

## Agenda

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

**Date: Wednesday 4 October 2023**

**Time: 10:30am**

**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:v_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)

Andrea Clarke, Interim General Counsel  
Tuesday 26 September 2023

**Agenda**  
**Customer Service and Operational Performance Panel**  
**Wednesday 4 October 2023**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interest**

Interim 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 12 July 2023 (Pages 1 - 8)**

Interim General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 12 July 2023 and authorise the Chair to sign them.**

**4 Matters Arising and Actions List (Pages 9 - 18)**

Interim General Counsel

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

**5 Customer Service and Operational Performance Report - Quarter 1 2023/24 (Pages 19 - 62)**

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 63 - 82)**

Chief Customer and Strategy Officer and Director of Customer

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

**7 Elizabeth Line Performance** (Pages 83 - 86)

Director Elizabeth line

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

**8 Step-Free Access Update** (Pages 87 - 96)

Director of Investment Delivery Planning

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

**9 Taxi and Private Hire Vehicle Complaints Update** (Pages 97 - 106)

Chief Operating Officer

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

**10 Members' Suggestions for Future Discussion Items** (Pages 107 - 110)

Interim General Counsel

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

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

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

**12 Date of Next Meeting**

Tuesday 5 December 2023 at 1pm

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## 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  
10:30am Wednesday 12 July 2023**

#### Members

Dr Mee Ling Ng OBE (Chair)  
Marie Pye (Vice-Chair)  
Anne McMeel  
Dr Lynn Sloman MBE  
Peter Strachan (via Teams up to Minute 16/07/23)  
Councillor Kieron Williams

#### Executive Committee

Glynn Barton                      Interim Chief Operating Officer  
Howard Carter                    General Counsel

#### Other staff

Thomas Ableman                Director of Strategy and Innovation  
Christina Calderato            Director of Transport Strategy and Policy  
Alexandra Goodship           Strategy and Planning Manager  
Siwan Hayward                Director of Security, Policing and Enforcement  
Zoe Manzoor                    Senior Committee Officer  
James Mead                     General Manager, On-Demand Transport  
Rupali Sharma-Patel            Head of Assisted Transport, Transport Operations  
Emma Strain                     Customer Director  
Shashi Verma                    Chief Technology Officer, Director of Strategy and CTO

### **12/07/23 Apologies for Absence and Chair's Announcements**

An apology for absence had been received from Bronwen Handyside. Peter Strachan was attending via Teams and was able to participate in the discussion but did not count toward the quorum. He had indicated that he would need to leave part way through the meeting. The meeting was quorate.

Alex Williams, Chief Customer and Strategy Office was unable to attend and Emma Strain, Customer Director was attending in his place.

The Chair welcomed everyone to the meeting. The meeting was also being broadcast live to TfL's YouTube channel, 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.

The Chair noted that Howard Carter, TfL's General Counsel and Board Secretary would retire at the end of September 2023, after 17 years' service. Howard had been a tremendous public servant to TfL and an enormous source of support and sound guidance to Members. On behalf of the Panel, the Chair wished Howard every success for the future.

Howard thanked the Chair and stated that it had been a pleasure working with Board Members and colleagues over the years.

### **13/07/23 Declarations of Interest**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date. It was noted that there had been one update since the last meeting. Peter Strachan had been appointed as the Chair of the National Transport Authority, Ireland.

There were no interests declared that related specifically to items on the agenda.

### **14/07/23 Minutes of the Meeting of the Panel held on 22 March 2023**

**The minutes of the meeting of the Panel held on 22 March 2023 were approved as a correct record and the Chair was authorised to sign them.**

### **15/07/23 Matters Arising and Actions List**

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

**The Panel noted the actions list.**

### **16/07/23 Customer Service and Operational Performance Report - Quarter 4, 2022/23**

Glynn Barton and Emma Strain introduced the paper, which provided an update on TfL's customer service and operational performance for Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023). They highlighted the positive ridership trends across the network, including London Underground journey levels returning to pre-coronavirus pandemic levels. On 6 July 2023, the Elizabeth line recorded its highest journey numbers at 700,000.

While the "TfL cares about its customer score" was slightly below target, at 54 per cent, it was improving each quarter. There were many factors that influenced the score, some outside the organisation's influence and TfL had recently introduced a new metric to measure performance for the different transport modes based on journey times. The Panel would receive a report at its next meeting on TfL's customer care score and it was emphasised that officers would provide the reasons behind the customer care score, with related evidence. Staff commendations had also risen by a third and this was welcomed by Members.

The Panel also noted details of the shift in contacts to call centres, away from the telephone to correspondence such as email. It was suggested that the report should also measure this. **[Action: Emma Strain]**

The Panel suggested that the team should further engage with the Assisted Transport Services team to gain a greater insight into the experience of customers with greater access needs on the transport network. It was also agreed that the Panel would be provided with further information on the care scores for disabled TfL customers and the experiences of disabled Londoners who don't necessarily use TfL services. **[Action: Emma Strain]**

TfL was making good progress with its Action on Inclusion programme and with providing step-free access to stations, which was a key priority. Details of the work to provide step-free access at 10 stations would be shared with all TfL Board Members, as well as the formula for assessing social deprivation, in identifying priorities for the programme. **[Action: David Rowe]**

It was also noted that TfL were running several campaigns (and was about to launch further new campaigns) focusing on sustainable travel, improvements to services, and the affordability of the network.

The Panel also highlighted the update on the use of Santander Cycles. The number of hires made during the quarter had continued to decline and was partly due to competition from other operators. Concerns were expressed about the impact of discarded electric hire cycles on the public realm from other providers. It was confirmed that TfL was developing a strategy on electrified travel devices and e-cycles. An update on this work and the cycle hire market would be brought to a future meeting of the Panel, covering changes in customer demand and the problems around street clutter from discarded cycles. **[Action: Glynn Barton]**

The Panel requested further details on new travel patterns. **[Action: Glynn Barton / Emma Strain]**

On the issue of tram performance, a site visit had been arranged for TfL Board Members to the depot in Croydon to show the good work being undertaken to both address the challenges and to provide the service.

**The Panel noted the paper.**

## **17/07/23 Cycling Action Plan 2**

Christine Calderato and Alexandra Goodship introduced the paper, which provided an overview of the new Cycling Action Plan 2, and high levels targets within it, which had been launched on 15 June 2023. The new plan superseded the first Cycling Action Plan, published in 2018. The plan had a particular focus on increasing cycling levels and breaking down the barriers to cycling, especially amongst under represented groups including older people. Overall TfL was working towards encouraging a mode shift away from vehicle use to cycling and other forms of sustainable transport.

Members highlighted the target of growing cycling by a third to 1.6 million a day by 2030. The Panel would be provided with a further update regarding the intentions and assumptions behind the target. **[Action: Christina Calderato / Alexandra Goodship]**

TfL was working towards extending the cycle network by 2041 to outer London. The Panel noted the merits of creating strategic orbital movements in outer London. Members also noted the merits of providing different types of cycleways to suit varying customer needs, including potentially routes through quieter streets, and suggested routes for commuters. Officers would investigate the possibilities and provide further details of the 50 schemes in development, listed in the report, as part of the short-term delivery programme, at an appropriate time.

**[Action: Christina Calderato / Alexandra Goodship]**

TfL had put in place measures to address the problems around the harassment and intimidation of cyclists. This included engaging with the Cycle Safety team on initiatives.

**The Panel noted the publication and content of the Cycling Action Plan 2.**

### **18/07/23 TfL Go Update**

Shashi Verma introduced the paper, which provided an update on the development of the TfL Go journey planning app.

The TfL Go app offered a modern digital experience that was inclusive and customer-centric. A challenging area of work was underway to provide further improvements to the system, with the overall aim of providing step-by-step instructions, catering for all needs, and covering all journey modes, including Network Rail routes.

The Panel sought clarity regarding the availability of information on quieter routes at particular times. It also discussed whether the TfL Go app should include journey options for Assisted Transport Services customers, and that it should sign-post customers with accessibility needs to services. The team would further explore this.

**[Action: Shashi Verma]**

**The Panel noted the paper.**

### **19/07/23 Digital Wayfinding for Cycling**

Thomas Ableman introduced the update on the development of safer and more welcoming digital wayfinding for cycling.

In July 2022, the Open Innovation team held a Digital Wayfinding Summit, which created the initial spur to action for TfL and third-parties to improve digital wayfinding systems for cycling. Since then, TfL had been working to improve route choice for cycling in the TfL Go app, as well as working with third-party travel planning partners apps including Google Maps and Citymapper.

TfL and partners were also exploring ways of improving the data set to identify such features as the presence of chicanes preventing access.

The Panel sought clarity on the availability and provision of data on the nature of routes, to help customers plan their journeys (such as details of suitable commuter routes and more scenic quieter routes for leisure journeys) and officers would provide further information on this.

**[Action: Thomas Ableman]**



TfL had awarded a contract for the next phase of London's e-scooter trial.

An update on Electrified Travel Devices would be brought back to the Panel at an appropriate time.

An update on digital wayfinding for cycling would also be brought back to the Panel at an appropriate time. **[Action: Thomas Ableman]**

**The Panel noted the project update.**

## **20/07/23 Customer Safety and Security Update**

Siwan Hayward introduced the paper, and the exempt supplementary information on Part 2 of the agenda, which provided an update on the work to tackle fare evasion and ticket fraud, which was a key priority for TfL.

TfL had set an ambitious reduction target of reducing the risk of fare evasion by two-thirds, to under 1.5 per cent by 2030. Fare evasion denied vital revenue for TfL to invest in a safe, frequent, and reliable transport network, and also impacted on the morale of colleagues, and the safety and security of the network. The most recent estimate (2022/23) of fare evasion across all TfL public transport modes stood at 3.9 per cent, which was higher than the previous levels reported but could be partly attributed to the improved methods of measuring fare evasion. TfL figures still compared favourably to other transport networks.

The performance strategy for each revenue team had been refreshed. Best practice was shared with policing partners to support coordinated operations. Work was also underway to explore options to improve the design of the wide aisle style of gate at stations (which was the main access for chronic offenders) and increasing the use of closed-circuit television to identify offenders and sharing this with investigation teams.

Later in the year, TfL would publish its pan-TfL Revenue Protection Strategic approach, which would support its front-line teams, fare paying customers and TfL's financial sustainability.

The Panel also noted the overview of the Crime and Anti-Social Behaviour six-monthly report, based on comparisons with the pre-coronavirus pandemic average. TfL worked closely with its policing partners on initiatives to reduce crime, including addressing and preventing theft. TfL was mindful of the impact of resourcing constraints on its partners. The rise in robberies was a cause of concern, although it was a London-wide problem and had escalated post-pandemic.

The report provided details of the crime statistics for the quarter by transport mode (such as London Underground and London Overground). Members requested that the crime statistics for the separate lines also be provided. **[Action: Siwan Hayward]**

It was also suggested that the pre-pandemic average for measuring crime levels on the Elizabeth line should be reviewed to find an appropriate baseline given the date of the Elizabeth line's opening. **[Action: Siwan Hayward]**

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

### **21/07/23 Hate Crime Campaign**

Siwan Hayward introduced the paper, which provided an overview of hate crime and TfL’s campaign to tackle this issue in response to an action from the Board. The paper set out what TfL knew about hate crime on its networks, the purpose of the campaign, how it was communicated and the positive feedback from stakeholders and customers.

**The Panel noted the paper.**

### **22/07/23 Assisted Transport Services Update**

James Mead and Rupali Sharma-Patel introduced the paper, which outlined the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 6 December 2022. This included the updated Roadmap for review.

It also provided an update on how ATS continued to adapt to support Londoners with reduced mobility in the post-coronavirus pandemic world.

The Panel welcomed the work of the Travel Mentoring System. It noted that the introduction of the new one-stop booking system should enable staff to devote additional time to helping customers navigate the transport network and use the features on the TfL Go app.

Members suggested that future ATS updates should provide information on the work to help customers travel on the wider transport network and that the team consider developing performance indicators for this area of work. **[Action: James Mead]**

It was also noted that work was underway to recruit new drivers for the service. The team was working hard to address barriers in this area and to increase the number of female drivers to address the shortfall.

**The Panel noted the paper.**

### **23/07/23 TfL – Summer Preparedness 2023**

Glynn Barton presented the item, which provided an overview of TfL’s preparedness for summer 2023.

TfL Operations Command and Control response was managed through the Network Management Resilience Directorate’s two Control Centres: The Network Management Control Centre and the London Underground Control Centre.

The presentation set out details of the approach by the Control Centres to planning for hot and extreme weather, based on daily weather forecasts. This included the trigger levels and the nature of the communications with customers. It also provided a high-level of summary of the plans by modes of transport.

The Panel noted the importance of providing water points around the transport network. It was suggested that customers should be sign-posted to the nearest water point around stations. Officers would look at this suggestion further. **[Action: Emma Strain]**

It was confirmed that the team was looking at the possibility of introducing maps showing the routes with the coolest on-board temperatures.

**The Panel noted the paper.**

### **24/07/23 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the current forward plan for the Panel. The requests for further papers would be added to the plan.

**The Panel noted the paper.**

### **25/07/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **26/07/23 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Wednesday 4 October 2023 at 10.30am.

### **27/07/23 Exclusion of the Press and Public**

**The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on Customer Safety and Security Update.**

The meeting closed at 1:40pm

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

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

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## Customer Service and Operational Performance Panel



**Date:** 4 October 2023

**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

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**Customer Service and Operational Performance Panel Actions List  
(To be reported to the meeting on 4 October 2023)**

**Appendix 1**

**Actions from the meeting held on 12 July 2023**

| <b>Minute no.</b>   | <b>Item/Description</b>  | <b>Action by</b> | <b>Target Date</b> | <b>Status Note</b>  |
|---------------------|--|------------------|--------------------|---|
| <b>16/07/23 (1)</b> | <p><b>Customer Service and Operational Performance Report – Quarter 4, 2022/23: Performance Measures</b><br/>The Panel noted details of the shift in contacts to call centres, away from the telephone to correspondence such as email. It was suggested that the report should also measure this.</p>   | Emma Strain      | December 2023      | Officers will review how this is captured within the report, and how updates are provided to the Panel. |
| <b>16/07/23 (2)</b> | <p><b>Customer Service and Operational Performance Report – Quarter 4, 2022/23: Accessible Services</b><br/>The Panel would further engage with the Assisted Transport Services team to gain a greater insight into the experience of customers with greater access needs on the network. The Panel would be provided with further information on the care scores for disabled TfL customers and the experiences of disabled Londoners who don't necessarily use TfL services.</p> | Emma Strain      | October 2023       | <b>Completed.</b> A Deep-dive on TfL's 'Care Score' paper is on the agenda for this meeting.            |

| Minute no.   | Item/Description  | Action by                    | Target Date   | Status Note   |
|--------------|---|------------------------------|---------------|---|
| 16/07/23 (3) | <p><b>Customer Service and Operational Performance Report – Quarter 4, 2022/23: Step-Free Access</b></p> <p>Details of the work to provide step-free access at 10 stations would be shared with all TfL Board Members, as well as the formula for assessing social deprivation, in identifying priorities for the programme.</p>  | David Rowe                   | October 2023  | <b>Completed.</b> A Step-Free Access Update paper is on the agenda for this meeting.  |
| 16/07/23 (4) | <p><b>Customer Service and Operational Performance Report – Quarter 4, 2022/23: Electrified Travel Devices</b></p> <p>TfL were developing a strategy on electrified travel devices and e-cycles. An update on this work and the cycle hire market would be brought to a future meeting of the Panel, covering changes in customer demand and also the problems around street clutter from discarded cycles.</p> | Glynn Barton                 | December 2023 | A Future of E-bikes Contracting paper is on the Forward Plan for the December 2023 meeting.   |
| 16/07/23 (5) | <p><b>Customer Service and Operational Performance Report – Quarter 4, 2022/23: New Travel Patterns</b></p> <p>The Panel requested further details on new travel patterns.</p>  | Glynn Barton/<br>Emma Strain | October 2023  | <b>Completed.</b> Updates on changes in travel patterns will be highlighted in the report and covered off as part of updates given at this meeting. |



| Minute no.   | Item/Description  | Action by                                  | Target Date    | Status Note  |
|--------------|---|--|----------------|--|
| 17/07/23 (1) | <p><b>Cycling Action Plan 2: Cycling Targets</b><br/>Members highlighted the target of growing cycling by a third to 1.6 million a day by 2030. The Panel would be provided with a further update regarding the intentions and assumptions behind the target.</p>   | Christina Calderato/<br>Alexandra Goodship | September 2023 | <b>Completed:</b> Written briefing circulated to the Panel Members on 25 September 2023. |
| 17/07/23 (2) | <p><b>Cycling Action Plan 2: Cycleways</b><br/>Members noted the merits of providing different types of cycleways to suit varying customer needs, including potentially routes through quieter streets, and suggested routes for commuters. Officers would investigate the possibilities and also provide further details of the 50 schemes in development, listed in the report, as part of the short-term delivery programme, at an appropriate time.</p> | Christina Calderato/<br>Alexandra Goodship | September 2023 | <b>Completed:</b> Written briefing circulated to the Panel Members on 25 September 2023. |

| Minute no.   | Item/Description   | Action by      | Target Date  | Status Note   |
|--------------|--|----------------|--------------|---|
| 18/07/23     | <p><b>TfL Go Update: Accessible Services</b></p> <p>The Panel sought clarity regarding the availability of information on quieter routes at particular times. It was also discussed whether the TfL Go app should include journey options for Assisted Transport Services (ATS) customers, and that it should sign-post customers with accessibility needs to services. The team would further explore this.</p> | Shashi Verma   | October 2023 | <p><b>Completed.</b> TfL Go offers live station busyness information along routes, powered by depersonalised Wi-Fi connection data. In August 2023 we added additional busyness information to show typically busy times for each day of the week. We are also exploring predictive bus busyness information based on historical data.</p> <p>We will investigate the most appropriate way to integrate ATS information in the app (including, for example, highlighting taxi tanks at key interchanges). However we do not intend to integrate Dial-a-Ride booking functionality as the new digital service developed with Via will address specific customer needs.</p> |
| 19/07/23 (1) | <p><b>Digital Wayfinding for Cycling: Route Information</b></p> <p>The Panel sought clarity on the availability and provision of data on the nature of routes, to help customers plan their journeys, (such as details of suitable commuter routes and more scenic quieter routes for leisure journeys), and officers would provide further information on this.</p>   | Thomas Ableman | August 2023  | <p><b>Completed.</b> Written briefing circulated to the Panel Members on 17 August 2023.</p>  |

| Minute no.   | Item/Description   | Action by      | Target Date    | Status Note  |
|--------------|--|----------------|----------------|--|
| 19/07/23 (2) | <b>Digital Wayfinding for Cycling</b><br>An update on Digital Wayfinding for Cycling would be brought back to the Panel at an appropriate time   | Thomas Ableman | TBC            | Item is on the Forward Plan.   |
| 20/07/23 (1) | <b>Customer Safety and Security Update: Crime Statistics</b><br>The report provided details of the crime statistics for the quarter by transport mode (such as London Underground and London Overground). Members requested that the crime statistics for the separate lines also be provided. | Siwan Hayward  | September 2023 | <b>Completed.</b> Written briefing circulated to the Panel Members on 20 September 2023. |
| 20/07/23 (2) | <b>Customer Safety and Security Update: Elizabeth line</b><br>The pre-pandemic average for measuring crime levels on the Elizabeth line should be reviewed to find an appropriate baseline given the date of the Elizabeth line's opening.   | Siwan Hayward  | December 2023  | Officers will address in the next six-month update.                                      |

| Minute no.   | Item/Description   | Action by   | Target Date   | Status Note   |
|--------------|--|-------------|---------------|---|
| 22/07/23     | <p><b>Assisted Transport Services Update: Customer Support</b></p> <p>Members suggested that future ATS updates should provide information on the work to help customers travel on the wider transport network and that the team consider developing performance indicators for this area of work.</p> | James Mead  | December 2023 | Officers will address in the next six-month update.   |
| 23/07/23 (1) | <p><b>TfL – Summer Preparedness 2023: Water points</b></p> <p>It was suggested that customers should be sign-posted to the nearest water point around stations. Officers would look at this suggestion further.</p>  | Emma Strain | October 2023  | <b>Completed.</b> There are currently limited refill points on the TfL network due to complexities with installation and maintenance. Locations of these refill points can be found alongside other refill points in London the Refill app. We will work to get this signposted from our website. |

### Actions from previous meetings

| Minute no.   | Item/Description  | Action by                    | Target Date    | Status Note   |
|--------------|---|------------------------------|----------------|---|
| 05/03/23 (1) | <p><b>Customer Service and Operational Performance Report – Quarter 3 2022/23: Tram depot visit</b></p> <p>Glynn Barton would include a visit to the tram depot as part of the programme of Board visits.</p> | Glynn Barton/<br>Secretariat | September 2023 | <b>Completed.</b> A depot tour was held on 22 September 2023. |

| Minute no.   | Item/Description   | Action by      | Target Date  | Status Note  |
|--------------|--|----------------|--------------|--|
| 08/03/23     | <p><b>Bus Action Plan Update: Tracking information</b></p> <p>At the suggestion of the Chair, tracking information would be included in future reports setting out delivery against objectives.</p>  | Tom Cunnington | March 2024   | This information will be included in the next update to the Panel, scheduled for March 2024.                   |
| 38/12/22 (1) | <p><b>Customer Service and Operational Performance Report – Quarter 2 2022/23: Taxi and Private Hire complaints</b></p> <p>An update would be provided to the Panel on reasons behind the rise in taxi and private hire driver complaints.</p>                           | Helen Chapman  | October 2023 | <b>Completed.</b> A paper is on the agenda for this meeting on Taxi and Private Hire Vehicle Complaints Update |
| 39/12/22 (1) | <p><b>Deep-dive on TfL's "Care score": Future report</b></p> <p>More detailed information should be included in the quarterly report on care scores and an annual deep dive should be carried out with a view to looking at ways of increasing customer care scores.</p> | Mark Evers     | October 2023 | <b>Completed.</b> A paper is on the agenda for this meeting.   |
| 39/12/22 (2) | <p><b>Deep-dive on TfL's "Care score": Benchmarking</b></p> <p>Mark Evers would share with the Panel benchmarking data regarding customer care scores compared with other organisations.</p>   | Mark Evers     | October 2023 | <b>Completed.</b> A paper is on the agenda for this meeting.   |

| Minute no.   | Item/Description  | Action by     | Target Date  | Status Note   |
|--------------|---|---------------|--------------|---|
| 39/12/22 (3) | <p><b>Deep-dive on TfL's "Care score": Update</b><br/>An update on the review of the customer care score metrics, which would include Value for Money, would be brought to the Panel in due course.</p>   | Alex Williams | October 2023 | <b>Completed.</b> See action 39/12/22 (1) above.  |
| 32/10/21     | <p><b>Bus Services to London's Hospitals: Modal shift survey</b><br/>At an appropriate time in the future, TfL would look to conduct a more structured survey to determine whether improved bus links had caused a modal shift. Analysis would be shared at a future meeting of the Panel.</p>  | Bob Blitz     | March 2024   | 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 as part of future Bus Action Plan updates. |
| 33/10/21     | <p><b>Winning Back Our Customers: Key areas of focus</b><br/>Nine key, top-level areas of focus had been identified to encourage customers back to the public transport network. Further information on these would be presented at future meetings of the Panel and, where possible, would include differences between inner and outer London.</p> | Alex Williams | October 2023 | <b>Completed.</b> Updates on progress are included in the Quarterly Customer Service and Operational Performance Report, and updates on differences between inner and outer London will be provided where possible.                       |

## Customer Service and Operational Performance Panel



**Date:** 4 October 2023

**Item:** Customer Service and Operational Performance Report – Quarter 1, 2023/24

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**This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 1 2023/24, which is appended in the format of a report.
- 1.2 This report covers the period from 1 April – 24 June 2023.

### **2 Recommendation**

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

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

Appendix 1 Customer Service and Operational Performance Report, Quarter 1 2023/24

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

None

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## Customer service and operational performance report

Quarter I 2023/24 (1 April 2023 – 24 June 2023)

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We've launched two services on our new Superloop network

# Introduction

## Our operational performance and customer service in the first quarter of 2023/24

Customers remain at the heart of everything we do. We know the importance they place on our services when travelling in and across the capital, be it for work or leisure. We remain focused on providing excellent customer service and equipping our customers with timely, consistent and up-to-date information so they can plan their journeys. Our TfL Go app continues to prove popular with our customers, with over 727k average monthly users.

This report covers the first quarter of the 2023/24 financial year. Customer demand has remained strong, with passenger journeys continuing to climb back towards levels that were typical before the coronavirus pandemic. We have seen significant growth on our bus, Tube and rail networks, with more than three million Tube journeys made on weekdays. We have also launched a new campaign to highlight the value and benefits public transport offers, helping our customers to make the most of the exciting range of events in the capital over the summer period.

We continue to develop the proposed Superloop limited-stop express bus route network, with engagement and consultation activity under way. On 14 July we launched new branding, with routes numbered SL1 through SL10. On 15 July, the SL8 (formerly route 607) became the first route to launch, running between Uxbridge and White City, with the SL7 (formerly route X26) entering operation on 19 August, connecting communities between Heathrow Central and West Croydon.

**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. This ensures we are able to make suitable comparisons and can clearly monitor progress and performance. This page provides an overview of these key measures.

### **Customer Care score**

This is the percentage of Londoners who strongly agree or slightly agree that we care about our customers. It measures how well we consistently meet people's expectations, during both 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.

### **Journey time**

#### **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 perceived value of the customer's time to measure the overall experience.

#### **London Underground journey time**

This is a demand-weighted average of all Underground customer journey times and comprises wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind), and on-train delays.

#### **Rail journey time**

The rail journey time measure is calculated in the same way as Underground journey times, for each of the individual rail modes: Elizabeth line, Trams, DLR and London Overground. These can be combined into a single demand-weighted value for the rail modes as a whole.

### **Passenger journeys**

#### **Cumulative year-on-year growth**

Shows actual passenger demand compared to budget for the 2023/24 financial year, measured as a percentage.

### **Santander Cycles**

#### **Docking station availability**

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

#### **Scheduled services operated**

##### **Dial-a-Ride**

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

##### **IFS Cloud Cable Car availability**

This measure shows the scheduled hours/minutes minus the time when the service is closed to passengers, as a percentage of the scheduled hours/minutes.

##### **Woolwich Ferry availability**

This measure shows the scheduled hours/minutes minus the time when the service is closed to passengers, as a percentage of the scheduled hours/minutes.

### **Roads and traffic**

#### **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 (the Transport for London Road Network).

### **Average bus speed**

This includes the time buses spend stationary at bus stops.

#### **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 periods of abnormal road use, such as school and bank holidays, or when planned and unplanned events and roadworks are happening nearby.

#### **Types of road user benefiting from signal timing review**

This measures incremental benefits to people using sustainable modes (walking, cycling or taking the bus) at traffic signals.

# Our scorecard

## Measuring the reliability of our services and the progress of London’s recovery

Our scorecard for 2023/24 is focused 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 Customer Service and Operational Performance Panel.

Under Operations, 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  | 2023/24<br>Year-to-date<br>actual | 2023/24<br>Year-to-date<br>target | 2023/24<br>Full-year<br>forecast | 2023/24<br>Full-year<br>target |
|--|-----------------------------------|-----------------------------------|----------------------------------|--------------------------------|
| <b>Operations</b>  |                                   |                                   |                                  |                                |
| London Underground customer journey time (minutes)                                   | 27.7                              | 27.7                              | 27.9                             | 27.9                           |
| Bus customer journey time (minutes)  | 34.1                              | 34.0                              | 33.9                             | 33.8                           |
| Rail customer journey time – Elizabeth line, Trams, DLR, London Overground (minutes) | 26.2                              | 26.9                              | 26.8                             | 26.9                           |
| <b>Customer</b>  |                                   |                                   |                                  |                                |
| Londoners who agree we care about our customers (%)                                  | 54                                | 55                                | 55                               | 55                             |



**Scorecard measures**

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

# Operations

Providing safe, clean and reliable services to support the recovery

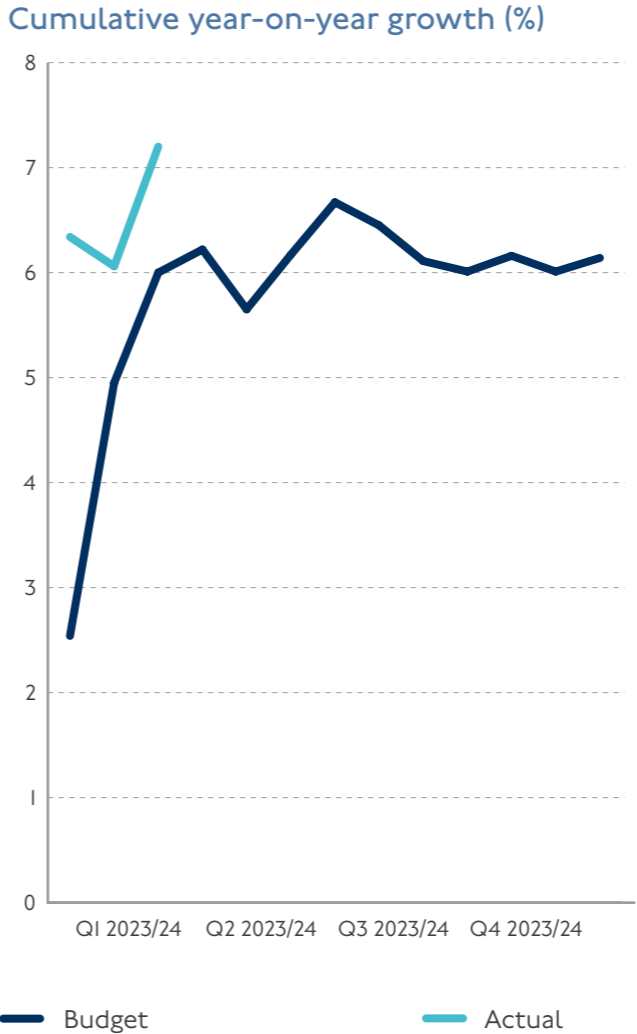
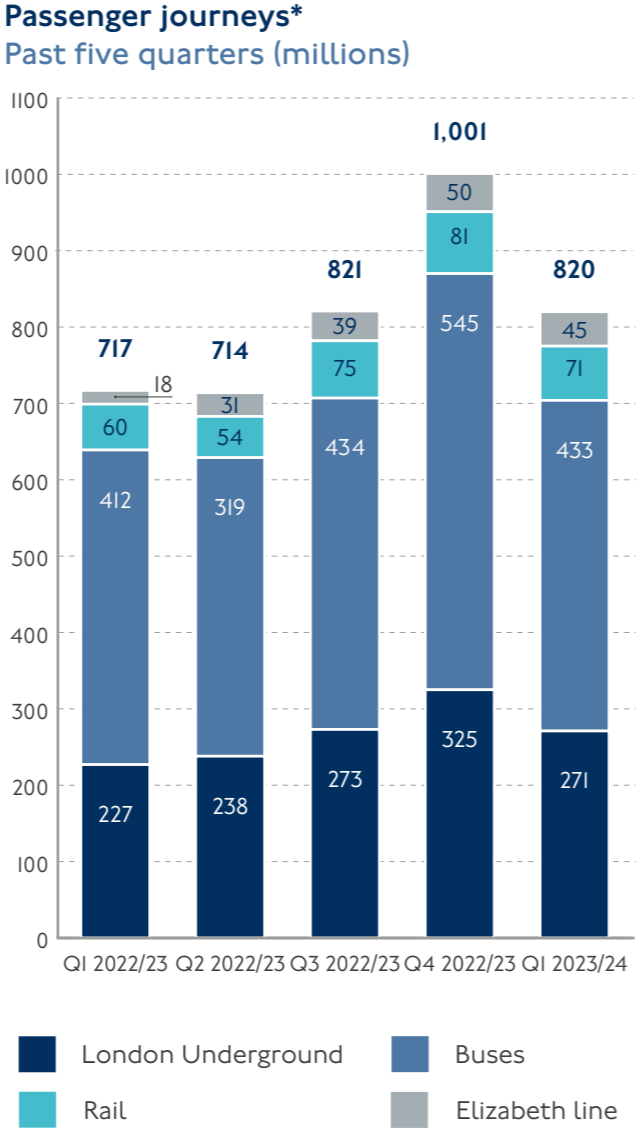


# Passenger journeys

Passenger journeys continue to grow – the network saw 820 million journeys this quarter compared with 717 million journeys in the same quarter last year. In 2023/24 we have budgeted for a six per cent underlying year-on-year growth in demand.

We have seen strong growth across Tube and Rail, but Bus and Tram demand has plateaued, remaining below budget. The increase in passenger journeys is driven by a combination of an improving economy and the introduction of the Elizabeth line, which fully opened a year ago and has seen a record number of passengers enjoying the new air-conditioned trains.

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At the end of the quarter, our year-to-date growth is in line with full-year expectations, largely due to strong growth on Tube and Rail services. Ridership remains high on the Elizabeth line with over 650,000 journeys made each weekday, and a total in excess of 175 million passenger journeys since it opened in May 2022.

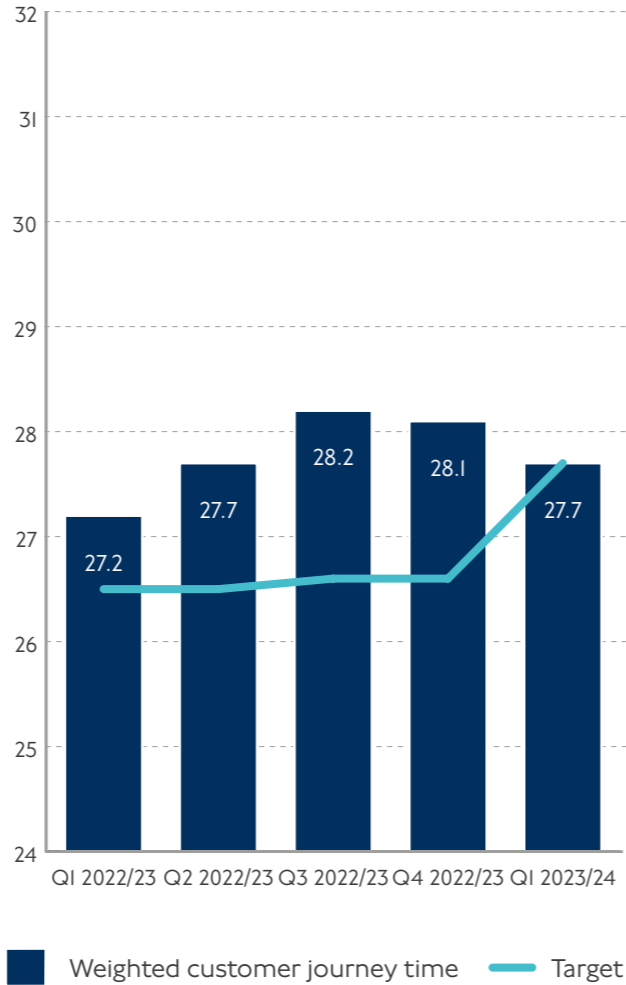
\* Quarter 4 is longer than Quarters 1-3 (15 weeks and six days versus 12 weeks)

# London Underground journey time

This is a demand-weighted average of all Underground customer journey times, and comprises wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind) and on-train delays. It measures the journey times that customers actually experience when they use the Underground.

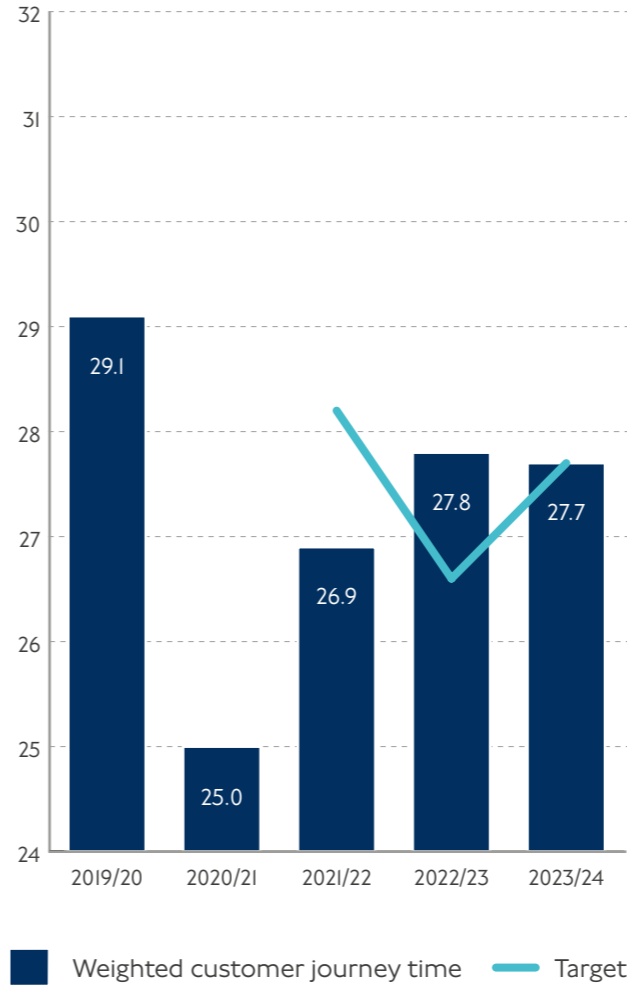
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 **London Underground journey time**  
Past five quarters (minutes)



The average Underground customer journey time for Quarter I 2023/24 was 27.7 minutes, equal to the target. Customer journey times increased through 2022/23 up to Quarter 3 due to driver unavailability and fleet reliability issues on the Central and Jubilee lines. These are forecast to improve through 2023/24.

**Annual trend (moving average)\***



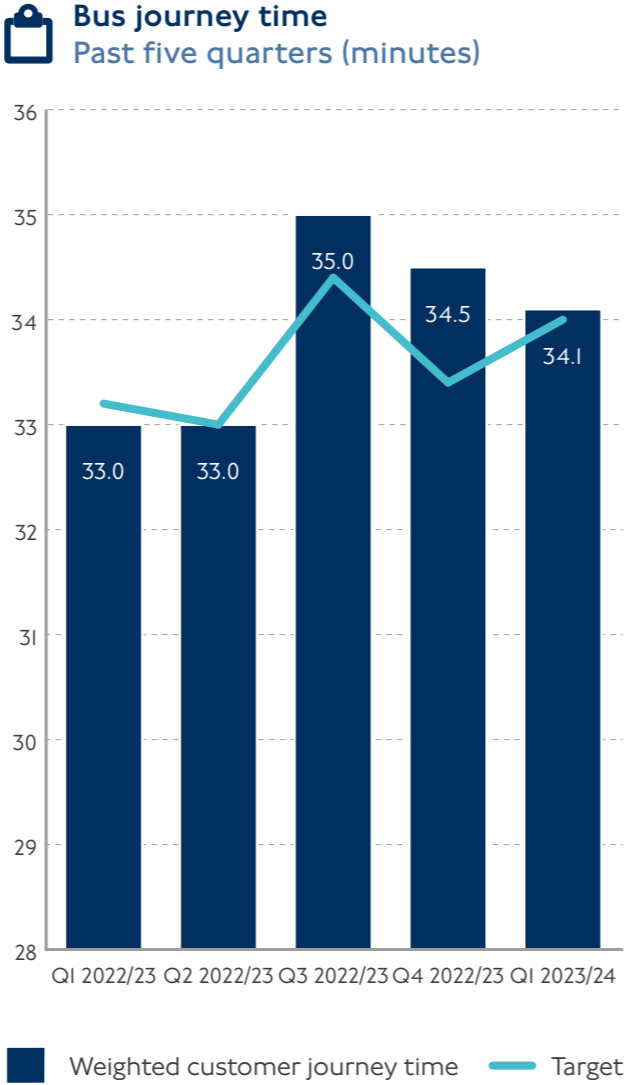
Annual journey times over the past five years reflect the significant reduction in demand in 2020/21. During this period there were fewer customer-related incidents and shorter dwell times in stations. Since 2021/22, demand has increased steadily but performance issues with driver availability and fleet reliability have remained. Since April 2023 journey time has improved, reflecting improvements in driver availability and fleet reliability on the Jubilee and Central lines.

\* 2023/24 target is Q1 period-to-date rather than the full year

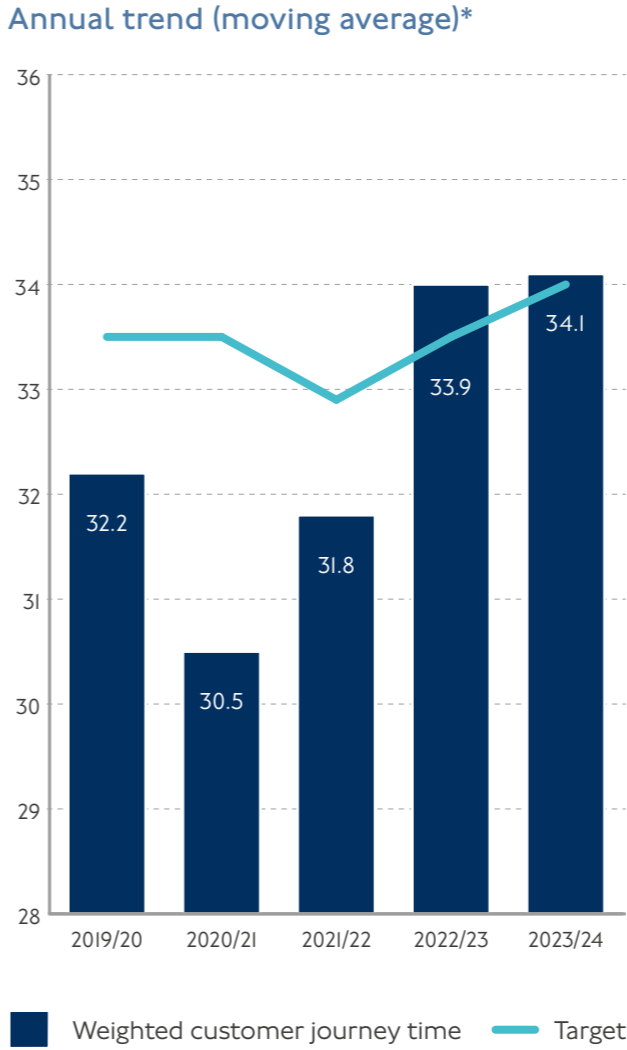


# Bus journey time

We measure the average time our customers spend on their bus journey, which is an accumulation of all stages of an individual journey in minutes. It enables us to monitor the performance of our bus service from the perspective of our customers. Quicker journeys are more likely to encourage people back onto our network as we recover from the pandemic.



Journey times during the last two quarters of 2022/23 were significantly worse than target, mainly due to staff shortages, which resulted in lower operated bus-kilometres and longer customer journey times. During the first quarter of 2023/24 bus journey time improved, albeit remaining just under target. This was due to improving staff availability but offset by mechanical issues and congestion.



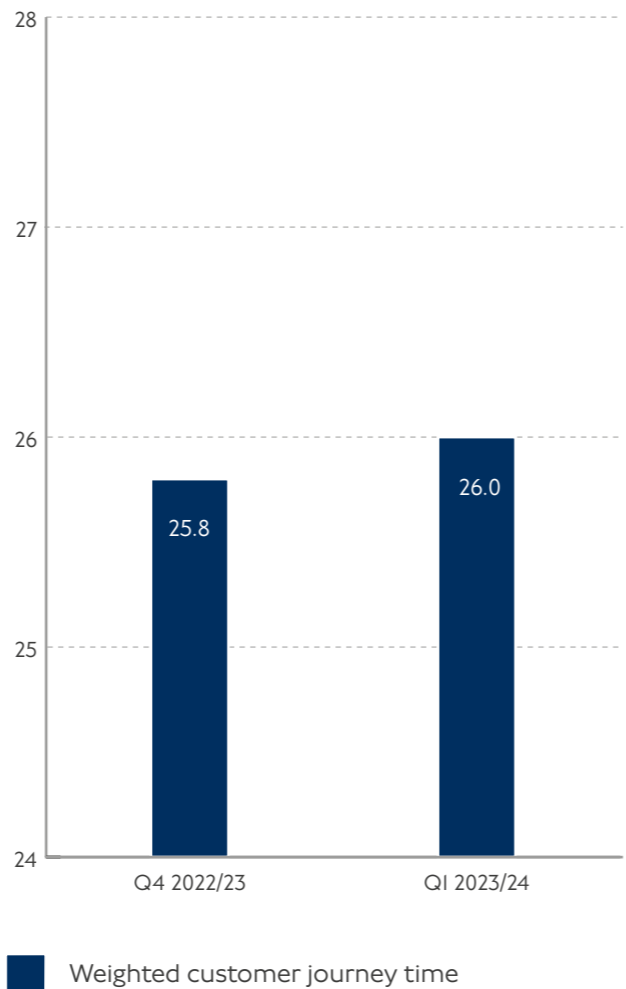
Customer journey time during Quarter I was 34.1 minutes, slightly higher than the annual target of 34.0 minutes. Both the actual and target bus customer journey time in 2022/23 and 2023/24 to date are higher than previous years. The main contributors remain lost bus mileage related to staff and mechanical issues, and congestion.

\* 2023/24 target is Q1 period-to-date rather than the full year

# Rail journey time

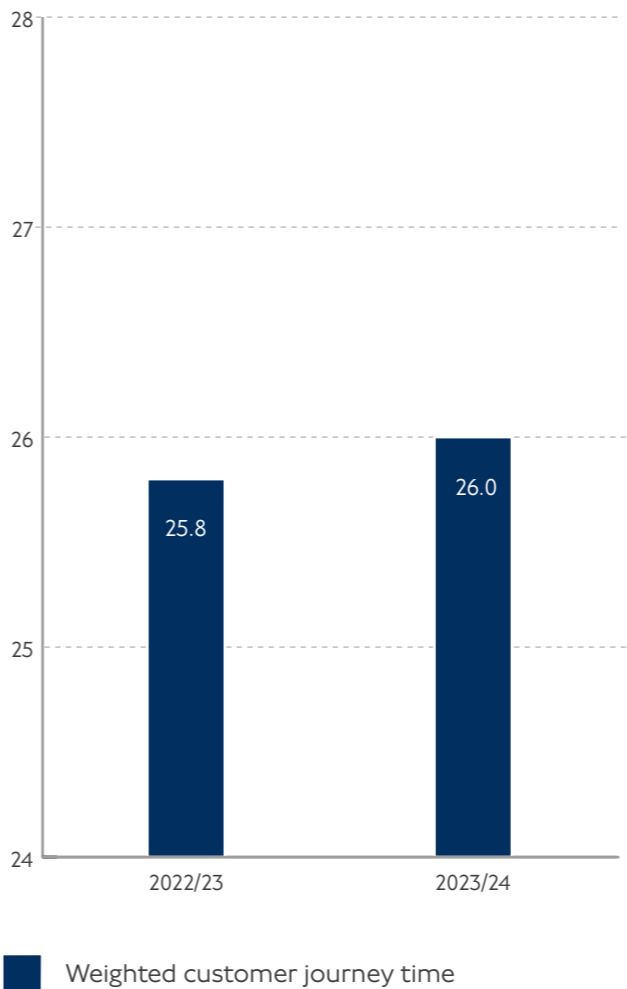
We measure the average time our customers spend on their rail journey, which is an accumulation of all stages of an individual journey in minutes. This enables us to monitor the performance of our rail service from the perspective of our customers. Quicker journeys are more likely to encourage people back onto our network as we recover from the pandemic.

 **Elizabeth line journey time\***  
Past five quarters (minutes)



Elizabeth line customer journey time was better than target in Quarter I 2023/24. On 21 May, we implemented a new timetable increasing the number of trains per hour to 24 between Paddington and Whitechapel at peak times, a train roughly every two and a half minutes. Unfortunately, a number of fleet issues and Network Rail delays on the west section (Paddington to Heathrow) during this quarter softened the improvement in total journey time.

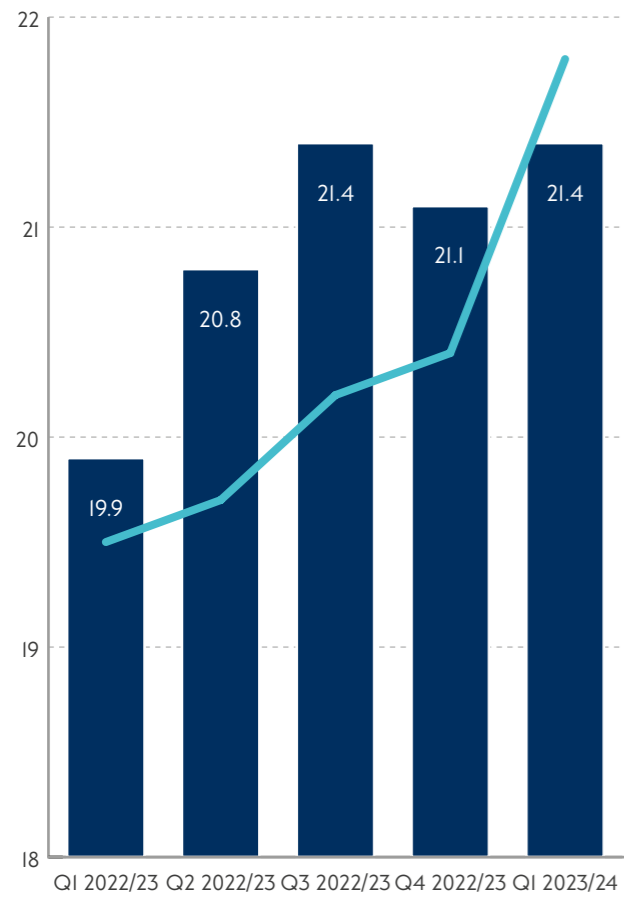
**Annual trend (moving average)**



The year-to-date Elizabeth line customer journey time for 2023/24 is 26.0 minutes, better than the target of 26.8 minutes. The timetable uplift on 21 May improved journey times through higher frequencies reducing scheduled journey time. However, this improvement has been offset by challenges to operational performance.

\* since through-running commenced – direct services between Shenfield and Heathrow

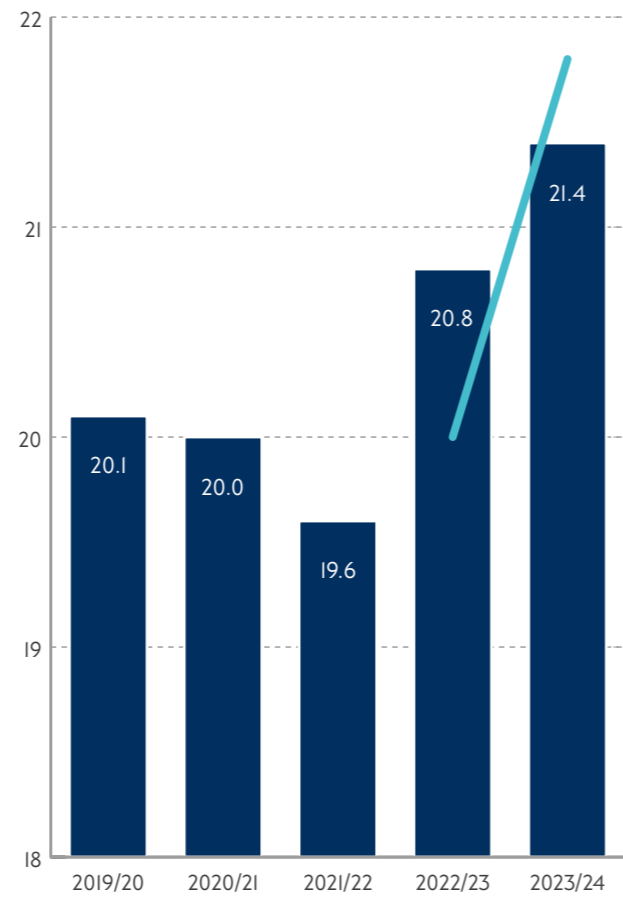
**Tram journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

The tram customer journey time of 21.4 minutes in Quarter I 2023/24 was better than the target of 21.8 minutes. The target was increased to reflect severe problems with fleet availability which have driven the increase in total journey time since Quarter I 2022/23.

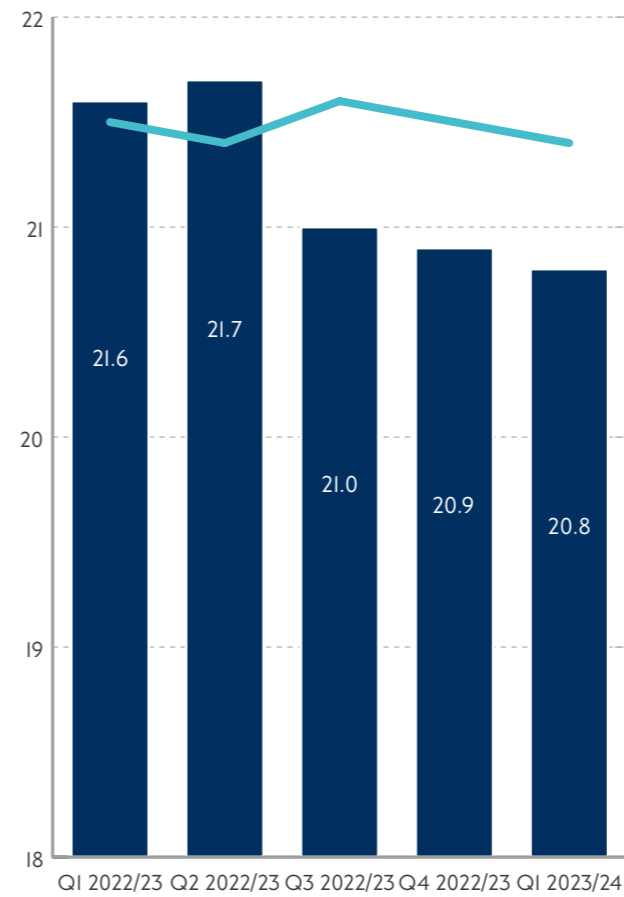
Annual trend (moving average)\*



■ Weighted customer journey time    — Target

Year-to-date tram customer journey time was 21.4 minutes. While this was better than the target of 21.8 minutes, it reflects a continuing trend of worsening journey times on the tram network since 2021/22, as poor fleet condition continues to have adverse impacts on services. The tram fleet is due for replacement due to its age.

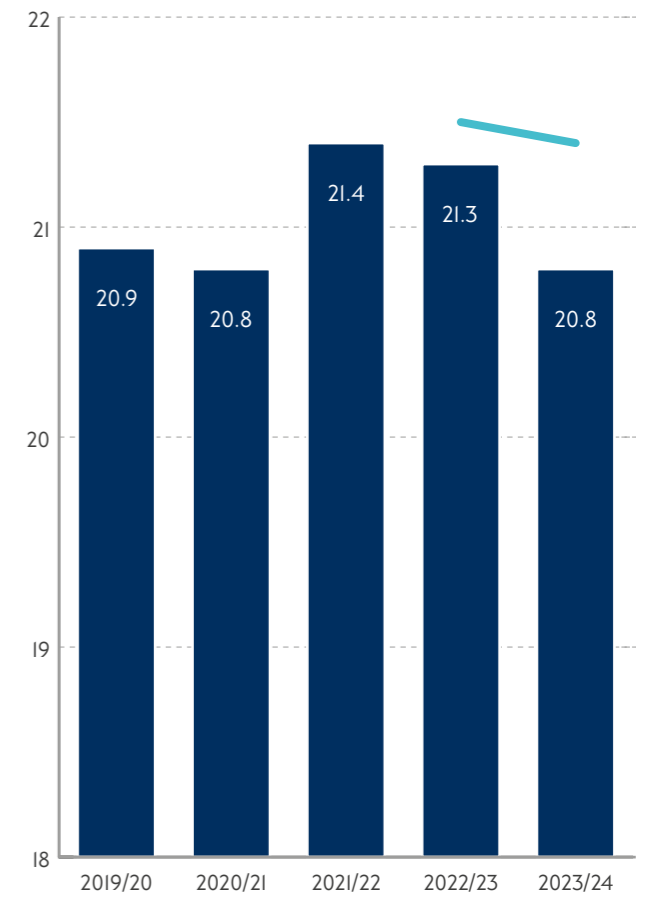
**DLR journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

The actual Quarter I 2023/24 DLR journey time was better than the target (21.4 minutes) for the third consecutive quarter. The improved performance is due to a more frequent service.

Annual trend (moving average)\*

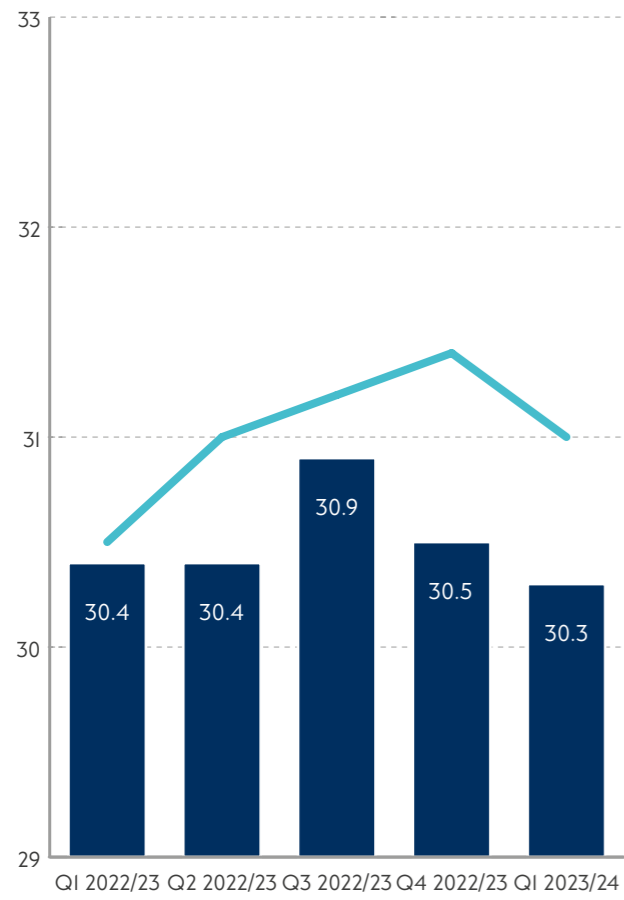


■ Weighted customer journey time    — Target

The year-to-date DLR customer journey time for 2023/24 is 20.8 minutes, which is better than the year-to-date target of 21.4 minutes. DLR customer journey time has improved since 2021/22 following the introduction of more frequent services. This service change was implemented in two phases, Autumn 2022 and May 2023.

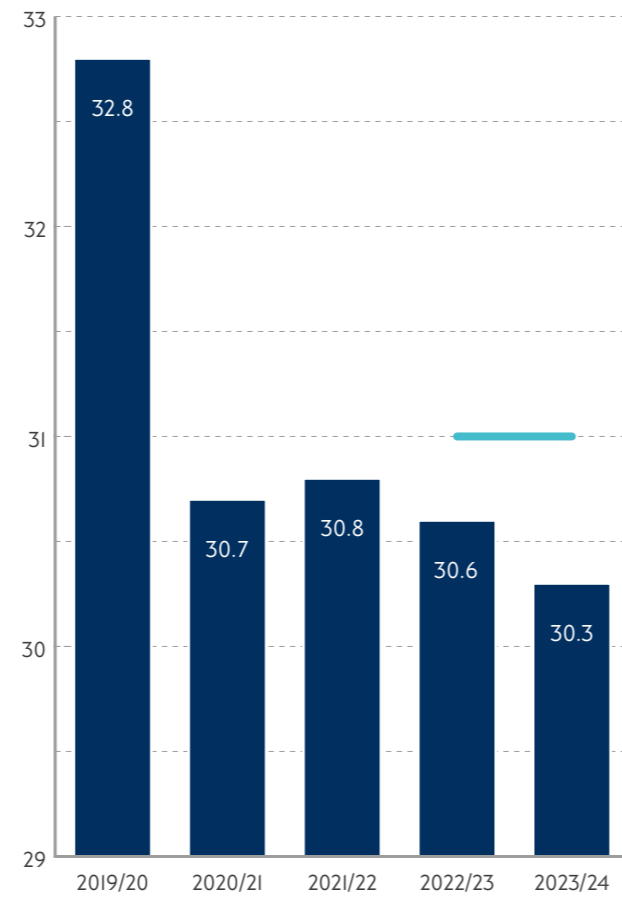
\* 2023/24 target is Q1 period-to-date rather than the full year

**London Overground journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

**Annual trend (moving average)\***



■ Weighted customer journey time    — Target

The Quarter I 2023/24 Overground customer journey time (30.3 minutes) was better than the target (31.0 minutes) for the fifth consecutive quarter. The higher journey time in Quarter 3 2022/23 was due to number of Network Rail delays.

The year-to-date Overground customer journey time for 2023/24 is 30.3 minutes, which is better than the year to date target of 31.0 minutes and lower than the 2022/23 customer journey time. This has been achieved through a reduction in delays on the network.

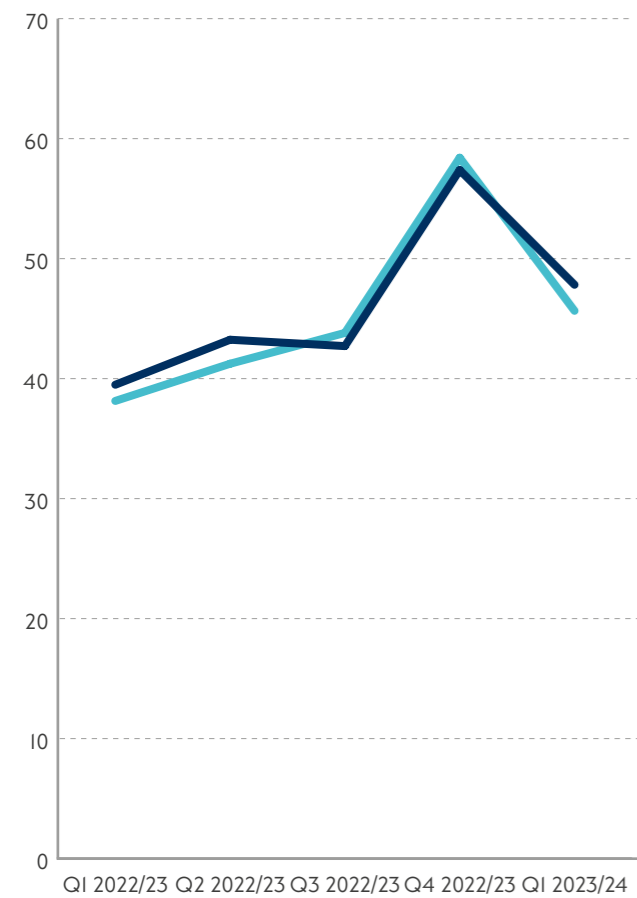
\* 2023/24 target is Q1 period-to-date rather than the full year



Overground journey times continue to be better than target

# Services operated

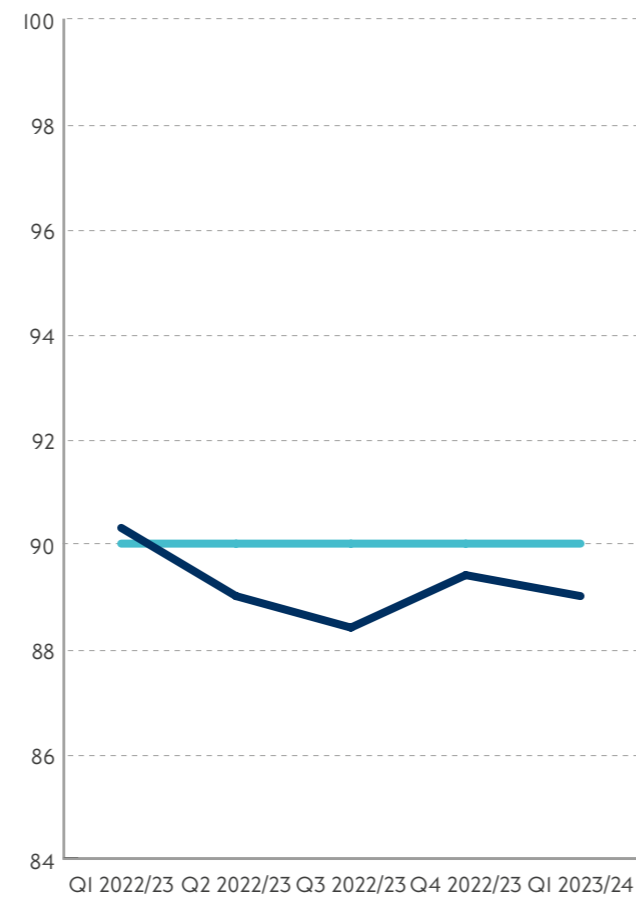
**Victoria Coach Station departures**  
Annual trend (moving average, thousands)



— Departures — Target

Coach departures continue to grow with strong numbers from our main coach operating partners going into the summer. We are also seeing positive performance from our tour and festival services. Departures are currently at 94 per cent of pre-pandemic levels, which shows an improving coach service.

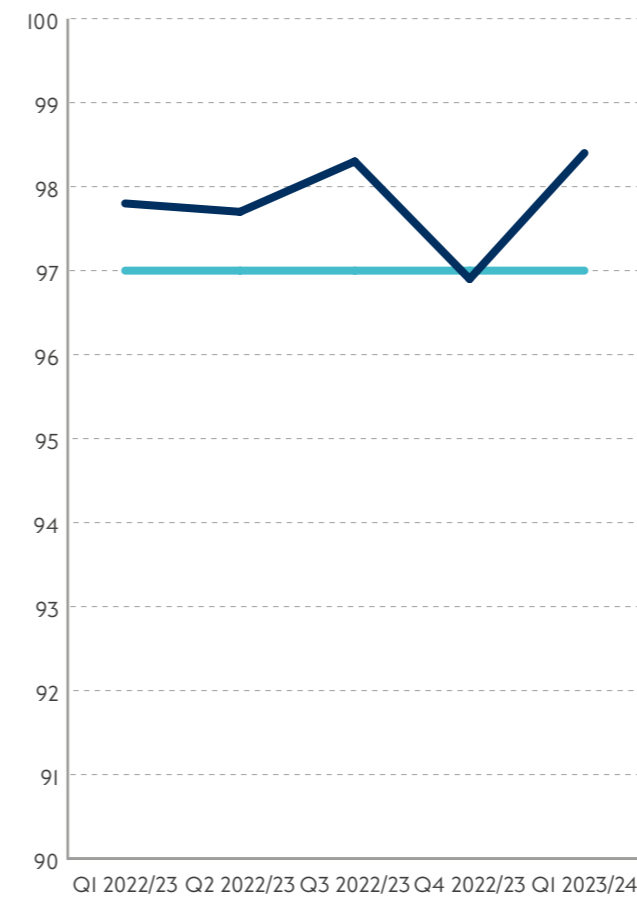
**Dial-a-Ride trip requests scheduled**  
Past five quarters (%)



— Trip requests — Target

The number of requests increased by 17.5 per cent compared to the same quarter in 2022/23 and we were able to schedule 89 per cent of requests, just below target. We continue our campaign to recruit more drivers to support the increasing demand.

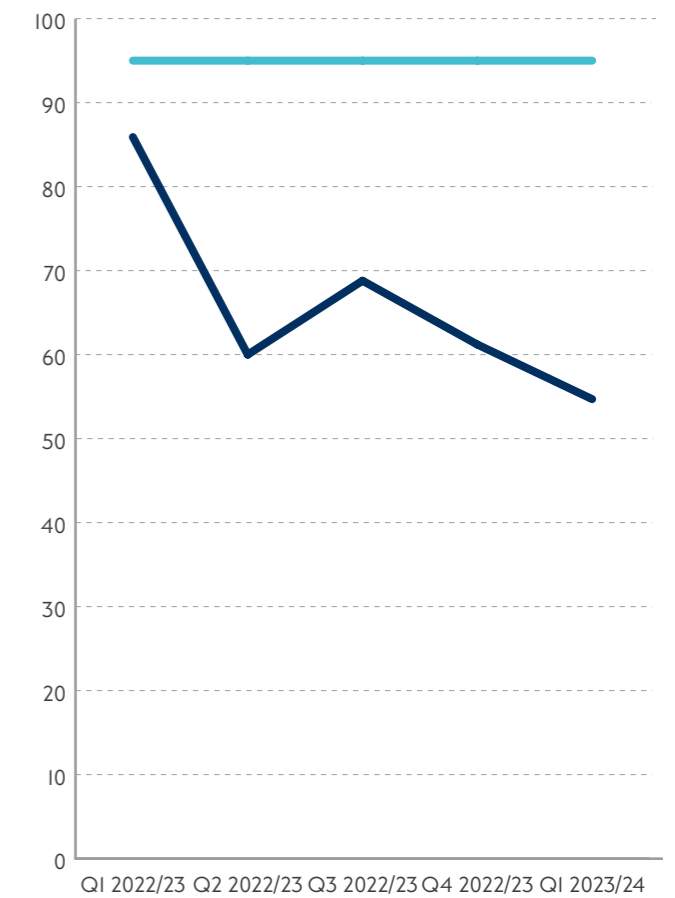
**IFS Cloud Cable Car availability**  
Past five quarters (%)



— Service availability — Target

Cable car availability was above target at 98.4 per cent, and higher than the 97.8 per cent achieved in the same quarter last year. Downtime this quarter was mainly due to weather, with seasonal high-gusting wind at tower height and threat of lightning in the area.

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



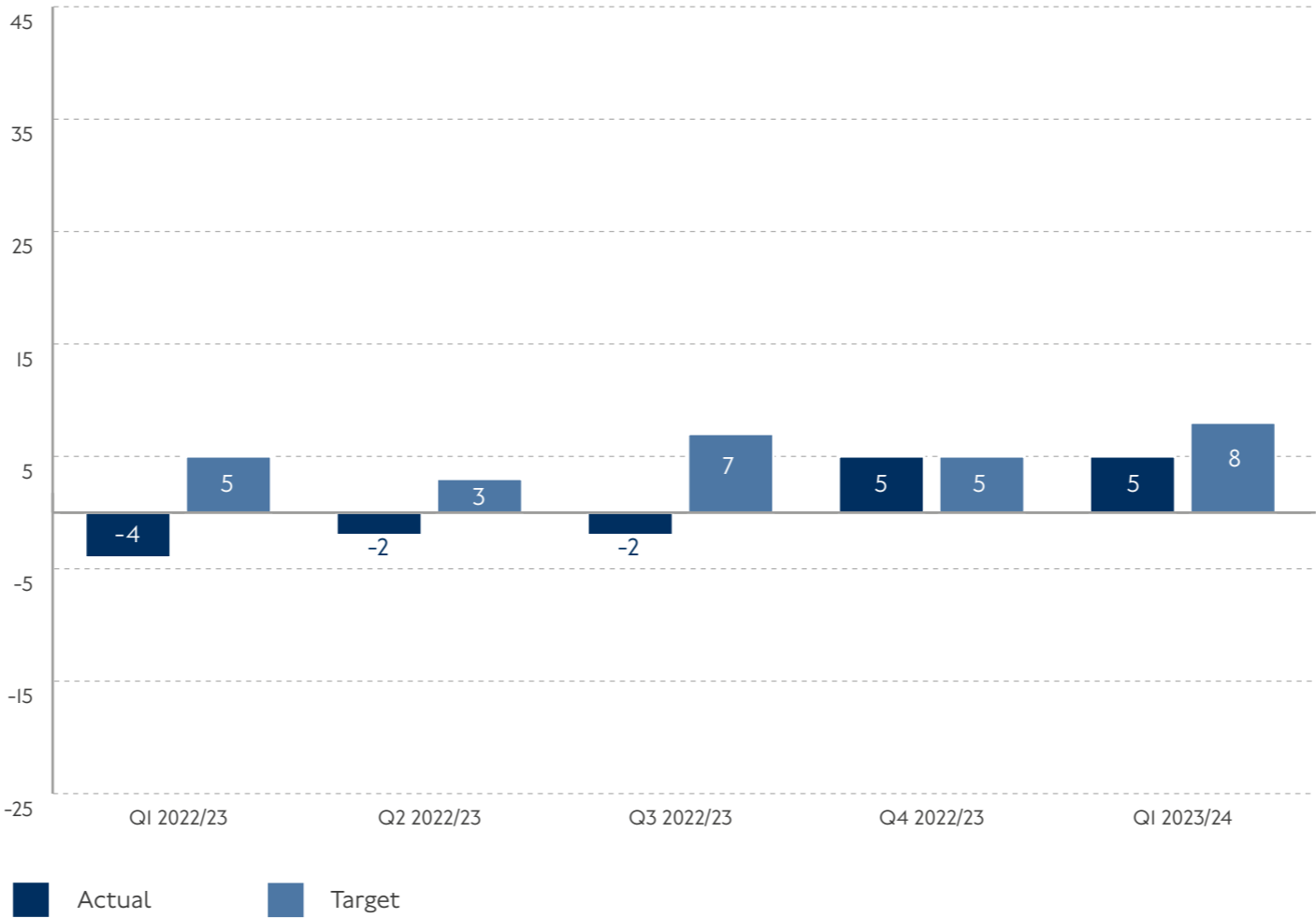
— Service availability — Target

Woolwich Ferry availability was 54.7 per cent this quarter, compared to 85.9 per cent achieved in the same quarter last year. Service downtime was mainly due to crew resourcing issues. We are recruiting to address this.

# Roads and traffic

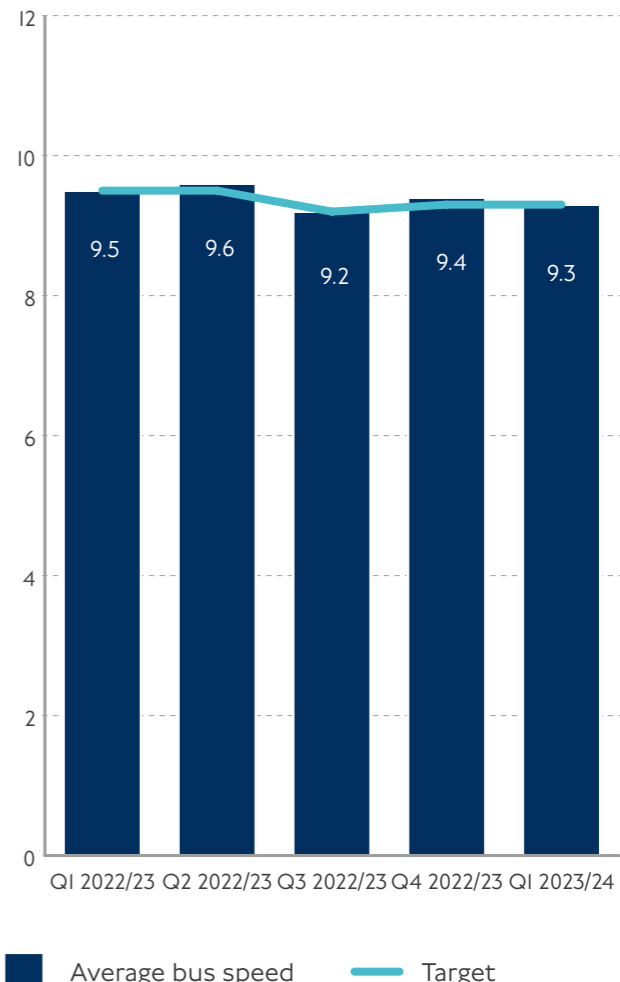
In the quarter our road network has been impacted by roadworks and incidents affecting high-flow roads. Flows on our roads (known as the Transport for London Road Network or TLRN) are the same as 2022 and are below 2019 (pre-coronavirus) levels. Disruption compared to last year has increased.

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



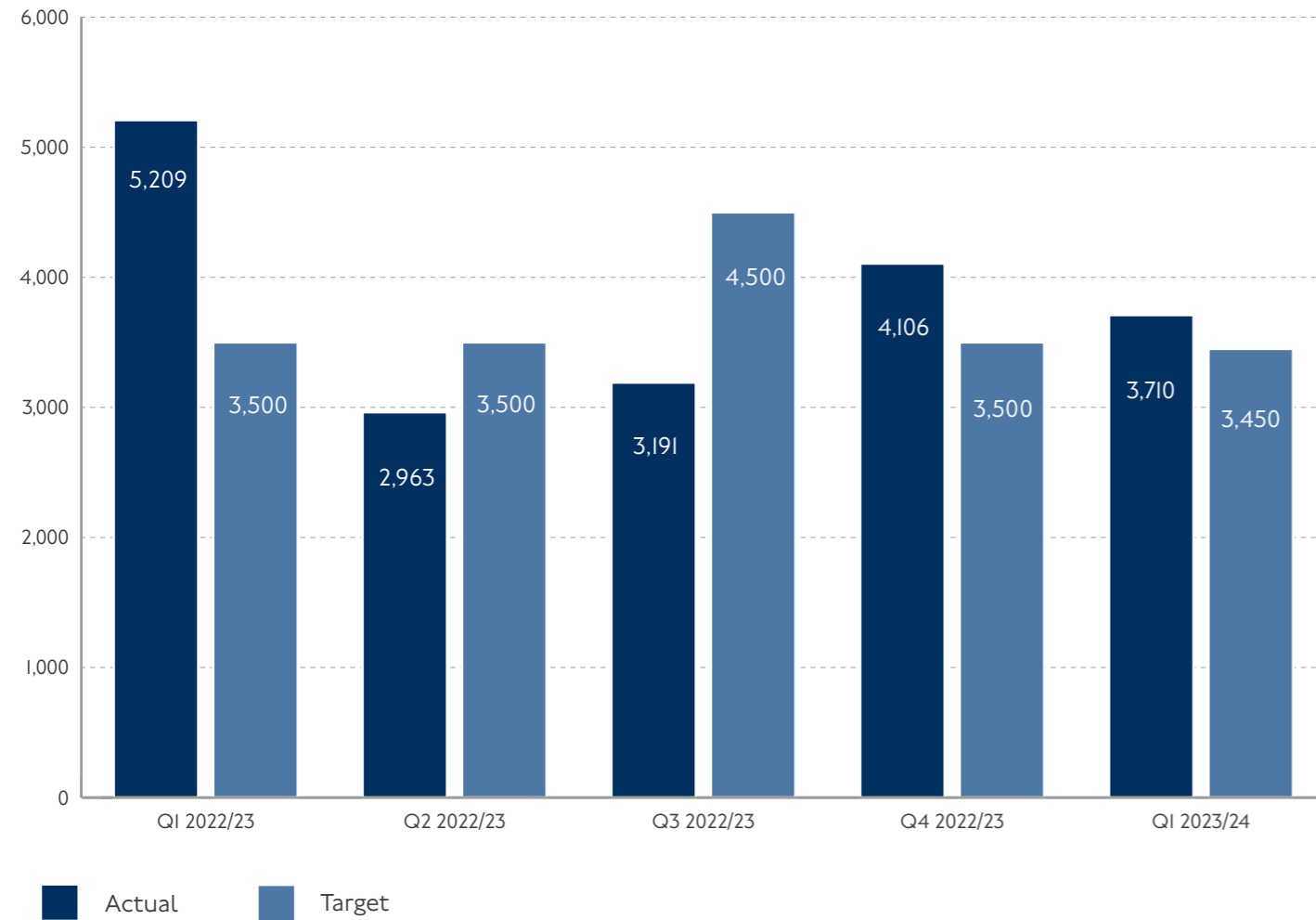
Traffic flows are close to 2022, and six to eight per cent below 2019 levels. Our monitoring shows that these flows are stable. Demand continues to be high, which means incidents are now more disruptive than last year. This, along with roadworks and incidents at key locations on high-flow roads such as Pinkham Way A406 in North Finchley, is driving an increase in road disruption in Quarter I compared to recent quarters.

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



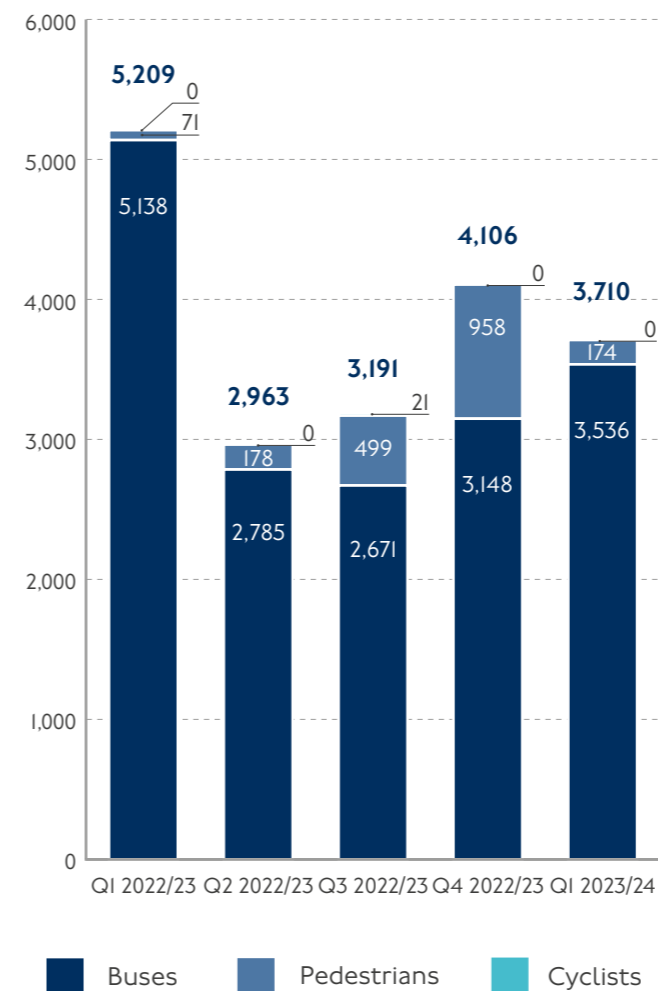
While typical seasonal fluctuations have been maintained, the average bus speed has been moving closer to the pre-coronavirus base over time. It fell below the pre-coronavirus base for the first time in the latter weeks of Quarter I. This is due to recovering passenger demand and increasing general traffic disruption.

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



In Quarter I we delivered 3,710 hours of sustainable mode benefit for those walking, cycling or using the bus network against a target of 3,450 hours. Our data-led programme targets timing reviews at locations where bus performance needs improvement and locations where cycling or pedestrian delays are observed. We have also reviewed all traffic signals along the proposed routes of Superloop bus services. We attained significant improvements in Camden for bus passengers and in Shoreditch for pedestrians.

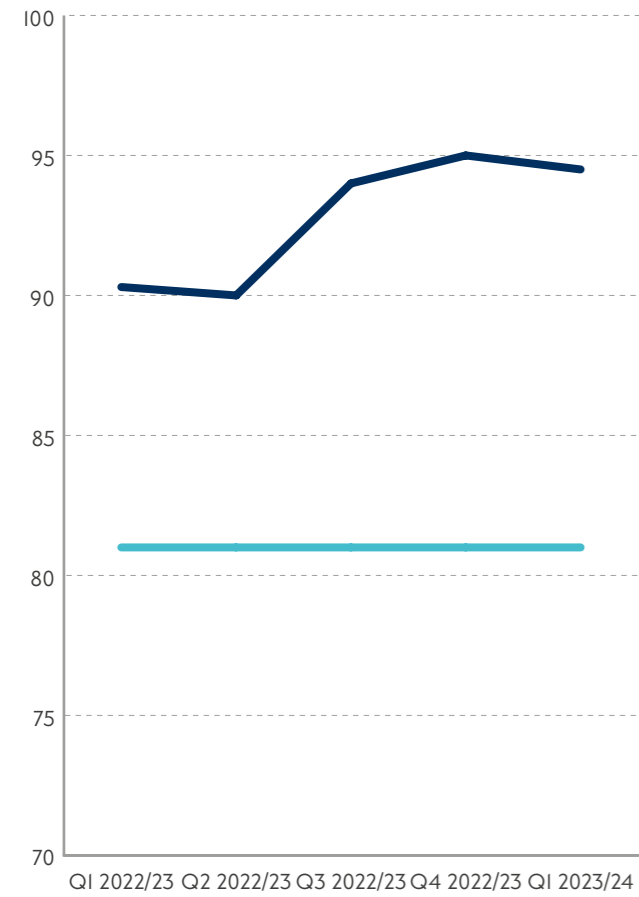
**Type of road user benefiting from signal timing review**  
Past five quarters (hours)



In Quarter I we delivered over 3,500 hours of journey time savings per day for bus passengers and 174 hours for pedestrians.

# Santander Cycles

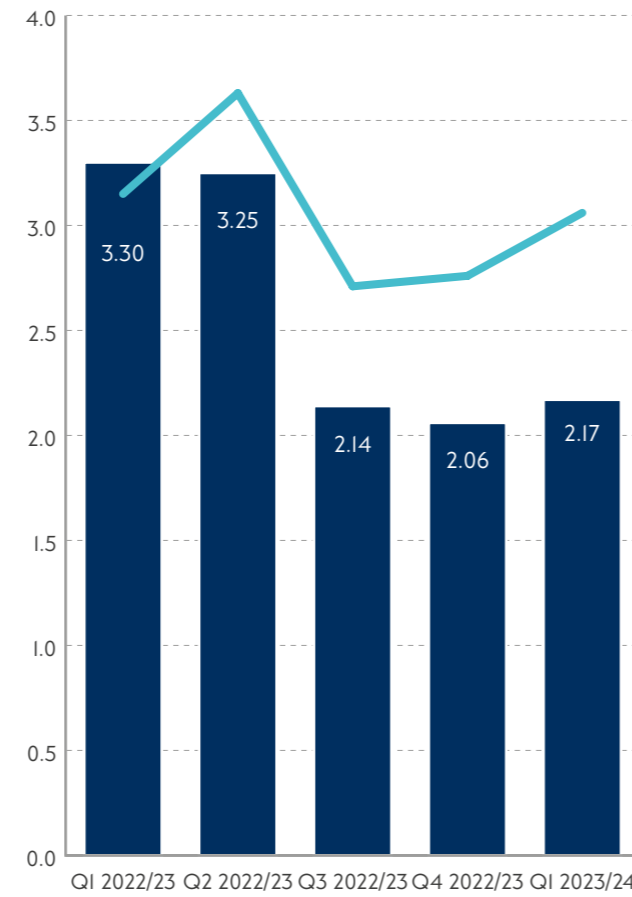
**Docking station availability**  
Past five quarters (millions)



— Docking station availability — Target

Docking station availability remained high, averaging 95 per cent this quarter. This is well above the contractual target of 81 per cent, which we work with our scheme operator to achieve.

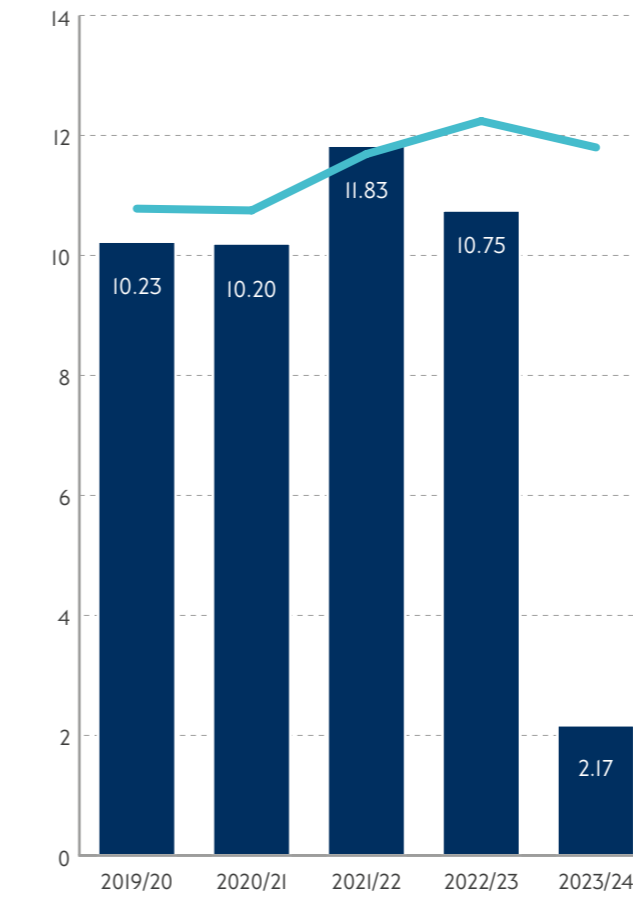
**Hires made**  
Past five quarters (millions)



■ Hires made — Target

There were 2,167,024 hires in Quarter I, which is 29 percentage points below target, but an increase of five percentage points on hires from last quarter. We experienced a significant amount of inclement weather, which affects hire volumes. Hires from casual customers continue to be lower than anticipated following the tariff change in October.

**Annual trend (year to date)**



■ Hires made — Target

We have a very stretching target of 11.8 million hires for 2023/24 which, if achieved, would match our busiest ever year for hires in 2021/22.



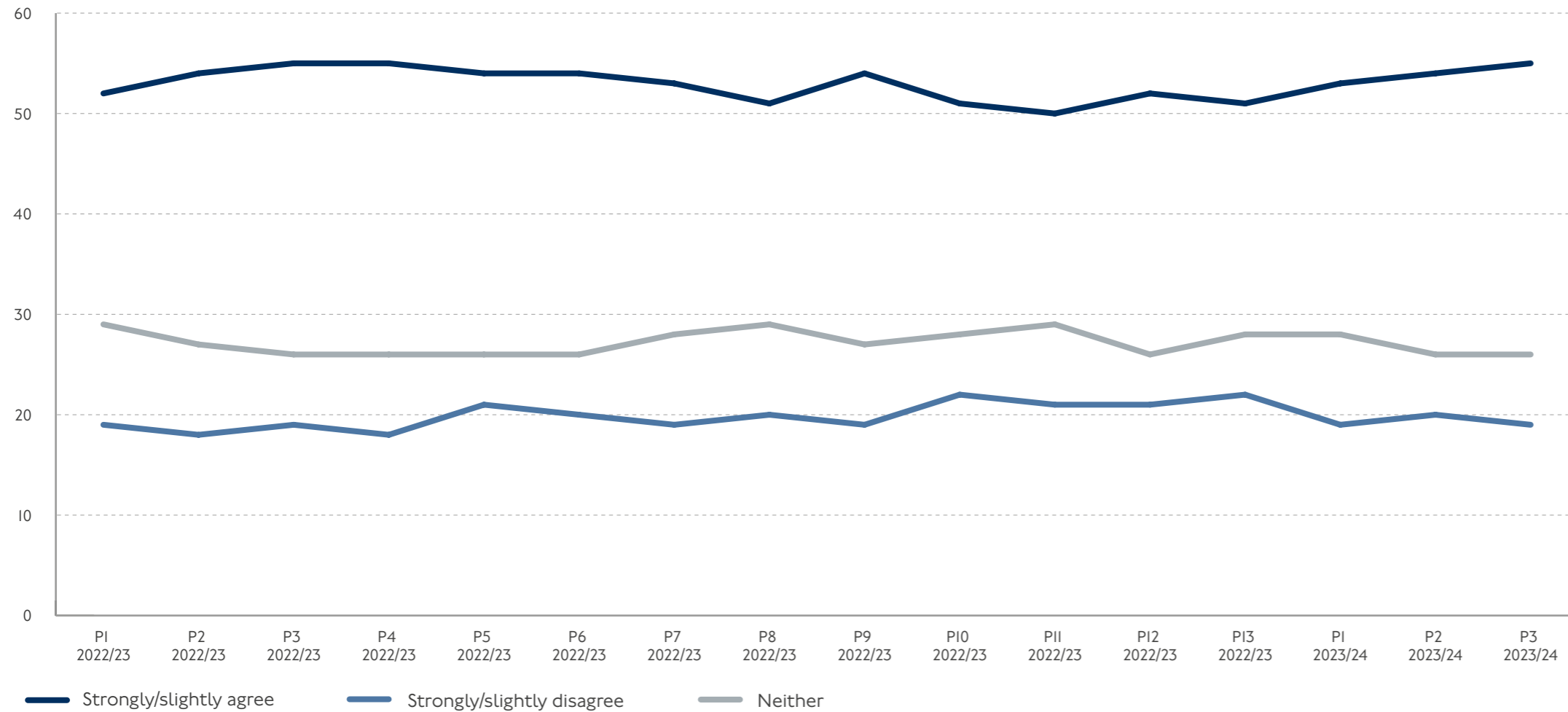
# Customers

We have continued to support and engage our customers to ensure we deliver the best possible customer experience



# TfL cares about its customers

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



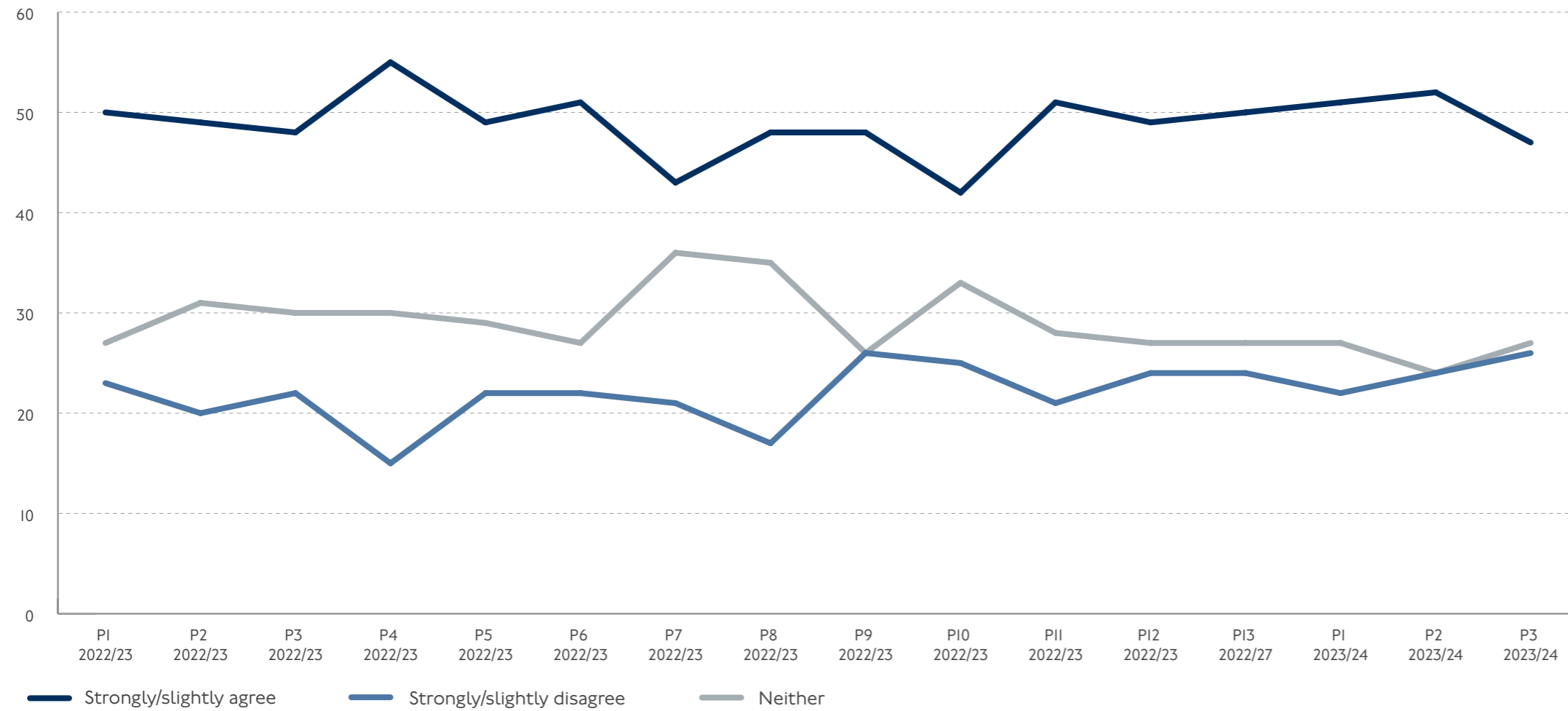
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The percentage of Londoners agreeing with the statement 'TfL cares about its customers' is 54 per cent for Quarter I 2023/24. This is an increase of three points from Quarter 4 2022/23, but just below the annual target for 2023/24 of 55 per cent. The percentage of public transport users (defined as those who have used public transport in the last seven days) agreeing with the statement 'TfL cares about its customers' is 56 per cent for Quarter I 2023/24.

