

Agenda

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

Date: Wednesday 10 July 2024

Time: 10:30am

**Place: Conference Rooms 1 and 2,
Ground Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ**

Members

Dr Mee Ling Ng OBE (Chair)
Marie Pye (Vice-Chair)
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, General Counsel
Tuesday 2 July 2024

Agenda
Customer Service and Operational Performance Panel
Wednesday 10 July 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 March 2024 (Pages 1 - 10)

Head of Secretariat

The Panel is asked to approve the minutes of the meeting of the Panel held on 5 March 2024 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 11 - 20)

Head of Secretariat

The Panel is asked to note the updated actions list.

5 Assisted Transport Services Update (Pages 21 - 30)

Chief Operating Officer and Director of Buses

The Panel is asked to note the paper.

6 Cycling Action Plan 2 (Pages 31 - 50)

Chief Customer and Strategy Officer and Head of Transport Strategy & Planning

The Panel is asked to note the progress in the delivery of the Cycling Action Plan 2 and the latest cycling trends.

7 Santander Cycles Customer Hires (Pages 51 - 54)

Chief Customer and Strategy Officer and Director of Rail & Sponsored Services

The Panel is asked to note the paper.

8 Bus Ridership and Superloop Demand Monitoring (Pages 55 - 62)

Chief Operating Officer and Chief Customer and Strategy Officer

The Panel is asked to note the paper.

9 London Transport Museum - School Programmes (Pages 63 - 70)

Chief Customer and Strategy Officer and Director of Learning & Participation, London Transport Museum

The Panel is asked to note the paper and the forthcoming activities and to consider opportunities for further raising the profile of this work internally and externally.

10 Elizabeth Line Performance (Pages 71 - 74)

Director Elizabeth line

The Panel is asked to note the paper.

11 Customer Service and Operational Performance Report - Quarter 4, 2023/24 (Pages 75 - 118)

Chief Operating Officer and Chief Customer and Strategy Officer

The Panel is asked to note the paper

12 Risk and Assurance Report Quarter 4 2023/24 (Pages 119 - 126)

Director of Risk and Assurance

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

13 Members' Suggestions for Future Discussion Items (Pages 127 - 130)

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.

14 Any Other Business the Chair Considers Urgent

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

15 Date of Next Meeting

Wednesday 2 October 2024 at 10:30am

16 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

17 Risk and Assurance Report Quarter 4 2023/24 (Pages 131 - 134)

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

**Paddington Room (11YC1), 11th Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10:30am, Tuesday 5 March 2024**

Members

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

Staff

Tom Cunnington	Head of Bus Business Development (for Minute 05/03/24)
Oliver Gearing	Finance Director - Operations
Siwan Hayward OBE	Director of Security, Policing and Enforcement
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Zoe Manzoor	Senior Committee Officer
Mandy McGregor	Head of Policing and Community Safety (for Minute 07/03/24)
Howard Smith	Director, Elizabeth line (for Minute 07/03/24)
Mike Shirbon	Head of Quality, Safety and Security Assurance
Emma Strain	Customer Director

Also in attendance

Ryan Hill TfL Youth Panel Main Representative

01/03/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Councillor Ross Garrod and Bronwen Handyside. Peter Strachan attended the meeting via Teams and was able to participate in the discussion but did not count towards the quorum. The meeting was quorate.

Glynn Barton, Interim Chief Operating Officer and Alex Williams, Chief Customer and Strategy Officer were unable to attend the meeting. Glynn was represented by Siwan Hayward OBE, Director of Security, Policing and Enforcement, and Alex was represented by Emma Strain, Customer Director.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, to ensure the public and press could observe the proceedings.

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

In response to a recommendation from the Board Effectiveness Review, TfL's Youth Panel had appointed Ryan Hall as its representative to attend the meetings of the Panel, with Amir Dawoodbhai as his reserve. The Chair welcomed Ryan to his first meeting of the Panel and welcomed the opportunity for the Panel to hear directly the voices of young people.

02/03/24 Declarations of Interests

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

Since the last meeting, there had been one update to Members' declarations: Dr Lynn Sloman MBE had stood down as Director of Transport for Quality of Life Limited.

03/03/24 Minutes of the Meeting of the Panel held on 5 December 2023

The minutes of the meeting of the Panel held on 5 December 2023 were approved as a correct record, and the Chair was authorised to sign them.

04/03/24 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.

05/03/24 Bus Action Plan Update

Tom Cunnington presented the item providing an update on the Bus Action Plan. The paper set out TfL's vision for 2030 and its actions across five thematic areas: inclusive customer experience; safety and security; journey times; connections; and decarbonisation and climate change resilience. There was also a focus on bus services to hospitals.

The paper also set out key achievements to date in delivering the Bus Action Plan. On Saturday 2 March 2024, TfL launched the ninth Superloop express bus service, route SL2 between Walthamstow Central and North Woolwich. Customer feedback on the Superloop network, with its distinctive branding, had been very positive. Another key highlight was the introduction of the route 63 service. While these services may have potentially taken some patronage away from existing bus services, overall, there had been a net growth in customer numbers. Work was underway to look at the lessons learnt from the new bus services in terms of the overall growth in patronage, how lessons could be applied to other bus services, the revenue generated from the services and potential further enhancements to the new services. Superloop monitoring updates were included on the Panel's Forward Plan and Members requested that these include the costs-benefits of the service.

[Action: Tom Cunnington]

It was suggested that further work should be carried out with the NHS to raise awareness of bus services to hospitals for patients, as this could save transport costs for hospitals. Members discussed the issue of improving bus routes to hospitals and bus routes to outer London university campuses. A written update would be provided to the Panel on the bus services to hospitals and the routes to outer London university campuses and sixth form colleges. **[Action: Tom Cunnington]**

Work had also continued on enhancing bus shelters and on providing countdown signs and real time information. Following the recent developments regarding the SMS timetable, a temporary solution had been put in place to help digitally excluded customers with a view to developing longer term alternatives. Given the benefits of this system to customers in providing accessible information for people without access to a smart phone, TfL remained committed to providing this service. Work was also underway to test the benefits of introducing automatic passenger countdown software on selected buses to provide real time information, and this would be subject to the completion of a full Equality Impact Assessment to ensure they were suitable for everyone. Overall, due to the improvements, there had been a net increase in the provision of real time information systems at bus stops.

Many of the key milestones in the Bus Action Plan had been met. This was a challenging programme. Slower progress had been made with achieving certain milestones, in part, due to factors including people resources, re-prioritising actions due to funding issues, and completing due diligence checks (for example for the iBus 2 contract award or in making the Bus Safety Standards a mandatory requirement) to ensure the measures were fit for purpose. Members asked that the work on milestones identified as red be progressed and all milestones on bus safety standards should be actioned as soon as possible.

At the suggestion of a Member, a milestone should be added covering accidental pedal confusion to identify the risks of this. The milestones on green infrastructure would also be updated to set out specific biodiversity measures. Officers would circulate the final version of the Bus Action Plan with the suggested milestones including details of the actions on green infrastructure. **[Action: Tom Cunnington]**

Good progress had been made with recruiting drivers to address the driver shortage. Members welcomed the work to recruit additional female drivers from diverse backgrounds and stated that the former Director of Buses and the Bus Operations team deserved recognition for making such good progress with delivering the Women in Bus and Coach initiative. Members sought assurances regarding progress with delivering the milestone regarding the provision of equality, diversity and inclusion driver training. The training commenced in November 2023 with a focus on providing training to existing drivers. A shorter version of the training would form part of the induction for new drivers.

TfL was holding meetings with all boroughs to look at the actions in the Bus Action Plan and to discuss further improvements to bus services. Feedback from boroughs was generally very positive and they were enthusiastic about engaging with the measures, for example, on the issues of bus journey times. It was noted that the recovery rates in demand for bus travel in inner London was at a lower rate compared to outer London. Assurances were provided regarding the team's ongoing engagement with inner London boroughs, such as Camden and Islington on the Bus Action Plan to retain a viable network in inner London and provide an integrated offer with rail services.

Ryan Hill reported on the views of the TfL Youth Panel regarding the engagement with young people when planning new services, such as the Superloop, and the lessons learnt from the Superloop. It was confirmed that it was too early to comment on the impacts of the new routes, but over time there had generally been a huge increase in bus ridership in London and a move away from vehicle use. TfL carried out outreach work with schools to consider the views of young people and to continue to encourage the use of buses and public transport in the long term. Bus routes to schools were a vital part of the planning process and TfL was keen to engage further with the Youth Panel as well as schools and youth groups regarding the design of services.

A further report would be presented to the Panel in six months.

The Panel noted the paper.

06/03/24 Equity in Motion

Emma Strain introduced the item on TfL's new accessibility plan Equity in Motion (EiM) which sought to ensure as many Londoners as possible could access and benefit from public transport and that London's transport network was welcoming and inclusive.

The paper provided an overview of activity to date to deliver the aims of EiM and next steps. The EiM committed TfL to carry out a wide range of actions with partners with a view to embedding equity into organisations systems. Officers would report on progress with the EiM through regular updates to the Panel.

The Panel commented that it was a high-quality and important document. In response to questions from Members and the Youth Panel, officers provided further assurances regarding the plans to monitor the effectiveness of the measures on a regular basis.

Progress reports would be presented to the Panel regularly, with the first in six months, including details of any barriers encountered in delivering projects. Individual topics of particular interest would be included on the agenda as and when necessary, for deep dive reviews and embedded into future reports **[Action: Emma Strain / Secretariat]**

The Panel noted the paper.

07/03/24 Update on TfL Programme to end Violence against Women and Girls

Siwan Hayward OBE and Mandy McGregor introduced the item, providing a high-level update on TfL's work to tackle violence against women and girls and to improve their confidence to travel on public transport networks.

The paper provided details of the scale of the activity underway, with policing partners and engagement with women and girls, including in-depth survey work, to understand concerns and inform future work. The feedback and the monitoring information showed that the campaigns and other measures were all having a positive impact; these including the zero tolerance to sexual harassment campaign, the Project Guardian work with young people and the focus on reporting. It was noted, however, that many people still did not feel safe using public transport and the response to footage of the recent

Bruce Grove station incident, showing a women being subject to abuse and harassment, demonstrated how harmful such incidents could be to confidence in travel.

The 2024/25 Action Plan would be brought to a future meeting of the Panel.

[Action: Siwan Hayward OBE / Secretariat]

The Panel noted details of the arrangements in place to measure progress with initiatives, including looking at reporting statistics, outcomes and the effectiveness of interventions. This was still partly work in progress and officers noted the need to further develop tracking and monitoring processes to define 'what good looks likes' from a customer point of view and to enable progress to be charted against this.

The Panel stressed the need for station staff to be vigilant in noticing incidents, including monitoring CCTV and noted that staff were trained and equipped to help out in a supportive way, so that stations provided a safe space. The target was for the whole of the transport network to feel like a safe space.

The team worked closely with the British Transport Police (BTP) and the Metropolitan Police Service, including the Safer Transport teams that worked in the boroughs. The teams had a good understanding of the local area and tackling sexual harassment continued to be one of the team's key priorities. TfL and rail providers also worked together, to share best practice and to coordinate the approach and were working closely with the BTP to ensure train operators achieved Safeguarding on Rail accreditation. The partners recognised the importance of preventing harassment at bus stops and shelters. Work was underway to roll out several initiatives aimed at achieving this, including providing signage on bus stops with reporting information. Further updates on the work on improving the safety of bus stops and shelters would be included in future reports.

The Panel also noted an update on the work carried out by the Taxi and Private Hire Vehicle team to ensure the statutory standards regarding passenger safety were met. TfL was in the process of introducing further requirements, following the consultation on the Department for Transport's new statutory standards. Complaints were thoroughly investigated and taken seriously. Complaints of a criminal nature were passed on to the police. Information on this work would be included in future reports to the Panel.

Updates on TfL's Work-related Violence and Aggression Strategy covering the effectiveness of body worn cameras would be brought to future meetings of the Safety, Sustainability and Human Resources Panel.

Ryan Hill reported the views of the Youth Panel seeking clarification of the plans in place to allow women and girls to share their experience, especially young adults in schools. The Panel noted an overview of TfL's work to engage with young people, including through the Project Guardian sessions with schools and through engaging with less prominent groups on initiatives such as the proposed safety improvements to the public realm.

The Panel noted the paper.

08/03/24 Enterprise Risk Update - Deterioration of Operational Performance (ER6)

Howard Smith and Lorraine Humphrey introduced the item on Enterprise Risk 6 - Deterioration of Operational Performance. The paper set out the causes, consequences and analysis of the risk, evaluating both the current state and the target outcome. It also detailed controls and actions in place to manage the risk effectively. Priority was always given to safety matters but, given the limited resources, this approach may impact on performance.

The Risk and Assurance Directorate welcomed the level of engagement with teams across TfL, including the engineering teams, to understand the risks and identify appropriate mitigations. The Independent Investment Programme Advisory Group had carried out a review of asset conditions, as well as on renewals and prioritisation, and this was available to the Panel on request.

The Panel sought assurances on the controls in place to mitigate against long-term asset degradation, in particular the measures for ensuring understanding of whole-life reliability and costing to mitigate asset degradation. Clarification was sought on the availability of information on the state of assets across all modes and the need to produce a road map showing how TfL intended to move from its current position to its target position. The management of this risk was crucial to TfL's reputation and providing reliable services and a road map should be developed, detailing mitigations to achieve the target position. Officers would provide an update to the Panel on this.

[Action: Stuart Harvey]

It was agreed that the Chair of the Panel should meet with the Chair of the Programmes and Investment Committee to consider progress on managing this risk regarding asset degradation and to coordinate work in this area.

[Action: Secretariat]

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

09/03/24 Risk and Assurance Report Quarter 3 2023/24

Lorraine Humphrey introduced the update on the findings from the assurance activity associated with Enterprise Risk 6 - Deterioration of Operational Performance (ER6). The report was based on the findings of second line of defence audit work by the Quality, Safety and Security Assurance team and the third line of defence work by the Internal Audit team within TfL's Risk and Assurance Directorate.

Extensive engagement had taken place with the teams in TfL to develop ER6 and it had been endorsed by the Executive Committee.

The paper set out details of progress against audit actions, including the areas requiring further improvement. Management had accepted the recommendations. The team was on schedule to meet their target of completing 85 per cent of the audits in their audit plans. There were only a small number of overdue actions and new arrangements had successfully been put in place to alert teams to overdue actions at an earlier stage.

The Panel welcomed the stronger push on resolving actions in the report and noted that all actions overdue by more than 100 days were reported to the Audit and Assurance Committee.

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

10/03/24 Elizabeth Line Performance

Howard Smith introduced the item on the Elizabeth line operational performance for Periods 9 to 11 (12 November 2023 to 3 February 2024).

Overall, the Elizabeth line had continued to perform well, exceeding the performance target for the Journey Time Metric. Reliability of the service had, however, been affected by software issues. The latest software update had addressed most of the software-related issues, improving reliability. As a result, the latest performance information for Period 12 showed that performance against the Public Performance Measure now exceeded the target.

TfL continued to work with Network Rail (NR) to address challenges in the west. NR had put in place significant plans to address weakness on the lines out of Paddington, including short term measures that were already delivering improvements. The Mayor and the Commissioner had met with NR to discuss progress. The Panel asked to receive details of the NR improvement plan at future meetings, as part of the update on performance, with attendance by a NR representative as appropriate.

[Action: Howard Smith]

Customer satisfaction levels remained high. There had been an increased focus on customer services, particularly on increasing staff visibility/availability to customers during disruptions, and the provision of real time information. The introduction of 4G service on the sub-surface section of the Elizabeth line would help with this.

Ryan Hall reported the view of the Youth Panel. On the Customer Information Board (mega wall), the team was looking into providing walls in other locations, such as Ilford and Romford, subject to site constraints and funding. The Chair considered that this was an important facility and that TfL should work with partners to provide mega walls in stations.

The Panel noted the paper.

11/03/24 Customer Service and Operational Performance Report – Quarter 3, 2023/24

Emma Strain and Siwan Hayward OBE introduced the Quarter 3 Customer Service and Operational Performance Report.

An update was provided on the performance of the Central line. Officers apologised for the problems experienced with the services. Colleagues were working round the clock to identify the causes and to remedy the problems. Significant progress had been made in improving reliability, over the past few weeks, following the introduction of the revised timetable and other measures. TfL had carried out a significant amount of work to

provide regular communications to customers including through notice boards at stations and a dedicated page on the TfL website. TfL had not had to close any stations due to overcrowding on stations. Other measures included providing an alternative bus service on the east part of the route. It was recognised that there were still large gaps in the service in the east. This matter would be discussed at the meeting of the TfL Board on 6 March 2024. The Panel stressed the need to improve reliability of the service, given the level of customer dissatisfaction about the disruptions.

The Panel welcomed the positive update on performance across the transport modes, given the continued recovery in ridership levels. On 23 November 2023, TfL recorded the busiest day on the Tube since the coronavirus pandemic, with over four million journeys made. Tube journey and bus journey times had been slightly below target during the quarter, adversely affected by several factors, including those relating to the Central and Jubilee lines, congestion and road works. Action was being taken to address this. Work also continued on improving the quality of the tram service.

On Dial-a-Ride, the passenger numbers had continued to grow, with a 14 per cent increase in demand in the year to date, including an increase in bookings on Christmas Day compared to the previous year. This quarter, TfL had introduced the new booking and scheduling system. A written note would be provided on the reasons for the increase in the number of calls abandoned for the Dial-a-Ride service.

[Action Siwan Hayward OBE]

The Panel also noted details of the impact of the move to the two-ferry service for the Woolwich Ferry. Officers welcomed the continued investment in the apprenticeship scheme to provide drivers for the ferry.

The “TfL cares about its customers” score stood at 54 per cent this quarter, a rise from 53 per cent in the previous quarter. Members welcomed the improvements in the care score for disabled Londoners, which had risen to 53 per cent, only one point behind the general care score.

The Panel was due to receive an update on the Cycle Action Plan at its next meeting in July 2024. At the request of the Panel, this would include information on take up for pedal cycle hire, compared to electric bike hire.

