

Agenda

**Meeting: Customer Service and
Operational Performance Panel**

Date: Thursday 7 October 2021

Time: 10:00am

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

Members

Dr Mee Ling Ng OBE (Chair)
Bronwen Handyside

Anne McMeel
Dr Lynn Sloman MBE

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Jamie Mordue, Secretariat Officer; Email: [y_JamieMordue@tfl.gov.uk](mailto:JamieMordue@tfl.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Wednesday 29 September 2021

Agenda
Customer Service and Operational Performance Panel
Thursday 7 October 2021

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

General Counsel

Members are reminded that any interests in any matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Panel held on 14 July 2021

(Pages 1 - 6)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 14 July 2021 and authorise the Chair to sign them.

4 Matters Arising and Actions List

(Pages 7 - 12)

General Counsel

The Panel is asked to note the updated actions list.

5 Customer Services and Operational Performance Report – Quarter 1, 2021/22

(Pages 13 - 50)

Managing Directors Customers, Communication and Technology, Surface Transport, and London Underground and TfL Engineering.

The Panel is asked to note the paper.

6 Bus Services to London's Hospitals

(Pages 51 - 62)

Managing Director Surface Transport

The Panel is asked to note the paper.

7 Winning Back Our Customers

(Pages 63 - 88)

Managing Director Customers, Communication and Technology

The Panel is asked to note the paper.

8 Enterprise Risk Update - Disparity Leading to Unequal or Unfair Outcomes (ER11)

(Pages 89 - 92)

Chief People Officer

The Panel is asked to note the paper and exempt supplemental information on Part 2 of the agenda.

9 Members' Suggestions for Future Discussion Items

(Pages 93 - 96)

General Counsel

The Panel is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.

10 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

11 Date of Next Meeting

Tuesday 7 December 2021 at 10.00am

12 Exclusion of the Press and Public

The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

13 Enterprise Risk Update - Disparity Leading to Unequal or Unfair Outcomes (ER11)

(Pages 97 - 104)

Exempt supplemental information relating to the item on Part 1 of the agenda.

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Teams Virtual Meeting 10.00am, Wednesday 14 July 2021

Members

Dr Mee Ling Ng OBE	(Chair)
Dr Alice Maynard CBE	(Vice Chair)
Bronwen Handyside	
Anne McMeel	
Dr Lynn Sloman MBE	

Executive Committee

Howard Carter	General Counsel
Vernon Everitt	Managing Director Customers, Communication and Technology
Andy Lord	Managing Director, London Underground and TfL Engineering
Alex Williams	Director of City Planning

Staff

Mark Evers	Chief Customer Officer, Customers, Communication and Technology
Miranda Leedham	Head of Customer Marketing and Behaviour Change
Shamus Kenny	Head of Secretariat
James Varley	Secretariat Officer

17/07/21 Apologies for Absence and Announcements

The Chair welcomed everyone to the meeting. The meeting was being broadcast live on YouTube.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled decisions to be taken via videoconference, expired on 6 May 2021. As Members were not able to meet in person due to social distancing measures, the approval of the minutes would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

The Chair reminded those present that safety was paramount to TfL and encouraged Members to raise any safety issues during discussions on the relevant item or with TfL staff after the meeting.

The Panel Members expressed their thanks to Chris Macleod, Director of Customer and Revenue, who had retired at the end of June 2021, for his significant contributions to TfL. The Chair highlighted her work with Chris on the Advertising Steering Group which had been convened in response to the current Mayor wishing to ensure advertising on TfL did not promote views and products that were harmful to the

wellbeing of Londoners. It was noted that other transport authorities around the world had observed and were replicating these good practices.

No apologies for absence had been received from Members.

18/07/21 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 interests to declare that related specifically to items on the agenda.

19/07/21 Minutes of the Meeting of the Panel held on 24 February 2021

The Chair, following consultation with the Panel, approved the minutes of the meeting held on 24 February 2021 as a correct record, subject to amending minute 07/02/21 Assisted Transport Services Update to clarify that Joyce Mamode introduced the paper. The minutes would be provided to the Chair for signature at a future date.

20/07/21 Matters Arising and Actions List

Howard Carter introduced the item.

The Panel noted the Actions List.

21/07/21 Communication and Stakeholder Engagement during the Coronavirus Pandemic - Update

Vernon Everitt introduced the paper, which provided an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from the coronavirus pandemic.

TfL had decided to retain the requirement in its Conditions of Carriage following the relaxation of social distancing measures, following a request from the Mayor to provide additional reassurance to customers. The requirement was for customers, without a reason for exemption, to wear face coverings once they had entered the network and to continue to wear the covering until exiting the network.

The Mayor's preference had been for government to extend the national requirement beyond 19 July 2021, however this had not happened. The Conditions of Carriage allowed TfL to continue the requirement to give customers confidence in using the public transport system. Extensive testing and monitoring were taking place and no evidence of the coronavirus had been found on surfaces or as airborne particles on the network. The public transport system did not carry any higher risk than other situations involving large numbers of people and the requirement to wear a face covering demonstrated to users that it was a safe and well controlled network. The move had been welcomed by customers, staff, trade unions and businesses in London, with the

use of public transport being a key part of the recovery of London. TfL was engaging with other transport organisations and operating companies to understand their views and develop consistent messaging. Some long-distance operators would be facing differing regulations as their networks crossed borders between England, Scotland and Wales. In addition, there were interfaces with National Rail and, on some shared routes, differing rules would apply depending on which operator the customer chose to use.

To date, compliance levels on the network had been good and effective communication would be key, as there was a divergence between government advice and local regulation. Communications would be wide and varied across multiple channels and use appropriate language and tone.

Robust enforcement was also required to ensure customers were aware of the rules and to avoid any potential ambiguity. Staff would be trained on effective messaging and appropriate enforcement to minimise the potential for conflict. The British Transport Police and the Metropolitan Police would be providing support to front line staff, should conflict or abuse arise from enforcement activity. Members suggested that the regular use of pre-recorded messaging would, in some circumstances, be better than one to one interactions in reducing potential conflict.

The Panel supported the change to the Conditions of Carriage which provided a contractual mechanism for governing behaviour and which only applied to the TfL owned or operated network. Failure to comply with the Conditions of Carriage did not carry legal sanction, although customers would face removal from the network.

Should formal government guidance be issued at a later date, TfL would ensure it was aligned with the relevant advice or regulation

The Panel requested further updates on the implementation and enforcement of the revised Conditions of Carriage at future meetings. **[Action: Vernon Everitt]**

TfL was continuing to communicate with its customers and colleagues and had overseen an increase in confidence in travelling in London. In the last month, 74 per cent of Londoners had used the network, with 2.5 million people using it each day. Confidence levels were strong and the TfL Care Score had increased to 59 per cent.

While social distancing restrictions and work from home advice was due to be lifted on 19 July 2021, this was not expected to result in an immediate and significant increase in customer numbers, but more of a phased return over the next six to eight months, as employers and businesses tested and reviewed their return to work processes.

A new television advertisement would be going live in the week commencing 19 July 2021.

The TfL Go app had received over 255,000 downloads to date following a soft launch in summer 2020 and a marketing campaign from 27 April 2021. It had been working well, using depersonalised Wi-Fi connection data to provide information on usage levels at stations and interchanges in real time.

TfL had also managed several significant events in London recently, including a rugby match at Twickenham, cricket at Lords, tennis at Wimbledon and the football matches at Wembley for the Euro 2020 tournament.

The Euro 2020 event management had been the result of several months of planning, working closely with the Football Association and the Greater London Authority (GLA). For the period of the tournament, event liaison was stood up at our Palestra office to deal with real time situations. The majority of people had a good experience, however the disruptive and criminal behaviour of a sub-set of fans and attendees around the stadium, stations and parts of the bus network had been a challenge and was unacceptable. The timing of the game meant that alcohol consumption was a key factor in the behaviour of some people and this would be fed back into future planning as part of a review with British Transport Police, Chiltern Railways and other stakeholders.

Special timetables were in operation to deal with the planned increase in passenger numbers, which were further increased by an estimated 25,000 additional unticketed attendees who were visiting Wembley to take in the atmosphere before leaving prior to the match commencing. The large numbers of customers meant that the focus of operations was the movement of passengers rather than implementing social distancing on services.

Staff within different directorates in TfL had worked well together and the support of the police, and in particular the British Transport Police, had been exceptional.

Panel Members requested that their thanks be passed on to all TfL staff involved in the events.

[Action: Andy Lord, Gareth Powell, Vernon Everitt]

Scenario planning was taking place to look at demand patterns during recovery. There had been a robust recovery to transport usage in outer London and less so in the Central Activity Zone. Road traffic had also recovered strongly, which was attributable to the public health situation. The range of outcomes from the scenario planning was being steadily narrowed as time went on. The GLA had carried out work to assess and plan for the Central Activity Zone, however time was needed to understand how its recovery would look.

The Panel noted the paper.

22/07/21 Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)

Andy Lord introduced the paper, which set out how TfL managed risk that applied to all TfL operational assets and its ambition to develop and embed, where appropriate, standardised asset management practices.

The manager of this risk, Caroline Sheridan, Director of TfL Engineering and Asset Strategy, would be leaving TfL shortly. The Panel asked for their thanks to be passed onto Caroline for the work she had done.

The risk was managed by mitigations and controls across the assets and infrastructure which were working effectively. Control regimes would change over the lifecycle of assets. The control regime prioritised safety and mitigating actions would include activity at an operational level.

This work had also been used to inform the long-term capital investment programme, as well as being part of discussions with the Department for Transport regarding funding of the renewals programme.

The Panel noted the paper.

23/07/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the Forward Plan.

The Panel noted the paper.

24/07/21 Any Other Business

This was the last meeting of the Panel under its current Membership cycle. The Chair thanked the Members and staff for their contribution to the work of the Panel. On behalf of staff, Vernon Everitt thanked the Members for their role in providing oversight and scrutiny of the organisation.

There was no urgent business.

25/07/21 Date of Next Meeting

The next scheduled meeting was due to be held on Thursday 7 October 2021 at 10.00am.

26/07/21 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)

The meeting closed at 11.50am.

Chair: _____

Date: _____

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Customer Service and Operational Performance Panel



Date: 7 October 2021

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

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 Customer Service and Operational Performance Panel

Contact Officer: Howard Carter, General Counsel

Email: HowardCarter@tfl.gov.uk

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**Customer Service and Operational Performance Panel Actions List
(Reported to the meeting on 7 October 2021)**

Appendix 1

Actions from the meeting held on 14 July 2021

Minute No.	Item/Description	Action By	Target Date	Status Note
21/07/21 (1)	<p>Communication and Stakeholder Engagement during the Coronavirus Pandemic – Update: revised Conditions of Carriage The Panel requested further updates on the implementation and enforcement of the revised Conditions of Carriage at future meetings.</p>	Gareth Powell	October 2021	Complete. A note was circulated to Members on 29 September 2021.
21/07/21 (2)	<p>Communication and Stakeholder Engagement during the Coronavirus Pandemic – Update: High profile events Panel Members requested that their thanks be passed on to all TfL staff involved in the events [a rugby match at Twickenham, cricket at Lords, tennis at Wimbledon and the football matches at Wembley for the Euro 2020].</p>	Managing Directors	October 2021	Complete. The Panels' thanks were passed on.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
07/02/21 (2)	<p>Assisted Transport Services Update: demand responsive bus trials Evaluation of the demand responsive bus trials was ongoing and would be shared with the Panel once complete.</p>	Joyce Mamode	December 2021	To be included as part of the paper scheduled for the December 2021 meeting of the Panel.
13/02/21	<p>Members' Suggestions for Future Discussion Items: Taxicard Members requested further details on Taxicard, specifically how TfL planned to map future demand and encourage those eligible to apply, when the information was available.</p>	Joyce Mamode	December 2021	To be included as part of the paper scheduled for the December 2021 meeting of the Panel.
16/11/20 (2)	<p>Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19: Concessionary fares Members asked that information be provided to a future meeting on the engagement with different communities across London, noting that there was some anxiety about the permanent loss of concessionary fares.</p>	Mark Evers	October 2021	<p>Complete. In November 2020, TfL was discussing a funding settlement with government. There was a small possibility that there may be a potential loss of some concessionary schemes like the 18+, 60+.</p> <p>Following agreement with government, there has not been any permanent loss of concessions. The previous funding deal (14 May 2020) contained a condition that set out a temporary change, which meant that users of the Older Person's Freedom Pass, 60+ Oyster photocard and English National Concessionary Scheme could not use their passes during morning peak hours. This remains in place, but no additional conditions were included in the latest funding settlement.</p>

Actions from joint meeting with Safety, Sustainability and Human Resources Panel on 10 June 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
23/06/2020 (SSRHP Minutes)	<p>Quarterly Safety, Health and Environment Performance Report</p> <p>Members requested that air quality data be reviewed to understand the impact of the lockdown and to see how it could be used to inform planning going forward, particularly in encouraging greater levels of walking and cycling in the recovery phase.</p>	Alex Williams	Ongoing	Complete. Air quality data is reviewed on an ongoing basis. The latest Travel in London report sets out the latest data on improving London's environment and air quality, and the effects of the coronavirus pandemic on air quality.

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Customer Service and Operational Performance Panel



Date: 7 October 2021

Item: Customer Services and Operational Performance Report – Quarter 1, 2021/22

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 1 2021/22 which is appended in the format of a report.
- 1.2 This report covers the period from 1 April to 26 June 2021.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 Since the outbreak of the coronavirus pandemic our priority has been on running services – at near-full-service levels – to enable Londoners who needed to travel to be able to do so, in keeping with the Government rules. We have provided regular updates to the Panel around customer services, our campaigns, engagements and face covering compliance enforcement, as well as other key information during this time.
- 3.2 London is now in a period of recovery and we are seeing increasing numbers of customers using our transport network. With this, we are reintroducing our full quarterly customer service and operational performance report – this is first since the Q3 2019/20 report presented to the Panel in February 2020.
- 3.3 The new report has been streamlined and restructured to align with our priorities post-pandemic. This reflects data sets which have changed during the pandemic on the way we track performance on TfL scorecard measures, as well as information that we report elsewhere – for example safety information which is reported quarterly to the Safety, Sustainability and Human Resources Panel. In other areas, such as security, we will be providing regular updates to the Panel instead, in the format of detailed papers on relevant topics to provide increased insight.
- 3.4 The measures in this report are supplemented by additional customer specific information including ticketing, fares, complaints and campaigns. The new template also makes it easier to comply with accessibility regulations.

List of appendices to this report:

Appendix 1: Customer Services and Operational Performance Report, Quarter 1
2021/22

List of Background Papers:

None

Contact Officer: Vernon Everitt, Managing Director, Customers, Communication and
Technology

Email: VernonEveritt@tfl.gov.uk

Contact Officer: Andy Lord, Managing Director, London Underground and
TfL Engineering

Email: AndyLord@tfl.gov.uk

Contact Officer: Gareth Powell, Managing Director, Surface Transport

Email: GarethPowell@tfl.gov.uk

Customer service and operational performance report

Quarter 1 (1 April – 26 June 2021)

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3 Introduction

4 Our scorecard

5 Operations

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34 Glossary



We want to reassure customers as they return to our transport network

Introduction

This report reviews our operational performance and customer service in the first quarter of 2021/22

We continue to play our part in supporting London’s recovery from the coronavirus pandemic. Now, more than ever, our customers expect a safe and reliable transport network, offering value for money and innovation. We put customers at the heart of everything we do. We are committed to listening to them, focusing on tackling their most common day-to-day frustrations, while investing to improve journeys.

To reassure customers as they return to the network, we have launched one of our biggest ever campaigns to remind them that, wherever they want to go, we’ll get them there safely, quickly and sustainably. This is reflected in increasing passenger numbers and our highest-ever scores for most of our customer care metrics.

TfL Go, our real-time travel app, has been crucial in our recovery campaign. Customers can get real-time ‘busyness’ information for London Underground stations alongside the quieter times to travel, to reassure people as they return to the network. For the first time, we are showing detailed accessibility information, including live step-free access, to make our network inclusive and welcoming for everyone.

This report shows we have experienced the same challenges as other businesses and services, with our staff being unable to work at certain times, whether due to self-isolation, shielding or new working practices to comply with Government restrictions. Despite this, we have been able to deliver a near-full level of service.

We are extremely proud of our colleagues and partner organisations who have shown their dedication in supporting Londoners and each other.

More people are returning to our network, with the latest figures showing that more than two million journeys are being made on the Tube most weekdays, and more than four million journeys every weekday on London’s buses. Research also shows that three quarters of Londoners have used public transport in the last month.



Andy Lord
Managing Director
London Underground and TfL Engineering



Gareth Powell
Managing Director
Surface Transport



Vernon Everitt
Managing Director
Customers, Communication
and Technology

Our scorecard

Measuring the reliability of our services and the progress of London's recovery

Our scorecard for 2021/22 continues to focus on the recovery of the organisation and the Capital from the pandemic.

Scrutiny of our performance against the measures included here is the responsibility of the TfL Board's Customer Service and Operational Performance Panel.

In the operations section of this report, passenger journeys set the context for the metrics that follow. We have structured this section by metric rather than by operational area to provide a more thematic approach, which reflects the scorecard. For operational areas not included on the scorecard, we have included the metric used at an operating business level to provide appropriate insight.

Measure	2021/22 Year-to-date actual	2021/22 Year-to-date target	2021/22 Full-year forecast	2021/22 Full-year target
Operations				
Passenger journeys – London Underground, Buses, London Overground, Trams, DLR, TfL Rail, Cycle Hire – compared to pre-coronavirus levels (%)	55	35	67	67
Bus journey time (minutes)	31.6	31.0	32.6	32.6
London Underground trips operated against schedule (%)	90.1	88.0	91.0	91.0
Customer				
TfL cares about its customers (%)	57	56	58	56



Scorecard measures in this report

In this report, the scorecard measures are marked like this.

Operations

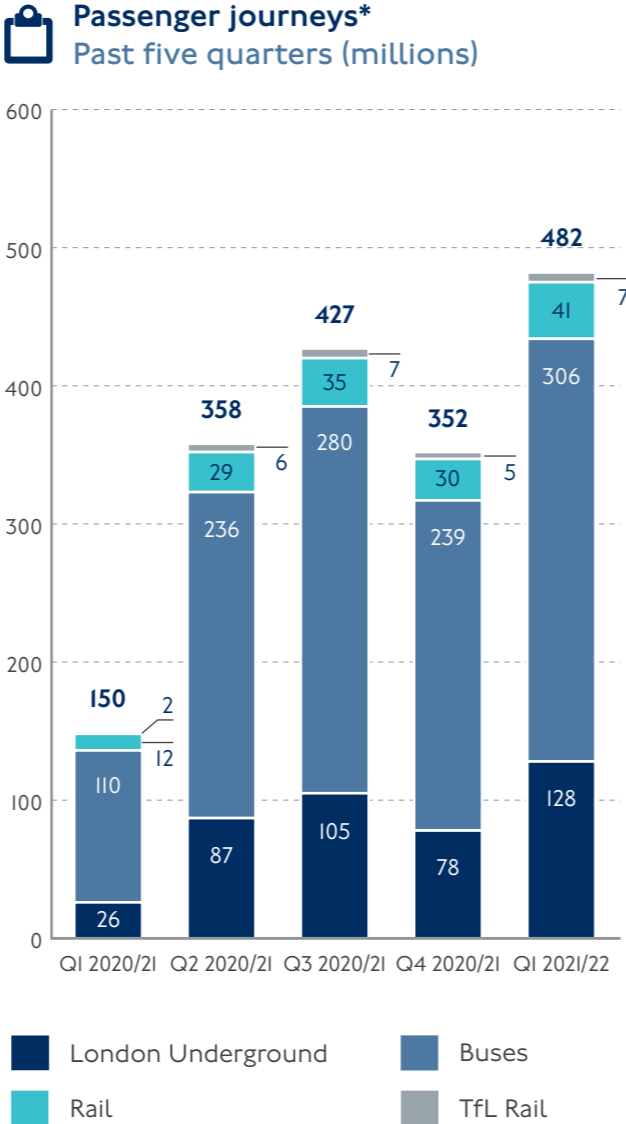
Providing safe, clean and reliable services to support the recovery



Passenger journeys

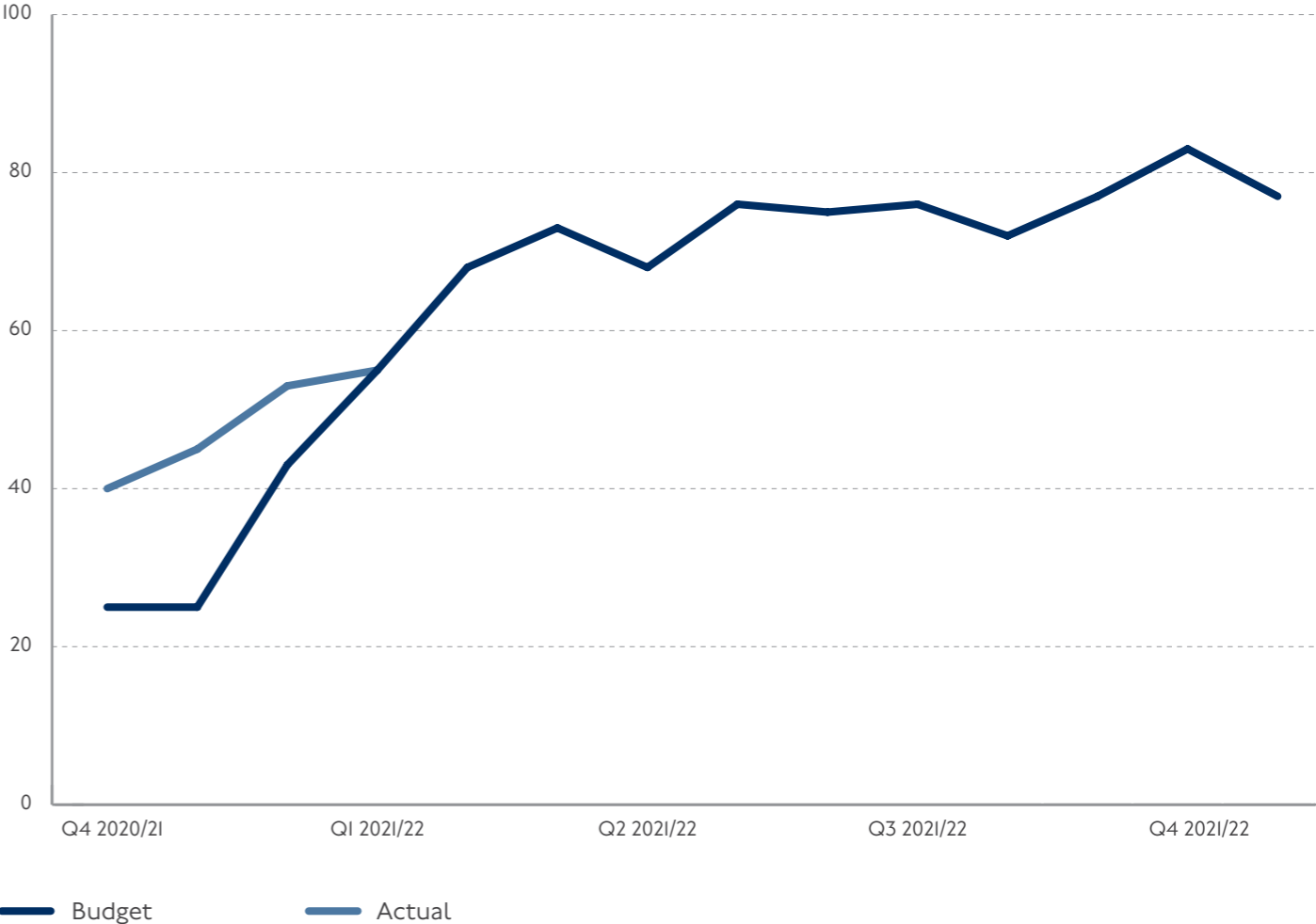
Coronavirus has had an unprecedented impact on passenger numbers, which have fluctuated considerably during the pandemic.

