# Agenda

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

**Date:** Tuesday 4 October 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)                    Anne McMeel
Marie Pye (Vice-Chair)                        Dr Lynn Sloman MBE
Bronwen Handyside                             Peter Strachan

Copies of the papers and any attachments are available on 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

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

Howard Carter, General Counsel
Monday 26 September 2022

**Agenda**
**Customer Service and Operational Performance Panel**
**Tuesday 4 October 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 13 July 2022 (Pages 1 - 8)

General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 13 July 2022 and authorise the Chair to sign them.**

## 4      Matters Arising and Actions List (Pages 9 - 16)

General Counsel

**The Panel is asked to note the updated actions list.**

## 5      Customer Services and Operational Performance Report - Quarter 1, 2022/23 (Pages 17 - 54)

Chief Operating Officer and Interim Chief Customer and Strategy Officer

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

**6      Enterprise Risk Update - Asset Condition Unable to Support TfL Outcomes (ER12)** (Pages 55 - 56)

   Chief Capital Officer

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


**7      Members' Suggestions for Future Discussion Items** (Pages 57 - 60)

   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.**


**8      Any Other Business the Chair Considers Urgent**

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


**9      Date of Next Meeting**

   Tuesday 6 December 2022 at 10.00am


**10     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 item of business.**


   **Agenda Part 2**

**11    Enterprise Risk Update - Asset Condition Unable to Support TfL Outcomes (ER12)** (Pages 61 - 74)

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

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**Transport for London**

**Minutes of the Customer Service and Operational Performance Panel**

**Teams Virtual Meeting**
**10.00am, Wednesday 13 July 2022**

**Members**

| | |
|---|---|
| Marie Pye | (Vice-Chair in the Chair for the meeting) |
| Bronwen Handyside | |
| Anne McMeel | |
| Dr Lynn Sloman MBE | |
| Peter Strachan | (up to Minute 16/07/22) |

**Executive Committee**

| | |
|---|---|
| Matt Brown | Director of Communications and Corporate Affairs |
| Howard Carter | General Counsel |
| Andy Lord | Chief Operating Officer |

**Other Staff**

| | |
|---|---|
| Ben Bost | Principal City Planner |
| Mark Evers | Chief Customer Officer |
| Jackie Gavigan | Secretariat Manager |
| Alexandra Goodship | Strategy and Planning Manager |
| Siwan Hayward | Director of Compliance, Policing, Operations and Security |
| Shamus Kenny | Head of Secretariat |
| James Mead | General Manager, On-Demand Transport |
| Heather Preen | Head of Local Communities and Partnerships |
| Alex Williams | Director of City Planning |

## 11/07/22    Apologies for Absence and Announcements

In the absence of the Chair, Dr Mee Ling Ng OBE, Marie Pye as the Vice-Chair chaired the meeting. The Chair welcomed everyone to the meeting which was held virtually. As the meeting was not held in person, any decisions would have been taken using Chair's Action, although on this occasion all the agenda items were for noting so no formal decisions were required.

The meeting was being broadcast live on YouTube, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, to ensure the public and press could observe the proceedings.

Howard Carter reported that no apologies for absence had been received, although Dr Mee Ling Ng OBE would try to join the meeting if she was able. Peter Strachan had indicated that he would need to leave the meeting at 11.00am, Anne McMeel would need to leave at 12.30pm and Andy Lord would need to leave at 11.00am. Gareth Powell, Chief Customer and Strategy Officer, was unable to attend the meeting and was represented by Alex Williams.

Gareth Powell would be leaving TfL in September 2022, after almost 19 years' service. He had undertaken a variety of roles in London Underground, then as Managing Director of Surface Transport and most recently as the Chief Customer and Strategy Officer and Deputy Commissioner. On behalf of the Panel, the Chair thanked Gareth for his contribution to TfL and wished him every success for the future.

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.

## 12/07/22    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.

## 13/07/22    Minutes of the Meeting of the Panel held on 17 March 2022

**The Chair, following consultation with the Panel, approved the minutes of the meeting held on 17 March 2022 as a correct record and would sign them at a later date.**

## 14/07/22    Matters Arising and Actions List

Howard Carter introduced the item.

**The Panel noted the Actions List.**

## 15/07/22    Customer Services and Operational Performance Report – Quarter 4, 2021/22

Alex Williams and Andy Lord introduced the paper, which provided the quarterly Customer Service and Operational Performance report for Quarter 4, 2021/22 (12 December 2021 to 31 March 2022).

The steady upwards trend in ridership statistics reflected a period of more stable travel patterns following the increase in Omicron variant cases. There was increasing demand for leisure travel and at weekends, with slower return to office travel, particularly on Mondays and Fridays.

Andy Lord reported that operational performance had been strong during the period, with staff returning to the network following the lifting of the coronavirus restrictions that were in place before Christmas. High service levels continued to be delivered across all the transport modes.

There were two days of industrial action on London Underground in the first week of March 2022 which had impacted services and caused customer disruption. Collaboration across the whole of TfL operations ensured the delivery of good services

on all other modes. There were no serious overcrowding or congestion issues and the significant shift to increased home working for office workers had reduced the impact on services.

A number of significant recent events had been successfully dealt with by TfL operations, including the Ride London event which was the first one on the new route to the east of the capital and the reopening of Bank station on the day before the royal opening of the Elizabeth line. The Jubilee celebrations involved a huge amount of work due to the significant ceremonial events and road closures, with over 200,000 people travelling into London on the busiest day to participate in the celebrations. A letter of thanks had been received from the Prime Minister's office thanking TfL for its role in ensuring the success of the Jubilee weekend.

Operational services continued to improve since then, with a recent small spike in staff absences due to coronavirus, which was being monitored in terms of service levels.

Ridership had plateaued during weekdays reflecting different work patterns, showing high 70 per cent journey numbers on the Tube and low 80 per cent journeys on the bus network, compared to pre-pandemic levels. Weekends were significantly higher and regularly showed high 80 per cent to low 90 per cent journey figures.

Preparations were continuing ahead of the opening of Barking Riverside station on 18 July 2022, which would be delivered significantly ahead of schedule and would provide a boost to the area.

On customer service, Alex Williams reported that the key metric of the customer care score showed 57 per cent for the end of the 2021/22 financial year, which was one per cent above target. Call centre performance data showed demand had varied over the quarters, with Quarter 4 performing better than Quarter 3. Data on complaint levels showed a reduction even though ridership was increasing. The number of commendations for staff had increased, particularly for those working on London Underground and the bus network.

The TfL Go app, which showed real-time travel information, had launched. This was an impressive achievement as it was a technically challenging app and provided important customer information in a period of time when some customers remained concerned about travelling on the network at busy times.

A full Equality Impact Assessment had been carried out on the impact of the proposed four per cent cuts to inner London bus services on travel access to hospitals and Alex Williams would send a copy of the document to Bronwen Handyside.

**[Action: Alex Williams]**

Alex Williams confirmed that he would look into and respond to Bronwen Handyside on the timings and purpose of the Equality Impact Assessment consultation on the proposed permanent restrictions to the Older Person's Freedom Pass, which was likely being conducted by London Councils. **[Action: Alex Williams]**

Andy Lord confirmed that he would look into and respond to Anne McMeel on the main drivers behind the dip in bus journey times in Quarter 4. One of the reasons may have been the impacts of the two storms that occurred in February 2022 during which TfL's bus network remained operational. **[Action: Andy Lord]**

On the customer care metric, Mark Evers would circulate the core metrics data on disabled Londoners compared to the total for all Londoners to the Panel.

**[Action: Mark Evers]**

**The Panel noted the paper.**

## 16/07/22    Assisted Transport Services Update

James Mead introduced the paper, which provided an update on the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 7 December 2021. The ATS continued to adapt to support Londoners with reduced mobility during the ongoing coronavirus pandemic, as well as providing information on research into TfL's customers to better understand their travel, and an update on the contact centre call waiting times and complaints.

Demand for Dial-a-Ride services had increased steadily over the last few months from mid-40 per cent to low-50 per cent, compared to pre-pandemic levels on the network. Demand had since plateaued, partly due to the closure of previously popular destinations.

Taxicard had seen increasing demand immediately after the pandemic but demand had now fallen back to 75 per cent of pre-pandemic levels. Funding for Taxicard would continue to be available and journeys were expected to increase to 85 per cent by the end of the year, based on changing travel pattern trends.

The Travel Mentoring service had restarted more face-to-face work, such as the bus days which were opportunities to help people understand how to use the bus network and gain techniques and confidence on accessing buses using mobility aids.

The target metric was to keep Dial-a-Ride complaints figures below one per 1,000 trip requests. Complaint levels were higher than on other modes as it was an individual service that was more time sensitive for its users. The safeguarding policy prevented drivers from carrying goods into people's homes, although this was a service that some customers would prefer.

Work was nearly complete on appointing the new booking scheduling system provider following a successful bidder competition. This would provide a portal to allow customers to book or cancel trips online and would involve user input in the implementation process.

The ATS customer research into how people wanted to travel and be supported to travel showed that 63 per cent of customers already used the bus network, as well as Dial-a-Ride services, which was encouraging. Fifty per cent were open to increasing their use of assisted travel services but only 10 per cent were aware of the Travel Mentoring service. The new booking scheduling system would free up more time for those answering calls to act as mini-travel mentors to explore and promote other travel options with customers, as 50 per cent responded that they would like to travel more independently and more frequently.

Over the next six months, stakeholder and customer engagement would be carried out to gain their views on the future of ATS, with the aim of developing a refreshed ATS

strategy and roadmap. An update on this work would be brought to the meeting of the Panel in December 2022.                                    **[Action: Louise Cheeseman]**

**The Panel noted the paper.**


## 17/07/22   Cycling Action Plan Update

Alexandra Goodship introduced the paper, which provided TfL's annual update on the latest trends in cycling, TfL's progress against key targets and the proposed approach to updating the 2018 Cycling Action Plan.

TfL's strategic approach to cycling in London was set out in the Cycling Action Plan, which was part of a suite of the Mayor's Transport Strategy (MTS) documents which worked together to provide a strategic approach to delivering mode shift targets in the MTS. The Action plan had two headline targets around cycling growth and expanding the network.

During the coronavirus pandemic, cycling proved to be one of the most resilient modes of transport and the number of cycling journeys increased, partly driven by an increase in leisure cycling at weekends. This remained stable in 2021 but had started to come down as the overall travel demand was recovering from the pandemic and more journeys were made on the network, although cycling journeys were still significantly higher than pre-pandemic levels.

Cycling had also become safer. Although in 2020 there was a 12 per cent increase in the number of people killed or seriously injured while cycling, this was in the context of a large increase in cycling. The risk of being killed or seriously injured while cycling had almost halved compared to the 2005-2009 baseline.

Despite encouraging progress on cycling levels, safety and representation, more needed to be done to reach TfL's target to nearly double the number of cycle journeys from 0.7 million journeys in 2017 to 1.3 million journeys in 2024. The long-term impact of the pandemic was still uncertain and TfL was working to understand how the cycling boom and widening of the near market might impact its medium-term target.

To continue to grow cycling at pace, TfL needed to capitalise on recent successes and broaden the appeal of cycling to a wider range of Londoners. TfL and the London boroughs had rolled out cycling infrastructure at unprecedented pace as part of the emergency response to the pandemic. In addition, TfL supported the London boroughs with other measures to reduce car dominance and encourage cycling growth, including new Low Traffic Neighbourhoods, School Streets and bus lanes.

The current Cycling Action Plan set out how TfL and its partners worked together to grow cycling and meet the MTS objectives. Reducing car dependency and road danger, improving air quality and increasing physical activity remained central to TfL's rationale to encouraging more Londoners to take up cycling. 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 had all strengthened the case for investment and growth in cycling as part of TfL's multimodal approach to mode shift.

Analysis showed that, for cycling to grow at pace and contribute to addressing these recent challenges, the cycling population needed to diversify. Some traditionally under-

represented groups in cycling included women, people from Black, Asian and minority ethnic groups, people living in lower income households and disabled people. Diversifying the cycling population was also essential to tackling some of the key challenges facing London, such as reducing health inequalities and ensuring TfL's investment benefitted the broadest range of Londoners.

To this end, TfL was currently refreshing the Cycling Action Plan, making the case for sustained investment in cycling interventions and outlining its approach to growing and diversifying cycling in London. The updated plan would highlight how, despite its financial constraints, TfL would continue to innovate and deliver at pace to do all it could to make London a great city for cycling. Sustained funding would support this ambition for the future of London's streets. Following a period of engagement with external stakeholders, the aim was to publish the updated Cycling Action Plan in September 2022.

Alexandra Goodship would send a copy of the strategic cycling analysis map to Anne McMeel, which analysed all the cycling trips and trip purposes and showed where the strongest potential and connections were. It included the links with outer London and connecting town centres and was used to prioritise investment moving forward.

**[Action: Alexandra Goodship]**

**The Panel noted the paper.**


## 18/07/22   Customer Safety and Security Update

Siwan Hayward introduced the paper, which provided an overview of the key elements of the important work to tackle fare evasion and ticket fraud. The work helped reduced the loss of vital revenues to TfL which denied Londoners investment in a safe, frequent and reliable transport network.

A pan-TfL Revenue Protection Programme (RPP) was established in 2019. It was a comprehensive programme covering design, ticketing policy, communications, behaviour change, operations, assessment and evaluation, and was informed by data and evidence of what worked. Following a pause due to the coronavirus pandemic, the work of the RPP was reviewed and reprioritised to take account of changes in TfL's operations, customer travel patterns and behaviour and the constrained financial situation.

Reducing fare evasion would be challenging as TfL continued to re-establish ticket checking and new norms of behaviour, and due to the increased potential for fare evasion arising from cost-of-living pressures. Efforts to reduce fare evasion and other revenue loss had always been important but were even more critical for TfL's recovery from the pandemic and achieving financial sustainability. Reducing fare evasion would also contribute to the work to tackle work-related violence and aggression and other transport crime, and improve customer experience and confidence.

Technology was playing an increasing role in efforts to tackle fare evasion and was yielding excellent results. It was used to beneficial effect in minimising accidental fare evasion by automatically correcting errors through ticketing systems. It was also an increasingly important intervention in tackling calculated fare evasion. TfL had improved its ability to detect calculated fare evasion through its in-house irregular travel analysis platform (ITAP), which identified patterns in ticketing and passenger data, identifying customers who avoided paying for all or part of their journey. Insight

generated by ITAP supported a variety of intervention activities, including 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.

Siwan Hayward confirmed that there was a strong link between offenders of chronic fare evasion and wider criminality on the network. Chronic fare evaders were blatant and regarded as an anti-social behaviour issue. Sanctions were aimed at denying them use of the network entirely, not just penalty for unpaid fares. A pen portrait summary of chronic fare evaders and offender management profiles showing the overlap of behaviours, including the statistics on links with work-related violence, would be brought back to the meeting of the Panel in December 2022. **[Action: Siwan Hayward]**

**The Panel noted the paper.**

## 19/07/22    Enterprise Risk Update – Loss of Stakeholder Trust (ER6)

Matt Brown and Heather Preen introduced the paper and related supplementary information on Part 2 of the agenda, which provided an update on Enterprise Risk 6 – Loss of Stakeholder Trust.

TfL operated in a highly complex stakeholder environment, in which it engaged with a wide range of external stakeholders who had the power to influence decision-making at local, regional, national and international levels. This risk was explicitly focused on the management of relationships, reputation and communication. Managing other factors, such as the sustainability of TfL's funding sources, was covered elsewhere in the risk framework.

The Panel noted how the risk was mitigated and how TfL sought to manage its stakeholder relationship in a way that created a virtuous circle of support. By engaging proactively with stakeholders, listening to, and acting upon their views, so that they were more likely to advocate for TfL.

