

## **Transport for London**

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

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

**10.15am, Thursday 12 September 2019**

#### **Members**

Dr Mee Ling Ng OBE  
Dr Alice Maynard CBE  
Bronwen Handyside  
Dr Lynn Sloman

Chair  
Vice Chair

#### **Executive Committee**

Howard Carter

General Counsel

#### **Staff**

Andy Brown

Head of Corporate and Public Affairs (for minute  
36/09/19)

Matt Brown

Director, News and External Relations (for minute  
36/09/19)

Jonathan Fox  
Patrice Locker

Director, Rail & Sponsored Services  
Senior Risk Manager, Risk & Assurance (for minute  
36/09/19)

Chris Macleod

Director, Customer & Revenue, Customers,  
Communication & Technology

Brian Woodhead  
Jamie Mordue

Director, Customer Services, London Underground  
Secretariat Officer

### **30/09/19 Apologies for Absence and Announcements**

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.

Apologies had been received from Anne McMeel.

### **31/09/19 Declarations of Interest**

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

### **32/09/19 Minutes of the Previous Meeting**

The minutes of the meeting held on 13 June 2019 were approved as a correct record and signed by the Chair.

### **33/09/19 Matters Arising and Actions List**

Members acknowledged that information provided in response to actions was often thorough and detailed but consequently sometimes not timely. They requested that responses be provided quicker and if further information was required that would be requested.

One Member had witnessed a stumble at the top of an escalator and asked whether there was enough public awareness regarding the emergency stop buttons. Staff advised that while there may not be full awareness of the buttons, they were often used when trips or falls occurred. Passengers were encouraged to ask for help or use lifts, particularly when travelling with luggage. Members suggested that increasing the number of signs to the lifts and the use of posters near escalators would discourage escalator use by passengers with large amounts of luggage.

**The Panel noted the Actions List.**

### **34/09/19 Quarterly Customer Service and Operational Performance Report**

Jonathan Fox presented the Quarter 1 2019/20 Customer Service and Operational Performance Report. Members asked that the font and colour scheme used in the report be reviewed to make it easier to read and more accessible.

**[Action: Chris Macleod]**

Members asked that future reports include context alongside the presented data whenever data has changed or a trend is emerging.

**[Action: Report Authors]**

Members noted that the abandonment rate of calls to the Taxi and Private Hire team had increased in Quarter 1 2019/20. The increase in call abandonment was partly positive as it meant that customers were responding to better signposting on the initial call message, which redirected callers to the website or alternate numbers to address their queries. The number of calls made, and therefore the abandonment rate, had been impacted by an increase in new driver applications, changes to the Congestion Charge exemption and higher than usual turn over of staff in the call centre.

Members discussed Ultra Low Emission Zone (ULEZ) fines following an article in the Guardian. Staff advised that road users had to check if their vehicle was exempt from the ULEZ charges by entering the vehicle registration number into the TfL website or checking against the vehicle classification list. There had been a lot of publicity around this and over 100,000 road users had registered their vehicles. The vehicle referenced in the Guardian article was foreign registered and TfL was not able to access information from foreign vehicle licensing authorities in the same way it could with UK registered vehicles. The vehicle was considered to be in the incorrect vehicle classification, which resulted in charges being applied. The penalty fine had escalated considerably as an appeal was not submitted for some months. Consideration was being given to what happened when penalty fines escalated. A new procedure would take more of a forensic approach when analysing large penalty fines.

Members praised the work that had gone into reducing workplace violence and aggression, particularly conversations between the Compliance, Policing and On-street Services team and the trade unions.

There was an upward trend on crime being committed on the London Underground network, primarily as a result of theft, which was linked in a large part to organised criminal gangs. TfL had worked with the British Transport Police (BTP) and the Metropolitan Police on initiatives to reduce crime. In August 2019, 30,000 fold-out pocket leaflets had been handed out at crime hot spots to remind customers of the need to be cautious of theft on the Underground. This would not be sustainable over the longer term but could be introduced seasonally, such as over the Christmas period. A strategic plan to reduce crime across the network was in development to determine the appropriate partners and the correct level of resources to deliver a clear strategy. Members requested a future paper on the strategy to reduce crime, including how TfL would work with the BTP and the Metropolitan Police. **[Action: Siwan Hayward]**

A note was requested on whether there was any correlation between the percentage of customers who felt worried about personal security on London Overground and on TfL Rail; the graph provided in the report seemed to show the two were inversely related. **[Action: Siwan Hayward]**

Bus services changes had increased average wait time but, as a result of increased reliability, in-vehicle time and buffer times had reduced. A note on how the weighted bus customer journey time was calculated would be shared with the Panel. **[Action: Gareth Powell]**