[Action: Emma Strain]

The Youth Panel had raised several issues on the report and a written response would be provided to the Youth Panel and copied to Members. Officers would also arrange a meeting for Ryan Hill with relevant teams to look at areas of interest.

[Action: Emma Strain/ Siwan Hayward OBE]

The Panel noted the report.

12/03/24 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the item. No additional suggestions were raised for future discussion items on the forward plan or for informal briefings, other than those already noted during the meeting.

The Panel noted the forward plan.

13/03/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

14/03/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 10 July 2024 at 10:30am.

15/03/24 Exclusion of the Press and Public

The Panel agreed 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), when it considered the exempt information in relation to the items on: Enterprise Risk Update - Deterioration of Operational Performance (ER6); and Risk and Assurance Report Quarter 3 2023/24.

The meeting closed at 1.30pm

Chair: _____

Date: _____

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Customer Service and Operational Performance Panel



Date: 10 July 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, General Counsel

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**Customer Service and Operational Performance Panel Actions List
(to be reported to the meeting on 10 July 2024)**

Appendix 1

Actions from the meeting held on 5 March 2024

Minute no.	Item/Description	Action by	Target Date	Status Note
05/03/24 (1)	Bus Action Plan Update: Superloop monitoring updates Future updates on Superloop monitoring would include the costs-benefits of the service.	Tom Cunnington	July 2025	The service will need at least a year of operation to report the costs-benefits of the Superloop. This information will therefore be included in the update scheduled for the July 2025 meeting.
05/03/24 (2)	Bus Action Plan Update: Bus routes to hospitals and university campuses A written update would be provided to the Panel on the bus services to hospitals and the routes to outer London University campuses and sixth form colleges.	Nick Owen	July 2024/ March 2025	A briefing note was sent to Panel Members on 2 July 2024. An update will be provided to the Panel at the meeting on 13 March 2025 meeting covering bus routes to hospitals and university campuses.
05/03/24 (3)	Bus Action Plan Update: Final version of action plan A milestone should be added covering accidental pedal confusion to identify the risks of this. The milestones on green infrastructure would also be updated to set out specific biodiversity measures. Officers would circulate the final version of the action plan with the suggested milestones including details of the actions on green infrastructure.	Tom Cunnington	July 2024	Completed. The milestones have been updated and the updated Bus Action Plan Milestones was shared with Panel Members on 2 July 2024

Minute no.	Item/Description	Action by	Target Date	Status Note
06/03/24	Equity in Motion: Future reporting Progress reports would be presented to the Panel regularly, with the first in six months, including details of any barriers encountered in delivering projects. Individual topics of particular interest would be included on the agenda as and when necessary, for deep dive reviews and embedded into future reports	Emma Strain / Secretariat	October 2024	On the Forward Plan for the meeting on 2 October 2024.
07/03/24	Update on TfL Programme to end Violence against Women and Girls: Action plan The 2024/25 Action Plan would be brought to a future meeting of the Panel.	Siwan Hayward OBE / Secretariat	December 2024	On the Forward Plan for the meeting on 3 December 2024.
08/03/24 (1)	Enterprise Risk Update - Deterioration of Operational Performance (ER6): Mitigation against asset degradation A road map should be developed, detailing mitigations to achieve the target position in respect of asset conditions. Officers would provide an update to the Panel on this.	Stuart Harvey	June 2024/ March 2025	A paper on the Asset Management Strategy Update was considered at the meeting of the Programmes and Investment Committee on 26 June 2024. Information will be provided as part of the Enterprise Risk Update – Deterioration of Operational Performance (ER6) scheduled for the meeting on 13 March 2025.

Minute no.	Item/Description	Action by	Target Date	Status Note
08/03/24 (2)	<p>Enterprise Risk Update - Deterioration of Operational Performance (ER6): Coordination of work with the Programmes and Investment Committee</p> <p>It was agreed that the Chair of the Panel should meet with the Chair of the Programmes and Investment Committee to consider progress on managing the risk regarding asset degradation and to coordinate work in this area.</p>	Secretariat	June 2024/ March 2025	Covered by action 08/03/24 (1) above.
10/03/24	<p>Elizabeth Line Performance: Network Rail (NR)</p> <p>The Panel asked to receive details of the NR improvement plan at future meetings, as part of the update on performance, with attendance by a NR representative as appropriate.</p>	Howard Smith	July 2024	Completed. Information on the NR improvement plan is included in the Elizabeth line Performance paper on the agenda for this meeting.
11/03/24 (1)	<p>Customer Service and Operational Performance Report – Quarter 3, 2023/24: Dial-a-Ride booking system calls</p> <p>A written note would be provided on the reasons for the increase in the number of calls abandoned for the Dial-a-Ride service.</p>	Siwan Hayward OBE	March 2024	Completed. A briefing note was sent to Panel Members on 26 March 2024.
11/03/24 (2)	<p>Customer Service and Operational Performance Report – Quarter 3, 2023/24: Cycle Action Plan update</p> <p>The Panel was due to receive an update on the Cycle Action Plan at its next meeting in June 2024. At the</p>	Claire Mann	July 2024	Completed. Information is provided as part of the Santander Cycles Customer Hires paper on the agenda for this meeting.

Minute no.	Item/Description	Action by	Target Date	Status Note
	request of the Panel, this would include information on take up for pedal cycle hire, compared to electric bike hire.			
11/03/24 (3)	<p>Customer Service and Operational Performance Report – Quarter 3, 2023/24: Responses to Youth Panel questions</p> <p>The Youth Panel had raised several issues on the report and a written response would be provided to the Youth Panel and copied to Members. Officers would also arrange a meeting for Ryan with relevant teams to look at areas of interest.</p>	Emma Strain/ Siwan Hayward OBE	June 2024	Completed. A written response was provided to Panel Members and the Youth Panel on 5 June 2024.

Actions from previous meetings

Minute no.	Item/Description	Action by	Target Date	Status Note
44/12/23 (3)	<p>Customer Safety and Security Update: Nationwide Crime Trends</p> <p>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.</p>	Siwan Hayward OBE	October 2024	Information will be included in the Customer Safety and Security Update scheduled for the meeting on 2 October 2024.
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	July 2024	Completed. Information is included in the Assisted Transport Services Update paper on the agenda for this meeting.

Minute no.	Item/Description	Action by	Target Date	Status Note
45/12/23 (2)	<p>Assisted Transport Services Update: Roadmap</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	July 2024	Completed. Information is included in the Assisted Transport Services Update 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 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.</p>	Alex Williams	Ongoing	Our updated traffic modelling for the Silvertown Tunnel scheme does not indicate any material change in the levels of traffic using the Woolwich Ferry once the scheme is operational. However, we have established a comprehensive monitoring programme to ensure we can respond and address any unforeseen impacts arising from operation (such as changes to traffic signal timings). It should be noted that TfL operates the Woolwich Ferry pursuant to the Metropolitan Board of Works Act 1885 (the 1885 Act) which requires that the service is provided "free of tolls".
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</p>	Alex Williams	July 2024	Completed. Information is provided as part of the Santander Cycles Customer Hires paper on the agenda for this meeting.

Minute no.	Item/Description	Action by	Target Date	Status Note
	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.			
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	July 2024	Completed. This information is included in the Customer Service and Operational Performance Report on the agenda for this meeting.
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	July 2024	Completed. We have explored opportunities with the Travel Mentoring team to share insight and raise awareness of their service offer.

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	October 2024	Officers will assess how this is documented in the Customer Service and Operational Performance Report, as well as how updates are communicated to the Panel.

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Customer Service and Operational Performance Panel



Date: 10 July 2024

Item: Assisted Transport Services Update

This paper will be considered in public

1 Summary

- 1.1 This paper outlines the work carried out to progress the Assisted Transport Services (ATS) Strategy since the last update to the Panel on 5 December 2023. This includes the updated Roadmap for review.
- 1.2 It also provides an update on how ATS continues to adapt to support Londoners with reduced mobility in the post pandemic world.

2 Recommendation

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

3 Background

- 3.1 ATS refers to the range of pre-booked services available to assist people with limited mobility who require additional help getting around. Services available in London include door-to-door transport services, such as Dial-a-Ride (DaR) and Taxicard, alongside enablers to using public transport, such as travel mentoring. As Turn up and Go services do not require pre-booking they do not come under the ATS umbrella.
- 3.2 The ATS Strategy focuses on delivering the best outcomes for our customers while being financially sustainable through a series of incremental actions aimed at the following priority areas for improvement:
 - (a) improving and integrating the end-to-end customer experience;
 - (b) improving our understanding of the Assisted Transport market;
 - (c) increasing awareness of the choices available to customers; and
 - (d) optimising capacity and making the best use of available funding.
- 3.3 The Mayor's Transport Strategy commits TfL to delivering improvements in these areas, based around five key design principles:
 - (a) consistently safe and reliable journeys, with a customer focus, including highly trained staff across the whole network;
 - (b) providing convenience through information and support, to improve user confidence in journey planning and independent travelling;

- (c) allowing users flexibility and choice in their preferred mode, time of travel, booking approach and level of assistance;
 - (d) providing a seamless and integrated multi-modal service, single user platform and personalised account, that incorporate all public transport modes including dedicated assisted transport services; and
 - (e) utilising the latest technological innovation in bookings, payments, service routing, customer care and performance monitoring, to ensure the system is convenient, efficient and provides value for money.
- 3.4 We continue to keep the ATS Strategy and Roadmap under review in light of ongoing changes to our operating context and customer demand patterns.

4 ATS Customer Support

- 4.1 ATS continues to grow and the demand for 2023/24 was 7.8 per cent higher than the previous year.
- 4.2 In 2023/24, we met trip requests at a level of 89.2 per cent, against a target of 90 per cent. The level of successful trip requests has been below our target due to factors such as onboarding of the new booking and scheduling system and associated training and testing. Performance continues to improve and, as of 15 June 2024, we are meeting 92 per cent of trip requests.
- 4.3 In response to the increased demand, in 2023/24 we trained 16 DaR drivers and have also recently planned a driver recruitment campaign to launch in summer 2024.
- 4.4 We continue encouraging colleagues and customers to take appropriate action to keep themselves safe – including using hand sanitiser and wearing a face covering if that helps customers to travel with confidence.
- 4.5 The new Multi Occupancy Accessible Transport (MOAT) suppliers started providing services from 1 October 2023. Our MOAT partners are all community transport operators based in London boroughs. From day one, the new contract increased capacity by 21 shifts per week and in April 2024 we increased the number of shifts by a further seven to meet increased demand in West Central London.
- 4.6 We continue to review demand across London and have the ability within the current contract to make further modest shift increases if there are areas of consistently higher demand.
- 4.7 Demand for Taxicard trips has remained relatively consistent, showing a 3.4 per cent increase across 2023/24 compared to 2022/23.
- 4.8 Taxicard performance was good during 2023/24, with an average of 96.59 per cent of bookings met within 15 minutes of the required time of arrival.

- 4.9 TfL operates Capital Call, a subsidised taxi service operating in 10 boroughs, which is now closed to new members. Capital Call experienced an overall decline in demand of 6.1 per cent between April – October 2023. The transition to the new booking and scheduling system has meant that statistics after October 2023 are temporarily unavailable, this data is expected to be available in summer 2024 and once available we will share this latest information.

Booking and Scheduling Platform

- 4.10 Central to the delivery of the ATS Strategy is the new booking and scheduling system which went live to customers on 20 November 2023. We recognise that the introduction of a one-stop shop booking system has not always gone smoothly, however, we are working hard with our suppliers to overcome the issues and significant benefits are now being delivered to customers and colleagues.
- 4.11 Since the launch of the system, we have successfully delivered a transition plan to train colleagues on the new system and its functionality through a ‘train the trainer’ model. We continue to utilise this model to deliver training as improvements and updates to the new system are rolled out.
- 4.12 The new system offers DaR members and caregivers the ability to book over the phone or online using an app or web portal and to monitor and cancel journeys. Members are also able to customise their app with accessibility features to meet their specific needs, such as options to assist those with impaired vision with voice overs and adaptive font size.
- 4.13 The app is proving popular for booking trips, with 22 per cent of trip bookings being made through the app compared with a predicted 10 per cent.
- 4.14 Introduction of the new booking system initially led to higher call waiting times due to a combination of increased customer enquiries alongside our colleagues continuing to build their knowledge of the system post training.
- 4.15 Our target is to answer 90 per cent of all calls, and to answer them within 300 seconds (five minutes) The average speed of answer for calls in Period 9 of 2023/24 (12 November to 9 December 2023), directly after the new booking system was introduced, was 717 seconds (12 minutes) and the call abandon rate was 28.2 per cent. By December 2023 we reduced this to 188 seconds (three minutes) and 7.6 per cent respectively through increasing staff numbers and continued training.
- 4.16 By March 2024 the average speed of answer was 52 seconds (one minute) and the call abandon rate had been reduced to 2.8 per cent.
- 4.17 The new technology is already delivering benefits such as the improved allocation of resources and there has been an improvement of eight per cent in trips delivered per shift (January to March 2024).
- 4.18 We continue our communications to customers regarding updates and improvements to the booking system and at the end of June 2024 sent out our latest edition of In-Touch, a biannual magazine to update DAR members on the service. This edition focused on bringing together all the information

about the new booking and scheduling system into one place.

- 4.19 Annual customer satisfaction surveys and direct and indirect feedback from customers will be reviewed to evaluate the benefit of the system. Our next annual customer satisfaction survey is planned for the autumn.

Travel Mentoring Service

- 4.20 The Travel Mentoring team is continuing to undertake face-to-face work. 2,349 interventions have been undertaken between 1 November 2023 and 1 April 2024 which is 131 per cent higher than same period last year. The interventions included 27 bus days (which build confidence and knowledge in children using the bus network ahead of moving to secondary school) involving 1,283 attendees. The largest proportion of the increase is attributed to classroom workshops and group visits.
- 4.21 Individual journey mentoring, classroom workshops, and bus days have been increased. The team are focusing on special educational needs schools to reach the young people in those boroughs that do have access to the bus days. Travel Mentors exclusively work with individuals with special educational needs and disabilities.
- 4.22 We are retaining some of the new ways of working implemented during the coronavirus pandemic and are offering video or telephone assistance where customers prefer. Although most people prefer the in-person approach, it is important to offer digital alternatives when requested.
- 4.23 In support of our ambitions to increase provision of the travel mentoring service we restructured the team in September 2023, looking to encourage and support growth going forward.
- 4.24 Our Travel Mentors deliver numerous bus days, alongside the Safer Transport Police, council staff, bus operators, charity organisations and our Revenue inspectors. Attendees benefit from the safety messages and support provided in order to become independent travellers. Currently, work is being undertaken to refresh and standardise our bus days programme to provide a consistent approach to delivering these sessions across London.
- 4.25 We have also seen a big increase in the number of NHS services enquiring about the service. Occupational therapists are particularly referring many of their clients directly to the service.

5 ATS Roadmap Updates

- 5.1 At the meeting of the Panel on 5 December 2023 we shared the ATS Strategy and Roadmap, and we have been establishing methods of work and a programme in support of the roadmap; these are set out in Appendix 1.

6 Next Steps

- 6.1 We have started work on the items identified in the refreshed ATS Roadmap.
- 6.2 Given our current financial position, the initial focus has been on those projects that are already funded, such as booking and scheduling.

6.3 We will bring an update on this work to a future meeting of the Panel along with our regular six-month progress updates.

List of appendices to this report:

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

List of Background Papers:

Paper submitted to the Customer Service and Operational Panel on 5 December 2023, relating to Assisted Transport Services Update.

Contact Officer: Nick Owen, Director of Buses
Email: Nick.Owen1@tfl.gov.uk

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

Overview of the Assisted Transport Strategy

Purpose: Deliver a reliable and convenient Assisted Transport Service for older and disabled Londoners.

Vision: World-leading Assisted Transport provision by 2032.

Underpinned by the TfL values of caring, open, and adaptable.

Objectives

1. Improve and integrate the end-to-end customer experience.
2. Improve TfL's understanding of the Assisted Transport market.
3. Increase awareness of the choices available to customers.
4. Optimise capacity and make best use of available funding.

All underpinned by the Mayor's Transport Strategy principles of:

- Safe and reliable: customer focused, highly trained staff.
- Integrated: multi-modal and seamless, single user platform, personalised account.
- Convenience: information and support to build confidence in independent travelling and journey planning.
- Flexibility and choice: between modes, times of travel, ways of booking, level of assistance.
- Innovative: using innovation in bookings, payments, service routing, customer, and performance monitoring.

Assisted Transport Strategy Roadmap

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

ATS Objective: Improve and integrate the end-to-end customer experience

ATS Roadmap Category: 1. Application and joining

- Details of initiative: Simplifying the application process and eligibility criteria to reduce barriers to customers applying. Looking at

options for third parties to be able to refer customers who may benefit from our services.

- Timescales: Short – Medium.
- Estimated financial cost: Medium.
- Status – June 2024: A review of the current application form has been undertaken; next steps are to undertake an EQIA. Timescales for implementation of the form as part of the new booking system are to be finalised.

ATS Roadmap Category: 2. Booking and scheduling

- Details of initiative: Simplifying the booking process through the introduction of a new booking and scheduling system.
- Once introduced to undertake further work to maximise the opportunities the new system offers to e.g., facilitating interchanges between the accessible wider public transport network and ATS services so customers can travel further independently.
- Timescales: Medium.
- Estimated financial cost: High.
- Status – June 2024: The new booking and scheduling system launched on 13 November 2023 providing customers with additional channels to book, manage, and cancel bookings. Additional features to simplify membership and booking processes are planned to be introduced over the coming year, timescales being discussed with the supplier.

ATS Roadmap Category: 3. One-stop shop

- Details of initiative: Integrating third parties with our booking and scheduling system to create a single point of contact for customers to book journeys across London.
- Timescales: Long.
- Estimated financial cost: Medium.
- Status – June 2024: A long-term aim as this will require working with multiple agencies across London to explore the feasibility and likelihood of achievability.

ATS Roadmap Category: 4. Online tools

- Details of initiative: Improvements to our website and online tools such as journey planning to make accessing information easier and clarify our service options.
- Timescales: Short – Long.
- Estimated financial cost: Medium.

