

Transport for London

Minutes of the Customer Service and Operational Performance Panel

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

10.15am, Wednesday 1 November 2017

Members

Dr Mee Ling Ng OBE	Chair
Dr Alice Maynard CBE	Vice Chair
Anne McMeel	Panel Member
Dr Nelson Ogunshakin OBE	Panel Member
Dr Lynn Sloman	Panel Member

Executive Committee

Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Vernon Everitt	Managing Director, Customers, Communication and Technology

Staff

Richard Bevins	Head of Information Governance (Minute Reference 50/10/17)
Peter Blake	Director of Service Operations, Surface Transport (Minute Reference 47/10/17)
Steve Burton	Director of Enforcement and On-Street Operations, Surface Transport (Minute Reference 46/10/17)
Julie Dixon	Head of Marketing Services (Minute References 47/10/18 & 49/10/17)
Mark Evers	Director of Customer Strategy, London Underground
Peter Fletcher	Communications and Engagement Manager (Minute Reference 49/10/17)
Kevin Clack	Network Security Manager (Minute Reference 46/10/17)
Nigel Holness	Director of Network Operations
Joyce Mamode	Head of Passenger Service (Minute Reference 47/10/17)
Sue Riley	Secretariat Officer

41/11/17 Apologies for Absence and Announcements

Apologies for absence were received from Baroness Tanni Grey-Thompson DBE and Prof Greg Clark CBE.

42/11/07 Declarations of Interest

Members confirmed that their declarations of interests, as provided to the Secretariat and published on tfl.gov.uk, were up to date and there were no other interests to declare that related specifically to items on the agenda.

43/11/17 Minutes of the Previous Meeting

The minutes of the meeting held on 13 July 2017 were approved as a correct record and signed by the Chair.

44/11/17 Matters Arising and Actions List

It was agreed that a note about broader Capex and Opex spend in the 2017/18 and 2018/19 Customer Information budgets would be circulated to Members.

[Action: Vernon Everitt]

Steve Burton informed Members that the decline in the number of serious fraud cases was a reflection of the normal fluctuations in the numbers of reported crimes as methods of ticket fraud were blocked by TfL/Policing responses. For example, last year had seen a number of cloned oyster cards and systems had been changed to stop this. Detailed reports on fraud and cyber security were routinely considered by the Audit and Assurance Committee.

The Panel noted the Actions List.

45/11/17 Quarter 2 Customer and Operational Performance Report

Vernon Everitt, Mark Evers, Nigel Holness and Leon Daniels jointly presented the Quarter 2 Customer and Operational Performance Report.

Areas highlighted included the safety work implemented to reduce customer injuries, particularly on escalators, including an advertising and awareness campaign, the use of visual aids in stations and targeted positioning of station staff. All these measures had resulted in a decline in the accident figures for quarter 2. The campaign would be sustained up to and during the Christmas holiday period.

Lost customer hours on London Underground during the quarter was mainly due to poor reliability on Central Line rolling stock. A fleet upgrade programme was in place and therefore services were expected to improve over time.

Issues of staff availability were being addressed through an accelerated resourcing plan and improved attendance management. Progress on step-free access for the London Underground was ahead of target and levels of customer service satisfaction were in line with seasonal expectations.

The Panel discussed the continued flattening in passenger numbers on London Underground, which was reflective of national trends and wider economic issues. Efforts were being made to try and increase the number of discretionary trips.

The importance of providing real time information to passengers on step-free access at stations was highlighted, such as when passenger lifts were not functioning. Train operator and station announcements were encouraged to inform passengers of faulty lifts as well as information provided via social media. Station staff providing real time information on station issues via iPads, which automatically updated social media feeds and journey planner was also being piloted. Members commented on the importance of

providing passengers with information on how to continue their journeys when accessible routes were not available. A pilot would be tested in real time at TfL's transport hubs with volunteer passengers, as part of TfL's research, including travel diaries.

Leon Daniels reported that a Bus Safety Summit had been arranged as part of a number of measures aimed at improving bus safety.

Bus performance figures had stabilised and bus speeds and reliability had improved, although there were differences in performance between inner and outer London. The new bus hopper fares had impacted on bus ridership, which had increased passenger volumes but not revenue.

Although journey time reliability on the road network had improved, due to a quiet period with few roadworks and a low level of interventions, a number of major utility works and road improvements were scheduled for January 2018.

Vernon Everitt highlighted the high levels of customer service performance being delivered by the Contact Centre, which was also benchmarked against the current market, including the top 300 private companies and ranked in the UK Top 50 for the sixth consecutive year. The performance of the Congestion Charge Contact Centre had significantly improved. Satisfaction levels with the DLR had increased due to improved ticketing machines and complaints and calls relating to Santander cycles had now reduced, following some initial teething problems when the service had been transferred in-house.

Calls to the Taxi and private hire centre had increased due to the large amount of policy and regulatory changes recently, as well as a continued increase in the number of drivers.

The Sarah Hope Line had provided support following the Parsons Green and Oxford Circus incidents, receiving 103 calls in quarter 2 with 11 cases on-going.

It was agreed that future customer and operational performance reports include comparisons to the TfL scorecard and alignment with the Mayor's Transport Strategy, when finalised. **[Action: Vernon Everitt/Leon Daniels/Mark Wild]**

The use of accessible data by app developers would also be included in future reports. **[Action: Vernon Everitt]**

A report on the impact and outcomes of the recently introduced Toxicity Charge would be considered by the Safety, Sustainability and Human Resources Panel. **[Action: Secretariat]**

The Panel noted the report.