The risk was last presented to the Panel in February 2021 and was assessed as adequately controlled. Improvements had been made and the rating had now increased to well controlled. Relationships with stakeholders had never been better as a result of how the team and processes had been formulated over the last year. Two large campaigns of engagement were run with stakeholders on calling for TfL funding and encouraging customers back onto the network. A number of ongoing strategic engagement sessions had been held with key stakeholders and over 60 events were attended.

**The Panel noted the paper and the exempt supplementary information in Part 2 of the agenda.**

## 20/07/22    Members' Suggestions for Future Discussion Items

Howard Carter introduced the forward plan. There were no suggestions raised for future discussion items.

**The Panel noted the paper.**

## 21/07/22    Any Other Business the Chair Considers Urgent

There was no urgent business.


## 22/07/22    Date of Next Meeting

The next scheduled meeting was due to be held on Tuesday 4 October 2022 at 10.00am.


## 23/07/22    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 – Loss of Stakeholder Trust (ER6).**


The meeting closed at 12.42pm.


Chair:    _____


Date:    _____

**Customer Service and Operational Performance Panel**

**Date:**   **4 October 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**  **Appendix 1**
**(Reported to the meeting on 4 October 2022)**

**Actions from the meeting held on 13 July 2022**

| Minute No. | Item/Description | Action By | Target Date | Status Note |
|---|---|---|---|---|
| **15/07/22 (1)** | **Customer Services and Operational Performance Report – Quarter 4, 2021/22: Equality Impact Assessment** A full Equality Impact Assessment had been carried out on the impact of the proposed four per cent cuts to inner London bus services on travel access to hospitals and Alex Williams would send a copy of the document to Bronwen Handyside. | Alex Williams | July 2022 | **Completed:** The link to the Equality Impact Assessment document was sent on 22 July 2022. |
| **15/07/22 (2)** | **Customer Services and Operational Performance Report – Quarter 4, 2021/22: Freedom Pass consultation** Alex Williams confirmed that he would look into and respond to Bronwen Handyside on the timings and purpose of the Equality Impact Assessment consultation on the proposed permanent restrictions to the Older Person's Freedom Pass, which was likely being conducted by London Councils. | Alex Williams | July 2022 | **Completed:** Information on the Equality Impact Assessment consultation with targeted older people organisations and forums was sent on 22 July 2022. |

| Minute No. | Item/Description | Action By | Target Date | Status Note |
|---|---|---|---|---|
| 15/07/22 (3) | **Customer Services and Operational Performance Report – Quarter 4, 2021/22: dip in bus journey times** Andy Lord confirmed that he would look into and respond to Anne McMeel on the main drivers behind the dip in bus journey times in Quarter 4. One of the reasons may have been the impacts of the two storms that occurred in February 2022 during which TfL's bus network remained operational. | Andy Lord | September 2022 | **Completed:** Information on the dip in bus journey times was sent on 26 September 2022. |
| 15/07/22 (4) | **Customer Services and Operational Performance Report – Quarter 4, 2021/22: customer care metric** On the customer care metric, Mark Evers would circulate the core metrics data on disabled Londoners compared to the total for all Londoners to the Panel. | Mark Evers | September 2022 | **Completed:** The core metrics data was sent on 26 September 2022. |
| 16/07/22 | **Assisted Transport Services Update: refreshed strategy and roadmap** Over the next six months, stakeholder and customer engagement would be carried out to gain their views on the future of ATS, with the aim of developing a refreshed ATS strategy and roadmap. An update on this work would be brought to the meeting of the Panel in December 2022. | Louise Cheeseman | December 2022 | A paper is on the Panel's forward plan for the December 2022 meeting. |

| Minute No. | Item/Description | Action By | Target Date | Status Note |
|---|---|---|---|---|
| **17/07/22** | **Cycling Action Plan Update: strategic cycling analysis map** Alexandra Goodship would send a copy of the strategic cycling analysis map to Anne McMeel, which analysed all the cycling trips and trip purposes and showed where the strongest potential and connections were. It included the links with outer London and connecting town centres and was used to prioritise investment moving forward. | Alexandra Goodship | September 2022 | **Completed:** The strategic cycling analysis map was sent on 26 September 2022. |
| **18/07/22** | **Customer Safety and Security Update: chronic fare evasion** Siwan Hayward confirmed that there was a strong link between offenders of chronic fare evasion and wider criminality on the network. Chronic fare evaders were blatant and regarded as an anti-social behaviour issue. Sanctions were aimed at denying them use of the network entirely, not just penalty for unpaid fares. A pen portrait summary of chronic fare evaders and offender management profiles showing the overlap of behaviours, including the statistics on links with work-related violence, would be brought back to the meeting of the Panel in December 2022. | Siwan Hayward | December 2022 | A paper is on the Panel's forward plan for the December 2022 meeting. |

**Actions from previous meetings**

| 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 | September 2022 | **Completed:** The customer care metrics data was sent on 26 September 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. | Alex Williams | December 2022 | A paper is on the Panel's forward plan for the December 2022 meeting. |
| 05/03/22 (5) | **Customer Services and Operational Performance Report – Quarter 3, 2021/22: electrified travel** Members requested a paper at a future meeting on TfL's strategy on electrified travel, such as e-scooters. | Alex Williams | March 2023 | A paper is on the Panel's forward plan for the March 2023 meeting. |
| 06/03/22 | **Enterprise Risk Update – Major Service Disruption (ER3): lessons learned** A briefing would be provided on the lessons learned and good practice developed in dealing with the coronavirus pandemic. | Andy Lord | December 2022 | A briefing on lessons learned from dealing with the coronavirus pandemic will be held after the Panel meeting in December 2022. |
| 31/10/21 | **Customer Services and Operational Performance Report – Quarter 1 2021/22: Data in quarterly reports** The Panel asked whether data could be included that showed any differences | Alex Williams | Ongoing | The structure of the report has been reviewed to align it to provide quarterly updates on scorecard metrics across our operations and customer metrics. The data for regional, inner and outer London is not available for all datasets in the report. We will review |

| Minute No. | Item/Description | Action By | Target Date | Status Note |
|---|---|---|---|---|
| | between the different regions in London, whether that be between inner and outer London or other regional definitions. | | | which datasets that are available and endeavour to include this in future reports. |
| 32/10/21 | **Bus Services to London's Hospitals: modal shift survey** <br> 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. | Bob Blitz | December 2022 | Bus services to hospitals are being considered as part of the consultation on wider changes to bus services. An update on the outcome of that consultation will be brought to a future meeting. |
| 33/10/21 | **Winning Back Our Customers: key areas of focus** <br> 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 include differences between inner and outer London. | Alex Williams | March 2023 | A paper is on the Panel's forward plan for the March 2023 meeting. |
| 34/10/21 | **Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11): Inclusion Programme briefing** <br> 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. | Marcia Williams | December 2022 | An update will be provided in the next annual update to the Panel. |

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**Customer Service and Operational Performance Panel**

**Date:** 4 October 2022

**Item:** **Customer Services and Operational Performance Report - Quarter 1, 2022/23**

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**This paper will be considered in public**

# 1 Summary

1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 1 2022/23, which is appended in the format of a report.

1.2 This report covers the period from 1 April 2022 – 25 June 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 1 2022/23


**List of Background Papers:**

None


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


Contact Officer: Alex Williams, Interim Chief Customer and Strategy Officer
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# Customer service and operational performance report

Quarter 1 (1 April 2022 – 25 June 2022)

**MAYOR OF LONDON**

**TRANSPORT FOR LONDON**
EVERY JOURNEY MATTERS

# Contents

In May, the Queen opened the Elizabeth line

# Introduction

## Our operational performance and customer service in the first quarter of 2022/23

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

In this quarter, customers experienced several days of industrial action, which is reflected in our customer care scores. We have focused on ensuring that customers are kept up to date and encourage them to use our digital channels such as TfL Go to give them the information they need to keep travelling during these periods of disruption.

London took its place on the world stage this quarter as we celebrated Her late Majesty the Queen's Platinum Jubilee and the opening of the Elizabeth line to passenger service in an incredible moment for TfL, London and the country. The new line is crucial for London's recovery from the pandemic. It will help avoid a car-led recovery by providing new journey options, supporting regeneration across the capital, and adding to the UK economy.

We are incredibly proud of all our colleagues who worked extremely hard to make the opening day of the Elizabeth line such a historic moment.

Our passenger figures continue to grow and our network continues to offer a safe, affordable, sustainable and inclusive way to travel around the city.

**Andy Lord**
Deputy Commissioner
Chief Operating Officer

**Alex Williams**
Interim 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 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 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, 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 complete 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.

### London Cable Car and Woolwich Ferry availability
Emirates Air Line became London Cable Car when the 10 year sponsorship deal ended in June 2022. This measure shows the scheduled hours/minutes minus the time when these services are closed to

passengers, expressed 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 from the public performance measure, which measures the punctuality of trains at their final destination only.

This measure excludes station stops where the train fails to call. For the public performance measure, all cancelled trains are included 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 2022/23 against 2018/19 levels.

### Road disruption
This measures delays by comparing vehicle journey times to the same quarter in 2019/20, expressed as a percentage of the baseline figure. This is 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 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 scheduled services 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 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 2022/23 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 | 2022/23 Year-to-date actual | 2022/23 Year-to-date target | 2022/23 Full-year forecast | 2022/23 Full-year target |
|---|---|---|---|---|
| **Operations** | | | | |
| Passenger journeys – London Underground, Buses, London Overground, Trams, DLR, Elizabeth line (millions) | 717.49 | 718.16 | 3,235 | 3,263 |
| Bus journey time (minutes) | 33.02 | 33.30 | 33.43 | 33.50 |
| London Underground trips operated against schedule (%) | 89.9 | 89.9 | 90 | 90 |
| **Customer** | | | | |
| TfL cares about its customers (%) | 54.0 | 57.0 | 54 | 57 |

**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

Passenger journey numbers continue to recover, with some days seeing similar passenger demand to before the pandemic. Weekend travel is recovering more quickly than weekdays. Journey numbers are slightly below Budget on the Underground and Buses as they were impacted by spring bank holidays and several days of industrial action, during which demand fell. Passenger demand is expected to continue to improve as more people return to their offices and growth in leisure travel recovers.

**Passenger journeys***
Past five quarters (millions)



Legend:
- London Underground
- Buses
- Rail
- Elizabeth Line
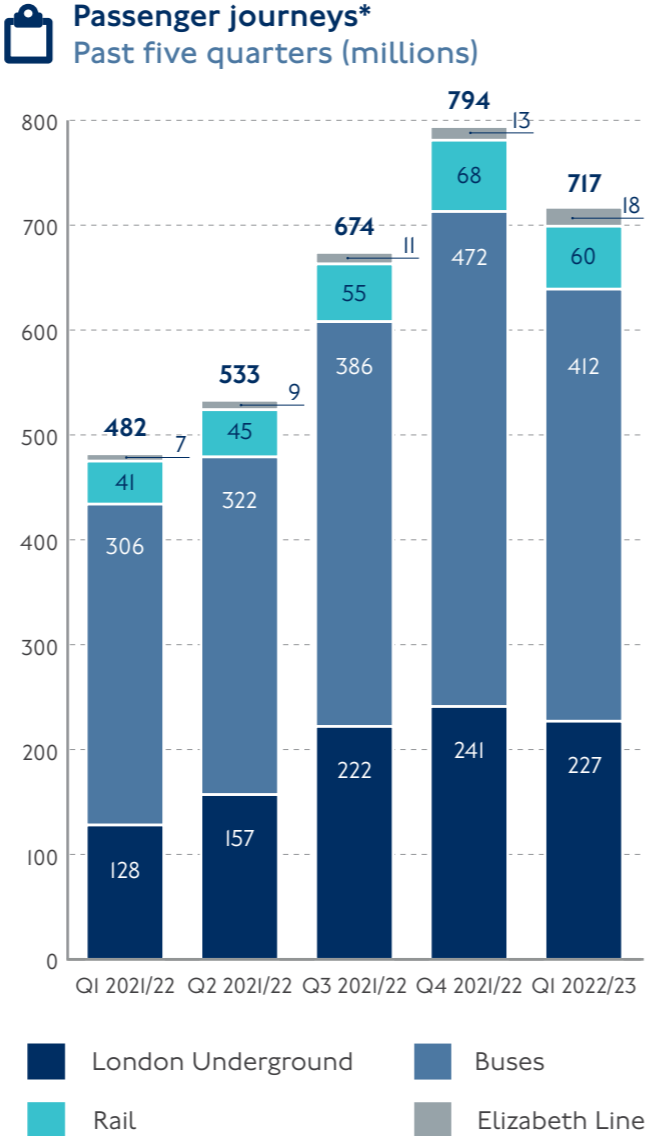
**Compared with pre-coronavirus baseline (%)**



- Baseline
- Actual
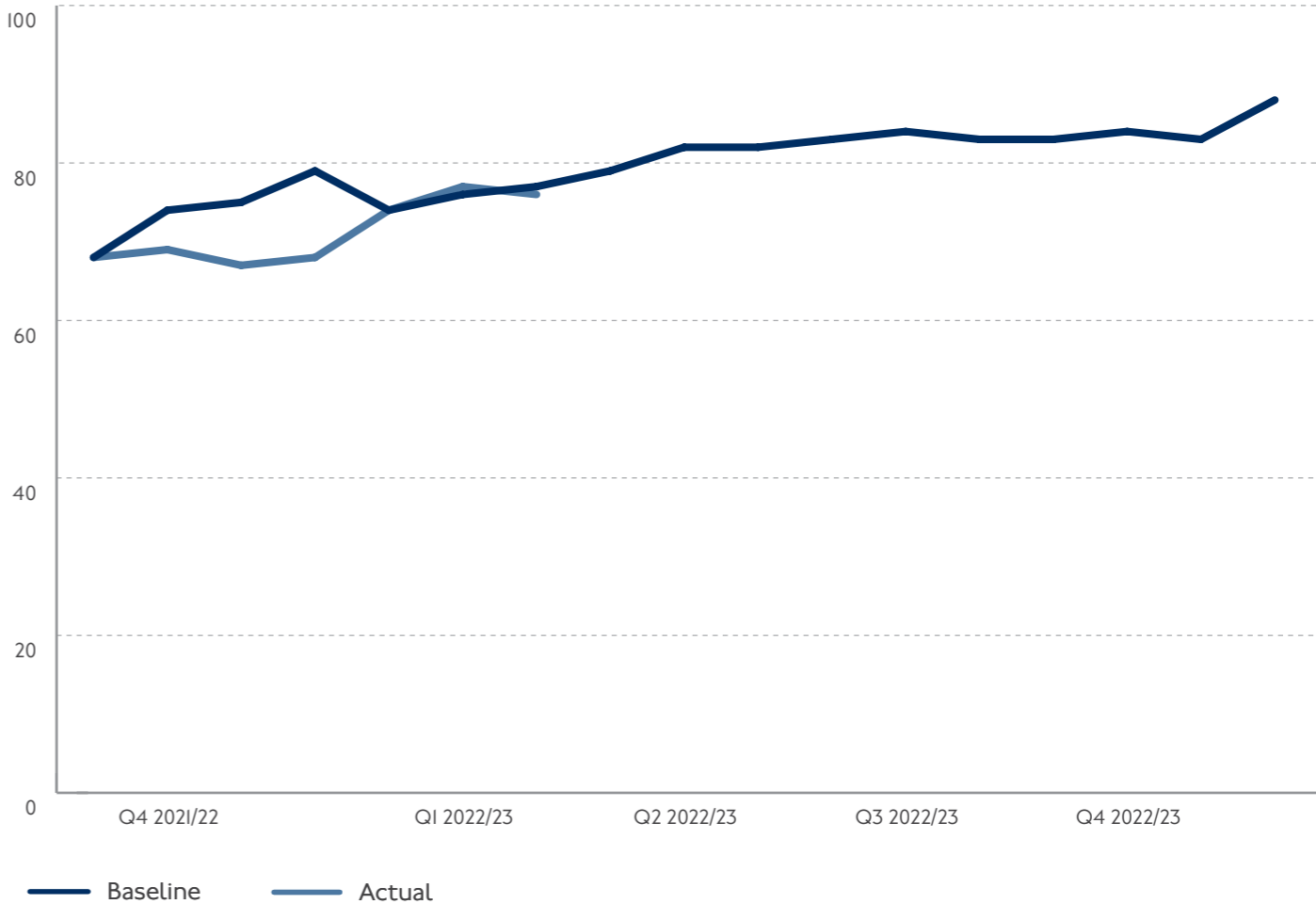
Passenger journeys were 76 per cent of pre-pandemic levels compared to a target of 77 per cent and 55 per cent at the same time last year. The increase in ridership levels around the network are a result of strong growth in evening and weekend travel across the network.

\* Quarter 4 is longer than Quarters 1-3 (16 weeks and one day vs 12 weeks)

# Santander Cycles – hires made

There were 3.3 million hires in Quarter I 2022/23. This was 382,000 more than Quarter I 2021/22, an increase of 13 per cent. Each period during this quarter saw more hires than any equivalent period, with more than 1 million hires in Period I (April 2022) for the first time. During this quarter, 6,232 free 24-hour NHS promo codes were redeemed and over 20,000 new members joined the scheme.

**Hires made**
Past five quarters (millions)



| | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
|---|---|---|---|---|---|
| Hires made | 2.92 | 3.14 | 2.82 | 2.93 | 3.30 |

■ Hires made   — Target
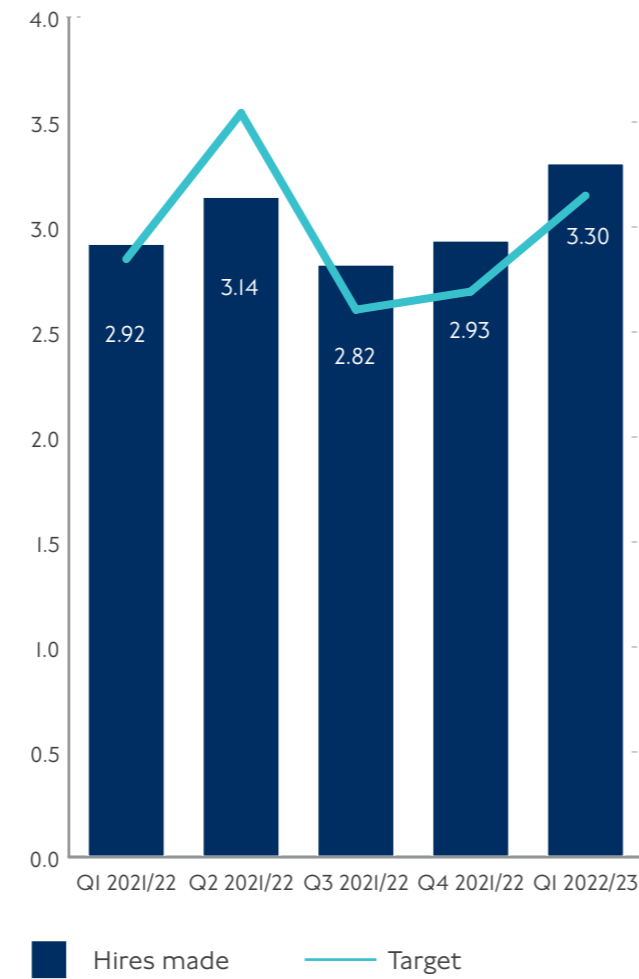


Hires of Santander Cycles hit record numbers this quarter

# Bus journey time

We measure bus journey time, which is an accumulation of all stages of a customer's journey, 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 onto our network as we recover from the pandemic.

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



Legend:
- ■ Weighted customer journey time (minutes)
- — Target
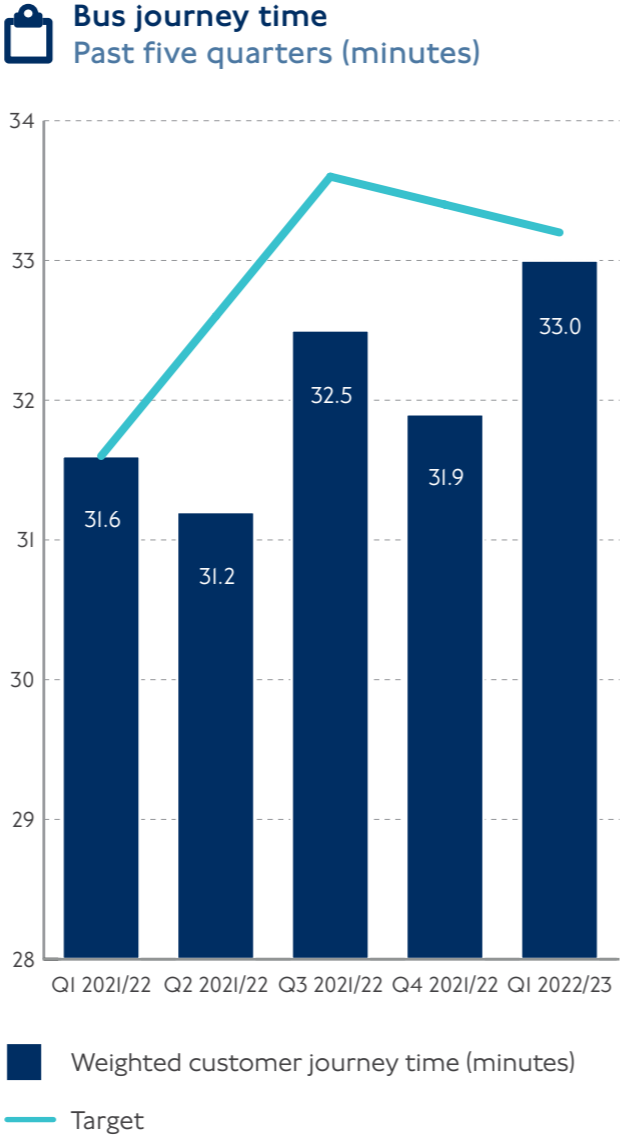
During 2021/22, average journey times varied between 31.2 and 32.5 minutes, mainly driven by the extent to which bus demand and road traffic recovered from the pandemic. In Quarter 1 2022/23, the average journey time was 33.0 minutes. Across all five quarters, journey time has been better than target, with the exception of Quarter 1 2021/22, which met target.

**Annual trend (moving average)**



Legend:
- ■ Weighted customer journey time
- — Target
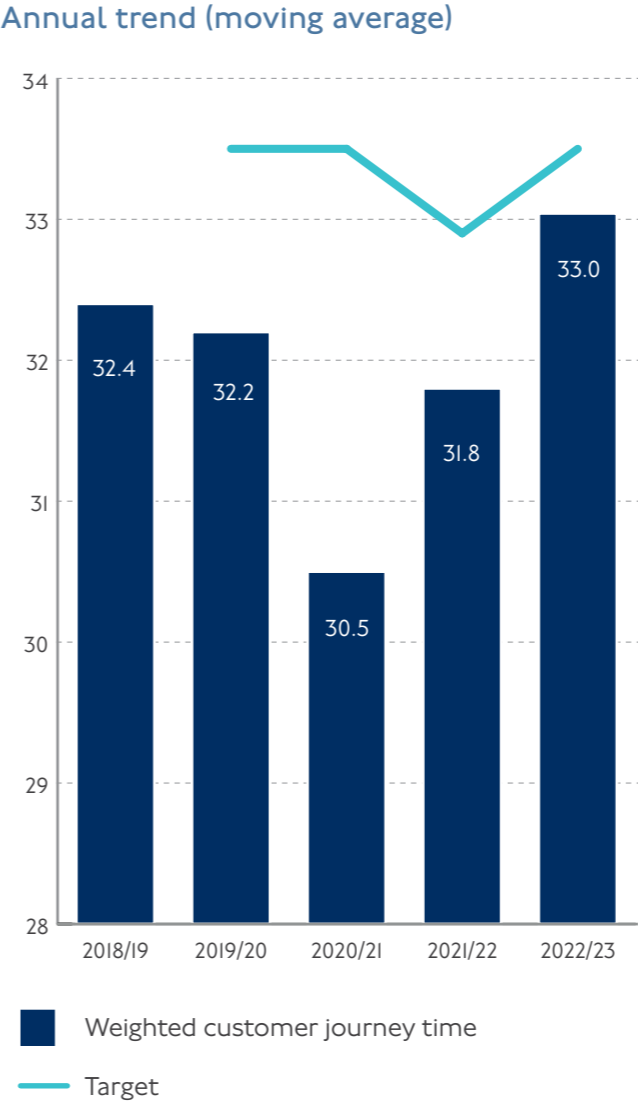
Journey time in 2022/23 to date has increased to 33.0 minutes. Data for 2022/23 sees a step change compared to previous years, as it captures the longer average customer journey length on buses compared to pre-pandemic, which was accounted for in the target. Across the past four years (2019/20, 2020/21, 2021/22 and 2022/23 to date) performance has been better than target.

# Services operated

We continue to run as many services as possible to support London's recovery.

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



- — Trips operated, against schedule
- — Target
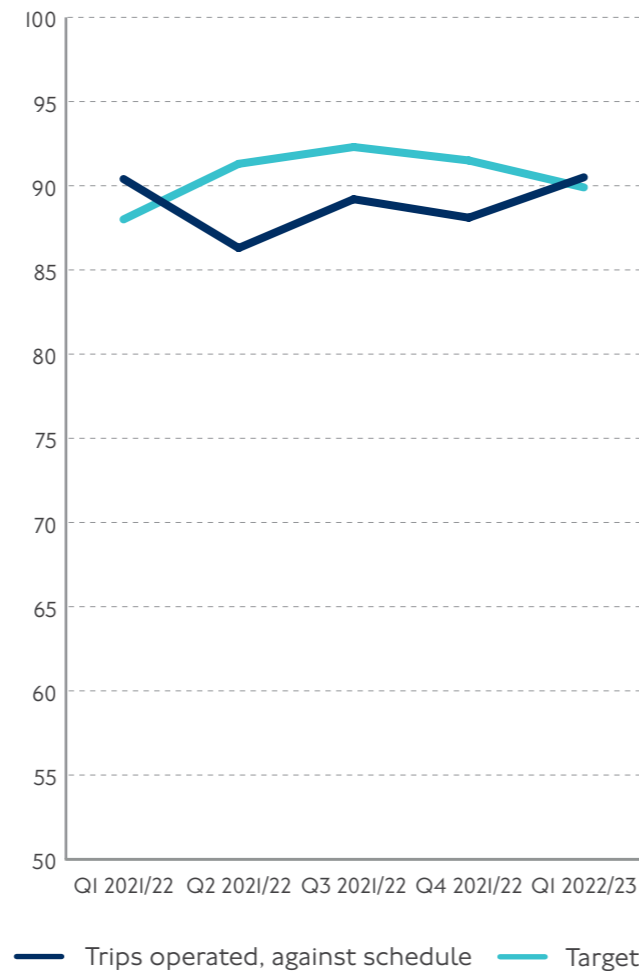
The percentage of services operated for Quarter 1 2022/23 was the highest of any of the past five quarters, and the first quarter since 2021/22 above 90 per cent. The improvement was largely driven by an increase in train operator availability since the end of April, although this is still the biggest cause of reduced service levels, along with fleet availability. From June, a number of track and signals-related issues, including a cable fire in the Barking area, resulted in a reduced service.

### Annual trend



- — Trips operated, against schedule
- — Target
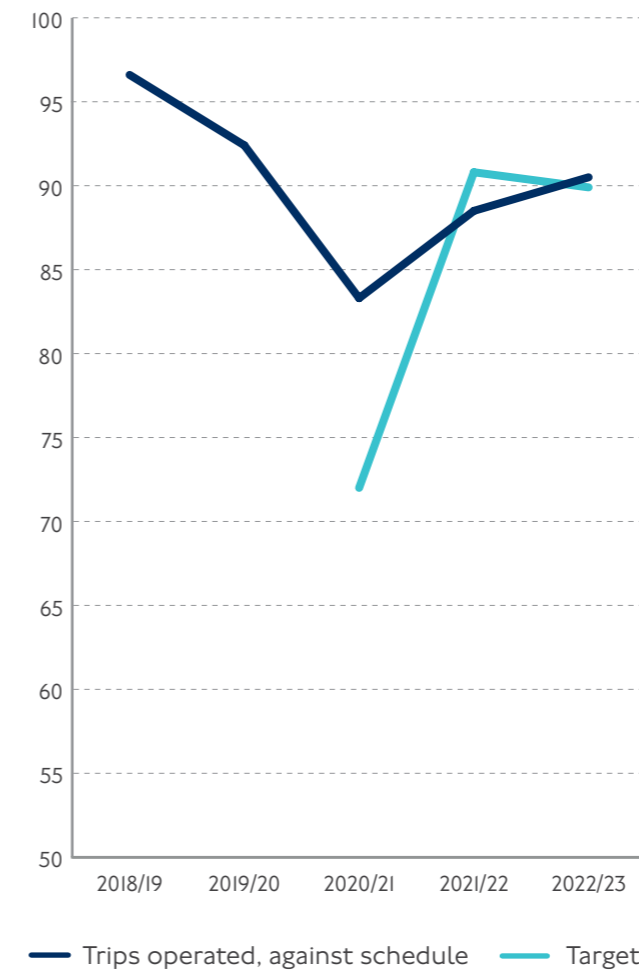
Quarter 1 has got 2022/23 off to a strong start, with the percentage of services operated higher than the past two years. This is still below pre-pandemic levels. Night Tube services restarted on the Northern line on Saturday 2 July, and on the Piccadilly line on Friday 29 July. This restores Night Tube services to all lines that were running pre-pandemic, allowing Londoners and visitors to make the most of the capital in the evenings and provide late-night commuters another safe way to get home.

### Elizabeth line public performance measure
**Past five quarters (%)**



- — Public performance
- — Target
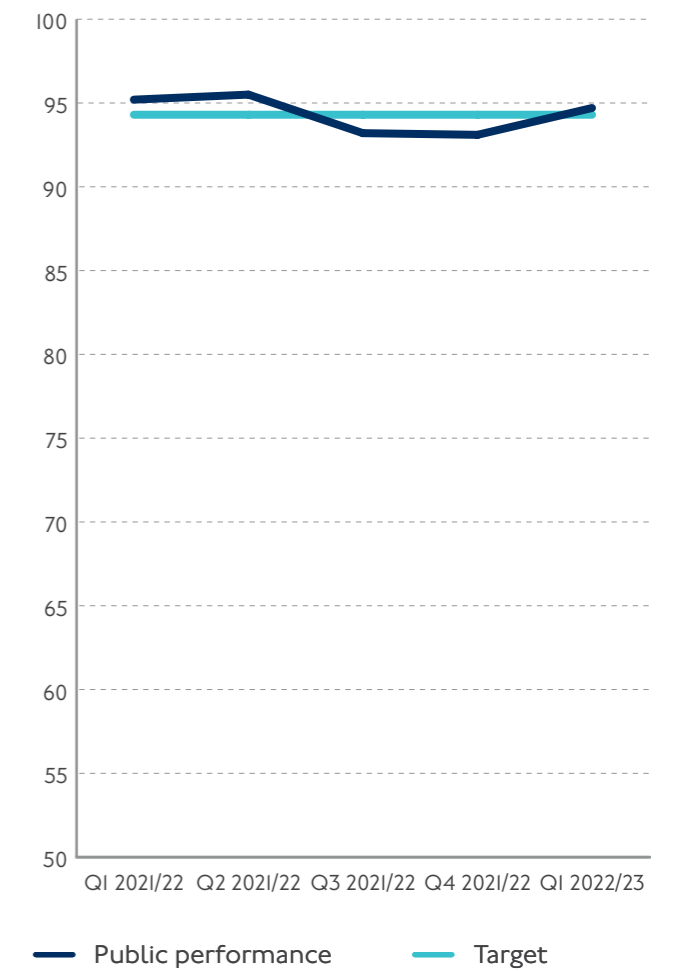
During Quarter 1 2022/23, on 24 May, the Elizabeth line central operating section (COS) opened to customers, with trains running between Paddington and Abbey Wood.

