

# 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  
10:30am Wednesday 12 July 2023

### Members

Dr Mee Ling Ng OBE (Chair)  
Marie Pye (Vice-Chair)  
Anne McMeel  
Dr Lynn Sloman MBE  
Peter Strachan (via Teams up to Minute 16/07/23)  
Councillor Kieron Williams

### Executive Committee

Glynn Barton Interim Chief Operating Officer  
Howard Carter General Counsel

### Other staff

Thomas Ableman Director of Strategy and Innovation  
Christina Calderato Director of Transport Strategy and Policy  
Alexandra Goodship Strategy and Planning Manager  
Siwan Hayward Director of Security, Policing and Enforcement  
Zoe Manzoor Senior Committee Officer  
James Mead General Manager, On-Demand Transport  
Rupali Sharma-Patel Head of Assisted Transport, Transport Operations  
Emma Strain Customer Director  
Shashi Verma Chief Technology Officer, Director of Strategy and CTO

## 12/07/23 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Peter Strachan was attending via Teams and was able to participate in the discussion but did not count toward the quorum. He had indicated that he would need to leave part way through the meeting. The meeting was quorate.

Alex Williams, Chief Customer and Strategy Office was unable to attend and Emma Strain, Customer Director was attending in his place.

The Chair welcomed everyone to the meeting. The meeting was also 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 TfL staff after the meeting.

The Chair noted that Howard Carter, TfL's General Counsel and Board Secretary would retire at the end of September 2023, after 17 years' service. Howard had been a tremendous public servant to TfL and an enormous source of support and sound guidance to Members. On behalf of the Panel, the Chair wished Howard every success for the future.

Howard thanked the Chair and stated that it had been a pleasure working with Board Members and colleagues over the years.

### **13/07/23 Declarations of Interest**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date. It was noted that there had been one update since the last meeting. Peter Strachan had been appointed as the Chair of the National Transport Authority, Ireland.

There were no interests declared that related specifically to items on the agenda.

### **14/07/23 Minutes of the Meeting of the Panel held on 22 March 2023**

**The minutes of the meeting of the Panel held on 22 March 2023 were approved as a correct record and the Chair was authorised to sign them.**

### **15/07/23 Matters Arising and Actions List**

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

**The Panel noted the actions list.**

### **16/07/23 Customer Service and Operational Performance Report - Quarter 4, 2022/23**

Glynn Barton and Emma Strain introduced the paper, which provided an update on TfL's customer service and operational performance for Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023). They highlighted the positive ridership trends across the network, including London Underground journey levels returning to pre-coronavirus pandemic levels. On 6 July 2023, the Elizabeth line recorded its highest journey numbers at 700,000.

While the "TfL cares about its customer score" was slightly below target, at 54 per cent, it was improving each quarter. There were many factors that influenced the score, some outside the organisation's influence and TfL had recently introduced a new metric to measure performance for the different transport modes based on journey times. The Panel would receive a report at its next meeting on TfL's customer care score and it was emphasised that officers would provide the reasons behind the customer care score, with related evidence. Staff commendations had also risen by a third and this was welcomed by Members.

The Panel also noted details of the shift in contacts to call centres, away from the telephone to correspondence such as email. It was suggested that the report should also measure this. **[Action: Emma Strain]**

The Panel suggested that the team should further engage with the Assisted Transport Services team to gain a greater insight into the experience of customers with greater access needs on the transport network. It was also agreed that the Panel would be provided with further information on the care scores for disabled TfL customers and the experiences of disabled Londoners who don't necessarily use TfL services. **[Action: Emma Strain]**

TfL was making good progress with its Action on Inclusion programme and with providing step-free access to stations, which was a key priority. Details of the work to provide step-free access at 10 stations would be shared with all TfL Board Members, as well as the formula for assessing social deprivation, in identifying priorities for the programme. **[Action: David Rowe]**

It was also noted that TfL were running several campaigns (and was about to launch further new campaigns) focusing on sustainable travel, improvements to services, and the affordability of the network.

The Panel also highlighted the update on the use of Santander Cycles. The number of hires made during the quarter had continued to decline and was partly due to competition from other operators. Concerns were expressed about the impact of discarded electric hire cycles on the public realm from other providers. It was confirmed that TfL was developing a strategy on electrified travel devices and e-cycles. An update on this work and the cycle hire market would be brought to a future meeting of the Panel, covering changes in customer demand and the problems around street clutter from discarded cycles. **[Action: Glynn Barton]**

The Panel requested further details on new travel patterns. **[Action: Glynn Barton / Emma Strain]**

On the issue of tram performance, a site visit had been arranged for TfL Board Members to the depot in Croydon to show the good work being undertaken to both address the challenges and to provide the service.

**The Panel noted the paper.**

## **17/07/23 Cycling Action Plan 2**

Christine Calderato and Alexandra Goodship introduced the paper, which provided an overview of the new Cycling Action Plan 2, and high levels targets within it, which had been launched on 15 June 2023. The new plan superseded the first Cycling Action Plan, published in 2018. The plan had a particular focus on increasing cycling levels and breaking down the barriers to cycling, especially amongst under represented groups including older people. Overall TfL was working towards encouraging a mode shift away from vehicle use to cycling and other forms of sustainable transport.

Members highlighted the target of growing cycling by a third to 1.6 million a day by 2030. The Panel would be provided with a further update regarding the intentions and assumptions behind the target. **[Action: Christina Calderato / Alexandra Goodship]**

TfL was working towards extending the cycle network by 2041 to outer London. The Panel noted the merits of creating strategic orbital movements in outer London. Members also noted the merits of providing different types of cycleways to suit varying customer needs, including potentially routes through quieter streets, and suggested routes for commuters. Officers would investigate the possibilities and provide further details of the 50 schemes in development, listed in the report, as part of the short-term delivery programme, at an appropriate time.

**[Action: Christina Calderato / Alexandra Goodship]**

TfL had put in place measures to address the problems around the harassment and intimidation of cyclists. This included engaging with the Cycle Safety team on initiatives.

**The Panel noted the publication and content of the Cycling Action Plan 2.**

### **18/07/23 TfL Go Update**

Shashi Verma introduced the paper, which provided an update on the development of the TfL Go journey planning app.

The TfL Go app offered a modern digital experience that was inclusive and customer-centric. A challenging area of work was underway to provide further improvements to the system, with the overall aim of providing step-by-step instructions, catering for all needs, and covering all journey modes, including Network Rail routes.

The Panel sought clarity regarding the availability of information on quieter routes at particular times. It also discussed whether the TfL Go app should include journey options for Assisted Transport Services customers, and that it should sign-post customers with accessibility needs to services. The team would further explore this.

**[Action: Shashi Verma]**

**The Panel noted the paper.**

### **19/07/23 Digital Wayfinding for Cycling**

Thomas Ableman introduced the update on the development of safer and more welcoming digital wayfinding for cycling.

In July 2022, the Open Innovation team held a Digital Wayfinding Summit, which created the initial spur to action for TfL and third-parties to improve digital wayfinding systems for cycling. Since then, TfL had been working to improve route choice for cycling in the TfL Go app, as well as working with third-party travel planning partners apps including Google Maps and Citymapper.

TfL and partners were also exploring ways of improving the data set to identify such features as the presence of chicanes preventing access.

The Panel sought clarity on the availability and provision of data on the nature of routes, to help customers plan their journeys (such as details of suitable commuter routes and more scenic quieter routes for leisure journeys) and officers would provide further information on this.

**[Action: Thomas Ableman]**

TfL had awarded a contract for the next phase of London's e-scooter trial.

An update on Electrified Travel Devices would be brought back to the Panel at an appropriate time.

An update on digital wayfinding for cycling would also be brought back to the Panel at an appropriate time. **[Action: Thomas Ableman]**

**The Panel noted the project update.**

## **20/07/23 Customer Safety and Security Update**

Siwan Hayward introduced the paper, and the exempt supplementary information on Part 2 of the agenda, which provided an update on the work to tackle fare evasion and ticket fraud, which was a key priority for TfL.

