

Transport for London

Minutes of the Customer Service and Operational Performance Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
1:00pm, Tuesday 5 December 2023**

Members

Dr Mee Ling Ng OBE (Chair)
Marie Pye (Vice-Chair) (via Teams)
Anne McMeel
Dr Lynn Sloman MBE

Executive Committee

Alex Williams Chief Customer and Strategy Officer (from Minute 45/12/23)

Other Staff

Nick Dent	Director of Customer Operations
Siwan Hayward OBE	Director of Security, Policing and Enforcement (for Minute 44/12/23)
Shamus Kenny	Head of Secretariat
Zoe Manzoor	Senior Committee Officer
James Mead	General Manager, On-Demand Transport (for Minute 45/12/23)
Many McGregor	Head of Policing and Community Safety (for Minute 44/12/23)
Rupali Sharma-Patel	Head of Assisted Transport (for Minute 45/12/23)
Howard Smith	Director, Elizabeth line (for Minute 46/12/23)
Emma Strain	Customer Director (from Minute 45/12/23)

40/12/23 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Bronwen Handyside and Peter Strachan. Marie Pye attended the meeting via Teams and was able to participate in discussions but did not count toward the quorum. The meeting was quorate.

Glynn Barton, Chief Operating Officer was also unable to attend and was represented by Nick Dent, Director of Customer Operations. Alex Williams, Chief Customer and Strategy Officer and Emma Strain Customer Director had given apologies for lateness.

The Chair welcomed everyone to the meeting. The meeting was being broadcast live to TfL's YouTube channel, to ensure the public and press could observe the proceedings.

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 the appropriate member of the Executive Committee after the meeting.

41/12/23 Declarations of Interest

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

42/12/23 Minutes of the Meeting of the Panel held on 4 October 2023

The minutes of the meeting of the Panel held on 4 October 2023 were approved as a correct record, and the Chair was authorised to sign them.

43/12/23 Matters Arising and Actions List

Shamus Kenny introduced the item, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the updated actions list.

44/12/23 Customer Safety and Security Update

Siwan Hayward OBE and Mandy McGregor presented the item, which provided an update on the important work undertaken to tackle fare evasion and ticket fraud.

The paper set out TfL's strategic approach to addressing fare evasion and built on the previous updates considered by the Panel. Fare evasion had a significant impact on TfL in terms of lost revenue and on customer confidence and staff welfare. An ambitious target was set to drive down fare evasion to below 1.5 per cent (from 3.9 per cent) in the TfL Strategy.

TfL carried out benchmarking with other transport providers, nationally and worldwide, and with the Community of Metros Benchmarking Group. TfL applied insights from the data, as well as feedback on hotspots to inform the approach and drive improvements.

It was considered that the current measures were working well as there had been an uplift in prosecutions. It was recognised that more needed to be done and, therefore, TfL had further developed and embedded its approach to reducing the level of fare evasion across its services.

While it was a responsibility of the Compliance, Policing, Operations and Security Directorate to oversee this work, each transport mode delivered against its own plan in recognition of the fact that each was designed and operated differently. There was strong coordination between the various transport modes and the teams held revenue protection joint performance meetings to coordinate work.

A key part of the approach centred around learning and improving to understand the cost and value of interventions. The paper highlighted recent examples of such interventions such as low-cost simple innovation at DLR stations to guide customers to validators, as well as details of a recent pilot project carried out at Willesden Green station using CCTV to help inform interventions. As a result of this work, the team was carrying out a trial to look at further strengthening the wide aisle gate and was also monitoring activities at other gates. It was emphasised, however, that TfL was not using facial recognition to identify individuals. At the request of the Panel, Board Members would be provided with a briefing on the finding from the Willesden Green station pilot, including details on use of the wide aisle gate, compared to other gates, by fare evaders.

[Action: Siwan Hayward OBE/Secretariat]

TfL had plans in place to recruit more revenue enforcement officers, as the team was only at 82 per cent of the target headcount. The figure cited in the report was only a snapshot of the situation at any one time and availability was often affected by such activities as training or court attendance. The team was also seeing greater levels of performance and productivity. TfL was aware of the need to focus on hotspots for fare evasion and was working to modify its approach to improve effectiveness by increased focus on these activities. Future reports would continue to provide details of the capacity of the revenue enforcement teams.

