

# **Transport for London**

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

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

**10.00am, Thursday 13 July 2017**

### **Members**

Dr Mee Ling Ng OBE	Chair
Dr Alice Maynard CBE	Vice Chair
Prof Greg Clark CBE	Panel Member
Baroness Grey-Thompson DBE	Panel Member
Anne McMeel	Panel Member
Dr Nelson Ogunshakin OBE	Panel Member
Dr Lynn Sloman	Panel Member

### **Staff**

John Barry	Head of Network Development, Buses, Surface Transport (Minute Reference 28/07/17)
Peter Blake	Director of Service Operations, Surface Transport (Minute References 29 & 38/07/17)
Steve Burton	Director of Enforcement (Minute Reference 30/07/17)
Leon Daniels	Managing Director, Surface Transport
Vernon Everitt	Managing Director, Customers, Communication and Technology
Howard Carter	General Counsel
Patrick Doig	Divisional Finance Director, Surface Transport
Mark Evers	Director of Customer Strategy, London Underground
Jonathan Fox	Director of London Rail, London Rail (Minute Reference 31/07/17)
Michael Hurwitz	Director of Transport Innovation (Minute Reference 32/07/17)
Tom Page	Head of Business Strategy (Minute Reference 34/07/17 )
Gareth Powell	Director of Strategy and Contracted Services, Surface Transport
Nick Quin	Assembly Engagement Manager (Minute Reference 35/07/17)
Stuart Reid	Travel Demand Management Programme Director, Customers, Communication and Technology (Minute Reference 37/07/17)
Shashi Verma	Chief Technology Officer and Director of Customer Experience (Minute Reference 33/07/17 )
Mark Wild	Managing Director, London Underground
Sue Riley	Secretariat Officer

## **23/07/17 Apologies for Absence and Announcements**

There were no apologies for absence.

## **24/07/07 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 other interests to declare that related specifically to items on the agenda.

## **25/07/17 Minutes of the Previous Meeting**

The minutes of the meeting held on 2 March 2017 were approved as a correct record and signed by the Chair.

## **26/07/17 Matters Arising and Actions List**

It was agreed that a note about broader spend in both Capex and Opex in the 2017/18 Customer Information budget, across the business, would be circulated to Members.

**[Action: Vernon Everitt]**

**The Panel noted the Actions List.**

## **27/07/17 Quarter 4 Customer and Operational Performance Report**

Vernon Everitt, Mark Wild and Leon Daniels jointly presented the Quarter 4 Customer and Operational Performance Report.

Areas highlighted included the Bus Safety Programme, bus passenger ridership figures, which appeared to be levelling off, continued increase in cycling figures and changes in traffic flow and congestion.

Traffic speeds in London had improved, which may correspond to the halt in the decline in bus ridership figures, although it was still too early to be certain. The reduction in traffic volumes did not necessarily correspond to an increase in traffic speeds as vehicle carriageway capacity had reduced. TfL continued to use signalling and granular traffic modelling to manage traffic flows. Further substantial infrastructure and road works were planned for the future which would impact traffic flow and speeds.

It was reported that Capita's congestion charge contact centre performance had improved, but this was due to considerable effort on behalf of TfL and financial penalties for poor performance.

The Panel requested an update on the long term strategic approach of TfL's Bus Strategy at a future meeting.

**[Action: Leon Daniels]**

London Overground's decline in reliability in recent years was due to legacy issues related to the quality of assets and also how trains were prioritised on shared tracks by Network Rail. An agreement had recently been reached that London Overground trains would be able to leave on time and it was anticipated that there would be an improvement in performance as a result.

The decline in the number of serious fraud recorded crimes was welcomed and further information on how this had been achieved would be provided.

**[Action: Leon Daniels]**

Other areas of the report which were discussed included customer safety on London Underground and the stretch targets to reduce minor injuries. Positive intervention measures were being implemented, particularly at station hot spots, and in areas such as escalators.

Journey time reliability on London Underground had been impacted by performance issues on the Piccadilly line, partly due to leaf fall, and mitigation measures were being put in place for this year to avoid such delays.

London Underground and the Customers, Communication and Technology departments were working closely together to reduce customer illness on trains, particularly in the deep Tube environment. The number of passengers taken ill on trains was small overall but had a disproportionate impact on the service because of the regularity of trains, which made it difficult to get ill passengers off trains.

The high levels of customer satisfaction on the District line were attributed to the air conditioning and carriage space/layout of the new rolling stock, which provided a more pleasant travelling experience.

Customer complaints were highlighted in the report and each quarterly report would include detailed data on a different area of the business. This report flagged bus complaints, which had declined due to improved staff training and improved reliability.

The excellent work of the Sarah Hope Line was also highlighted.

Members requested comparison to previous quarters in the preceding year for each performance data, in future reports.

**[Action: Leon Daniels, Vernon Everitt, Mark Wild]**

**The Panel noted the report.**

## **28/07/17    Review of Bus Services to London's Hospitals**

Gareth Powell and John Barry introduced the paper setting out the review carried out by TfL on the provision of bus services to London's hospitals.

As hospitals become larger they were often sited in difficult to reach areas, and outside of the Greater London area served by TfL. Any proposed changes to bus routes were subject to consultation. Buses often need access to hospital roads to turn around and manoeuvre, which added a further complexity and required full co-operation from hospitals.