- Status – June 2024: The new booking and scheduling system launched on 13 November.2023 The TfL Dial-a-Ride website has been updated to include user guides and customer information. Online tools such as an online booking form and computer portal are planned- timescales are being discussed with the supplier.

ATS Roadmap Category: 5. Staff training and upskilling

- Details of initiative: Review of current training scope and opportunities to integrate our training and improve our customer service offering.
- Timescales: Medium.
- Estimated financial cost: Medium.
- Status – June 2024: A new ‘Train the Trainer’ programme to support staff training and onboarding new system has been and continues to be utilised to support the roll out of system improvements and upgrades. We have agreed processes to enable the Dial-a-Ride training team to work more closely with TfL Operations training team to share best practice and increase cross modal learning.

ATS Objective: Improve TfL’s understanding of the Assisted Transport market

ATS Roadmap Category: 6. Best practice and benchmarking

- Details of initiative: Benchmarking with other Assisted Transport providers and across other ambassador / support services to understand where we can make further improvements or changes to our offering to benefit customers.
- Timescales: Short – Medium.
- Estimated financial cost: Low – Medium.
- Status – June 2024: Project plan to be developed after the new system has been embedded and current process have been optimised.

ATS Roadmap Category: 7. Data and research

- Details of initiative: Analysis of journey patterns across Assisted Transport modes to inform future planning, overlaying customer research to improve understanding of customer ambitions and needs from ATS
- Timescales: Medium.
- Estimated financial cost: Low – Medium.
- Status – June 2024: Project plan to be developed after the new system has been embedded and current process have been optimised.

ATS Objective: Increase awareness of the choices available to customers

ATS Roadmap Category: 8. Communication and stakeholder engagement

- Details of initiative: Development of a communication plan including public forum and disability group engagement to share strategy initiatives, service improvements and gather feedback to feed into planned ATS Roadmap initiatives.
- Timescales: Short – Medium.
- Estimated financial cost: Low.
- Status – June 2024: A Communication steering group with experts from Accessibility and insights, Marketing and customer behaviour, customer information and design and partnership, Local community partnerships etc has been set up to formulate an integrated communication plan for the new booking system. In Touch magazine has just been launched to bring all information for customers on the new booking system into one place.

ATS Roadmap Category: 9. Customer training and upskilling

- Details of initiative: Support for customers to develop skills and confident in using other modes alongside ATS where appropriate and to improve their understanding of wider network accessibility improvements.
- Timescales: Medium – Long.
- Estimated financial cost: Medium.
- Status – June 2024: Dial-a-Ride: We have delivered a step-by -step online digital guide which takes customers through how to use the new booking app. Travel Mentoring: our travel mentoring teams are continuing to support people on traveling confidently on our network.

ATS Roadmap Category: 10. Marketing and promotion

- Details of initiative: Improving awareness of the range of ATS options and introducing targeted messaging to support different customer needs.
- Timescales: Short – Medium.
- Estimated financial cost: Low – Medium.
- Status – June 2024: A communication plan to share updates about upcoming changes has been developed in conjunction with internal teams and will be regularly reviewed and updates as further system improvements are rolled out.

ATS Roadmap Category: 11. Travel Mentoring

- Details of initiative: Increasing awareness of travel mentoring, reviewing how travel mentoring is offered and delivered to maximise

benefits for customers and reach the maximum number of people who need this support.

- Timescales: Medium – Long.
- Estimated financial cost: Medium.
- Status – June 2024: The travel mentoring team was restructured in September 2023. We are currently developing a Travel mentoring strategy which will assist us in maximising support and increasing awareness of the service.

ATS Objective: Optimise capacity and make best use of available funding

ATS Roadmap Category: 12. Making the best use of available funding

- Details of initiative: Reviewing processes to improve resource use e.g., removing duplicative processes between AT, identifying process improvements to maximise customer benefits. Currently underway is the Taxicard harmonisation project which looks to ensure equability and harmonisation of the scheme offering across London.
- Timescales: Medium – Long.
- Estimated financial cost: Low – Medium.
- Status – June 2024: As part of onboarding the new system, we have been reviewing and optimising several internal processes. We are also reviewing current usage data for the Taxicard harmonisation project and agreeing the work scope and timescales to jointly deliver this work with London Councils.

ATS Roadmap Category: 13. Optimising capacity

- Details of initiative: Our data and research findings will look to open up new avenues to explore in this area.
- Timescales: Medium – Long.
- Estimated financial cost: TBC once research is completed.
- Status – June 2024: Project plan to be developed once findings from the data and research workstream are established.

Customer Service and Operational Performance Panel



Date: 10 July 2024

Item: Cycling Action Plan 2

This paper will be considered in public

1 Summary

- 1.1 Since the publication of the first Cycling Action Plan in 2018, an annual update on cycling trends and delivery has been provided to the Panel.
- 1.2 In 2023, the annual update provided a summary of the new [Cycling Action Plan 2](#), published on 15 June 2023. The paper set out the potential for growth in cycling, the key barriers to cycling, and our plans to overcome these barriers.
- 1.3 This update focuses on the latest trends in cycling and provides a summary of the key interventions and milestones achieved in the last 12 months since the publication of the Cycling Action Plan 2. Appendix 1 – Cycling Action Plan 2 delivery update – provides a more detailed update.

2 Recommendation

- 2.1 **The Panel is asked to note the progress in the delivery of the Cycling Action Plan 2 and the latest cycling trends.**

3 Background

- 3.1 The Mayor's Transport Strategy set a core target for 80 per cent of all trips to be made by sustainable modes by 2041. The Cycling Action Plan 2 is part of a coordinated suite of action plans to support this mode shift to sustainable modes, achieve Vision Zero and decarbonise transport.
- 3.2 The plan, published in June 2023, outlines our strategy to increase cycling levels and make London's streets safer and more accessible for everyone who wants to cycle, with a particular focus on currently under-represented groups.
- 3.3 The plan introduced new high-level targets to put us on track to deliver the Mayor's Transport Strategy by 2041:
 - (a) 40 per cent of Londoners to live within 400m of the Cycleway network by 2030, up from 22 per cent in 2022; and
 - (b) increase cycling levels by a third from 1.19m in 2022 to 1.6m in 2030.

- 3.4 The Mayor is committed to increasing cycling levels in London by continuing to expand the Cycleway network and securing 40,000 new cycle parking spaces by 2030.

4 Latest cycling trends

- 4.1 Cycling has been the fastest growing mode of transport in London in recent years, with 170 per cent increase in the number of daily cycle journeys between 2000 and 2024.
- 4.2 Over the 2014-2019 period, cycling levels stabilised, amidst a reduction in travel demand also affecting other modes. During the coronavirus pandemic, cycling went through a resurgence, led by a rise in leisure cycling and Londoners avoiding public transport.
- 4.3 Cycling levels continued to increase significantly post-pandemic. The latest data from 2023, published in the [Travel in London reports](#), indicates a 6.3 per cent increase in daily cycle journeys on the previous year (or 20 per cent increase on 2019) to reach 1.26 million daily journeys. The cycling mode share increased to 4.6 per cent of all journeys.
- 4.4 The demographic profile of people cycling is also changing, with a broader range of Londoners reporting cycling. Overall, 23 per cent of Londoners reported having cycled in 2022/23. Participation increased across all demographic groups, but there was particularly strong increase in participation among the Black, Asian and other ethnicity groups. There was also a significant uptake among people on low income, after a decade of decline. However, some gaps remain significant, including between men and women.
- 4.5 Cycling continues to become safer. Between 2000 and 2023, cycling risk (number of casualties per million cycle journeys) reduced by 49 per cent. From 2022 to 2023, the absolute number of cycling casualties dropped by 5.7 per cent while cycling levels increased by 6.3 per cent, meaning a 11.3 per cent reduction in cycle risk.

5 Delivery update

- 5.1 Reducing road danger for people cycling is a key priority in the Cycling Action Plan 2. While TfL's interventions are wide-ranging to achieve Vision Zero (for example 20mph speed limits, School Streets, strengthened Direct Vision Standards for heavy goods vehicles, enforcement of traffic offences), the plan's core action to make cycling safer is to expand the strategic cycle network.
- 5.2 We have made good progress by more than quadrupling the length of the network between 2016 and 2024. The latest batch of Cycleways launched in June 2024 brings the total length of the network to 390km, up from 90km in 2016.
- 5.3 All these new routes meet TfL's Quality Criteria, ensuring they provide an adequate level of protection from motorised traffic reflecting local conditions.
- 5.4 As of June 2024, over 25 per cent of Londoners live within 400m of a high-quality route, up from 5 per cent in 2016.

- 5.5 Recent Cycleways and those currently in construction follow the strategic priorities set out in the plan, with a focus on expanding the network in outer London and new routes linking inner London town centres. This shift in focus from radial routes servicing central London will support a wider range of trips and a broader range of Londoners taking up cycling.
- 5.6 Beyond the expansion of the network, TfL and the boroughs have achieved significant milestones in the last 12 months which all contribute to breaking down the barriers faced by Londoners when considering taking up cycling:
- (a) we funded the delivery of cycle training sessions for nearly 60,000 individuals in 2023/24, including children and adults;
 - (b) the number of cycle hangars has more than quadrupled since 2017 to provide a secure cycle parking space to over 33,000 Londoners by February 2024, with another 2,000 spaces funded by us in 2024/25;
 - (c) 147 community projects supporting disadvantage groups taking up walking and cycling;
 - (d) nearly a quarter of London's schools have achieved a Gold accreditation through our Travel for Life programme;
 - (e) we worked with Google to change their algorithm used in their journey planning service to direct Londoners to safe roads and Cycleways;
 - (f) we published new guidance on the removal of access control barriers preventing access to people using adapted cycles;
 - (g) we promoted cycling through localised campaigns highlighting new Cycleways and world-class events such as the eleventh edition of Ride London;
 - (h) we delivered key improvements to our Santander Cycles hire scheme, with new e-bikes added to the fleet (usage figures are included in a paper elsewhere on the agenda for this meeting), new concessions and a new Day Pass;
 - (i) we continue to raise with government the importance of legislation to give powers to strategic transport authorities to manage rental operations for dockless cycle hire schemes, which would enable better parking management, while working with London Councils and boroughs to explore the feasibility of a new contract encompassing both e-scooters and dockless bikes; and
 - (j) we launched our new Cycle Sundays campaign to encourage Londoners to try out cycling for leisure on Sundays, as a gateway to cycling.

List of appendices to this report:

Appendix 1: Cycling Action Plan 2 delivery update

List of Background Papers:

Cycling Action Plan 2 (2023)

Contact Officer: Alexandra Goodship, Head of Transport Strategy & Planning
Email: alexandragoodship@tfl.gov.uk

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Cycling Action Plan 2 delivery update



Cycleway 51, the first Cycleway to launch in Barnet on 20 Jun



CSOPP annual updates on the cycling action plan

- Since the publication of the first Cycling Action Plan in 2018, we have taken an annual update on cycling trends to the CSOPP.
- In 2023, the annual update provided a summary of the new [Cycling Action Plan 2](#), highlighting the potential for growth, the barriers to cycling, and our plans to overcome these barriers.
- This update focuses on the latest trends in cycling and the key interventions undertaken by TfL and the boroughs to deliver the Cycling Action Plan 2 in the last 12 months.



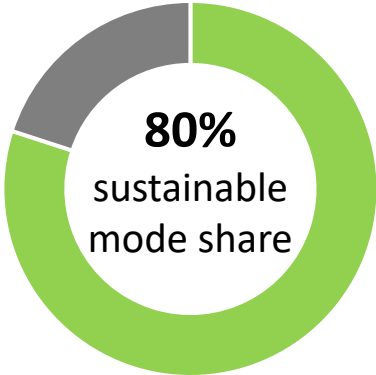
The Cycling Action Plan 2 was launched on 15 June 2023 at Herne Hill Velodrome, in partnership with Wheels for Wellbeing.



Policy context - The Cycling Action Plan 2 is a key component of the Mayor's Transport Strategy

This is one element of our integrated package of action plans to support mode shift to sustainable modes, achieve Vision Zero and decarbonise transport.

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Vision Zero for road danger



3m fewer private car trips



All Londoners will do 20 minutes of active travel per day by 2041



Zero emission transport network



70% of Londoners will live within 400 metres of the London-wide cycle network by 2041



Cycling in London has grown in popularity over the past 20 years, but there still is considerable room for growth

2030 target:
1.6 million

daily cycle journeys by 2030, increasing by a third from 1.2 million journeys made in 2022



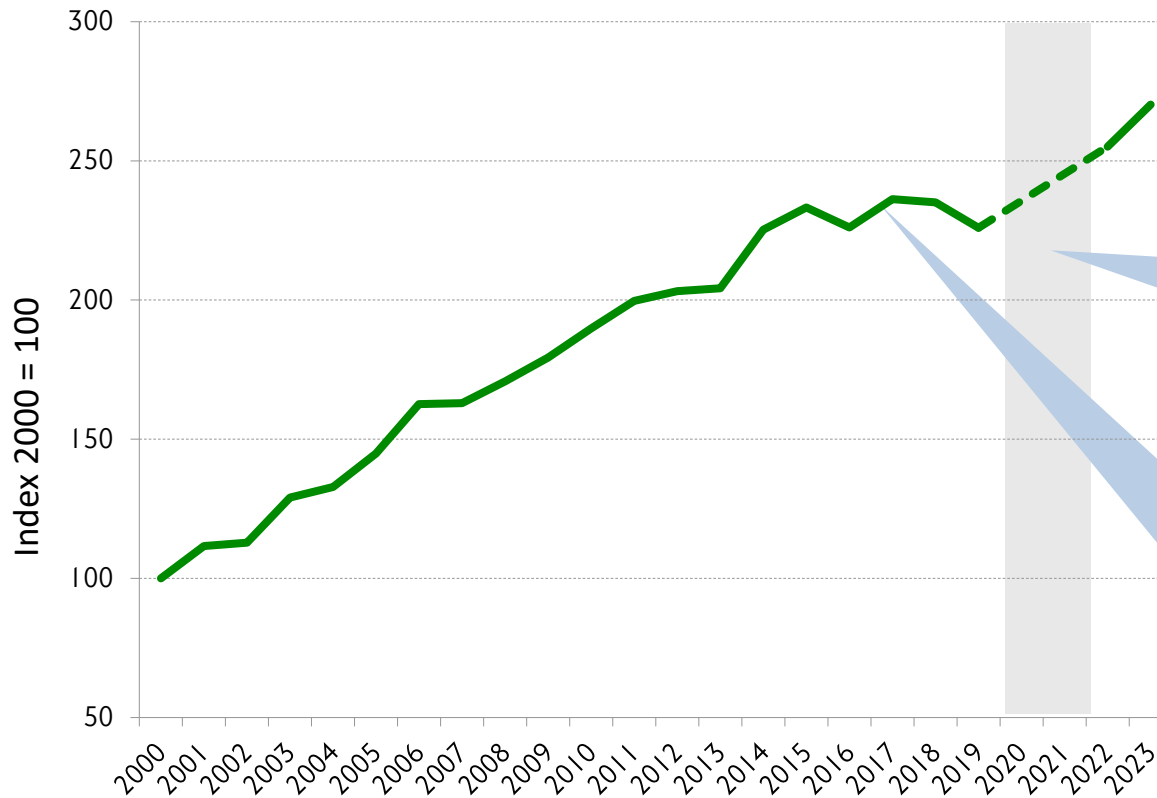
2022

+33%



2030

Change in cycling levels (2000-2023)



2023:
1.26m daily journeys (4.6% mode share)
+170% since 2000
+20% since 2019
+6.3% since 2022

Pandemic years:
Cycling resurgence but uncertainty in magnitude of change in cycling levels in 2020-21

2014-19: Slow growth mirrored on other modes but cycling continued to increase over this period where we built Cycleways:
+114% on Cycleway 6
+61% on Cycleway 17
+43% on Cycleway 20
+45% on Cycleway 23

Cycling potential



63%

of all car trips are potentially cyclable



4.2 million

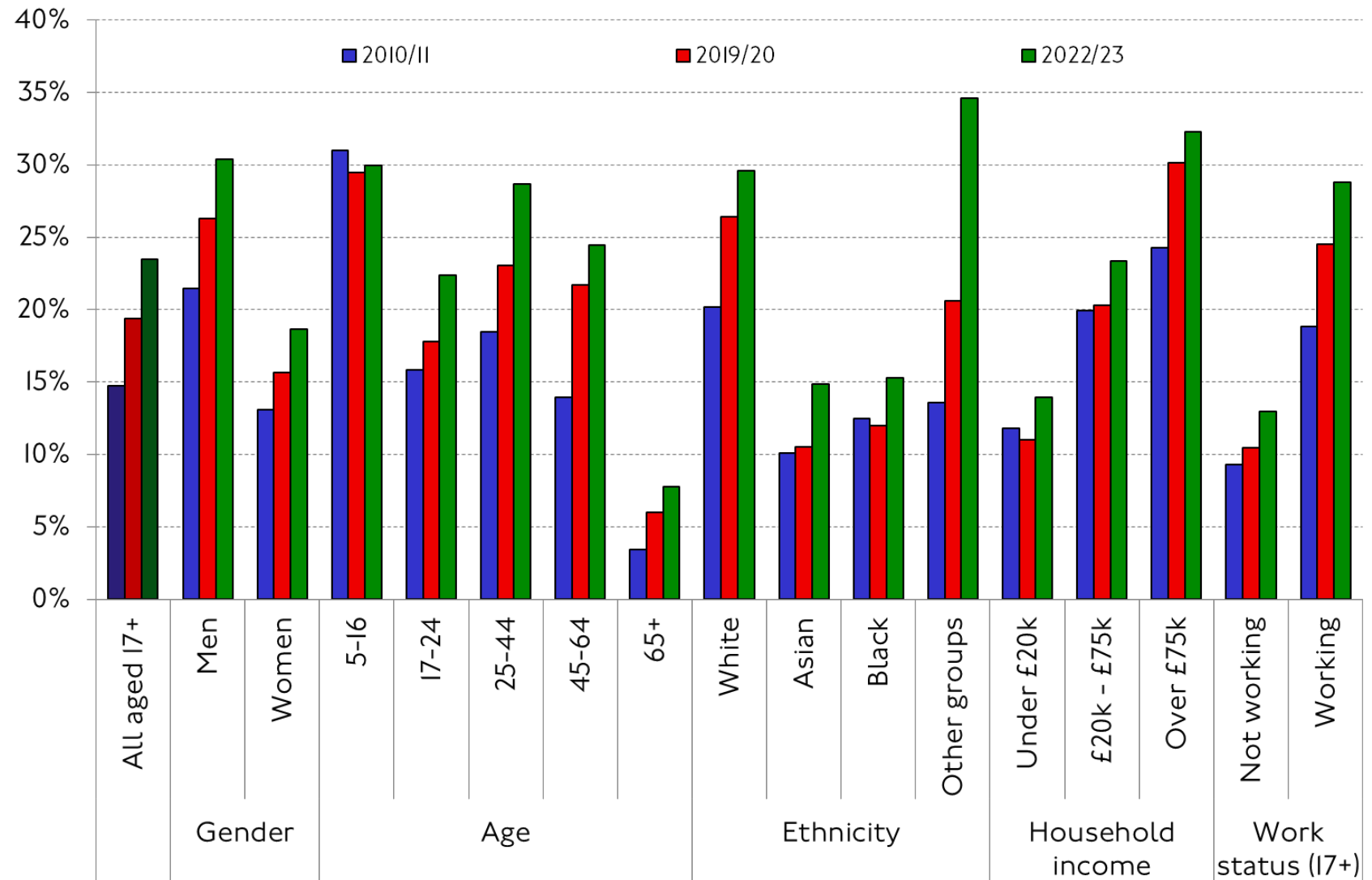
car trips per day could potentially be cycled



The cycling population is progressively becoming more representative of Londoners, but there are still some significant gaps

- Participation in cycling increased across all demographic groups compared to before the pandemic. 23% of Londoners reported having cycled in the last 12 months.
- Particularly strong growth among the Black, Asian and other ethnicity groups.
- Uptake among lower income groups after years of decline.
- Increase in the proportion of women cycling but the gender gap is still significant.