46/11/17 Crime and Confidence on Public Transport

Steve Burton and Kevin Clack presented the paper on the increase in crime on public transport, requested by Members at the meeting of the Board on 19 September 2017.

The overall trend of a decline in crime on the transport network had recently been reversing, although most of this increase was related to low level crime often caused by over crowding, theft and pickpocketing. The perception of safety and crime on the transport network was impacted by a number of complex factors including environmental issues, such as graffiti and staff visibility.

Crime issues on buses had been successfully managed as a clear pattern had emerged, which was identified as arising from groups of school children at specific times of day. There was no such identifiable pattern on the London Underground, which made crime targeting much more difficult. Increased visibility of British Transport Police and other staff was being used as a deterrent.

The success of Project Guardian had raised awareness, which had resulted in an increase in the reporting of sexual assaults on the network.

Members requested that they be provided with more detailed data on arrest to conviction rates of crime on the transport network. **[Action: Steve Burton]**

It was agreed that background information and explanatory text on the crime statistics be included in future quarterly customer and operational performance reports.

[Action: Steve Burton]

The Panel noted the paper.

47/11/17 Assisted Transport Services (ATS)

Peter Blake and Joyce Mamode jointly introduced the paper updating the Panel on progress to date since the appointment of a Champion at the meeting on 13 July 2017.

This paper was considered by the Panel alongside the item on Accessible Transport (49/10/17).

The aim of the strategy and the long term vision was to develop an integrated one stop platform for assisted transport services with a customer focus rather than a delivery centred service.

Anne McMeel, who was the appointed ATS Champion, endorsed the proposals and roadmap, as set out in the paper, but stressed the need to closely monitor delivery at each stage. Anne would continue as Board Sponsor for this work, focusing on governance matters and delivery to timetable.

The Chair thanked Anne McMeel for all her help on this issue and also to the staff who had worked hard in rising to the challenge.

Members welcomed the paper and highlighted the critical nature of incorporating health services transport to the overall success of the strategy.

A further update would be provided in six months. **[Action: Claire Mann]**

The Panel noted the paper and endorsed the vision for spontaneous and independent travel outlined in the paper and the roadmap for implementation of the vision proposed.

48/11/17 London Underground Station Action Plan

Mark Evers and Nigel Holness introduced the paper providing an update on the London Underground Station Action Plan.

Lessons learnt from the closure of ticket offices on London Underground were also being applied to London Overground, via Arriva, who were the contractors responsible.

The Panel noted the paper.

49/11/17 Accessible Transport

Peter Fletcher and Julie Dixon presented the paper setting out the actions flowing from recent work undertaken by the pan-TfL Customer and External Relations Group to identify ways of improving the accessibility of the transport network and the priorities for 2017/18 and 2018/19. These priorities focused on customer information, staffing and training and engagement.

Accessibility issues were being built into projects at each stage of development. An audit of each TfL station would be carried out to assess step-free access and effective and accurate signage. Some priorities were already going ahead, while others require budget in 2018/19.

As part of the Mayor's Transport Strategy, an Accessibility Group would have oversight of all such issues and ensure linkages across the organisation. The recently appointed Director of Diversity and Inclusion would be consulted on any new governance arrangements.

Members noted that 93 per cent of bus stops were accessible, except for Bromley, where only 63 per cent were accessible as the borough had not made use of the funding available. Panel Members would contact the relevant London Assembly Members, London Councils, and other appropriate agencies, to encourage the London Borough of Bromley to utilise the funding whilst still available.

Other issues raised by Members included rough sleeping in stations and availability of toilets, which impacted on people with disabilities and the elderly. Closed toilets on the London Underground network was an on-going issue related to anti-social behaviour but needed addressing and improving. London Underground worked closely with the charity ThamesReach to provide support for rough sleepers.

The Panel welcomed the work done to date and a further update would be provided in six months. **[Action: Peter Fletcher]**

The Panel noted the paper.

50/11/17 Transparency, Freedom of Information and Data Protection

Richard Bevins introduced the paper providing an update on Freedom of Information (FOI) and the development of TfL's Transparency Strategy, as well as an overview of TfL's preparations for changes to the legislation that determines how it uses customer and employee data. The Strategy would be updated following the recent public

consultation and would reflect the programme of work underway to further increase TfL's pro-active publication of data.

The new legislation increased the rights of those whose data was being held and included a requirement to provide greater clarity in terms of how data was collected and utilised. One area of impact would be on TfL's contractors and a programme of contractual changes was being worked through.

The Information Commissioner was due to complete her three month monitoring of TfL's FOI performance, which was now comfortably above the benchmark of 90 per cent.

The Panel noted the paper.

51/11/17 Member Suggestions for Future Agenda Discussions

Howard Carter presented the current forward programme.

The Panel noted the forward programme.

52/11/17 Any Other Urgent Business

There was no urgent business.

The Chair thanked Leon Daniels for his hard work and contribution to the work of the Panel, as this would be his last Panel meeting before leaving the organisation.

53/11/17 Date of Next Meeting

The next meeting was scheduled for Wednesday 24 January 2018 at 10.15am.

The meeting closed at 1pm.

Chair: _____

Date: _____