Across the three routes of the Elizabeth line (West, COS and East), a public performance measure of 94.7 per cent was delivered this quarter, an improvement of 1.6 percentage points compared with Quarter 4 2021/22.

## Bus scheduled services operated
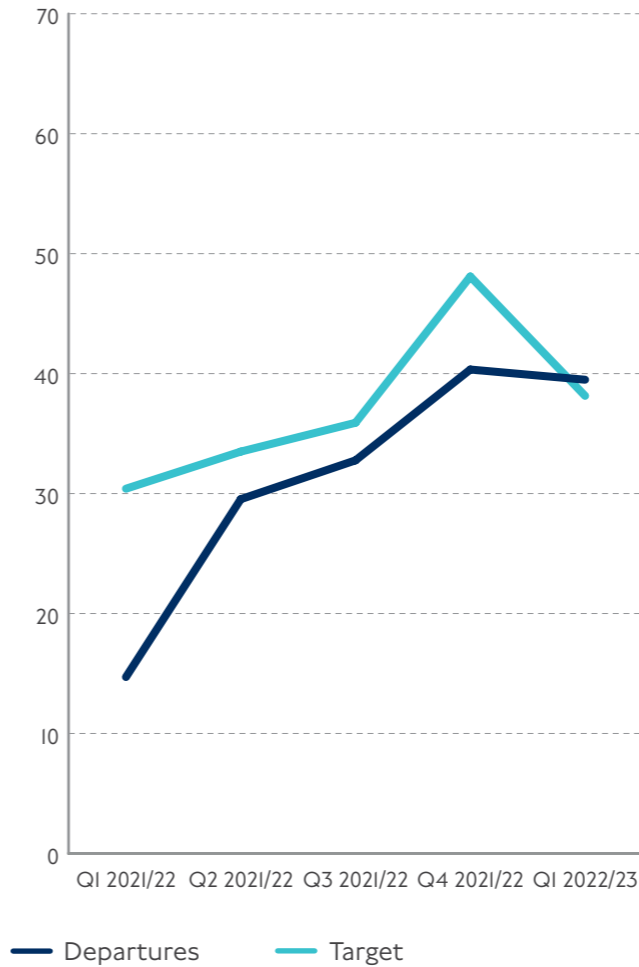### Past five quarters (%)



Scheduled services operated: Q1 2021/22 = 98.0, Q2 2021/22 = 98.4, Q3 2021/22 = 97.3, Q4 2021/22 = 97.8, Q1 2022/23 = 97.7

■ Scheduled services operated — Target

## Annual trend (moving average)



Scheduled services operated: 2018/19 = 98.2, 2019/20 = 98, 2020/21 = 98.1, 2021/22 = 98.5, 2022/23 = 97.8

■ Scheduled services operated — Target

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



— Departures — Target

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



— Trip requests — Target

Quarter 1 performance was affected by strikes on buses, Tube and national rail, services, and higher than normal staff unavailability (a mixture of sickness and shortage), which currently shows no sign of abating. Losses due to traffic disruption were lower than pre-pandemic expectations.
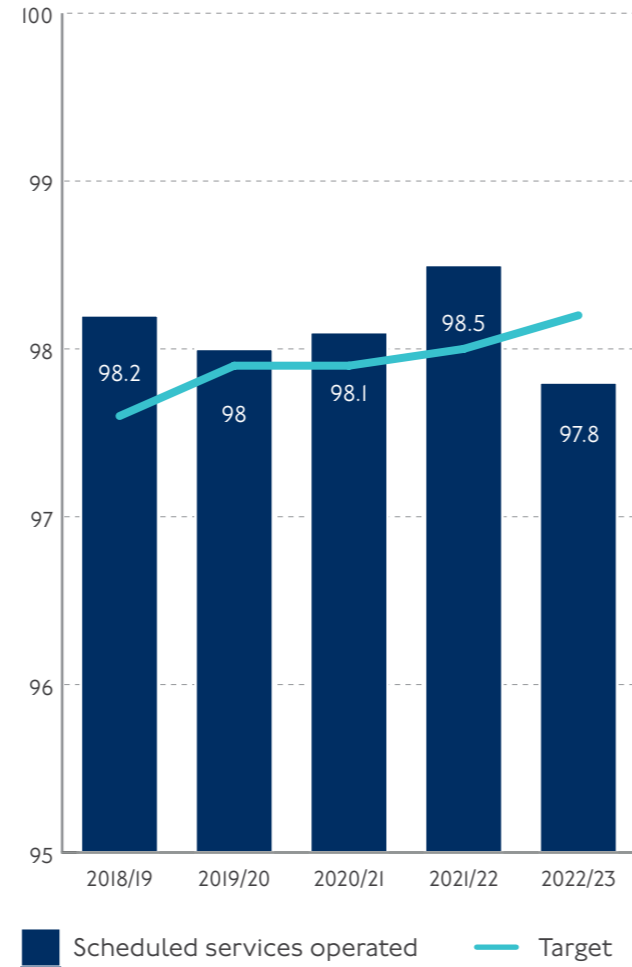
Quarter 1 continued to be impacted by strike action across Buses, Tube and National Rail, and the unavailability of colleagues. Traffic disruption remains lower than pre-pandemic levels.

Departures from Victoria Coach Station have increased since the station re-opened after the closure caused by the pandemic, with above-target performance this quarter. In 2021/22, there were 118,000 accessible departures (40,000 in 2020/21) and 11 million passenger movements (two million in 2020/21) through the site. The station continues to support coach operators in rebuilding their operations, to enable UK and wider market growth in the industry.

We continue to meet target against increasing demand without additional use of contracted out services. We have reinstated full capacity within each bus, allowing us to carry more customers. Colleague attendance is improving and will be supported by a proposed recruitment campaign.

## London Overground time to three
Past five quarters (%)



Scheduled service operated ——— Target
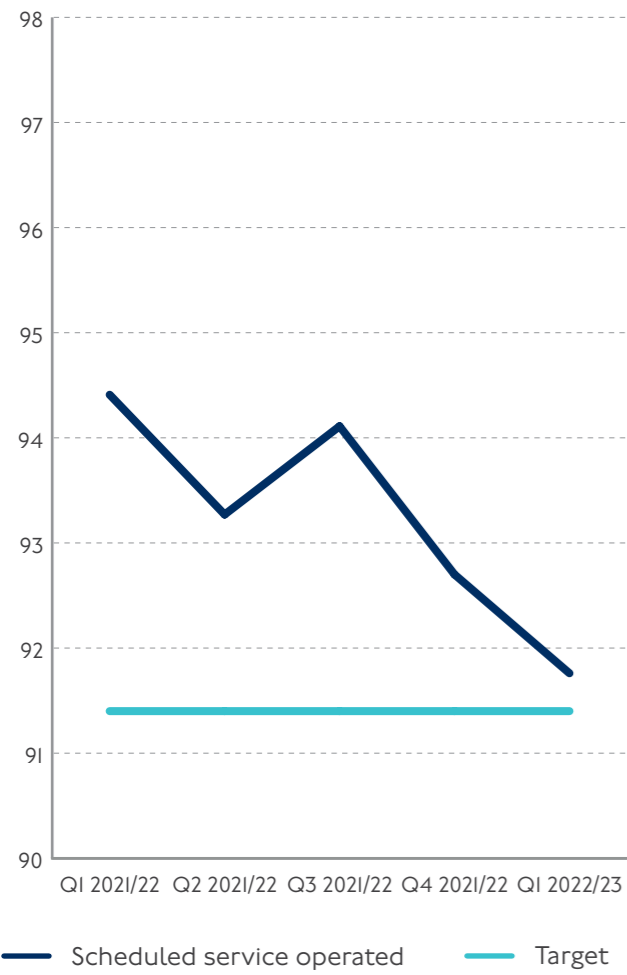
Performance is on a downward trend compared to Quarter 1 2021/22, but still above our target of 91.4 per cent. This is partly due to multiple track and signal defects. We continue to work closely with Network Rail, who own the infrastructure, to resolve these issues and improve response times.

## London Trams scheduled services operated
Past five quarters (%)



Scheduled service operated ——— Target
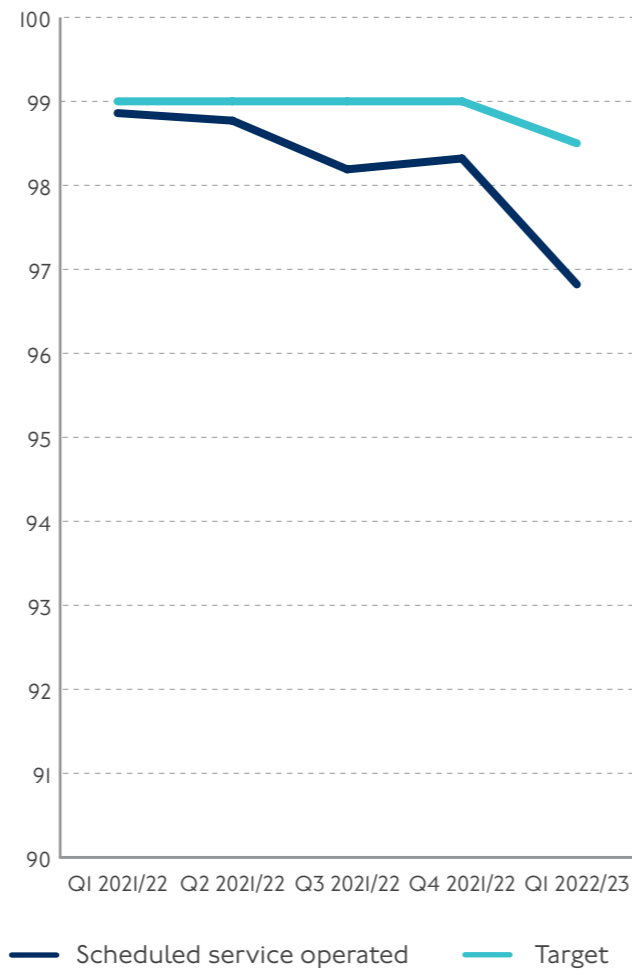
Tram performance was below the 98.5 per cent target. This was a result of ongoing fleet availability challenges (which are being worked through with the supply chain), four days of industrial action affecting our operator, and the impact of extreme weather during July that resulted in a temporary emergency timetable being introduced.

## DLR departures
Past five quarters (%)
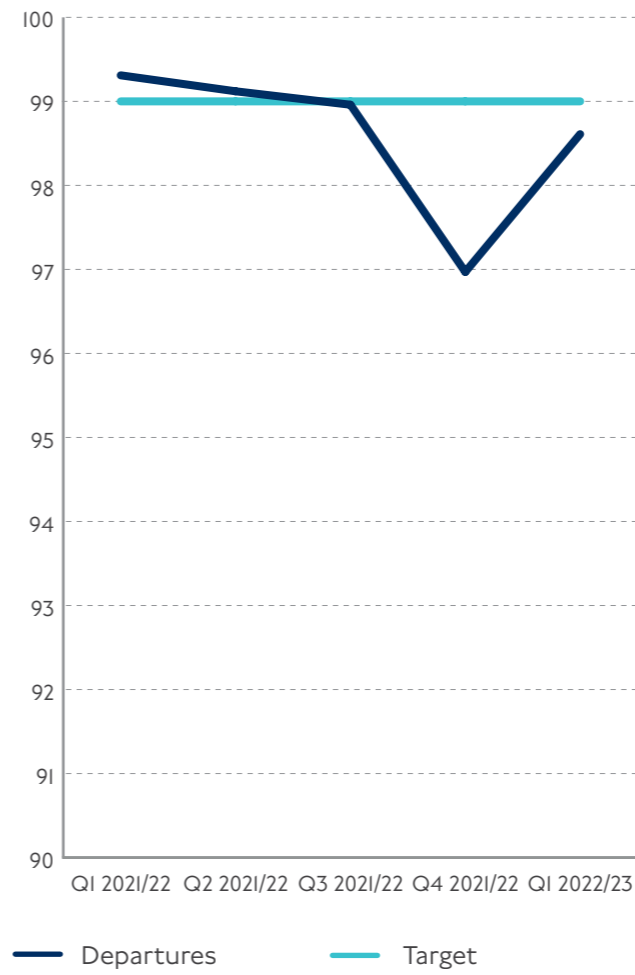


Departures ——— Target

DLR departures largely recovered in Quarter 1 2022/23. However, performance was affected by issues with the signalling system in the Bank and Tower Gateway area in early May 2022. The effects of industrial action affecting London Underground were less keenly felt during Quarter 1 2022/23, as trains were able to serve Bank station.

## London Cable Car availability
Past five quarters (%)



Availability ——— Target
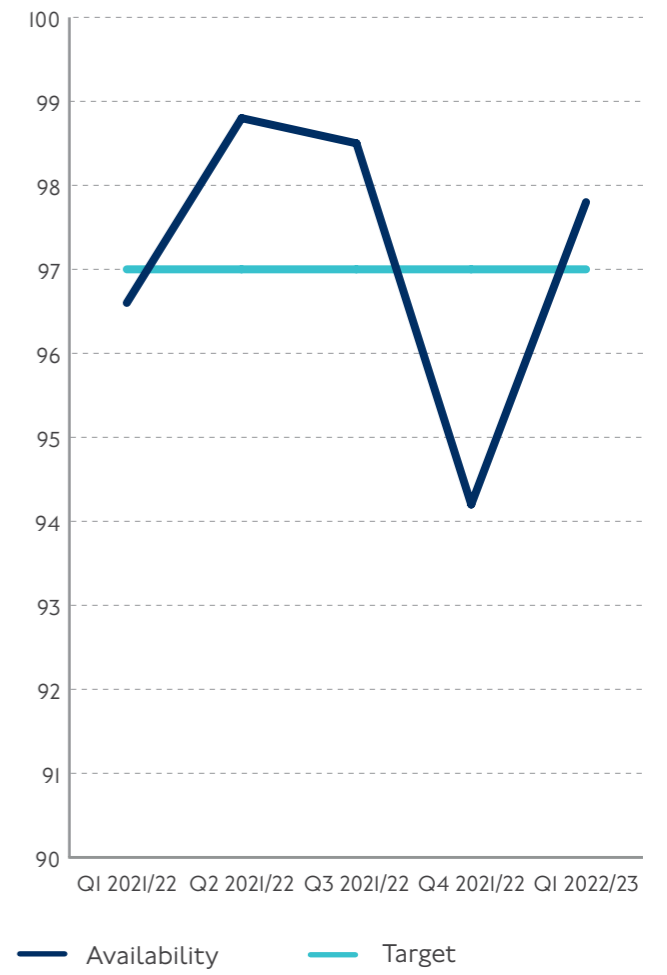
Availability was above target at 97.8 per cent, compared to 96.6 per cent for the same quarter in 2021/22. Downtime was mainly due to seasonal high winds, which meant suspending the service for safety reasons, as well as safety stoppages to accommodate long or tall ships passing beneath the cableway.

