

Board



Date: 22 September 2016

Item: Matters Arising, Actions List and Use of Delegated Authority

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of progress against actions agreed at previous meetings and the use of authority delegated by the Board.
- 1.2 The use of authority delegated by the Board was used on two occasions by the Finance and Policy Committee with the consent of the Chair of TfL.

2 Recommendation

- 2.1 **The Board is asked to note the actions list and the use of authority delegated by the Board.**

3 Use of Authority Delegated by the Board

- 3.1 On 19 July 2016, the Board delegated to the Finance and Policy Committee authority to approve matters reserved to the Board between the scheduled meetings of the Board in July and September 2016 (Minute 63/07/16).
- 3.2 With the consent of the Chair of TfL, the Finance and Policy Committee has exercised the authority that was delegated to it in relation to two matters:

London Overground Capacity improvement Programme

- 3.3 On 27 July 2016, the Committee approved changes to Financial, Project and Procurement Authorities for the project to enable it to meet its contractual obligations as a result of two arbitration decisions relating to the administration of infrastructure contracts.
- 3.4 On 18 August 2016, the Chair of TfL consented to the Finance and Policy Committee exercising the authority granted by the Board in relation to the London Overground Capacity Improvement Programme.
- 3.5 The decision on this matter was taken under delegated authority as payment was required by a fixed deadline.

Stratford – Angel Road (STAR) Project

- 3.6 On 27 July 2016, subject to the consent of the TfL Chair, the Committee approved Financial, Project and Procurement Authority in relation to the

STAR project. The STAR project will extend the third tracking of the West Anglia Main Line from Stratford – Tottenham Hale through to Angel Road. The project will increase services on the line from two to four trains per hour, which is a key enabler for the delivery of up to 8,500 new homes and up to 3,500 new jobs.

- 3.7 On 1 August 2016, the Chair of TfL consented to the Finance and Policy Committee exercising the authority granted by the Board in relation to the STAR Project.
- 3.8 The decision on this matter was taken under delegated authority to enable TfL to take on the sponsorship role at the start of September and for the project to commence without further delay.

List of appendices to this report:

Appendix 1: Board Actions List

Appendix 2: London Underground Ticket Office Closures Review – Terms of reference

List of Background Papers:

Finance and Policy Committee 27 July 2016 meeting papers and Mayoral consent forms.

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Appendix 1

Board Actions List (reported to the meeting on 22 September 2016)

Action from the meeting held on 19 July 2016:

Minute No.	Item/Description	Action By	Target Date	Status/Note
51/07/16	Commissioner's Report – LU Ticket Office Review The Mayor had launched an independent and comprehensive review of the customer impact of the recent closures of London Underground (LU) ticket offices. The terms of reference and timeline for the review would be shared with Members.	Mark Wild	September 2016	Completed. Attached.
51/07/16	Commissioner's Report It was agreed that TfL's Annual Report and other monitoring reports should include information on bus related KSIs and trends.	Leon Daniels		Agreed. Bus related data is included in the Commissioner's Report and will be included in future Annual reports.
52/07/16	Operational and Financial Performance and Investment Programme Reports – Fourth Quarter 2015/16 Leon Daniels would provide a note to Members on the work to restructure the Dial-a-Ride service and the other options to assist people who were unable to use public transport.	Leon Daniels	October 2016	A briefing note is being prepared for Members
60/07/16	Modern Slavery Statement A regular report on TfL's ethical procurement activities would be provided to the Safety, Sustainability and Human Resources Panel (SSHRP).	Leon Daniels / Mark Wild	November 2016	On forward plan
65/07/16	Report of the Meeting of the Safety, Accessibility and Sustainability Panel held on 30 June 2016 Sir John Armit CBE recommended that data for customer and employee safety should be shown separately.	Leon Daniels / Mark Wild	November 2016	To be included in future reports to the SSHRP Panel

There were no outstanding actions from previous meetings.

Ticket Office Closures Review – Terms of reference

1. **Overall purpose**
 - 1.1 To understand the customer impact of the recent London Underground ticket office closures and to identify any areas where further action is still required.
2. **Method of review**
 - 2.1 The review will investigate how the ticket office closures have affected passengers, including their ability to:
 - Purchase the correct ticket
 - Find the right information for their journey
 - Feel safe on the network
 - Get any required additional support, such as for passengers with disabilities, whether visible or hidden.
 - 2.2 This review is not examining staff rostering arrangements, or operational requirements. A detailed London Underground station staff roster review is currently taking place and will be finalised later this year once initial staff location moves are complete. London Underground have also committed to conducting a separate review on staffing numbers with trade unions.
 - 2.3 Once this review is complete, a report will be produced by London TravelWatch, which can be tabled by the Deputy Mayor for Transport for consideration by the Transport for London (TfL) Board in December 2016.
 - 2.4 The review will draw conclusions and make recommendations for action to be taken, either across the network or at specific locations, to enable the delivery of the best possible customer experience.
3. **Format of the review**
 - 3.1 This review has been commissioned by the Mayor's Office. London TravelWatch will undertake the review and report to the Mayor's Office. London TravelWatch will provide an independent assessment of the changes, drawing on its considerable experience in working on passenger issues, and its record of effective engagement with TfL on previous reviews, consultations and surveys.



