

Transport for London

Minutes of the Customer Service and Operational Performance Panel

**Paddington Room (11YC1), 11th Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10:30am, Tuesday 5 March 2024**

Members

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

Staff

Tom Cunnington	Head of Bus Business Development (for Minute 05/03/24)
Oliver Gearing	Finance Director - Operations
Siwan Hayward OBE	Director of Security, Policing and Enforcement
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Zoe Manzoor	Senior Committee Officer
Mandy McGregor	Head of Policing and Community Safety (for Minute 07/03/24)
Howard Smith	Director, Elizabeth line (for Minute 07/03/24)
Mike Shirbon	Head of Quality, Safety and Security Assurance
Emma Strain	Customer Director

Also in attendance

Ryan Hill TfL Youth Panel Main Representative

01/03/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Councillor Ross Garrod and Bronwen Handyside. Peter Strachan attended the meeting via Teams and was able to participate in the discussion but did not count towards the quorum. The meeting was quorate.

Glynn Barton, Interim Chief Operating Officer and Alex Williams, Chief Customer and Strategy Officer were unable to attend the meeting. Glynn was represented by Siwan Hayward OBE, Director of Security, Policing and Enforcement, and Alex was represented by Emma Strain, Customer Director.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel, 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 the appropriate member of the Executive Committee after the meeting.

In response to a recommendation from the Board Effectiveness Review, TfL's Youth Panel had appointed Ryan Hall as its representative to attend the meetings of the Panel, with Amir Dawoodbhai as his reserve. The Chair welcomed Ryan to his first meeting of the Panel and welcomed the opportunity for the Panel to hear directly the voices of young people.

02/03/24 Declarations of Interests

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

Since the last meeting, there had been one update to Members' declarations: Dr Lynn Sloman MBE had stood down as Director of Transport for Quality of Life Limited.

03/03/24 Minutes of the Meeting of the Panel held on 5 December 2023

The minutes of the meeting of the Panel held on 5 December 2023 were approved as a correct record, and the Chair was authorised to sign them.

04/03/24 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.

05/03/24 Bus Action Plan Update

Tom Cunnington presented the item providing an update on the Bus Action Plan. The paper set out TfL's vision for 2030 and its actions across five thematic areas: inclusive customer experience; safety and security; journey times; connections; and decarbonisation and climate change resilience. There was also a focus on bus services to hospitals.

The paper also set out key achievements to date in delivering the Bus Action Plan. On Saturday 2 March 2024, TfL launched the ninth Superloop express bus service, route SL2 between Walthamstow Central and North Woolwich. Customer feedback on the Superloop network, with its distinctive branding, had been very positive. Another key highlight was the introduction of the route 63 service. While these services may have potentially taken some patronage away from existing bus services, overall, there had been a net growth in customer numbers. Work was underway to look at the lessons learnt from the new bus services in terms of the overall growth in patronage, how lessons could be applied to other bus services, the revenue generated from the services and potential further enhancements to the new services. Superloop monitoring updates were included on the Panel's Forward Plan and Members requested that these include the costs-benefits of the service.

[Action: Tom Cunnington]

It was suggested that further work should be carried out with the NHS to raise awareness of bus services to hospitals for patients, as this could save transport costs for hospitals. Members discussed the issue of improving bus routes to hospitals and bus routes to outer London university campuses. A written update would be provided to the Panel on the bus services to hospitals and the routes to outer London university campuses and sixth form colleges. **[Action: Tom Cunnington]**

Work had also continued on enhancing bus shelters and on providing countdown signs and real time information. Following the recent developments regarding the SMS timetable, a temporary solution had been put in place to help digitally excluded customers with a view to developing longer term alternatives. Given the benefits of this system to customers in providing accessible information for people without access to a smart phone, TfL remained committed to providing this service. Work was also underway to test the benefits of introducing automatic passenger countdown software on selected buses to provide real time information, and this would be subject to the completion of a full Equality Impact Assessment to ensure they were suitable for everyone. Overall, due to the improvements, there had been a net increase in the provision of real time information systems at bus stops.

