

Agenda

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

Date: Tuesday 5 March 2024

Time: 10:30am

**Place: Paddington Room (11YC1),
11th Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ**

Members

Dr Mee Ling Ng OBE (Chair)
Marie Pye (Vice-Chair)
Councillor Ross Garrod
Bronwen Handyside

Anne McMeel
Dr Lynn Sloman MBE
Peter Strachan

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

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

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

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact:

Zoe Manzoor, Secretariat Officer; Email: v_ZoeManzoor@tfl.gov.uk.

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

Andrea Clarke, Interim General Counsel
Monday 26 February 2024

Agenda
Customer Service and Operational Performance Panel
Tuesday 5 March 2024

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

Head of Secretariat

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 5 December 2023 (Pages 1 - 8)

Head of Secretariat

The Panel is asked to approve the minutes of the meeting of the Panel held on 5 December 2023 and authorise the Chair to sign them.

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

Head of Secretariat

The Panel is asked to note the updated actions list.

5 Bus Action Plan Update (Pages 17 - 34)

Interim Chief Operating Officer

The Panel is asked to note the paper.

6 Equity in Motion (Pages 35 - 38)

Chief Customer and Strategy Officer and Customer Director

The Panel is asked to note the paper.

7 Update on TfL Programme to end violence against Women and Girls
(Pages 39 - 42)

Director of Security, Policing and Enforcement

The Panel is asked to note the paper.

8 Enterprise Risk Update - Deterioration of Operational Performance (ER6) (Pages 43 - 46)

Interim Chief Operating Officer

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

9 Risk and Assurance Report Quarter 3 2023/24 (Pages 47 - 54)

Director of Risk and Assurance

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

10 Elizabeth Line Performance (Pages 55 - 60)

Director Elizabeth line

The Panel is asked to note the paper.

11 Customer Service and Operational Performance Report - Quarter 3 2023/24 (Pages 61 - 102)

Interim Chief Operating Officer and Chief Customer and Strategy Officer

The Panel is asked to note the report.

12 Members' Suggestions for Future Discussion Items (Pages 103 - 106)

Head of Secretariat

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.

13 Any Other Business the Chair Considers Urgent

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

14 Date of Next Meeting

TBC June 2024

15 Exclusion of the Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 3 and 7 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

16 Enterprise Risk Update - Deterioration of Operational Performance (ER6) (Pages 107 - 114)

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

17 Risk and Assurance Report Quarter 3 2023/24 (Pages 115 - 122)

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

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
1:00pm, Tuesday 5 December 2023

Members

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

Executive Committee

Alex Williams Chief Customer and Strategy Officer (from Minute 45/12/23)

Other Staff

Nick Dent Director of Customer Operations
Siwan Hayward OBE Director of Security, Policing and Enforcement (for Minute 44/12/23)
Shamus Kenny Head of Secretariat
Zoe Manzoor Senior Committee Officer
James Mead General Manager, On-Demand Transport (for Minute 45/12/23)
Many McGregor Head of Policing and Community Safety (for Minute 44/12/23)
Rupali Sharma-Patel Head of Assisted Transport (for Minute 45/12/23)
Howard Smith Director, Elizabeth line (for Minute 46/12/23)
Emma Strain Customer Director (from Minute 45/12/23)

40/12/23 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Bronwen Handyside and Peter Strachan. Marie Pye attended the meeting via Teams and was able to participate in discussions but did not count toward the quorum. The meeting was quorate.

Glynn Barton, Chief Operating Officer was also unable to attend and was represented by Nick Dent, Director of Customer Operations. Alex Williams, Chief Customer and Strategy Officer and Emma Strain Customer Director had given apologies for lateness.

The Chair welcomed everyone to the meeting. The meeting was 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 the appropriate member of the Executive Committee after the meeting.

41/12/23 Declarations of Interest

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

42/12/23 Minutes of the Meeting of the Panel held on 4 October 2023

The minutes of the meeting of the Panel held on 4 October 2023 were approved as a correct record, and the Chair was authorised to sign them.

43/12/23 Matters Arising and Actions List

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

The Panel noted the updated actions list.

44/12/23 Customer Safety and Security Update

Siwan Hayward OBE and Mandy McGregor presented the item, which provided an update on the important work undertaken to tackle fare evasion and ticket fraud.

The paper set out TfL's strategic approach to addressing fare evasion and built on the previous updates considered by the Panel. Fare evasion had a significant impact on TfL in terms of lost revenue and on customer confidence and staff welfare. An ambitious target was set to drive down fare evasion to below 1.5 per cent (from 3.9 per cent) in the TfL Strategy.

TfL carried out benchmarking with other transport providers, nationally and worldwide, and with the Community of Metros Benchmarking Group. TfL applied insights from the data, as well as feedback on hotspots to inform the approach and drive improvements.

It was considered that the current measures were working well as there had been an uplift in prosecutions. It was recognised that more needed to be done and, therefore, TfL had further developed and embedded its approach to reducing the level of fare evasion across its services.

While it was a responsibility of the Compliance, Policing, Operations and Security Directorate to oversee this work, each transport mode delivered against its own plan in recognition of the fact that each was designed and operated differently. There was strong coordination between the various transport modes and the teams held revenue protection joint performance meetings to coordinate work.

A key part of the approach centred around learning and improving to understand the cost and value of interventions. The paper highlighted recent examples of such interventions such as low-cost simple innovation at DLR stations to guide customers to validators, as well as details of a recent pilot project carried out at Willesden Green station using CCTV to help inform interventions. As a result of this work, the team was carrying out a trial to look at further strengthening the wide aisle gate and was also monitoring activities at other gates. It was emphasised, however, that TfL was not using facial recognition to identify individuals. At the request of the Panel, Board Members would be provided with a briefing on the finding from the Willesden Green station pilot, including details on use of the wide aisle gate, compared to other gates, by fare evaders.

[Action: Siwan Hayward OBE/Secretariat]

TfL had plans in place to recruit more revenue enforcement officers, as the team was only at 82 per cent of the target headcount. The figure cited in the report was only a snapshot of the situation at any one time and availability was often affected by such activities as training or court attendance. The team was also seeing greater levels of performance and productivity. TfL was aware of the need to focus on hotspots for fare evasion and was working to modify its approach to improve effectiveness by increased focus on these activities. Future reports would continue to provide details of the capacity of the revenue enforcement teams.

The Chair also commented on the problem of fare evasion on the bus network and that focus should continue to be placed on tackling this.

Siwan Hayward OBE also provided an overview of the six-month Crime and Anti-Social Behaviour report at Appendix 2 of the paper. An updated document would be published to correct the following errors in the report:

- On bus-related offences: Total notifiable offences for hate crime for April-September 2023 should read 489.
- London Overground levels: For April-September 2023 the number of violent crime should read 197 and hate crime 87.

[Action: Siwan Hayward OBE/Secretariat]

In relation to the 'TfL Service Crime and Nationwide Crime Trends' information, it was requested that year by year data was included in the six-monthly report.

[Action: Siwan Hayward OBE]

The six-monthly report showed that, overall, TfL public transport crime trends largely followed London-wide crime trends, rising from the lower volumes recorded during the coronavirus pandemic. The risks of being a victim on TfL public transport remained low compared to the national rail network. It was also thought that some of the upward trend was a positive reflection of the efforts to make reporting easier. Incidences of robberies and theft had continued to rise.

TfL continued to work with the British Transport Police and the Metropolitan Police Service to target activities at hotspots and tackle crime, for example through sharing data and providing messaging to passengers about the need to look after belongings. Members noted the downward trend for bus related violence against the person. Officers confirmed that the team would continue to monitor this data to identify any long-term trends.

The six-monthly report showed that 55 per cent of crime on the London Underground happened at weekends. Members commented that focus should continue to be placed on action to address this, especially in view of the drive to encourage more people to use the transport network.

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

45/12/23 Assisted Transport Services Update

James Mead and Rupali Sharma-Patel introduced the item, which provided an update on the work carried out to progress the Assisted Transport Services (ATS) Strategy since the last update to the Panel on 12 July 2023. The paper included the updated Roadmap for review.

Over the period, demand for the London Dial-a-Ride services had continued to grow. ATS had also reinstated its pre-coronavirus pandemic opening hours to offer later hours. Good progress continued to be made with the recruitment of additional drivers, duty managers and other staff. The Travel Mentoring team had carried out 6.5 per cent more interventions than the same period in the previous year.

Another key highlight was the successful launch of the new one-stop booking system, which went live in November 2023. Additional features would be launched next year, including the new booking form. As part of this, the service had also held further train the trainer events to support staff with the changes on the new booking system. The Panel thanked officers for their hard work on addressing the challenges to progressing the online reservations system. The Panel requested a further update on the booking systems in the next report.

[Action: James Mead]

The ATS service had also launched a new app-based Dial-a-Ride booking system, to operate alongside in person services at the control centre. One of the benefits of the new app was that it would free up more time for staff to provide travel advice. Members welcomed the introduction of the new app and felt it was a useful addition to the service and that it should be promoted.

Members welcomed the work to restructure the travel mentoring service team. Work was underway to develop a travel mentoring strategy setting out improvements to the services. The team was also collecting data on the experiences of disabled customers from travel mentors. The strategy including

the feedback from disabled customers on experiences of the services would be brought to the Panel once it had been completed.

It was requested that the ATS Roadmap should be reviewed to identify which items could be delivered over the short and medium term. **[Action: James Mead]**

The update on the Taxicard service was also noted. Members considered that the application process should be made simpler and that the issues around equality of access across the boroughs should be reviewed, especially in relation to gender and ethnicity. The availability of the service should be promoted by raising awareness of the service. Although changes to the Taxicard service was a decision for individual boroughs, TfL was working with London Councils to look at harmonising the Taxicard scheme across London.

Members noted that the ATS was a very important service and welcomed the work to integrate the service with the wider TfL transport network. They thanked officers for their work to achieve this.

The Panel noted the paper.

46/12/23 Elizabeth Line Performance

Howard Smith presented the second update on the Elizabeth line operational performance covering the period from 20 August to 11 November 2023.

Since opening in May 2022 and the introduction of the through service in November 2023, the Elizabeth line had carried more than 250 million passengers, with around 4.3 million passenger journeys now taking place each week. The busiest single day on the Elizabeth line was Thursday 9 November 2023 which saw 766,000 journeys made.

Performance was measured by two separate metrics: the Rail Journey Time Metric (JTM), which measured customer journey times including wait time and in vehicle time and the Public Performance Measure (PPM), which measured the percentage of trains that arrived at their final destination within the PPM threshold. Performance against the JTM had exceeded the target. Performance against the PPM was below target. The Office of Rail and Road had announced that it was conducting an enquiry into the performance of Network Rail infrastructure in the west. Train reliability had improved but continued to be affected by software issues. A software upgrade that had been undertaken in November 2023 and the update due to take place in December 2023 should further improve reliability.

As part of the forthcoming timetable changes, several improvements to the Elizabeth line services had been made including increased services at Acton Main Line during the morning peaks. Additional staff had been provided at Heathrow Airport in morning peaks until January 2024.

Following the previous meeting of the Panel, the team had improved signage and lighting at interchange stations with Network Rail, such as at Paddington, and were looking at improving train indicator information at Stratford station. Appendix 1 of the paper set out customer satisfaction scores for the line. Overall, the scores were very high, but the east scores were marginally higher than for the west. The Panel welcomed the improvements.

The Panel noted the paper.

47/12/23 Customer Service and Operational Performance Report - Quarter 2, 2023/24

Alex Williams and Nick Dent presented the report, which provided an update on TfL's customer service and operational performance for Quarter 2 of 2023/24 (25 June to 16 September 2023).

Journey numbers had continued to recover, although had been adversely affected by activity on the national rail network. At many of the stations in central London, they had exceeded pre-coronavirus pandemic levels. In the previous week, there were four million daily journeys on the Tube network. Further information would be provided to the Panel regarding the travel patterns on the weekdays compared to the weekends. **[Action: Alex Williams]**

A welcomed highlight for the quarter was the continued roll out of the Superloop service, including the addition of the new SL7 bus service. This had doubled the frequency of the service and had increased passenger numbers by 62 per cent. To further improve performance, officers were looking at a number of initiatives to promote bus priority on the entire network and to provide real time information on bus diversions, including through the TfL Go app and utilising the new features available on the iBus 2 system. Members suggested that in addition to this, it would be helpful if the drivers also made real time announcements to passengers about changes to the services, such as on bus diversions and alternative routes. Officers agreed to consider this.

Following the extension of the Ultra Low Emission Zone (ULEZ) in August 2023, there had been an increase in the volume of contact centre calls. The TfL care score had remained at 53 per cent, however the latest figures showed that there had been a recovery in this score and that the score among TfL customers was higher than those among non-TfL customers, which might be due to perceptions about ULEZ.

The customer journey time score in Quarter 2 for the London Underground was slightly better than the target. Performance remained on track during the current quarter to meet the annual target. The score for bus journey times was slightly better than target and remained stable.

Following the move to a two-vessel service at Woolwich Ferry on 6 November 2023, passenger numbers had increased and performance had improved. The Panel reported feedback on their site visit to the Woolwich Ferry. Members

welcomed the positive staff culture, impressive leadership and the focus on safety and generally felt that the service had much improved. It was suggested that steps should be taken to improve wayfinding to the Elizabeth line station at Woolwich Arsenal. They also highlighted the potential impact on the capacity of the ferry service from the opening of the Silvertown Tunnel, given the ferry was free to use. Members discussed the need to consider if a charging regime should be introduced for the ferry. Officers were in the process of looking at the charging arrangements for Silvertown Tunnel and would further explore the issues raised by the Panel. **[Action: Alex Williams]**

The number of Santander Cycles hires was below target for this quarter. A paper was scheduled to be considered by the Panel on the cycle hire service, in view of the changes in demand in the market, including details of the uptake of pedal cycles compared to electric cycles ahead of the contract re-let in 2025.

[Action: Alex Williams]

Members welcomed the increase in staff commendations.

In response to a question on reliability of the Piccadilly line, officers would look into the provision of real time information to passengers on delays.

[Action: Nick Dent]

The Panel noted the paper.

48/12/23 Members' Suggestions for Future Discussion Items

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

The Panel noted the forward plan.

49/12/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

50/12/23 Date of Next Meeting

The next scheduled meeting of the Panel was due to be held on Thursday 21 March 2024 at 10.30am. As this date fell within the pre-election period for the 2024 Greater London Authority Elections, Members would be consulted on a revised date shortly.

51/12/23 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 15:25pm

Chair: _____

Date: _____

Customer Service and Operational Performance Panel



Date: 5 March 2024

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

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

2 Recommendation

2.1 **The Panel is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Customer Service and Operational Performance Panel

Contact Officer: Andrea Clarke, Interim General Counsel

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**Customer Service and Operational Performance Panel Actions List
(To be reported to the meeting on 5 March 2024)**

Appendix 1

**Actions from the meeting held on 5 December 2023
252 10 23**

| Minute no. | Item/Description | Action by | Target Date | Status Note |
|---------------------|--|--------------------------------|--------------------|---|
| 44/12/23 (1) | Customer Safety and Security Update: Willesden Green station pilot to detect fare evasion At the request of the Panel, Board Members would be provided with a briefing on the finding from the Willesden Green station pilot, including details on use of the wide aisle gate, compared to other gates, by fare evaders. | Siwan Hayward OBE /Secretariat | March 2024 | Completed. An update was sent to Board Members on 26 February 2024 regarding the Willesden Green station pilot to detect fare evasion. |
| 44/12/23 (2) | Customer Safety and Security Update: Six-month Crime and Anti-Social Behaviour Report An updated document would be published to correct errors in the report. | Siwan Hayward OBE /Secretariat | March 2024 | Completed. An updated report was published on 26 February 2024. |
| 44/12/23 (3) | Customer Safety and Security Update: Nationwide Crime Trends In relation to the 'TfL Service Crime and Nationwide Crime Trends', it was requested that year by year data was included in the six-monthly report. | Siwan Hayward OBE | June 2024 | Information will be included in the Customer Safety and Security Update scheduled for the June 2024 meeting. |

| Minute no. | Item/Description | Action by | Target Date | Status Note |
|--------------|---|---------------|-------------|--|
| 45/12/23 (1) | <p>Assisted Transport Services Update: New one-stop booking system</p> <p>The Panel requested a further update on the booking systems in the next report.</p> | James Mead | June 2024 | Information will be included in the update to the Panel, scheduled for the June 2024 meeting. |
| 45/12/23 (2) | <p>Assisted Transport Services Update: Road Map</p> <p>It was requested that the Assisted Transport Services Roadmap should be reviewed to identify which items could be delivered over the short and medium term.</p> | James Mead | June 2024 | This information will be included in the next update to the Panel, scheduled for the June 2024 meeting. |
| 47/12/23 (1) | <p>Customer Service and Operational Performance Report - Quarter 2, 2023/24: Weekday and weekend travel patterns</p> <p>Further information would be provided to the Panel regarding the travel patterns on the weekdays compared to the weekends.</p> | Alex Williams | March 2024 | Completed. This forms part of the Bus Action Plan paper on the agenda for this meeting. |
| 47/12/23 (2) | <p>Customer Service and Operational Performance Report - Quarter 2, 2023/24: Woolwich Ferry</p> <p>It was suggested that steps should be taken to improve wayfinding to the Elizabeth line station at Woolwich Arsenal. The Panel also highlighted the potential impact on the capacity of the ferry service from the opening of the Silvertown Tunnel, given the ferry was free to use. Members discussed the need to consider if a</p> | Alex Williams | TBC | Colleagues are still in the process of looking at Silvertown charging arrangements and will consider the issues raised by the Panel including issues raised around the Woolwich Ferry. |

| Minute no. | Item/Description | Action by | Target Date | Status Note |
|---------------------|---|---------------|-------------|--|
| | charging regime should be introduced for the ferry. Officers were in the process of looking at the charging arrangements for Silvertown Tunnel and would further explore the issues raised by the Panel. | | | |
| 47/12/23 (3) | <p>Customer Service and Operational Performance Report - Quarter 2 - , 2023/24: Santander Cycles hires</p> <p>The number of Santander Cycles hires was below target for the quarter. A paper was scheduled to be considered by the Panel on the cycle hire service, in view of the changes in demand in the market, including details of the uptake of pedal cycles and electric cycles, ahead of the contract re-let in 2025.</p> | Alex Williams | June 2024 | An update will be provided as part of the Cycling Action Plan Update, scheduled for the June 2024 meeting. |
| 47/12/23 (4) | <p>Customer Service and Operational Performance Report - Quarter 2, 2023/24: Piccadilly line Services</p> <p>In response to a question on reliability of the Piccadilly line, officers would look into the provision of real time information to passengers on delays.</p> | Nick Dent | March 2024 | <p>Completed. Real-time information is critically important to customers, especially during times of disruption. Service status updates are shared with customers through various channels including TfL Go, the TfL website, feeds to third party apps, and on-network electronic service update boards (sometimes called ESUBs or Rainbow boards). Timely communication of service disruption by operational colleagues is also critical. This is monitored continuously across stations and trains through our</p> |

| Minute no. | Item/Description | Action by | Target Date | Status Note |
|------------|------------------|-----------|-------------|--|
| | | | | mystery shopping programme. Performance at a line level is monitored regularly in performance meetings, with dips in performance a focus for our operational leadership teams. |

Actions from previous meetings

| Minute no. | Item/Description | Action by | Target Date | Status Note |
|--------------|---|---------------|--------------------------|---|
| 32/10/23 (2) | <p>Customer Service and Operational Performance Report - Quarter 1, 2023/24 – Bus Ridership</p> <p>A paper on bus ridership, as well as the lessons learnt from the successful implementation of the Superloop and how this could be more widely applied would be prepared and submitted to a future meeting of the Panel.</p> | Alex Williams | June/ October 2024 | <p>Completed. A Bus Ridership paper is on the Forward Plan for the June 2024 meeting.</p> <p>A Superloop Monitoring paper is on the Forward Plan for the June and October 2024 meeting</p> |
| 32/10/23 (4) | <p>Customer Service and Operational Performance Report - Quarter 1, 2023/24: Future Reports</p> <p>The cover paper for future reports would provide a brief update on any substantive issues between the end of the quarter that was the subject of the report and the publication of the paper for the meeting, to ensure that the Panel received up to date information.</p> | Alex Williams | June 2024 | A verbal update on substantial issues between the end of the quarter and the meeting will be provided at meetings. A written report will be prepared from Quarter 4 onwards. |

| Minute no. | Item/Description | Action by | Target Date | Status Note |
|--------------|---|---------------|-------------|--|
| 33/10/23 (1) | <p>Deep-Dive on TfL's "Care Score": Disabled Customers' Experience</p> <p>It was suggested that the team could work with the travel mentoring service, to gather more information on the experience of disabled customers, and to better understand the barriers to accessing the network. Mark Evers agreed to look at the channels available, to raise awareness of services and support available for disabled customers.</p> | Mark Evers | TBC | We are exploring opportunities with the Travel Mentoring team to share insight and raise awareness of their service offer. |
| 36/10/23 (1) | <p>Taxi and Private Hire Vehicle Complaints Update: Assistance Animals and Taxicard Users</p> <p>The Panel sought further details on the number of complaints relating to the refusal to carry assistance animals, such as guide dogs, and the complaints process for this. Further information was also sought on the complaints process and the number of complaints from Taxicard users.</p> | Helen Chapman | March 2024 | Completed. A briefing note was sent to Board Members on 26 February 2024 covering this action and 36/10/23 (2) below. |
| 36/10/23 (2) | <p>Taxi and Private Hire Vehicle Complaints Update: Vulnerable Customers</p> <p>Further information would be provided on the ways vulnerable customers could contact TfL for all modes of transport, as well as information regarding the number of complaints and outcomes.</p> | Emma Strain | March 2024 | Completed. A briefing note was sent to Board Members on 26 February 2024 covering this action and 36/10/23 (1) above. |

| Minute no. | Item/Description | Action by | Target Date | Status Note |
|--------------|---|----------------|-------------|---|
| 16/07/23 (1) | <p>Customer Service and Operational Performance Report – Quarter 4, 2022/23: Performance Measures</p> <p>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 | June 2024 | Officers will review how this is captured within the report, and how updates are provided to the Panel. |
| 08/03/23 | <p>Bus Action Plan Update: Tracking information</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 | Completed. Information is included in the Bus Action Plan paper on the agenda for this meeting. |
| 32/10/21 | <p>Bus Services to London's Hospitals: Modal shift survey</p> <p>At an appropriate time in the future, TfL would look to conduct a more structured survey to determine whether improved bus links had caused a modal shift. Analysis would be shared at a future meeting of the Panel.</p> | Bob Blitz | March 2024 | Completed. Bus services to hospitals are being considered as part of business as usual case-making for service changes. Information is included in the Bus Action Plan paper on the agenda for this meeting. |

Customer Service and Operational Performance Panel



Date: 5 March 2024

Item: Bus Action Plan Update

This paper will be considered in public

1 Summary

1.1 The purpose of this paper is to update the Panel on the Bus Action Plan.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Bus Action Plan Update

List of Background Papers:

None

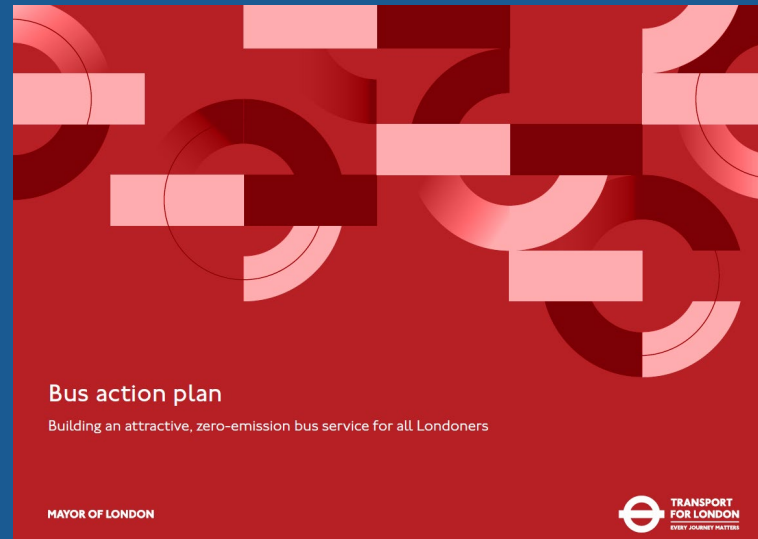
Contact Officer: Glynn Barton, Interim Chief Operating Officer

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Appendix 1

Transport for London's Bus Action Plan – Customer Service and Operational Performance Panel Update



Tom Cunnington – Head of Bus Business Development, Bus Operations

5 March 2024



Our Bus Action Plan sets out:

- the case for change;
- our vision for 2030;
- our actions across five thematic areas; and
- our approach to uncertainty around demand and funding.

Case for change

- Tackling the climate emergency
- Meeting Londoners' diverse travel needs
- Avoiding growth in car usage and supporting Road User Charging (ULEZ)
- Complementing walking and cycling in creating Healthy Streets
- Enabling London's sustainable growth and development

Our vision

- We need bus travel to be a zero-carbon option more Londoners choose to use, as part of a comprehensive active, efficient and sustainable transport network

Our actions

Inclusive Customer Experience

Providing the information our customers need
Improving the customer journey experience
Enhancing the inclusivity of our services

Safety & Security

Delivering Vision Zero on our network
Ensuring people feel safe and secure
Improving bus driver welfare

Journey Times

Delivering better streets for buses
Making better use of street space
Optimising our operations

Connections

Planning our bus network to achieve mode shift
Trialling new types of services
Unlocking new homes and jobs

Decarbonisation & Climate Change Resilience

Delivering a zero-emission bus network
Investing in opportunity charging and hydrogen fuel cell buses
Delivering climate change adaptation and green infrastructure



External Engagement

Borough Meetings:

- Director / cabinet lead / elected member level;
- Feedback has been very good so far from 21 boroughs met;
- New Director of Bus to continue meetings and meet remaining 12 boroughs post election.

Borough Bus Event – Bus Action Plan 1 year on:

- May 2023 – Science Gallery, London Bridge;
- AM – series of presentations on first year of Bus Action Plan;
- PM – workshop with borough transport officers.



What we have achieved so far:

- 322 new countdown signs;
- c.10km of new bus lanes (Mar 2024);
- over 9,000 signal timing reviews at our junctions;
- 600 new Routemaster refurbishments (Mar 2024);
- 1,400 Zero Emission buses (Mar 2024);
- Superloop delivery;
- Bus Safety Standard Rollout ongoing – over 1,300 buses now compliant;
- 268 Project Guardian Sessions (2023/24);
- eight new driver facilities;
- Equality, Diversity and Inclusion training for drivers – 2,200 trained (Mar 2024);
- 385 shelter renewals;
- Outer London bus routes to support ULEZ;
- Women in Bus and Coach;
- covert security testing at bus stations.

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DRIVING INCLUSION



Bus Action Plan Milestones 2023/24 (1 of 2)

| Milestone | Status | Comments | RAG |
|---|----------|--|--------|
| New Bus Station Design Guidelines (spring 2023) | Ongoing | Deferred to spring 2024 due to lack of resources | Red |
| Kingston Cromwell Rd Bus Station Renewal Start of Site (Aug 2023) | Ongoing | COMPLETE - Start on site 28 August 2023 | Green |
| 600 New Routemaster Refurbs inc,. (Mar 2024) | Ongoing | On Track | Green |
| ED&I Driver Training Rollout Begins (Summer 2023) | Ongoing | COMPLETE - Started in November 2023 | Green |
| 96% Bus Stop Wheelchair Accessibility (Mar 2024) | Ongoing | Slipped due to lack of resource in 2023. Now resource available, a review has been carried out on potential 'quick wins' for 24/25 | Red |
| Countdown 3 Contract Award (Oct 2023) | Ongoing | Tender process delayed, running to revised timescale, exp May 24 | Red |
| iBus 2 Contract Award (Nov 2023) | Ongoing | Tender process was delayed by resource issues, award exp Feb 24 | Yellow |
| Bus Safety Standard Mandatory - all vehicles (2024) | Ongoing | Due to final testing and sign off of some elements, full specification is now likely to be late 2024 or early 2025 | Red |
| 10km of New Bus Lane (Mar 2024) | Ongoing | On Track – now at 5.4KM | Green |
| Thamesmead Bus Transit Concept (summer 2023) | Ongoing | Govt. to allocate £23m. Must spend by 2026 – feasibility ongoing | Green |
| New Service Planning Guidelines (spring 2023) | Ongoing | Delayed – Superloop priority on resource. Likely to be end of 2024 | Red |
| 1,000 Zero Emission Buses (summer 2023) | Achieved | COMPLETE | Green |
| 1,400 Zero Emission Buses (Mar 2024) | Ongoing | On Track – currently just over 1,300 | Green |
| Opportunity Charging Pilot R358 (summer 2023) | Ongoing | Land ownership and power upgrade issues. Now summer 2024 | Red |
| 300 shelter renewals (Mar 2024) | Achieved | Over 300 achieved by December 2023 | Green |
| 8,800 signal timing reviews (Mar 2024) | Ongoing | COMPLETE | Green |
| Superloop Phase 1 (Aug 2023) | Achieved | COMPLETE | Green |



Bus Action Plan Milestones 2023/24 (2 of 2)

| Milestone | Status | Comments | RAG |
|---|----------|--|--------|
| Superloop Phase 2 (Mar 2024) | Ongoing | SL5 - 3rd Feb, SL3 - 24 Feb, SL2 - 2nd Mar – On Track | Green |
| 1m KM of Outer London mileage (Aug 2023) | Achieved | COMPLETE | Green |
| Bus Safety Strategy Published (spring 2023) | Achieved | COMPLETE | Green |
| 8 driver facility builds (Mar 2024) | Ongoing | On Track | Green |
| 1st of 500 buses fatigue detection technology Dec 2023 and all buses fitted March 2024 (Mar 2024) | Ongoing | First bus fitted in December, now likely to be June 2024 for all buses | Yellow |



Challenges and Opportunities to delivering the Bus Action Plan

| Area | Challenge and Opportunity |
|------------------------------------|--|
| Re-prioritisation | <p>The prioritisation of Superloop in 2023/24 has meant a delay in some other areas of the Bus Action Plan. For example, the expected release of new bus planning guidelines in 2023 has been delayed to late 2024 as specialist resource was needed on Superloop. However, Superloop delivers against a number of other key features of the Bus Action Plan, including new limited stop services, and has delivered tangible benefits in this area instead.</p> |
| External delays to projects | <p>Some of our flagship projects, such as the introduction of opportunity charging and the ieTram bus on route 358 has been held up by property and infrastructure issues outside TfL's direct control. Likewise, Kingston Cromwell Road Bus Station refurbishment was delayed while we managed cost of materials pressures. Countdown 3 and iBus2 have been delayed by commercial issues. All however are expected to be delivered in 2024/25.</p> |
| Funding | <p>Resource and funding challenges at the start of the year has led to delays in achieving some actions expected to be finished in 2023/24. We have more funding clarity in 2024/25 which has enabled us to commit to suppliers which will enable us to deliver more consistently. However, reductions in renewals budgets will have reduced the scope of our 2024/25 milestones for the New Routemaster refurb programme, and we are less likely to achieve the 2025 completion date.</p> |



Draft Bus Action Plan Milestones 2024/25 (To be confirmed and agreed) (1 of 2)

| Milestone | Status | Comments | RAG |
|---|---------|---|-----|
| New Bus Station Design Guidelines (Spring 24) | Ongoing | Rolled over from 23/24. Expected Spring 24 | |
| Kingston Cromwell Road Bus Station Renewal (Aug 24) | Ongoing | Start on site achieved in Aug 23 (delayed from 21/22) | |
| 45 New Routemaster refurb inc Priority Moquettes (Mar 25) | Ongoing | Project scaled back to 650 by March 25. 45 more planned for 25/26 in current business plan. | |
| Driving Inclusion Training 7000 drivers trained (Mar 25) | Ongoing | 9000 drivers in total out of 25,000 to be trained by 2026 | |
| 96% Bus Stop Wheelchair Accessibility | Ongoing | Target date tbc | |
| Countdown 3 Contract Award & Rollout (May 25 and Nov 25) | Ongoing | Contract Delayed from 23/24 – now May 25. | |
| 25km of New Bus Lane (Mar 25) | Ongoing | 10km as of March 2024. Final 15km by March 25 | |
| Thamesmead related Milestone for 24/25 | Ongoing | Thamesmead Bus Transit milestone TBC | |
| New Service Planning Guidelines (Mar 25) | Ongoing | Delayed - Superloop priority resource. Exp end of 2024 | |
| 1900 Zero Emission Buses (Mar 25) | Ongoing | Number TBC | |
| Opportunity Charging Pilot Route 358 (Summer 25) | Ongoing | Delayed from first 22/23 and 23/24 due to land ownership and power upgrades issues | |
| XXXX Signal Timing Reviews (Mar 25) | Ongoing | Number TBC | |
| Driver facilities XXXX | Ongoing | Milestone TBC | |
| 300 buses Intelligent Speed Assistance /250 Camera Monitoring System/Acoustic Vehicle Alerting System Complete (Mar 25) | Ongoing | Total of 1800 completed when 300 achieved | |
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Draft Bus Action Plan Milestones 2024/25 (To be confirmed and agreed) (1 of 2)

| Milestone | Status | Comments | RAG |
|--|---------|---|-----|
| Fatigue Detection Tech Fitment 500 buses (Jun 24) | Ongoing | Rolled over from 23/24 | |
| Retrofit Customer Upgrades 150 buses (Mar 25) | Ongoing | Milestone TBC | |
| New Live Bus Arrival Products 350 bus stops (Mar 25) | Ongoing | Milestone TBC | |
| Shelter Renewals TBC | Ongoing | TBC – expected less than last year due to budget constraints | |
| Bus Priority Best Practice Guidance (Summer 24) | Ongoing | Finish date TBC | |
| Increased outer London services | Ongoing | TBC - link to c5% growth in Outer London during business plan | |
| Green Infrastructure | Ongoing | Green Infrastructure Milestone TBC | |
| Fatigue Detection Tech Fitment 500 buses (Jun 24) | Ongoing | Rolled over from 23/24 | |
| Retrofit Customer Upgrades 150 buses (Mar 25) | Ongoing | Milestone TBC | |
| New Live Bus Arrival Products 350 bus stops (Mar 25) | Ongoing | Milestone TBC | |
| Shelter Renewals TBC | Ongoing | TBC – expected less than last year due to budget constraints | |
| Bus Priority Best Practice Guidance (Summer 24) | Ongoing | Finish date TBC | |
| Increased outer London services | Ongoing | TBC - link to c5% growth in Outer London during business plan | |
| Green Infrastructure | Ongoing | Green Infrastructure Milestone TBC | |
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Focus on: Customer improvements coming in FY 2024/25

Customer Experience Improvements/Enhancements

| | | | |
|---|---|---|---|
| <p>On bus experience Getting on the bus: I'm safe, I'm comfortable, I'm informed</p> | <p>Waiting environment A warm, bright, comfortable, welcoming environment to wait in with up to date information</p> | <p>Real-time information Empowering people with reliable, proactive, relevant, accessible and tailored Real Time Information</p> | <p>Interchange experience Consistently seamless interchanges that reflect our truly 'integrated' network</p> |
|---|---|---|---|



| | | | |
|---|---|---|---|
| <ul style="list-style-type: none"> • Installing enhanced customer features (similar to those on route 63) across more bus routes • Upweighting cleaning programme on some of our most affected routes to reduce litter • Further trials for better temperature regulation on services during all types of weather conditions • Horizon scan and trialling of new customer features on select buses • Equality, Diversity and Inclusion training delivered to up to 7,500 drivers per year • Customer service training modules delivered to drivers • Updated edition of the Big Red Book for all drivers | <ul style="list-style-type: none"> • Rolling out a more real-time information products across a wider estate of bus stops, reaching more customers and maintaining pre-existing displays • Rolling out QR codes at all 19,000 bus stops to help customers with stop-specific live arrivals • Trialling a new best-in-class shelter product that addresses customer safety and accessibility needs • Upweight shelter renewals programme | <ul style="list-style-type: none"> • Trialling Automated Passenger Counting software on select buses to provide live and more accurate passenger busyness information for customers and a wheelchair occupancy trial • Development of a product for digitally excluded customers to replace our SMS live arrivals service, to access live bus information • Development of Predictive Diversions and Better Disruption Sharing to improve the standard of information shared with customers • Updates to TfL Go which will include bus routes on geographic maps and live bus locations | <ul style="list-style-type: none"> • Introducing real-time information at more bus stations • Improving signage to onward bus services by spring 2025 • Scoping design guidance for a best-in-class bus station, to be delivered in FY 2025/26 • Improving Signage to onward bus services at a further 15 London Underground (LU) stations • Introducing real-time bus arrival displays at LU stations with key interchanges |
|---|---|---|---|



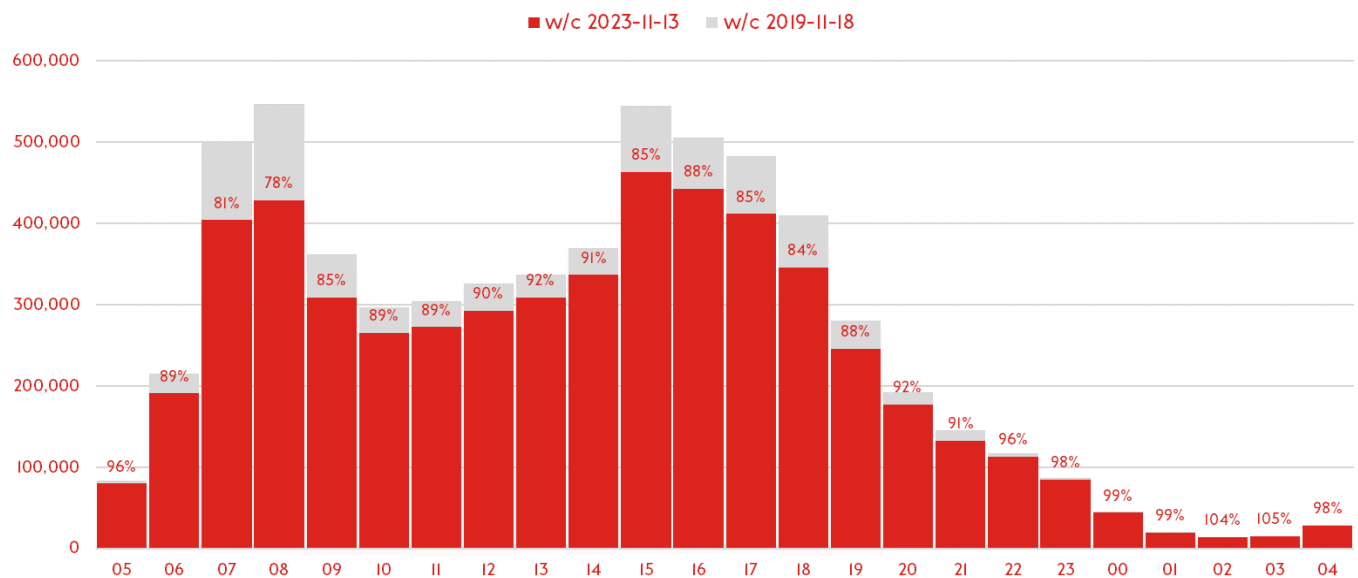
- Bus service change schemes will include improving access to hospitals as part of their appraisal, and recommendations as appropriate.
- Recent projects include proposals to restructure bus routes to give better links:
 - in the Waltham Forest area to Whipps Cross Hospital;
 - in the Uxbridge area to Hillingdon Hospital;
 - in the Sutton area to the London Cancer Hub and the Royal Marsden Hospital.
- New Superloop services serving hospitals including Northwick Park, Ealing and Queen Mary's Sidcup.
- All proposed bus route change consultations include Equality Impact Assessments which examine in detail the impact of a proposal on those with protected characteristics including those who may need to access hospitals more frequently such as:
 - older people;
 - pregnant women and mothers with young children;
 - those with disabilities including their carers.
- The outcome of these assessments is to identify appropriate mitigations to address any negative impacts of a proposed bus service change including but not limited to better bus stop facilities or new protected pedestrian crossings at interchanges.



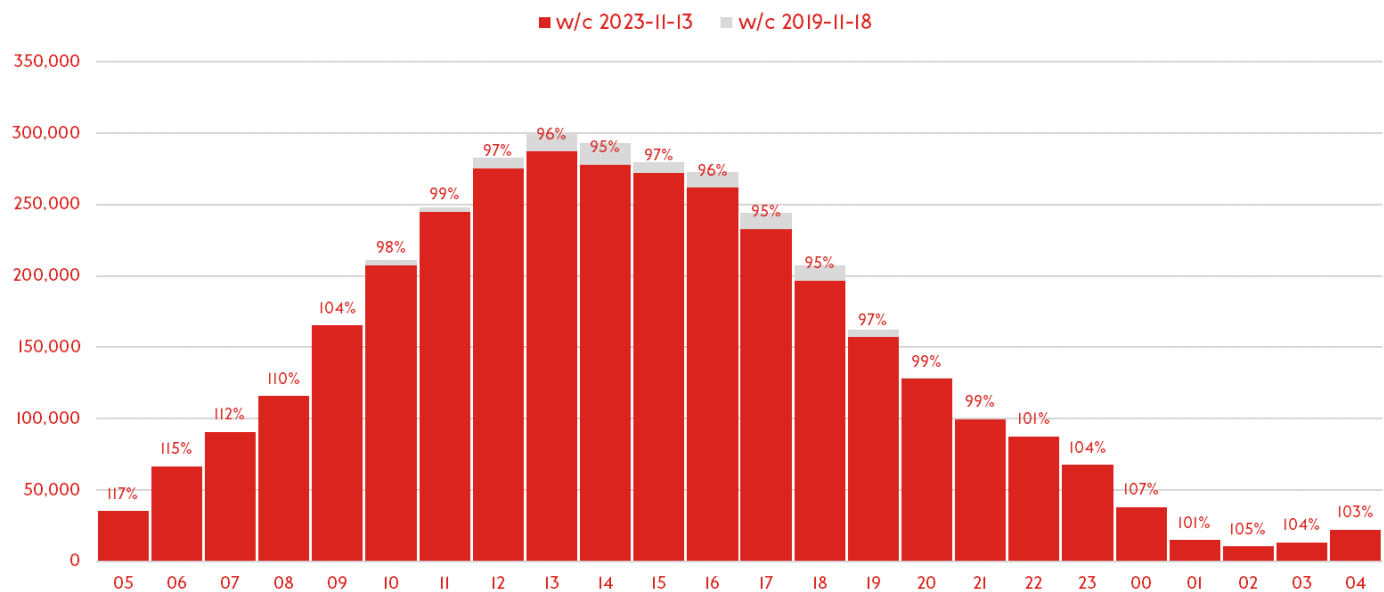
Focus on: Bus Patronage – weekdays and weekends

- Weekday patronage is over 80 per cent pre pandemic levels
- Weekend patronage has recovered to over 90 per cent pre pandemic levels
- Sunday recovery has been particularly strong at 99 per cent

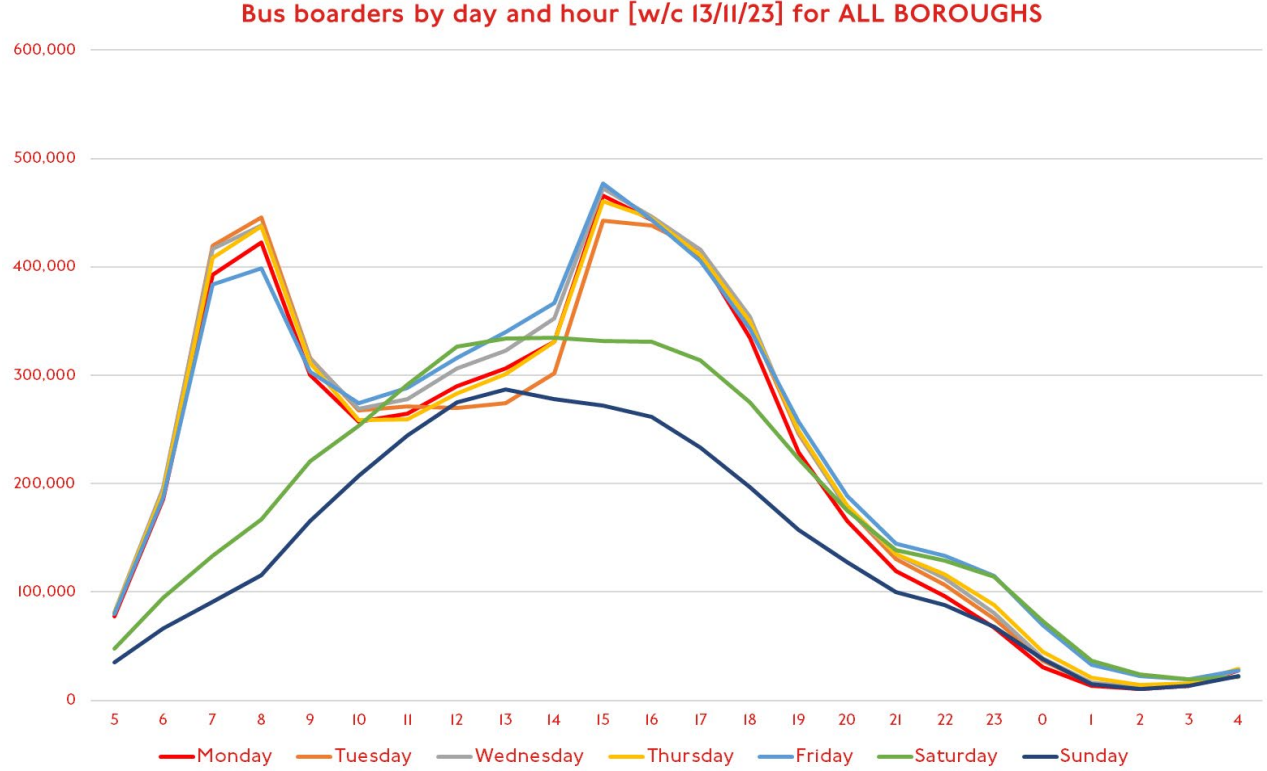
Weekday (0-24h) bus boarders by hour for ALL BOROUGHES



Sunday (0-24h) bus boarders by hour for ALL BOROUGHES



Focus on: Bus Patronage – weekdays and weekends

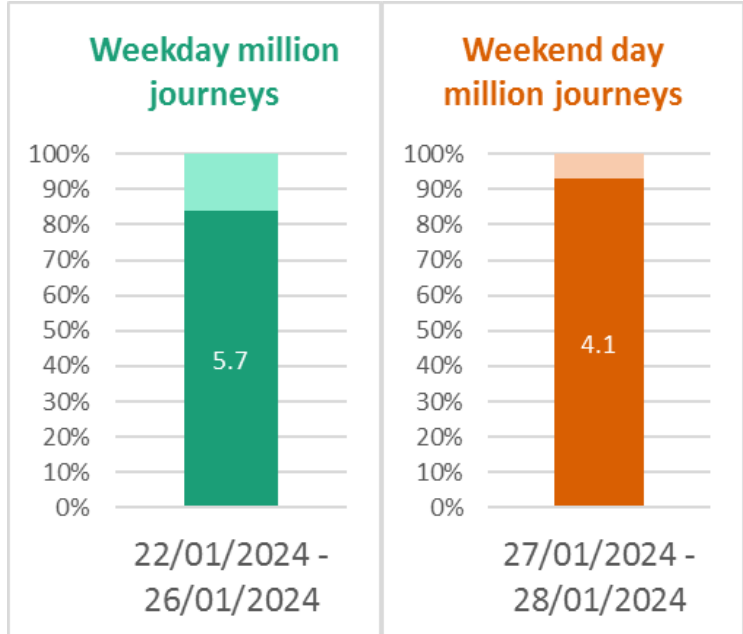


Weekday demand remains higher than on weekend days

Monday and Friday morning recovery is lower than Tuesday to Thursdays

But the high level of school travel means there is less weekday variation on bus than London Underground

Strong Friday evening demand offsets the lower morning peak



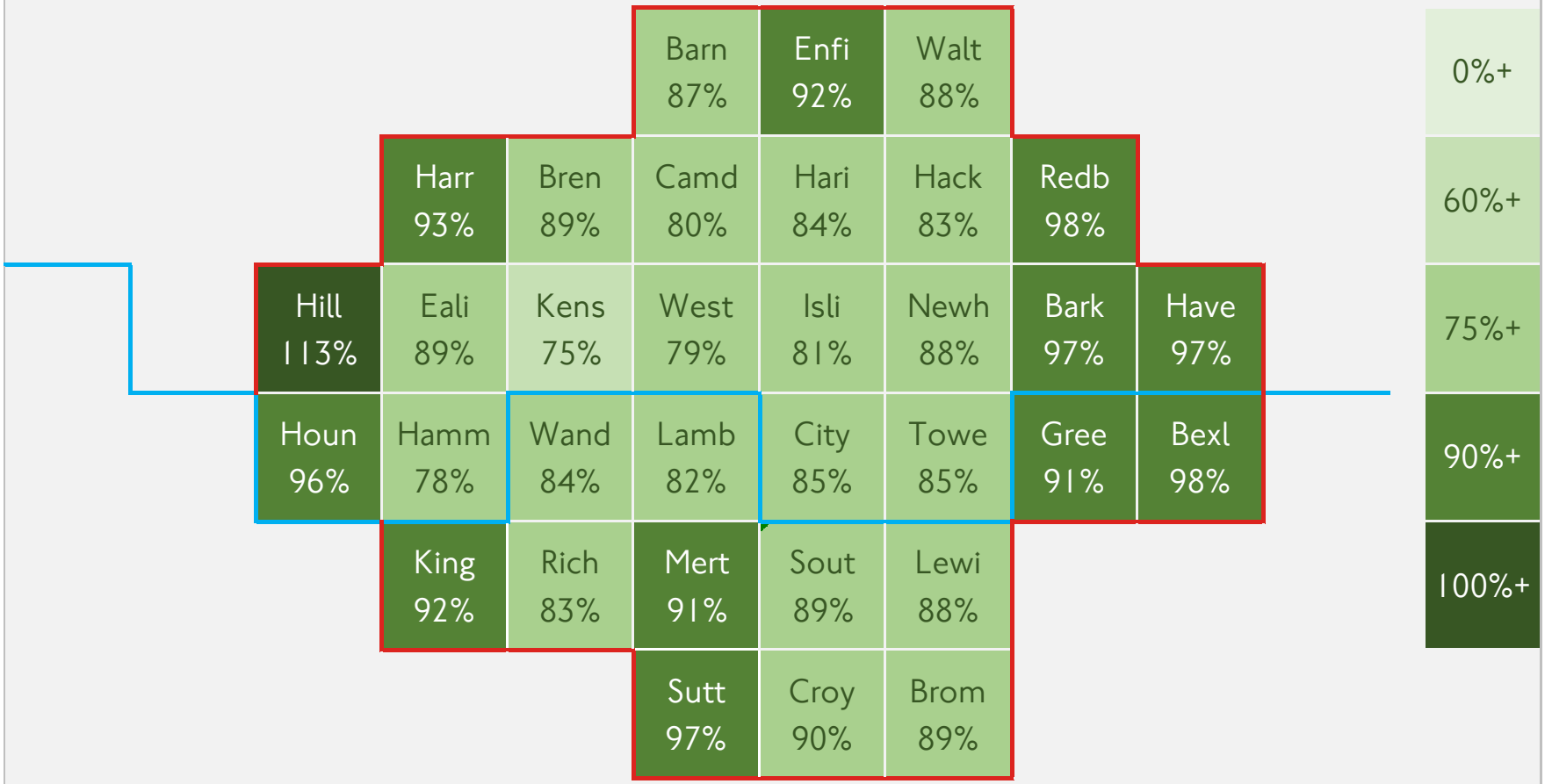
Focus on: Bus Patronage – Inner and Outer London

- Outer London has grown more strongly than Inner London on all day types
- Outer London recovery ranges from 92 per cent on weekdays to 101 per cent on Sundays
- We are focussing bus investment on Outer London where demand is recovering more strongly

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Weekday (0-24h) bus boarders by local authority

[w/c 13/11/23 versus w/c 18/11/19]



Source: PTSP/TAPS



Recent initiatives have delivered growth

Two flagship Bus initiatives have returned positive growth in both patronage and revenue in the last two years.

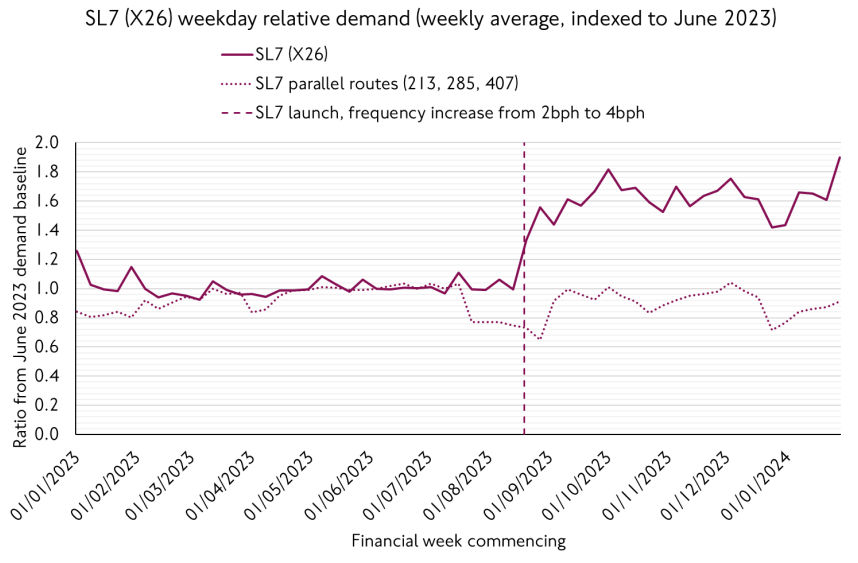
Page 33
 Focused investment on both initiatives has enabled us to bring together varying strands of the Bus Action Plan to deliver a more cohesive customer offer.

Growth in both cases is based on the particular routes involved, but the benefits extend to a broader network of customers accessing and benefitting from the relevant stops, bus priority interventions etc. The investment payback is therefore greater.

March 2023 – March 2024



A network of 10 express bus routes orbiting outer London to improve connections and journey times between key outer London town centres and transport hubs.



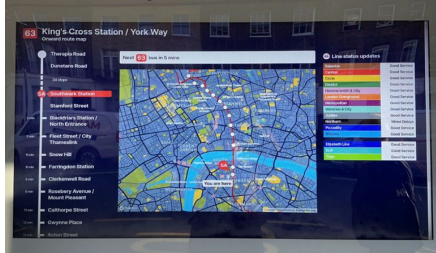
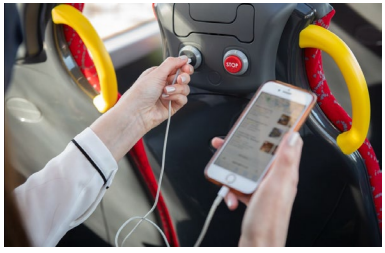
SL7 frequency doubling has resulted in a 62% increase in patronage between June-October 2023. Some parallel routes have seen a decline as a result of switching.

Consultation responses overwhelmingly suggest that these routes will provide genuine alternatives to private car use.

April 2021 – March 2023



A package of co-ordinated enhancements to improve the quality of journeys on the route to deliver a visible “step-change” to customers.



Net increase on the corridor of 3%

18% revenue recovery to pay back over 5 years*

Customer satisfaction increased +11 percentage points from 70 to 82%

*Assumes worst case. If amortised across wider network benefits, this would pay back at faster rate

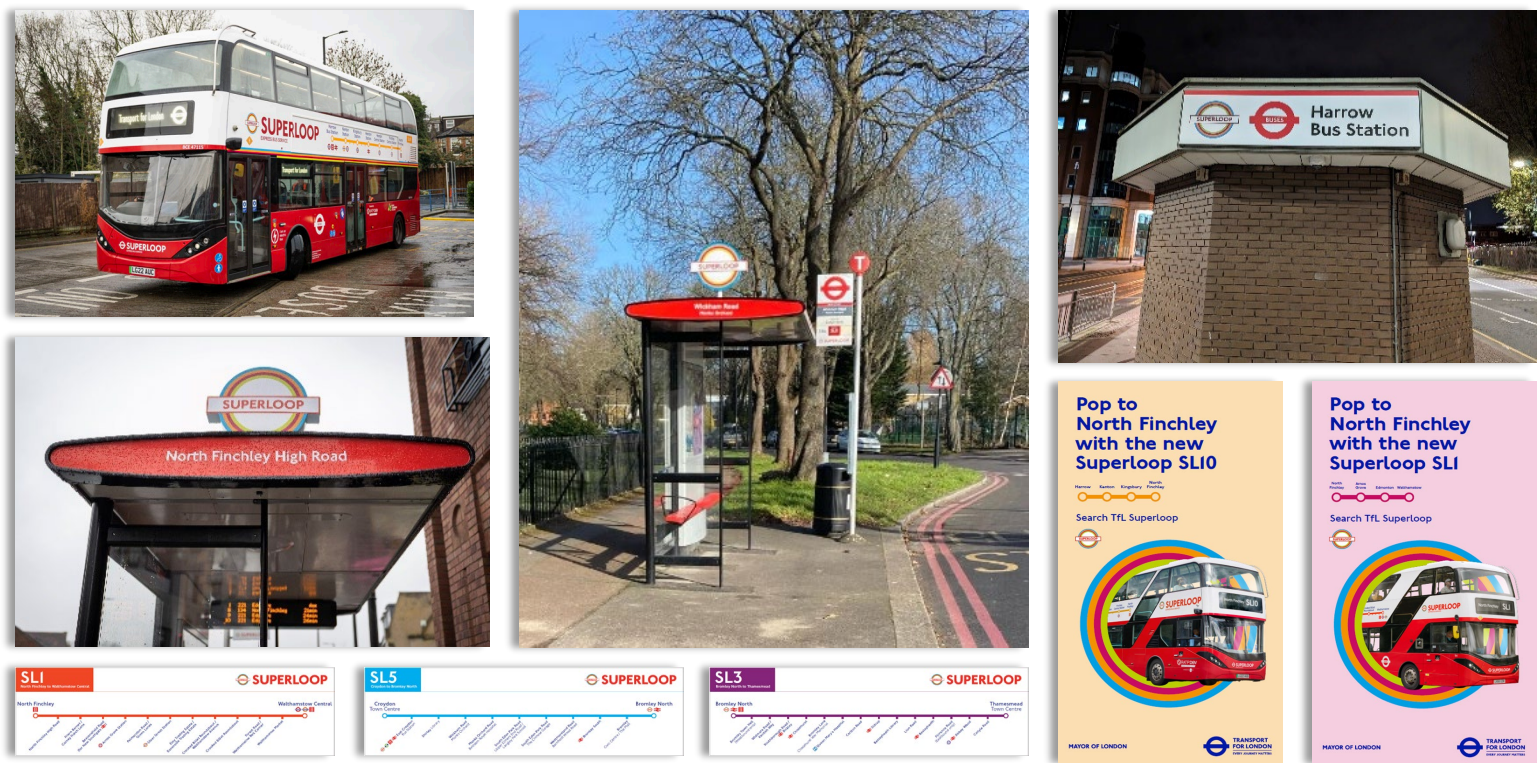
Focus on: Superloop

TfL launched its Superloop express bus network in July/August 2023 with a programme of branding, marketing and selected service enhancements on four existing express bus routes, plus the introduction of five new express services all predominantly serving outer London.

We have monitored performance of the four re-branded services but it is too early to provide data on the newer services given they are only launching now, so demand has yet to settle. We will provide an updated review inclusive of all routes in autumn.



The increase in patronage on the re-branded Superloop routes was 15 percentage points higher than the network increase over the same period. When combined with parallel routes, the increase was three percentage points higher than the network increase.



Positive experiences on Superloop services have meant the service has quickly developed loyalty amongst customers. Nine in 10 customers say that their experience on the Superloop is better than other TfL buses.

Customer Service and Operational Performance Panel



Date: 5 March 2024

Item: Equity in Motion

This paper will be considered in public

1 Summary

- 1.1 On 2 February 2024 we published Equity in Motion (EiM). This is our new plan to ensure as many Londoners as possible can access and benefit from public transport and that London's transport network is welcoming and inclusive.
- 1.2 This paper provides an overview of activity to date and next steps.

2 Recommendation

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

3 Background

- 3.1 EiM is one of a coordinated set of action plans designed to ensure ongoing compliance with the provisions of the Equality Act 2010 and to achieve the ambitions of the Mayor's Transport Strategy. EiM aims to address disproportionate impacts and inequality by setting out additional actions and a new approach to addressing inequality and removing barriers to ensure more people can use our network, streets and highways and all forms of public transport.
- 3.2 EiM commits us to more than 80 actions to:
 - (a) improve the experience of everyone travelling on our network, prioritising improvements for those who experience the greatest barriers and inequalities;
 - (b) make sure people are fairly connected to public transport;
 - (c) ensure our services are affordable and improve how we communicate about fares and concessions targeting those most in need of support; and
 - (d) make it easier for customers to make healthier, more sustainable travel choices and make sure people aren't unfairly impacted by poor air quality, road danger and climate change.

- 3.3 To ensure we implement the plan successfully, we need to:
- (a) improve how we monitor, measure and evaluate, by improving how we collect and use data and research;
 - (b) collaborate with partners, stakeholders, customers and communities;
 - (c) become leaders in inclusive design; and
 - (d) hardwire equity into our organisational systems, process, governance and culture.
- 3.4 In delivering this plan, we expect London's transport network and streets to be measurably more inclusive by 2030.
- 3.5 The plan was launched through an internal and external communications campaign.
- 3.6 EiM has received over 22 pieces of media coverage so far, including in Time Out and the Evening Standard. All media coverage has been positive. Around 300 local, pan-London and national stakeholders were also contacted about the plan. Initial responses have been positive.

4 Responding to feedback

- 4.1 Following the Board's informal review in May 2023 the plan was substantially updated to incorporate feedback. This included changing the name of the document to Equity in Motion (it was previously Action on Inclusion – Customer)
- 4.2 Further feedback was provided by Board Members, TfL senior leadership and City Hall colleagues. Further engagement has taken place with charity, voluntary and community sector stakeholders. We have also engaged with our Independent Disability Advisory Group.
- 4.3 In response to both internal and external feedback we have – among other things:
- (a) been more focused on actions to address the challenges experienced by customers with protected characteristics, while still recognising the benefits of greater inclusivity and accessibility for all;
 - (b) been more ambitious, with a clearer focus on actions and timescales, ensuring actions are focused on addressing inequality;
 - (c) acknowledged improvements that have been made, but focused on what still needs doing;
 - (d) made the document more concise, easier to read, and consistent with our Workforce 'Action on Inclusion' plan; and
 - (e) removed duplication with other plans.

5 Next steps

Monitoring and delivery

- 5.1 Many elements of EiM are already underway. Where new effort is required, we will define those areas and ensure there is clear resourcing and governance to enable effective delivery.
- 5.2 We will report on progress on the actions in the plan through regular Executive Committee meetings and updates to this Panel (the frequency of which will be discussed with the Panel).

Engage

- 5.3 We want as many colleagues and stakeholders as possible to know about the plan, understand the direction it sets and what it means for them. An internal 'Marketplace' style event is planned for 14 March 2024, to raise awareness among colleagues. In addition, an external stakeholder launch event is planned for 20 May 2024.
- 5.4 To succeed in delivering the plan we know it is important to keep collaborating and we are committed to doing this working through existing stakeholder forums, such as the Inclusive Transport Forum, and the TfL Youth Panel, and setting up new groups and conversations where necessary.

List of appendices to this report:

None

List of Background Papers:

The full document, including alternative formats, can be found here:

<https://tfl.gov.uk/corporate/publications-and-reports/equality-and-inclusion-publications#on-this-page-0>

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Customer Services and Operational Performance Panel



Date: 5 March 2023

Item: Update on TfL Programme to end Violence against Women and Girls

This paper will be considered in public

1 Summary

- 1.1 This paper provides a high-level update on our work to tackle violence against women and girls and improve their confidence to travel on our public transport networks.
- 1.2 We established our End Violence Against Women and Girls (EVAWG) programme in May 2021 following the murders of Nicole Smallman, Bibaa Henry, Sarah Everard, Maria Rawlings and Sabina Nessa by strangers on the streets of London, and the public outrage that followed. There is a comprehensive programme of activity in place spanning communications, education and engagement, training, data and technology, policy and infrastructure improvements.
- 1.3 This paper highlights some of the key achievements and work underway. We are currently in the process of finalising the work programme of 2024/25 and will share that with the Panel in our next EVAWG update.
- 1.4 Excellent progress has been made over this time, and every effort is being made to ensure that the pace of delivery continues. We remain committed to working in partnership with our transport policing partners and playing our full part in the Mayor's commitment to end violence against women and girls and the Mayor's Women's Night Safety Charter. There is strong stakeholder recognition and support for our work.

2 Recommendation

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

3 Background

- 3.1 Our EVAWG programme is focussed on tackling the issues that disproportionately impact women and girls - sexual offences and harassment and improving their confidence to travel. The programme includes short, medium and long-term actions covering policy, environment/infrastructure measures, communications, training, legislation, research and data and technology. This work has wider benefits for all our customers and colleagues. It is aligned with our vision and values and complements other activity we have underway to safeguard children

and vulnerable adults, tackle hate crime and work-related violence and aggression and improve customer care.

- 3.2 We are working closely with the Mayor's Office for Policing and Crime (MOPAC) the Night Czar, the Greater London Authority's (GLA) Regeneration team and other partners to coordinate activity and deliver on the Mayor's pledge to make London one of the safest cities in the world for women and girls. We have also strengthened our stakeholder engagement to better understand and respond to the issues facing women and girls as they travel in the capital.

4 Key activity to tackle violence against women and girls and improve confidence to travel – complete or business as usual

- 4.1 Our partnership working with our policing partners continues to be an integral part of our activity to improve the safety of women and girls on public transport and in taxi and private hire vehicles. Tackling violence against women and girls remains a key policing priority for both the British Transport Police and the Metropolitan Police Service (MPS) Roads and Transport Policing Command which is reflected in the scale and range of policing and engagement activity they are undertaking in partnership with us. This goes beyond targeted policing operations and includes increased night-time reassurance patrols, regular 'walk and talk' sessions with customers and local communities, enhanced officer training, relentless follow up of leads and investigation and school sessions among other activity.

White Ribbon

- 4.2 In early 2022, we were accredited by the charity White Ribbon UK in recognition of our work to tackle VAWG. This charity engages with men and boys to prevent violence against women and girls. Since then, we have established a White Ribbon male ally network with representation across our organisation which is supporting the programme and influencing change.

Communication campaigns

- 4.3 In October 2021, we launched a new 'zero tolerance to sexual harassment' multi-media communications campaign on public transport. In early 2023, we launched a complementary bystander campaign which provides customer information on how to safely intervene in incidents to support their fellow passengers (distract, report and support). Both campaigns have been well received, continue to generate interest and discussion about the issue and have had a positive impact on reporting of incidents.

Training and education

- 4.4 Sexual harassment training is being rolled out to all of our frontline customer service colleagues and enforcement officers to help them respond to reports, support customers and each other and challenge behaviour. Training for our enforcement officers and the Bus Operations team was completed in 2022. Training of London Underground colleagues has been incorporated into annual competency assessments to minimise the operational impact of releasing this number of colleagues and will be complete by the end of 2024/25. Sexual harassment forms part of the enhanced diversity and inclusion training for bus

drivers which launched in November 2023 and will run for two years.

- 4.5 Our Project Guardian school sessions continue to be an essential part of our EVAWG programme. The sessions continue to receive excellent feedback from students and teachers. The programme has been expanded in the 2023/24 academic year to reach 28,000 students (up from 6,000). This will be delivered over 600 sessions.

Crime reporting information

- 4.6 We are nearing completion of the rollout of signage across our public transport networks (on vehicle and at stations) to give customers advice on what to do in an emergency and how to report crime. Signage at bus stops will be delivered in 2024/25.

Technology

- 4.7 We have progressed several technology and data actions which have included standardising and extending the retention period for new CCTV systems to 31 days (Home Office standard). We are updating and future proofing Passenger Help Points and installing on-train CCTV on Central line trains with extended CCTV retention period as part of the Central Line Improvement Programme refurbishment works.

Public realm

- 4.8 We worked with the GLA Regeneration team (and with MOPAC and the Night Czar) on research they have commissioned to understand and innovate in how design impacts safety in public spaces, both through a range of place-based testing and action research as well as research into what works. We will also be working with MOPAC to undertake women's safety audits in five locations across five boroughs.
- 4.9 As part of our Bus Action Plan, we undertook a feasibility study at Canning Town bus station to look at more creative and community-led approaches to improving safety and security and confidence to travel. The study identified several issues at the bus station and the surrounding area that we are working through.

Supporting our colleagues

- 4.10 With the support of our staff, Trade Unions and Domestic Abuse organisations, we introduced our first-pan TfL Domestic Abuse policy and guidance for managers. We have done a lot to raise awareness of domestic abuse, the impact on those experiencing it and how we can best support them and keep them safe in the workplace.
- 4.11 We have issued guidance (including practical tips) to our staff about how to be active bystanders and challenge sexual harassment and sexist and misogynistic behaviour in our workplace. Our White Ribbon ambassadors are also helping to promote the guidance.

4.12 We know that our female and gender diverse colleagues are regularly subjected to sexual harassment by customers as a form of work-related violence. The requirement for staff to wear body worn video as part of their essential kit from 31 January 2024 should help to prevent incidents and provide valuable evidence for police investigations.

List of appendices to this report:

None

List of Background Papers:

None

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Email: siwan.hayward@tfl.gov.uk

Customer Service and Operational Performance Panel



Date: 5 March 2024

Item: Enterprise Risk Update - Deterioration of Operational Performance (ER6)

This paper will be considered in public

1 Summary

- 1.1 As part of Transport for London's (TfL) risk management process, Enterprise Risk 6 - Deterioration of operational performance (ER6) is allocated to the Panel for its annual review and oversight.
- 1.2 ER6 is a newly created risk, following the post-coronavirus pandemic refresh of the Enterprise Risks. This paper provides an oversight on how TfL manages this risk.
- 1.3 This paper provides an overview of the risk, causes, consequences, and analysis of the risk, evaluating both the current state and the target outcome. It also details controls and actions in place to manage this risk effectively.
- 1.4 There are two key drivers of this risk, asset condition degradation and operational challenges (details are listed in section 4).
- 1.5 An appendix is included on Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dive. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

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

3 Current status

- 3.1 There is a risk that TfL's operational performance may deteriorate due to worsening of asset condition. Reasons for this could include insufficient funding to undertake all maintenance, renewals and enhancements; lack of asset overhaul deliverability; extending asset life due to delays in projects; extreme weather events; non-resilience to recover when significant disruptions occur; supply chain challenges/insufficient contractors to operate the service; and unavailability of internal and external resources.

- 3.2 Materialisation of these risks could lead to operational performance targets not being met, less reliable services to customers, loss of revenue, and negative reputational impacts on TfL.
- 3.3 Current probability of the risk is high due to deteriorating asset conditions across all areas with the exception of likely improvement on the Elizabeth line and DLR. The target is to reduce the likelihood of the risk to medium, however with financial constraints and our inability to provide sustained investment through government capital support, added to deteriorating asset condition, it is not currently possible to further reduce the likelihood.
- 3.4 Safety is our top priority which we will never compromise on. Current safety impact of the risk is low as safety is prioritised over performance. If the risk materialises, financial impacts would be very high in terms of revenue loss as even a one per cent loss of rail revenue would exceed the very high threshold. Reputational impact would be high.
- 3.5 The overall control rating is “requires improvement” as controls are designed correctly and are in place and mostly effective, however, some controls are partially effective. Actions are in place to improve the effectiveness of such controls where required.

4 Key drivers

- 4.1 There are two main themes driving the current risk exposure: asset condition degradation and operational challenges.
- 4.2 The first main theme driving this risk is asset condition degradation, due to the following potential causes:
- (a) insufficient funding to undertake all necessary capital renewal and enhancement works;
 - (b) inability to plan due to uncertainty around funding especially full life cost;
 - (c) increasing failure rates of ageing or obsolete components impacting operational performance;
 - (d) roles, responsibilities and shared accountabilities, including with multiple contractors, third party assets (such as those of Network Rail), may be unclear leading to inconsistencies in performance, gaps in management regimes and lack of clarity where decisions are made;
 - (e) skill availability, competence, capability and resourcing challenges could make it harder to effectively manage assets;
 - (f) long term climate change impacts for extreme levels of heat, rain, wind and snow; and
 - (g) project and programme readiness integration following renewal or enhancement.

4.3 The second main theme driving this risk is due to operational challenges, caused by potential issues including:

- (a) industrial action, including external industrial action where TfL shares assets;
- (b) front line colleague unavailability hindering the ability to recover quickly from service disruptions;
- (c) extreme weather events impact on assets and transport network operations;
- (d) supply chain challenges, including performance of contracted operators;
- (e) vandalism, which leads to assets being taken out of service, and repair costs put increased pressure on budgets; and
- (f) unpredictable events such a global pandemics, war or terror that may have notable effect on our operation.

4.4 The potential consequences of this risk materialising have been identified as:

- (a) deteriorating operational performance caused by increased need for safety interventions in response to asset degradation;
- (b) negative impact on delivery of the Mayor's Transport Strategy (MTS) and Vision and Values themes – directly impacts the MTS theme of 'A Good Public Transport Experience' and TfL's Vision and Values themes of customer, colleagues, finance and safety;
- (c) financial impacts on TfL through the loss of ridership, patronage and revenue if customers resort to working from home or find alternative transport if operational performance deteriorates; leading to reduced revenue, less investment funding, driving short term decision making; and impacting our ability to borrow;
- (d) economic impact London and UK – reducing London's productivity and 'pull' factor for foreign direct investment; damaging the economy and international reputation as a world city;
- (e) declining customer satisfaction and impacts on sustainable travel – customers could stop travelling due to dissatisfaction with the system and could have lower tolerance for high levels of crowding – customers could resort to journeys by cars, negatively impacting the environment and sustainable travel;
- (f) prosecution and increased scrutiny from the regulator – a safety incident could lead to prosecution and increased scrutiny from the regulator and potential sanction for non-compliance; and
- (g) reputational damage – TfL's ability to operate an effective and reliable transport network would be damaged, resulting in poor customer, and stakeholder perceptions.

5 Mitigations

5.1 A large number of actions and controls are in place to mitigate the risk. Overall, the top three key mitigations that will help us move from our current position to its target position are:

(a) **short-term asset degradation control** - This includes ensuring:

- (i) asset inspections, surveys, monitoring and asset maintenance regimes using defined procedures are in place; and
- (ii) maintenance and technical assurance and second-line assurance checks are in place to assess if activities are being undertaken correctly;

(b) **long-term asset degradation control** - This includes ensuring:

- (i) asset renewal is prioritised and delivered to address poor asset condition and risks;
- (ii) maintaining comprehensive and comparable condition information databases across TfL Operations; and
- (iii) understanding of whole-life reliability and costing to mitigate asset degradation;

(c) **delivery planning optimisation (longer term)** including:

- (i) initial workshops to agree common processes to seek pilot areas to implement them;
- (ii) improved coordination of how we integrate interventions onto our assets; and
- (iii) integrated planning for all asset interventions to optimise how we use limited resources to deliver whole asset outcomes.

List of appendices to this report:

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

List of Background Papers:

None

Contact Officer: Glynn Barton, Interim Chief Operating Officer

Email: GlynnBarton@tfl.gov.uk

Date: 5 March 2024

Item: Risk and Assurance Report Quarter 3 2023/24

This paper will be considered in public

1 Summary

- 1.1 This report provides the Panel with an overview of the status of and changes to Enterprise Risk 6 (ER6) – ‘Deterioration of Operational Performance’.
- 1.2 This report also summarises the findings from the assurance activity associated with this risk, based on second line of defence audit work by the Quality, Safety and Security Assurance (QSSA) team and third line of defence work by the Internal Audit team within TfL’s Risk and Assurance Directorate.
- 1.3 As of Quarter 3 of 2023/24 (17 September to 9 December 2023) (Q3), we have revised reporting to the Board’s Committees and Panels to provide a more consistent and comprehensive report on TfL risks and assurance activity. The revised reports are aligned to the risks within the remit of each Committee and Panel and address all applicable Risk and Assurance work.
- 1.4 A paper is included on Part 2 of the agenda, which contains supplementary information that is exempt from publication by virtue of paragraphs 3 and 7 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL’s commercial position; and information relating to ongoing fraud and criminal investigations and the disclosure of this information is likely to prejudice the prevention or detection of crime and the apprehension or prosecution of offenders. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

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

3 TfL Enterprise Risks

- 3.1 A series of risk workshops have been held to develop ER6 and ER6 was discussed and endorsed by the Executive Committee in December 2023. An update on ER6 is elsewhere on the agenda for this meeting.

4 Annual Audit Plans

- 4.1 The annual QSSA and Internal Audit plans contain a series of audits at the second line and third line respectively that address ER6 (audits against other Enterprise Risks are now being reported to the applicable Committee or Panel).

- 4.2 Internal Audit and QSSA both started audit planning in Q3 in consultation with key stakeholders across TfL and owners of ER6 risks and controls.

5 Work of Note this Quarter

- 5.1 Appendix 1 provides details of the Internal Audit and QSSA audits undertaken in Q3. Audit reports issued are given a conclusion of 'well controlled', 'adequately controlled', 'requires improvement' or 'poorly controlled'. Individual findings within audit reports are rated as high, medium or low priority.

Internal Audit

- 5.2 No internal audit reports were issued against this risk in Q3 and there was one internal audit in progress for ER6.

Quality, Safety and Security Assurance

- 5.3 Twenty two second line QSSA audits were delivered in Q3, taking the total to 54 per cent of the annual plan. Six of these audits were against ER6.

- 5.4 Two of these audits were concluded as 'adequately controlled':

- (a) Signals Maintenance of Highgate Service Control Centre; and
- (b) Railway Structures Assurance - Piccadilly Line Upgrade Programme.

- 5.5 One of the audits was concluded as 'poorly controlled':

London Underground (LU) Track Work Bank Management – Issues were raised with the identification, categorisation and updating of track defects that affected the quality of the information in the track work bank and the prioritisation of resulting maintenance work. A programme of actions is underway.

- 5.6 Three of the audits were concluded as 'requires improvement' and all have tracked action plans in place:

- (a) LU Concessions Management – There were a number of areas where concession conditions were not correctly managed in terms of being correctly recorded, updated, evidence for closure and conditions maintained;
- (b) Project Management of Redundant Assets – Project management documentation was available, although issues were identified with documenting the scope of assets being made redundant or left in situ with potential impact on future asset management decisions; and
- (c) LU Track Supervisory and Management Inspections – Most supervisory and manager inspections were undertaken as required.

Counter-Fraud and Corruption

- 5.7 The Counter-Fraud and Corruption team investigates all allegations of fraud and corruption involving TfL employees, non-permanent labour and third parties (including suppliers, customers and organised criminal groups). Summaries of

significant new and ongoing cases related to ER6 are set out in the paper on Part 2 of the agenda. These cases are part of the wider fraud reporting that is submitted to the Audit and Assurance Committee.

- 5.8 The team continues to refer offenders for prosecution. A former employee of a supplier was sentenced for an offence of fraud by abuse of position for processing fraudulent refunds through the online Oyster refunds system while working in her role as a Customer Service agent. She was sentenced to six months imprisonment, suspended for two years, to undertake 300 hours of unpaid work in the next 12 months, and to pay compensation of £8,831. This compensation, when received, will be paid to the supplier because TfL has already received full compensation from the supplier, under contractual terms.

6 Cancelled and Deferred Work

- 6.1 All cancellations and deferrals are undertaken in consultation with the relevant business teams. There were no Internal Audit or QSSA audits cancelled or deferred in Q3.

7 Performance and Trends

- 7.1 Performance data is provided in Appendix 1 on progress against the audit plan, audit ratings, rating trends by Enterprise Risk and business unit and progress against actions, with comparisons provided across the last two years.

Quality, Safety and Security Assurance

- 7.2 Comparing the number of ER6 QSSA audits in the last four quarters with the four quarters prior to that there has been an increase in the number of audits completed from nine in Quarter 4 2021/22 – Quarter 3 2022/23 to 18 for Quarter 4 2022/23-Quarter 3 2023/24. There is no single reason for the increase in ER6 audits in the last four quarters compared with the four quarters prior to that, other than this reflects assurance requests from key stakeholders within TfL.
- 7.3 A comparison of audit conclusions shows that the breakdown by audit conclusion remained relatively consistent across the two periods of four quarters: the proportion of 'poorly controlled' stayed at 11 per cent, 'requires improvement' varied from 33 to 27 per cent and 'adequately/well controlled' varied from 56 to 50 per cent. None of the changes in percentage is considered significant.
- 7.4 Work continues on the management of actions, particularly overdue actions with management teams and the relevant Chief Officers to resolve this. For ER6, at the end of Q3 there were 35 open audit actions, 10 of which were overdue including two that were overdue by more than 100 days. All actions that are overdue by more than 100 days are reported to the Audit and Assurance Committee.

List of appendices to this report:

Appendix 1: Quality, Safety and Security Assurance and Internal Audit Summary

Exempt supplementary information is included in a paper on Part 2 of the agenda.

Background papers:

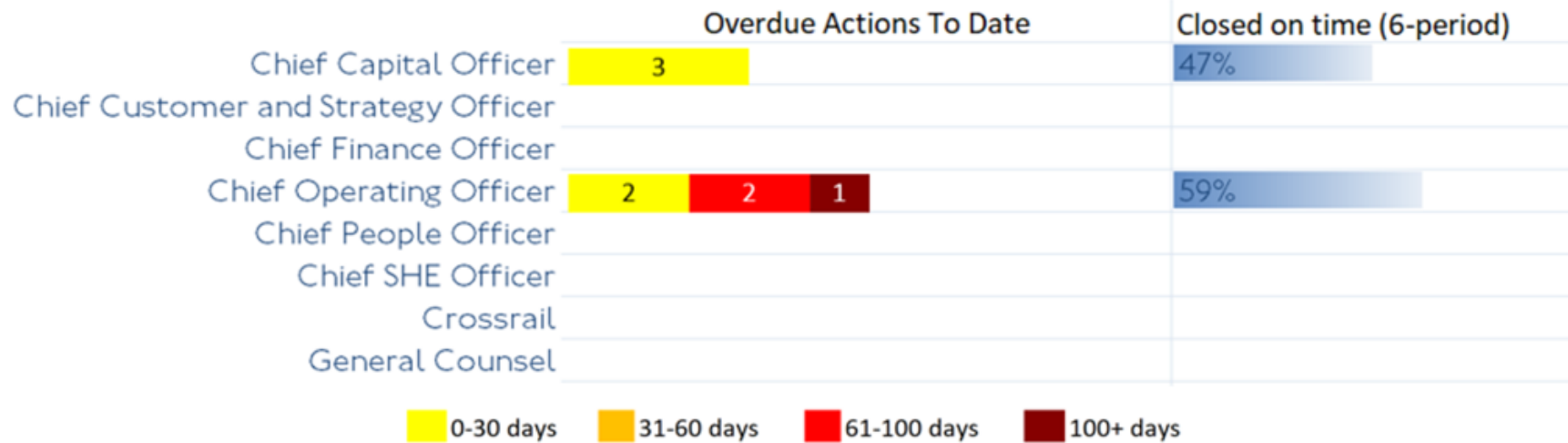
None

Contact Officer: Lorraine Humphrey, Director of Risk and Assurance
Email: Lorraine.Humphrey@tube.tfl.gov.uk

Audit Progress against 2023/24 Plan

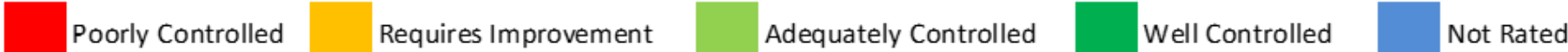


Action Management (ER6) - By Directorate by Overdue Days



Audit Conclusion Comparison by Chief Officer Team (over 4 quarters)

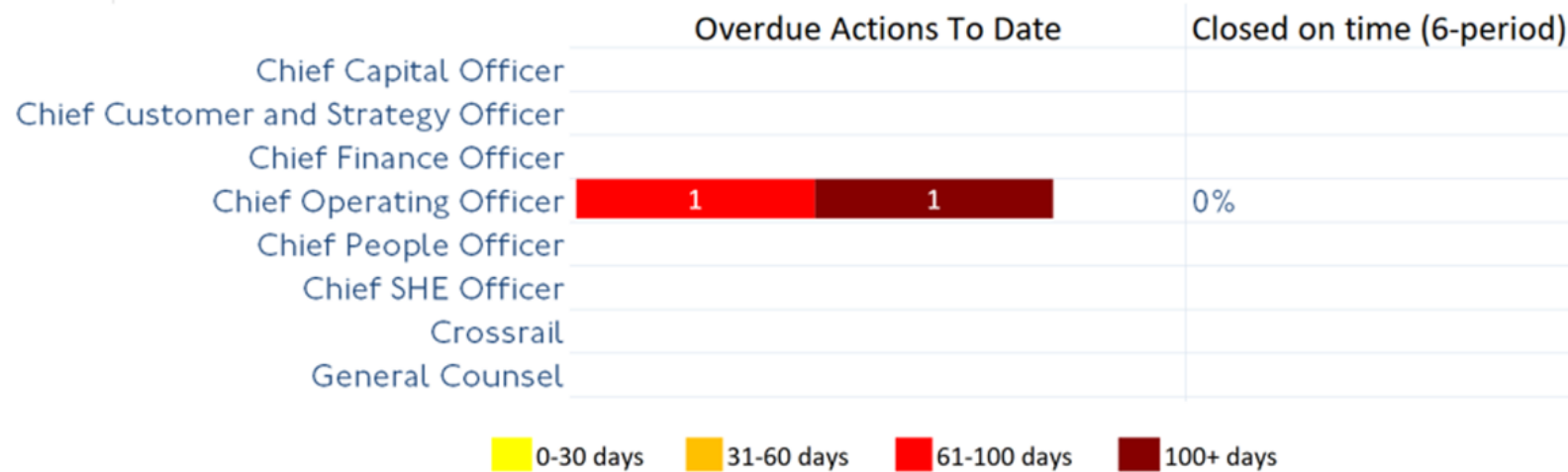
| | Q4 21/22 - Q3 22/23 | Total | Q4 22/23 - Q3 23/24 | Total |
|-------------------------|---------------------|-------|---------------------|-------|
| Chief Capital Officer | | | 1 2 | 3 |
| Chief Operating Officer | 1 3 5 | 9 | 2 4 5 2 2 | 15 |



Internal Audit have issued two Requires Improvement audits to Chief Operating Officer area in the last 4 quarters

- **Obsolescence of Critical Operational Systems – Requires Improvement (Q4 2022/23)**
- **Elizabeth Line Transition from Capital Programme to Business as Usual - Requires Improvement (Q2 2023/24)**

Action Management (ER6) - By Directorate by Overdue Days



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Customer Service and Operational Performance Panel



Date: 5 March 2024

Item: Elizabeth line Performance

This paper will be considered in public

1 Summary

- 1.1 This is the third update on Elizabeth line operational performance and covers Period 9 (12 November to 9 December 2023), Period 10 (10 December 2023 to 6 January 2024) and Period 11 (7 January to 3 February 2024).
- 1.2 Quarterly performance data is also provided in the Customer Service and Operational Performance Report on the agenda for this meeting.

2 Recommendation

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

3 Performance and Reliability

- 3.1 By the end of January 2024, the Elizabeth line had carried more than 300 million passengers since its opening in May 2022. On average, 4.3 million passenger journeys take place each week. The busiest single day on the Elizabeth line since it opened was Thursday 14 December 2023 which saw 777,000 journeys made.
- 3.2 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 9 JTM was 25.9 minutes, in Period 10 it was 25.3 minutes and in Period 11 it was 25.0 minutes, performing better than the target of 26.4 minutes in all three periods.
- 3.3 We also monitor our performance against the long-standing Public Performance Measure (PPM), also used by Network Rail (NR) and other Train Operating Companies. This measure shows the percentage of trains that arrive at their destination within the PPM threshold, combining figures for punctuality and reliability into a single measure.
- 3.4 The PPM score for the Elizabeth line for Period 9 was 81.4 per cent, Period 10 was 87.3 per cent and Period 11 was 88.8 per cent, against a target of 91.7 per cent, which is below expected levels.

- 3.5 While the Elizabeth line does continue to perform well overall, a number of actions are being taken to improve performance. Services to and from Abbey Wood run through to Heathrow, Maidenhead and Reading and have been disproportionately affected by recent problems on NR's Western Route. NR have put in place significant plans for recovery and improvement, focused on increased resources, better process, and work to address underlying weaknesses in the infrastructure on the lines out of Paddington.
- 3.6 Thursday 7 December 2023 saw major disruption in the evening after a Great Western train struck part of the overhead line equipment at Ladbroke Grove on NR's Western Route. This resulted in a loss of power and seven stranded trains. Over 3,000 passengers were ultimately safely evacuated but with considerable delay. A Significant Performance Incident Review was completed by NR and a TfL sponsored customer evacuation and service review was also conducted. Key actions include:
- (a) changing electrical isolation processes to reduce the area without power;
 - (b) greater immediate focus on stranded trains;
 - (c) ensuring more staff are available to assist with swifter evacuation;
 - (d) repositioning equipment to assist evacuation;
 - (e) better plans for onward travel for stranded customers; and
 - (f) joined up customer service response, assistance and refund policies.
- 3.7 Improvements continue to be made to train software. The latest upgrade finished loading to all 70 Elizabeth trains on 10 February 2024 and is already bringing benefits in terms of reliability.
- 3.8 We continue to work with our concession operator, MTREL, to reduce the impact of other incidents including further training for drivers in technical procedures and training of station teams to further improve the response to passengers taken ill on trains.
- 3.9 Testing continues on the wayside signalling release scheduled to be delivered in the first half of 2024. Over and Back testing where software is temporarily switched on, tested and then removed again successfully took place during a planned closure in January 2024.
- 3.10 While any disruption is to be avoided, most incidents only affect a relatively small proportion of services with trains outside the affected area continuing to operate normally. This is reflected in the TfL JTM where the Elizabeth line exceeds its target.

4 Customer Experience

- 4.1 Customer satisfaction remains high on the Elizabeth line with the Customer Satisfaction score of 81 in Quarter 3 of 2023/24 (17 September to 9 December 2023).

- 4.2 A full breakdown of the survey results for customer experience, including those affecting customers travelling outside of London can be found in Appendix 1.
- 4.3 We and our concession operator, MTREL considers the Customer Satisfaction scores (CSS) when setting customer service priorities and there are active workstreams in place to tackle various issues identified in the survey. CSS is also used alongside other contractual regimes to understand what the concession operator's performance. If scores fall below a certain target, then contractually the operator must identify improvement plans intended to drive the score back up to an agreed level.
- 4.4 Step-free access availability at Elizabeth line stations was 98.5 per cent in Period 9, 98.7 per cent in Period 10 and 98.3 per cent in Period 11, against a target of 98.6 per cent.
- 4.5 A new 'megawall' extra-large screen has been installed at the Ealing Broadway station entrance, replacing the small customer information screen previously in its place. The screen has multiple displays, showing Elizabeth line departure times, Central and District lines service information, the TfL service status board along with two screens displaying customer behaviour and marketing information such as the 'stand behind the yellow line' safety creatives.



Before and after pictures of the Ealing 'megawall'

- 4.6 For the first time on the line, end to end services ran overnight on New Year's Eve. Patronage was strong with customers welcoming the frequency and journey options the service provided for their travel home after the festivities.

List of appendices to this report:

Appendix 1 – Elizabeth line Customer Satisfaction Scores – East, West and Central Sections

List of Background Papers:

None

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Elizabeth line Customer Satisfaction Scores – East, West and Central Sections

Appendix 1

| Q3 Overall satisfaction score | East: 81 | West: 81 | Central: 80 |
|--|--------------|--------------|-----------------|
| Satisfaction Measure | East Section | West Section | Central Section |
| | Q3 2023-24 | Q3 2023-24 | Q3 2023-24 |
| Journey time | 81 | 79 | 80 |
| Cleanliness on train | 80 | 79 | 80 |
| Wait time for your train* | 80 | 75 | 79 |
| Information at station* | 80 | 78 | 79 |
| Information on train | 79 | 79 | 79 |
| Personal safety at station* | 79 | 78 | 80 |
| Temperature on train | 79 | 77 | 78 |
| Personal safety on train | 79 | 79 | 79 |
| Cleanliness at station* | 78 | 78 | 80 |
| Comfort | 77 | 78 | 78 |
| Announcements from the driver | 76 | 77 | 76 |
| Levels of crowding on the platform** | 75 | 73 | 72 |
| Availability of seats | 74 | 74 | 73 |
| Helpfulness and general attitude of station staff* | 74 | 74 | 74 |
| Levels of crowding on train* | 72 | 72 | 70 |
| Availability of staff at station* | 71 | 72 | 71 |



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Customer Service and Operational Performance Panel



Date: 5 March 2024

Item: Customer Service and Operational Performance Report – Quarter 3, 2023/24

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 3 of 2023/24, which is appended in the format of a report.
- 1.2 This report covers the period from 17 September to 9 December 2023.

2 Recommendation

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

List of appendices to this report:

Appendix 1 – Customer Service and Operational Performance Report, Quarter 3

List of Background Papers:

None

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Customer service and operational performance report

Quarter 3 2023/24 (17 September – 9 December 2023)

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3 Introduction

4 Measures used in this report

5 Our scorecard

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We have launched four new Superloop bus routes

Introduction

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

Customer demand continues to increase with 2,485 million journeys year-to-date compared with 2,285 million last year. On 23 November 2023, the Tube recorded the busiest day since the pandemic with over four million journeys.

Our performance during the quarter was mixed, with our rail modes, including Trams, London Overground, DLR and Elizabeth line all performing well. Our Tube and bus services just missed their targets. The Elizabeth line was affected by a number of incidents on the western route, including a protracted suspension at Ladbroke Grove due to overhead power cables being damaged. We are working with Network Rail and the other train operating companies to review our joint approach to incidents, with a specific focus on customer communications and evacuation.

From the end of November 2023, we started experiencing an abnormally high number of motor failures on our Central line fleet which has required us to take a high number of trains out of service. Our engineers are carrying out repairs but disruption is likely to continue for some time. We apologise to our customers for the disruption they are experiencing on our Central line services.

We successfully launched four new Superloop routes – SL10 Harrow to North Finchley on 25 November 2023, SL1 North Finchley to Walthamstow on 9 December 2023, SL5 Bromley to Croydon on 3 February 2024 and SL3 Bromley to

Thamesmead via Sidcup and Bexleyheath on 24 February 2024. We are now focusing on delivering the one remaining route, SL2, to complete the full Superloop orbital network by the end of March 2024.

In October and November, we ran further trials on behaviour change communications to support a reduction in crowding on busy sections of our network. The trials focused on two sections of the London Overground network, using bespoke messaging chosen based on demographics and challenges at each station, asking customers travelling at busy times to consider travelling at a different time or use a different route. We have observed a range of customer behavioural responses. Our re-routing message on the East London line of London Overground has proved particularly successful with an approximate four per cent shift in behaviour.

Glynn Barton
Chief Operating Officer

Alex Williams
Chief Customer and Strategy Officer

Measures used in this report

How we monitor and record our progress

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

Passenger journeys

Cumulative year-on-year growth

Growth in passenger journeys shown as a percentage difference compared to the year-to-date total for the same period of the previous financial year.

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 London 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 the London Underground journey time measure, 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.

Scheduled services operated

Dial-a-Ride

The proportion of journey requests the on-demand team was able to fulfil.

IFS Cloud Cable Car availability

This measure shows the percentage of the scheduled operating time that the IFS Cloud Cable Car was available. It is calculated as the scheduled operating time (total hours and minutes) minus downtime when the service was closed to passengers.

Woolwich Ferry availability

This measure shows the percentage of the scheduled operating time that the Woolwich Ferry was available. It is calculated as the scheduled operating time (total hours and minutes) minus downtime when the service was closed to passengers.

Roads and traffic

Road disruption

This metric 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 the TfL Road Network – the strategic roads in London that we manage, including most of the capital's red routes.

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. It is measured by conducting a 'before' and 'after' comparison of journey and wait times through each reviewed junction. The absolute time changes, positive and negative, are multiplied by estimates of the number of people using each set of reviewed signals on each mode of transport.

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

Types of road user benefiting from signal timing review

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

Santander Cycles

Docking station availability

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

Customer

Care score

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

Customer satisfaction

The quality of service is measured using an 11-point scale, from 10 (extremely satisfied) to 0 (extremely dissatisfied). We use an index to ensure results are straightforward and can be compared among themselves and over time. To calculate this index, the mean scores are converted to whole numbers out of 100. For example, a mean score of 6.62 becomes a customer satisfaction rating of 66.

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 Year-to-date actual | 2023/24 Year-to-date target | 2023/24 Full-year forecast | 2023/24 Full-year target |
|---|-----------------------------------|-----------------------------------|----------------------------------|--------------------------------|
| Operations | | | | |
| London Underground journey time (minutes) | 28.1 | 28.1 | 27.9 | 27.9 |
| Bus journey time (minutes) | 34.2 | 34.1 | 33.9 | 33.8 |
| Rail journey time – Elizabeth line, Trams, DLR, London Overground (minutes) | 25.9 | 27.0 | 26.2 | 26.9 |
| Customer | | | | |
| Londoners who agree we care about our customers (%) | 54 | 55 | 54 | 55 |

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Scorecard measures

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

Operations

Providing safe, clean and reliable services to our customers

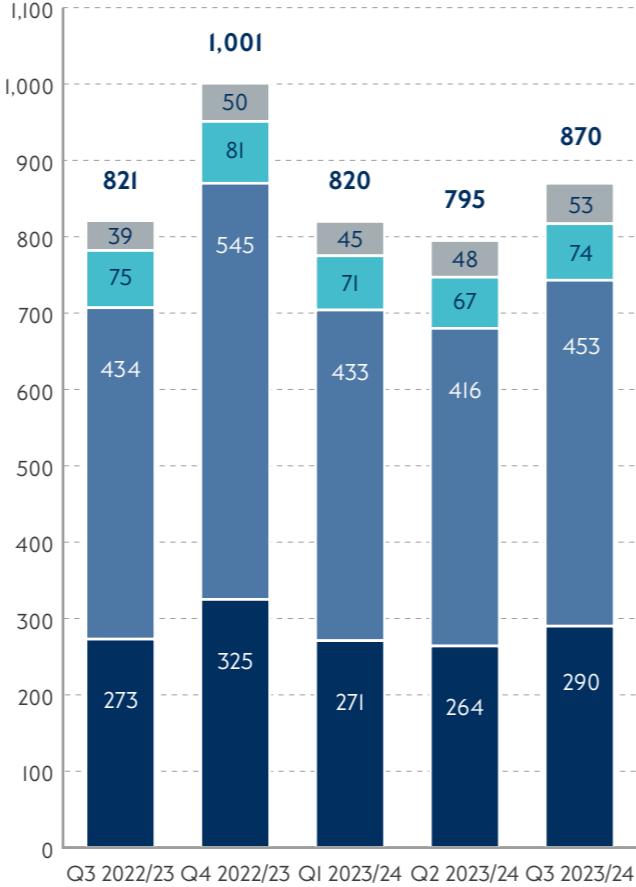


Passenger journeys

Passenger journeys across the network continue to grow, with ridership figures at key Tube stations near Christmas attractions exceeding pre-pandemic levels. Year-to-date figures show 2,485 million journeys have been completed compared with 2,252 million last year. Midweek ridership on the Tube is now regularly just under four million. Bus ridership also continues to grow, with around five million journeys now being made daily.

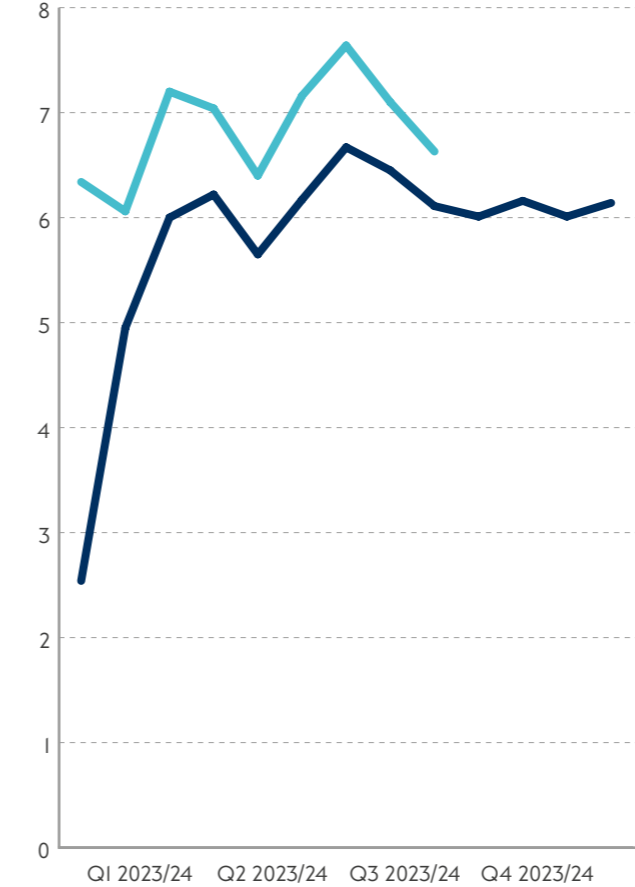
Thursday 23 November was the busiest day on the Tube, with just over four million journeys completed for the first time in 2023 and the highest since the start of the coronavirus pandemic in March 2020. The increase in demand demonstrates that customers are returning to their pre-pandemic travel patterns and Londoners and visitors are using the capital's transport network to enjoy its vast array of retail and leisure opportunities and festive events.

Passenger journeys*
Past five quarters (millions)



London Underground
 Buses
 Rail
 Elizabeth line

Cumulative year-on-year growth (%)



Budget
 Actual

Passenger journeys across the network are above budget. The third week of November was a record-breaking week, with 24.8 million Tube journeys completed, demonstrating a further milestone for London's transport network as it recovers following the pandemic.

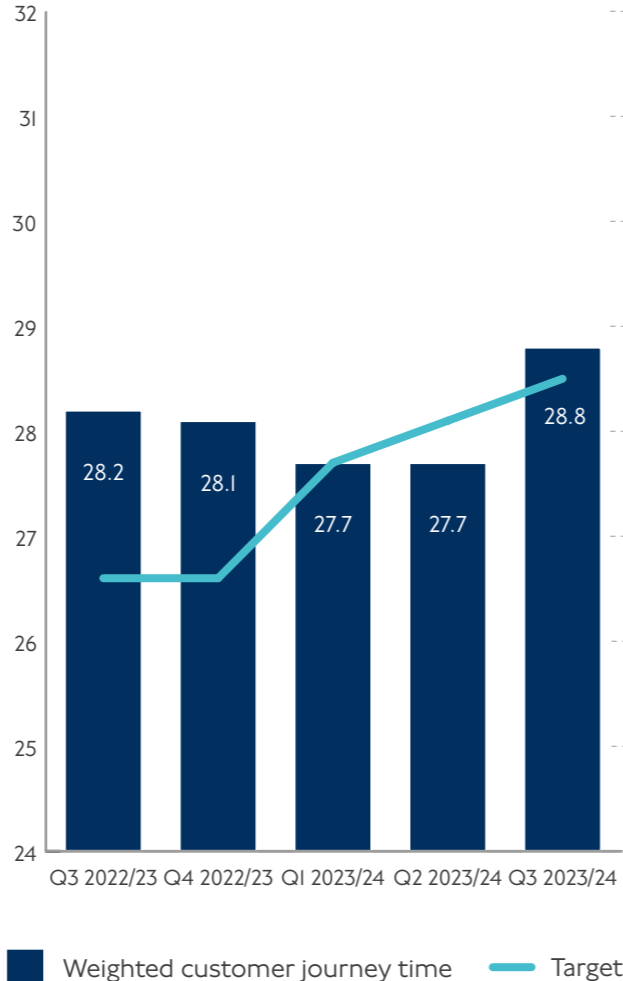
* Quarter 4 is longer than Quarters 1-3 (15 weeks and six days versus 12 weeks)

London Underground journey time

This is a demand-weighted average of all Tube 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 Tube.

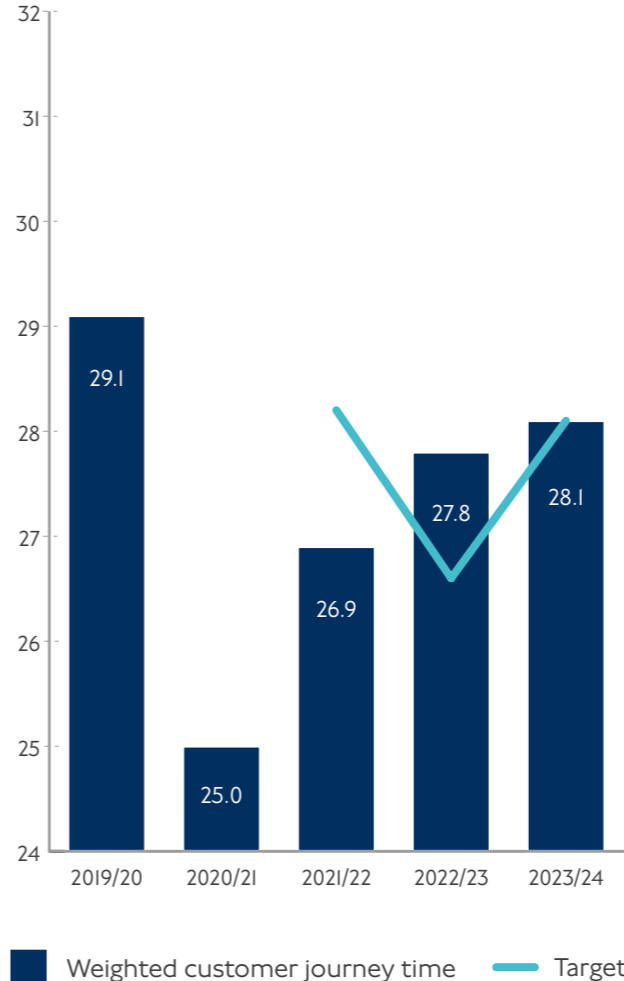
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 **London Underground journey time**
Past five quarters (minutes)



The average Tube customer journey time for Quarter 3 is 0.3 minutes higher than the target of 28.5 minutes – the highest this year. Journey times increased in the quarter predominantly due to problems with our trains on the Central and Jubilee lines. We are taking action to address reliability issues across the train fleet.

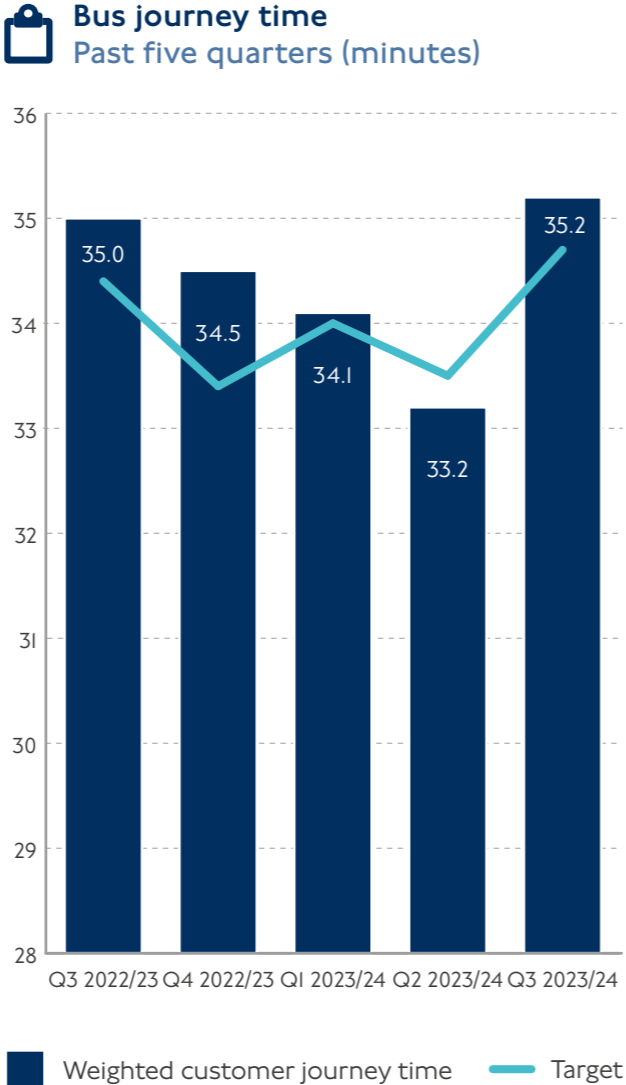
Annual trend (moving average)



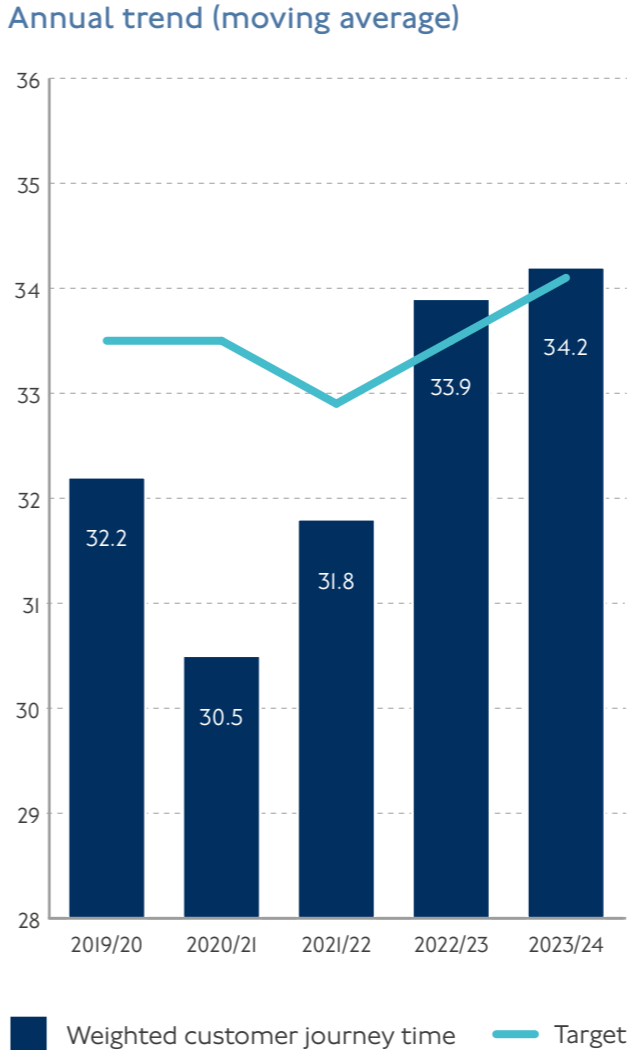
Tube customer journey times for the year-to-date remain on target, although we saw an increase in Quarter 3. Overall, journey times are higher than they were during the coronavirus pandemic, due to low demand in 2020/21 and 2021/22, but are still below pre-pandemic levels.

Bus journey time

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



Bus customer journey times were above target in 2022/23 in four of the last five quarters. This was due to driver shortages resulting in a lower total number of kilometres covered by buses and longer journey times. Although staff availability has recently improved, journey times in 2023/24 have been adversely impacted by ongoing mechanical issues, traffic impacts and external events such as protests and industrial action.

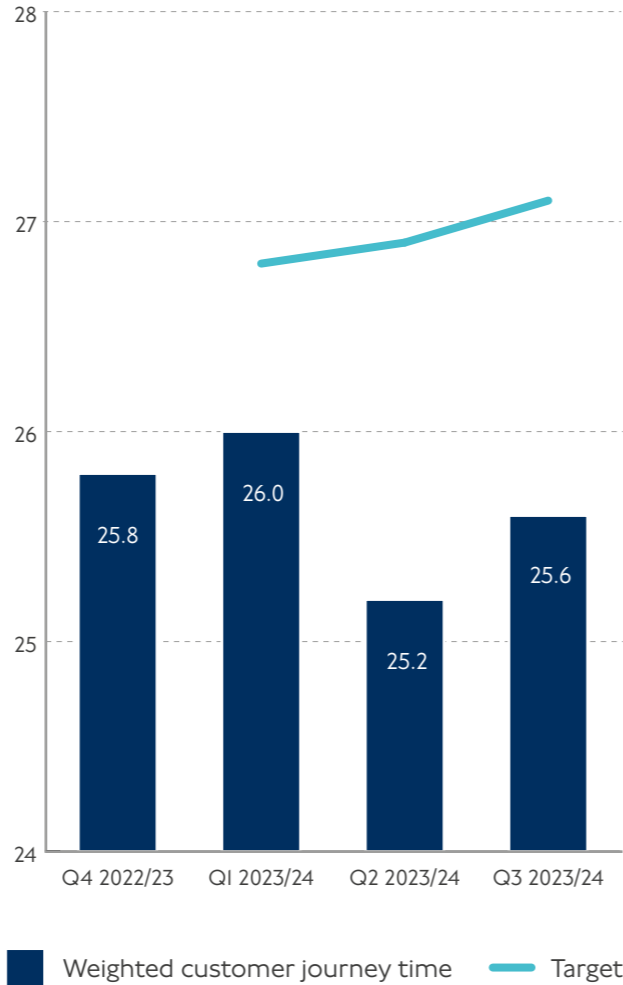


Both the actual and target bus customer journey time in 2022/23 and 2023/24 to date are higher than previous years, reflecting the longer average journeys bus customers make since the pandemic. Performance has been adversely affected by higher lost bus mileage related to staff shortages, the impact of mechanical issues and traffic leading bus speeds and reliability.

Rail journey time

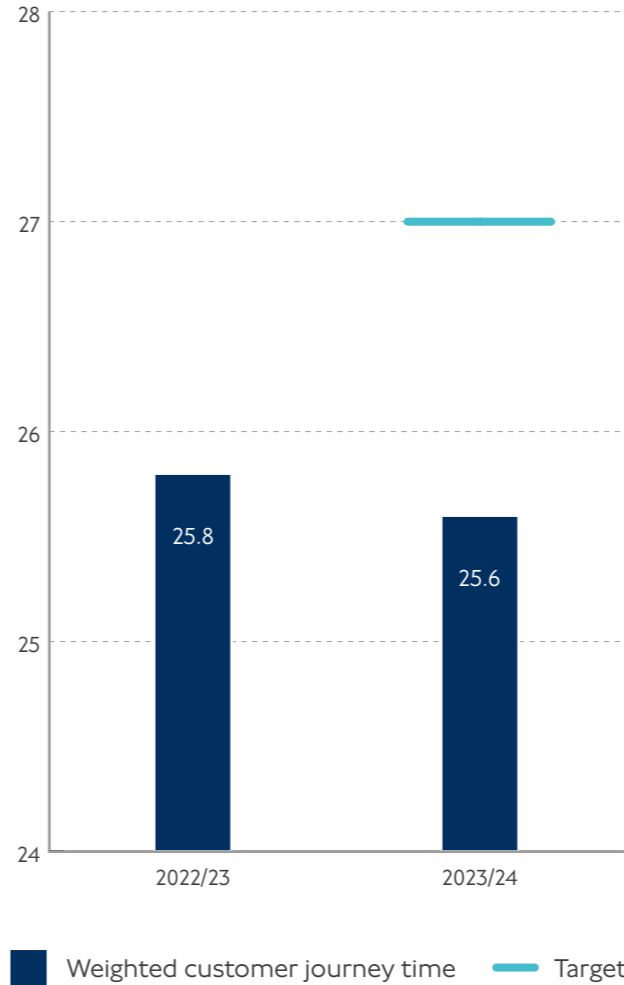
We measure the average time our passengers spend on their rail journey, which is an accumulation of all stages of a customer's individual journey in minutes. This enables us to monitor the performance of our rail services from the perspective of our customers. Quicker journeys are more likely to encourage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

Elizabeth line journey time
Past four quarters (minutes) since through running commenced



Elizabeth line services were significantly impacted this quarter by issues with trains and Network Rail assets. On 7 December, damage to overhead cables at Ladbroke Grove caused a lengthy suspension of services. Working with Network Rail and the train operating companies, we have commissioned a cross-industry review to look at improving the time taken to safely evacuate multiple trains and providing better customer information and care.

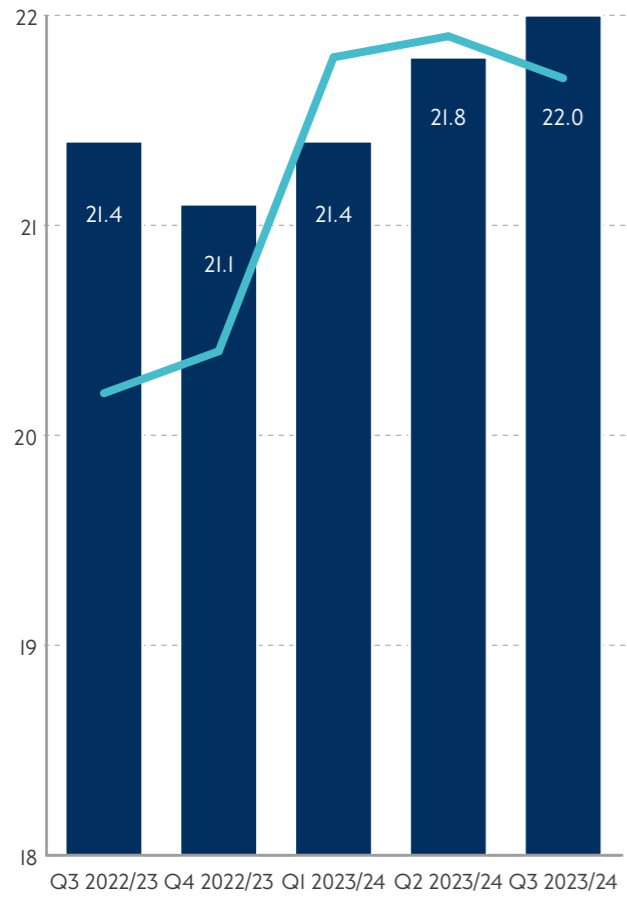
Annual trend (moving average) since through running commenced



Year-to-date customer journey time for 2023/24 is 25.6 minutes, better than the annual target of 27.0 minutes. The timetable change in May 2023 increased the frequency of trains, which improved journey times. Excess journey time (the difference between scheduled and actual arrival time of a train) has also been consistently better than target despite the operation of a more frequent timetable.

The Elizabeth line has been performing well overall with customer satisfaction remaining high, despite recent performance being below the high standards set when the line was fully opened.

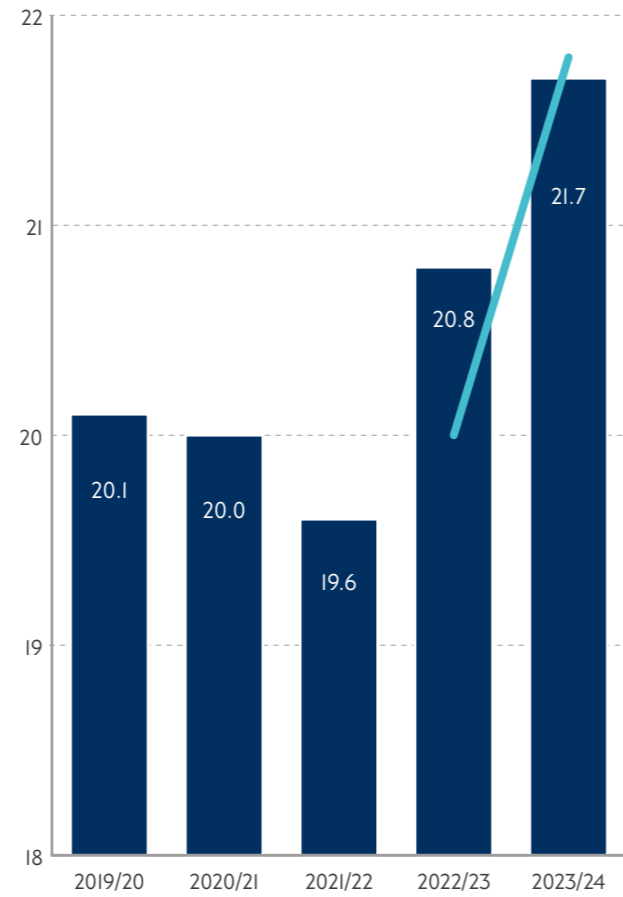
Tram journey time
Past five quarters (minutes)



■ Weighted customer journey time — Target

Tram customer journey time in Quarter 3 at 22.0 minutes was above the target of 21.7 minutes. The main driver behind the increase in journey time since the last quarter is ongoing problems with availability of our tram fleet. In parallel to the programme of reliability improvement works we are undertaking, we are reviewing options to replace this ageing fleet.

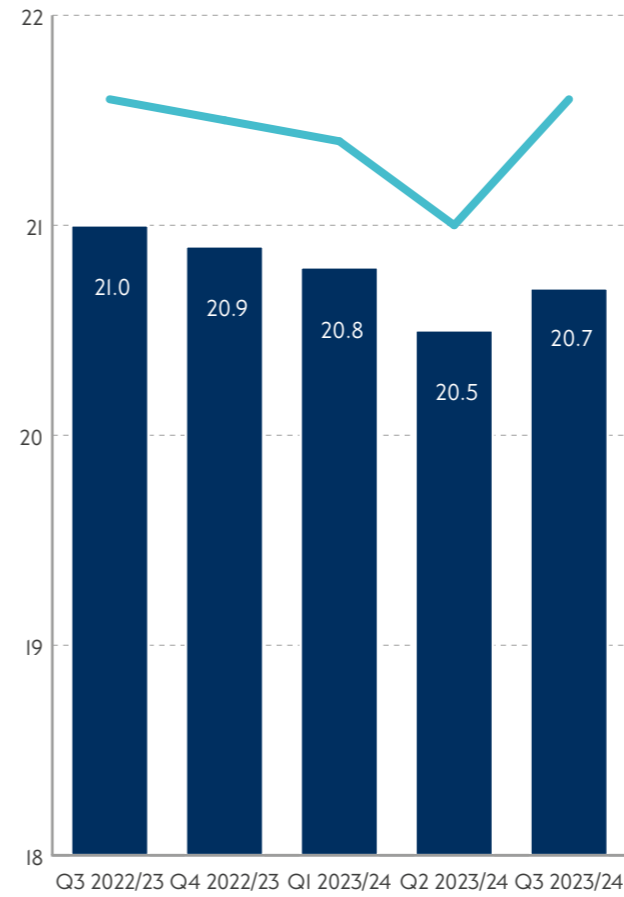
Annual trend (moving average)



■ Weighted customer journey time — Target

The year-to-date tram customer journey time for 2023/24 is 21.7. While this is better than the target of 21.8 minutes, it reflects a continuing trend of increasing journey time on the Tram network, as the poor condition of our tram fleet continues to have an adverse impact on availability.

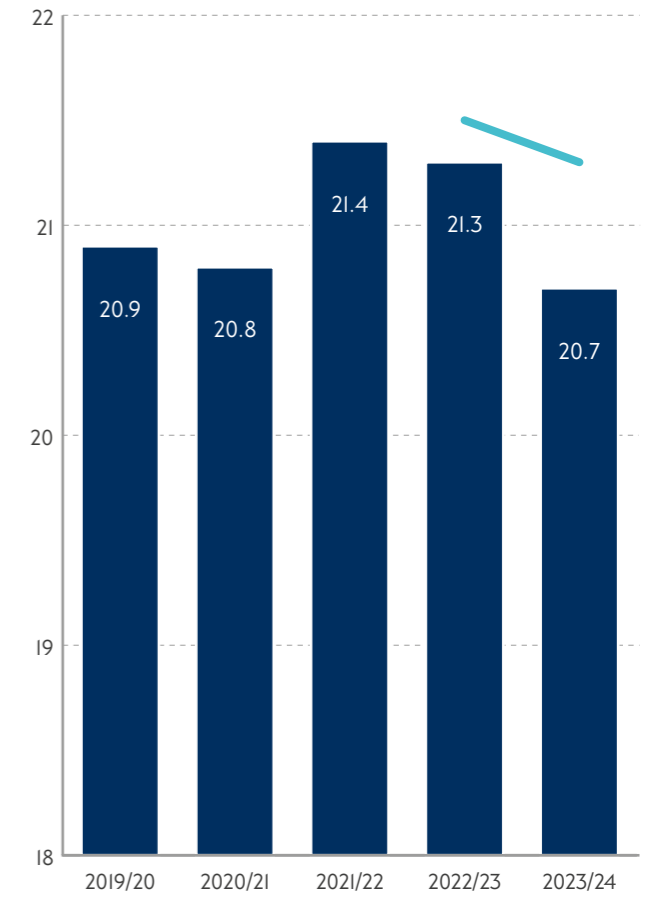
DLR journey time
Past five quarters (minutes)



■ Weighted customer journey time — Target

DLR customer journey time at 20.7 minutes was below target for the fifth consecutive quarter. Journey time increased slightly this quarter due to a number of asset-related incidents, including non-communicating trains caused by autumnal wet weather. The better-than-target customer journey time reflects an improved timetable with more frequent services, which has reduced average wait time and crowding.

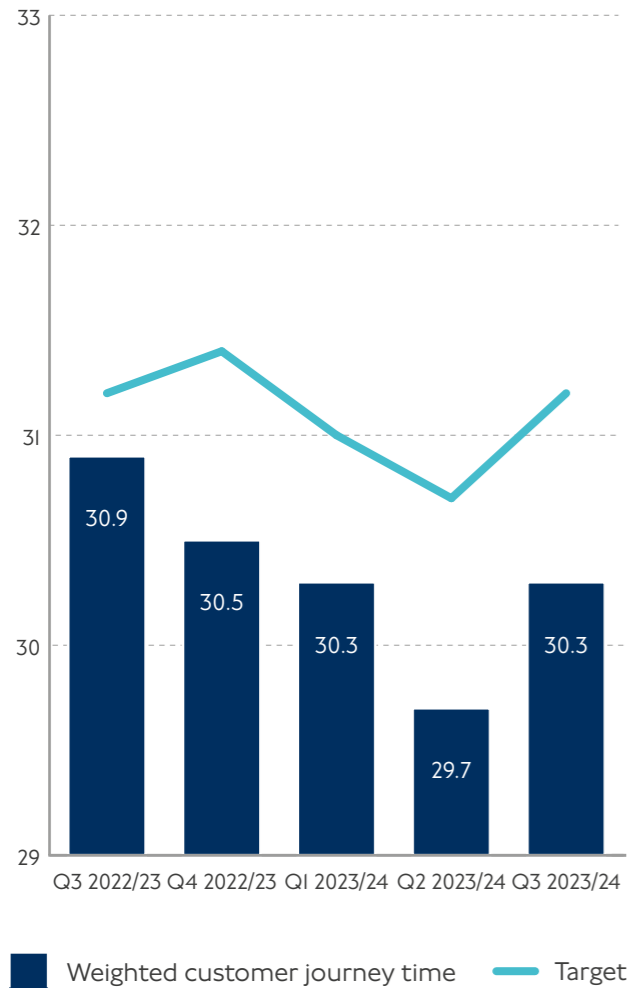
Annual trend (moving average)



■ Weighted customer journey time — Target

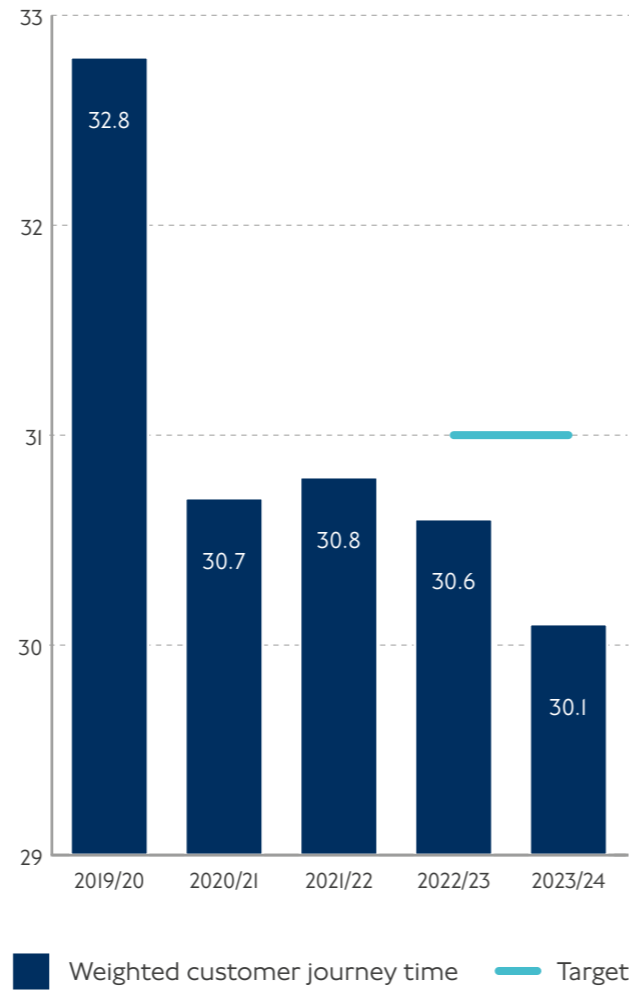
The year-to-date DLR customer journey time for 2023/24 is 20.7 minutes, which is better than the annual target of 21.3 minutes. DLR customer journey time has reduced in 2023/24 following the introduction of a new timetable in May 2023 with a higher number of trains operating per hour.

London Overground journey time
Past five quarters (minutes)



London Overground performed better than target for the fifth consecutive quarter, recording a customer journey time of 30.3 minutes against a target of 31.2 minutes. Although better than target, service was affected by a number of asset-related incidents on Network Rail infrastructure, including signal and track failures and lineside cable faults.

Annual trend (moving average)



The year-to-date average London Overground customer journey time for 2023/24 is 30.1 minutes, which is better than the target of 31.0 minutes and lower than the 2022/23 customer journey time. This is due to improved reliability of trains and fewer planned early-morning and late-night closures.

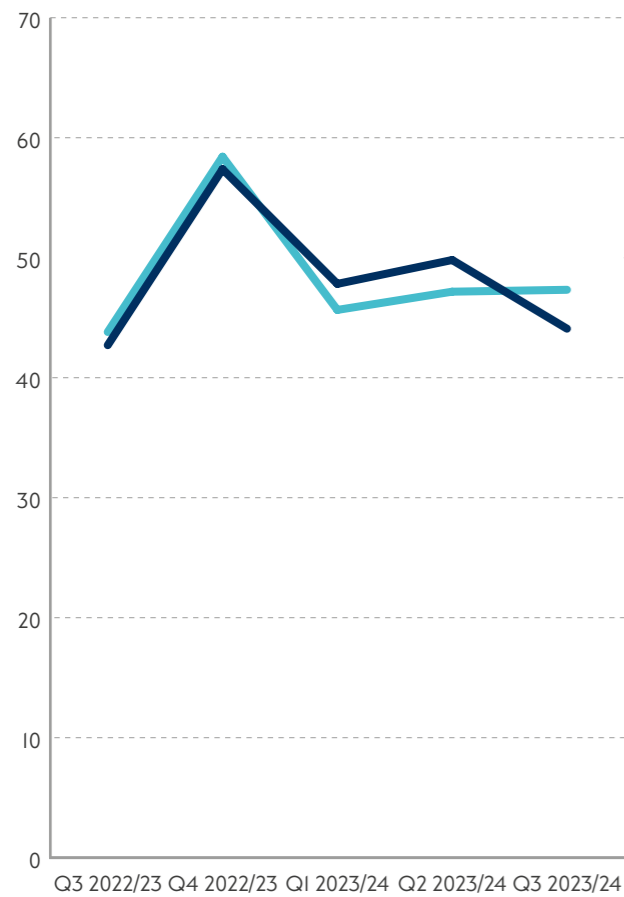


We're reducing journey times on London Overground

Services operated

For the majority of our services, we measure reliability as a percentage of the timetabled services that run as scheduled, or as a percentage of the total planned operating time when the service is actually available to customers.

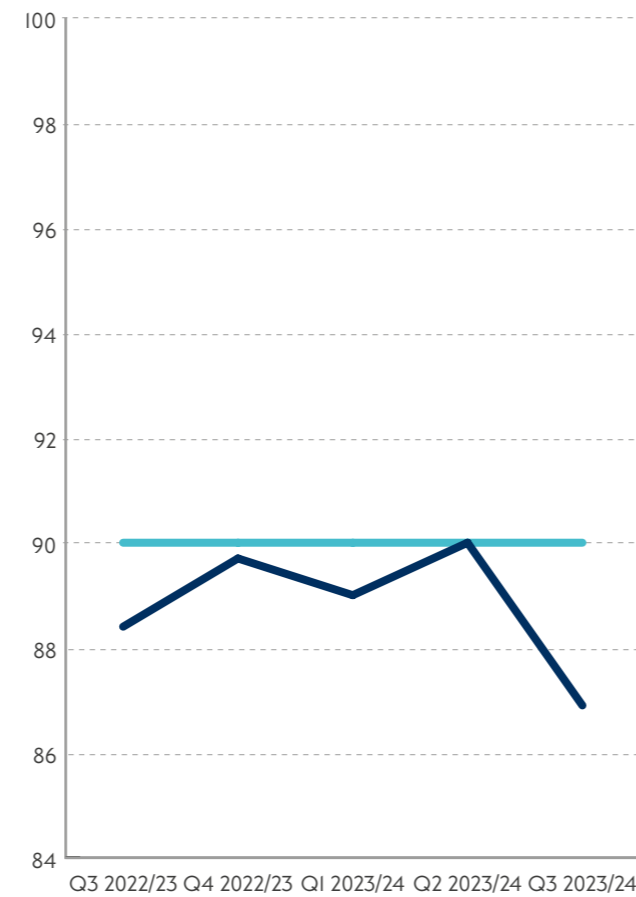
Victoria Coach Station departures
Past five quarters (thousands)



Departures Target

There was a small reduction in departures this quarter due to expected seasonal changes, but an increase of 3.2 per cent on the same quarter last year. In 2022/23 we saw over 182,000 domestic and international departures, involving approximately 18 million passenger movements.

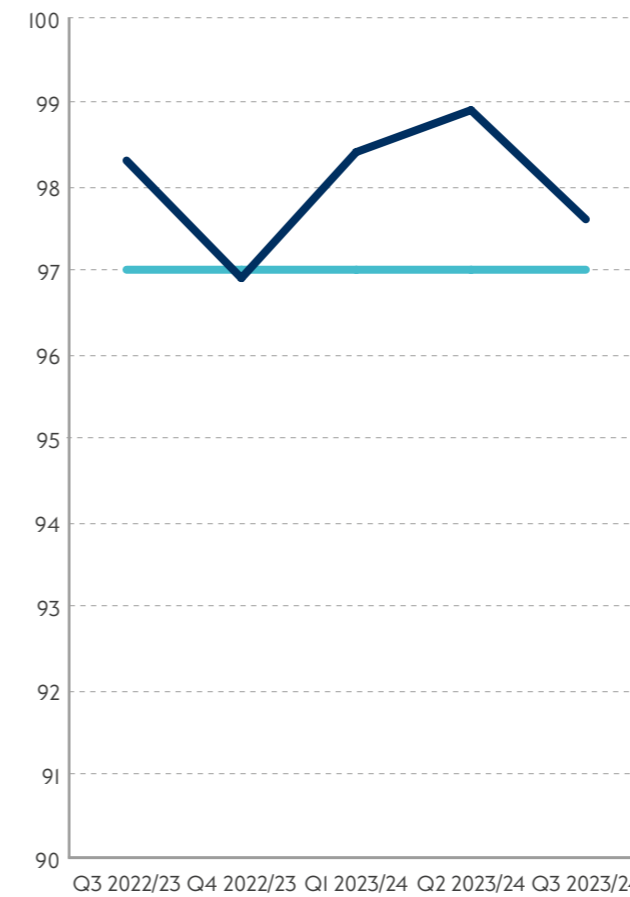
Dial-a-Ride trip requests scheduled
Past five quarters (%)



Trip requests scheduled Target

We received 11 per cent more requests this quarter compared to last year, with a 14 per cent increase in the year to date. We are recruiting more drivers to cope with this increase. We also expect to see benefits and efficiencies from our new booking and scheduling system, introduced this quarter.

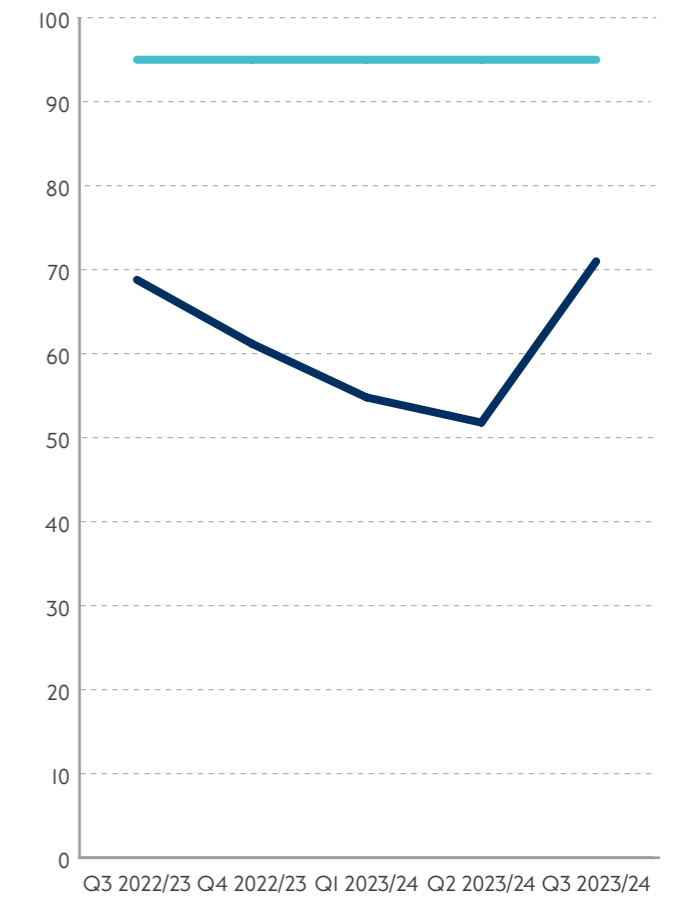
IFS Cloud Cable Car availability
Past five quarters (%)



Service availability Target

The IFS Cloud Cable Car availability was above target at 97.6 per cent. Downtime this quarter was mainly due to seasonal high-gusting wind at tower height. Over the festive period, we hosted a number of events including an interactive maze, Mrs Claus and a teddy-building workshop.

Woolwich Ferry availability
Past five quarters (%)

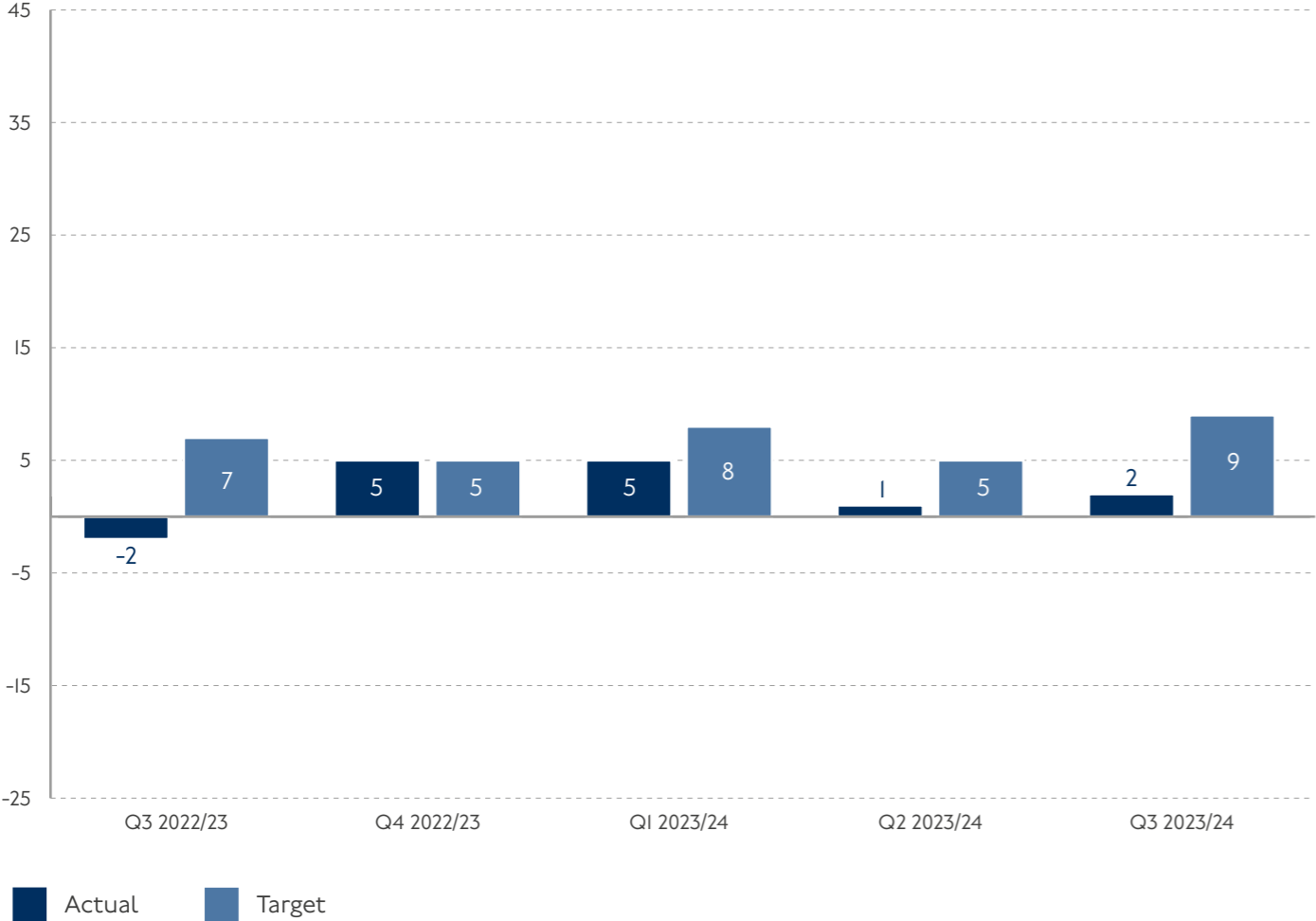


Service availability Target

Woolwich Ferry availability was 71 per cent this quarter, compared to 68.8 per cent achieved in the same quarter last year. Service downtime was mainly due to crew resourcing issues which improved since 6 November when returned to a two-boat service.

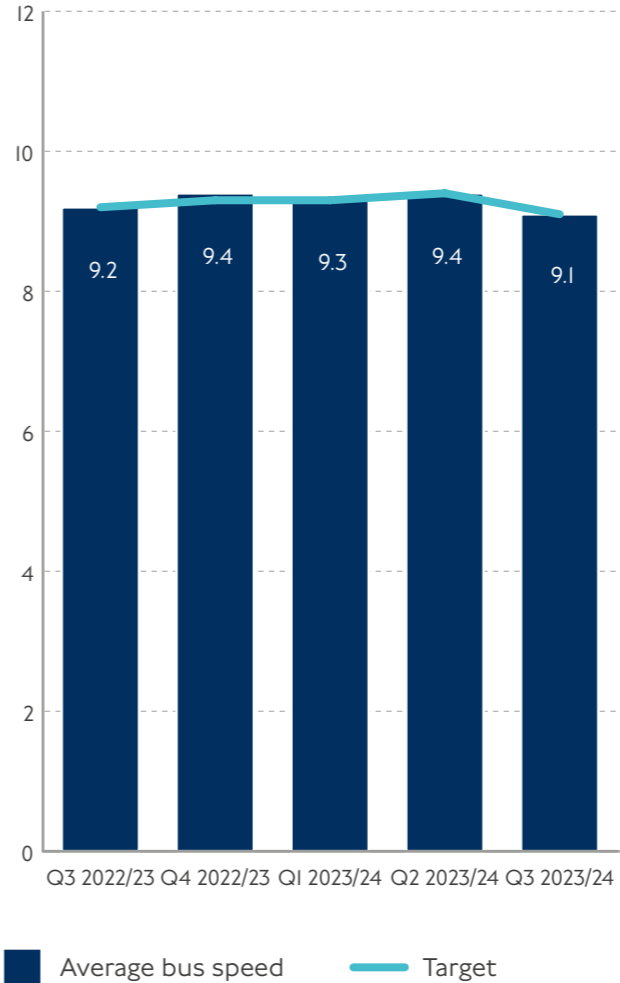
Roads and traffic

Road disruption
Past five quarters (%)



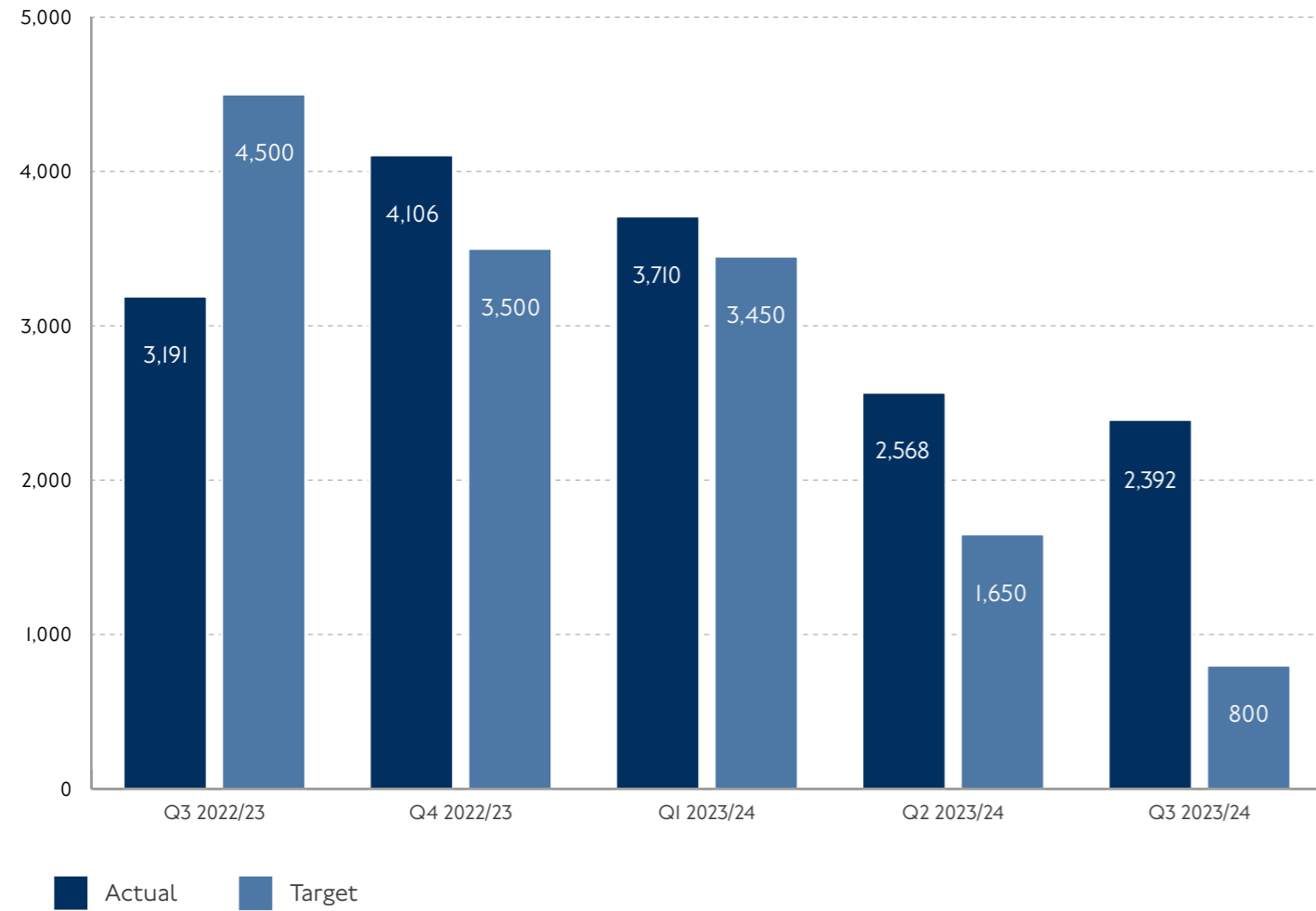
Disruption on the TfL Road Network remains below target during Quarter 3, although it has slightly increased compared to the same period last year. We work closely with local boroughs, and organisations who need to work on our road network to minimise the impact of their activities. Traffic flows on the TfL road network remain slightly lower than those recorded before the coronavirus pandemic.

Bus average speed
Past five quarters (mph)



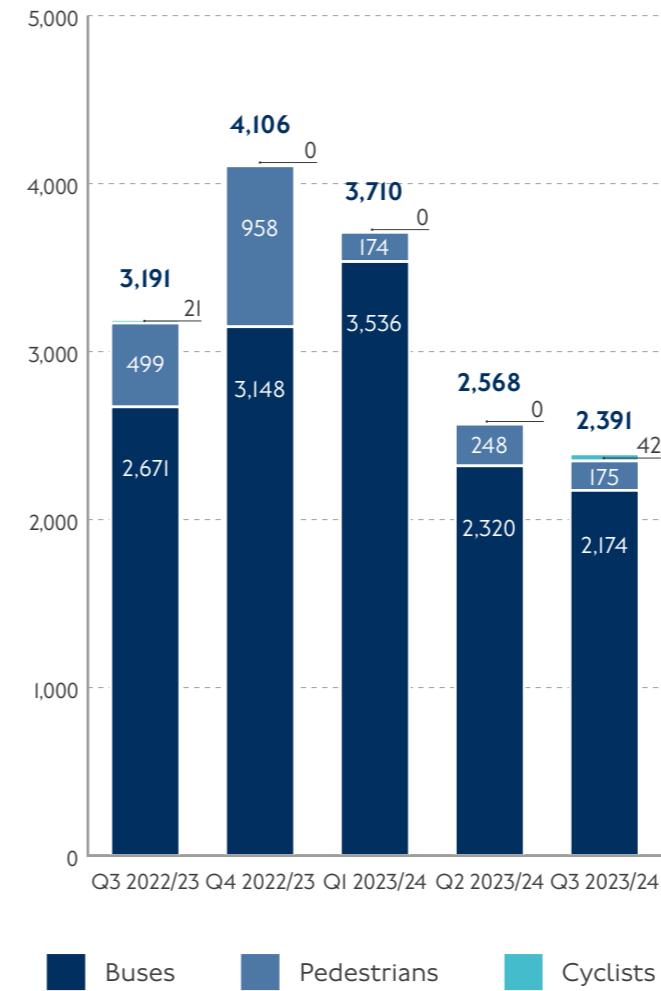
Average bus speed has gradually fallen back to the pre-pandemic base as passenger volumes have increased and the level of general traffic disruption has reverted to 2019 levels. Typical seasonal variations have been recorded but actual speeds in the Quarter 3 were just below the pre-pandemic base.

Traffic signal time savings
Past five quarters (hours)



In Quarter 3, we delivered nearly 2,400 hours of savings for sustainable modes. This exceeds our target by nearly 1,600 hours. We use a data-led approach to identify locations where there are delays to buses or impacts on bus speeds. We have focused on tuning up signal equipment for new Superloop routes to ensure it is able to identify these routes and provide the necessary priority to buses. This allows those buses to progress through signals as efficiently as possible.

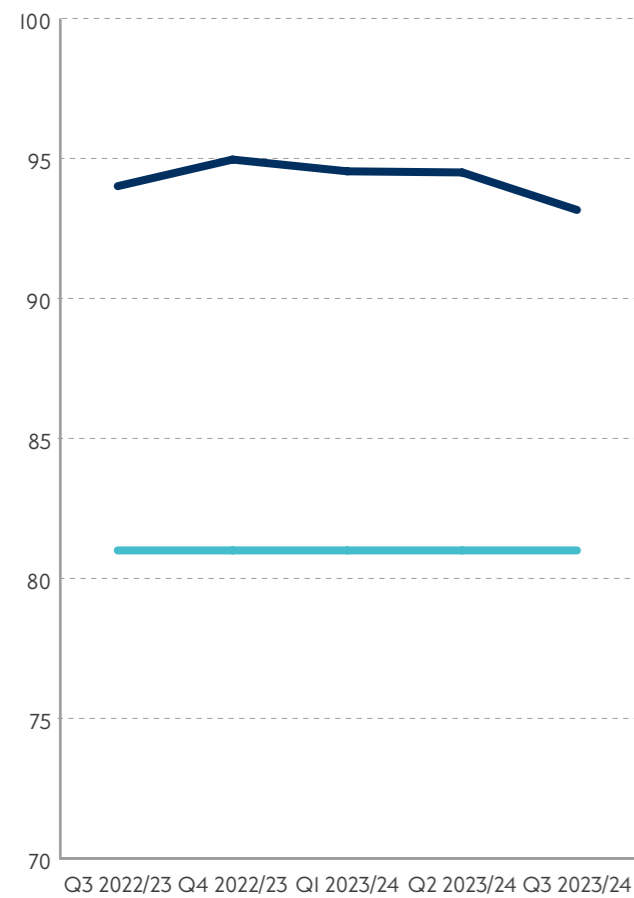
Type of road user benefiting from signal timing review
Past five quarters (hours)



We saved 2,174 hours per day for bus passengers, 175 hours for people walking and 42 hours for cyclists. We are on track to achieve our end-of-year target of 8,800 hours.

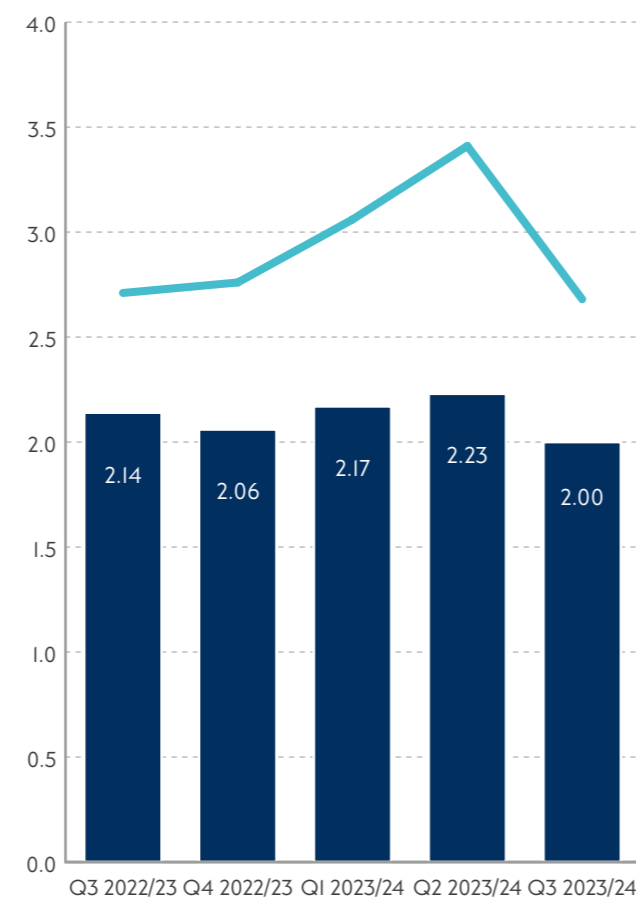
Santander Cycles

Docking station availability
Past five quarters (%)



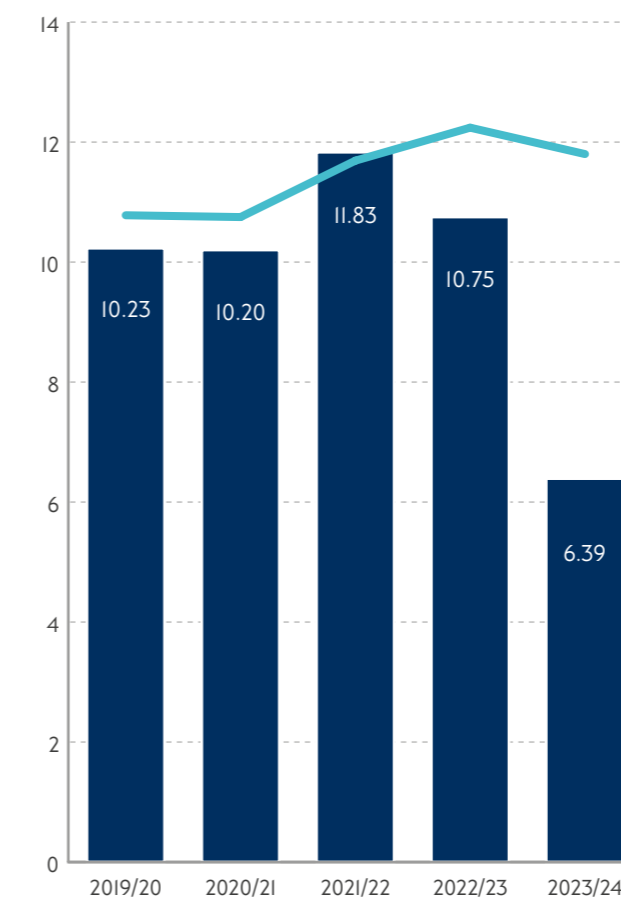
— Docking station availability — Target

Hires made
Past five quarters (millions)



■ Hires made — Target

Annual trend (year to date)



■ Hires made — Target

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Docking station availability remained high, averaging 93 per cent this quarter. We work collaboratively with our scheme operator to maintain this good performance, which is significantly above the contractual target of 81 per cent.

Hires decreased by 10.2 per cent compared to Quarter 2 with lower-than-anticipated hires from casual customers. Member hires remain very strong, six per cent higher compared to the Quarter 3 average. E-bike hires remain high at 152,000. The new monthly membership has performed strongly, with more hires from members in 2023 than in previous years. On 3 March 2024, we will introduce a £3 day pass, which will allow unlimited rides within a 24-hour period.

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. Hires at the end of Quarter 3 were 30 per cent lower than the year-to-date target. This is due to a significant reduction in the number of casual customers.

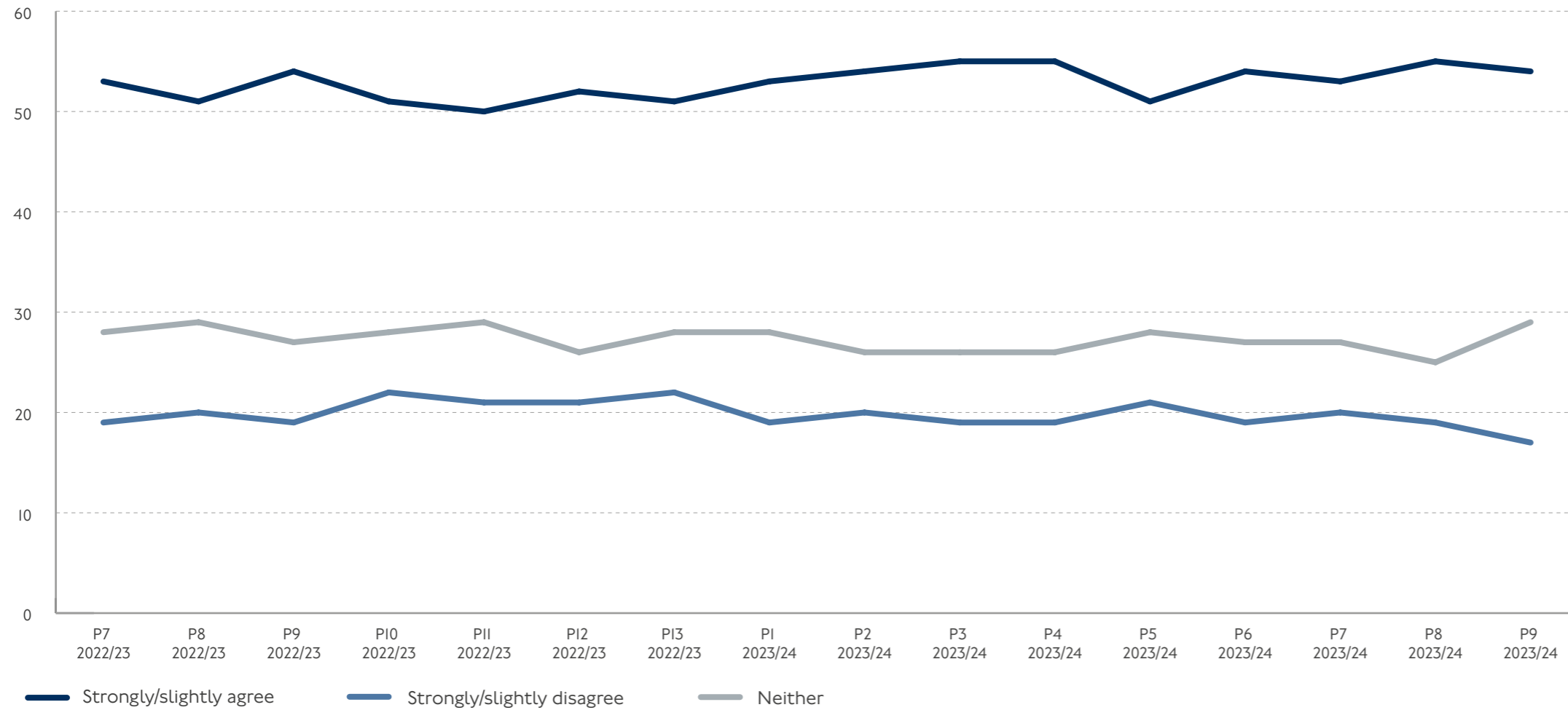
Customers

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 (%)

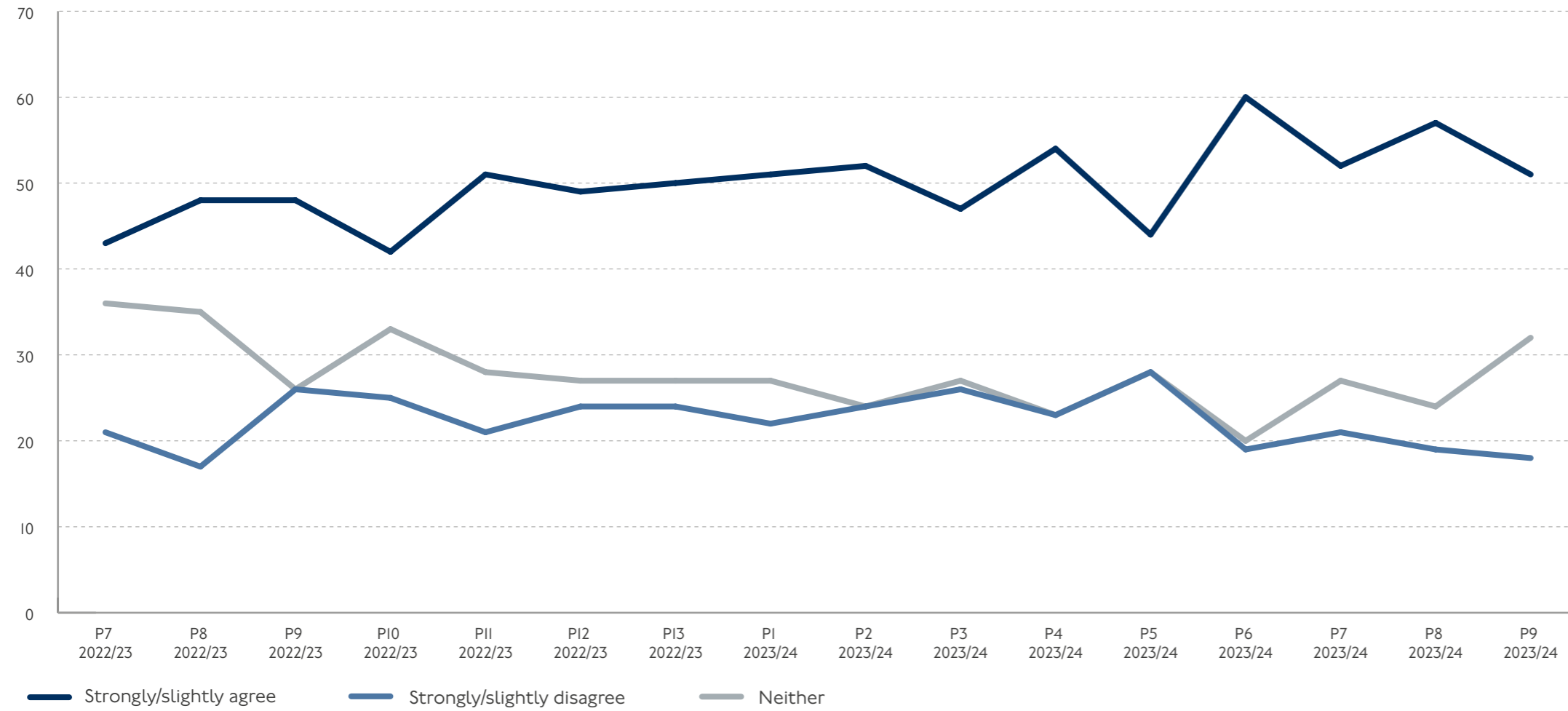


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The percentage of Londoners agreeing with the statement 'TfL cares about its customers' is 54 per cent in Quarter 3. This is an increase of one point from Quarter 2, but below the annual target for 2023/24 of 55 per cent. The percentage of public transport users (those who have used public transport in the last seven days) agreeing with the statement 'TfL cares about its customers' is 57 per cent for Quarter 3.

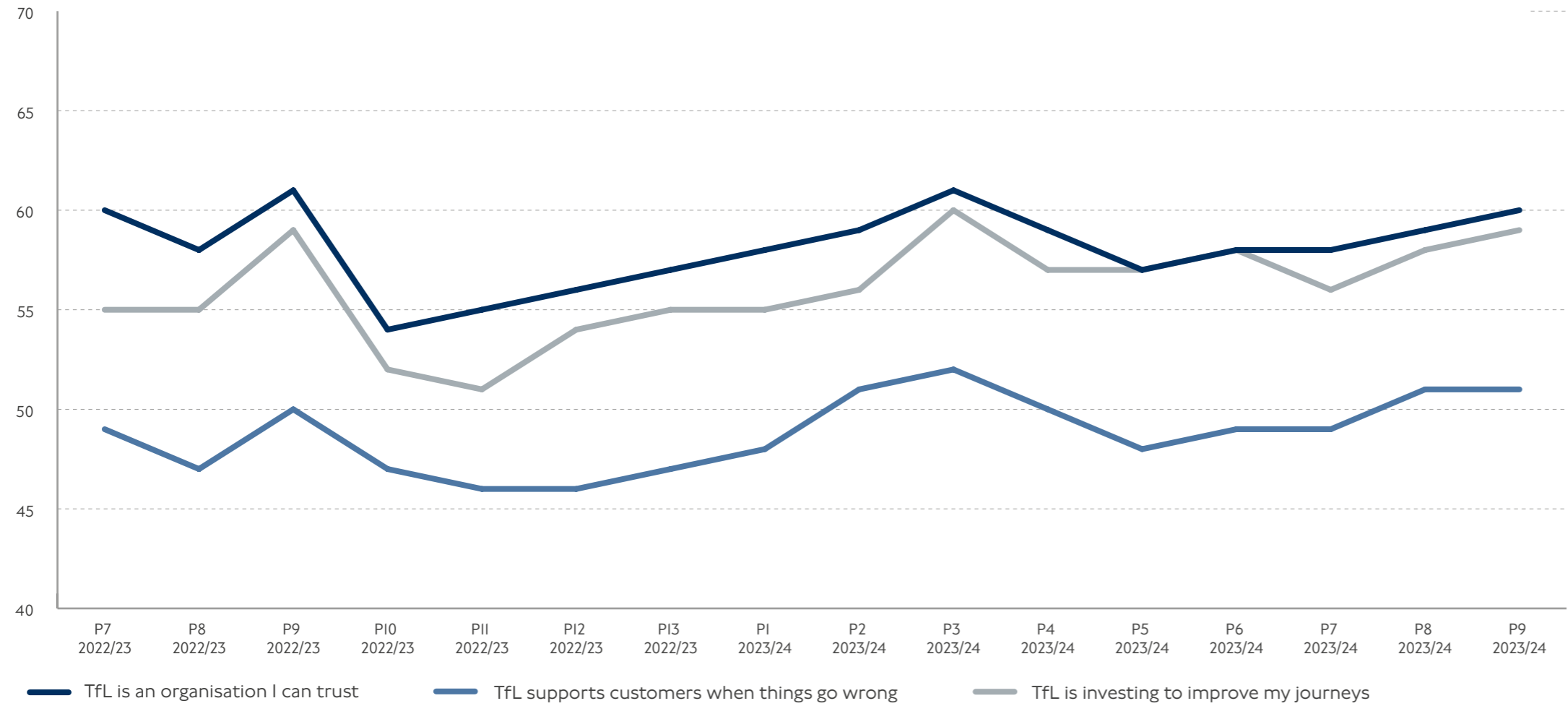
Disabled Londoners

Agreement, disagreement, neither (%)



The percentage of disabled Londoners agreeing 'TfL cares about its customers' is 53 per cent for Quarter 3, no change from Quarter 2. Confidence to travel among disabled Londoners is lower than that of non-disabled Londoners but this gap continues to close gradually.

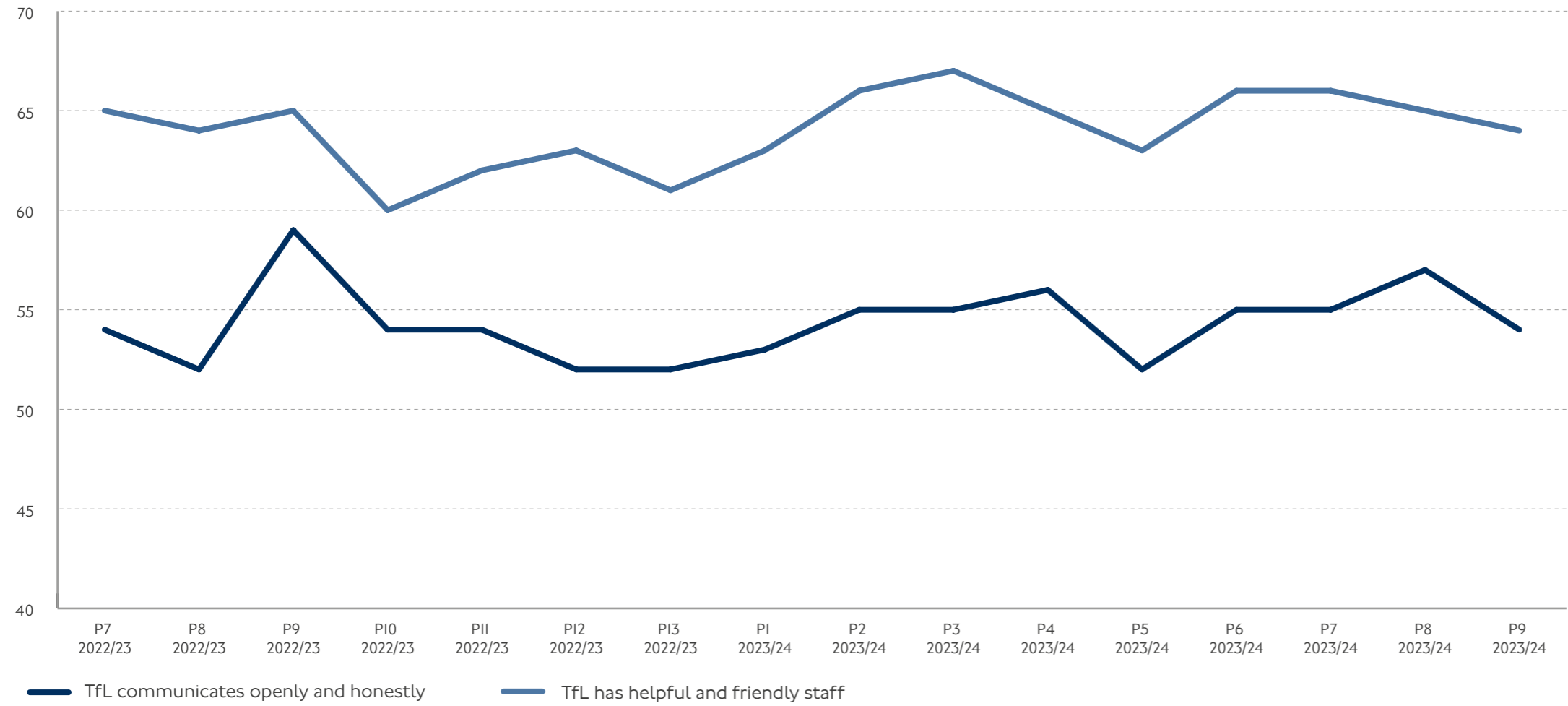
Key survey questions
Agreement (%)



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 and continues to perform slightly less well than the other drivers.

Overall, scores have remained stable or increased slightly in Quarter 3 compared to Quarter 2 and are at similar levels to those seen in Quarter 3 2022/23.

Key survey questions
Agreement (%)



The performance of these key drivers reflects a significant period of uncertainty with transport strikes. A continued focus on our core operational performance is critical, along with ensuring we support customers when there is disruption to services.

Our strategic priorities for customers

Provide a consistently good service

- Removing pain points and delivering our services so that every day is our 'best day' will result in a positive step-change in customers' perceptions of our services and us as an organisation

Support more sustainable streets

- We need to make walking, cycling and using the bus more attractive choices for Londoners if we are to create a more sustainable and inclusive city

Listen to our customers, build trust and show we care

- We need a deep understanding of our customers and to provide a personalised experience that reflects the multi-modal way they travel



We are improving street design to encourage more walking and cycling



Availability of information affects customer satisfaction

Satisfaction

Customer satisfaction score Past five quarters

| | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 | Q2 2023/24 | Q3 2023/24 |
|--------------------|------------|------------|------------|------------|------------|
| London Underground | 75 | 76 | 76 | 75 | 74 |
| London Buses | 77 | 78 | 77 | 77 | 76 |
| DLR | 77 | 78 | 79 | 78 | 78 |
| London Overground | 76 | 76 | 77 | 77 | 76 |
| London Trams* | 76 | N/A | N/A | N/A | 78 |
| Elizabeth line | 82 | 82 | 83 | 82 | 81 |

In Quarter 3, overall satisfaction decreased slightly for most modes. This was driven by the impact of increased wait and journey times, and an associated decrease in satisfaction with factors such as information and cleanliness. Satisfaction with the Elizabeth line remains high despite a decrease this quarter.

* 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

| | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 | Q2 2023/24 | Q3 2023/24 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Telephone calls | 648,557 | 682,246 | 558,960 | 578,555 | 658,480 |
| Calls abandoned (%)* | 14.22 | 10.31 | 9.65 | 9.78 | 11.41 |
| Correspondence | 228,217 | 265,462 | 232,869 | 245,621 | 270,987 |
| Cases closed (%)** | 82.03 | 83.96 | 86.25 | 82.21 | 80.27 |
| Average speed of answer (seconds) | 724 | 734 | 656 | 663 | 625 |

Call volumes were up 14 per cent on last quarter, and up two per cent on the same time last year. As noted last quarter, we are still seeing a rise in correspondence demand with volumes up 10 per cent on last quarter and 19 per cent higher than the previous year.

Call abandonment rates rose by 1.63 percentage points on last quarter but remain within target. Abandonment rates are also down 20 per cent on the previous year despite similar levels of demand. Correspondence cases closed remains on target but has fallen by two percentage points compared to both last quarter and financial year.

Finally, our Lost Property Office celebrated the formal opening of its new site at West Ham enabling us to help our customers retrieve lost items more efficiently.

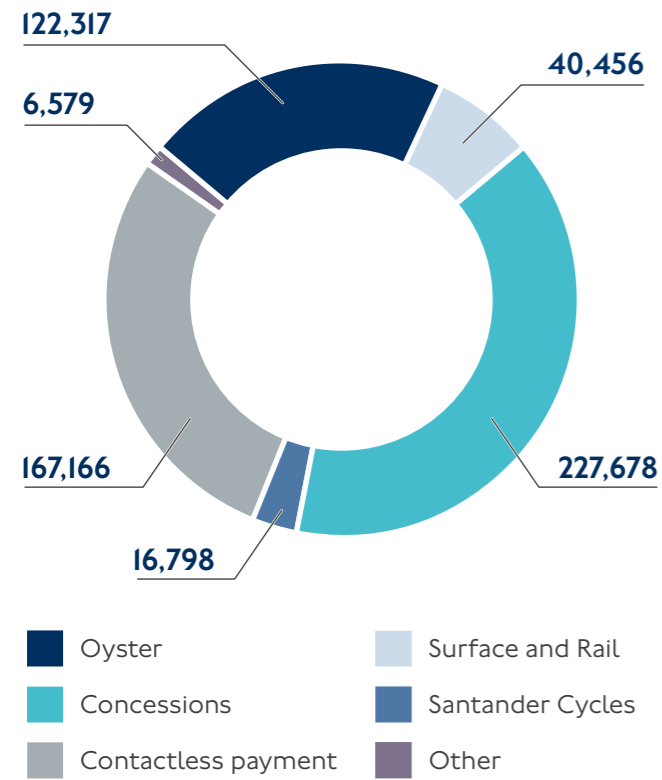
* Target of 15 per cent or lower

** 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 year-to-date |
|----------------------|-----------|-----------|-----------|-----------|-------------------------|
| Telephone calls | 2,687,696 | 1,304,300 | 2,292,137 | 2,426,382 | 1,795,995 |
| Calls abandoned (%)* | 16.2 | 7.6 | 16.12 | 12.22 | 10.34 |
| Correspondence | 757,298 | 364,778 | 580,567 | 900,797 | 749,541 |
| Cases closed (%)** | 78.9 | 83.4 | 73.80 | 82.76 | 82.86 |

Calls by subject*
This quarter



Overall demand was up 13 per cent on last quarter, though remained roughly the same as the previous financial year. The biggest shift was on concessions, which is largely due to expected seasonal increases in demand. However, problems with our external supplier's website caused a spike towards the end of the quarter and may bleed over into Quarter 4.

Contactless demand rose four percent on Quarter 2, and was up 11 per cent on the previous year; for Oyster, the increases were nine per cent and four per cent respectively. This was largely driven by increased numbers of users on both ticketing systems, a positive indication for the organisation as a whole.

Understandably, Surface and Rail followed the trend seen in ticketing, with demand up on both last quarter and the previous year, increasing by 10 per cent and 13 per cent respectively.

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



Call volumes to our contact centre continue to increase

Road-user charging and ULEZ
Past five quarters

| | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 | Q2 2023/24 | Q3 2023/24 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received | 270,099 | 360,414 | 253,188 | 394,805 | 389,598 |
| Calls answered | 264,702 | 348,444 | 240,913 | 377,087 | 376,651 |
| Calls abandoned (%) | 2.0 | 3.3 | 5.0 | 4.0 | 3.0 |
| Average speed of answer (seconds) | 41 | 81 | 118 | 80 | 50 |

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 | 1,037,591 |
| Calls answered | 1,440,357 | 1,093,382 | 1,518,973 | 1,222,640 | 994,651 |
| Calls abandoned (%) | 3 | 5 | 5 | 2 | 4 |
| Average speed of answer (seconds) | 42 | 63 | 48 | 46 | 78 |

Capita's road-user charging contact centre continues to perform well within contractual targets. The average speed of answer in Quarter 3 is 50 seconds and the call abandon rate is three per cent against a target of no more than 12 per cent of calls. Call volumes are down against Quarter 2 as we start to see a return to normal.



We handle a high volume of calls about road-user charging

Taxis and private hire
Past five quarters

| | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 | Q2 2023/24 | Q3 2023/24 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received | 155,402 | 86,949 | 61,357 | 56,006 | 70,477 |
| Calls answered | 100,558 | 77,926 | 60,353 | 54,152 | 68,033 |
| Calls abandoned (%) | 35.0 | 10.4 | 2.0 | 2.0 | 2.0 |
| Average speed of answer (seconds) | 2,145 | 323 | 32 | 50 | 67 |

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

As anticipated, call volumes in Quarter 3 increased compared to Quarter 2. This was due to the additional vehicles licensed in the quarter prior to the change to private hire vehicle (PHV) licensing. This requires all PHVs new to licensing from 1 January 2023 to be zero-emission capable (ZEC). Ahead of the new licensing requirement, the PHV industry sought to license as many non-compliant vehicles as possible.

The anticipated increase in demand was effectively managed with several measures put in place, including an overall increase to our capacity at the contact centre and inspection sites. This ensured that despite increased volumes the abandon rate remains at two per cent. Overall, the measures put in place ensured that a good service was offered with only a slight increase to the average speed of answer.

Past five years

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 year-to-date |
|-----------------------------------|---------|---------|---------|---------|-------------------------|
| Calls received | 749,561 | 222,291 | 235,135 | 346,552 | 187,840 |
| Calls answered | 532,096 | 158,847 | 225,445 | 280,767 | 182,538 |
| Calls abandoned (%) | 29 | 29 | 4 | 19 | 2 |
| Average speed of answer (seconds) | 699 | 896 | 111 | 870 | 50 |

Dial-a-Ride
Past five quarters

| | Target | Q3 2022/23 | Q4 2022/23 | Q1 2023/24 | Q2 2023/24 | Q3 2023/24 |
|-----------------------------------|--------|------------|------------|------------|------------|------------|
| Calls received | N/A | 75,705 | 117,643 | 101,399 | 105,175 | 122,997 |
| Calls abandoned (%) | 10 | 11.0 | 6.8 | 8.9 | 5.8 | 19.2 |
| Average speed of answer (seconds) | 180 | 276 | 154 | 207 | 136 | 448 |
| Email bookings | N/A | 10,202 | 11,300 | 8993 | 8872 | 7683 |

We received 62 per cent more calls in Quarter 3, compared to the same quarter last year. Due to an increase in call volume, our calls abandoned rate rose significantly. The implementation of a new booking and scheduling system in November experienced initial teething issues which drove significant call volume. Many of these issues are now resolved and we expect performance to improve during the next quarter. The introduction of an app which allows customers to book their own trips has been well received by those who choose to use it.

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 | 337,519 |
| Calls abandoned (%) | 10.7 | 5.5 | 10.6 | 9.9 | 11.6% |
| Average speed of answer (seconds) | 287 | 108 | 249 | 239 | 264 |
| Email bookings | 82,450 | 6,368 | 31,573 | 41,991 | 25,548 |

Complaints

Complaints

Year on year (per 100,000 journeys)

| | Q3 2022/23 | Q3 2023/24 | Variance (%) |
|-----------------------|------------|------------|--------------|
| London Underground | 0.88 | 1.04 | 18 |
| London Buses | 3.82 | 4.43 | 16 |
| DLR | 0.94 | 0.49 | -48 |
| London Overground | 0.36 | 0.46 | 28 |
| Elizabeth line | 0.74 | 0.9 | 22 |
| London Trams | 0.64 | 0.54 | -16 |
| IFS Cloud Cable Car | 4.17 | 0.79 | -81 |
| Congestion charge | 2.21 | 3.22 | 46 |
| Dial-a-Ride* | 97.97 | 131.27 | 34 |
| London River Services | 0.12 | 0.44 | 267 |
| Santander Cycles | 4.57 | 4.9 | 7 |
| Taxis** | 5.12 | 5.06 | -1 |
| Private hire** | 2.88 | 2.54 | -12 |
| Contactless | 0.5 | 0.54 | 8 |
| Oyster | 0.63 | 0.61 | -3 |

All the main rail modes saw increases this quarter except DLR, which saw complaints fall despite a rise in passenger numbers. For the other areas, the main reason for the increase in complaints was an increase in passengers.

Both Oyster and contactless saw increases in use over the quarter; again contactless saw a much larger increase (over 56m) than Oyster as people shift their travel arrangements post-pandemic.

While London River Services saw the largest percentage increase in complaints, this is based on very low numbers, with only eight complaints coming in over the quarter. The increase seen on Dial-a-Ride is also driven by smaller volumes but in this case can be attributed to the launch of a new system; we expect volumes to stabilise as customers become more familiar with it.

Due to increased demand for our services over the last three periods, most areas are showing an increase on the previous financial year, though for the most part are

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 | 0.98 |
| London Buses | 3.17 | 4.37 | 3.29 | 3.42 | 3.84 |
| DLR | 0.89 | 1.09 | 0.54 | 0.65 | 0.49 |
| London Overground | 1.58 | 1.24 | 0.65 | 0.48 | 0.42 |
| Elizabeth line | 2.30 | 2.26 | 1.77 | 0.79 | 0.85 |
| London Trams | 1.65 | 1.76 | 0.85 | 0.81 | 0.76 |
| IFS Cloud Cable Car | 2.83 | 2.57 | 4.69 | 3.75 | 1.98 |
| Congestion charge | 2.48 | 3.83 | 3.55 | 2.24 | 2.27 |
| Dial-a-Ride* | 83.62 | 64.87 | 61.33 | 66.99 | 72.35 |
| London River Services | 1.26 | 2.44 | 0.47 | 0.25 | 0.3 |
| Santander Cycles | 3.54 | 2.68 | 2.24 | 3.29 | 3.22 |
| Taxis** | 8.06 | 1.69 | 3.24 | 4.68 | 3.56 |
| Private hire** | 2.57 | 1.36 | 2.3 | 2.95 | 2.15 |
| Contactless | 0.40 | 0.39 | 0.5 | 0.51 | 0.54 |
| Oyster | 0.17 | 0.26 | 0.48 | 0.49 | 0.51 |

still tracking lower than the average over the previous four years.

Bus complaints per 100,000 journeys are also tracking higher than last year, the main reason being complaints against drivers and service performance. The slight rise seen in complaints on the Elizabeth line was largely driven by an incident on 7 December where a problem with National Rail services meant many of our customers were stranded for a prolonged period on trains.

* 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



Our frontline colleagues are praised by customers

Commendations

Commendations Past five quarters

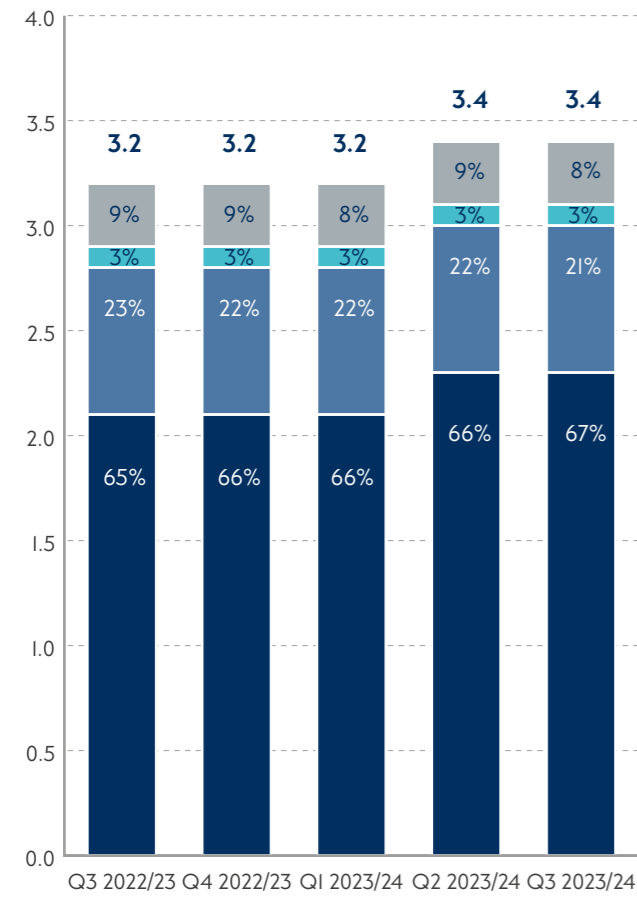
| | Q3 2022/23 | Q4 2022/23 | Q1 2022/23 | Q2 2023/24 | Q3 2023/24 |
|------------------------|------------|------------|------------|------------|------------|
| London Underground | 290 | 351 | 280 | 364 | 329 |
| London Buses | 577 | 782 | 581 | 663 | 776 |
| DLR | 11 | 23 | 19 | 18 | 18 |
| London Overground | 24 | 38 | 39 | 36 | 33 |
| Elizabeth line | 46 | 59 | 65 | 66 | 83 |
| London Trams | 2 | 2 | 4 | 3 | 4 |
| IFS Cloud Cable Car | 7 | 2 | 2 | 4 | 3 |
| Dial-a-Ride | 3 | 0 | 2 | 4 | 1 |
| London River Services | 1 | 1 | 2 | 1 | 0 |
| Santander Cycles | 0 | 0 | 0 | 0 | 0 |
| Taxis and private hire | 26 | 31 | 25 | 16 | 23 |
| TfL Road Network | 1 | 1 | 1 | 1 | 3 |
| TfL Policy | 5 | 9 | 10 | 18 | 17 |

Overall commendation volumes were up eight per cent on last quarter and 29 per cent on the same quarter last year.

On the Tube, overall commendations were down nine per cent on last quarter and up 13 per cent on the previous year. Elsewhere we saw rises on many modes; this seems to follow the wider trend we have seen this quarter of increased passenger numbers.

Tickets

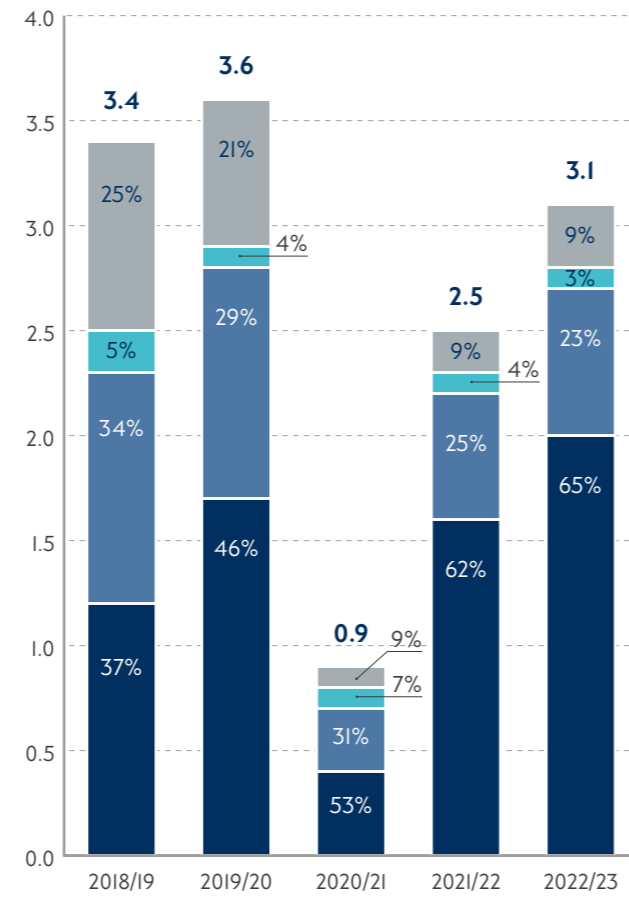
Fare payer split on typical weekdays*
Past five quarters (millions)**



Contactless
 Oyster pay as you go
 Bus & Tram Passes
 Travelcards

Overall demand has been steadily recovering. The share of contactless payment media (cards and mobile devices) used has increased to 67 per cent of all fare payer tickets in the latest quarter, up from 65 per cent a year ago.

Past five years (millions)***



Contactless
 Oyster pay as you go
 Bus & Tram Passes
 Travelcards

Before the coronavirus pandemic, the total number of fare payer tickets used remained fairly stable every year while the share of contactless increased. Although demand has yet to recover to pre-pandemic levels, the increased share of contactless looks likely to be maintained.

131m 
 contactless bank cards and mobile devices have been seen used on bus, Tube and rail services since launch

 **4.1m**
 contactless journeys are made daily

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

** Days measured:
 Quarter 3 2022/23: Thursday 24 November 2022
 Quarter 4 2022/23: Thursday 23 March 2023
 Quarter 1 2023/24: Thursday 11 May 2023
 Quarter 2 2023/24: Thursday 6 June 2023
 Quarter 3 2023/24: Thursday 9 November

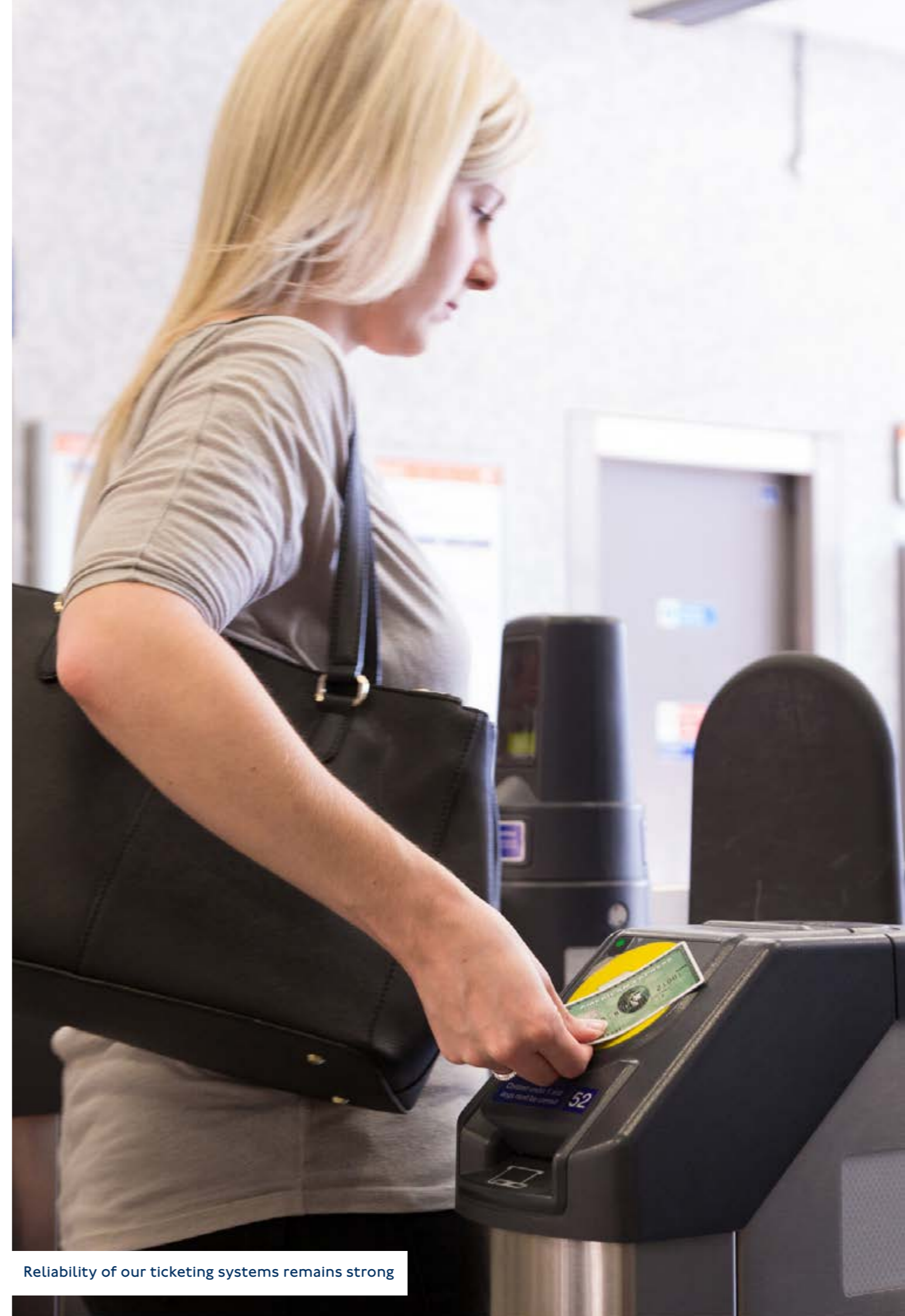
*** Days measured:
 2018/19: Thursday 7 February 2019
 2019/20: Thursday 6 February 2020
 2020/21: Thursday 4 February 2021
 2021/22: Thursday 10 February 2022
 2022/23: Thursday 9 February 2023

System availability

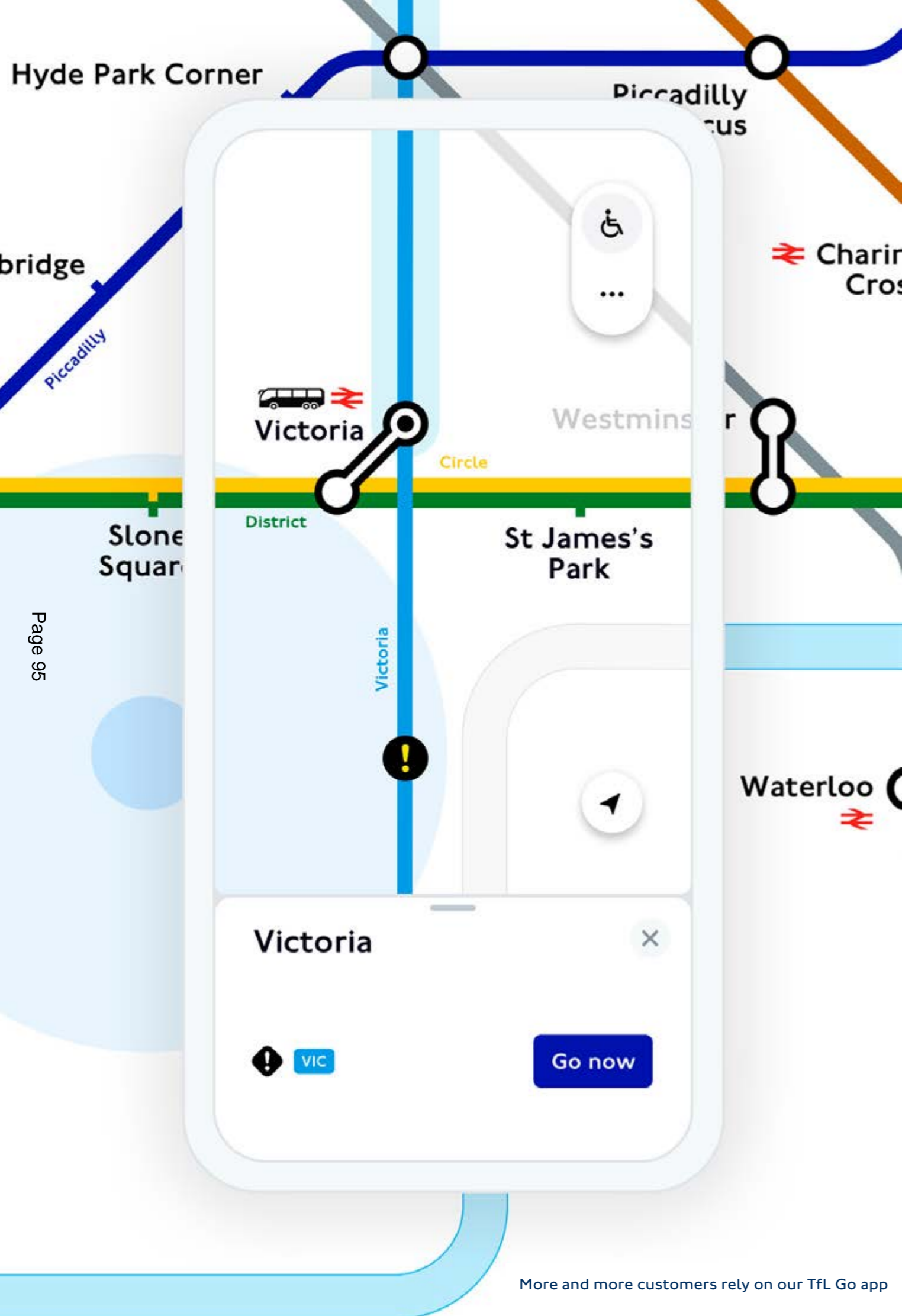
Ticketing system availability (%)

| | Q3 2022/23 | | | Q3 2023/24 | | |
|--|------------|--------------------|------------------------|------------|--------------------|------------------------|
| | Actual | Variance to target | Variance to Q3 2021/22 | Actual | Variance to target | Variance to Q3 2022/23 |
| London Underground – ticketing system overall availability | 98.91 | +0.71 | -0.29 | 98.79 | +0.59 | -0.12 |
| London Buses – bus validations – overall availability | 99.67 | +0.67 | -0.08 | 99.68 | +0.68 | +0.01 |

We exceeded our targets for availability of ticketing systems on both Tube and Buses in the quarter and the year-to-date. Compared with the same quarter last year, there is greater use of the transport system, especially at weekends.



Reliability of our ticketing systems remains strong



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More and more customers rely on our TfL Go app

Digital

TfL Go reached a new high of 837,000 monthly unique users in December 2023. Further progress has been made on app notifications both for Tube line disruptions and network-wide disruptions. The release of integrated payment functionality is now expected in summer 2024.

33.7m

average monthly screen views of TfL Go app (up 47.8% on Q3 2022/23)



837,000

average monthly unique users of TfL Go app (up 59.3% on Q3 2022/23)

3.3m

average monthly unique TFL website users (down 14.2% on Q3 2022/23)



69.1m

average monthly page views of TFL website (up 12.9% on Q3 2022/23)

Travel demand management

Busy sections of line

Throughout this year we have been running trials of behaviour change communications to support reduction of crowding on busy sections of the Tube and rail network. The most recent trials covered two sections of the London Overground network: the West Anglia line between Edmonton Green and Seven Sisters, and the East London line through Surrey Quays. These trials took place in October and November respectively. For these trials, we asked customers travelling at busy times to consider travelling at a different time or use a different route. The precise messages were chosen based on demographics and challenges at each station.

For the West Anglia line we focused on encouraging customers to take certain less-busy trains, while for the East London line we used a variety of messages around the choice of time, day and route. We then monitored whether customers changed their behaviour and any effect on crowding on trains. Cumulative results of the work are currently being compiled and will inform the future travel demand management delivery model for localised crowding and congestion communications.

Festive period

To support our customers over the festive period, and manage our reputation, we delivered a comprehensive travel demand management communications campaign. Our travel advice kept customers informed of planned works and service changes over this period and helped customers travel to major events such as Winter Wonderland and New Year's Eve fireworks. The majority of our services remained open except for Christmas Day. Our co-ordinated travel advice encouraged our customers to plan ahead and helped ensure they were able to enjoy all that London has to offer over the festive period.



We're helping customers find quieter times to travel

Campaigns

Campaigns – customer information email volumes Past five years

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 year-to-date |
|--|---------|---------|---------|---------|-------------------------|
| Customer information emails (millions) | 205 | 211 | 226 | 302 | 200 |
| Campaigns | 1,101 | 685 | 950 | 625 | 556 |

Customer relationship management

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

We deliver relevant and engaging content to our audience with latest campaigns and partnerships discounts tailored and personalised to the database. At present the marketing database has 1,352,054 customers subscribed.

In Quarter 3 we deployed five marketing emails to the database with multiple versions based on the segmentation of the

audience – for example, families versus all others. These emails supported revenue-generating messages relating to City of London, Halloween and Christmas events, alongside partnership discounts and wider London events.

We implemented a focused and rigorous testing strategy and began using a survey within our emails to collect data on customers preferences and behaviours.

This quarter also saw an increase in open rate at 32 per cent, up four per cent compared to the previous quarter. Click-through rate also increased to 12 per cent, which is 1.7 per cent above target. Unsubscribes also remained low at 0.04 per cent.



556

campaigns so far in 2023/24

200m

million customer information emails sent in 2023/24 to date



Our educational campaigns raise awareness of local speed limit changes

Customer marketing and behaviour change campaigns

Speed campaign

Our road safety campaign tackling speeding as a dangerous behaviour continued through October and November, leading up to Road Safety Week (19 to 26 November). The campaign, targeting drivers across London, aims to challenge socially accepted driving norms by reframing drivers' perception of what counts as speeding, particularly in lower speed limit roads (20 or 30mph). The multi-channel campaign was live on TV, video-on-demand, radio, social and cinema from 11 November.

Lowering speeds campaign

To support the Vision Zero objective to eliminate death and serious injury across the transport network by 2041, speed limits have been lowered in nine boroughs where there is an increased risk of death and serious injury. Our approach to communicating these changes is twofold: first, London-wide communications to educate all Londoners on the benefits and safety reasons behind lower speed limits; secondly, localised communications to raise awareness of local speed limit changes in specific boroughs. On 18 September, we continued these localised communications in boroughs including Greenwich, Lambeth, Lewisham, Southwark, Wandsworth, Merton, Kensington and Chelsea.

Active Travel Infrastructure – Cycleways

On 18 September, we launched a campaign to support the completion of four new Cycleways in Waltham Forest and Enfield. The routes connect communities including Southgate, Chobham Manor, Blackhorse Road and Palmers Green, making it safer and easier for people to travel around London by bike. Our campaign used local

and targeted communication channels to inform residents and Londoners who work and travel near a completed Cycleway about the expansion of the Enfield and Waltham Forest Cycleway networks.

Superloop

We launched four Superloop bus routes, SL10 Harrow to North Finchley on 25 November 2023, SL1 North Finchley to Walthamstow on 9 December 2023, SL5 Bromley to Croydon on 3 February 2024 and SL3 Bromley to Thamesmead via Sidcup and Bexleyheath on 24 February 2024. The final section of the orbital route, the SL2 between Walthamstow Central and North Woolwich, will be introduced by the end of March 2024. Our local campaign supported each launch with posters at locations along the routes to promote the new service and encourage ridership. Geo-targeted online advertising was also used to reach customers along the routes and informed them of how the service connects town centres and local amenities. Once all five routes are launched, the full orbital loop will be complete and a pan-London campaign will communicate this milestone.

ULEZ expansion and scrappage scheme

Both the ULEZ launch and scrappage scheme were supported by a press release, extensive stakeholder and borough communications, more than 2.5m customer emails, face-to-face leafleting at service stations on key arterial routes into London and downloadable leaflets and information on the TfL website. The extensive communications activity has contributed to high vehicle checking. Since 25 November 2022, there have been more than 19.3m page views and 9.7m unique visitors to the vehicle checker on our website, as of 21 September.



Our marketing campaigns promote new Superloop bus routes



Consultations

We launched eight consultations in Quarter 3:

- Review of taxi (black cab) fares and tariffs 2023
- Proposed changes to bus routes 178, 335 and B16 in Kidbrooke Village
- Proposed changes to bus routes 91, N91, 123 and 232 in Haringey Heartlands and Wood Green
- Improving the junction at Sussex Gardens and Edgware Road for pedestrians and cyclists
- Proposals to reroute buses U1, U2, U3 and E7 in Hillingdon
- Walking and cycling improvements between Wembley Central and Harlesden stations
- Proposed extension of bus route 394 to King's Cross Central
- Lower Lea Crossing safety improvement scheme

We are planning to launch eight consultations in Quarter 4 2023/24.

London Assembly scrutiny

London Assembly scrutiny Quarter 3 2023/24

| Date | Title | Type of scrutiny |
|-------------------|---|------------------|
| 27 September 2023 | Transport Committee - Trams | Public meeting |
| 12 October 2023 | Mayor's Question Time | Public meeting |
| 1 November 2023 | Oversight Committee - HR and IT shared services | Public meeting |
| 7 November 2023 | Transport Committee - Transport safety (part 1) | Public meeting |
| 9 November 2023 | People's Question Time | Public meeting |
| 16 November 2023 | Mayor's Question Time | Public meeting |
| 30 November 2023 | Transport Committee - Transport safety (part 2) | Public meeting |



The GLA regularly scrutinises our work

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.

Customer Service and Operational Performance Panel



Date: 5 March 2024

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

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

2 Recommendation

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

3 Forward Plan Development

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

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

4 Current Plan

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

List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Panel Forward Plan

List of Background Papers:

None

Contact Officer: Andrea Clarke, Interim General Counsel

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Customer Service and Operational Performance Panel Forward Planner 2024/25

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

Abbreviations: CCSO (Chief Customer and Strategy Officer), COO (Chief Operating Officer), CFO (Chief Finance Officer), CCO (Chief Capital Officer), GC (General Counsel), CTO (Chief Technology Officer), D-EL (Director Elizabeth line), D- SPE (Director of Security, Policing and Enforcement), D-IDP (Director of Investment Delivery Planning), C-D (Customer Director), DRA (Director Risk and Assurance)

| Standing Items | | |
|---|--------------|-----------|
| Customer Service and Operational Performance Report | COO and CCSO | Quarterly |
| Elizabeth Line Performance | D-EL | Quarterly |
| Risk and Assurance Report | DRA | Quarterly |

| June 2024 | | |
|-------------------------------------|-------------|-----------------------|
| Assisted Transport Services Update | COO | Six monthly |
| Customer Safety and Security Update | COO / D-SPE | Six monthly |
| Cycling Action Plan Update | CCSO | Annual |
| Artificial Intelligence | CCSO | Update (Board Action) |
| Bus Ridership | CCSO & COO | Update |
| Superloop Monitoring | CCSO & COO | Update |

| October 2024 | | |
|---|------------|--------|
| Delivering the Mayor's Transport Strategy: Step-free Access | D IDP | Annual |
| Deep-Dive on TfL's "Care Score" | CCSO | Annual |
| Superloop Monitoring | CCSO & COO | Update |

Customer Service and Operational Performance Panel Forward Planner 2024/25

| December 2024 | | |
|-------------------------------------|-------------|-------------|
| Assisted Transport Services Update | COO | Six monthly |
| Customer Safety and Security Update | D-SPE / COO | Six monthly |

| March 2025 | | |
|---|------|-----------------|
| Bus Action Plan Update | COO | Annual |
| TfL International Benchmarking Report | CCSO | Update biennial |
| Enterprise Risk Update – Deterioration of Operational Performance (ER6) | CCO | Annual |

Regular items

- Assisted Transport Services Update – every six months (June and December) – COO
- Customer Safety and Security Update – every six months (June and December) – D-SPE
- Cycling Action Plan Update – annual (June) – CCSO
- Delivering the Mayor’s Transport Strategy: Step-free Access – annual (October) – D-IDP
- Deep-Dive on TfL’s “Care Score” annual (October) CCSO
- Bus Action Plan Update – annual (March) – COO
- TfL International Benchmarking Report – biennial (March 2025) – CCSO
- Enterprise Risk Update – Deterioration of Operational Performance (ER6) – annual (March) – COO

Items to be scheduled

- Electrified Travel Devices (Micromobility) Update – CCSO
- Digital Wayfinding for Cycling Update – CCSO
- Cycle Hire Update – CCSO/COO

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

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

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By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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