

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 10 July 2024**

Members

Dr Mee Ling Ng OBE (Chair)
Marie Pye (Vice-Chair) (via Teams)
Councillor Ross Garrod (via teams)
Anne McMeel

Executive Committee

Claire Mann Chief Operating Officer

Staff

Trish Ashton	Director of Rail and Sponsored Services
Ben Bost	Principal City Planner
Oliver Gearing	Finance Director – Operations
Fenella Goodhart	Director of Learning and Participation, London Transport Museum
Alexandra Goodship	Head of Transport Strategy and Planning
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
James Mead	General Manager on Demand, Transport Operations
Zoe Manzoor	Senior Committee Officer
Nick Owen	Interim Director of Buses, Bus Operations
Howard Smith	Director, Elizabeth line
Emma Strain	Customer Director
Imogen Wescott	Head of Assisted Transport

Also in attendance

Ryan Hall TfL Youth Panel Main Representative

16/07/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Bronwen Handyside, Dr Lynn Sloman MBE and Peter Strachan. Marie Pye and Councillor Ross Garrod attended the meeting via Teams and were able to participate in the discussion but did not count towards the quorum. The meeting was not quorate but there were no decisions to be taken.

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.

The Chair agreed to take the paper on Elizabeth Line Performance (Minute 25/07/24) on the agenda after the item on Matters Arising as Howard Smith had another meeting to attend. The minutes reflect the order of the published agenda.

17/07/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date.

Since the last meeting, there had been two updates to Members' declarations: Anne McMeel had been appointed as a non-executive director to the Board of the Rail Safety and Standards Board and as Chair of its Audit and Risk Committee; and Marie Pye had been appointed as an Independent Panel Member of the General Optical Council.

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

18/07/24 Minutes of the Meeting of the Panel held on 5 March 2024

The minutes of the meeting of the Panel held on 5 March 2024 were noted and would be submitted to the next meeting for approval.

19/07/24 Matters Arising and Actions List

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

Members noted the updated Actions List.

20/07/24 Assisted Transport Services Update

James Mead and Imogen Wescott presented the item, which outlined the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 5 December 2023. 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.

Excellent progress had continued to be made with operating the new booking and scheduling system and overcoming the early issues reported to the last meeting. There was still work to be done, but there had been a dramatic improvement in areas such as reducing core waiting times and abandoned calls. The new system was fundamental to achieving the wider improvements to the service. The online booking app was proving to be popular with customers for booking trips. Members welcomed the good progress that had been made.

Other key highlights were the continued growth in demand for Dial-a-Ride and the Taxicard service.

An update was also provided on the new Multi Occupancy Accessible Transport (MOAT) service following its introduction in October 2023. The MOAT providers were community transport operators based in London, covering all the boroughs. The service had been expanded in April 2024 to provide additional shifts in west central London. ATS had the ability within the contract to set minimum requirements and to make further modest shift increases if there were areas of consistently high demand. The service also recognised the value of the MOAT service to community transport providers, as it provided them with a steady income supply.

Members welcomed and commended the work of the Travel Mentoring Service and stressed the need to further promote this. Given the number of referrals to it by the NHS, it was suggested that the NHS be approached again to provide a contribution to the cost of the service.

[Action: James Mead]

Ryan Hall, on behalf of the Youth Panel, asked about the participation of Special Educational Needs Students in the Travel Mentoring Service and the role of the Youth Panel in refreshing the scheme. It was noted that there was engagement with the London boroughs on delivering travel mentoring plans and the ATS provided training, through the 'train the trainer' model, to develop capacity to allow schools to provide their own transport services, where possible. Work had commenced to standardise the offer, with key partners to make it easier to expand in different areas, subject to resources. Members suggested that ATS should engage with members of the Youth Panel about how they have input into the Travel Mentoring Service and with schools and further education colleges in the boroughs. A Member also suggested that consideration be given to recruiting volunteers, subject to undergoing necessary checks, to help provide support to the service. Officers would further investigate these requests.

[Action: James Mead]

A brief overview was provided of the methodology used for collecting responses for the customer satisfaction survey and the approach to gathering feedback. It was noted that the results of the customer satisfaction survey would be reported to the Panel. This would include a further breakdown of the growth in demand for ATS to show the split between new customers and existing customers making more trips.

[Action: James Mead]

Members noted the paper.

21/07/24 Cycling Action Plan 2

Emma Strain introduced the item and Alexandra Goodship presented the paper, which provided an overview of the Cycling Action Plan 2. The update focused on the latest trends in cycling, progress with delivery and future plans to meet strategic targets. It also highlighted the continued focus on increasing cycling across all demographic groups.

Members welcomed the continued growth in cycling including the steady increase in cycling among those from Black, Asian and other ethnicity groups and households with an income under £20,000. A Member also commented on the need to increase cycling levels further among these demographics to achieve parity with other groups. It was also

noted that there remained a large discrepancy between individuals from lower income groups compared to higher incomes in cycling take up. Clarity was also sought on the efforts to expand the network to areas of deprivation. This was a key consideration and area of focus and TfL worked to identify and factor in the characteristics of an area when planning network extensions to ensure areas of deprivation were adequately covered. TfL carried out targeted marketing of these routes and had been working with cycle hire schemes to develop concession schemes. It was suggested that officers consider working with minimum wage employers on the provision of facilities to support cycling and with cycle repair companies to provide their services in areas of deprivation.