Share of Londoners who cycled in the last year



Broadening the appeal of cycling to a wider range of Londoners and trip purposes is a key priority of our Cycling Action Plan.

This will ensure that:

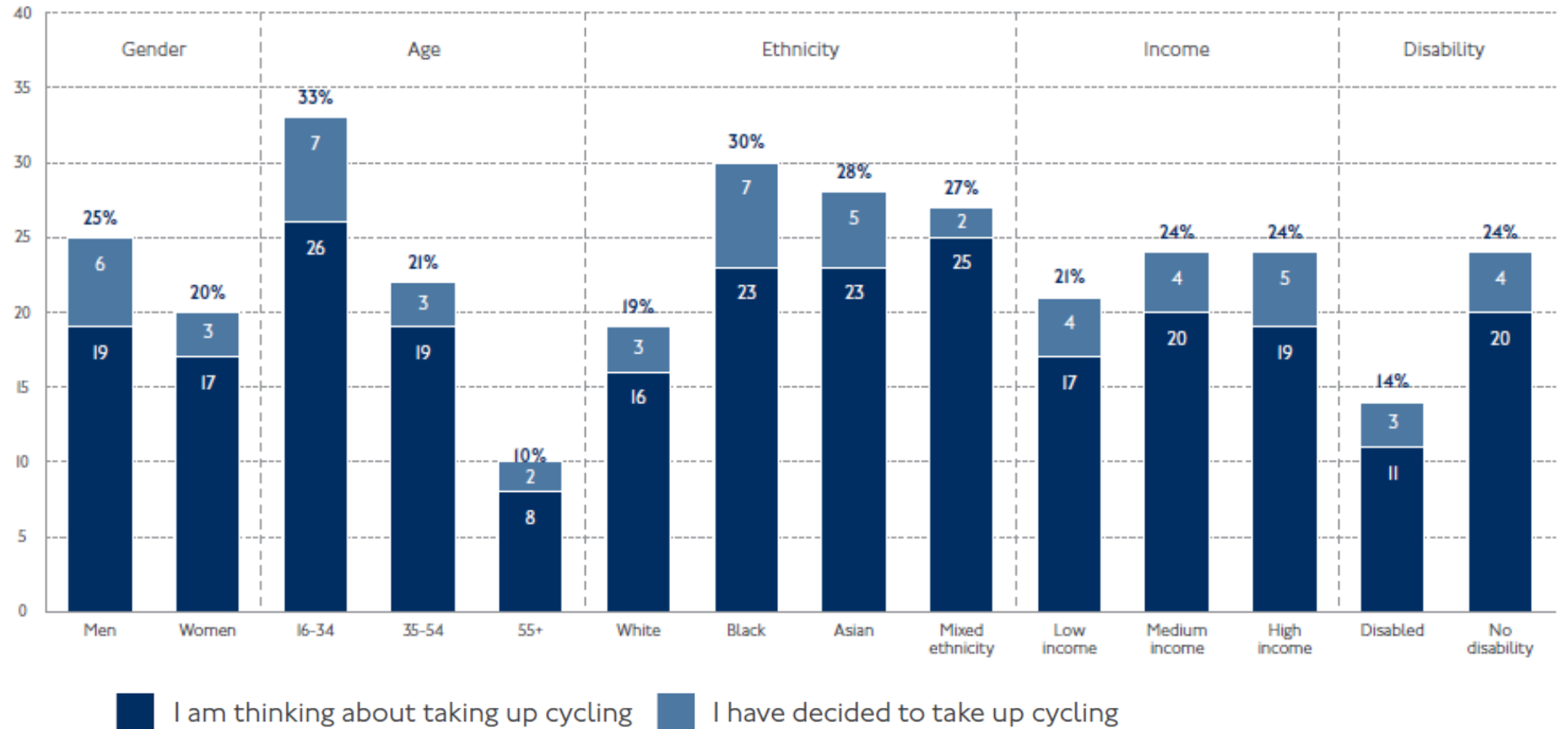
- All Londoners can benefit from our investment and the health and economic benefits of cycling.
- We continue to see a sustained growth in cycling levels for years to come.



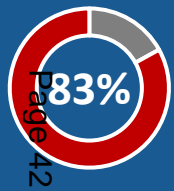
People willing to take up cycling are more diverse and representative of Londoners than the current cycling population

But to realise this potential we must address the barriers they face

Share of Londoners actively considering taking up cycling by demographic group



Despite recent progress, road danger remains the most commonly cited barrier to cycling across all demographic groups

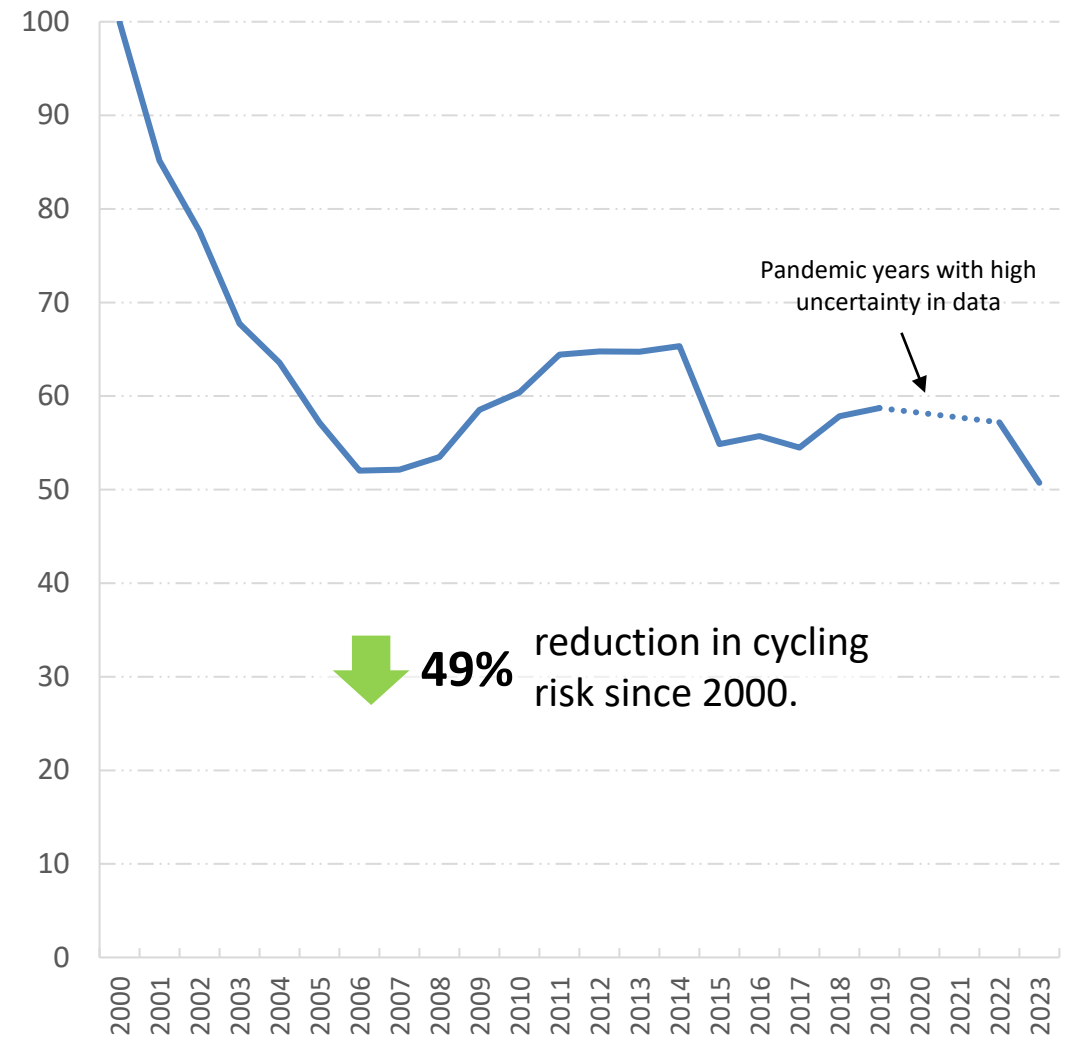


of people are put off cycling by fear of collisions.

Women, children and older Londoners are disproportionately deterred by road danger.

- From 2022 to 2023, there was a **5.7% reduction in cycling casualties** and a **11.3% reduction in cycling risk***.
- But still too many people suffer injuries while cycling (8 fatalities, 932 serious injuries and 3,861 slight injuries in 2023)**.
- **Cars are causing the greatest harm to people cycling, being involved in 77% of fatal and serious injuries** involving a motorised vehicle in 2023**. However, per vehicle kilometres, HGVs, buses/coaches and motorcycles pose the greatest risk to people cycling.

Risk of being killed or injured while cycling**, (indexed to 2000)



* Cycle risk is defined as the number of cycling casualties per million cycle journeys.

** Provisional STATS19 data for 2023.

Expanding the strategic cycle network is a key priority to reduce road danger for people cycling

2030 target:

40 per cent

of Londoners living within 400m of the strategic cycle network by 2030, up from 22 per cent in 2022



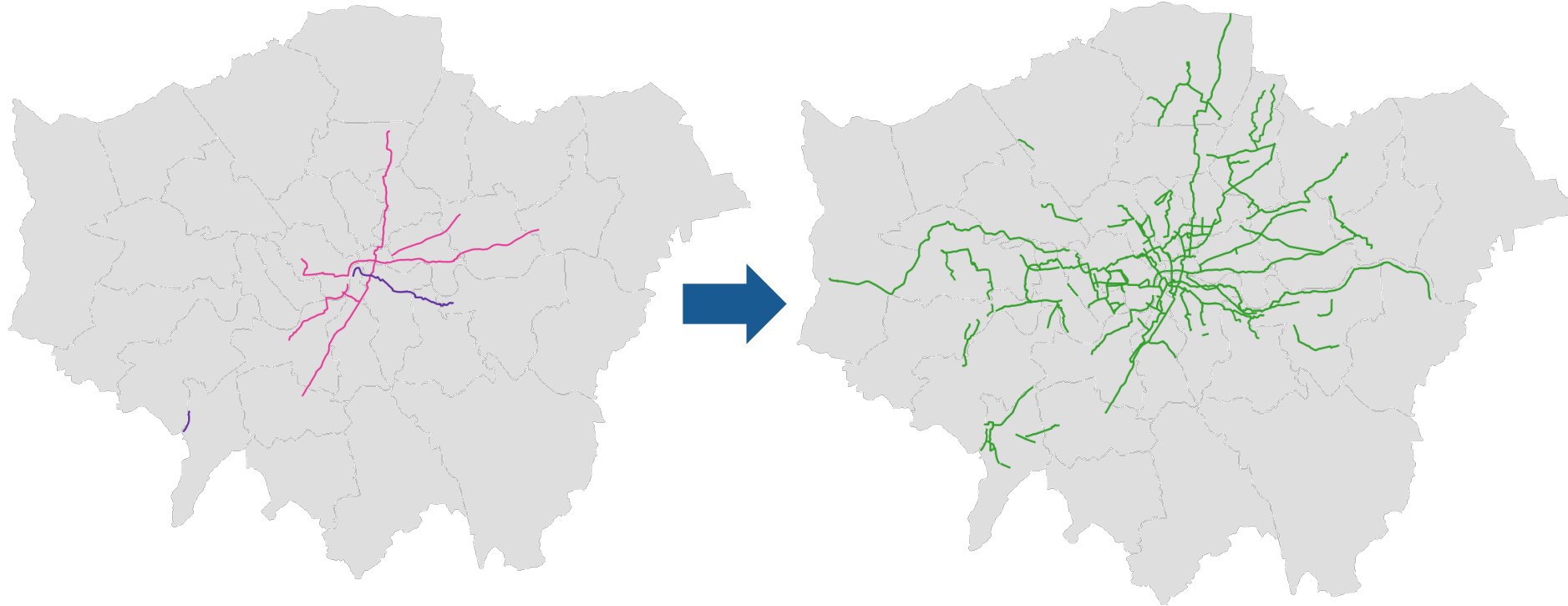
We have more than quadrupled the size of the strategic cycle network and improved quality standards



2016 – 90km
(5% of Londoners with 400m of the network). Confusing brands of cycling infrastructure



June 2024 – 390km
(over 25% of Londoners within 400m of the network). Unified brand for high-quality routes: **Cycleways***



All new Cycleways must comply with the [New Cycle Route Quality Criteria](#), which helps designers assess the level of protection from traffic required based on the local context.

*map includes a small number of Cycle Superhighways and Quietways not yet integrated to the Cycleway network.



Recent expansions of the network are aligned with the strategic priorities outlined in the Cycling Action Plan.

- Expand the network in outer London with new routes servicing town centres
- Connect town centres in Inner London
- Fill the gaps in central London



C9 along A315



C50 – Tollington Rd



C1 – Ponders End



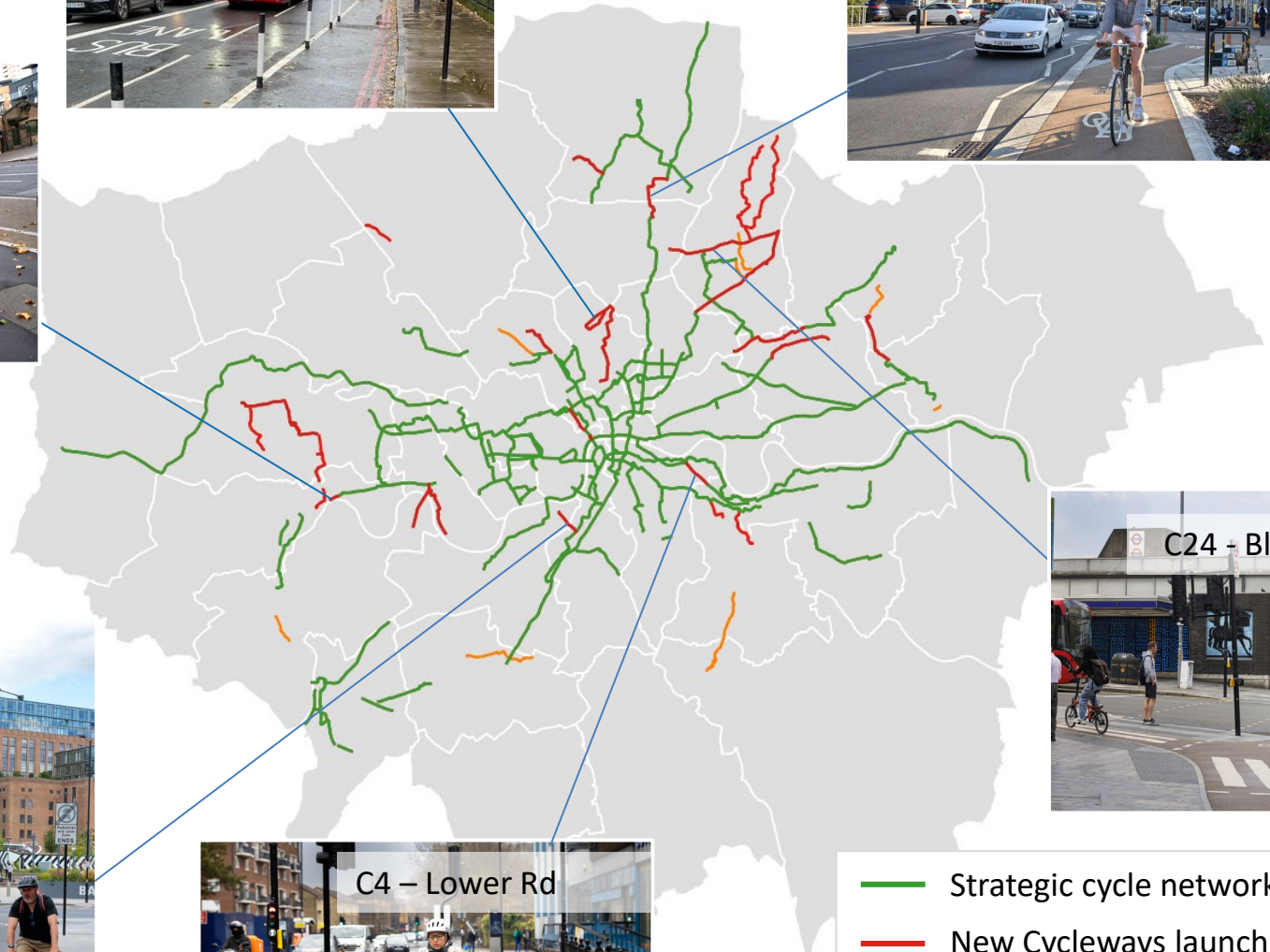
Battersea



C4 – Lower Rd



C24 - Blackhorse lane



- Strategic cycle network
- New Cycleways launched since June 2023
- Cycleways planned for completion by end of Summer 2024

Our 2041 vision for the network

- Our ambition is to expand the network so that 70% of Londoners live within 400m of a high quality cycle route.
- Our investment programme is informed by the Strategic Cycling Analysis (2022), which identifies the corridors with the greatest potential for cycling.
- Planning for the strategic cycle network is coordinated with planning for other modes, including buses, to maximise benefits to all sustainable modes.