## Woolwich Ferry availability
Past five quarters (%)



- Availability
- Target

## Santander Cycles docking station availability
Past five quarters (%)



- Docking station availability
- Target
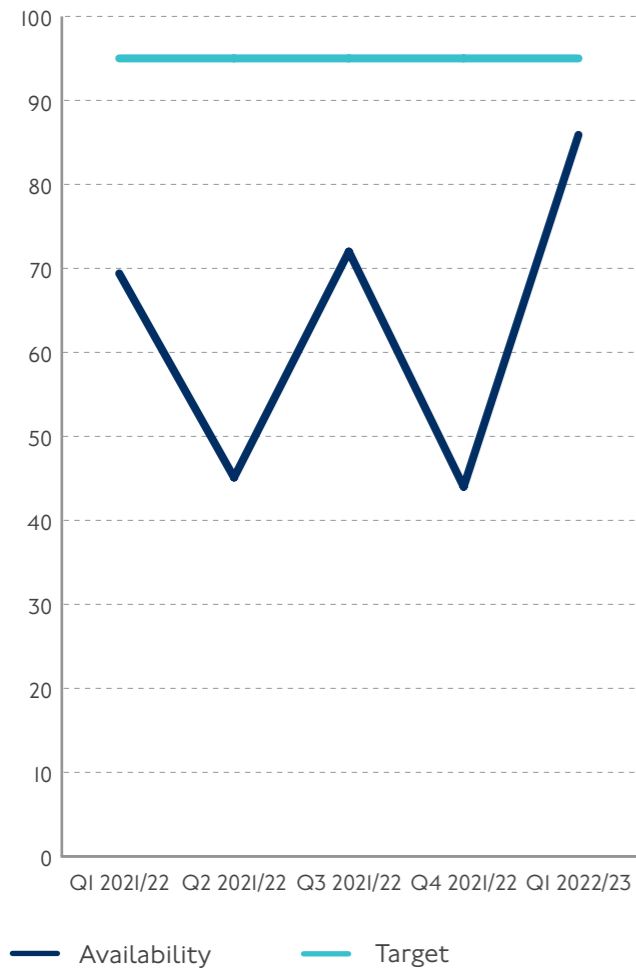
Woolwich Ferry availability has increased to 85.9 per cent, compared to 69.4 per cent in Quarter 1 2021/22, which was significantly affected by industrial action. The ferry ran a restricted one-boat scheduled service in this quarter.
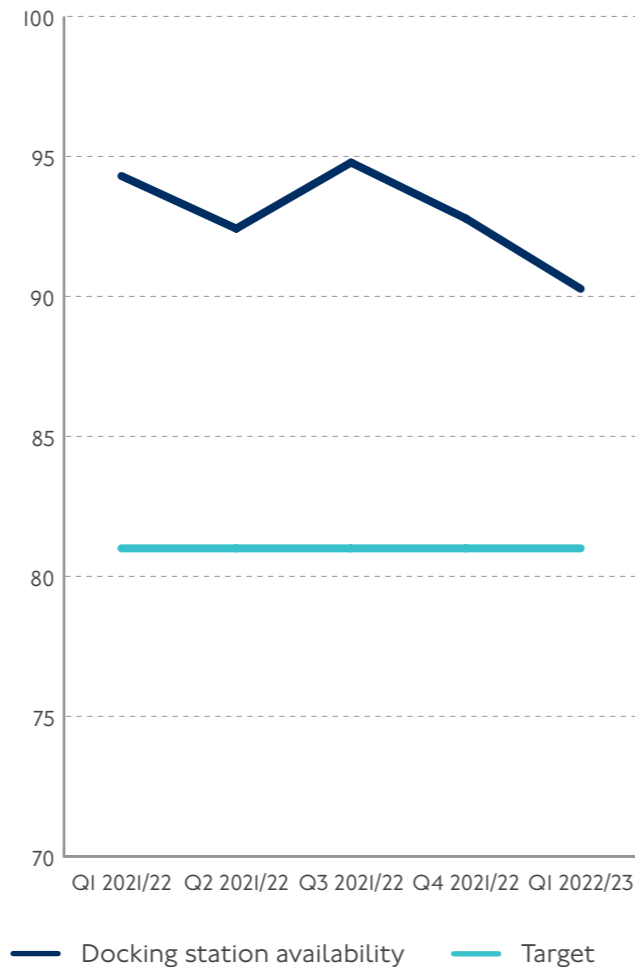
The Santander Cycles hire scheme has gone from strength to strength. We continued to work with our contractor, Serco, to make sure bikes were available to customers at important locations through the quarter. Although availability at docking stations dipped slightly to 90 per cent, Santander Cycles remained well above target for the quarter amid record-breaking hires.



The Woolwich Ferry is a vital river crossing for east London

# Roads and traffic

There continues to be less disruption on our roads than expected as we continue to move out of the pandemic. It is believed the recent increases in fuel prices have served to reduce demand and therefore disruption.
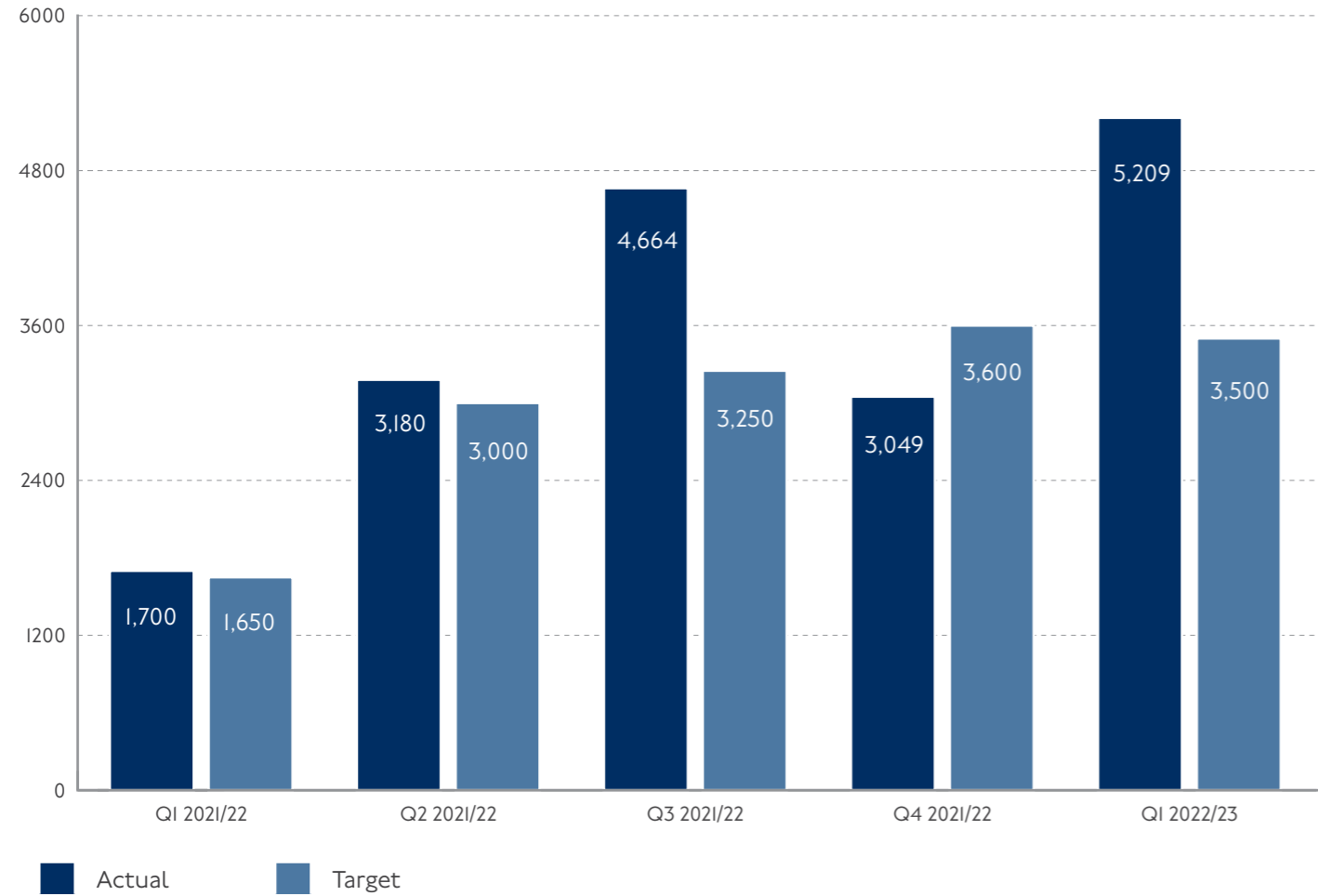
**Road disruption**
Past five quarters (%)



| | Actual | Target |
|---|---|---|
| Q1 2021/22 | 4 | 3 |
| Q2 2021/22 | 2 | 6 |
| Q3 2021/22 | -4 | 12 |
| Q4 2021/22 | -7 | 13 |
| Q1 2022/23 | -4 | 5 |

■ Actual  ■ Target
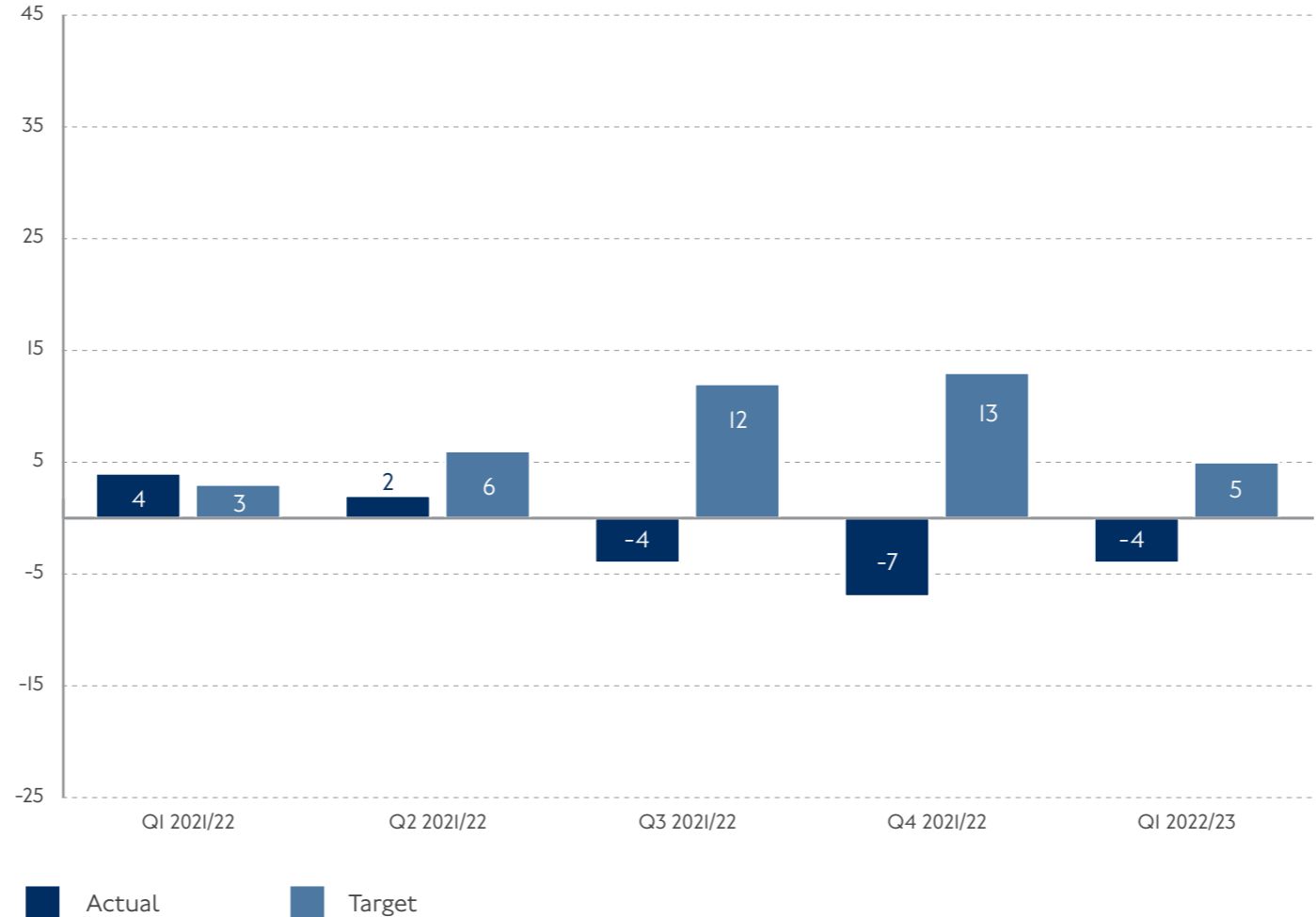
Disruption on our roads (measured in the 12-hour period 07:00 to 19:00) remains below forecast in Quarter 1 with journey times down at -4 per cent, and demand (traffic flow) also down at -6 per cent, both against a 2019/2020 baseline. It is believed the recent increases in fuel prices have served to reduce demand and therefore disruption. In Quarter 1 2021/22, both were slightly above the baseline.

**Bus average speed**
Past five quarters (mph)



| | Weighted customer journey time |
|---|---|
| Q1 2021/22 | 9.6 |
| Q2 2021/22 | 9.6 |
| Q3 2021/22 | 9.4 |
| Q4 2021/22 | 9.7 |
| Q1 2022/23 | 9.5 |

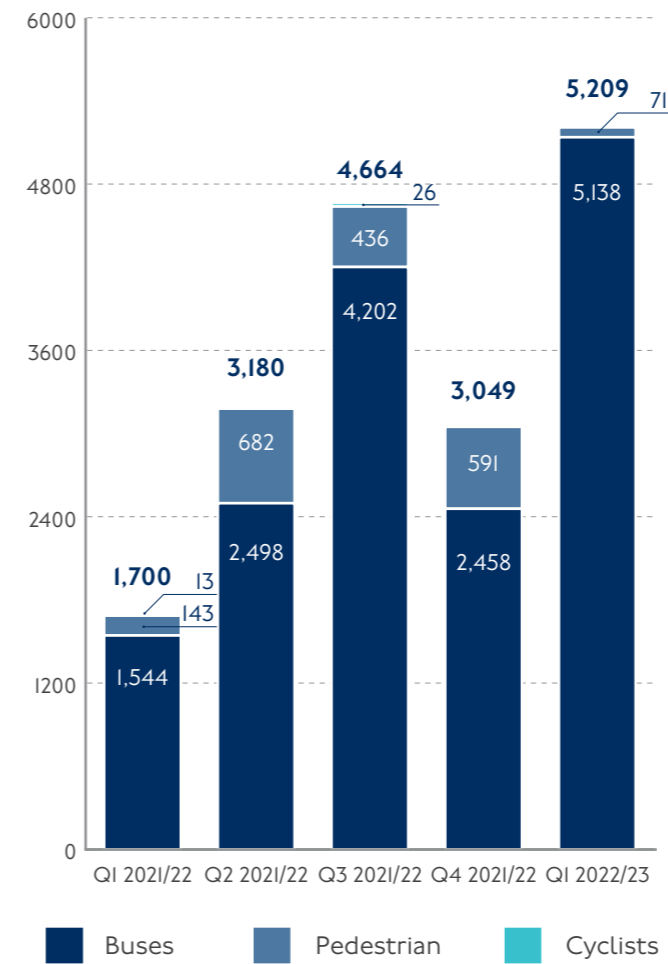■ Weighted customer journey time  ― Target
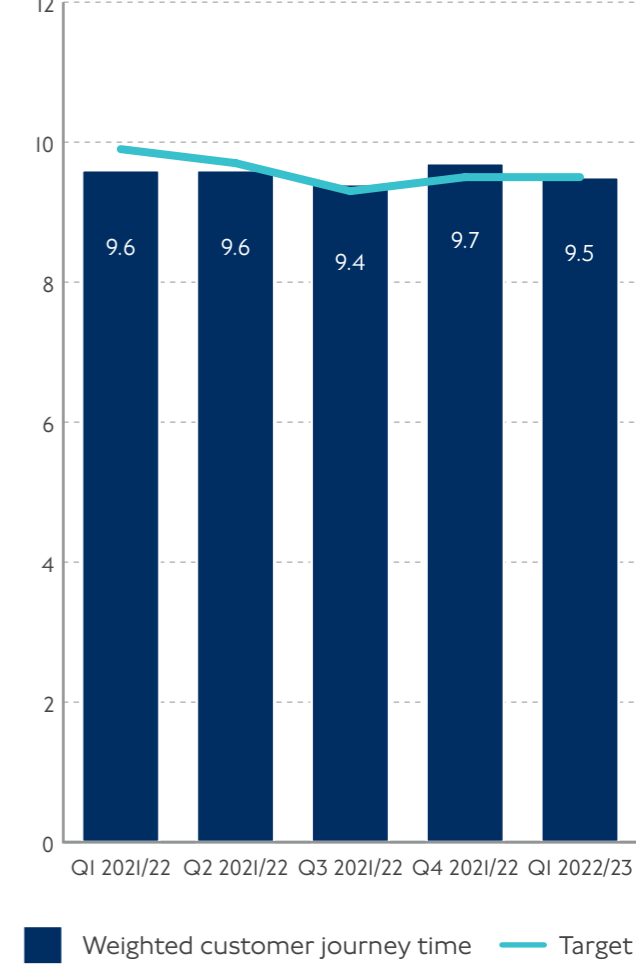
Average bus speed has remained higher than the pre-pandemic baseline throughout the past five quarters, which have seen lower passenger volumes and lower levels of general traffic disruption. Typical seasonal variations have been recorded, but with the actual speed tracking at two to four per cent faster than the pre-pandemic base.

