

# Customer Service and Operational Performance Panel



**Date:** 30 January 2017

**Item:** Actions List

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 This paper informs the Panel of progress against actions agreed at previous meetings of the former Surface Transport Panel and Rail and Underground Panel, that fall within the remit of this Panel.

### **2 Recommendation**

- 2.1 **The Panel is asked to note the Actions List.**

#### **List of appendices to this report:**

Appendix 1: Actions List

#### **List of Background Papers:**

Minutes of previous meetings of the Surface Transport Panel and Rail and Underground Panel.

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**Outstanding actions list from the former Rail and Underground Panel and Surface Transport Panel (reported to the meeting of the Customer Service and Operational Performance Panel (CSOPP) on 30 January 2017)**

**Actions from the Last Meeting of the Rail Underground Panel**

Minute No.	Item/Description	Action By	Target Date	Status note
06/02/16	<p><b>International Benchmarking Report</b> Further benchmarking would take place to understand factors affecting administration costs on DLR.</p> <p>A paper would be presented to a future meeting of the Panel highlighting a benchmarking case study in which LU has been identified as 'world class'.</p>	<p>Managing Director, Surface Transport</p> <p>Managing Director, London Underground</p>	<p>CSOPP meeting of 2 March 2017</p> <p>CSOPP meeting of 2 March 2017</p>	<p>These actions will be addressed in the International Benchmarking Report at the March meeting.</p>

**There were no outstanding actions from previous meetings.**

## Actions from the Last Meeting of the Surface Transport Panel

Minute No.	Item/Description	Action By	Target Date	Status note
03/02/16	<p><b>Matters Arising and Actions List</b> Officers to check the accuracy of the data reported in the Roads Re-opening Protocol.</p> <p>Officers to liaise with the MPS on the importance of capturing the recording of incidents as part of the new CRIS.</p>	<p>Director of Enforcement and On-street Operations</p> <p>Director of Enforcement and On-street Operations</p>	<p>CSOPP meeting of 30 January 2017</p> <p>CSOPP meeting of 30 January 2017</p>	<p>The discrepancy was due to the difference between the time when the police closure ends for the purpose of an investigation, and when the road reopens to traffic. Completed.</p> <p>We have liaised with the MPS to reiterate the importance of capturing and recording information for all incidents impacting on the TfL network. In November 2016 Metropolitan Police Service implemented the Case Overview and Preparation Application (COPA) system for officers to report traffic collisions. Completed.</p>
04/02/16	<p><b>Managing Director's Report</b> Further detailed information to be provided on bus routes which had been most impacted by the reduction on bus journey ridership.</p>	<p>Surface Finance Director/ Director of Buses</p>	<p>CSOPP meeting of 30 January 2017</p>	<p>Attached at Appendix 2. Completed.</p>

Minute No.	Item/Description	Action By	Target Date	Status note
04/02/16	<p>The option of using maps and other transport maps for selling advertising space be considered.</p> <p>Howard Carter to confirm that there were no legal implications in the use of green Blaze Lazerlights on the highway.</p> <p>Santander to be asked to consider marketing the Cycle Hire Scheme to the 'silver market'.</p>	<p>Director of Commercial Development</p> <p>General Counsel</p> <p>Director of Service Operations</p>	<p>CSOPP meeting of 30 January 2017</p> <p>CSOPP meeting of 30 January 2017</p> <p>CSOPP meeting of 30 January 2017</p>	<p>TfL continuously looks for opportunities for revenue generation through advertising and other means across the network. Further information on Commercial Development revenue generation, including through advertising, will be provided to the Finance Committee. Completed.</p> <p>TfL has considered the Road Vehicle Lighting Regulations 1989 and there are no legal implications of the use of green Blaze Laserlights on the highway. Completed.</p> <p>TfL has worked with two boroughs (Tower Hamlets and Southwark) to design and implement initiatives aiming to encourage greater use of Santander Cycles among currently under-represented groups. Initial findings show that removing hire cost barrier (using promotional codes) alone is not a sufficient incentive for these groups. Initiatives with greater face-to-face engagement showed more success. A full evaluation and recommendations are to be completed later this year. Completed.</p>
10/02/16	<p><b>A23/A232 Fiveways Croydon</b> Officers to confirm whether a road over the railway bridge had been considered as part of the project appraisal.</p>	<p>Director of Road Space Management</p>	<p>CSOPP meeting of 30 January 2017</p>	<p>Proposal 1 (which was referenced in the original report) included an option to implement a new road, pedestrian and cycle bridge over the railway. This proposal was not selected as the preferred option. Completed.</p>
11/02/16	<p><b>Brent Cross Cricklewood Regeneration Project</b> A further status update to be provided at a future meeting.</p>	<p>Director of Road Space Management</p>	<p>On Forward Plan</p>	<p>A paper will be presented to a future Programme and Investment Committee.</p>

Minute No.	Item/Description	Action By	Target Date	Status note
13/02/16	<b>Taxi and Private Hire Enforcement</b> Officers to provide a more detailed breakdown of the ten operators listed in the report, which had come to TfL's attention as part of the enforcement activity.	Director of Service Operations/ Director of Enforcement and On-street Operations	On Forward Plan.	As part of the implementation of the PHV Regulations Review (approved by TfL Board on 17 March 2016 and specifically Proposal 9). Completed.

### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status note
26/10/15	<b>Managing Director's Report</b> Update on temporary signage and announcements for train passengers arriving at Elephant & Castle station.	Managing Director, Surface Transport	CSOPP meeting of 30 January 2017	The transformation scheme at Elephant & Castle completed on 28 April 2016.
	<b>Audit and Assurance Committee – 8 December 2015</b> A report to be submitted to a future meeting on improvements made to taxi and private hire compliance, towards implementing an intelligence led, risk based approach to the tasking and deployment of compliance officers, and any early results.	Director of Enforcement and On-street Operations	CSOPP meeting of 30 January 2017	Attached at Appendix 3. Completed.

**Further detailed information regarding the reduction in bus patronage.**

**Bus network reliability**

Reliability of the bus network is measured using ‘Excess Wait Time’ (EWT), defined as the difference between the Actual Wait Time (AWT) and the Scheduled Wait Time (SWT) experienced by passengers. This is the average time passengers wait over and above what would have been expected if the service was running as scheduled. This measurement is used for high frequency bus routes (five or more buses an hour), on which around 90 per cent of all passenger journeys are made. Research shows that passengers tend not to look at the timetable before arriving at the stop and rely on the buses headway. EWT results for all routes can be aggregated into a single, network wide value.

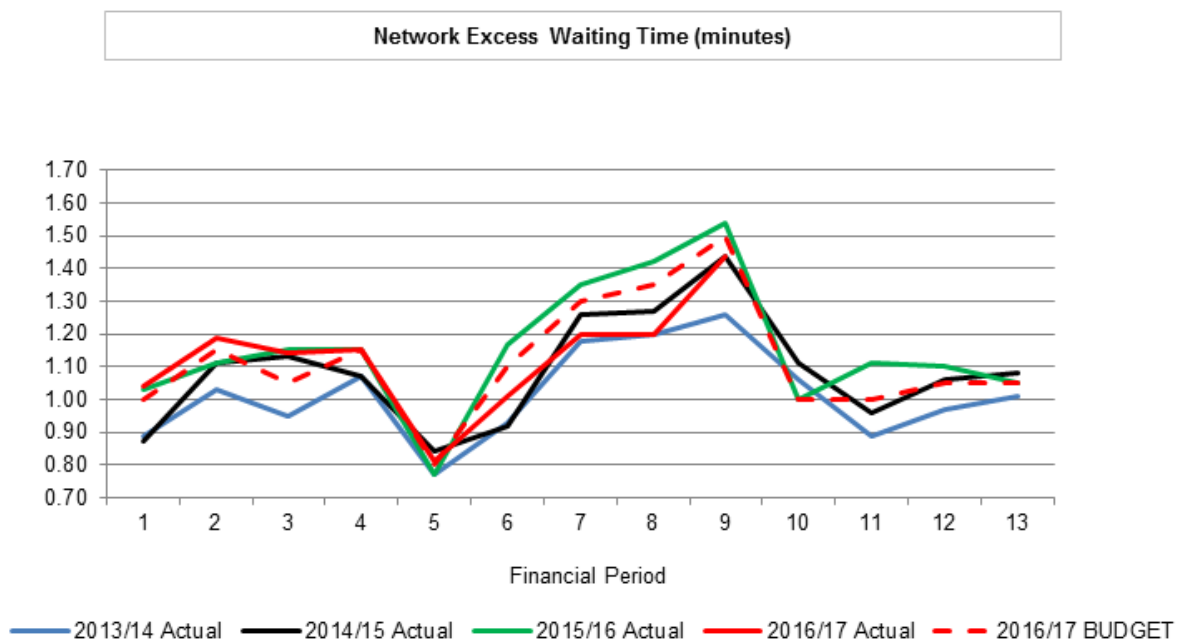
**Recent performance**

In 2015/16 bus excess wait time deteriorated to 1.2 minutes. This decline was primarily due to increased levels of congestion caused by London’s population growth and the construction of major highway and urban improvement schemes. 97 schedule adjustments schemes and 77 bus priority intervention schemes were implemented in 2015/16 to help mitigate these impacts.