Long term strategic cycle network



Breaking down the barriers to cycling beyond road danger (1/4)

While fear of road danger is the top barrier, the cycling action plan highlights other barriers disproportionately affecting under-represented groups.

The following slides highlight some of the key interventions and milestones since the launch of the plan.



In 2023/24, nearly **60,000 individuals** took part in **cycle training sessions** funded by TfL. £2.7m allocated to London boroughs in 2024/25.



Walking & Cycling Grants to support disadvantaged communities to take up cycling – record number of applications in 2023. More than £575,000 was awarded to 78 new projects and 69 continuing projects in December 2023, in partnership with the London Marathon Foundation.

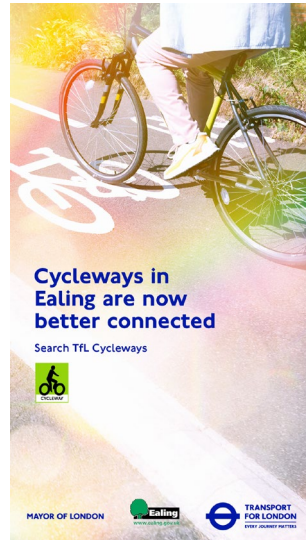
We've more than **quadrupled the number of cycle hangars** on London's streets since 2017 to provide a secure cycle parking space to over 33,000 residents as of February 2024, with an additional 2,000 spaces funded by TfL to be installed by March 2025.



Travel for Life – Nearly a quarter of London's schools have achieved Gold accreditation (6% reduction in car use, or 90% sustainable travel). **22 million km of car travel replaced with active travel since 2007.**



Breaking down the barriers to cycling beyond road danger (2/4)



Locally targeted campaigns to promote newly completed Cycleways, with a focus on under-represented groups.



We published [new guidance](#) on removing access control barriers for people using larger adapted cycles or other mobility aids.



The 11th edition of Ride London was held on 26 March with 21,000 people taking part in the challenge rides and thousands more at the family event. Following the 2023 edition, 52% of participants said it had inspired people close to them to cycle more and 66% of spectators were inspired to cycle more.



In October 2023 we collaborated with **Google Maps** to update its algorithms using our insights to prioritise cycling on safer, quieter roads and make them easier to discover.



Improving the Santander Cycle Hire offer:



- A **new Day Pass** was introduced in March 2024, leading to a significant uptake of casual hires.
- We launched **new concessions** aimed at encouraging under-represented groups to cycle. Holders of an Apprentice Oyster Card, Freedom Pass, 60+ Oyster card, Veterans Oyster photocard, Bus and Tram discount and Jobcentre plus discount can now get 50% off annual or monthly subscription.
- **1,400 additional e-bikes** will be added to the fleet this summer, giving many more Londoners the opportunity to benefit from an affordable, convenient and sustainable way of travelling.
- E-bikes have had double the number of hires per bike per day compared to classic bikes.

Regulation of privately operated dockless cycle hire:

- We continue to advocate for legislation that would give powers to strategic transport authorities to manage rental operations for micromobility, which would enable **better parking management**.
- In the absence of regulation, we are working with London Councils and London's boroughs to explore the design of one coordinated future scheme to manage dockless e-bikes and e-scooters in London through a contract. The objective of this would be to improve the parking of these vehicles, while also increasing the quality and sustainability of these services in London.



Breaking down the barriers to cycling beyond road danger (4/4)

Cycling for leisure is a key opportunity to expand cycling in London

Over half (55%) of people cycling say leisure was the most important reason for them to start cycling.

The new [Cycle Sundays campaign](#), launched in June 2023, aims to encourage Londoners to cycle for leisure on Sundays, when traffic flows are lower. The campaign includes:

- Promotion of leisure cycling routes developed by a range of partners
- Free Santander Cycle Hire for all on Sundays
- Discounts with cycling retailers and partners
- Promotion of local cycling events
- Tips and advice on cycle safety and security



Thank you

Q&A

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Customer Service and Operational Performance Panel



Date: 10 July 2024

Item: Santander Cycles Customer Hires

This paper will be considered in public

1 Summary

1.1 The number of Santander Cycles hires was below target for financial year 2023/24. This paper provides a summary of changes in demand within the market, including details of the uptake of pedal cycles and electric cycles, ahead of the contract re-let in 2025.

2 Recommendation

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

3 Background

3.1 During 2021/22 we saw the highest number of Santander Cycles hires at 11.8 million. This was primarily due to customers using the scheme for travel during the coronavirus pandemic. Since then, the number of hires has fallen due to a number of factors, referred to in section 5 below.

3.2 Annual hire trends for the last six financial years are set out below:

Hires (millions)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Member	6.3	6.0	5.0	7.0	6.4	6.8
Casual	4.6	4.2	5.2	4.8	4.4	1.7
Total	10.9	10.2	10.2	11.8	10.8	8.5

Member and casual hiring 18/19 - 23/24



3.3 During 2023/24 the number of overall hires significantly dropped to 8.5 million, although the number of hires by members rose to 6.8 million. We believe the member hires increase was driven by the requirement to be a member of the scheme to access our e-bikes.

3.4 During the same period, we also noticed a change to our customer base with the number of casual users declining. The increased competition from dockless e-bike schemes may also have adversely impacted our casual user hire numbers. This was slightly offset by an increase in members joining the scheme, the highest number of member activations in the scheme’s history.

4 Impact of e-bikes

4.1 E-bikes have significantly grown in popularity over the last few years and we have started to see the number of hires for these bikes start to outperform the classic pedal bikes by a ratio of almost 2:1. On average e-bikes are hired 3.9 times per day per bike, almost double that of the classic bike at 2.2 times per day per bike.

4.2 The implementation of e-bikes has been a success and on 29 May 2024, we achieved the milestone of over one million hires since their introduction in October 2022 – with customers riding over four million kilometres. E-bikes originally made up four per cent of the cycle hire fleet but account for eight per cent of all hires, following full deployment of the new e-bikes a total of sixteen per cent of the fleet will be electric, delivering circa £2.8m in incremental revenue. On 25 June 2024, 3,500 e-bikes were hired which is the highest volume to date and accounted for 10 per cent of total hires that day.

5 Reasons for changing demand and mitigating actions

5.1 Customer hires have reduced for a number of reasons:

- (a) the introduction of the single trip tariff replacing the 24-hour tariff impacted the number of casual hires;

- (b) the rapid expansion of the unregulated dockless e-bike market both in and beyond the scheme boundary offered our traditional customers a different proposition; and
- (c) the customer experience is important, especially on the ease of hiring and the ability to pay using mobile devices at our bike stations. This functionality will be rolled out across the Santander Cycles hire estate this autumn.

5.2 We have taken a number of actions to ensure our service remains an attractive proposition to our customers, including:

- (a) introducing a day pass on 3 March 2024 offering unlimited 30-minute trips within a 24-hour period for £3.00. In the first three months of the introduction of the day pass there were 500,000 hires representing 18 per cent of the total hires;
- (b) due to the demand for e-bikes, we introduced 600 docked e-bikes in October 2022. A further 1,400 e-bikes will be rolled out over the summer, with the first tranche of 429 introduced in June. Once all bikes have been deployed they will account for 16 per cent of the total fleet; and
- (c) additional summer hubs (customer on street service) have been implemented, providing customers more certainty that they can hire and dock their bike no matter how popular the station is in the busiest areas.

5.3 We plan to introduce mobile payments at bike station terminals during autumn 2024.

List of appendices to this report:

None

List of Background Papers:

None

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Customer Service and Operational Performance Panel



Date: 10 July 2024

Item: Bus Ridership and Superloop Demand Monitoring

This paper will be considered in public

1 Summary

1.1 This paper sets out the actions we are taking to attract more customers to the bus network and a summary of trends in bus journeys. The paper also provides the initial findings from our monitoring of the Superloop routes. Phase 1 focused on creating the Superloop brand, utilising existing routes SL8, SL6, SL7 and SL9 completed in August 2023. During Phase 2 we introduced five new routes SL10, SL1, SL5, SL3 and SL2, completing the outer London 'loop'. Overall, across Superloop there has been faster growth in demand compared to the wider network, with ridership on the Phase 2 routes increasing by 16 per cent since June 2023.

2 Recommendation

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

3 Background

3.1 We set out our Bus Action Plan in March 2022 with the aim of attracting more customers to the bus network and improving bus performance by increasing priority to buses and working with boroughs to minimise delays caused by planned road works.

3.2 Alongside expanding the outer London bus network, one element of the Bus Action Plan was to trial new services, and in July 2023 we launched the first phase of the Superloop express bus network. This included a programme of branding, marketing and selected service enhancements on four existing express bus routes mainly serving outer London.

3.3 SL6 (formerly the X68) is a peak only express service between Croydon and Russell Square. SL7 (formerly the X26) which operates between West Croydon and Heathrow had its frequency enhanced from two buses per hour (bph) to four bph service. SL8 (formerly the 607) between White City and Uxbridge saw an increase in operating hours. SL9 (formerly the X140) is an express bus route operating between Heathrow and Harrow. All benefitted from branding in Superloop livery.

3.4 Five further routes were introduced between November 2023 and March 2024 as part of Superloop Phase 2. The SL1 operates between North Finchley and Walthamstow, SL2 between Walthamstow and North Woolwich, SL3 between

Thamesmead and Bromley, SL5 between Bromley and Croydon, and SL10 between Harrow and North Finchley.

- 3.5 The SL4, which will operate between Canary Wharf and Grove Park, will be introduced upon opening of the Silvertown Tunnel in 2025.

4 Passenger demand monitoring

Bus ridership

- 4.1 Bus ridership continues to grow across the network with 1.86 billion bus journeys being completed during financial year 2023/24. Compared to the previous year, bus ridership increased by five per cent in 2023/24 but remains below 2019/20 levels where bus ridership reached 2.05 billion. Figure 1 shows bus patronage between 2008/09 and 2023/24.

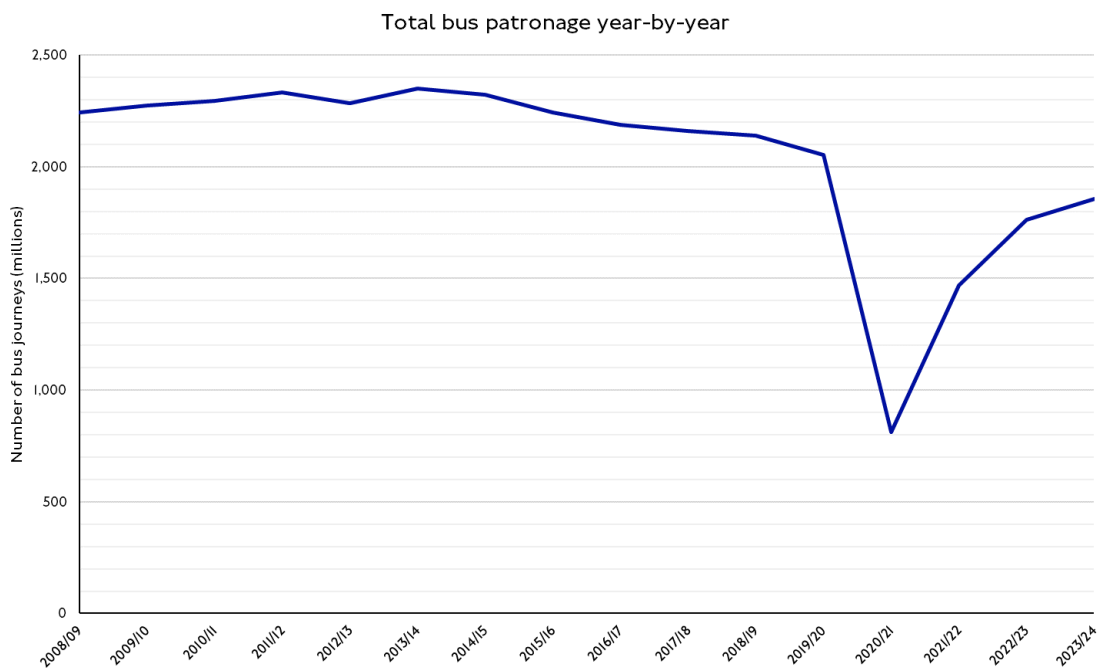


Figure 1: Annual bus patronage on the TfL network between 2008/09 and 2023/24

- 4.2 In total, 121 million bus journeys were undertaken in central London in 2023/24, an increase of six per cent compared to the previous year. Bus journeys in inner London reached 635 million in 2023/24, an increase of two per cent compared to the previous year. There were 1,200 million bus journeys made in outer London in 2023/24, a seven per cent growth compared to the previous year. Figure 2 shows the annual bus ridership, broken down by central, inner and outer London, between 2008/09 and 2023/24.

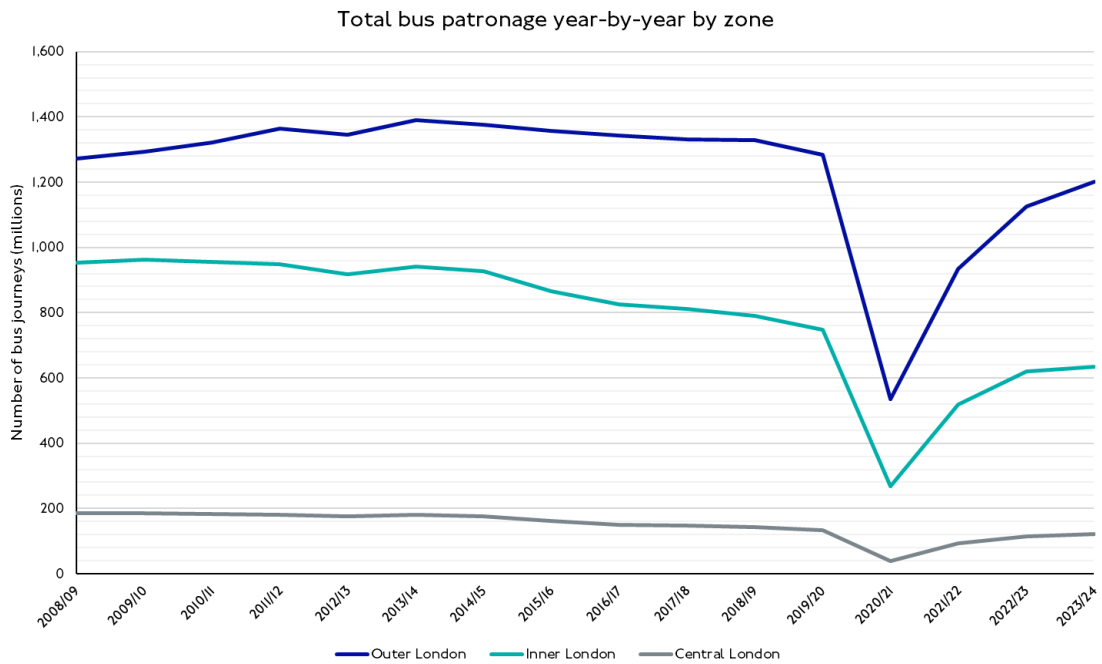


Figure 2: Annual bus patronage by zone between 2008/09 and 2023/24

Superloop reliability by route

- 4.3 SL1, SL5, -, SL10 are performing well and better than the contractual minimum standard with bus speeds in line with expected performance.
- 4.4 SL2 continues to improve and reliability in Period 2 of 2024/25 (28 April to 25 May 2024) was better than the minimum contractual performance standard. Again, bus speeds are in line with expected.
- 4.5 SL3 continues to improve since its introduction on 24 February 2024. In addition to disruption caused by roadworks there were some initial challenges with the vehicles used on the route. These are largely now overcome and performance is improving. TfL continue to work with the operator to improve vehicle reliability.
- 4.6 SL6 operates 12 return peak journeys during Monday to Friday through inner and central areas and runs as a limited stop service on a portion of its route. The route is not currently meeting performance standards due to disruption that has been caused by roadworks on the stopping section of the route. We are working with the operator on revising how this route is monitored and run to ensure that it better reflects actual passenger experience.
- 4.7 SL7 is currently the longest route operating in London. It is therefore susceptible to traffic conditions as it travels through key town centres and shopping hubs in outer London. If permitted, we would seek to consult on reducing the length of the route to improve reliability.
- 4.8 SL8 has not met the minimum performance standard due to roadworks on the route since launch. A scheme to improve its reliability is in progress and will be implemented by time of publication. This scheme adds additional resource into the schedule to ensure that it is better matched to prevailing road conditions. We

required the performance of the route to be monitored for a period of time before making any decisions on a scheme.

- 4.9 SL9 has not met its minimum performance standard, however a scheme to improve reliability was implemented in June 2024 and is being monitored. This scheme was in part implemented to redistribute running time with the schedule to ensure that it is better matched to prevailing road conditions since its launch.

Superloop demand monitoring

- 4.10 The Phase 1 and 2 Superloop route weekday usage between June 2023 and May 2024 is shown in figure 4. Figures 5 and 6 shows the change in corridor demand relative to June 2023 for Phase 1 and 2 routes respectively.

