

Agenda

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

Date: Wednesday 13 July 2022

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)
Marie Pye (Vice-Chair)
Bronwen Handyside

Anne McMeel
Dr Lynn Sloman MBE
Peter Strachan

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: Jackie Gavigan, Secretariat Manager; email: [v JackieGavigan@tfl.gov.uk](mailto:JackieGavigan@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
Tuesday 5 July 2022

Agenda
Customer Service and Operational Performance Panel
Wednesday 13 July 2022

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 17 March 2022

(Pages 1 - 6)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 17 March 2022 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 4, 2021/22 (Pages 13 - 50)

Director of Communications and Corporate Affairs, Chief Customer and Strategy Officer and Chief Operating Officer

The Panel is asked to note the paper.

6 Assisted Transport Services Update (Pages 51 - 80)

Chief Customer and Strategy Officer

The Panel is asked to note the paper.

7 Cycling Action Plan Update (Pages 81 - 108)

Chief Customer and Strategy Officer and Director of City Planning

The Panel is asked to note the paper.

8 Customer Safety and Security Update (Pages 109 - 132)

Director of Compliance, Policing, Operations and Security

The Panel is asked to note the paper.

9 Enterprise Risk Update - Loss of Stakeholder Trust (ER6)
(Pages 133 - 138)

Director of Communications and Corporate Affairs

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

10 Members' Suggestions for Future Discussion Items (Pages 139 - 142)

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.

11 Any Other Business the Chair Considers Urgent

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

12 Date of Next Meeting

Tuesday 4 October 2022 at 10.00am

13 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

14 Enterprise Risk Update - Loss of Stakeholder Trust (ER6)

(Pages 143 - 148)

Exempt supplementary information relating to the information on Part 1 of the agenda.

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Committee Rooms 1 & 2, Palestra, 197 Blackfriars Road, London, SE1 8NJ

10.00am, Thursday 17 March 2022

Members

Dr Mee Ling Ng OBE	(Chair)
Marie Pye	(Vice-Chair, via Teams)
Anne McMeel	
Dr Lynn Sloman MBE	(via Teams)
Peter Strachan	

Executive Committee

Howard Carter	General Counsel (via Teams)
Andy Lord	Chief Operating Officer
Gareth Powell	Chief Customer and Strategy Officer

Other Staff

Mark Evers	Chief Customer Officer
Shamus Kenny	Head of Secretariat
Jamie Mordue	Secretariat Officer

01/03/22 Apologies for Absence and Announcements

The Chair welcomed attendees, including Marie Pye and Peter Strachan who were attending their first meeting as Members of the Panel. The meeting was being broadcast live on TfL's YouTube channel to ensure the public and press could observe the proceedings and decision-making.

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

An apology for absence was received from Bronwen Handyside.

02/03/22 Declarations of Interest

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

03/03/22 Minutes of the Meeting of the Panel held on 7 December 2021

The Panel approved the minutes of the meeting held on 7 December 2021 as a correct record and authorised the Chair to sign them.

04/03/22 Matters Arising and Actions List

Howard Carter introduced the item.

The Panel noted the Actions List.

05/03/22 Customer Services and Operational Performance Report – Quarter 3, 2021/22

Gareth Powell introduced the paper, which provided the quarterly Customer Service and Operational Performance report for Quarter 3, 2021/22 (19 September to 11 December 2021). There were good levels of operational performance and customer service during the quarter, in which there were varying levels of government restrictions.

Ridership increased over the quarter and, since the removal of restrictions, there had been a steady and strong recovery in ridership.

Bus ridership was 50 per cent of pre-pandemic levels under Plan B restrictions in the quarter. Bus ridership was at between 75-80 per cent of pre-pandemic levels; some bus routes were now near 100 per cent of ridership levels. Tube ridership was currently at 65 per cent of pre-pandemic ridership; weekend ridership was stronger than weekday. The Night Tube and Night Overground were at 50 per cent of pre-pandemic levels. Members welcomed the steady increase in ridership.

The expansion of the Ultra Low Emission Zone was launched during the quarter. The customer service launch went to plan and it was having a strong impact on air quality.

Andy Lord told the Panel that, tragically, there had been two fatalities involving buses and pedestrians. Both incidents were under investigation. On 25 January 2022 a bus carrying school children had crashed in Highams Park, resulting in 20 injuries to the passengers and to the driver. The cause of the crash was still under investigation. On 1 February 2022 there was a fire on a bus, which had to be evacuated. One passenger was asleep but was rescued by the London Ambulance Service (LAS); TfL had written to commend the LAS officers.

On the Tube there had been a fatality at Euston on 9 March 2022, when a passenger accidentally fell onto the track.

There had been a collision between a tram and a car on 30 January 2022, as the car driver had stopped across the tramway without sufficient clearance.

The thoughts of all at TfL were with those affected by these incidents.

Service levels were impacted by staff absences in the quarter, particularly on the Tube, which operated at 90 per cent against schedule. Bus services operated at over 97 per cent, Docklands Light Railway (DLR) operated at just below 99 per cent, trams operated at 98 per cent and Dial-a-Ride operated above target. The Overground and TfL Rail operated at 94 and 93 per cent respectively and both continued to be in the top rail providers in the country. The Woolwich Ferry operated below target at 72 per cent against schedule, because of continued industrial action.

The leaf fall timetable was implemented from October to December 2021. Some disruption was seen on the Piccadilly line, but it was managed well with fewer train cancellations than in previous years. TfL was monitoring the investigation from the Salisbury incident to determine if any learnings could be taken.

The RMT union had issued industrial action dates until the end of June 2022, in relation to the Night Tube. A full service was in operation on the Victoria line and a regular service was in operation on the Central line. More clarity would be provided on the wider Night Tube services in the coming weeks.

Talks between TfL and the RMT union continued; TfL was notified of two dates for industrial action on 1 and 3 March 2022 on the full Tube network. The action was disruptive but there were no significant safety issues. Andy Lord thanked TfL colleague for taking up ambassadorial roles.

Gareth Powell told the Panel that the 'TfL cares about its customers' metric was above target at 57 per cent for the year to date. TfL would focus on the areas underpinning that score, such as providing support when things went wrong, building trust and making sure there was good communication. The metric score was lower, however, for disabled customers who were disproportionately impacted by the coronavirus pandemic measures. TfL was conducting a deep dive on accessibility on the transport network, which would be shared with the Panel once completed. An update on the disaggregation of different demographics within the metric would also be shared at a future meeting of the Panel. **[Action: Mark Evers]**

Contact centre performance had been impacted by a significant increase in demand, driven by the annual processing of ticketing concessions, and compounded by Covid-19 related staffing issues. Performance was now in a stable position and TfL apologised for disruption. The provider had since taken steps to resolve system issues and staffing. Members would be provided with a note on the main staffing issues, what improvements had been implemented, what leverage TfL had in the contract with the call centre provider and the latest figures for Quarter 4 (12 December 2021 to 31 March 2022). **[Action: Shashi Verma]**

There had been a decrease in complaints on some modes, such as the Tube, buses, DLR and Overground. Commendations for staff had increased by one per cent since the previous quarter, but by 48 per cent from the same quarter in the previous year. Commendations for colleagues on buses had increased by 10 per cent.

The TfLGo app had additional customisation features, such as preferred travel modes. The app had over one million downloads, up from 550,000 since the launch of the app; there was high demand during recent industrial action.

It was too early to tell whether increases in petrol prices had reduced private vehicle use or increased public transport use, although it did present an opportunity for

Londoners to reconsider the value for money that travelling on the TfL network provided.

There were no safety issues arising from the action taken in the quarter to reduce the number of taxi and private hire vehicles needing inspection, and to bring forecasted demand on the contact centre within capacity levels.

Earlier in the week of the meeting, there had been a report of smoke from a point near Canary Wharf station on the Jubilee line, however, this was inspected with specialist equipment and no heat was found. The Central line had been suspended on the morning of the meeting due to a track fire outside Holborn station.

The Bus Action Plan had been published, which set out what packages of measures were required and what changes customers expected to see in their bus journey experience, to boost ridership and meet net zero carbon targets by 2030. There was a showcase route which had different seating formations and other features. Feedback from customers would inform future vehicle specification. A paper on the Bus Action Plan would be submitted to a future meeting of the Panel. **[Action: Gareth Powell]**

Members asked what the current trend in ridership meant in terms of recovery planning. Gareth Powell told the Panel that the current ridership was at the lower end of the previous Budget calculations as recovery had been impacted by the implementation of the Government's Plan B in England.

The Panel asked how TfL might operate cycle lanes more flexibly, particularly at night when there were fewer cyclists on the road. Gareth Powell told the Panel that it was a challenge to provide the right level of safe segregated cycleway in a safe and flexible way. TfL was looking at how buses and cyclists could share the road safely, to ensure that cyclist had plenty of space, and to use technology enhancements on buses. TfL was open to using any technology that allowed cycle lanes to operate flexibly to reflect the circumstances at specific times of day, but it was not thought to exist currently.

Members noted that there had been a long-term decline in the demand for Dial-a-Ride services, which were currently at just under 50 per cent of pre-pandemic levels. TfL was looking into the cause of this, but it was thought to be a combination of closure of typical destinations and an accelerated move to online activities. The paper relating to Assisted Transport Services at the next meeting of the Panel would include a deep dive on Dial-a-Ride and include information on the call wait time and complaints for the contact centre. **[Action: James Mead]**

Members requested a paper at a future meeting on TfL's strategy on electrified travel, such as e-scooters. It was noted that use of privately-owned e-scooters or other powered transporters was not permitted on public roads. Trials that were organised by TfL and London Councils had been permitted under regulations from the Department for Transport and proved to have a good safety record and were geo-fenced to specific locations. It was often the case that privately owned vehicles were below the safety standards for those being operated in the trial and were not permitted to be used or carried on public transport, owing to the fire risk they posed. **[Action: Gareth Powell]**

On the Elizabeth line, five major trial exercises had been completed. Over 1,800 people took part in the simulation of 24 trains per hour services between Paddington and Woolwich. Several scenarios and customer behaviour events were tested, which were all dealt with by stations teams. Feedback was positive and there was a good level of

preparedness. The line was expected to operate as a revenue service before the end of the first half of the year.

The Panel noted the paper.

06/03/22 Enterprise Risk Update – Major Service Disruption (ER3)

Andy Lord introduced the paper, which provided an update on Enterprise Risk 3 – Major Service Disruption (ER3).

Significant elements of ER3 had been realised as a result of the coronavirus pandemic. In the previous two years, TfL had enacted its crisis management processes, which formed part of the controls of this risk. The annual review of ER3 was undertaken through the lens of TfL's response to the pandemic and the effectiveness of its mitigation actions.

To ensure that the lessons learned in dealing with the coronavirus pandemic were being embedded within TfL, a briefing would be provided on the lessons learned and the good practice developed. **[Action: Andy Lord]**

The Panel noted the paper.

07/03/22 Members' Suggestions for Future Discussion Items

Howard Carter introduced the Forward Plan.

Members asked that plans for visits that had been paused owing to the coronavirus pandemic be restarted.

Following the reorganisation of TfL's Executive team, suggestions on future agenda items were welcomed from Gareth Powell and Andy Lord once areas of accountability were finalised.

The Panel noted the paper.

08/03/22 Any Other Business the Chair Considers Urgent

Andy Lord told the Panel that step-free access was completed at Harrow-on-the-Hill station in the previous week, which was the most complex implementation of step-free access delivered on the network. There was no further dedicated TfL funding for step-free access programmes, until there was confirmation of longer-term funding.

The blockade on the Northern line at Bank station was making good progress and on track for mid-May 2022 completion. There was little negative feedback from customers, largely due to the travel demand work done prior to the blockade.

There was no other urgent business.

09/03/22 Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 13 July 2022 at 10.00am.

10/03/22 Exclusion of the Press and Public

The Chair, following consultation with 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 – Major Service Disruption (ER3).

The meeting closed at 11.45am.

Chair: _____

Date: _____

Customer Service and Operational Performance Panel



Date: 13 July 2022

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 13 July 2022)**

Appendix 1

Actions from the meeting held on 17 March 2022

Minute No.	Item/Description	Action By	Target Date	Status Note
05/03/22 (1)	Customer Services and Operational Performance Report – Quarter 3, 2021/22: customer care metrics An update on the disaggregation of different demographics within the metric (TfL cares about its customers) would be shared at a future Panel meeting.	Mark Evers	October 2022	Information will be included in the TfL metrics paper that will be submitted to a future meeting of the Panel.
05/03/22 (2)	Customer Services and Operational Performance Report – Quarter 3, 2021/22: call centres A note would be provided on what the main staffing issues were, what improvements had been implemented, what leverage TfL had in the contract with the call centre provider and the latest figures for Quarter 4 (12 December 2021 to 31 March 2022).	Shashi Verma	July 2022	Complete. A note was sent to Members on 6 April 2022.
05/03/22 (2)	Customer Services and Operational Performance Report – Quarter 3, 2021/22: Bus Action Plan A paper on the Bus Action Plan would be submitted to a future meeting of the Panel.	Gareth Powell	October 2022	A paper is on the Panel's forward plan for the October 2022 meeting.

Minute No.	Item/Description	Action By	Target Date	Status Note
05/03/22 (4)	<p>Customer Services and Operational Performance Report – Quarter 3, 2021/22: Dial-a-Ride</p> <p>The paper relating to Assisted Transport Services at the next Panel meeting would include a deep dive on Dial-a-Ride and include information on the call wait time and complaints for the contact centre.</p>	James Mead	July 2022	Complete. A paper is on the agenda for this meeting.
05/03/22 (5)	<p>Customer Services and Operational Performance Report – Quarter 3, 2021/22: electrified travel</p> <p>Members requested a paper at a future meeting on TfL’s strategy on electrified travel, such as e-scooters.</p>	Gareth Powell	October 2022	A paper is on the Panel’s forward plan for the October 2022 meeting.
06/03/22	<p>Enterprise Risk Update – Major Service Disruption (ER3): lessons learned</p> <p>A briefing would be provided on the lessons learned and good practice developed in dealing with the coronavirus pandemic.</p>	Andy Lord	October 2022	A briefing will be held after the meeting in October 2022.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
43/12/21	<p>Customer Services and Operational Performance Report – Quarter 2, 2021/22: Taxi and private hire vehicle complaints</p> <p>Members asked for a note to be provided on the reasons behind the increase in complaints relating to taxi and private hire vehicles.</p>	Helen Chapman	May 2022	Complete. A note was sent to Panel Members on 31 May 2022.
31/10/21	<p>Customer Services and Operational Performance Report – Quarter 1 2021/22: Data in quarterly reports</p> <p>The Panel asked whether data could be included that showed any differences between the different regions in London, whether that be between inner and outer London or other regional definitions.</p>	Gareth Powell	Ongoing	The information provided in reports and a suitable approach is being considered, given that various data sets are not available on a quarterly basis. Any changes will be reflected in reporting for 2022/23 and will likely be covered by way of written updates rather than inclusion in the quarterly reports.
32/10/21	<p>Bus Services to London’s Hospitals: modal shift survey</p> <p>At an appropriate time in the future, TfL would look to conduct a more structured survey to determine whether improved bus links had caused a modal shift. Analysis would be shared at a future meeting of the Panel.</p>	Bob Blitz	October 2022	An update will be provided in the next annual update to the Panel.
33/10/21	<p>Winning Back Our Customers: key areas of focus</p> <p>Nine key, top level areas of focus had been identified to encourage customers back to the public transport network. Further information on these would be presented at future meetings of the Panel and, where possible, would</p>	Gareth Powell	October 2022	A paper is on the Panel’s forward plan for the October 2022 meeting.

Minute No.	Item/Description	Action By	Target Date	Status Note
	include differences between inner and outer London.			
34/10/21	<p>Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11): Inclusion Programme briefing</p> <p>A briefing for all Members on the Action for Inclusion Programme would be arranged ahead of its publication, which was scheduled for the first half of 2022.</p>	Marcia Williams	December 2022	An update will be provided in the next annual update to the Panel.

Customer Service and Operational Performance Panel



Date: 13 July 2022

Item: Customer Services and Operational Performance Report - Quarter 4, 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 4 2021/22, which is appended in the format of a report.

1.2 This report covers the period from 12 December 2021 – 31 March 2022.

2 Recommendation

2.1 The Panel is asked to note the paper.

List of appendices to this report:

Appendix 1: Customer Services and Operational Performance Report, Quarter 4 2021/22

List of Background Papers:

None

Contact Officer: Matt Brown, Director of Communications and Corporate Affairs
Email: MattBrown@tfl.gov.uk

Contact Officer: Andy Lord, Chief Operating Officer
Email: AndyLord@tfl.gov.uk

Contact Officer: Gareth Powell, Chief Customer and Strategy Officer
Email: GarethPowell@tfl.gov.uk

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Customer service and operational performance report

Quarter 4 (12 December 2021 – 31 March 2022)

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5 Our scorecard

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 - 9 Bus journey time
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London is continuing to safely recover from the pandemic

Introduction

Our operational performance and customer service in the fourth quarter of 2021/22

We put customers at the heart of everything we do. We are committed to listening to them, focusing on tracking their most common day-to-day frustrations while investing to improve their journeys. Now, more than ever, our customers expect us to provide a safe and reliable transport network that offers value for money and promotes innovation.

During this quarter, our passenger figures increased as all coronavirus restrictions were lifted. Millions of people are now regularly using our public transport network again, highlighting how vital it is to London's economic recovery. By sharing our data, we continue to help customers make more informed decisions on when and how best to travel, and we reassure them that, wherever they want to go, we will get them there safely, quickly and sustainably.

Encouraging people back to the city and enabling them to walk, cycle and use public transport is an essential part of London's green recovery from the pandemic. In February, our pioneering cycle hire scheme, Santander Cycles, recorded 750,000 hires, the biggest ever number and an average of almost 27,000 a day. We also saved bus passengers and pedestrians more than 3,000 hours a day as a result of our signal timing review work during Quarter 4, and almost 12,600 hours a day for the full 2021/22 financial year.

As part of our commitment to improving services and capacity, from January we closed a section of the Bank branch of the Northern line for 17 weeks, for essential work to increase capacity at Bank station. Bank and Monument stations form the third busiest interchange on London Underground and this upgrade will increase capacity by 40 per cent. We provided customers with targeted information on alternative routes and ways to travel while the works were carried out.

We continue to work hard to support London's recovery from the pandemic and are proud of all our colleagues who are playing their part. Most recently, we successfully launched the Elizabeth line on 24 May 2022.

A handwritten signature in black ink, appearing to read 'Andy Lord'.

Andy Lord
Chief Operating Officer

A handwritten signature in black ink, appearing to read 'Gareth Powell'.

Gareth Powell
Deputy Commissioner
Chief Customer and Strategy Officer

Measures used in this report

How we monitor and record our progress

Throughout this report, we use different metrics to analyse the performance of each mode of transport to ensure we have a suitable comparison and can clearly monitor progress and performance. This page provides an overview of these key measures.

Average bus speed

This includes the time buses spend while stationary at bus stops.

Bus journey time

This is the overall time a customer must allow to complete a journey on our high-frequency bus routes. It includes 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 experience.

Care score

This is the percentage of Londoners who agree strongly or agree slightly that we can care about our customers. It measures how well we consistently meet people's expectations, both during their journey and non-journey interactions with us. It is measured for TfL as a whole, as well as London Underground and London Buses.

Customer satisfaction

The quality of service is measured using an 11-point scale, from 10 (extremely satisfied) to 0 (extremely dissatisfied). We use an index to ensure results are straightforward and can be compared among themselves and over time. To calculate this index scores, the mean scores of the ratings are

shown as whole numbers out of 100, for example a mean score of 6.62 becomes a customer satisfaction rating of 66.

DLR departures

The percentage of scheduled trains that completed their end-to-end journey.

Elizabeth line public performance measure

TfL Rail became the Elizabeth line when the service opened on 24 May 2022. This measure shows the percentage of trains that arrive at their final destination on time, combining figures for punctuality and reliability into a single measure, as is the rail industry standard.

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. It is therefore the percentage of trains arriving on time compared with the total number of trains planned.

In London and the South East, a train is defined as being on time if it arrives within four minutes 59 seconds of the planned arrival time. Where a train does not call at all timetabled stations, it will count as a public performance measure failure.

Emirates Air Line and Woolwich Ferry availability

The scheduled hours/minutes minus the time when the service is closed to passengers as a percentage of the scheduled hours/minutes.

London Overground time to three

The percentage of recorded station stops arrived at early, or less than three minutes, after the scheduled time. This is different to the public performance measure, which measures the punctuality of trains at the final destination only.

This measure excludes station stops where the train fails to call. For public performance measure, all cancelled trains are included in the measure and counted as 'non-punctual' trains.

Mission Critical Severity 1 incidents

Services needed to deliver vital operations, whereby disruptions could cause significant damage or serious impact to us. This includes reputational and financial damage.

Passenger journeys compared to pre-pandemic levels

Comparing demand for 2021/22 against 2019/20 levels.

Road disruption

This measures delays to vehicle journey times to ensure that unplanned disruption and planned works and events are managed effectively. Tracking road disruption remains important for us to meet our duties under the Traffic Management Act, and our obligations as a strategic traffic authority. This measure only covers only our roads.

Santander Cycles docking station availability

The percentage of time that docking stations are not empty or full of cycles.

Scheduled services operated

London Underground

The percentage of our scheduled services that we operate.

London Buses

The proportion of planned in-service mileage that has been provided for passengers. Operated mileage may be less than planned mileage, owing to staffing, mechanical or congestion issues.

Dial-a-Ride

The proportion of journey requests the on-demand team could fulfil.

London Trams

The percentage of services that are operated compared with the scheduled timetable.

Traffic signal time savings

This measure is for pedestrians, cyclists and bus users at traffic lights. This is measured by conducting a 'before' and 'after' comparison of journey and wait times through each reviewed junction. The absolute time changes, positive and negative, are multiplied by estimates of the number of people using each set of reviewed signals on each mode of transport.

This measurement does not take place during abnormal periods of road use, such as school and bank holidays, or if planned and unplanned events and roadworks are happening nearby.

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 these measures 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 Full-year actual	2021/22 Full-year target
Operations		
Passenger journeys – London Underground, Buses, London Overground, London Trams, DLR, TfL Rail, Cycle Hire – compared to pre-coronavirus levels (%)	62.0	67.0
Bus journey time (minutes)	31.9	32.9
London Underground trips operated against schedule (%)	88.5	91.0
Customer		
TfL cares about its customers (%)	57.0	56.0



Scorecard measures in this report

In this report, scorecard measures are marked with this symbol.

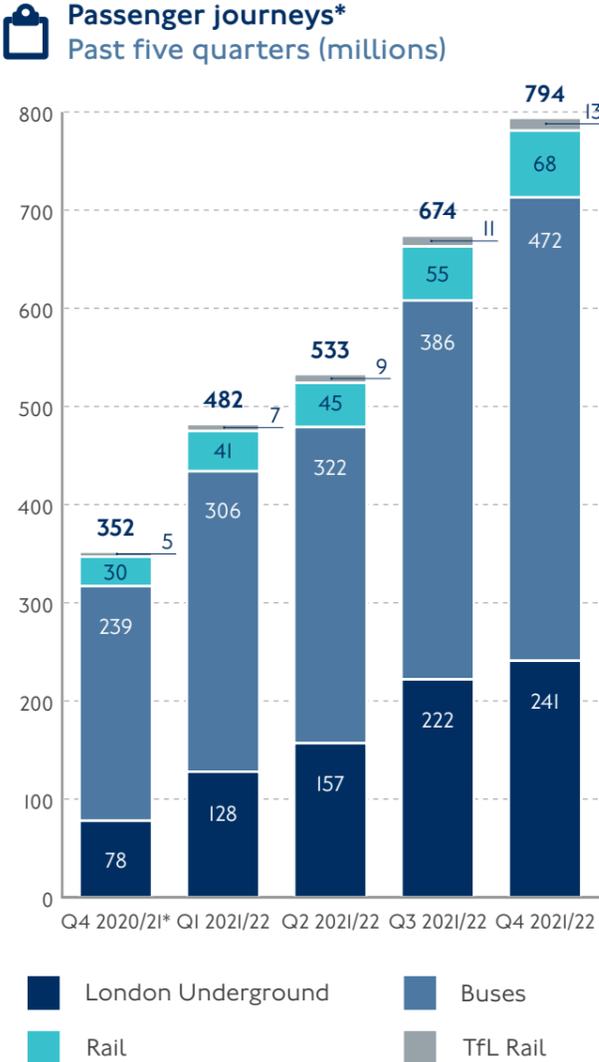
Operations

Providing safe, clean and reliable services to support the recovery

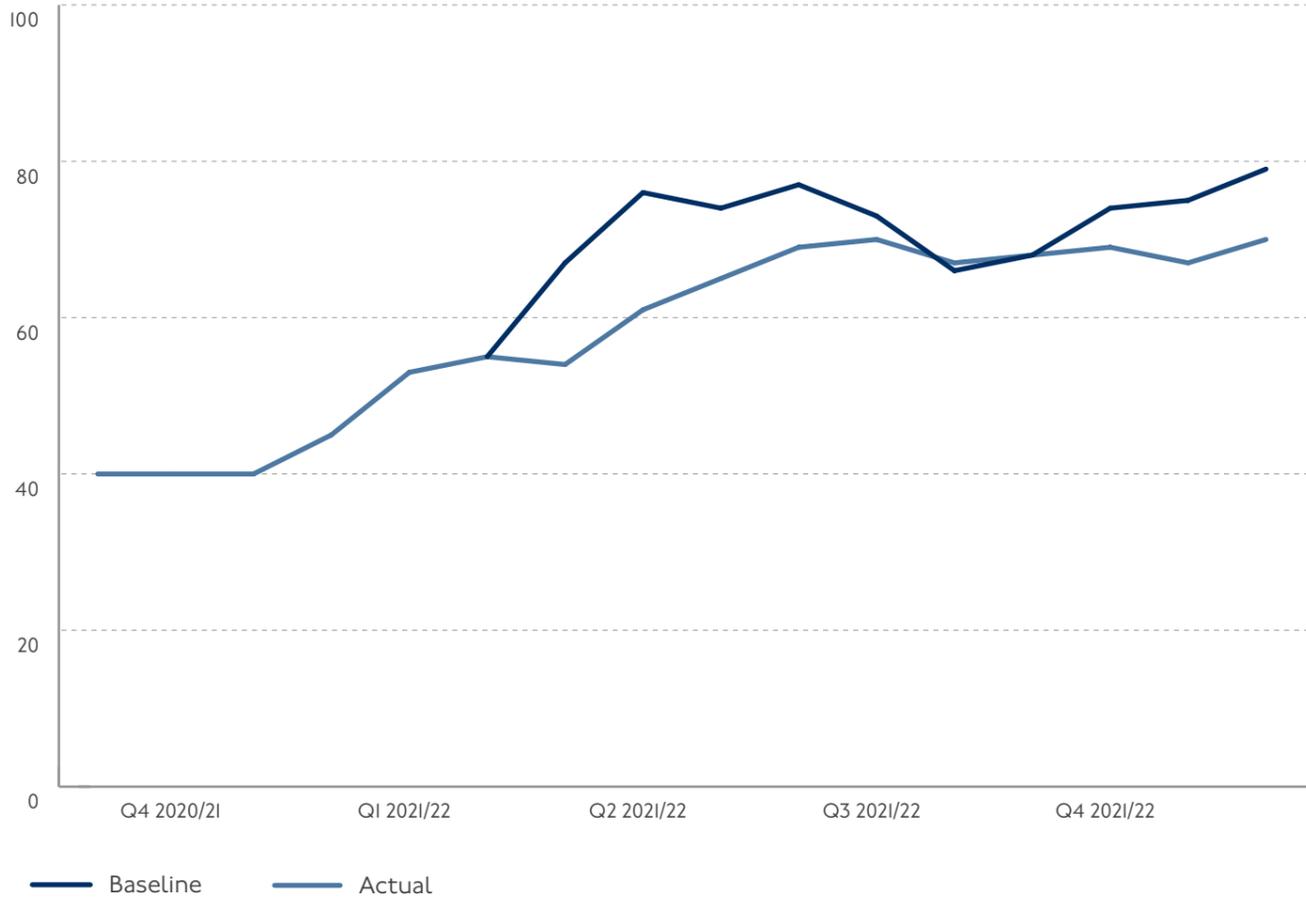


Passenger journeys

Since early January, passenger numbers have continued to increase following the lifting of working from home restrictions. This demonstrates that, across London, customers are now regularly using public transport again and are confident that our services are safe, clean and reliable. Passenger demand is expected to keep improving as confidence returns among city workers, and as international tourism recovers.



Compared with pre-coronavirus baseline (%)



Overall, journeys at the end of 2021/22 reached 68 per cent of pre-pandemic levels, compared with a target of 79 per cent. Passenger journey numbers have grown significantly, particularly at weekends when we have seen ridership return to around 80 per cent of pre-pandemic levels. The recent rise demonstrates that customers are increasingly confident in using public transport and are keen to return to the city and explore all it has to offer.

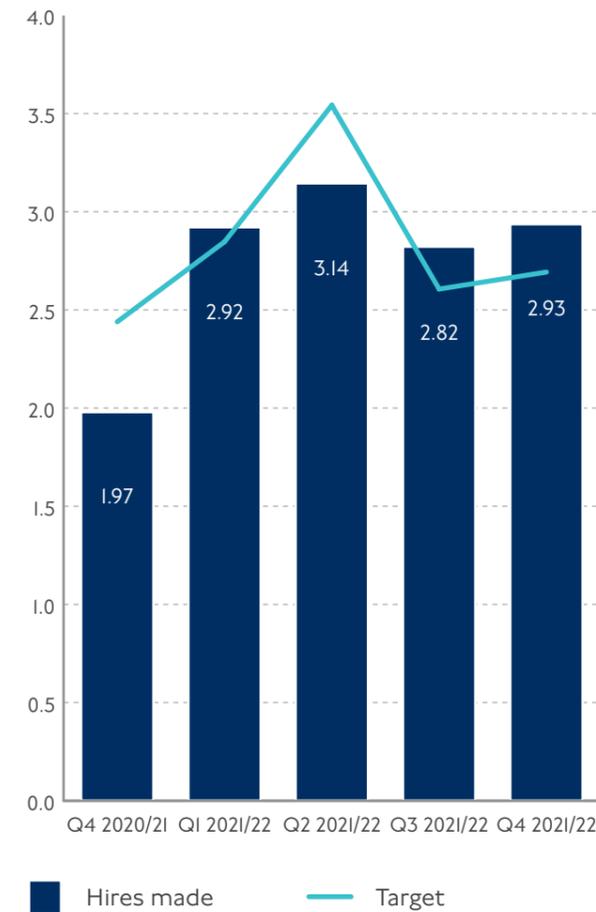
* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Santander Cycles – hires made

A record 2.93 million hires were made this quarter, an increase of 957,000 on Quarter 4 last year (48 per cent) and more than any comparable period in the scheme's history. The 2021/22 hires total of 11.8 million was the most for any year, with a rise of 907,000 compared with our previous best year, which was 2018/19.

In Quarter 4, we welcomed 27,335 new scheme members. The quarter also saw 14,200 free 24-hour access periods redeemed by NHS staff and key workers.

Hires made
Past five quarters (millions)



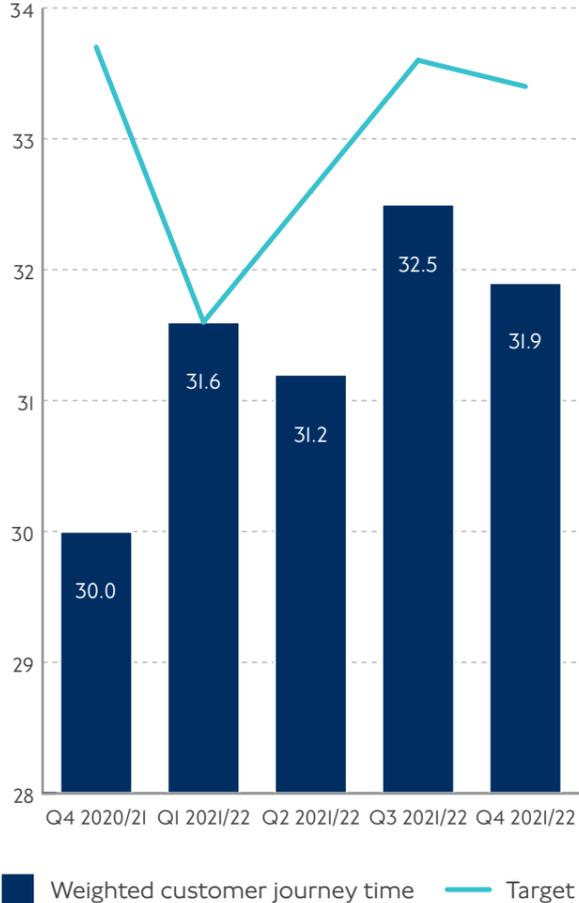
Our Santander Cycles scheme is proving more popular than ever

Bus journey time

We measure bus journey times, which is an accumulation of all the stages of a customer's journey experience, in minutes.