	2013/14	2014/15	2015/16	P1-P9 2016/17
EWT (Budget)	1.0	1.0	1.1	1.1
EWT (Actual)	1.0	1.1	1.2	1.1

**Figure 1: EWT actuals and budget since 2013/14**

Reliability deteriorated compared to both the previous year and to target for both 2014/15 and 2015/16. However with the continued focus on schedule adjustments and bus priority interventions it is forecast that EWT will recover to 1.1 minutes in 2016/17 (and is currently on target to do so).



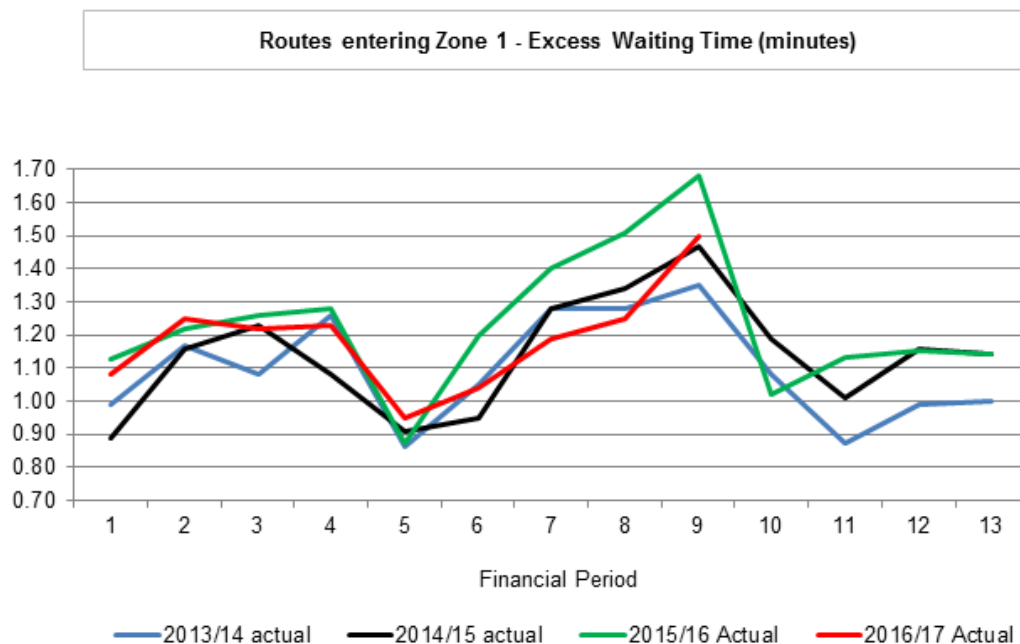
**Figure 2: EWT by period, whole network (since 2013/14)**

Bus reliability is closely linked to variations in traffic congestion, with Periods 7 to 9 the most impacted, as shown in Figure 2. It was budgeted that the Autumn figures would deteriorate in

line with historical trends, however this decline was mitigated through schedule adjustments, bus priority schemes and active travel management.

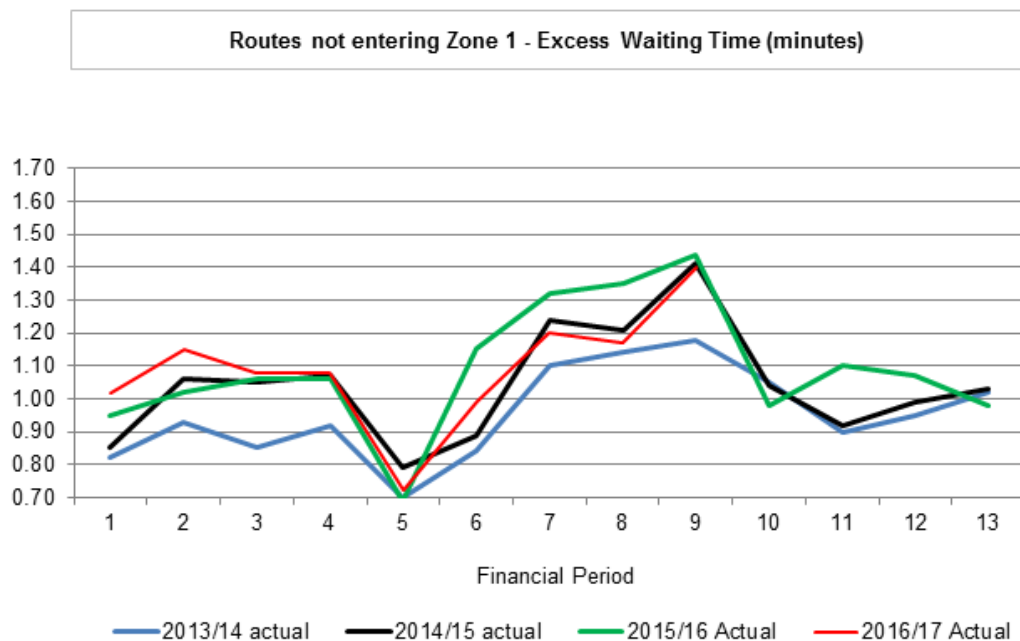
### Spatial variability in performance

Reliability on routes entering zone 1 improved by 7.0 per cent in the first nine periods of 2016/17 (compared to periods 1-9 in 2015/16).