Each bus route was reviewed once it was due to be re-franchised and subject to a cost/benefits analysis.

It was agreed that officers would submit an annual update on bus services to London's hospitals and that the issue of public transport provision be raised with the Department of Health as part of the active lives and active travel agenda. **[Action: Gareth Powell]**

**The Panel noted the paper.**

## **29/07/17 Taxi and Private Hire Licence Fees**

Peter Blake introduced the paper, which related to licence fees for Private Hire operators.

As licencing costs were currently not being met in full from licence fees, a fee increase was proposed, and a consultation process had been undertaken.

Letters on this subject had also been received from stakeholders and had been circulated to Members in advance of the meeting. Copies of the responses would also be circulated to Panel Members. **[Action: Peter Blake]**

The Panel was keen to approach the taxi and private hire licence fees from a customer perspective and to ensure there was adequate resource for taxi and private hire enforcement, while adhering to issues of fairness and reasonableness in the application of fees.

A further paper would be submitted to the Board meeting on 19 July 2017.

**The Panel noted the paper.**

## **30/07/17 Taxi and Private Hire – An Overview of Enforcement Activity**

Steve Burton presented the paper on TfL's approach to Taxi and Private Hire enforcement. TfL had recruited 250 new enforcement officers, with the focus more on intelligence led action.

Private hire vehicles compliance was currently at 88 per cent, with non-compliance often due to minor infringements.

Anne McMeel reported on her recent attendance at a Safer Travel at Night exercise and was impressed by the quality, professionalism and diversity of the officers involved.

**The Panel noted the paper.**

### **31/07/17    Cash Free Trams**

Gareth Powell and Jonathan Fox presented the paper updating the Panel on the proposal to conduct a local engagement exercise on converting to a cash free ticketing system on London Trams.

The Panel welcomed the proposals.

**The Panel noted the paper.**

### **32/07/17    Future Mobility Business Models**

Michael Hurwitz presented the paper providing an overview of connected and autonomous vehicles and demand responsive transport.

Opportunities included improvements in air quality with improved technology but could also result in an overall increase in vehicles on the road.

Discussions were ongoing with bus and car manufacturers in relation to automated braking and other innovative developments.

Officers would report back on the outcome of the various Innovate UK trials.

**[Action: Michael Hurwitz]**

It was agreed that an informal discussion be held on the role of TfL in relation to future mobility business models.

**[Action: Secretariat]**

**The Panel noted the paper.**

### **33/07/17    Ticketing: Improvements for Customers and Driving Down Costs**

Shashi Verma introduced the overview of the programme to improve payment services for customers and deliver substantial cost reductions.

Members welcomed the report and congratulated officers on progress.

**The Panel noted the paper.**

### **34/07/17    TfL International Benchmarking Report**

Gareth Powell and Tom Page presented the report providing a high level overview of TfL's performance in customer centric areas against domestic and international benchmarks.

Members welcomed the report. It was agreed that this be an annual item and would also include comparisons on bus data, investment and customer service.

**[Action: Gareth Powell]**

**The Panel noted the report.**

### **35/07/17 Working in Partnership with other UK Cities**

Nick Quin briefed the Panel on collaborative work with transport authorities in cities and regions around the country.

Members welcomed the links with other regions and cities and suggested that officers also consider Eurotunnel destinations such as Paris, Brussels and Lille.

**The Panel noted the paper.**

### **36/07/17 London Underground Station Action Plan**

Mark Evers presented the update on the delivery of the Action Plan following London TravelWatch's review of ticket office closures.

It was suggested that staff responses to customer help points could be improved as well as better branding of the function and purpose.

A further update on all outstanding actions and future plans would be submitted to the next meeting. **[Action: Mark Wild /Vernon Everitt]**

**The Panel noted the paper.**

### **37/07/17 Travel Demand Management**

Stuart Reid introduced the overview of TfL's Travel Demand Management programme.

The Panel welcomed the excellent work done by TfL in this area and the value for money provided in managing services through smarter planning.

Members suggested that the work in congestion reduction be fed into the integrated transport planning being led by the Director of City Planning.

The future impact of Crossrail on future planning, as well as Highways England and Network Rail future projects, were also highlighted by Members.

**The Panel noted the paper.**

### **38/07/17 Social Needs Transport**

Peter Blake presented the update on TfL's plans to improve Social Needs Transport in London.

The results of the pilots in inner and outer London would be reported to a future meeting. **[Action: Peter Blake]**

**The Panel noted the paper and:**

- (a) endorsed the proposed Terms of Reference for the Social Needs Transport Champion's Review as stated in Section 4 of the paper;
- (b) noted progress to date with TfL's Social Needs Transport roadmap and appoint the Champion to support further progress; and
- (c) endorsed the new name for Social Needs Transport as Assisted Transport Services.

### **39/07/17    Members' Suggestions for Future Discussion Items**

Howard Carter presented the current forward programme.

**The Panel noted the forward programme.**

### **40/07/17    Date of Next Meeting**

As the next meeting was not scheduled until 1 November 2017 it was agreed that monitoring and performance data for Quarter 1 would be circulated to Members outside of the meeting. **[Action: Secretariat]**

The meeting closed at 12.45pm.

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

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