## Traffic signal time savings
### Past five quarters (hours)



| | Actual | Target |
|---|---|---|
| Q1 2021/22 | 1,700 | 1,650 |
| Q2 2021/22 | 3,180 | 3,000 |
| Q3 2021/22 | 4,664 | 3,250 |
| Q4 2021/22 | 3,049 | 3,600 |
| Q1 2022/23 | 5,209 | 3,500 |

Legend: ■ Actual  ■ Target

## Type of road user benefiting from signal timing review
### Past five quarters (hours)



| | Buses | Pedestrian | Cyclists | Total |
|---|---|---|---|---|
| Q1 2021/22 | 1,544 | 143 | 13 | 1,700 |
| Q2 2021/22 | 2,498 | 682 | | 3,180 |
| Q3 2021/22 | 4,202 | 436 | 26 | 4,664 |
| Q4 2021/22 | 2,458 | 591 | | 3,049 |
| Q1 2022/23 | 5,138 | 71 | | 5,209 |

Legend: ■ Buses  ■ Pedestrian  ■ Cyclists

We have delivered over 5,000 hours per day of time saved for sustainable modes, including walking, cycling and buses. We have updated our methods of reporting our time saved for bus passengers, which will provide far richer and more detailed data. We expect to deliver 15,000 hours of time saved for sustainable customer journeys at the end of this financial year.

At the end of Quarter 1, we saved 5,209 hours a day across sustainable modes: 5,138 for bus passengers and 71 for pedestrians. Although no hours were saved for cyclists so far this year, we have programmed specific cycling-focused reviews for delivery later in the year.

# Customers

Regardless of the challenges posed by the pandemic, we have continued to support and engage with our customers
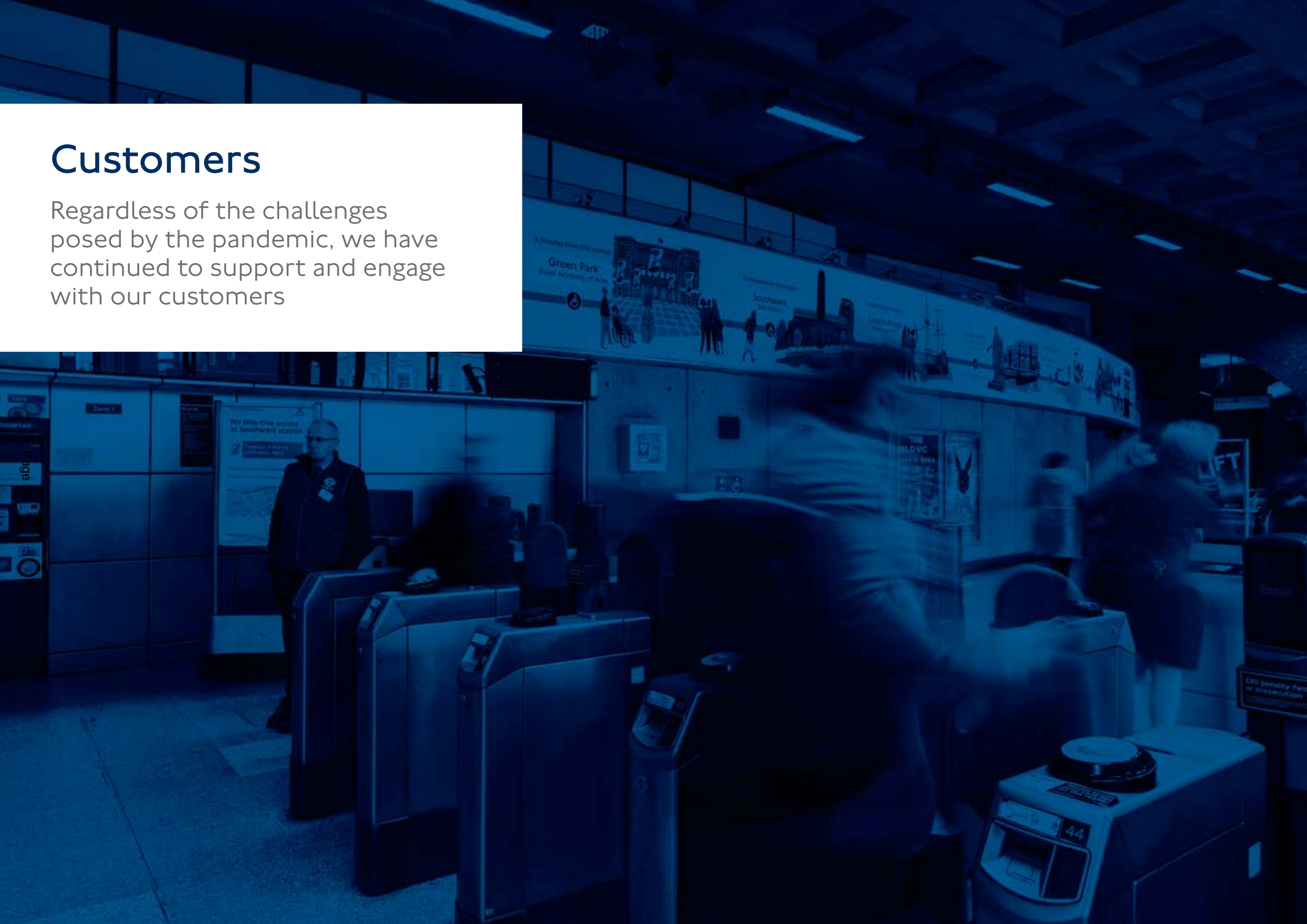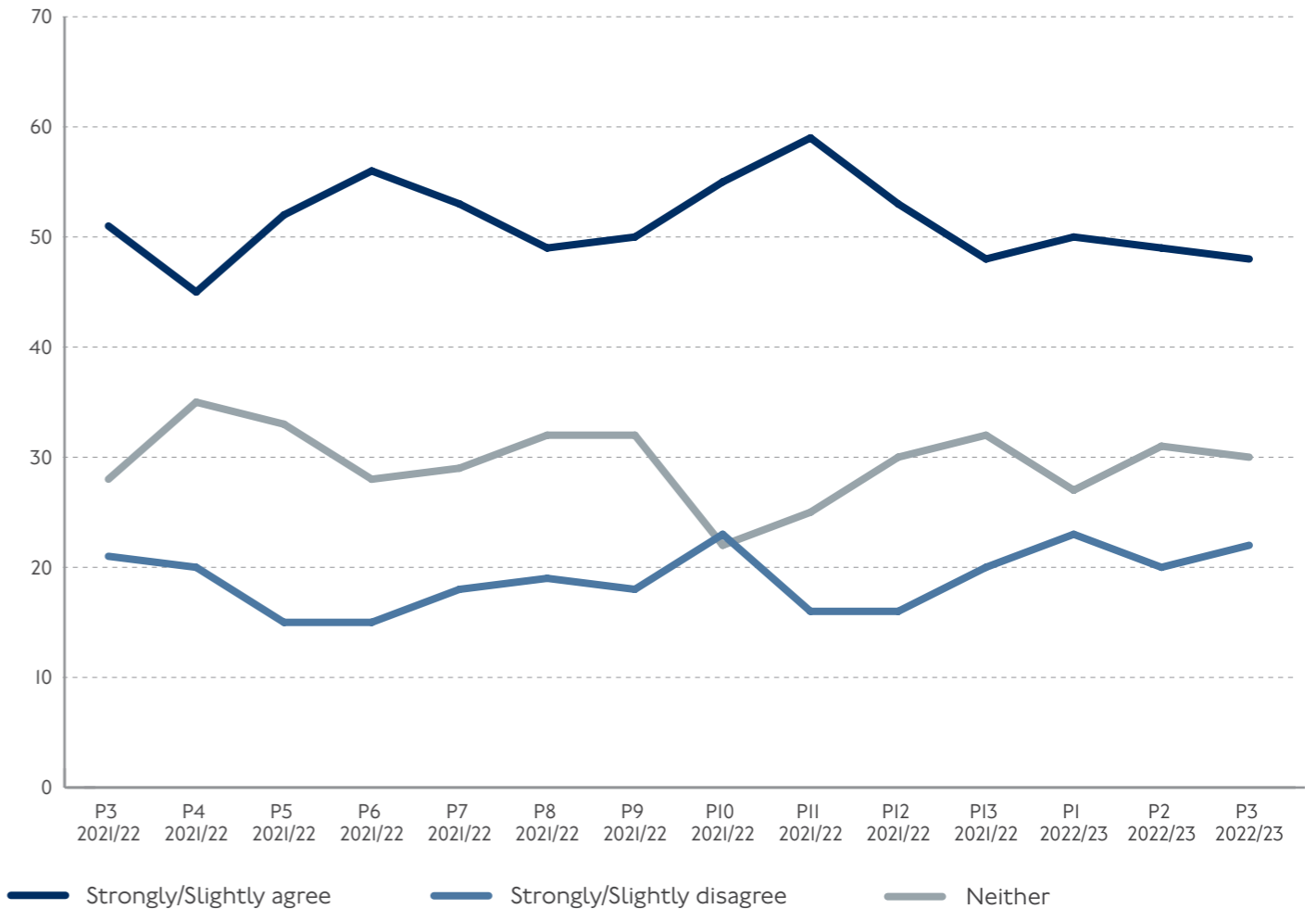
# TfL cares about its customers

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



Legend: Strongly/Slightly agree — Strongly/Slightly disagree — Neither

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



Legend: Strongly/Slightly agree — Strongly/Slightly disagree — Neither
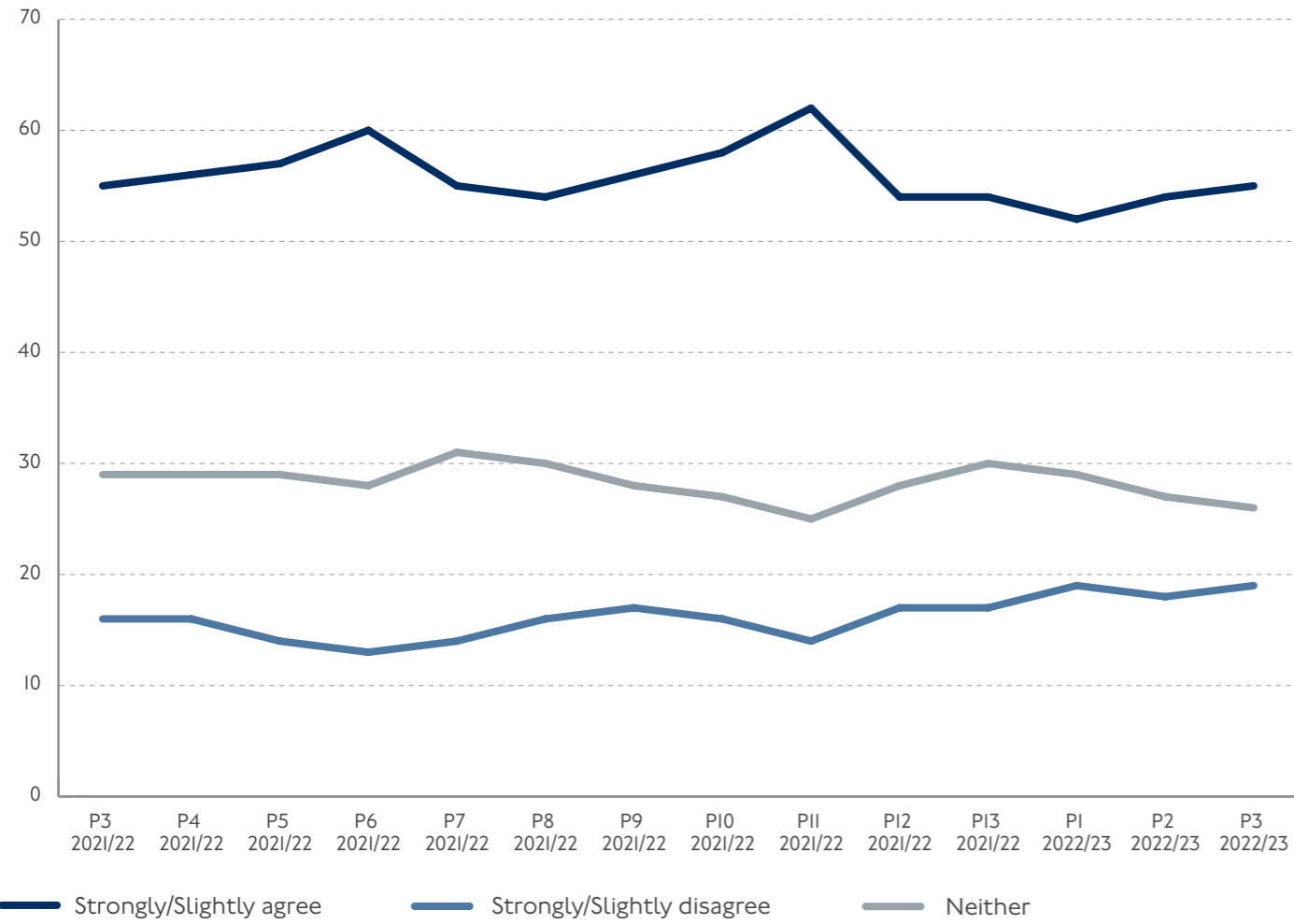
Our customer care metric measures Londoners' perceptions of how well we perform on our promise of Every Journey Matters, and if we consistently meet customer expectations. It reflects Londoners' overall experience of their journey and non-journey interactions.

The percentage of Londoners agreeing that TfL cares about its customers is 55 per cent for Period 3 2022/23 (29 May to 25 June). Our overall score for 2022/23 is 54 per cent agreement, three percentage points below our scorecard target. Several factors have affected our care score, with some likely to remain throughout the year. These include strikes disrupting our services, speculation regarding TfL's funding, and a busier network compared to last year.

The percentage of disabled Londoners agreeing that TfL cares about its customers is 48 per cent for Period 3 2022/23. Our overall score for 2022/23 is 49 per cent, four percentage points lower than our 2021/22 score. Disabled Londoners continue to feel less confident to travel than non-disabled Londoners, although the gap is closing.