**Figure 3: EWT by period, routes entering zone 1 (since 2013/14)**

Routes not entering zone 1 however deteriorated slightly, declining three per cent over the same timeframe.



**Figure 4: EWT by period, routes not entering zone 1 (since 2013/14)  
Impact on patronage**

Total passenger journeys declined by 62 million, a decline of 3.5 per cent, in the first six periods of 2016/17 compared to the first six periods of 2015/16 (underlying trend).

The primary cause of this decline in patronage is the continual decline in bus speeds and bus reliability, through congestion caused by London’s population growth and the construction of major highway and urban improvement schemes.

Figure 5: All network – change in passenger journeys grouped by change in speed (data compares the most recent year (P9 2015/16 – P8 2016/17) with two years prior (P9 2013/14 – P8 2014/15)).

Change in speed	Number of routes	Change in patronage
>0%	62	-3%
-0% to -1%	44	-2%
-1% to -2%	80	-2%
-2% to -3%	95	-5%
-3% to -4%	81	-4%
-4% to -5%	61	-9%
-5% to -8%	65	-7%
<-8%	36	-16%

There is a clear positive correlation between the routes with greatest deterioration in speeds and the change in patronage.

**Outlook**

Continued efforts are being made to mitigate the impacts of congestion on bus network performance and the travelling public. Targeted schedule adjustments, incentivisation, bus priority measures and active traffic management aims to reduce EWT to 1.1 in 2016/17 and arrest the decline in bus speeds.

In the longer term, the growth in London’s population will continue to drive demand in bus services. Subject to the return of speeds and reliability, we expect a return to patronage growth.



**Response to the Audit and Assurance Committee (8 December 2016)**

This note is in response to an action recorded at the Audit and Assurance Committee on 8 December 2016 regarding taxi and private hire compliance.

The Taxi and Private Hire Compliance Team (TPHC) within Surface Transport's Enforcement & On-Street Operations Directorate (EOS), are responsible for ensuring all licensees meet, and continue to comply with, licensing and regulatory requirements and that public safety is promoted.

During 2014 EOS embarked on a major business improvement project within TPHC, and also requested TfL Internal Audit to undertake a review, on a consultancy basis, of compliance activities. This baseline provided EOS with a platform for identifying priority areas for further work, as well as control improvement.

The initial audit identified a number of areas for improvement and opportunity. These areas, in conjunction with the findings from the business process improvement project, were used as the basis for the EOS TPHC Action Plan incorporating 31 management actions. One of the key themes was action for TPHC to take a more risk-based and intelligence led approach, which EOS has been implementing over the last 18 months, in the context of rising numbers of private hire drivers and changing technology creating new and different risks to public safety overall compliance.

Good progress has been made in this area and TPHC have continued to build on effective data analysis to help identify trends and hot spots, to more effectively deploy resources on the ground, targeting the right areas at the right time. EOS has broadened its sources of intelligence and now draws on twitter, customer complaints, other social media comments, on-line reporting and key informants within the licensed taxi and private trade to inform tasking decision. This approach is evidenced through activities such as Operation Neon and Safer Travel at Night. Operation Neon patrols are based on intelligence about the hotspot locations for touting and unlawful plying for hire, and congestion caused by a build up of taxi and private hire vehicles. Officers on Operation Neon patrols also build up intelligence of public safety risk. One example is vehicle drive-offs, which is the recording of vehicles who repeatedly drive away when TPHC officers approach them. Although 'driving off' is not an offence, this behaviour can often indicate that those who repeatedly do it, might be doing so for the purpose of hiding something. In looking at this issue, TPHC in conjunction with EOS Intelligence and Analysis team focused on vehicles who were doing this more frequently (five or more times) and sent these Vehicle Registration Marks to the Metropolitan Police Service (MPS) Intelligence team for their information. They found that over 50 per cent of these vehicles were registered to someone who was known to the police, who they wanted to speak to regarding other offences. Police resources are now provided with a heatmap of drive-off locations, to help inform targeted deployments.

TPHC are currently working to expand their tasking and deployment process to continuously improve and inform the deployment of resources and are now looking at how this is expanded to Compliance Officers during the day-time, who deal with a different range of issues.

In summary, establishing a more robust tasking and operational planning process to inform how resources are deployed has allowed TPHC to use its resources effectively and enhance collaboration with the Metropolitan Police Service Cabs Enforcement Unit, with the MPS and TPHC readily sharing intelligence and information to assist joint working. This approach will continue to gain strength with the increase in the number of TPH Compliance officers and the data gains from the implementation of the TPH Regulations.