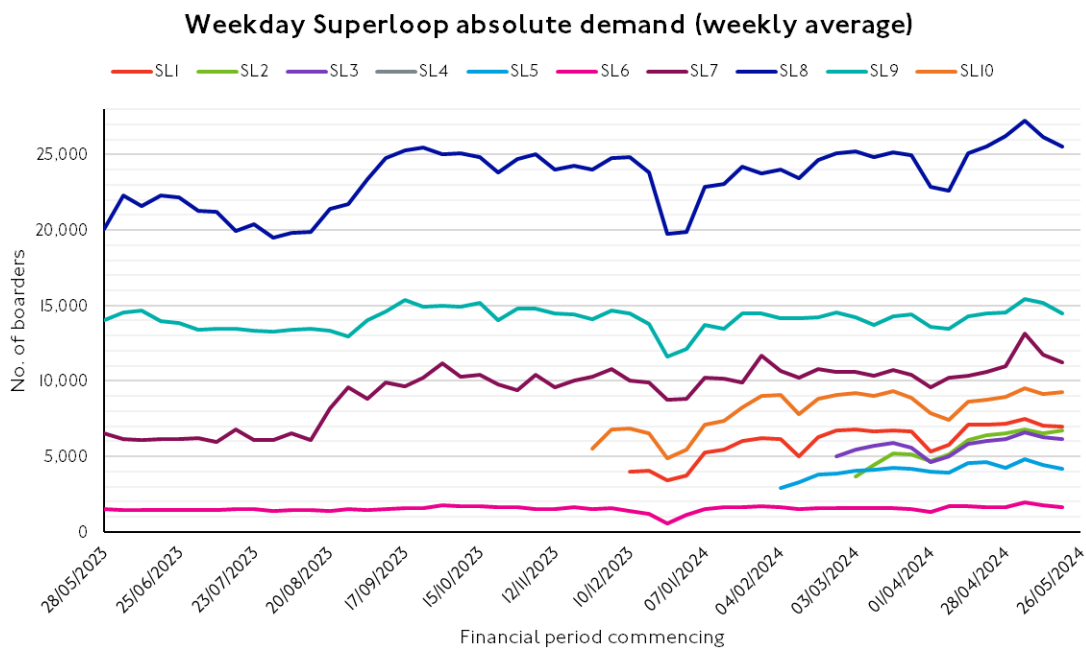


Figure 4: Weekday Superloop route demand between June 2023 and May 2024

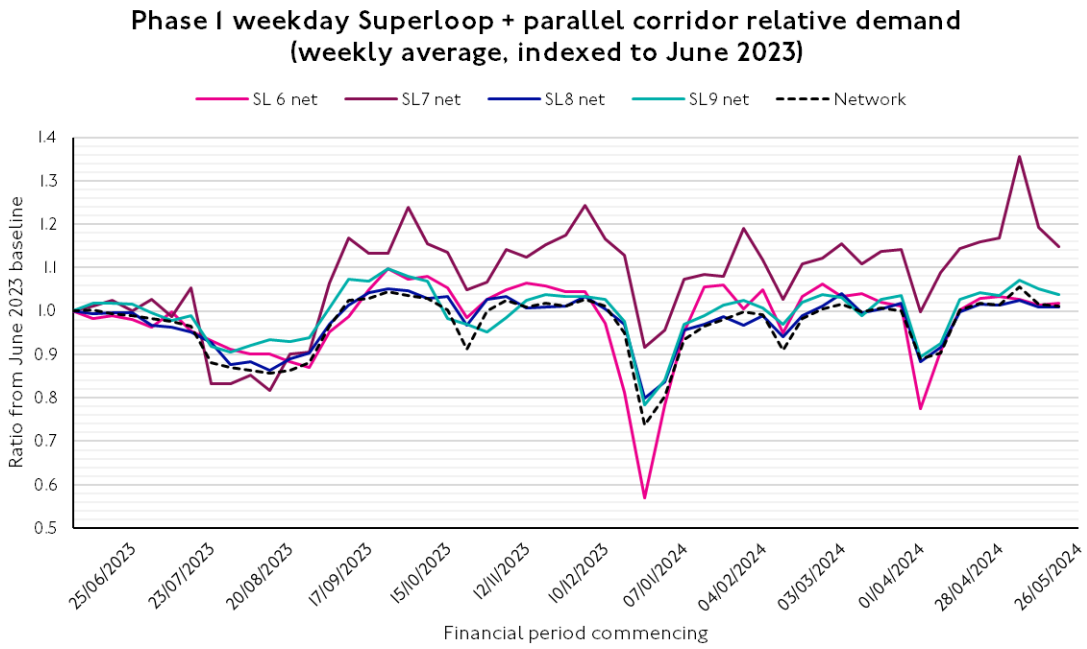


Figure 5: Change in weekday demand relative to June 2023 on Phase 1 routes

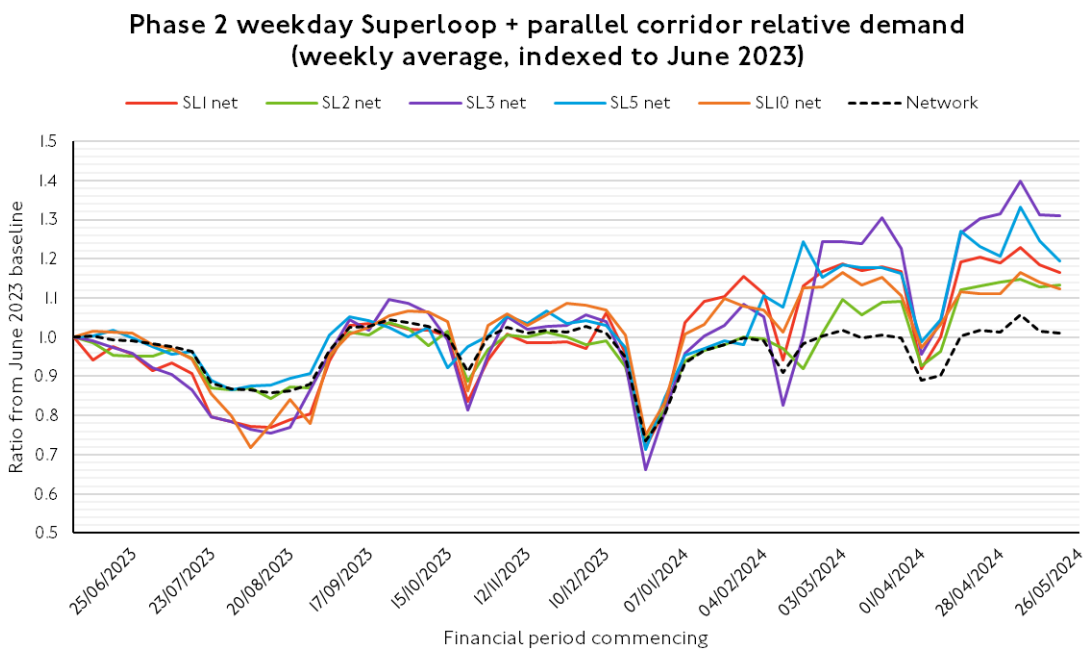


Figure 6: Change in weekday demand relative to June 2023 on Phase 2 routes

- 4.11 The monitoring of patronage on the Superloop routes is still ongoing. For Phase 1 routes, the response is expected to be relatively fast compared with the impacts of introducing a new route. We still expect to see further growth on the Phase 2 routes over the next year.
- 4.12 Research shows that an increase in quality as a result of changes in service level, information provision or other enhancements will increase passenger demand for

that service. Customers may switch from other bus routes which run parallel to that route in order to use the enhanced service. As a result, we have looked at the change in demand on parallel bus routes where stops are within 400 metres of a Superloop route in order to calculate the impact on corridor demand.

Results by route

- 4.13 Between June 2023 and May 2024, our bus network demand grew by two per cent.
- 4.14 SL6 patronage increased by 20 per cent in the same period. This period also included restructuring of services between Holborn and Waterloo; some of the change may be attributed to customers switching to SL6 to make short journeys to and from Waterloo. Corridor demand grew by two per cent.
- 4.15 SL7 saw the largest increase in patronage at 91 per cent as a result of the doubling in service frequency combined with the Superloop launch. Once the change in patronage on parallel routes was taken into account, corridor demand increased by 21 per cent.
- 4.16 SL8 patronage increased by 18 per cent over the same period, partly as a result of services operating earlier in the morning and later at night on all days of the week combined with the Superloop launch. Once extended operating hours was taken into account, the net increase was one per cent. The absence of growth on the SL8 corridor is an indication of abstraction of demand from the parallel routes coupled with performance issues on the SL8.
- 4.17 SL9 is an established express route, introduced in late 2019, and did not see any service enhancements. Patronage grew by two per cent on the route while the corridor demand grew by five per cent.
- 4.18 Recent data shows a faster growth in bus demand on the Phase 2 Superloop corridors compared to the wider bus network. In May 2024, the increase in average weekday corridor demand on Phase 2 routes compared to June 2023 was 16 per cent higher than the network. Demand on Superloop routes continues to grow faster than the rest of the network.
- 4.19 We are reviewing the provision of bus priority on the Superloop corridors and have identified a number of areas where we could make material journey time and/or reliability improvements. These are subject to feasibility and local engagement. Further details will be available in late Summer.
- 4.20 We will continue to monitor the demand on Superloop corridors, and what lessons can be taken from this approach to apply more widely to the bus network as part of the Bus Action Plan.

Superloop customer perceptions research

- 4.21 In November 2023, we carried out the first wave of customer research to test understanding of the concept and perceptions of Superloop branding. The sample of customers were users of the existing, phase 1 routes (SL8, SL6, SL7 and SL9). The results were positive with over 90 per cent of customers being spontaneously

aware (unprompted) of the name and route they were using. This increased to 99 per cent when prompted.

- 4.22 In May 2024, we concluded the second and final wave to test understanding and awareness of the new routes (SL10, SL1, SL5, SL3 and SL2).
- 4.23 Prompted awareness of Superloop scored 92 per cent, with unprompted awareness being considerably lower at 44 per cent. However, the routes are still relatively new and we expect awareness to grow organically over time. When asked if Superloop services were better than other buses, 88 per cent of customers said yes and 93 per cent stated they would use the service again. Superloop is being perceived well with 90 per cent of customers stating that the introduction of Superloop shows that TfL cares about its customers. Overall, customer understanding of the network is high and the unique branding is having a positive impact.

Superloop lessons learnt

- 4.24 The timescales for completing the delivery of Superloop required us to significantly alter our approach to stakeholder engagement and commercial discussions with bus operators. Although challenging, we have delivered a brand-new network of buses that will only serve to improve our transport offer and acts as a clear demonstration of our ongoing commitment to enhancing transport for Londoners.
- 4.25 Funding constraints impacted our ability to replace or upgrade as much bus infrastructure, such as, shelters and welfare facilities, etc as we would have liked.
- 4.26 Bus priority measures are key to delivering a reliable bus service for Londoners and we will continuously strive to implement these across the bus network, particularly on our express services.
- 4.27 There were, as with any change of this size, a number of challenges but we successfully delivered by being focussed, innovative and dynamic in our programme management, decision making and stakeholder engagement. We are excited about developing the existing Superloop network as demand grows and delivering additional routes.

List of appendices to this report:

None

List of Background Papers:

The Travel in London report, available on the TfL website (<https://tfl.gov.uk/corporate/publications-and-reports/travel-in-london-reports>), presents a summary of the trends in bus ridership and performance over a longer period.

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Customer Service and Operational Performance Panel



Date: 10 July 2024

Item: London Transport Museum – School Programmes

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of London Transport Museum (LTM) School Programmes, including the positive impact of this work and ambitions for the future.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the forthcoming activities and to consider opportunities for further raising the profile of this work internally and externally.**

3 Background

- 3.1 LTM is the world's leading museum of urban transport. We conserve and share our transport and design collections to ignite curiosity and create positive change. With the expertise and ingenuity of our people and partners, LTM is helping to shape the future.
- 3.2 LTM is a wholly owned subsidiary within the TfL Group and a registered charity with the aims to advance the heritage of transport in London and to educate the public about the role of transport in the life and work of London past, present and future. Our charitable activity is summarised by the four Ss: Stories, Skills, Sustainability and Spark.



- 3.3 LTM has been delivering programmes for schools for over 25 years. It is renowned within the cultural and transport sectors as a pioneering educational provider using the inspiring and universal story of transport in London to catalyse positive outcomes for children and young people.
- 3.4 Depth of engagement is as important as breadth of engagement, and robust evaluation and measurement that demonstrates the value and impact of the range of work underpins all activity. Programming is characterised by its real-world relevance and application and is enriched by co-creation with audiences and collaboration with industry, community and public sector partners. A team of over 25 people work on these programmes at LTM, reaching over 130,000 children each year.
- 3.5 LTM delivers a range of programmes for schools across Greater London. Broadly these can be summarised as:
- (a) Museum Learning – Programmes for primary and secondary school students, linked to the National Curriculum, facilitating learning about green skills, science, technology, engineering, and mathematics (STEM) and STEM careers, sustainability, social history and citizenship. These programmes are commissioned and funded by a variety of external bodies including Arts Council England and LTM's coalition of corporate sponsors from transport and engineering sectors as well as a range of charitable trusts and foundations;
 - (b) Travel for Life programmes – This work is commissioned and funded by Customer Marketing and Behaviour Change, TfL and focuses on promoting active, safe, sustainable and responsible travel;
 - (c) Project Guardian – This is commissioned and funded by TfL, through its Directorate of Compliance, Policing Operations and Security (CPOS), as part of its End Violence Against Women and Girls programme. The sessions focus on sexual harassment on public transport; and

- (d) School intervention – TfL, through CPOS, is also funding LTM to undertake tailored interventions for school-related antisocial behaviour which is impacting on the safe, secure and reliable operation of the transport network.



- 3.6 LTM School Programmes deliver lasting, positive social change by playing an active part in greater collective efforts to tackle some of the big issues in society today: the effort of the cultural and education sectors to open up access to culture and creativity and improve educational outcomes for all young people; the effort of the transport and engineering sectors to develop a workforce fit for an uncertain future; the TfL and Greater London Authority effort to nurture confident young people, safe and responsible on the transport network; the global effort to tackle the climate crisis.

4 Highlights of LTM School Programmes

- 4.1 Regular, curriculum-linked, bookable workshops and free, self-guided visits at the Covent Garden site for nurseries and primary schools, reaching 14,000 children and teachers in 2023/24. This work is supported by Arts Council England and LTM's coalition of Enjoyment to Employment corporate sponsors from transport and engineering sectors. Focus themes and topics include: STEM, careers, citizenship, literacy, social history and transport through time, sustainability and green skills including digital skills.
- 4.2 “Inspire” programmes for secondary schools focused on employability and green skills and STEM careers (particularly those in transport and engineering), reaching over 370 students and teachers in 2023/24. This work is funded through the Enjoyment to Employment coalition of corporate sponsors including telent, Mastercard, Sopra Steria, TfL, Thales GTS and others.
- 4.3 Research projects with primary and secondary schools to trial and develop new, high impact learning pedagogies and approaches, currently funded by Kusuma Trust and John Lyons Charity. Current research projects are focusing on developing teacher continuing professional development (CPD) to support teaching green skills in primary schools and the impact of long term embedded

cultural partnerships on learning outcomes for primary school students. In 2023/24, we worked with 11 schools, 21 teachers and engaged 305 primary school students.

- 4.4 Transport workforce volunteers are a unique feature of LTM school programmes. They fall into two categories:
- (a) Transport Youth Engagement Officers (TYEOs): These are people from across London's transport network, including Metropolitan Police Service Safer Transport teams, British Transport Police, Revenue Protection Inspectors, train drivers, station staff, bus drivers, Transport Support and Enforcement Officers and other TfL employees, who are released from their substantive roles to support LTM with youth engagement in a number of outreach programmes. TYEOs support across a range of programmes including: TfL Travel for Life Citizens, Project Guardian and secondary school intervention work. They provide a vital link between TfL and the communities in which they work. LTM currently manages 75 TYEOs from across the network and in the last academic year they contributed 803 days to programme delivery; and
 - (b) STEM Ambassadors: These are people working in a variety of roles at TfL and other transport and engineering businesses (e.g. Thales GTS, Sopra Steria, telent, ABM and so on) who volunteer their time (as a STEM Learning registered ambassador) to support programme delivery focused on transport and engineering careers and STEM subjects. Their first-hand experience of real-world science and engineering provides insight and career inspiration for children, young people, their teachers and carers. They work across all LTM primary and secondary programmes, and in 2023/24, STEM ambassadors volunteered at 156 sessions, contributing 544 hours of their time.
- 4.5 TfL Travel for Life Accreditation Programme supporting primary and secondary schools across London to promote active and sustainable travel, reduce car usage and improve air quality in their local area. Mayoral commitment of 1,000 Gold Schools by September 2025. 671 Gold schools currently this year with 1,447 schools engaged on the programme – representing nearly half of all schools in London. This work is commissioned and funded by Customer Marketing and Behaviour Change, TfL.
- 4.6 TfL Travel for Life Pioneers Challenge delivered in secondary schools across London to encourage modal shift on the school journey from cars to buses and active travel. 166 sessions delivered across 45 schools in 2022/23. This work is commissioned and funded by Customer Marketing and Behaviour Change, TfL.
- 4.7 Project Guardian delivered to Year 9 students to increase awareness and recognition of sexual harassment on public transport, empower students to respond appropriately and safely if they experience or witness this behaviour, increase confidence to report incidents and to travel on public transport. This programme has reached 9,108 students through 149 sessions so far this year. This work is commissioned and funded by CPOS, TfL.
- 4.8 An intervention programme for school-related antisocial behaviour on and around the transport network has been launched this year with additional funding from CPOS, TfL. The aim of the programme is to promote safe, responsible and considerate behaviour on public transport. Sessions are delivered in school by

the LTM School Liaison Officers focusing on issues and behaviours specific to the school and location, with support and advocacy for the experiences of staff and real-life examples of the effects and consequences of behaviours being provided by TYEOs, Transport Support and Enforcement Officers and other staff involved in the issues.

