

## **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  
10.00am, Tuesday 4 October 2022**

#### **Members**

Dr Mee Ling Ng OBE (Chair)  
Marie Pye (Vice-Chair) (via Teams)  
Bronwen Handyside (via Teams)  
Anne McMeel  
Peter Strachan

#### **Executive Committee**

Howard Carter	General Counsel (via Teams)
Stuart Harvey	Chief Capital Officer
Alex Williams	Interim Chief Customer and Strategy Officer

#### **Other Staff**

Louise Cheeseman	Director of Buses
Mark Evers	Chief Customer Officer
Zoe Manzoor	Senior Committee Officer
Garry Sterritt	Head of Asset Strategy

### **24/10/22 Apologies for Absence and Chair's Announcements**

An apology for absence had been received from Dr Lynn Sloman MBE. Andy Lord, Chief Operating Officer, was also unable to join the meeting. Marie Pye and Bronwen Handyside were attending via Teams and were able to take part in the discussions but were not counted toward the quorum. The meeting was quorate.

The Chair welcomed everyone to the meeting. 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.

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.

## **25/10/22 Declarations of Interest**

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

## **26/10/22 Minutes of the Meeting of the Panel held on 13 July 2022**

**The minutes of the meeting of the Panel held on 13 July 2022 were approved as a correct record and the Chair was authorised to sign them.**

## **27/10/22 Matters Arising and Actions List**

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

**The Panel noted the Actions List.**

## **28/10/22 Customer Services and Operational Performance Report - Quarter 1, 2022/23**

Alex Williams introduced the paper, which provided the quarterly Customer Service and Operational Performance Report for Quarter 1 of 2022/23 (1 April to 25 June 2022). The period had witnessed a number of key events including industrial action and the Queen's Diamond Jubilee celebrations.

The main highlight of the period was the opening of the Elizabeth line on 24 May 2022 which was operating at a very high level.

Overall, service levels had continued to recover across the network, with strong journey numbers at the weekend, and weekday journeys showing positive signs of recovery. Many services were now nearly operating at pre-coronavirus pandemic levels and had met or had nearly met key targets.

Louise Cheeseman provided a summary of the findings, highlighting the positive outcomes, particularly around: London Underground trips; the Docklands Light Railway departures; cable car availability; the growth in cycle hire; Woolwich Ferry availability; and bus services.

Overall, the customer care matrix score and satisfaction rates for most modes of transport remained relatively stable. The findings showed that complaint numbers and the number of abandoned calls had fallen. Satisfaction scores now slightly exceeded the pre-pandemic score although levels of customer service were at their highest during the pandemic and scores did generally tend to fluctuate, based on the circumstances.

TfL would continue to focus on improving performance against the key indicators, particularly in areas seeing a decline or below target performance. This included working to improve tram services, the London Overground and addressing driver shortage and staff sickness levels, which remained a significant issue.

Work was also underway to develop a customer strategy, with a particular focus on passenger number recovery and on ways of reassuring customers that it was safe to travel after the pandemic, including encouraging use of the TfL Go app to plan journeys.

Members congratulated staff on the management of Operation London Bridge, particularly the close engagement with government departments. They thanked everyone involved for managing the Operation so well and ensuring public safety.

A report on Operation London Bridge, including lessons learnt and sharing of best practice, would be submitted to a future meeting of the Panel.

**[Action: Alex Williams]**

Members discussed the customer care scores and in future reports the line graphs in the Customers section entitled 'TfL cares about its customers' would be in different colours. It was agreed that survey methodology would be provided together with further details of: the demographic profile of customers; their reasons for choices in travelling; and an insight into any potential barriers to use of the network. Further details would also be provided showing details of how the scores for friendly and helpful staff contributed historically to overall customer service scores and the use of this survey data to inform decision-making.

**[Action: Mark Evers]**

Concerns were expressed over the underrepresentation of women across all the metrics, particularly since the pandemic, and it was noted that work was underway to identify the reasons for this and to develop measures to improve the safety of women and girls on the network. The Panel requested further details of how these findings would influence decision-making.

**[Action: Siwan Hayward]**

Alex Williams would provide Peter Strachan with an update detailing progress to deal with peaks in demand in our contact centres, reflecting lessons learnt from the experience of demand surges in the previous year. He would also provide an update to Members regarding contractor staff at contact centres.

**[Action: Alex Williams]**

The Panel requested an update on the performance of the London Overground and tram services, setting out the ongoing work to address performance issues. The Bus Action Plan would be submitted to a future meeting of the Panel, and information on the express bus services would be included.

**[Action: Louise Cheeseman]**

In light of rising Covid-19 infection rates, especially during the winter months, encouraging the use of face coverings on public transport would be considered and Members would receive an update on this.

**[Action: Lilli Matson / Alex Williams]**

Measures to mitigate noise nuisance on the Underground and its impact on customer journey experience would be considered and an update would be provided to the Panel. **[Action: Glynn Barton]**

Initial consideration had been given to the merits of making recent Freedom Pass changes permanent, following the introduction of these changes in summer 2020 on a temporary basis. Alex Williams would provide Bronwen Handyside with details of the timing of the decision on this and how this will be communicated to customers. **[Action: Alex Williams]**

TfL was exploring the impact of new working patterns on ridership, including gathering information from stakeholders, which will help inform future campaigns. An update would be provided to the Panel in due course. **[Action: Alex Williams]**

**The Panel noted the paper.**

### **29/10/22 Enterprise Risk Update – Asset Condition Unable to Support TfL Outcomes (ER12)**

Garry Sterritt introduced the paper and related supplementary information on Part 2 of the agenda, which provided an update on Enterprise Risk 12 - Asset condition Unable to Support TfL Outcomes.

Further consideration would be given to which TfL Committee or Panel would be best placed to scrutinise this risk in the future. **[Action: Howard Carter]**

**The Panel noted the paper.**

### **30/10/22 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the current forward plan for the Panel.. Suggested future agenda items captured during the meeting would be included on the forward plan.

**The Panel noted the forward plan.**

### **31/10/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

### **32/10/22 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Tuesday 6 December 2022 at 10.00am.

### **33/10/22 Exclusion of Press and Public**

**The Chair 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 – Asset Condition Unable to Support TfL Outcomes (ER12).**

The meeting closed at 12.00pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_