

## Agenda

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

**Date: Tuesday 6 December 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  
Cllr Kieron Williams

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](https://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: Zoe Manzoor, Secretariat Officer; Email: [v. ZoeManzoor@tfl.gov.uk](mailto:ZoeManzoor@tfl.gov.uk).

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

Howard Carter, General Counsel  
Monday 28 November 2022

**Agenda**  
**Customer Service and Operational Performance Panel**  
**Tuesday 6 December 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 4 October 2022**

(Pages 1 - 6)

General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 4 October 2022 and authorise the Chair to sign them.**

**4 Matters Arising and Actions List (Pages 7 - 16)**

General Counsel

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

**5 Quarterly Customer Services and Operational Performance Report - Quarter 2 2022/23 (Pages 17 - 56)**

Interim Chief Operating Officer and Chief Customer and Strategy Officer

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

**6 Deep-dive on TfL's "Care score" (Pages 57 - 70)**

Chief Customer and Strategy Officer

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

**7 Assisted Transport Services Update (Pages 71 - 80)**

Interim Chief Operating Officer and Director of Bus Operations

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

**8 Operation London Bridge (Pages 81 - 86)**

Interim Chief Operating Officer and Chief Customer and Strategy Officer

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

**9 Tube Noise (Pages 87 - 102)**

Interim Chief Operating Officer

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

**10 Customer Safety and Security (Pages 103 - 108)**

Director of Security, Policing and Enforcement

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

**11 Members' Suggestions for Future Discussion Items (Pages 109 - 112)**

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.**

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

The Chair will state the reasons for urgency for any item taken.

**13 Date of Next Meeting**

Thursday 9 March 2023 at 10:00am

## Transport for London

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

Conference Rooms 1 and 2, Ground Floor, Palestra,  
197 Blackfriars Road, London, SE1 8NJ  
10.00am, Tuesday 4 October 2022

#### Members

Dr Mee Ling Ng OBE (Chair)  
Marie Pye (Vice-Chair) (via Teams)  
Bronwen Handyside (via Teams)  
Anne McMeel  
Peter Strachan

#### Executive Committee

Howard Carter	General Counsel (via Teams)
Stuart Harvey	Chief Capital Officer
Alex Williams	Interim Chief Customer and Strategy Officer

#### Other Staff

Louise Cheeseman	Director of Buses
Mark Evers	Chief Customer Officer
Zoe Manzoor	Senior Committee Officer
Garry Sterritt	Head of Asset Strategy

### 24/10/22 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Dr Lynn Sloman MBE. Andy Lord, Chief Operating Officer, was also unable to join the meeting. Marie Pye and Bronwen Handyside were attending via Teams and were able to take part in the discussions but were not counted toward the quorum. The meeting was quorate.

The Chair welcomed everyone to the meeting. 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.

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.

## **25/10/22 Declarations of Interest**

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

## **26/10/22 Minutes of the Meeting of the Panel held on 13 July 2022**

**The minutes of the meeting of the Panel held on 13 July 2022 were approved as a correct record and the Chair was authorised to sign them.**

## **27/10/22 Matters Arising and Actions List**

Howard Carter introduced the item, which set out progress against actions agreed at previous meetings of the Panel.

**The Panel noted the Actions List.**

## **28/10/22 Customer Services and Operational Performance Report - Quarter 1, 2022/23**

Alex Williams introduced the paper, which provided the quarterly Customer Service and Operational Performance Report for Quarter 1 of 2022/23 (1 April to 25 June 2022). The period had witnessed a number of key events including industrial action and the Queen's Diamond Jubilee celebrations.

The main highlight of the period was the opening of the Elizabeth line on 24 May 2022 which was operating at a very high level.

Overall, service levels had continued to recover across the network, with strong journey numbers at the weekend, and weekday journeys showing positive signs of recovery. Many services were now nearly operating at pre-coronavirus pandemic levels and had met or had nearly met key targets.

Louise Cheeseman provided a summary of the findings, highlighting the positive outcomes, particularly around: London Underground trips; the Docklands Light Railway departures; cable car availability; the growth in cycle hire; Woolwich Ferry availability; and bus services.

Overall, the customer care matrix score and satisfaction rates for most modes of transport remained relatively stable. The findings showed that complaint numbers and the number of abandoned calls had fallen. Satisfaction scores now slightly exceeded the pre-pandemic score although levels of customer service were at their highest during the pandemic and scores did generally tend to fluctuate, based on the circumstances.

TfL would continue to focus on improving performance against the key indicators, particularly in areas seeing a decline or below target performance. This included working to improve tram services, the London Overground and addressing driver shortage and staff sickness levels, which remained a significant issue.

Work was also underway to develop a customer strategy, with a particular focus on passenger number recovery and on ways of reassuring customers that it was safe to travel after the pandemic, including encouraging use of the TfL Go app to plan journeys.

Members congratulated staff on the management of Operation London Bridge, particularly the close engagement with government departments. They thanked everyone involved for managing the Operation so well and ensuring public safety.

A report on Operation London Bridge, including lessons learnt and sharing of best practice, would be submitted to a future meeting of the Panel.

**[Action: Alex Williams]**

Members discussed the customer care scores and in future reports the line graphs in the Customers section entitled 'TfL cares about its customers' would be in different colours. It was agreed that survey methodology would be provided together with further details of: the demographic profile of customers; their reasons for choices in travelling; and an insight into any potential barriers to use of the network. Further details would also be provided showing details of how the scores for friendly and helpful staff contributed historically to overall customer service scores and the use of this survey data to inform decision-making.

**[Action: Mark Evers]**

Concerns were expressed over the underrepresentation of women across all the metrics, particularly since the pandemic, and it was noted that work was underway to identify the reasons for this and to develop measures to improve the safety of women and girls on the network. The Panel requested further details of how these findings would influence decision-making.

**[Action: Siwan Hayward]**

Alex Williams would provide Peter Strachan with an update detailing progress to deal with peaks in demand in our contact centres, reflecting lessons learnt from the experience of demand surges in the previous year. He would also provide an update to Members regarding contractor staff at contact centres.

**[Action: Alex Williams]**

The Panel requested an update on the performance of the London Overground and tram services, setting out the ongoing work to address performance issues. The Bus Action Plan would be submitted to a future meeting of the Panel, and information on the express bus services would be included.

**[Action: Louise Cheeseman]**

In light of rising Covid-19 infection rates, especially during the winter months, encouraging the use of face coverings on public transport would be considered and Members would receive an update on this.

**[Action: Lilli Matson / Alex Williams]**

Measures to mitigate noise nuisance on the Underground and its impact on customer journey experience would be considered and an update would be provided to the Panel. **[Action: Glynn Barton]**

Initial consideration had been given to the merits of making recent Freedom Pass changes permanent, following the introduction of these changes in summer 2020 on a temporary basis. Alex Williams would provide Bronwen Handyside with details of the timing of the decision on this and how this will be communicated to customers. **[Action: Alex Williams]**

TfL was exploring the impact of new working patterns on ridership, including gathering information from stakeholders, which will help inform future campaigns. An update would be provided to the Panel in due course. **[Action: Alex Williams]**

**The Panel noted the paper.**

### **29/10/22 Enterprise Risk Update – Asset Condition Unable to Support TfL Outcomes (ER12)**

Garry Sterritt introduced the paper and related supplementary information on Part 2 of the agenda, which provided an update on Enterprise Risk 12 - Asset condition Unable to Support TfL Outcomes.

Further consideration would be given to which TfL Committee or Panel would be best placed to scrutinise this risk in the future. **[Action: Howard Carter]**

**The Panel noted the paper.**

### **30/10/22 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the current forward plan for the Panel.. Suggested future agenda items captured during the meeting would be included on the forward plan.

**The Panel noted the forward plan.**

### **31/10/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

### **32/10/22 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Tuesday 6 December 2022 at 10.00am.



### **33/10/22 Exclusion of Press and Public**

**The Chair 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 – Asset Condition Unable to Support TfL Outcomes (ER12).**

The meeting closed at 12.00pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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## Customer Service and Operational Performance Panel



**Date:** 6 December 2022

**Item:** Matters Arising and Actions List

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

#### **1 Summary**

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

#### **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

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## Customer Service and Operational Performance Panel Actions List (Reported to the meeting on 6 December 2022)

Appendix 1

Actions from the meeting held on 4 October 2022

Minute No.	Item/Description	Action By	Target Date	Status Note
28/10/22 (1)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>A report on Operation London Bridge, including lessons learnt and sharing of best practice, would be submitted to a future meeting of the Panel.</p>	Alex Williams	December 2022	<b>Completed:</b> An update is included on the agenda.
28/10/22 (2)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>In future reports the line graphs in the Customers section entitled 'TfL cares about its customers' would be in different colours.</p> <p>Survey methodology would be provided together with further details of: the demographic profile of customers, their reasons for choices in travelling, and an insight into any potential barriers to use of the network</p>	Mark Evers	December 2022	<b>Completed:</b> A Deep Dive report on the TfL Customer Care Matrix is included on the agenda.

Minute No.	Item/Description	Action By	Target Date	Status Note
28/10/22 (2)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>Concerns were expressed over the underrepresentation of women across all the metrics, particularly since the coronavirus pandemic, and it was noted that work was underway to identify the reasons for this and to develop measures to improve the safety of women and girls on the network. The Panel requested further details of how these findings would influence decision making.</p>	Siwan Hayward	December 2022	<b>Completed:</b> An update is included on the agenda.
28/10/22 (3)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>Regarding contact centres, Alex Williams would provide Peter Strachan with an update detailing progress to deal with peaks in demand, reflecting lessons learnt from the experience of demand surges in the previous year. He would also provide an update to Members regarding contractor staff at the contact centres.</p>	Alex Williams	November 2022	<b>Completed:</b> Written note provided to the Panel on 8 November 2022.

Minute No.	Item/Description	Action By	Target Date	Status Note
28/10/22 (4)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>The Panel requested an update on the performance of the London Overground and the tram services, setting out the ongoing work to address performance issues. The Bus Action Plan would be submitted to a future meeting of the Panel (scheduled for March), and information on the express bus services would be included.</p>	Louise Cheeseman	December 2022	<b>Completed:</b> The issue of LO and tram performance will be picked up as part of presentation to the Panel on the Quarterly Customer Services and Operational Performance Report - Quarter 2, 2022/23.
28/10/22 (5)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>In light of rising Covid-19 infection rates, especially during the winter months, encouraging the use of face coverings on public transport would be considered and an update would be provided to Members.</p>	Lilli Matson	November 2022	<b>Completed:</b> This will be picked up as part of updates to the Safety, Sustainability and Human Resources Panel.
28/10/22 (6)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>Measures to mitigate noise nuisance on the Underground and its impact on customer journey experience would be considered and an update would be provided to the Panel.</p>	Glynn Barton	December 2022	<b>Completed:</b> An update is included on the agenda.

Minute No.	Item/Description	Action By	Target Date	Status Note
28/10/22 (7)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>Initial consideration had been given to the merits of making recent Freedom Pass changes permanent, following the introduction of these changes in summer 2020 on a temporary basis. Alex Williams would provide Bronwen Handyside with details of the timing of the decision on this and how this will be communicated to customers.</p>	Alex Williams	February 2023	An update to Bronwen Handyside is pending.
28/10/22 (8)	<p><b>Customer Services and Operational Performance Report - Quarter 1, 2022/23</b></p> <p>TfL was exploring the impact of new working patterns on ridership, including gathering information from stakeholders, which will help inform future campaigns. An update would be provided to the Panel in due course.</p>	Alex Williams	March 2023	A paper is on the Panel's forward plan for the March 2023 meeting.
29/10/22	<p><b>Enterprise Risk Update - Asset Condition Unable to Support TfL Outcomes (ER12)</b></p> <p>Further consideration would be given to which TfL Committee or Panel would be best placed to scrutinise this risk in the future.</p>	Howard Carter	September 2023	<b>Completed:</b> Following the informal risk discussion with the TfL Board and Executive Committee in May 2022, Level 0 Enterprise Risks have been reviewed and updated. This is now a Level 1 risk and will feed into the new Enterprise Risk 6 - Deterioration of Operational Performance which is assigned to this Panel – an annual update will be provided, which is currently expected to be September 2023.



## Actions from previous meetings

Minute No	Item/Description	Action by	Target Date	Status Note
16/07/22	<p><b>Assisted Transport Services (ATS)</b>  <b>Update: refreshed strategy and roadmap</b>                      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.</p>	Louise Cheeseman	December 2022	<b>Completed:</b> An update is included on the agenda.
18/07/22	<p><b>Customer Safety and Security</b>  <b>Update: chronic fare evasion</b>                      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.</p>	Siwan Hayward	March 2023	A paper is on the Panel's forward plan for the March 2023 meeting.

Minute No	Item/Description	Action by	Target Date	Status Note
05/03/22 (2)	<p><b>Customer Services and Operational Performance Report – Quarter 3, 2021/22: Bus Action Plan</b></p> <p>A paper on the Bus Action Plan would be submitted to a future meeting of the Panel.</p>	Louise Cheeseman	March 2023	A paper is on the Panel's forward plan for the March 2023 meeting.
05/03/22 (5)	<p><b>Customer Services and Operational Performance Report – Quarter 3, 2021/22: electrified travel</b></p> <p>Members requested a paper at a future meeting on TfL's strategy on electrified travel, such as e-scooters.</p>	Alex Williams	March 2023	A paper is on the Panel's forward plan for the March 2023 meeting.
06/03/22	<p><b>Enterprise Risk Update – Major Service Disruption (ER3): lessons learned</b></p> <p>A briefing would be provided on the lessons learned and good practice developed in dealing with the coronavirus pandemic.</p>	Glynn Barton	December 2022	<b>Completed:</b> A briefing on lessons learnt from dealing with the coronavirus pandemic will be held after the 6 December 2022 Panel meeting.
31/10/21	<p><b>Customer Services and Operational Performance Report – Quarter 1 2021/22: Data in quarterly reports</b></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>	Alex Williams	Ongoing	<b>Completed:</b> The report is being kept under review to ensure relevant information and insight is provided. The report is structured to ensure we consistently report on data that is available on a quarterly basis, whereas other data sets are collected on a different frequency.
32/10/21	<p><b>Bus Services to London's Hospitals: modal shift survey</b></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.</p>	Bob Blitz	June/July 2023	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.

Minute No	Item/Description	Action by	Target Date	Status Note
	Analysis would be shared at a future meeting of the Panel.			
33/10/21	<p><b>Winning Back Our Customers: key areas of focus</b></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 include differences between inner and outer London.</p>	Alex Williams	March 2023	A paper is on the Panel's forward plan for the March 2023 meeting.
34/10/21	<p><b>Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11): Inclusion Programme briefing</b></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>	Julie Dixon (previously Marcia Williams)	March 2023	<p>A briefing on Action on Inclusion will be offered prior to publication.</p> <p>Separate note: TfL have recently reviewed our Enterprise Risks and where they are reported and managed. Following review, the reporting level of this Enterprise Risk has been adjusted and is now being managed locally.</p>

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## Customer Service and Operational Performance Panel



**Date:** 6 December 2022

**Item:** Customer Services and Operational Performance Report - Quarter 2, 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 2 2022/23, which is appended in the format of a report.

1.2 This report covers the period from 26 June – 17 September 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 2 2022/23

#### List of Background Papers:

None

Contact Officer: Glynn Barton, Chief Operating Officer  
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Contact Officer: Alex Williams, Chief Customer and Strategy Officer  
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# Customer service and operational performance report

Quarter 2 2022/23 (26 June – 17 September 2022)

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In September, we paid our respects to Queen Elizabeth II

# Introduction

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

We put customers at the heart of everything we do. We are committed to listening to them and are 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.

This quarter included the extreme hot weather in the summer and several days of industrial action, which is reflected in our customer care scores. Real-time information and ensuring customers are kept up to date has been essential during these periods of disruption, and we encourage customers to use our digital channels such as TfL Go.

The funding agreement reached with Government until March 2024 provides us with certainty as we continue to support London's recovery from the coronavirus pandemic. We continue to see passenger figures increase as we offer a safe, affordable, sustainable and inclusive way to travel around the city. During this quarter, there were events including the Notting Hill Carnival, which also contributed to increased passenger journeys.

As we mourned the passing of Queen Elizabeth II, the state funeral was one of the biggest events the capital has ever witnessed. We are incredibly proud of our colleagues who worked so tirelessly to do everything they could to ensure Londoners and visitors could pay their respects and welcome His Majesty The King.

**Glynn Barton**  
Chief Operating Officer

**Alex Williams**  
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 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.

### IFS Cloud Cable Car and Woolwich Ferry availability

The London Cable Car is sponsored by technology company IFS for a minimum of two years and is called the IFS Cloud Cable Car. The two cable car terminals have been renamed IFS Cloud Greenwich Peninsula and IFS Cloud Royal Docks. The rebranding from the previous sponsor completed in October 2022. This measure shows the scheduled hours/minutes minus the time when these services are 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 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 I 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-coronavirus 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 coronavirus 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
<b>Operations</b>				
Passenger journeys – London Underground, Buses, London Overground, Trams, DLR, Elizabeth line (millions)	1,430.63	1,440.94	3,235	3,263
Bus journey time (minutes)	33.0	33.1	33.5	33.5
London Underground trips operated against schedule (%)	89.6	90.1	90	90
<b>Customer</b>				
TfL cares about its customers (%)	54	57	55	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

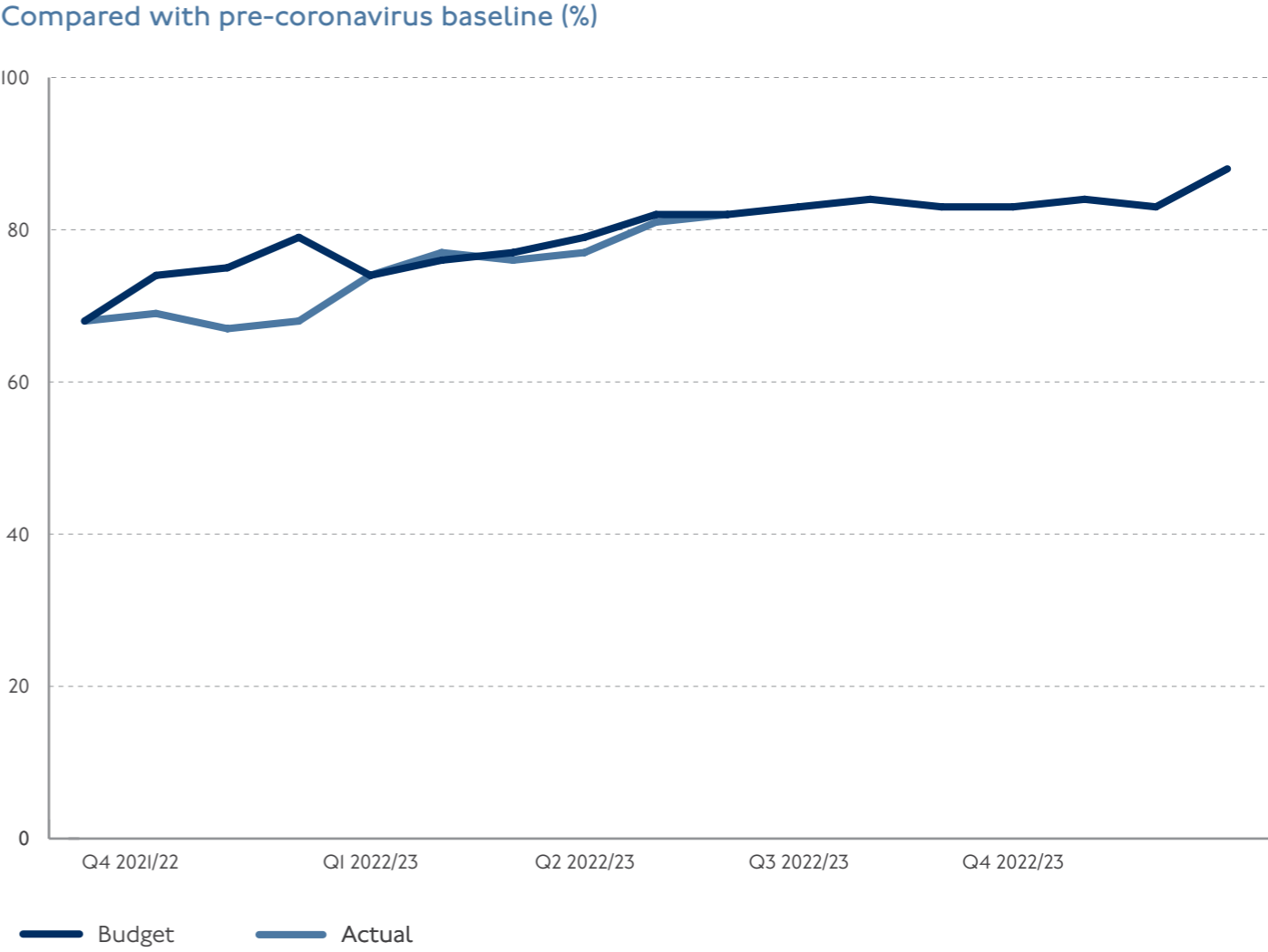
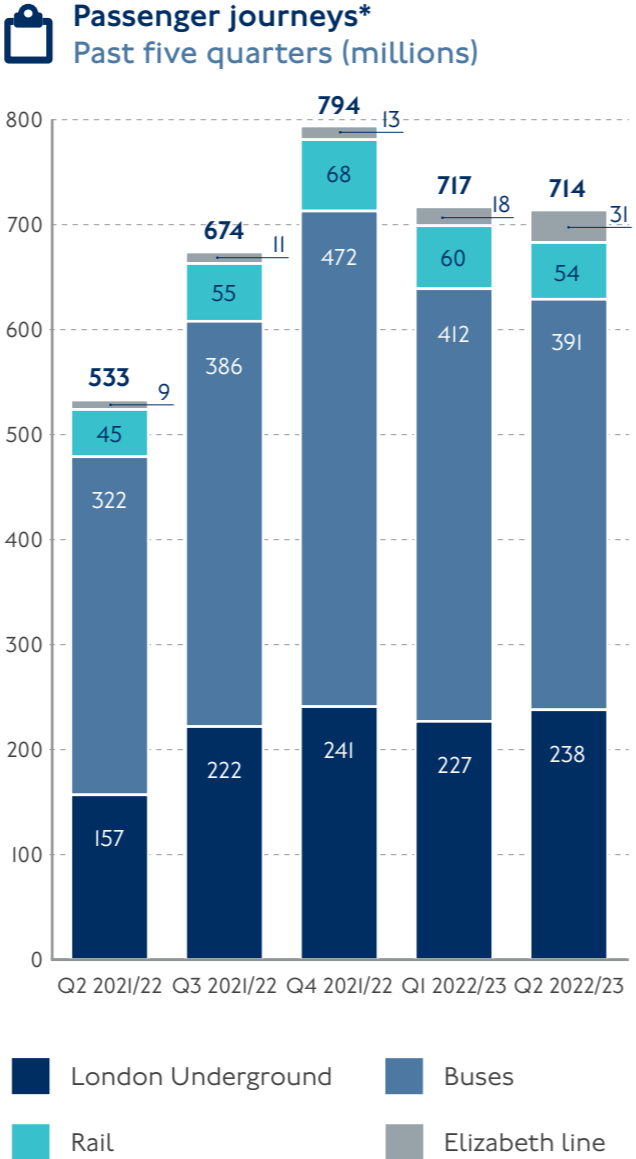


# Passenger journeys

Passenger journey numbers across the network continue to recover, with around five million journeys a day on weekdays. Night Tube ridership is increasing since the full service resumed in August.

Journey numbers are slightly below Budget on the Underground and Buses, impacted by industrial action and Operation London Bridge, the plans that came into effect following the death of Queen Elizabeth II. In the last week of the quarter, demand increased from Wednesday to Saturday as people gathered for the state funeral.

Demand recovery has been strongest at the weekend, due to the resilience of leisure travel, and slightly lower during the weekday morning peak, especially on Mondays and Fridays, reflecting changes to commuting patterns since the coronavirus pandemic.