TfL had set an ambitious reduction target of reducing the risk of fare evasion by two-thirds, to under 1.5 per cent by 2030. Fare evasion denied vital revenue for TfL to invest in a safe, frequent, and reliable transport network, and also impacted on the morale of colleagues, and the safety and security of the network. The most recent estimate (2022/23) of fare evasion across all TfL public transport modes stood at 3.9 per cent, which was higher than the previous levels reported but could be partly attributed to the improved methods of measuring fare evasion. TfL figures still compared favourably to other transport networks.

The performance strategy for each revenue team had been refreshed. Best practice was shared with policing partners to support coordinated operations. Work was also underway to explore options to improve the design of the wide aisle style of gate at stations (which was the main access for chronic offenders) and increasing the use of closed-circuit television to identify offenders and sharing this with investigation teams.

Later in the year, TfL would publish its pan-TfL Revenue Protection Strategic approach, which would support its front-line teams, fare paying customers and TfL's financial sustainability.

The Panel also noted the overview of the Crime and Anti-Social Behaviour six-monthly report, based on comparisons with the pre-coronavirus pandemic average. TfL worked closely with its policing partners on initiatives to reduce crime, including addressing and preventing theft. TfL was mindful of the impact of resourcing constraints on its partners. The rise in robberies was a cause of concern, although it was a London-wide problem and had escalated post-pandemic.

The report provided details of the crime statistics for the quarter by transport mode (such as London Underground and London Overground). Members requested that the crime statistics for the separate lines also be provided. **[Action: Siwan Hayward]**

It was also suggested that the pre-pandemic average for measuring crime levels on the Elizabeth line should be reviewed to find an appropriate baseline given the date of the Elizabeth line's opening. **[Action: Siwan Hayward]**

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

### **21/07/23 Hate Crime Campaign**

Siwan Hayward introduced the paper, which provided an overview of hate crime and TfL’s campaign to tackle this issue in response to an action from the Board. The paper set out what TfL knew about hate crime on its networks, the purpose of the campaign, how it was communicated and the positive feedback from stakeholders and customers.

**The Panel noted the paper.**

### **22/07/23 Assisted Transport Services Update**

James Mead and Rupali Sharma-Patel introduced the paper, which outlined the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 6 December 2022. This included the updated Roadmap for review.

It also provided an update on how ATS continued to adapt to support Londoners with reduced mobility in the post-coronavirus pandemic world.

The Panel welcomed the work of the Travel Mentoring System. It noted that the introduction of the new one-stop booking system should enable staff to devote additional time to helping customers navigate the transport network and use the features on the TfL Go app.

Members suggested that future ATS updates should provide information on the work to help customers travel on the wider transport network and that the team consider developing performance indicators for this area of work. **[Action: James Mead]**

It was also noted that work was underway to recruit new drivers for the service. The team was working hard to address barriers in this area and to increase the number of female drivers to address the shortfall.

**The Panel noted the paper.**

### **23/07/23 TfL – Summer Preparedness 2023**

Glynn Barton presented the item, which provided an overview of TfL’s preparedness for summer 2023.

TfL Operations Command and Control response was managed through the Network Management Resilience Directorate’s two Control Centres: The Network Management Control Centre and the London Underground Control Centre.

The presentation set out details of the approach by the Control Centres to planning for hot and extreme weather, based on daily weather forecasts. This included the trigger levels and the nature of the communications with customers. It also provided a high-level of summary of the plans by modes of transport.

The Panel noted the importance of providing water points around the transport network. It was suggested that customers should be sign-posted to the nearest water point around stations. Officers would look at this suggestion further. **[Action: Emma Strain]**

It was confirmed that the team was looking at the possibility of introducing maps showing the routes with the coolest on-board temperatures.

**The Panel noted the paper.**

### **24/07/23 Members' Suggestions for Future Discussion Items**

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

**The Panel noted the paper.**

### **25/07/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **26/07/23 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Wednesday 4 October 2023 at 10.30am.

### **27/07/23 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 1:40pm

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

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