

# Transport for London

## Minutes of the Customer Service and Operational Performance Panel Meeting

Conference Rooms 1 and 2, Ground Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ

10:00 Tuesday 6 December 2022

### Members

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

### Executive Committee

Howard Carter	General Counsel (via Teams)
Glynn Barton	Interim Chief Operating Officer
Alex Williams	Chief Customer and Strategy Officer

### Other staff

Monica Cooney	Head of Control Centre Operations
Carl Eddleston	Director of Network Management & Resilience
Mark Evers	Chief Customer Officer
Siwan Hayward	Director of Security, Policing and Enforcement
Zoe Manzoor	Senior Committee Officer
Mandy McGregor	Head of Transport Policing and Community Safety
James Mead	General Manager, On-Demand Transport for London
Amanda Price	Head of Secretariat Operations
Claude Snowdon	Noise Vibration & Air Quality Lead
Duncan Weir	Head of Track Maintenance & Renewals
Imogen Wescott	Head of Assisted Travel (via Teams)

### Also in attendance

Paul Furnell	Chief Superintendent British Transport Police (BTP)
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## 34/12/22 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Dr Lynn Sloman MBE was attending via Teams and was able to participate in the discussions but was not counted toward the quorum. The meeting was quorate.

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

The Deputy Chair of TfL has agreed to appoint Cllr Kieron Williams to the Panel. The appointment was too close to this meeting for him to alter existing commitments so his first meeting as a Member of the Panel would be from the next meeting.

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.

## **35/12/22 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 to declare that related specifically to items on the agenda.

## **36/12/22 Minutes of the Meeting of the Panel held on 4 October 2022**

**The minutes of the meeting of the Panel held on 4 October 2022 were approved as a correct record and the Chair was authorised to sign them.**

## **37/12/22 Matters Arising and Actions List**

Howard Carter introduced the item.

It was confirmed that the update on the timing of a decision on making recent changes to Freedom Passes permanent (Action 28/10/22 (7)) would be provided to all Members of the Panel.

A briefing for all Members on the Action for Inclusion Programme (Action 34/10/21) would be arranged ahead of its publication, which was now scheduled for the first half of 2023.

**The Panel noted the Actions List.**

## **38/12/22 Customer Services and Operational Performance Report - Quarter 2 2022/23**

Alex Williams, Glynn Barton and Mark Evers introduced the paper, which provided the quarterly Customer Service and Operational Performance report for Quarter 2, 2022/23 (covering 26 June 2022 to 17 September 2022). The dominant issues were Operation London Bridge, which was the subject of a separate report on the agenda, and the problems caused by excessive heat in the summer months.

Passenger numbers had continued to recover over the quarter for most modes of transport. TfL was working to increase ridership levels further. Numbers were slightly down and below budget for bus journeys, impacted by driver shortages, which was an industry-wide problem. Work was ongoing to address this, and overall bus journey numbers remained on target for the whole year.

The update on London Underground showed that service levels had fallen slightly below target, due both to heat issues and to fleet availability on the Jubilee line. Good progress was being made on initiatives to address this. On London Overground, performance remained slightly below target for the quarter, but remained on target for the whole year. Tram performance had slightly missed its target, although there had been significant improvements over the quarter. Action continued to be taken to address the fleet issues to bring the service up to capacity.

The Panel would receive a more detailed update on Overground performance (including the work with Network Rail) and fleet availability on the London Underground, with an option to visit the Jubilee line depot.

**[Action: Glynn Barton]**

The customer care score remained broadly stable, but below target. It was around the 50 per cent mark and was broadly in line with performance levels before the coronavirus pandemic.

TfL had completed two major consultations, on Central London Bus Services and on Road User Charging. In response to a question, Alex Williams would provide the Panel with details of the changes to the 184 bus service in Barnet.

**[Action: Alex Williams]**

The paper also set out progress on traffic signal time savings. The team reviewed these on a regular basis to reduce times, with a particular focus on pedestrians, cyclists and buses. Work was also targeted at certain priority areas. Officers were aware of the innovative work and good practice in this area in other cities and were exploring how lessons learnt from these could be applied in London.

An update would be provided to the Panel on reasons behind the rise in taxi and private hire driver complaints.