[Action: Alexandra Goodship]

A key challenge for TfL remained introducing further measures to remove barriers for cycling. Safety remained the biggest barrier and, while the cycling casualty numbers and risks had fallen, remained an important area of focus. All new Cycleways had to comply with the New Cycle Route Quality Criteria. Further details would be provided in future reports on safety initiatives, including those around driver awareness.

[Action: Alexandra Goodship]

Clarification was also sought on the measures to tackle the problem with harassment of cyclists. TfL was taking steps to install improved lighting on cycleways and was working to deliver the Ending Violence Against Women and Girls programme to prevent harassment on all modes of transport.

Ryan Hall asked about cycling training for school children and measures to increase cycling uptake. It was confirmed that there was engagement with boroughs to offer a programme to provide cycling training. The team noted the importance of providing training to families and were encouraging boroughs to offer that as a core skill. A key focus of the Cycling Action Plan was connecting town centres in inner London and this would capture schools. Other initiatives highlighted to improve the safety of streets around schools, and to increase cycling uptake among children, included the School Streets programme and the low traffic neighbourhood initiatives.

Written responses would be provided to the Youth Panel's questions.

[Action: Secretariat]

In response to a question, officers would provide further details of the trends in demand between inner and outer London.

[Action: Alexandra Goodship]

A further update would be provided to the Panel on micro-mobility and the progress with the introduction of legislation to regulate these activities. Members stressed the need for further action to address the problems with discarded hire cycles causing an obstruction on pavements, such as the provision of storage. TfL provided funding to boroughs for scooter and cycle parking, but the challenge remained encouraging people to park in allocated spaces. A key challenge facing the boroughs was addressing the shortage of transport planners to progress installation of bays and it was suggested that TfL should work to support boroughs to help address this. Officers suggested that TfL could look to review their training to the boroughs to cover micro-mobility and increase knowledge sharing. A Member also suggested that TfL consider working with boroughs to provide a contact number that the public and street wardens could use to facilitate the speedy collection of discarded cycles.

[Action: Alexandra Goodship]

Members noted the progress in the delivery of the Cycling Action Plan 2 and the latest cycling trends.

22/07/24 Santander Cycles Customer Hires

Trish Ashton introduced the item, providing a summary of changes in demand within the cycle hire market, including details of the uptake of pedal cycles and electric cycles, ahead of the contract re-let in 2025.

Demand among member hires remained strong but there had been a decline in non-member users, which could be due to competition, the changes in the tariffs, and customers experiences with the lack of contactless payment options. TfL had put in place measures to mitigate the decline in trade, such as the introduction of the day pass with the unlimited 30-minute trips option and the continuing roll out of e-bikes that had proven very popular. TfL also planned to introduce mobile payments at bike station terminals during autumn 2024. There was also ongoing engagement with employers to look at offering a season ticket option to staff and with boroughs to extend the scheme where there was demand.

Ryan Hall asked about the work with young people to increase hires and was informed that TfL carried out a wide range of marketing to target all age groups including promoting services on social media. Officers would check to ensure that such initiatives as promotion of the app was picked up on these routes. **[Action: Emma Strain]**

Members noted the paper.

23/07/24 Bus Ridership and Superloop Demand Monitoring

Nick Owen introduced the item, which set out the actions TfL was taking to attract more customers to the bus network and a summary of trends in bus journeys. The paper also provided the initial findings from the monitoring of the Superloop routes.

The bus network had continued to grow and the Superloop service, including the rebranded express services, had continued to outperform the general bus network. Good progress continued to be made with improving bus priority measures, such as more bus lanes, and this would remain a key focus. Clarity was sought on proposals for the SL7 route towards Heathrow Central to improve reliability. It was confirmed that TfL was looking at a range of options before considering any proposals and would consult on any plans.

Ryan Hall reported the views of the Youth Panel. Officers acknowledged the need to continue to review route branding on buses, but this would be balanced against other factors such as the potential losses from advertising.

Further updates would be reported to the Panel.

Members noted the paper.

24/07/24 London Transport Museum - School Programmes

Fenella Goodhart presented the item, which provided an overview of the London Transport Museum (LTM) School programmes, including the positive impact of this work and ambitions for the future.

LTM, a wholly owned subsidiary within the TfL Group and a registered charity, aims to advance the heritage of transport in London and to educate the public about the role of transport. LTM delivered a range of programmes across London and works with schools to teach green skills.

Ryan Hall asked about the future plans for Project Guardian in schools and the Travel for Life programme. It was noted that there was close collaboration between the LTM and TfL's Compliance, Policing Operations and Security team on the Ending Violence Against Women and Girls programme. They had committed to running further sessions in schools to meet targets. Over 26,223 students had been reached in this year. LTM noted the importance of further strengthening the links between the Travel for Life programme and the transport sector. LTM had carried out several initiatives to facilitate this (including signposting and inviting participants to key events) and hoped to carry out more of this work in the future. A particular priority of LTM was ensuring that special needs schools were catered for in the Travel for Life programme and it was currently adapting resources and training delivery staff to improve this provision for children with additional needs. In response to a request for further information, it was agreed that details of the number of special needs schools LTM worked with would be provided.