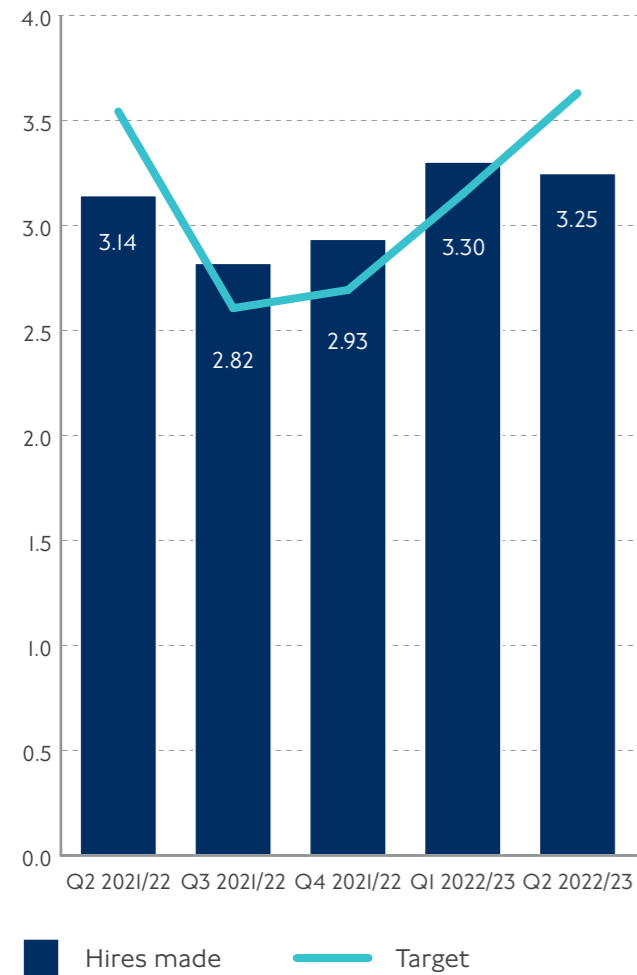


Passenger journeys were 82 per cent of pre-coronavirus pandemic levels at the end of Quarter 2, in line with the target of 82 per cent. Passenger numbers were at the highest level since before the start of the coronavirus pandemic. London Underground and Bus demand is now at 81 per cent of pre-pandemic levels, with Rail at 75 per cent.

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

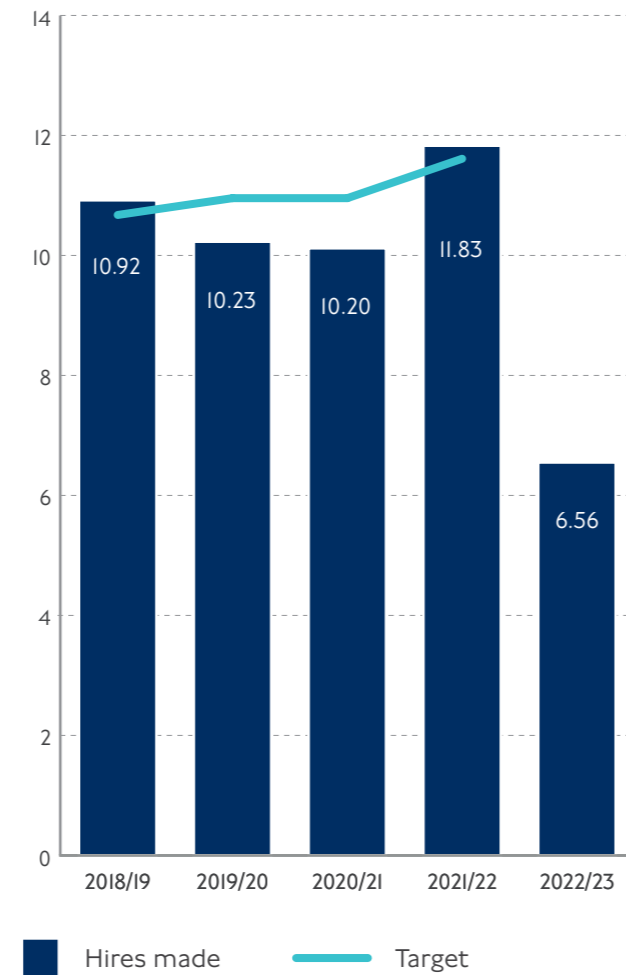
# Santander Cycles – hires made

Hires made  
Past five quarters (millions)



There were 3,250,179 hires this quarter. This was a slight reduction on Quarter 1 but an increase of three per cent on the same quarter last year. Between 10 and 12 September there were no hires due to the system upgrade and preparation for the launch of e-bikes.

Hires made  
Annual trend (year to date)



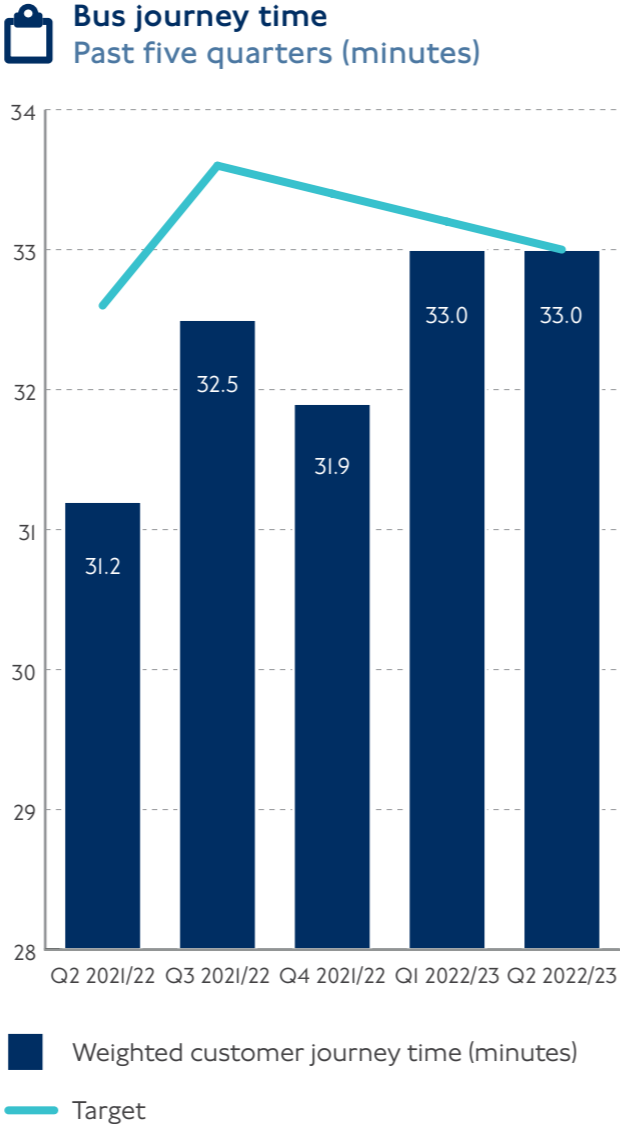
More than 6.5 million hires have taken place so far in 2022/23. This is the highest volume of hires in the first two quarters of the year ever. Hires for 2022/23 are projected to be in line with the record breaking total of 11.8 million set in 2021/22.



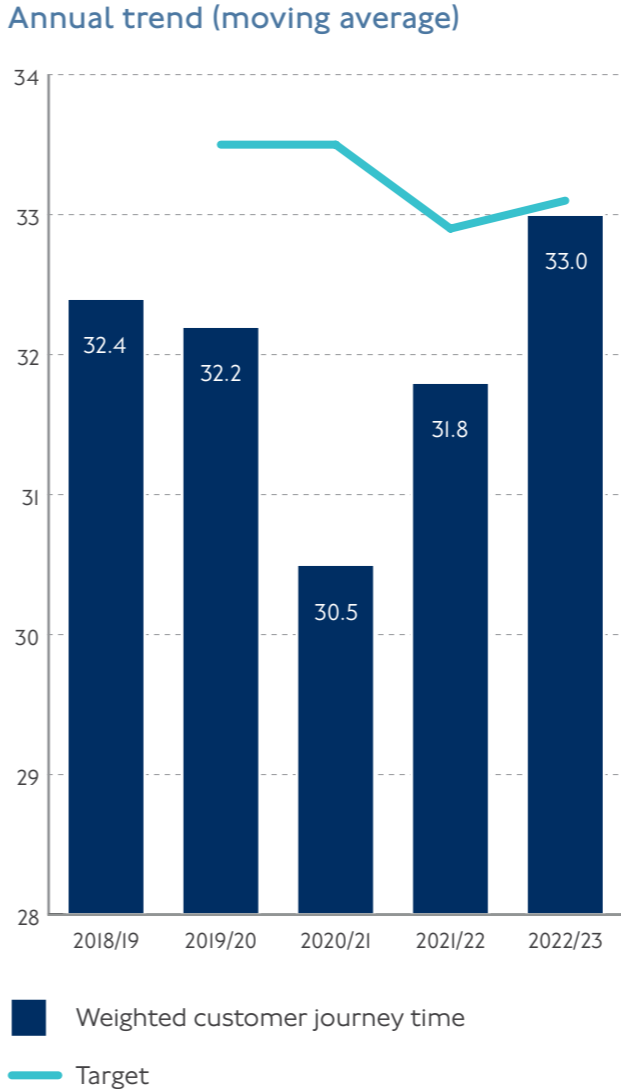
In October, we introduced 500 e-bikes to the cycle hire scheme

# 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 coronavirus pandemic.



Bus journey times continue to be better than target, continuing the trend over the last five quarters. Within the overall performance, there are weeks where journey times have exceeded target, mainly due to staff shortages and congestion.

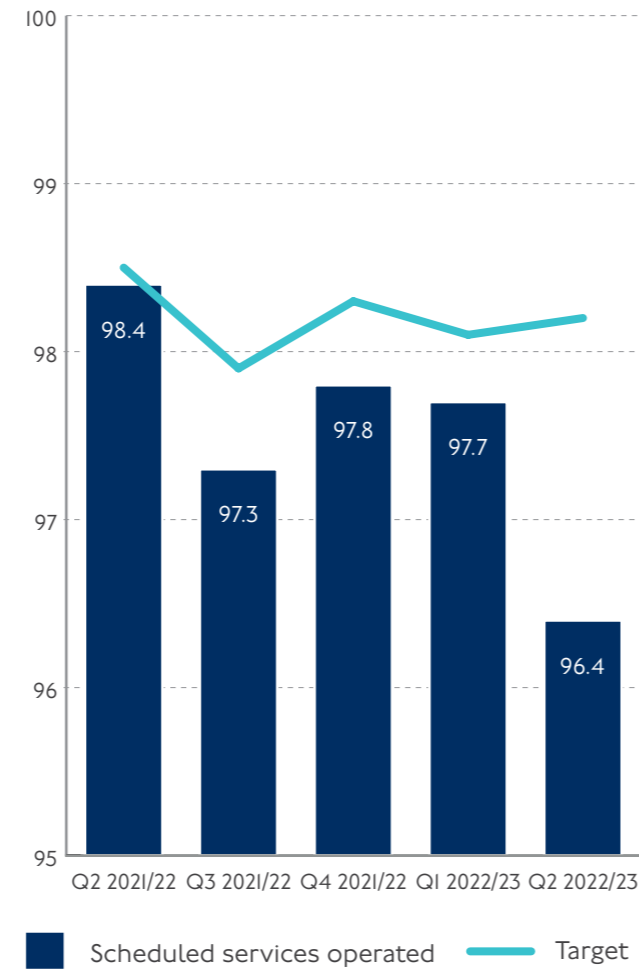


The actual annual bus customer journey time for 2022/23 up to Quarter 2 is at 33.0 minutes, which is slightly better than the year-to-date target of 33.1 minutes. Bus customer journey time in 2022/23 is higher than previous years, partly reflecting the fact that people's travel patterns have changed since 2019/20 and they are now making longer bus journeys.

# Services operated

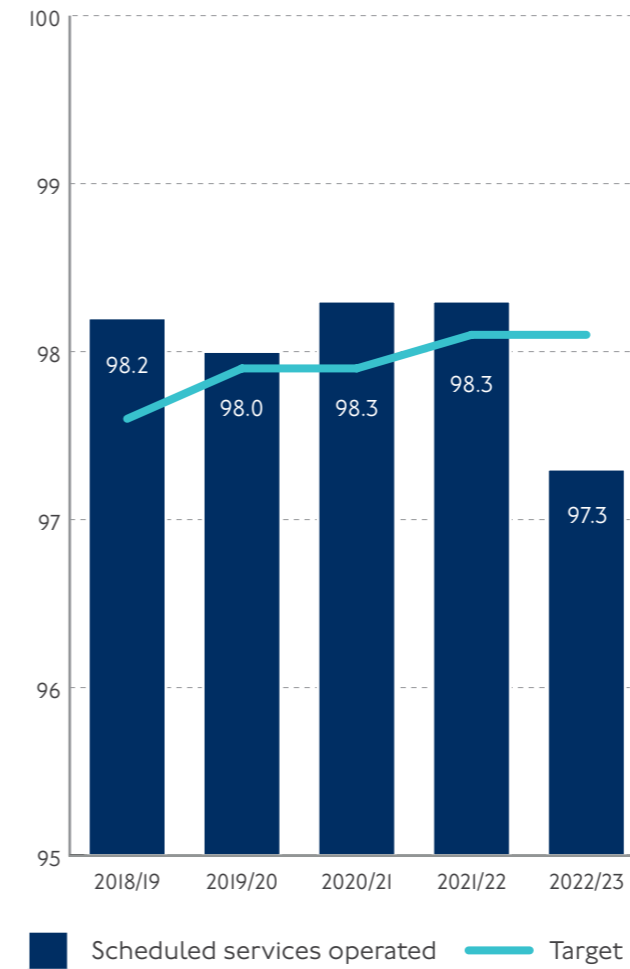
This quarter, a number of factors affected the service level, including extreme hot weather, demands of Operation London Bridge and staff absences.

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



Quarter 2 performance was impacted by very high levels of bus operator staff absences (a mixture of staff sickness and shortage) which currently shows no sign of abating. There was also bus operator strike action. Extreme high temperatures in the middle of the quarter increased mechanical losses, while traffic losses were impacted by several rail strikes.

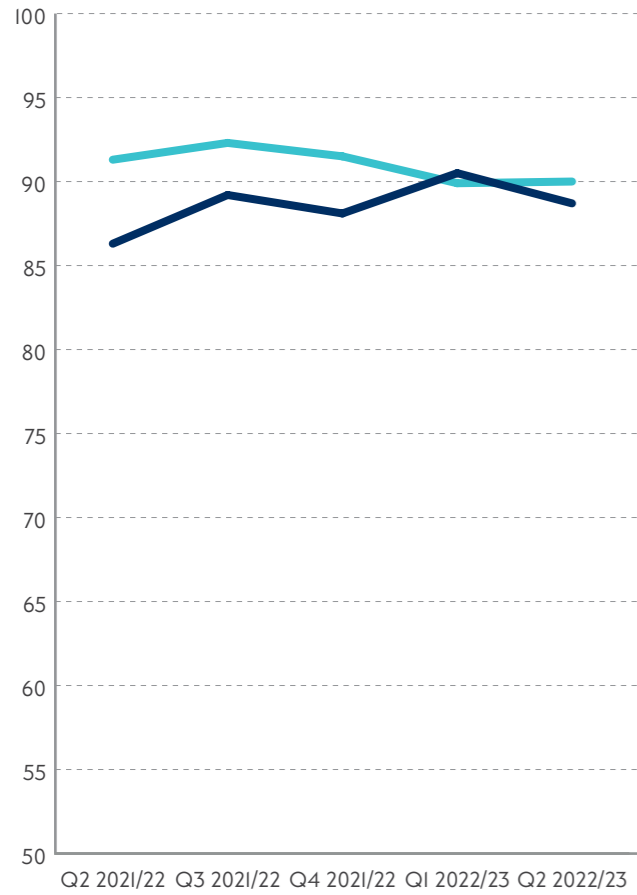
**Annual trend (moving average)**



The past four quarters have been impacted by bus operator strike action, fuel queue disruption, Underground and National Rail strikes and much higher than normal staff absences due to both driver sickness and shortages. Traffic disruption has typically been lower than the pre-coronavirus pandemic base, but recent data suggests this is now beginning to increase.



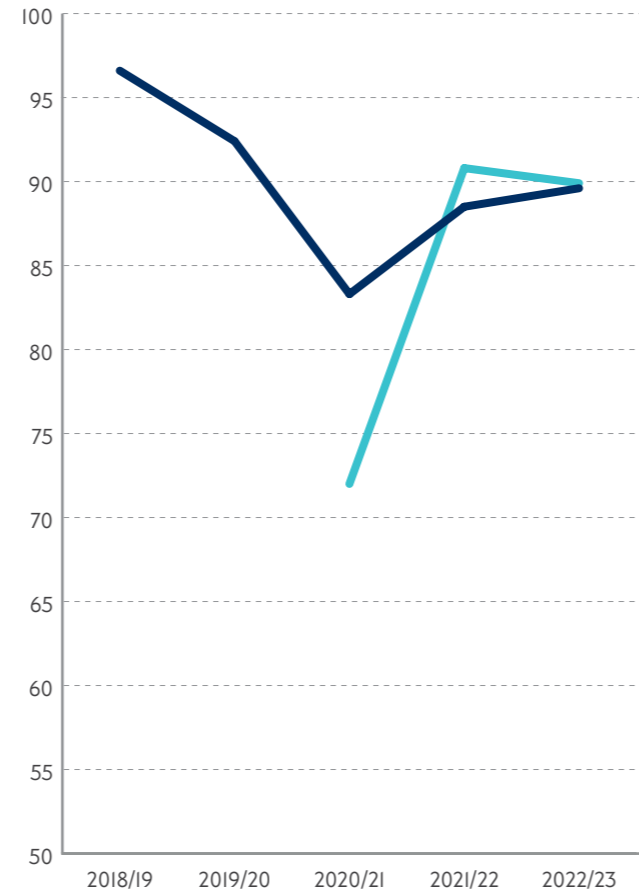
**London Underground trips operated, against schedule**  
Past five quarters (%)



Trips operated, against schedule Target

After a strong start to 2022/23, Services Operated fell to 89.6 per cent in Quarter 2. Key drivers included extreme heat, specifically on 19 July when only 55 per cent of services operated. Train operator availability remains an issue but improved during September. However, its effect on overall performance was offset by reduced fleet availability on the Jubilee and District lines. Despite the increased demand during Operation London Bridge, we were able to offer a good level of service.

**Annual trend**

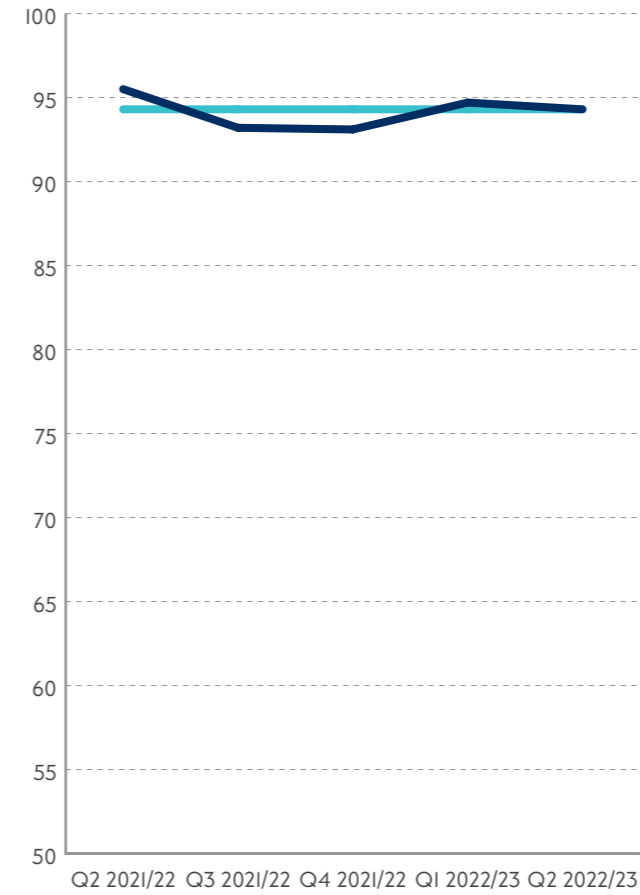


Trips operated, against schedule Target

Despite the dip in Quarter 2, the percentage of service operated in the year to date remains higher than the past two financial years. Since the end of Quarter 2, performance has improved, indicating that we will achieve our full-year target.

Night Tube services restarted on the Northern line on 2 July, and on the Piccadilly line on 29 July.

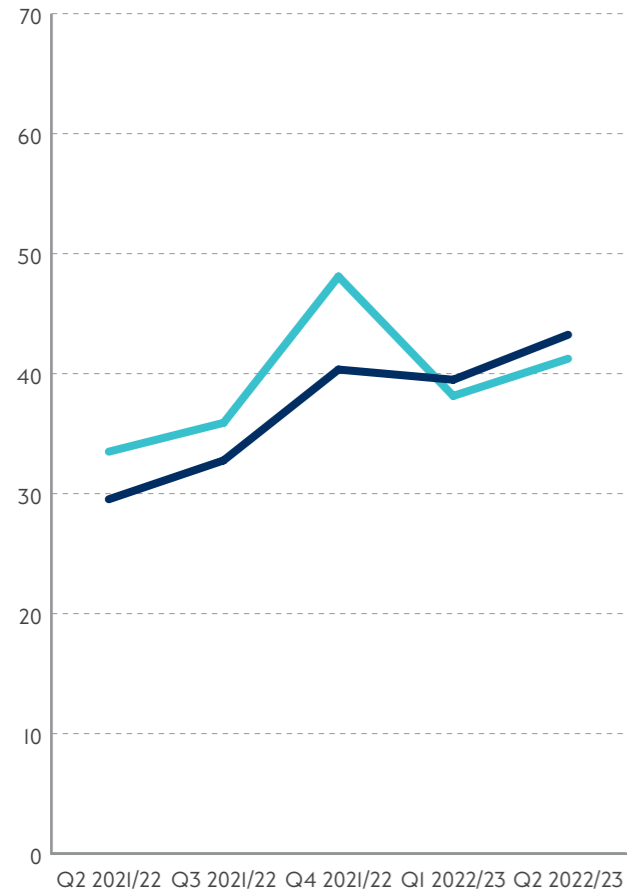
**Elizabeth line public performance measure**  
Past five quarters (%)



Public performance Target

This quarter the Elizabeth line delivered a better-than-target public performance measure of 94.3 per cent. At route level, the Western Section recorded 90.5 per cent, the Central Operating Section 95.9 per cent and the Eastern Section 95.5 per cent.

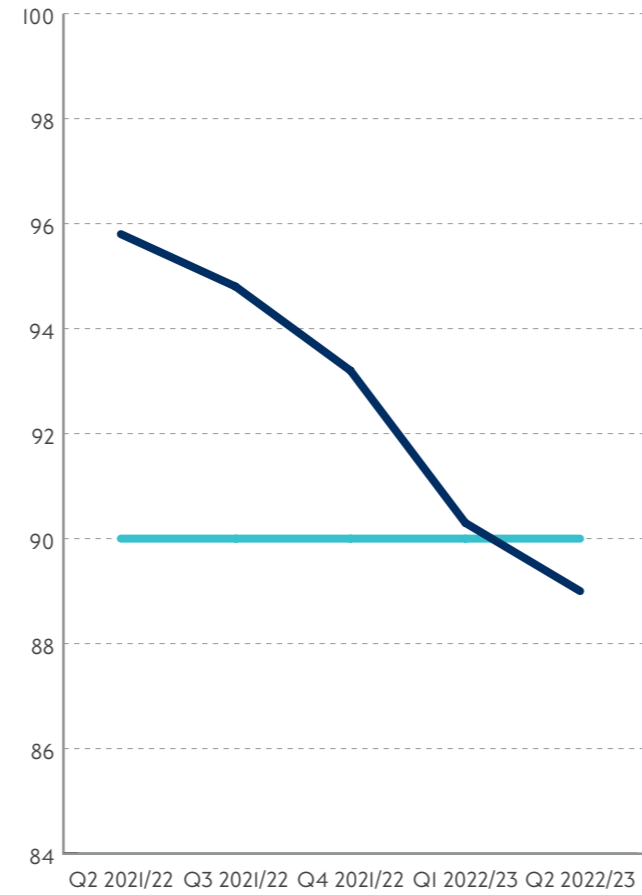
**Victoria Coach Station departures**  
Annual trend (moving average, thousands)



Departures Target

Victoria Coach Station (VCS) continues to show growth in departure numbers following closure due to the coronavirus pandemic, with increases projected in Quarters 3 and 4 2022/23. In 2021/22 there were 118,000 domestic and international accessible departures (2020/21 40,000) and 11 million passenger movements (2020/21 2 million) through the site. Domestic, foreign and tour operators continue to rebuild their operations to enable UK and wider market growth, which VCS continues to support.