**[Action: Howard Carter]**

The Panel discussed the approach to gathering data in order to better understand the key drivers of performance scores, especially in the areas where there had been a continuing decline in performance. Officers confirmed that, for the past 10 years, they had monitored the customer care score, looking at a range of sources and engaged in several initiatives to identify key themes and draw conclusions about the trends. The Panel suggested that the report should read 'strongly suspect', where the findings were insufficiently backed up by evidence.

The Panel welcomed the commendations and the work carried out on abuse against staff. TfL take this very seriously.

Appendix 1 to the report, the six-month Crime and Anti-Social Behaviour Report, which had been omitted from the papers in error, would be circulated to Members and published on the website after the meeting.

**[Action: Secretariat]**

**The Panel noted the paper.**

### **39/12/22 Deep-dive on TfL's "Care score"**

Mark Evers introduce this item. At its meeting on 4 October 2022, the Panel requested more detailed information on the drivers of the care score, the differences in perceptions of Care, and how the data is used alongside other customer insight to guide work and make improvements. The research covered all Londoners not just TfL customers.

The presentation focused on the long-term trends in the customer care score, showing this had peaked in certain periods where appreciation levels were particularly high. For example, during 2012–2015 and then during the coronavirus pandemic. Since then, the score had remained broadly stable at a mid-range level.

The presentation also covered the key drivers of customer care over time and the factors that often influence this. Some of these were outside of TfL's control. The presentation highlighted the critical importance of the measure 'TfL supports customers when things go wrong'. It was thought that this has a significant impact on how customers perceive the service. TfL would continue to focus on this area and improving this score, in particular, the score for customers with greater accessibility needs.

The care metric formed part of a suite of measures to improve the customer experience that were used in connection with one another.

Work was underway to understand further the perceptions of care amongst different groups, especially the score amongst females, customers with greater access needs, and the C2DE groups, where the care scores were generally lower. While it was noted that safety concerns were an issue for females, it was also recognised that there were other matters that needed to be addressed to make sure that TfL was better able to meet the needs of all of its users and remove barriers for certain groups.

TfL directly engaged with customers and stakeholders, to better understand accessibility issues and improve services, and to identify where focus needed to be placed. Equality Impact Assessments were carried out to ensure services met standards.

To gain a greater insight to the care score, Members would receive monitoring information on the difference in customer care scores by key metrics: gender, age, different social economic classes, residents living in inner and outer London, bus and Tube users and non-bus and non-Tube users, TfL customers and Londoners who are not customers of TfL services. Officers would also look into how frequently this information should be reported back to the Panel.

More detailed information should be included in the quarterly report on care scores and an annual deep dive should be carried out with a view to looking at ways of increasing customer care scores. **[Action: Mark Evers]**

The Panel sought clarity on the approach to identifying the underlying reasons behind the care scores. Officers confirmed that they looked at a range of issues, when seeking to identify underlying reasons for the trends. Officers expressed an intention to explore further ways of gathering quantitative evidence. The Panel felt that the report should read 'strongly suspect', where the findings were insufficiently backed up by evidence.

Mark Evers would share with the Panel benchmarking data regarding customer care scores compared with other organisations.

The list of key drivers of care over time would also include value for money. **[Action: Mark Evers]**

An update on the review of the customer care score metrics would be brought to the Panel in due course. **[Action: Alex Williams/Secretariat]**

**The Panel noted the paper.**

## **40/12/22 Assisted Transport Services Update**

Imogen Wescott and James Mead presented this item. The paper provided an update on the work carried out to progress the Assisted Transport Services (ATS) Strategy since the last update to the Panel on 13 July 2022.

The paper highlighted a number of developments, covering: the growth in the demand for Dial-a-Ride services; the recruitment of new drivers to meet demand; and the travel mentoring services. The paper also covered the work to refresh the ATS roadmap, highlighting the inclusion of new objectives and future projects. The refreshed ATS Strategy and roadmap was attached to the report.

A supplier has been selected to provide the booking and scheduling system. They have a significant amount of experience and have started planning for the transition. They are due to start operating services in December 2023. It was envisaged that improvements in this area, such as the provision of a self-service portal, should free up time to allow staff to assist customers with transport choices and provide the most appropriate journey.

ATS carried out benchmarking and, through tools such as the website, provided clear information about the service in order to clarify service options. The service is also working with London Councils, regarding the eligibility criteria for Taxicards, with a view to harmonising the service. Members supported this work.

