

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Teams Virtual Meeting
10.00am, Wednesday 13 July 2022

Members

Marie Pye (Vice-Chair in the Chair for the meeting)
Bronwen Handyside
Anne McMeel
Dr Lynn Sloman MBE
Peter Strachan (up to Minute 16/07/22)

Executive Committee

Matt Brown Director of Communications and Corporate Affairs
Howard Carter General Counsel
Andy Lord Chief Operating Officer

Other Staff

Ben Bost Principal City Planner
Mark Evers Chief Customer Officer
Jackie Gavigan Secretariat Manager
Alexandra Goodship Strategy and Planning Manager
Siwan Hayward Director of Compliance, Policing, Operations and Security
Shamus Kenny Head of Secretariat
James Mead General Manager, On-Demand Transport
Heather Preen Head of Local Communities and Partnerships
Alex Williams Director of City Planning

11/07/22 Apologies for Absence and Announcements

In the absence of the Chair, Dr Mee Ling Ng OBE, Marie Pye as the Vice-Chair chaired the meeting. The Chair welcomed everyone to the meeting which was held virtually. As the meeting was not held in person, any decisions would have been taken using Chair's Action, although on this occasion all the agenda items were for noting so no formal decisions were required.

The meeting was being broadcast live on YouTube, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, to ensure the public and press could observe the proceedings.

Howard Carter reported that no apologies for absence had been received, although Dr Mee Ling Ng OBE would try to join the meeting if she was able. Peter Strachan had indicated that he would need to leave the meeting at 11.00am, Anne McMeel would need to leave at 12.30pm and Andy Lord would need to leave at 11.00am. Gareth Powell, Chief Customer and Strategy Officer, was unable to attend the meeting and was represented by Alex Williams.

Gareth Powell would be leaving TfL in September 2022, after almost 19 years' service. He had undertaken a variety of roles in London Underground, then as Managing Director of Surface Transport and most recently as the Chief Customer and Strategy Officer and Deputy Commissioner. On behalf of the Panel, the Chair thanked Gareth for his contribution to TfL and wished him every success for the future.

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.

12/07/22 Declarations of Interest

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

13/07/22 Minutes of the Meeting of the Panel held on 17 March 2022

The Chair, following consultation with the Panel, approved the minutes of the meeting held on 17 March 2022 as a correct record and would sign them at a later date.

14/07/22 Matters Arising and Actions List

Howard Carter introduced the item.

The Panel noted the Actions List.

15/07/22 Customer Services and Operational Performance Report – Quarter 4, 2021/22

Alex Williams and Andy Lord introduced the paper, which provided the quarterly Customer Service and Operational Performance report for Quarter 4, 2021/22 (12 December 2021 to 31 March 2022).

The steady upwards trend in ridership statistics reflected a period of more stable travel patterns following the increase in Omicron variant cases. There was increasing demand for leisure travel and at weekends, with slower return to office travel, particularly on Mondays and Fridays.

Andy Lord reported that operational performance had been strong during the period, with staff returning to the network following the lifting of the coronavirus restrictions that were in place before Christmas. High service levels continued to be delivered across all the transport modes.

There were two days of industrial action on London Underground in the first week of March 2022 which had impacted services and caused customer disruption. Collaboration across the whole of TfL operations ensured the delivery of good services

on all other modes. There were no serious overcrowding or congestion issues and the significant shift to increased home working for office workers had reduced the impact on services.

A number of significant recent events had been successfully dealt with by TfL operations, including the Ride London event which was the first one on the new route to the east of the capital and the reopening of Bank station on the day before the royal opening of the Elizabeth line. The Jubilee celebrations involved a huge amount of work due to the significant ceremonial events and road closures, with over 200,000 people travelling into London on the busiest day to participate in the celebrations. A letter of thanks had been received from the Prime Minister's office thanking TfL for its role in ensuring the success of the Jubilee weekend.