Many of the key milestones in the Bus Action Plan had been met. This was a challenging programme. Slower progress had been made with achieving certain milestones, in part, due to factors including people resources, re-prioritising actions due to funding issues, and completing due diligence checks (for example for the iBus 2 contract award or in making the Bus Safety Standards a mandatory requirement) to ensure the measures were fit for purpose. Members asked that the work on milestones identified as red be progressed and all milestones on bus safety standards should be actioned as soon as possible.

At the suggestion of a Member, a milestone should be added covering accidental pedal confusion to identify the risks of this. The milestones on green infrastructure would also be updated to set out specific biodiversity measures. Officers would circulate the final version of the Bus Action Plan with the suggested milestones including details of the actions on green infrastructure. **[Action: Tom Cunnington]**

Good progress had been made with recruiting drivers to address the driver shortage. Members welcomed the work to recruit additional female drivers from diverse backgrounds and stated that the former Director of Buses and the Bus Operations team deserved recognition for making such good progress with delivering the Women in Bus and Coach initiative. Members sought assurances regarding progress with delivering the milestone regarding the provision of equality, diversity and inclusion driver training. The training commenced in November 2023 with a focus on providing training to existing drivers. A shorter version of the training would form part of the induction for new drivers.

TfL was holding meetings with all boroughs to look at the actions in the Bus Action Plan and to discuss further improvements to bus services. Feedback from boroughs was generally very positive and they were enthusiastic about engaging with the measures, for example, on the issues of bus journey times. It was noted that the recovery rates in demand for bus travel in inner London was at a lower rate compared to outer London. Assurances were provided regarding the team's ongoing engagement with inner London boroughs, such as Camden and Islington on the Bus Action Plan to retain a viable network in inner London and provide an integrated offer with rail services.

Ryan Hill reported on the views of the TfL Youth Panel regarding the engagement with young people when planning new services, such as the Superloop, and the lessons learnt from the Superloop. It was confirmed that it was too early to comment on the impacts of the new routes, but over time there had generally been a huge increase in bus ridership in London and a move away from vehicle use. TfL carried out outreach work with schools to consider the views of young people and to continue to encourage the use of buses and public transport in the long term. Bus routes to schools were a vital part of the planning process and TfL was keen to engage further with the Youth Panel as well as schools and youth groups regarding the design of services.

A further report would be presented to the Panel in six months.

The Panel noted the paper.

06/03/24 Equity in Motion

Emma Strain introduced the item on TfL's new accessibility plan Equity in Motion (EiM) which sought to ensure as many Londoners as possible could access and benefit from public transport and that London's transport network was welcoming and inclusive.

The paper provided an overview of activity to date to deliver the aims of EiM and next steps. The EiM committed TfL to carry out a wide range of actions with partners with a view to embedding equity into organisations systems. Officers would report on progress with the EiM through regular updates to the Panel.

The Panel commented that it was a high-quality and important document. In response to questions from Members and the Youth Panel, officers provided further assurances regarding the plans to monitor the effectiveness of the measures on a regular basis.

Progress reports would be presented to the Panel regularly, with the first in six months, including details of any barriers encountered in delivering projects. Individual topics of particular interest would be included on the agenda as and when necessary, for deep dive reviews and embedded into future reports **[Action: Emma Strain / Secretariat]**

The Panel noted the paper.

07/03/24 Update on TfL Programme to end Violence against Women and Girls

Siwan Hayward OBE and Mandy McGregor introduced the item, providing a high-level update on TfL's work to tackle violence against women and girls and to improve their confidence to travel on public transport networks.

The paper provided details of the scale of the activity underway, with policing partners and engagement with women and girls, including in-depth survey work, to understand concerns and inform future work. The feedback and the monitoring information showed that the campaigns and other measures were all having a positive impact; these including the zero tolerance to sexual harassment campaign, the Project Guardian work with young people and the focus on reporting. It was noted, however, that many people still did not feel safe using public transport and the response to footage of the recent

Bruce Grove station incident, showing a women being subject to abuse and harassment, demonstrated how harmful such incidents could be to confidence in travel.

The 2024/25 Action Plan would be brought to a future meeting of the Panel.

[Action: Siwan Hayward OBE / Secretariat]

The Panel noted details of the arrangements in place to measure progress with initiatives, including looking at reporting statistics, outcomes and the effectiveness of interventions. This was still partly work in progress and officers noted the need to further develop tracking and monitoring processes to define 'what good looks likes' from a customer point of view and to enable progress to be charted against this.