- 4.9 TfL Travel for Life Citizens Programme delivered to Year 6 students in schools across London to promote the safe and responsible use of public transport, reaching 99,559 students across 1,899 schools in 2022/23. This work is commissioned and funded by Customer Marketing and Behaviour Change, TfL.

5 Social Impact

- 5.1 Programmes focused on active, safe and sustainable travel drive modal shift in local communities and equip children and young people to take an active role in shaping London's sustainable future. These programmes support the delivery of key strategic priorities for TfL including Vision Zero, Equity in Motion and the Mayor's Carbon Neutral 2030 target.
- (a) Evidence of impact: The LTM Acton Schools Partnership is working with Key Stage 2 children at schools local to the LTM Depot in Acton on a four-year skill building and social action research project to promote sustainability and pride in their local area. Evaluation of the first year of the project indicates that before intervention, only 50 per cent of students understood what sustainability is, and after the first two terms of delivery this understanding has increased to 75 per cent and been contextualised within their local area.
- (b) Evidence of impact: Alongside the TfL Travel for Life Citizens programme, which reached over 100,000 under 11s in 2023/24, there is companion model of TfL Travel for Life Pioneers Challenge for secondary students. This consists of five sessions delivered by the LTM team in school to a group of student ambassadors who gain the SSAT Leadership Award. In 2022/23, participating schools reported an average 13 per cent increase in active travel, and an average six per cent decrease in single car and motorbike use on the school journey after taking part. One student said: "Being an ambassador has helped me develop so many leadership skills. I couldn't have imagined being able to organise and facilitate this fair at the beginning of the year. I am so proud of myself and my team."
- 5.2 Programmes focused on skills and careers give children and young people the skills, confidence and agency they need to thrive in a changing world and support increased diversity within the transport and engineering workforce. These programmes support TfL's ambition to build a diverse, talent pipeline for itself and the transport sector (Everyone's Future Counts).
- (a) Evidence of impact: LTM has recently delivered a pilot primary school project with built-in teacher CPD focused on supporting children to develop green skills. The pilot was delivered to eight teachers and 147 students (ranging from Year 3 to Year 6) from five schools. All teachers agreed that their students had developed and/or applied the target green skills of collaboration, communication and creativity. They commented extensively on how little opportunity children get to focus on skills development and how much they benefited from it: "For my class it was a totally different experience to have a skills focus. The children were a lot more engaged with what we were doing as they not worried about the final outcome"; "Tinkering

was a great couple of lessons. It enabled something for them and they really enjoyed doing it and the freedom that they don't normally get. They were problem solving and thinking outside the box. It was really nice. Having the opportunity to do something different, and look at skills and how they are applied in different scenarios. It was a chance they don't normally get to have."

- (b) Evidence of impact: Inspire Engineering is a day-long experience for Key Stage 3 students at the LTM Depot in Acton. It comprises a tour, sustainable cities "problem-solving" game and interviews with industry professionals. After participation in 2023/24 programming, 76 per cent of girls and 61 per cent of boys agreed or strongly agreed the programme showed them engineering is suitable for any gender and 42 per cent of students agreed they know what to do next to become an engineer. 58 per cent of students (56 per cent of girls) reported positive perception change in the desirability of engineering as a career. The sustainability game was popular, with 55 per cent of students highlighting it as their favourite part of the day. One student said: "I really enjoyed the city developing activity as it allowed me to work in a team and solve problems. It was also really fun and enjoyable to come to an agreement with the time and accounting for everything."

5.3 Programmes focused on key issues and ideas shaping London today nurture agency, dialogue and influence for and with young people, helping to make London a safer, more equitable place where people feel connected to one another and to the city. These programmes support the delivery of TfL's strategic priority to reduce the risk of being a victim of crime on public transport.

- (a) Evidence of impact: The LTM Green Skills Hackathon, October 2022, was an event bringing secondary students and employers together to have meaningful, useful conversations about sustainable transport and future jobs. 125 students from 11 schools met 39 business representatives from six corporate partners. 100 per cent of teachers and business representatives felt meaningful conversations between employers and young people were achieved. 92 per cent of students felt their understanding of how sustainability is shaping businesses grew.
- (b) Evidence of impact: Project Guardian seeks to raise awareness about the important issue of sexual harassment in London – emphasising TfL's zero tolerance approach to this behaviour, reassuring young people that this issue is taken seriously and improving confidence to report issues or concerns. In sessions in 2022/23, teachers reported that pre-session understanding about the issue was 2.2 out of 5 for their students. After the session, they rated increased confidence about reporting, belief that reporting is taken seriously, awareness of exit strategies and types of offences at 4.8 out of 5 or higher. We also regularly see real-world impact of the sessions, such as in this testimonial: "The feedback from staff and students was absolutely fantastic. The students found it really engaging and staff thought it was very effective. We are a Catholic school so sometimes topics surrounding anything of a sexual nature can seem to be taboo, but it was the perfect level of information, and it is just what the students needed to hear. Immediately after one of the sessions a student reported an incident that happened to her on the bus, and she probably would not have done this if she had not attended the workshop. Thank you."

6 Ambition

6.1 The ambitions for the programme are to:

- (a) amplify the profile and reputation of LTM as a leading provider of high impact, real world learning opportunities in London, to reach more audiences and deliver more social benefit;
- (b) ensure that those with the greatest need benefit from these powerful school programmes by developing strategic partnerships and new delivery models which ensure access;
- (c) increase and diversify funding and sponsorship (including TfL funding) in order to realise our ambition for schools activity. Underpinning this will be enhanced communication, measurement, and reporting (via an updated Theory of Change) that demonstrates the impact and social benefit (not just the reach) of activity to key stakeholders and potential funders; and
- (d) scale up and strengthen the offer for secondary schools with a focus on sustainability, skills and careers.

6.2 All Members of the Board will be invited to attend the upcoming LTM Schools events to see the programmes in action. These include:

- (a) Inspire (secondary) at LTM Depot in Acton, 11-13 November 2024, 5-12 March 2025, 11-18 June 2025;
- (b) Early Explorer Mornings for children in school with additional needs, 3 October 2024, 7 November 2024, 6 February 2025, 27 March 2025, 1 May 2025, 5 June 2025;
- (c) Green Skills Hackathon (secondary) at LTM in Covent Garden, 11 February 2025; and
- (d) further dates for TfL Travel for Life Top Schools and Eco Seminar events 2025, dates to be confirmed.

List of appendices to this report:

None

List of Background Papers:

None

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Customer Service and Operational Performance Panel



Date: 10 July 2024

Item: Elizabeth line Performance

This paper will be considered in public

1 Summary

- 1.1 This is the fourth update on Elizabeth line operational performance and covers Period 12 (4 February to 2 March 2024), Period 13 (3 March to 31 March 2024), Period 1 (1 April to 27 April 2024) and Period 2 (28 April to 25 May 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 Performance and reliability on the Elizabeth line has seen a positive trend over the past four periods.
- 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.
- 3.3 In both Period 12 and Period 13, JTM was 24.9 minutes, performing better than the target of 26.4 minutes. In Period 1 JTM was 28.4 minutes and in Period 2 it was 28.2 minutes, again performing better than the financial year 2024/25 target of 29.3 minutes.
- 3.4 We also monitor our performance against the long-standing Public Performance Measure (PPM), also used by Network Rail 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.
- 3.5 The PPM score for the Elizabeth line for Period 12 was 92.3 per cent, Period 13 was 91.5 per cent, Period 1 was 92.7 per cent and in Period 2 92.4 against a target of 91.7 per cent.

- 3.6 The upturn in the PPM score coincided with the continued improvement in train reliability since the train software upgrade was loaded in February.
- 3.7 The PPM score also reflects the works that have been taking place as part of the Thames Valley Improvement works on Network Rail infrastructure on the western section of the line. Network Rail Great Western's Performance Improvement plan is split into three key stages. It is currently in the first stage where its primary aim is to stabilise performance.

4 Customer Experience

- 4.1 Customer satisfaction remains high on the Elizabeth line with the Customer Satisfaction score of 81 in Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024).
- 4.2 There was a significant increase in customers reporting that they felt in control of their journeys which was up 2.3 points on the Quarter 3 score. The same increase was also reported of feeling valued as a customer.
- 4.3 The most positive increase in scores was seen in information during disruption. This increased by 3.4 points in Quarter 4. This is a result of a number of initiatives that have been implemented by us and our concessionaire MTREL.
- 4.4 Mentoring of the Customer Experience Controllers has seen customers receive quicker and more accurate updates during periods of disruption.
- 4.5 We are also now able to send remote messages to the onboard train passenger information screens. This enables customers to see live updates on disruption or closures as they are travelling.
- 4.6 A full breakdown of the survey results for customer experience, including those affecting customers travelling outside of London can be found in Appendix 1.
- 4.7 Step-free access availability at Elizabeth line stations was 97.52 per cent in Period 12, 98.1 per cent in Period 13, 98.6 per cent in Period 1 and in Period 2 98.8 per cent against a target of 98.6 per cent.
- 4.8 The line celebrated its second-year anniversary with a series of colleague events held including a celebration at Harold Wood station attended by Director, Elizabeth line, Network Rail and MTR.

List of appendices to this report:

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

List of Background Papers:

None

Contact Officer: Howard Smith, Director Elizabeth line
Email: howardsmith@tfl.gov.uk

Appendix 1 - Quarter 4 Customer Satisfaction Scores East, West and Central Sections

Satisfaction Measure	Quarter 4		
	East	West	Central
Overall satisfaction score	82	79	81
Journey time	80	79	81
Cleanliness on train	77	75	76
Wait time for your train*	80	78	79
Information at station*	80	79	80
Information on train	78	78	81
Personal safety at station*	78	77	78
Temperature on train	80	79	81
Personal safety on train	78	79	81
Cleanliness at station*	77	77	78
Comfort	79	77	77
Announcements from the driver	76	71	73
Levels of crowding on the platform*	74	74	76
Availability of seats	75	75	76
Helpfulness and general attitude of station staff*	71	71	73
Levels of crowding on train	72	73	74
Availability of staff at station*	82	79	81

Base: Q040 / Q042 – How satisfied were you with...? Quarter 3 2023/24 EL – East (344), West (574) and Central (842), MTR stations – East (211), West (373) and Central (368).

*Station measures relate to MTR stations only

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Customer Service and Operational Performance Panel



Date: 10 July 2024

Item: Customer Service and Operational Performance Report – Quarter 4, 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 4 of 2023/24, which is appended in the format of a report.
- 1.2 This report covers the period from 10 December 2023 to 31 March 2024.

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 4 2023/24

List of Background Papers:

None

Contact Officer: Claire Mann, Chief Operating Officer
Email: ClaireMann@tfl.gov.uk

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Email: AlexWilliams@tfl.gov.uk

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Customer service and operational performance report

Quarter 4 2023/24 (10 December 2023 – 31 March 2024)

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5 Our scorecard

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We have renamed the six London Overground lines to help navigation

Introduction

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

Our purpose is to keep London working and growing, to make life in the city better for all Londoners. Every journey matters to us and we do all we can to make sure the transport network is safe, reliable and fit for the future.

During the quarter, we launched a number of initiatives to not only make it easier to choose sustainable transport options but to encourage Londoners and visitors to make the most of all London has to offer. This includes the Mayor’s announcement of a fare freeze until March 2025 and a trial of ‘Off-peak Fridays’ where pay as you go Tube and rail fares were off-peak all day on Fridays from 8 March until 31 May.

On 6 March the £3 Santander Cycle Day Pass came into effect, allowing customers unlimited 30-minute rides over a 24-hour period. This is supported by our Cycle Sundays campaign, which launched on 20 May and runs until September, promoting leisure cycling routes and encouraging people considering cycling to give it a go.

On 2 March, we completed the final section of the Superloop express bus network, with the SL2 route between Walthamstow Central and North Woolwich linking the Elizabeth line at Ilford, as well as London Overground and Tube services at Walthamstow and Barking.

Together with the Mayor, we announced the new names and colours for each of the six London Overground lines. This will make it easier for customers to navigate and further build ridership, while also celebrating London’s diverse communities and histories.

Delivering good customer service relies on consistent and reliable transport services. We know our performance has been mixed and our customers using the network have been experiencing delays over the last few months as a result of train and tram defects. To address this, we have introduced a revised timetable on the Central line providing a more reliable service with fewer cancellations and gaps between trains.

In May, a number of our trams suffered from damaged wheels. We operated as many services as we could and, on 25 May, we reverted to a full service. Our teams continue to work hard to deliver for our customers and we apologise for the impact these issues had on our customers, and thank them for their patience.

On the Northern line we are working closely with our suppliers to resolve the shortage of trains due to an issue with a component in the train’s traction power.

Claire Mann
Chief Operating Officer

Alex Williams
Chief Customer and Strategy Officer

Measures used in this report

How we monitor and record our progress

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

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 Full-year actual	2023/24 Full-year target
Operations		
London Underground journey time (minutes)	28.3	27.9
Bus journey time (minutes)	34.1	33.8
Rail journey time – Elizabeth line, Trams, DLR, London Overground (minutes)	26.2	26.9
Customer		
Londoners who agree we care about our customers (%)	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



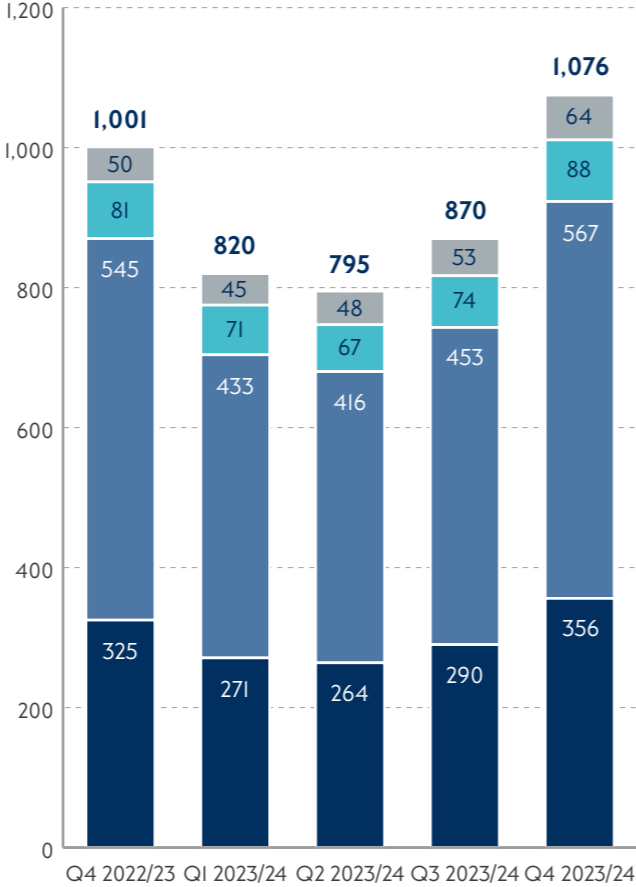
Passenger journeys

Passenger journeys across the network continue to grow, with ridership figures on some of our services exceeding pre-pandemic levels. Full-year figures show 3,560 million journeys have been completed, compared with 3,252 million last year. This year we have seen the highest number of journeys since the start of the pandemic in March 2020.

This quarter the 'Off-peak Fridays' trial started where pay as you go with contactless and Oyster Tube and rail fares are off-peak all day on Fridays until 31 May 2024. The trial is to encourage more people back into the city on Fridays allowing Londoners and visitors to make the most of all London has to offer and to support London's wider economic growth.

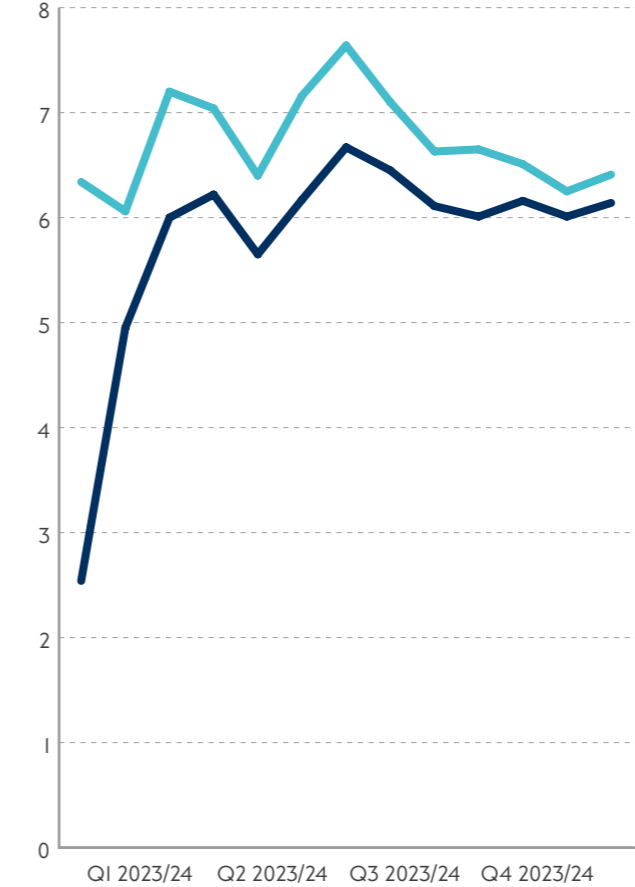
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Passenger journeys*
Past five quarters (millions)



London Underground
 Buses
 Rail
 Elizabeth line

Cumulative year-on-year growth (%)



Budget
 Actual

Overall journeys at the end of 2023/24 are nine million above budget. Passenger journeys at the end of 2023/24 are up nine per cent and at 88 per cent of pre-pandemic levels. More than four million Tube journeys and around five million bus journeys are made on weekdays. The Elizabeth line also continues to grow, with around 700,000 journeys every weekday.