Operational services continued to improve since then, with a recent small spike in staff absences due to coronavirus, which was being monitored in terms of service levels.

Ridership had plateaued during weekdays reflecting different work patterns, showing high 70 per cent journey numbers on the Tube and low 80 per cent journeys on the bus network, compared to pre-pandemic levels. Weekends were significantly higher and regularly showed high 80 per cent to low 90 per cent journey figures.

Preparations were continuing ahead of the opening of Barking Riverside station on 18 July 2022, which would be delivered significantly ahead of schedule and would provide a boost to the area.

On customer service, Alex Williams reported that the key metric of the customer care score showed 57 per cent for the end of the 2021/22 financial year, which was one per cent above target. Call centre performance data showed demand had varied over the quarters, with Quarter 4 performing better than Quarter 3. Data on complaint levels showed a reduction even though ridership was increasing. The number of commendations for staff had increased, particularly for those working on London Underground and the bus network.

The TfL Go app, which showed real-time travel information, had launched. This was an impressive achievement as it was a technically challenging app and provided important customer information in a period of time when some customers remained concerned about travelling on the network at busy times.

A full Equality Impact Assessment had been carried out on the impact of the proposed four per cent cuts to inner London bus services on travel access to hospitals and Alex Williams would send a copy of the document to Bronwen Handyside.

[Action: Alex Williams]

Alex Williams confirmed that he would look into and respond to Bronwen Handyside on the timings and purpose of the Equality Impact Assessment consultation on the proposed permanent restrictions to the Older Person's Freedom Pass, which was likely being conducted by London Councils.

[Action: Alex Williams]

Andy Lord confirmed that he would look into and respond to Anne McMeel on the main drivers behind the dip in bus journey times in Quarter 4. One of the reasons may have been the impacts of the two storms that occurred in February 2022 during which TfL's bus network remained operational.

[Action: Andy Lord]

On the customer care metric, Mark Evers would circulate the core metrics data on disabled Londoners compared to the total for all Londoners to the Panel.

[Action: Mark Evers]

The Panel noted the paper.

16/07/22 Assisted Transport Services Update

James Mead introduced the paper, which provided an update on the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 7 December 2021. The ATS continued to adapt to support Londoners with reduced mobility during the ongoing coronavirus pandemic, as well as providing information on research into TfL's customers to better understand their travel, and an update on the contact centre call waiting times and complaints.

Demand for Dial-a-Ride services had increased steadily over the last few months from mid-40 per cent to low-50 per cent, compared to pre-pandemic levels on the network. Demand had since plateaued, partly due to the closure of previously popular destinations.

Taxicard had seen increasing demand immediately after the pandemic but demand had now fallen back to 75 per cent of pre-pandemic levels. Funding for Taxicard would continue to be available and journeys were expected to increase to 85 per cent by the end of the year, based on changing travel pattern trends.

The Travel Mentoring service had restarted more face-to-face work, such as the bus days which were opportunities to help people understand how to use the bus network and gain techniques and confidence on accessing buses using mobility aids.

The target metric was to keep Dial-a-Ride complaints figures below one per 1,000 trip requests. Complaint levels were higher than on other modes as it was an individual service that was more time sensitive for its users. The safeguarding policy prevented drivers from carrying goods into people's homes, although this was a service that some customers would prefer.

Work was nearly complete on appointing the new booking scheduling system provider following a successful bidder competition. This would provide a portal to allow customers to book or cancel trips online and would involve user input in the implementation process.

The ATS customer research into how people wanted to travel and be supported to travel showed that 63 per cent of customers already used the bus network, as well as Dial-a-Ride services, which was encouraging. Fifty per cent were open to increasing their use of assisted travel services but only 10 per cent were aware of the Travel Mentoring service. The new booking scheduling system would free up more time for those answering calls to act as mini-travel mentors to explore and promote other travel options with customers, as 50 per cent responded that they would like to travel more independently and more frequently.

