

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Microsoft Teams Virtual Meeting 10.00am, Wednesday 23 September 2020

Members

Dr Mee Ling Ng OBE	Chair
Dr Alice Maynard CBE	Vice Chair
Anne McMeel	
Dr Lynn Sloman	

Executive Committee

Howard Carter	General Counsel
Alex Williams	Director of City Planning (for minute 06/09/20)

Staff

Bob Blitz	Bus Network Planning Manager, Surface Transport (for minute 08/09/20)
Mark Evers	Chief Customer Officer, Customers, Communication and Technology
Jonathan Fox	Director, Rail & Sponsored Services, Surface Transport
Fraser MacDonald	Strategic Consultations Lead, City Planning (for minute 06/09/20)
Joyce Mamode	Head of Assisted Transport, Passenger Services Dial-a-Ride (for minute 07/09/20)
James Mead	General Manager, On-Demand Transport (for minute 07/09/20)
Jamie Mordue	Secretariat Officer

01/09/20 Apologies for Absence and Announcements

The Chair welcomed everyone to the meeting. TfL's meetings now fell within the Flexibility of Local Authority Meetings Regulations 2020 and the meeting was being broadcast live on YouTube.

An apology for absence had been received from Bronwen Handyside. Vernon Everitt, Managing Director Customers, Communication and Technology, Andy Lord, Managing Director London Underground and TfL Engineering, and Gareth Powell, Managing Director Surface Transport, were also unable to attend.

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.

02/09/20 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.

03/09/20 Minutes of the Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020

Members noted that the Safety, Sustainability and Human Resources Panel had approved the minutes of the joint meeting at its meeting on 9 September 2020.

Members asked that the outcome of the review of air quality data and how it could be used for planning (minute 23/06/20) and the action on whether TfL was able to assist in the 'track and trace' programme (minute 24/06/20) be added to the Panel's action list
[Action: Secretariat]

The minutes of the joint meeting with the Safety, Sustainability and Human Resources Panel held on 10 June 2020 were approved as a correct record.

04/09/20 Matters Arising and Actions List

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

The Panel noted the Actions List.

05/09/20 Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19

Mark Evers presented the paper, which provided an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from Covid-19.

Since the last (joint) meeting of the Panel, London had begun to re-open after the lockdown. TfL had worked to ensure that customers were equipped with the necessary information on using the network and to be reassured of the network's safety and reliability. Around 70,000 emails had been sent to customers and around 250,000 visits had been made to the Covid-19 related pages on the tfl.gov.uk. TfL continued to provide contact centre support and use social media to provide information.

Information provided on the network was a key part of the communication strategy, for example through signage and announcements, but it was also necessary to inform those who were not using the network, for example through radio advertisements. TfL estimated that 95 per cent of Londoners had been reached by the campaign in some form.

Quieter times on the network had been promoted, to reassure customers that social distancing could be maintained. The TfL Go app had recently been launched, which allowed customers to plan their journey in real time and, if necessary, reroute their journey to less busy parts of the network.

TfL had worked closely with businesses, attractions, cultural sites and retailers to understand how their sectors would return to work, to ensure that the transport network was not a limiting factor in the recovery effort. The guidance would be adapted to reflect any changes in government guidance.

Engagement with schools and all levels of government had been high. Operational changes to the network had been made, for example school only bus routes, to help schools welcome students back in significant numbers. It was estimated that 95 per cent of students had returned to school, however Zip Card usage was 72 per cent of the same period in 2019; anecdotal evidence suggested that, of those not using their Zip Card, more pupils were walking or cycling to school than using private vehicles. The use of Zip Cards was also spread over a longer time period.

To encourage Londoners to continue to use active travel, TfL produced an active travel toolkit and an online cycle skills course. Changes to the Streetspace environment had been communicated (see minute 06/09/20).

Throughout the period, TfL had monitored key customer metric scores to see how customers were responding. On the metrics 'TfL Cares' and 'TfL provides a safe service for customers' the results exceeded the results of the same period in 2019. Specific Covid-19 related metrics, 'TfL is supporting Londoners well during the Coronavirus crisis' and 'TfL is communicating well with Londoners during the Coronavirus crisis', had scored strongly.

Ensuring that Londoners understood that the use of face coverings was mandatory when using the network, unless the customer was exempt, was a key message in communications. Face covering compliance was over 90 per cent and TfL continued to continuously monitor compliance, through surveys, CCTV and staff spot checks. There were certain parts of the network and times of day where compliance was not as strong as others and the focus would be on those locations and times.

TfL was considering what more could be done to ensure customers wore face coverings throughout their journey and not just when entering and exiting the network. On buses, TfL was taking feedback from drivers and customers were encouraged to use the contact centre if they had concerns. TfL was working with the British Transport Police and enforcement officers to ensure that customers were following the rules. This was similar to the approach used to reduce fare evasion.

Each station had a bespoke plan should social distancing become an issue for staff and customers, however these had only been used on a couple of occasions. A team had been established to monitor how social distancing changed over time and where the difficult hotspots were.