- 3.2 The review will consider how the changes at ticket offices have affected customer service, where customer needs are not being met, and any interventions that could improve the customer service proposition.
- 3.3 The review will examine how the new systems are working, particularly at the major National Rail terminal stations (including those without a Visitor Information Centre, such as Waterloo, London Bridge and Charing Cross), and whether the level of customer service that staff are providing is as good as it can be.
- 3.4 TfL will assist London TravelWatch throughout the duration of the review, providing data and information as required. A formal process of regular engagement and co-operation will be established between London TravelWatch and TfL to ensure speedy consideration of data and information for the report.
- 3.5 This review is not a formal public consultation; however, passenger, stakeholder and staff views will help to inform the review.
- 3.6 London TravelWatch will provide a draft report on its findings, including any recommendations, to the Mayor's office. It is envisaged that either the draft or an updated 'final' report would then be tabled by the Deputy Mayor for Transport for consideration by the TfL Board.
- 3.7 London TravelWatch will produce a final report to be signed off at its board meeting on the 29th November. London TravelWatch retains the right to publish the report after 30th May 2017, if it has not been published before.

4 Focus of the review

- 4.1 The review will consider:
- Ticket purchasing
 - Ticketing and payment options, including the ease of purchasing the correct ticket for travel.
 - How quickly passengers can buy a ticket or get information, including queue length at ticket machines and station congestion
 - Access to information
 - The quality of information available to passengers from staff, including examining the impact of the new handheld devices used by staff



- The availability of information to infrequent passengers, at stations with a Visitor Information Centre open, with a Visitor Information Centre that is closed, and at other stations.
 - Visitor Information Centre opening hours
 - Journey experience
 - The quality of customer service provided at stations
 - The impact on passenger perception of safety at stations
 - The ease and availability of accessibility and customer service for all passengers, including those with disabilities or hidden disabilities, such as communications problems or learning disabilities
 - Any other possible customer detriment
 - Quality of service of other operators such as at National Rail ticket offices
 - Ability of potential passengers who do not currently use the system to gain information and access to the network
- 4.2 These issues will be considered at different locations and types of station, as well as different times of day.

5 Inputs for the review

5.1 The review will consider evidence from:

- Passengers
 - Focus group research
 - Online survey research designed by London TravelWatch
 - Mystery shops undertaken by London TravelWatch staff
- Stakeholders
 - Focus group research
 - Online survey research designed by London TravelWatch
 - Accompanied mystery shops with accessibility group(s)
 - Consult with other operators (Network Rail, Train operators) about any impact on their network or ticket offices



- Staff
 - Focus group research
- TfL data
 - TfL Customer Satisfaction Surveys
 - TfL Mystery Shopping Surveys
 - London Underground Customer Ticketing Surveys
 - Staff availability data for staffing levels
 - Summary analysis of feedback and complaints received to date from customers and stakeholders including accessibility groups, elected representatives, user groups and tourist groups (i.e. VisitBritain, Golden Keys concierge)
- Other bodies
 - London TravelWatch data of casework received
 - National Rail Passenger Survey results involving journeys starting at stations that have both London Underground and National Rail services
 - Input from the Metropolitan and British Transport Police on safety and resilience, which might also feed into Lord Harris' resilience review.

6 Outcomes from the review

- 6.1 London TravelWatch will present a draft report on its findings to the Mayor's Office. The report, where relevant, will draw conclusions and make recommendations for action either across the network or at specific locations in support of the best possible customer experience.
- 6.2 After any amendments of fact, London TravelWatch will prepare a final version of the report to be tabled by the Deputy Mayor for Transport for consideration by the TfL Board.
- 6.3 When the report has been considered by the TfL Board and any further comments taken into account, it will be published by the Mayor's Office as the work of London TravelWatch.



7 Timeline for review

May - Announcement on intention to undertake customer focused review following Mayoral commitment

August – Work with Mayor’s Office and independent organisation (London TravelWatch) to agree the format of the review

September 12 – Start of 6-week review period

October 24 – Review period closes

November 8 – Initial findings shared with the Mayor’s Office and TfL

November 29 – Final report signed off by London TravelWatch board in confidential session

November 30 - Final report available for publication by the Mayor’s Office