The Chief Safety, Health and Environment Officer was leading work to draw together activity across TfL on safety, health and environment data streams, with the aim of ensuring clearer insight and consistency. This would be included, where relevant, in future quarterly reports, with a particular focus on analysing data in reference to customer service safety and other issues that fall within the Panel's remit, as distinct from reports to the Safety, Sustainability and Human Resources Panel. **[Action: Lilli Matson]**

Members supported the work that TfL had undertaken to tackle congestion and pollution caused by freight traffic through behaviour change, for example using electric vehicles or consolidating deliveries to reduce the number of vehicles needed. Information on further innovations, such as e-cargo bikes and how TfL encouraged their growth would be provided in the Quarterly health, safety and environment report to the Safety, Sustainability and Human Resources Panel. **[Action: Alex Williams]**

**The Panel noted the report.**

## **35/09/19 Gospel Oak to Barking Line – Update**

Jonathan Fox introduced the report, which provided an update on the delivery of the new Class 710 electric trains on the London Overground network, specifically on the Gospel Oak to Barking line. The delay in delivery of the trains had negatively impacted other parts of the London Overground network, for example it had delayed the planned uplift in frequency on the Euston to Watford line, from three to four trains an hour. TfL and Arriva Rail London were continuing to work with Bombardier to deliver this in

September 2019 and to overcome any remaining hurdles on the delivery and operation of 8-car trains for services out of Liverpool Street.

Bombardier had agreed to fund a month of free travel throughout September 2019 to customers on the Gospel Oak to Barking line to celebrate the delivery of the new trains and to compensate for the service disruption caused by their delayed arrival. This had been well received by customers, with early indications showing that a 10 per cent drop in year on year demand as at 31 August 2019 had reduced to a four per cent drop as at week commencing 9 September 2019. An update paper would be submitted to a future meeting, including analysis of the number of journeys. **[Action: Jonathan Fox]**

It was noted that the decrease in customers using the line was somewhat explained by customers moving to other parts of the network, particularly the Victoria line, which was the same price as a London Overground journey, or not making discretionary journeys. There was no indication that customers were using buses or private vehicles instead.

Members thanked staff for the regular updates and welcomed the new electric trains on the line. It was suggested that future procurement of trains have more established contingency plans, should the trains not be delivered on schedule, particularly if TfL is procuring trains at the technological forefront.

**The Panel noted the paper.**

### **36/09/19 Strategic Risk**

Andy Brown and Matt Brown introduced the report, which provided an update on how TfL managed Strategic Risk 6 (SR6) – ‘Loss of External Stakeholder Trust’. Since the previous Panel discussion on SR6, in November 2018, the Overall Control Effectiveness Rating had changed from ‘Requires Improvement’ to ‘Adequately Controlled’.

Some systems had been in a mature state for a long time, such as press and media teams, which had been shortlisted for transport journalism awards and rated highly in surveys. Other areas, such as relations with political stakeholders, were beginning to mature. Political stakeholders, such as Assembly Members, Members of Parliament and boroughs, now had single points of contacts within TfL and the way correspondence from political stakeholders was handled had been changed; over the last two years the amount of correspondence from Assembly Members had doubled but the response time had halved.

The risk dashboard focused on the communications element of reputation management, as other factors were covered in other strategic risk frameworks. The risk dashboard would be updated to explicitly reflect this. **[Action: Andy Brown]**

Members agreed that TfL should engage with stakeholders as partners and engage at early stages. Staff said, following previous feedback, TfL had established a Stakeholder Advocacy and Engagement team to engage with stakeholders at an early stage and ensure they felt their issues were being heard, for example around cycling infrastructure schemes. The risk dashboard would be updated so that TfL’s desire to improve London’s environment came across. Members would be provided with a summary of the relationship holders within TfL and an update on the progress on implementing the early engagement model. **[Action: Andy Brown]**

With the introduction of the Ultra Low Emission Zone (ULEZ), there was a greater public recognition of the importance of air quality in London. The Panel requested that data on feedback from the public and boroughs on the ULEZ and its expansion be shared, when available. **[Action: Andy Brown]**

**The Panel noted the paper.**

### **37/09/19 Member Suggestions for Future Discussion Items**

Howard Carter introduced the Forward Plan.

**The Panel noted paper.**

### **38/09/19 Any Other Business**

There was no urgent business.

### **39/09/19 Date of Next Meeting**

The next scheduled meeting was due to be held on Wednesday 27 November at 10.15am.

Chair:

  
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Date:

27/11/19  
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