The Panel stressed the need for station staff to be vigilant in noticing incidents, including monitoring CCTV and noted that staff were trained and equipped to help out in a supportive way, so that stations provided a safe space. The target was for the whole of the transport network to feel like a safe space.

The team worked closely with the British Transport Police (BTP) and the Metropolitan Police Service, including the Safer Transport teams that worked in the boroughs. The teams had a good understanding of the local area and tackling sexual harassment continued to be one of the team's key priorities. TfL and rail providers also worked together, to share best practice and to coordinate the approach and were working closely with the BTP to ensure train operators achieved Safeguarding on Rail accreditation. The partners recognised the importance of preventing harassment at bus stops and shelters. Work was underway to roll out several initiatives aimed at achieving this, including providing signage on bus stops with reporting information. Further updates on the work on improving the safety of bus stops and shelters would be included in future reports.

The Panel also noted an update on the work carried out by the Taxi and Private Hire Vehicle team to ensure the statutory standards regarding passenger safety were met. TfL was in the process of introducing further requirements, following the consultation on the Department for Transport's new statutory standards. Complaints were thoroughly investigated and taken seriously. Complaints of a criminal nature were passed on to the police. Information on this work would be included in future reports to the Panel.

Updates on TfL's Work-related Violence and Aggression Strategy covering the effectiveness of body worn cameras would be brought to future meetings of the Safety, Sustainability and Human Resources Panel.

Ryan Hill reported the views of the Youth Panel seeking clarification of the plans in place to allow women and girls to share their experience, especially young adults in schools. The Panel noted an overview of TfL's work to engage with young people, including through the Project Guardian sessions with schools and through engaging with less prominent groups on initiatives such as the proposed safety improvements to the public realm.

The Panel noted the paper.

08/03/24 Enterprise Risk Update - Deterioration of Operational Performance (ER6)

Howard Smith and Lorraine Humphrey introduced the item on Enterprise Risk 6 - Deterioration of Operational Performance. The paper set out the causes, consequences and analysis of the risk, evaluating both the current state and the target outcome. It also detailed controls and actions in place to manage the risk effectively. Priority was always given to safety matters but, given the limited resources, this approach may impact on performance.

The Risk and Assurance Directorate welcomed the level of engagement with teams across TfL, including the engineering teams, to understand the risks and identify appropriate mitigations. The Independent Investment Programme Advisory Group had carried out a review of asset conditions, as well as on renewals and prioritisation, and this was available to the Panel on request.

The Panel sought assurances on the controls in place to mitigate against long-term asset degradation, in particular the measures for ensuring understanding of whole-life reliability and costing to mitigate asset degradation. Clarification was sought on the availability of information on the state of assets across all modes and the need to produce a road map showing how TfL intended to move from its current position to its target position. The management of this risk was crucial to TfL's reputation and providing reliable services and a road map should be developed, detailing mitigations to achieve the target position. Officers would provide an update to the Panel on this.

[Action: Stuart Harvey]

It was agreed that the Chair of the Panel should meet with the Chair of the Programmes and Investment Committee to consider progress on managing this risk regarding asset degradation and to coordinate work in this area.

[Action: Secretariat]

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

09/03/24 Risk and Assurance Report Quarter 3 2023/24

Lorraine Humphrey introduced the update on the findings from the assurance activity associated with Enterprise Risk 6 - Deterioration of Operational Performance (ER6). The report was based on the findings of second line of defence audit work by the Quality, Safety and Security Assurance team and the third line of defence work by the Internal Audit team within TfL's Risk and Assurance Directorate.

Extensive engagement had taken place with the teams in TfL to develop ER6 and it had been endorsed by the Executive Committee.

The paper set out details of progress against audit actions, including the areas requiring further improvement. Management had accepted the recommendations. The team was on schedule to meet their target of completing 85 per cent of the audits in their audit plans. There were only a small number of overdue actions and new arrangements had successfully been put in place to alert teams to overdue actions at an earlier stage.

The Panel welcomed the stronger push on resolving actions in the report and noted that all actions overdue by more than 100 days were reported to the Audit and Assurance Committee.

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

10/03/24 Elizabeth Line Performance

Howard Smith introduced the item on the Elizabeth line operational performance for Periods 9 to 11 (12 November 2023 to 3 February 2024).