Where service disruption had caused an increase in the number of people on the platforms, station staff would be deployed to those areas to provide more information and guidance to customers. The flow of customers would also be controlled at the gate line. This was in line with existing procedures to stop overcrowding but the point at

which measures were implemented would be brought forward, to ensure social distancing could be maintained.

Although it was not an issue on most of the network at present, customers were encouraged to adhere to the messaging in the Travel Kind campaign, in addition to the current messaging on face coverings and social distancing.

The Panel requested information on the number of refunds processed. Mark Evers confirmed that TfL had processed 36,000 refunds to customers with a value of over £3m, during the period of 1 June to 31 August 2020. Since 16 March 2020, TfL had processed over 75,000 refunds with a value of £9.2m.

The Panel commended the work that had been done on communications during the period to assure customers that TfL provided a safe level of service.

The Panel noted the paper.

06/09/20 Enhanced Approach to Public Engagement and Local Advocacy – a Focus on the London Streetspace Programme

Alex Williams introduced the paper, which provided an update on how TfL had transformed the way it engaged with communities and stakeholders on the wide-ranging set of policies, programmes and projects that affect them. The paper made specific reference to engagement on the London Streetspace Programme, which had been introduced at pace in response to the Covid-19 pandemic.

The Streetspace Programme had started in April 2020, but a huge amount had been delivered to date. Since the papers for the meeting were published further work had been completed, for example the schemes supported via borough bids had increased from 861 to 877 and the highway space reallocated to pedestrians had increased from 16,516sqm to around 22,000sqm. The amount of new or upgraded cycle infrastructure that had been completed or under construction was given as 44.6km in the paper but the figure was 75km.

There was funding for 150 Low Traffic Neighbourhoods (LTNs), of which 61 were currently in place. Whilst it was clear that some LTNs were locally contentious, some boroughs were keen to make them permanent. Typically, a scheme like LTNs would require 18 months of planning, consultation and modelling, however these schemes were developed with the boroughs, with an active listening programme to understand people's views during the trial.

Fraser MacDonald told the Panel that the four key elements that TfL used to ensure Londoners understood the Streetspace Programme, what was changing now in their neighbourhoods and the long-term changes were:

- (a) Inform: to ensure that Londoners understood what was being done, how it was being done, why it was being done and what the next steps were. For all schemes that had been implemented, all residents within the perimeter of the scheme had been contacted through letter drops to provide information and feedback channels. TfL was exploring opportunities for digital engagement, such as video conferencing or digital surgeries.

- (b) Engage and seek input: to use stakeholder intelligence and expertise to inform the programme development, policies, prioritisation, standards and guidance, communications, and inclusivity, activation and behaviour change. TfL had received over 3,000 pieces of correspondence from residents that provided feedback on the schemes. The Consultation team worked closely with the Engineering and Sponsorship teams to ensure necessary changes were being made.
- (c) Win advocacy and prompt behaviour change: to build a coalition of stakeholders to help ensure the success of Streetspace and create opportunities for every Londoner to be involved. Whilst there had been push back on some schemes, several campaign groups had formed to support what was being delivered.
- (d) Consult: to prepare stakeholders and communities for statutory consultation, where schemes would be sought to be made permanent, and to provide feedback into the Streetspace decision making process. TfL would seek to ensure Londoners understood how their feedback was used to shape the schemes.

TfL was working with schools, business groups, local groups and the emergency services when implementing schemes. In addition, TfL was working closely with the boroughs to deliver borough led schemes under the Streetspace Programme.

Members welcomed the 75km of cycle infrastructure that had been built or was under construction and asked what systems were in place to ensure that they were functioning as they had been intended and were easy to use. It was noted that most new cycle infrastructure was along corridors that allowed speedy implementation. While these did not necessarily address issues at junctions, this would be addressed when decisions were being taken about making any scheme permanent. TfL was also holding the boroughs to account to ensure that some element of segregation was installed. Where new infrastructure was installed, it was important to provide this information to third party providers for their apps.

Members queried what was being done to ensure that the benefits of LTNs were being as equally distributed as possible. TfL was actively listening to residents and collecting real data, rather than projections, prior to decisions on the scheme's permanence. Whilst LTNs did reduce traffic on residential streets, the intention was not to simply move traffic to busier roads; the aim of LTNs was to avoid a car led recovery.

The engagement approach would continue throughout the life of temporary schemes, which would likely require at least six to nine months before an informed decision could be made. Each scheme would be determined on a case by case basis.

The Consultation team had been able to adapt existing resources and had used other existing tools within TfL to bolster the digital engagement. The benefit of this type of stakeholder approach was that there was a greater likelihood that more schemes would be made permanent and deliver long-term benefits to London.

There would always be vocal groups that provided feedback to schemes, but the active listening approach made it easier to understand the specific elements that groups had concerns about. Before any decisions were made on the future of schemes, TfL would present a transparent and balanced view of all the issues brought forward.

Members raised that it was vital to be clear to stakeholders when the statutory decision-making process would begin if schemes were to be made permanent and that this would be informed by the effectiveness of each individual scheme and would draw on the experience of previous schemes, such as the Mini-Hollands in Waltham Forest.