## Key survey questions
### Agreement (%)



**Legend:**
- TfL is an organisation I can trust
- TfL communicates openly and honestly
- TfL supports customers when things go wrong
- TfL has friendly and helpful staff
- TfL is investing to improve my journeys
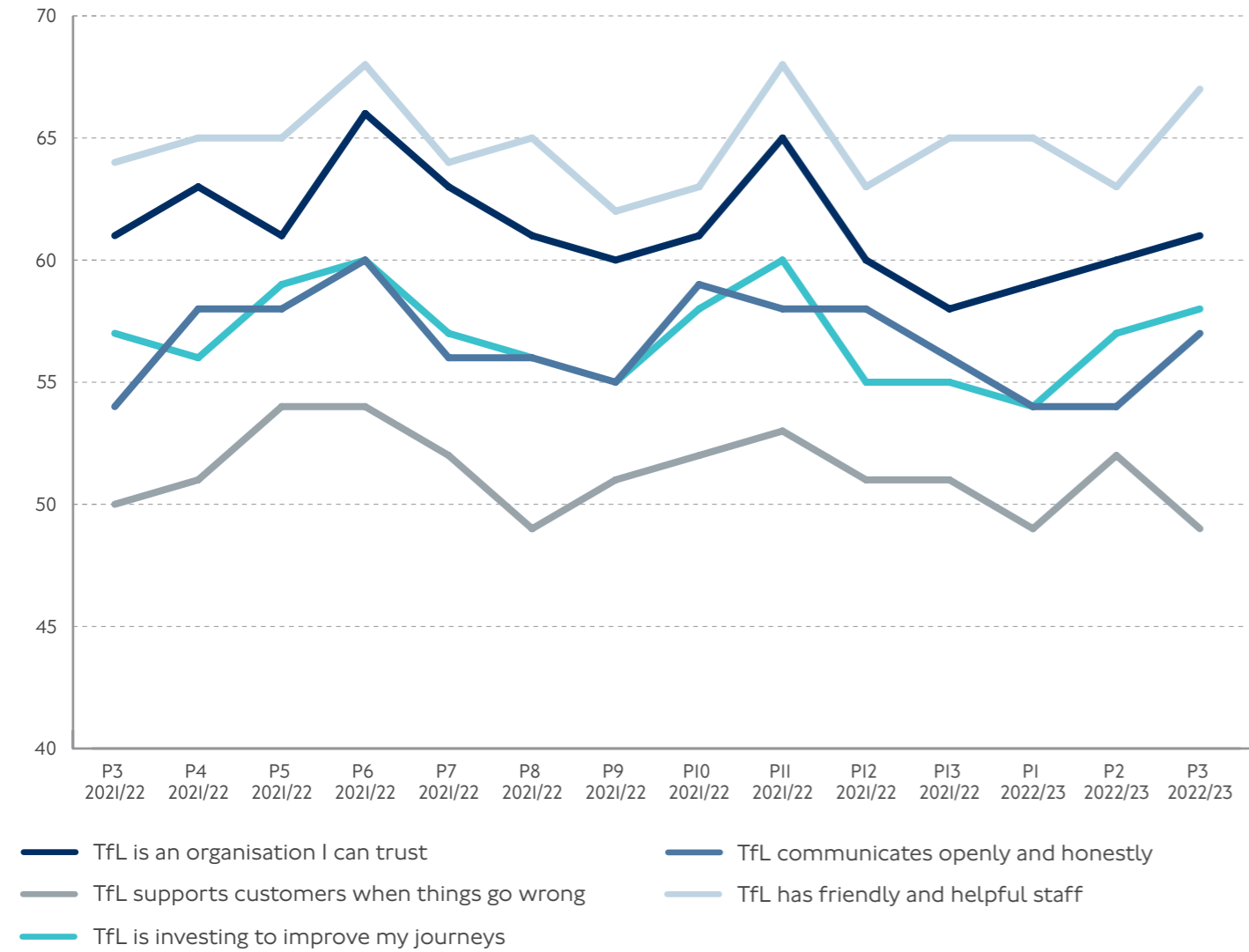
## Winning back our customers

Our focus continues to be on making customers feel safe via a reassuring staff presence and keeping our network clean and well maintained, while ensuring we operate a reliable and efficient service. Furthermore, we will provide support for our customers during disruption given the increased instances of industrial action on both the national rail and TfL networks. Alongside this, we continue to promote public transport as an affordable and accessible way to travel around London as well offering value for money, especially given the increased cost of living.

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 have increased in this quarter, with most metrics peaking in Period 3 (29 May to 25 June), after the Elizabeth line launched. Over the longer term, metrics are on a downward trend, moving back towards levels typical of pre-pandemic operation. This also reflects challenges to perceptions of TfL associated with disruption to services caused by strikes, and speculation on TfL's funding position. The rising cost of living is also likely to be affecting perceptions.

# Satisfaction

**Past five quarters**
Score

| | Q1 2021/22 | Q2 021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
|---|---|---|---|---|---|
| London Underground | 78 | 75 | 75 | 76 | 76 |
| London Buses | 79 | 78 | 78 | 78 | 78 |
| DLR | 78 | 79 | 77 | 78 | 77 |
| London Overground | 76 | 76 | 76 | 76 | 77 |
| London Trams | N/A | N/A | 76 | N/A | N/A |
| Elizabeth Line | 78 | 77 | 76 | 76 | 78 |

In Quarter 1 2022/23, overall satisfaction for most modes remained relatively stable while satisfaction with the Elizabeth line increased. This is likely to have been influenced by the opening of the central operating section between Paddington and Abbey Wood, and the associated service and connectivity benefits this provides to our customers.

We are always looking to improve our service to customers

# Calls

In addition to our general contact centre, we have dedicated 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

| | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
|---|---|---|---|---|---|
| Telephone calls | 363,418 | 535,824 | 696,500 | 604,653 | 514,986 |
| Calls abandoned (%)* | 9.0 | 15.77 | 22.78 | 13.02 | 9.8 |
| Correspondence | 94,424 | 124,263 | 163,862 | 198,028 | 189,111 |
| Cases closed (%)** | 83.9 | 78.75 | 70.33 | 68.96 | 81.12 |
| Average speed of answer (seconds) | 213 | 1,034 | 1,573 | 779 | 366 |

### Past five years

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 year to date |
|---|---|---|---|---|---|
| Telephone calls | 2,699,025 | 2,687,696 | 1,304,300 | 2,292,137 | 514,986 |
| Calls abandoned (%)* | 10.9 | 16.2 | 7.6 | 16.12 | 9.8 |
| Correspondence | 609,201 | 757,298 | 364,778 | 580,567 | 189,111 |
| Cases closed (%)** | 82.0 | 78.9 | 83.4 | 73.80 | 81.12 |

Telephone demand fell 15 per cent on last quarter, but was up 42 per cent on the previous year. This increase was due to the pandemic. Against last quarter, we saw significant improvements in both abandoned calls (down 25 per cent) and the average speed of answer (down 53 per cent).

Following this pattern, correspondence was down five per cent on Quarter 4 2021/22 but was up 100 per cent on Quarter 1 2021/22. We closed 18 per cent more cases than in the previous quarter.

\*    Target of 15 per cent or lower

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

## Calls by subject*
This quarter

**103,514**

**117,392**

**4,432**

**33,190**

**30,272**

**154,621**

- Oyster
- Concessions
- Santander Cycles
- Other
- Surface and Rail
- Contactless payment
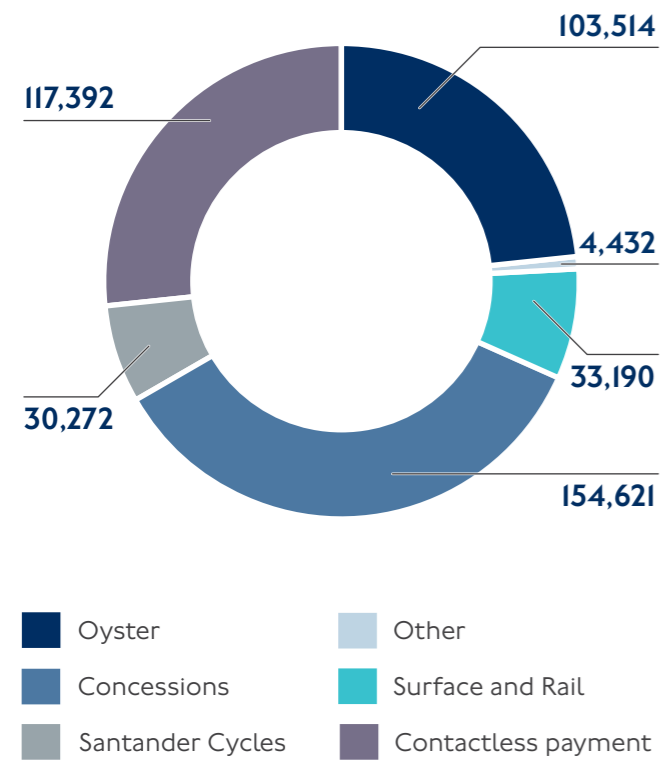
Telephone demand was down 22 per cent overall on the previous quarter, which is due to Quarter 1 being shorter than Quarter 4. Demand was up six per cent on Quarter 1 2021/22, which is largely due to the ongoing recovery from the pandemic. This recovery is particularly notable on ticketing calls, with contactless up 81 per cent on the previous year, although Oyster was down 16 per cent. This shift represents changes to customers' working and travelling habits, as hybrid working is becoming more common and the flexibility of contactless travel becomes more attractive.

Santander Cycles demand remained strong, up 35 per cent on last quarter and up 44 per cent on the previous year.

\* Surface and Rail comprises London Underground, London Buses, London Overground, London Cable Car, 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 telephone contact centre took over 500,000 calls this quarter

## Road user charging and ULEZ
### Past five quarters

| | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
|---|---|---|---|---|---|
| Calls received | 275,732 | 292,501 | 462,698 | 559,940 | 334,393 |
| Calls answered | 265,662 | 279,011 | 431,969 | 542,331 | 328,045 |
| Calls abandoned (%) | 3.7 | 4.6 | 6.6 | 3.1 | 1.9 |
| Average speed of answer (seconds) | 47 | 72 | 76 | 14 | 24 |

### Past five years

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 year to date |
|---|---|---|---|---|---|
| Calls received | 1,080,837 | 1,486,715 | 1,145,772 | 1,590,871 | 334,393 |
| Calls answered | 1,043,877 | 1,440,357 | 1,093,382 | 1,518,973 | 328,045 |
| Calls abandoned (%) | 3 | 3 | 5 | 5 | 1.9 |
| Average speed of answer (seconds) | 43 | 42 | 63 | 48 | 24 |

Capita's road user charging contact centre continues to perform well within contractual targets. Call volumes during Quarter 1 returned to previous levels following the spike in Quarter 4, which was caused by an increase in volumes due to the expansion of the Ultra Low Emission Zone and changes to the Congestion Charging scheme hours. The average speed of answer for Quarter 1 is 24 seconds and the call abandon rate is 1.9 per cent against a target of no more than 12 per cent of calls.

## Taxi and private hire
### Past five quarters

| | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
|---|---|---|---|---|---|
| Calls received | 46,513 | 59,083 | 72,942 | 56,597 | 48,626 |
| Calls answered | 45,959 | 58,163 | 65,385 | 55,938 | 47,858 |
| Calls abandoned (%) | 1.2 | 1.6 | 10.4 | 1.2 | 2.0 |
| Average speed of answer (seconds) | 33 | 32 | 314 | 21 | 29 |

### Past five years

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 year to date |
|---|---|---|---|---|---|
| Calls received | 840,178 | 749,561 | 222,291 | 235,135 | 48,626 |
| Calls answered | 582,022 | 532,096 | 158,847 | 225,445 | 47,858 |
| Calls abandoned (%) | 30 | 29 | 29 | 4 | 2.0 |
| Average speed of answer (seconds) | 733 | 699 | 896 | 111 | 29 |

The taxi and private hire contact centre is provided for customers to book vehicle licensing inspections. Calls remained stable during Quarter 1 and performed well within contractual targets. The average speed of answer for Quarter 1 is 29 seconds and the call abandon rate is two per cent against a target of no more than five per cent of calls.

## Dial-a-Ride
### Past five quarters

| | Target | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
|---|---|---|---|---|---|---|
| Calls received | N/A | 46,691 | 66,591 | 83,958 | 102,724 | 91,224 |
| Calls abandoned (%) | 10 | 3.1 | 12.4 | 9.7 | 13.8 | 11.2 |
| Average speed of answer (seconds) | 180 | 59 | 269 | 238 | 344 | 276 |
| Email bookings | N/A | 3,764 | 6,939 | 10,186 | 10,684 | 10,728 |

### Past five years

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 year to date |
|---|---|---|---|---|---|
| Calls received | 564,391 | 533,868 | 117,275 | 299,944 | 91,224 |
| Calls abandoned (%) | 10.5 | 10.7 | 5.5 | 10.6 | 11.2 |
| Average speed of answer (seconds) | 233 | 287 | 108 | 249 | 276 |
| Email bookings | 45,950 | 82,450 | 6,368 | 31,573 | 10,728 |

Dial-a-Ride saw an 11.2 per cent decrease in call volumes compared to Quarter 4 2021/22. Our average speed of answer decreased by just over a minute and our calls abandoned were 2.6 per cent lower than the previous quarter. Where Period 1 (1 to 30 April) abandoned rate was at 9.9 per cent and Period 2 (1 to 28 May) at 7.7 per cent, the booking process was temporarily adjusted in Period 3 (29 May to 25 June) to accommodate requests during the Queen's Platinum Jubilee bank holiday and industrial action. These were unavoidable but led to poor performance in Period 3.

# Complaints

## Complaints
### Year on year (per 100,000 journeys)

| | QI 2021/22 | QI 2022/23 | Variance (%) |
|---|---|---|---|
| London Underground | 1.41 | 1.07 | -24 |
| London Buses | 3.88 | 2.98 | -23 |
| DLR | 0.61 | 0.48 | -21 |
| London Overground | 0.79 | 0.59 | -25 |
| Elizabeth line | 2.1 | 1.72 | -18 |
| London Trams | 0.8 | 0.86 | 7 |
| London Cable Car | 4.14 | 4.58 | 11 |
| Congestion charge | 2.94 | 2.22 | -24 |
| Dial-a-Ride* | 51.31 | 66.6 | 30 |
| London River Services | 0.65 | 0.35 | -46 |
| Santander Cycles | 2.43 | 2.06 | -15 |
| Taxis** | 2.73 | 4.13 | 51 |
| Private hire** | 2.48 | 2.46 | -1 |
| Contactless | 0.44 | 0.54 | 23 |
| Oyster | 0.17 | 0.36 | 112 |

### Past five years

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 year to date |
|---|---|---|---|---|---|
| London Underground | 0.98 | 1.14 | 1.74 | 1.26 | 1.07 |
| London Buses | 3.17 | 3.17 | 4.37 | 3.29 | 2.98 |
| DLR | 0.78 | 0.89 | 1.09 | 0.54 | 0.48 |
| London Overground | 1.69 | 1.58 | 1.24 | 0.65 | 0.59 |
| Elizabeth line | 2.39 | 2.30 | 2.26 | 1.77 | 1.72 |
| London Trams | 1.28 | 1.65 | 1.76 | 0.85 | 0.86 |
| London Cable Car | 4.11 | 2.83 | 2.57 | 4.69 | 4.58 |
| Congestion charge | 1.59 | 2.48 | 3.83 | 3.55 | 2.22 |
| Dial-a-Ride* | 69.86 | 83.62 | 64.87 | 61.33 | 66.6 |
| London River Services | 1.49 | 1.26 | 2.44 | 0.47 | 0.35 |
| Santander Cycles | 4.00 | 3.54 | 2.68 | 2.24 | 2.06 |
| Taxis** | 7.22 | 8.06 | 1.69 | 3.24 | 4.13 |
| Private hire** | 2.95 | 2.57 | 1.36 | 2.3 | 2.46 |
| Contactless | 0.21 | 0.40 | 0.39 | 0.5 | 0.54 |
| Oyster | 0.15 | 0.17 | 0.26 | 0.48 | 0.36 |

London Underground continues to record good performance, with growth in passenger numbers outstripping complaints by 43 per cent. This growth led to the 23 per cent drop seen against the last financial year. We see similar patterns of growth across London Buses, DLR, Elizabeth line and London Overground, driving improvements.

Trams saw a seven per cent rise this quarter against last year, despite complaint volumes actually falling 25 per cent on last quarter, though this rise only represented an additional 10 complaints.