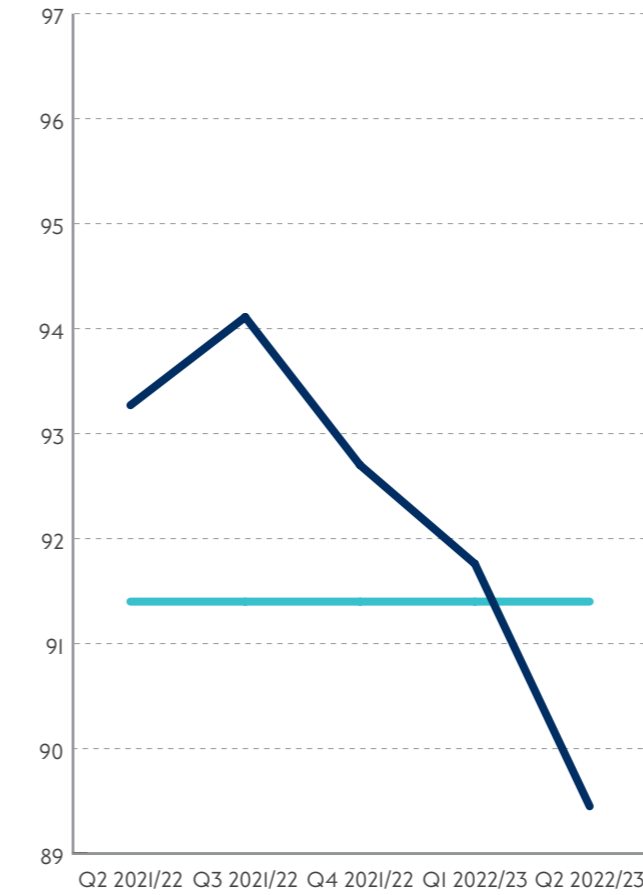
**Dial-a-Ride trip requests scheduled**  
Past five quarters (%)



Trip requests Target

Trip requests scheduled slipped just under the 90 per cent target. The largest factor in this was the collapse of Hackney Community Transport (HCT), which reduced capacity in some areas significantly. We have taken on the HCT drivers through the TUPE process, and the service is currently meeting its target.

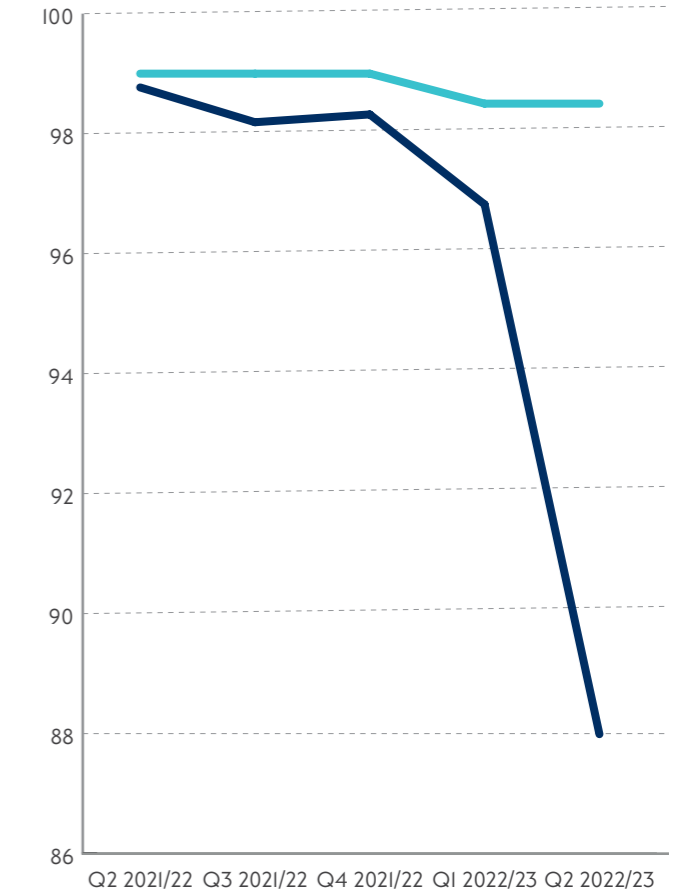
**London Overground time to three**  
Past five quarters (%)



Time to three Target

London Overground performance was below the 91.4 per cent target. This was a result of industrial action by both the RMT and ASLEF unions, along with reliability on the Class 378 trains in our fleet remaining a challenge. We have also experienced an increase of one-off asset failures on Network Rail infrastructure which have impacted performance.

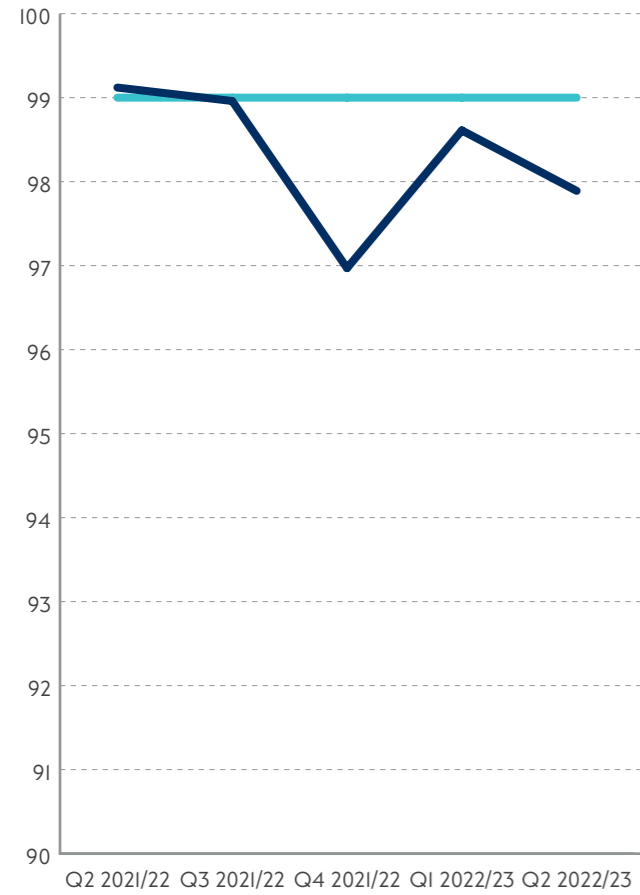
**London Trams scheduled services operated**  
Past five quarters (%)



Scheduled service operated Target

Tram performance was below the 98.5 per cent target. This was attributed to known problems that reduced fleet availability, five days of industrial action, and the impact of extreme hot weather during July that resulted in a temporary emergency timetable being introduced. Despite poor fleet availability, Tram reliability remained stable.

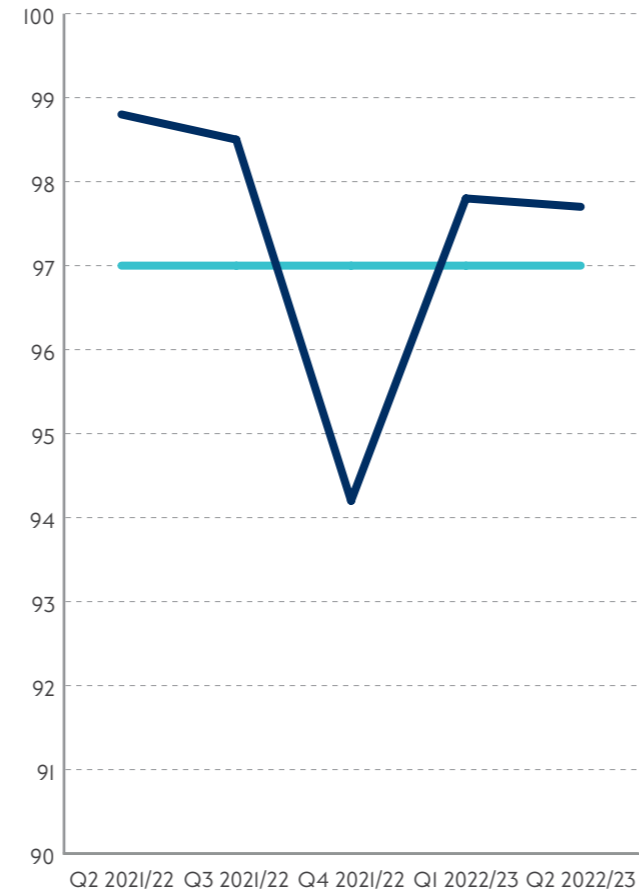
**DLR departures**  
Past five quarters (%)



Departures Target

The DLR was affected by a number of severe disruptions during the quarter. These included damage to the conductor rail, failures of the signalling system and a failure of tunnel ventilation fans at Bank. Industrial action on London Underground also impacted DLR performance, although DLR services were able to operate into Bank for part of the strike day.

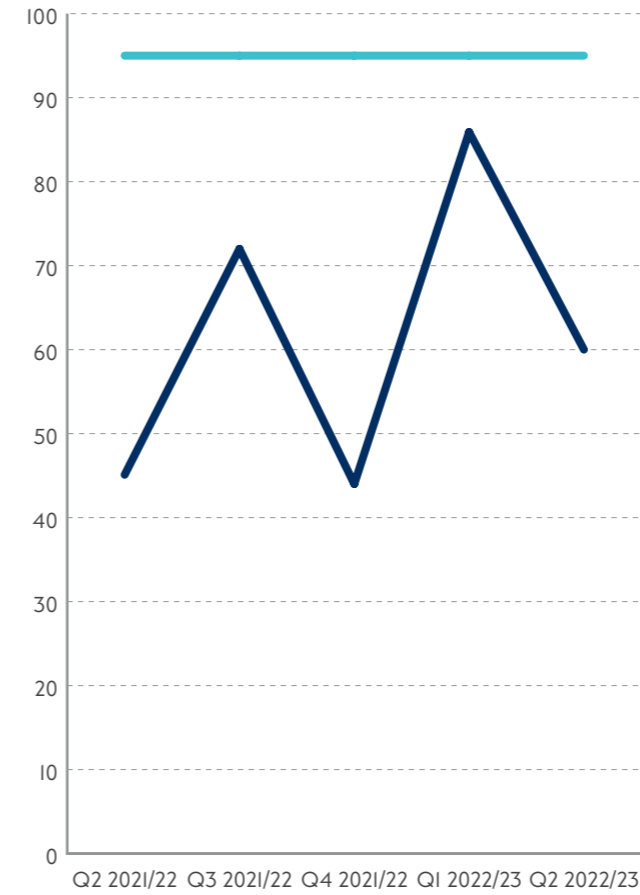
**IFS Cloud Cable Car availability**  
Past five quarters (%)



Availability Target

Cable car availability remains above target at 97.7 per cent, but slightly lower than 98.8 per cent for the same quarter in 2021/22. Downtime this quarter was mainly due to the extreme hot weather in July.

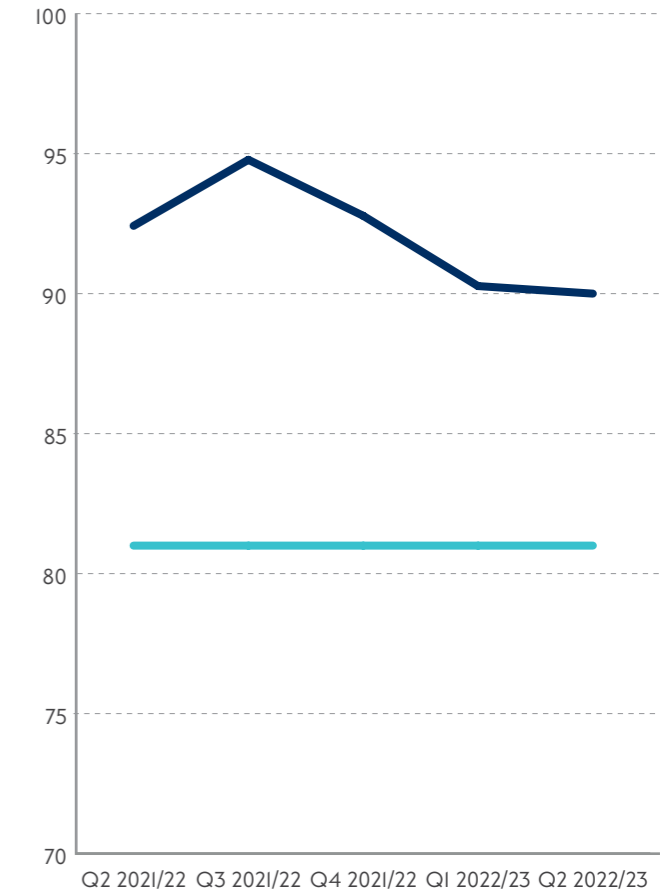
**Woolwich Ferry availability**  
Past five quarters (%)



Availability Target

Woolwich Ferry availability was 60 per cent this quarter, compared to 45.1 per cent for the same quarter last year. This was due to industrial action, which meant we only ran a restricted one-boat scheduled service.

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



Docking station availability Target

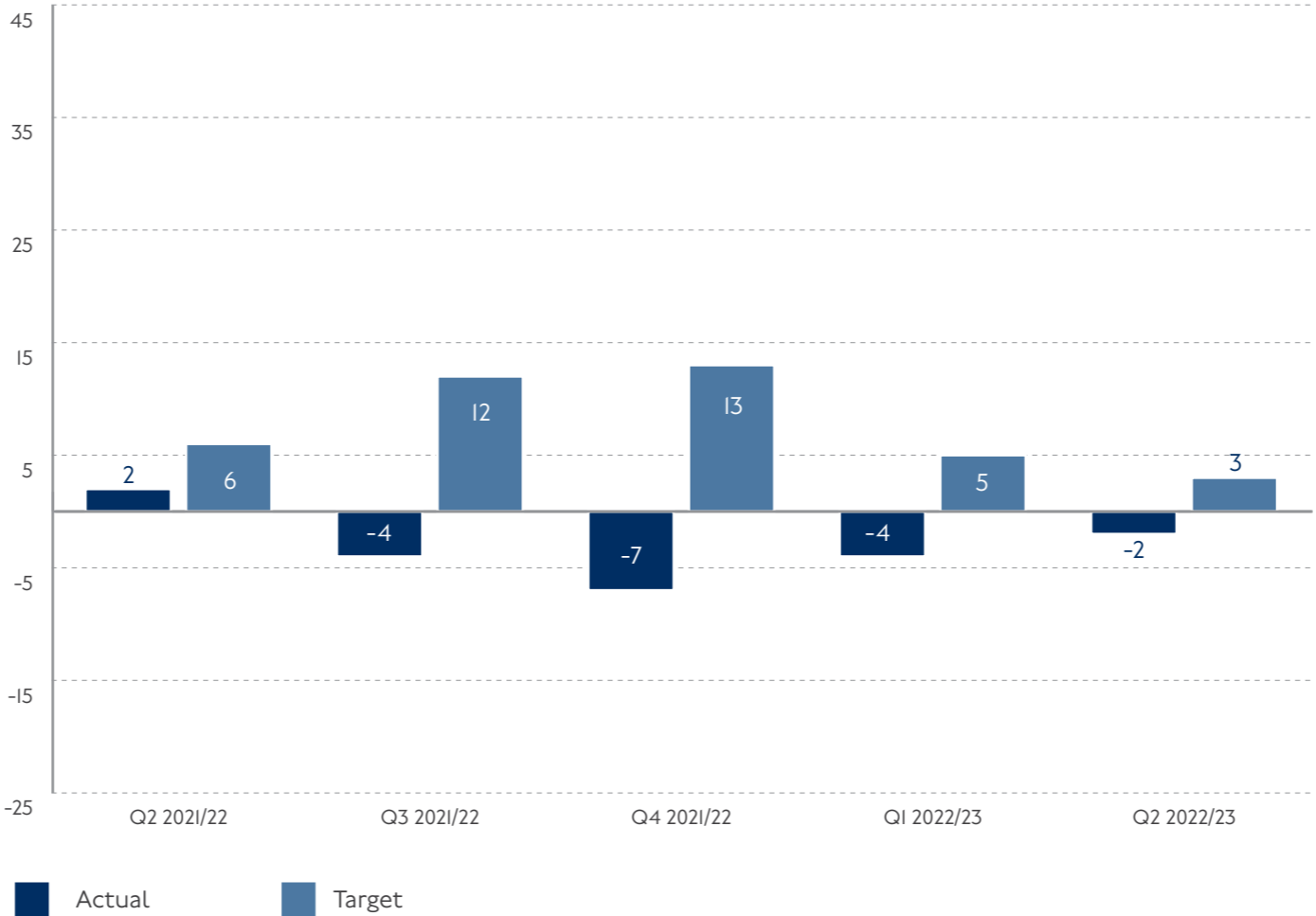
Availability of bikes and empty docking points at docking stations remains high, with an average availability of 90 per cent this quarter. This is a slight reduction compared to Quarter 2 last year, which saw availability of 92.42 per cent. It is however well above the contractual target of 81 per cent, which we work with our scheme operator to achieve.

# Roads and traffic

Traffic flow on our roads remains below 2019 (pre-coronavirus pandemic) levels. This reflects both changes in the patterns of demand and also more recent impacts from higher fuel prices.

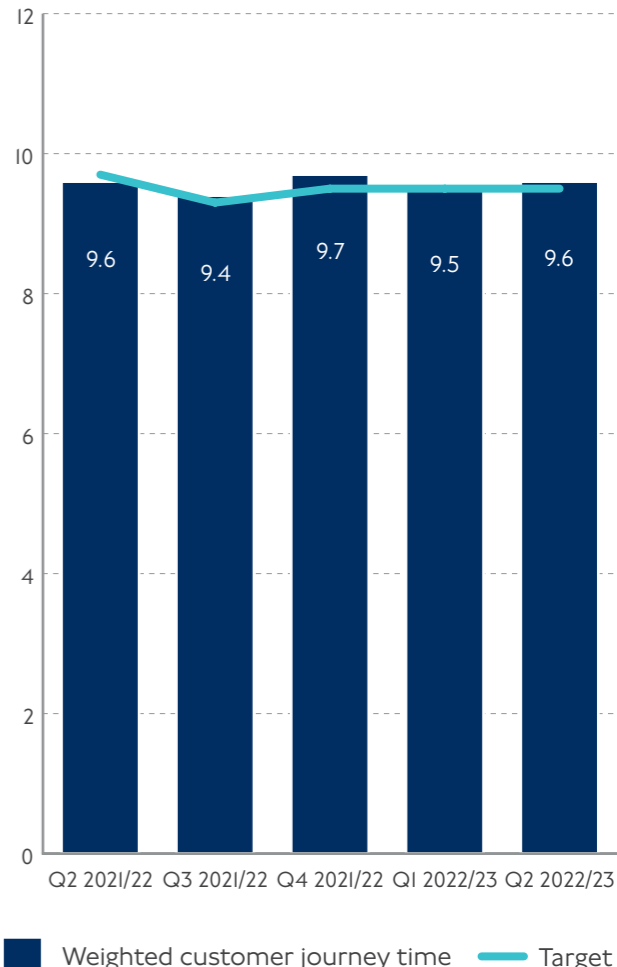
As a result, road disruption remains below 2019 levels, and below forecast, which assumed flow levels would have returned to above 2019 levels by now.

**Road disruption**  
Past five quarters (%)



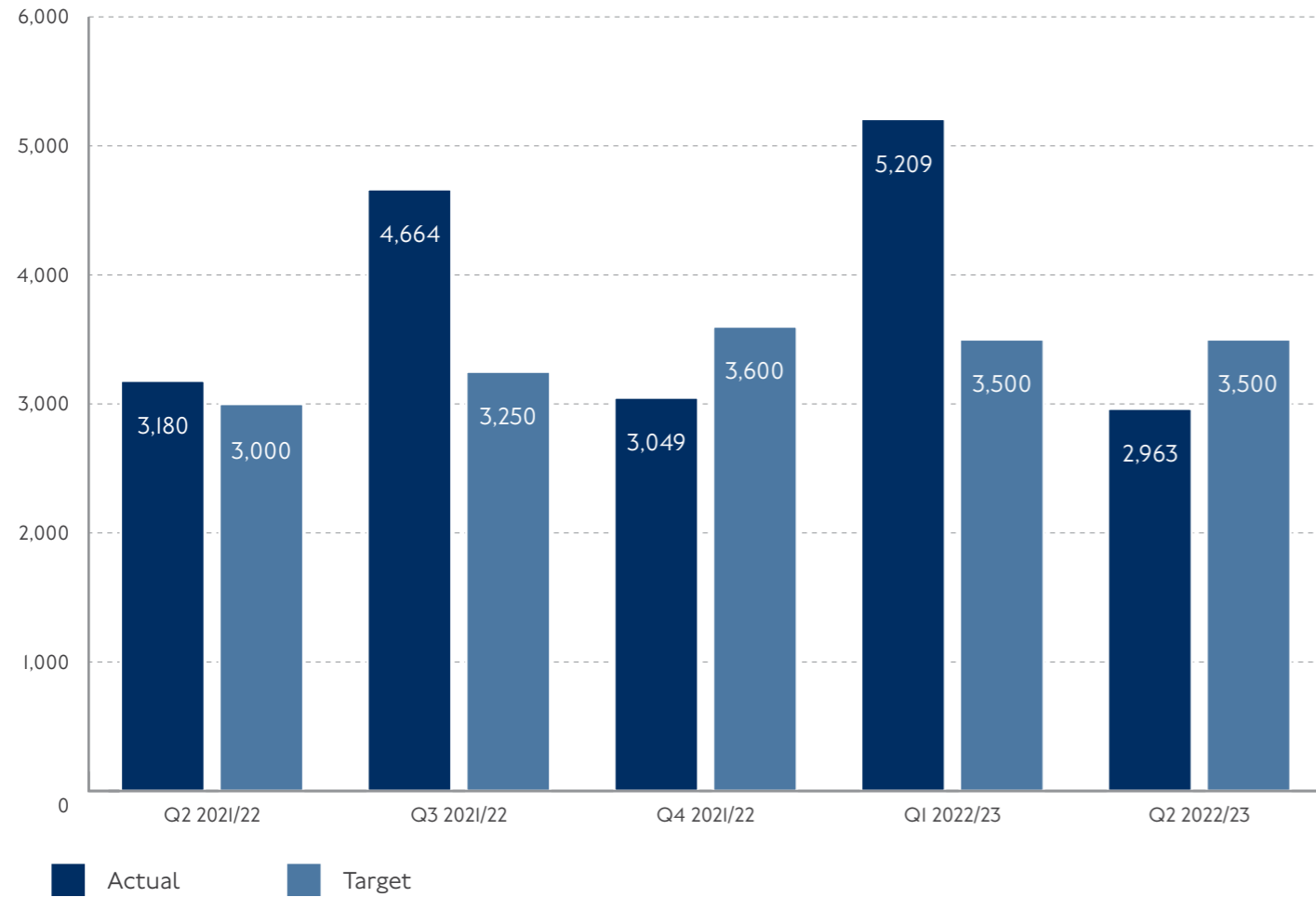
Individual disruptive incidents and events continue to lead to some variability in disruption levels, with recent London Underground and Network Rail strikes and disruptive roadworks both having an impact within Quarter 2, along with the impacts of delivering the state funeral of Queen Elizabeth II on traffic in Central London.

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



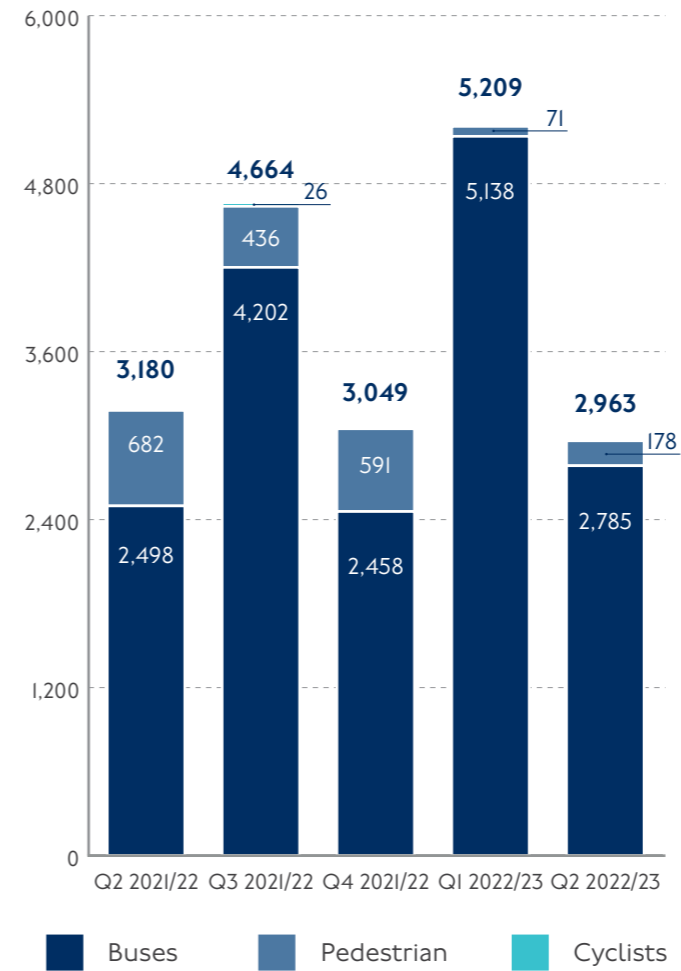
Average bus speed has remained higher than the pre-coronavirus pandemic base throughout the past five quarters, which have seen lower passenger volumes and lower levels of general traffic disruption. Typical seasonal variations have been recorded but with the actual speed tracking at two to four per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

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



In Quarter 2, traffic signal time savings were slightly below target, mainly as a result of resources being diverted to deal with major events and incidents, including London Underground and National Rail strikes, and delivery of the state funeral of Queen Elizabeth II. The programme has been rephased so we will not consider the full year target to be at risk.