Passenger journeys have seen significant growth since the easing of Government restrictions, with total TfL journeys increasing to 55 per cent of pre-pandemic levels at the end of Q1.



We continue to run near-normal levels of service across the public transport network and offer a wide range of active travel options.

Compared to pre-coronavirus baseline (%)




Despite the challenges presented by the pandemic, we worked hard to ensure that key workers were provided with a reliable service. We are closely monitoring our operations and working collaboratively to deliver the best service possible to our customers as they return in increasing numbers to the network.

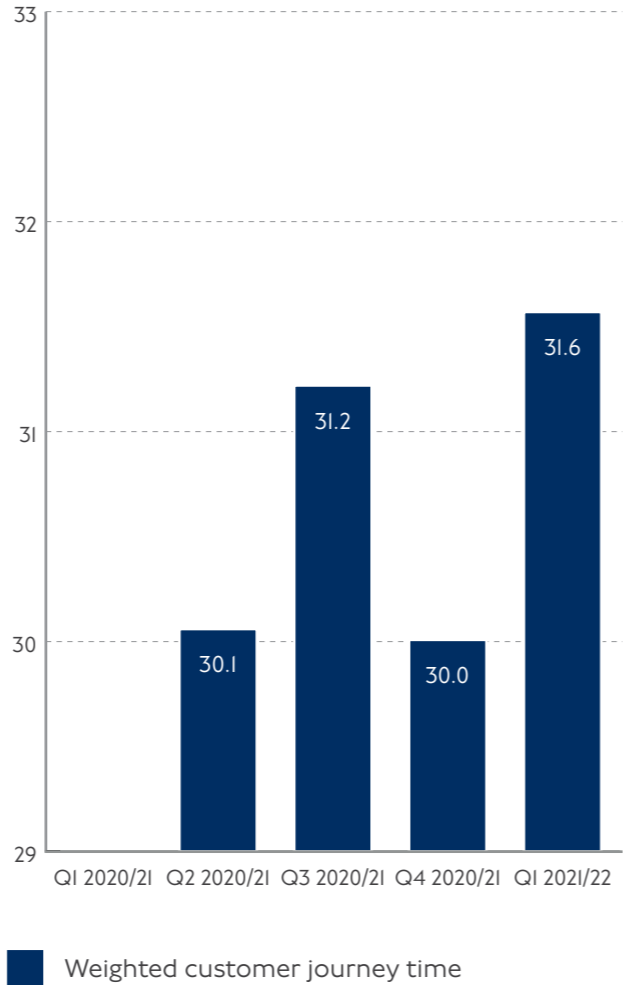
* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Bus journey time

Bus journey time is an accumulation of all the stages of a customer's journey experience, measured in minutes.

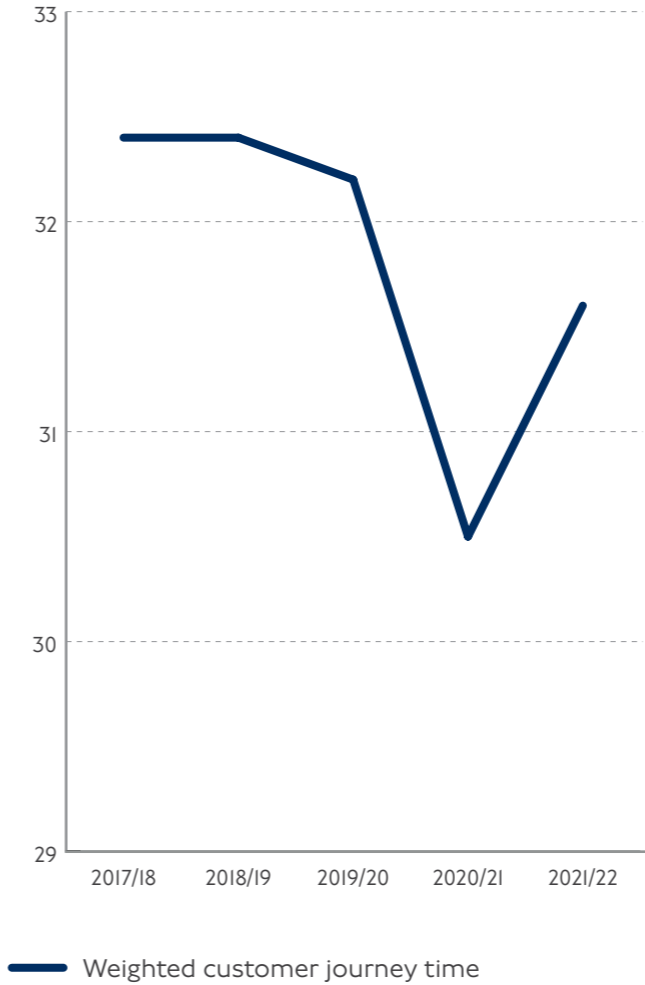
It enables us to monitor the performance of our bus service from the perspective of our customers, helping us to better understand how to encourage the public back onto our network as we recover from the pandemic.

 **Bus journey time***
Past five quarters (minutes)



Customer journey times have fluctuated during the coronavirus pandemic, in line with the recovery of bus demand and road traffic volumes. Periods with lockdowns (Q2 and Q4 2020/21) saw shorter journey times, whereas periods without lockdowns showed a recovery in bus journeys and road traffic, resulting in longer journey times. Q1 2021/22 values were also higher due to increased roadworks, negatively affecting road conditions, average bus speeds and reliability.

Annual trend (moving average)



After improvements in average journey times in 2019/20 compared to previous years, journey times improved substantially again in 2020/21 due to the coronavirus pandemic. Fewer journeys were made (especially in the first lockdown) and there was less road traffic, which led to improvements in bus speeds and excess wait times. Journey times increased in Q1 2021/22, mainly due to increased demand, traffic volumes and roadworks, but remain much better than pre-pandemic values.

* No data available for Q1 2020/21 due to middle door boarding


Services operated

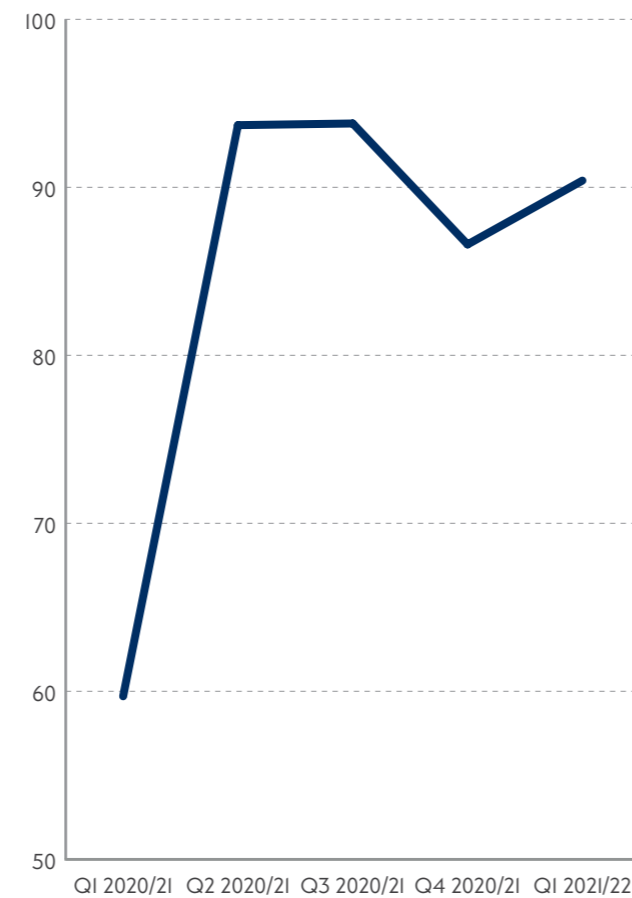
Lockdowns, the recovery of passenger numbers, and the availability of our colleagues due to the pandemic have all played a part in fluctuating service levels during this quarter.

It should be noted that the rail measures reported in this section reflect the terms of our contracts with our partner organisations. This is why, for example, some services report using the public performance measure, whereas London Overground reports on the basis of the time to three measure, which focuses on train punctuality.

A detailed explanation of all the metrics can be found in the Glossary at the end of this report.

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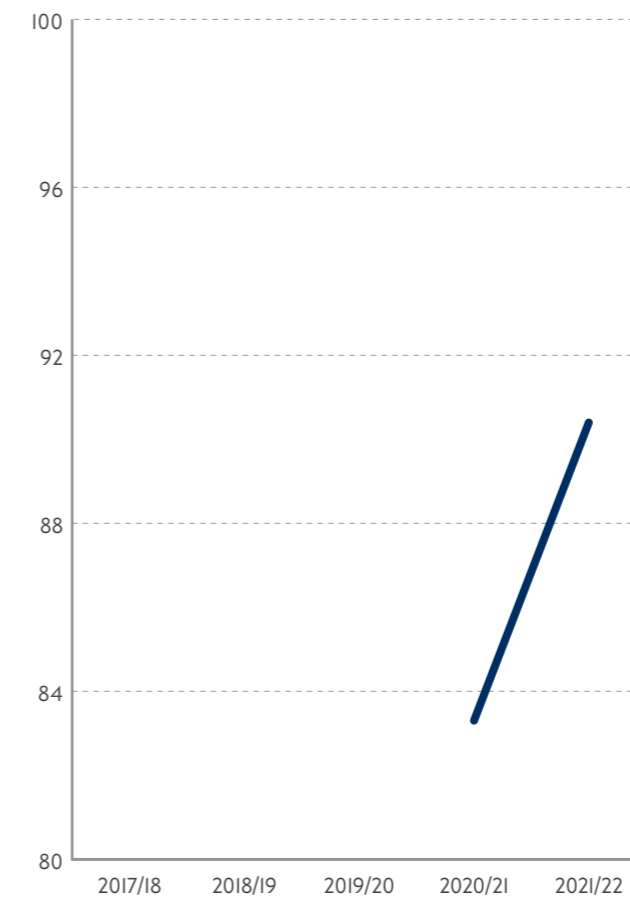
 **London Underground trips operated, against schedule**
Past five quarters (%)



— Trips operated, against schedule

Since the start of the pandemic, our focus has been on running as many trains as possible so that customers who need to travel can do so. We have therefore changed our key performance metric to monitor how many of our timetabled trains we have run. This contrasts with the previous excess journey time metric, which focused on the additional time it took customers to complete their journeys. Our current approach is now even more important in this recovery phase.

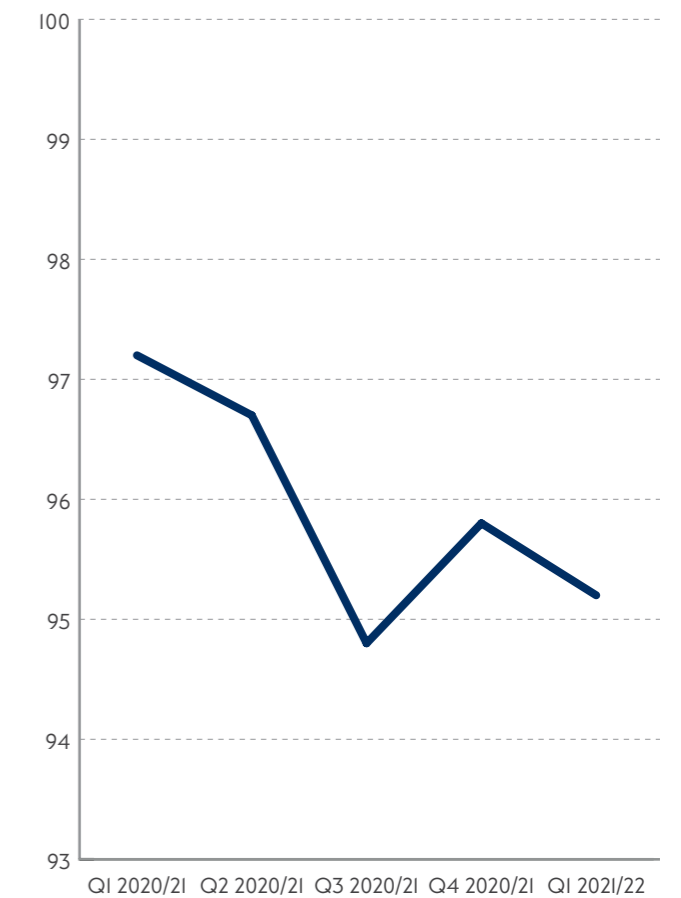
Annual trend (moving average)*



— Trips operated, against schedule

The level of service operated on the network is dependent on the reliability of our assets and the availability of our colleagues. We have been impacted by the pandemic, as has society as a whole, with our colleagues being absent from work due to shielding or self-isolating. Despite this, we have consistently delivered a reliable core service, and have now been able to reopen all our stations except Heathrow Terminal 4.

Elizabeth line (TfL Rail) public performance measure
Past five quarters (%)



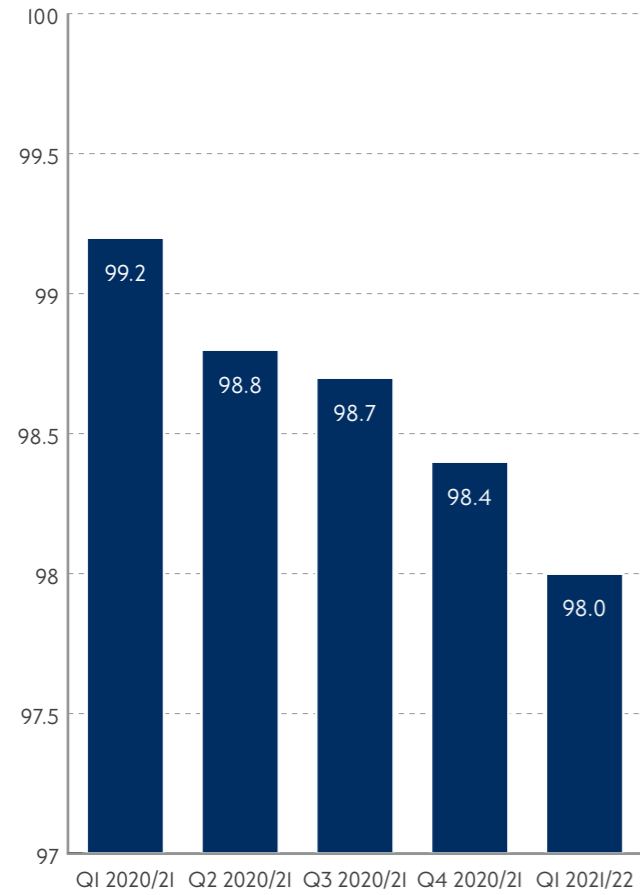
— Public performance

We continue to deliver a good service, consistently beating our public performance measure target.

Since the end of 2020, we have been replacing legacy trains with new longer-length Elizabeth line trains, giving a better travelling environment with walkthrough carriages and air-conditioning. There have been some reliability issues as the new trains were introduced, but these are being resolved with the manufacturer Alstom.

* Data not available before March 2020

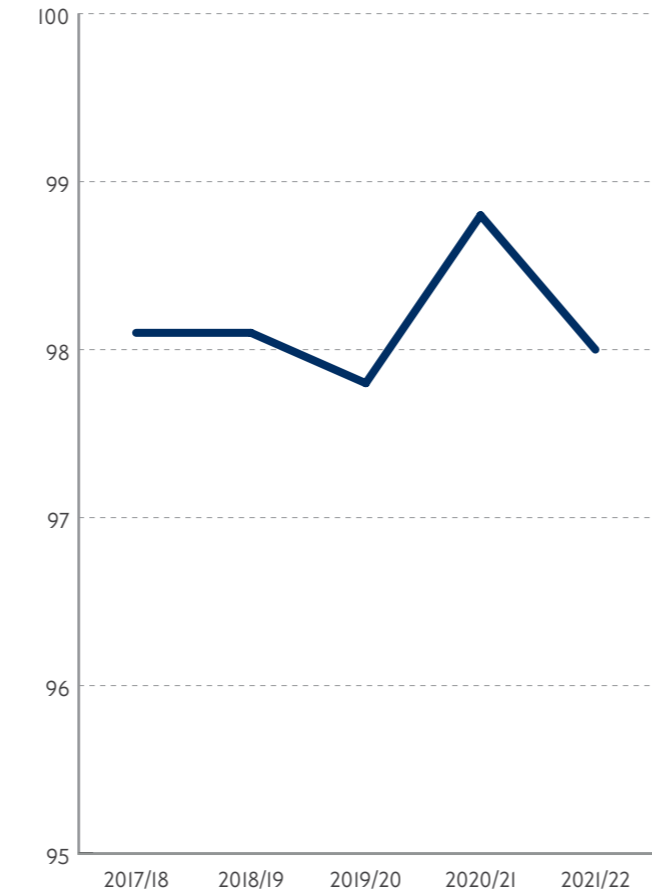
Buses scheduled services operated
Past five quarters (%)



Scheduled services operated

In Q1 2020/21, the percentage of bus scheduled services operated was much higher than normal as the initial coronavirus lockdown brought about reduced passenger numbers and minimal traffic disruption, which more than offset increased staff absence. Subsequent quarters have seen a steady return towards more normal levels as traffic disruption has increased. Performance in Q4 2020/21 and Q1 2021/22 was also affected by bus operator industrial action, pushing it below pre-pandemic levels in Q1 2021/22.

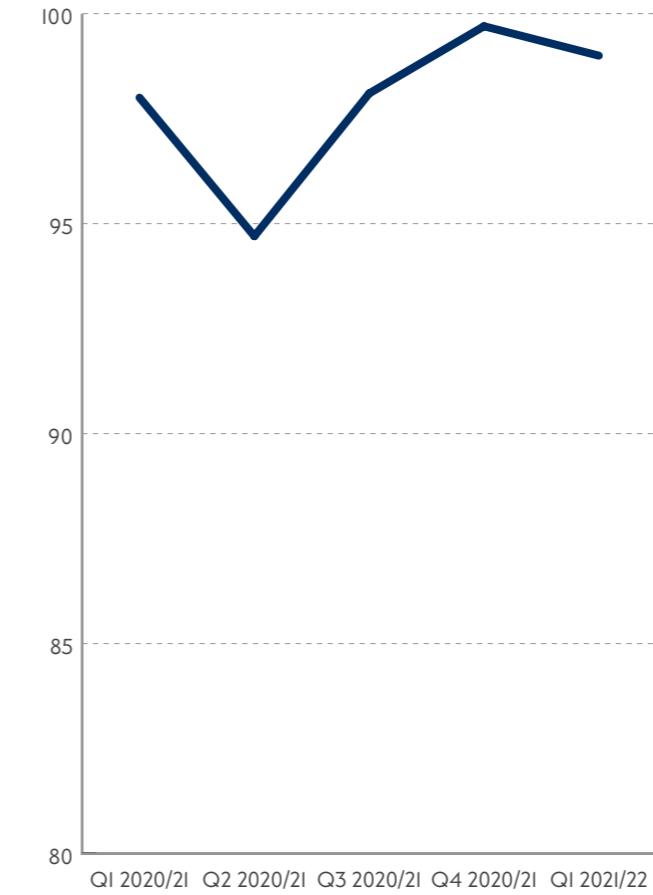
Annual trend (moving average)



Scheduled services operated

The percentage of bus scheduled services operated fell slightly in 2019/20 against the previous two years, due to increases in emergency utility works and central London demonstrations. In 2020/21, the percentage grew to record levels (although scheduled mileage was reduced) as coronavirus restrictions caused reduced passenger numbers and minimal traffic disruption. In Q1 2021/22, more normal levels were seen.

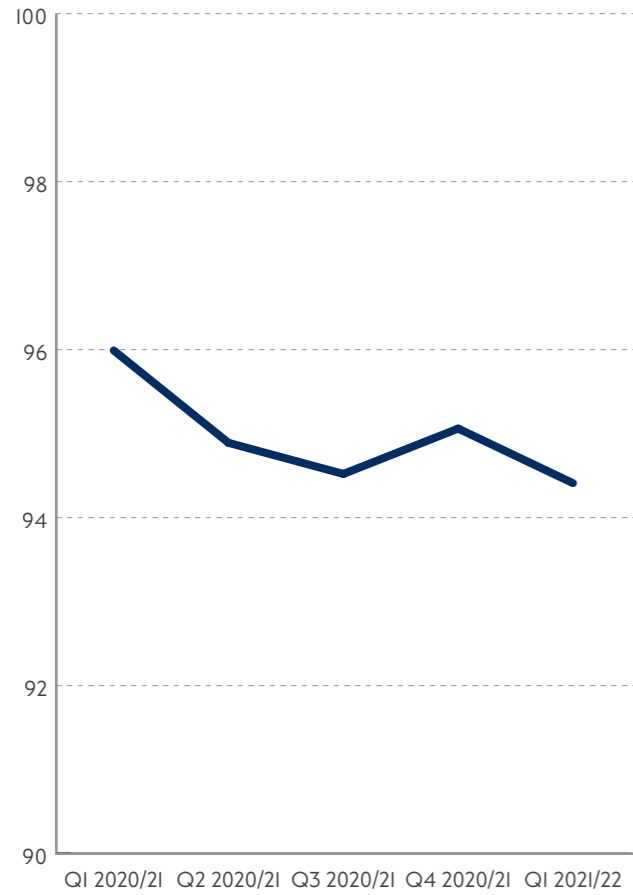
Dial-a-Ride trip requests scheduled
Past five quarters (%)



Trip requests

The coronavirus pandemic has had a significant impact on the number of journey requests made by Dial-a-Ride members and in how we serve them. Because our customers are particularly vulnerable, we have been carrying only one passenger or household per journey, which has made scheduling more difficult. However, reduced passenger demand and careful planning have mitigated any issues.

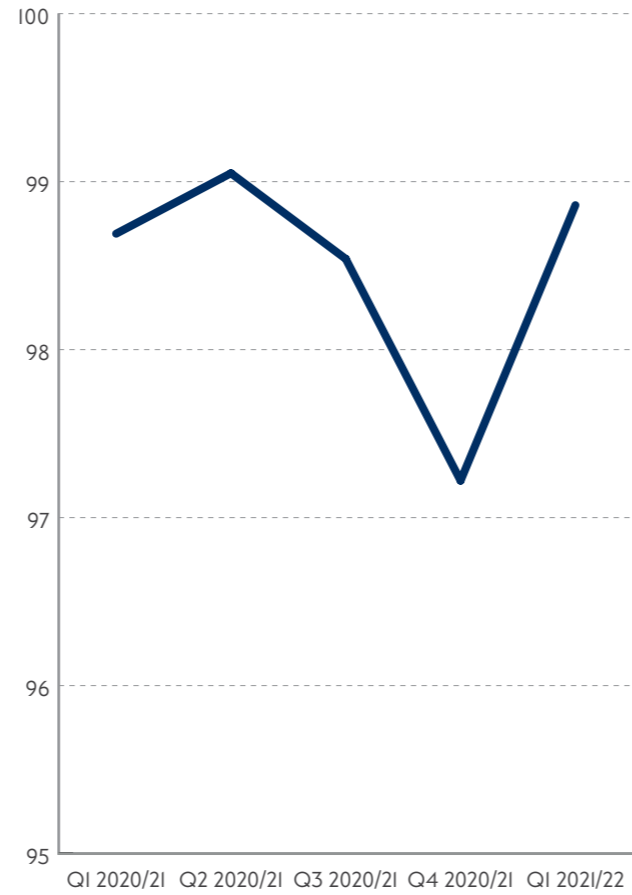
London Overground time to three
Past five quarters (%)



— Scheduled services operated

London Overground train punctuality (time to three) has stayed relatively stable since the start of the pandemic. Performance dipped in Q1 2021/22 as a result of services returning to pre-pandemic levels, particularly the reinstatement of 10 trains per hour on the north London section of the line. We are also seeing higher volumes of customers returning to the network, and greater impacts from other train and freight operating companies.

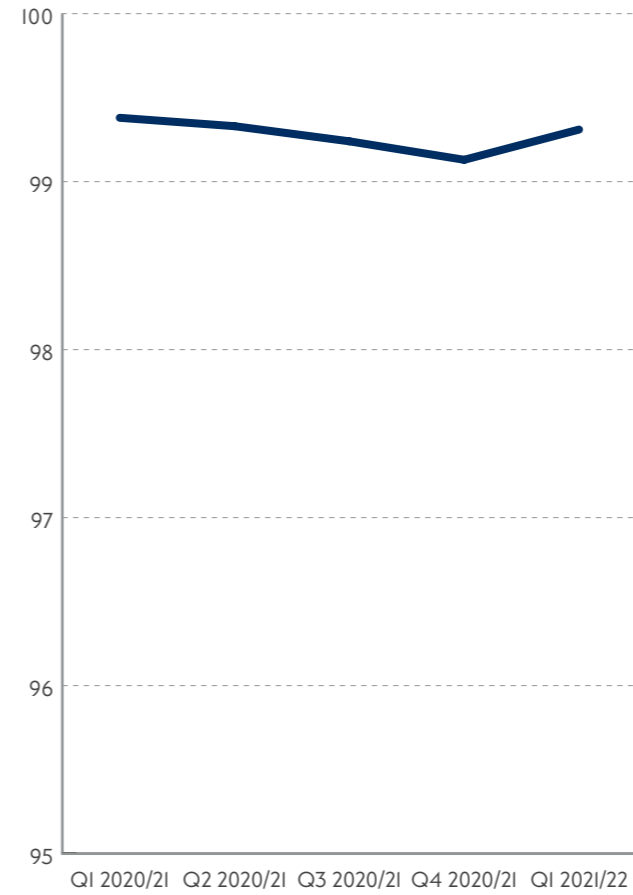
London Trams scheduled services operated
Past five quarters (%)



— Scheduled services operated

Trams performance has been relatively stable against the 99 per cent target, although there was a dip in Q4 2020/21 due to a third-party building fire that closed the network for several days over the festive period. In the same quarter, there was also a major overhead line failure, and pandemic-related driver availability issues. Performance recovered strongly in Q1.

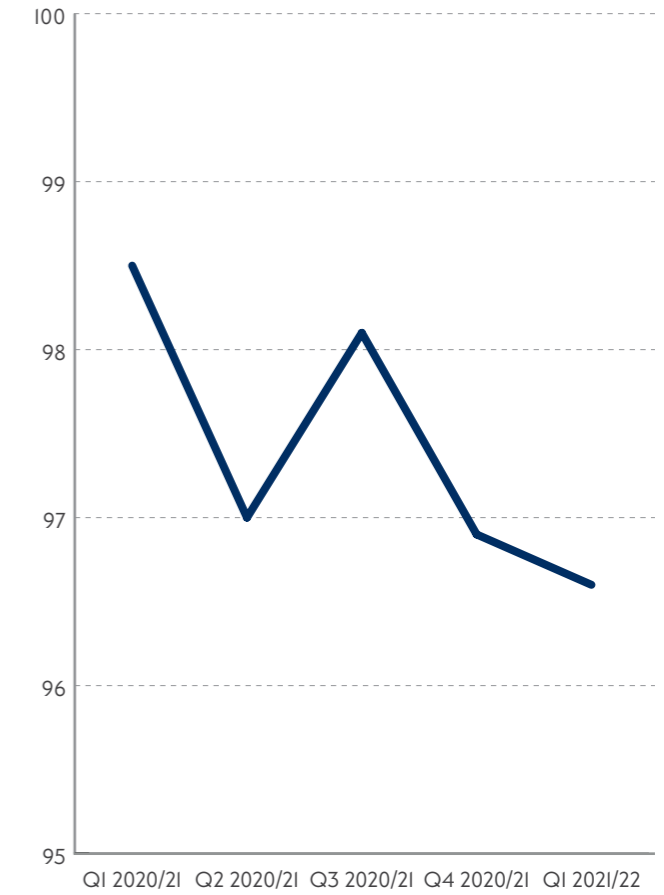
DLR departures
Past five quarters (%)



— Departures

DLR performance has been very good for the past five quarters, with the percentage of departures being consistently more than 99 per cent. Strong performance was maintained across five different timetable changes during the pandemic to reflect the changing demand during the national lockdowns and easing of restrictions.

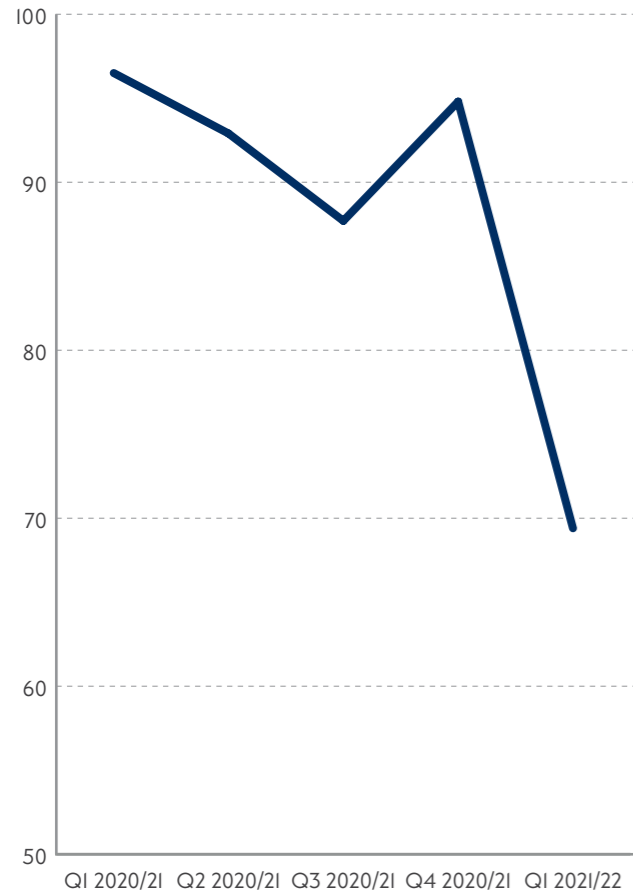
Emirates Air Line availability
Past five quarters (%)



— Availability

System availability was 96.6 per cent in Q1 2021/22 compared to 98.5 per cent for the same quarter in 2020/21. The Emirates Air Line opened from 14 to 17 April 2020 to allow healthcare workers to travel to and from the Nightingale Hospital at the Excel Centre. It then closed from 18 April due to the pandemic and re-opened to the general public from 18 May 2020. Downtime this year was mainly due to high gusting wind at tower height, which required stopping the service for the safety of our passengers.

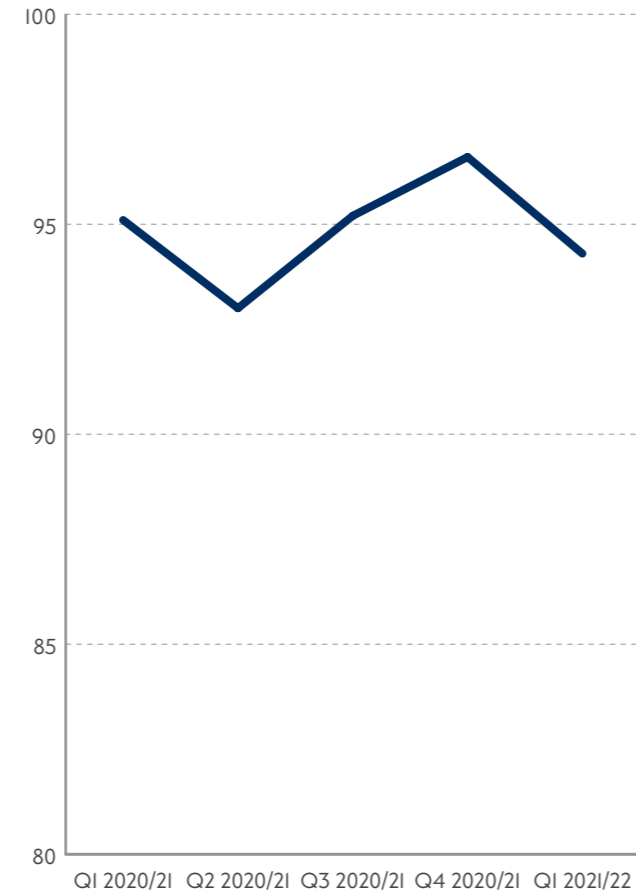
Woolwich Ferry availability
Past five quarters (%)



— Availability

System availability was 69.4 per cent in Q1 2021/22 compared to 96.5 per cent in the same quarter last year. The Woolwich Ferry operated a reduced scheduled service last year due to the impact of the coronavirus pandemic. During Q1 2021/22, availability was significantly affected by industrial strike action, which has remained ongoing while we have continued to work with the union Unite to resolve the issues raised.

Santander Cycles docking station availability
Past five quarters (%)



— Docking station availability

As more people have turned to cycling for general travel and exercise during the pandemic, our Santander Cycles scheme has played a crucial role. We have supported NHS staff and key workers by offering free cycle hire access codes since March 2020. More than 97,000 NHS and 15,000 key worker promo codes offering free hires have been redeemed. Santander Cycles docking station availability has been consistently above our 80 per cent target between Q1 2020/21 and Q1 2021/22.



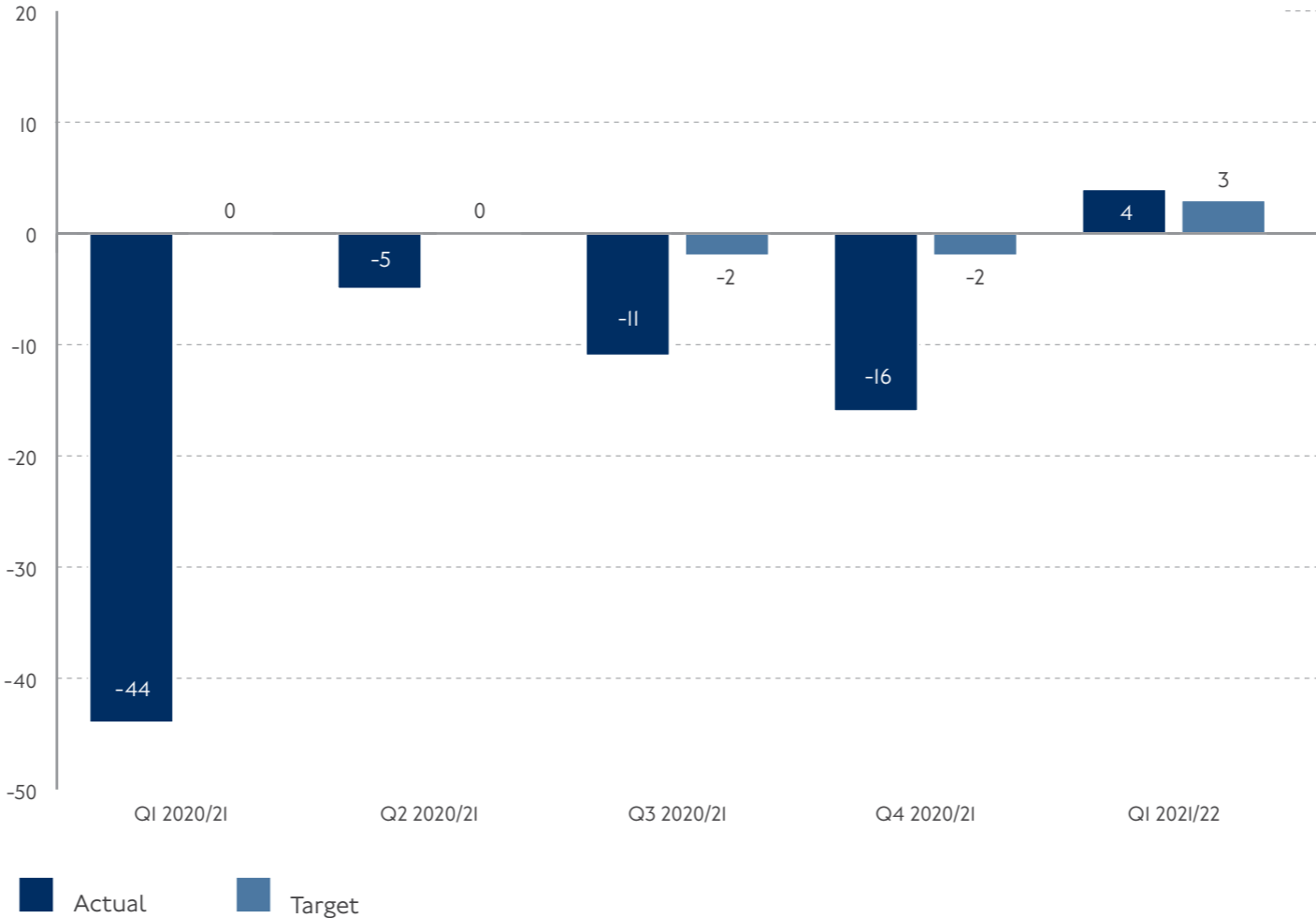
More than 97,000 NHS promo codes were redeemed during the pandemic

Roads and traffic

The lifting of restrictions has seen a return to near-normal traffic levels since the first coronavirus lockdown.

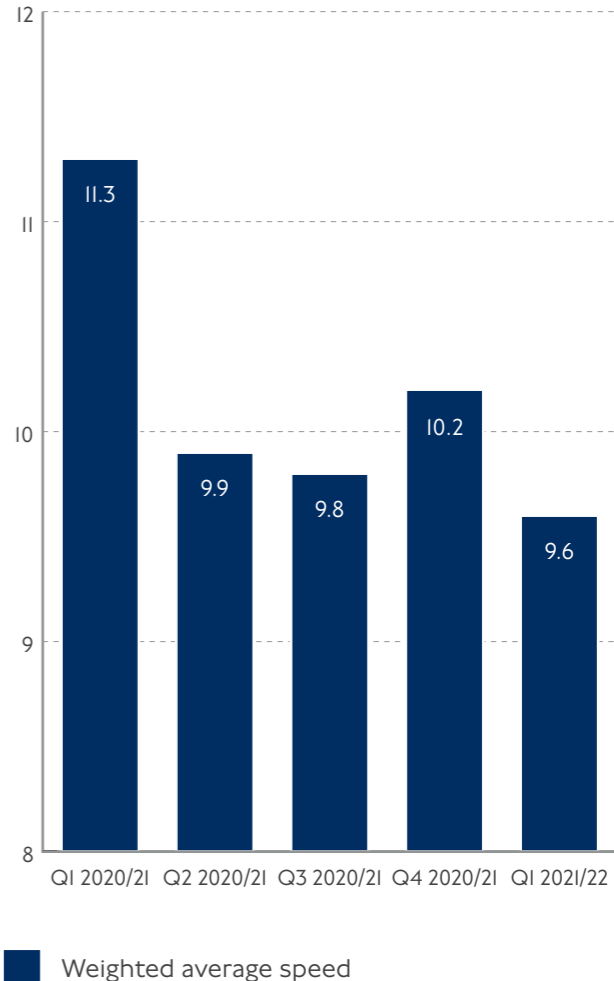
We continue to improve journeys for cyclists, pedestrians and bus customers by adjusting traffic signal timings on the TfL Road Network (red route).

Road disruption
Past five quarters (%)



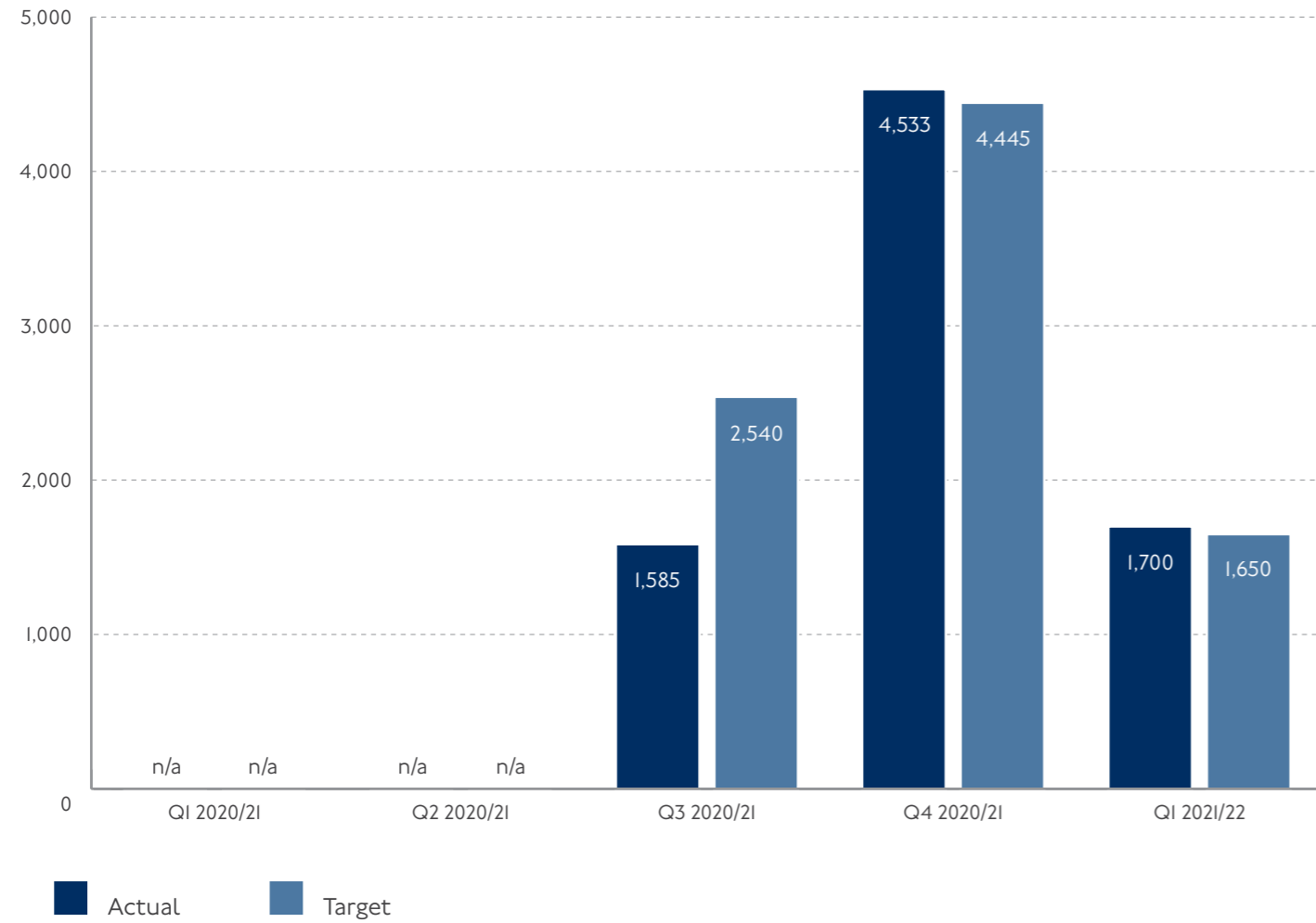
Disruption was -44 per cent in Q1 2020/21 due to the first coronavirus lockdown, and remained below target for the remainder of 2020/21 due to the impact of further lockdowns (-11 per cent in Q3, and -16 per cent in Q4). In Q1 2021/22, disruption returned to relative normality following the removal of many coronavirus restrictions (disruption scored four per cent relative to a target of three per cent).

Bus average speed
Past five quarters (mph)



Q1 2020/21 saw much higher than normal bus speeds as the initial coronavirus lockdown resulted in little traffic and fewer disruptive works. Bus speeds declined in Q2 and Q3 as restrictions were lifted for part of this period, but increased once more in Q4 as a lockdown was imposed again. The gradual lifting of restrictions in Q1 2021/22 has seen bus speeds significantly improve again and they remain slightly higher than pre-coronavirus levels.

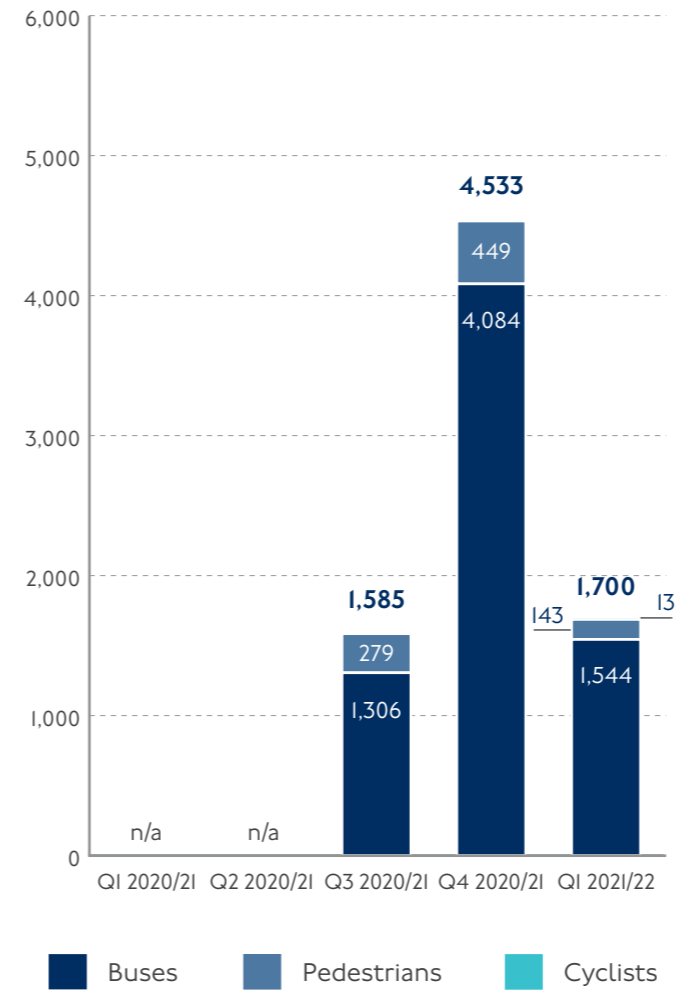
Traffic signal time savings
Past five quarters (hours)*



We are continuing to save time from traffic light timing changes for people travelling by bus, on foot or by cycle. We were unable to undertake reviews in Q1 and Q2 2020/21 as the network was severely affected by lockdowns in response to the coronavirus pandemic. In Q3 2020/21, traffic flows remained volatile, but we adjusted our approach to reviews to exceed targets in Q4 2020/21 and Q1 2021/22.

* No data available for Q1 and Q2 2020/21

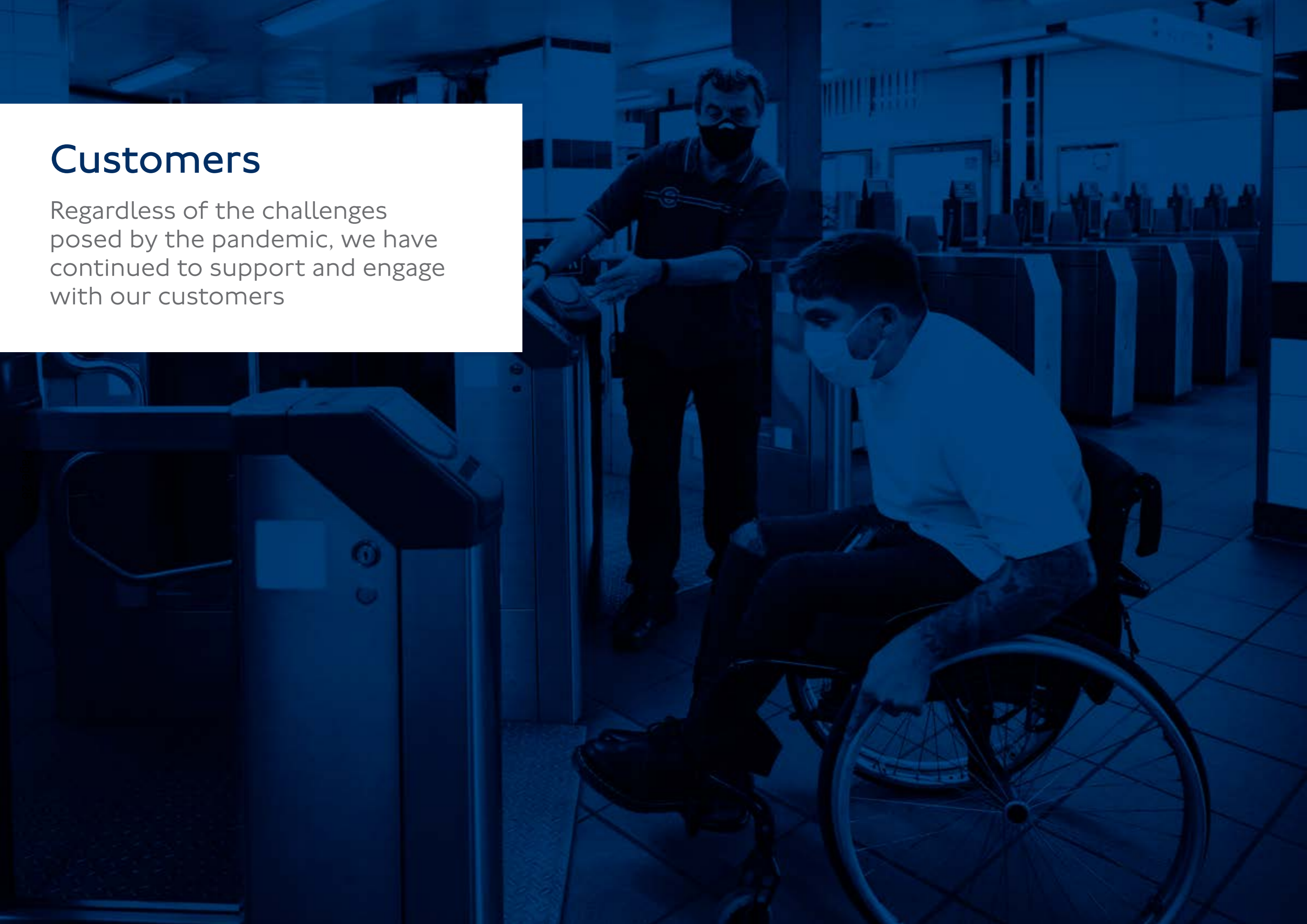
Type of user
Past five quarters (hours)*



In Q1 2021/22, the results of our most impactful reviews include improved journey times for cyclists from Puddle Dock by better coordinating the traffic light timings. We have improved the lights at Angel Islington, meaning buses now get more priority than before. At Gallows Corner, pedestrians now wait for less time to cross the road, while the buses travelling through there do so faster than previously due to the adjustments made.

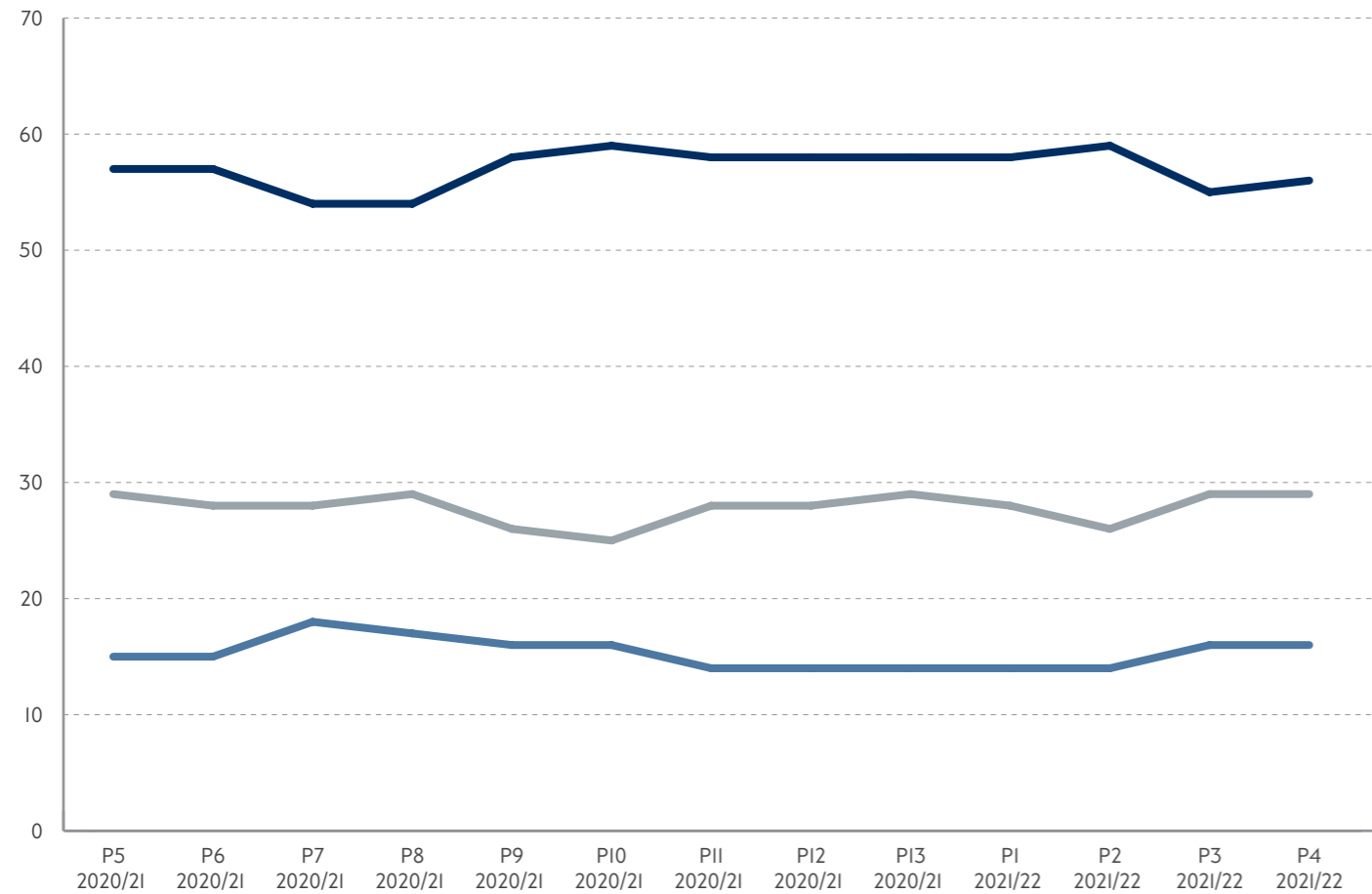
Customers

Regardless of the challenges posed by the pandemic, we have continued to support and engage with our customers



TfL cares about its customers

 **All Londoners**
Agreement, disagreement, neither (%)



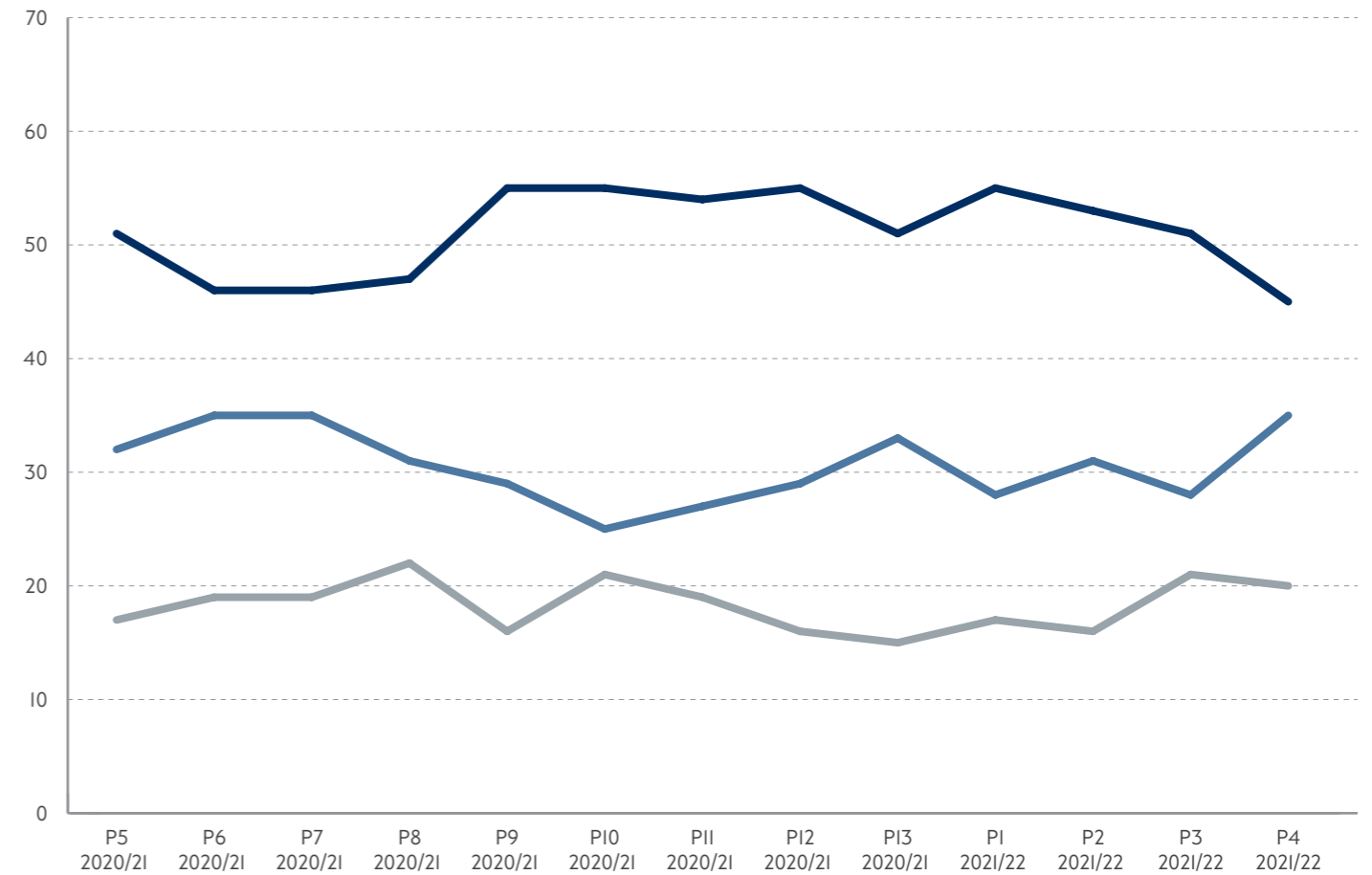
— Strongly/Slightly Agree — Strongly/Slightly Disagree — Neither

The customer care metric 'TfL cares about its customers' measures Londoners' perceptions of how well we perform on 'Every Journey Matters', and if we consistently meet customer expectations. It reflects Londoners' overall experience in terms of their journey and non-journey interactions.

We have identified through analysis the key factors that influence the 'TfL cares' metric, and therefore understand where we need to prioritise to improve our customer experience.

The percentage of Londoners agreeing that 'TfL cares about its customers' is 56 per cent for Period 4 2021/22. Our year-to-date score remains above target at 57 per cent. Londoners talk about positive experiences of friendly and helpful staff, effective communication and support to plan their journeys. Over the past 18 months, our score has remained resilient despite the challenges we have faced due to the coronavirus pandemic. We attained our highest score ever in Period I 2020/21, achieving 60 per cent agreement.

Disabled Londoners
Agreement, disagreement, neither (%)

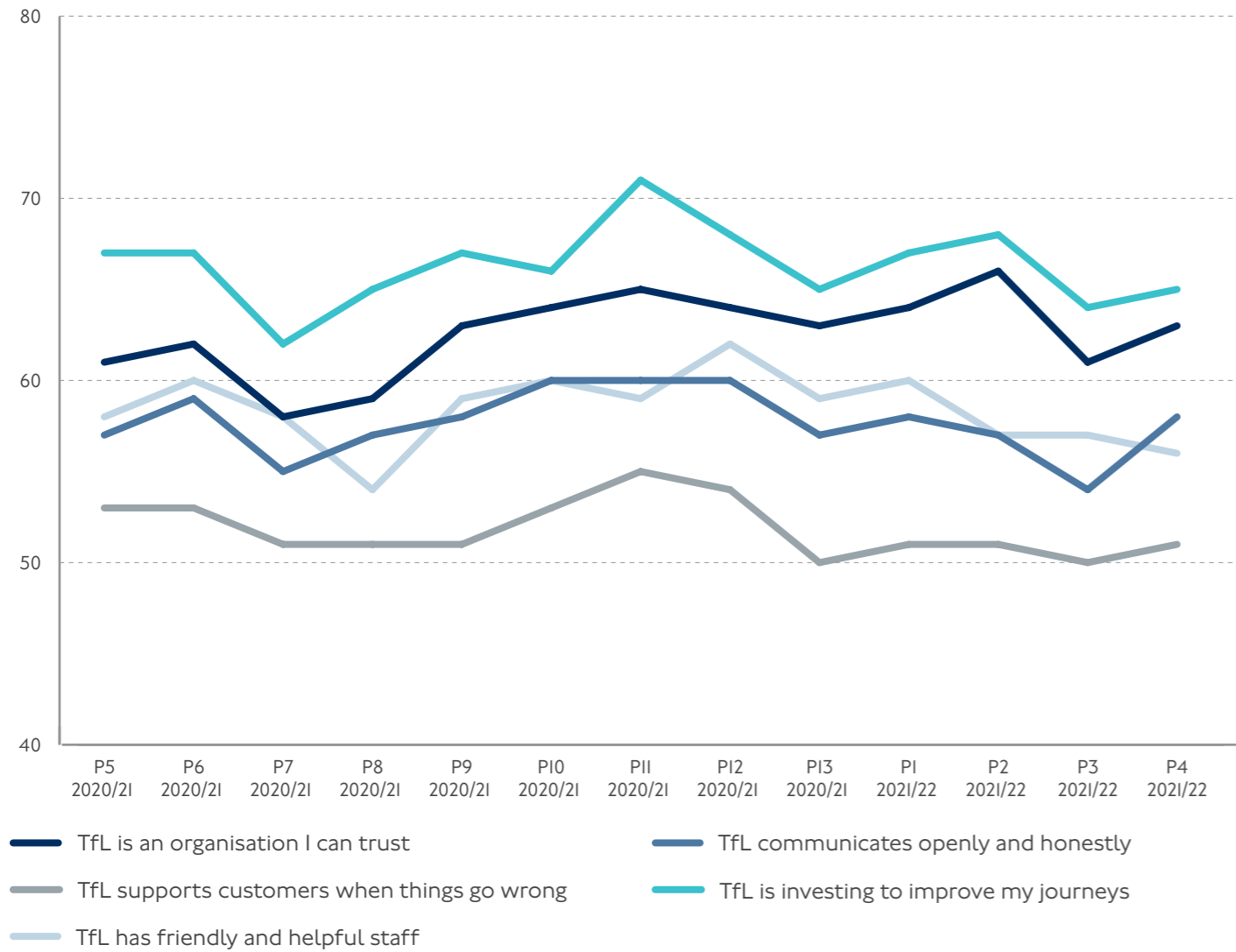


— Strongly/Slightly Agree — Strongly/Slightly Disagree — Neither

The percentage of disabled Londoners agreeing that 'TfL cares about its customers' is 45 per cent for Period 4 2021/22. Our year-to-date score is also 45 per cent, one percentage point higher than our 2020/21 annual score. Disabled Londoners talk about their positive experiences of friendly and helpful staff. Full Turn Up and Go services returned on London Underground in July 2021 to help facilitate seamless, stress-free journeys.

We continue to focus on supporting customers when things go wrong, building trust, and communicating well to improve our performance.

Key survey questions
Agreement (%)



Within the 'TfL cares about its customers' metric, there are five key drivers that exert the most influence on Londoners' perceptions. Overall, scores have remained resilient throughout the coronavirus pandemic, and we have achieved our highest ever scores over this period for most categories. Supporting customers when things go wrong remains a key area of focus for improvement.



The customer care metric score has remained resilient

Satisfaction

Satisfaction Past five quarters (scores)

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
London Underground	N/A	75	76	76	78
London Buses	N/A	76	78	79	79
DLR	N/A	77	78	78	78
London Overground	N/A	75	76	76	76
London Trams	N/A	N/A	76	N/A	N/A
TfL Rail	N/A	74	76	75	78

In Q2 2020/21, the customer satisfaction score was determined by online methods rather than face to face due to the coronavirus pandemic. This enabled surveying to resume and has ensured continuity during coronavirus restrictions. It means that scores are not directly comparable with those gathered before the pandemic.

In Q1 2021/22, overall satisfaction scores increased for London Underground and TfL Rail, and remained stable for all other modes.

Customers reported fewer delays on TfL Rail and DLR, while all other modes remained stable.

There were increases in satisfaction across most coronavirus metrics for all modes. The wearing and enforcement of face coverings remained at similar levels to Q4 2020/21.

All station metrics have remained broadly stable, with a significant increase in satisfaction with crowding for London Underground.

By changing to online methods, we continued to survey customer satisfaction

Calls

In addition to our general Contact Centre, we also have dedicated lines for road charging and ULEZ, taxi and private hire, and Dial-a-Ride.

General calls (Contact Centre) Past five quarters

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
Telephone calls	227,815	361,144	419,129	296,212	363,418
Calls abandoned (%)*	7.2	10.3	6.4	6.4	9.0
Correspondence	102,716	48,412	96,209	70,847	94,424
Cases closed (%)**	74.6	85.8	86.4	88.7	83.9
Average speed of answer (seconds)	83	343	135	100	213

In Q1, telephone demand was up on both the previous quarter and the same quarter the previous financial year. Correspondence was up on last quarter, but was down on Q1 2020/21.

We have seen our demand remain relatively strong over the course of the pandemic, although it is still lower than pre-pandemic levels. We have consistently seen that Contact Centre Operations demand levels have been higher than the number of passenger journeys made. This is largely attributable to customers seeking guidance on the measures brought in to help combat

the spread of coronavirus, such as social distancing and, in particular, the use of face coverings.

In accordance with Mayoral and Government advice, we have made numerous changes to our approach over the course of the pandemic. Responding to fluctuations in demand, we carefully managed our workforce, focusing on the safety of both our staff and customers. We continue to monitor developments closely, with plans in place to enable us to react should there be a change in Government advice.

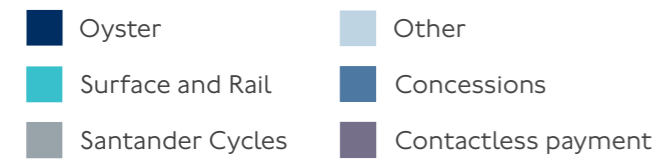
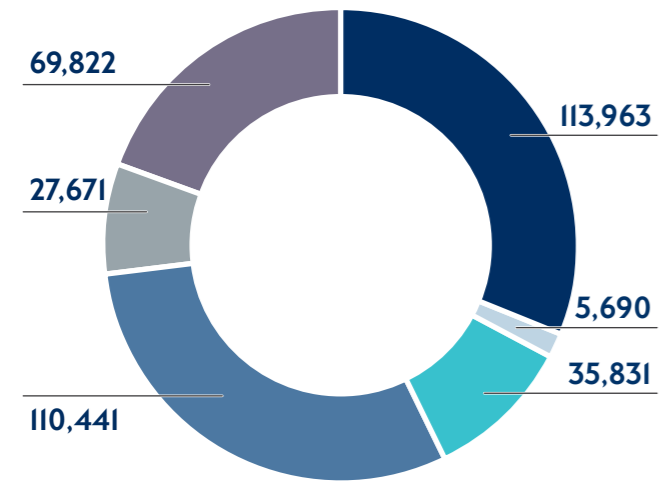
* Calls abandoned target 15 per cent or lower

** Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues that require investigation

Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Telephone calls	2,835,189	2,699,025	2,687,696	1,304,300	363,418
Calls abandoned (%)*	10.5	10.9	16.2	7.6	9.0
Correspondence	542,760	609,201	757,298	364,778	94,424
Cases closed (%)**	85.9	82.0	78.9	83.4	83.9

Calls by subject* **
This quarter



Overall telephone demand was up by 23 per cent on the previous quarter – the biggest drivers for this were Santander Cycles and contactless (up by 48 and 43 per cent respectively). Compared to Q1 2020/21, overall telephone demand was up 60 per cent, due to the restrictions in place at this time last year.

Oyster-related calls increased by 17 per cent compared to Q1 last year. Contactless calls have increased by 165 per cent in the same timeframe, confirming that the new ways of working are causing some customers to switch to contactless, with its greater flexibility.

* Surface and Rail: London Underground, London Buses, London Overground, Emirates Air Line, DLR, TfL Rail, Cycling (general), River services, Safety, Coaches

** Other: Crossrail, Public help points, Taxi and Private Hire, Ticketing app, Sarah Hope Line, Street-related calls



Our telephone service continues to take high volumes of calls for help and guidance

Road user charging and ULEZ

Past five quarters

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
Calls received	146,552	339,257	328,163	331,800	275,732
Calls answered	135,554	324,276	314,995	318,557	265,662
Calls abandoned (%)	7.5	4.4	4.0	4.0	3.7
Average speed of answer (seconds)	141	70	52	36	47

Capita's Road User Charging Contact Centre continues to perform well within contractual targets. The average speed of answer for Q1 is 47 seconds, and the call abandon rate is 3.7 per cent against an abandonment rate of no more than 12 per cent of calls.

Call volumes were significantly reduced during Q1 2020/21 as our schemes were suspended during the first lockdown. There were delays in service due to changes necessary in responding to the pandemic. This led to an initial period of longer wait times, which stabilised and reduced through the remainder of that year.

Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Calls received	1,245,815	1,080,837	1,486,715	1,145,772	275,732
Calls answered	1,166,545	1,043,877	1,440,357	1,093,382	265,662
Calls abandoned (%)	6	3	3	5	4
Average speed of answer (seconds)	73	43	42	63	47

Taxi and private hire
Past five quarters

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
Calls received	18,786	67,644	93,609	42,252	46,513
Calls answered	11,466	50,303	55,180	41,898	45,959
Calls abandoned (%)	39.0	25.6	41.1	0.8	1.2
Average speed of answer (seconds)	1,176	737	1,652	16	33

Call activity since Q1 2020/21 is based on our vehicle licensing call centre only. At the start of the pandemic, we closed inbound call options for driver and operator licensing queries as we did not have the technology to move this to a homeworking solution without significant cost. Instead, we moved to an email service, with staff making outbound calls to support licensees with complex enquiries. All emails are responded to within one working day of receipt.

The change, initially designed to be temporary, has worked extremely well and has introduced efficiencies as staff time is more effectively managed without having a reactive telephone service. The trade is supportive of the arrangements continuing and there are no plans to reopen inbound calls at this time.

Call volumes and response times at our vehicle licensing call centre have fluctuated in line with different phases of the coronavirus pandemic.

Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Calls received	684,904	840,178	749,561	222,291	46,513
Calls answered	623,837	582,022	532,096	158,847	45,959
Calls abandoned (%)	8	30	29	29	1
Average speed of answer (seconds)	118	733	699	896	33

Dial-a-Ride

Past five quarters

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
Calls received	13,406	33,143	37,313	33,413	46,691
Calls abandoned (%)	6.2	9.0	3.8	3.7	3.1
Average speed of answer (seconds)	57	196	84	72	59
Email bookings	152	1,538	3,494	1,184	3,783

In Q1, there was a 40 per cent increase in call volumes compared to Q4 2020/21, and a 248 per cent increase compared to the same quarter last year. Since the ending of lockdown restrictions on 19 July, there has been an increase in average daily calls of 125 per cent compared to the same time last year. The call abandoned rate remains better than target at 3.1 per cent, and the average speed of answer is 13 seconds quicker than the last quarter.

Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Calls received	596,161	564,391	533,868	117,275	46,691
Calls abandoned (%)	12.1	10.5	10.7	5.5	3.1
Average speed of answer (seconds)	252	233	287	108	59
Email bookings	44,655	45,950	82,450	6,368	3,783

Complaints

Complaints

Year on year (per 100,000 journeys)

	Q1 2020/21	Q1 2021/22	Variance (%)
London Underground	3.47	1.41	-59
London Buses	4.92	3.88	-21
DLR	1.58	0.61	-61
London Overground	2.12	0.79	-63
TfL Rail	4.61	2.10	-54
London Trams	2.25	0.80	-64
Emirates Air Line	9.59	4.14	-57
Congestion charge	4.08	2.94	-28
Dial-a-Ride	59	51.31	-13
London River Services	4.47	0.65	-85
Santander Cycles	4.62	2.43	-47
Taxis*	1.15	2.73	137
Private hire*	0.68	2.48	265
Contactless	0.54	0.44	-19
Oyster	0.89	0.17	-81

The pandemic has had a severe impact on all areas, with passenger volumes only half of pre-pandemic levels. This has had a noticeable effect on the overall volume of complaints, which have been lower, although we have noticed increases in complaints on subjects such as the mandatory use of face coverings and social distancing.

Buses complaints fell by a smaller margin than other modes, due to the additional demands placed on frontline staff during

the pandemic, such as drivers needing to ensure the use of face coverings. Enforcing social distancing and the segregation of school services were other potential areas for conflict or perceived failings.

The rise in taxi and private hire complaints may be a statistical anomaly as the journey data we hold for these areas is based on a 2009 sample, and does not reflect changes in the pandemic. We continue to monitor driver performance very closely.

Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
London Underground	0.89	0.98	1.14	1.74	1.41
London Buses	2.89	3.17	3.17	4.37	3.88
DLR	0.82	0.78	0.89	1.09	0.61
London Overground	1.68	1.69	1.58	1.24	0.79
TfL Rail	2.47	2.39	2.30	2.26	2.10
London Trams	1.62	1.28	1.65	1.76	0.80
Emirates Air Line	2.40	4.11	2.83	2.57	4.14
Congestion charge	4.04	1.59	2.48	3.83	2.94
Dial-a-Ride	82.23	69.86	83.62	64.87	51.31
London River Services	0.79	1.49	1.26	2.44	0.65
Santander Cycles	4.56	4.00	3.54	2.68	2.43
Taxis*	7.28	7.22	8.06	1.69	2.73
Private hire*	3.92	2.95	2.57	1.36	2.48
Contactless	0.14	0.21	0.40	0.39	0.44
Oyster	0.18	0.15	0.17	0.26	0.17

With both passenger numbers and complaint volumes down so substantially across the bulk of our services, it is difficult to draw meaningful comparisons with pre-pandemic levels.

Currently, we are beginning to see the early signs of recovery, and this appears to be more of a contactless-led recovery due to the more flexible nature of the product. This may change as the recovery continues but will be driven by the decisions taken by Government and businesses on how and where their staff will work in future.

* Journeys not recorded; figures based on survey data. Taxi and private hire complaint numbers are not directly comparable due to the way they are received/recorded



Customers have appreciated the efforts of our frontline colleagues

Commendations

Commendations Past five quarters

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
London Underground	48	96	110	75	168
London Buses	191	473	507	406	549
DLR	1	3	6	2	6
London Overground	8	21	12	18	29
TfL Rail	2	18	31	14	38
London Trams	3	2	1	0	4
Emirates Air Line	0	3	0	1	10
Dial-a-Ride	4	2	7	6	17
London River Services	1	1	2	0	1
Santander Cycles	1	0	0	0	1
Taxis and private hire	5	5	6	12	9
TfL Road Network	5	7	7	4	3
TfL Policy	11	2	2	6	0

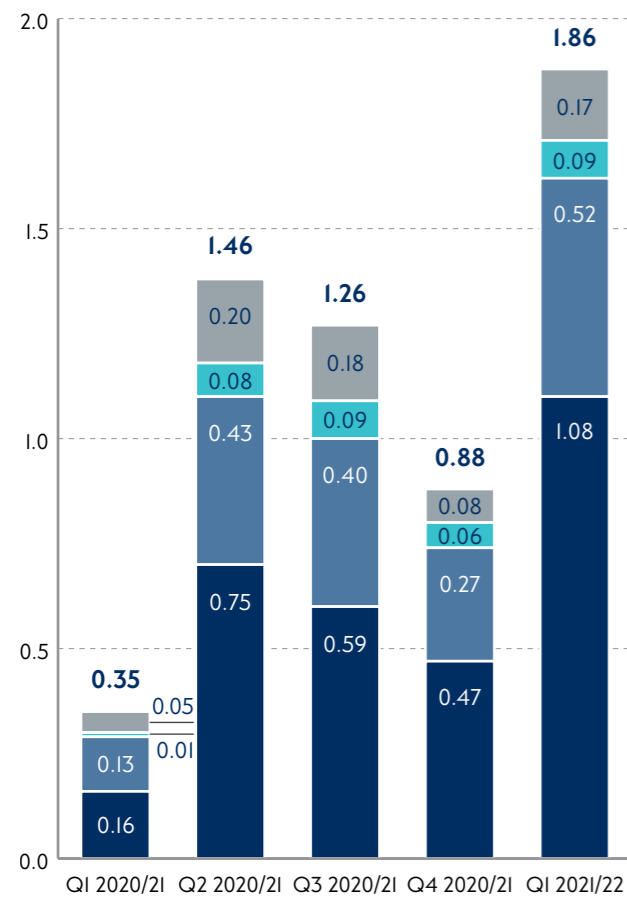
Total commendations increased by 198 per cent this quarter compared to the same quarter last year, and rose by 53 per cent compared to the previous quarter. The biggest increases were on TfL Rail, DLR and Dial-a-Ride, although all other areas performed well.

While overall commendation volumes declined compared to the pre-pandemic timeframe (volumes have declined by 56 per cent in Q1 2021/22 compared to Q1 2019/20), it reflects well on our frontline colleagues that they have managed to maintain around the same level of commendations despite all the challenges they have faced through the pandemic.

One commendation highlights the daily challenges our staff face. A member of the public called our Sarah Hope Line to report they had seen a tweet from a customer who was standing on a platform edge with the intention of committing suicide. Our customer service executive, Stephen Wallage, gathered information from the member of the public to try to locate the person. The Suicide Prevention team, British Transport Police and London Underground duty officer were alerted, and located the individual in under 20 minutes, leading them to safety. Stephen has received a life-saver award for his part in preventing a potential tragedy.

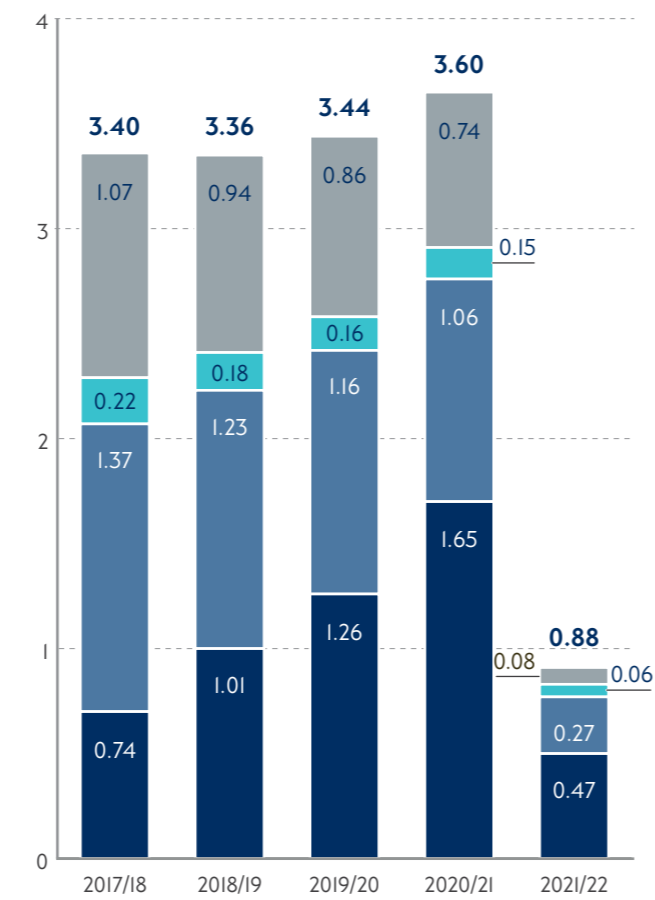
Tickets

Fare payer split on typical weekdays*
Past five quarters (millions)**



■ Contactless ■ Oyster PAYG
■ Bus and Tram ■ Travelcards

Past five years (millions)***



■ Contactless ■ Oyster PAYG
■ Bus and Tram ■ Travelcards

The national lockdowns during the pandemic saw demand drop dramatically, but the share of contactless payment media (cards and mobile devices) used remained around half of all fare payer tickets throughout this period.

Demand recovered slightly after Step 2 of the Government's roadmap out of lockdown on 12 April 2021.

Before the pandemic, the total number of fare payer tickets used remained fairly stable every year, while the share of contactless payment media increased.

During the pandemic, the use of contactless payment and Oyster pay as you go recovered to a greater extent than Travelcards, suggesting some migration from the latter to the former. Bus and tram passes have also made a stronger recovery than Travelcards.



349k

automated refunds were issued in Q1, with £1.9m refunded

84.4m



contactless bank cards and mobile devices have been used on bus, Tube and rail services over the past five years****



2.2m

contactless journeys are made daily (this is the daily Q1 average, and figures have fluctuated in this time due to lockdown easing)

* Graphs use typical weekdays to represent the trend per time period. The number of Travelcards and bus and tram passes valid on these typical weekdays is used as a proxy for the number of tickets used. The population studied covers all fare payer ticket types, excluding paper single tickets, which comprise less than one per cent of journeys on the network

** Days measured:
Thursday 16 April 2020 Q1 2020/21
Thursday 20 August 2020 Q2 2020/21
Thursday 5 November 2020 Q3 2020/21
Thursday 4 February 2021 Q4 2020/21
Thursday 20 May 2021 Q1 2021/22

*** Days measured:
Thursday 9 February 2017
Thursday 8 February 2018
Thursday 7 February 2019
Thursday 6 February 2020
Thursday 4 February 2021

**** Due to data issues, we have calculated lifetime usage of contactless payment card from mid-2016 onwards

System availability

Ticketing

	Q1 2020/21			Q1 2021/22		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
London Underground – ticketing system overall availability (%)	99.75	+1.55	+0.99	99.55	+1.35	-0.20
London Buses – bus validations – overall availability (%)	99.47	+0.47	-0.28	99.73	+0.73	+0.26

Both London Underground and bus ticketing system availability exceeded their targets this quarter. Ridership on the network in Q1 2020/21 was very limited due to the pandemic and therefore reduced the level of system faults. With the Government roadmap having now reached Step 4, increased usage of London Underground retail machines and their return to accepting cash have both increased the number of system faults. We are therefore starting to move towards the level of system availability seen before the pandemic.

Internal IT

Past five quarters (%)

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
System performance	99.96	99.92	99.99	99.89	99.89

We had nine critical severity incidents affecting services in Q1, with a combined outage time of 4,321 minutes, resulting in an overall availability of 99.89 per cent. The most impactful incident resulted in several sites and services losing connectivity. A new network switch was installed at our data centre by our partner organisation, Capita, to restore service. Despite the critical severity incidents, performance this quarter exceeded the target of 99.6 per cent.

Annual trend (%)

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
System performance	99.59	99.87	99.93	99.94	99.89

Digital

Much of our delivery focus has been on TfL Go, our real-time travel app. The app launched on iOS devices in August 2020 and on Android in December 2020, and includes multi-modal journey planning, real-time Tube and rail status, nearby bus stops and live arrivals. TfL Go complements our website, which has seen growth outpace the general return to the network this quarter.

A key differentiator for TfL Go is our focus on inclusivity. For the first time, we are showing detailed accessibility information for stations and platforms, including live step-free access status based on lift availability.

In June, we launched real-time 'busyness' information for London Underground stations, further reassuring customers as they return to the network. Customers can see whether stations are 'quiet now', 'busy now' or 'very busy now', alongside the expected quieter times to travel on any given day. This innovative data is generated from depersonalised customer WiFi connections within stations.

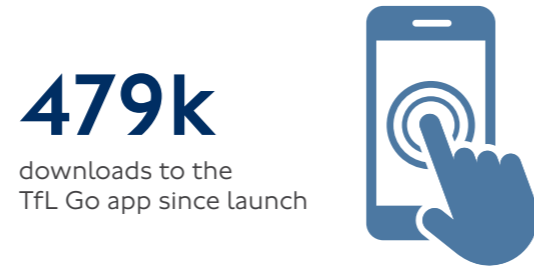
5.9m

unique devices
visiting the TfL
website this quarter



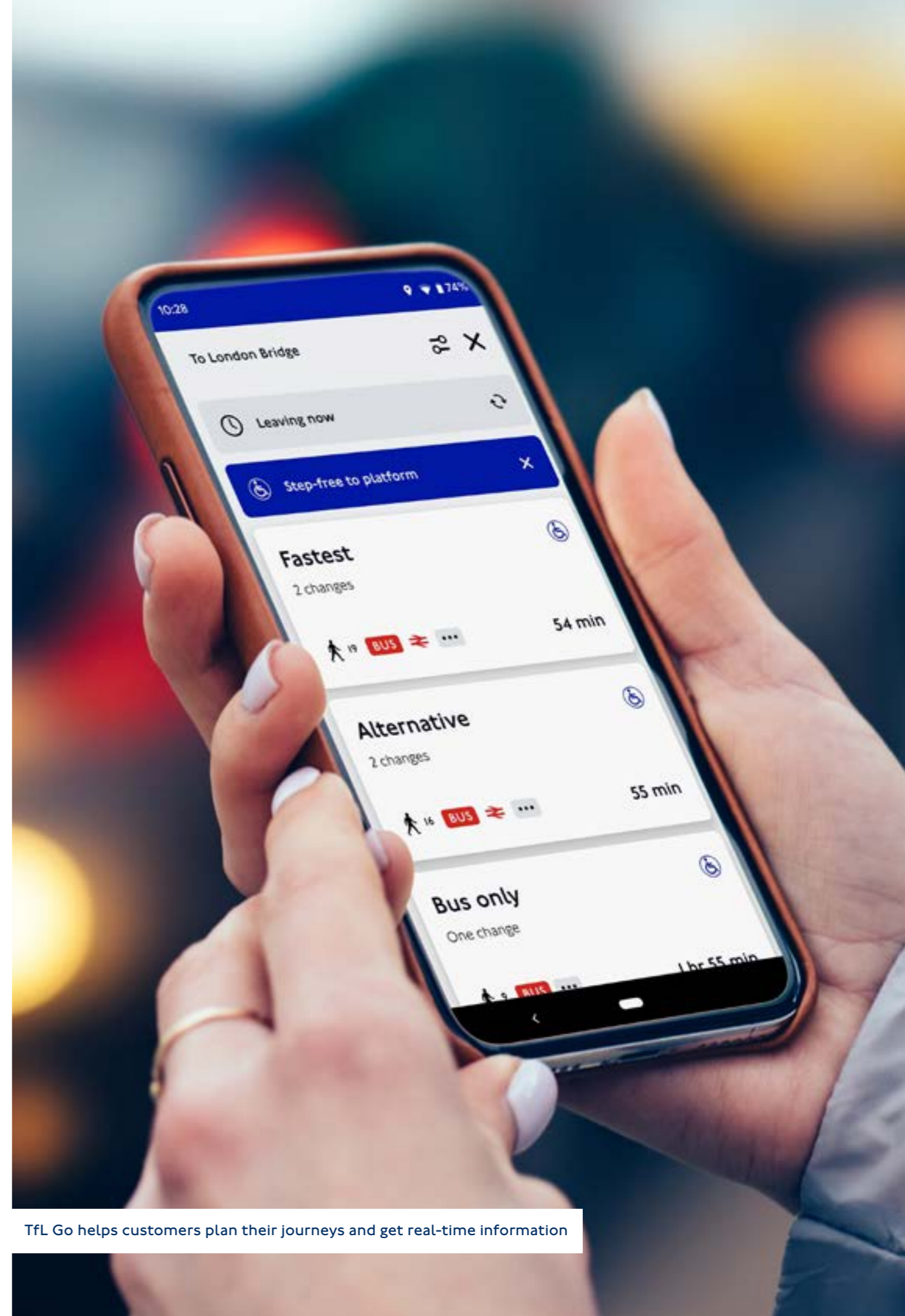
123m

website page views
this quarter



479k

downloads to the
TfL Go app since launch



TfL Go helps customers plan their journeys and get real-time information

Transport innovation

Our transport innovation team seeks out and assesses new ideas and developments in transport, helping TfL determine which new business models or services can help us address the challenges our city faces. We are fundamentally changing how TfL engages with market innovators to capture value, reduce costs and ensure new business models work for all.

Electric scooter rental trial

On 7 June, the electric scooter rental trial launched, with a number of boroughs taking part from the start and more joining throughout. The scooters are used only on roads and cycleways – it is illegal to ride them on pavements – and trips must end in designated parking locations. Safety is at the core of the trial, with many standards going further than those set out nationally, such as a lower maximum speed of 12.5mph. Throughout the trial, data shared by the operators, Dott, Lime and TIER, and collected from wider stakeholders, will play a vital role in helping to shape London policy and the UK's future legislation on electric scooters.

There is more information at tfl.gov.uk/modes/driving/electric-scooter-rental-trial.

Innovation challenges

Through TfL's innovation hub, we lead a cutting-edge programme of commercial innovation and market engagement. Through the programme, we trial solutions to prove their application with a view to a wider rollout of successful technology, creating significant new value and delivering better, cheaper and quicker outcomes for London.

Mayor's Innovation Resilience Challenge

The Resilience Fund was the Mayor of London's £1m challenge fund to incentivise innovators to address social issues facing London, helping us emerge stronger from coronavirus and ensure the Capital is prepared for future challenges. It was run in partnership with the Mayor of London and funded by the London Economic Action Partnership.

TfL supported the challenge, with a focus on three challenge areas, including:

- Air quality
- Renewable energy
- Optimisation smart mobility challenge, focused on freight journeys

London RoadLab

In 2019, we launched an innovation challenge called RoadLab, which called on the UK's leading innovators to develop technology to make roadworks in the Capital safer, smarter and more accessible. Nine innovators were chosen to go through to a 10-week programme, where their proposed technology was trialled and developed with the support of London's major utility companies and London Councils.

Following a ground-breaking procurement process, TfL has now awarded contracts to Samdesk and Immense to use their technology on London's road network in the coming months.

Immense uses innovative simulation technology that models roadworks to understand their impact on the Capital's road network before they take place. The software can provide TfL and utilities staff with information on predicted congestion impacts, increases in emissions and the safety impacts of planned roadworks. This information can then be used to inform Londoners about predicted impacts to their intended journey.

Software from Samdesk leverages artificial intelligence and realtime publicly available social media data to detect emerging disruptions, giving TfL staff a faster and more comprehensive insight into incidents unfolding across the transport network. Having early access to this kind of information will help TfL to respond to them more quickly.

The programme was funded by TfL's Lane Rental scheme, which charges roadworks companies for digging up London's busiest roads at times that cause the most disruption to people's journeys.

Driver fatigue

The Driver Fatigue and Health and Wellbeing Innovation challenge launched in March 2021 in response to research we commissioned into driver fatigue. More than 50 companies responded to the challenge with solutions, and the shortlisted companies are now working with bus operators.

FreightLab

London FreightLab looked for solutions to make goods movement in the Capital safer, cleaner and more efficient.

Innovators who were successful in applying for the programme were offered funding, land sites and subject matter expertise to support the trials' objectives. Industry partners included Royal Mail, UPS and DPD.

Trials for the products developed in FreightLab began this summer. Our research findings will be used to inform future policies.

Road risk

We have established a research and development partnership with Daimler to explore how we can use anonymised connected vehicle data, such as sudden braking/swerving, from multiple in-car sensors and our own collision and casualty data (STATS 19) to identify high-risk collision hotspots before an incident takes place.

Waze

To achieve our Vision Zero objectives, we need to be able to target drivers and motorcyclists with road safety messages, but we do not have our own communications channels to reach out to these groups.

In May 2021, in partnership with Waze, a new feature was launched to deliver messages to drivers and motorcyclists to help encourage safe driving. For safety reasons, the messages appear only when the vehicle is stationary. Within 24 hours of launch, the message was shown 225,000 times to drivers/motorcyclists.



Page 43

Travel demand management has been crucial for the return of large-scale events

Travel demand management

Throughout the coronavirus pandemic and into recovery, our Travel Demand Management team has been delivering vital insight-driven advice, tools and partnership, working to enable travel at quieter times.

The team has analysed network-wide demand trends, creating targeted advice to support customers returning to the network in line with the demand management challenges associated with the steps of the Government roadmap. We have also been working closely with employers from a variety of sectors to help build their plans for the return of staff to offices. In May, we conducted a survey of 110 office-based businesses, the findings being used to inform TfL-wide recovery planning.

We have also been involved in the return of large-scale events, working to deliver coordinated demand management communications for both the FA Cup Final on 15 May and the UEFA European Football Championship events. We helped football fans to travel safely to and from Wembley, successfully minimising the impact on those customers who were not attending matches, while supporting our overarching recovery messaging.

Campaigns

Campaigns – Customer information email volumes Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Customer emails (millions)	187	189	205	211	79
Campaigns	1,043	930	1,101	685	312

Customer information emails were critical at the height of the pandemic when we needed to keep our customers informed about the ever-changing situation. We supported multiple mass email communication throughout this period, and are now working to support all recovery campaigns. We work closely with our colleagues to ensure customers know our services are safe, clean, reliable and accessible.

79m

customer information emails sent in 2021/22 to date



312

customer campaigns so far in 2021/22



Clear communication with our customers has never been more important

Customer marketing and behaviour change campaigns

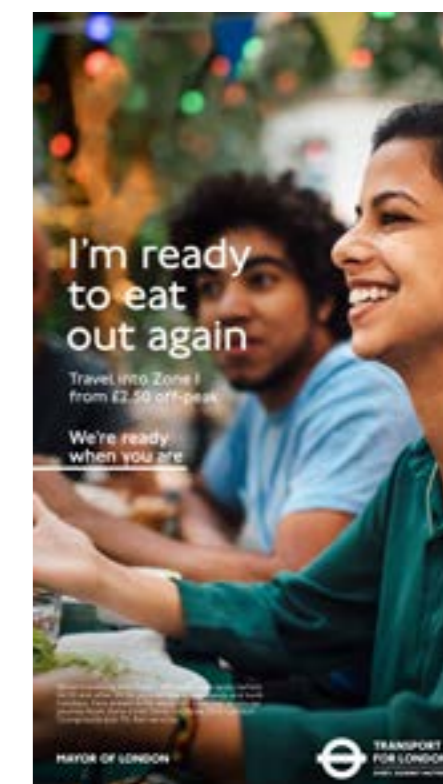
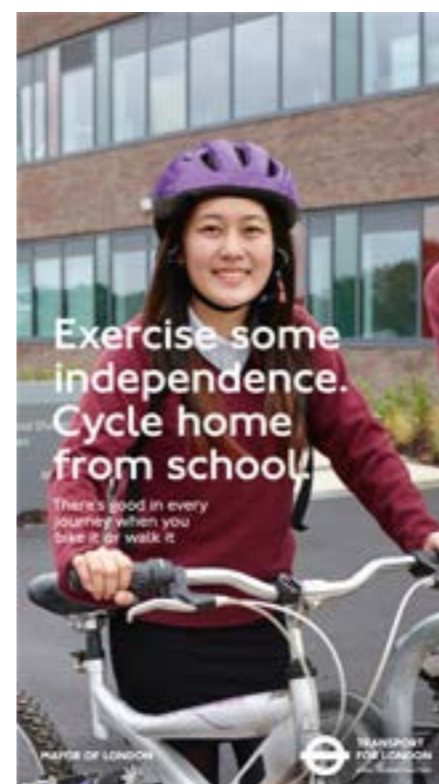
We have focused on campaigns reassuring customers of the safety of the network and supporting London's recovery. Our recent campaigns have been on TfL infrastructure and service improvements; public transport recovery; face coverings; ventilation reassurance; recovery and cleaning of the network; public transport safety; abusive behaviour; value fares; better behaviours; active travel; Santander Cycles; online cycle skills training; road danger reduction; ULEZ expansion; and air quality.