Contactless complaints were up 23 per cent as customers return to the network, though journeys rose by 67 per cent in the same period. Oyster rose 112 per cent, against a 33 per cent increase in journeys. The main drivers for this were a change made by banks to improve security, which affected Auto top-up users in particular, and refund requests linked to the disruption caused by strikes.

Generally, we are still seeing a good recovery across most modes as passenger numbers increase, with most modes following the same pattern we see when comparing Quarter 1 2022/23 with the same quarter last year. Oyster is the main outlier, as while complaints rose in Quarter 1, they are currently tracking 25 per cent lower when looking at the whole financial year.

\* 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 and recorded.

# Commendations

**Commendations**
Past five quarters

| | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
|---|---|---|---|---|---|
| London Underground | 168 | 274 | 259 | 272 | 337 |
| London Buses | 549 | 551 | 607 | 733 | 693 |
| DLR | 6 | 8 | 12 | 2 | 12 |
| London Overground | 29 | 25 | 38 | 33 | 26 |
| Elizabeth line | 38 | 116 | 29 | 39 | 11 |
| London Trams | 4 | 0 | 5 | 8 | 2 |
| London Cable Car | 10 | 9 | 7 | 4 | 5 |
| Dial-a-Ride | 17 | 3 | 35 | 13 | 8 |
| London River Services | 1 | 3 | 2 | 3 | 1 |
| Santander Cycles | 1 | 0 | 0 | 0 | 0 |
| Taxis and private hire | 9 | 14 | 23 | 20 | 31 |
| TfL Road Network | 3 | 3 | 0 | 2 | 0 |
| TfL Policy | 0 | 2 | 4 | 3 | 8 |

Commendations remained static compared to the previous quarter, with an additional two commendations in total, despite it being a shorter time frame. Compared to the same quarter last year, however, we have seen a 36 per cent rise in commendations as more people return to the network.

The biggest improvements were seen on taxis and private hire, which were up 55 per cent on last quarter and 244 per cent on the previous year, and London Underground, up 24 per cent and 100 per cent respectively. DLR also saw huge percentage increases but in small volumes.

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# Tickets

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



Chart data (Past five quarters):
- QI 2021/22: **1.9** — Contactless 58%, Oyster PAYG 28%, Bus and Tram 5%, Travelcards 9%
- Q2 2021/22: **2.0** — Contactless 60%, Oyster PAYG 26%, Bus and Tram 4%, Travelcards 10%
- Q3 2021/22: **2.8** — Contactless 60%, Oyster PAYG 25%, Bus and Tram 4%, Travelcards 11%
- Q4 2021/22: **2.8** — Contactless 62%, Oyster PAYG 25%, Bus and Tram 4%, Travelcards 9%
- QI 2022/23: **2.9** — Contactless 63%, Oyster PAYG 24%, Bus and Tram 4%, Travelcards 9%
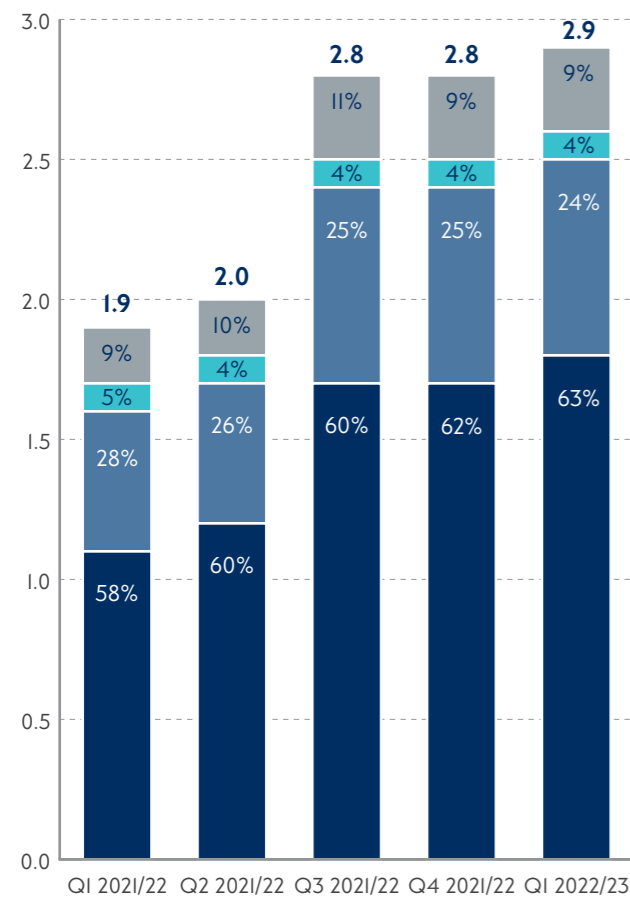
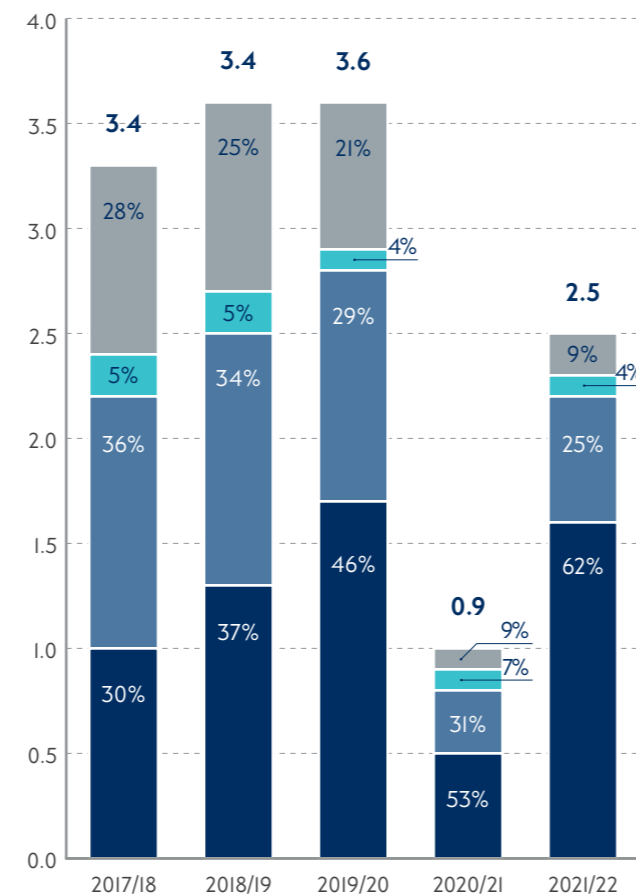Legend: Contactless, Oyster PAYG, Bus and Tram, Travelcards

### Past five years (millions)***



Chart data (Past five years):
- 2017/18: **3.4** — Contactless 30%, Oyster PAYG 36%, Bus and Tram 5%, Travelcards 28%
- 2018/19: **3.4** — Contactless 37%, Oyster PAYG 34%, Bus and Tram 5%, Travelcards 25%
- 2019/20: **3.6** — Contactless 46%, Oyster PAYG 29%, Bus and Tram 4%, Travelcards 21%
- 2020/21: **0.9** — Contactless 53%, Oyster PAYG 31%, Bus and Tram 7%, Travelcards 9%
- 2021/22: **2.5** — Contactless 62%, Oyster PAYG 25%, Bus and Tram 4%, Travelcards 9%

Legend: Contactless, Oyster PAYG, Bus and Tram, Travelcards

**113m**

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

**3.5m**

contactless journeys are made daily

Since travel restrictions relating to the pandemic eased in 2021, overall demand has been recovering, although the recovery stalled at the end of 2021 due to the Government implementing new restrictions to prevent the spread of the Omicron variant. The share of contactless payments (cards and mobile devices) has increased to 63 per cent of all fare payer tickets in the latest quarter from 58 per cent a year ago.

Before the pandemic, the total number of fare payer tickets used 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 pandemic travel restrictions eased.

\* 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 20 May 2021 QI 2021/22
Thursday 16 September 2021 Q2 2021/22
Thursday 25 November 2021 Q3 2021/22
Thursday 17 March 2022 Q4 2021/22
Thursday 9 June 2022 QI 2022/23

\*\*\* 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 system availability (%)

| | Q1 2021/22 | | | Q1 2022/23 | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Actual | Variance to target | Variance to last year | Actual | Variance to target | Variance to last year |
| London Underground – ticketing system overall availability (%) | 99.55 | +1.35 | –0.20 | 99.22 | +0.92 | –0.33 |
| London Buses – bus validations – overall availability (%) | 99.73 | +0.73 | +0.26 | 99.65 | +0.65 | –0.08 |

Both London Underground and London Buses ticketing system availability exceeded target this quarter. The same quarter last year was affected by pandemic-related travel restrictions which are no longer in place. An increase in ridership numbers had some detrimental impact on asset performance. Our service project and improvement portfolio are addressing this.

## Internal IT
### Past five quarters (%)

| | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 |
| --- | --- | --- | --- | --- | --- |
| System performance | 99.89 | 99.82 | 99.96 | 99.91 | 99.87 |

This quarter, there were 21 Mission Critical Severity 1 incidents across 11 different critical services, most notably seven affecting our networks service. On average, these 21 incidents took 0.4 days to resolve, with a combined outage time of 7,522 minutes in Quarter 1.

### Annual trend (%)

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 year to date |
| --- | --- | --- | --- | --- | --- |
| System performance | 99.87 | 99.93 | 99.94 | 99.90 | 99.87 |

# Digital

We continue to see strong growth in downloads and use of the TfL Go app, particularly during recent periods of disruption. The app is now used on over 500,000 devices each period and was awarded best mobile app in the Design Week Awards. This follows similar recognition from the Drum Awards earlier in the year. Recent updates include support for the new Barking Riverside London Overground extension, and new messaging to reflect the impact of strikes.

**14.7m**

unique devices visiting the TfL website this quarter

**1.7m**

downloads of the TfL Go app since launch

**209.5m**

website page views this quarter

The TfL Go app is kept up to date with live travel information

# Travel demand management

Over the bank holiday weekend of 2 to 5 June 2022, London hosted a series of major events to celebrate the Queen's Platinum Jubilee. Up to 450,000 customers were expected to be using public transport after the busiest event on the Saturday night.

We worked with operational and communications teams internally and multiple external parties including event promoters, national transport providers and the Department for Culture, Media and Sport to ensure clear, targeted communications reached our customers.

Our campaign specifically encouraged alternative modes for return journeys from the Saturday night concert at Buckingham Palace to ensure those making onward trips from national rail stations were able to make their last trains. Our campaign and the operational approach helped to ensure that transport facilitated the celebrations effectively.

We kept London moving during the Queen's Platinum Jubilee

# Campaigns

**Campaigns – Customer information email volumes**
Past five years

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|---|---|---|---|---|
| Customer information emails (millions) | 189 | 205 | 211 | 226 | 182 |
| Campaigns | 930 | 1,101 | 685 | 950 | 400 |

We supported multiple mass email campaigns throughout this quarter, including promoting the launch of the Elizabeth line; the public transport recovery campaign, to encourage Londoners to return to using our network; and information updates on the Bank station capacity upgrade.

**182m**

customer information emails sent in 2022/23 to date

**400**

customer campaigns so far in 2022/23



Our campaigns are a key tool for communicating with customers

## Customer marketing and behaviour change campaigns

We launched our Elizabeth line campaign on 16 May. We promoted the whole line but focused on the new central operating section and the journeys it unlocks. The campaign celebrated the key benefits, as well as capitalising on the wider opportunity for public transport.

We used high-impact and emotive channels such as broadcast TV across the capital, as well as large-format digital and printed posters across the network. We also ran a series of countdown posters across digital poster sites and our own website in the first week before the line officially opened. We wrapped buses and delivered information leaflets to more than 200,000 homes around the Abbey Wood area.

The campaign was seen by 83 per cent of Londoners at least six times in the first five weeks, and surveys showed that awareness of the Elizabeth line was 87 per cent by the end of June.

In May we celebrated the launch of the Elizabeth line

# Consultations

We launched six consultations in Quarter I

Two key consultations:

- Central London bus review

- Ultra Low Emission Zone expansion and future road-user charging

Four other consultations:

- Lewisham to Catford walking and cycling changes

- Lambeth Bridge to Chelsea Bridge walking and cycling changes

- Mansell Street walking and cycling changes

- Route 383 extension to Finchley Memorial Hospital

We are planning to launch nine consultations in Quarter 2.

We consult Londoners on transport issues that affect them

# London Assembly scrutiny

## London Assembly scrutiny
### Quarter 1

| Date | Title | Type of scrutiny |
|------|-------|------------------|
| 18 May 2022 | Housing Committee. The Kerslake Review of GLA Group Housing Delivery | Open meeting |
| 19 May 2022 | Mayor's Question Time | Open meeting |
| 26 May 2022 | Environment Committee. London's Wild Spaces | Open meeting |
| 9 June 2022 | Transport Plenary. Commissioner and Mayor attended | Open meeting |
| 23 June 2022 | Mayor's Question Time | Open meeting |

## London Assembly scrutiny
### Quarter 2

| Date | Title | Type of scrutiny |
|------|-------|------------------|
| 29 June 2022 | Transport Committee. London's Bus Network | Open meeting |
| 12 July 2022 | Transport Committee. Proposals for ULEZ Expansion | Open meeting |
| 14 July 2022 | Budget and Performance Committee. Q4, 2021/22 GLA Group Monitoring Reports | Open meeting |
| 21 July 2022 | Mayor's Question Time | Open meeting |
| 6 September 2022 | Transport Committee. Shared Mobility | Open meeting |

The London Assembly has the opportunity to scrutinise our work

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**Customer Service and Operational
Performance Panel**

**TRANSPORT FOR LONDON**
EVERY JOURNEY MATTERS

**Date:**      **4 October 2022**

**Item:**      **Enterprise Risk Update – Asset Condition Unable to
Support TfL Outcomes (ER12)**

---

**This paper will be considered in public**

## 1      Summary

1.1      As part of TfL's risk management process, the Panel oversees the "Asset
condition unable to support TfL outcomes" (Enterprise Risk 12). This risk applies
to all TfL operational assets and reflects our ambition to develop and embed,
where appropriate, standardised asset management practices.

1.2      This paper provides an update on how TfL manages the risk across its business
units.

1.3      A paper is included on the Part 2 agenda which contains supplementary
information that is exempt from publication by virtue of paragraph 3 of Schedule
12A of the Local Government Act 1972 in that it contains information relating to
the business affairs of TfL.

## 2      Recommendation

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

**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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**Customer Service and Operational Performance Panel**

**TRANSPORT FOR LONDON**
EVERY JOURNEY MATTERS

**Date:** 4 October 2022

**Item:** Members' Suggestions for Future Discussion Items

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**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

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# 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 (Director), IDP (Investment Delivery Planning), CPOS (Compliance, Policing, Operations and Security)

| Standing Items | | |
|---|---|---|
| Quarterly Customer Services and Operational Performance Report | MD CCT/MD LU/MD ST | |

| 6 December 2022 | | |
|---|---|---|
| Assisted Transport Services Update | CCSO | Every six months |
| Bus Action Plan Update | COO | Update |
| Chronic Fare Evasion, Offender Management and Work-Related Violence | D CPOS | Update |
| Future Step-free Access Priorities | COO / D City Planning | Update |
| TfL International Benchmarking Report | CCSO | Annual |
| Enterprise Risk Update - Disparity leading to unequal or unfair outcomes (ER11) | D Diversity and Inclusion | Annual |

| 8 March 2023 | | |
|---|---|---|
| Strategy on Electrified Travel | CCSO | Update |
| Winning Back Our Customers | CCSO | Update |
| Cycling Action Plan Update | D City Planning / CCSO | Annual |
| Enterprise Risk Update - Loss of Stakeholder Trust (ER06) | D Communications and Corporate Affairs | Annual |
| Enterprise Risk Update - Major Service Disruption (ER03) | 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)
- 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)
- 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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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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