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



In Quarter 2, we slightly under-delivered against our expected target, mainly as a result of resources being diverted to deal with major events and incidents. However, we have delivered strong savings for bus passengers, saving nearly 3,000 hours per day. In addition, we saved 178 hours per day for pedestrians.

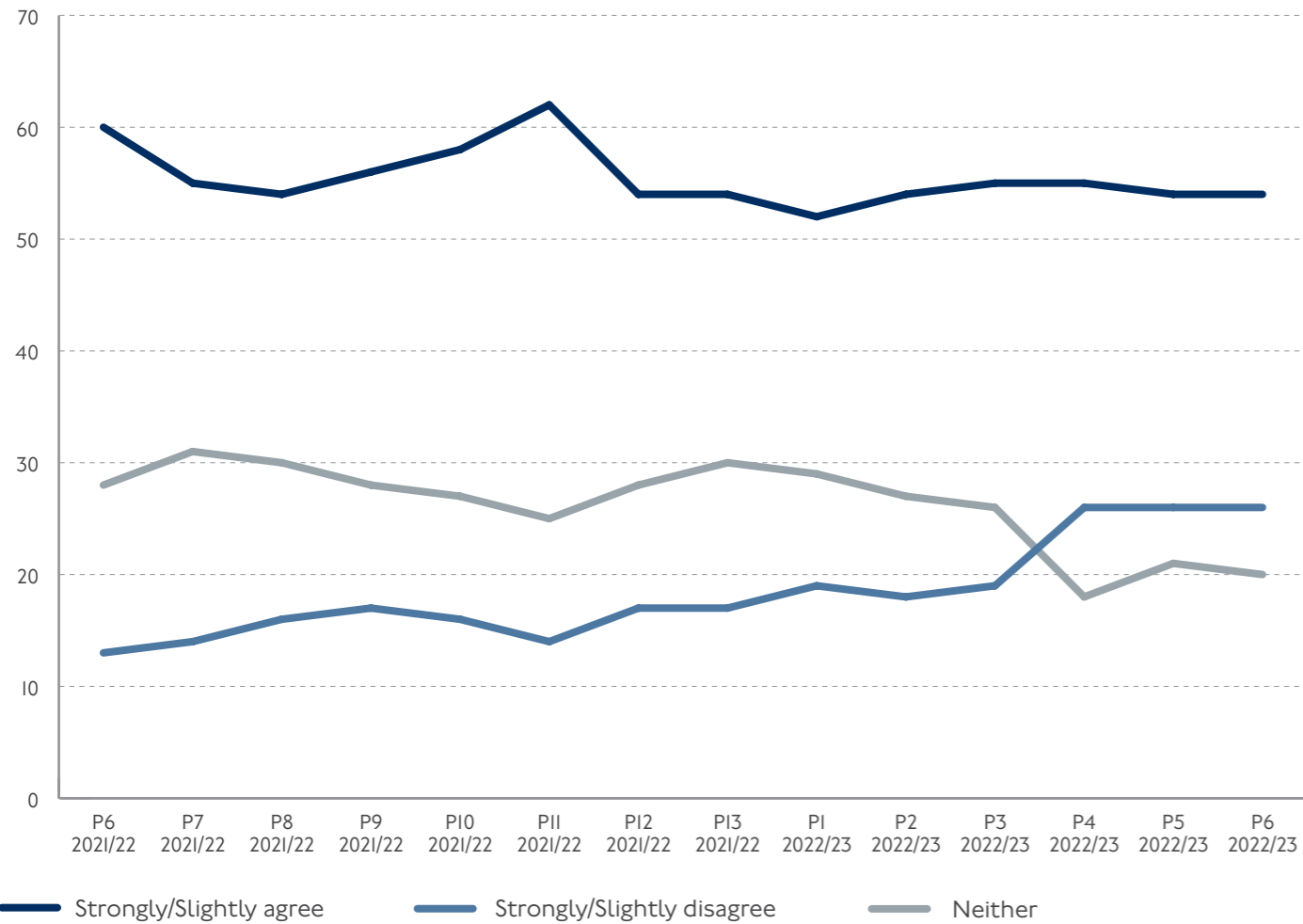
# Customers

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



# TfL cares about its customers

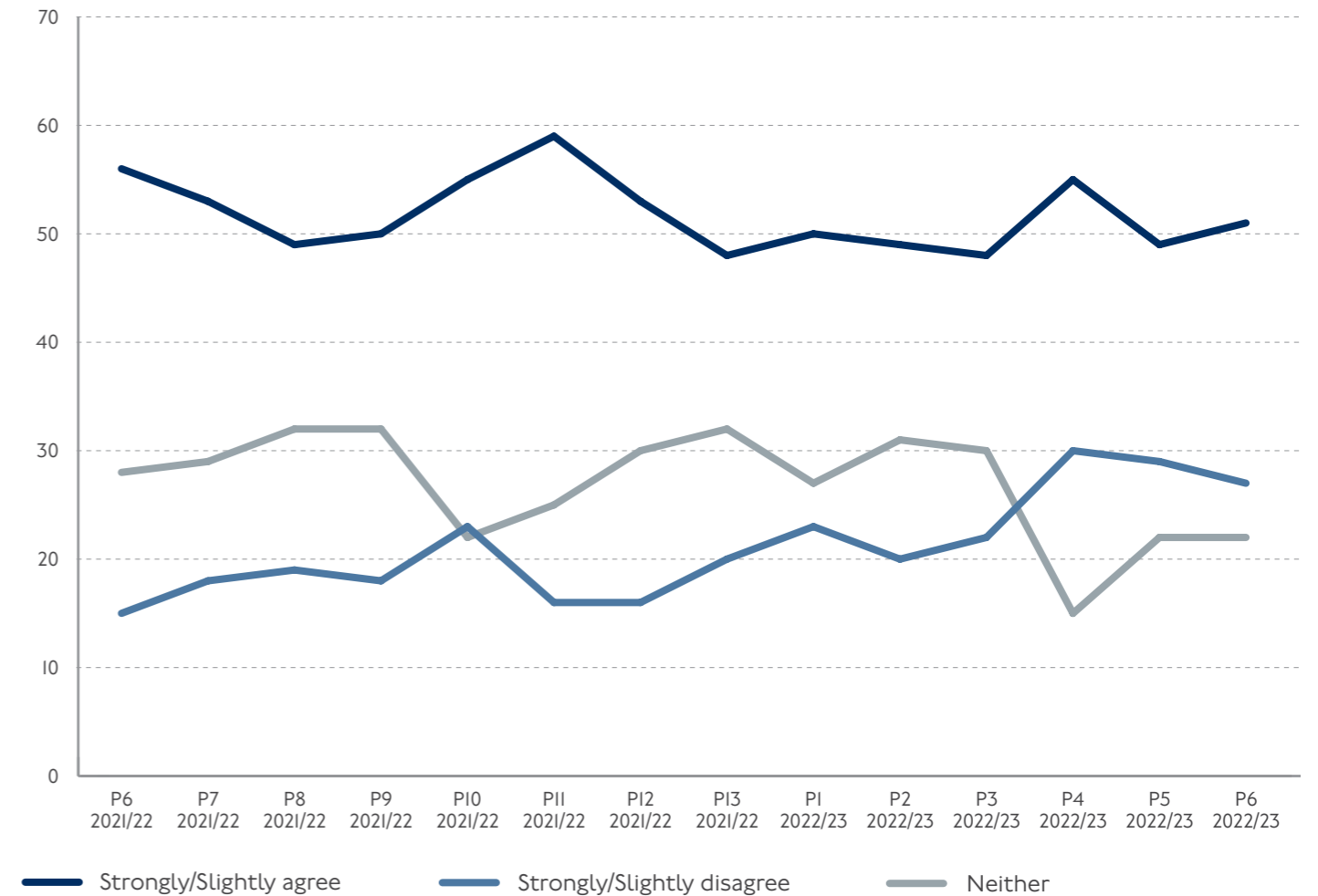
 **All Londoners**  
Agreement, disagreement, neither (%)



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

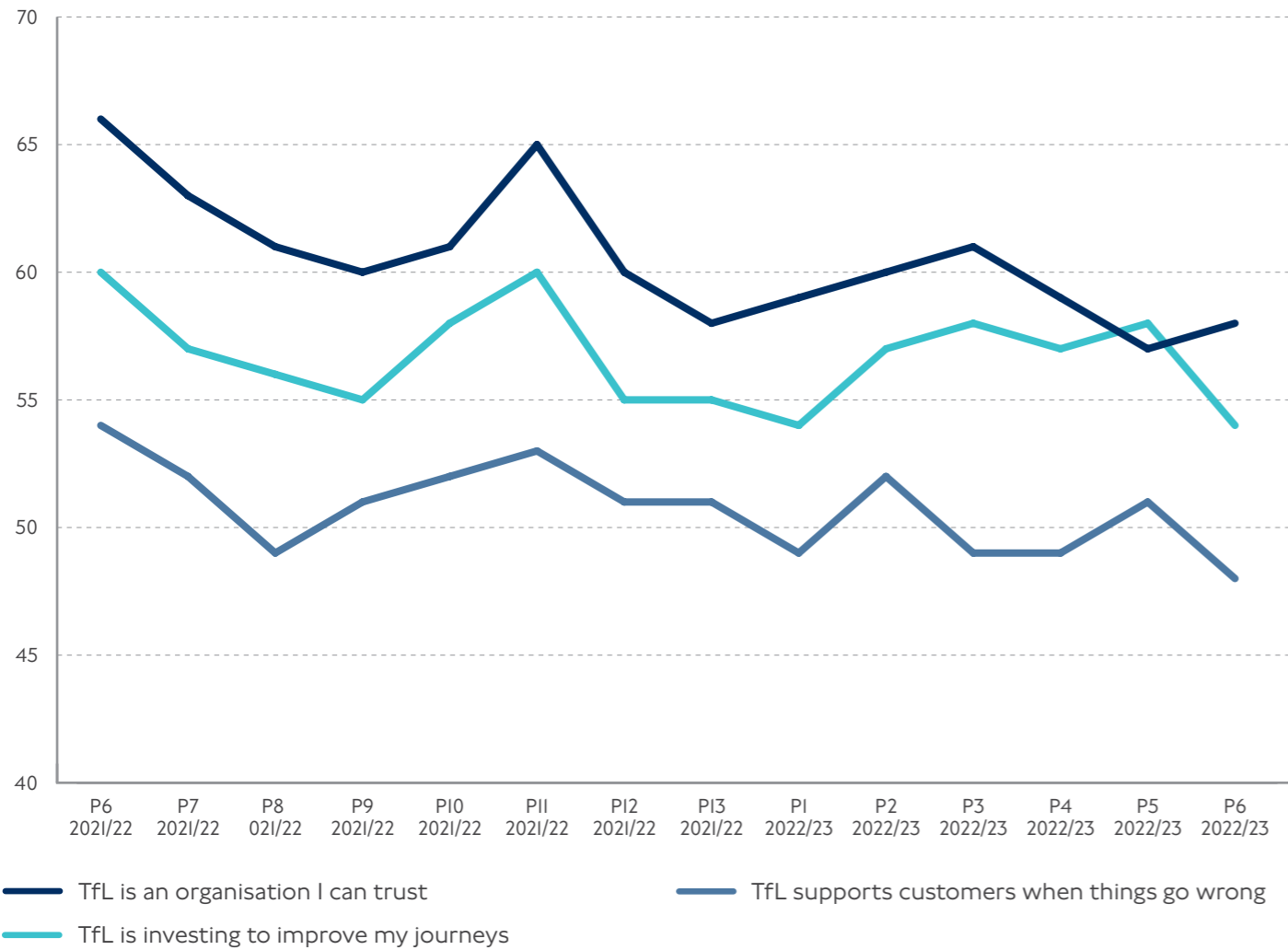
The percentage of Londoners agreeing with the statement 'TfL cares about its customers' is 54 per cent for Quarter 2 2022/23. Our overall score for 2022/23 is 54 per cent agreement, three percentage points below our scorecard target. A number of ongoing factors continue to affect our care score: strike action across our network, speculation surrounding further cuts to services despite reaching a funding settlement, and a busier network compared to last year.

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



The percentage of disabled Londoners agreeing that 'TfL cares about its customers' is 52 percent for Quarter 2 2022/23. Our overall score for 2022/23 to date is 50 percent, two percentage points lower than our 2021/22 score. Disabled Londoners continue to feel less confident to travel than non-disabled Londoners, but the gap is closing gradually.

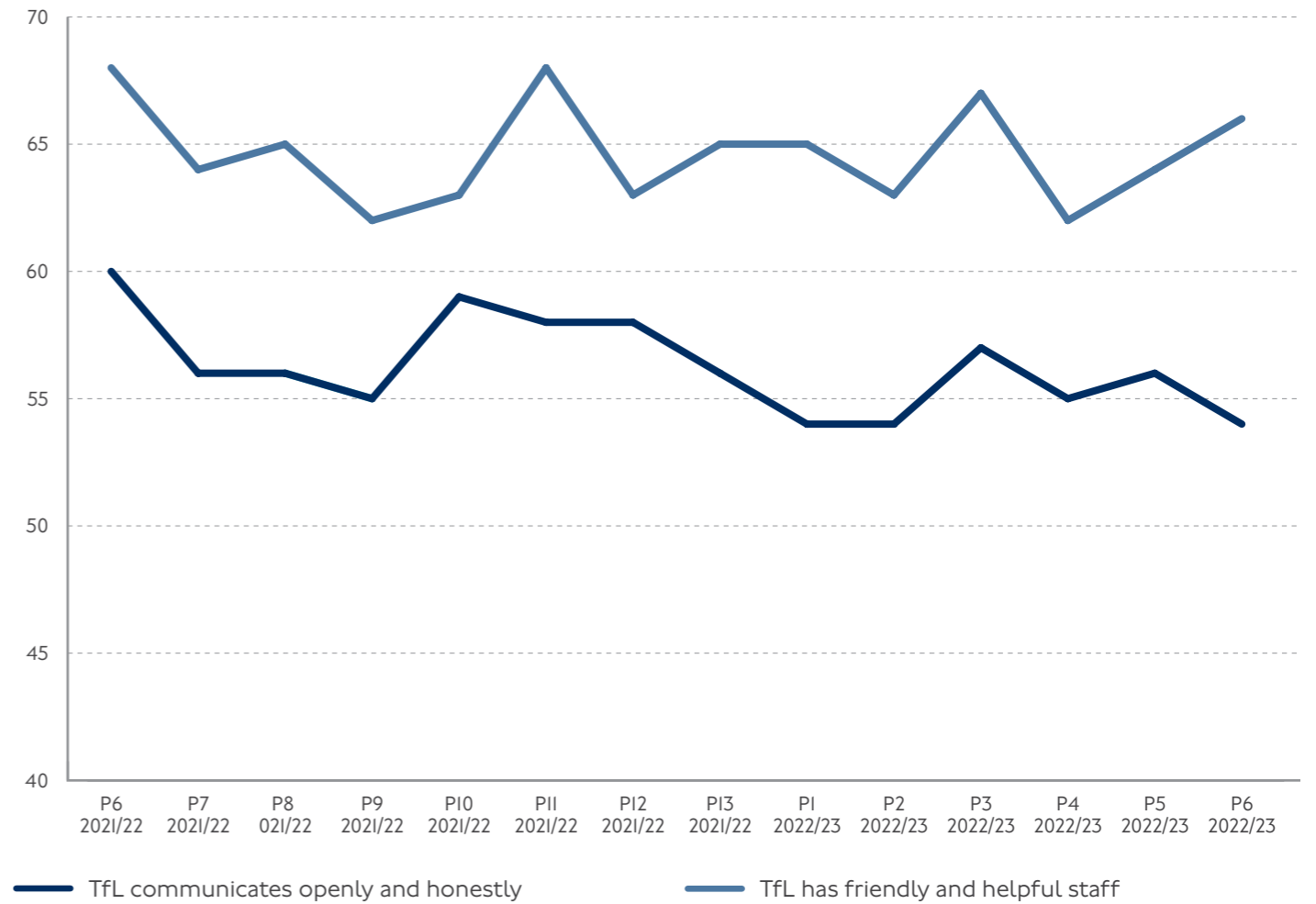
**Key survey questions**  
Agreement (%)



Through analysis, 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 a key focus area for improving customers' experience.

Overall, scores have declined in Quarter 2 2022/23 compared to the first quarter of the year. Over the longer term, metrics remain on a downward trend, moving back towards levels typical of operations before the coronavirus pandemic.

Agreement (%)



This downward trend reflects a significant period of continued uncertainty over a long-term funding deal being reached, as well as transport strikes during this quarter having a negative impact on customer perceptions.

A continued focus on our core operational performance is critical, as well as ensuring that we support customers when services are disrupted.



### Winning back our customers

We continue to ensure that our customers feel safe via a reassuring staff presence, and that the network is clean and well maintained while operating a reliable and efficient service. As a result, confidence to travel has increased in this quarter to 70 per cent (July 2022).

We are running a number of campaigns, including addressing sexual harassment on the network, providing reassurance as we continue to recover from the impact of the coronavirus pandemic, and 'Travel Kind', which focuses on encouraging people to be more aware of those with disabilities on public transport.

Our Public Transport Recovery campaign, launched in July 2022, encourages Londoners to get out in the City with a focus on best value by highlighting daily capping. The campaign targets families and young professionals and runs across TV, radio and outdoor advertising, plus digital channels.

We secured over 100 offers through Business Improvement Districts (BIDs) to provide enhanced local services for our customers. We have seen the strongest recovery at weekends.

Nabbing A Bargain 5

Make unlimited bus trips all day long for £4.95, with our daily bus fare capping.

Do more of what you love.  
Tube it. Bus it. Train it.

#LetsDoLondon

Always use the same card or device when touching in. Daily capping applies to trips completed between 4.30am and 4.29am the following day. Most disabled Londoners are eligible for a disability freedom pass that enables them to free travel on TfL services.

MAYOR OF LONDON

TRANSPORT FOR LONDON  
EVERY JOURNEY MATTERS



Frontline colleagues are a key source of information for customers

# Satisfaction

## Past five quarters Score

	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
London Underground	75	75	76	76	75
London Buses	78	78	78	78	78
DLR	79	77	78	77	78
London Overground	76	76	76	77	77
London Trams*	N/A	76	N/A	N/A	N/A
Elizabeth line	77	76	76	78	83

In Quarter 2, the overall satisfaction for most modes remained relatively stable. Satisfaction with Elizabeth line significantly increased as a result of the opening of the Central Operating Section in May and the associated service and connectivity benefits this provides to our customers.

\* London Trams are not surveyed on Customer Satisfaction Score continually, but once a year in Quarter 3, so N/A is shown for all other quarters

# Calls

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

## General contact centre calls Past five quarters

	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
Telephone calls	535,824	696,500	604,653	514,986	580,593
Calls abandoned (%)*	15.77	22.78	13.02	9.8	14.54
Correspondence	124,263	163,862	198,028	189,111	218,007
Cases closed (%)**	78.75	70.33	68.96	81.12	83.44
Average speed of answer (seconds)	1034	1573	779	366	348

Telephone demand rose 13 per cent compared to Quarter 1 and was eight per cent higher than Quarter 2 of the previous year. Abandoned calls rose by 48 per cent but are still eight per cent lower than last year. These increases are linked to seasonal demand around photocards. The most significant point is the improvement in handling compared to last year's peak, which is highlighted by average speed of answer time being 66 per cent lower than last year.

Correspondence also increased 15 per cent on Quarter 1 and is up 75 per cent on the previous year, driven in the main by the continued recovery from the coronavirus pandemic as well as the seasonal peak. Our productivity has also increased compared to last quarter and year, up three per cent and six per cent respectively.

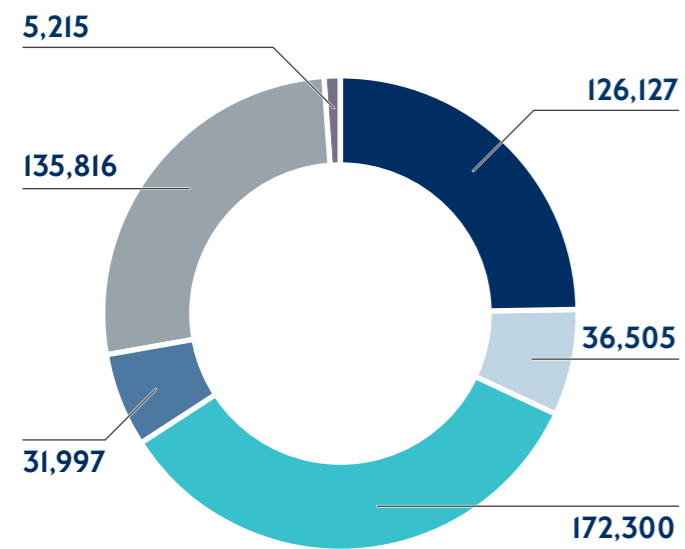
\* Target of 15 per cent or lower

\*\* 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

## 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	1,095,579
Calls abandoned (%)*	10.9	16.2	7.6	16.12	12.32
Correspondence	609,201	757,298	364,778	580,567	407,118
Cases closed (%)**	82.0	78.9	83.4	73.80	82.32

**Calls by subject\***  
This quarter



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

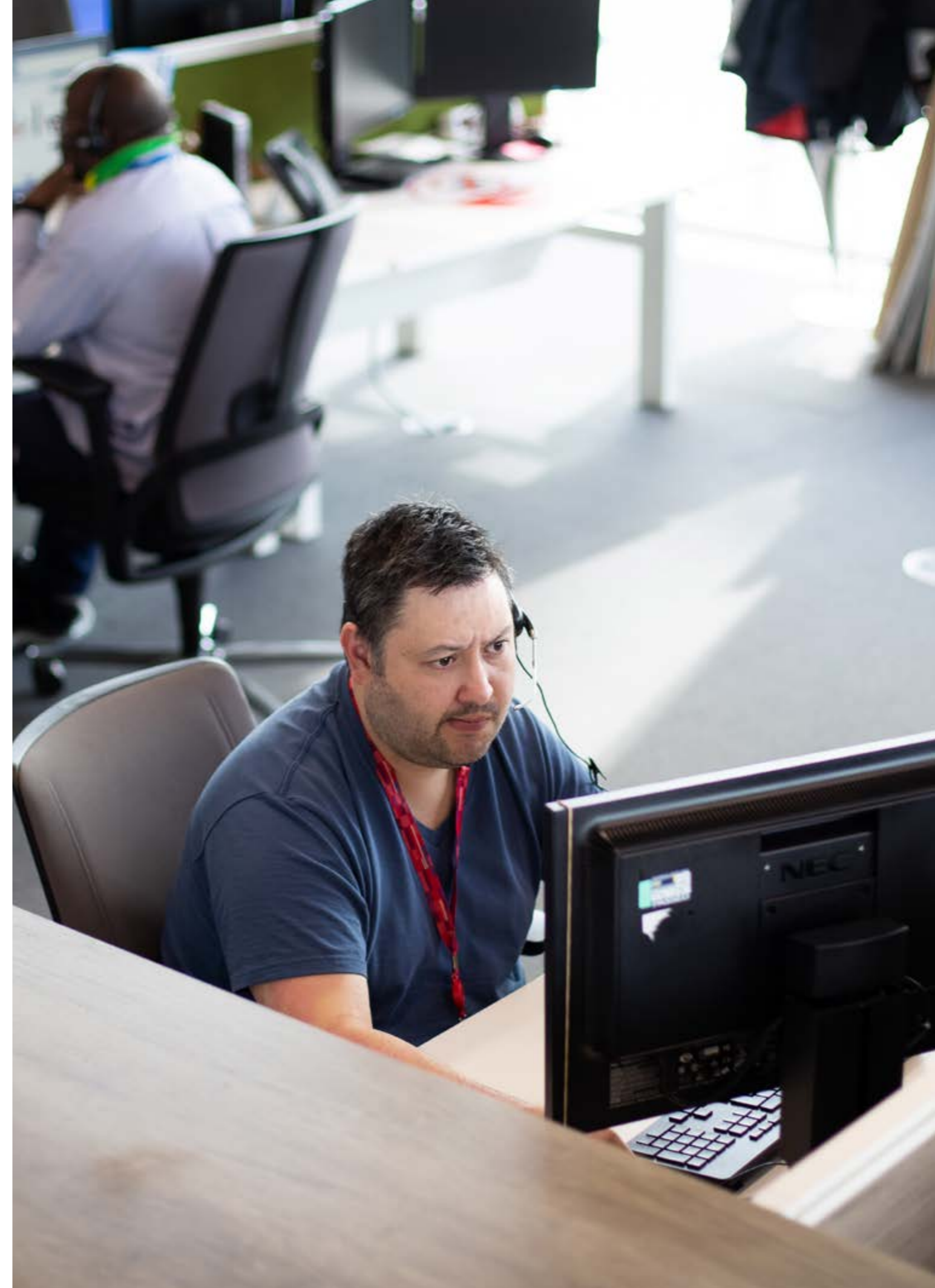
Overall, we have seen a 15 per cent rise compared to last quarter. However, we handled the start of our seasonal peak better than last year, and in line with this, volumes are down five per cent on the same quarter last year.

Contactless demand is up 16 per cent on last quarter, and up 34 per cent on the previous year as passenger numbers continue to recover. Oyster demand also rose on last quarter (up 22 per cent) but is down on last year.

Surface and Rail is up 10 per cent on last quarter, down 15 per cent on last year.

Santander Cycles demand remains strong, up six per cent on last quarter and 20 per cent on the previous year.

\* Surface and Rail comprises London Underground, London Buses, London Overground, IFS Cloud Cable Car, DLR, Elizabeth line, cycling (general), River services, safety and coaches. Other comprises public Help Points, Taxis and private hire, ticketing apps, Sarah Hope Line and street-related calls



Our contact centre staff handle a wide range of customer queries

## Road user charging and ULEZ

### Past five quarters

	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
Calls received	292,501	462,698	559,940	334,393	286,306
Calls answered	279,011	431,969	542,331	328,045	281,449
Calls abandoned (%)	4.6	6.6	3.1	1.9	2.0
Average speed of answer (seconds)	72	76	14	24	34

Capita's road user charging contact centre continues to perform well within contractual targets, with call volumes during Quarter 2 remaining stable following the spike in Quarter 4 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 2 is 34 seconds and the call abandon rate is two per cent against a target of no more than 12 per cent of calls.

### 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	620,699
Calls answered	1,043,877	1,440,357	1,093,382	1,518,973	609,494
Calls abandoned (%)	3	3	5	5	2
Average speed of answer (seconds)	43	42	63	48	28

**Taxis and private hire**  
Past five quarters

	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
Calls received	59,083	72,942	56,597	48,626	55,575
Calls answered	58,163	65,385	55,938	47,858	54,425
Calls abandoned (%)	1.6	10.4	1.2	2.0	2.0
Average speed of answer (seconds)	32	314	21	29	40

The number of calls offered increased by 14 per cent from Quarter 1 to Quarter 2 which is in line with previous years. This led to a slight increase in the average speed of answer (40 seconds). However, this remains within contractual targets.

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	55,575
Calls answered	582,022	532,096	158,847	225,445	54,425
Calls abandoned (%)	30	29	29	4	2
Average speed of answer (seconds)	733	699	896	111	40

**Dial-a-Ride**  
Past five quarters

	Target	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
Calls received	N/A	66,591	83,958	102,724	91,224	93,267
Calls abandoned (%)	10	12.4	9.7	13.8	11.2	11.1
Average speed of answer (seconds)	180	269	238	344	276	275
Email bookings	N/A	6,939	10,186	10,684	10,728	9,761

Dial-a-Ride saw a small increase of 2.2 per cent in calls received in Quarter 2 compared to the previous quarter, while our average speed of answer and abandoned rate remains similar to the previous quarter. The booking process was temporarily adjusted for industrial action on 19 August, and on 19 September for the bank holiday of the state funeral for Queen Elizabeth II. These were unavoidable but impacted performance this quarter.

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	184,491
Calls abandoned (%)	10.5	10.7	5.5	10.6	11.1
Average speed of answer (seconds)	233	287	108	249	275
Email bookings	45,950	82,450	6,368	31,573	22,409

# Complaints

## Complaints

Year on year (per 100,000 journeys)

	Q2 2021/22	Q2 2022/23	Variance (%)
London Underground	1.62	1.02	-37
London Buses	3.12	3.32	6
DLR	0.57	0.65	14
London Overground	0.72	0.70	-3
Elizabeth line	1.97	0.82	-58
London Trams	0.85	0.98	15
IFS Cloud Cable Car	5.02	2.58	-49
Congestion charge	4.8	2.4	-50
Dial-a-Ride*	50.82	50.69	0
London River Services	0.53	0.22	-58
Santander Cycles	2.07	3.32	60
Taxis**	2.94	5.16	76
Private hire**	2.47	3.27	32
Contactless	0.55	0.56	2
Oyster	0.42	0.49	17

London Underground, London Overground and the Elizabeth line all recorded good performance, with complaints falling compared to last year despite passenger numbers increasing by at least 30 per cent for both Underground and Overground, and 245 per cent for the Elizabeth line.

Buses, DLR and Trams saw small increases in complaints as their respective passenger numbers rose compared to last year.

Taxis and private hire both saw significant rises in complaints, the majority of which were linked to drivers.

Ticketing saw small rises, with Contactless up two per cent against a 43 per cent increase in passenger numbers, while Oyster rose 17 per cent against a 21 per cent growth in journeys.

Finally, Cable Car and Congestion charge saw complaints drop despite passenger numbers remaining relatively stable.

## 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	1.05
London Buses	3.17	3.17	4.37	3.29	3.15
DLR	0.78	0.89	1.09	0.54	0.56
London Overground	1.69	1.58	1.24	0.65	0.64
Elizabeth line	2.39	2.30	2.26	1.77	1.1
London Trams	1.28	1.65	1.76	0.85	0.92
IFS Cloud Cable Car	4.11	2.83	2.57	4.69	3.50
Congestion charge	1.59	2.48	3.83	3.55	2.31
Dial-a-Ride*	69.86	83.62	64.87	61.33	58.51
London River Services	1.49	1.26	2.44	0.47	0.28
Santander Cycles	4.00	3.54	2.68	2.24	2.69
Taxis**	7.22	8.06	1.69	3.24	2.18
Private hire**	2.95	2.57	1.36	2.3	1.35
Contactless	0.21	0.40	0.39	0.5	0.55
Oyster	0.15	0.17	0.26	0.48	0.43

So far in 2022/23, we are seeing the number of complaints per 100,000 journeys tracking lower than last year in most areas. Taxis and private hire are currently down 33 per cent and 41 per cent compared to last year, despite the rises we saw this quarter.

DLR, Trams and cycle hire are the only areas currently recording higher complaint rates than last year. We will continue to monitor this closely throughout the rest of the year.

Contactless has risen slightly while Oyster is currently below last year's figures.

\* 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. Taxis and private hire complaint numbers are not directly comparable due to the way they are received and recorded.





Elizabeth line continues to prove popular with customers

# Commendations

## Commendations Past five quarters

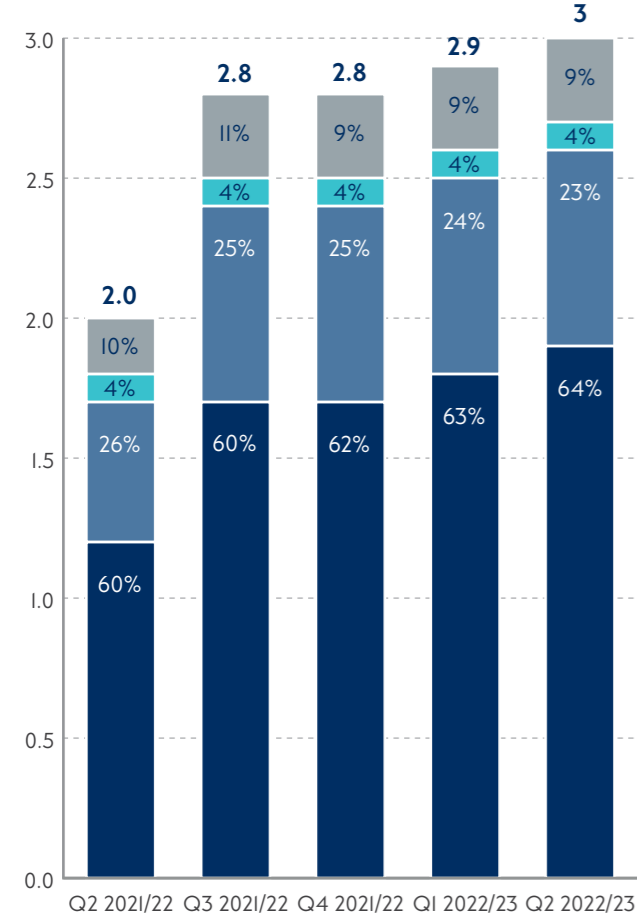
	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
London Underground	274	259	272	337	312
London Buses	551	607	733	693	610
DLR	8	12	2	12	20
London Overground	25	38	33	26	39
Elizabeth line	116	29	39	11	52
London Trams	0	5	8	2	2
IFS Cloud Cable Car	9	7	4	5	8
Dial-a-Ride	3	35	13	8	4
London River Services	3	2	3	3	0
Santander Cycles	0	0	0	0	0
Taxis and private hire	14	23	20	31	30
TfL Road Network	3	0	2	0	1
TfL Policy	2	4	3	8	6

Overall commendations are up eight per cent on last year, though they did fall slightly against last quarter.

The biggest improvements on last quarter were Elizabeth Line (up 373 per cent), DLR (67 per cent), IFS Cloud Cable Car (60 per cent) and London Overground, which rose 50 per cent. Comparing to the previous year, we saw DLR lead the way with a 150 per cent improvement. Taxis and private hire also saw a big rise in commendations, up 114 per cent.

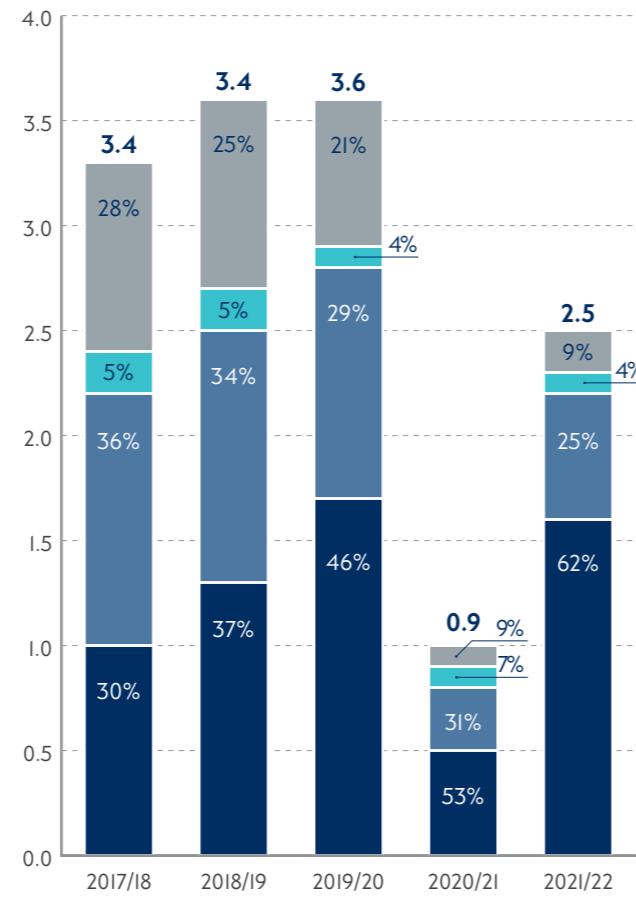
# Tickets

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



■ Contactless      ■ Oyster PAYG  
■ Buses and Trams      ■ Travelcards


**Past five years (millions)\*\*\***



■ Contactless      ■ Oyster PAYG  
■ Buses and Trams      ■ Travelcards

Since travel restrictions related to the coronavirus 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 of the coronavirus. The share of contactless payment media (cards and mobile devices) used has increased to 64 per cent of all fare payer tickets in the latest quarter from 60 per cent a year ago.

Before the coronavirus pandemic, the total number of fare payer tickets used remained fairly stable every year, while the share of contactless increased. Demand declined dramatically when pandemic-related travel restrictions were in place. 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 travel restrictions ended.

**122m**   
contactless bank cards and mobile devices have been used on Buses, Tube and Rail services since launch

 **3.6m**  
contactless journeys are made daily

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

\*\* Days measured:  
Thursday 16 September 2021 Q2 2021/22  
Thursday 25 November 2021 Q3 2021/22  
Thursday 17 March 2022 Q4 2021/22  
Thursday 9 June 2022 Q1 2022/23  
Thursday 8 September 2022 Q2 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 (%)

	Q2 2021/22			Q2 2022/23		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
London Underground – ticketing system overall availability (%)	99.39	+1.19	-0.14	98.98	+0.78	-1.14
London Buses – bus validations – overall availability (%)	99.70	+0.70	+0.08	99.65	+0.65	-0.05

Underground and Buses both exceeded their targets for ticketing system availability this quarter. Passenger numbers continue to increase towards pre-2020 levels, and during the quarter there were events including the Notting Hill Carnival, which was held for the first time in three years.

## Internal IT

### Past five quarters (%)

	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
System performance	99.82	99.96	99.91	99.87	99.97

In Quarter 2, 13 Mission Critical Severity I incidents contributed a total of 3,455 minutes of services being unavailable or unusable. This included four incidents aligned to our Network Services, and three aligned to the new DRIVE (Driver Realtime Information Vehicle Experience) service, a messaging system we use to communicate directly with bus drivers. The largest incident was aligned to Dial-a-Ride, which took just under a day to restore.

### 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	99.92

# Digital

The TfL Go app has been downloaded over 2.4 million times across iOS and Android devices. It is used by around 500k customers each month and has won Drum, Design Week and BIMA awards for the quality of design.

Our recent focus has been on improving real-time information across all modes (including National Rail) in response to customer feedback. For example, the live Tube map will soon indicate the precise location of live disruption and line closures. We have also made it easier to update and share information about the impact of severe disruption, such as during strikes.

During the summer we launched 'Promoted Places'. This feature appears in search and helps customers discover and visit places of interest, cultural hubs and events. We trialled the format using 'Summer in the city' content agreed in partnership with BID. We also used it during Operation London Bridge to help customers find the end of the queue for the lying in state.

In early 2023 we will integrate account and payment functionality. Customers will be able to use TfL Go to top-up their Oyster card, purchase Travelcards and view their journey history.

**14.9m**

unique devices  
visiting the TfL  
website this quarter

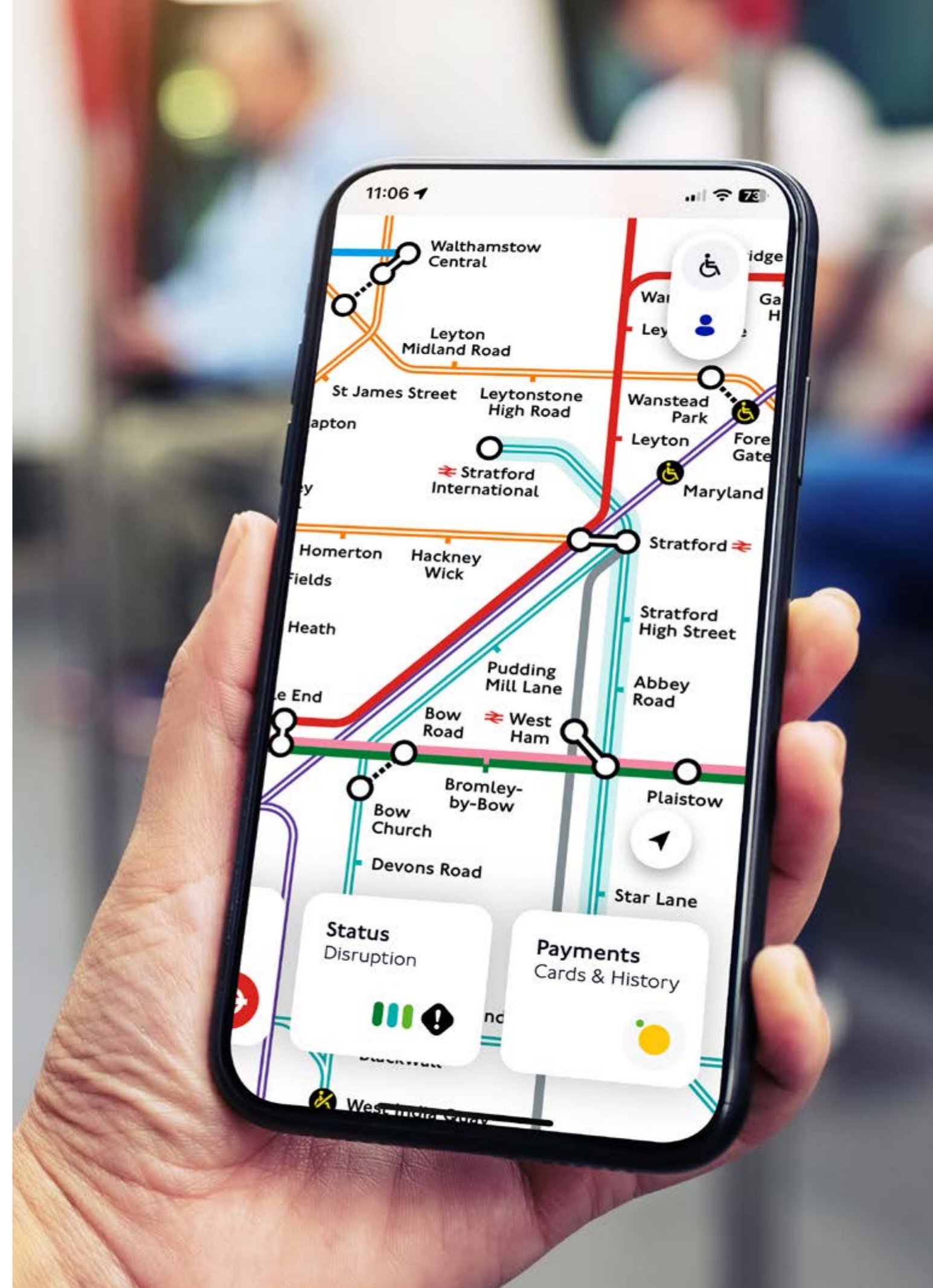


**2.4m**

downloads of the  
TfL Go app since launch

**220.2m**

website page views  
this quarter



TfL Go will soon include payments and live disruption info

# Travel demand management

This summer we delivered customer communications in response to rolling industrial action, with strikes that often ran over multiple days and affected multiple modes. We worked closely with operational and incident response colleagues to ensure customers were aware of upcoming strikes as soon as they were called, and aware of what services were running and when, to help them plan their travel. This work included aligned communications across the industry, with Network Rail and other operators, and liaison with event organisers to give them the best travel advice to share with people attending their events.



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Our ambassadors provide support at times of increased demand

# 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	239
Campaigns	930	1,101	685	950	503

We continue to support our multiple mass email campaigns throughout this quarter.

Our off-peak travel price cap campaign continues to contribute to the success of getting Londoners back to our network. It encourages Londoners to use the network to make more trips and do more of what they love, driving increased frequency of trips and revenue as part of our Public Transport Recovery strategy.

To complement our recovery strategy to keep London moving, we formed an additional partnership with media outlets Metro and Time Out, which runs until end of March 2023.

**239m**

customer information emails sent in 2022/23 to date



**503**

customer campaigns so far in 2022/23



We're working hard to encourage Londoners to use our network



We're campaigning to make London's roads safer for cyclists

### Customer marketing and behaviour change campaigns

#### Mandatory Cycle Lanes

In line with the Highway Code and legislation change, an existing road regulation become enforceable for TfL from 27 June 2022 which prohibits drivers from crossing the solid white lines of cycle lanes on our red routes. Drivers who fail to comply could be fined £160. We ran an integrated communications campaign from 22 June to 10 August 2022 to raise awareness among drivers of the rule and fine, and act as a reassuring message to cyclists with the aim of highlighting how we are improving their safety on the road.

The campaign was communicated via bus rear posters, adverts placed in the Travel News page in Metro, emails to customers on our database and via stakeholder engagement. Information is also available on our website.

There is a six-month warning notice period running until December 2022 for first-time offences, to educate drivers and increase compliance.



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# Consultations

We launched two consultations in Quarter 2:

- London Bridge and Borough High Street walking and cycling changes
- Clapham Common to Oval cycling improvements

We are planning to launch 12 consultations in Quarter 3 2022/23.



# London Assembly scrutiny

## 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
6 September 2022	Transport Committee. Shared Mobility	Open meeting

## London Assembly scrutiny Quarter 3

Date	Title	Type of scrutiny
11 October 2022	Transport Committee. TfL funding	Open meeting
13 October 2022	GLA Oversight Committee. GLA Pensions	Open meeting
20 October 2022	Environment Committee. Noise pollution	Open meeting
10 November 2022	Environment Committee. Green bonds	Open meeting
15 November 2022	Transport Committee. Rail reform	Open meeting



In June, the London Assembly discussed our bus operations

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## About us

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

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

During the pandemic, we took a huge range of measures to ensure people were safe while travelling. This included extensive cleaning regimes across the public transport network and working with London's boroughs to introduce the Streetspace for London programme, which provided wider pavements and cycle lanes for people to walk and cycle safely and maintain social distancing. London's recovery is vital to the UK's recovery as life returns to normal. We want to ensure London avoids a car-led recovery and we continue to reassure people the capital and our transport network is safe and ready for them.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock much needed economic growth. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as our work at Barking Riverside and the Bank station upgrade.

Working with the Government, we opened the Elizabeth line in time for Queen Elizabeth II's Jubilee. This transformational new railway adds 10 per cent to central London's rail capacity and supports the delivery of high-density, mixed-use developments, which are planned around active and sustainable travel to ensure London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we can create a better city as London's recovery from the pandemic continues.



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## Customer Service and Operational Performance Panel



**Date:** 6 December 2022

**Item:** Deep-dive on TfL's "Care score"

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**This paper will be considered in public**

### **1 Summary**

1.1 At its meeting on 4 October 2022, the Panel requested more detailed information on the drivers of Care, why there are differences in perceptions of Care, and how it is used alongside other customer insight to guide our work.

1.2 This attached presentation seeks to cover these topics

### **2 Recommendation**

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

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

Appendix 1: Deep-dive on TfL's "Care score"

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

None

Contact Officer: Alex Williams, Chief Customer and Strategy Officer  
Email: [AlexWilliams@tfl.gov.uk](mailto:AlexWilliams@tfl.gov.uk)

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# Deep-dive on TfL's "Care score"

6 December 2022



For the past ten years, we have monitored the proportion of Londoners that believe “TfL cares about its customers” (often referred to as the Care score).

Understanding what drives this perception has helped us to tackle pain-points and make improvements that matter most to customers.

However, significant disparities in the Care score persist for different customer groups.

At its previous meeting, the Panel requested more detailed information on the drivers of Care, why there are differences in perceptions of Care, and how it is used alongside other customer insight to guide our work.

This presentation seeks to cover these topics.

The Panel also raised the specific issue of Tube noise on customer experience. This topic is addressed separately elsewhere on the agenda for this meeting.



# Why Care?

Organisations use a variety of metrics to determine whether they are performing in the eyes of their customers.

Common metrics include customer satisfaction and net promoter score.

The Care score has worked well for TfL, providing a holistic reflection of our performance.

**'TfL cares about its customers' is currently a good reflection of whether we consistently meet customers' expectations**



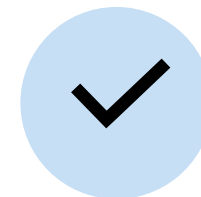
**Measures overall perception and influenced by all journeys, rather than the last journey**  
A bad journey lingers longer in the memory than many uneventful good ones



**Reflects more than just the on-network travel experience**  
People may reflect on interactions with the contact centre or website, reports in the media, views on the policies we're pursuing and consultations underway, as well as the experiences of friends, family and colleagues



**Good measure of customer confidence**  
Captures perceptions of all Londoners – not just customers. Capturing perceptions of non-customers is important for ridership recovery and wider policy objectives



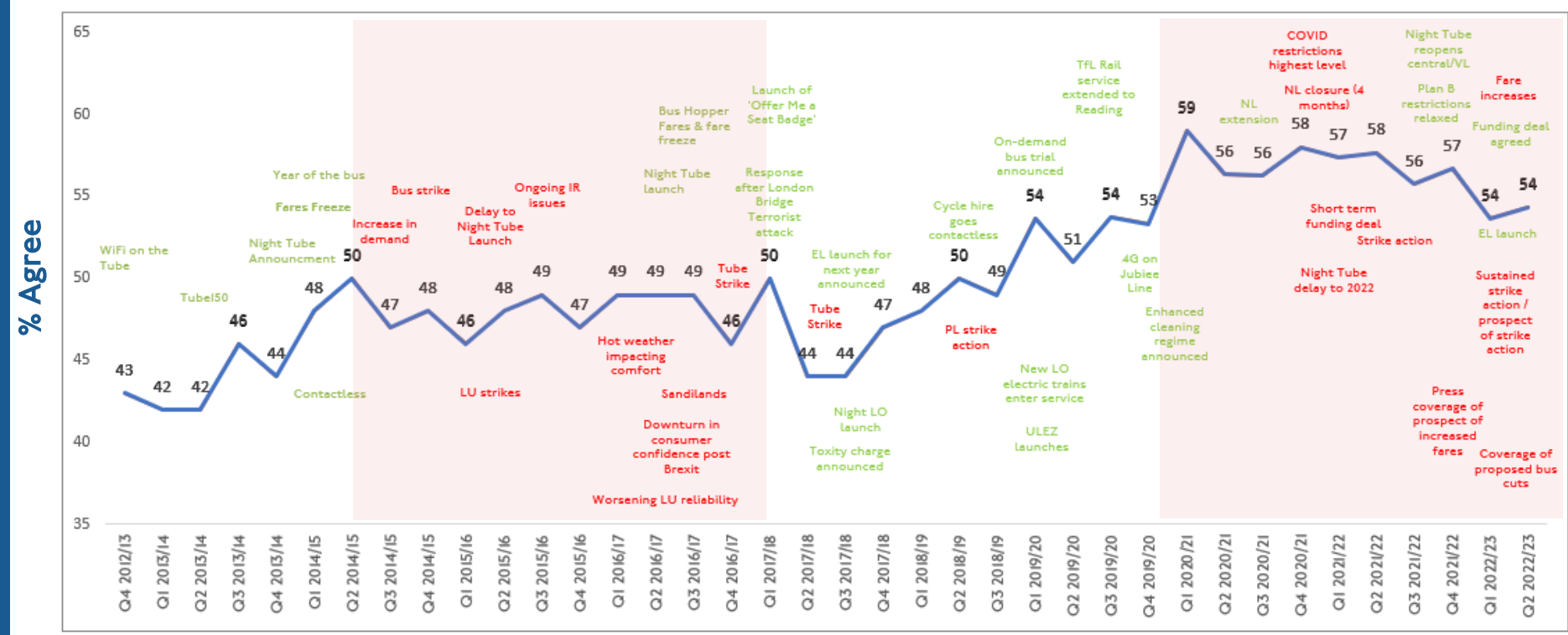
**We know what drives our Care score**  
Having tracked Care since 2012 we know with a degree of confidence what influences the score

# Longer term trends

We've tracked Care since 2012 – with scores improving from the low 40s to the mid/high 50s.

It behaves in a comprehensible way when viewed over longer time periods\* – increasing during sustained periods of improvement and declining/plateauing when there are challenging times

## Care score Quarterly: 2012 - today



Note: Missing data (agency transition) Q4 2018/19

Green = positive events    Red = likely seen as negative events

### Media commentary relating to TfL has a significant impact on Care



**\*\*Those that have heard positive news about TfL in the media score us significantly higher (84% agree TfL cares) vs those that have heard negative things (34% agree TfL Cares)**

\* It is more difficult (and less helpful) to interpret small changes in Care from period to period

# Trends during the pandemic

Although behind target for 2022/23, our recent Care scores are broadly in-line with pre-pandemic levels.

During the pandemic, people appreciated our efforts to keep London moving. Those travelling also enjoyed quieter public transport services.

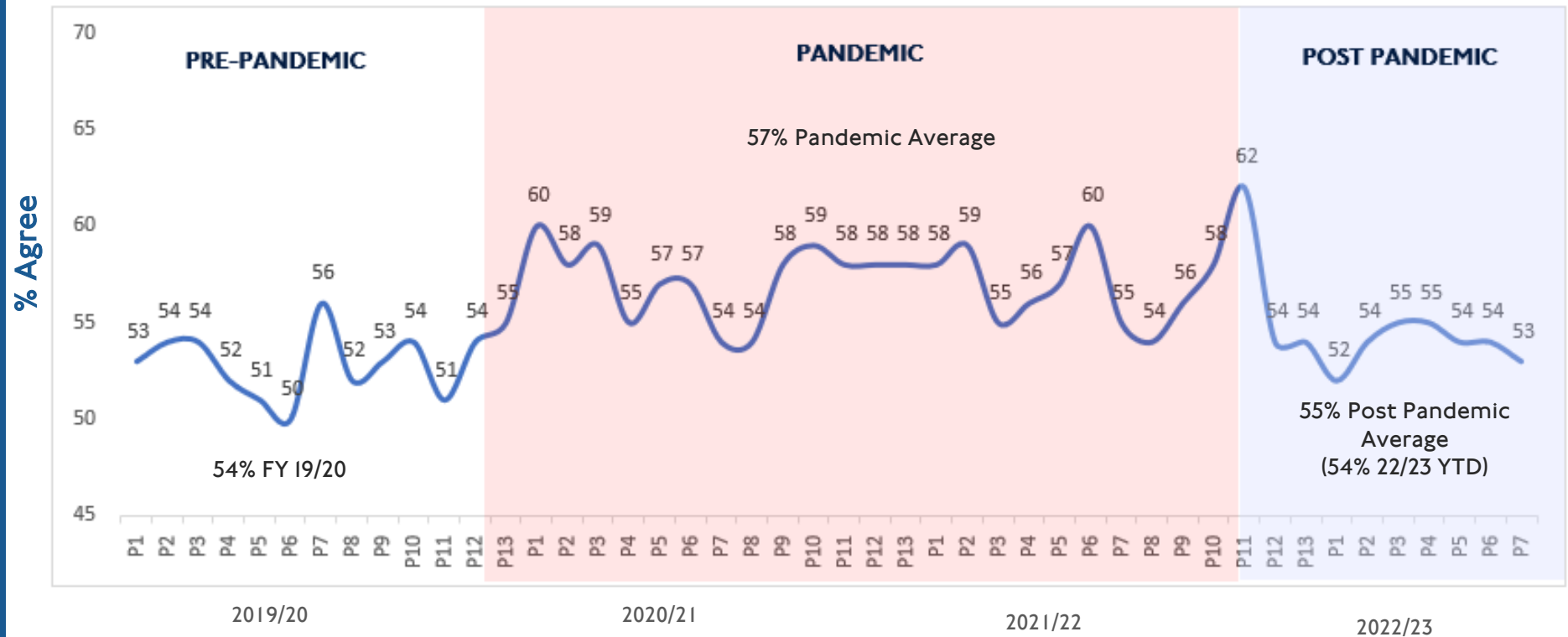
It is difficult to precisely account for minor fluctuations in Care from period to period

**Care score Periodic**

Scores flatten out after sustained gains as tighter budgets limit large-scale improvements and put pressure on core performance

We performed well during the pandemic and customers enjoyed quieter services

As demand returns and services get busier scores have fallen back to pre-pandemic levels



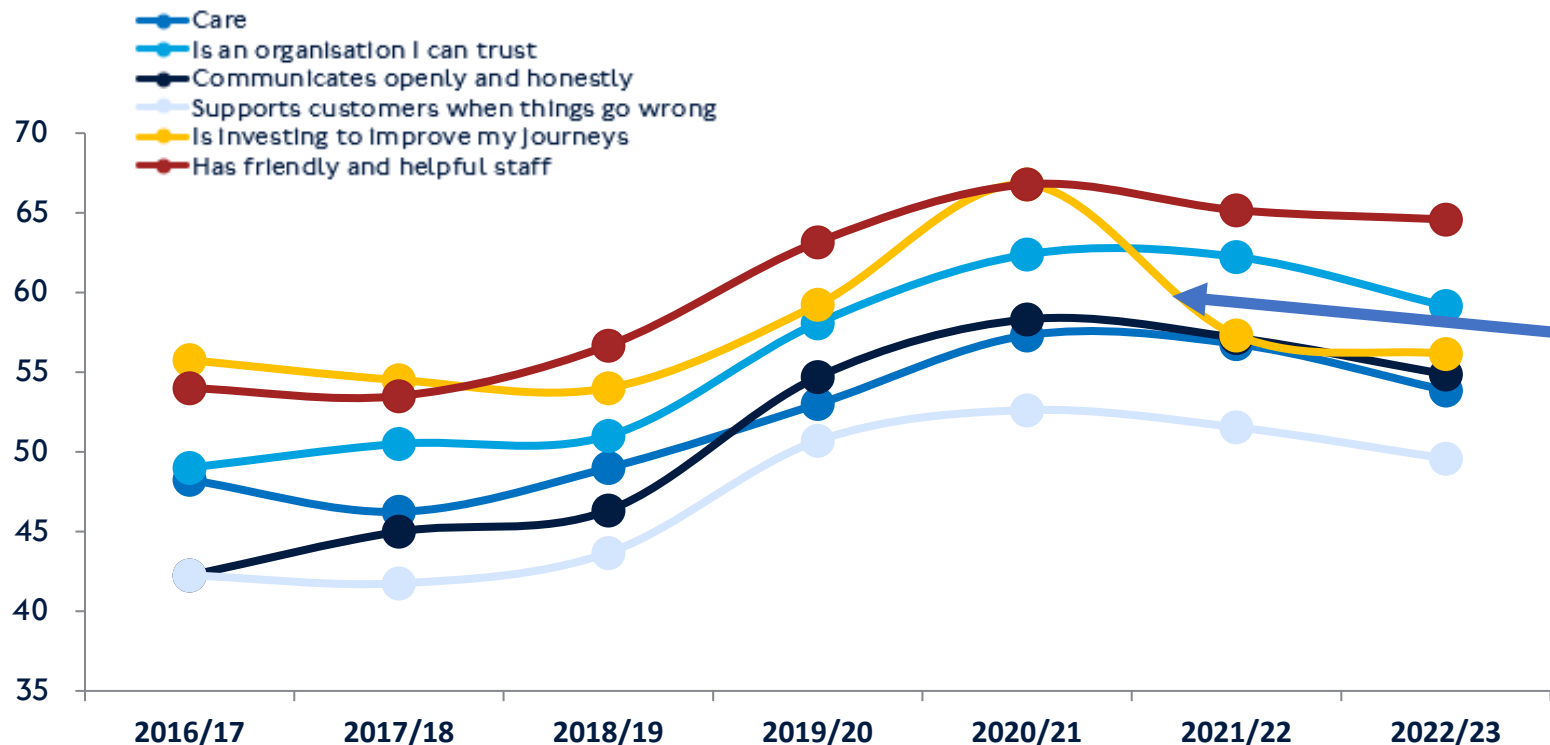
The Care score is the product of many factors. It is not possible to quantify the precise contribution of different events or the exact reason for period-to-period changes.

However, from past experience, we believe the 2022/23 YTD Care score will have been adversely affected by speculation on TfL's funding, a turbulent industrial relations environment, and broader concerns about cost of living

# Key drivers of Care over time

Analysis has identified the factors affecting Care, which have remained mostly consistent in terms of impact over time. These drivers have generally moved along a similar trajectory to Care, though Londoners do reflect changes (perceived or real) in our circumstances (e.g., future investment),

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## TfL: Network planning for “managed decline” and return to 1970s without Whitehall funding

ANDY SILVESTER

**CITY A.M.**

**London transport cuts? Mayor reveals 'managed decline' if TfL can't balance books**

LONDON | TRANSPORT | POLITICS | LONDON UNDERGROUND | Thursday 18 November 2021, 10:56am

Simon Harris  
Political Correspondent, ITV News London

**itv NEWS**



Source: Pulse survey. “How much do you agree or disagree with the following statements about TfL?”  
All Londoners by demographic (% NET AGREE)

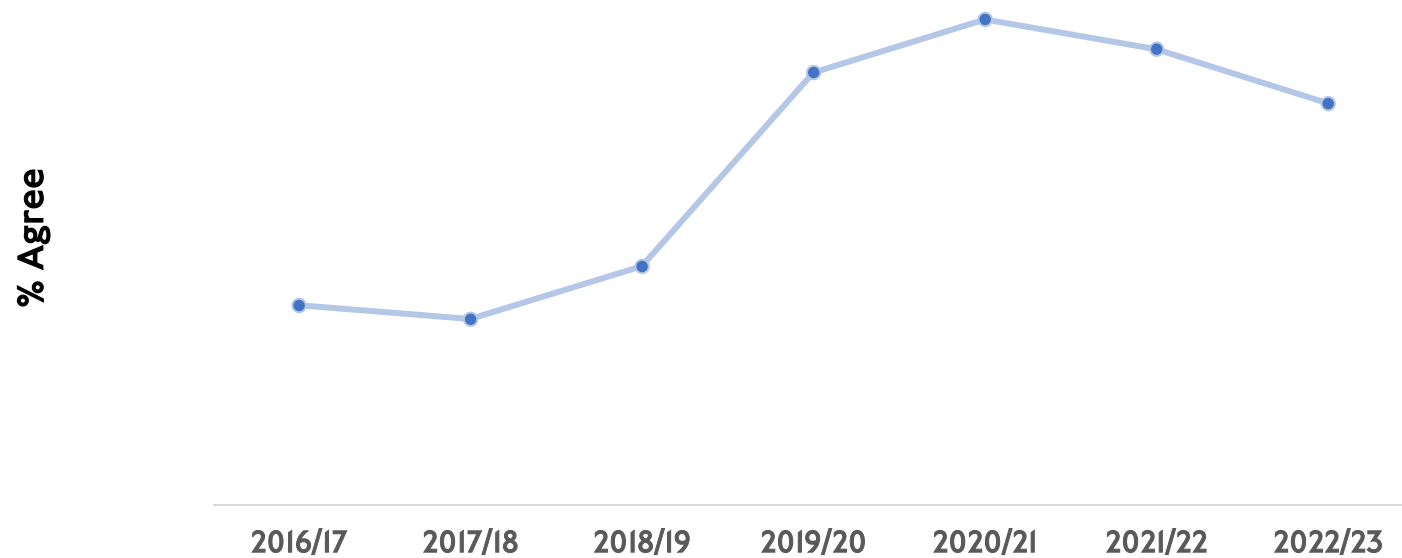
**EVERY JOURNEY MATTERS**

# Supports customers when things go wrong

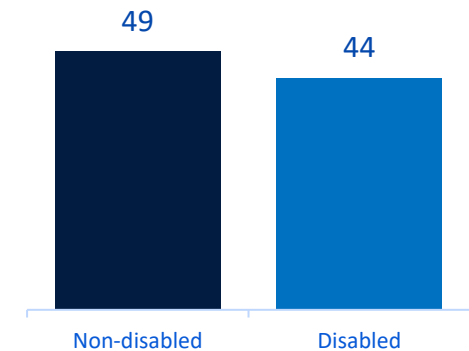
This metric follows the same trend as Care over time, but it scores lowest amongst the key drivers. Customers tell us that we need to get better at providing clear, timely and accurate information when there is disruption on the network. It is very important the information is consistent across different channels – for example, it is both confusing and frustrating when a staff member gives different information to the TfL Go app. To support our customers to the best of our ability, we need to ensure frontline staff are proactive when disruption occurs and have the right resources available to them.

Disruption and poor support when it happens is felt more acutely by those with accessibility needs. On average, this audience scores around 5 percentage points lower.

There have been more instances of disruption over the past couple of years, which has seen a decline in this score.



% agree TfL Supports customers when things go wrong



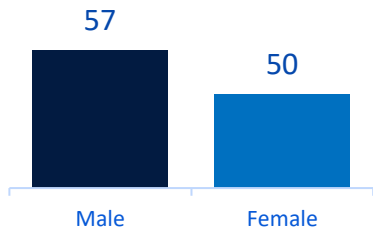
Source, Pulse P8 reputation survey



Source: Pulse survey. "How much do you agree or disagree with the following statements about TfL?"  
All Londoners by demographic (% NET AGREE)

# Perceptions of Care differ amongst groups of Londoners, sometimes markedly. We try to understand why and act to tackle concerns and make improvements

## Gender




Care score difference between males and females

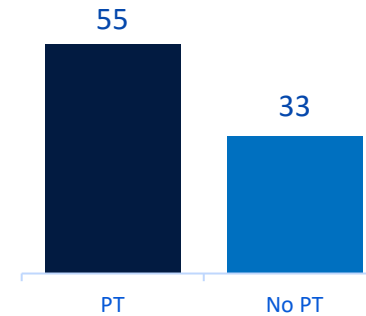
The Care score amongst females is currently 7 points lower than for males.

Fears relating to personal safety in public spaces is known to be a major factor. This is particularly true of younger women using the network at night. Some avoid using public transport altogether at night.

However, concerns about personal safety is not the sole reason for this difference. More work is needed to determine what else can be done to ensure we better cater for the needs of women travelling in London

 More than half of women in London are victims of sexual harassment on Tube, trains and buses. 59% are scared walking home from a bus stop or station (Transport Focus Study 2021)

## Frequency of use



Care score for public transport users in the past 7 days vs non-users

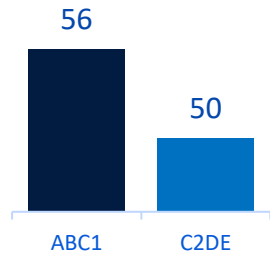
Care is significantly higher amongst more frequent users, suggesting potential mismatch between perceptions and reality.

However, for example, we should also note that males travel more frequently (on average), so will be a factor when looking solely through the lens of patronage.



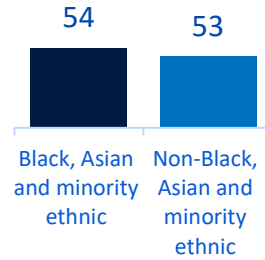
# Perceptions of Care differ amongst groups of Londoners (cont.)...

## Socio Economic Group



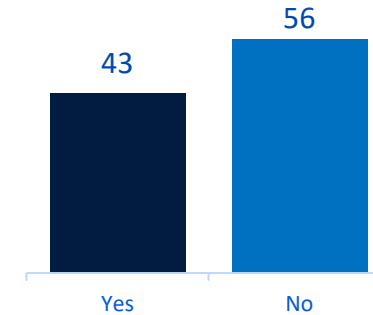
Care score difference ABC1 vs C2DE

## Ethnicity



Care scores for segmented based on ethnicity

## Disability



Care score difference for people identifying as having a disability vs those not identifying as disabled

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Scores for people in the C2DE group are 6 points lower than ABC1. It is thought this reflects a heavier reliance on our services for critical trips, such as getting to work on-time.

If we let these customers down, whether that be due to delays or strikes, or when we raise fares, it is felt more acutely.

There is no significant link between ethnicity and Care (though we should consider the intersectionality of factors affecting Care).

Disabled Londoners score us lowest on Care.

We know these customers have to overcome many barriers to use the network even when things are operating as they should.

We also know disabled Londoners affected disproportionately when things go wrong.

Finally, we know some disabled Londoners have dismissed public transport following previous bad experiences and may not know of the improvements that have been made.



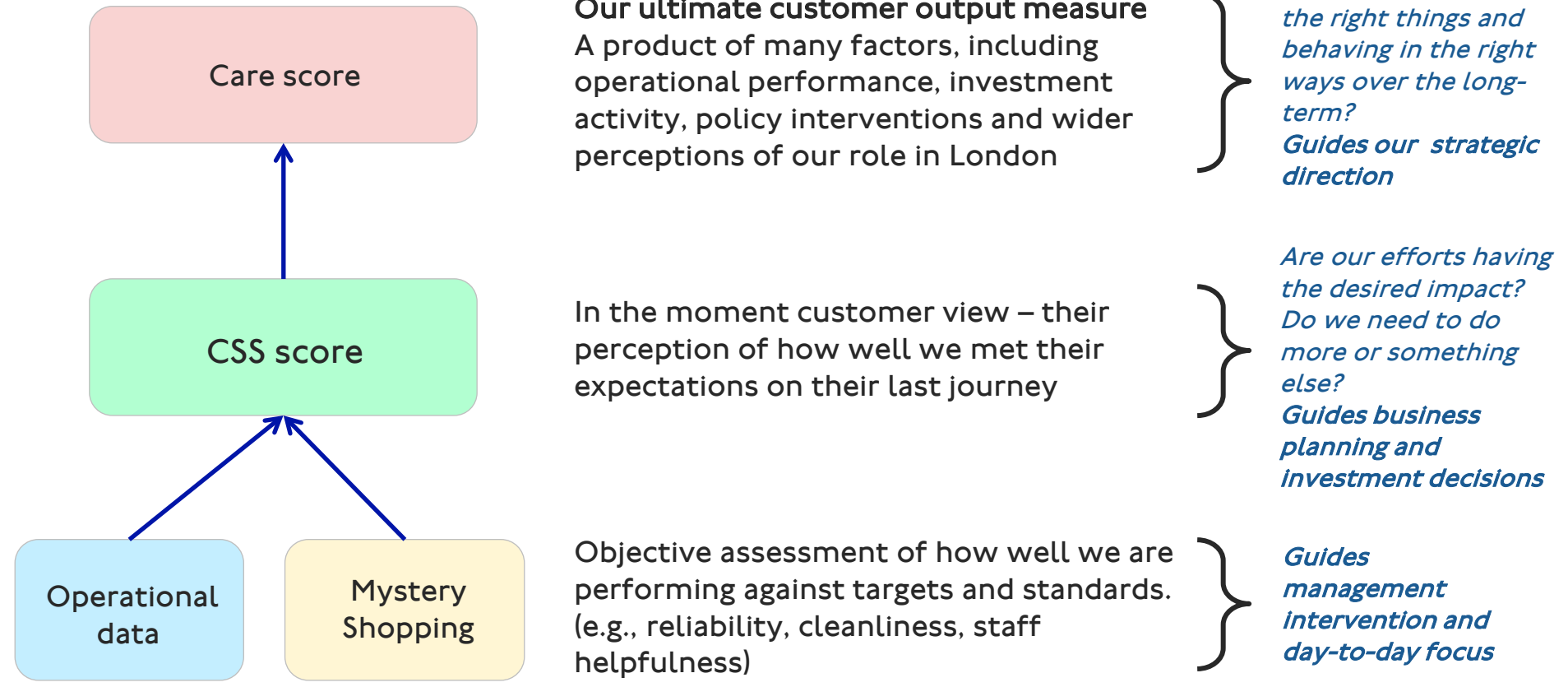
# How we use the Care score

We use Care, along with other insight (e.g., complaints, CSS, mystery shopping) to identify customer pain-points and drive the organisation to focus on the things that matter most to customers

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Care is part of a suite of metrics that are best used in conjunction with each other

## Insight hierarchy





*Case studies:*

Joining the dots between insight and action for both large programmed and specific projects

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Tackling violence against women and girls



Women feel less safe on the network, especially when travelling late at night (Care: Females = 50% c.f. 53% all Londoners)

- Established a pan-TfL Women's Safety Task and Finish group to deliver a programme of improvements
- Our 'Zero Tolerance to Sexual Harassment' campaign – sending a clear message to offenders
- Police partnerships to eliminate sexual harassment from London's transport network
- Installing new signage to buses, Tubes, trains and stations to encourage more reporting of crime and intimidating behaviour
- Rolling out bespoke sexual harassment training to our frontline, customer-facing colleagues

Real Time Lift Status



Large number of complaints when lifts are out of service and we haven't updated customer info (Care: Disabled = 43% c.f. 53% all Londoners)

- Capturing and recording the live status of all customer-facing lifts across the TfL network every 30 seconds
- Deliver lift status information to all customers in real-time via established communication channels including TfL Go and third party apps
- Updating the lift status in real time in TfL's asset management system to get problems fixed more quickly

As many factors influence perceptions of Care, it will not be possible to draw a direct link between specific interventions and the score. However, by continuing to tackle our pain-points, we should see improvements in Care over time



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## Customer Service and Operational Performance Panel



**Date:** 6 December 2022

**Item:** Assisted Transport Services Update

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### 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 13 July 2022. This includes the refreshed ATS Strategy and Roadmap for review.
- 1.2 It also provides an update on how ATS continues to adapt to support Londoners with reduced mobility during the ongoing coronavirus pandemic.

## 2 Recommendation

- 2.1 The Panel is asked to note the paper.

## 3 Background

- 3.1 ATS refers to the range of pre-booked 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. As Turn up and Go services do not require pre-booking they do not come under the ATS umbrella.
- 3.2 A review of the current ATS strategy and roadmap has led to a refresh of priority areas for improvement, considering changes to our operating context and customer demand patterns since the start of the pandemic.
- 3.3 The broad principles of the original strategy and roadmap remain the same, with our vision to provide world-leading ATS.
- 3.4 The ATS Strategy now has an increased focus on delivering the best outcomes for our customers with the available funding through a series of incremental actions aimed at the following priority areas for improvement:
  - (a) Improving and integrating the end-to-end customer experience;
  - (b) Improving TfL's understanding of the Assisted Transport market;
  - (c) Increasing awareness of the choices available to customers; and
  - (d) Optimising capacity and making the best use of available funding.

- 3.5 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.
- 3.6 During the ongoing coronavirus pandemic, London's ATS services have adapted to support customers in line with the above principles, updates on this work 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, by the end of October 2022 demand reached 58 per cent, the highest it has been compared to pre-pandemic levels.
- 4.2 Across the year, since 1 April 2022 until end of October 2022, the average demand has been 53 per cent compared to pre-pandemic levels.
- 4.3 We are meeting trip requests at a level of 89.2 per cent year to date (up until end of October 2022), against a target of 90 per cent, the level of successful trip requests has been slightly below target due to increasing demand.
- 4.4 In response to the increased demand, we are recruiting eight new drivers who start training on 21 November 2022.
- 4.5 We have also submitted a request to undertake additional recruitment in the new year for a further eight drivers and are awaiting a response on this from the recruitment sign-off process.
- 4.6 We continue encouraging staff and customers to take appropriate action to keep themselves safe – including using hand sanitiser and wearing a face covering if that helps customers to travel with confidence.
- 4.7 As with DaR, Taxicard had seen increasing demand, however demand in 2022 is lower than in 2019 and in 2021. Currently demand is at 69 per cent for April – September 2022 compared to the same period in 2019 and 79 per cent compared to the same period in 2021.
- 4.8 Taxicard performance has generally been good, with over 95 per cent of trips being met within 15 minutes of the scheduled time since April 2022.

- 4.9 ComCab London, the service partner contracted to deliver Taxicard and previously known as City Fleet, currently has 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 At the start of the year we were expecting demand for both services to grow and were forecasting to reach 85 per cent of pre-pandemic demand by the end of 2022/23. Now it looks more likely that demand for DaR and Taxicard will continue to grow at slower levels than initially predicted.

### **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 (build confidence and knowledge in using the bus network ahead of children moving to secondary school), 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 to 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 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 ATS Roadmap updates**

- 5.1 At the last meeting we committed to undertaking a refresh of the current ATS Strategy and Roadmap in light of changes in our operating context and customer demand since the pandemic began.
- 5.2 Appendix 1 includes the refreshed ATS Strategy and Roadmap for review.
- 5.3 A steering group is being established to drive this work forwards across TfL and will be supported by a working group to manage project delivery.

### **One-stop shop booking and scheduling platform**

- 5.4 Central to the delivery of the ATS Strategy is the introduction of a one-stop shop. This will eventually give customers the ability to access the range of ATS services using a single online portal alongside a telephone option.
- 5.5 This project was paused during the height of the pandemic, and the invitation to tender was released in October 2020.

- 5.6 We have now had the final bids; a supplier has been selected and the final contract is to be signed in November 2022.
- 5.7 Once the contract is signed work will commence to establish a transition plan and associated timescales for moving from the current to the new system.

## **6 Next Steps**

- 6.1 Over the next six months, we will start work on the list of projects identified in the refreshed ATS Roadmap.
- 6.2 Given TfL's current financial position, the initial focus will be on those projects that have been identified as deliverable at low cost and within the shorter-term.
- 6.3 We will bring an update on this work to the next meeting of the Panel and progress updates will continue to be provided 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 – December 2022

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

Papers submitted to the Customer Service and Operational Panel on 13 July 2022, relating to Assisted Transport Services Update.

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# Appendix 1 The journey towards the vision for world class Assisted Transport Services – (December 2022)

## Overview of the Assisted Transport Strategy

<b>Purpose</b>	Deliver reliable and convenient Assisted Transport service for older and disabled Londoners			
<b>Vision</b>	World-leading Assisted Transport service provision by 2032			
<b>TfL Values</b>	<b>Caring</b>	<b>Open</b>	<b>Adaptable</b>	
<b>Objectives</b>	1. Improve and integrate the end to end customer experience	2. Improve TfL's understanding of the Assisted Transport market	3. Increase awareness of the choices available to customers	4. Optimise capacity and make best use of available funding

### Underpinned by the:

<b>MTS Principles</b>	<b>Safe and reliable</b>	<b>Integrated</b>	<b>Convenience</b>	<b>Flexibility and choice</b>	<b>Innovative</b>
	Customer focused, highly trained staff	Multi model and seamless, single user platform, personalised account	Information and support to build confidence in independent travelling and journey planning	Between modes, times of travel, ways of booking, level of assistance	Using innovation in bookings, payments, service routing, customer and performance monitoring

## The Assisted Transport Strategy Roadmap

Key:  = open actions,  = closed actions

As each initiative is developed the roadmap will be updated with specific timescales for delivery. The current short / medium / long-term estimates are indicative until further research and project planning is undertaken. Where known specific timescales are included.

ATS Objective	ATS Roadmap Categories	Details of initiative	Timescales Short / Medium / Long-term	Estimated financial cost Low / Medium / High	Status – December 2022
Improve and integrate the end-to-end customer experience	<b>1. Application and joining</b>	Simplifying the application process and eligibility criteria to reduce barriers to customers applying. Looking at options for third parties to be able to refer customers who may benefit from our services.	Short - Medium	Medium	Project plan to be developed and aligned with implementation of new booking system.
	<b>2. Booking and scheduling</b>	Simplifying the booking process through the introduction of a new booking and scheduling system. Once introduced to undertake further work to maximise the opportunities the new system offers to e.g., facilitating interchanges between the accessible wider public transport network and ATS services so customers can travel further independently.	Medium	High	November 2022 – contract award Post contract award detailed timescales for implementation to be worked up.
	<b>3. One-stop shop</b>	Integrating third parties with our booking and scheduling system to create a single point of contact for customers to book journeys across London.	Long	Medium	A long-term aim as this will require working with multiple agencies across London to explore the feasibility and likelihood of achievability.



	<b>4. Online tools</b>	Improvements to our website and online tools such as journey planning to make accessing information easier and clarify our service options.	Short - Long	Medium	Project plan to be developed and work to be reviewed on an ongoing basis to leverage new opportunities as technologies improve.
	<b>5. Staff training and upskilling</b>	Review of current training scope and opportunities to integrate our training and improve our customer service offering.	Medium	Medium	Project plan to be developed and aligned with implementation of new booking system.
Improve TfL's understanding of the Assisted Transport market	<b>6. Best practice and benchmarking</b>	Benchmarking with other Assisted Transport providers and across other ambassador / support services to understand where we can make further improvements or changes to our offering to benefit customers.	Short - Medium	Low - Medium	Project plan to be developed and underway by mid-2023.
	<b>7. Data and research</b>	Analysis of journey patterns across Assisted Transport modes to inform future planning, overlaying customer research to improve understanding of customer ambitions and needs from ATS.	Medium	Low - Medium	Project plan to be developed and underway by mid-2023.

Increase awareness of the choices available to customers	<b>8. Communication and stakeholder engagement</b>	Development of a communication plan including public forum and disability group engagement to share strategy initiatives, service improvements and gather feedback to feed into planned ATS roadmap initiatives.	Short - Medium	Low	Project plan to be developed and underway by mid-2023.
	<b>9. Customer training and upskilling</b>	Support for customers to develop skills and confident in using other modes alongside ATS where appropriate and to improve their understanding of wider network accessibility improvements.	Medium – Long	Medium	Project plan to be developed by mid-2023.
	<b>10. Marketing and promotion</b>	Improving awareness of the range of ATS options and introducing targeted messaging to support different customer needs.	Short – Medium	Low – Medium	Project plan to be developed and underway by mid-2023.
	<b>11. Travel mentoring</b>	Increasing awareness of travel mentoring, reviewing how travel mentoring is offered and delivered to maximise benefits for customers and reach the maximum number of people who need this support.	Medium - Long	Medium	Project plan to be developed and underway by mid-2023.

Optimise capacity and make best use of available funding	<b>12. Making the best use of available funding</b>	<p>Reviewing processes to improve resource use e.g., removing duplicative processes between AT, identifying process improvements to maximise customer benefits.</p> <p>Currently underway is the Taxicard harmonisation project which looks to ensure equability and harmonisation of the scheme offering across London.</p>	Medium – Long	Low - Medium	Some initiatives already underway with a full project plan to be developed and underway by mid-2023.
	<b>13. Optimising capacity</b>	<p>Our data and research findings will look to open up new avenues to explore in this area.</p>	Medium – Long	TBC once research is completed	Project plan to be developed once findings from the data and research workstream are established.

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## Customer Service and Operational Performance Panel



**Date:** 6 December 2022

**Item:** Operation London Bridge

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### This paper will be considered in public

#### 1 Summary

- 1.1 This paper updates the Panel on how TfL managed Operation London Bridge, the State Funeral arrangements following the death of Her Majesty Queen Elizabeth II.

#### 2 Recommendation

- 2.1 The Panel is asked to note the paper.

#### 3 Operational Planning and Response

- 3.1 Operation London Bridge was the code-name for the State Funeral arrangements for Her Majesty The Queen. Overall responsibility for Operation London Bridge sat with the Royal Household led by the Earl Marshal, with TfL working with partners to deliver the funeral plan.

##### How we planned

- 3.2 Operation London Bridge had been developed over several years, working extensively with stakeholders from across the transport sector, Emergency Services (including Metropolitan Police Service, London Fire Brigade and London Ambulance Service, Government, Local Authorities and the Military to build awareness, develop a co-ordinated response and adapt to emerging risks. This was to ensure a cohesive strategic plan for the period of national mourning.
- 3.3 The complex nature of Operation London Bridge meant that plans were regularly rehearsed, with both internal and external exercises carried out to ensure all parties understood their roles and responsibilities and continually refined the planned responses.

##### How we responded

- 3.4 On 8 September 2022 at 18:30, it was publicly announced that Her Majesty The Queen had died at her Balmoral estate. Following the announcement, we immediately activated Operation London Bridge, through our Network Management Control Centre (NMCC), standing up our highest command structure (Level 4). This began with the mobilisation of our operational response across the road network, streets and our public transport modes. The operational

response was co-ordinated through our Palestra Event Liaison Facility (PELF). This single control hub enabled the co-location of over 25 organisations and agencies working seamlessly together to deliver the collective elements of Operation London Bridge. Organisations included the Greater London Assembly (GLA), Emergency Services, Department for Digital, Culture, Media and Sport (DCMS), the Military and Network Rail.

- 3.5 Our command structure is based on a clear hierarchy, with nominated individuals across the organisation taking on the role of Duty Gold (strategic), Silver (tactical) and Bronze command. Their primary role is to act as a single point of contact, enabling a streamlined and effective mechanism to share information and escalate issues for resolution. The command group met regularly to oversee the implementation of the funeral plans, ensuring delivery was on schedule. This structure allowed us to make decisions quickly, escalate concerns to the right person and with assurance that all key information was being shared and understood – the co-ordinated decision making was a critical component to ensure the smooth operation and communication across the multi-agency approach.
- 3.6 In support of the operational command structure, we also set up a senior management oversight group, which met twice daily throughout the State Funeral period to provide strategic oversight to TfL's response and resolve any escalated issues. Our strategic Duty Gold was part of this group and retained overall command for the funeral plans, ensuring the strategic objectives were met and communication flowed unhindered.
- 3.7 Duty Silver was responsible for coordinating the tactical response across rail, Tube, the road network and on our streets, which included receiving huge amounts of information, which needed to be processed and then disseminated to various stakeholders, internally and externally. One way of co-ordinating this information was by chairing conference calls three times per day, to not only share situational awareness, but to act as the escalation point up the command structure.
- 3.8 Duty Gold and Silver also attended the wider multi-agency meetings led by the GLA to obtain and share situational awareness at the London and national levels. This was a critical step to ensure all key stakeholders were regularly updated again acting as a conduit back into TfL for sharing with all the agencies within PELF.
- 3.9 The volume of activities needed to support the funeral plans during the period of nation mourning was significant. Activities included supporting the numerous rehearsals, the return of Her Majesty The Queen to London from Scotland, the period of laying-in-state as well as the State Funeral. A few of the activities are listed below.
  - (a) We cancelled all planned, non-safety critical works across our Tube and rail networks and de-mobilised road works that were taking place on key routes throughout the period to minimise disruption to travellers.

- (b) We continued to operate all our Tube, Rail and River services - successfully managing the agreed station and pier closures around the funeral footprint, including Westminster Station and Pier.
- (c) We ran Tube services for an additional hour on the evening of the State Funeral. This required a significant amount of work to rewrite timetables as well as adjusting schedules for staff to make sure a regular and consistent service was provided without impacting the usual Rail and Tube services.
- (d) We continued to provide extensive bus services whilst managing the diversions and the curtailment of 120 bus routes around extensive road closures during the period of national mourning and on the day of the State Funeral. Bus Operators ran bus services at a Monday frequency, rather than a reduced or Sunday service on the day of the State Funeral which was declared a Bank Holiday.
- (e) We delivered a comprehensive communications, stakeholder and customer plan, including our own message of condolence and ongoing communications throughout the event.
- (f) We undertook extensive highway works to clean, repair and refresh 50 kilometres of highways used for the ceremonial procession and moves, including painting significant amounts of street furniture (lamp posts, fences etc), refreshing 5,000 metres of lane markings, as well as cleaning and waste removal before and after each rehearsal and on the day of the funeral. We also removed an array of asset infrastructure within the central funeral footprint to enable ceremonial activities to take place, and the numerous overnight rehearsals, with all assets being reinstated in time for return of service the following morning. This involved over 500 separate traffic signal pole removals and reinstatements over the event period.
- (g) We adjusted over 200 signalised junctions with bespoke timings to either manage pedestrian flows at key locations such as Green Park where the floral tribute was located, or support bus routes affected by road closures by increasing the amount of green time.
- (h) We reviewed over 240 permits to ensure non-essential road works were paused.
- (i) We successfully relocated coach service operations from Victoria Coach station to a temporary hub at Hillingdon station on the day of the State Funeral working with key internal and external stakeholders to ensure that people could still travel.
- (j) We deployed Compliance, Policing, Operations and Security officers to key locations where footfall was expected to be higher, supported road closures around the central footprint and provided assistance to travellers.
- (k) We also deployed over 2,500 volunteers (TfL Ambassadors) who supported the large crowds travelling to London, provided wayfinding and general assistance.

- (l) We removed or suspended 24 cycle hire docking stations within the event footprint and collected cycles and e-scooters that were within the secure event footprint.

4 We also provided Dial-A-Ride accessible transportation to the event.

## **Communicating with our customers**

4.1 Our external communications response to support Operation London Bridge was developed over many years with operational colleagues, the Royal Household, Cabinet Office, the GLA and others, and delivered in two stages across the eleven-day event period:

- (a) Respectful communications: paying our condolences on activation with a message from the Commissioner, turning our webpage and other digital channels to black and white and pausing any advertising to ensure we were reflective of the mood of the nation; and
- (b) Customer communications: travel and transport impact and advice for those who wanted to pay their respects and those continuing to travel around London, as well as amplification of partner messaging around ceremonial events (such as Lying-in-State and processions). This included ensuring accessible options were promoted wherever possible, such as routes to the accessible Lying-in-State queue.

4.2 We developed key travel advice and impact messaging, which was disseminated through over 20 different channels, including:

- (a) twenty-three million emails sent to customers who are signed up to receive updates from TfL;
- (b) more than 350,000 visits to the dedicated travel advice webpage, with the peak (60,000 visits) on 18 September 2022, the day before the State Funeral;
- (c) eight different posters displayed across thousands of whiteboards across our entire Tube, rail, Bus and tram network, as well as PA announcements and Dot Matrix messages.
- (d) creating the overall wayfinding and signage strategy and equipment used by all partners and overseeing the installation of thousands of wayfinding signs across central London and Windsor within days of activation. This helped to ensure accessible, respectful and inclusive navigation between stations;
- (e) sixteen press interviews carried out across the network;
- (f) over half a million impressions on our social media posts via Twitter, Facebook, LinkedIn and Instagram;
- (g) daily stakeholder updates to advise on the latest transport impact information across all modes;
- (h) daily Metro updates, including a walking map of the ceremonial event areas;



- (i) working closely with commercial media partners to remove any unofficial or inappropriate advertising from the across our advertising estate, including the TfL website. Removing all advertising from the funeral procession route with our commercial media partners to preserve the tone and gravitas of the occasion;
  - (j) collaborating with commercial media partners to pause and restart advertising as appropriate and to temporarily display condolence and commemorative messaging;
  - (k) working with Metro newspaper to ensure distribution levels reflected the volume of people using each station throughout the period of mourning and event days;
  - (l) information updates to station staff, ambassadors and event stewards, to pass directly to customers;
  - (m) reviews of our real-time channels to ensure accurate travel information for customers; and
  - (n) using TfL Go 'promoted places' content to help customers travel and provide interesting information about the Queen and TfL. This generated nearly 70,000 views over the six days it was displayed.
- 4.3 A huge internal communications campaign supported delivery of Operation London Bridge and recognised the efforts of staff involved once it concluded. This included setting up a dedicated SharePoint (which was updated regularly), leadership briefings, line manager guidance, Commissioner messaging for all colleagues, manager bulletins, photoblogs (that captured photo and video footage of delivery in action).
- 4.4 Having our communications team co-located within the PELF and with organisations such as Network Rail and the Rail Delivery Group, meant we were able to adapt any communications quickly and efficiently as and when required. Some examples included:
- (a) crowding issues at Green Park;
  - (b) amplifying DCMS messaging regarding the Lying-in-State queue; and
  - (c) reassuring stakeholders and providing guidance of demand management approach ahead of the State Funeral.

## 5 **Lesson Learned**

- 5.1 Following the delivery of Operation London Bridge, debriefs were held to record feedback and identify lessons learnt. Seven key themes emerged as the focal point of the debriefs:
- (a) Planning & Readiness;
  - (b) Activation & Stand-up;

- (c) Command, Control & Communication (C3);
- (d) Communications and interfaces with key stakeholders;
- (e) People, Wellbeing & Resilience;
- (f) Supply Chain & Contractors; and
- (g) Recovery of Services.

5.2 Numerous actions were identified through a debrief process. These actions have either been implemented or are currently in the process of being completed to embed the lessons learnt for future large-scale events.

## 6 Conclusion

6.1 This was an unprecedented event to mark the death of Queen Elizabeth II, who was our longest reigning monarch, and we hope that in the delivery of our services and the implementation of the plan across our organisation, we played our part in showing, not just our respect, but the nation's gratitude for all that Her Majesty The Queen had done during her long reign.

6.2 We are immensely proud of our staff and suppliers who worked together around the clock to deliver for London.

### List of appendices to this report:

None

### List of Background Papers:

None

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## Customer Service and Operational Performance Panel



**Date:** 6 December 2022

**Item:** Tube Noise

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**This paper will be considered in public**

### **1 Summary**

- 1.1 At its meeting on 4 October 2022, the Panel requested more detailed information on Tube noise and mitigations being undertaken to address.
- 1.2 This attached presentation seeks to cover this topic.

### **2 Recommendation**

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

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

Appendix 1: Tube noise

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

None

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# Customer Service and Operational Performance Panel

## Tube Noise Update 6 December 2022

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# Contents

- Context: introduction and different types of noise complaint
- The causes of Tube noise
- Challenges we face dealing with noise complaints
- Mitigations
- Our noise complaints handling process
- Communications and stakeholder engagement around noise issues



# Tube noise

- Tube noise is a longstanding issue for TfL, and we have well established processes in place to mitigate it as far as possible
- We invest significant time and resources into our Tube noise-focused track works. In the last 5 years, we have spent approximately £7-10m a year on rail grinding (for both critical maintenance needs and noise reduction), and over the last year have carried out over 30,000m of rail grinding specifically for noise reduction
- We review and respond to every complaint we receive
- We have to balance our interventions to manage both residential and in-tunnel noise, which affects train operators and customers
- There are a number of known hotspots across London that we manage primarily through the use of regular rail grinding
- We saw a spike in noise complaints around the introduction of Night Tube services in 2016



# Two main types of noise issue: residential and in-tunnel



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- **In-tunnel noise:** impacts both train operators and our customers
- **Residential noise:** impacts our neighbours living and working close to the railway
- **Balancing the two:** we have to balance mitigations for in-tunnel and residential noise, as these can sometimes conflict. Mitigations for one may make the other worse. We are working on solutions now which manage both effectively





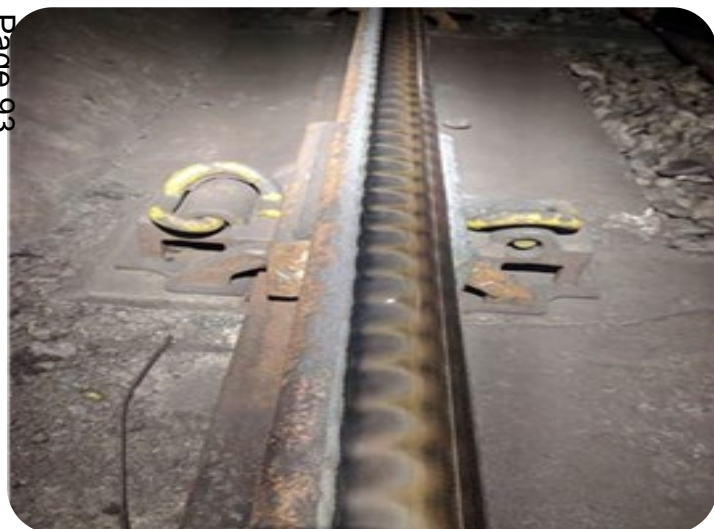
# Causes

**Longwave corrugation** (rail roughness) is caused by repeated acceleration and braking, and is more prevalent on the lines using automatic train operation. There is less corrugation on the manually driven lines which have more speed variation (Bakerloo and Piccadilly lines). Longwave corrugation tends to translate into residential noise.



*Longwave Corrugation*

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*Shortwave Corrugation*

**Shortwave corrugation** is caused in the same way as longwave corrugation, but tends to result in in-tunnel noise for train operators and customers.



# Causes

**Curves** and the manner in which the trains operate around these also play a role in the type of corrugation created, and could result in a screeching sound in-tunnel and/or for residents.