Over the next six months, stakeholder and customer engagement would be carried out to gain their views on the future of ATS, with the aim of developing a refreshed ATS

strategy and roadmap. An update on this work would be brought to the meeting of the Panel in December 2022. **[Action: Louise Cheeseman]**

The Panel noted the paper.

17/07/22 Cycling Action Plan Update

Alexandra Goodship introduced the paper, which provided TfL's annual update on the latest trends in cycling, TfL's progress against key targets and the proposed approach to updating the 2018 Cycling Action Plan.

TfL's strategic approach to cycling in London was set out in the Cycling Action Plan, which was part of a suite of the Mayor's Transport Strategy (MTS) documents which worked together to provide a strategic approach to delivering mode shift targets in the MTS. The Action plan had two headline targets around cycling growth and expanding the network.

During the coronavirus pandemic, cycling proved to be one of the most resilient modes of transport and the number of cycling journeys increased, partly driven by an increase in leisure cycling at weekends. This remained stable in 2021 but had started to come down as the overall travel demand was recovering from the pandemic and more journeys were made on the network, although cycling journeys were still significantly higher than pre-pandemic levels.

Cycling had also become safer. Although in 2020 there was a 12 per cent increase in the number of people killed or seriously injured while cycling, this was in the context of a large increase in cycling. The risk of being killed or seriously injured while cycling had almost halved compared to the 2005-2009 baseline.

Despite encouraging progress on cycling levels, safety and representation, more needed to be done to reach TfL's target to nearly double the number of cycle journeys from 0.7 million journeys in 2017 to 1.3 million journeys in 2024. The long-term impact of the pandemic was still uncertain and TfL was working to understand how the cycling boom and widening of the near market might impact its medium-term target.

To continue to grow cycling at pace, TfL needed to capitalise on recent successes and broaden the appeal of cycling to a wider range of Londoners. TfL and the London boroughs had rolled out cycling infrastructure at unprecedented pace as part of the emergency response to the pandemic. In addition, TfL supported the London boroughs with other measures to reduce car dominance and encourage cycling growth, including new Low Traffic Neighbourhoods, School Streets and bus lanes.

The current Cycling Action Plan set out how TfL and its partners worked together to grow cycling and meet the MTS objectives. Reducing car dependency and road danger, improving air quality and increasing physical activity remained central to TfL's rationale to encouraging more Londoners to take up cycling. Heightened inequalities brought on by the pandemic and the cost-of-living crisis, the declaration of a climate change emergency and the need to support town centres and London's place as a leading global city had all strengthened the case for investment and growth in cycling as part of TfL's multimodal approach to mode shift.

Analysis showed that, for cycling to grow at pace and contribute to addressing these recent challenges, the cycling population needed to diversify. Some traditionally under-

represented groups in cycling included women, people from Black, Asian and minority ethnic groups, people living in lower income households and disabled people. Diversifying the cycling population was also essential to tackling some of the key challenges facing London, such as reducing health inequalities and ensuring TfL's investment benefitted the broadest range of Londoners.

To this end, TfL was currently refreshing the Cycling Action Plan, making the case for sustained investment in cycling interventions and outlining its approach to growing and diversifying cycling in London. The updated plan would highlight how, despite its financial constraints, TfL would continue to innovate and deliver at pace to do all it could to make London a great city for cycling. Sustained funding would support this ambition for the future of London's streets. Following a period of engagement with external stakeholders, the aim was to publish the updated Cycling Action Plan in September 2022.

Alexandra Goodship would send a copy of the strategic cycling analysis map to Anne McMeel, which analysed all the cycling trips and trip purposes and showed where the strongest potential and connections were. It included the links with outer London and connecting town centres and was used to prioritise investment moving forward.

[Action: Alexandra Goodship]

The Panel noted the paper.

18/07/22 Customer Safety and Security Update

Siwan Hayward introduced the paper, which provided an overview of the key elements of the important work to tackle fare evasion and ticket fraud. The work helped reduced the loss of vital revenues to TfL which denied Londoners investment in a safe, frequent and reliable transport network.