The Panel welcomed the strong partnerships that were being formed with local partners and the boroughs. Where possible, TfL should leverage the experiences and support of local politicians to share the experiences and benefits of similar schemes with other local politicians.

The Panel noted the paper.

07/09/20 Assisted Transport Services Update

Joyce Mamode introduced the paper, which provided an update on the work that had been done to improve Assisted Transport Services (ATS) for Londoners with reduced mobility, since November 2019.

Taxicard and Dial-a-Ride services had continued to operate. Some resources were turned to delivery services, working with councils and voluntary services, to support those who were not able or were not confident to leave their home. TfL also worked with the NHS to deliver medicine and equipment and to organise the transport related to the Nightingale Hospital.

Good progress had been made against the ATS roadmap. The profile of ATS had been raised within the taxi trade; whereas previously there were issues with the supply of taxi drivers, particularly for Taxicard, ATS had provided a good source of work for the trade throughout the pandemic. TfL would build on the progress made so that ATS would be thought of as an important part of the market for the taxi trade. Members noted that there was now a waiting list for drivers wanting to gain the relevant accreditation.

Work on the one stop shop booking and scheduling platform had restarted. An Invitation to Tender was expected to be issued in October 2020 with a view to contract award in December 2021.

On customer segmentation and customer research to help TfL better understand the ATS market, TfL would work with a research company to engage with various parties and be the third-party data processor. This work would show, amongst other things, which people were using ATS, what was wanted from ATS and where there were gaps in services.

The ATS team had begun to look at how it could act in parallel with other TfL activities, for example by promoting where Londoners could use mobility scooters in parallel to the promotion of walking routes and active travel.

The Panel thanked staff for the work they had done in progressing along the ATS roadmap and for meeting the needs of Londoners during the pandemic. Members commended the increased collaboration with local councils and NHS trusts.

The Panel noted the paper.

08/09/20 Bus Services to London's Hospitals – 2020 Update

Bob Blitz introduced the paper, which provided an update on the provision of bus services to London's hospitals.

Of the seven key actions identified in the initial review, four had been implemented, two were in progress and one was on hold. Since the last update, route 440 had been extended, to provide better direct links between Wembley and the Central Middlesex Hospital.

A consultation on the extension of route 470, to provide direct links between Sutton and Epsom Hospital, took place in late 2019 but implementation was currently delayed owing to construction work on the hospital grounds.

A consultation on new route 456, to provide direct new bus links between Winchmore Hill and Enfield to North Middlesex University Hospital, took place in late 2019, with implementation expected in early 2021.

The extension of an existing bus route to the Whittington Hospital was on hold and was dependent on the redevelopment of part of the hospital site.

Work had also been completed on lower priority actions since the last update. The extension of route 384 to Mill Hill and Edgware to improve links to the west of the London Borough of Barnet to Barnet Hospital was completed on 29 August 2020. The links between Harlesden and Central Middlesex Hospital to Northwick Park Hospital had been simplified by the extension of route 440.

A wider review of the bus links to the Royal Marsden Hospital and the London Cancer Hub development had concluded and a consultation would be held in late 2020.

A consultation was expected to be held in late 2020 on the extension of route 324 to the Royal National Orthopaedic Hospital, to provide direct links from Stanmore London Underground station.

During the pandemic, more healthcare services were moved to Finchley Memorial Hospital. TfL would temporarily extend route 383 to the hospital grounds, once works in the hospital carpark had been completed. This was expected in the coming weeks. A consultation would be held before consideration was given to making the change permanent.

Assisted Transport Services (ATS) to hospitals had made good progress prior to the Covid-19 lockdown in March 2020. Meetings had been held with a major NHS trust to determine how transport to hospitals could be improved. A database of the hospitals included in the bus services to hospitals review had been created to better analyse what services hospitals provided to mobility impaired patients and who the key contacts were.

Relationships with the key trusts were developing and TfL was working with them to share information; TfL would help people understand what hospital transport services were available and the trusts would promote appropriate TfL services. The development of this network reduced the number of people falling between the gaps in provision.

TfL's website had been updated to provide information on how to access hospital transport services. Once the ATS one stop shop for scheduling and booking had been developed, the intention was to use it as a building block to offer more services, for example linking into a hospital transport booking system.

Members queried what data was available to provide insight on the uptake of the programme. The Panel noted that it took around six months for changes to services to become established, but it was currently difficult given the decline in ridership since March 2020. TfL would continue to collect data on uptake and would provide this in future updates.

Members stated that the route changes should be publicised to encourage uptake, not just for those needing to access hospitals as a patient but for those visiting loved ones.

The Panel noted the paper.

09/09/20 Member Suggestions for Future Discussion Items

Howard Carter introduced the Forward Plan.

Members requested an update to the next meeting on the public engagement and advocacy for the London Streetspace Programme. **[Action: Alex Williams]**

The Panel noted paper.

10/09/20 Any Other Business

There was no urgent business.

11/09/20 Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 18 November 2020 at 10.00am.

The meeting closed at 11:40am.

Chair:



Date:
