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: 15/07/22