The Chair also commented on the problem of fare evasion on the bus network and that focus should continue to be placed on tackling this.

Siwan Hayward OBE also provided an overview of the six-month Crime and Anti-Social Behaviour report at Appendix 2 of the paper. An updated document would be published to correct the following errors in the report:

- On bus-related offences: Total notifiable offences for hate crime for April-September 2023 should read 489.
- London Overground levels: For April-September 2023 the number of violent crime should read 197 and hate crime 87.

[Action: Siwan Hayward OBE/Secretariat]

In relation to the 'TfL Service Crime and Nationwide Crime Trends' information, it was requested that year by year data was included in the six-monthly report.

[Action: Siwan Hayward OBE]

The six-monthly report showed that, overall, TfL public transport crime trends largely followed London-wide crime trends, rising from the lower volumes recorded during the coronavirus pandemic. The risks of being a victim on TfL public transport remained low compared to the national rail network. It was also thought that some of the upward trend was a positive reflection of the efforts to make reporting easier. Incidences of robberies and theft had continued to rise.

TfL continued to work with the British Transport Police and the Metropolitan Police Service to target activities at hotspots and tackle crime, for example through sharing data and providing messaging to passengers about the need to look after belongings. Members noted the downward trend for bus related violence against the person. Officers confirmed that the team would continue to monitor this data to identify any long-term trends.

The six-monthly report showed that 55 per cent of crime on the London Underground happened at weekends. Members commented that focus should continue to be placed on action to address this, especially in view of the drive to encourage more people to use the transport network.

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

45/12/23 Assisted Transport Services Update

James Mead and Rupali Sharma-Patel introduced the item, 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 12 July 2023. The paper included the updated Roadmap for review.

Over the period, demand for the London Dial-a-Ride services had continued to grow. ATS had also reinstated its pre-coronavirus pandemic opening hours to offer later hours. Good progress continued to be made with the recruitment of additional drivers, duty managers and other staff. The Travel Mentoring team had carried out 6.5 per cent more interventions than the same period in the previous year.

Another key highlight was the successful launch of the new one-stop booking system, which went live in November 2023. Additional features would be launched next year, including the new booking form. As part of this, the service had also held further train the trainer events to support staff with the changes on the new booking system. The Panel thanked officers for their hard work on addressing the challenges to progressing the online reservations system. The Panel requested a further update on the booking systems in the next report.

[Action: James Mead]

The ATS service had also launched a new app-based Dial-a-Ride booking system, to operate alongside in person services at the control centre. One of the benefits of the new app was that it would free up more time for staff to provide travel advice. Members welcomed the introduction of the new app and felt it was a useful addition to the service and that it should be promoted.

Members welcomed the work to restructure the travel mentoring service team. Work was underway to develop a travel mentoring strategy setting out improvements to the services. The team was also collecting data on the experiences of disabled customers from travel mentors. The strategy including

the feedback from disabled customers on experiences of the services would be brought to the Panel once it had been completed.

It was requested that the ATS Roadmap should be reviewed to identify which items could be delivered over the short and medium term. **[Action: James Mead]**

The update on the Taxicard service was also noted. Members considered that the application process should be made simpler and that the issues around equality of access across the boroughs should be reviewed, especially in relation to gender and ethnicity. The availability of the service should be promoted by raising awareness of the service. Although changes to the Taxicard service was a decision for individual boroughs, TfL was working with London Councils to look at harmonising the Taxicard scheme across London.

Members noted that the ATS was a very important service and welcomed the work to integrate the service with the wider TfL transport network. They thanked officers for their work to achieve this.

The Panel noted the paper.

46/12/23 Elizabeth Line Performance

Howard Smith presented the second update on the Elizabeth line operational performance covering the period from 20 August to 11 November 2023.

Since opening in May 2022 and the introduction of the through service in November 2023, the Elizabeth line had carried more than 250 million passengers, with around 4.3 million passenger journeys now taking place each week. The busiest single day on the Elizabeth line was Thursday 9 November 2023 which saw 766,000 journeys made.