*Insulated Rail Joints*



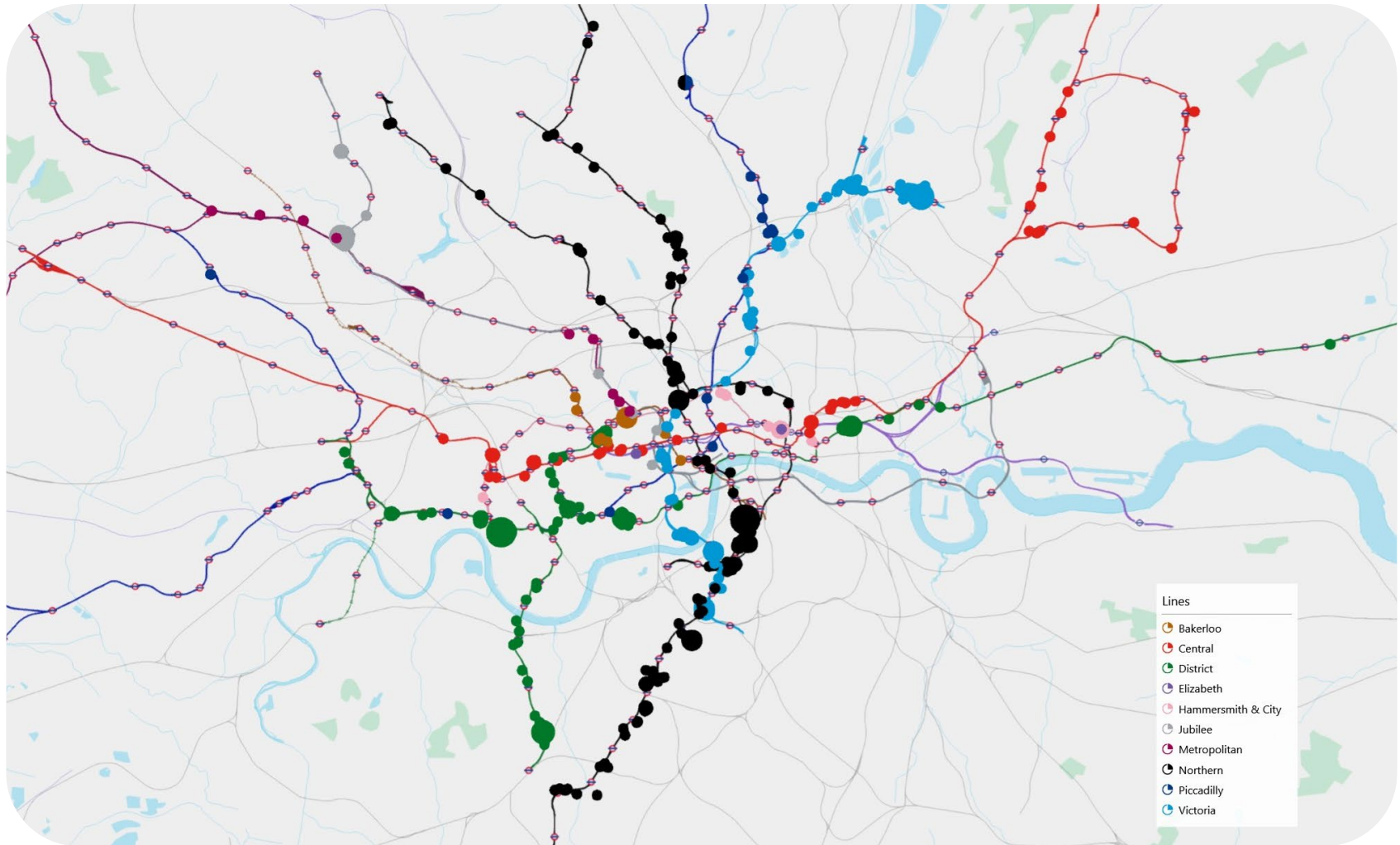
*Points and Crossings*

In some cases, residential noise complaints are also related to **impulsive noise** caused by trains passing over track infrastructure, including:

- Insulated rail joints - part of older signalling systems to enable signalling sections
- Points and crossings - enables trains to traverse from one set of tracks to another
- Voiding sleepers
- Rail defects



# Tube Noise Hotspots



*Map shows areas of complaints across London, by Tube line. Bigger dots indicate larger numbers of complaints.*



# Context and challenges

- Financial restrictions

*Tube noise interventions can be extremely costly, and we are still dealing with the financial challenges from the pandemic*

- Primary focus: safety and reliability

*The first priority of our track programme must always be the safe and reliable operation of the railway*

- Operational restrictions

*We can only carry out interventions during engineering hours, and we have to maintain good operations for Londoners. We only have two rail grinding machines*

- Engineering restrictions

*The age and design of the infrastructure of the world's oldest metro, for example small, shallow tunnels and curved platforms, makes eliminating noise challenging*



619 544

LU trains

Of which run every weekday morning



159 years

Moving London – the world's oldest metro



272

stations

1,107km  
of track



36



trains an hour run in each direction on the Victoria line

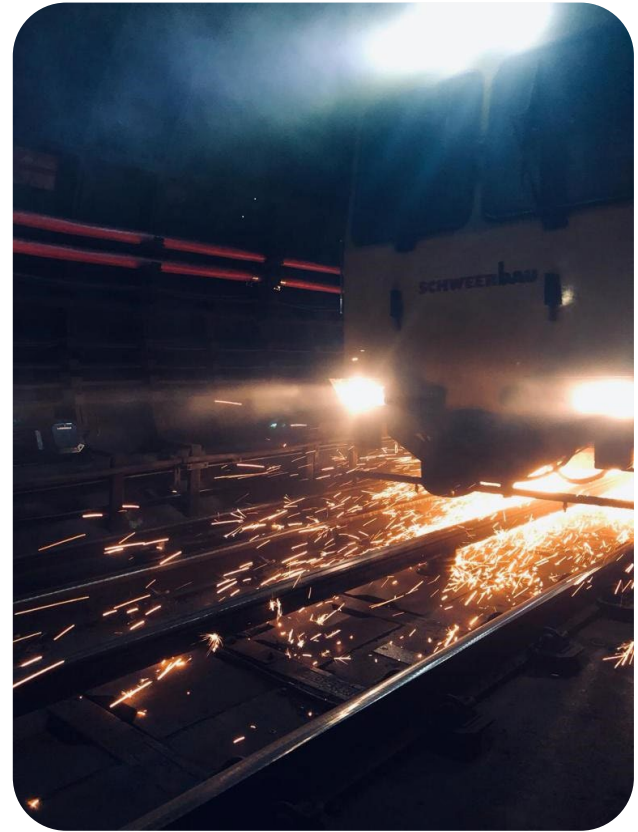


# How are we tackling noise: mitigations

- **Primary mitigation:**
  - Rail grinding is the most effective tool we have to remove corrugation, which is the principal cause of noise
  - It must be repeated at regular intervals (usually 6 months – a year), to maintain effectiveness
  - In the last year, we have carried out over 30,000m of noise-related rail grinding to lower noise levels for residents, customers and train operators

## Factors affecting how we respond:

- Curved or straight track
- The nature and condition of the track, rails and any track fastening products which may have been used
- Friction between wheels and the rail
- Speed, frequency and repetition of acceleration and braking in the same spots
- How the line operates, i.e. automatic or manual signalling and train operation



# Balancing mitigations to address residential and in-tunnel noise: Pandrol Vanguard

- We introduced Pandrol Vanguard, a resilient track fastening product, in response to concerns over in residential noise in 2016 ahead of the opening of Night Tube
- This was effective in reducing residential noise but had the unintended consequence of increasing in-tunnel noise by trapping energy from the trains in the tunnel and causing corrugation to form on the rails more quickly

We are working on alternative solutions, including trialling new products, and the use of rail grinding to address corrugation

- Following a successful trial on the Jubilee line between Baker Street and St John's Wood, we are now starting to roll out the use of an alternative product (Delkor) at selected locations on the network where our data suggests it will be most effective



*Pandrol Vanguard track fastening product.*



# Alternative engineering solutions/trials

## Deep Tube reconditioning to replace Pandrol Vanguard with Delkor

Effective, but very slow and costs £8,200 per metre with 6.7km of PV replacement costing circa £59.9m

## Removal of Pandrol Vanguard and re-rail, followed by grinding (trial)

Back to how the track was pre-Pandrol Vanguard, reducing corrugation build up

## Resilient rubber pads under the rails and grinding (trial)

Trialling a softer under rail pad than used previously, helping to absorb energy from the passage of trains

## Jubilee line extension - low level reservoirs (trial)

Placing lubricators in noise sites where screeching is caused by wheels rubbing against rails

## Speed variations (trial)

Altering or reducing speeds on automatic operation lines, but knock-on impact on service levels, the Northern line has been chosen for the trial

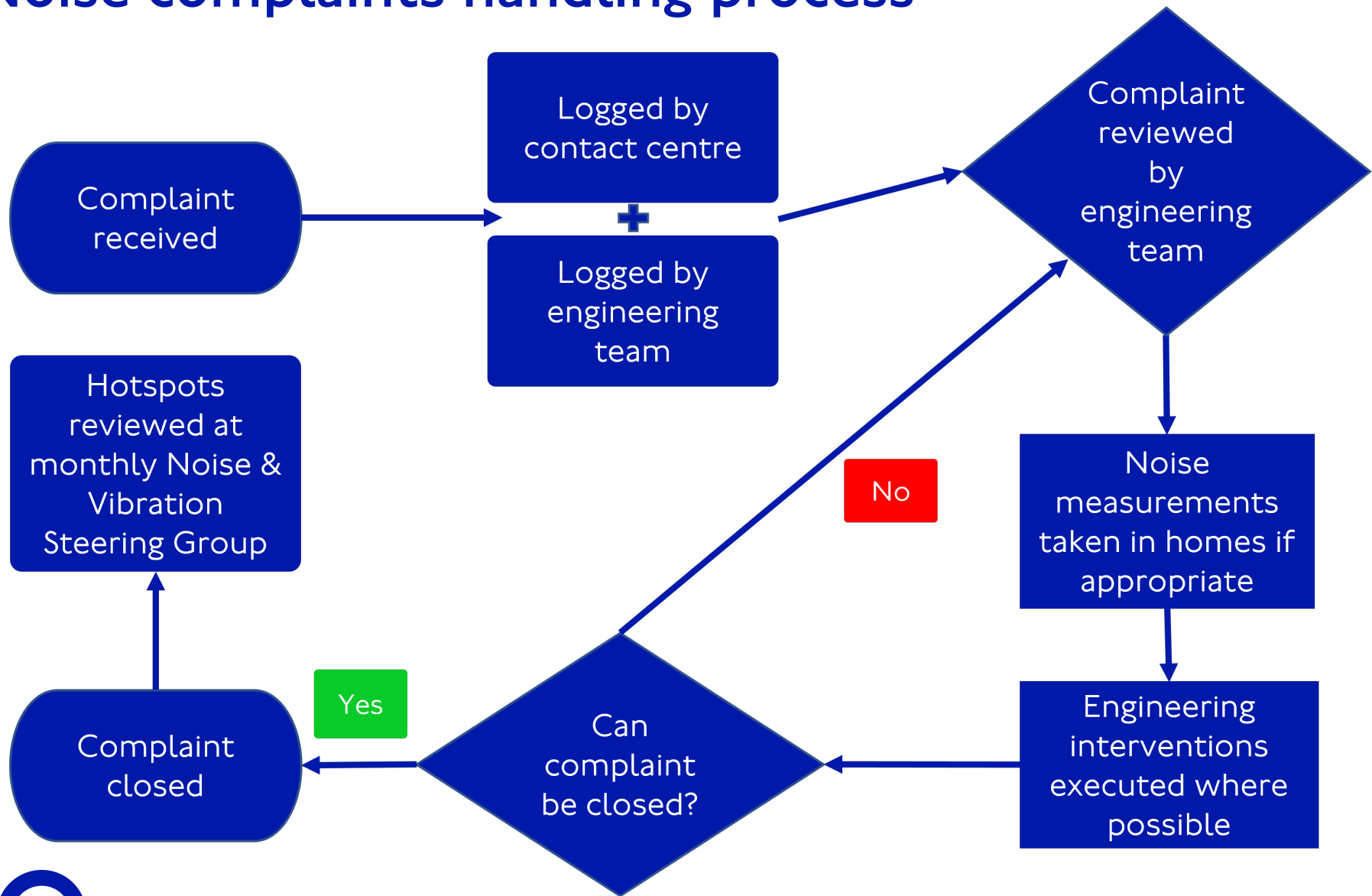
## On-train lubrication system (Jubilee line)

On-train lubricators to minimise screeching noise in airborne sections



# Noise complaints handling process

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# Communications and stakeholder engagement

## Noise and Vibration Steering Group

Monthly internal meeting of engineering and stakeholder representatives to review complaints and hotspots

## Mayor's Questions

Frequent answers drafted on the Mayor's behalf to questions about Tube noise from Assembly Members as part of Mayor's Question Time

## London Assembly – Regular Updates

Six-monthly updates are issued to London Assembly Members on noise hotspots and our mitigation plans

## Contact Centre

The Customer Contact Centre has dedicated representatives to handle noise complaint issues, who work closely with the business to provide the best quality information

## Meetings

We frequently attend meetings with residents and elected representatives to discuss noise concerns in specific areas

## Single Points of Contact (SPOCs)

Government Relations team SPOCs for all London MPs and Assembly Members to ensure questions are handled in a timely and efficient manner





# Questions?



## Customer Service and Operational Performance Panel



**Date:** 6 December 2022

**Item:** Customer Safety and Security

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

### **1 Summary**

- 1.1 This paper provides an update on our work to improve the safety of women and girls while travelling in London.
- 1.2 Violence against women and girls (VAWG) is a serious, prevalent, and preventable issue. It can take many forms. As customers, women and girls are disproportionately affected by sexual harassment while travelling in London by public transport, in taxi and private hire vehicles, walking and cycling. Intersectionality further increases vulnerability and fear of crime. Our colleagues working on the transport network also experience sexual harassment and unwelcome sexual attention. Our approach looks internally to support and promote the safety of colleagues, and externally to our customers and to the wider role TfL plays in the capital.
- 1.3 The safety of women and girls remains one of our top priorities. The way we plan, design, operate and police our networks ensure London's transport system is a safe, low crime environment. Millions of journeys are made on our public transport network every day and night, most going without incident. But we know that for women and girls who travel on our network it does not always feel that way and sexual harassment is still too common. This is unacceptable and we are actively working to change.
- 1.4 Excellent progress has been made over the last year and every effort is being made to ensure that the pace of delivery continues. We remain committed to working in partnership with our transport policing partners to end violence against women and girls. We are playing our full part in the Mayor's VAWG strategy and the Mayor's Women's Night Safety Charter.

### **2 Recommendation**

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

### **3 Background**

- 3.1 In 2021, we undertook a review of our activity and plans to improve the safety of women and girls while travelling in the capital. This led to the development of our women's safety programme and the establishment of the End Violence Against Women and Girls (EVAWG) Task and Finish Group to guide and oversee

delivery. We have reviewed our programme to incorporate additional recommendations from [London Travel Watch's research on personal security on London's public transport network](#) and the Department for Transport's commissioned report of recommendations on improve safety for women and girls on the transport network.

- 3.2 The programme includes short-, medium- and long-term actions covering policy, environment/infrastructure measures, communications, training, legislation, policing, research and data and technology. This work has wider benefits for all our customers and staff. It is aligned with our vision and values and complements other activity we have underway to safeguard children and vulnerable adults, tackle hate crime and work-related violence and aggression and improve customer care.
- 3.3 We are working closely with the Mayor's Office for Policing and Crime, the Night Czar, GLA Regeneration Team and other partners to coordinate activity and deliver on the Mayor's pledge to make London one of the safest cities in the world for women and girls. We have also strengthened our stakeholder engagement to better understand and respond to the issues facing women and girls as they travel in the Capital.

## **4 Action to tackle violence against women and girls and improve confidence to travel**

### **Policing**

- 4.1 Our partnership working with the police continues to be an integral part of our activity to improve the safety of women and girls on public transport and in taxi and private hire vehicles. Tackling VAWG remains a key policing priority for both the British Transport Police (BTP) and the Metropolitan Police Roads and Transport Policing Command (RTPC) which is reflected in the scale and range of policing and engagement activity they are undertaking in partnership with us. This goes beyond targeted policing operations and includes increased night-time reassurance patrols as part of BTP's Operation Cerium; regular 'walk and talk' sessions with customers and local communities; enhanced officer training; relentless follow up of leads and investigation of perpetrators; and outreach and engagement in secondary schools among other activity.
- 4.2 The BTP launched its Railway Guardian safety app in the summer 2022, which aims to be a one-stop shop for important safety information and makes it easier for users to report incidents to the BTP and report infrastructure issues to transport operators.

### **White Ribbon**

- 4.3 In recognition of our work to tackle VAWG, in February 2022 we were accredited with White Ribbon UK, a charity that is working to end male violence against women by engaging with men and boys to make a stand against violence. Male allies across our organisation have signed up to get involved and are leading activity and conversations about ways to improve our workplace culture and beyond. Our accreditation with White Ribbon helps to demonstrate to our customers and our staff how seriously we take this issue and what we are doing

to tackle it.

- 4.4 25 November is the International Day for the Elimination of VAWG and is followed by 16 days of activism. Every year, we, along with our policing partners, support this by stepping up policing, communications and engagement activity with a range of customer-facing and internal events. This year we used the opportunity to promote the White Ribbon message and encourage men to make the promise never to commit, excuse or remain silent about men's violence towards women. Senior TfL leaders joined Network Rail, BTP and other partners at a roundtable meeting to discuss our shared commitment and action to making travelling safer for women and girls. Our enforcement staff joined BTP and RTPC officers, in running events and operations across the public transport network and taxis and private hire vehicles.

#### **'Zero tolerance to sexual harassment' campaign**

- 4.5 In October 2021, we launched a new multi-media communications campaign to tackle sexual harassment on public transport. It was developed in partnership with the Rail Delivery Group (RDG), our transport policing partners, academics and experts in the field of women's safety and sexual violence. The campaign, which includes posters across the network and social media, aims to challenge this behaviour, sending a message to offenders that it is wrong, harmful and won't be tolerated on our services. The campaign also encourages those that experience or witness sexual harassment to report it so that we can work to prevent it and to take action against perpetrators. The campaign has been well received and has continued to generate interest and discussion about the issue. Research commissioned by RDG showed that campaign recognition was good, the messaging was well understood, respondents felt better informed and more empowered to report an incident after seeing the campaign and agreed that the transport industry is taking this issue more seriously.
- 4.6 The campaign has had a positive impact on reporting of incidents. Between October 2021 and September 2022, there were 2,361 offences on our network reported to the police. This compares to 1,302 reported in the same period the year before, an 81 per cent increase. The increase in reporting was anticipated and is a positive sign that the campaign is working given that sexual harassment is significantly underreported. Research to track experience of sexual harassment on the network has not shown any increases in behaviour.

#### **Bystander intervention**

- 4.7 Encouraging active bystander intervention is an increasingly important part of our response with our policing partners, which is supported by London Travel Watch and other women's safety and hate crime stakeholders. Research shows that bystander intervention can be an effective way of stopping sexual harassment before it happens, as bystanders play a key role in preventing, discouraging, and/or intervening when an act of violence has the potential to occur. Bystanders can also support victims so they do not feel isolated, and they can report incidents to transport staff or the police. We are currently developing bystander intervention campaigns for our core sexual harassment and hate crime campaigns. The sexual harassment campaign will launch early next year. In the meantime, we continue to work with police partners to give better information to

customers about what they can do if they witness sexual harassment or hate crime on the network.

### **Training and education**

- 4.8 Sexual harassment training is being rolled out to all our frontline customer service staff and enforcement officers to help them respond to reports, support customers and each other and challenge behaviour. Training for our enforcement officers and the Bus Operations Team is now complete. Training of 25,000 bus drivers and thousands more station staff will take longer given the larger numbers of staff and challenges in releasing staff for training, but we remain committed to doing so. Sexual harassment will form part of the enhanced diversity and inclusion training for bus drivers launching in early 2023.. In addition to training, we continue to brief and issue regular guidance to staff about sexual harassment so they are better equipped to support our customers who may experience or witness it on our network.
- 4.9 Our Project Guardian school sessions continue to be an essential part of our activity to tackle sexual harassment on public transport and help promote the sexual harassment campaign's messages. These sessions, run by the London Transport Museum's Safety and Citizenship Team aim to reach over 6,000 year 9 students (all genders) every year to raise awareness of the issue, our zero-tolerance approach and encourage reporting. In the 2021/22 academic year, the team delivered 142 sessions reaching 8,885 students. They have delivered 58 sessions to a total of 3,656 students so far, this academic year, with another 38 sessions booked. The feedback from students and teachers has been excellent. We are exploring options for how we can expand the reach of these sessions to more students.

### **Crime reporting information**

- 4.10 We are progressing the rollout of signage across the public transport network (on vehicles, stations and bus stops) to give customers advice on what to do in an emergency and how to report crime. This is important for customer safety and crime prevention as well as customer reassurance. We had agreed to rollout signage/notices in a phased approach, coordinated with other changes, to minimise costs. In addition to permanent signage/notices, we will be displaying crime reporting information on the dot matrix signs at bus shelters and on London Underground (LU) station platforms where possible. We also plan to include this information on the new bus shelter screens being trialled on the Route 63.

### **Technology**

- 4.11 We are progressing several technology and data actions, which are not only important for improving the safety of women and girls but for all customers and staff. The most complex and costly of these is the installation of on-train CCTV on the Central and Piccadilly lines. All LU stations are already covered by an extensive CCTV network. On-train CCTV on the Central line is being installed as quickly as possible as part of a major upgrade programme that will improve on-train communications, lighting and accessibility. The first trains with CCTV will begin running from 2023. New Piccadilly line trains planned for 2025 will also have CCTV. In addition to this, work is underway to look at future opportunities for

standardising CCTV systems and retention periods as well as improving passenger help points. This is a longer-term action.

### **Taxi and Private Hire (TPH) safety**

- 4.12 We continue our efforts with the police to tackle journey-related sexual offences in taxi and private hire vehicles. We run Operation Safer Travel at Night (STAN) with the RTPC and City of London Police at key times throughout the year including the festive period. Our STAN communications and engagement campaign to raise awareness of TPH safety has been refreshed and launched at the end of November 2022.
- 4.13 We are currently exploring several measures for improving safety and security in taxi and private hire vehicles including signage about how to make a complaint to TfL, improvements to driver photo identification and information via the TfL licence checker. These proposals will form part of our consultation on the introduction of the Department for Transport's Statutory Standards for taxis and private hire. The consultation is due to launch in early 2023.
- 4.14 A consultation has previously been undertaken to explore the impact of mandating the requirement for in-vehicle CCTV within taxi and private hire vehicles in London. This will be further considered once the Statutory Standards consultation and implementation (where appropriate) has been completed.

### **Public realm**

- 4.15 We have a long-term action to work with partners to improve the safety of women and girls when walking and cycling through more inclusive planning, design and management of public space. We have been working with the GLA Regeneration Team (and with Mayor's Office for Policing and Crime (MOPAC) and the Night Czar) on research they have commissioned to understand and innovate in how design impacts safety in public spaces, both through a range of place-based testing and action research and research into what works. We will also be working with MOPAC to undertake women's safety audits in a small number of transport environments.
- 4.16 As part of our Bus Action Plan, we are also exploring ways that we can improve safety and security and improve confidence to travel on the bus network. Moving beyond our traditional crime prevention measures, we are undertaking a feasibility study at a bus station to look at more creative and community-led approaches to security.

### **Supporting TfL colleagues**

- 4.17 With the support of our staff and Trade Unions, we have introduced our first-pan TfL Domestic Abuse (DA) policy and guidance for managers. The policy and management guidance has been informed by industry best practice, the expertise of domestic abuse organisations such as Women's Aid and Hestia and the lived experience of some of our staff. We have done a lot to raise awareness of DA, the impact on those experiencing it and how we can best support them and keep them safe in the workplace.

- 4.18 We are also committed to challenging sexual harassment and sexist behaviour in our workplace and have been raising awareness of the issue. We have issued guidance (including practical tips) to our staff about how to be active bystanders and challenge inappropriate and harmful behaviour in our workplace. Our White Ribbon ambassadors are also helping to promote the guidance.
- 4.19 We know that our female and gender diverse staff are regularly subjected to sexual harassment by customers as a form of work-related violence. This is unacceptable. We are working with BTP and RTPC to prevent incidents and hold offenders to account. The rollout of body worn video cameras, as part of our Workplace Violence and Aggression strategy, is an important measure which is why we are making cameras available to more staff.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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## Customer Service and Operational Performance Panel



**Date:** 6 December 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:** CCSO (Chief Customer and Strategy Officer), COO (Chief Operating Officer), Chief Finance Officer (CFO), Chief Capital Officer (CCO)

D (Director) - IDP (Investment Delivery Planning), PTSP (Public Transport Service Planning), SHE (Safety, Health & Environment); SI (Strategy & Innovation); SPE (Security, Policing and Enforcement), CP (City Planning), B, (Bus), C (Customer)

Standing Items		
Quarterly Customer Services and Operational Performance Report	CCSO & COO	

9 March 2023		
Strategy on Electrified Travel	CCSO & D-SI	Update
Chronic Fare Evasion, Offender Management & Work-Related Violence	D-SPE	Update
Winning Back Our Customers	CCSO & D-C	Update
Central London Bus Services Consultation	CCSO & D-PTSP	Update
TfL International Benchmarking Report	CCSO	Annual
Bus Action Plan Update	COO & D-B	Update
Extreme Heat Measures Operational review	CCO	Update

July 2023		
Cycling Action Plan Update	CCSO/D-CP	Annual
Assisted Transport Services Update	COO	Every six months
Bus Services to London Hospitals	CCSO & D-PTSP	Annual

October 2023		
(ER6) Enterprise Risk Update: Deterioration of operational performance - tbc	COO	Annual
Assisted Transport Services Update	COO	Every six months
Delivery the Mayor's Transport Strategy: Step-free Access	COO & D-IDP	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 (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 (July)
- Delivering the Mayor's Transport Strategy: Step-free Access - Annual
- (ER6) Enterprise Risk Update: Deterioration of operational performance – Annual (October)
- Differences between regions of London (TBC)