Some major campaigns have focused on recovery. Following the easing of the Government's coronavirus restrictions on 12 April, we informed Londoners who were returning to outdoor dining or non-essential retail that our public transport network could get them there safely, and we provided relevant travel information. This activity ran alongside our reassurance messages and a campaign to encourage Londoners to walk or cycle. The campaign was conducted via social media, digital posters and radio, and promoted travel advice tools, the £2.50 off-peak Zone 1 and Hopper fares, quiet times to travel and the TfL Go app. As restrictions eased and further sectors reopened, the campaign included posters showing Londoners getting back to the activities they love, for example, the cinema, large cultural venues such as museums, and indoor dining.

Another recovery campaign revolved around our 'Welcome back' advertisement, which was shown on TV, in cinemas and shared on social media. It has been seen by 4.1m people.

Abusive behaviour on the network was the subject of a further campaign. Unacceptable abusive behaviour towards other passengers and staff is the most serious form of antisocial behaviour to occur on the network. On 7 June, we launched our new 'Serious Worrying Incidents' campaign to create a sense of unity among Londoners, standing together against antisocial behaviour such as staff abuse, drunken behaviour and hate crime directed at customers or staff.

The visual for the campaign shows Londoners raising their hands in unity against abuse and makes it clear that this type of behaviour will not be tolerated and can result in a criminal record. The campaign targets all public transport users, including victims and perpetrators, and raises awareness of how to report incidents to the British Transport Police or the Metropolitan Police Service. The campaign launched using digital and print posters across the network, social media, sponsored podcasts and customer emails.



Consultations

We launched five consultations in Q1, as follows:

Four consultations for Healthy Streets:

- Walking and cycling changes between Oval and Streatham
- Walking and cycling changes between Oval and Elephant & Castle
- Walking and cycling changes on Tooley Street and Duke Street Hill
- Walking and cycling changes between Chelsea Bridge and Wandsworth town centre

One safer junction consultation:

- A217 Lumley Road safer junction scheme

In Q2, we are launching 10 consultations:

One key consultation:

- New Congestion Charge proposals. The Congestion Charge consultation opened on 28 July and will close on 6 October. The proposals cover issues such as how much the charge should be, the days and hours when the charge would apply and discounts for residents living in the zone

Nine other consultations:

- Route 633 extension to Pollards Hill
- Lower speed limits (20mph) in Westminster
- Bus route R7 rerouting
- Penalty Charge Notice increases on the TfL Road Network
- Improvements for pedestrians and bus passengers on Earls Court Road
- Changes to bus routes N21, N550 & N551
- Route 410: removal of double runs on Davidson Road
- Route 497 extension
- Hatch Lane rerouting (routes 212, 357 & 657)

We are planning a further five consultations before the end of Q2:

- A23 Streatham: Tesco crossing scheme
- Townley Road Bexleyheath: bus stand and stop scheme
- Route 224: rerouting in Park Royal via Twyford Abbey Road
- A102 noise barrier: Silvertown Tunnel
- Nine Elms Lane Highways Scheme: western section

We want as many Londoners as possible to have their say in our consultations

London Assembly scrutiny

London Assembly scrutiny

Q1

Date	Title	Type of scrutiny
27 May 2021	Mayor's Question Time	Open meeting
1 June 2021	Confirmation Hearings Committee	Open meeting
10 June 2021	Assembly plenary session with functional bodies	Open meeting
24 June 2021	Mayor's Question Time	Open meeting

Q2*

Date	Title	Type of scrutiny
30 June 2021	Assembly Transport Committee	Open meeting
15 July 2021	Mayor's Question Time	Open meeting
2 September 2021	Assembly plenary session on transport	Open meeting
9 September 2021	Mayor's Question Time	Open meeting

* The dates may be subject to change



We have met virtually with the London Assembly throughout the pandemic

Glossary

Measure	Unit	Description
Bus average speed	mph	The average speed of buses running in service, including the dwell time while stationary at bus stops.
Bus journey time	mins	<p>This measure is the overall time a customer must allow to complete a bus journey on the London bus network (high-frequency routes only).</p> <p>It includes the components of wait time, in-vehicle time, interchange, crowding and buffer time, and is weighted by customer demand and the financial value of the customer's time to measure the overall customer experience.</p>
DLR departures	%	The percentage of scheduled trains that have completed their end-to-end journey.
Elizabeth line: public performance measure	%	<p>The public performance measure (PPM) shows the percentage of trains that arrive at their final destination on time.</p> <p>It combines figures for punctuality and reliability into a single performance measure, and is the rail industry standard measurement of performance.</p> <p>It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before the journey in question. It is therefore the percentage of trains arriving 'on time' compared with the total number of trains planned.</p> <p>In London and the South East, a train is defined as being on time if it arrives at its destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.</p> <p>Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a PPM failure.</p>
Emirates Air Line availability	%	The scheduled hours/minutes minus downtime (when the service is closed to passengers) as a percentage of the scheduled hours/minutes.
London Overground: time to three	%	<p>Time to three measures train punctuality in terms of the percentage of recorded station stops arrived at early or less than three minutes after the scheduled time.</p> <p>This is different to the PPM, which measures the punctuality of trains at the final destination only.</p> <p>Time to three excludes station stops where the train fails to call. For PPM, all cancelled trains are included in the measure and counted as 'non-punctual' trains.</p>

Measure	Unit	Description
Passenger journeys compared to pre-coronavirus levels	%	This measure compares 2021/22 demand with the 2019/20 demand level.
Road disruption	%	<p>This measures delays to vehicle journey times in order to ensure that unplanned disruption and planned works and events are managed effectively.</p> <p>Tracking road disruption remains important for TfL to meet its duties under the Traffic Management Act, and its obligations as a strategic traffic authority.</p> <p>Note: this covers only the TfL Road Network (red route).</p>
Santander Cycles docking station availability	%	The percentage of time that docking stations are not empty of cycles/full of cycles.
Scheduled services operated	%	<p>London Underground: the percentage of our scheduled services that we operate.</p> <p>London Buses: the proportion of planned in-service mileage that has been provided for passenger use. Note: operated mileage may be less than planned mileage due to staffing, mechanical or traffic congestion issues.</p> <p>Dial-a-Ride: the proportion of member journey requests the On-Demand Team has been able to fulfil.</p> <p>London Trams: the percentage of services that are operated compared with the scheduled timetable.</p>
Traffic signal time savings (time saved by pedestrians, cyclists and bus users at traffic lights)	hours	<p>The metric is measured by conducting a 'before' and 'after' comparison of journey and wait times through each reviewed junction. The absolute time changes (both positive and negative) are multiplied by estimates of the number of people using each set of reviewed signals on each mode of sustainable transport.</p> <p>Note: measurement does not take place during 'abnormal' periods of road network use, such as during school and bank holiday periods, or if planned and unplanned events and roadworks are happening in the locality.</p>
Woolwich Ferry availability	%	The scheduled hours/minutes minus downtime (when the service is closed to passengers) as a percentage of the scheduled hours/minutes.

About TfL

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step

free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.

Date: 7 October 2021

Item: Bus Services to London's Hospitals

This paper will be considered in public

1 Summary

- 1.1 This paper gives an update on progress on the provision of bus services to London's hospitals following on from TfL's 2017 review and the 2018, 2019 and 2020 updates.
- 1.2 The coronavirus pandemic has highlighted the importance of bus links to London's hospitals for essential NHS workers and patients. Some short-term changes have been made to the bus network to reflect this, and our future planning will always consider the importance of good access to health care for all Londoners.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 Good access to hospitals is vital for communities and a key part of what the bus service is there to provide. In 2017, in line with the Mayor's aim of improving access to health services in London, TfL undertook a strategic overview of the delivery of bus services to London's hospitals. This was reported to the Panel at its meeting on 13 July 2017. Updates on progress were reported to the Panel at the meetings on 6 June 2018, 13 June 2019 and 23 September 2020.
- 3.2 The overview considered links to London's 37 general hospitals, as well as two specialist and two community hospitals. Key potential actions for the bus network around each hospital were identified and these were given one of three priorities for action. The priority levels were based on the following factors:
 - (a) value for money to customers and to TfL;
 - (b) feasibility, including infrastructure and other necessary support;
 - (c) stakeholder feedback; and
 - (d) availability of funding.
- 3.3 A key factor in improving access to hospitals is the requirement for infrastructure. Many routes serving hospitals terminates in or near hospital grounds. Driver wellbeing is essential, and many hospitals have historically made toilets and cafeterias available for bus driver to use for at least some of the day. The pandemic has changed this provision, in many cases potentially long term. TfL and stakeholders will need to work together to ensure that we can provide adequate, good quality toilet and welfare

facilities for those drivers providing the essential service for both staff and patients that we are all seeking to maintain and improve their wellbeing.

- 3.4 Those who attend hospitals will include a significant proportion of people with protected characteristics, and in particular the protected characteristics of disability, age, or pregnancy and maternity. TfL is subject to a public sector equality duty under section 149 of the Equality Act 2010 to have due regard to the need to:
- (a) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - (b) advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - (c) foster good relations between people who share a protected characteristic and those who do not.
- 3.5 Having due regard to advancing equality involves:
- (a) removing or minimising disadvantages suffered by people due to their protected characteristics;
 - (b) taking steps to meet the needs of people from protected groups where these are different from the needs of other people; and
 - (c) encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 3.6 Equality considerations are taken into account for all changes to bus services and for all major bus service change proposals, generally those with a change of routeing, the Equalities Impact Assessment (EqIA) of the scheme is published on the TfL Consultations website as part of the overall consultation on a bus service change proposal. The EqIA examines what impact (positive or negative) all the proposed route changes have on customers with characteristics protected by the Equality Act 2010. The impacts of bus service change proposals on equality groups are considered throughout the planning process ensuring, where possible, effective mitigations are in place to remove or reduce or remove adverse impacts.
- 3.7 The progress on each of the top priority actions is detailed in this paper together with any updates on the lower priority actions. Analysis has been carried out of boarders and alighting numbers at stops at hospitals in this review. Numbers have been impacted by the pandemic and usage of the bus network is running, on weekdays, at about 70 per cent of pre-pandemic levels (as of late September 2021).

4 Progress on top priority actions

- 4.1 There were seven top priority actions identified in 2017; these are listed in table 1 together with any updates. Five of the suggested schemes have now been introduced and good progress made on one more.

Table 1: High priority action

Hospital	Action	Status	Update
Central Middlesex Hospital (Park Royal)	Provide better direct links to Wembley	Implemented	Route 440 was extended from Stonebridge Park via Harrow Road to the Wembley Eastern Lands on 21 December 2019. Based on usage data from June 2021 there were over 410 passengers per day using the stop at the hospital. This represents an increase of 16 per cent additional passengers since the extension was implemented in December 2019.
Darent Valley Hospital (Dartford, Kent)	Divert route 96 to directly serve the hospital	Implemented	Route 96 was diverted to serve the hospital via Fastrack (bus-only) roads in 2017. Usage has been generally very good with an average of 890 passengers per day prior to coronavirus pandemic. However, usage has decreased significantly during the pandemic. There has been a reduction of 46 per cent passengers per day. This decrease in usage can be attributed to the pandemic. The overall use of the 96 has declined by 33 per cent during the pandemic as a comparison.
North Middlesex University Hospital (Edmonton)	Direct new bus links to Winchmore Hill and Enfield	Implemented	Route 456 was successfully implemented in March 2021. Analysis of raw data shows the stops at the hospital are used by around 55 passengers per day. Although, usage is low, it is increasing and it is anticipated that this trajectory will continue.
Queen's Hospital (Romford)	Provide new links to Barking	Implemented	Route 5 was diverted to serve the hospital in August 2017. There are now about 1,065 passengers per day boarding or alighting on route 5 at the hospital, with about 50 per cent of these going to or from the LB Barking & Dagenham area. Usage has fallen during the pandemic by 20 per cent across the route as a whole.

Hospital	Action	Status	Update
Queen Mary's Hospital (Sidcup)	Increase frequency	Implemented	Route R11 frequency was increased in 2017. There are about 215 passengers per day using route R11 at the stops serving the hospital directly. Whilst the numbers at the hospital are 41 per cent down from last year, the route use has dropped by 38 per cent over the same period which is mostly attributed to the coronavirus pandemic.
Epsom Hospital (Epsom, Surrey)	Direct links to Sutton via route 470; requires new stand at hospital	In Progress	Consultation on the extension took place in late 2019 and reported in March 2020. Due to on-going construction work within Epsom Hospital grounds the implementation date is likely to be delayed until 2023. The delay on the hospital grounds can be mostly attributed to the pandemic.
Whittington Hospital (Highgate)	Extend an existing bus route to the hospital (to be identified)	On Hold	Sources of funding for infrastructure costs still to be identified, and it is likely that any scheme would be dependent on a redevelopment of part of the hospital site. Implementation unlikely in the near future due to the current financial constraints, and subject to consultation.

5 Usage on implemented services

- 5.1 Usage on the implemented schemes from priority actions identified in 2017 were assessed; this is listed in table 2. Since the last update, a further two schemes have been implemented. They are new route 456 to North Middlesex Hospital, and route 324 extended to the Royal National Orthopaedic Hospital
- 5.2 A key part of reviewing bus passenger access to hospitals by bus is assessing their boarding or alighting points. This gives an insight into how buses are used access hospitals. This is done using TfL's 'ODX' dataset. ODX uses data gathered from customers touching their Oyster or contactless card when they board the bus. It also infers a proportion of alighting trips based on other Oyster transactions. The data is scaled to take account of trips that cannot be inferred.
- 5.3 Stops directly serving the hospitals were assessed. Table 2 shows usage for all the hospitals which schemes have been implemented since 2017. All the usage (boarding and alighting) data in the table below is for July 2021 except for Royal National

Orthopaedic Hospital and Finchley Memorial Hospital which were surveyed in the first weeks of September.

Table 2: Summary of daily usage at hospital on implemented schemes (Summer 2021)

Route	Status	Hospital Bus Stop	Daily usage
5	Implemented	Queen's Hospital (Romford)	1,065
96	Implemented	Darent Valley Hospital (Dartford, Kent)	1,065
178	Implemented	Queen Elizabeth Hospital (Woolwich)	420
324	Implemented	Royal National Orthopaedic Hospital (Stanmore)	46
383	Implemented	Finchley Memorial Hospital (Finchley)	39
384	Implemented	Barnet Hospital (Barnet)	258
440	Implemented	Central Middlesex Hospital (Park Royal)	411
456	Implemented	North Middlesex University Hospital (Edmonton)	55
R11	Implemented	Queen Mary's Hospital (Sidcup)	216

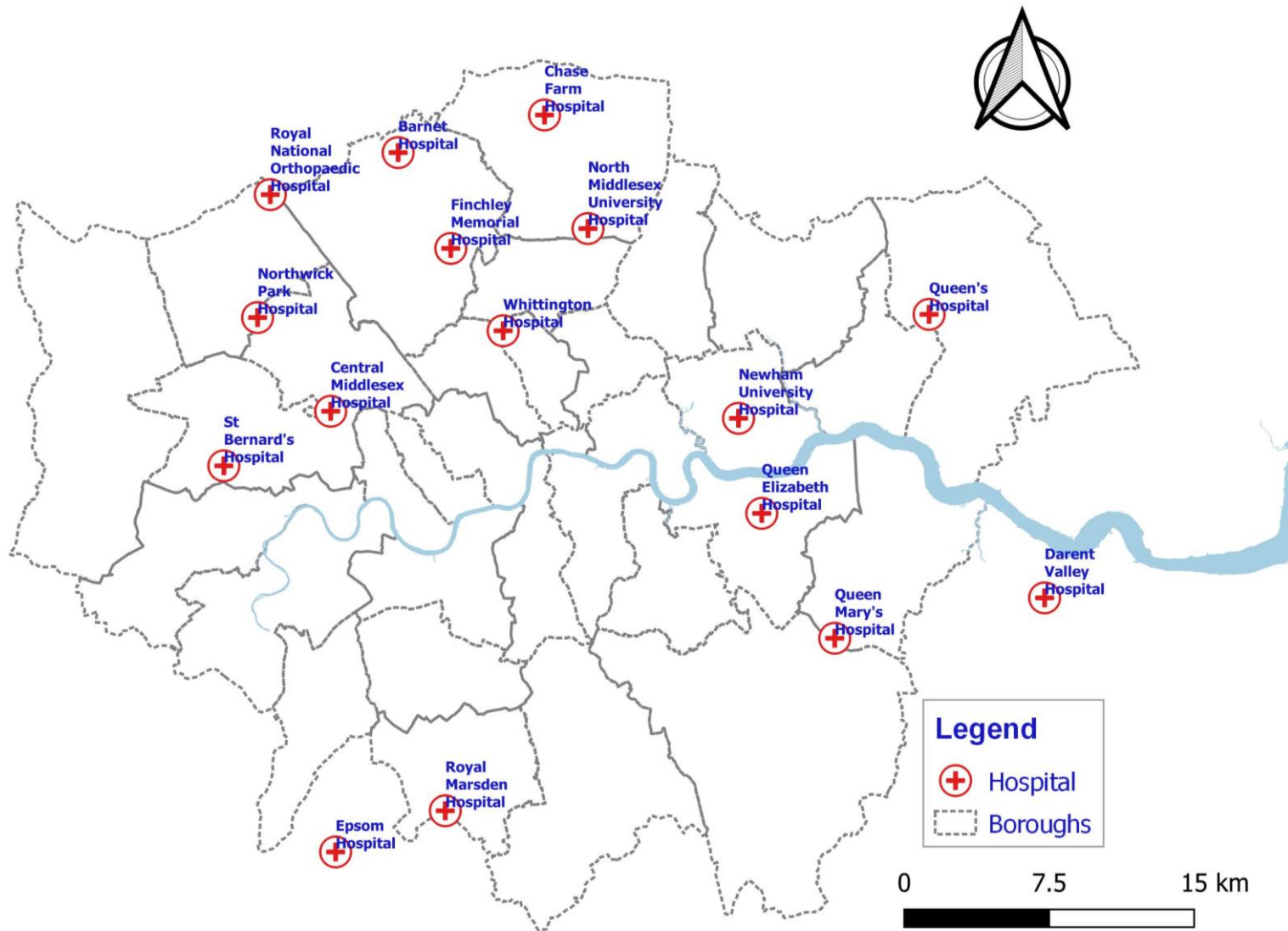
5.4 To give a general, comparative, picture of usage of stops around hospitals in the further review Table 3 shows total numbers of passengers recorded as boarding and alighting at stops within 400 metres of hospitals in scope of this review, on a typical weekday. Whilst not all those boarding or alighting will be going to and from the hospital it gives a general indication of the scale of bus use at those sites. Usage figures are for September 2021, and so will be suppressed due to the pandemic.

Table 3: Total recorded alighting and boarding of passengers at stops within 400m of hospitals in the scope of review in September 2021 (Source ODX).

Name	Borough	Total Alighters	Total Boarders	Total
Barnet Hospital	Barnet	1,113	1,706	2,819
Central Middlesex Hospital	Brent	4,492	4,854	9,346
Chase Farm Hospital	Enfield	1,102	1,087	2,189
Darent Valley Hospital	Dartford (Kent)	576	606	1,182
Epsom Hospital	Epsom & Ewell (Surrey)	362	394	756
Finchley Memorial Hospital	Barnet	1,569	1,587	3,156
Newham University Hospital	Newham	7,447	6,865	14,312
North Middlesex University Hospital	Enfield	3,063	3,173	6,236

Name	Borough	Total Alighters	Total Boarders	Total
Northwick Park Hospital	Brent	2,534	3,191	5,725
Queen Elizabeth Hospital	Greenwich	5,283	5,199	10,482
Queen Mary's Hospital	Bexley	1,028	1,776	2,804
Queen's Hospital	Havering	4,758	5,139	9,898
Royal Marsden Hospital	Sutton	583	512	1,095
Royal National Orthopaedic Hospital	Harrow	176	224	399
St Bernard's Hospital	Ealing	8,826	8,189	17,014
Whittington Hospital	Islington	23,760	20,528	44,288

Figure 1: Locations of Hospitals in scope of this review.



6 Progress on lower priority actions

6.1 The lower priority actions where there have been updates since the last paper are shown in table 4.

Table 4: Lower priority action

Hospital	Action	Status	Update
Barnet Hospital (Barnet)	Improves links to the west of London Borough of Barnet (e.g. Edgware, Mill Hill)	Implemented	The extension of route 384 was implemented on 29 August 2020. There are around 258 passengers per day using the stops at the hospital. Although, usage is good the overall use of route 384 has declined during the pandemic as a comparison.
Central Middlesex Hospital (Park Royal)	Provide direct links to Northwick Park Hospital	Implemented	As outlined in previous updates a new direct link would not be value for money, but the extension of route 440, which runs via Central Middlesex, to Wembley from December 2019 has created a simpler, quicker and more direct route between the two hospitals. One change is required to/from routes 182 or 483 at Wembley Stadium Station to reach Northwick Park, but this improves the previous situation whereby two changes or a long circuitous routing with one change was required.

Hospital	Action	Status	Update
Finchley Memorial Hospital (Finchley)	Consider direct bus links to the main entrance of the hospital	In Progress/Temporary Service	The link was introduced as a temporary extension on 31 March 2020. We will consult on making permanent later in autumn 2021. The hospital stop is currently used by 39 passengers per day. By comparison, usage on the whole route has declined by 40 per cent during the pandemic.
Northwick Park Hospital (Harrow)	Provide direct links to Harlesden and Central Middlesex Hospital	Partially Implemented	The links between the two hospitals, and Harlesden, has been simplified by the route 440 extension to Wembley, as outlined in the Central Middlesex row above.
Queen Elizabeth Hospital (Woolwich)	Provide direct links to parts of Kidbrooke Village	Implemented	There are around 420 passengers per day using this route. Whilst usage is good overall the route has seen a decline in passengers of 31 per cent over the pandemic.
Newham University Hospital	New route 304 to serve the hospital as part of changes related to the opening of Elizabeth Line.	In Progress	The scheme is expected to be introduced during 2022 when the Elizabeth line opens. It will provide direct links to the hospital from Manor Park, East Ham, Lonsdale Avenue and Custom House.

Hospital	Action	Status	Update
<p>Royal Marsden Hospital (Sutton) and the associated London Cancer Hub and new Sutton acute care hospital.</p>	<p>Ensure that there is sufficient bus capacity to the London Cancer Hub development and new links</p>	<p>In Progress; Expected dates for the introduction of the route changes are to be confirmed and are subject to confirmation of future funding arrangements.</p>	<p>A wider review of bus links in the Sutton area has concluded and the scheme has been modified in light of the consultation responses. The results were published in September 2021. Under the revised plans the S3 will continue to serve the Royal Marsden Hospital and gain a 30-minute evening service. The S4 will now run between Waddon Marsh and Sutton via the hospital every 20 minutes and 30 minutes in the evening and will gain a 30-minute Sunday service. In addition, it is planned to reroute the S1 via Cotswold Road, to improve access to the hospital, and to extend route 164 from Sutton Station to terminate in the London Cancer Hub.</p> <p>In addition, a 12-month demand responsive bus trial operated in the Sutton area from May 2019 to March 2020. The trial results are informing our long-term view of demand responsive bus services as well as informing our long-term view of demand responsive bus services.</p>
<p>Royal National Orthopaedic Hospital (Stanmore)</p>	<p>Consider direct bus links from Stanmore London Underground Station</p>	<p>Implemented</p>	<p>Proposals for this route was consulted in late 2020. TfL received a very positive response from all stakeholders involved and the general public. The extension to was introduced on 28 August 2021. In its first weeks of operation there are roughly 50 daily boardings and alightings at the Hospital. Given its recent implementation, TfL will continue to monitor usage.</p>

7 Other changes

- 7.1 There have been some other changes to bus services which have improved links to hospitals:
- (a) Extension of route 483 to Windmill Lane, Hanwell, including better links to St Bernard's Hospital. This was implemented in May 2020 and has been achieved whilst maintaining full access to Ealing Hospital.
 - (b) A restructuring of route H9 and H10 serving Northwick Park Hospital took place in December 2019. This has provided new faster direct links between South Harrow, Rayners Lane and the Hospital.
 - (c) Rerouting of the W8 and W9 to better serve the relocated facilities at Chase Farm Hospital in Enfield.
 - (d) Night route N20 was temporarily extended from Barnet Church to serve Barnet Hospital from March 2020 as a response to the coronavirus Pandemic. This was to give a direct link at night for essential workers at the hospital. A consultation on whether to make this extension permanent will be carried out later in the year.
 - (e) Following a restructuring of bus routes in the Twickenham area in December 2020 route H22 was extended from Twickenham to West Middlesex Hospital. This was an outcome of requests received during consultation on the restructuring scheme. As well as retaining links that were broken by a restructuring of route 110 it created new links to the Hospital from the Whitton area.

List of appendices to this report:

None

List of background papers:

Review of Bus Services to London's Hospitals – Submitted to the Panel on 13 July 2017

Review of Bus Services to London's Hospitals – Update – Submitted to the Panel on 6 June 2018

Review of Bus Services to London's Hospitals – Update – Submitted to the Panel on 13 June 2019

Review of Bus Services to London's Hospitals – Update – Submitted to the Panel on 23 September 2020

Contact Officer: Gareth Powell, Managing Director Surface Transport

Email: GarethPowell@tfl.gov.uk

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Customer Service Operational and Performance Panel



Date: 7 October 2021

Item: Winning Back Our Customers

This paper will be considered in public

1 Summary

- 1.1 The coronavirus pandemic had a significant impact on the way people live, work and travel around London.
- 1.2 The safety measures we put in place enabled key workers to get around safely during lockdown and continue to reassure customers as they return to public transport.
- 1.3 The 'core truths' about customers needs still hold true: safety, reliability and value supported by good customer information are vital.
- 1.4 Our nine-part Customer Programme is having a positive impact by ensuring we deliver the right improvements to continue building confidence and drive London's recovery.
- 1.5 This paper sets out the actions we are taking to win customers back to public transport and make more extensive use of walking and cycling facilities.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 We have taken action to ensure:
 - (a) customers feel safe and confident to travel; and
 - (b) we drive the recovery of London, encouraging people to travel safely as restrictions lift.

4 Ensuring customers feel safe to travel

- 4.1 Customers told us that they want to travel on a network that feels safe, clean and orderly.
- 4.2 We have responded by:
 - (a) making the wearing of face coverings a condition of carriage;
 - (b) carrying out visible cleaning across the network;

- (c) running a near full service to ensure that people can continue to just turn up and go;
 - (d) providing customers with information about travelling during quieter times via the TfL Go app, 23 per cent up on last period with 433,000 downloads; and
 - (e) using marketing campaigns to promote our safety measures and reassure customers.
- 4.3 As a result customer confidence is growing and passenger numbers are recovering, especially in our leisure markets.

5 Winning back our customers

- 5.1 Many Londoners say they will use public transport more when they have more reasons to travel.
- 5.2 We are encouraging travel via a marketing campaign to promote what makes London a great place to live, work and visit, and our TV advert is welcoming back customers. It is running on some of the busiest audience slots on television and has been seen by 4.1 million people, in addition to 1.5 million via video on demand, and 0.8 million in cinema. Our YouTube video advertising has been seen 2.9 million times.
- 5.3 The 'core truths' about customer needs remain. Customer needs include safety, reliability and value supported by good customer information.
- 5.4 Customers have continued to rate us highly throughout the pandemic, particularly for safety, support and communication.
- 5.5 We are focusing on nine key areas where we can improve the customer experience further to win back customers, and several initiatives are already having a positive impact.

6 Working towards a better London

- 6.1 We are making London an attractive place to live, work and visit via infrastructure improvements, e.g., the Elizabeth line, Northern Line Extension, and bus electrification.
- 6.2 We are improving air quality and healthy outcomes via active travel, our environmental plan and Healthy Streets.
- 6.3 We are making London a safer place for everyone to live and work, e.g., via Vision Zero and initiatives to ensure the safety of women and girls.
- 6.4 We are making London a more equal and accessible place to live and work via inclusive infrastructure and information, affordable fares, community engagement and inclusivity built into customer service and decision making.

List of appendices to this report:

Appendix 1: 'Winning Back Our Customers and Building a Better London' presentation

List of Background Papers:

None

Contact Officer: Mark Evers, Chief Customer Officer

Email: MarkEvers@tfl.gov.uk

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Winning back our customers

October 2021



- The pandemic has had a significant impact on the way people travel around London and on our finances as a consequence
- We have taken action to ensure:
 - Customers feel safe and confident to travel via cleaning and the wearing of face coverings
 - We drive the recovery of London, encouraging people to travel as restrictions lift
- This paper sets out what actions we are taking and the positive outcomes we are achieving as a result

Ensuring customers feel safe to travel

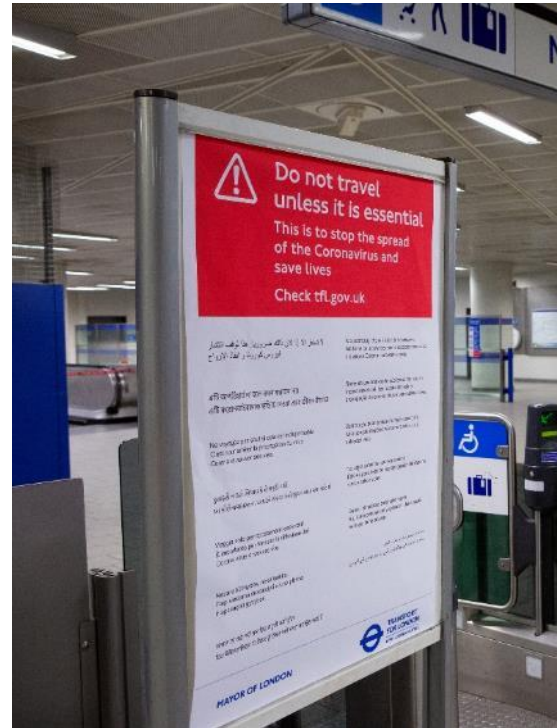


Ensuring customers feel safe to travel

We remind customers of the requirement to wear face coverings through announcements in stations, emails, whiteboard posters, our website, press activity, marketing campaigns, social media and our engagement with stakeholders and the boroughs

Sources:
Customer Pulse Tracker

- Customers told us they want to travel on a network that feels safe, clean and orderly
- Specifically, customers want to see the enforcement of face coverings, cleanliness and ventilation before they decide to travel on public transport (e.g., 79 per cent of Londoners say mandatory face coverings is an important aspect in deciding whether to use public transport)



Awareness that wearing of face coverings is mandatory* = 95 per cent of Londoners

*As at 2020

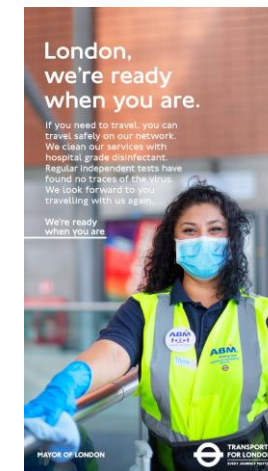
We have responded by implementing a number of different measures



- Unlike the National Rail network, we made the wearing of face coverings a condition of carriage
- 500+ enforcement officers are supporting staff to enforce compliance
- We promote visible cleaning across the network
- We use anti-viral disinfectant
- We provide hand sanitisers
- The network is independently tested
- We are running a near full service to minimise crowding



- The TfL Go app helps people travel at quieter times to aid social distancing (433k downloads)



- Our safety measures have been supported by a marketing campaign to reassure customers it is safe to travel

We are reminding customers of the requirement to wear face coverings

We promote this customer message through a variety of channels:

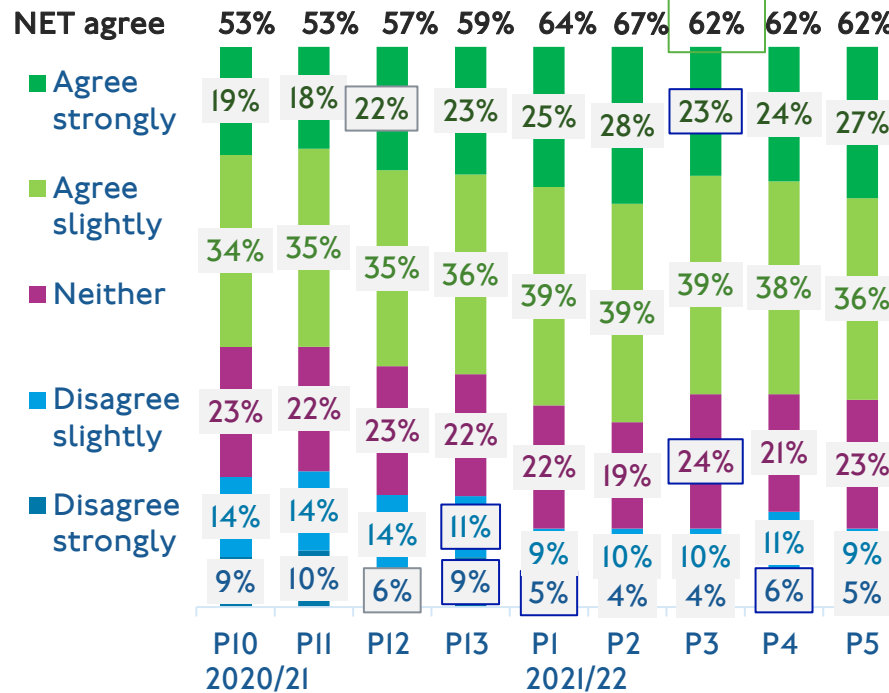
- Station and on bus announcements are played every 15 minutes, with plans for increased frequency
- Whiteboard posters in stations
- Press activity including through our Metro page
- Ongoing marketing campaign
- Engagement with stakeholders, businesses and boroughs
- Regular promotion on social media and our website
- Reminder to customers in travel advice emails

As a result, Londoners are growing in confidence to travel around London...

The number of Londoners who do not feel confident to travel around London has been falling steadily. Currently, only 14 per cent of Londoners say they do not feel confident.

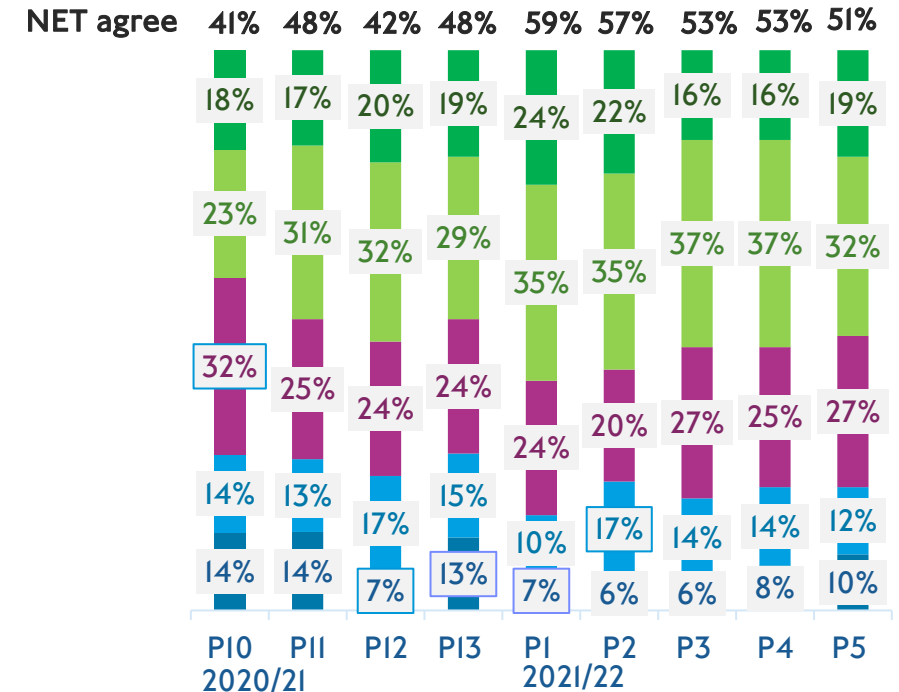
Customers praise us for taking a stance on face coverings and prioritising safety

"I feel confident to travel around London" (All Londoners)



P5: NET agree among those who have used PT in P7 Days 70% (P4 70%)
 P5: NET agree among those who have not used PT in P7 Days 46% (P4 46%)

"I feel confident to travel around London" (Disabled Londoners)



P5: NET agree among those who have used PT in P7 Days 64% (P4 59%)
 P5: NET agree among those who have not used PT in P7Days** 32% (P4 44%)

"I'm getting more familiar and used to it, it's been such a long time since I used it I feel like I need to get back into the swing of things again"
Longitudinal Qual (wave 3)

"I wanted TfL to have more of a stance and I have seen signs saying wear a mask still and I thought at the time 'good on you for taking a stance'" – *Longitudinal Qual (wave 3)*

PT_01: To what extent do you agree or disagree with the following statements? Base: All respondents P10 (1001), P11 (1004), P12 (1000), P13 (1000), P1 (1003), P2 (1001), P3 (983) P4 (1005), P5 (1002); Disabled Londoners P9 (197), P10 (190), P11 (182), P12 (211), P13 (223), P1 (215), P2 (232), P3 (199) P4 (191), P5 (203)
 *SOURCE: Longitudinal Qual Research Wave 3, Aug 2021, TfL & 2CV
 Contact: amywallis@tfl.gov.uk, Customer Insight, Strategy & Experience

**Low base, under 100

□ Significant difference vs. previous period

Sources:
Customer Pulse Tracker

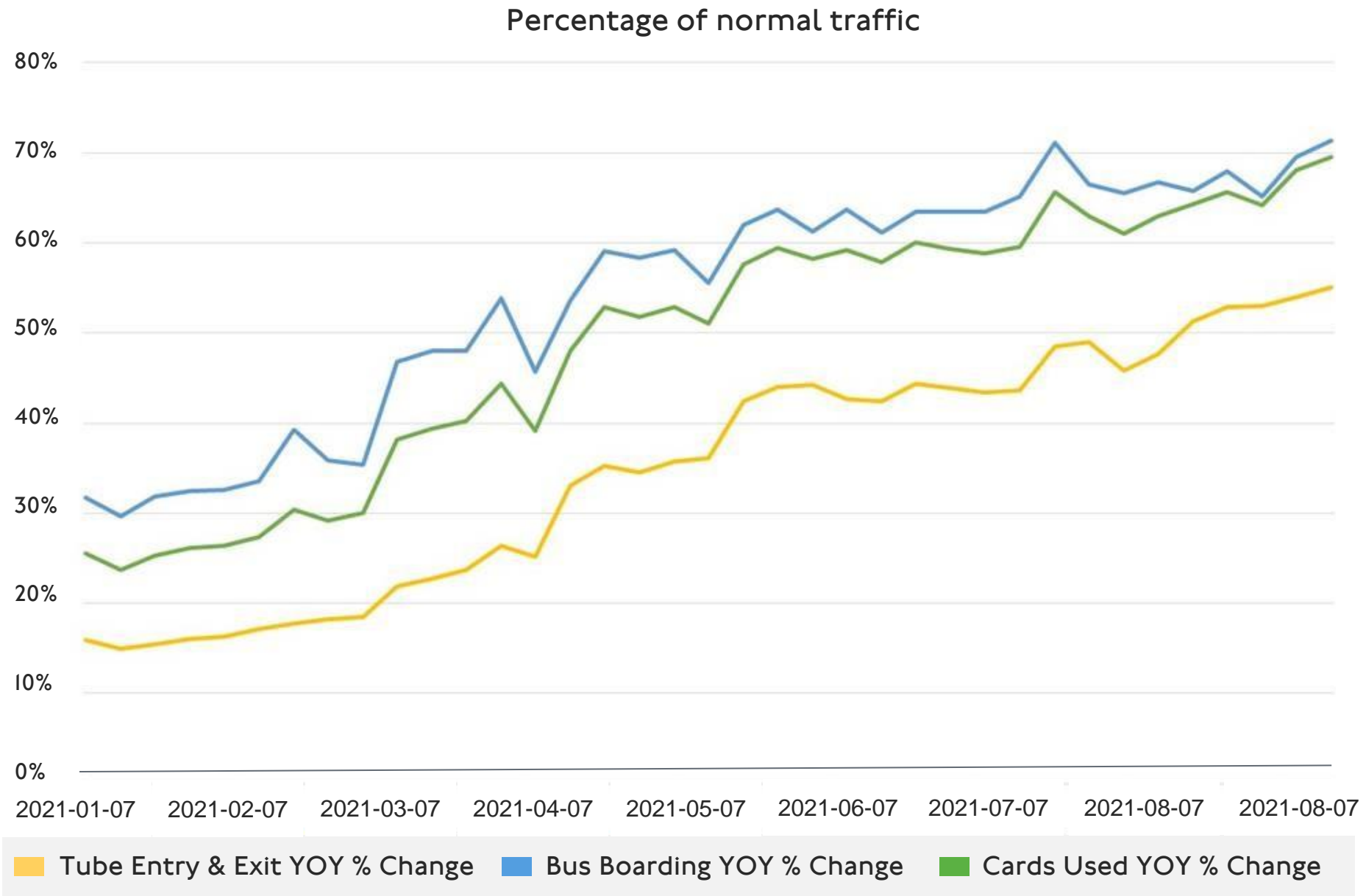


...and demand is steadily rising

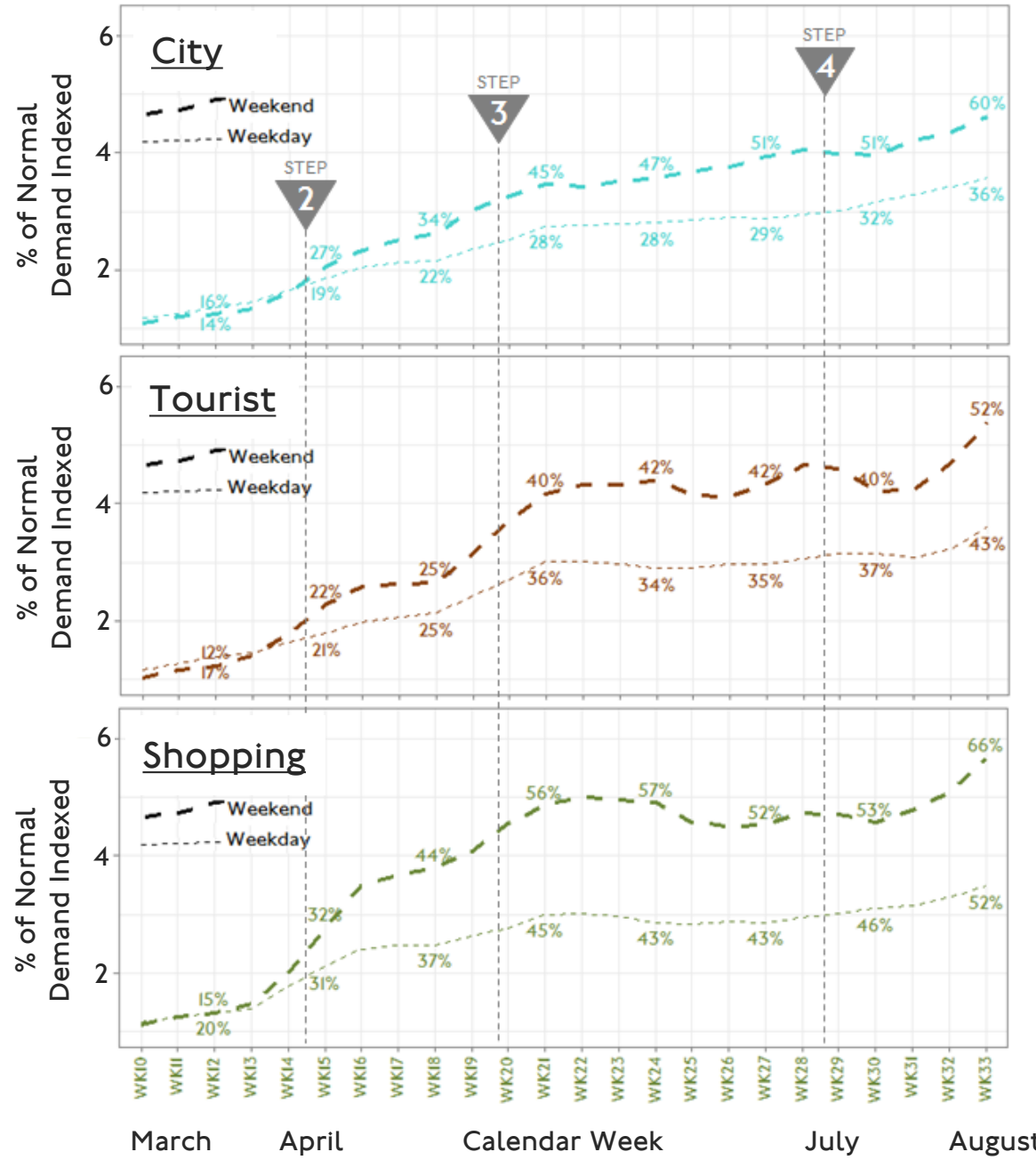
We are closely monitoring daily demand and this has continued to rise as restrictions have eased.

We have made daily Tube and Bus demand data available [online](#), helping people to plan as London recovers.

Current demand for transport is strong



Tube and rail ridership by purpose and day of week



- These charts show how the percentage of pre-pandemic demand at City, Tourist and Shopping stations for weekdays and weekends has changed since March 2021.
- At weekends the rate of growth has been much more pronounced as lockdown measures eased. This suggests that when people have a reason to travel (errands, leisure or otherwise), they are doing so in increasing numbers.
- Weekdays have seen a more gradual rate of growth with steady levels of office/work travel (i.e. to/from city stations) and some leisure activities in the evenings. This is expected to change as more offices start re-opening from September.

Weekend demand is recovering faster than weekday demand, though is expected to change as offices start to re-open in September

We are seeing growth in demand, which is driven by the lifting of restrictions. This has created more reasons to travel – such as being able to errands, go shopping and attend sports events.

Winning back our customers



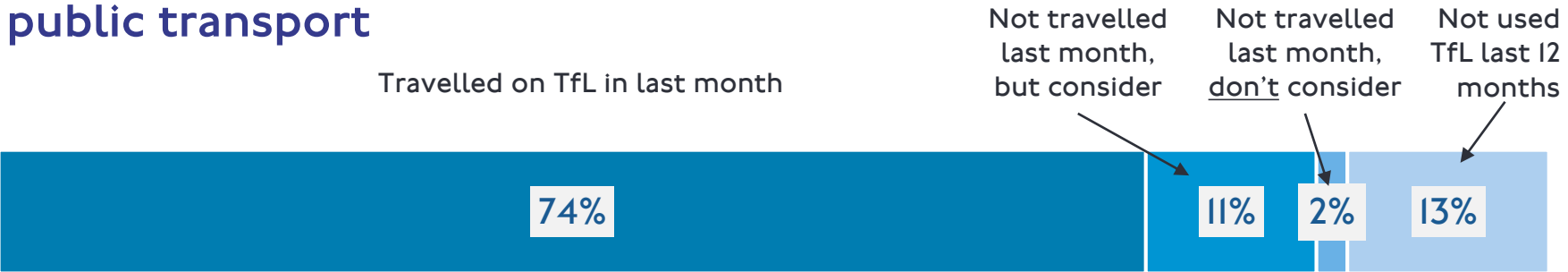
We have the opportunity to win back customers and journeys as London opens up

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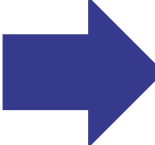
Sources:
 Winning Customers Back research September 2020 and May 2021
 Longitudinal
 Qualitative customer research May and August 2021



The majority of Londoners have used or would consider using public transport



More than half of those not considering travelling in the near future haven't needed to



But now restrictions are easing, customers are beginning to return to public transport, safe in the knowledge we are prioritising their safety (e.g. enforcing face coverings)



"I'll probably be going shopping and depending on where I am going, I would get either the train to Waterloo or jump on the bus or walk, or bus to High Street Kensington"

"Things are starting to open up again; clubs and bars are open which is absolutely great"

We are supporting London's unique retail, leisure and hospitality offer...

Our own Welcome Back campaign is reaching 8m Londoners and a national audience, with a motivating and playful TV advert, and we continue to support the promotion of London through national GLA-led national campaigns like Let's Do London.

Reminding customers of the safety of the network is key, confident customers will be more likely to travel.