A pan-TfL Revenue Protection Programme (RPP) was established in 2019. It was a comprehensive programme covering design, ticketing policy, communications, behaviour change, operations, assessment and evaluation, and was informed by data and evidence of what worked. Following a pause due to the coronavirus pandemic, the work of the RPP was reviewed and reprioritised to take account of changes in TfL's operations, customer travel patterns and behaviour and the constrained financial situation.

Reducing fare evasion would be challenging as TfL continued to re-establish ticket checking and new norms of behaviour, and due to the increased potential for fare evasion arising from cost-of-living pressures. Efforts to reduce fare evasion and other revenue loss had always been important but were even more critical for TfL's recovery from the pandemic and achieving financial sustainability. Reducing fare evasion would also contribute to the work to tackle work-related violence and aggression and other transport crime, and improve customer experience and confidence.

Technology was playing an increasing role in efforts to tackle fare evasion and was yielding excellent results. It was used to beneficial effect in minimising accidental fare evasion by automatically correcting errors through ticketing systems. It was also an increasingly important intervention in tackling calculated fare evasion. TfL had improved its ability to detect calculated fare evasion through its in-house irregular travel analysis platform (ITAP), which identified patterns in ticketing and passenger data, identifying customers who avoided paying for all or part of their journey. Insight

generated by ITAP supported a variety of intervention activities, including email campaigns warning customers that they must pay the correct fare, operational station deployments and a prioritised register of prolific offenders for further investigation and subsequent prosecution.

Siwan Hayward confirmed that there was a strong link between offenders of chronic fare evasion and wider criminality on the network. Chronic fare evaders were blatant and regarded as an anti-social behaviour issue. Sanctions were aimed at denying them use of the network entirely, not just penalty for unpaid fares. A pen portrait summary of chronic fare evaders and offender management profiles showing the overlap of behaviours, including the statistics on links with work-related violence, would be brought back to the meeting of the Panel in December 2022. **[Action: Siwan Hayward]**

The Panel noted the paper.

19/07/22 Enterprise Risk Update – Loss of Stakeholder Trust (ER6)

Matt Brown and Heather Preen introduced the paper and related supplementary information on Part 2 of the agenda, which provided an update on Enterprise Risk 6 – Loss of Stakeholder Trust.

TfL operated in a highly complex stakeholder environment, in which it engaged with a wide range of external stakeholders who had the power to influence decision-making at local, regional, national and international levels. This risk was explicitly focused on the management of relationships, reputation and communication. Managing other factors, such as the sustainability of TfL's funding sources, was covered elsewhere in the risk framework.

The Panel noted how the risk was mitigated and how TfL sought to manage its stakeholder relationship in a way that created a virtuous circle of support. By engaging proactively with stakeholders, listening to, and acting upon their views, so that they were more likely to advocate for TfL.

The risk was last presented to the Panel in February 2021 and was assessed as adequately controlled. Improvements had been made and the rating had now increased to well controlled. Relationships with stakeholders had never been better as a result of how the team and processes had been formulated over the last year. Two large campaigns of engagement were run with stakeholders on calling for TfL funding and encouraging customers back onto the network. A number of ongoing strategic engagement sessions had been held with key stakeholders and over 60 events were attended.

The Panel noted the paper and the exempt supplementary information in Part 2 of the agenda.

20/07/22 Members' Suggestions for Future Discussion Items

Howard Carter introduced the forward plan. There were no suggestions raised for future discussion items.

The Panel noted the paper.

21/07/22 Any Other Business the Chair Considers Urgent

There was no urgent business.

22/07/22 Date of Next Meeting

The next scheduled meeting was due to be held on Tuesday 4 October 2022 at 10.00am.

23/07/22 Exclusion of the Press and Public

The Chair, following consultation with 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 – Loss of Stakeholder Trust (ER6).

The meeting closed at 12.42pm.

Chair: 

Date: 04/10/2022