Performance was measured by two separate metrics: the Rail Journey Time Metric (JTM), which measured customer journey times including wait time and in vehicle time and the Public Performance Measure (PPM), which measured the percentage of trains that arrived at their final destination within the PPM threshold. Performance against the JTM had exceeded the target. Performance against the PPM was below target. The Office of Rail and Road had announced that it was conducting an enquiry into the performance of Network Rail infrastructure in the west. Train reliability had improved but continued to be affected by software issues. A software upgrade that had been undertaken in November 2023 and the update due to take place in December 2023 should further improve reliability.

As part of the forthcoming timetable changes, several improvements to the Elizabeth line services had been made including increased services at Acton Main Line during the morning peaks. Additional staff had been provided at Heathrow Airport in morning peaks until January 2024.

Following the previous meeting of the Panel, the team had improved signage and lighting at interchange stations with Network Rail, such as at Paddington, and were looking at improving train indicator information at Stratford station. Appendix 1 of the paper set out customer satisfaction scores for the line. Overall, the scores were very high, but the east scores were marginally higher than for the west. The Panel welcomed the improvements.

The Panel noted the paper.

47/12/23 Customer Service and Operational Performance Report - Quarter 2, 2023/24

Alex Williams and Nick Dent presented the report, which provided an update on TfL's customer service and operational performance for Quarter 2 of 2023/24 (25 June to 16 September 2023).

Journey numbers had continued to recover, although had been adversely affected by activity on the national rail network. At many of the stations in central London, they had exceeded pre-coronavirus pandemic levels. In the previous week, there were four million daily journeys on the Tube network. Further information would be provided to the Panel regarding the travel patterns on the weekdays compared to the weekends. **[Action: Alex Williams]**

A welcomed highlight for the quarter was the continued roll out of the Superloop service, including the addition of the new SL7 bus service. This had doubled the frequency of the service and had increased passenger numbers by 62 per cent. To further improve performance, officers were looking at a number of initiatives to promote bus priority on the entire network and to provide real time information on bus diversions, including through the TfL Go app and utilising the new features available on the iBus 2 system. Members suggested that in addition to this, it would be helpful if the drivers also made real time announcements to passengers about changes to the services, such as on bus diversions and alternative routes. Officers agreed to consider this.

Following the extension of the Ultra Low Emission Zone (ULEZ) in August 2023, there had been an increase in the volume of contact centre calls. The TfL care score had remained at 53 per cent, however the latest figures showed that there had been a recovery in this score and that the score among TfL customers was higher than those among non-TfL customers, which might be due to perceptions about ULEZ.

The customer journey time score in Quarter 2 for the London Underground was slightly better than the target. Performance remained on track during the current quarter to meet the annual target. The score for bus journey times was slightly better than target and remained stable.

Following the move to a two-vessel service at Woolwich Ferry on 6 November 2023, passenger numbers had increased and performance had improved. The Panel reported feedback on their site visit to the Woolwich Ferry. Members

welcomed the positive staff culture, impressive leadership and the focus on safety and generally felt that the service had much improved. It was suggested that steps should be taken to improve wayfinding to the Elizabeth line station at Woolwich Arsenal. They also highlighted the potential impact on the capacity of the ferry service from the opening of the Silvertown Tunnel, given the ferry was free to use. Members discussed the need to consider if a charging regime should be introduced for the ferry. Officers were in the process of looking at the charging arrangements for Silvertown Tunnel and would further explore the issues raised by the Panel.

[Action: Alex Williams]

The number of Santander Cycles hires was below target for this quarter. A paper was scheduled to be considered by the Panel on the cycle hire service, in view of the changes in demand in the market, including details of the uptake of pedal cycles compared to electric cycles ahead of the contract re-let in 2025.

[Action: Alex Williams]

Members welcomed the increase in staff commendations.

In response to a question on reliability of the Piccadilly line, officers would look into the provision of real time information to passengers on delays.

[Action: Nick Dent]

The Panel noted the paper.

48/12/23 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the current forward plan for the Panel. The requests for further papers would be added to the plan.

The Panel noted the forward plan.

49/12/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

50/12/23 Date of Next Meeting

The next scheduled meeting of the Panel was due to be held on Thursday 21 March 2024 at 10.30am. As this date fell within the pre-election period for the 2024 Greater London Authority Elections, Members would be consulted on a revised date shortly.

51/12/23 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on Customer Safety and Security Update.

The meeting closed at 15:25pm

Chair: 

Date: 5th March 2024