We will continue to promote what makes London a great place to live, work and visit

DINNER DATE

Travel in Zones 2-6 for £1.70 off-peak

Welcome Back. Tube it. Bus it. Train it.

#LetsDoLondon

Fare stated is the adult off-peak pay as you go fare on Tube, DLR, and most London Overground services, not travelling through Zone 1.

MAYOR OF LONDON TRANSPORT FOR LONDON EVERY JOURNEY MATTERS

GOING OUT

Travel in Zones 2-6 for £1.70 off-peak

Welcome Back. Tube it. Bus it. Train it.

#LetsDoLondon

Fare stated is the adult off-peak pay as you go fare on Tube, DLR, and most London Overground services, not travelling through Zone 1.

MAYOR OF LONDON TRANSPORT FOR LONDON EVERY JOURNEY MATTERS

OPENING NIGHT

Travel into Zone 1 from £2.50 off-peak

Welcome Back. Tube it. Bus it. Train it.

#LetsDoLondon

Fare stated is for adult off-peak pay as you go journey from Zone 2 into Zone 1 on Tube, DLR, London Overground and TfL Rail services.

MAYOR OF LONDON TRANSPORT FOR LONDON EVERY JOURNEY MATTERS

We will continue to connect with our customers around why they travel



...and our TV advert is welcoming back our customers

Our [television advert](#) welcomes our customers back to the network by reminding them what they have missed.

It is running on some of the busiest audience slots on television and has been seen by 4.1m people as well as 1.5m on video on demand, and 0.8m in cinema.

Our YouTube video advertising has been seen 2.9m times.


Our associated social media campaign has generated almost 1m impressions and 500,000 people have [accessed our Let's Do London animated roundels](#).


For Londoners who are returning, safety and real time information are increasingly important, but frequent service, value, and face coverings remain crucial

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 Enforcement of face coverings

 Cleanliness

 Visible social distancing measures/ capacity management

 Green box indicates statements that were not previously in the top five

Top 5 (of c.20) measures to drive satisfaction among current users | Kano performance factor score*

Bus 	Tube 	Rail modes 
The buses are frequent/ regular 23%	Safe environment 31%	Value for money 31%
Buses cleaned every night with anti-viral products 22%	Value for money 30%	Safe environment 28%
Value for money 22%	Face coverings are enforced 26%	Real time information about disruption available 22%
Safe environment 22%	Real time information about disruption available 24%	Face coverings are enforced 21%
Face coverings are enforced 19%	Trains are frequent 23%	Trains are frequent 20%

Note: Whilst face coverings have potential to drive satisfaction for some, for many they have become a hygiene factor and without this could negatively impact satisfaction

Q | Kano analysis: K1a/K1b/K2a/K2b/K3a/K3b. How would you feel if this feature was present when taking the [mode]? How would you feel if this feature wasn't present when taking the [mode]? Text shown to respondents has been shortened for presentation purposes; full answer text available in appendix. Rail refers to London Overground, DLR or Tram. Base | Travelled on mode in last month and considering using it again; floating base: Bus n=226 Tube n=227, Rail n=225.

Because Face coverings are so crucial to customers, we are reinforcing the message through our comms and a visible enforcement presence

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Our marketing campaign and 500+ enforcement officers continue to reinforce the message.

Our customers are required to wear face coverings

YOU MUST WEAR A FACE COVERING ON TfL SERVICES AND STATIONS

Please continue doing this at all times when travelling on TfL public transport services and stations, to keep everyone safer. If you do not, you may be refused entry to the network. Please remember that some people are exempt.

For more information, search TfL face coverings.

MAYOR OF LONDON

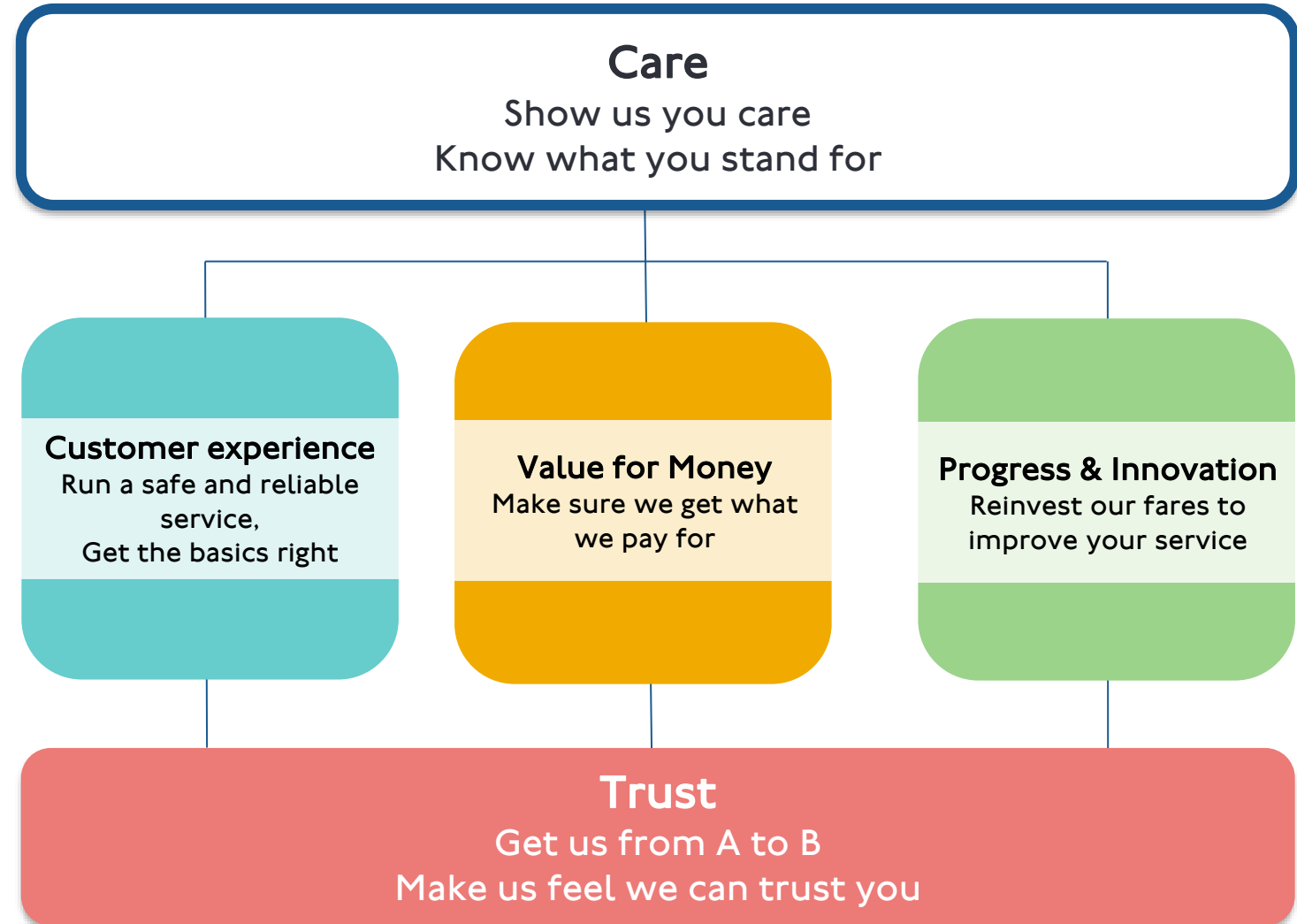
TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS



Our *Core truths* therefore remain critical: safety and reliability, good value, supported by real-time information is critical

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The TfL Customer Model



Being a trusted organisation is the key driver of our customer care score, consistently delivering a good customer experience will make customers trust us

Customers who trust us will travel with us

Customers have continued to rate us highly throughout the pandemic, particularly for safety, support and communication

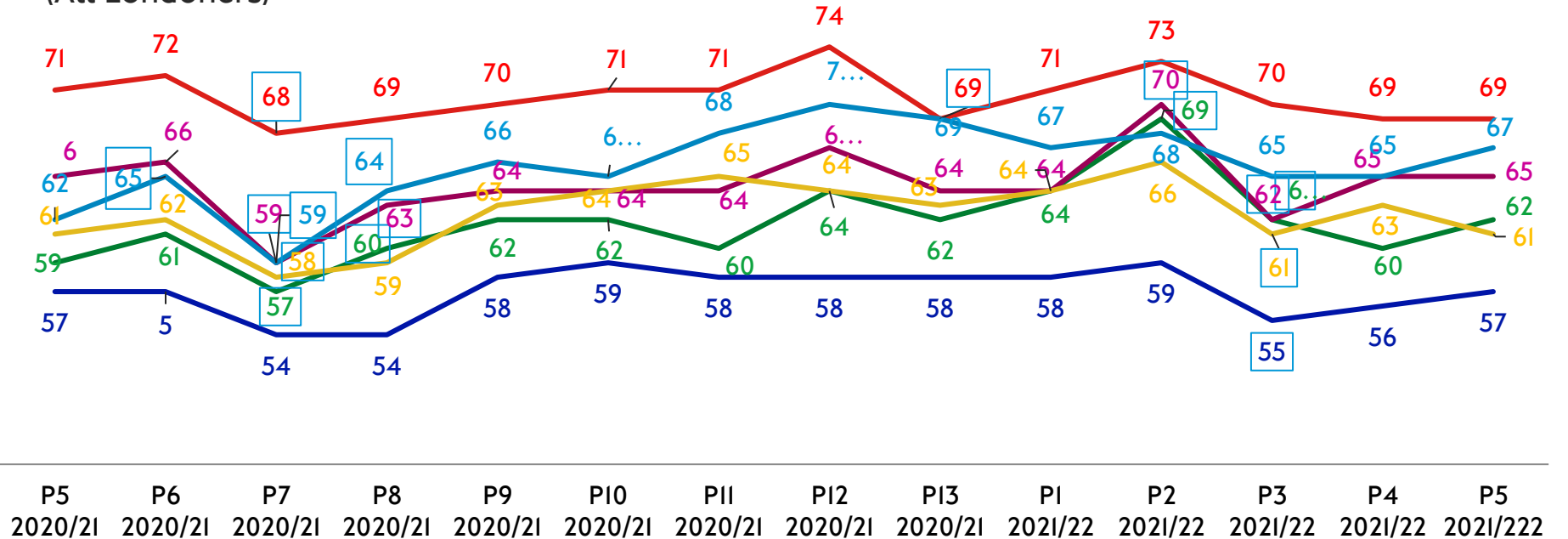
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Sources:
Customer Pulse Tracker



Key Performance for TfL in P5 2021/22

Key TfL Metrics (Agree %)
(All Londoners)



- TfL cares about its customers
- TfL provides a safe service for customers
- TfL is supporting Londoners well during the Coronavirus crisis
- TfL is communicating well with Londoners during the Coronavirus crisis
- TfL gives customers ways to complete their journeys during the Coronavirus crisis
- TfL is an organisation I can trust

RedCoreTFL_01. How much do you agree or disagree with the following statements about TfL? COV_06. Now, thinking specifically about the Coronavirus crisis, how much do you agree or disagree with the following statements about TfL?

Base: All Respondents – P5 20/21 (2020), P6 20/21 (2004), P7 20/21 (I050), P8 20/21 (I010), P9 (I003), P10 (I001), P11 (I004), P12 (I000), P13 (I000), P1 (I003), P2 (I001), P3 2021/22 (983), P4 2021/22 (I005), P5 2021/22 (I002)

Note, change in methodology P2 – P6 2020/21 (Periodic to Weekly to Periodic)

Contact: amywallis@tfl.gov.uk, Customer Insight, Strategy & Experience

 Significant difference vs. previous period

By focusing on nine key areas we can improve the customer experience further to win back customers

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1. Boosting public transport ridership by winning back our customers

2. Brilliant basics – safety, reliability, the environment and design

3. Enhancing customer information

4. Ways to pay

5. Affordable and accessible travel choices for everyone

6. Transforming the Tube station customer proposition

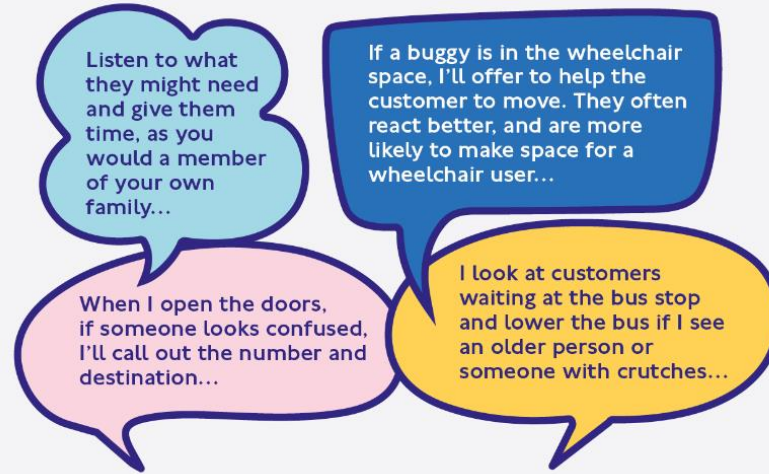
7. Revolutionising bus services

8. Roads customer proposition

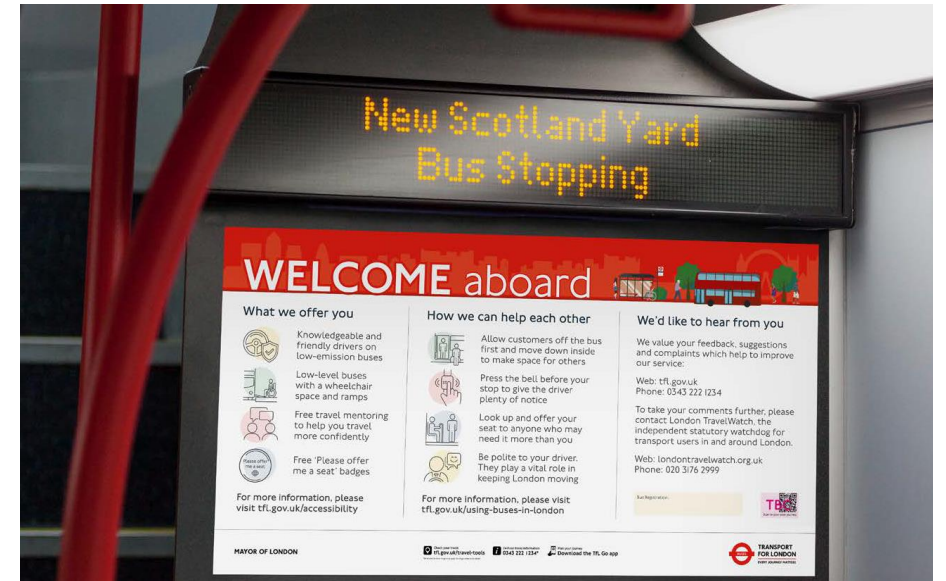
9. Encouraging more trips by foot and cycle

A number of initiatives are already having a positive impact

Here are some thoughts from London's bus drivers:



The *Keep London Moving* campaign shares bus drivers' best practices in their own words to inspire one another as customers return to the network



New bus signage to welcome customers aboard and provide more engaging customer information about travelling by bus and our accessible services – from October



An LU stations audit programme to ensure stations are clean and orderly



Return of all aspects of our Turn Up & Go service

Working towards a better London



Londoners are telling us they want to live in a London for all.

Our actions will contribute to the economy, air quality, health, safety and equality.

“It’s called Transport for London – it’s for us. So it needs to be for all Londoners”



Making London an attractive place to live and work via infrastructure improvements, e.g. Elizabeth line, Northern Line Extension and bus electrification



Improving air quality and healthy outcomes via active travel, our environmental plan and Healthy Streets



Making London a safer place for everyone to live and work via Vision Zero, safety of women and girls



Making London a more equal and accessible place to live and work via inclusive infrastructure and information, affordable fares, community engagement and inclusivity built into customer service and decision making

- Londoners are growing in confidence to travel in London due to the safety measures we have put in place, including:
 - Thorough cleaning
 - Enforcement of wearing face coverings
 - Reassurance messages
- Leisure journeys have been recovering strongly
- There is now a steady return of commuters as offices re-open
- Our communications campaigns are welcoming people back and reminding them about what they love about London to drive the city's recovery



Customer Service and Operational Performance Panel



Date: 7 October 2021

Item: Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11)

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of the Level 0 risk “ER11 – Disparity Leading to Unequal or Unfair Outcomes. This risk was reviewed by the TfL Executive Committee in September 2021.
- 1.2 The causes, consequences and mitigating actions associated with this risk are set in this paper and the accompanying risk template has been set up to mitigate ER11. The risk status remains as ‘requires improvement’.
- 1.3 A paper is included on Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dive. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL’s commercial position. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and exempt supplemental information on Part 2 of the agenda.**

3 Background

- 3.1 The coronavirus pandemic and the national lockdown have affected every customer and every member of TfL staff. Many of the decisions that we are making as part of recovery planning will have long-term impacts on the shape and structure of TfL as an organisation and the influence we have over London.
- 3.2 As a public body and transport authority, we are uniquely placed to reduce inequality for Londoners. We can help to connect people to jobs, helping to reduce poverty, as well as delivering services that allow key workers to care for the most unwell and disadvantaged in our communities. It is critical we fully understand the anxieties and travel needs of Londoners from diverse communities and different needs, to deliver a recovery for all, ensuring those most disadvantaged – particularly as a result of the pandemic – aren’t left behind.

- 3.3 We know that many people still face barriers that make it more difficult to use public transport, walk, cycle and easily move around our streets. In addition to individual barriers, such as physical accessibility, crowding and the cost of transport, there are also broader barriers resulting from excess traffic that further widen existing inequalities, specifically road danger, air and noise pollution and community severance.
- 3.4 Our customers from groups with protected characteristics may be deterred from using public transport, walking or cycling if they experience barriers to travelling spontaneously, poor customer service, a lack of information or help when things go wrong or antisocial behaviour and incidents that worry them. Cultural and language issues act as a barrier to travel for some people, especially people who were not born in the UK, and can reduce confidence and access to information, thereby limiting the extent to which people make unfamiliar journeys and their ability to travel independently.
- 3.5 As part of the conditions for securing our most recent funding agreement with Government on 1 June 2021, we have committed to deliver savings and/or new income of at least £300m in 2021/22. Government also made it clear to us that we must be financially sustainable – so no longer dependent on them for any revenue support – by April 2023. This means we have a significant financial challenge to drive as many operating and capital efficiencies out of the business as possible, where possible accelerate existing savings plans, and explore new revenue options.
- 3.6 Our new Vision and Values were launched on 15 September 2021. Our Vision and Values have been created from what our people said our future should look like and how they said we should work together to achieve it. Our renewed purpose, to move London forward safely, inclusively and sustainably, will be brought to life through the actions we take in our approach to diversity and inclusion. Making customers feel safe and ensuring our workforce better reflects the diversity of the city we serve are important objectives. We can help make TfL a great place to work for everyone by fostering an inclusive environment where everyone feels engaged and supported to be their authentic self.

4 Consequences of Inaction

- 4.1 Given the macro nature of the drivers of inequality, TfL's ability to influence some aspects of these outcomes is limited. However, our size and profile do give us an unusual amount of control and influence in comparison to most organisations. We provide a service that enables people to access the whole of London and connects the poorest areas of London to the most affluent; we decide where well over £1bn of capital enhancements per year are spent, and, have a major input and influence into land planning.
- 4.2 Additionally, through the Public Sector Equality Duty and our commitment to the Mayor's Equality, Diversity and Inclusion Strategy, we are obliged to take actions to reduce inequalities. The implications of failing to do so include:
- (a) reputational damage for failing to fully support London's recovery from the Coronavirus pandemic and continued growth;

- (b) loss of trust from customers and key stakeholders;
- (c) operational failure through being unable to provide fully accessible and affordable travel across London;
- (d) safety risks through potential increases in hate crime on the network, and not addressing higher rates of KSI for certain groups;
- (e) failure to generate forecast levels of passenger income if specific groups feel unable or less confident to use our services;
- (f) heightened risk of a car led recovery if specific groups feel unable or less confident to use our services; and
- (g) legal challenge, including judicial review, resulting in costly proceedings, and the potential for delayed or cancelled programmes.

5 Preventative Controls

5.1 The following controls and processes have been identified as actions that will contribute to effective mitigation of the causes of risk outlined in section 4. The controls have been categorised using a RAG status to denote the current level of implementation in the business. There is further detail on these controls and associated actions in the accompanying risk template.

Green Controls – These are currently in place and working effectively

5.2 TfL will:

- (a) provide Diversity and Inclusion training products and engagement across the business to help better and more inclusive decisions to be taken;
- (b) build consideration of inclusion into business plan, sustainability plan, organisational cost saving and revenue generation measures;
- (c) enhance our approach to stakeholder engagement including further development of our Independent Disability Advisory Group and Valuing People Network; and
- (d) ensure our marketing campaigns are inclusive and well-informed. Deliver customer messages using multiple methods of communication including video, to communicate policy changes and information for travel on a variety of channels, with plain English.

5.3 We are publishing a refreshed set of organisational equality objectives, setting out the actions we will take over the next four years to continue to meet our Public Sector Equality Duty. These have been agreed and will be published during Autumn 2021.

Amber Controls – These actions are either current controls to be enhanced or are in development.

- 5.4 A robust Equality Impact Assessment (EqIA) process will help ensure future decisions safeguard against inequality. EqIAs are an important business tool to ensure future and current plans are consistent with our strategic priorities, legal obligations and the aspirations contained within our Vision and Values.
- 5.5 Building on the preliminary assessment of potential equality impact included in the Financial Sustainability Plan, detailed EqIAs will be undertaken for individual projects before decisions are taken.
- 5.6 Develop a strategic framework to identify quantified equality and inclusion outcomes and be able to aggregate cumulative equality impacts associated with decision-making around funding / revenue streams, operating changes, capital investment and other policies.

Red Controls – These are actions that are planned, but not yet started.

- 5.7 The Action on Inclusion Programme is being designed to set out a comprehensive set of actions that will improve diversity and inclusion for TfL staff and customers. Resourcing for a Project Management Office to deliver the Programme will be necessary to make this Programme effective. The scheduled publication date for the strategy is January 2022, with a programme of actions to commence following publication.
- 5.8 Partnership with colleagues to ensure that emerging work to develop a future reward strategy contains a diversity and inclusion focus, particular in relation to gender and ethnicity pay inequity.

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

Contact Officer: Marcia Williams, Director Diversity, Inclusion and Talent
Email: MarciaWilliams1@tfl.gov.uk

Customer Service and Operational Performance Panel



Date: 7 October 2021

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

1.1 This paper presents the current forward plan for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

2.1 **The Panel is asked to note the forward plan and invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:

- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel this is the Quarterly Customer Service and Operational Performance Report.
- (b) Regular items (annual, half-year or quarterly) which are for review and approval or noting.
- (c) Matters reserved for annual approval or review: Examples include benchmarking report.
- (d) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Panel Forward Plan 2021/22

List of Background Papers:

None

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

Customer Service and Operational Performance Panel Forward Planner 2021/22

Membership: Dr Mee Ling Ng OBE (Chair), Vacant (Vice Chair), Bronwen Handyside, Anne McMeel and Dr Lynn Sloman.

Abbreviations: Managing Director (MD), Customers, Communication and Technology (CCT), London Underground and TfL Engineering (LU), Surface Transport (ST), D (Director)

7 December 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months
ER3: Major Service Disruption	MD LU	Annual

17 March 2022		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months
Strategic Overview of Cycling	D City Planning / MD ST	Annual
ER6: Loss of Stakeholder Trust	MD CCT	Annual

Regular items:

- Quarterly Customer Services and Operational Performance Report (MD CCT/MD LU/ MD ST) (Quarterly)
- TfL International Benchmarking Report – Annual
- Bus Services to London’s Hospitals – Annual (June/July)
- Assisted Transport Services Update (every six months)
- Customer Journey Modernisation (every six months)
- Strategic Overview of Cycling – Annual (February/March)
- TfL International Benchmarking Report (October 2022)

Items to be scheduled:

- Communication with front line staff and customers (Action from PIC)
- Rotherhithe to Canary Wharf crossing

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