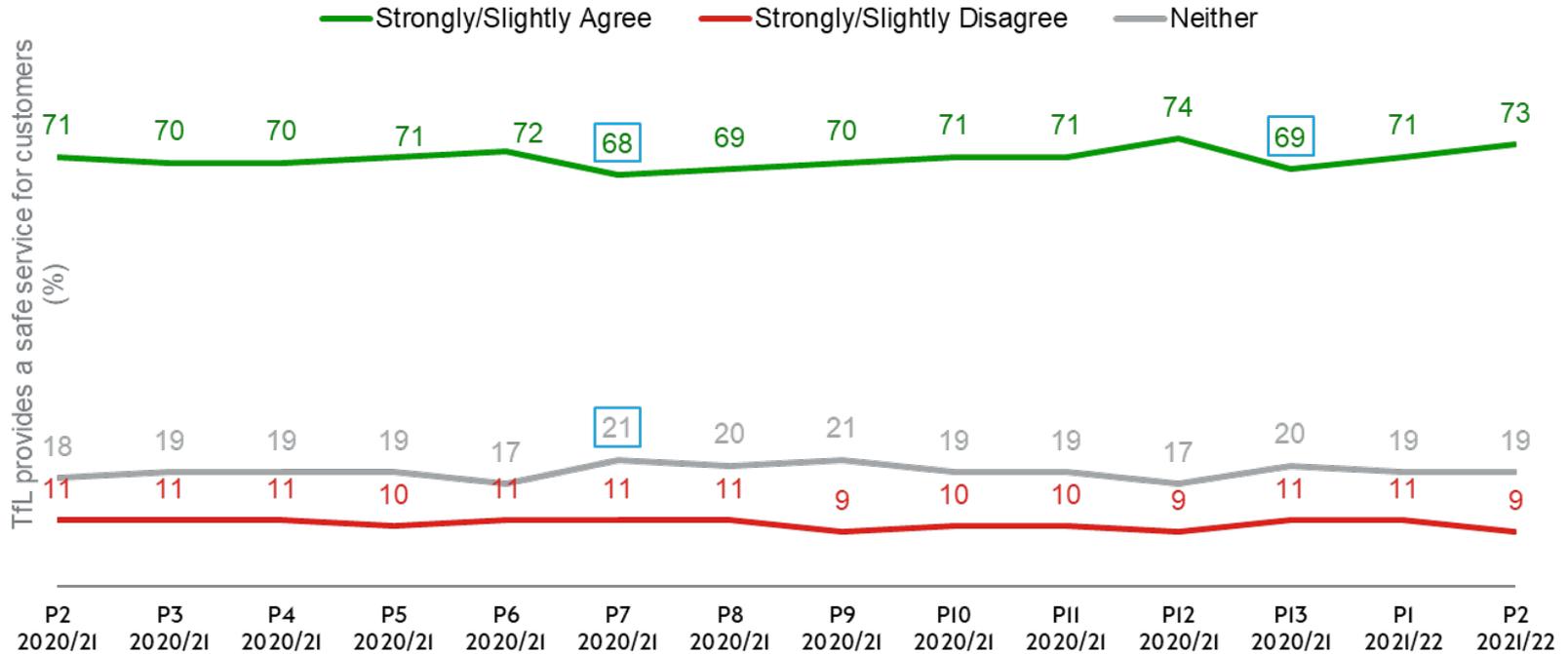


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Note, change in methodology P2 – P6 2020/21 (Periodic to Weekly to Periodic). Contact: amywallis@tfl.gov.uk, Customer Insight, Strategy & Experience

TfL provides a safe service for customers



 Significant difference period on period



RedCoreTfL_01. How much do you agree or disagree with the following statements about Transport for London? (Cares about its customers).

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Note, change in methodology P2 – P6 2020/21 (Periodic to Weekly to Periodic). Contact: amywallis@tfl.gov.uk, Customer Insight, Strategy & Experience

EVERY JOURNEY MATTERS

Feeling confident to travel around London

"I feel confident to travel around London"
(All Londoners)



P2: NET agree among those who have used PT in P7Days **76%**
 P2: NET agree among those who have not used PT in P7Days **52%**



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Customer Service and Operational Performance Panel



Date: 14 July 2021

Item: Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)

This paper will be considered in public

1 Summary

- 1.1 As part of TfL’s risk management process, the Panel, oversees the “Asset condition unable to support TfL outcomes” (Enterprise Risk 12). This risk applies to all TfL operational assets and reflects our ambition to develop and embed, where appropriate, standardised asset management practices.
- 1.2 This paper provides an update on how TfL manages the risk across its business units.
- 1.3 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the exempt supplemental information provided on Part 2 of the agenda.**

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

Contact Officer: Andy Lord, Managing Director, London Underground & TfL Engineering

Email: AndyLord@tfl.gov.uk

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Customer Service and Operational Performance Panel



Date: 14 July 2021

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

1.1 This paper presents the current forward plan for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

2.1 **The Panel is asked to note the forward plan and invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:

- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel this is the Quarterly Customer Service and Operational Performance Report.
- (b) Regular items (annual, half-year or quarterly) which are for review and approval or noting.
- (c) Matters reserved for annual approval or review: Examples include benchmarking report.
- (d) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Panel Forward Plan 2021/22

List of Background Papers:

None

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

Customer Service and Operational Performance Panel Forward Planner 2021/22

Membership: Dr Mee Ling Ng OBE (Chair), Dr Alice Maynard CBE (Vice Chair), Bronwen Handyside, Anne McMeel and Dr Lynn Sloman MBE.

Abbreviations: Managing Director (MD), Customers, Communication and Technology (CCT), London Underground and TfL Engineering (LU), Surface Transport (ST), Director (D)

7 October 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months
Bus Services to London's Hospitals	MD ST	Annual update
Customer Strategy	MD CCT	Update
7 December 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
17 March 2022		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months
Strategic Overview of Cycling	D City Planning	Annual

Regular items:

- Quarterly Customer Services and Operational Performance Report (MD CCT/MD LU/ MD ST) (Quarterly)
- Bus Services to London's Hospitals – Annual (June/July)
- Assisted Transport Services Update (every six months)
- Customer Journey Modernisation (every six months)
- Strategic Overview of Cycling – Annual (February/March)
- Customer Strategy – Annual
- TfL Benchmarking Report - Annual

Items to be scheduled:

- Enterprise Risk Update – Major Service disruption (ER3)
- Enterprise Risk Update – Loss of Stakeholder Trust (ER6)
- Enterprise Risk Update – Disparity leading to unequal or unfair outcomes (ER11)
- Enterprise Risk Update – Asset condition unable to support TfL outcomes (ER12)
- Understanding London's diverse communities
- Bus Consultation
- Customer Insight
- Communication with front line staff and customers (Action from PIC)
- Rotherhithe to Canary Wharf crossing
- TfL International Benchmarking Report (deferred due to Pandemic)

Informal Briefings/Visits on the following topics (from a customer perspective and how TfL impacts and addresses):

- Trams
- Docklands Light Railway
- Junior Road Watch (visit)
- Platform Safety Interface trial (visit) (LU)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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