[Action: Fenella Goodhart]

Members recognised that this was a unique programme and were particularly impressed with the value of the work on teaching green skills in schools. They noted the merits of raising awareness of the benefits of this work to help expand the programme and secure additional funding from government.

Members noted the paper and the forthcoming activities and the opportunities for further raising the profile of this work internally and externally.

25/07/24 Elizabeth Line Performance

Howard Smith introduced the item on the Elizabeth line operational performance including feedback on customer experience covering Periods 12 and 13 of 2023/24 (4 February to 31 March 2024) and Periods 1 and 2 of 2024/25 (1 April to 25 May 2024).

Passenger numbers had continued to grow strongly and customer satisfaction levels remained at a high level at 81 per cent. The 4G network went live in July 2024 at most stations and would be extended for the rest of the line.

Challenges remained in increasing the reliability of the service and with the Network Rail infrastructure in the west. The latest software update, implemented in February and March 2024, had addressed most of the software-related issues, improving reliability and there were further updates planned. Work was also underway to change software and to fit aluminium filters to the rolling-stock doors to prevent litter getting caught and delaying services, and this was due to be completed by 4 December 2024.

Members requested that public information notices be provided to prevent littering. Officers would also explore the need for further signage at Heathrow to direct customers to the Elizabeth line services. Future updates to the Panel would provide details of service curtailments to Heathrow and ways to minimise these. **[Action: Howard Smith]**

While progress had continued to be made with addressing the infrastructure issues in the west, these had been offset by other problems. Network Rail had developed a programme to address these and had provided plans to the Office of Road and Rail to address its concerns regarding breach of licence in the west. On step-free access, the targets continued to be met on the central sections, but reliability of services on the surface section remained inconsistent. Network Rail was continuing to take action to address this, including increasing stock of spares and providing staff training.

Ryan Hall asked about the practical measures to reduce trips and falls where there were large gaps between the platform and the train, particular at Ealing Broadway. TfL was exploring adding some carefully positioned interventions at Ealing Broadway to improve customer experience when boarding and leaving the train, with a view to rolling out the learning to other Network Rail managed stations on the route.

Members noted the paper.

26/07/24 Customer Service and Operational Performance Report – Quarter 4, 2023/24

Emma Strain and Claire Mann presented the Customer Service and Operational Performance Report for Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024).

Ridership across the network had continued to improve with strong growth on the Elizabeth line. The London Underground had slightly underperformed in terms of journey times, which was mostly driven by the ongoing reliability issues on the Central line that was now showing signs of improvement. The bus journey times score had slightly declined but there were measures in place to address this as set out in the Bus Action Plan. There was also improved performance on Tram journey times and important work had taken place to improve infrastructure. There were, however, also incidences of debris on the track on the network that had caused damage to trams.

Performance across the DLR, London Overground and the Victoria Coach Station departures remained strong, and the availability of the Woolwich Ferry service had also significantly improved.

The care scores continued to improve.

The paper also set out details of the work to roll out mini-ramps at stations and these had been welcomed by customers.

TfL had recently launched a consultation on proposed user charges for the Silvertown and Blackwall Tunnels.

It was requested that the format of the report be reviewed to focus on strategic performance issues. Consideration would also be given to providing an update in the cover paper on key issues in the current quarter. **[Action: Claire Mann/Emma Strain]**

Officers were currently reviewing the data to look at the impact of the 'Off-peak Fridays' fares trial. An update on this would be provided to a future meeting.

[Action: Emma Strain]

Officers were also looking at the trends in staff-related complaints on the London Overground as the rise in complaints may be due to the emphasis on encouraging reporting. Officers would provide an update to the Panel.

[Action: Emma Strain/Claire Mann]

Officers would provide details of TfL's policy on graffiti on trains. **[Action: Claire Mann]**

There had been several signal failures on the Piccadilly line and an update would be provided to Members.

[Action: Claire Mann]

27/07/24 Risk and Assurance Report Quarter 4 2023/24

Lorraine Humphrey introduced the item, which provided an overview of the status of and changes to Enterprise Risk 06 – 'Deterioration of Operational Performance'. The paper also set out details of audits completed in Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024). There had been continued focus on closing audit actions. The paper also provided details of a fraud prosecution and an update on cancelled and deferred work in the quarter.

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

28/07/24 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the item. At the request of a Member, an item would be added to the Forward Plan on the customer journey on the integrated transport network.

Members noted the forward plan.

29/07/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

30/07/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 2 October 2024 at 10:30am. This would be retained as the first scheduled meeting of the new Customer, Sustainability and Operations Panel.

31/07/24 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 item on: Risk and Assurance Report Quarter 4 2023/24.

The meeting closed at 1.30pm

Chair: _____

Date: _____