The Panel discussed the current pressures on the entire community transport services and the increase in demand on the ATS from changes in this sector. It was suggested that this matter should be raised with London Councils in addition to the issue of harmonising the eligibility criteria for Taxicards. Future reports to the Panel would include information on these matters.

**[Action: Imogen Wescott/James Mead]**

The Head of Assisted Travel also expressed an interest in working with the Chief Customer Officers' team to collect data on the use of the transport network, as a whole, by customers with greater access needs, in order to gain a deeper insight into the 'bigger picture'.

The Panel looked forward to receiving the refreshed roadmap and more information on the issues being worked on.

**The Panel noted the paper.**

## **41/12/22 Operation London Bridge**

Glynn Barton, Carl Eddleston and Monica Cooney presented the item. The paper provided an update on how TfL managed Operation London Bridge, following the death of Her Majesty Queen Elizabeth II. Some of the key achievements highlighted included the significant amount of work that went into to planning and responding to the event, and the engagement in debriefs in order to identify lessons learnt.

The response was an astonishing effort by everyone involved. The Panel and Officers were immensely proud of TfL's achievements during this challenging time.

It was acknowledged that TfL must now retain the corporate memory of the event, and apply the lessons that had emerged from the experience around, for example, planning readiness and bolstering the numbers of critical staff given their importance to major events. It was confirmed that TfL had or were in the process of embedding the lessons learnt from the event for future large-scale events.

**The Panel noted the paper.**

### **42/12/22 Tube Noise**

Duncan Weir and Claude Snowdon presented the item. At its meeting on 4 October 2022, the Panel requested more detailed information on Tube noise and mitigations, particularly the impact of short range 'screeching noise' in Tube journeys, given the impacts on the customer experience.

The presentation covered a range of issues including the causes (such as corrugation on rails and issues relating to the condition and design of the infrastructure). It also covered the challenges TfL face dealing with noise complaints, the mitigations and the work to monitor hotspots.

To address the issues, TfL are exploring a number of solutions, including trialling a new product (Delkor) and have also engaged in rail grinding, at a cost, to minimise residential, and "in Tube" noise. The merits of the potential solutions will be carefully evaluated, with the aim of making an informed choice on the best alternative to the current system, to manage both types of disturbance effectively. The Panel noted details of the outcome of the testing of the alternative engineering solutions.

TfL had a process in place to identify hot spots, and to monitor problems. Work was also underway to develop measures to ensure noise levels for staff working underground met appropriate standards.

**The Panel noted the paper.**

### **43/12/22 Customer Safety and Security**

Siwan Hayward and Mandy McGregor, along with Paul Furnell of the British Transport Police (BTP) provided an update on work to improve the safety of women and girls while travelling in London.

Paul Furnell reported on the partnership working with BTP, highlighting the key initiatives which had been very successful such as: zero tolerance sexual harassment campaign; the measures to encourage bystander intervention in a safe way; and the work to facilitate reporting to identify perpetrators.

Good progress had also been made with initiatives aimed at ending domestic violence and promoting the White Ribbon Initiative. TfL worked closely with the Metropolitan Police, London boroughs and with Roads and Transport Policing Command on initiatives in relation to improving the safety of women and girls on the street, as it was noted that offences often happened outside stations. TfL also worked in partnership with stakeholders, including the Mayor's Office for Policing and Crime, on initiatives.

The Panel highlighted the issue of safe taxi and private hire vehicles use. TfL supported the Safer Travel at Night (STaN) campaign. STaN aims to reduce the number of cab-related sexual offences. As part of this initiative, campaigns were run at key points in the year in addition to other interventions. Other key initiatives included work to introduce safeguarding measures, through the Department for Transport's consultation on statutory taxi and private hire standards, and measures to facilitate third party reporting of offences. TfL would be reporting annual statistics on sexual offences against taxi and private hire drivers in early next year, and this would be brought to the Panel. **[Action: Siwan Hayward/Secretariat]**

The feedback indicated that the programme has been well received and that the campaign was meeting its objectives. It was important to ensure that bystanders felt safe when reporting incidences.

**The Panel noted the paper.**

#### **44/12/22 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the forward plan. No additional suggestions were raised for future discussion items on the forward plan or for informal briefings, other than those already noted during the meeting.

**The Panel noted the paper.**

#### **45/12/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

#### **46/12/22 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on 22 March 2023 at 10.00am.

The meeting finished at 1:20pm.

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

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