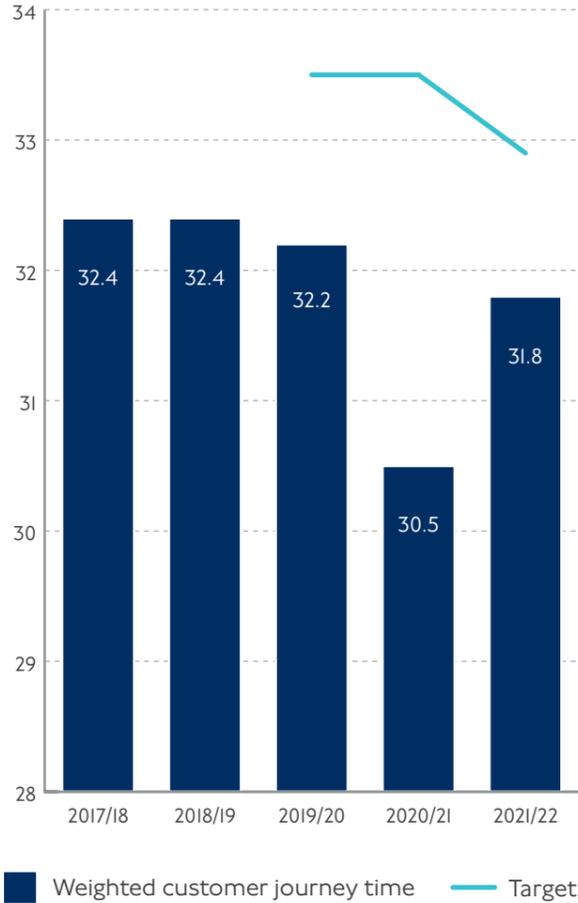
It enables us to monitor the performance of our bus service from the perspective of our customers. Quicker journeys are more likely to encourage people back on to our network as we recover from the pandemic.

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



Bus journey times dropped to their lowest level in Quarter 1 2020/21 because of reduced demand and road traffic volumes, with England in a national lockdown for most of this quarter. They increased gradually to 32.5 minutes in Quarter 3 2021/22, reflecting the recovery from the pandemic. In Quarter 4, journey times slightly decreased again to 31.9 minutes. We continue to work with operators to improve reliability and maintain bus speeds.

Annual trend (moving average)

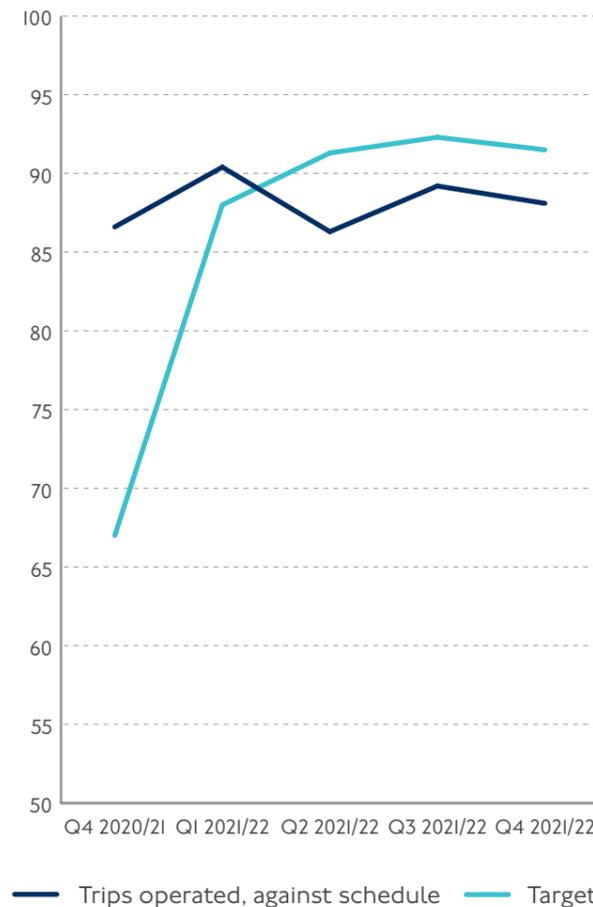


Journey times gradually decreased between 2018/19 and 2019/20, but there was a substantial reduction to 30.5 minutes in 2020/21 because of the drop in demand and traffic levels seen during the pandemic. In 2021/22, journey times have risen, reflecting London's recovery, but they remain lower than before the pandemic.

Services operated

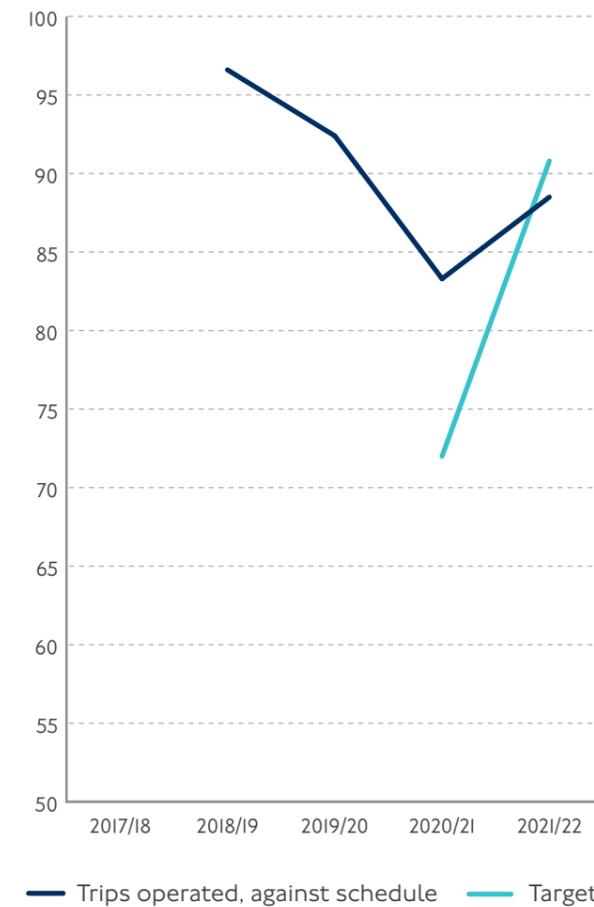
We continue to run as many services as possible while seeking to secure the long-term, sustainable Government funding needed to continue supporting London's recovery.

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



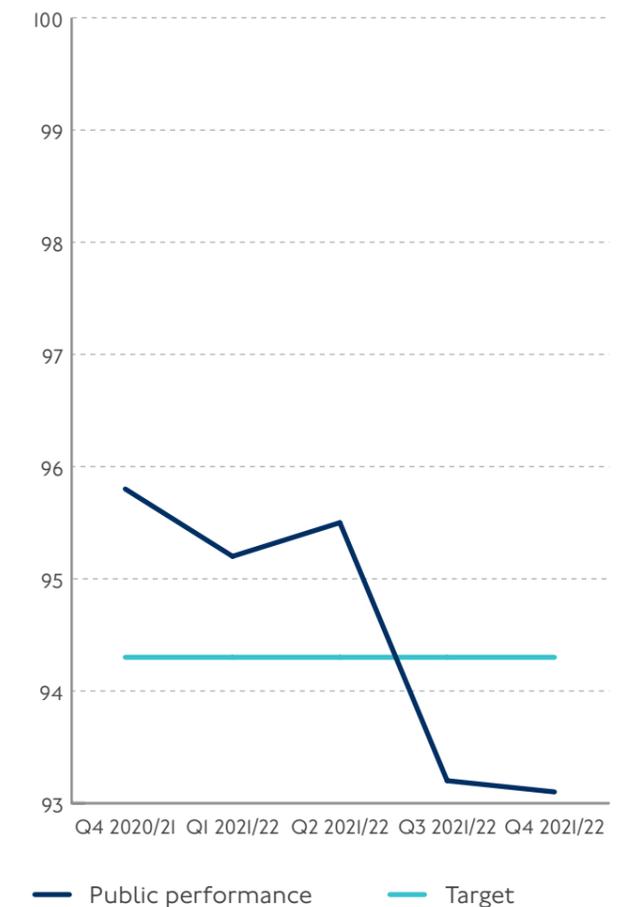
Performance ranged from a low of 86.3 per cent to a high of 90.4 per cent. Three of the 13 London Underground reporting periods saw service levels above 90 per cent. Lack of train operator availability, in part due to coronavirus, has been the main cause of reduced services throughout the year, with the biggest dips in performance taking place when availability worsened.

Annual trend



Service operated was 88.5 per cent, up from last year's 83.3 per cent, but down on levels seen before this. Train operator availability was the largest factor, followed by fleet availability and signal failures. The Northern and District lines had the best service levels at 93.2 and 92 per cent, respectively. We also saw the return of the Waterloo & City line and the Night Tube on the Central and Victoria lines. Our performance was impacted by the pandemic, such as staff having to isolate and new restrictions.

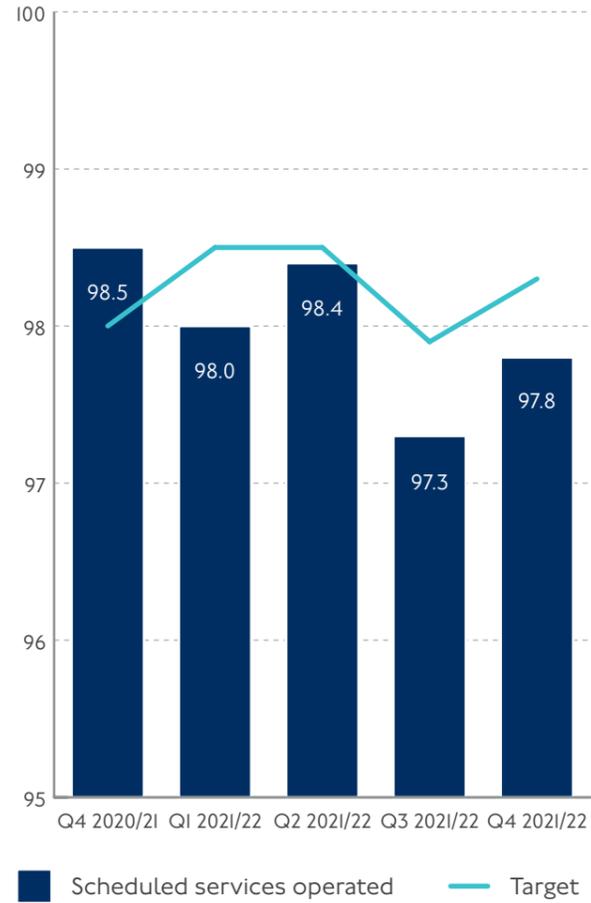
Elizabeth line (TfL Rail) public performance measure
Past five quarters (%)



During Quarter 4, TfL Rail recorded a public performance measure of 93.1 per cent, with National Rail infrastructure-related failures impacting performance. It was also significantly affected by adverse weather during a weekend in Period 12.

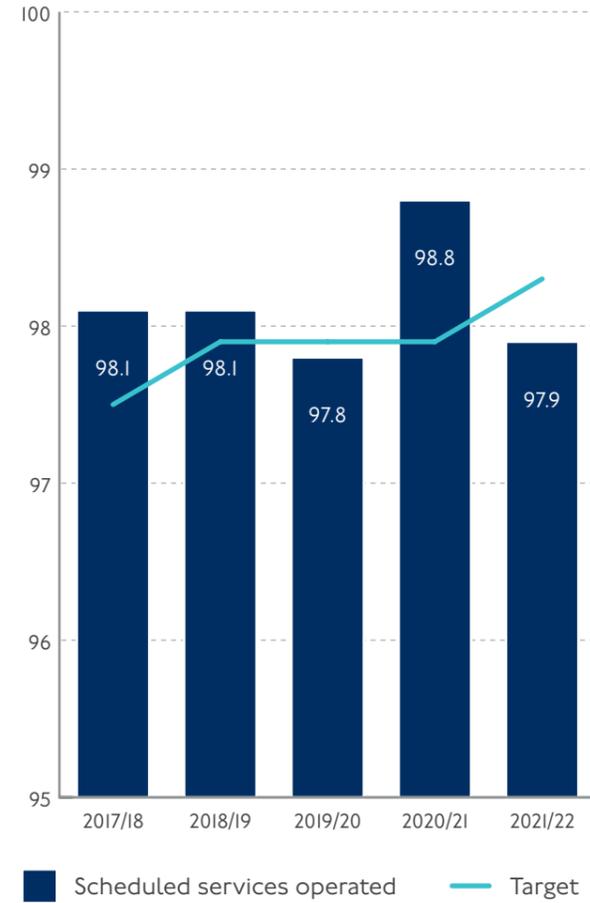
The year ended with a public performance measure of 94.2 per cent.

Bus scheduled services operated
Past five quarters (%)



This quarter, performance was affected by Tube strikes in early March, bus operator strike action later in the same month and fewer drivers being available. This impact peaked in December owing to the pandemic and remained higher than normal for the rest of the quarter. Service losses due to traffic disruption were lower than usual.

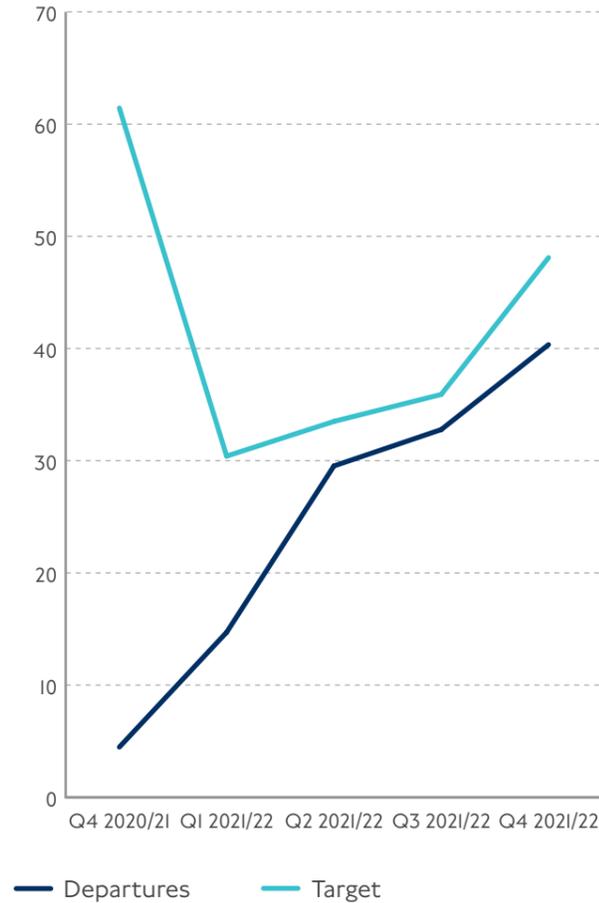
Annual trend (moving average)



The year was affected by bus operator strike action in Quarter 1, fuel queue disruption in Quarter 2, bus operator and Tube strikes in Quarter 4 and higher staff absence due to COVID-19.

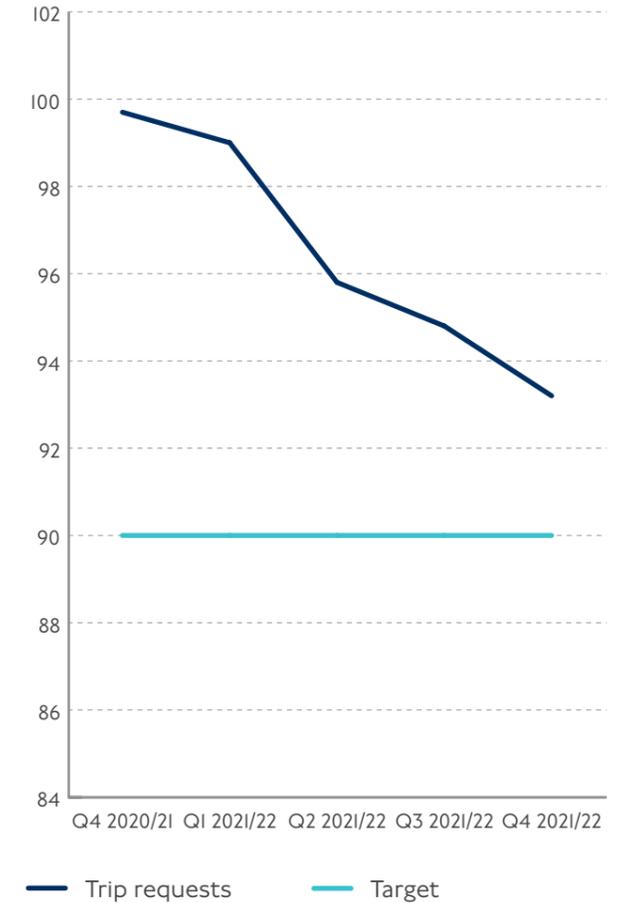
The impact of traffic disruption was lower than normal due to lockdown restrictions and the shift to home working.

Victoria Coach Station departures
Annual trend (moving quarterly average) (thousands)



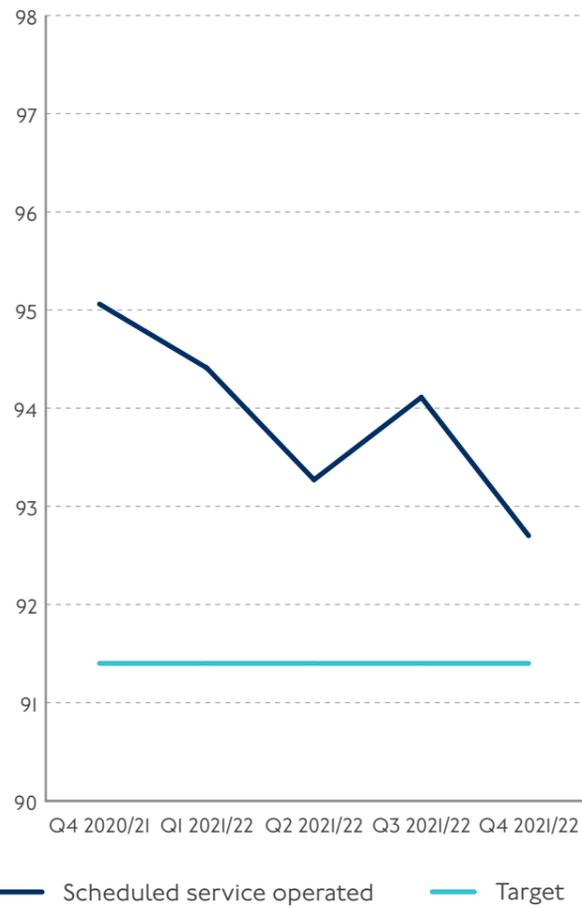
The number of departures from Victoria Coach Station increased since reopening following closure caused by the pandemic. We project to see this continue to improve into 2022/23. In 2021/22, there were 118,000 domestic and international accessible departures (40,000 in 2020/21) and 11 million passenger movements (two million in 2020/21). The station continues to support domestic, foreign and tour operators in rebuilding their businesses to enable UK and wider market growth in the coach industry.

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



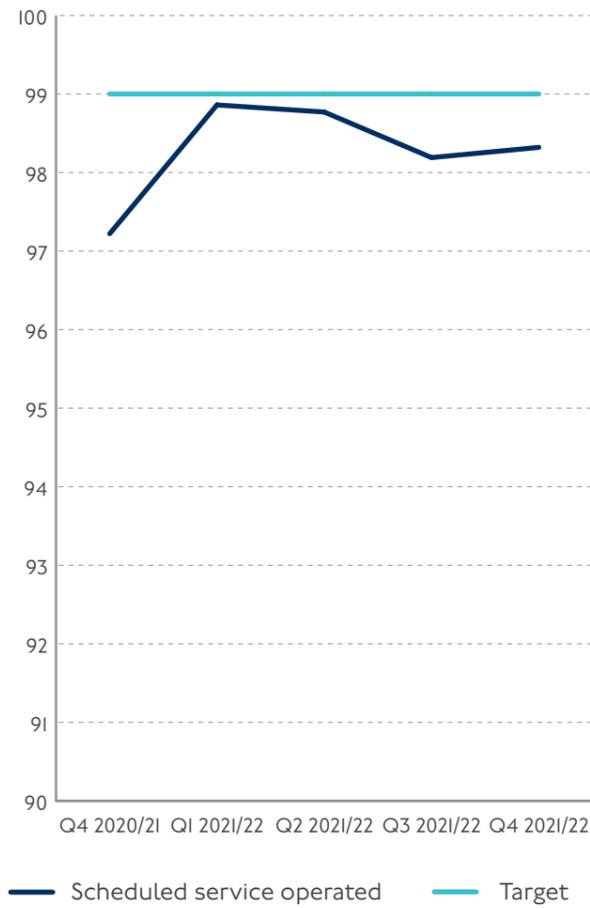
Dial-a-Ride remains above the target of 90 per cent of all trip requests scheduled, but this is becoming more difficult as demand grows. We are reintroducing regular bookings and implementing new rotas to mitigate this.

London Overground time to three
Past five quarters (%)



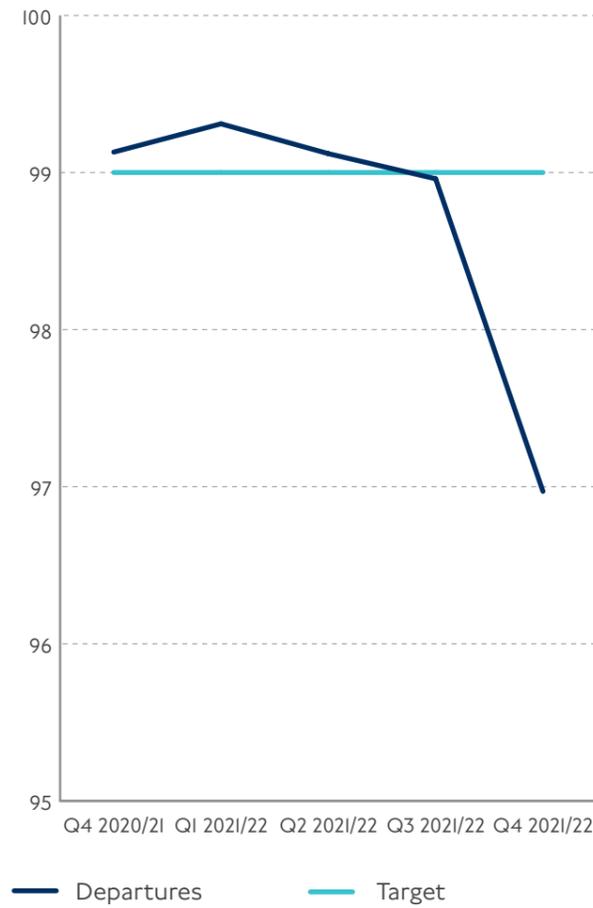
London Overground recorded a slight dip in performance at 92.7 per cent but was still above its 91.4 per cent target. The biggest factor was storms Eunice and Franklin, which caused more than 800 performance-related issues.

London Trams scheduled services operated
Past five quarters (%)



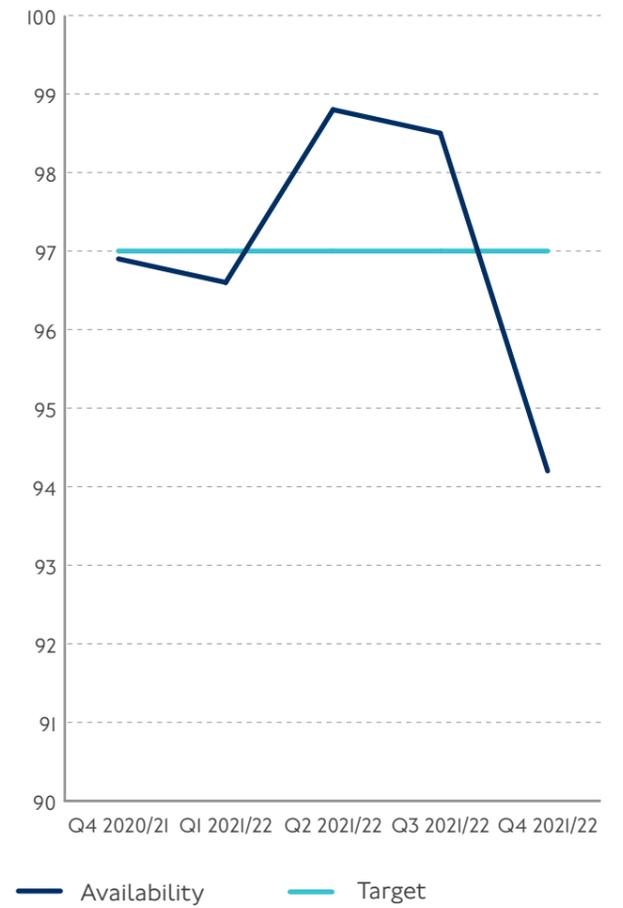
London Trams ended the year slightly under its 99 per cent target, making it a challenging quarter. There was an unusually high number of service suspensions, most of which were not trams-related (vehicle incursions, police incidents, road traffic collisions not involving trams, a UK Power Networks electrical fire and Storm Eunice). Lost kilometres due to trams being unavailable remains a challenge we are focusing on. Passenger numbers continue to recover well while customer complaints are still low.

DLR departures
Past five quarters (%)



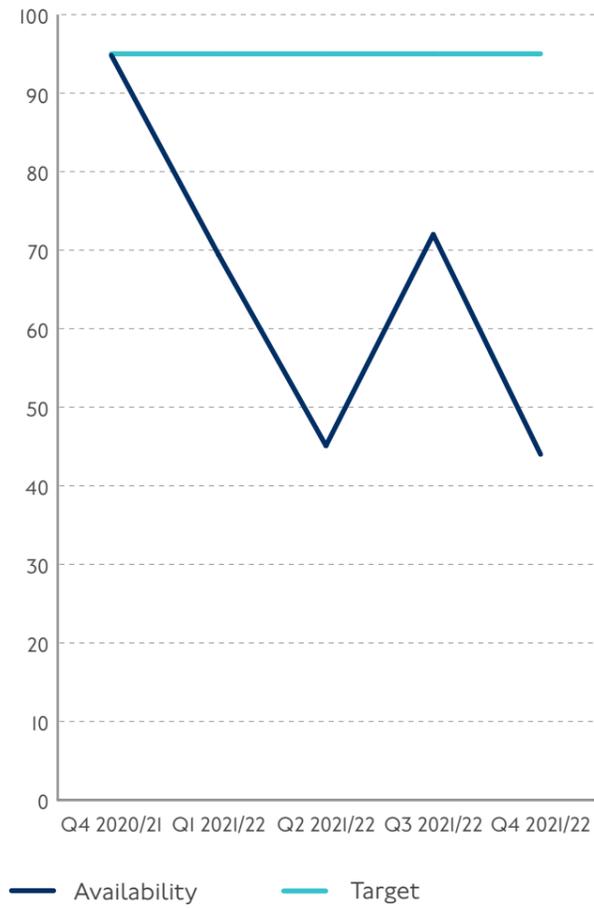
We saw a significant drop in DLR services operated, falling just below 97 per cent. This was primarily due to three exceptional events: the failure of a DLR substation at Royal Mint Street, resulting in a reduced service to Bank/Tower Gateway; industrial action by London Underground staff causing closures of Bank station; and a fire in a UK Power Networks substation at Poplar that disrupted the power supply to the DLR.

Emirates Air Line availability
Past five quarters (%)



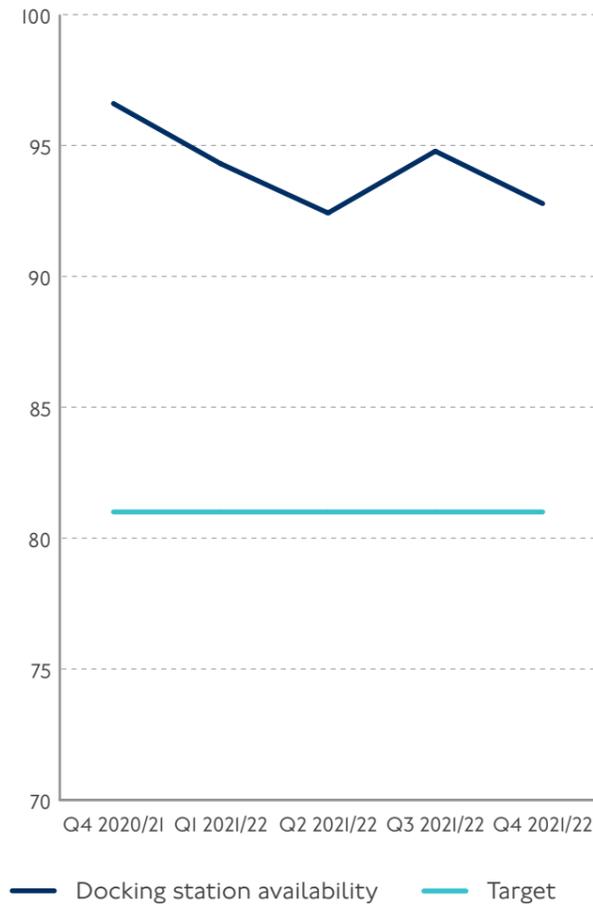
Availability was 94.2 per cent, compared with 96.9 per cent for the same quarter in 2020/21. Downtime was mainly due to seasonal high winds, which meant suspending the service for safety reasons.

Woolwich Ferry availability
Past five quarters (%)



Woolwich Ferry availability was 44 per cent compared with 94.8 per cent in the same quarter last year. It was mainly affected by staff being unavailable, owing to suspension of six key employees and industrial action. We are in discussions with Unite and hope to find a resolution as soon as possible. Our priority is that customers continue to receive a safe and reliable service.

Santander Cycles docking station availability
Past five quarters (%)



The Santander Cycles hire scheme has gone from strength to strength. We continued to work with our contractor Serco to make sure bikes were available to customers at important locations and keep London moving during the pandemic. Although availability at docking stations dipped slightly to 92 per cent, Santander Cycles remained well above target for the quarter.

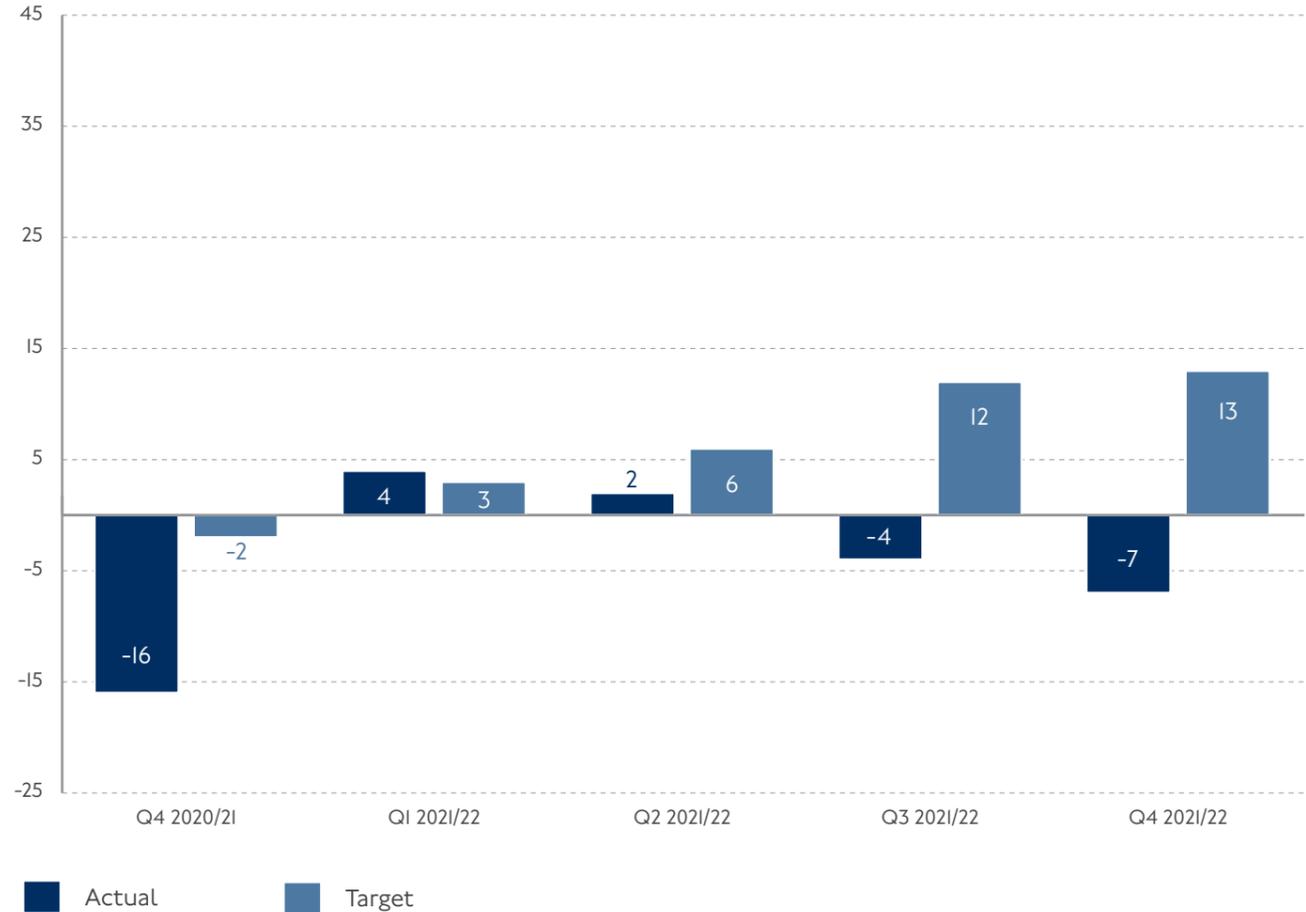


The Woolwich Ferry has been impacted by industrial action

Roads and traffic

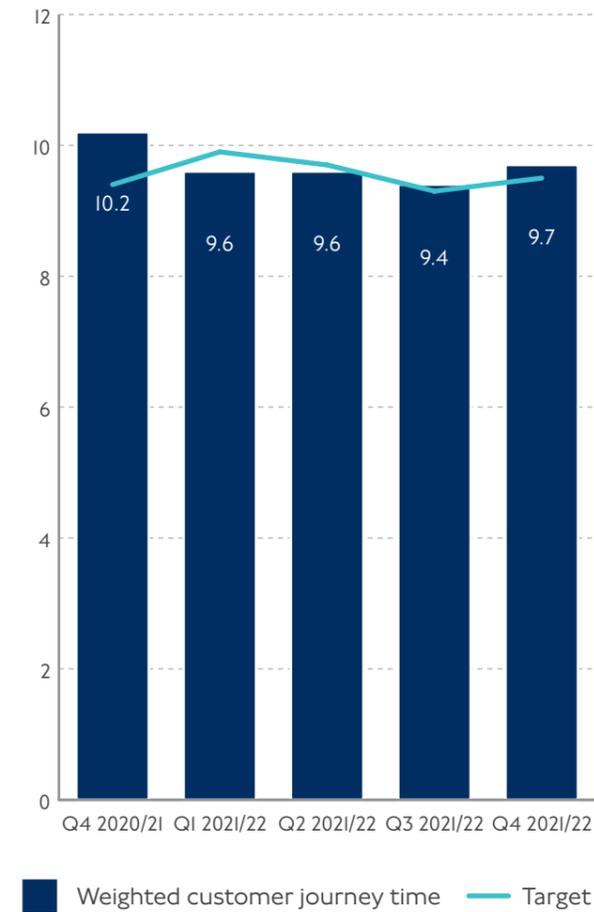
There continues to be less traffic on our roads than expected as we continue to move out of the pandemic.

Road disruption
Past five quarters (%)



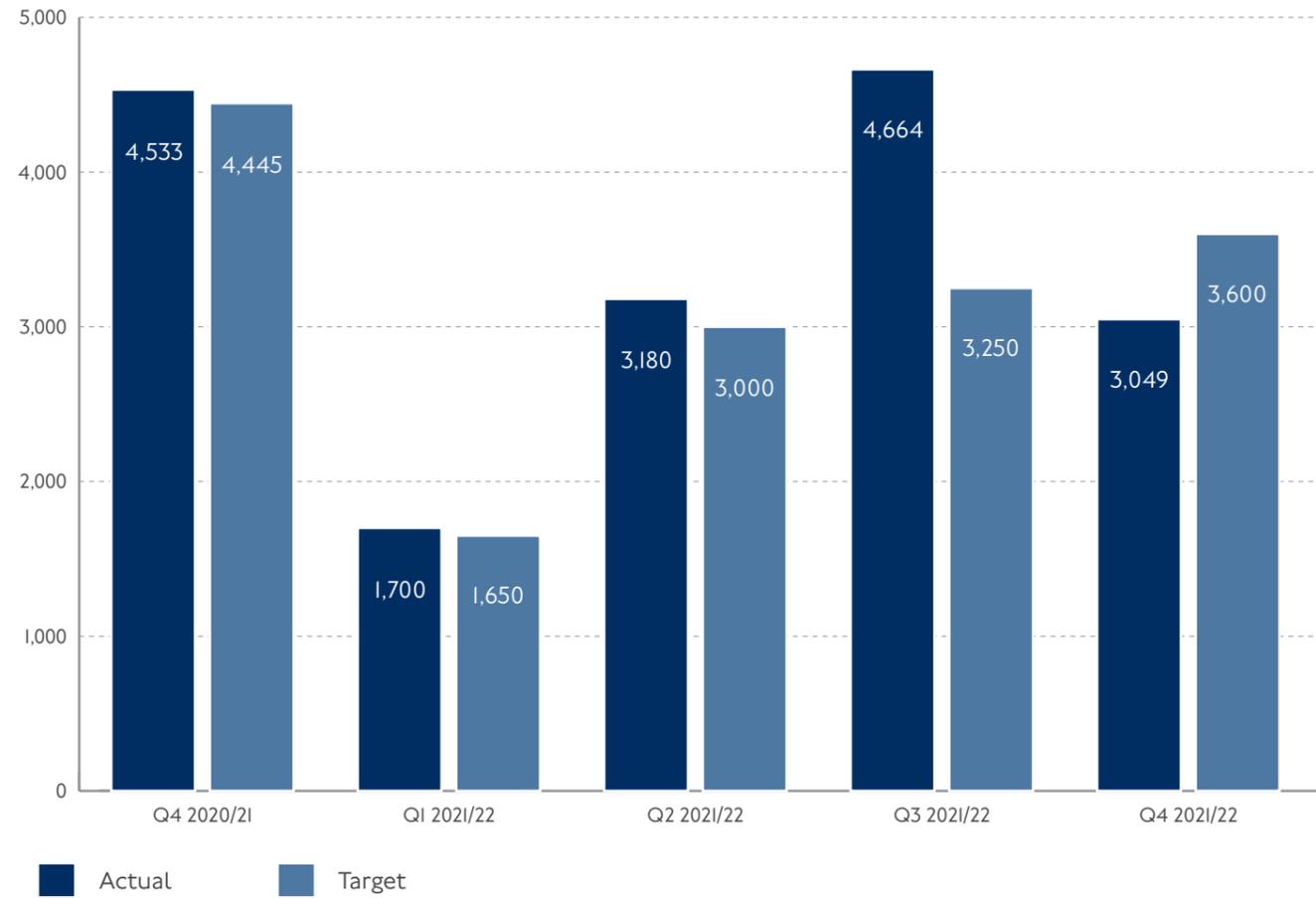
Following revisions to coronavirus guidelines for Omicron in Quarter 4 and recommendations not to travel to work, traffic recovery has been weaker than anticipated, with less associated disruption than expected. When set, the target assumed a full return to normal traffic patterns in Quarter 2. While traffic demand recovered to within a few percentage points of the 2019 baseline, fuel price increases toward the end of Quarter 4 had a negative impact on overall flows. Our management of the road network continues to be aimed at supporting bus services and active travel, while mitigating disruption.

Bus average speed
Past five quarters (mph)



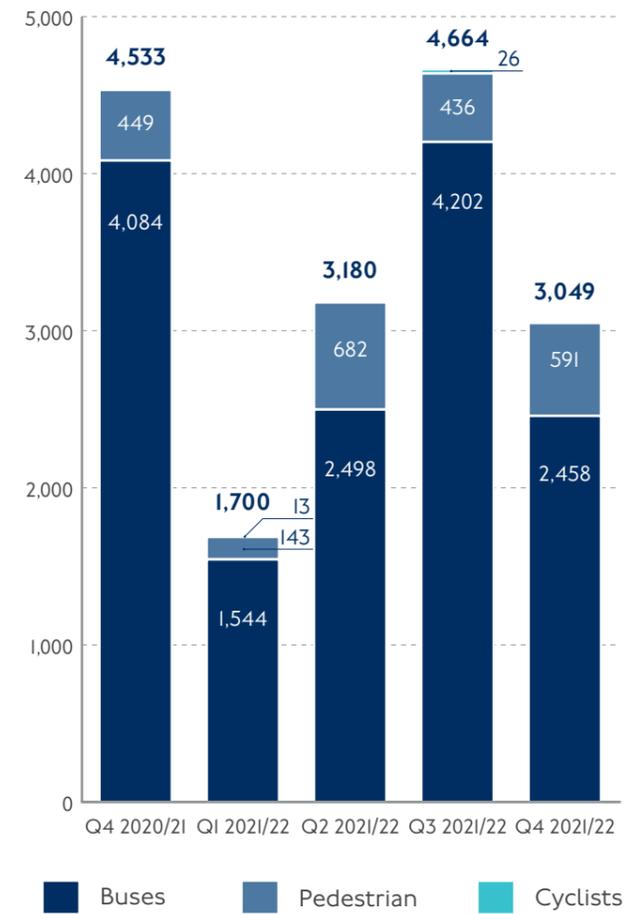
Average bus speed has remained higher than normal throughout the past five quarters due to the impact of the pandemic, with lower passenger volumes and less general traffic disruption. Typical seasonal variations have been recorded but with actual speed two to four per cent faster than before the pandemic. The impact has not been the same across all areas of London, with the inner northwest and outer northeast closer to pre-pandemic levels than other areas.

Traffic signal time savings
Past five quarters (hours)



At the end of 2021/22, we exceeded the annual target for time saved for sustainable modes (buses, walking and cycling) despite coming in under the Quarter 4 target. In Quarter 4, bus passengers and pedestrians have saved more than 3,000 hours a day as a result of our timing review work. At the end of 2021/22, we delivered 12,593 hours of benefit each day across all modes.

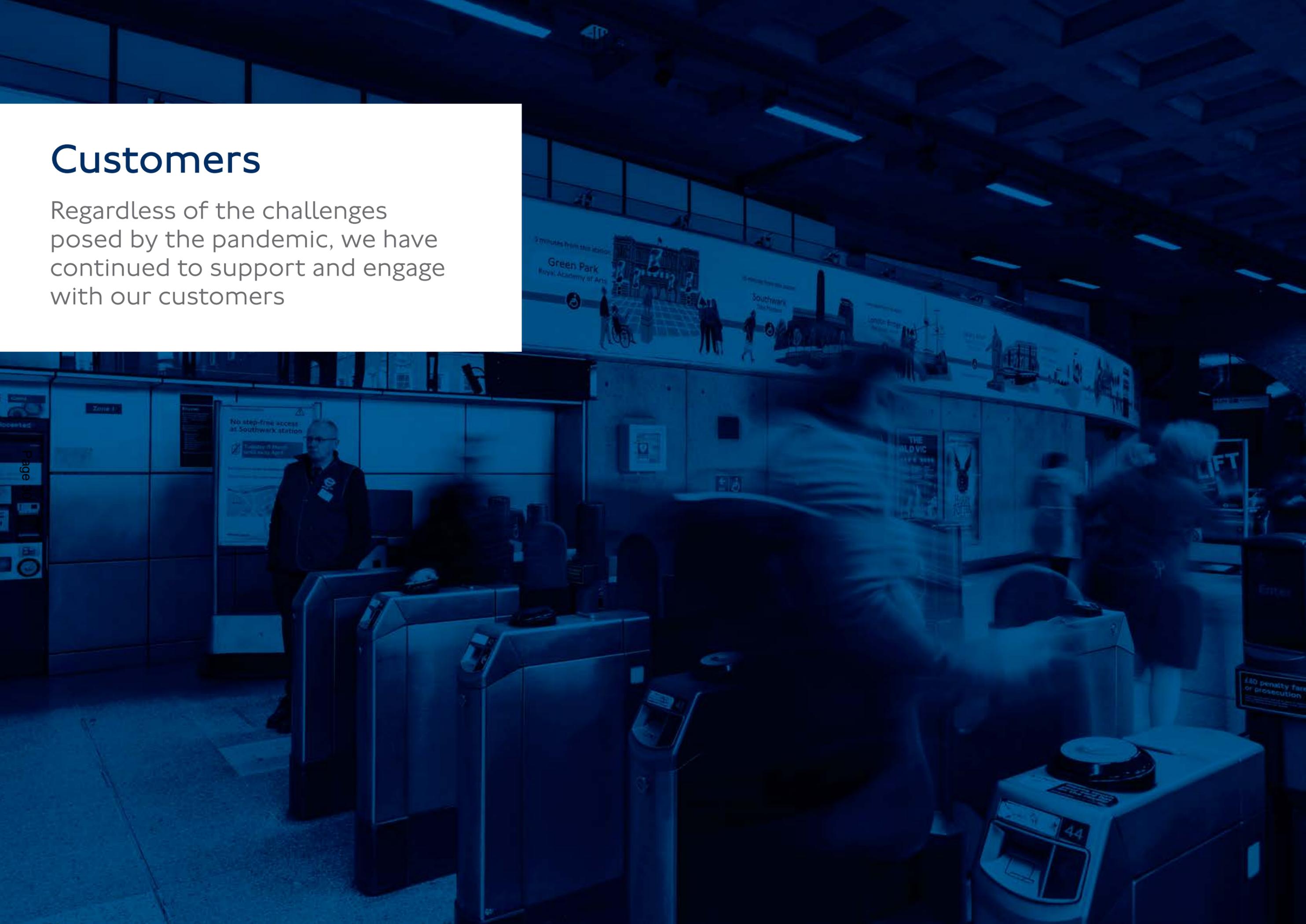
Type of road user
Past five quarters (hours)



At the end of Quarter 4, we saved 3,049 hours a day across sustainable modes – 2,458 for bus passengers and 591 for pedestrians. At the end of the financial year, we provided 12,593 hours of benefit each day on all modes. This is broken down as 10,702 for bus passengers, 1,852 for pedestrians and 39 for cyclists.

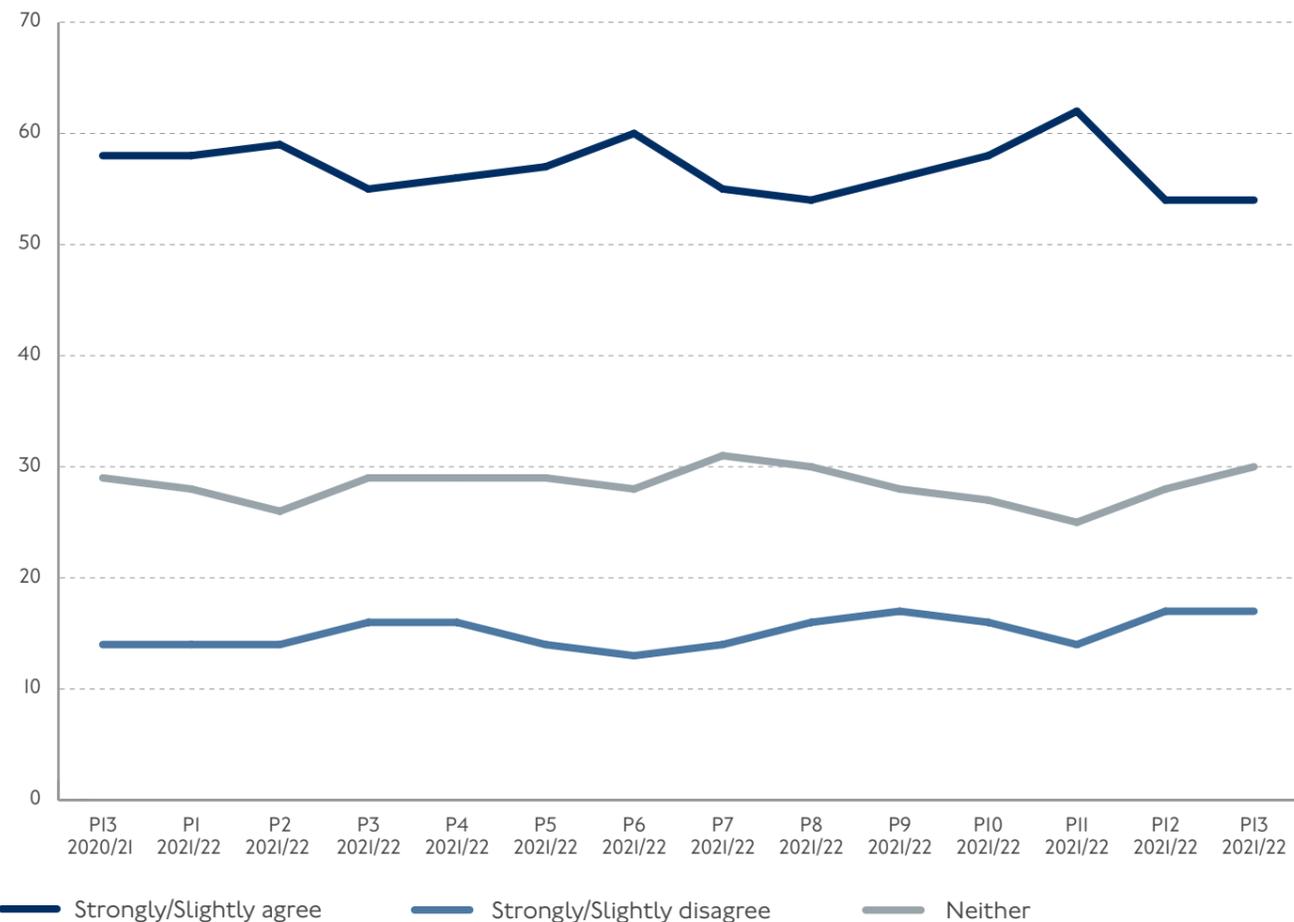
Customers

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



TfL cares about its customers

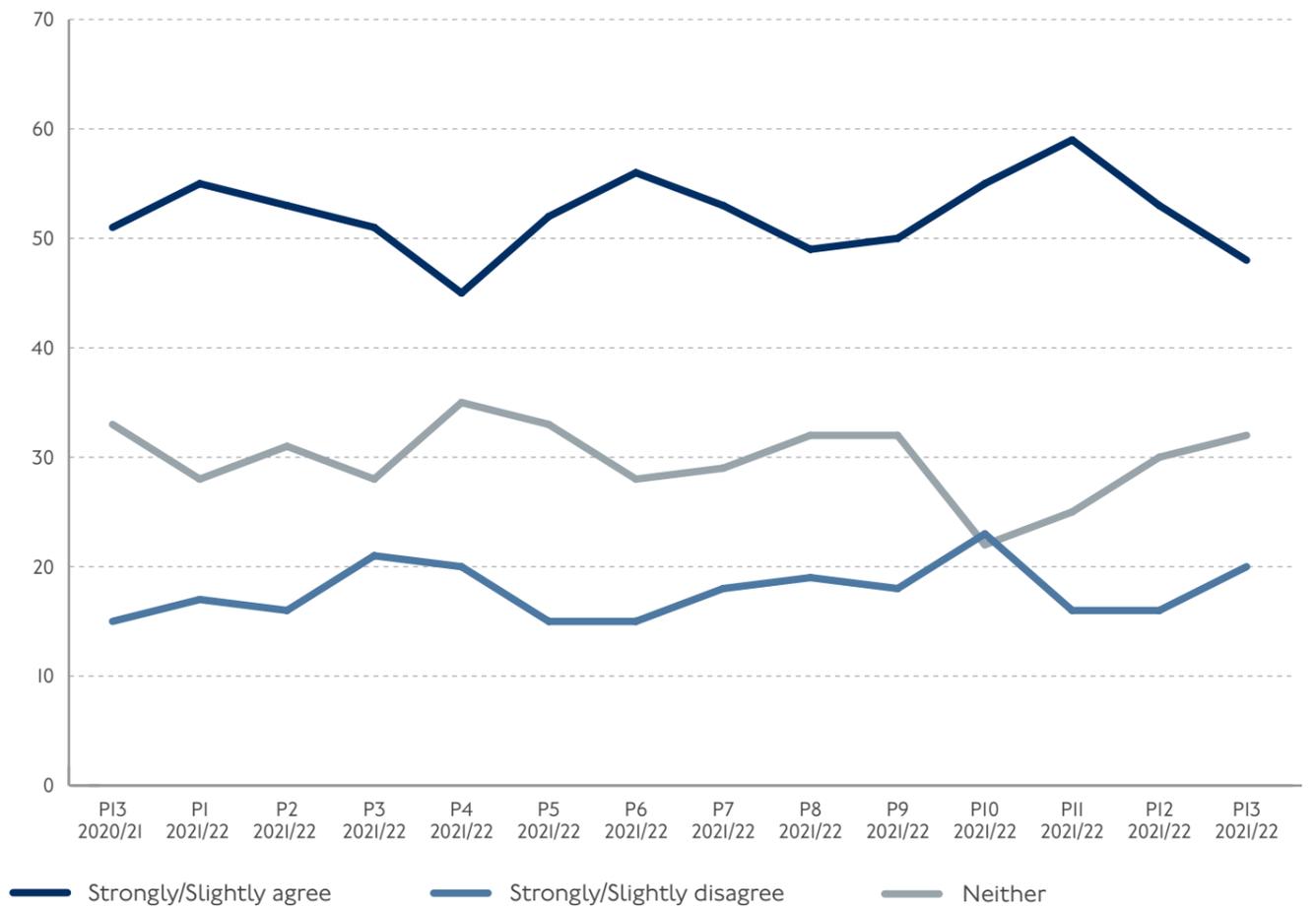
 **All Londoners**
Agreement, disagreement, neither (%)



Our customer care metric measures Londoners' perceptions of how well we perform on our promise of Every Journey Matters, and whether we consistently meet customer expectations. It reflects their overall experience of journey and non-journey interactions.

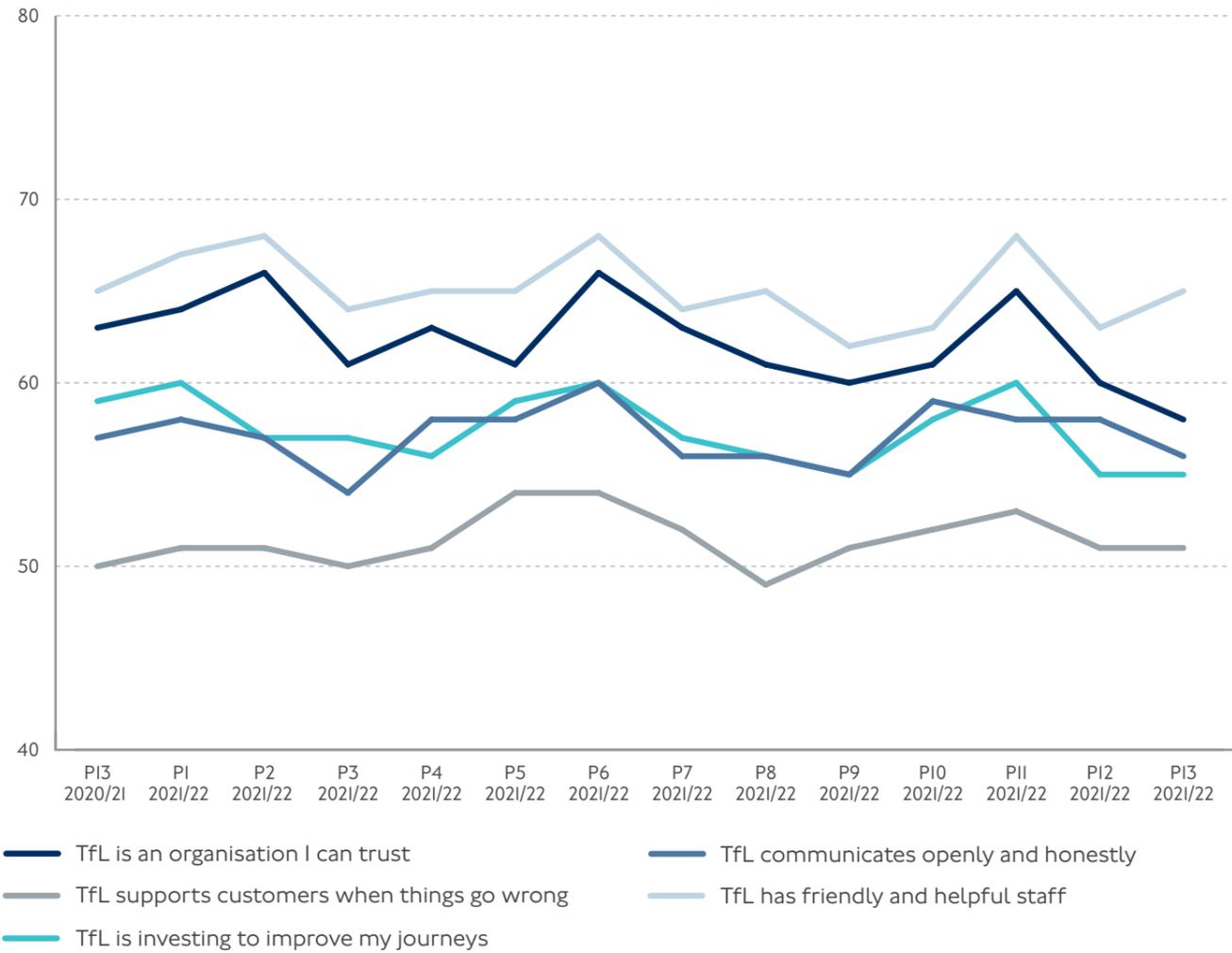
The percentage of Londoners agreeing that 'TfL cares about its customers' was 54 per cent for Period I3 2021/22. Our overall score for the year is 57 per cent agreement, one percentage point above our scorecard target. Overall, our score has remained resilient and in Period II we achieved our highest ever care score of 62 per cent.

Disabled Londoners
Agreement, disagreement, neither (%)



The percentage of disabled Londoners agreeing that 'TfL cares about its customers' was 48 per cent for Period I3. Our overall score for 2021/22 was 52 per cent, one percentage point lower than in 2020/21. Disabled Londoners continue to feel less confident about travelling than non-disabled Londoners, although the gap has been closing. We are maintaining our focus on improving performance by supporting people when things go wrong, building trust and communicating well. We are also engaging with our disability stakeholders to understand from them what is working and what needs more focus to help identify and make improvements.

Key survey questions
Agreement (%)



Winning back our customers

Our focus continues to be on emphasising to customers that the transport network is clean, safe and well managed. We operate a reliable service and support people effectively when there is disruption. Alongside this, we are promoting the network as a way they can access everything they have missed about living or being in London, and this has been reflected in the increasing numbers returning to the network for leisure purposes.

We have identified the five key drivers that have the most influence on Londoners' perception and our 'TfL cares about its customers' metric. Supporting customers when things go wrong remains an important part of improving their experience. Overall, scores decreased during Quarter 4, although some metrics saw peaks in Period II. Most notably, 'TfL is an organisation I trust' fell to its lowest level in more than a year. As people continue to return to the network, customers want to trust us to get them from A to B safely and reliably. They also want to know that we will support them if things go wrong. The rising cost of living means, more than ever, people want to feel they get what they pay for.



Our customer satisfaction across all modes has remained stable

Satisfaction

Past five quarters Score

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

This quarter, overall satisfaction across all modes remained relatively stable with only minor increases in London Underground and DLR scores. Station metrics have remained broadly stable for all modes too, but London Underground saw a significant improvement in its personal safety scores for both stations and on trains, and helpfulness and general attitude of staff at the station improved substantially for DLR. There has been little change in the number of customers claiming to have experienced a delay or disruption during their journey.

Following the coronavirus peak during the Christmas period, most of this quarter saw a return towards normality as people went back to the office. Satisfaction with other customers wearing face coverings improved significantly across all modes (except for DLR, which remained stable), suggesting increasing acceptance when people do not wear them.

Calls

In addition to our general contact centre, we have dedicated phone lines for road charging and the Ultra Low Emission Zone (ULEZ), taxi and private hire, and Dial-a-Ride.

General contact centre calls Past five quarters

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Telephone calls	296,212	363,418	535,824	696,500	604,653
Calls abandoned (%)*	6.4	9.0	15.77	22.78	13.02
Correspondence	70,847	94,424	124,263	163,862	198,028
Cases closed (%)**	88.7	83.9	78.75	70.33	68.96
Average speed of answer (seconds)	100	213	1,034	1,573	779

Telephone demand fell 13 per cent in the past quarter, up 104 per cent on Quarter 4 of the previous year. This was largely due to the festive period and moving away from our seasonal spike for concessions demand. Performance improved dramatically in both the number of calls abandoned and our average speed of answer. Ticketing calls are still the main cause of demand for us – something we expect to continue in the new financial year.

Correspondence rose 21 per cent on Quarter 3 and was up 180 per cent on the same quarter last year. We began Quarter 4 with a substantial backlog of concessions and contactless cases following the issues with our outsourcers struggling to recruit sufficient staff during the pandemic. A focused drive to clear these was successful but needed careful balancing of resources across our three contact centres to maintain performance levels while responding to a huge increase in customer demand.

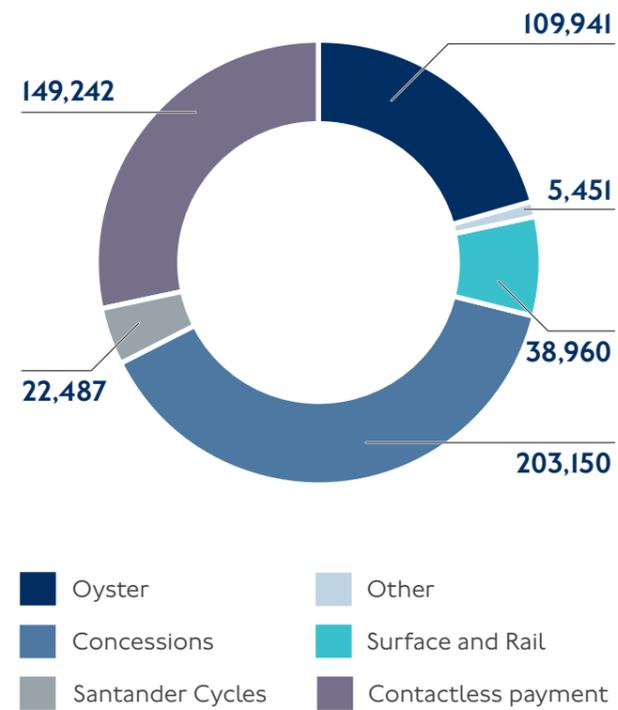
* Target of 15 per cent or lower

** 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	2,292,137
Calls abandoned (%)*	10.5	10.9	16.2	7.6	16.12
Correspondence	542,760	609,201	757,298	364,778	580,567
Cases closed (%)**	85.9	82.0	78.9	83.4	73.80

Calls by subject*
This quarter



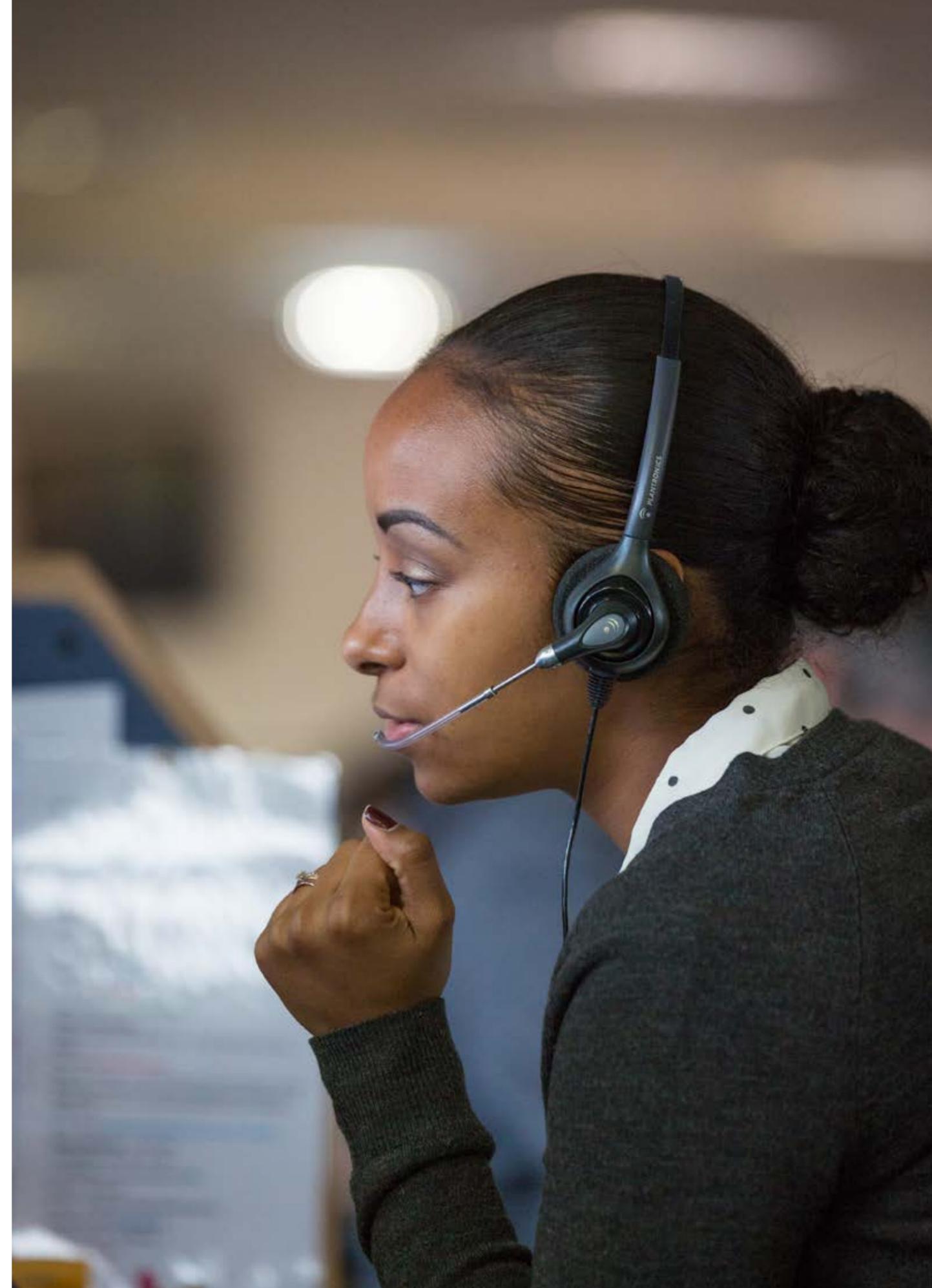
- Oyster
- Concessions
- Santander Cycles
- Other
- Surface and Rail
- Contactless payment

Overall demand was down slightly on the previous quarter, largely due to the dip during the festive period. The largest decreases were seen on concessions (41 per cent lower than in Quarter 3) as we shift away from the seasonal peak for demand. We saw a drop of 14 per cent on Oyster as well.

However, there was a 28 per cent increase on contactless, which was largely in line with rising demand as passenger journeys went up 24 per cent. Contactless continues to show very strong demand as services recover post-pandemic, and we are exploring new ways to help mitigate this while we establish the 'new normal'.

Santander Cycles also saw unprecedented demand, particularly given this is traditionally influenced by the weather. This included more than 14,000 free NHS and keyworker trips.

* Surface and Rail comprises London Underground, London Buses, London Overground, Emirates Air Line, DLR, Elizabeth line, cycling (general), River services, safety and coaches. Other comprises public help points, Taxi and private hire, ticketing apps, Sarah Hope Line and street-related calls



Our contact centres respond to a wide variety of customer queries

Road user charging and ULEZ

Past five quarters

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Calls received	331,800	275,732	292,501	462,698	559,940
Calls answered	318,557	265,662	279,011	431,969	542,331
Calls abandoned (%)	4.0	3.7	4.6	6.6	3.1
Average speed of answer (seconds)	36	47	72	76	14

Capita's road user charging contact centre continues to perform well within contractual targets. This is despite increased call volumes during Quarter 4 following the expansion of the ULEZ in October 2021, as well as changes to the Congestion Charging scheme hours in December 2021 and February 2022. The average speed to answer for Quarter 4 was 14 seconds and the call abandonment rate was 3.1 per cent against a target of no more than 12 per cent of calls.

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	1,590,871
Calls answered	1,166,545	1,043,877	1,440,357	1,093,382	1,518,973
Calls abandoned (%)	6	3	3	5	5
Average speed of answer (seconds)	73	43	42	63	48

Taxi and private hire
Past five quarters

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Calls received	42,252	46,513	59,083	72,942	56,597
Calls answered	41,898	45,959	58,163	65,385	55,938
Calls abandoned (%)	0.8	1.2	1.6	10.4	1.2
Average speed of answer (seconds)	16	33	32	314	21

During Quarter 4, calls to our taxi and private hire contact centre returned to previous levels following the spike in Quarter 3 and performed well within contractual targets. The average speed of answer was 21 seconds, and the call abandon rate was 1.2 per cent against a target of no more than five per cent of calls.

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	235,135
Calls answered	623,837	582,022	532,096	158,847	225,445
Calls abandoned (%)	8	30	29	29	4
Average speed of answer (seconds)	118	733	699	896	111

Dial-a-Ride
Past five quarters

	Target	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Calls received	N/A	33,413	46,691	66,591	83,958	102,724
Calls abandoned (%)	10	3.7	3.1	12.4	9.7	13.8
Average speed of answer (seconds)	180	72	59	269	238	344
Email bookings	N/A	1,184	3,764	6,939	10,186	10,684

Dial-a-Ride saw a 22 per cent rise in call volumes compared with Quarter 3 and a 207 per cent increase when compared with Quarter 4 last year. The average speed to answer was 106 seconds higher than in Quarter 3 and our call abandon rate rose by 4.1 per cent when compared to Quarter 3 2021/22.

Contributing factors included the increase in call volumes and reduced availability of call centre staff, plus the impact of the storms in February. Mitigation measures have been put in place to improve the speed of answer and lower the number of abandoned calls.

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	299,944
Calls abandoned (%)	12.1	10.5	10.7	5.5	10.6
Average speed of answer (seconds)	252	233	287	108	249
Email bookings	44,655	45,950	82,450	6,368	31,573

Complaints

Complaints

Year on year (per 100,000 journeys)

	Q4 2020/21	Q4 2021/22	Variance (%)
London Underground	1.64	0.97	-41
London Buses	3.87	2.99	-23
DLR	0.71	0.48	-32
London Overground	0.85	0.52	-39
TfL Rail	2.04	1.22	-40
London Trams	0.83	0.92	11
Emirates Air Line	4.34	5.9	36
Congestion charge	3.19	3.19	0
Dial-a-Ride*	50.64	61.94	22
London River Services	4.87	0.56	-89
Santander Cycles	1.72	2.32	35
Taxis**	1.48	3.24	119
Private hire**	1.57	2.3	46
Contactless	0.33	0.5	52
Oyster	0.17	0.43	153

Despite large increases in passenger numbers following the pandemic, many areas have seen a drop in complaints. Notably, London Underground complaints were down 41 per cent while demand was up 210 per cent. This was despite the biggest planned closure in London Underground's history on the Northern line, when the Bank branch was temporarily closed for essential works to take place.

Bus complaints were down 23 per cent, while demand rose 97 per cent. DLR, TfL

Rail and London Overground complaints all fell by between 30 and 40 percent.

Both Oyster and contactless saw increases this quarter, with complaints rising 153 per cent and 52 per cent, respectively. This, however, is largely due to more customers using these ticketing options. Oyster demand went up 94 per cent and contactless demand rose 179 per cent on the same quarter last year. We are closely monitoring demand in these areas to identify and address potential pain points.

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	1.26
London Buses	2.89	3.17	3.17	4.37	3.29
DLR	0.82	0.78	0.89	1.09	0.54
London Overground	1.68	1.69	1.58	1.24	0.65
TfL Rail	2.47	2.39	2.30	2.26	1.77
London Trams	1.62	1.28	1.65	1.76	0.85
Emirates Air Line	2.40	4.11	2.83	2.57	4.69
Congestion charge	4.04	1.59	2.48	3.83	3.55
Dial-a-Ride*	82.23	69.86	83.62	64.87	61.33
London River Services	0.79	1.49	1.26	2.44	0.47
Santander Cycles	4.56	4.00	3.54	2.68	2.24
Taxis**	7.28	7.22	8.06	1.69	3.24
Private hire**	3.92	2.95	2.57	1.36	2.3
Contactless	0.14	0.21	0.40	0.39	0.5
Oyster	0.18	0.15	0.17	0.26	0.48

Most of our services continue to record a lower proportion of complaints than last year. As we emerge from the pandemic, increased ridership has been a large factor in this performance, with demand far outstripping any rise in complaints.

* The highly individual nature of the Dial-a-Ride service results in a high complaint rate compared to the mass-volume mainstream modes

** 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



There was an increase in commendations for our frontline staff

Commendations

Commendations Past five quarters

	Q4 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
London Underground	75	168	274	259	272
London Buses	406	549	551	607	733
DLR	2	6	8	12	2
London Overground	18	29	25	38	33
TfL Rail	14	38	116	29	39
London Trams	0	4	0	5	8
Emirates Air Line	1	10	9	7	4
Dial-a-Ride	6	17	3	35	13
London River Services	0	1	3	2	3
Santander Cycles	0	1	0	0	0
Taxis and private hire	12	9	14	23	20
TfL Road Network	4	3	3	0	2
TfL Policy	6	0	2	4	3

Overall, commendations were up 11 per cent on the previous quarter and 108 per cent on the same quarter last year. This is due, in part, to greater numbers of passengers on the network post-pandemic. The most significant rises were again on buses and London Underground, where commendations went up by 21 per cent and five per cent, respectively. London Underground has been increasing accessibility awareness among frontline staff, including knowledge of step-free access, real-time information and access to customer toilets for people with reduced mobility.

Large rises on TfL Rail, Trams and London River Services were also a factor although, overall, the actual numbers were not as significant. Dial-a-Ride experienced the biggest decrease, but this followed very high figures from the previous quarter and reflects a return to more normal levels in Quarter 4.

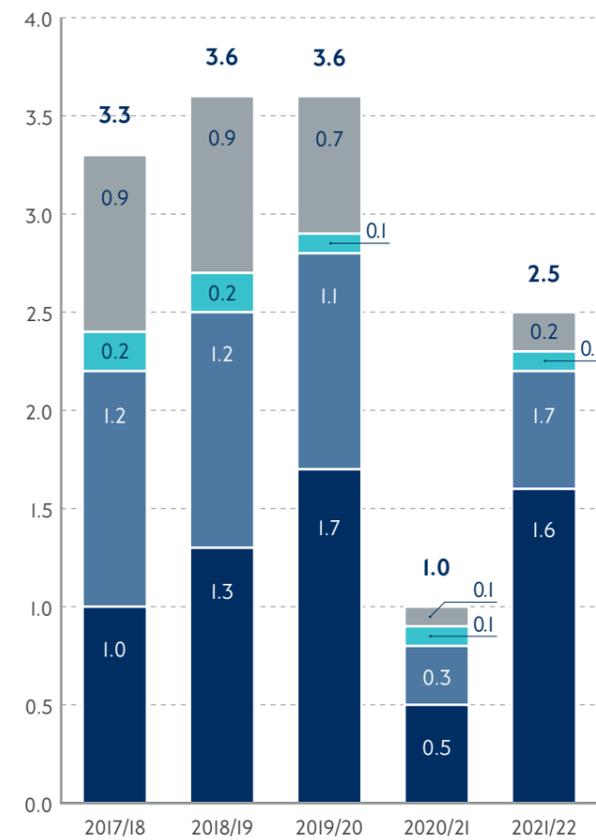
Tickets

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

105.7m 

contactless bank cards and mobile devices have been used on bus, Tube and rail services since launch



3.2m

contactless journeys are made daily

National lockdowns during the pandemic saw demand drop dramatically, but the share of contactless payments (cards and mobile devices) remained around half of all fare payer tickets and has increased slightly since. After restrictions were eased in 2021, demand had been recovering but it stalled at the end of the year due to the Government implementing new measures to prevent the spread of the new coronavirus variant.

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

Demand declined dramatically during the pandemic. However, the use of contactless payment and Oyster pay as you go has recovered to a greater extent than Travelcards, suggesting some migration from the latter to the former since the pandemic.

* 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 4 February 2021 Q4 2020/21
Thursday 20 May 2021 Q1 2021/22
Thursday 16 September 2021 Q2 2021/22
Thursday 25 November 2021 Q3 2021/22
Thursday 17 March 2022 Q4 2021/22

*** Days measured:
Thursday 8 February 2018
Thursday 7 February 2019
Thursday 6 February 2020
Thursday 4 February 2021
Thursday 10 February 2022

System availability

Ticketing

	Q4 2021/22			Year to date – 2021/22		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
London Underground – ticketing system overall availability (%)	99.36	+1.16	-0.33	99.37	+1.17	-0.29
London Buses – bus validations – overall availability (%)	99.72	+0.72	-0.02	99.73	+0.73	+0.11

Both London Underground and bus ticketing system availability exceeded targets this quarter. System use has increased as people returned to the office after pandemic restrictions were lifted.

Internal IT

Past five quarters (%)

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
System performance	99.89	99.89	99.82	99.96	99.91

In Quarter 4, there were nine Mission Critical Severity I incidents. The service that saw the biggest impact was 'Technical Service – Network', which underpins our network provision. One of these incidents caused two critical sites (Acton Signal House and Ealing Common Depot) to experience a full network outage. Colleagues were given an

alternative way to access their computer desktop so they could continue working while we resolved the issue. A second network issue impacted JourneyCall, a third-party service that answers calls from customers on our behalf. While this affected productivity, JourneyCall was still able to handle calls and advise customers.

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	99.90

Digital

In August, we introduced real-time busyness information into Journey Planner results in the TfL Go app. Customers can see whether stations are 'quiet now', 'busy now' or 'very busy now' when they plan a journey involving the Tube. We have also added new customisation so people can plan journeys based on preferred travel modes, plus 'least walking' and 'fewest changes' options.

Our focus continues to be on integrating account and payment functionality so customers can plan, pay and travel in one fully inclusive, integrated digital experience.

9.4m

unique devices
visiting the TfL
website this quarter

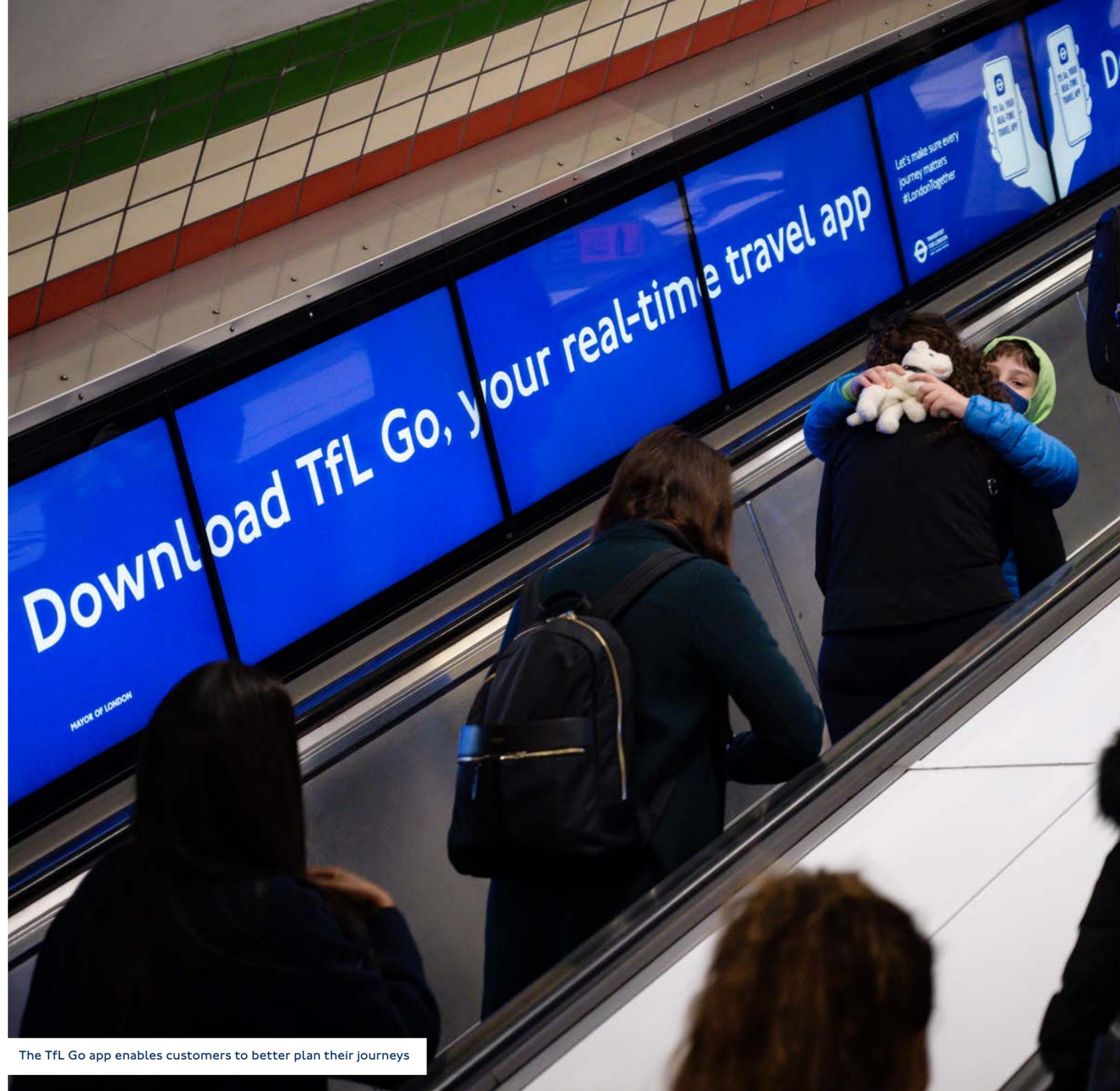


1.2m

downloads of the
TfL Go app since launch

185m

website page views
this quarter



The TfL Go app enables customers to better plan their journeys



Travel demand management

In early 2021, we were shortlisted in the Chartered Institute of Logistics and Transport's passenger transport award category for our efforts to spread the number of construction workers travelling on our network across a wider timeframe in the morning and evening peaks. This made better use of spare capacity on the Tube and enabled social distancing. We have continued to build on this partnership with construction developers to share messages about our services likely to affect their workers' commute.

December saw another successful festive campaign. Between 24 December 2021 and 3 January 2022, there were several planned works, with the most impactful on the Piccadilly line between Acton Town and Heathrow. This required a demand management plan and communications that clearly set out the day-to-day advice and alternative travel options for customers using Heathrow, particularly on 26 December when there was no service on TfL Rail and Heathrow Express.

The major closure of the Northern line between Kennington and Moorgate took place from Saturday 15 January to mid-May. The biggest planned closure on the network in a generation, it is estimated to have impacted up to 500,000 customers every weekday morning, with 155,000 people having to adapt the way they travelled. A major mitigation measure was our travel demand management strategy, which aimed to change the behaviour of 29 per cent of displaced customers to manage crowding. We regularly monitored our messaging, customer journeys and pandemic-related restrictions to enable us to adjust our strategy accordingly.

Campaigns

Campaigns – Customer information email volumes Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Customer information emails (millions)	187	189	205	211	226
Campaigns	1,043	930	1,101	685	950

Customer information emails were vital at the height of the pandemic when as we needed to keep people informed about the ever-changing situation. We are now focusing on supporting a number of recovery campaigns.

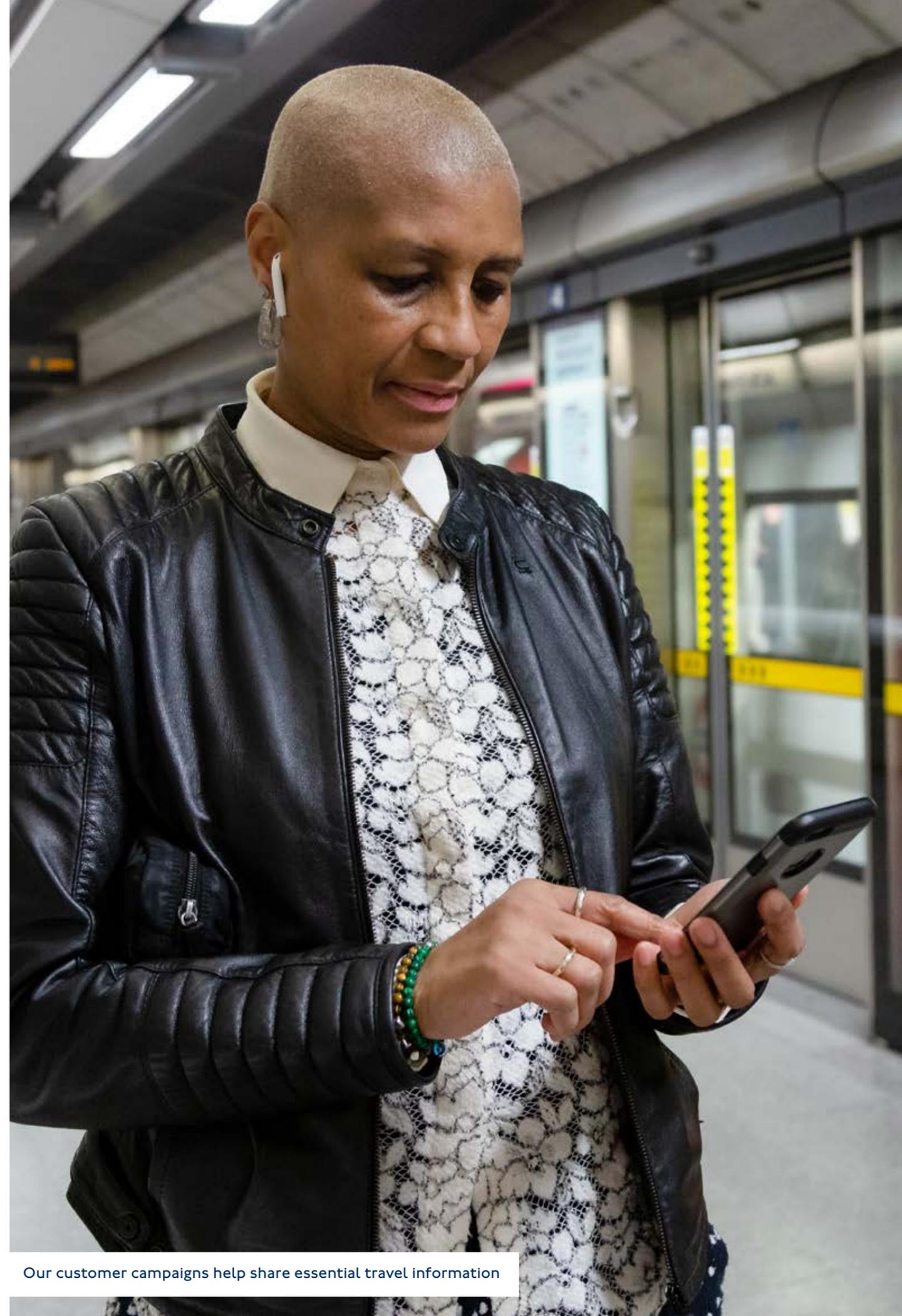
226m

customer information
emails sent in 2021/22 to date



950

customer campaigns
so far in 2021/22



Our customer campaigns help share essential travel information



We updated our customers during the Northern line closure

Customer marketing and behaviour change campaigns

The 17-week closure of the Bank branch between Kennington and Moorgate on the Northern line, which started on 15 January, required customers to make changes to the way they travel. We launched a campaign to inform people of the closure, especially those who use the line or live in key origin boroughs. We also managed travel demand to mitigate the significant impact on the network.

We advised customers to travel at quieter times or use alternative routes. They were encouraged to check how busy their station was before they travelled, using the Journey Planner and TfL Go app.

A full-scale, pan-London communications campaign, before and throughout the closure, included digital advertising and outdoor posters. It highlighted the tools and advice people needed to retime or reroute their journeys or use alternative public transport, minimising the impact of the closure.

By providing travel advice, installing new signage at stations, operating differently and deploying additional staff across the network, we made sure we could help customers and provide support and travel advice when they needed it.

Consultations

We launched six consultations in Quarter 4:

Two key consultations:

- A10 Bishopsgate Healthy Streets
- Nine Elms Lane highways scheme – western section (Battersea Park Road)

Four others:

- A23 Streatham High Road junction with Gracefield Gardens
- Cycleway 9 West
- Proposed withdrawal of night services on route 145
- Redcliffe Gardens safety scheme

We launched six consultations in Quarter 1:

- Lambeth Bridge to Chelsea Bridge walking and cycling changes
- Mansell Street walking and cycling changes
- Route 383 proposed extension to Finchley Memorial Hospital
- Improving air quality and Londoners' health, tackling climate change and reducing congestion
- Lewisham to Catford walking and cycling changes
- Central London Bus Review



London Assembly scrutiny

London Assembly scrutiny Quarter 4

Date	Title	Type of scrutiny
13 December 2021	Environment Committee: Climate adaptation and climate risk	Open meeting
16 December 2021	Mayor's Question Time	Open meeting
11 January 2022	Transport Committee: Vision Zero	Open meeting
14 January 2022	Budget and Performance Committee: Mayor's Budget 2022/23	Open meeting
20 January 2022	Mayor's Question Time	Open meeting
9 February 2022	Transport Committee: TfL finance	Open meeting
22 February 2022	Environment Committee: Air quality	Open meeting
24 February 2022	Mayor's Question Time	Open meeting
14 March 2022	Transport Committee: Commissioner Q&A	Open meeting
24 March 2022	Mayor's Question Time	Open meeting



The London Assembly has the opportunity to scrutinise our work

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Customer Service and Operational Performance Panel



Date: 13 July 2022

Item: Assisted Transport Services Update

This paper will be considered in public

1 Summary

- 1.1 This paper outlines the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 7 December 2021.
- 1.2 It also provides an update on how ATS continues to adapt to support Londoners with reduced mobility during the ongoing coronavirus pandemic, as well as information on research into our customers to better understand their travel (included in the appended slide deck) and an update on the contact centre call waiting times and complaints.

2 Recommendation

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

3 Background

- 3.1 ATS refers to the range of services available to assist people with limited mobility who require additional help getting around. Services available in London include door-to-door transport services such as Dial-a-Ride (DaR) and Taxicard, alongside enablers to using general public transport, such as travel mentoring. ATS are pre-booked. As Turn up and Go assistance does not require pre-booking, it does not come under the ATS umbrella.
- 3.2 The ATS roadmap sets out a series of incremental actions aimed at the following priority areas for improvement:
 - (a) Increasing customers' awareness of the range of ATS available;
 - (b) Simplifying the customer service offering by helping customers to make the right choices about which service to use and ensuring consistency in the information we provide;
 - (c) Harnessing the opportunities created by improvements to the accessibility of general public transport to increase customer independence where possible; and
 - (d) Integration, where possible, of the operating resources available to ATS to make best use of available funding to cater for present and future demand.

- 3.3 The Mayor's Transport Strategy commits TfL to delivering improvements in these areas, based around five key design principles:
- (a) Consistently **safe and reliable** journeys, with a customer focus, including highly trained staff across the whole network;
 - (b) Providing **convenience** through information and support, to improve user confidence in journey planning and independent travelling;
 - (c) Allowing users **flexibility and choice** in their preferred mode, time of travel, booking approach and level of assistance;
 - (d) Providing a seamless and **integrated** multi-modal service, single user platform and personalised account, that incorporate all public transport modes including dedicated assisted transport services; and
 - (e) Utilising the latest technological **innovation** in bookings, payments, service routing, customer care and performance monitoring, to ensure the system is convenient, efficient and provides value for money.
- 3.4 During the ongoing coronavirus pandemic, London's ATS services have adapted to support customers in line with the above principles, and in light of rapidly evolving circumstances. Alongside this work, the momentum for change and improvement within this area of TfL activity has also been maintained. Updates on both these strands of activity are provided below.

4 Supporting ATS customers through the Coronavirus pandemic

Passenger support

- 4.1 Until recently, demand for DaR services has grown slowly but steadily. In mid-October 2021, demand reached 47 per cent of pre-pandemic levels and remained at this level until December 2021.
- 4.2 Since that time, we have seen a small increase in demand. Over the four weeks of Period 2 (1 – 28 May 2022), trip requests were at 52 per cent compared to pre-pandemic volumes on the network. We are still meeting trip requests at a level of 90.9 per cent year to date, against a target of 90 per cent.
- 4.3 This plateauing of journey requests appears to be primarily due to changes in travel patterns, although the reopening of clubs and other destinations seems to have paused as well and some customers have concerns about travelling since the pandemic began.
- 4.4 We have undertaken research that shows that 190 destinations we previously served pre-pandemic have now permanently shut. These destinations are mainly social clubs, which have closed due to lack of volunteers and / or funding.
- 4.5 The increasing demand for DaR services has meant that we have relaxed our one-household per bus rule, in line with Government guidelines around social distancing. We have now returned to utilising our full capacity and allow multiple passengers on a bus when required, in particular when our customers are all going to and from the same destination.

- 4.6 TfL guidelines around face coverings were amended on 13 June 2022. We are now encouraging staff and customers to take appropriate action to keep themselves safe – including using hand sanitiser and wearing a face covering if it helps customers and colleagues to travel and work with confidence.
- 4.7 As with DaR, Taxicard had seen increasing demand, but demand in 2022 is lower than in 2021. Currently demand is at 73 per cent for April – May 2022 compared to 83 per cent of pre-pandemic volumes.
- 4.8 Taxicard performance has generally been good, with over 95 per cent of trips being met within 15 minutes of the scheduled time over the two months ending in May 2022.
- 4.9 ComCab London, the service partner contracted to deliver Taxicard and previously known as City Fleet, currently has as enough drivers to deliver all required journeys and does not foresee issues in the short term. However, ComCab is aware of the high numbers of drivers leaving the trade and is undertaking significant recruitment activities to insulate themselves against any future shortfall.
- 4.10 We expect demand for both services to grow and are forecasting this to reach 85 per cent of pre-Covid demand by the end of 2022/23.

Travel Mentoring Service

- 4.11 Previously, we reported on the new Covid-safe methods of working the Travel Mentoring team was using to assist passengers. With changes in Government guidance, we have been able to return to more face-to-face work.
- 4.12 Individual journey assistance and group activities, such as bus days, have been restarted. The latter is particularly important considering bus days had been suspended, as there was no effective way to undertake these activities safely in person. The number of bus days and group activities continues grow as more organisations open up and return to pre-pandemic ways of working.
- 4.13 We are retaining some of the new methods of working implemented during the pandemic and are offering video or telephone assistance where customers prefer. Although most people prefer the in-person approach, it's important to offer digital alternatives when requested.
- 4.14 Train the trainer sessions have also restarted. These sessions are designed to assist staff at organisations such as clubs and residences to provide advice to their residents and customers on independent travel. Our Travel Mentoring team will meet with staff at these organisations and walk them through all the travel options available to disabled people and those with other mobility impairments. We will also provide coaching on how to assist their customers with their travel needs in a positive, supportive way.

5 DaR call centre waiting times and complaints

Call Waiting Times

- 5.1 At the last meeting we were asked to provide an update on DaR call waiting times and complaints.
- 5.2 The number of calls to the management control centre (MCC) has risen steadily as demand for our services has increased.
- 5.3 MCC call waiting times the last four periods are shown below

Period	Calls Received	Abandoned calls	% Abandoned calls Target: 10%	Average Speed of Answer (sec) Target: 180 secs
P12	29,785	5626	18.90%	449 Sec
P13	29,317	5055	17.20%	470 Sec
P1	28,653	2948	10.30%	271 Sec
P2	30,185	2410	8.00%	194 Sec

- 5.4 To reduce the call abandon rate and average speed of answer, the team has taken steps in the past two periods that have yielded significant results. We continue to see a downward trend in both abandoned call rate and average speed of answer.
- 5.5 Steps taken include:
- (a) having the maximum staff available at 09:00 on the phones when lines open and call volumes are high. This includes utilising staff from across other areas of the MCC whose workload is quieter first thing in the morning e.g. the correspondence team who manage email enquiries. The reallocation of staff across duties at peak call times has increased availability on the phones by around five per cent; and
 - (b) reinstating regular bookings where customers are reliably requesting repeat trips; since the last covid restrictions were lifted, over 600 regular bookings have been reinstated – this removes the need for a customer to call in which saves the time and reduces the number of calls to the MCC.

DaR Complaints

- 5.6 DaR complaints data is reported quarterly in the regular report to the Panel. These complaints are reported as per 100,000 journeys so that they can be compared to the wider network of mass-transit modes.
- 5.7 To get to these figures this data is converted from our internal metric of complaints per 1,000 trip requests.
- 5.8 Internally we measure complaints using complaints per 1,000 trip requests as our complaints can cover all aspects of the end-to-end journey process from booking a trip to the customer experience on that trip, not just the journey itself.

- 5.9 Our internal scorecard target for complaints is to keep these below one complaint per 1,000 journey requests, our current complaints rate is significantly below this level and equates to less than one complaint per day.

	2021/22			
Period	Q1	Q2	Q3	Q4
DaR complaints per 100,000 journeys	51.31	50.82	74.92	61.94
DAR complaints per 1,000 requests	0.35	0.64	0.56	0.62

- 5.10 The highly individual nature of the DaR service means that, when complaints are converted to the per 100,000 journeys metric, they appear significantly higher when compared to mass-transit modes.
- 5.11 The option to include the complaints per 1,000 trip requests metric in the regular report to the Panel has previously been examined, however, for consistency in reporting it was agreed that DaR complaints should be converted to be comparable to the wider mass transit network.

6 ATS Roadmap updates

- 6.1 Progress along the ATS Roadmap continues to be made and a summary of progress since the update in December 2021 is included at Appendix 1. Further information relating to the key areas of progress are provided below.

One-stop shop booking and scheduling platform

- 6.2 Central to the delivery of the ATS strategy is the introduction of a one-stop shop that will eventually give customers the ability to access the range of ATS services using a single online portal alongside a telephone option. This project was paused during the height of the pandemic, and the invitation to tender was released in October 2020.
- 6.3 Thirteen companies originally submitted bids, and we are now down to the final two contenders. These two contenders have submitted their final bids which are going through the tender evaluation and consensus process before a final decision is made on the successful bidder.

ATS customer research

- 6.4 TfL has received the customer research report and the findings are included in the appended slide deck (Appendix 2: Assisted Transport Services – Customer Research Findings – July 2022)
- 6.5 Headline findings from the research include:
- (a) 61 per cent of customers use Taxicard / Capital Call, 13 per cent use Dial-a-Ride and 18 per cent use all of these services;

- (b) 63 per cent surveyed already use London Buses, 60 per cent use a private car as a passenger and 60 per cent already travel by foot, assisted walking, mobility scooters or wheelchair (two per cent by bike/adapted bike);
- (c) 50 per cent of those surveyed were open to increasing journeys by public transport or active travel and 32 per cent were open to both these options;
- (d) Only 10 per cent of the audience had heard of the Travel Mentoring Programme, however, 45 per cent would consider using it; and
- (e) There is a large opportunity for Travel Mentoring with around 50 per cent of our customers open to increasing the number of journeys they make using public transport or active travel modes.

6.6 Using the findings of this research we want to develop an ATS Customer Action Plan to form part of a refreshed ATS Strategy and Roadmap.

6.7 Central to this work will be engaging with stakeholders and customers to get their views and ideas on the activities to take forwards.

7 Next Steps

7.1 We are starting to work towards a refreshed ATS Roadmap. Over the next six months we will be engaging with stakeholders and customers to get their views on the future of ATS with the aim of developing a refreshed ATS Strategy and Roadmap.

7.2 We will bring an update on this work to the next meeting of the Panel, and progress updates will continue to be provided to the Panel every six months. These updates will also continue to be shared with the London Assembly Transport Committee, as has been the practice to date.

List of appendices to this report:

Appendix 1: The journey towards the vision for a world class Assisted Transport Services – July 2022

Appendix 2: Assisted Transport Services - Customer Research Findings – July 2022

List of Background Papers:

Papers submitted to the panel on 7 December 2021, relating to Assisted Transport Services Update

Contact Officer: Louise Cheeseman, Director of Bus Operations
Email: LouiseCheeseman@tfl.gov.uk

Appendix 1

The journey towards the vision for a world class Assisted Transport Services (July 2022)

Objective	Improvement Initiative	Detail of initiative	Status – December 2021	Current Status – July 2022	Expected Delivery Date
Create an integrated umbrella identity for ATS	1. Assisted Transport Services (ATS) umbrella identity	Develop a new umbrella identity for ATS to build joint identity across the existing delivery partnerships.	n/a	n/a	
	2. Joint taxi and Private Hire Vehicle (PHV) procurement	TfL/London Councils Joint framework for the procurement of taxi and private hire elements of Taxicard, Dial-a-Ride and Capital Call services. Set up common customer service standards and performance management structures.	n/a	n/a	
	3. Strategy to raise profile of ATS as important customer market for taxi and PHV trade	Work with TfL Taxi and Private Hire (TPH) to encourage the supply of high-quality taxi and PHV drivers for the delivery of ATS journeys across London	Conversations have expanded to include DaR / Taxicard provider. Provider working with knowledge companies and other partners to attract drivers into the trade.	Working with TPH to get details included on the TfL website to direct taxi drivers towards how they can sign-up to do Taxicard work.	Regular forums currently in place.

	4. Relaunch e-learning for taxi and PHV drivers	An e-learning course for taxi and PHV drivers undertaking ATS work has been developed by TfL, modelled on Dial-a-Ride driver training.	This work has now been completed, though TfL will continue to update the course as required.	n/a.	
One stop shop platform for Assisted Transport Services	5. Dial-a-Ride and Capital Call alignment	Dial-a-Ride and Capital Call merged booking centre.	n/a	n/a	
	6. Integrated customer feedback	Integrated customer feedback for Capital Call, Dial-a-Ride and Taxi services.	n/a	n/a	
	7. Use Dial-a-Ride delivery partners to provide delivery of services to suit customer needs	Use taxis and community transport to support Dial-a-Ride services where suitable for customers' needs.	Promotion of the app has begun, though it is too early to be certain, it appears to be successful in attracting drivers. Drivers leaving taxi trade remains a longer term strategic concern.	Drivers leaving the trade and the high average age of drivers remains a concern. Comcab have provided reassurance about their ability to cover journeys, they are now utilising their partner Addison Lee to meet demand.	On-going monitoring

	8. Integrated booking and scheduling system	Develop a one-stop shop integrated booking platform for TfL ATS services, which includes capacity management, scheduling, booking and cancellations.	Invitation to Tender was released in October 2020. TfL has down-selected to the final three bidders, and is currently in negotiation.	The two final bidders are going through the tender evaluation and consensus process before a final decision is made on the successful bidder	Contract award now expected 2022. Go live by June 2023.
	9. Integrate third parties with the one stop shop (e.g. hospital providers)	Following pilots and Demand-Responsive Transport (DRT), use lessons learned to further develop the ATS one stop shop platform beyond TfL/London Councils to include NHS funded services, third sector services and new forms of public transport where appropriate.	Patient transport services database has been compiled and shared with appropriate customer contact teams to provide to customers on request.	Lessons learned from DRT trial will be included as part of future ATS work.	Timetable for future stakeholder engagement TBC considering Covid-19 pressures on NHS. Priority will be given to emerging transport issues as and when they arise in the meantime.

Increase awareness of the range of transport options available to customers	10. Integrated customer information and marketing of ATS and public transport options	Increase awareness of the full range of transport options, with integrated customer information about ATS and accessible public transport options.	Accessible transport in London leaflet visuals in process of being updated to better reflect the current, Covid-safe, travel experience.	New Accessible transport in London leaflet has been published: https://content.tfl.gov.uk/accessible-travel-web.pdf Work ongoing with Customer Experience and Stakeholder Engagement and Advocacy team to identify best opportunities to promote services and link up with planned campaigns.	Once clarified, further opportunities to promote to be actioned (including with NHS Trusts and borough independent living and reablement services).
	11. Travel mentoring strategy	Create a new strategy to increase usage of the travel mentoring scheme.	Travel mentoring is currently focused on recommending services, and bringing them back to pre-pandemic levels.	The team continues to focus on recommending services and bring them back to pre-pandemic levels. This includes recruiting to a vacancy in the team so they can reach pre-pandemic capacities again.	Travel mentoring promotion video in development and due for launch Autumn 2022.

Improve TfL's understanding of the ATS market	12. Personal budgets pilot	Conduct a pilot in two London boroughs to understand customer choices between the different ATS services.	n/a – Recommendation not to proceed.	Action closed – CSOPP agreed not to proceed on the basis of being unable to secure suitable partners to provide meaningful outcomes.	
	13. Demand responsive transport	Research opportunities to harness Demand Responsive Bus (DRB) innovations to contribute to core ATS.	This is complete as outlined in the December 2021 paper to the Panel.	n/a	

	14. Customer data	Conduct data analysis and customer engagement to understand customer choice between ATS and mainstream services.	Analysis completed	Results presented as part of this paper.	To work with stakeholders to agree the next steps and develop a refreshed ATS Strategy and Roadmap to support it's delivery. We will update on this at the next meeting.
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Assisted Transport Services- Customer Research Findings

July 2022

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Background to this work

- As part of the Assisted Transport Services (ATS) Roadmap we committed to undertaking research to better understand our customers
- The main focus of this research was to understand how customers use ATS and the wider public transport network
- Using this information we hope to be able to improve service provision for our customers - the Mayor's Transport Strategy (MTS) sets out TfL's vision to enable all Londoners to travel *'spontaneously and independently' (policy 14)*
- We want to ensure we are maximising the opportunities for people who wish to travel independently whilst supporting and developing essential Assisted Transport Services (ATS)
- Until now there has been little research to understand and support the respective needs and desires of our ATS customers



The current policy context

ATS form a key part in the success of a number of policies across TfL, London and the UK:

Policy	Objectives
Department for Transport (DfT) Inclusive Strategy 2021	Our vision is for disabled people to have the same access to transport as everyone else. They will travel confidently, easily and without extra cost. By 2030 we envisage equal access for disabled people using the transport system, with assistance if physical infrastructure remains a barrier.
Mayor's Transport Strategy 2018	Aims to enable spontaneous and independent travel by all people in London. Improving ATS services is key to this deliverable as well as increasing support to enable customers to travel independently. The travel mentoring programme is key to this delivery. There is also the aspiration to make ATS World Leading. The action plan will support the Mayor's aim for 80 per cent of trips by foot, cycle or public transport by 2041
TfL Equality Objectives	<p>Objective 1: Customer service - our approach to assisted transport</p> <ul style="list-style-type: none"> • Continue to deliver and build on the assisted transport vision and roadmap, working in partnership with London Councils and the London boroughs to enhance opportunities for spontaneous and independent travel and greater awareness of the range of travel options available for those Londoners who need additional help getting around London • Broaden the remit of the travel mentoring service to include active travel options such as walking, cycling and the use of mobility scooters, as well as all public transport modes including the Elizabeth line • Develop new partnerships between our travel mentoring team and health, social care and education professionals to promote independent travel support through travel mentoring provision • Work with London Councils and the London boroughs towards establishing greater consistency of the Taxicard offering across London

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Increasing access to the public transport for disabled customers is vital for encouraging our customers back to our services and will ultimately improve the experience for all customers across London.



ATS Customer Action Plan

To help make ATS 'World Leading' the ATS team are working with City Planning and Customer Insight, Strategy and Experience (CISE) to develop a customer focused action plan.

This slide deck sets out results from our customer research which will form part of the evidence base for this plan.

We will also be engaging directly with stakeholders and customers to gather their input and feedback. We have started these conversations at the recent Inclusive Transport Forum.

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The ATS customer action plan will aim to:

1. Ensure door-to-door ATS services reach those who need them most and who would find it difficult or impossible to use the wider public transport network or active travel
2. Encourage and support those ATS customers who are able to and wish to, to use the wider public transport network or active travel when they can
3. Ensure funding committed by TfL for ATS enables us to effectively and efficiently reach the customers who need our services most



Improving the current ATS offering

We have worked to address some of these issues through the ATS Roadmap, however, we now want to build a plan for the next steps.

Part of this will be developing an ATS Strategy and refreshed roadmap, to do this understanding our customers is key.

- **Offering is complex for customers to navigate**
 - Separate application, eligibility and booking channels for door-to door options
 - Taxicard offering varies by borough
- **ATS promotion lacking strategic vision**
 - Customer choice not always aligned with needs
 - Travel mentoring awareness is low
- **Service delivery fragmented**
 - Both within TfL and in the wider ATS market
 - Integration has been limited in the past, encouraging over-reliance on one or other of the door-to-door services (i.e. DaR, Taxicard, Travel Mentoring)
- **Capacity and scheduling is inefficient**
 - Dial-a-Ride booking system reliant on old technology
 - Dial-a-Ride operating locations based on legacy requirements



The aims of our customer research

The first stage was to carry out research on who the ATS customers are. The research had three core objectives:

1. **Understand our ATS customers** – current travel behaviour, demographics, attitudes and perceptions
2. **Customer insight**– highlighting potential to use public transport, active travel and Travel Mentoring
3. **Understand the level of desire for independent or multi-modal travel** – based on existing travel patterns and stated preferences

Opportunities this research could present:

Clear understanding of ATS Customers and how we can best support them ensuring the service is 'World Leading' and that customers have the most travel options available as possible

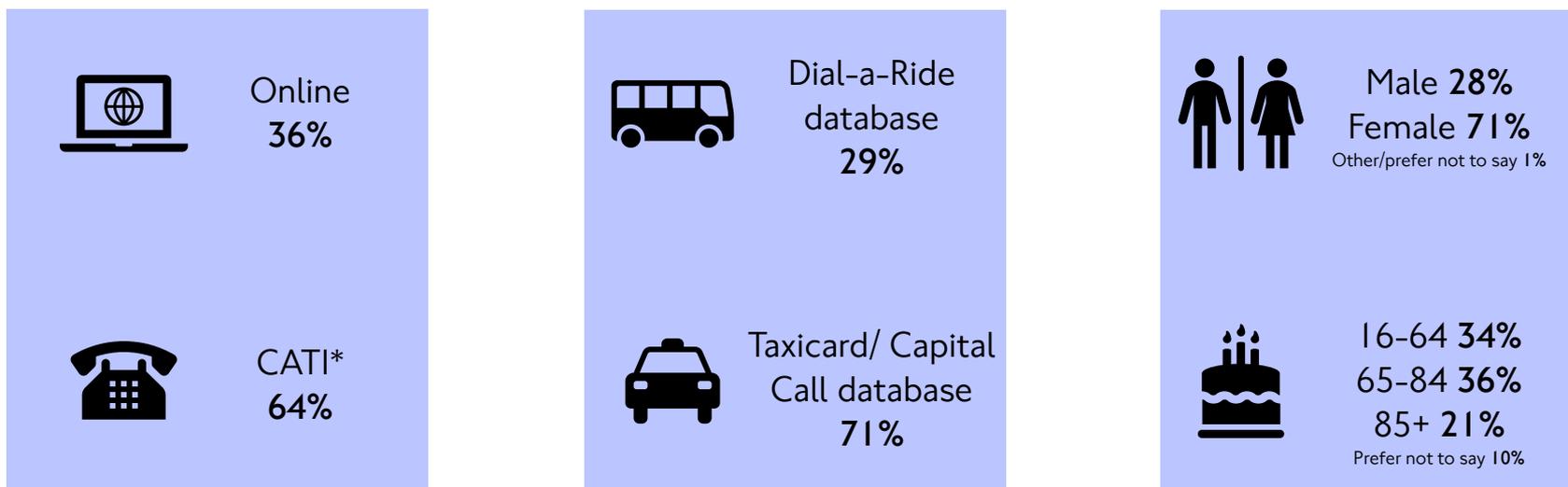


Research sample size and background

We used established transport and customer survey methods to understand our ATS customers and gather insights on their travel patterns and preferences.

Total sample: 1509 respondents

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Fieldwork dates: 7 April – 14 May 2021. Research carried out by 2CV

Sample taken from customers who registered or used Taxicard / Dial-a-Ride Since April 2019. This was to ensure customers could discuss their journeys pre-pandemic.

The size and demographics of the sample was determined to be representative.

* Computer Assisted Telephone Interviewing



Findings – understanding our ATS customers

Current travel patterns of ATS customers

- On average ATS customers are using 4 modes to make journeys
- Overall 93 % of people had travelled using ATS services in two years prior to the survey
 - 61 % use Taxicard / Capital Call
 - 13 % use Dial-a-Ride
 - 18 % use all of these services
- 68 % survey already use public transport
 - 63 % use London Buses
 - 34 % London Underground
 - 31 % London Overground, DLR, National Rail or TfL Rail
- 60 % use a private car as a passenger
- 60 % already travel by foot, assisted walking, mobility scooters or wheelchair (2 % by bike / adapted bike)



Findings – understanding our ATS customers

Specific findings

- Positive feedback for Dial-a-Ride with:
 - **78 %** of respondents confirming that staff would support them
 - **77 %** of customers appreciate that it takes them door to door
 - Though only **54 %** found it easy to book
- Taxicard is reported as feeling safe and offering flexibility that Dial-a-Ride doesn't for longer journeys and the ability hail without booking:
 - **76 %** of customers appreciate that it takes them door-to-door
 - Though only **57 %** found it easy to book
- The top barriers for customers for using active travel other than mobility issues include:
 - **32 %** finding it hard to take their belongings
 - **27 %** don't feel safe
 - **25 %** feel it isn't as flexible as other modes
- Accessibility is cited as the key barrier for using public transport more so on London Underground than buses (**60 %** London Underground and **42 %** buses)
- The second biggest barrier that public transport doesn't take customers directly to their door (**39 %** London Underground and **43 %** buses)



Findings – understanding our ATS customers

Interest in travelling independently

There is a significant appetite amongst ATS customers to use public transport and active travel modes:

- **Over half of customers (52 %)** are open to increasing the number of journeys by public transport
 - This group of customers are also significantly more interested in using Travel Mentoring services than those who did not express an interest in increasing their use of public transport
- **42 %** of these customers had used public transport in the last two years and wanted to make more public transport journeys
- **7 %** had not used public transport in the past two years but wanted to change this
 - A key driver for wanting to make more public transport journeys was the convenience and time savings it would provide compare to using ATS services
- **47 %** of those surveyed are open to increasing the number of journeys by active travel
 - **34 %** had made journeys by active travel in the past two years and wanted to increase this
 - **13 %** had not made an active travel journey in the past two years but wanted to change this
- **32 %** were open to both using public transport and active travel journey options

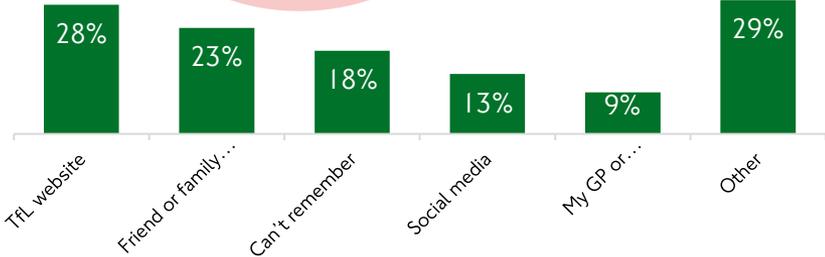
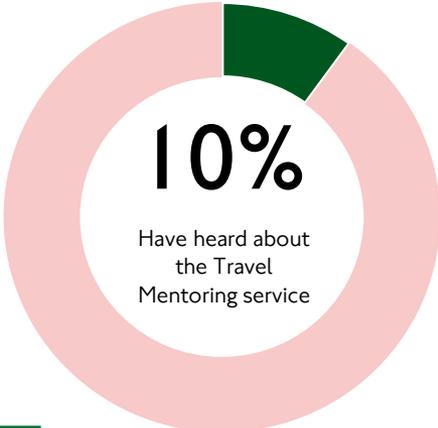


Findings - understanding our ATS customers

Travel Mentoring

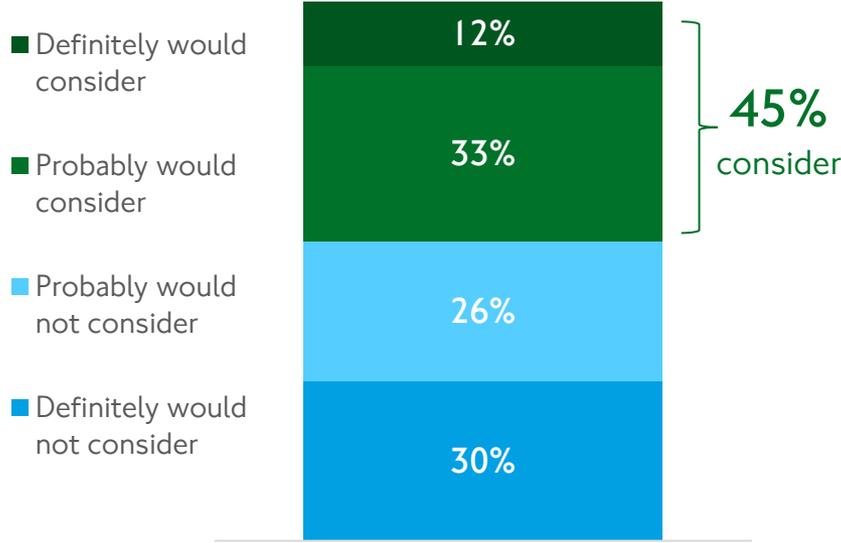
There is a large opportunity to support customers in making more public transport and active travel journeys. Only **10 %** of the audience had heard of the Travel Mentoring Programme, however, **45 %** would consider using it.

Awareness of the Travel Mentoring service | Total



Mostly via the Tfl website, family/ friends, and some from ATS services or Tfl staff

Consideration of the Travel Mentoring service | Those who have not used it before



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Customer Insights

Based on the research, three broad customer groups have been identified. Actions and initiatives for the Customer Action Plan will be focused around these.

Customer Groups	Description	Aim
Potential wider public transport network users	People who currently use ATS and who express an interest in using the wider public transport network or active travel modes	Guide, support and enable these customers to maximise their ability to use the wider public transport network and active travel modes
ATS users	People who are likely to continue to use ATS as they are unable or don't wish to to use the wider public transport network or active travel modes	Maximise the availability of our ATS services to meet their aspirations for travel and prioritise our services towards this group – so that we are focusing our services on those who need them most
Current non-users	People who don't currently use either ATS or the wider public transport network or active travel	Guide and support these customers to give them full awareness of the services we offer, and to support them to feel more confident and empowered to travel



Identifying the focus for our Customer Action Plan

Informed by the research undertaken by 2CV, **three pillars** have been identified to help guide us in achieving our aims for the ATS Customer Action Plan.

Listen and coach	Enable	Learn & Improve
Using customer insights we will listen and understand peoples' individual needs, and coach them how to access and use their preferred forms of transport	Provide the help customers need to understand the wider public transport system, active travel or ATS to enable them to travel with confidence	Seek feedback from customers so that we can further improve the wider public transport network, active travel or ATS to ensure they are accessible and inclusive

Workshops have been held with colleagues from London Councils, Customer Experience (CISE), City Planning, ATS Team, D & I team to start developing a range of potential initiatives under each of the three pillars.

The workshops have formed the long list of potential measures. Our next step is to engage with our customers and stakeholders to get their input and ideas before shortlisting the measures and creating a short, medium and long term Customer Action Plan as part of a refreshed ATS Strategy and Roadmap.

We have started engagement at the Inclusive Transport Forum.



Next Steps

We plan to report back to CSOPP with an update on activities in December 2022.

Actions:

- Best Practice Review – what is happening in UK, Europe and World Wide that we can learn from
- Carry out external engagement with stakeholders and customers on the proposed Customer Action Plan as part of developing a refreshed ATS Strategy – ongoing engagement and updates through forums such as the Inclusive Transport Forum
- Prioritise long list of potential options working with stakeholders and inline with the funding agreement
- Finalise budgets and resourcing
- Incorporate agreed actions into the refreshed ATS Roadmap for tracking
- Further internal engagement
- Final internal sign off



Appendices

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What are Assisted Transport Services?



Dial-a-Ride



Travel Mentoring



Taxicard



Capital Call



Assisted Transport Facts and Figures

	2019/20	2021/22
Total number of ATS members	90,700	95,156
Total number of DAR members	32,211	35,793*
Number of DAR journeys per annum	1 million	375,045
Total number of Taxicard members	57,128	58,078
Number of Taxicard journeys per annum	915,469	770,751
Total number of Capital Call members	1,361	1,285
Number of Capital Call journeys per annum	5,044	3,100

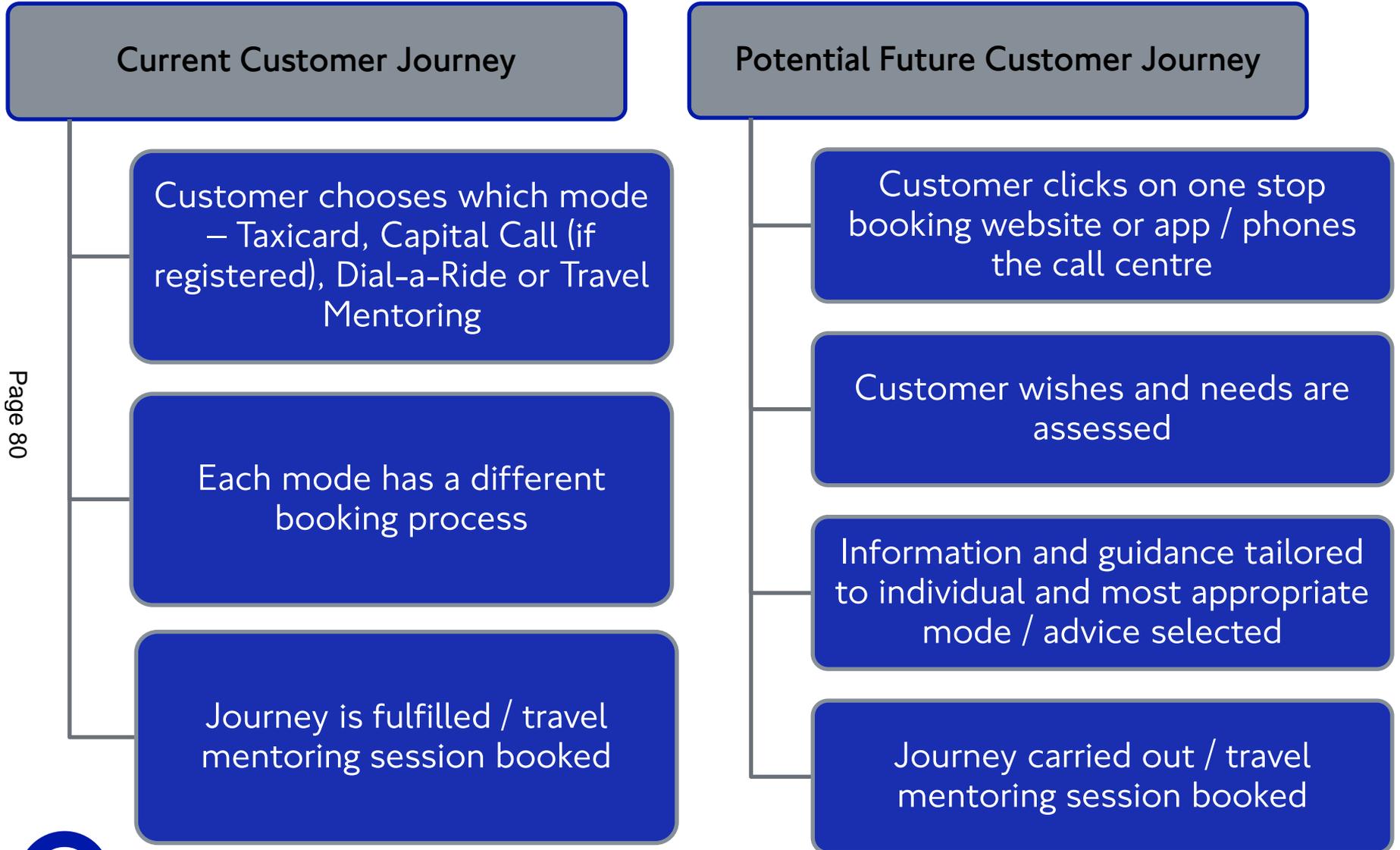
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*No customer deactivation exercise was undertaken in 2021/22 due to the pandemic so the DAR member figure is higher than expected - usually an exercise is undertaken once a year to remove customers from the system who have not travelled in the past five years



Customer Journey Overview



Customer Service and Operational Performance Panel



Date: 13 July 2022

Item: Cycling Action Plan Update

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to provide an annual update to the Panel covering the latest trends in cycling and our approach to updating the 2018 Cycling Action Plan.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 The [Mayor's Transport Strategy](#) (MTS) – published in March 2018 – sets out the role of cycling as part of an integrated strategy to reduce car dominance and make London a healthier, greener and more prosperous city. The MTS includes several key targets related to cycling:
- (a) achieve an 80 per cent active and sustainable mode share by 2041. To meet this target, it is estimated that the cycling mode share needs to grow from 2.4 per cent in 2017 to between seven and 10 per cent by 2041;
 - (b) all Londoners to achieve 20 minutes of active travel per day by 2041, from a baseline of 30 per cent in 2017;
 - (c) 70 per cent of Londoners to live within 400 metres of the cycle network by 2024 from a baseline of 8.8 per cent in 2017; and
 - (d) Vision Zero target of zero deaths and serious injuries on London's transport network by 2041.
- 3.2 In December 2018, TfL launched the [Cycling Action Plan](#), setting out TfL's commitment and strategy to grow cycling in London and meet the cycling targets in the MTS. The plan included two additional targets to:
- (a) almost double the number of cycle journeys made every day in London (from 0.7 million in 2017 to 1.3 million in 2024); and
 - (b) increase the proportion of Londoners living within 400 metres of the London wide cycle network to 28 per cent by 2024.

- 3.3 In July 2018, TfL also launched the [Vision Zero Action Plan](#) which sets out its vision to eliminate death and serious injuries on the transport network – covering a range of measures to reduce road danger and make London’s streets safer for all, including people cycling.
- 3.4 TfL provided updates to the Panel on TfL’s strategy to grow cycling in [February 2019](#) and [February 2021](#).

4 Recent cycling trends and progress against key targets

- 4.1 Cycling has been the fastest growing mode of transport over the past two decades with an increase in cycled journeys of 152 per cent between 2000 and 2020.
- 4.2 During the pandemic cycling proved to be one of the most resilient modes of transport. As overall travel demand fell, the number of cycling journeys increased by 6.4 per cent in 2020, partly driven by an increase in leisure cycling at weekends. This resulted in the highest cycling mode share on record at 3.4 per cent of all journeys made in London. This remained stable in 2021 but has started to come down as the overall travel demand is recovering from the pandemic and more journeys are made on the network, including on public transport. In the first quarter of 2022, the cycling mode share was 3.1 per cent, up from 2.4 per cent in 2016-2019.
- 4.3 Whilst TfL’s estimates on cycling mode share and the overall number of cycle journeys will be updated in Autumn 2022, our permanent cycle counts across 25 locations (mostly in central and inner London) indicate that cycling levels are still significantly higher than pre-pandemic with a 24 per cent average increase for the March to mid-June period (14 per cent increase on weekdays and 82 per cent increase at weekends). We are also observing a return to peak hour cycling at these locations, indicating a return of cycling commuters.
- 4.4 The demographic characteristics of people cycling has also changed during the pandemic. Customer surveys undertaken in 2020 and 2021 show that for the first time, Londoners from Black, Asian and minority ethnic groups were as likely as white Londoners to have cycled.
- 4.5 Cycling has also become safer. Although in 2020 we saw a 12 per cent increase in the number of people killed or seriously injured while cycling, this is to be seen in the context of a large increase in cycling. The risk of being killed or seriously injured while cycling has almost halved compared to the 2005-2009 baseline.
- 4.6 Despite encouraging progress on cycling levels, safety and representation, more needs to be done to reach our target to nearly double the number of cycle journeys from 0.7 million journeys in 2017 to 1.3 million journeys in 2024. In 2020, 0.8 million journeys were cycled and whilst the substantial growth in cycling observed in 2020 and 2021 is encouraging, the long-term impact of the pandemic is still uncertain. We now need to understand how this cycling boom and widening of our near market might impact our medium term target.

- 4.7 Our evidence shows that to continue to grow cycling at pace, we must capitalise on recent successes and broaden the appeal of cycling to a wider range of Londoners.
- 4.8 In 2020 and 2021, TfL and London boroughs have been rolling out cycling infrastructure at unprecedented pace as part of our emergency response to the pandemic, with 100 kilometres of new or upgraded cycle routes. The cycle network is now 345 kilometres long, with 20 per cent of Londoners living within 400 metres of the network (up from five per cent in 2016).
- 4.9 In addition to the expansion of the cycle network, TfL supported London boroughs with other measures to reduce car dominance and encourage cycling growth, including over 100 new Low Traffic Neighbourhoods, over 400 new School Streets and 85 kilometres of 24/7 bus lanes.
- 4.10 For more details on cycling trends, please see Appendix 1, slides 8-11. For more details on TfL's recent delivery milestones, please see Appendix 1, slides 21-23.

5 TfL's Cycling Action Plan refresh

- 5.1 The current Cycling Action Plan – launched in December 2018 – sets out how TfL and its partners work together to grow cycling and meet the Mayor's Transport Strategy's objectives. This is supported by interim targets for 2024.
- 5.2 Whilst we have not yet reached the end of life of the current plan, the cycling and overall transport and economic context in London has been transformed since the publication of the plan. Reducing car dependency and road danger, improving air quality, and increasing physical activity remain central to TfL's rationale to encouraging more Londoners to take up cycling. However, the heightened inequalities brought on by the pandemic and the cost-of-living crisis, the declaration of a climate change emergency and the need to support town centres and London's place as a leading global city have all strengthened the case for investment and growth in cycling as part of our multimodal approach to mode shift.
- 5.3 TfL's analysis shows that for cycling to grow at pace and contribute to addressing the above challenges, we need to diversify the cycling population.
- 5.4 Prior to the pandemic, there were signs that we were starting to reach market saturation among the cycling population with several groups under-represented in cycling. These include but are not limited to women, people from Black, Asian and minority ethnic groups, people living in lower income households and disabled people. In 2020 and 2021, representation of some of these groups in cycling improved, leading to unprecedented growth in cycling.
- 5.5 Evidence shows that this diverse near market is how we can continue to grow cycling at pace. Some traditionally under-represented groups are among the most active cycling considerers and offer a huge potential for growth.
- 5.6 Diversifying the cycling population is also essential to tackle some of the key challenges facing London such as reducing health inequalities and the impact of the cost-of-living crisis; and ensuring TfL's investment benefits the broadest range of Londoners.

- 5.7 To this end, TfL is currently refreshing the Cycling Action Plan, making the case for sustained investment in cycling interventions alongside the delivery of the Vision Zero Action Plan, Bus Action Plan and Walking Action Plan, and outlining our approach to grow and diversify cycling in London.
- 5.8 The updated plan will highlight how, despite our financial constraints, we continue to innovate and deliver at pace to do all we can and make London a great city for cycling. It will also highlight how sustained funding will support our ambition for the future of London's streets. The plan will reiterate the Mayor and TfL's commitment to growing cycling, highlight the latest trends in cycling, and celebrate the recent delivery records of TfL and London boroughs in Chapter 1.
- 5.9 Chapter 2 will focus on the strengthened case for investment in cycling in a changing London context and the need to broaden the appeal of cycling to the diverse near market.
- 5.10 Chapters 3, 4 and 5 will detail our approach to grow cycling, mirroring the evidence-base structure of the 2018 Cycling Action Plan but with a focus on how our interventions will broaden the appeal of cycling to the diverse near market. These three chapters will include new and refreshed actions to:
- (a) create streets that enable cycling (Chapter 3);
 - (b) make it easy to get around by cycle (Chapter 4); and
 - (c) promote cycling for all Londoners (Chapter 5).
- 5.11 Chapter 6 will outline how we will work together with London boroughs and other partners to deliver the plan.
- 5.12 For more details on our approach to updating the Cycling Action Plan and emerging action areas, please see Appendix 1, slides 12-18.

6 Next Steps

- 6.1 Following a period of engagement with external stakeholders, including but not limited to the London Cycling Campaign, Sustrans, London Councils, disability groups, British Cycling, cycling community groups and the Healthy Streets Advisory Group, TfL is now in the drafting phase of the plan, with the aim to publish the updated Cycling Action Plan in September 2022.

List of appendices to this report:

Appendix 1 – Cycling Action Plan Update

List of Background Papers:

[Cycling Action Plan](#)

[Mayor's Transport Strategy](#)

[Strategic Overview of Cycling in London - CSOPP paper presented in February 2019](#)

[Strategic Overview of Cycling in London - CSOPP paper presented in February 2021](#)

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Cycling Action Plan Update

Customer Service and Operational Performance Panel

13 July 2022

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Contents

1. The role of cycling and TfL's existing commitments
 2. Recent cycling trends and progress against targets
 3. Adapting our strategy – Cycling Action Plan refresh
- Appendix – Summary of recent delivery achievements



1 . The role of cycling and TfL's existing commitments

Cycling is a key part of our strategy for mode shift towards sustainable modes



The overarching goal of the Mayor's Transport Strategy is that by 2041, **80% of journeys are to be made by walking, cycling and public transport**. The MTS daughter documents, of which the Cycling Action Plan is one, are designed to be delivered together as a joint suite to achieve the MTS outcomes.

MTS daughter documents:



Cycling Action Plan (2018) targets:

1. Increase the number of trips made by cycling

Increase the number of cycle journeys made every day in London from 0.7 million in 2017 to 1.3 million in 2024

2. Expand the cycle network to reach more Londoners

Increase the proportion of Londoners living within 400 metres of the London-wide cycle network to 28 per cent by 2024 (from 8.8 per cent in 2017)



2021 Mayoral commitments related to cycling:

1. TfL to provide **guidance on removing access barriers** — ensuring the design of pavements, parks, and paths considers everyone's needs, and helping to diversify cycling
2. Continue the **expansion of the cycle network** so it reaches a third of Londoners by 2025
3. Invest to **modernise and expand the Cycle Hire scheme** so it can be accessed by more Londoners, as well as introducing e-bikes
4. Continue **community cycling grants and increase cycle training for adults and children**, including online cycle skills training
5. Improve **on-street signage and digital mapping and wayfinding** to make it easy for people to choose cycling as a transport option
6. Continue to **deliver the cycle parking plan**, providing 5,000 new residential cycle hangars, parking hubs at stations and more parking on our high streets

Growing cycling alongside buses and other sustainable modes will help tackling some of London's key challenges...

Cycling is one of the most **sustainable and space-efficient** modes of transport – encouraging more Londoners to cycle will tackle congestion and improve the efficiency of streets for the movement of people and goods while **improving air quality**

Active travel has a vital part to play in solving **London's physical inactivity crisis**, contributing to the goal for all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day

Decarbonising transport and **increasing use of active travel** and public transport remains a key objective for London in the Mayor's ambitious aims for London to be a **zero carbon city by 2030**

Reducing road danger for vulnerable road users is an essential part of our Vision Zero approach

... and is core to achieving mode shift and enabling car-lite lifestyles

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Supporting the growth in cycling is part of a broader package of measures to reduce car use and improve the sustainable transport offer. The Cycling Action Plan is designed to be delivered alongside the **Bus Action Plan, Vision Zero Action Plan and Walking Action Plans**. Taken together, these will deliver on the MTS outcomes.

Joined up streets planning

- Integrated approach to planning new schemes, looking to deliver jointly for Vision Zero, walking, cycling and buses along key corridors

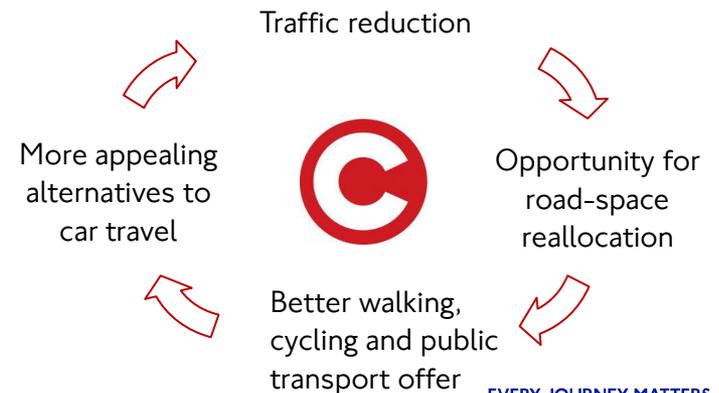


Increasing public transport ridership

- An LU station cycling catchment area is typically 3 times larger than its walking catchment.
- Pre pandemic, Londoners made 80,000 daily cycle journeys to and from public transport.



Supporting future road user charging



Delivering for cycling alongside our other action plans

The **Cycling Action Plan** is part of a suite of MTS Action Plans, including the **Bus Action Plan**, **Walking Action Plan**, **Vision Zero Action Plan** and **Freight & Servicing Action Plan**. These plans are designed to be delivered jointly alongside one another, ensuring we are progressing towards all of the MTS outcomes.

To achieve this in practice, we are:

Using a multi-modal evidence base to plan schemes

- We have developed a clear, evidence-led picture of modal priorities on London's streets
- This helps understand the needs of all modes when planning schemes, and to identify potential overlaps at an early stage
- We have shared this analysis data with boroughs, who are using it to inform their own delivery programmes.

Taking an integrated approach to designing schemes

- Our cycling, safety and bus priority programmes do not exist in isolation. Successful delivery requires joint planning
- We are taking an integrated approach to designing schemes on key corridors, looking at improvements for all sustainable modes
- This approach is set out in the Bus Action Plan and will be reinforced in the refreshed Cycling Action Plan

Promoting traffic reduction on London's streets

- Traffic reduction is key to delivering all the Action Plans
- Traffic reduction is particularly important on streets which do not have the space for cycling infrastructure or bus lanes
- Traffic reduction measures could include bus-and-cycle-only streets e.g. Tottenham Court Road, as well as measures such as bus gates, School Streets and well designed Low Traffic Neighbourhoods

2. Recent cycling trends and progress against targets

Cycling is the fastest growing mode of transport and is becoming safer and more inclusive



Cycling levels have boomed during the pandemic and remain higher than pre-pandemic levels

Cycling journeys increased by 152% between 2000 and 2020. This compares with a 84% increase in rail trips and a 53% increase in bus trips during 2000-2019.

During the pandemic, between 2020-22, cycling continued to grow despite a lower overall travel demand, resulting in a 3.1 per cent cycling mode share in the first quarter of 2022 (compared to 2.7 per cent in 2019). However, as travel demand on public transport continues to recover from the pandemic, this is expected to decrease, even though cycling levels remain higher than pre-pandemic.

Preliminary data from cycle counts (mostly in inner London) indicate that between March and mid-June 2022, cycling levels were on average 24 per cent higher than the same period in 2019 (14 per cent higher on weekdays and 82 per cent higher at weekends). Cycle Hire also continues to register unprecedented use with nine consecutive months of record hires.



Cycling has become safer

Cyclist KSIs increased by 15% in 2021 compared to 2020. However, when looking at the rate of cycling KSIs per million journeys, there has been an almost 50% reduction between our 2005-2009 baseline and 2020 (risk analysis for 2021 is underway).

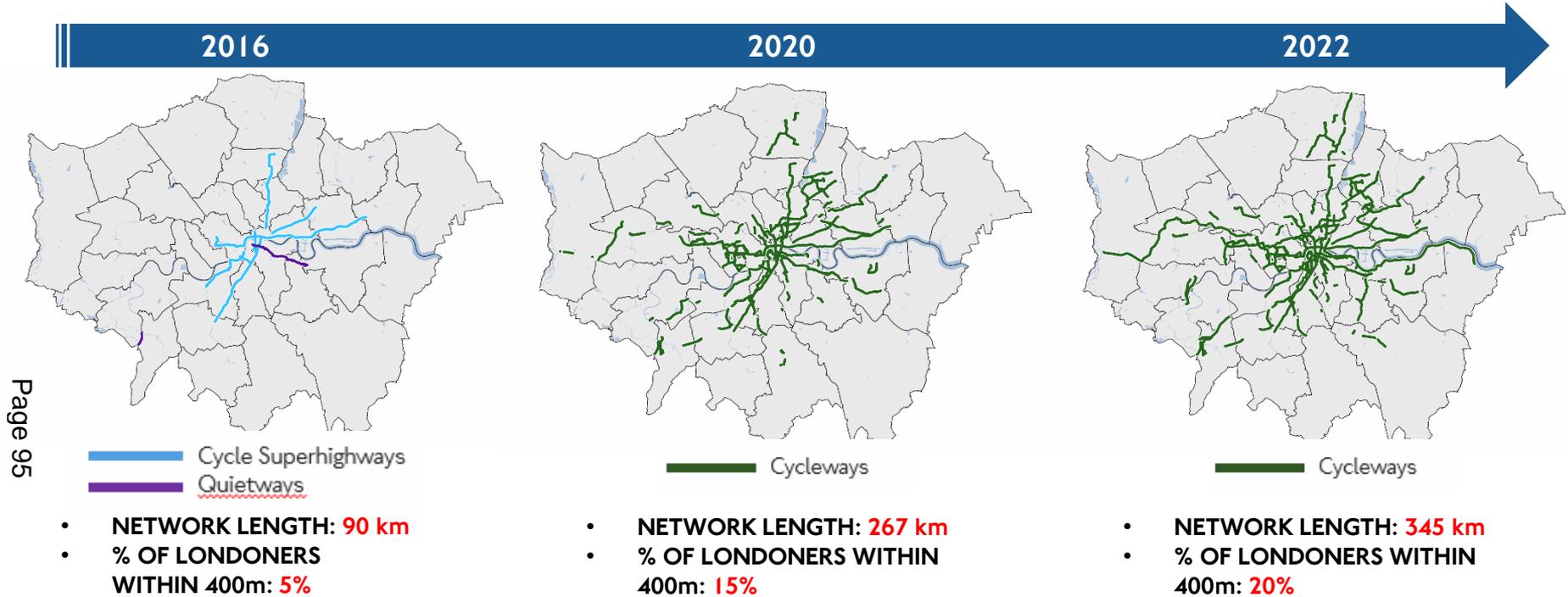


Cycling has started to become more diverse

Londoners who cycled in 2020/2021 were much more representative of Londoners than previous years: 27 per cent of all Londoners had cycled over the past 12 months, compared to 24 per cent of Black people, 25 per cent of Asian people and 31 per cent of people from mixed backgrounds.

The quality and reach of the cycle network have significantly improved

2018 CAP target: Increase the proportion of Londoners living within 400 metres of the London-wide cycle network to 28 per cent by 2024 (from 8.8 per cent in 2017)



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The vast majority of routes meet TfL's **Quality Criteria**, developed to ensure all routes are attractive, inclusive and high-quality:

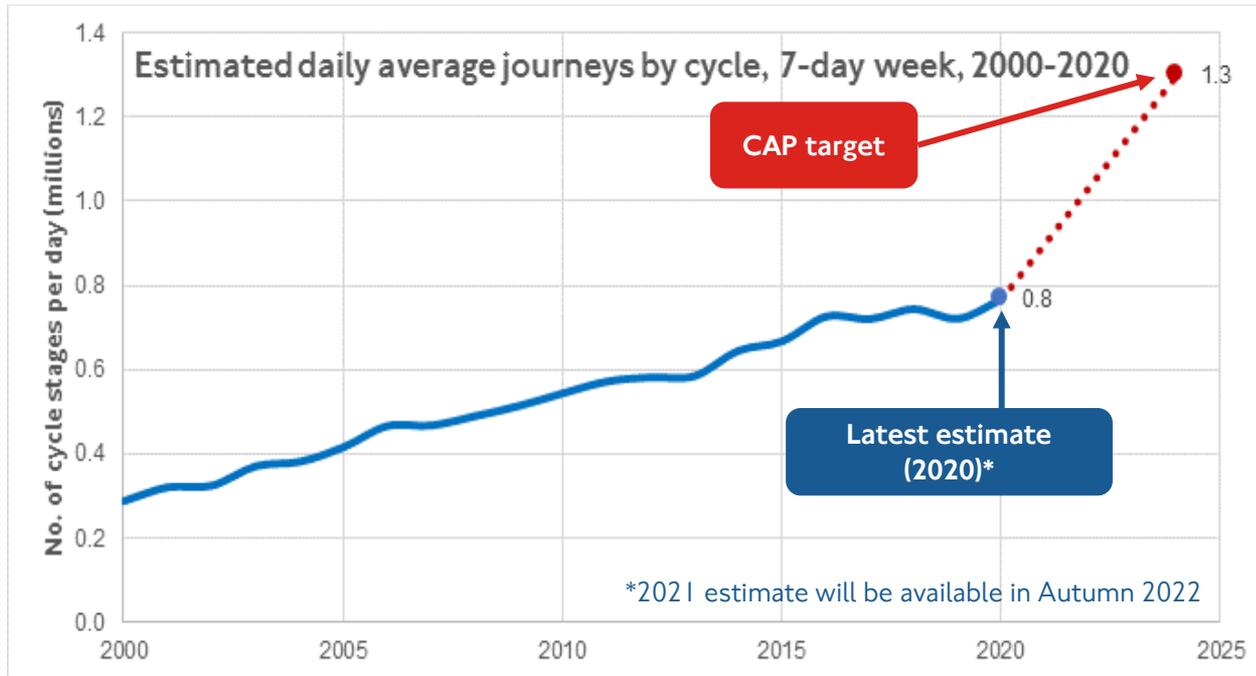
Total volume of motor traffic	Speed of motor traffic	Collision risk from turning vehicles
Carriageway widths	Kerbside activity impact	Interaction with HGVs



Following our response to the pandemic, there are now over 100 **Low Traffic Neighbourhoods** (with plans for 19 more), over 500 **School Streets**, and **85km of 24/7 bus lanes** (useable by people cycling), reducing car dominance and complementing the Cycleway network.

There has been a step change in cycling levels but more needs to be done to meet our trips target

2018 CAP target: Almost double the number of cycle journeys made every day in London (from 0.7 million in 2017 to 1.3 million in 2024)



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While the recent growth in cycling trips is encouraging, the long-term impact of the pandemic is uncertain and there is more to do to reach our aspiration for 2024. Evidence suggests we need to broaden the appeal of cycling for growth rates to increase.

The pandemic has seen a welcome step change in the diversity of Londoners cycling. We now need to understand how the pandemic cycling boom and widening of our near-market might impact our medium-term target.



3. Adapting our strategy Cycling Action Plan refresh

Cycling has a key role in addressing some of London's most pressing challenges

Cycling will continue to play a key role in reducing car dependency, improving air quality, increasing physical activity levels and reducing road danger. However, the climate emergency and impact of the pandemic have reinforced the case for cycling.

Tackling inequality, including physical and mental health disparities

Cycling has an important role to play in increasing physical activity, social inclusion and improving access to jobs and services. Ensuring our interventions reach all Londoners, with a focus on areas of higher deprivation, will help reducing inequalities and supporting Londoners with the cost of living.

Supporting the recovery of town centres and London's role as a global city

Ensuring cycling plays its part in winning customers back to London's high streets, town centres and public transport while reducing the cost of congestion.

Facing up to the climate emergency

A data-led approach to target interventions where there is the highest potential for growth in cycling and mode shift from car travel will help decarbonise the transport network.

For cycling to respond to these challenges, it must keep growing at pace and become a reality for the broadest range of London's diverse communities

An evidence-led approach to diversifying cycling will be central to the plan

What is the context?

Prior to the pandemic, there were signs we were starting to reach market saturation



Cycling began to diversify during the pandemic - we must build on this opportunity



The diverse near market is how we continue to grow cycling in future while spreading the benefits of cycling more equitably

While road danger remains the primary barrier for all groups, some minority groups are disproportionately affected by secondary barriers



This means that not everyone in London has the same opportunity to choose cycling, even if they want to



By making cycling more inclusive and accessible, we will unlock its potential to address our key challenges

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What does the evidence tell us?

27% of Londoners already cycle and 22% of non-cyclists are actively considering taking it up.

More than half of the 8 million daily 'switchable' trips that could be cycled are made by women, and 38% are made by people from BAME groups

The most active cycling considerers are those aged 16-34, and those from Black and Asian ethnic backgrounds

Young Black, Asian, and mixed ethnicity women in particular are strong targets to encourage into



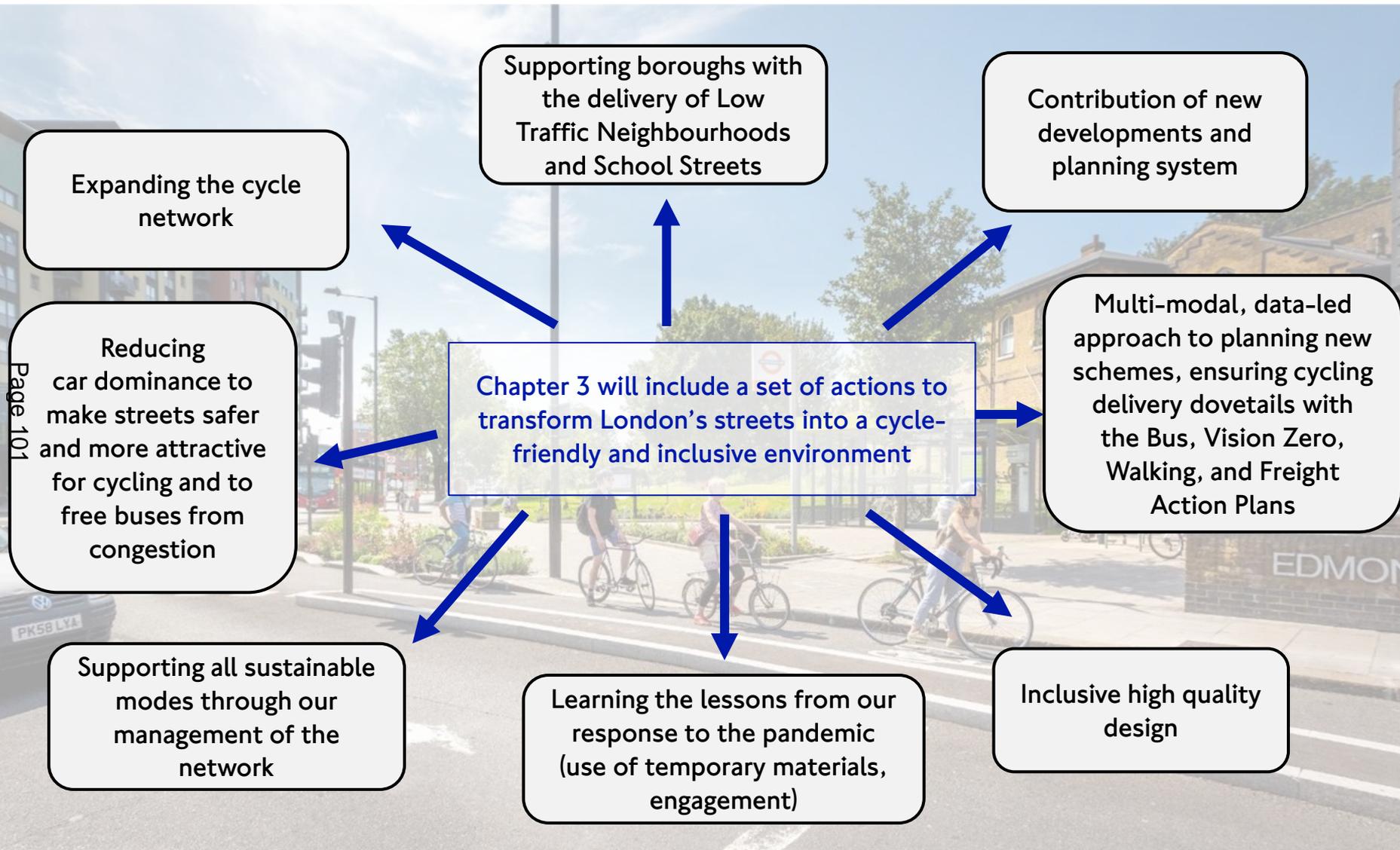
Cycling Action Plan refresh - Proposed structure

- **Chapter 1 – Delivering the Mayor’s cycling vision**
 - Re-cap of cycling vision
 - Recent trends, including what happened during the pandemic
 - Headline achievements since the action plan was published, including comparison with other global cities
- **Chapter 2 – The role of cycling in a world-leading green and inclusive London**
 - The strengthened case for cycling in London
 - The challenges ahead, the importance of diversifying the cycling population, our latest evidence on the barriers we need to address
- **Chapter 3 – Streets that enable cycling**
 - Transforming our streets to enable mode shift to cycling
 - Integrated planning to enable mode shift to other sustainable modes (including buses) and inclusive design
- **Chapter 4 – Making it easy to get around by cycle**
 - Breaking down barriers and improving the customer experience from start to end of the cycling journey
 - Focus on cycle hire and cycle freight
- **Chapter 5 – Promoting cycling for all Londoners**
 - Enabling measures to improve representation in cycling
 - The role of leisure cycling and grassroots actions
- **Chapter 6 – Delivering the Plan**
 - Working with partners
 - Funding

Diversity & inclusion will be the core theme underpinning all chapters of the plan

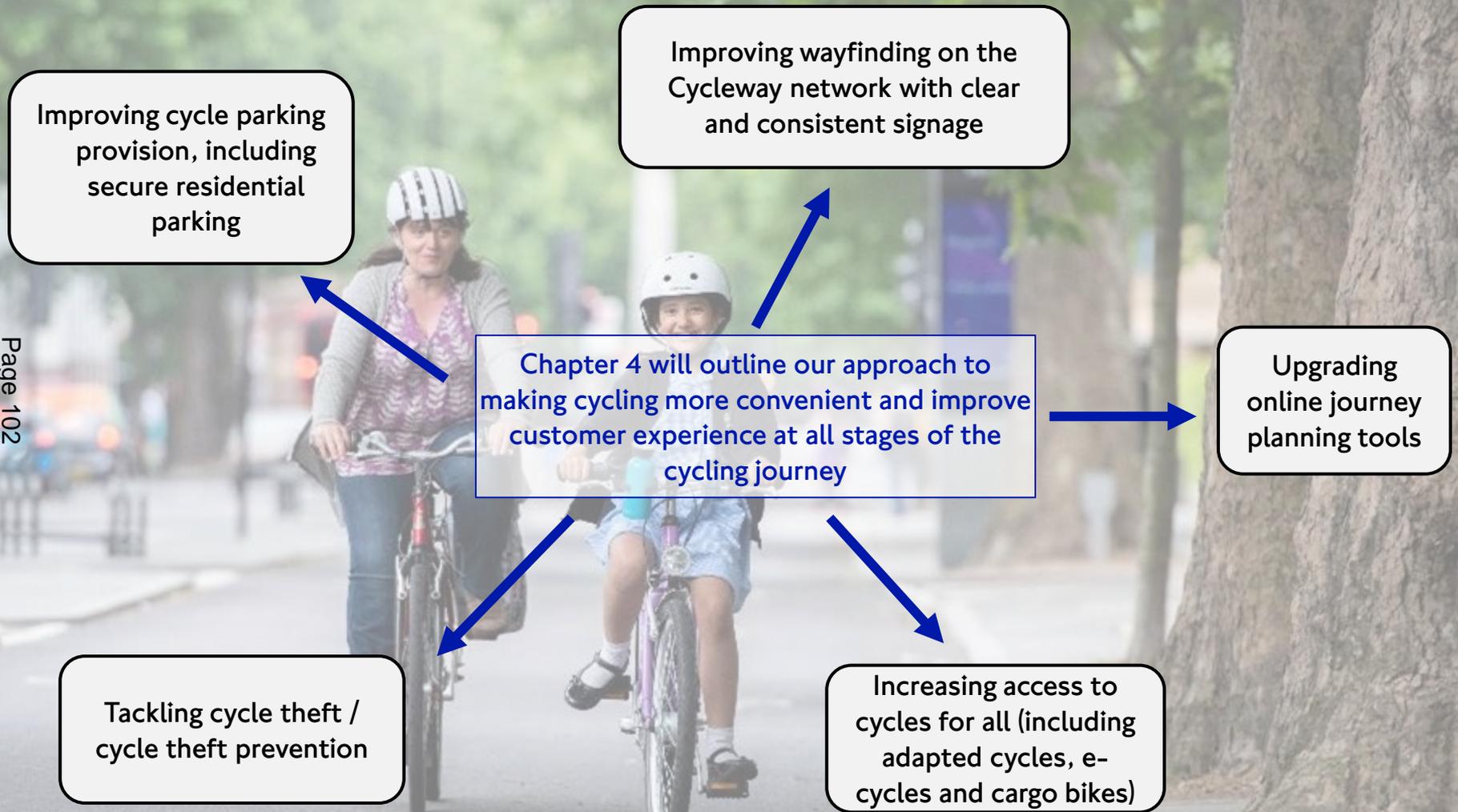
Chapter 3, 4 and 5 will include a summary of key achievements (see appendix) and refreshed actions

Action themes for Chapter 3 – Streets that enable cycling alongside buses and other sustainable modes

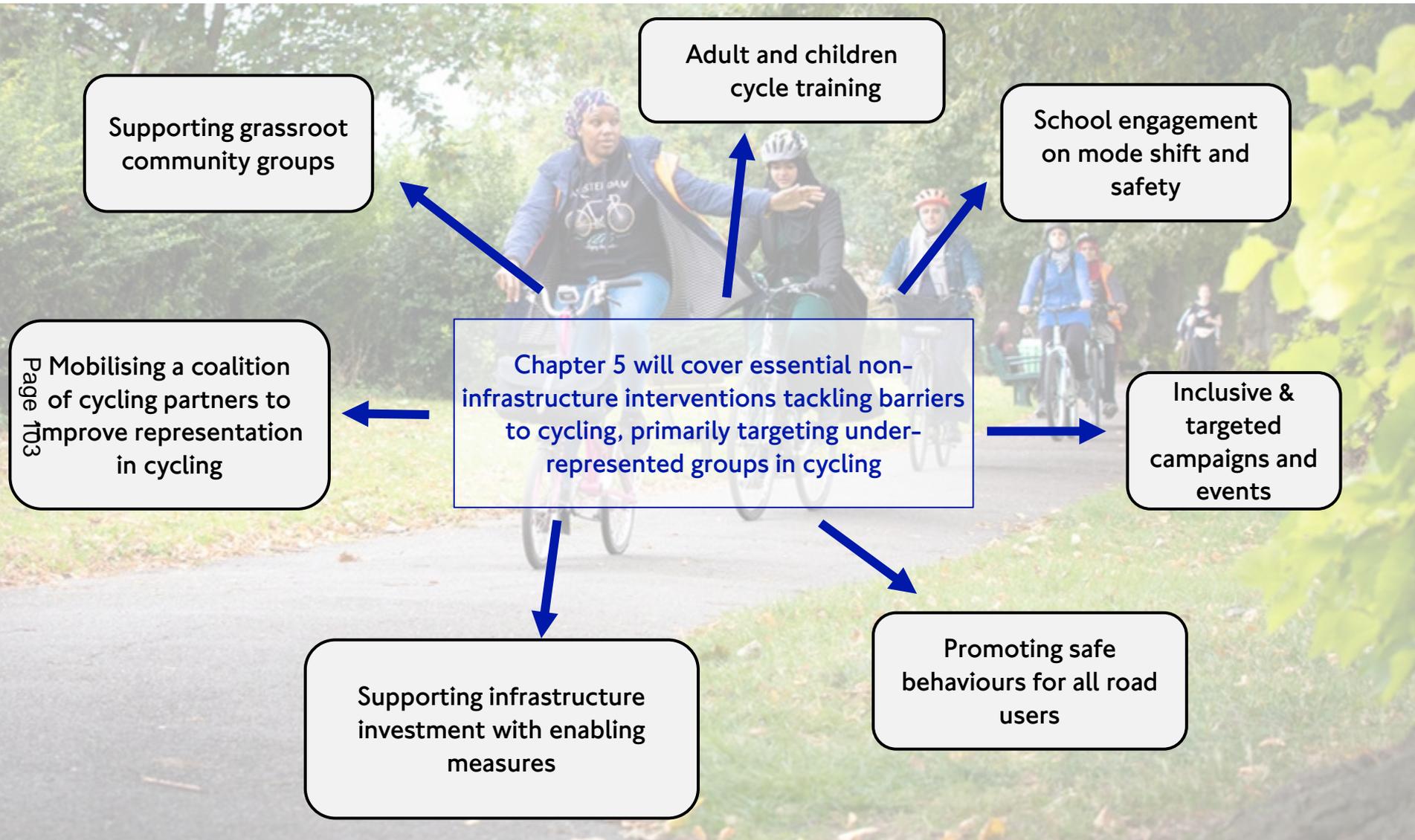


Action themes for Chapter 4 – Making it easy to get around by cycle

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Focus on Chapter 5 – Promoting cycling for all Londoners as part of a car-lite lifestyle



Appendix – Summary of recent delivery achievements

2018 Cycling Action Plan
Delivery1. Streets that enable
cycling2. Making it easy
to get around
by cycle3. Promoting
cycling for all

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Action tracker

On track

In progress

Off track

Action 1

Expand the London-wide cycle
network to reach 28 per cent of
Londoners by 2024

- 345km network length under unified high-quality Cycleways brand.
- C4, C9, C23 and C50 in construction with hundreds of kilometres of planned cycle routes in the pipeline.

- Safer junctions: 43rd improved junction completed last year. Average of 45% reduction in injuries for people cycling across improved junctions.
- TfL reduced speed limits on another 30km of TLRN in 2021/22.
- Prioritisation of sustainable modes through signals retiming achieving savings of 12,592 hours for people using sustainable mode in 2021/22.

Action 2

Provide funding and support for
boroughs to deliver local and
neighbourhood improvements
for cycling

- Financial constraints are limiting our capacity to support boroughs with the delivery of Healthy Streets Schemes. However, during the pandemic, boroughs delivered a tremendous amount to support active travel, including 101 Low Traffic Neighbourhoods and over 400 School Streets.
- Borough LIP submissions for 22/23 include ambitious range of cycling proposals, but funding is limited and Liveable Neighbourhoods programme is currently paused pending a long-term funding settlement.
- Mini Holland programme completed in Kingston, Enfield and Waltham Forest, providing a step change for active travel in those boroughs.

Action 3

Publish an update to the
London Cycling Design
Standards in 2019, including
setting out quality criteria for
new cycle routes

- Quality criteria for new cycle routes have been designed, published on the TfL website, and embedded within boroughs. They are now in use for all new cycling schemes.
- An update to the LCDS is partially complete, expected publication in 2022/23.

Action 4

Work with London boroughs,
local businesses, utilities
companies, contractors and
other partners to minimise
construction impact on all road
users, inc. people cycling

- All highway schemes are assessed by TfL's Network Impact Specialist Team to ensure any disruption is minimised.
- TfL's Strategic Operations team works with developers to ensure safety for all road users, but particularly vulnerable road users.
- We have developed a "3-Tier Assessment process" whereby we assess Traffic Management plans at different stages before and during construction.



2018 Cycling Action Plan Delivery

1. Streets that enable cycling

2. Making it easy to get around by cycle

3. Promoting cycling for all

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Action tracker

On track

In progress

Off track

Action 5

Make it easy to plan journeys by launching a digital map of cycle routes, and by launching the Cycling Infrastructure Database

- Digital interactive map live.
- Cycling Infrastructure Database launched in Spring 2019 enabling third parties to develop journey planning tools (e.g. map of cycle parking locations).
- Launch of the TfL Go app for iOS and Android to help Londoners plan their journeys.

Action 6

Develop and implement a Cycle Parking Strategy for London

- Over 13,000 cycle parking spaces installed since the launch of the Cycle Parking Implementation Plan in 2019/20, including over 700 cycle hangar (equivalent to 4,200 secure residential cycle parking spaces).

Action 7

Take action on cycle theft by promoting cycle marking and registration, and working with the police and other partners

- Limited promotion of marking and registration due to competing demands on police resources.
- Funded over 700 Cycle Hangars since 2019/20, providing 4,200 secure cycle parking spaces to Londoners without secure storage at home.
- Working with the National Cycle Crime Steering Group, chaired by the BTP to implement the National Cycle Crime Strategy.
- Promotion of national education campaign on cycle theft prevention through TfL channels.
- Included cycle theft prevention tips in our online Cycle Skills training course and partnered with Halfords to provide good quality locks at discounted price to participants.

Action 8

Improve access to cycles by improving the Santander Cycles scheme and developing a London-wide framework for dockless bike hire

- Improved route planning on the Santander Cycles app
- Introduction of the London Riders rewards function on the app to help with rebalancing efforts
- On street – the introduction of GPS tracking bikes
- The introduction of more manned hubs to help with customer demands
- Introduction of contactless payments
- DfT position on legislative framework for dockless bike hire/e-scooters to be decided by State Opening of Parliament in early May



2018 Cycling Action Plan Delivery

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Action tracker

On track

In progress

Off track

Action 9

Promote active travel to all Londoners by providing annual community grants for walking and cycling, with an aim to double the number of Londoners engaged through the scheme

- Doubled the number of grants per annum from 30 to 60 per annum. The Walking and Cycling Grants scheme was expanded to include walking in 2020. 92% of participants cycle more and 82% walk more as a result of participating in the programme.
- In 2020/2021 TfL awarded £750,000 in grants to support 150 projects, with a new 5-year co-funding deal with the London Marathon Charitable Trust.
- A new online 'Community Ideas Hub' was launched in 2020 to share easily replicable ideas for projects, enabling even smaller, more isolated or underprivileged groups to apply for funding.

Action 10

Give more Londoners the confidence to cycle by increasing levels of cycle training

- Pandemic restrictions made it impossible to delivery face-to-face cycle training.
- Funding for cycle training has reduced significantly since the pandemic.
- To date over 14,000 people have registered for the Online Cycle Training course launched in 2020.
- For face-to-face training 7,780 adults participated in 2020/21 and 10,948 in 2021/22.
- 9,303 children trained to Bikeability L2 in 2020/21 and 23,265 in 2021/22.

Action 11

Support more younger Londoners to cycle through the STARS programme

- Due to the pandemic, STARS accreditation 'rolled over' from 2019 to 2021.
- We are on track to reach our STARS accreditation 2024 target of increasing the number of gold-accredited schools from 500 to 1,000
- Schools with specific issues, such as poor air quality or high road danger, have been offered additional support

Action 12

Deliver annual promotional activity

- Up to and including this year we delivered a pan-London campaign to encourage more people to walk and cycle. We increased the number of people who claim the advertising makes them want to walk and cycle to 34% (from 29%)

Action 13

Give more people the opportunity to experience cycling by holding car-free events

- While the RideLondon did not take place in 2020 and 2021 due to the pandemic, we signed a 10-year agreement with London Marathon Events.



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Customer Services and Operational Performance Panel



Date: 13 July 2022

Item: Customer Safety and Security Update

This paper will be considered in public

1 Summary

- 1.1 The paper provides an overview of the key elements of our important work to tackle fare evasion and ticket fraud. Fare evasion steals vital revenues from TfL and denies Londoners investment in a safe, frequent and reliable transport network.
- 1.2 Action to tackle fare evasion and ticket fraud was given a renewed focus in 2019, with the establishment of our Pan-TfL Revenue Protection Programme (RPP), reported to the Board in September 2019. The RPP is a comprehensive programme covering design, ticketing policy, communications, behaviour change, operations, assessment, and evaluation which has been informed by data and evidence of what works.
- 1.3 The RPP draws on research and insight from across Europe, and this evidence provides us with a framework to categorise types of fare evasion as accidental, calculated and chronic, with interventions tailored and targeted accordingly.
- 1.4 The RPP was paused during the pandemic while we focused on covid related priorities, ensuring our staff and customers were safe. We have reviewed and reprioritised our activities and plans to take account of changes in our operations, customer travel patterns and behaviour and our constrained financial situation. Reducing fare evasion will be challenging as we continue to re-establish ticket checking and new norms of behaviour, and the increased potential for fare evasion because of cost-of-living pressures.
- 1.5 While efforts to reduce fare evasion and other revenue loss have always been important, it has become even more critical for our recovery from the pandemic and achieving financial sustainability. Reducing fare evasion, particularly chronic fare evasion, which is blatant and anti-social, will also contribute to our work to tackle work-related violence and aggression and other transport crime and improve customer experience and confidence.

2 Recommendation

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

3 Background

- 3.1 The RPP is a comprehensive programme of interventions aimed at reducing fare evasion and ticket fraud. It has been informed by data, benchmarking, and evidence of what works in deterring, detecting, and reducing revenue loss. In the first year of the RPP, we saved £10m and were on course to deliver our medium-term target of reducing the rate of fare evasion by half by 2024, when the Coronavirus pandemic hit. This had a profound impact on both our operations and finances.
- 3.2 The programme was paused during the pandemic, while we focused on covid related priorities, ensuring our staff and customers were safe. This included revenue protection officers being deployed to focus on covid safety issues, primarily the enforcement of the legal requirement to wear face coverings on the public transport network.
- 3.3 Surveys to measure the rate of fare evasion were also paused at the beginning of the pandemic. While most surveys have restarted, the gap in data has meant that we are unable to reliably measure and calculate the current level of revenue loss because of fare evasion in a consistent manner. Re-establishing a robust and reliable method for measuring fare evasion is a key focus for us and will enable better targeting of interventions.
- 3.4 The programme recommenced in autumn 2021, following a review and reprioritisation of activities and plans, taking account of our recovery priorities: keeping staff and customers safe, changes in travel patterns and customer behaviour, and our funding situation. We estimate that new initiatives implemented last year will reduce revenue loss by a further £9.3m during 2022/23.
- 3.5 Our theoretical framework for fare evasion allows us to target interventions at different types of fare evasion. It is underpinned by principles of situational crime prevention and behaviour change theories:
- (a) **Accidental** – For accidental fare evaders, our primary aim is to reduce mistakes. We want to ensure customers pay the lowest correct fare by making our fares system simple and easy to use. Examples include communications and behaviour change campaigns to prompt customers to pay the correct fare;
 - (b) **Calculated** – For calculated evaders, our aim is to increase risk of detection. We are doing this by making it harder for customers to avoid paying the correct fare and increasing the real and perceived risk of getting caught and sanctioned. Examples include deployment of revenue officers to hotspot locations, analysis of ticketing patterns and users 'digital footprint' to identify irregularities, and external communications to publicise action against fare evaders; and
 - (c) **Chronic** – For chronic evaders, our aim is to impede access by controlling access to our network, reducing access to fraudulent tickets, and working with our police partners.

- 3.6 A key element of our revenue protection activity has been the deployment of revenue officers to deter, detect and deal with fare evasion across all our public transport networks. There are approximately 450 officers that undertake revenue activity. Their deployments and tactics deal with accidental, calculated, and chronic fare evaders through ticket checking. For London Underground, the gates are the first line of defence and detection, and our revenue teams will engage with anyone who has triggered suspicion at our gates for example by using a high value pass, which requires a photocard. On revenue protection operations on buses, every passenger travelling is checked, and revenue blocks are used on all modes to check every passenger travelling whether at a gate line or on a carriage/vehicle.

4 Current areas of focus

Enforcement and investigations

- 4.1 Our revenue teams are deployed every day across the network providing a highly visible presence carrying out routine revenue protection activity of checking tickets. Given the higher levels of revenue loss on London Underground compared to other TfL modes – a combination of passenger volumes and higher ticket prices – we are recruiting 60 new Revenue Control Officers (RCOs) to help tackle fare evasion. All 60 are planned to be in post by the end of July 2022. This also forms a key part of our strategy to tackle work-related violence and aggression given that fare evasion is the main trigger for incidents on our public transport networks.
- 4.2 We are trialling multi-modal operations at hotspot locations across London. The operations involve the different revenue teams working across TfL and our operators and transport police deployed to a station/area covering all access points to the network. The operations are also an excellent way of raising the profile of revenue activity, improving consistency in approach across the different revenue teams as well as sharing of intelligence and best practice.
- 4.3 New analytical capability we are developing inhouse will help ensure that deployments are intelligence-led and that the combined enforcement resource is being used to maximum effect to tackle fare evasion while also contributing to other safety and security objectives.
- 4.4 An intervention made by a member of Keolis Amey Docklands (KAD) revenue staff with a customer on 10 May 2022 understandably caused concern and was not in line with our approach. TfL and KAD have apologised to the customer and explained the steps we have taken following this incident. TfL and KAD have met with the customer to discuss the incident.

Technology

- 4.5 Technology is playing an increasing role in our efforts to tackle fare evasion and is yielding excellent results. It has been used to beneficial effect already in minimising accidental fare evasion by automatically correcting errors

through our ticketing systems. It is also an increasingly important intervention in tackling calculated fare evasion.

- 4.6 Calculated fare evaders deliberately avoid paying the correct fare and include some of the most prolific and habitual offenders. We have improved our ability to detect calculated fare evasion through our irregular travel analysis platform (ITAP). ITAP is an in-house detection system that identifies fare evasion and revenue loss from patterns in ticketing and passenger data, identifying customers who avoid paying for all or part of their journey. Insight generated by ITAP supports a variety of intervention activities which aims to measure and reduce revenue loss and deter customers from evading their fares. These activities include targeted email campaigns warning customers that they must pay the correct fare, operational station deployments and a prioritised register of prolific offenders for further investigation and subsequent prosecution.
- 4.7 A specialist investigations team uses ITAP intelligence to investigate and detect the most prolific offenders causing the greatest revenue loss. From 23 March to 31 May 2022, the team investigated 65 customers for habitual fare evasion who made more than 10,000 fraudulent journeys across the Underground network, defrauding us of more than £56,000 in lost fare revenue. Of these 65 cases, 48 have been prosecuted to date and all 48 were found guilty, with the remaining 17 cases pending court action.
- 4.8 ITAP continues to be an integral part of our programme and has transformed our approach to detecting fare evasion. It is being enhanced and expanded to support other modes and other areas of the RPP. It is currently being trialled on buses to help improve the targeting of enforcement activity in areas with the greatest revenue loss. Further scoping activity is underway to understand ITAP's future capability in supporting the RPP and other safety and security objectives.
- 4.9 We are also planning to run an innovation challenge later this year where we hope to engage with technology innovators in developing solutions for reducing fare evasion on the network.

Increasing sanctions

- 4.10 Our approach to fare evasion is, in part, informed by the principles of criminal deterrence theories which focus on three main elements – certainty, severity and celerity of sanctions to deter crime and problem behaviour. While our detection activities and communication of these increase the real and perceived likelihood of getting caught, the sanction for fare evasion is another important factor in deterring customers from fare evading.
- 4.11 The penalty fare system establishes clear and immediate financial consequences for those travelling without a valid ticket. Subject to consultation and an equality impact assessment, we propose to increase the value of the TfL penalty fare from £80 to £100, reduced by half if paid within 21 days. This would bring us in line with the Department for Transport announcement that the penalty fare for the national rail network would be increased from £20 (or twice the full applicable single fare to the next station

at which the train calls, whichever was the greater) to £100. The consultation on this proposal is planned to take place later this year.

- 4.12 We are now taking stronger action against customers who have been detected for fare evasion and issued a penalty fare but have failed to pay it. Until now, customers would have been sent follow up letters for payment and their details added on to our enforcement systems should they come to our attention again. Customers who have not paid their penalty fare within 39 days and have not made us aware of any mitigating factors will be prosecuted for the original offence, this approach will bring us in line with other Train Operating Companies. This applies to penalty fare notices issued from 1 April 2022.

Offender management

- 4.13 Fare evasion is not only a financial issue that deprives Londoners of investment in improving the transport network, but it also impacts on the safety of our staff and customers and confidence to work on or use our services. Blatant fare evasion such as pushing through barriers or jumping over gate lines impacts on customer perceptions of safety and security and sends a signal that the environment is unmanaged and unsafe. Furthermore, when fare evaders are challenged, some can become aggressive and violent towards our staff. Fare evasion is also linked to other criminality on the network.
- 4.14 We are taking steps to enhance our management of known offenders on our network. This includes work to identify the most prolific and harmful fare evaders (including those that post videos on social media), and to work with police to manage their behaviour using a range of enforcement powers and tactics.

Communications

- 4.15 Central to the RPP is a communications and behaviour change strategy that aims to:
- (a) make it easier for customers to comply by providing clear and easy to understand information on fares and ticketing;
 - (b) encourages and prompts customers to pay the right fare; and
 - (c) deters calculated and chronic fare evasion by raising awareness of the risks of getting caught.
- 4.16 We are reviewing our communications approach, which includes liaising with other urban transport providers to understand what works in tackling fare evasion.

Financial Implications

- 4.17 Tackling fare evasion will reduce revenue loss and will have a direct impact on TfL's finances. Our current focus is on funded and cost neutral initiatives.

We expect to save more than £9m in reduced revenue loss this year. We have paused some new initiatives until there is more reliable survey data to inform cost, benefits and impact.

- 4.18 Business cases will be developed for the expansion of ITAP and signage costs associated with the penalty fare increase if that is agreed.

List of appendices to this report:

Appendix 1: Six month Crime and Anti-Social Behaviour Report

List of Background Papers:

None

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CSOPP 13 July 2022

Six month Crime and
Anti-Social Behaviour
(ASB) Report – Appendix I



Crime and ASB Summary

Pan-modal crime and ASB trends

- This report focusses on the six months period since the last CSOPP crime and ASB report – November 2021 – April 2022.
- Overall recorded crime is lower at 16,305 crimes (Nov-21 to Apr-22) compared with the pre-pandemic average* (PPA) of 18,304 crimes; 11% fewer recorded crimes.
- The crime rate per million passenger journeys for the same period is 11.9, compared to the PPA of 10.0.
- Whilst crimes are down 11% across all modes, passenger volume is down by 25% creating a higher rate of being a victim of crime, across all modes.

Mode	Pre-pandemic average (Nov to Apr)		Nov-21 to Apr-22	
	Volume	Rate	Volume	Rate
Bus	7,758	7.6	8,405	10.5
London Underground	8,985	14.3	6,392	14.8
London Overground	774	9.0	640	10.2
TfL Rail**	343	13.5	388	17.1
Docklands Light Railway	326	5.9	379	9.2
Trams	120	9.1	101	10.2
Overall crime	18,306	10.0	16,305	11.9

*(** the information in this section refers to the TfL Rail service prior to the launch of the Elizabeth Line)*

* The pre-pandemic average is the average of the preceding 3 financial years FY17/18, 18/19 and 19/20; it is inadvisable to compare directly with FY20/21 due to the abnormal recorded passenger and crime levels during the pandemic.

Passenger perception

- TfL Customer Pulse survey information reveals (Q1 April - June 22/23):
 - 34% felt worried on public transport in the past three months and 8% of Londoners overall were completely or temporarily deterred from using public transport due to a worrying incident.
 - Most worrying incidents occurred on the bus and London Underground networks.
 - The most commonly cited worrying incidents on the bus network include threatening behaviour of other passengers, youth/school-related ASB, passengers pushing/shoving each other, and drunkenness, and the most commonly cited worrying incidents on the LU network include drunkenness, overcrowding and threatening behaviour of other passengers. Passengers continued to cite concerns related to the pandemic (for example, fellow passengers not wearing a face covering), however these concerns have fallen and remain low level.

Bus-related Crime and Anti-Social Behaviour Summary

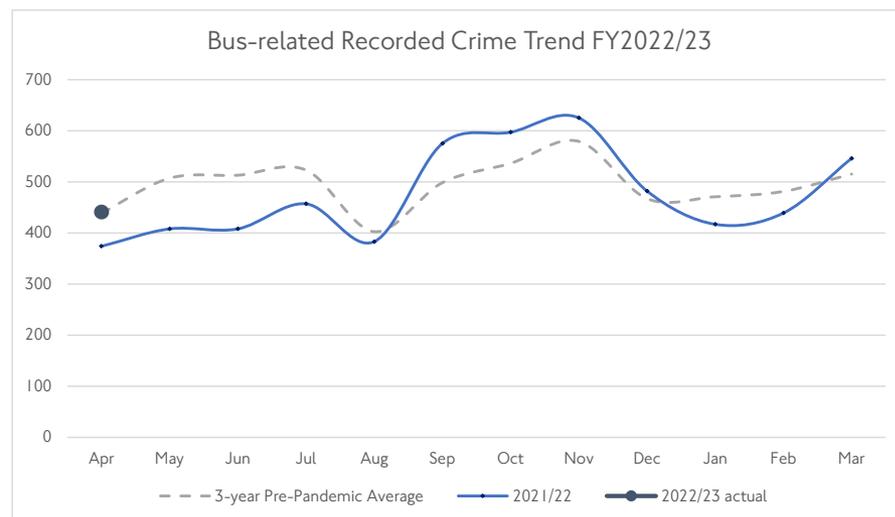
Bus-related offences - Summary

- Overall recorded crime is higher at 8,405 crimes recorded (Nov-21 to Apr-22) compared with the pre-pandemic average (PPA) of 7,758 crimes; 8% additional recorded crimes.
- The crime rate per million passenger journeys for the same period is 10.5, compared to the PPA of 7.6. Whilst crime volumes are up by 8%, on buses passenger volumes are down by 21%.
- The levels of reported sexual offences, theft, violence, robbery and hate crime are at or exceed the PPA.
- TfL actively encourages the reporting of all sexual offences and sexual harassment
- Violence with injury comprises 23% of all Violence Against the Person (VAP) offences.

Crime category	Pre-pandemic average (Nov to Apr)	Nov-21 to Apr-22
Burglary	13	13
Criminal Damage	315	300
Drugs	88	94
Fraud or Forgery	1	2
Other Notifiable Offences	83	77
Robbery	747	873
Sexual Offences	320	387
Theft and Handling	3,321	3,709
VAP Offences	2,870	2,950
Total Notifiable Offences	7,758	8,405
<i>Hate crime</i>	518	618
<i>Work-related violence and aggression</i>	434	431

Bus-related VAP

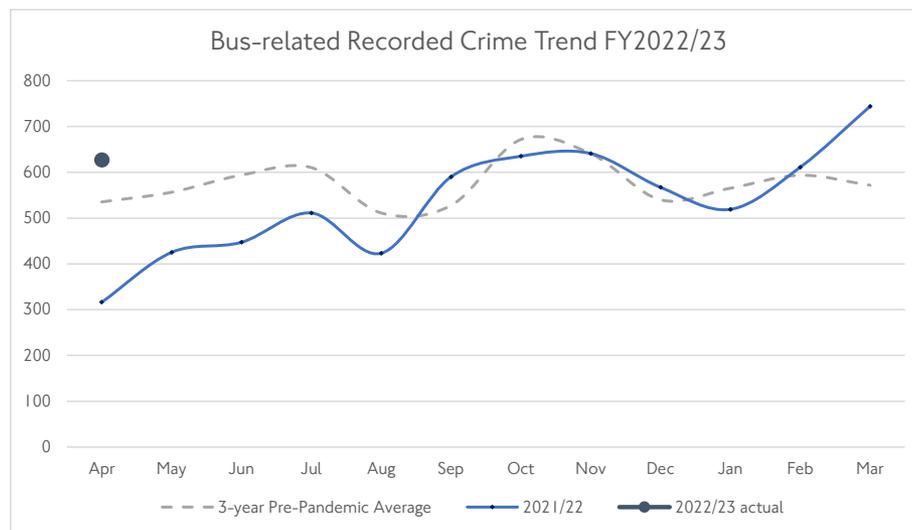
- VAP crime is the same as the three-year PPA.
- Harassment and Common Assault (offences without injury) are the most common types of violence on the bus network, making up just over 70% of recorded violence.
- Peak times include 1500-1800 Monday to Friday, linked to younger passengers, and offences are spread throughout London. Though much lower in number, more serious acts of violence occur very late/ early hours at weekends, particularly around locations with a high density of night-time venues.
- Female victims in their teens and twenties are more commonly reporting harassment offences to the police. Males are more likely to be the victims of more serious violence with injury.



Bus-related Crime and Anti-Social Behaviour Summary

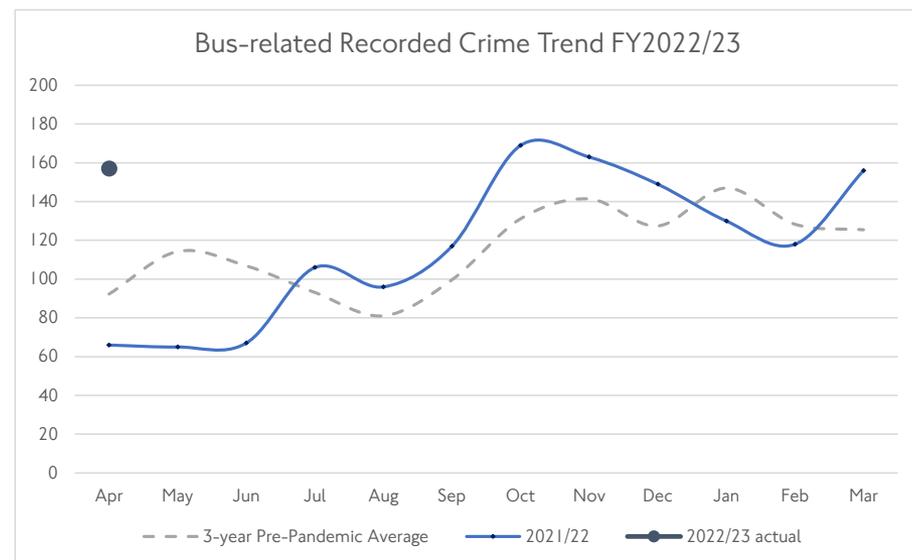
Bus-related Theft of Personal Property

- Theft on the bus network is following a similar trend to London-wide theft, and is higher than the three-year PPA (see right).
- Reports of thefts of personal property are fairly evenly spread throughout the day and week, although there are peaks from 1400-1900, particularly Monday to Friday. However, there is some variation by location. Bus theft in Westminster experiences peaks in the evenings and early hours at weekends.
- The majority of victims of theft are aged 18-40 years, with women in their twenties reporting most thefts.



Bus-related Robbery

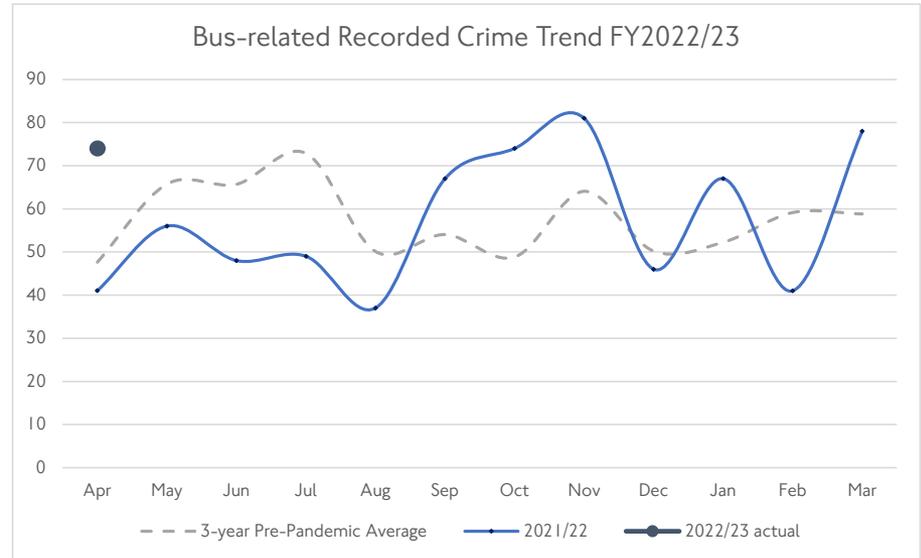
- Robbery has risen and is following a similar upward trend to London-wide robbery and is higher than the three-year PPA (see right).
- Young males are the most at risk from robbery, particularly those aged 12 to 19 years.
- Offences peak between 1500 and 2000, Monday to Friday, and there are other peaks in the evening and overnight at the weekends, particularly at locations with a large night-time economy.
- The top three boroughs for robbery offences, in the last six months, were: Croydon, Enfield and Lambeth.



Bus-related Crime and Anti-Social Behaviour Summary

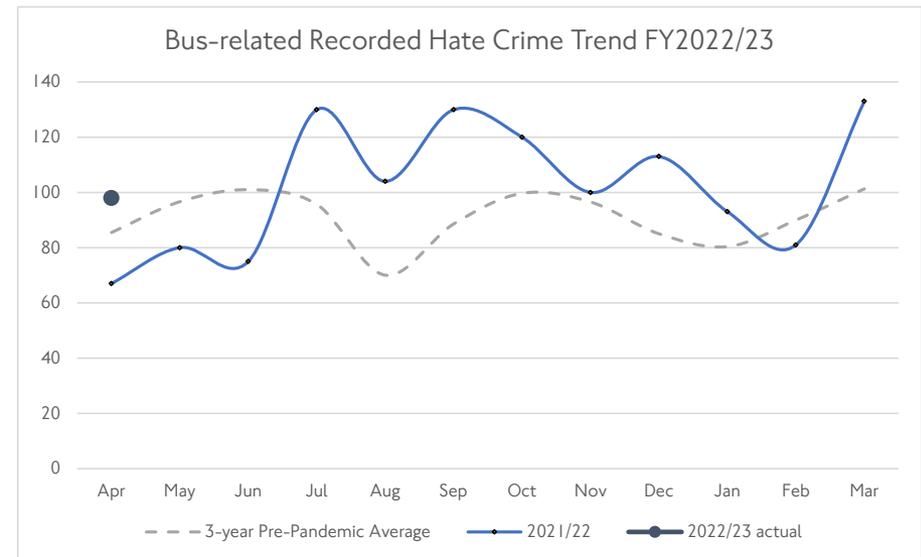
Bus-related Sexual Offences

- Sexual offences remain higher than the PPA since rising sharply from September-21. This is potentially indicative success of the reporting campaign and wider awareness of sexual offences and importance of reporting to the police.
- Victims of reported sexual offences are overwhelmingly female, with victims generally aged 12 to 30 years and a substantial peak for school aged girls aged 12 to 18 years.
- Offences are reported throughout London and there are peaks 07:00-09:00 hrs and 15:00-18:00 hrs, Monday to Friday, and late afternoons and evenings on Saturdays.



Bus-related Hate Crime

- Hate crime has risen and is slightly higher than the three-year PPA (see right).
- Hate crime offences increase from around 14:00 hours, Monday to Friday, peaking 15:00-18:00. Again, there is another peak linked to the night-time economy during the evenings and early hours at weekends.
- In terms of gender and age, victims of hate crimes are more evenly spread than many crime types, age ranging from 12 to 60+ years.



Bus-related Crime and London-wide Crime Trends

- The trends on the bus network closely reflect London-wide crime trends with overall bus-related crime during FY2021/22 5% lower than the three-year pre-pandemic average (PPA), whilst overall London-wide crime recorded by the Met Police is similarly 4% lower.
- The charts below depict how closely trends in bus-related sexual offences, VAP and theft are all following London-wide trends for the same offence categories, with the exception of robbery which is trending higher on the bus network.

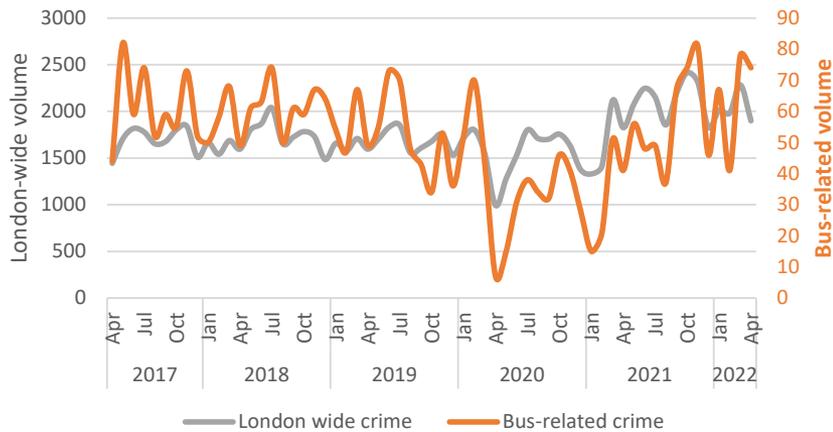
Robbery



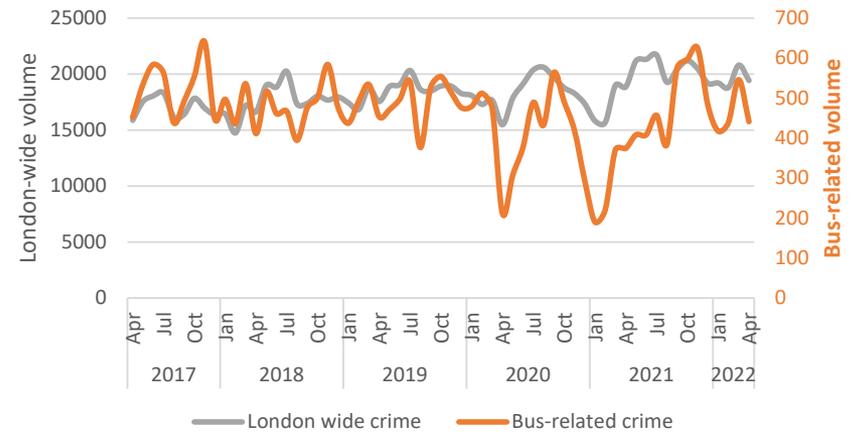
Theft



Sexual Offences



Violence Against the Person



London Underground Crime and Anti-Social Behaviour Summary

LU crime trends overall

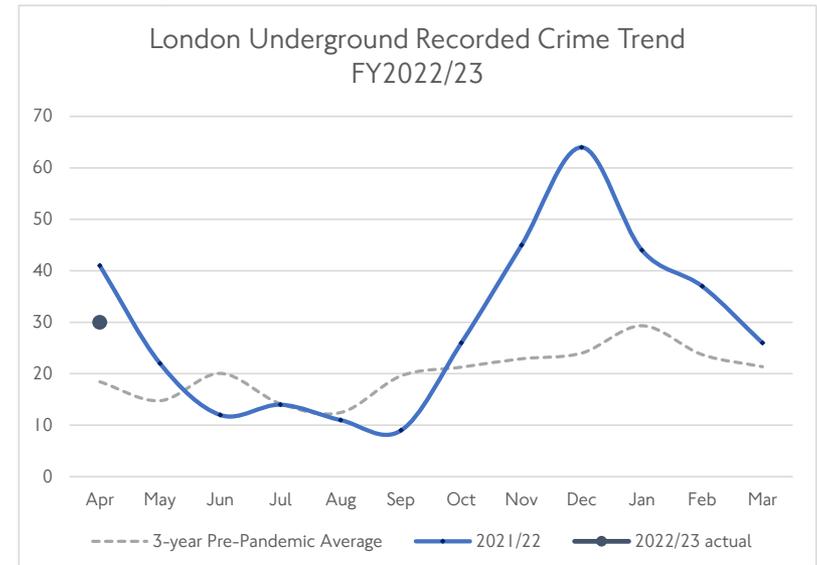
- Overall recorded crime is lower at 6,392 crimes recorded (Nov-21 to Apr-22) compared with the pre-pandemic average (PPA) of 8,985 crimes; 29% fewer recorded crimes.
- The crime rate per million passenger journeys is currently 14.8, compared to the PPA of 14.3. Whilst crimes are down 29%, passengers numbers are down 32% creating the higher crime rate.
- Robbery is a concern and reported at levels higher than the pre-pandemic average.
- Violence with injury comprises 15% of all VAP and Serious Public offences.

Crime category	Pre-pandemic average (Nov to Apr)	Nov-21 to Apr-22
Violence Against the Person / Serious Public Order	2,803	2,161
Sexual Offences	497	383
Criminal Damage	510	461
Line of Route	19	8
Theft of Passenger Property	4,431	2,626
Motor Vehicle/Cycle Offences	200	208
Robbery	140	246
Theft of Railway Property / Burglary	104	83
Serious Fraud	42	13
Drugs	182	170
Other Serious Offences	57	33
Total Notifiable	8,985	6,392
<i>Hate crime</i>	531	422
<i>Work-related violence and aggression</i>	637	410

LU crimes of note

- Robbery is higher than the three-year PPA.
- 46% of robberies are committed on train, 28% on platforms and 8% at station entrance/exit. The top three stations were Seven Sisters, Stratford and Kings Cross/ St Pancras.
- Saturdays have 21% of offences, more than any other day. Key times were 1400-1700 and 1900-2100. Thursdays have the fewest offences with 8%.

LU Robbery



TfL Rail* Crime and Disorder Summary

(* the information in this section refers to the TfL Rail service prior to the launch of the Elizabeth line)

TfL Rail crime trends overall

- Overall recorded crime is lower at 388 crimes (Nov-21 to Apr-22) compared with the pre-pandemic average (PPA) of 343 crimes; 13% additional recorded crimes; we forecast the whole year will be higher due to additional passengers with the full opening of the Elizabeth Line.
- The crime rate per million passenger journeys is currently 17.1, compared to the PPA of 13.3. Whilst crimes are up 13%, passengers are down 11% creating the higher crime rate.
- Whilst some categories of crime are slightly higher than the PPA, there are few concerns (see below for crimes of note).

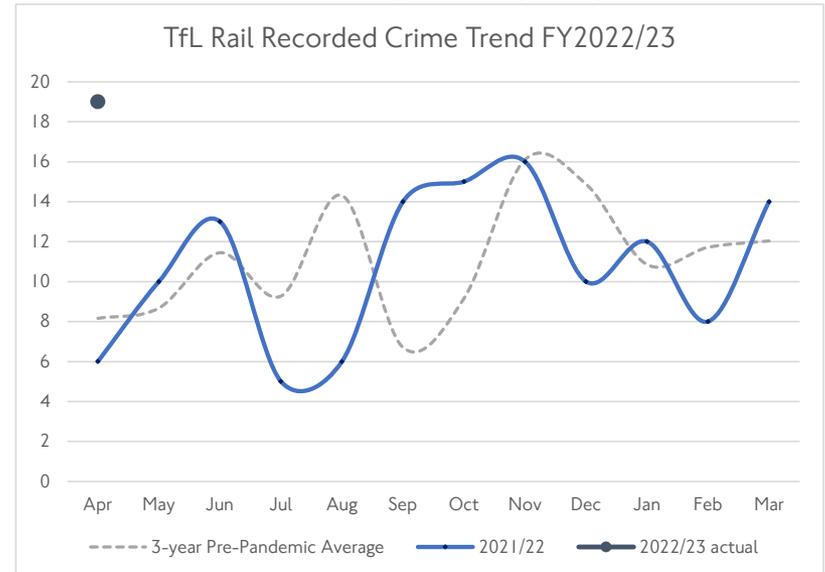
Crime category	Pre-pandemic average (Nov to Apr)	Nov-21 to Apr-22
Violence Against the Person / Serious Public Order	157	198
Sexual Offences	16	16
Criminal Damage	32	12
Line of Route	1	0
Theft of Passenger Property	71	78
Motor Vehicle/Cycle Offences	24	25
Robbery	7	20
Theft of Railway Property / Burglary	12	12
Serious Fraud	2	0
Drugs	15	22
Other Serious Offences	7	5
Total Notifiable	343	388
<i>Hate crime</i>	21	45
<i>Work-related violence and aggression</i>	45	62

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TfL Rail crimes of note

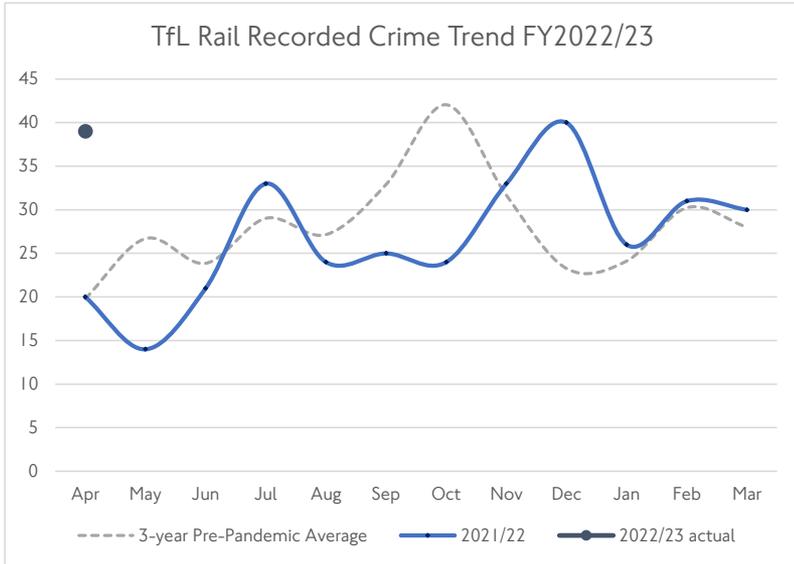
- Theft of passenger property has steadily risen and is higher than the three-year PPA (see right).
- Nearly one half of thefts are committed on train, 25% on platforms. Thefts are now more common on Thursdays, in line with the busiest times on the network. Key times are 1700-2100. Sundays and Mondays have the fewest offences.
- VAP and Serious Public Order is higher than the three-year PPA (see chart overleaf). VAP / SPO tends to increase during the afternoons and evenings. Almost 75% of offences at stations with 20% at ticket barriers possibly linked to fare evasion and staff intervention.
- Violence with injury comprises 11% of all VAP / SPO.

TfL Rail Theft of Passenger Property



TfL Rail Crime and Disorder Summary

TfL Rail VAG / Serious Public Order



London Overground (LO) Crime and Anti-Social Behaviour Summary

LO crime trends overall

- Overall recorded crime at 640 crimes (Nov-21 to Apr-22) is lower than the pre-pandemic average (PPA) of 774 crimes; 17% fewer recorded crimes.
- The crime rate per million passenger journeys is currently 10.2, compared to the PPA of 9.0. Whilst crimes are down 17%, passengers are down 32% creating the higher crime rate.
- The majority of categories of crime are lower than the PPA, with few concerns.
- Violence with injury comprises 12% of all VAP and Serious Public offences.

Crime category	Pre-pandemic average (Nov to Apr)	Nov-21 to Apr-22
Violence Against the Person / Serious Public Order	385	304
Sexual Offences	34	27
Criminal Damage	79	34
Line of Route	6	10
Theft of Passenger Property	177	161
Motor Vehicle/Cycle Offences	44	41
Robbery	15	39
Theft of Railway Property / Burglary	11	4
Serious Fraud	2	2
Drugs	15	11
Other Serious Offences	8	7
Total Notifiable	774	640
<i>Hate crime</i>	78	63
<i>Work-related violence and aggression</i>	122	89

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LO crimes of note

- Robbery is higher than the three-year PPA, albeit this is a low-volume offence on the LO network. (see right)
- Robberies tend to increase between 13:00 – 21:00 hrs, suggesting a link to younger victims and offenders, a common theme across all modes. 50% of offences are on train and 30% on platforms.

LO Robbery



DLR Crime and Anti-Social Behaviour Summary

DLR crime trends overall

- Overall recorded crime is slightly higher at 379 crimes recorded (Nov-21 to Apr-22) compared with the pre-pandemic average (PPA) of 326 crimes; 16% additional recorded crimes.
- The crime rate per million passenger journeys is currently 9.2, compared to the PPA of 5.9. Whilst crimes are up 16%, passengers are down 25% creating the higher crime rate.
- The majority of categories of crime are lower than the PPA, with few concerns.

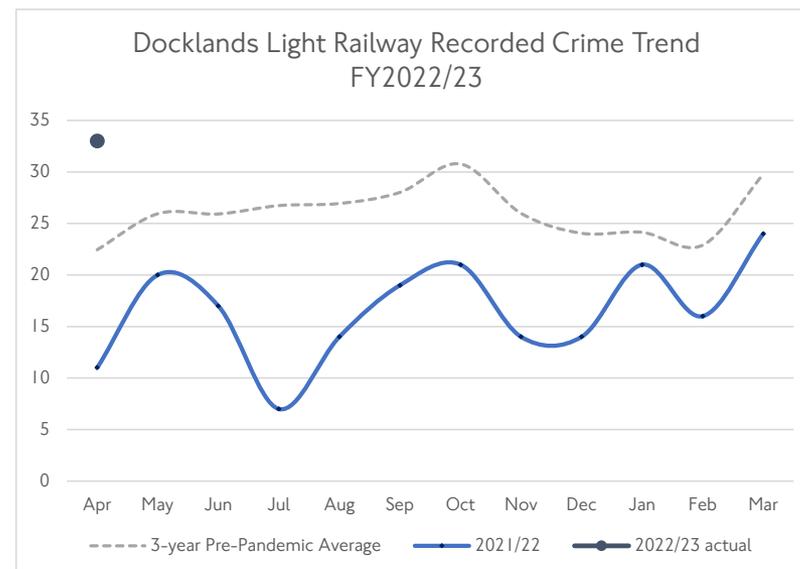
Crime category	Pre-pandemic average (Nov to Apr)	Nov-21 to Apr-22
Violence Against the Person / Serious Public Order	144	122
Sexual Offences	10	14
Criminal Damage	23	30
Line of Route	5	1
Theft of Passenger Property	100	157
Motor Vehicle/Cycle Offences	7	15
Robbery	15	18
Theft of Railway Property / Burglary	7	3
Serious Fraud	0	0
Drugs	10	11
Other Serious Offences	3	8
Total Notifiable	326	379
<i>Hate crime</i>	27	23
<i>Work-related violence and aggression</i>	40	16

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DLR crimes of note

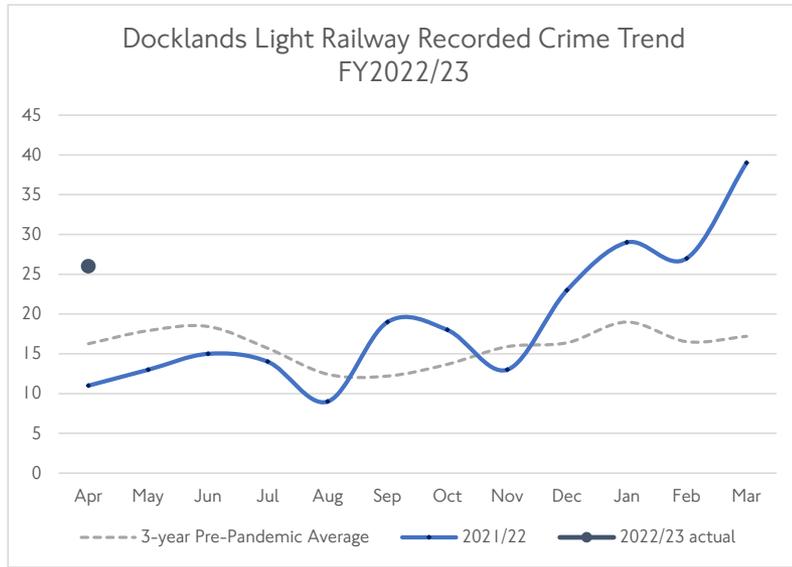
- VAP and Serious Public Order and theft of passenger property are all higher than the three-year PPA (see right and overleaf).
- Violence with injury comprises 18% of all VAP / SPO.
- VAP offences are more common between 1500-2100 and have peaking on Thursdays and Saturdays. 42% of offences are on train, 32% on platforms
- Thefts are fairly evenly spread Tuesdays to Saturdays, with peak times between 15:00-21:00.
- 52% of thefts are committed on trains, 19% on platforms and 12% on stairs/escalators. Shadwell has had the most thefts reported in the last six months.

DLR VAP



DLR Crime and Anti-Social Behaviour Summary

DLR Theft of Passenger Property



Trams Crime and Anti-Social Summary

Trams crime trends overall

- Overall recorded crime at 101 crimes recorded (Nov-21 to Apr-22) is lower than the pre-pandemic average (PPA) of 120 crimes; 16% fewer recorded crimes.
- The crime rate per million passenger journeys is currently 10.2, compared to the PPA of 9.1. Whilst crimes are down 16%, passengers numbers are down 24% creating the higher crime rate.
- The majority of categories of crime are lower than the PPA, with few concerns.
- Violence with injury comprises 18% of all VAP and Serious Public offences.

Crime category	Pre-pandemic average (Nov to Apr)	Nov-21 to Apr-22
Violence Against the Person / Serious Public Order	68	45
Sexual Offences	4	8
Criminal Damage	7	14
Line of Route	3	2
Theft of Passenger Property	14	12
Motor Vehicle/Cycle Offences	2	4
Robbery	8	10
Theft of Railway Property / Burglary	4	5
Serious Fraud	0	0
Drugs	9	1
Other Serious Offences	1	0
Total Notifiable	120	101
<i>Hate crime</i>	9	6
<i>Work-related violence and aggression</i>	16	9

Trams crimes of note

- There are no crimes of note to report upon during the last six months.

Improving Customer Confidence

Headline result – safety and security questions Q4 21/22

34% have felt worried about **personal security** on public transport in the last 3 months

8% of Londoners that use public transport have been completely/temporarily deterred from using public transport following an incident

Impact of worrying incident on usage

All who have felt worried about personal security in the last 3 months



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Transport where incidents occurred



Incidence of events

(Last 3 months)



SAFETY_01: In the last three months, have you ever felt worried about your personal security (i.e. being safe from crime or antisocial behaviour) when using public transport in London? All respondents that have used public transport in the last few months : Q1 2023=880. SAFETY_04: Has this worrying incident put you off using this mode of transport again? : All respondents that have used public transport in the last few months : Q1 2023=880. SAFETY_03. What mode of transport were you using (or planning to use) when you (last) experienced this worrying incident? Base: All respondents who have experienced a worrying incident in the last 3 months: Q1 2023=336. SAFETY_02. What was the most recent worrying incident you experienced when using public transport in London? Base: All who have experienced a worrying incident: Q1 2023=336

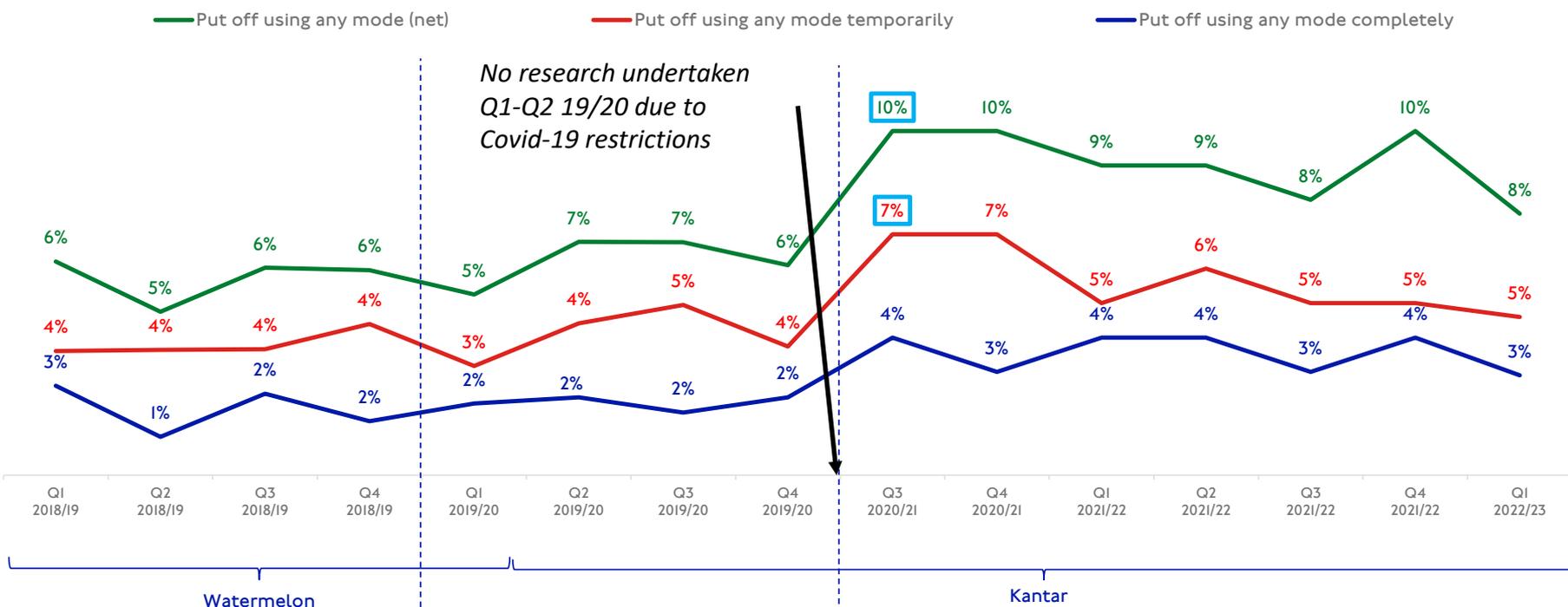


Improving Customer Confidence

Slightly fewer Londoners have been put off completely from using public transport after a worrying incident, though the number of customers deterred from using any mode temporarily remains flat since surveying recommenced post-pandemic

Deterred from any mode due to worrying incident
 - Based on all Londoners that have used public transport in the last year
 (shown as last 12 months prior to Q3 2020/21; as last few months prior to Q1 2022/23)

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SAFETY_04: Has this worrying incident put you off using this mode of transport again?
 Base: All respondents that have used public transport in the last twelve months Q1 2019=2,849, Q2 2019=988, Q3 2019=1,011, Q4 2019=957, Q1 2020=1,009, Q2 2020=974, Q3 2020=992, Q4 2020=1016; All respondents that have used public transport in the last few months Q3 2021=761, Q4 2021=749, Q1 2022=798, Q2 2022=843, Q3 2022=828, Q4 2022=883, Q1 2023=880.
 Dotted line denotes this module did not run between Q4 2020 and Q3 2021



Improving Customer Confidence

Threatening behaviours, youth ASB, and passengers pushing/shoving were more common worrying incidents on buses, whilst threatening behaviour, drunken passengers, and overcrowding were more frequent on LU.

★ Face covering / social distancing concerns

% of those experienced worrying incident on any public transport

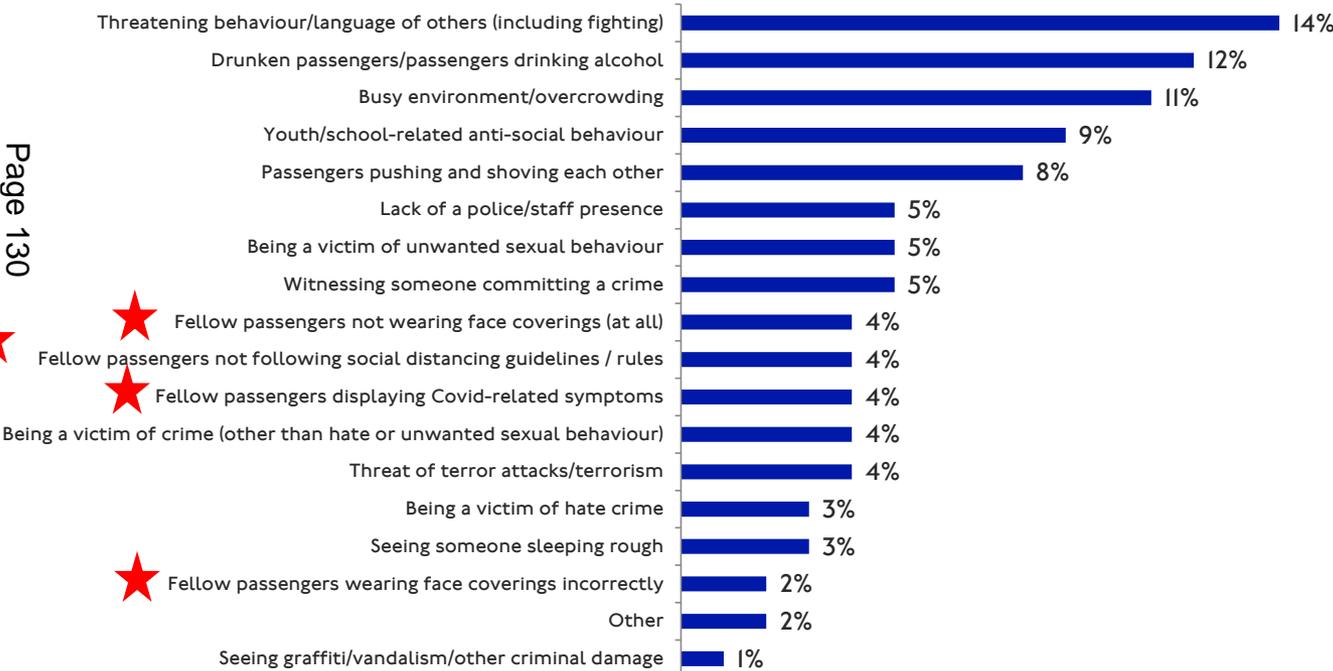
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★

★

★

★



% of those experienced worrying incident on

	UNDERGROUND	BUSES
	14	16
	19	10
	17	9
	3	14
	7	11
	5	3
	3	3
	4	5
	3	5
	3	3
	6	3
	4	1
	3	2
	2	2
	6	3
	-	1
	1	3
	-	3



SAFETY_02. What was the most recent worrying incident you experienced when using public transport in London? Base: All who have experienced more than once worrying incident: Q1 2023=336, London Underground=117, London Bus=102

For further information /
queries

CPOSPerformance@tfl.gov.uk

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Customer Service and Operational Performance Panel



Date: 13 July 2022

Item: Enterprise Risk Update - Loss of Stakeholder Trust (ER6)

This paper will be considered in public

1 Summary

- 1.1 Our work is carried out in the context of a highly complex stakeholder environment, in which we engage with a wide range of external stakeholders who have the power to influence decision-making at local, regional, national and international levels. These include Borough Council officers and politicians, local campaign groups, London Assembly Members, Members of Parliaments, Government officers, advisors and Ministers, representatives of other UK cities, regions and transport authorities, transport user groups, business groups at local Business Improvement District, regional and national level, think-tanks, the third sector and others.
- 1.2 This risk is explicitly focused on the management of relationships, reputation and communication. Managing other factors, such as the sustainability of TfL's funding sources, is covered elsewhere in the risk framework.
- 1.3 We manage our stakeholder relationship in a way that creates a virtuous circle of support. If we engage proactively with stakeholders, listening carefully to, and acting upon, their views, then they are likely to advocate for us. On the other hand, loss of credibility with, or support from, external stakeholders would lead to a lack of support, leading to potential impacts on our licence to operate and funding.
- 1.4 A paper is included on Part 2 of the agenda which contains exempt supplemental information. 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 supplementary information on Part 2 of the agenda.**

3 Background and Causes

- 3.1 TfL operates in a complex environment and relies upon strong relationships with external stakeholders to deliver day-to-day operations, achieve its Business Plan,

deliver on its vision and values and realise the long-term goals described in the Mayor's Transport Strategy.

- 3.2 Advocacy and case-making from our wide-ranging network of third-party stakeholders is essential in building and securing funding to deliver for London. In addition, TfL requires the support of key stakeholders to deliver almost all the investment described in the Business Plan. Smaller infrastructure schemes and commercial developments cannot be delivered without permission from local authorities. Larger scale initiatives and schemes require complex consents that often involve multiple wide-reaching public consultations and/or approval by Government ministers or departments. The direct relationship with national Government has intensified hugely because of the coronavirus pandemic.
- 3.3 TfL also receives nearly £2bn per annum from business rates that have been devolved to London, in addition to direct funding support from the Government. Maintaining these sources of income is dependent on a strong relationship with the Greater London Authority (GLA) and the national Government.
- 3.4 These relationships and the broader political, economic and social context are more challenging than they have ever been. At a national level, the pandemic, cost of living crisis and other factors are presenting unprecedented funding and other challenges to Government, which in turn makes securing funding for transport harder than at any stage in TfL's history. Calls greater investment in the rest of the country – and a concern from some that “levelling up” will be at the expense of London – have not entirely receded
- 3.5 At a local level, London's boroughs continue to feel the strain of the extended period of pressure on local authority finances, amplified by the more detailed oversight of the borough funding for transport projects since the onset of the pandemic. In addition, following the local elections in May 2022, we have reached out to the new administrations to better understand their transport priorities.
- 3.6 Despite these challenges, TfL's relationships with a range of stakeholder groups have perhaps never been better. A huge programme of creative engagement was put in place during the pandemic centred around two main themes: first a campaign aimed at reassuring those people returning to the transport network after the coronavirus pandemic; and second building the case for sustained Government funding.
- 3.7 Regarding the former, the campaign has been aimed primarily at the business community as restrictions have changed throughout the year and they have developed, implemented and changed their return to office plans. We have either attended or delivered over 60 engagement sessions and sector forums setting out everything we are doing to ensure the transport network is clean, safe and well-managed. In addition, we have developed a range of collateral for businesses to share with their employees. These have been shared with thousands of businesses in the Capital. We have also developed similar resources for people living with disabilities as they return to the transport network.
- 3.8 The campaign to build the case for sustainable funding of London's transport system has culminated in the formation of the London Transport Alliance, a network of stakeholder organisations from business, passenger advocacy groups,

charities and trade unions dedicated to campaigning for London's transport network to be properly funded. In addition, a huge number of stakeholders have both publicly and privately supported us throughout our negotiations with Government.

- 3.9 We have also held a number of ongoing strategic engagement sessions throughout the year with key stakeholders. This has included the formation of the Business Advisory Group and the reshaping of the Healthy Streets Advisory Group and the widening out of the Accessibility Forum to become the Inclusive Transport Forum. Each of these forums gives us the space to involve stakeholders in our policies and projects at an early stage and to gather stakeholder feedback and sentiment. In addition, our Youth Panel has met three times over the course of the year and the Vision Zero Reference Group has been reinstated after a pause during 2020 at the height of the pandemic.
- 3.10 Stakeholder relationship have been successfully rebuilt after the strains of the first phases of the pandemic. But changes that we must make as a business, including to fares, concessions and the way we prioritise investment and operate, all present new and significant challenges to these relationships.
- 3.11 Enterprise Risk 06 was last presented to the Panel in January 2021 and was assessed as adequately controlled. Improvements have been made and this rating has now increased to well controlled.

4 Consequences

- 4.1 Our stakeholder relationships can be affected by:
- (a) a failure to involve stakeholders early in the policy making process, especially if our decision is not the one they support;
 - (b) poor correspondence and case work management. Responding quickly and completely to correspondence and casework is a fundamental hygiene factor in relationship management, particularly with elected representatives;
 - (c) failure to understand stakeholder perspective and needs. If we do not actively listen and accurately understand our stakeholders' views and requirements, we cannot respond effectively which will negatively impact our support;
 - (d) inadequate responses. Quick responses are beneficial when those responses are clear, concise and complete, and solve the problem presented to us. If our stakeholders do not believe (or understand) we have responded to their concerns, then our relationship will be damaged; and
 - (e) failure to demonstrate how engagement shapes policy. We must continue to show our stakeholders that we care about their views and have taken them into account in developing our policy.

5 Controls

- 5.1 There are well established controls in place, both preventative and corrective:
- (a) Proactive and reactive management of all our engagement with the media, working very closely with City Hall.
 - (b) Political monitoring – closely monitoring the political landscape and potential impacts on TfL’s strategic goals.
 - (c) Programme of engagement with strategic stakeholder groups in the business, community and accessibility stakeholders to support policy and decision-making, and harness influential third-party advocacy for case making to Government.
 - (d) Delivery and tracking of all Mayors Questions and sensitive stakeholder correspondence.
 - (e) Joint influencing and engagement priorities agreed with City Hall, informing an active and coherent strategy to build consensus and alliances across London and the UK.
 - (f) A programme of regular engagement with the Mayor's Press Office, Deputy Mayor for Transport and communication policy leads at City Hall. All of TfL’s key Marketing Communications activity is shared with relevant Mayoral advisors, based on systematic contributions from all business areas to ensure a coherent message.
 - (g) Programme of engagement with local government and boroughs/officers both through business as usual contacts as well as set-piece events delivered by internal teams as well as external partners such as London Councils.
 - (h) Real-time stakeholder sentiment analysis and regular attitudinal survey of Borough, political, non-political and media stakeholders.

6 Actions

- 6.1 Actions are ‘in delivery’ to further improve the management of the risk:
- (a) Government funding support for TfL remains short term, and sustained investment must be secured. It also remains an issue around which the vast majority of TfL’s stakeholders are actively engaged and supportive. Over the coming period a further detailed campaign will be designed and delivered to harness this stakeholder support and direct it towards helping TfL secure sustained investment and financial sustainability.
 - (b) A programme of work to build back confidence among stakeholders and grow ridership has commenced
 - (c) The launch and the later through running of the Elizabeth line demonstrates the transformative power of transport investment. A detailed campaign, bringing together all aspects of TfL’s communication – from on-system

customer information to marketing, from stakeholder engagement to media relations and PR – is underway, bolstering relationships with stakeholders of all kinds and building advocacy for the role of TfL.

- (d) The pandemic has necessitated ever closer working and coordination between the various elements of TfL's communications. Work is underway to embed learnings from the period and to ensure that the TfL-level governance of communications allows for the most effective results.
- (e) There were seven boroughs that changed control at the May elections and we are monitoring how this will change their approach to key transport projects. Following the elections the Commissioner has written to all new Leaders and an engagement programme is being established to discuss delivery in their boroughs. We also continue to proactively engage with members and senior officers through pan London forums.

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

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Email: mattbrown@tfl.gov.uk

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Customer Service and Operational Performance Panel



Date: 13 July 2022

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 2022/23

List of Background Papers:

None

Contact Officer: Howard Carter, General Counsel

Email: HowardCarter@tfl.gov.uk

Customer Service and Operational Performance Panel Forward Planner 2022/23

Membership: Dr Mee Ling Ng OBE (Chair), Marie Pye (Vice Chair), Bronwen Handyside, Anne McMeel, Dr Lynn Sloman MBE and Peter Strachan.

Abbreviations: CCO (Chief Capital Officer), CCSO (Chief Customer and Strategy Officer), CFO (Chief Finance Officer), COO (Chief Operating Officer), D IDP (Director Investment Delivery Planning), D (Director)

Standing Items		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	
4 October 2022		
TfL International Benchmarking Report	CCSO	Annual
Bus Action Plan	COO	Update
Winning Back Our Customers	CCSO	Update
Strategy on Electrified Travel	CCSO	Update
Bus Services to London's Hospitals	CCSO	Annual
Enterprise Risk Update - Asset condition unable to support TfL outcomes (ER12)	COO	Annual
Private briefing: Lessons Learned and good practice from the coronavirus pandemic	CCSO	Briefing
6 December 2022		
Assisted Transport Services Update	CCSO	Every six months
Enterprise Risk Update - Disparity leading to unequal or unfair outcomes (ER11)	D Diversity and Inclusion	Annual
8 March 2023		
Cycling Action Plan Update	D City Planning / CCSO	Annual
Enterprise Risk Update - Loss of Stakeholder Trust (ER6)	D Communications and Corporate Affairs	Annual
Enterprise Risk Update - Major Service Disruption (ER3)	COO	Annual

Customer Service and Operational Performance Panel Forward Planner 2022/23

Regular items:

- Quarterly Customer Services and Operational Performance Report (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)
- Customer Safety and Security Update (every six months)
- Cycling Action Plan Update – Annual (February/March)
- TfL International Benchmarking Report (Annual)
- Differences between regions of London (TBC)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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of the Local Government Act 1972.

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