The increase among all Londoners in Quarter I is possibly due to a period of greater stability in network performance, with fewer strikes, as well as external factors such as the seasonal impact of warmer weather.

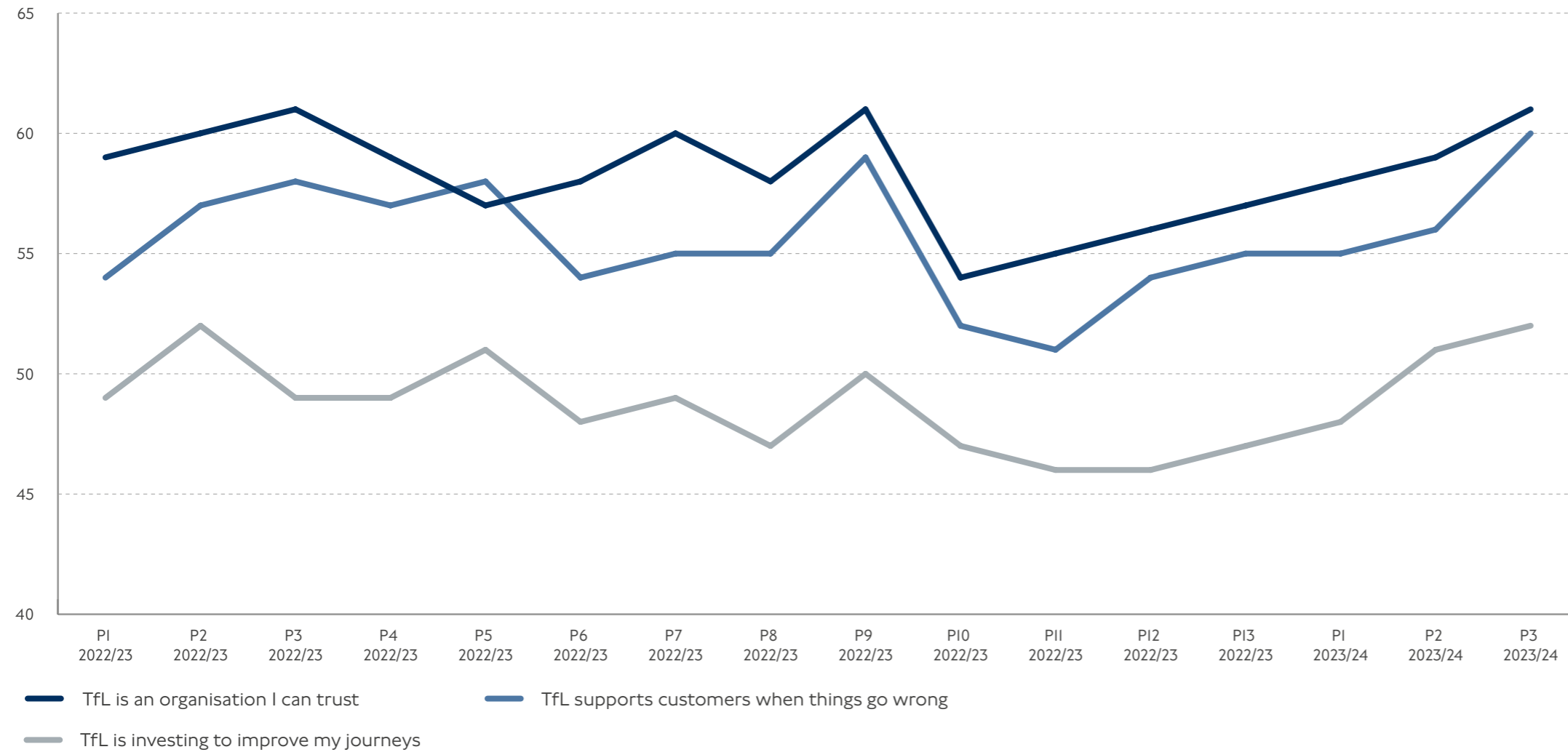
### Disabled Londoners

Agreement, disagreement, neither (%)



The percentage of disabled Londoners agreeing 'TfL cares about its customers' is 50 per cent for Quarter I 2023/24, an increase of two points from Quarter 4 2022/23. Confidence to travel among disabled Londoners is lower than that of non-disabled Londoners.

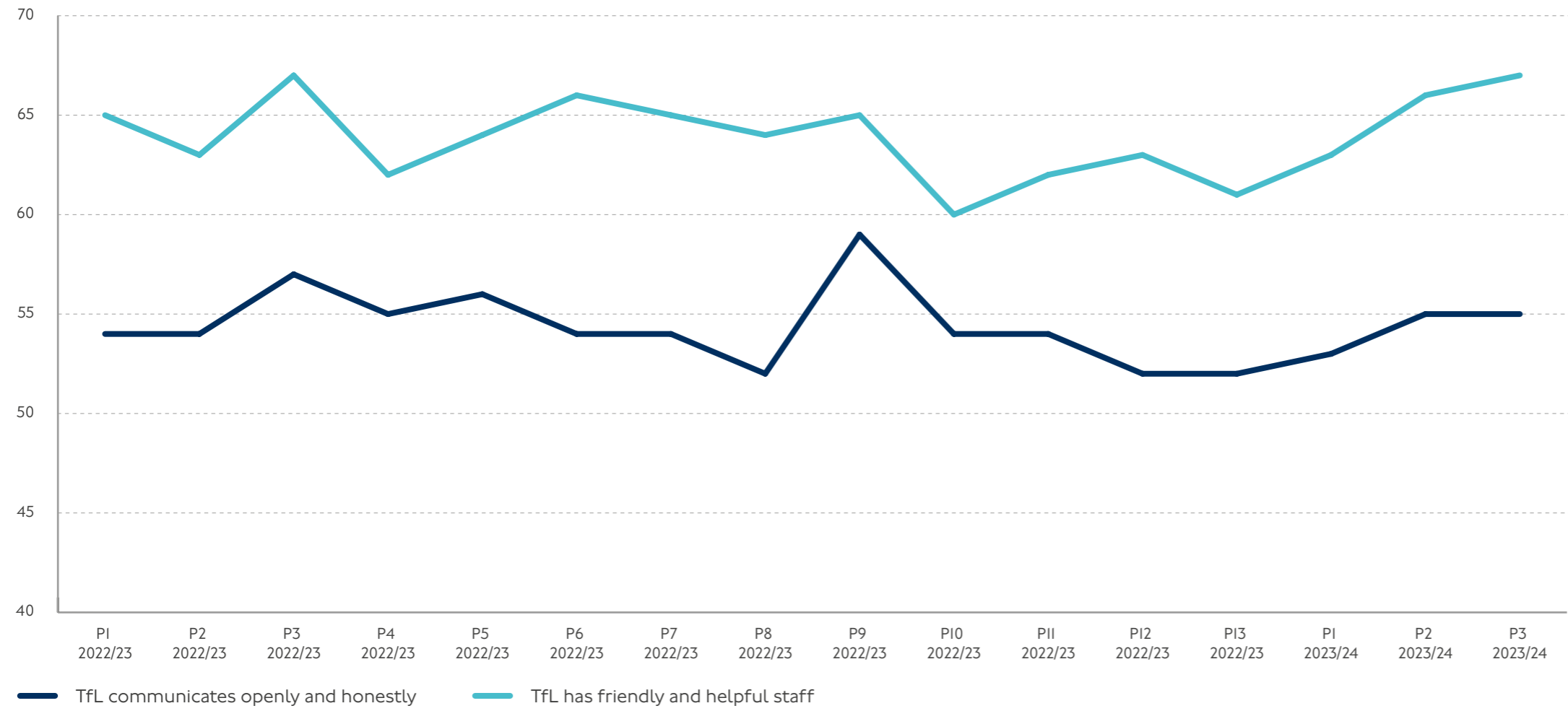
**Key survey questions**  
Agreement (%)



Through analysis, we have identified the five key drivers that have the most influence on Londoners' perception of whether 'TfL cares about its customers'. Supporting customers when things go wrong remains a key focus area to improve customer experience. On this survey question, agreement remains slightly lower than the other key drivers.

Overall, scores for all five key drivers have increased in Quarter I 2023/24, recovering to levels seen in Quarter I 2022/23 after trending downwards throughout 2022/23.

Agreement (%)



The performance of these key drivers reflects a significant period of uncertainty with transport strikes and speculation on TfL's funding position both having a negative impact on customer perceptions. More recently, continued media coverage of the Ultra Low Emission Zone (ULEZ) is likely to have impacted scores, especially among people who do not use our services.

A continued focus on our core operational performance is critical, along with ensuring we support customers when there is disruption to services.

**Provide a consistently good service:  
key areas focus**

- Continuously improve all aspects of customers' journeys, particularly journey time, reliability, information, ambience and comfort
- Improve bus connectivity to support local journeys, particularly in outer London through the proposed introduction of Superloop
- Provide a welcoming, inclusive transport network where everyone can make seamless, safe, secure, affordable and accessible journeys



We're proactive about improving inclusivity on our network



# Satisfaction

## Past five quarters Score

|                    | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 |
|--------------------|------------|------------|------------|------------|------------|
| London Underground | 76         | 75         | 75         | 76         | 76         |
| London Buses       | 78         | 78         | 77         | 78         | 77         |
| DLR                | 77         | 78         | 77         | 78         | 79         |
| London Overground  | 77         | 77         | 76         | 76         | 77         |
| London Trams*      | N/A        | N/A        | 76         | N/A        | N/A        |
| Elizabeth line     | 78         | 83         | 82         | 82         | 83         |

Overall satisfaction remained broadly stable for all modes between Quarter 4 2022/23 and Quarter I 2023/24; London Overground, DLR and Elizabeth line all increased by one point.

Satisfaction scores increased significantly for the following at-station/stop metrics:

- London Underground: satisfaction with at-station cleanliness, information, wait time, and helpfulness and general attitude of staff
- Bus: satisfaction with information and levels of crowding
- DLR: satisfaction with availability of staff, levels of crowding, and helpfulness and general attitude of staff

- London Overground: satisfaction with all metrics except cleanliness and levels of crowding

The majority of on-mode metrics were relatively stable from Quarter 4, although there were some significant changes for the following modes:

- London Overground: satisfaction with all metrics except journey time and temperature increased
- London Underground: satisfaction with cleanliness and levels of crowding increased, while satisfaction with temperature decreased
- Bus: satisfaction with temperature decreased

\* 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), taxi and private hire, and Dial-a-Ride.

## General contact centre calls Past five quarters

|                                   | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Telephone calls                   | 514,986    | 580,593    | 648,557    | 682,246    | 558,960    |
| Calls abandoned (%)*              | 9.8        | 14.54      | 14.22      | 10.31      | 9.65       |
| Correspondence                    | 189,111    | 218,007    | 228,217    | 265,462    | 232,869    |
| Cases closed (%)**                | 81.12      | 83.44      | 82.03      | 83.96      | 86.25      |
| Average speed of answer (seconds) | 366        | 348        | 724        | 734        | 656        |

Call volumes were down 18 per cent on last quarter, largely due to Quarter 4 being longer, though demand was up nine per cent on Quarter 1 2022/23. Correspondence saw similar trends with demand down 12 per cent on Quarter 4 and 23 per cent higher than this time last year.

Call abandonment rates fell across the board, down six per cent on Quarter 4 2022/23 and two per cent on last year. Call wait times are also lower than the previous two quarters, albeit still higher than Quarter 1 last year. We also saw improvements on correspondence, with cases closed rising three per cent on last quarter and six per cent on the previous year.

Overall, we are seeing a shift away from telephony towards written correspondence, with both up on the previous year and correspondence showing a faster rate of increase. This is in part due to our efforts to make our web forms more user-friendly but may reflect a wider change in customer behaviour.

\* Target of 15 per cent or lower

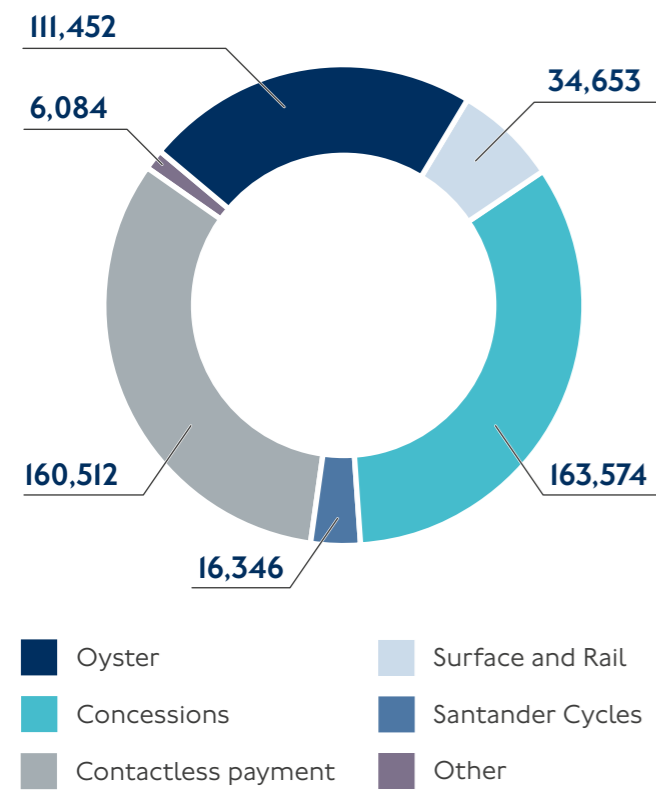
\*\* Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues that require investigation

## Past five years

|                      | 2019/20   | 2020/21   | 2021/22   | 2022/23   | 2023/24<br>year-to-date |
|----------------------|-----------|-----------|-----------|-----------|-------------------------|
| Telephone calls      | 2,687,696 | 1,304,300 | 2,292,137 | 2,426,382 | 558,960                 |
| Calls abandoned (%)* | 16.2      | 7.6       | 16.12     | 12.22     | 9.65                    |
| Correspondence       | 757,298   | 364,778   | 580,567   | 900,797   | 232,869                 |
| Cases closed (%)**   | 78.9      | 83.4      | 73.80     | 82.76     | 86.25                   |



**Calls by subject\***  
This quarter

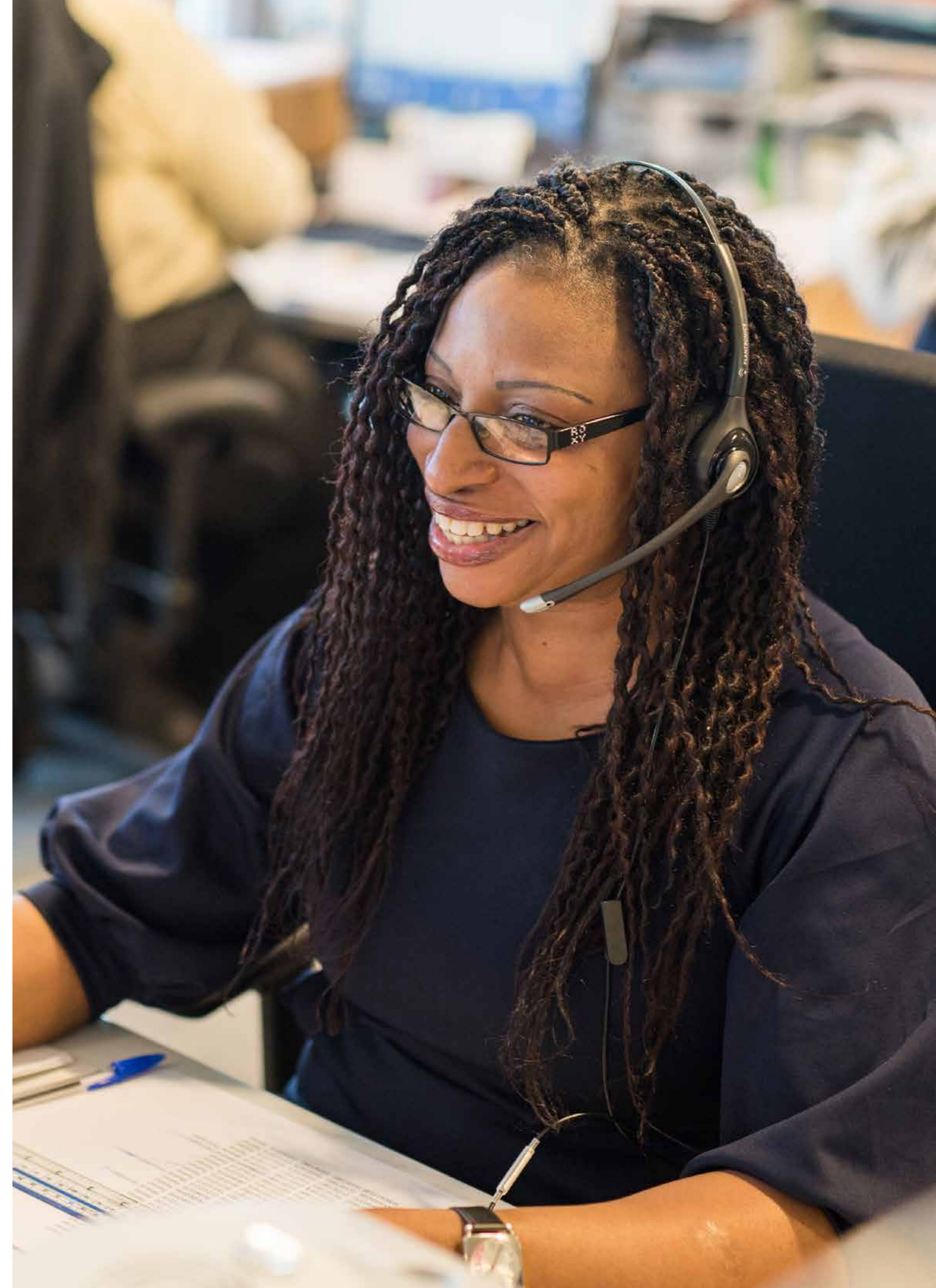


Demand was down 17 per cent on last quarter, mainly due to Quarter 4 being longer, but was up 11 per cent on the previous financial year. All areas showed a fall in demand against last quarter, though against the last financial year only Santander Cycles demand was down (46 per cent, which is similar to the fall in ridership in the same period).

Ticketing was the most significant area of growth, with Oyster up eight per cent and contactless up 37 per cent. This higher growth for contactless follows the broader trend of customers shifting to contactless over Oyster since the coronavirus pandemic for the added flexibility it offers those benefiting from hybrid working arrangements.

Concessions saw demand fall 20 per cent on Quarter 4, yet remained six per cent higher than the same time last 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



Call volumes were higher than the same quarter last year

## Road charging and ULEZ

### Past five quarters

|                                   | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received                    | 334,393    | 286,306    | 270,099    | 360,414    | 253,188    |
| Calls answered                    | 328,045    | 281,449    | 264,702    | 348,444    | 240,913    |
| Calls abandoned (%)               | 1.9        | 2.0        | 2.0        | 3.3        | 5.0        |
| Average speed of answer (seconds) | 24         | 34         | 41         | 81         | 118        |

Capita, who operate our road-user charging contact centre, continue to perform well within contractual targets. The average speed of answer for Quarter I was 118 seconds and the call abandon rate was five per cent against a target of no more than 12 per cent of calls.

The contact centre continued to meet performance targets despite Quarter I seeing an increase in the number of complex calls regarding the London-wide ULEZ and its associated scrappage scheme. There was also a re-balancing of resources ahead of the launch of London-wide ULEZ.

### Past five years

|                                   | 2019/20   | 2020/21   | 2021/22   | 2022/23   | 2023/24 year-to-date |
|-----------------------------------|-----------|-----------|-----------|-----------|----------------------|
| Calls received                    | 1,486,715 | 1,145,772 | 1,590,871 | 1,251,212 | 253,188              |
| Calls answered                    | 1,440,357 | 1,093,382 | 1,518,973 | 1,222,640 | 240,913              |
| Calls abandoned (%)               | 3         | 5         | 5         | 2         | 5.0                  |
| Average speed of answer (seconds) | 42        | 63        | 48        | 46        | 118                  |

**Taxis and private hire**  
Past five quarters

|                                   | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received                    | 48,626     | 55,575     | 155,402    | 86,949     | 61,357     |
| Calls answered                    | 47,858     | 54,425     | 100,558    | 77,926     | 60,353     |
| Calls abandoned (%)               | 2.0        | 2.0        | 35.0       | 10.4       | 2.0        |
| Average speed of answer (seconds) | 29         | 40         | 2,145      | 323        | 32         |

Past five years

|                                   | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24<br>year-to-date |
|-----------------------------------|---------|---------|---------|---------|-------------------------|
| Calls received                    | 749,561 | 222,291 | 235,135 | 346,552 | 61,357                  |
| Calls answered                    | 532,096 | 158,847 | 225,445 | 280,767 | 60,353                  |
| Calls abandoned (%)               | 29      | 29      | 4       | 19      | 2.0                     |
| Average speed of answer (seconds) | 699     | 896     | 111     | 870     | 32                      |

The licensing and regulation contact centre is for vehicle licensing enquiries and is operated by our vehicle licensing service provider, Marston.

We anticipated an increase in calls in Quarter I 2023/24 due to a number of vehicle licenses expiring and proactively increased resource in anticipation of this demand. In Quarter I 2023/24 we saw a 26 per cent increase in the number of calls received compared to the same period in 2022/23 but the mitigation measures we put in place ensured we were able to meet all service level agreements.

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

|                                   | Target | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 |
|-----------------------------------|--------|------------|------------|------------|------------|------------|
| Calls received                    | N/A    | 91,224     | 93,267     | 75,705     | 117,643    | 101,399    |
| Calls abandoned (%)               | 10     | 11.2       | 11.1       | 11.0       | 6.8        | 8.9        |
| Average speed of answer (seconds) | 180    | 276        | 275        | 276        | 154        | 207        |
| Email bookings                    | N/A    | 10,728     | 9,761      | 10,202     | 11,300     | 8993       |

We received just over 11 per cent more calls than Quarter 1 of 2022/23 but were able to get good results by recruiting several operators to answer calls and help our reservations team cope with the demand. We have achieved excellent results for our abandoned calls rate and average speed of answer compared to the same quarter last year. We completed the first quarter of the year within our abandoned calls target of 10 per cent.

Past five years

|                                   | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 year-to-date |
|-----------------------------------|---------|---------|---------|---------|----------------------|
| Calls received                    | 533,868 | 117,275 | 299,944 | 372,094 | 99,830               |
| Calls abandoned (%)               | 10.7    | 5.5     | 10.6    | 9.9     | 8.9                  |
| Average speed of answer (seconds) | 287     | 108     | 249     | 239     | 207                  |
| Email bookings                    | 82,450  | 6,368   | 31,573  | 41,991  | 8,993                |

# Complaints

## Complaints

Year on year (per 100,000 journeys)

|                       | Q1 2022/23 | Q1 2023/24 | Variance (%) |
|-----------------------|------------|------------|--------------|
| London Underground    | 1.07       | 0.91       | -15          |
| London Buses          | 2.98       | 3.46       | 16           |
| DLR                   | 0.48       | 0.43       | -10          |
| London Overground     | 0.59       | 0.38       | -36          |
| Elizabeth line        | 1.72       | 0.9        | -48          |
| London Trams          | 0.86       | 0.88       | 2            |
| IFS Cloud Cable Car   | 4.58       | 3.24       | -29          |
| Congestion charge     | 2.22       | 1.71       | -23          |
| Dial-a-Ride*          | 66.6       | 34.46      | -48          |
| London River Services | 0.35       | 0.12       | -66          |
| Santander Cycles      | 2.06       | 2.58       | 25           |
| Taxis**               | 4.13       | 4.82       | 17           |
| Private hire**        | 2.46       | 3.42       | 39           |
| Contactless           | 0.54       | 0.52       | -4           |
| Oyster                | 0.36       | 0.44       | 22           |

Once again the rail modes have performed well this quarter, London Underground seeing a 15 per cent decrease in complaints per 100,000 journeys despite a 19 per cent increase in ridership. DLR and London Overground also saw falls, down 10 per cent and 36 per cent respectively. The Elizabeth line saw complaints fall 48 per cent against a rise in journey numbers of 236 per cent.

Buses rose 16 per cent against an increase in ridership of only five per cent, with the most significant increases being in complaints relating to gaps in service and

journeys being curtailed short of their original destination. Investigation shows these are linked to proposed removal or changes to some routes.

A rise of 465 per cent in Oyster complaints relating to service delay refunds, caused by Great Western Railways sending us a backlog of claims, was the main factor driving the 22 per cent increase seen this quarter. Contactless complaints also rose but were outstripped by increased journeys, leading to a four per cent fall in complaints per 100,000 journeys.

## Past five years

|                       | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 year-to-date |
|-----------------------|---------|---------|---------|---------|----------------------|
| London Underground    | 1.14    | 1.74    | 1.26    | 0.96    | 0.91                 |
| London Buses          | 3.17    | 4.37    | 3.29    | 3.42    | 3.46                 |
| DLR                   | 0.89    | 1.09    | 0.54    | 0.65    | 0.43                 |
| London Overground     | 1.58    | 1.24    | 0.65    | 0.48    | 0.38                 |
| Elizabeth line        | 2.30    | 2.26    | 1.77    | 0.79    | 0.9                  |
| London Trams          | 1.65    | 1.76    | 0.85    | 0.81    | 0.88                 |
| IFS Cloud Cable Car   | 2.83    | 2.57    | 4.69    | 3.75    | 3.24                 |
| Congestion charge     | 2.48    | 3.83    | 3.55    | 2.24    | 1.71                 |
| Dial-a-Ride*          | 83.62   | 64.87   | 61.33   | 66.99   | 34.46                |
| London River Services | 1.26    | 2.44    | 0.47    | 0.25    | 0.12                 |
| Santander Cycles      | 3.54    | 2.68    | 2.24    | 3.29    | 2.58                 |
| Taxis**               | 8.06    | 1.69    | 3.24    | 4.68    | 4.82                 |
| Private hire**        | 2.57    | 1.36    | 2.3     | 2.95    | 3.42                 |
| Contactless           | 0.40    | 0.39    | 0.5     | 0.51    | 0.52                 |
| Oyster                | 0.17    | 0.26    | 0.48    | 0.49    | 0.44                 |

For most modes, complaints per 100,000 journeys in the year to date are down on previous years. London Buses are tracking one per cent higher than last year. Despite the issues noted previously, Oyster is 10 per cent lower than last year while contactless has seen a slight rise.

The Elizabeth line is tracking higher than last year, which can be attributed to higher ridership numbers as well as some issues on the west of the network where changes have been made to timetables.

Trams are also up on last year, though this seems to be principally due to the slight drop in ridership as we received two complaints fewer in Quarter 1 than the same quarter last year.

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

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



Customers appreciate the work of our frontline colleagues

# Commendations

## Commendations Past five quarters

|                        | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 |
|------------------------|------------|------------|------------|------------|------------|
| London Underground     | 337        | 312        | 290        | 351        | 280        |
| London Buses           | 693        | 610        | 577        | 782        | 581        |
| DLR                    | 12         | 20         | 11         | 23         | 19         |
| London Overground      | 26         | 39         | 24         | 38         | 39         |
| Elizabeth line         | 11         | 52         | 46         | 59         | 65         |
| London Trams           | 2          | 2          | 2          | 2          | 4          |
| IFS Cloud Cable Car    | 5          | 8          | 7          | 2          | 2          |
| Dial-a-Ride            | 8          | 4          | 3          | 0          | 2          |
| London River Services  | 3          | 0          | 1          | 1          | 2          |
| Santander Cycles       | 0          | 0          | 0          | 0          | 0          |
| Taxis and private hire | 31         | 30         | 26         | 31         | 25         |
| TfL Road Network       | 0          | 1          | 1          | 1          | 1          |
| TfL Policy             | 8          | 6          | 5          | 9          | 10         |

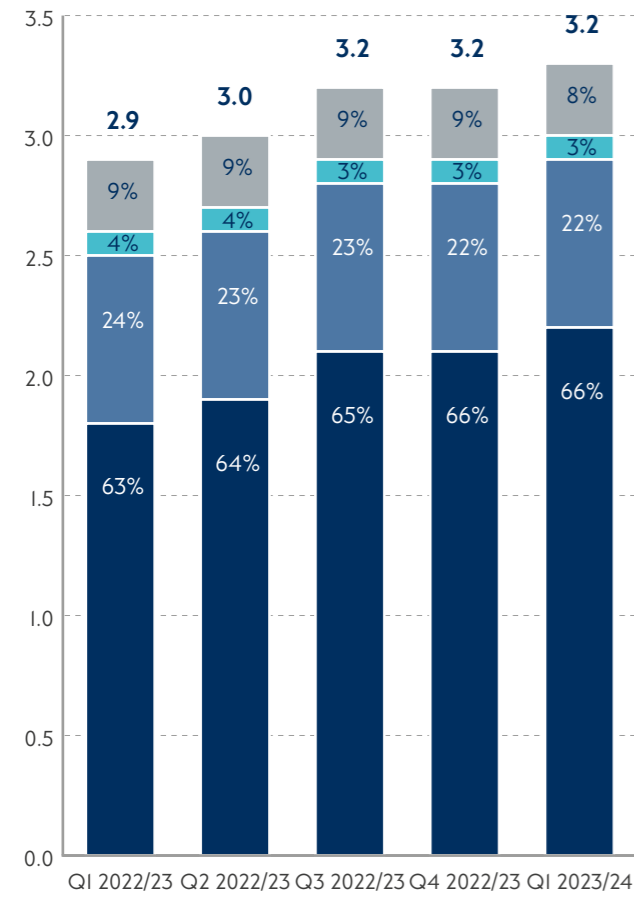
Overall, commendations fell across most modes compared to both the previous quarter, which is longer, and compared to Quarter 1 last year.

However, London Overground saw commendations rise three per cent on last quarter and an impressive 50 per cent on the previous financial year. The Elizabeth line also recorded a notable increase of 10 per cent on Quarter 4 and an impressive 491 per cent on the same quarter last year.

This increase has been largely driven by the staff working at Paddington and their efforts to assist our customers navigating the station and provide help during delays or other disruption. It should be noted that Abbey Wood, Whitechapel and Liverpool Street stations have also performed well in terms of commendations received.

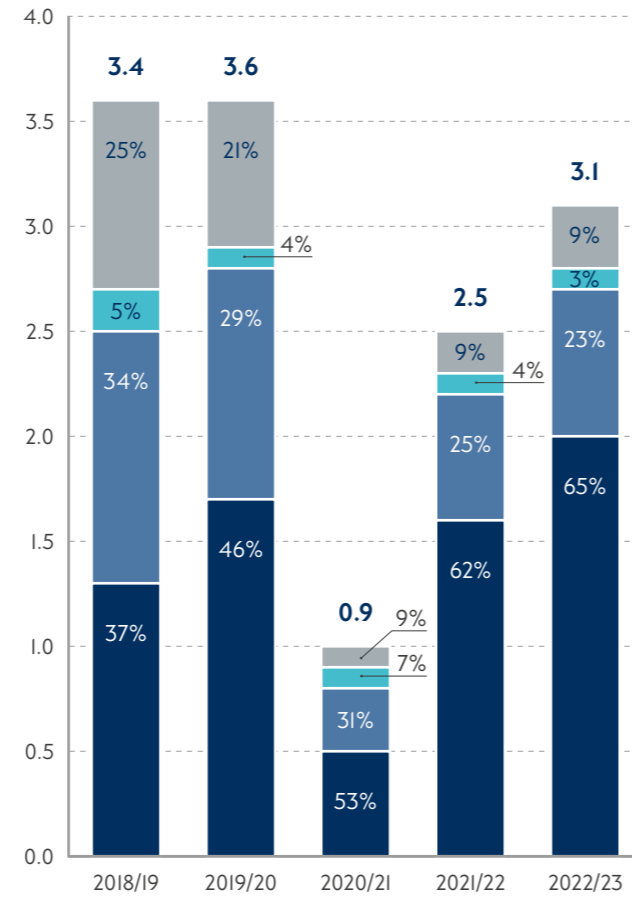
# Tickets

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



■ Contactless    ■ Oyster pay as you go  
■ Bus & Tram Passes    ■ Travelcards

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



■ Contactless    ■ Oyster pay as you go  
■ Bus & Tram Passes    ■ Travelcards

Overall demand has been slowly recovering. The share of contactless payment media (cards and mobile devices) used has increased to 66 per cent of all fare payer tickets in the latest two quarters, up from 63 per cent a year ago.

Before the coronavirus pandemic, the total number of fare payer tickets used remained stable every year while the share of contactless increased. Demand declined dramatically during the pandemic and has since been steadily recovering, but remains at lower levels than before the pandemic.

**150m** 

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



**4.3m**

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 account for less than one per cent of journeys on the network

\*\* Days measured:  
 Q1 2022/23: Thursday 9 June 2022  
 Q2 2022/23: Thursday 8 September 2022  
 Q3 2022/23: Thursday 24 November 2022  
 Q4 2022/23: Thursday 23 March 2023  
 Q1 2023/24: Thursday 11 May 2023

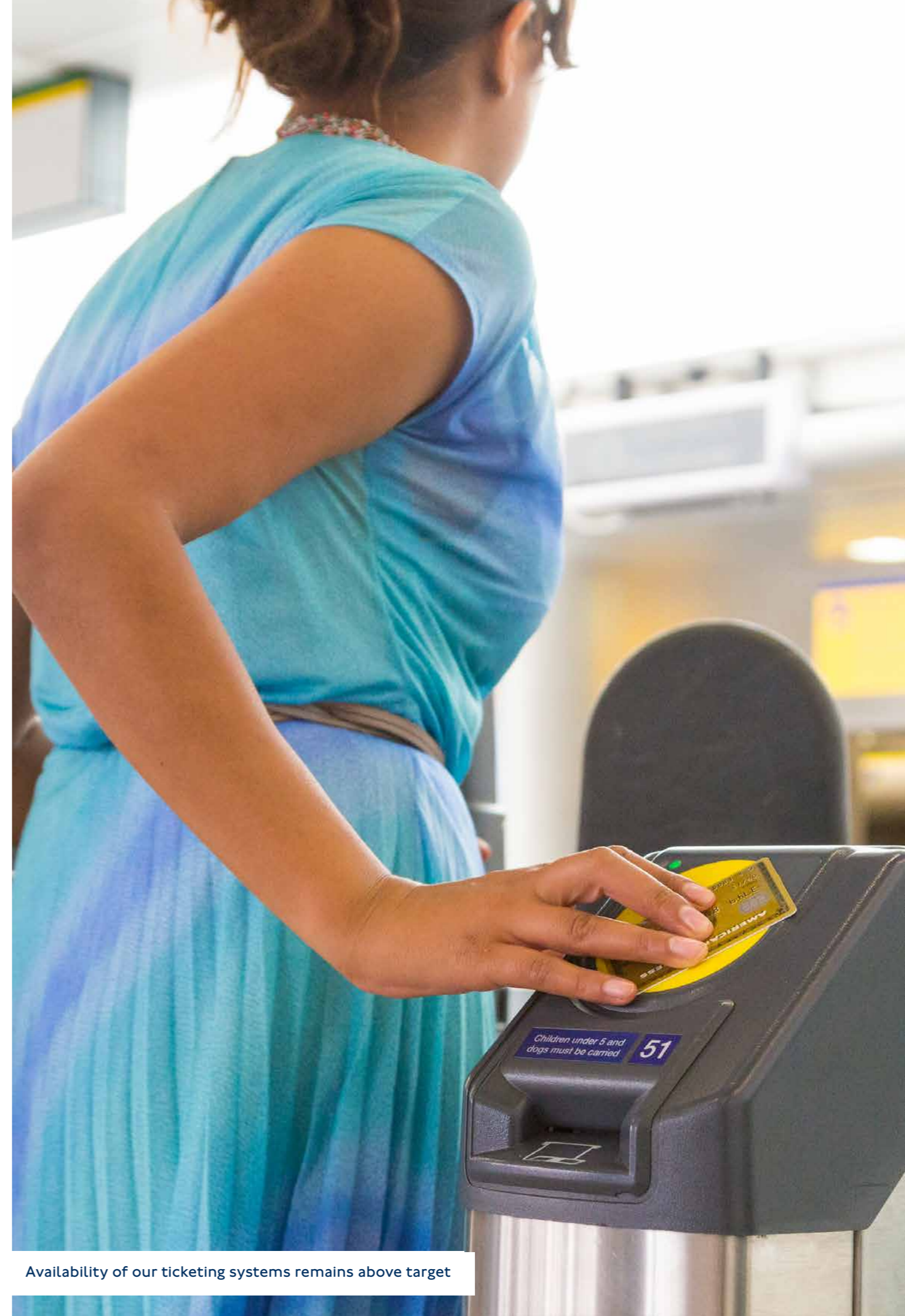
\*\*\* Days measured:  
 2018/19: Thursday 7 February 2019  
 2019/20: Thursday 6 February 2020  
 2020/21: Thursday 4 February 2021  
 2021/22: Thursday 10 February 2022  
 2022/23: Thursday 9 February 2023

# System availability

## Ticketing system availability (%)

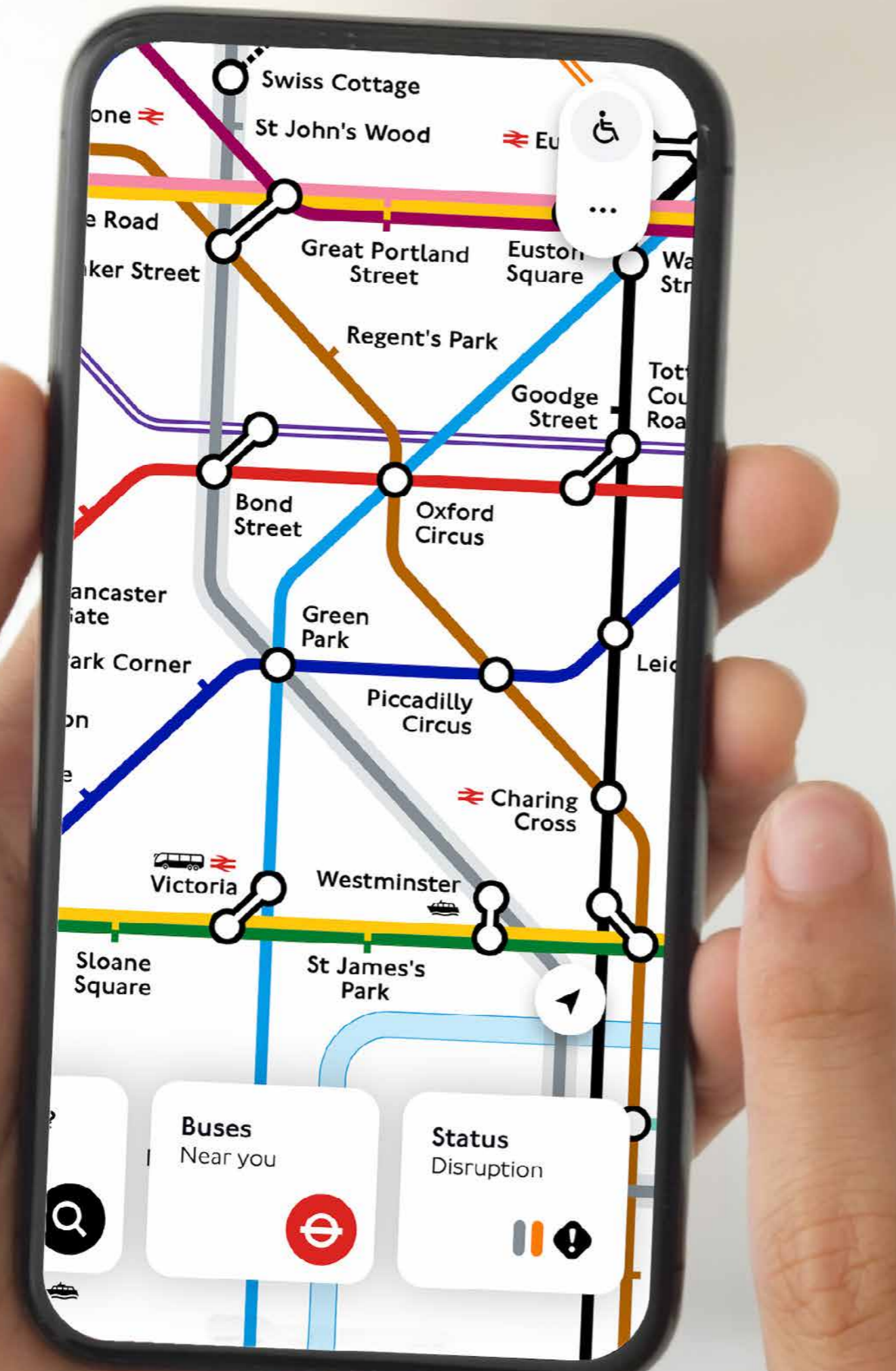
|  | Q1 2022/23 |                    |                        | Q1 2023/24 |                    |                        |
|--|------------|--------------------|------------------------|------------|--------------------|------------------------|
|  | Actual     | Variance to target | Variance to Q1 2021/22 | Actual     | Variance to target | Variance to Q1 2022/23 |
| London Underground – ticketing system overall availability | 99.22      | +1.02              | -0.33                  | 99.05      | +0.85              | -0.17                  |
| London Buses – bus validations – overall availability      | 99.68      | +0.68              | -0.05                  | 99.65      | +0.65              | -0.03                  |

We exceeded targets for both Underground and Buses in this quarter and throughout 2022/23. Compared with Quarter I last year, there is greater use of the transport system. This quarter included the coronation of King Charles III.



Availability of our ticketing systems remains above target





We continue to improve real-time service information

# Digital

On average, the TfL Go app is now used by over 727k customers each month. We continue to roll out new features including enhanced line disruption and closure information. Customers can now see greyed-out line sections (for closures) and glowing line sections (to indicate disruptions) on the live Tube map.

## 28.7m

average monthly screen views (up 12.6% on Quarter 4 2022/23)



## 727,327

average monthly unique users (up 9.4% on Quarter 4 2022/23)

## 3.1m

average monthly unique users (down 8.1% on Quarter 4 2022/23)



## 68m

average monthly page views (down 8.7% on Quarter 4 2022/23)

# Travel demand management

## Major planned events

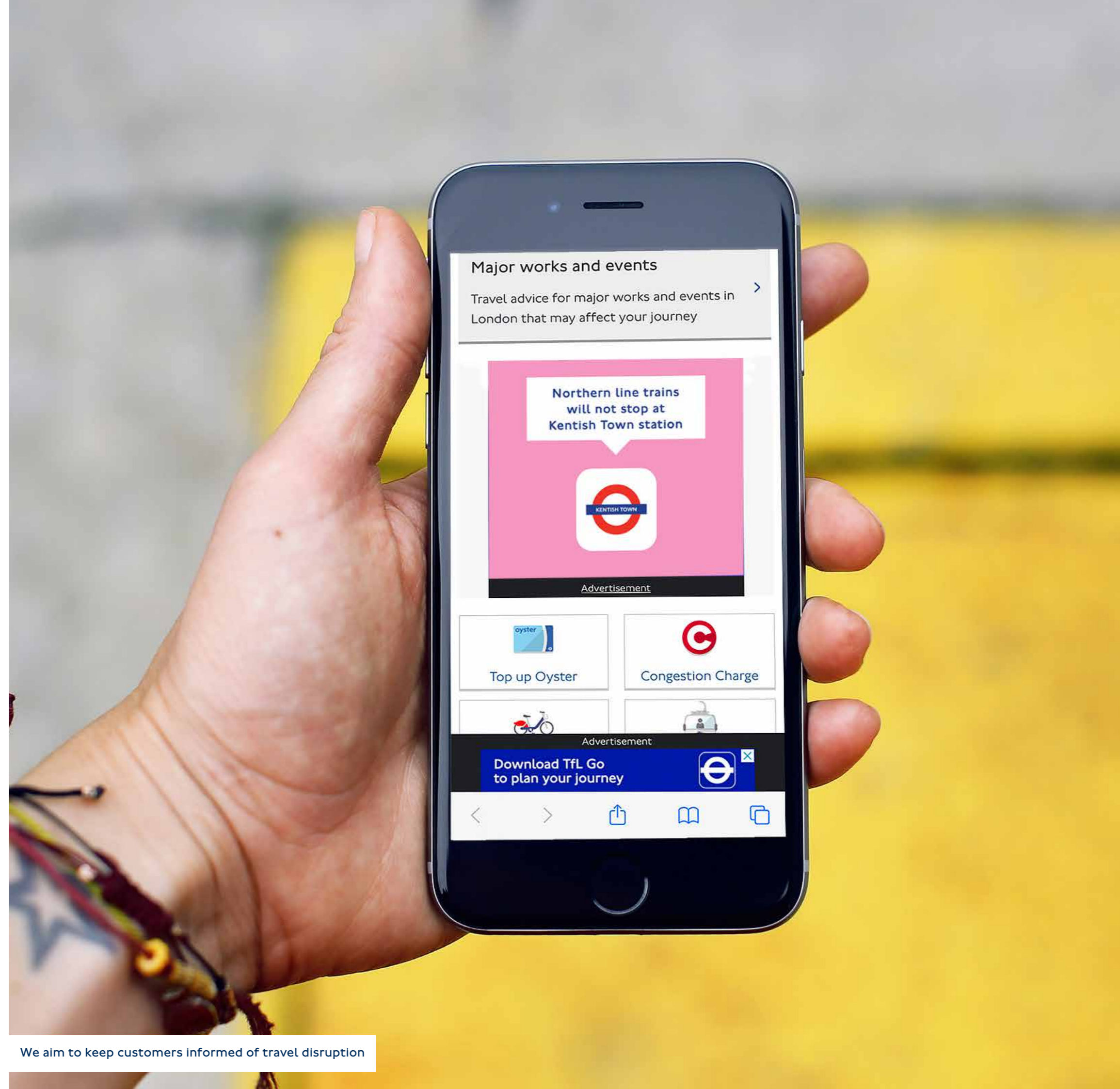
The coronation of King Charles III and Ford RideLondon both took place in May. These events had significant impacts on customer journeys across London. To support these events, we worked alongside operational teams, event organisers and partners to develop appropriate customer messaging and travel advice. These messages were delivered via an integrated communications plan, including but not limited to travel advice web pages, press updates, customer emails, social media activity and posters. Political and local stakeholders were also updated on the latest information.

## Kentish Town station closure

On 26 June, Kentish Town Underground station closed for up to 12 months for station improvement works, including essential replacement of both escalators. A travel demand management plan was put in place to help manage demand associated with the closure. As part of this, we issued a wide variety of communications across our network to make sure customers and stakeholders were fully aware of this closure and understood their alternative travel options.

## Silvertown Tunnel

To support the construction of the Silvertown Tunnel it was necessary to implement weekend closures for the Blackwall Tunnel and the A102 tunnel approach road during early summer. We worked with operational and customer colleagues to ensure private and freight drivers and bus customers were aware of the closures, the impacts and their alternative travel choices. This is part of a programme of works that will impact the A102 and the Blackwall Tunnel until the Silvertown Tunnel opens in 2025.



We aim to keep customers informed of travel disruption

# Campaigns

## Campaigns – customer information email volumes Past five years

|  | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24<br>year-to-date |
|--|---------|---------|---------|---------|-------------------------|
| Customer information emails (millions) | 205     | 211     | 226     | 302     | 87.5                    |
| Campaigns                              | 1,101   | 685     | 950     | 625     | 190                     |

### CRM marketing programme

The role of the customer relationship management (CRM) marketing programme is to support our core business objectives. Each email has a clearly defined purpose and audience. Emails are either an ‘inform’ or ‘influence’ message in a short format (klaxon) or long format (thematic).

We deliver relevant and engaging content to our audience with campaigns and offers tailored and personalised to the database.

At present the marketing database has 1,352,054 customers subscribed.

In Quarter I we deployed four marketing emails to the database with multiple versions based on the segmentation of the audience, such as families versus all others. These emails supported revenue-generating messages relating to Easter activities, the King’s coronation, and mental health awareness, alongside partnership discounts and wider London events.

This quarter also saw the deployment of a data enhancement email to encourage customers to link their Oyster card or contactless card to an account. Those who already have an account were sent a survey to understand how they use the network. Following this, we saw an increase in account new sign ups by 1,032 and lapsed accounts re engaged by 62.

At the end of Quarter I we saw 36.2 per cent open rate, 0.53 per cent click-through rate (just under our target of 0.87 per cent) and an unsubscribe rate of 0.05 per cent.

### CRM service update emails

We have sent more email campaigns and individual emails than we would normally in a standard year, preparing for the King’s coronation and continuing to send out new phases of emails notifying relevant customers about the upcoming ULEZ expansion, we have also needed to update customers on strikes on our network and on national rail services.

We have sent out several email campaigns making customers aware of the Superloop rebranding as well as consultation emails related to the Superloop, inviting customers to share their views on potential changes.

We also had to notify customers of a downtime in online Oyster services while we updated our multi-factor authentication system, which involved contacting over two million users of our online services.

In addition to this, the number of email addresses opted-in to the multimodal weekend travel closures email increased to well over three million people. However, we were able to remove some duplicate emails from this list after migrating our data to a new CRM platform, bringing a more accurate total of less than three million once again.

Over  
**87m**  
customer information  
emails sent in 2023/24  
to date



**190**  
campaigns so far in 2023/24

### Customer marketing and behaviour change campaigns

#### Ultra Low Emission Zone expansion

Our campaign to raise awareness of the ULEZ expansion continued during this period, ahead of the launch date of 29 August 2023.

The campaign ran on TV, video-on-demand, radio, posters, petrol pump advertising, digital screens in motorway service stations, local and trade press, and digital and social channels. New messaging to raise awareness that nine out of 10 cars already meet the standards commenced mid-April.

Radio and local newspaper content to explain the link between air quality and health, with contributions from health experts, continued throughout April and June. Metro activity included online articles and video interviews.

Targeted communications in May and June included over 1.6m leaflets delivered in outer London, face-to-face leafleting, over 619,000 personalised letters and over two million customer emails to raise awareness, encourage vehicle checking and provide information about the support available. Over 546,000 letters were sent via the DVLA between February and June to owners of non-compliant vehicles to provide information and advice, including details of the scrappage scheme.

Advertising to raise awareness and take-up of the scrappage scheme also continued in April and June across radio, digital banners and social. Over 400,000 emails were sent to owners of non-compliant vehicles to raise awareness of the major expansion of the scrappage scheme.

We continue to experience high vehicle-checking volumes with six million unique visitors to our vehicle-checker tool by the end of June (since 25 November).



The expansion of ULEZ launched successfully in August



Our safety campaign uses vibrant eye-catching design

### Public Transport Safety

On 22 May, our new Public Transport Safety campaign launched, designed to help support wider TfL safety measures in reducing customer incidents and preventing delays on network.

The communications aim to alert customers to the risks, without making them fearful. It focuses on the positive behaviour we want them to adopt with an authoritative yet caring approach, which encourages customers to re-evaluate their behaviour.

Printed and digitally animated posters and ads of this vibrant eye-catching campaign have been delivered in multiple formats through our owned channels and paid advertising across the network.

### Public Transport recovery

Our Public Transport (PT) Recovery Campaign continued throughout May and June with posters on the network, radio and digital display advertising. Through this campaign we have also introduced new messaging to drive travel demand on Mondays and Fridays, when the Tube is generally quieter, and spread demand across the week.

We've also continued to publish monthly content in Metro and Time Out, encouraging Londoners to get out and about in the city using public transport.

On 1 August, the PT Recovery Campaign was succeeded by our new campaign 'Champion Value'.

### Elizabeth line

The final stage of the Elizabeth line launch campaign promoted the changes that took place in May 2023, including the introduction of direct services from Shenfield to Heathrow, the increase from four to six trains an hour to the airport, and trains every 2.5 minutes in the central section.

We created some new posters for this stage, but also reused and adapted previous TV, radio and print adverts. We booked some pioneering media formats for TfL, including adverts to run before TV shows and films on-board British Airways flights landing at Heathrow Terminal 5, and digital posters in the baggage claim area. These were translated into five other languages besides English, with different combinations shown depending on where flights came from. These adverts included extra detail on fares to ensure international visitors had all the payment information they needed, and showed when the next Elizabeth line trains were departing.

The main campaign ended at the end of June, but Heathrow advertising is continuing across the summer.

# Consultations

We launched eight consultations in Quarter 1, as follows:

- Bus route 419 hail-and-ride conversion to fixed stops
- Catford Town Centre – changes to A205 South Circular Road
- Bus route 223 extension
- Proposed Superloop route SLI0 (X183)
- East Sheen Road safety and streetscape improvements scheme
- Proposed Superloop route SLI (X34)
- Healthy Streets – Greenwich to Woolwich
- Bus routes W restructuring

We are planning to launch 18 consultations in Quarter 2 2023/24.



# London Assembly scrutiny

## London Assembly scrutiny Quarter I 2023/24

| Date         | Title  | Type of scrutiny |
|--------------|--|------------------|
| 13 June 2023 | Budget and Performance Committee.<br>TfL Capital Programme | Open meeting     |
| 15 June 2023 | Transport Committee. River services                        | Open meeting     |



The London Assembly regularly review our 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 safety, 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.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

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

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic 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 and safe 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 are creating brighter journeys and a better city.





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## Customer Service and Operational Performance Panel



**Date:** 4 October 2023

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

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 At the meeting on 6 December 2022, a deep-dive was provided to the Panel following a previous request for 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 The presentation, attached as Appendix 1, builds on this update and provides the latest insight into Care.

### **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:**

Customer Service and Operational Performance Panel paper, Deep-dive on TfL's "Care score", dated 6 December 2022.

Contact Officer: Emma Strain, Director of Customer  
Email: [EmmaStrain@tfl.gov.uk](mailto:EmmaStrain@tfl.gov.uk)

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



- For the past 11 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
- The Panel has taken great interest in the drivers of Care, in particular why there are differences in perceptions of Care, and how it is used alongside other customer insight to guide our work
- This presentation provides an update on Care trends

# Reminder... 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

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



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



**Measures overall perception and is influenced by all journeys, rather than the last journey**

Though a bad journey lingers longer in the memory than many uneventful good ones



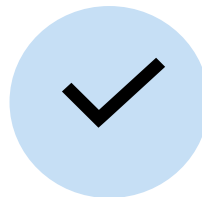
**Reflects more than just the on-network travel experience**

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 those who haven't used our services is important for revenue generation and wider policy objectives



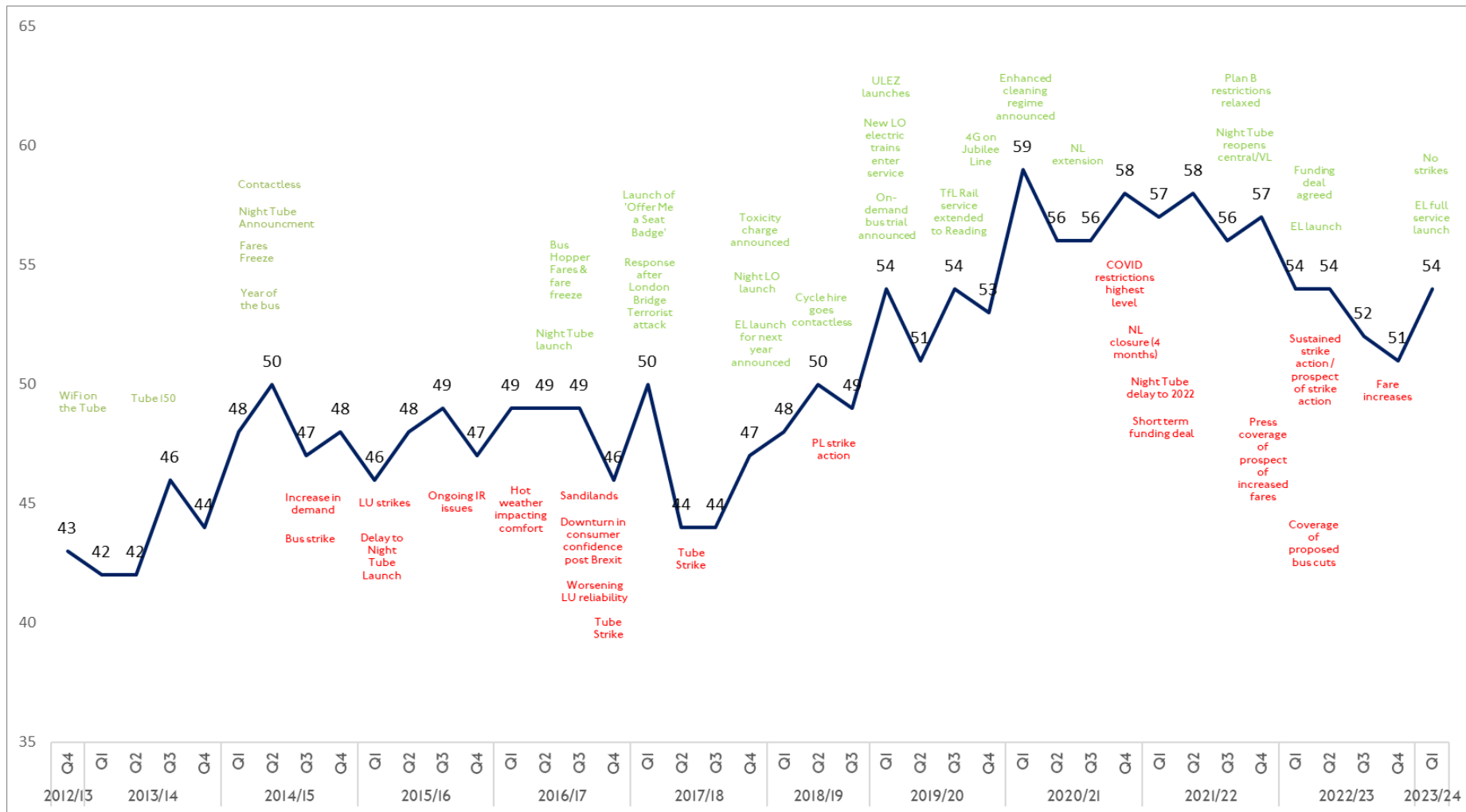
**We know what drives our Care score**

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

# Reminder... Care progression

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



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

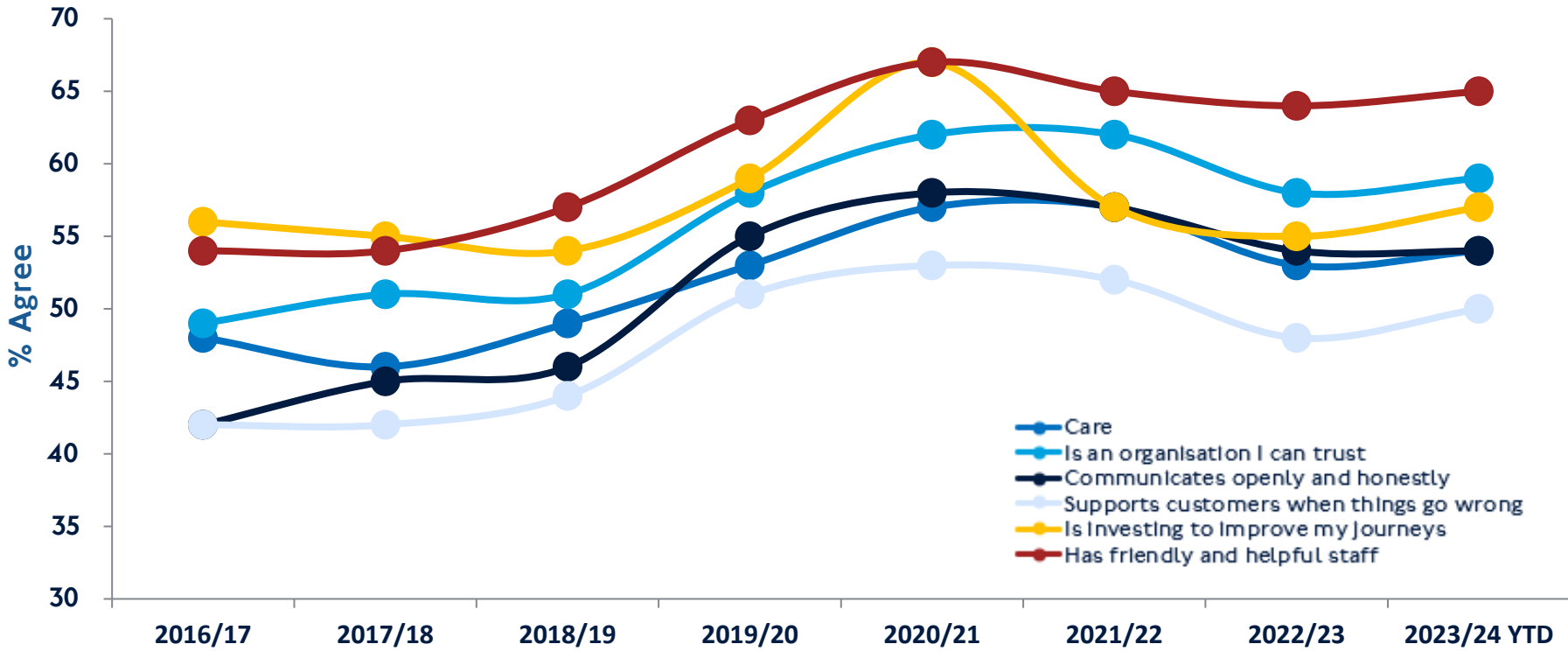
\*The Care score is the product of many factors. It is not possible to quantify the precise contribution of different events or the exact reason for period-to-period changes



# Key drivers of Care over time

Analysis has identified the factors affecting Care. These have remained mostly consistent in terms of impact over time

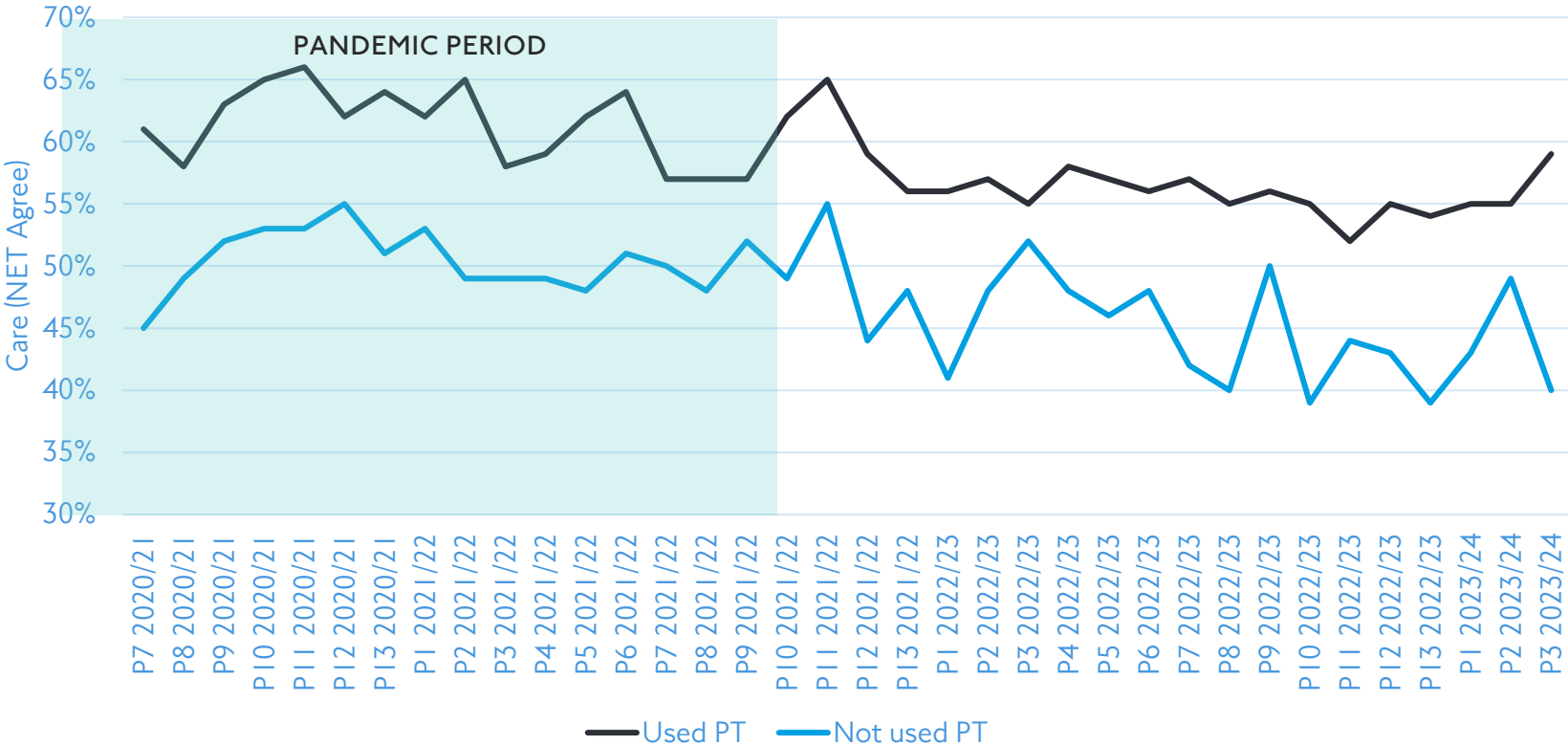
These drivers have generally moved along a similar trajectory to Care, though Londoners do reflect changes (perceived or real) in our circumstances (eg future investment)



“How much do you agree or disagree with the following statements about TfL?” All Londoners (% NET AGREE)  
Sources: Reputation Tracker, 2016/17 – 2018/19. Customer Pulse 2019/20 onwards

# Deep dive:

## Care by users and non-users of public transport



Londoners who have used PT in the past week score higher than those who haven't by an average of 11 per cent

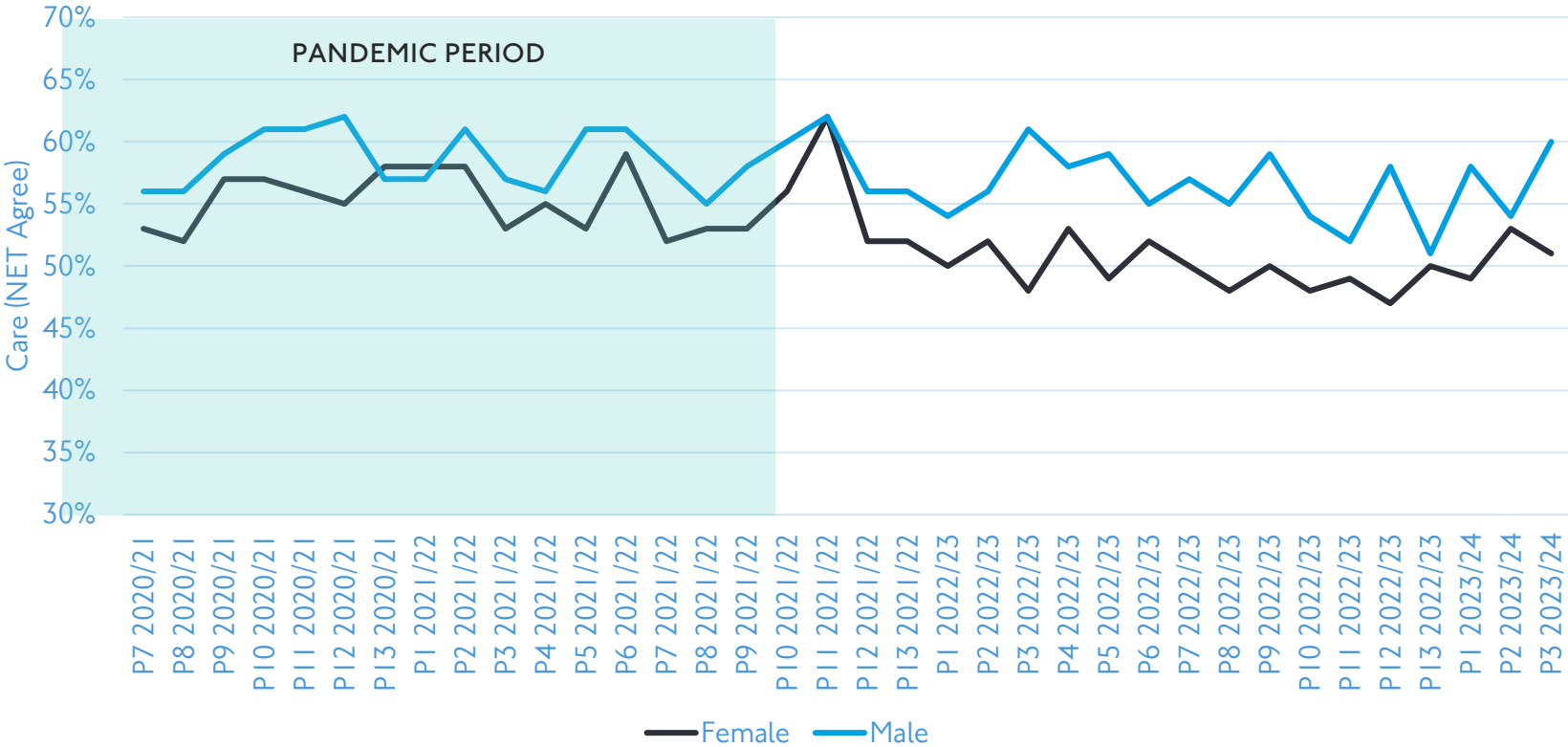
Londoners who have used PT's agreement that TfL cares is higher than those who haven't in all of the last 36 periods

These figures may suggest a mismatch between perceptions and the reality of our PT service

It may also reflect differences between perceptions of our core PT offer and our work in other areas

# Deep dive:

## Looking at Care by gender



**Female agreement with Care is on average five per cent lower than for males**

We know that issues relating to personal safety in public spaces are a factor

However, this is not the sole reason for the difference

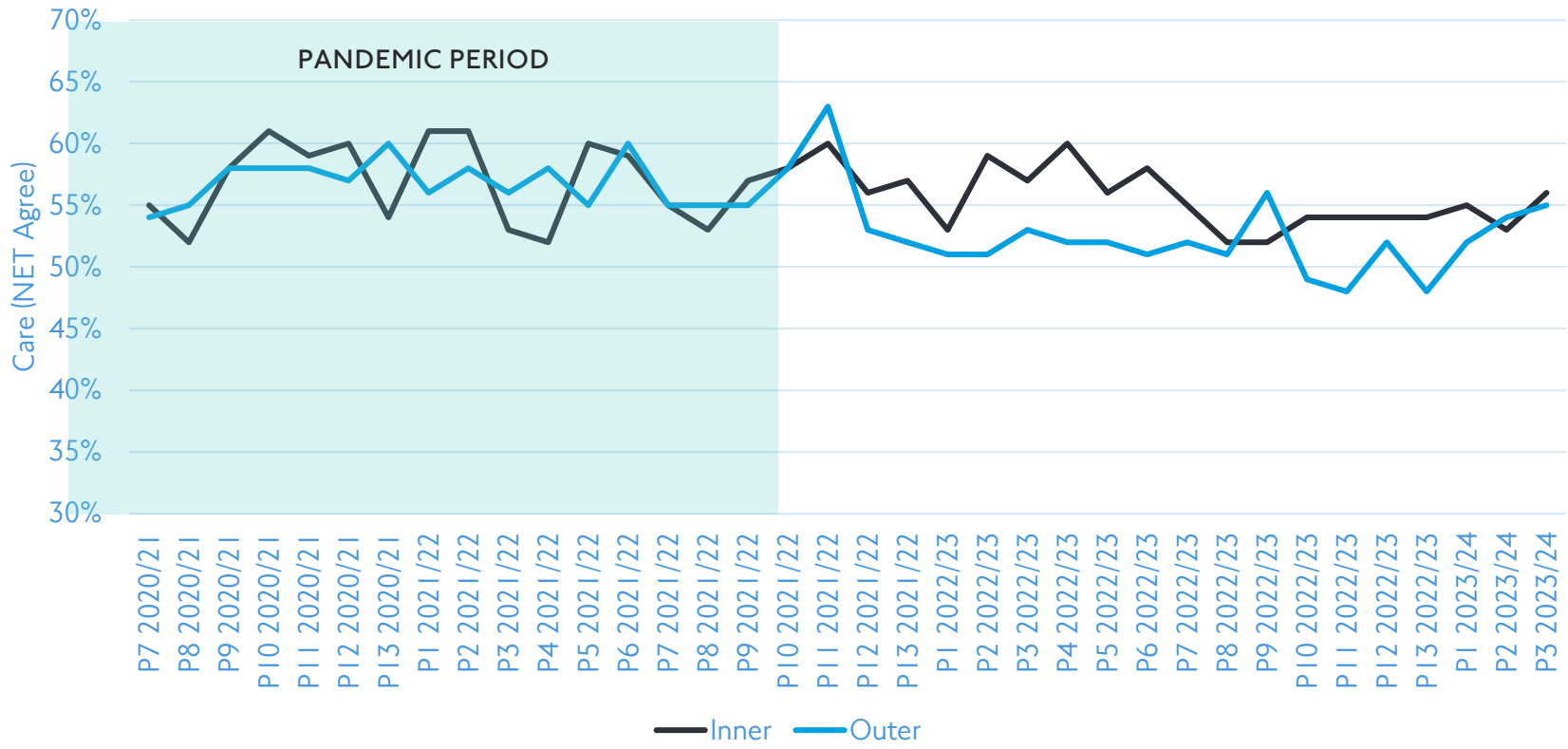
A more inclusive approach to public transport planning and policies is needed to close this gap



# Deep dive:

Generally, Inner Londoners' Care scores are higher. TfL services are typically more extensive in central and inner London

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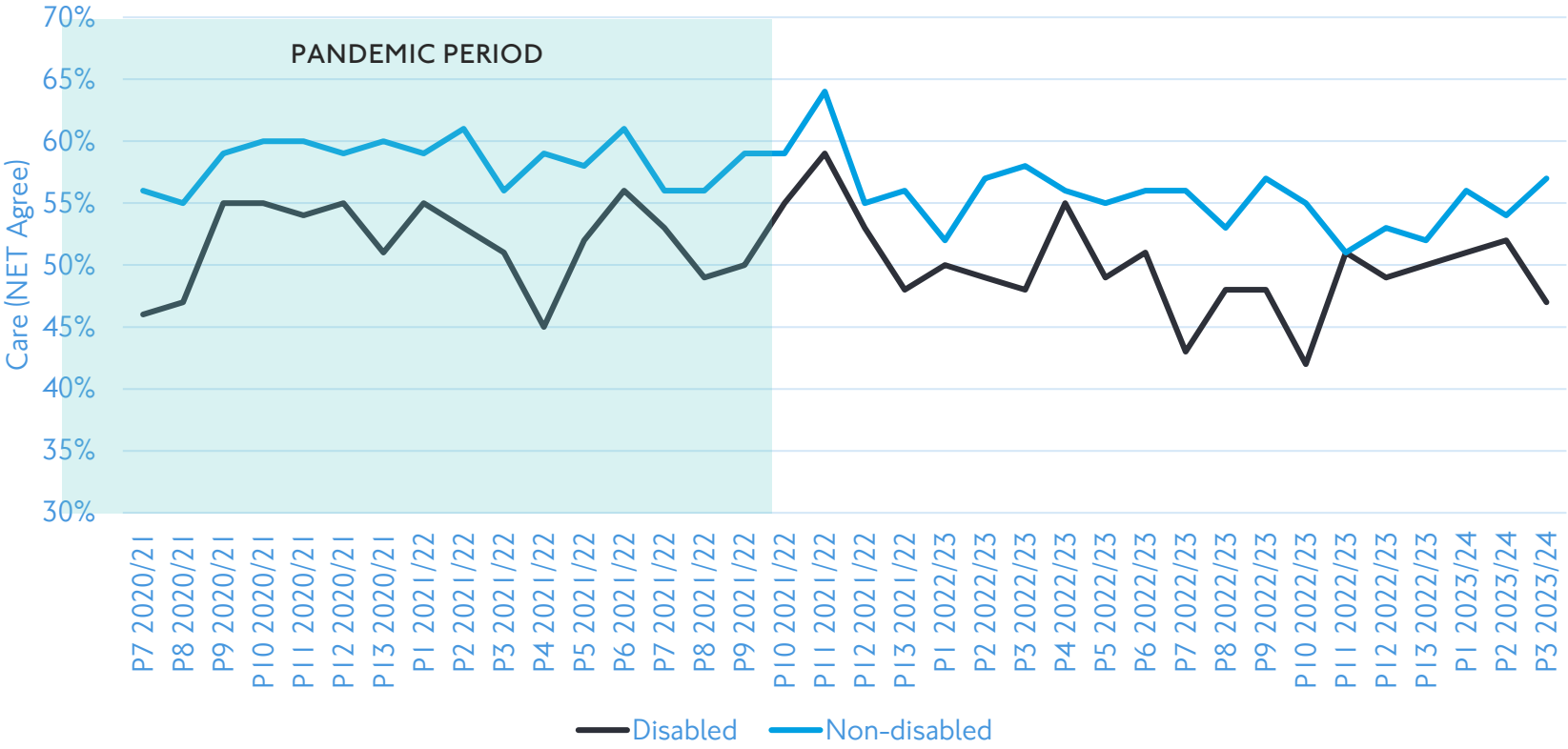


Inner Londoners' agreement with Care is on average two per cent higher than Outer Londoners' (and has been as much as eight per cent higher)

However, this tends to fluctuate far more than the differences seen in other areas (eg gender)

# Deep dive:

## Disabled Londoners are less likely to agree that TfL Cares than non-disabled Londoners



**Disabled Londoners are on average six per cent less likely to agree that TfL Cares than non-disabled Londoners. That difference has been as high as 14 per cent**

Disabled customers have to overcome many barriers to use the public transport network – even when things are operating as planned

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

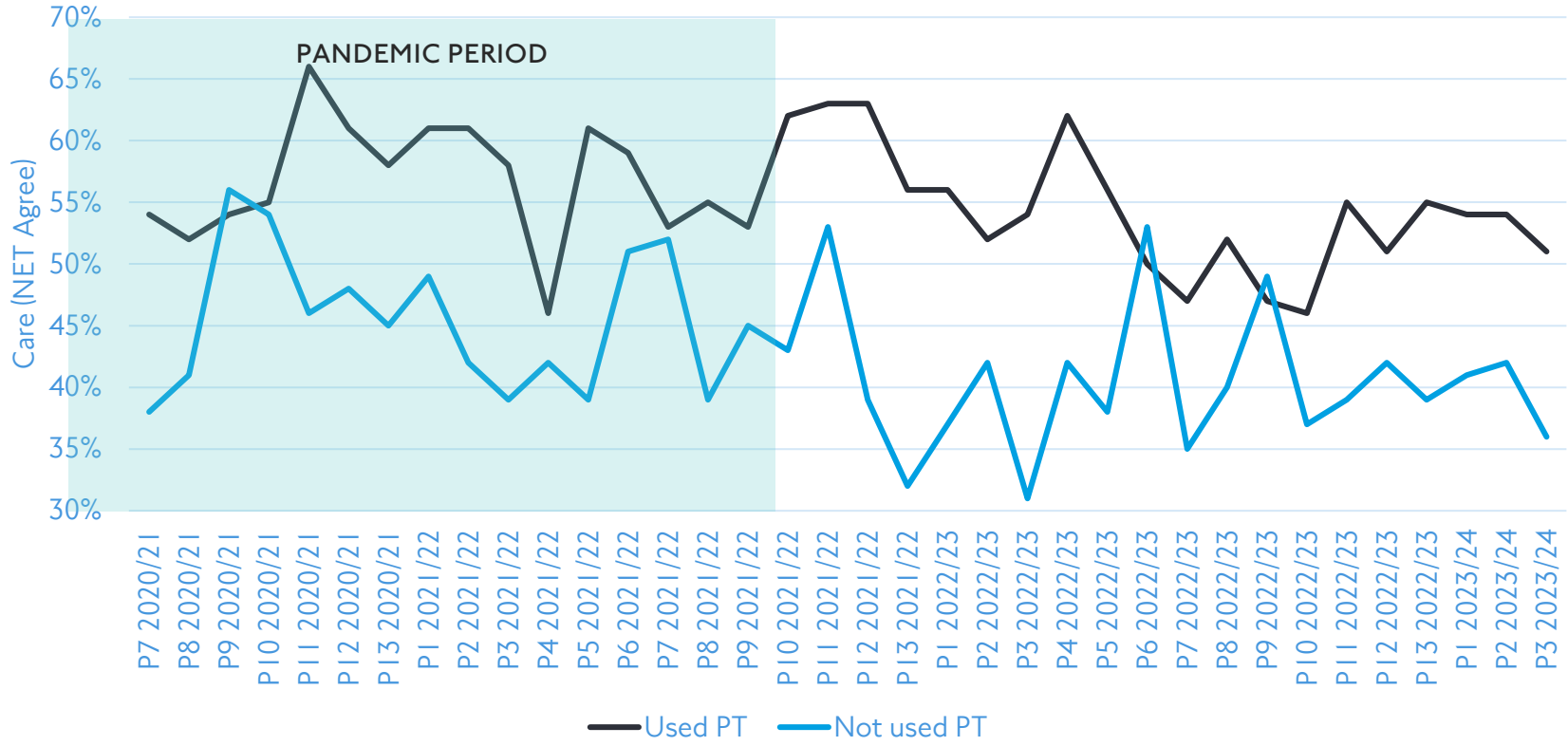
We know some disabled Londoners have dismissed public transport as an option for them following previous bad experiences. They may not know that improvements have been made to services

Source: TfL research, "Confidence and post pandemic experience for disabled customers" May 2022

# Deep dive:

How do perceptions of Care differ for disabled Londoners who've used public transport versus those who haven't?

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Disabled Londoners who've used public transport are on average 13 per cent more likely to agree that TfL Cares than those who haven't used public transport. That difference has been as high as 24 per cent

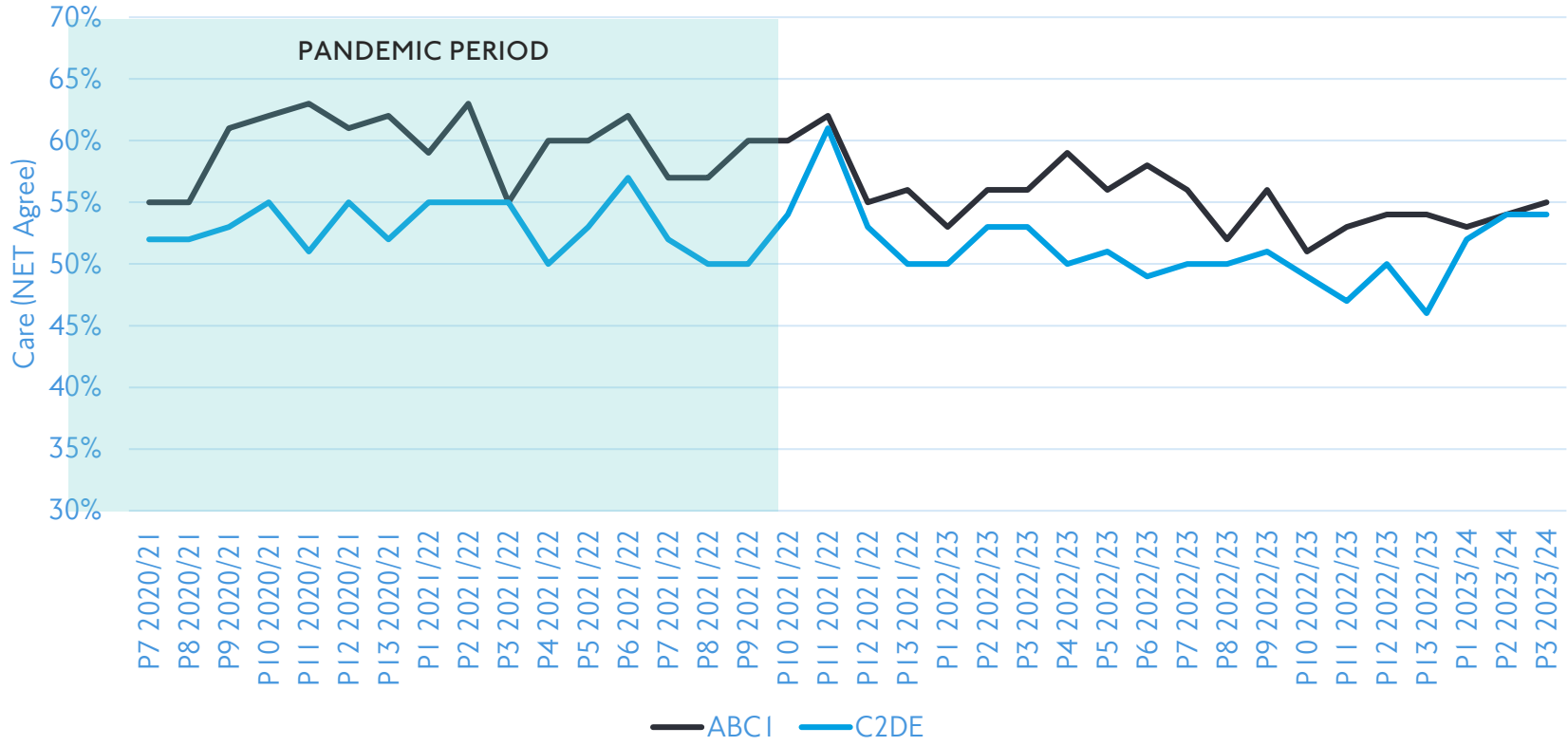
The apparent mismatch between perceptions and reality appears slightly larger for disabled Londoners (13 per cent compared with 11 per cent for all Londoners)

# Deep dive:

## Care score differences by Social Grade

Social Grade is a classification system based on occupation and it enables a household and all its members to be classified according to the occupation of the Chief Income Earner.

- A: High managerial, administrative or professional
- B: Intermediate managerial, administrative or professional
- CI: Supervisory, clerical and junior managerial, administrative or professional
- C2: Skilled manual workers
- D: Semi and unskilled manual workers
- E: State pensioners, casual or lowest grade workers, unemployed with state benefits only



**ABCI Londoners' agreement is on average five per cent higher than C2DE Londoners'**

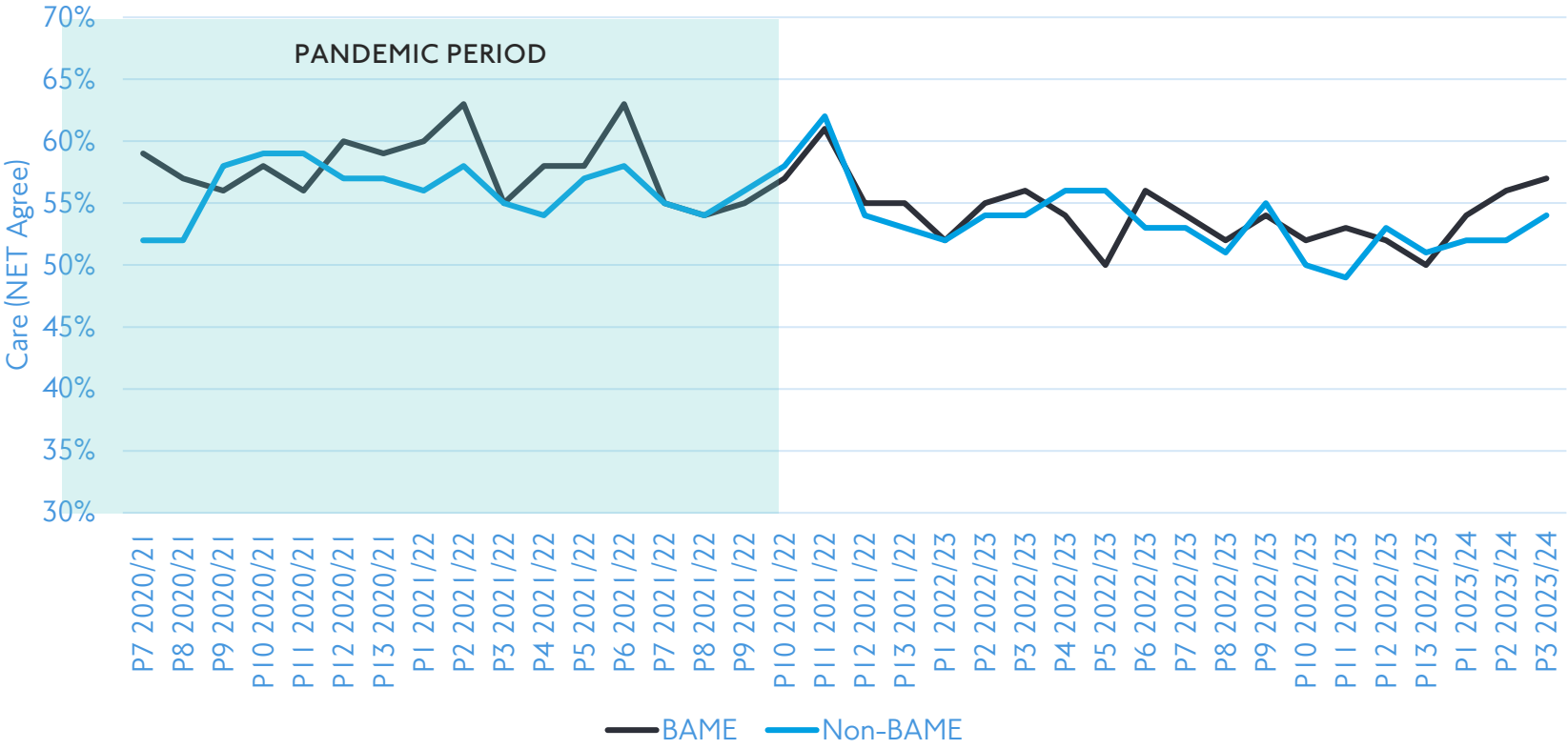
**ABCI Londoners' agreement is higher in 34 of the last 36 periods**

It is thought this reflects a heavier reliance by C2DE Londoners 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

# Deep dive:

## There isn't a strong link between Care and Ethnicity



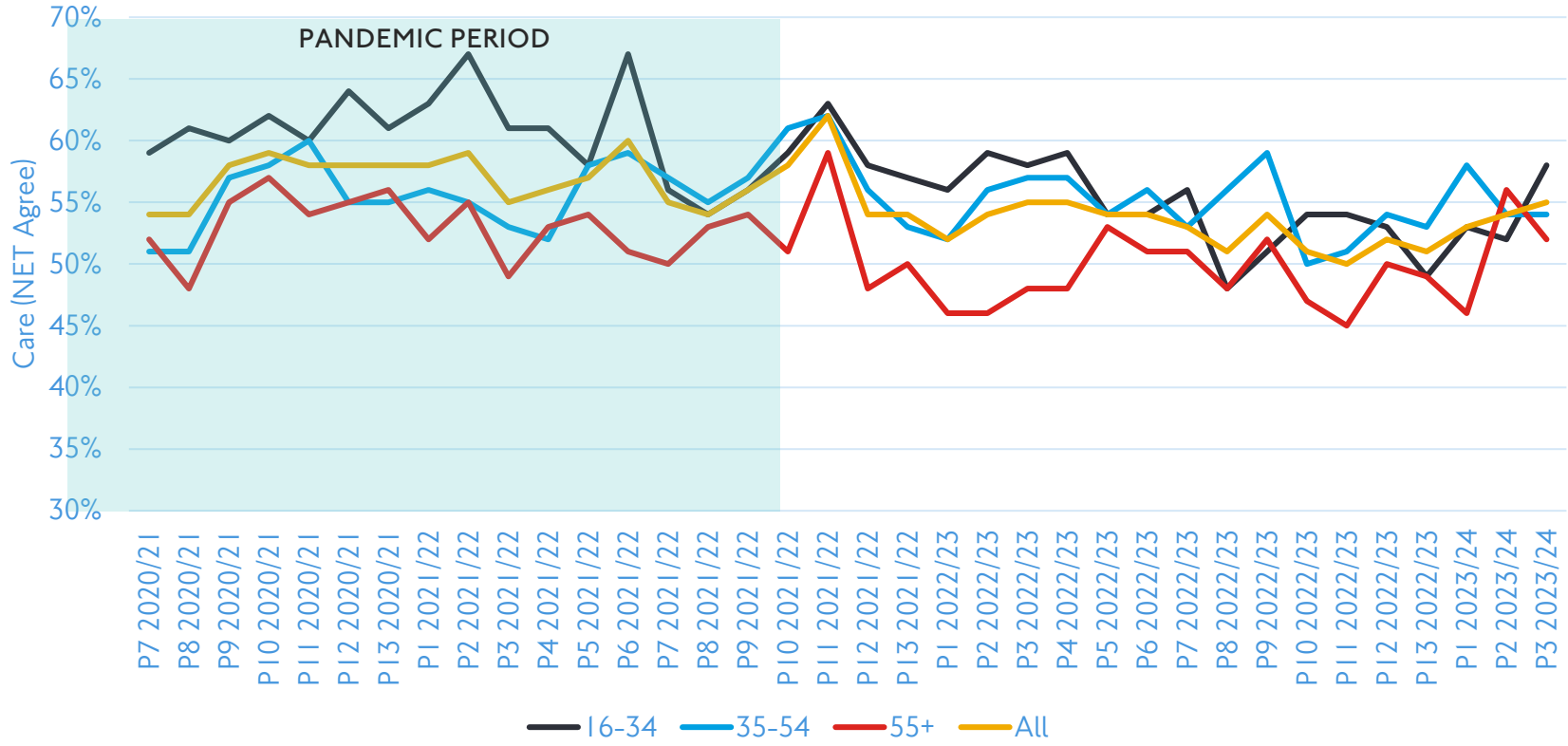
Londoners from Black, Asian and ethnic minority (BAME) backgrounds have very similar perceptions of Care to Londoners from non-BAME backgrounds (one per cent higher on average)

There is no significant link between ethnicity and Care



# Deep dive:

## Care by age group



**16-34 year olds on average score three per cent higher than the average for all Londoners**

**Age group has had as much as 16 per cent difference between groups (P6 2021/22, 16-34 67 per cent, 55+ 51 per cent)**

**55+ year olds on average score four per cent lower than the average for all Londoners**

**35-54 year olds on average score the same as all Londoners**

# Benchmarking:

How are we performing compared to others?

Customer satisfaction across the UK service sector is in decline

While our Care score is somewhat lower than it was during the pandemic, a challenging environment faced across the UK service sector means other organisations are seeing similar patterns:

- Customer satisfaction across the whole UK fell to its lowest point in eight years in July 2023 according to the Institute of Customer Service
- Rising costs, industrial action, supply chain issues, skills shortages, recruitment and retention, and customers being affected by the cost of living crisis have probably all been factors in this decline in satisfaction
- Every sector from retailers to utilities has seen a decline in satisfaction in the past year
- However, Transport, currently ranked 11<sup>th</sup> out of 13 sectors saw a particularly significant decline, as did Utilities
- The Institute cites poor complaint handling, lower levels of 'getting it right first time,' and falling satisfaction with price in the rail sector as being significant factors
- Our ongoing focus on customers is therefore more important than ever during these challenging times
- Our last benchmarking study, comparing our Care score against other organisations, was in 2021. The pandemic was a key factor at the times, so scores are not especially relevant today

# Next steps

- We will carry out another benchmarking survey in 2024 and will share the findings with the Panel
- Our ongoing focus on customers is more important than ever during these challenging times. Areas for action will be highlighted in our emerging Customer Strategy
- Care will remain a focus of our Customer Strategy and our key customer metric on the TfL scorecard
- We will continue to monitor the different perceptions of Care across our customer base

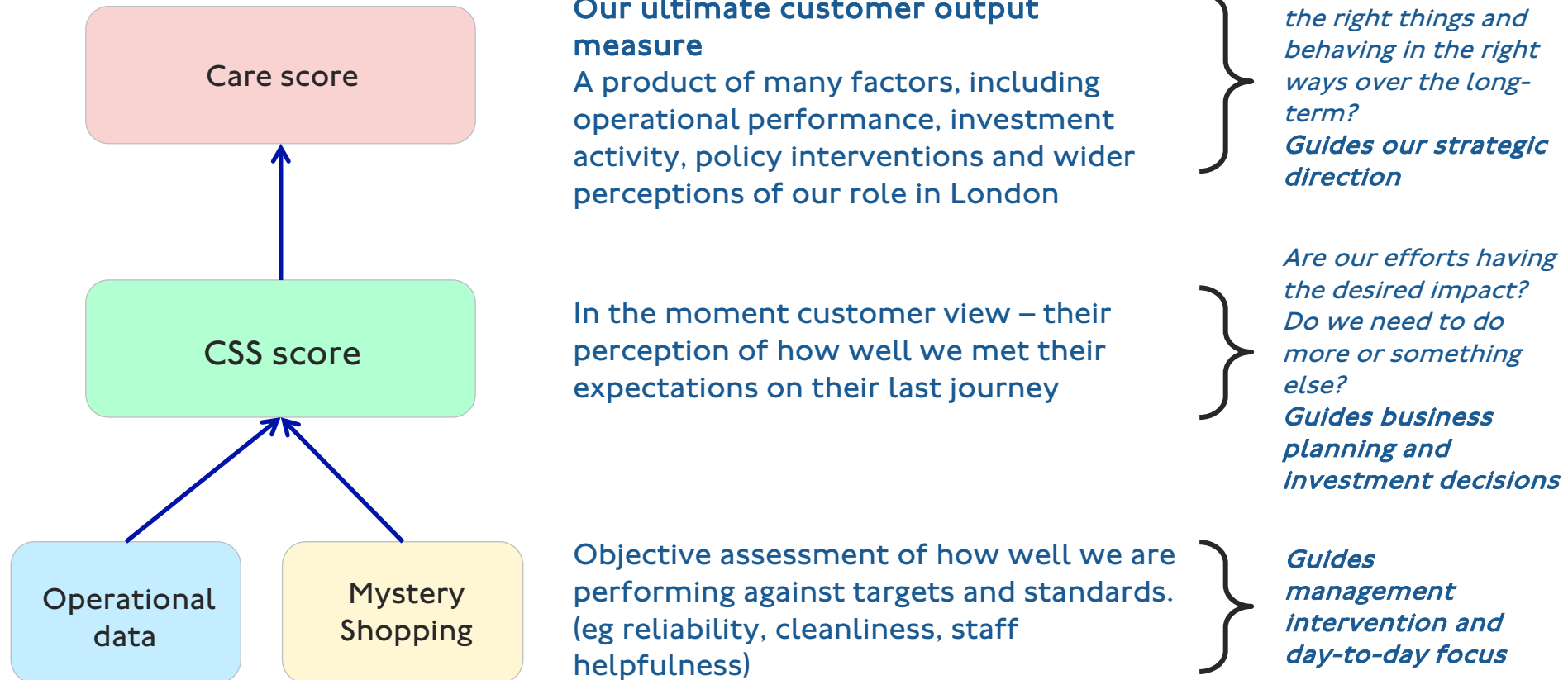
# APPENDIX

## How we use the Care score

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

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

### *Insight hierarchy*



# APPENDIX

## Recent Care performance

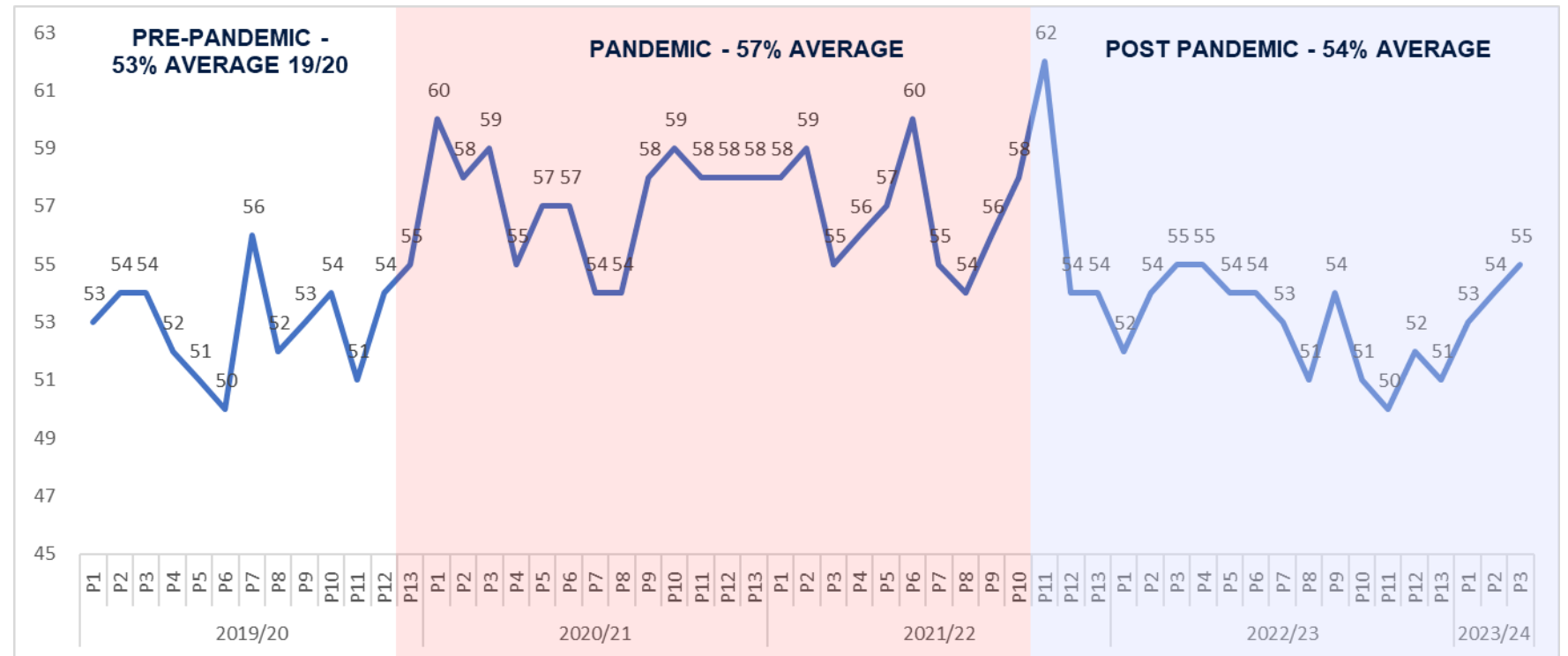
Although behind target for 23/24, our recent Care scores are broadly in-line with pre-pandemic levels

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

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 2023/24 YTD Care score will have been positively affected by a period of more stable network performance. However, continued coverage of a turbulent industrial relations environment, air quality policies, and broader concerns about cost of living may have dampened performance

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## Customer Service and Operational



## Performance Panel

**Date:** 4 October 2023

**Item:** Elizabeth line Performance

---

### This paper will be considered in public

## 1 Summary

- 1.1 The final meeting of the Elizabeth Line Committee was held on 25 July 2023. It was agreed updates on the operational performance of the Elizabeth line would be submitted to this Panel. This is the first update on Elizabeth line operational performance and covers the period since the introduction of the final staged opening timetable on 21 May 2023.
- 1.2 Quarterly performance data is also provided in the Customer Service and Operational Performance Report.

## 2 Recommendation

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

## 3 Performance and Reliability

- 3.1 The final phase of the staged opening timetable was introduced on 21 May 2023. Compared to the November 2022 timetable it included several improvements: 24 rather than 22 trains per hour between Paddington and Whitechapel in the peak periods; longer peak periods; the removal of 'dwells' at the transition to and from Network Rail tracks in the west; and through services from the Shenfield line to Heathrow Terminal 5.
- 3.2 The periods since have seen some very high performing days, and the timetable itself is robust. A significant focus remains on maximising performance and reliability, working collaboratively with all the parties helping to deliver the Elizabeth line, most notably Network Rail (NR) and MTR Elizabeth line (MTREL).
- 3.3 The Elizabeth line performance is measured by two separate metrics. Rail Journey Time Metric (JTM) which is a demand-weighted average of all Elizabeth line customer journey times and comprises wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind) and on-train delays. In Period 3 (28 May – 24 June 2023) JTM was 25.4 minutes, in Period 4 (25 June – 22 July 2023) 25.1 minutes and in Period 5 (23 July – 19 August 2023) was 25.8 minutes performing better than the target of 26.4 minutes. The increased frequency delivered by the new timetable supports delivery of the JTM target.

- 3.4 We also monitor our performance against the long-standing Public Performance Measure (PPM), also used by NR and other Train Operating Companies. 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.
- 3.5 The PPM score for the Elizabeth line for Period 3 was 87.5 per cent, Period 4 was 88.9 per cent and for Period 5 was 83.6 per cent, which is below historical performance and expected levels.
- 3.6 For most of the days, performance was measured at over 92 per cent PPM and the trend for delays greater than 15 minutes, which has been a significant focus since opening of the Elizabeth line continues to trend positively. Reliability has been heavily impacted by a relatively limited number of large incidents.
- 3.7 The key issues in terms of reliability have been:
- (a) NR infrastructure in the west, where failures of points, axle counters (part of the signalling system) and problems with the Overhead Line Electrification on the NR Western surface section have disrupted services. In particular a major signalling outage resulted in very significant delays and train cancellations between 25 – 27 July 2023. This was eventually traced to issues with NR’s signalling communications (datalink). NR has a number of initiatives underway to mitigate and manage these failures but the results have not met their own aspirations. In addition to day to day operational management, there are a number of additional performance focused meetings between NR Western, MTREL and TfL, including at Commissioner level. By contrast with NR Western the performance of NR’s Anglia route remains good and ahead of target;
  - (b) while availability of trains has been good, with no service affected by lack of rolling stock, the reliability of the trains has been below target. There have been further software upgrades and in recent weeks reliability, while still below target, has shown steady improvement. Alstom, the train manufacturer, has two further reliability-focused software releases this year as well as a hardware modification which will speed recovery from incidents. Again, an intensive programme of meetings is in place to align Alstom, TfL and MTREL;
  - (c) the period since 21 May 2023 saw several significant disruptive incidents in the Central Operating Section including damage to axle counters and a leak of hydraulic fluid from our rail milling machine. This and other incidents took time to resolve. Reviews of each major incident have been completed and actions put in place, both to address the root causes and to speed response and recovery when these relatively infrequent incidents occur; and
  - (d) finally, there were some non-safety affecting issues with the signalling software (ELR400) rolled out at Easter in readiness for the new timetable. These were relatively quickly addressed by Siemens, the supplier, and the schedule for next year’s software release, ELR500, includes additional time for testing ‘live’ in the Central Operating Section.
- 3.7 Looking forward, the signalling issues are not expected to recur. The forthcoming software and wiring updates on the trains are key and can be expected to deliver



further benefits. Reducing the effect of occasional infrastructure failures in the Central Operating Section is a key focus. The most significant challenges are likely to remain with NR's Western infrastructure, despite all the work undertaken by NR colleagues as the underlying infrastructure is not in a satisfactory state and a programme of renewals is planned. MTREL continue to refine contingency plans to minimise disruption when events do occur.

## **4 Customer Experience**

- 4.1 Customer satisfaction remains high on the Elizabeth line with the Customer Satisfaction score of 83 in Quarter 1 of 2023/24. This is an increase of one point on the previous quarter and remains among the highest scores recorded by TfL.
- 4.2 Step-free access availability at MTR stations was 98.5 per cent in Period 3, 99.4 per cent in Period 4 and 99.6 per cent in Period 5.
- 4.3 Step-free access at London Underground stations which serve the Elizabeth line was measured at 100 per cent across the three periods.

## **5 Travel Patterns in the first year of operation**

- 5.1 During its first full year of operation, the Elizabeth line carried 150.7 million passenger journeys, with 137 million journeys being made during the 2022/23 financial year.
- 5.2 An average of 56 per cent of passenger journeys on Elizabeth line occur during weekday peak travel times (07:00 to 10:00 and 16:00 to 19:00).
- 5.3 Passenger demand is highest on Tuesdays, Wednesdays and Thursdays, regularly 560,000 - 614,000 journeys, but recent Elizabeth line demand growth has been greatest on a Thursday influenced by travel in both the peak and off-peak. Saturday demand at 470,000 passengers per day, is only six per cent lower than the quietest working day of Monday, and Sunday demand has also grown rapidly to around 280,000 on average Sundays.
- 5.4 In central London, Tottenham Court Road station saw an increase from 110,000 to 175,000 passengers per day, Bond Street station from 175,000 passengers to 230,000 per day and Farringdon station from 100,000 passengers to 280,000 per day.
- 5.5 Outside of the central section of the railway, stations on the eastern and western branches of the Elizabeth line are seeing an increased number of customers compared to pre-pandemic levels with new services from Reading into central London and Shenfield to as far as Heathrow Airport. At Romford station, recent data shows weekly entries and exits at the station up more than 25 per cent with 191,000 compared to 152,000 in the same period in 2019, and at West Ealing, entries and exits at the station have more than doubled from 22,000 in 2019 to 45,000 this month.
- 5.6 Connectivity, especially in south east London, has also dramatically improved. The Elizabeth line almost halves journey times from stations in south east London to central London. Passengers can now travel from Abbey Wood to Farringdon in

around 20 minutes, a journey that would have previously taken at least 39 minutes.

- 5.7 A post-opening study will continue over the next two years. Extensive passenger surveys will also be conducted later this year to understand how and why passengers' travel behaviour has changed. This will assess the displacement from other transport modes including travelling by car or bike.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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Email: [howardsmith@tfl.gov.uk](mailto:howardsmith@tfl.gov.uk)

## Customer Service and Operational Performance Panel



**Date:** 4 October 2023

**Item:** Step-Free Access Update

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### This paper will be considered in public

## 1 Summary

- 1.1 The purpose of this paper is to provide an update to the Panel on step-free access.
- 1.2 The presentation attached as Appendix 1 provides:
- (a) a recap on London Underground step free access;
  - (b) an update on latest delivery;
  - (c) an overview of the programme;
  - (d) the programmes role as a cornerstone of wider work towards a more inclusive network; and
  - (e) an overview of next steps.

## 2 Recommendation

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

### List of appendices to this report:

Appendix 1 – Step-Free Access presentation

### List of Background Papers:

None

Contact Officer: David Rowe, Director of Investment Delivery Planning  
Email: [DavidRowe@tfl.gov.uk](mailto:DavidRowe@tfl.gov.uk)

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# Step-Free Access Update

## Appendix 1

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# Recap on London Underground Step-Free Access

In July, we announced the next stations being reviewed in our step-free access programme.

These are:

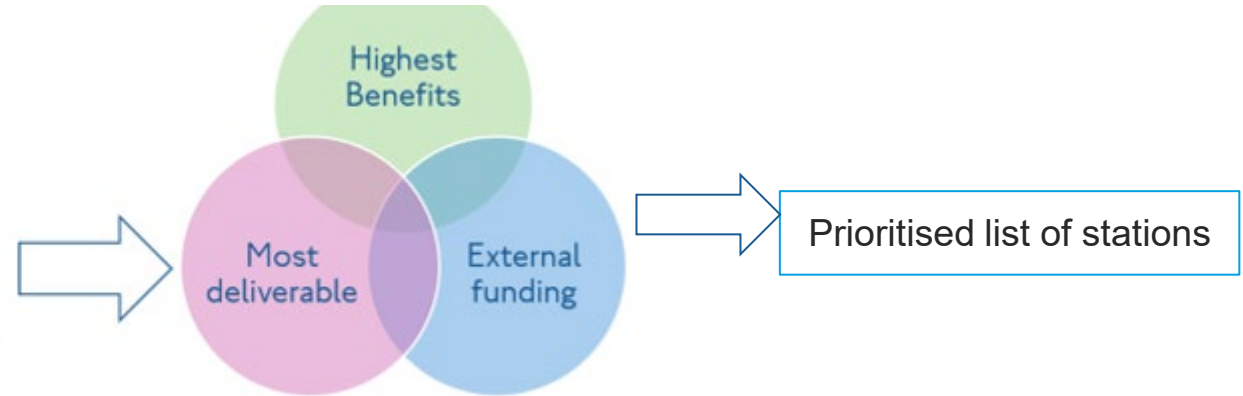
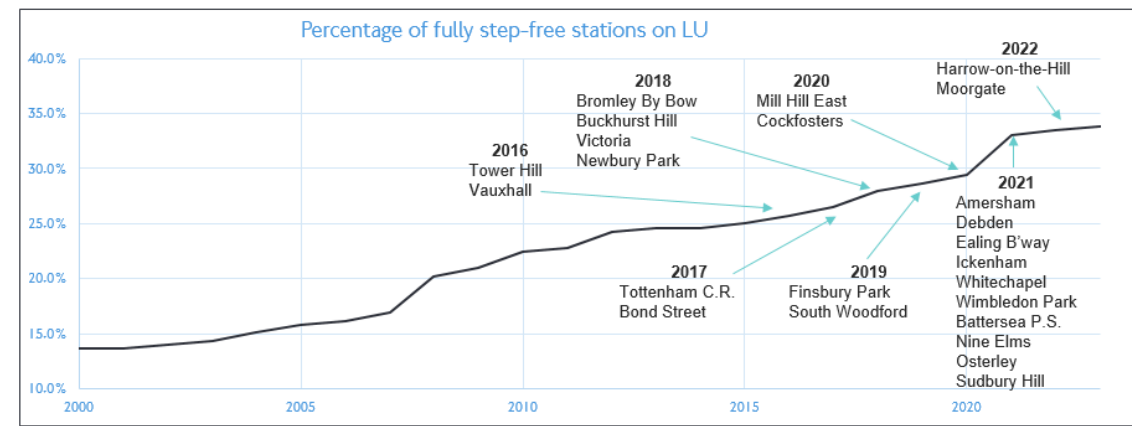
- Alperton
- Arnos Grove
- Burnt Oak
- Eastcote
- Finchley Road
- Northolt
- North Acton
- Rayners Lane
- West Hampstead
- White City

Levelling Up/Borough funding is also available for:

- Leyton
- Colindale

Since March 2016, 24 London Underground stations have been made step-free.

TfL's 2023 Business Plan has approximately £20m of funding per annum for accessibility projects. To enable investment decisions we have completed a prioritisation exercise, informed by our public consultation.



Based on this work, in July 2023 we confirmed 10 stations which we are assessing to understand the best way to deliver step-free upgrades. Of these 10, Burnt Oak and Northolt (both of which were paused due to the coronavirus pandemic) are in the most advanced state, having been about to enter construction at the start of the pandemic. The other eight stations would need to complete full design.

We also announced in July that we are conducting a longer term review of step-free access on the southern (Morden) branch of the Northern line. The work to mobilise this new programme is covered later in this presentation.

We are also working with the Department for Transport (DfT) to meet the conditions to unlock their funding for Leyton and Colindale stations. Combined with funding from the London Boroughs of Barnet and Waltham Forest, this will enable step-free and capacity improvements at both stations.

# Step-free access currently being delivered

At Elephant & Castle, Paddington and Knightsbridge, project teams are currently working to deliver improvements to step-free access on the London Underground.

We are also mobilising for work at Surrey Quays on the Overground.

Network Rail continues its step-free access programme on its infrastructure in London with a number of schemes expected to complete over the next 15 months.

## Knightsbridge

- Works are currently on-site to make Knightsbridge step-free
- Three new lifts will make the station step-free from street level to platform. Boarding ramps on both platforms will help customers board Piccadilly line trains step free
- Works will complete in mid-2024



Construction site for the new station box at Elephant & Castle

## Elephant & Castle:

- Work is currently underway on the new station box
- Tunnelling to connect the box to the existing station completes in 2028
- Funding and timing of the fit-out works for the new entrance, which would deliver step-free access to the Northern line platforms, is still uncertain.

## Non-London Underground works

- **Surrey Quays:** We have confirmed Morgan Sindall as our main contractor for the works to create a new entrance to this Overground station. Expected to complete in 2026, this project will deliver step-free access to the Overground platforms
- **Network Rail** is currently on-site delivering step-free projects at 13 of its stations. Petts Wood and Streatham are expected to complete during autumn 2023. Barnes, Bexley, Isleworth, Mill Hill Broadway, Motspur Park, Palmers Green, Plumstead, Seven Sisters, Teddington, Tooting and Wandsworth Town are all currently expected to complete during 2024 .



Lift lobby in the new step-free entrance at Knightsbridge (not yet open to the public)

## Paddington

- Works delivered by the Paddington Square Development will create a new step-free route direct to the new plaza on Praed Street via an expanded Bakerloo line ticket hall
- The works will complete the step-free interchange with National Rail at Paddington
- Our development partner, who is funding and delivering the station works, has experienced delays but is still targeting bringing into use in spring 2024.

# Step-Free Access Programme (i)

We now have the team in place for the new step-free programme and are working on the assessments of the 10 stations announced in July.

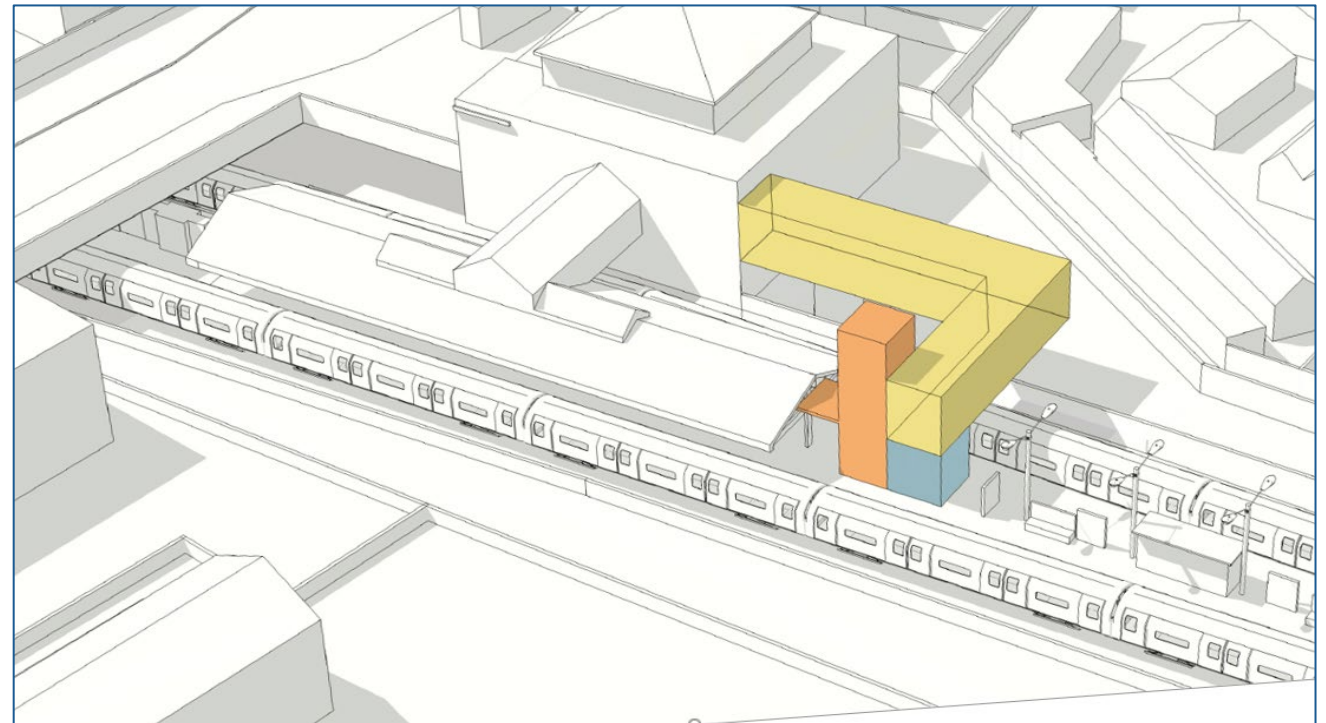
We will have outputs of this work in early 2024 to inform our prioritisation for financial year 2024/25 and beyond.

Our ongoing prioritisation will include taking into account equality impacts and our ongoing obligations under equality legislation as a service provider and under the public sector equality duty.

The TfL team (including project management, engineering and commercial support) is now mobilised. Supply chain partners have commenced work and will undertake design, asset surveys, construction planning and provide cost information.

For the eight stations being taken through feasibility (Alperton, Arnos Grove, Eastcote, Finchley Road, North Acton, Rayners Lane, West Hampstead and White City), the team is developing single preferred options which could be taken to the next stage of design. The stations that progress further and in what order depends on the outcomes of this work, which includes evaluating costs and the disruption during construction. A number of the stations also need funding discussions to progress with partners.

At Burnt Oak and Northolt the previous designs are currently being reviewed, together with updated construction strategies, programmes and costs. This will enable a decision on whether to take one or both schemes into construction in 2024.



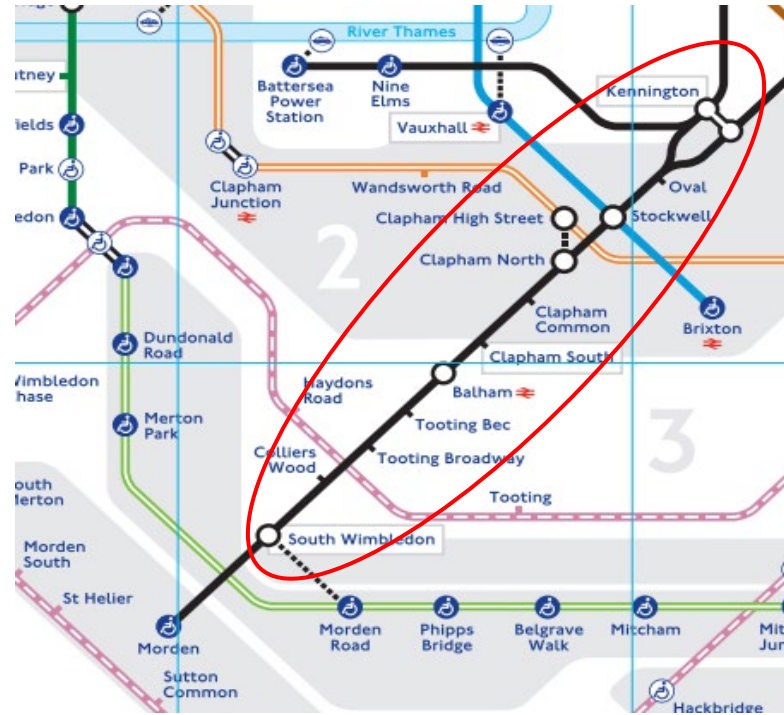
Isometric diagram showing the proposed new lift shaft and overbridge at Burnt Oak.



# Step-Free Access Programme (ii)

As well as the 10 stations announced in July we also shared details of a review of the southern branch of the Northern line.

We will have the outcome of this initial study in early 2024 to inform investment decisions for 2024/25.

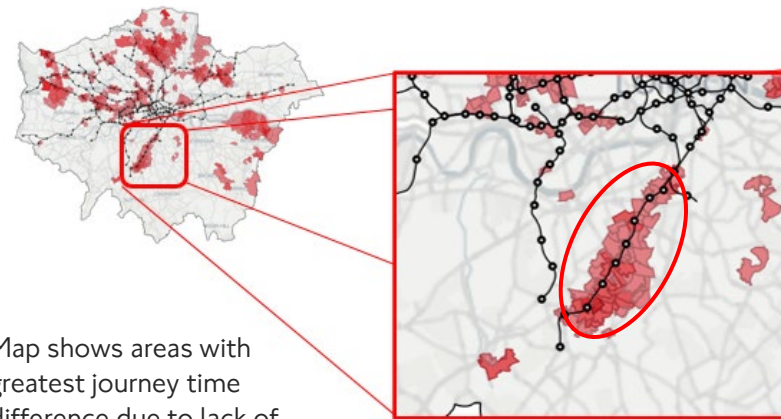


The largest step-free access (SFA) gap on the Underground network is the stretch between Waterloo/Elephant & Castle and Morden on the Northern Line. Although the benefits of plugging this gap would be huge these are all deep-level stations in densely built-up areas of London and all will be difficult and expensive.

Our review of the southern branch of the Northern line has commenced to identify which station(s) are the best candidates for more detailed feasibility and design work, with the long-term aim of addressing this significant gap in our step-free network.

Our team is currently working through existing design information on the stations, along with data on asset condition and other infrastructure around the stations.

The output will be a ranked list to inform which station(s) we take into more detailed studies in 2024.



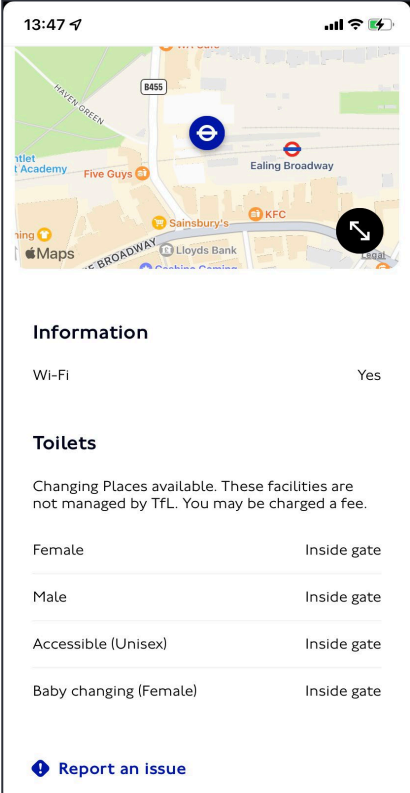
Map shows areas with greatest journey time difference due to lack of step-free, with the southern branch of the Northern line highlighted

# Step-Free Access programme is a cornerstone of wider work towards a more inclusive network

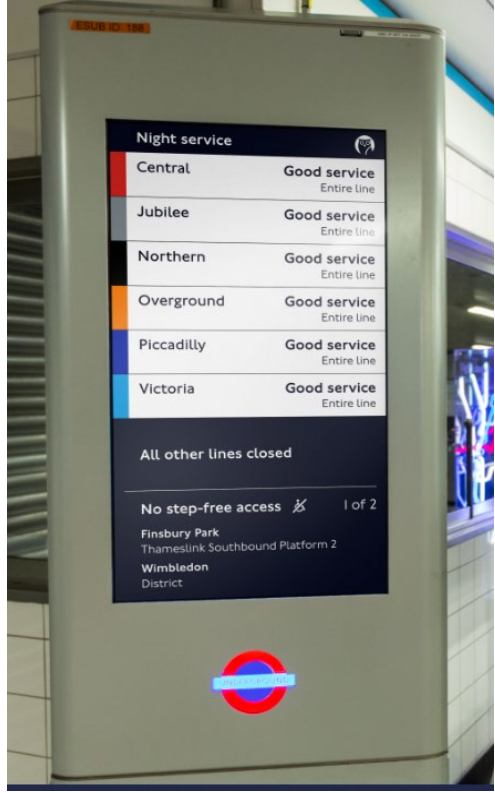
Revised draft of Action on Inclusion – Customer, building on recent improvements and setting out a comprehensive programme to improve inclusiveness, will be published later in the year



Successful “mini-ramp” trial



Detailed toilet information in TfL Go app



Improved live information on step-free in stations

Portfolio of activity to improve accessibility and inclusiveness includes:

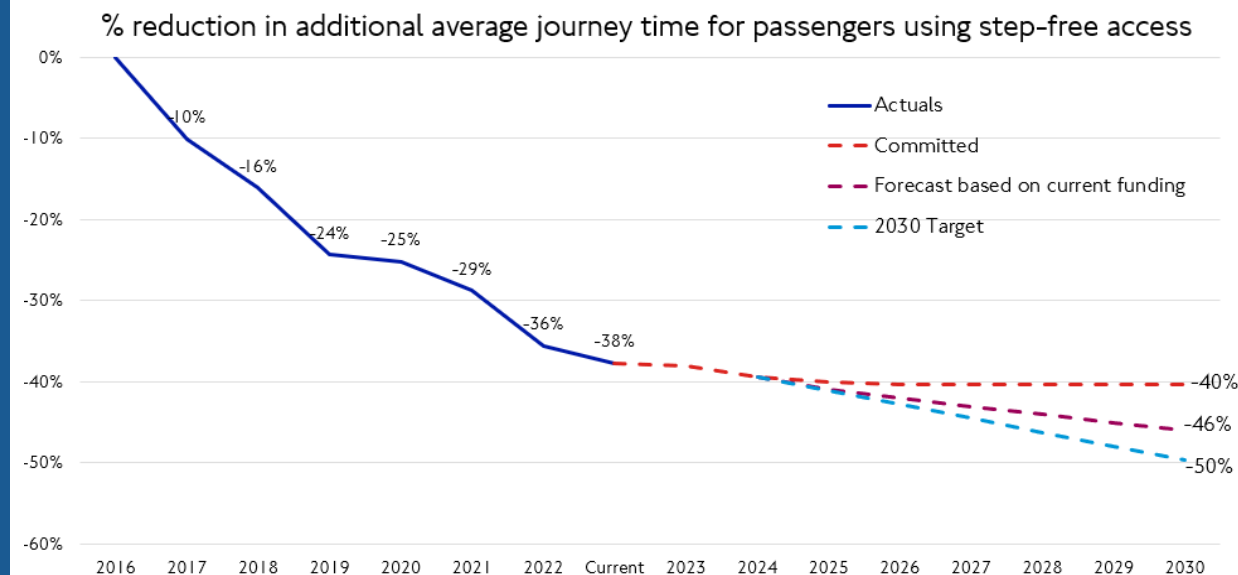
- Network-wide roll-out of mini-ramps underway following a successful trial on the Jubilee line
- Disability & Equality Training for frontline and head office colleagues
- Improvements to toilet ambience and customer information as part of wider work to enhance toilet facilities across the network
- Improvements to accessibility signage in stations
- Better accessibility features in TfL Go app, station busyness and “least walking” journey planning.
- Better live information on lift availability in stations

# Next steps

The accelerated target for step-free access (brought forward from 2041 to 2030) is achievable but needs funding from others to supplement our investment.

The level of TfL investment needed will depend on: (1) costs (2) our success at leveraging funding from external parties and (3) the progress Network Rail make on its network.

Our current strategy is to build a work bank of deliverable schemes which will exceed our current funding. This both enables ongoing discussions with potential funding partners and gives TfL the option of funding more schemes in future years.



Achieving our target needs ongoing success at obtaining funding from others (approximately £20m per annum). We continue to make progress in this area (for example £10m secured in-principle for SFA at West Hampstead station from an adjacent development in March 2023), but we need to do more.

We also await an update from DfT on the next round of Network Rail Access for All investment in London, which also contributes towards the target.

To inform our decision making we are updating our prioritisation model and evaluating potential improvements. Potential options identified include:

- Weighting higher in the prioritisation stations with above average levels of social deprivation
- Weighting for demographic factors such as proportions of older people or with young children likely to need a buggy
- Weighting higher stations with greater degree of barriers to those with mobility needs but who don't need a wheelchair such as stations with long staircases rather than just a few steps

We continue to engage with stakeholders to inform the update to our prioritisation model. We will have outputs from our current work in early 2024. Linked to the conclusion of the current TfL business planning round, we will need to make decisions on which schemes progress in what order.

## Q4 2023/24 - Decisions needed on

- Whether to take one (or both) of Northolt and Burnt Oak into build in 2024.
- Which of the other 8 stations to take forward into full design in 2024
- A further round of feasibility studies to build larger work bank of schemes

**2024/25** - Leyton, Colindale, Burnt Oak, Northolt enter construction. Selected stations from current feasibility round enter design. Paddington and Knightsbridge and current round of Network Rail Access for All complete

**2025/26** - Leyton, Colindale, Burnt Oak, Northolt complete construction  
- Additional stations start construction

**2026/27** - First station from current round of feasibility could be step free.

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## Customer Service and Operational

### Performance Panel



**Date:** 4 October 2023

**Item:** Taxi and Private Hire Vehicle Complaints Update

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## This paper will be considered in public

### 1. Summary

- 1.1 The purpose of this paper is to provide the Panel with an update on volume and trends in complaints received regarding taxi and private hire vehicle (PHV) services.

### 2. Recommendation

- 2.1 The Panel is asked to note the paper.

### 3. Background

- 3.1 Transport for London (TfL) is the licensing authority and regulator for taxi and PHV services in London. Our ambition is to ensure London has a safe, secure, accessible, world-class taxi and PHV service with opportunity for all providers to flourish.
- 3.2 The primary focus of our regulatory functions is to ensure public safety.
- 3.3 We license almost 18,000 taxi drivers and over 106,000 PHV drivers, setting safety standards and ensuring passenger safety. We also licence approximately 1,600 PHV operators, 15,000 taxi vehicles and 90,000 PHVs. In total, we are responsible for licensing and regulating almost a quarter of a million licensees and are the largest licensing authority in England, responsible for over a third of all taxi and private hire licensees.
- 3.4 There are a number of channels available to customers to make a complaint about taxi and PHV services. Customers can report feedback or complaints:
- (a) directly to licensed PHV operators;
  - (b) to TfL, as the licensing authority; or
  - (c) Other channels such as taxi booking apps and card payment device providers
- 3.5 Complaints or feedback, particularly where it is safety related, may also be made directly to the Police.

- 3.6 In the interests of safety of the travelling public, we work in partnership with the Metropolitan Police Service and other law enforcement agencies to share and receive intelligence and information as appropriate regarding taxi and PHV drivers, vehicles and operators in London. In addition, we conduct our own investigations, which may result in formal licensing action being taken against a licensee.
- 3.7 Complaints and enquiries made directly to TfL about taxi and PHV drivers, vehicles and PHV operators are handled by our Contact Centre Operation (CCO). Taxi and private hire customers and members of the public can provide feedback by phone or submission of a form via the TfL website.
- 3.8 Complaints made directly to our CCO team represent a small volume of customer feedback, which is largely provided directly to PHV operators or via other means as above, through whom passengers will have booked their journeys. In 2022/23, we received just over 5,000 contacts in relation to taxi and PHV drivers.

## **4 Complaint Volumes and Themes**

- 4.1 Complaint volumes received directly to TfL dropped off during the pandemic, but taxi and PHV services are seeing increased demand since then, which is reflected in the number of complaints received and the increased number of trips.
- 4.2 As shown in Appendix 1, driver behaviour, dangerous driving and fare complaints are the most common themes for customer complaints about both taxi and PHV services. There are a broad range of complaints raised by customers who contact us in relation to dangerous driving or driver behaviour, but these are often due to external conditions such as braking or swerving to avoid other drivers, cyclists or pedestrians or due to weather conditions.
- 4.3 Although reports of dangerous driving have accounted for 23 per cent of the complaints received in Quarter 1 of 2023/24; safety-related complaints overall have decreased. Both taxi and PHV complaint numbers have decreased in Quarter 1 of 2023/24, when compared to Quarter 4 of 2022/23, with the percentage of complaints across the most common themes remaining consistent.
- 4.4 Driver behaviour is the most common complaint for both taxi and PHV services, but this is closely followed by allegations of dangerous driving. We are seeing a general increase in actionable complaints, where sufficient detail is provided by the complainant, enabling us to investigate and identify the licensee concerned. As a result, more advisory notices have been issued to PHV operators.

## 5 Complaint Investigations and Outcomes

- 5.1 All complaints received are taken seriously, with investigations aiming to:
- (a) ensure the safety and confidence of service users;
  - (b) provide feedback to service providers enabling them to take corrective action; and
  - (c) ensure appropriate licensing action is taken in cases of safety-related complaints.
- 5.2 Just over half of the complaints received by CCO are either not safety related; cannot be investigated due to lack of detail or participation by the complainant; or fall outside the remit of TfL. For complaints that fall outside of our regulatory remit, we ensure that the customer is advised of the relevant Local Authority or entity that is best placed to assist them.
- 5.3 In any instance where a licensed PHV operator dismisses a PHV driver, due to their unsatisfactory conduct in connection with the driving of a PHV, they are required to notify TfL as soon as it is practically possible with the full complaint history and the circumstances of the case. Regulation 9 of the Private Hire Vehicles (London) (Operators' Licences) Regulations 2000 (as amended) requires an operator to make this report to TfL within 14 days of the dismissal. However, TfL recommends that a licensed operator provides the information within 48 hours. PHV operators can also provide TfL with details of complaints or any other information, regardless of whether they dismiss the driver. TfL has an agreed processes in place to investigate this information, consider the complaints history from any other PHV operators who the driver works for and to undertake a review of a driver's fitness to hold a licence.
- 5.4 For complaints handled by CCO, there has been an increase in the numbers of upheld complaints, as well as an increase in the number of advisory and warning letters issued to licensees. In addition, there has been a number of cases escalated for licensing action, details of these outcomes are shown in Appendix 2 and 3.
- 5.5 The increase in action taken reflects the diligence of the investigation work undertaken by TfL to improve performance by making drivers aware of all but trivial complaints. However, even where formal action is not taken, a note of the complaint will be added to the licence holders record and will be considered should the driver come to TfL's attention again. For example, where a similar complaint is received in the future.
- 5.6 All cases that raise safety concerns are thoroughly investigated with appropriate licensing action taken.
- 5.7 The impact of CCO investigations and actions can be seen in the increase in advisory and warning notices.

## 6 Our Work to ensure Safety of our Passengers

- 6.1 In July 2020, the Department for Transport (DfT) published [Statutory Standards for taxi and PHV licensing](#). The focus of the Standards is on protecting children and vulnerable adults, and by extension the wider public and the DfT expects the Standards to be implemented by all licensing authorities “unless there is a compelling local reason not to”.
- 6.2 One of the standards requires that “Ways to make complaints to the authority should be displayed in all licensed vehicles. Licensing authorities must ensure that drivers are aware of a requirement to display information on how to complain and take appropriate sanctions against those that do not comply with this requirement.”
- 6.3 Between February and May 2023 we consulted on proposals for how we intend to implement the few remaining Statutory Standards we are not already complaint with. Our consultation included proposals to:
- (a) require all **taxis and PHVs** to display signage that will include information on how to make a complaint to TfL alongside other statutory and important safety information;
  - (b) prescribe a condition that will require every **taxi driver** to ensure that the taxi they are driving is displaying the signage. This prescribed condition would apply to all licensed **taxi drivers** with immediate effect; and
  - (c) attach a condition to every **PHV driver** licence issued on or after the implementation date that the PHV they are driving is displaying the signage.
- 6.4 Our consultation also included a call for evidence on how we could improve taxi passenger safety (Part Two) as well as additional proposals for licensed PHV operators aimed at further enhancing the safety of PHV passengers and improving PHV services (Part Three).
- 6.5 We have chosen to prioritise the proposals in Part One that will implement the remaining DfT Statutory Standards (as above). This will ensure that we meet all the outstanding recommendations in the Statutory Standards at the earliest opportunity.
- 6.6 There were several proposals in Part Three which are relevant to complaints:
- (a) Option 2: Within 48 hours of receiving a safety related complaint about a PHV driver, a PHV operator should:
    - (i) Assess whether it is necessary to suspend or remove that driver account pending further inquiries
    - (ii) Notify us if they have suspended or removed a PHV driver



- (b) Option 4: Booking confirmations from PHV operators will have to include information on how passengers can make a complaint to TfL and the operator.
  - (c) Option 6: PHV operators will have to retain complaints records for three years instead of 12 months
- 6.7 The responses to the proposals in Parts Two and Three, along with any next steps, will be considered in Spring 2024.
- 6.8 We have considered the consultation responses to Part one and will confirm the outcome and our next steps to deliver the remaining Standards, including proposals to introduce new customer complaint signage in taxis and PHVs, in the near future.
- 6.9 If approved, the proposed new signage in taxis and PHVs could include:
- (a) information about how to make a complaint to TfL;
  - (b) no-smoking sign;
  - (c) cycle safety sign;
  - (d) card payment information (taxis only);
  - (e) information for wheelchair users (taxis only);
  - (f) pre-booked only sign (PHVs only);
  - (g) seatbelt sign; and
  - (h) message advising passengers that abuse of drivers is unacceptable.
- 6.10 No decision had been made regarding this recommendation, therefore it is still subject to change. If approved it is likely that the new signage would lead to an increase in the number of complaints received by TfL. The impact of these changes is being considered by the CCO team.

### **Next steps**

- 6.11 We intend to amend some of the categorisation of complaints to ensure there is a more targeted approach to analysing intelligence and ensuring the appropriate action is taken, including, where appropriate, licensing action. The proposed implementation of measures from the TfL consultation<sup>1</sup> on Safety Standards will likely see an increase in the total volume of complaints received.

## List of appendices to this report

Appendix 1: Taxi and PHV Complaints received by TfL 2022/2023 – Volumes and Main Themes

Appendix 2: Taxi and PHV Complaints received by TfL in 2022/2023 – Outcomes and Actions (total)

Appendix 3: Taxi and PHV Complaints received by TfL 2022/2023 – Outcomes and Actions (by service)

## List of Background Papers:

None

Contact Officer: Helen Chapman, Director of Licensing and Regulation  
Email: [HelenChapman@tfl.gov.uk](mailto:HelenChapman@tfl.gov.uk)

<sup>1</sup> TfL consultation Improving safety for taxi and PHV passengers, 27 February 2023, [Improving safety for taxi and PHV passengers](#)

## Appendix 1 – Taxi and PHV Complaints received by TfL 2022/2023 – Volumes and Main Themes

|                      | Complaints |       |       |       |       |       |        | Percentage of total |      |      |      |       |        |
|----------------------|------------|-------|-------|-------|-------|-------|--------|---------------------|------|------|------|-------|--------|
|                      | 22/23      |       |       |       | 23/24 | Trend |        | 22/23               |      |      |      | 23/24 | Trend  |
|                      | Q1         | Q2    | Q3    | Q4    | Q1    | Year  | Last Q | Q1                  | Q2   | Q3   | Q4   | Q1    | Last Q |
| All                  | 677        | 791   | 801   | 868   | 857   | ▲     | ▼      | 62.1                | 60.6 | 63.2 | 58.3 | 58.2  | —      |
| Taxi                 | 414        | 515   | 466   | 620   | 615   | ▲     | ▼      | 37.9                | 39.4 | 36.8 | 41.7 | 41.8  | —      |
| Private Hire Vehicle | 1,091      | 1,306 | 1,267 | 1,488 | 1,472 | ▲     | ▼      |                     |      |      |      |       |        |

### Main themes

| Taxi                    |     |     |     |     |     |   |   |      |      |      |      |      |   |
|-------------------------|-----|-----|-----|-----|-----|---|---|------|------|------|------|------|---|
| Behaviour               | 224 | 276 | 258 | 295 | 254 | ▲ | ▼ | 33.1 | 34.9 | 32.2 | 34.0 | 29.6 | ▼ |
| Dangerous driving       | 120 | 135 | 124 | 165 | 188 | ▲ | ▲ | 17.7 | 17.1 | 15.5 | 19.0 | 21.9 | ▲ |
| Overcharge              | 105 | 85  | 108 | 105 | 109 | — | ▲ | 15.5 | 10.7 | 13.5 | 12.1 | 12.7 | ▲ |
| Fare Refusal            | 68  | 92  | 109 | 79  | 86  | ▲ | ▲ | 10.0 | 11.6 | 13.6 | 9.1  | 10.0 | ▲ |
| Devious/Unplanned Route | 34  | 52  | 45  | 62  | 52  | ▲ | ▼ | 5.0  | 6.6  | 5.6  | 7.1  | 6.1  | ▼ |

| Private Hire Vehicle           |    |     |     |     |     |   |   |      |      |      |      |      |   |
|--------------------------------|----|-----|-----|-----|-----|---|---|------|------|------|------|------|---|
| Behaviour                      | 93 | 144 | 124 | 193 | 156 | ▲ | ▼ | 22.5 | 28.0 | 26.6 | 31.1 | 25.4 | ▼ |
| Dangerous driving              | 71 | 98  | 92  | 125 | 150 | ▲ | ▲ | 17.1 | 19.0 | 19.7 | 20.2 | 24.4 | ▲ |
| Operator complaint             | 84 | 84  | 63  | 83  | 74  | — | ▼ | 20.3 | 16.3 | 13.5 | 13.4 | 12.0 | ▼ |
| Compliance with TFL Procedures | 25 | 18  | 38  | 47  | 47  | ▲ | — | 6.0  | 3.5  | 8.2  | 7.6  | 7.6  | — |
| Fare complaint                 | 29 | 38  | 18  | 31  | 28  | — | ▼ | 7.0  | 7.4  | 3.9  | 5.0  | 4.6  | ▼ |

## Appendix 2 – Taxi and PHV Complaints received by TfL in 2022/2023 – Outcomes and Actions (total)

|   | 22/23        |              |              |              | 23/24        | Trend |        |
|---|--------------|--------------|--------------|--------------|--------------|-------|--------|
|   | Q1           | Q2           | Q3           | Q4           | Q1           | Year  | Last Q |
| <b>All complaints</b>                         | <b>1,091</b> | <b>1,306</b> | <b>1,267</b> | <b>1,488</b> | <b>1,472</b> | ▲     | ▼      |
| Non-actionable / No further action warranted  | 659          | 708          | 687          | 803          | 817          | ▲     | ▲      |
| <b>Actionable</b>                             | <b>432</b>   | <b>598</b>   | <b>580</b>   | <b>685</b>   | <b>655</b>   | ▲     | ▼      |
| Complaint not upheld                          | 93           | 118          | 109          | 105          | 87           | ▲     | ▼      |
| Complaint upheld; no further action warranted | 40           | 48           | 45           | 38           | 43           | —     | ▲      |
| <b>Advisory notice issued</b>                 | <b>234</b>   | <b>288</b>   | <b>297</b>   | <b>335</b>   | <b>332</b>   | ▲     | —      |
| <b>Warning issued</b>                         | <b>9</b>     | <b>20</b>    | <b>17</b>    | <b>21</b>    | <b>26</b>    | ▲     | ▲      |
| Escalated to Licensing Authority              | 56           | 124          | 112          | 186          | 167          | ▲     | ▼      |

| 22/23 |    |    |    | 23/24 | Trend  |
|-------|----|----|----|-------|--------|
| Q1    | Q2 | Q3 | Q4 | Q1    | Last Q |

|                 |             |             |             |             |             |   |
|-----------------|-------------|-------------|-------------|-------------|-------------|---|
|                 | 60.4        | 54.2        | 54.2        | 54.0        | 55.5        | ▲ |
|                 | <b>39.6</b> | <b>45.8</b> | <b>45.8</b> | <b>46.0</b> | <b>44.5</b> | ▼ |
| % of Actionable | 21.5        | 19.7        | 18.8        | 15.3        | 13.3        | ▼ |
|                 | 9.3         | 8.0         | 7.8         | 5.5         | 6.6         | ▲ |
|                 | 54.2        | 48.2        | 51.2        | 48.9        | 50.7        | ▲ |
|                 | 2.1         | 3.3         | 2.9         | 3.1         | 4.0         | ▲ |
|                 | 13.0        | 20.7        | 19.3        | 27.2        | 25.5        | ▼ |

### Appendix 3 – Taxi and PHV Complaints received by TfL2022/2023 – Outcomes and Actions (by service)

Complaints

|   | 22/23       |            |            |            | 23/24      | Trend      |        |
|---|-------------|------------|------------|------------|------------|------------|--------|
|   | Q1          | Q2         | Q3         | Q4         | Q1         | Year       | Last Q |
|   | <b>Taxi</b> | <b>677</b> | <b>791</b> | <b>801</b> | <b>868</b> | <b>857</b> | ▲      |
| Non-actionable / No further action warranted  | 357         | 369        | 396        | 436        | 458        | ▲          | ▲      |
| <b>Actionable</b>                             | <b>320</b>  | <b>422</b> | <b>405</b> | <b>432</b> | <b>399</b> | ▲          | ▼      |
| Complaint not upheld                          | 85          | 112        | 104        | 99         | 81         | ▲          | ▼      |
| Complaint upheld; no further action warranted | 35          | 47         | 41         | 38         | 38         | ▲          | —      |
| <b>Advisory notice issued</b>                 | <b>172</b>  | <b>203</b> | <b>205</b> | <b>236</b> | <b>212</b> | ▲          | ▼      |
| <b>Warning issued</b>                         | <b>5</b>    | <b>13</b>  | <b>10</b>  | <b>9</b>   | <b>12</b>  | ▲          | ▲      |
| Escalated to Licensing Authority              | 23          | 47         | 45         | 50         | 56         | ▲          | ▲      |

Percentage of total

| 22/23 |    |    |    | 23/24 | Trend  |
|-------|----|----|----|-------|--------|
| Q1    | Q2 | Q3 | Q4 | Q1    | Last Q |

|                 |      |      |      |      |      |   |
|-----------------|------|------|------|------|------|---|
|                 | 52.7 | 46.6 | 49.4 | 50.2 | 53.4 | ▲ |
|                 | 47.3 | 53.4 | 50.6 | 49.8 | 46.6 | ▼ |
| % of Actionable | 26.6 | 26.5 | 25.7 | 22.9 | 20.3 | ▼ |
|                 | 10.9 | 11.1 | 10.1 | 8.8  | 9.5  | ▲ |
|                 | 53.8 | 48.1 | 50.6 | 54.6 | 53.1 | ▼ |
|                 | 1.6  | 3.1  | 2.5  | 2.1  | 3.0  | ▲ |
|                 | 7.2  | 11.1 | 11.1 | 11.6 | 14.0 | ▲ |

|   |            |            |            |            |            |   |   |
|---|------------|------------|------------|------------|------------|---|---|
| <b>Private Hire Vehicle</b>                   | <b>414</b> | <b>515</b> | <b>466</b> | <b>620</b> | <b>615</b> | ▲ | ▼ |
| Non-actionable / No further action warranted  | 302        | 339        | 291        | 367        | 359        | ▲ | ▼ |
| <b>Actionable</b>                             | <b>112</b> | <b>176</b> | <b>175</b> | <b>253</b> | <b>256</b> | ▲ | — |
| Complaint not upheld                          | 8          | 6          | 5          | 6          | 6          | — | — |
| Complaint upheld; no further action warranted | 5          | 1          | 4          | -          | 5          | — | — |
| <b>Advisory notice issued</b>                 | <b>62</b>  | <b>85</b>  | <b>92</b>  | <b>99</b>  | <b>120</b> | ▲ | ▲ |
| <b>Warning issued</b>                         | <b>4</b>   | <b>7</b>   | <b>7</b>   | <b>12</b>  | <b>14</b>  | ▲ | ▲ |
| Escalated to Licensing Authority              | 33         | 77         | 67         | 136        | 111        | ▲ | ▼ |

|                 |      |      |      |      |      |   |
|-----------------|------|------|------|------|------|---|
|                 | 72.9 | 65.8 | 62.4 | 59.2 | 58.4 | ▼ |
|                 | 27.1 | 34.2 | 37.6 | 40.8 | 41.6 | ▲ |
| % of Actionable | 7.1  | 3.4  | 2.9  | 2.4  | 2.3  | — |
|                 | 4.5  | 0.6  | 2.3  | 0.0  | 2.0  | ▲ |
|                 | 55.4 | 48.3 | 52.6 | 39.1 | 46.9 | ▲ |
|                 | 3.6  | 4.0  | 4.0  | 4.7  | 5.5  | ▲ |
|                 | 29.5 | 43.8 | 38.3 | 53.8 | 43.4 | ▼ |

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## Customer Service and Operational Performance Panel



**Date:** 4 October 2023

**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 2023/24

**List of Background Papers:**

None

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## Customer Service and Operational Performance Panel Forward Planner 2023/24

## Appendix 1

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

**Abbreviations:** CCSO (Chief Customer and Strategy Officer), COO (Chief Operating Officer), Chief Finance Officer (CFO), Chief Capital Officer (CCO), General Counsel (GC), Director of Strategy and Chief Technology Officer (D-SCTO)

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

| 5 December 2023                       |               |                       |
|---------------------------------------|---------------|-----------------------|
| Action on Inclusion – Customer        | CCSO          | Update                |
| Assisted Transport Services Update    | COO           | Every six months      |
| Customer Safety and Security Update   | COO           | Every six months      |
| Artificial Intelligence               | CCSO & D-SCTO | Update (Board action) |
| Future of E-bikes Contracting         | CCSO          | Update (Board action) |
| Revenue Protection Strategic Approach | CCO           | Update                |

| 21 March 2024   |     |        |
|---|-----|--------|
| Bus Action Plan Update  | COO | Annual |
| Enterprise Risk Update – Deterioration of Operational Performance (ER6) | COO | Annual |

### Regular items

- Assisted Transport Services Update – every six months (July and December) – COO
- Bus Action Plan Update – annual (March) – COO
- Customer Safety and Security Update – every six months (July and December) – COO
- Cycling Action Plan Update – annual (July) – CCSO
- Delivering the Mayor’s Transport Strategy: Step-free Access – annual (October) – CCSO & COO
- TfL International Benchmarking Report – biennial (March 2025) – CCSO
- Enterprise Risk Update – Deterioration of Operational Performance (ER6) – annual (March) – COO

## Customer Service and Operational Performance Panel Forward Planner 2023/24

### Items to be scheduled

- Electrified Travel Devices (Micromobility) – Update - CCSO
- Digital Wayfinding for Cycling – Update - CCSO