Overall, the Elizabeth line had continued to perform well, exceeding the performance target for the Journey Time Metric. Reliability of the service had, however, been affected by software issues. The latest software update had addressed most of the software-related issues, improving reliability. As a result, the latest performance information for Period 12 showed that performance against the Public Performance Measure now exceeded the target.

TfL continued to work with Network Rail (NR) to address challenges in the west. NR had put in place significant plans to address weakness on the lines out of Paddington, including short term measures that were already delivering improvements. The Mayor and the Commissioner had met with NR to discuss progress. The Panel asked to receive details of the NR improvement plan at future meetings, as part of the update on performance, with attendance by a NR representative as appropriate.

[Action: Howard Smith]

Customer satisfaction levels remained high. There had been an increased focus on customer services, particularly on increasing staff visibility/availability to customers during disruptions, and the provision of real time information. The introduction of 4G service on the sub-surface section of the Elizabeth line would help with this.

Ryan Hall reported the view of the Youth Panel. On the Customer Information Board (mega wall), the team was looking into providing walls in other locations, such as Ilford and Romford, subject to site constraints and funding. The Chair considered that this was an important facility and that TfL should work with partners to provide mega walls in stations.

The Panel noted the paper.

11/03/24 Customer Service and Operational Performance Report – Quarter 3, 2023/24

Emma Strain and Siwan Hayward OBE introduced the Quarter 3 Customer Service and Operational Performance Report.

An update was provided on the performance of the Central line. Officers apologised for the problems experienced with the services. Colleagues were working round the clock to identify the causes and to remedy the problems. Significant progress had been made in improving reliability, over the past few weeks, following the introduction of the revised timetable and other measures. TfL had carried out a significant amount of work to

provide regular communications to customers including through notice boards at stations and a dedicated page on the TfL website. TfL had not had to close any stations due to overcrowding on stations. Other measures included providing an alternative bus service on the east part of the route. It was recognised that there were still large gaps in the service in the east. This matter would be discussed at the meeting of the TfL Board on 6 March 2024. The Panel stressed the need to improve reliability of the service, given the level of customer dissatisfaction about the disruptions.

The Panel welcomed the positive update on performance across the transport modes, given the continued recovery in ridership levels. On 23 November 2023, TfL recorded the busiest day on the Tube since the coronavirus pandemic, with over four million journeys made. Tube journey and bus journey times had been slightly below target during the quarter, adversely affected by several factors, including those relating to the Central and Jubilee lines, congestion and road works. Action was being taken to address this. Work also continued on improving the quality of the tram service.

On Dial-a-Ride, the passenger numbers had continued to grow, with a 14 per cent increase in demand in the year to date, including an increase in bookings on Christmas Day compared to the previous year. This quarter, TfL had introduced the new booking and scheduling system. A written note would be provided on the reasons for the increase in the number of calls abandoned for the Dial-a-Ride service.

[Action Siwan Hayward OBE]

The Panel also noted details of the impact of the move to the two-ferry service for the Woolwich Ferry. Officers welcomed the continued investment in the apprenticeship scheme to provide drivers for the ferry.

The “TfL cares about its customers” score stood at 54 per cent this quarter, a rise from 53 per cent in the previous quarter. Members welcomed the improvements in the care score for disabled Londoners, which had risen to 53 per cent, only one point behind the general care score.

The Panel was due to receive an update on the Cycle Action Plan at its next meeting in July 2024. At the request of the Panel, this would include information on take up for pedal cycle hire, compared to electric bike hire.

[Action: Emma Strain]

The Youth Panel had raised several issues on the report and a written response would be provided to the Youth Panel and copied to Members. Officers would also arrange a meeting for Ryan Hill with relevant teams to look at areas of interest.

[Action: Emma Strain/ Siwan Hayward OBE]

The Panel noted the report.

12/03/24 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the item. 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 forward plan.

13/03/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

14/03/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 10 July 2024 at 10:30am.

15/03/24 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraphs 3 and 7 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Enterprise Risk Update - Deterioration of Operational Performance (ER6); and Risk and Assurance Report Quarter 3 2023/24.

The meeting closed at 1.30pm

Chair: _____

Date: _____