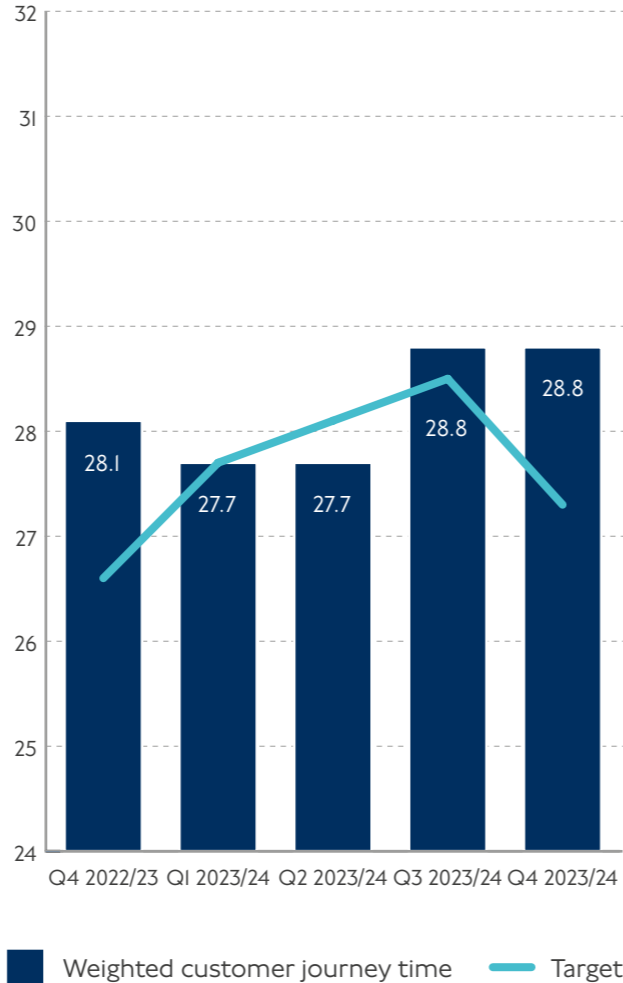
* Quarter 4 is longer than Quarters 1-3 (15 weeks and six days versus 12 weeks)

London Underground journey time

This is a demand-weighted average of all Tube customer journey times and is comprised of 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.

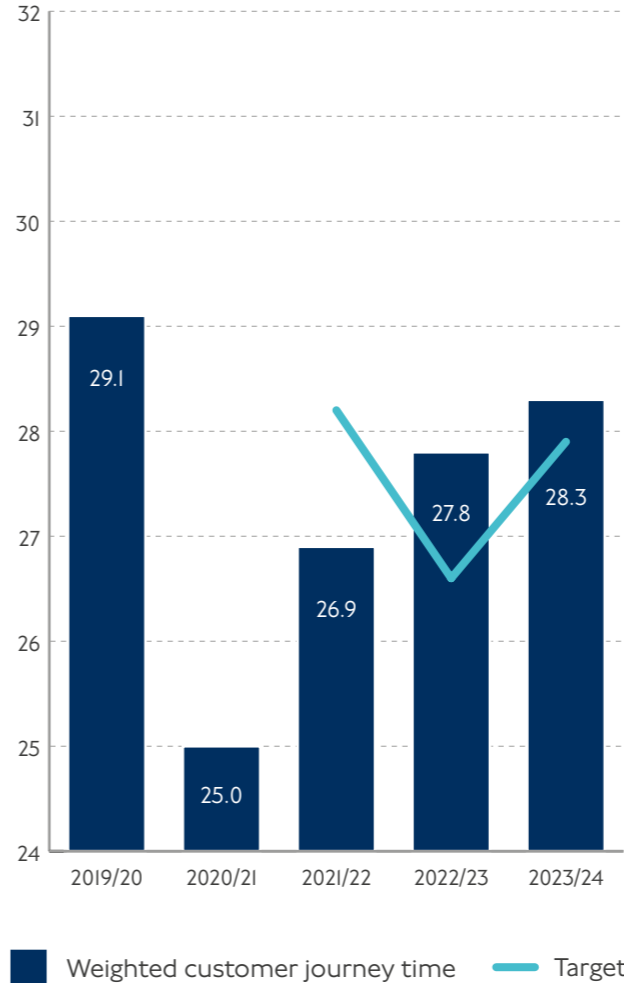
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 **London Underground journey time**
Past five quarters (minutes)



London Underground customer journey time for Quarter 4 is 1.5 minutes higher than the target of 27.3 minutes. It was as high as Quarter 3 levels despite lower passenger demand. The under-target performance this quarter is mostly driven by ongoing reliability challenges with the Central line fleet. We have implemented a temporary timetable to provide a more consistent service for customers.

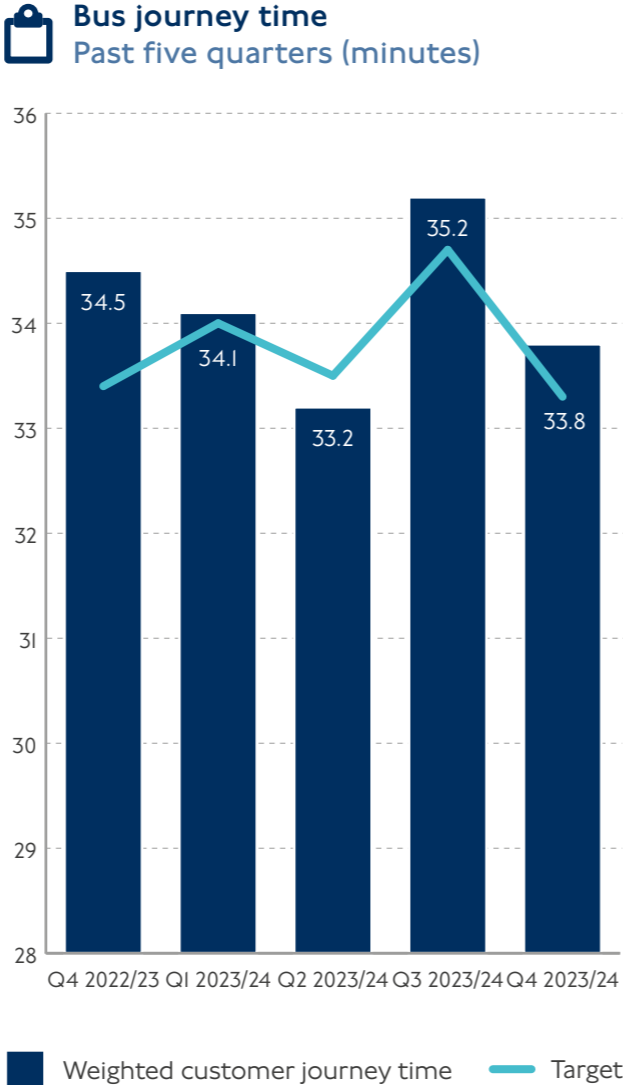
Annual trend (moving average)



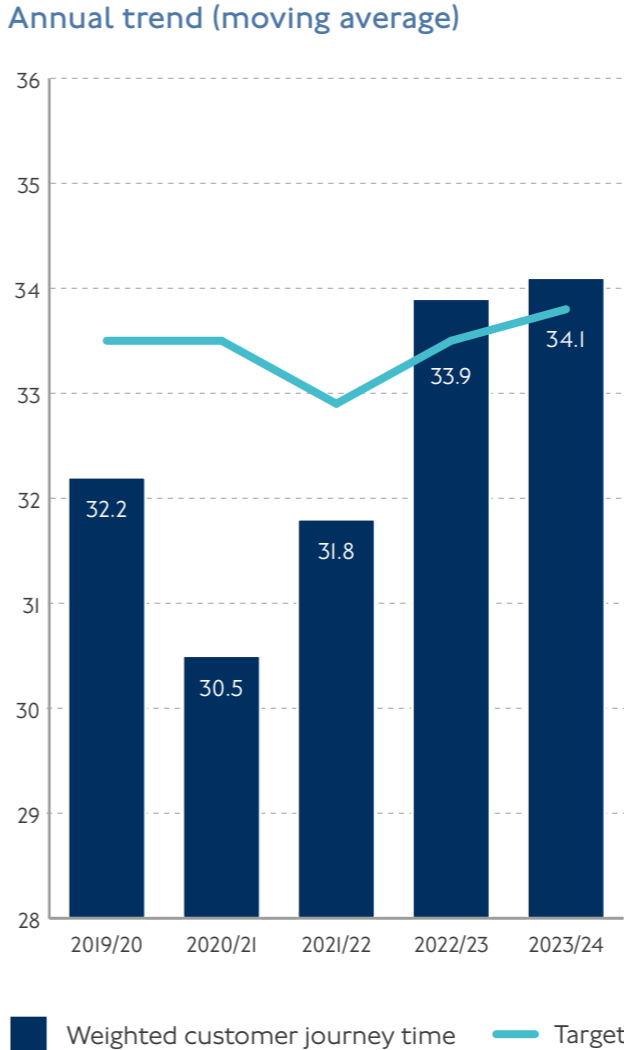
Quarter 4 was challenging due to on-going fleet and track reliability issues, meaning we just missed our annual target for customer journey times by 0.4 minutes. Other than Central line issues, other contributors to under-target performance were train operator availability on the Piccadilly and Northern lines. Our maintenance teams are working hard to improve reliability against a challenging funding landscape.

Bus journey time

We measure the average time our passengers spent 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.



In Quarter 4, bus journey times were higher than target due to longer on-road journey time, caused by traffic levels and delays. In addition, mechanical issues affecting vehicle availability impacted on customer waiting time.



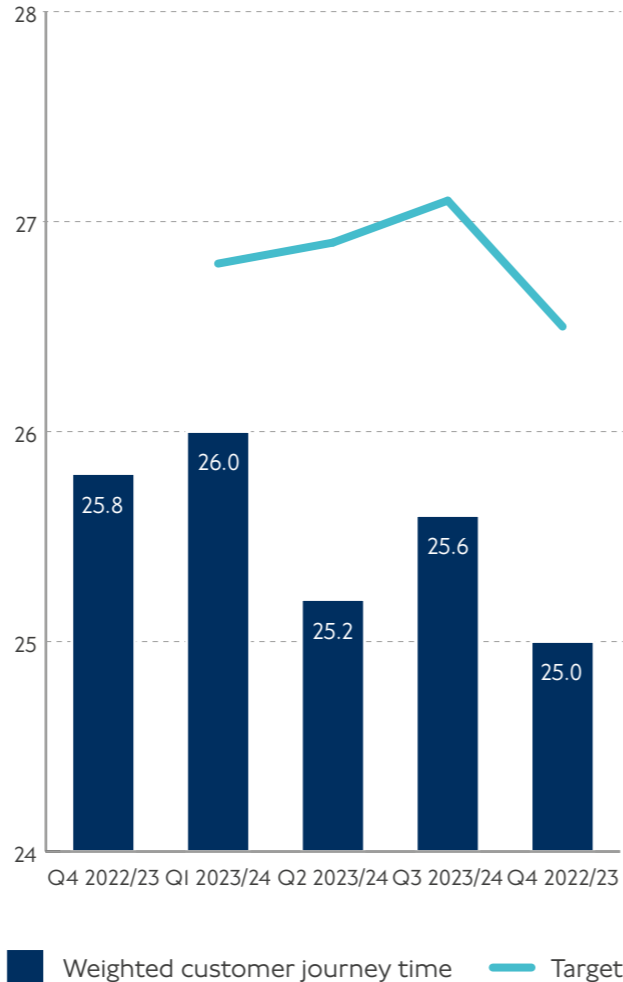
We missed the target for 2023/24 meaning our customer experienced longer than the target journey time. This was due to a number of systemic factors, as reported above. We have implemented improvements, especially focused on improving bus speeds and journey times. Our Bus action plan also focuses on enhancements to bus routes; refurbishing of our Routemaster fleet and the creation of new bus priority lanes.

Rail journey time

We measure the average time our passengers spent 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 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.

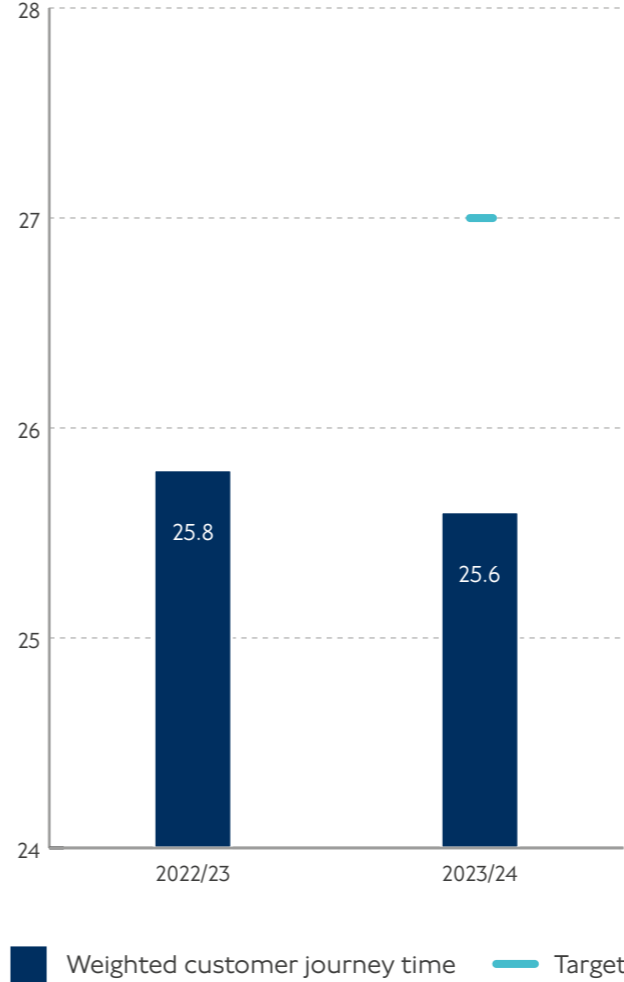
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Elizabeth line journey time
Past four quarters (minutes) since through running commenced



In Quarter 4, Elizabeth line journey time was 25.0 minutes, better than the target of 26.5 minutes and presents the lowest journey time for customers since the same quarter 2022/23. Since the opening of the line, more than 350 million journeys have been made. Performance in recent periods has been good, with a step-change in the reliability of the trains since the roll out of a further software update in February.

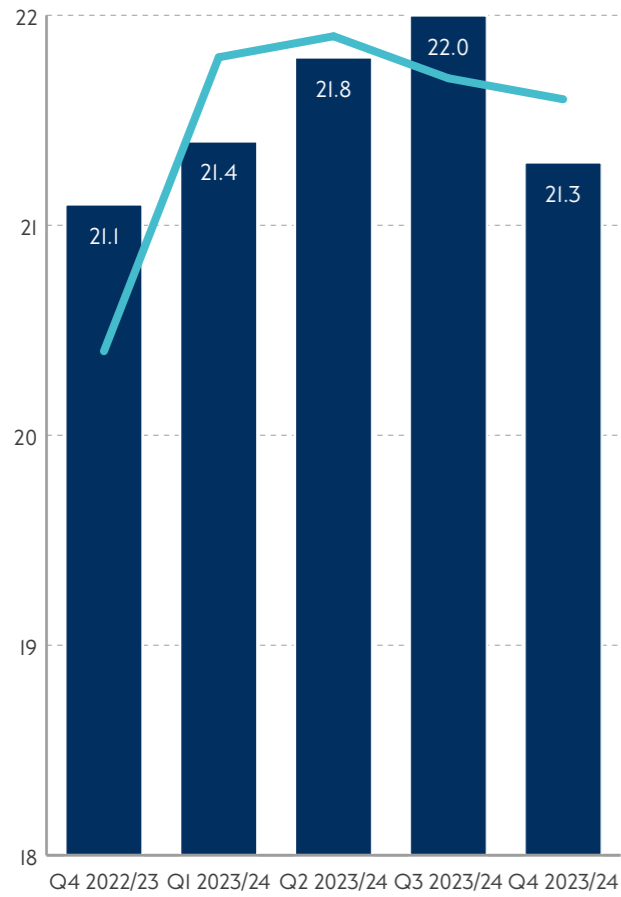
Annual trend (moving average) since through running commenced



The full-year 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. Excess journey time (the difference between scheduled and actual arrival time of a train) has been consistently better than target.

The biggest reliability challenge remains Network Rail's infrastructure in the western part of London. This remains a key focus for everyone working to deliver the Elizabeth line service.

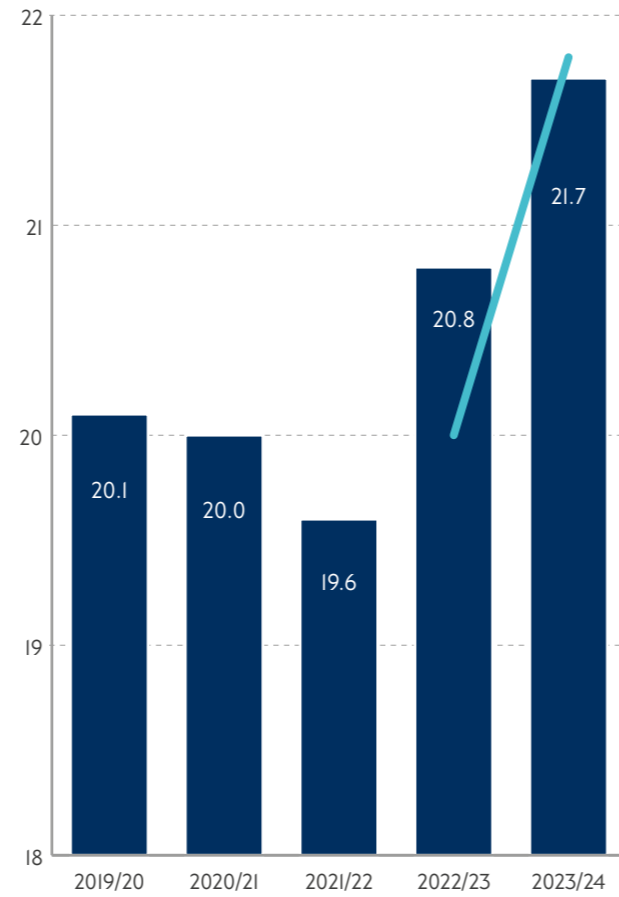
Tram journey time
Past five quarters (minutes)



■ Weighted customer journey time — Target

In Quarter 4, Tram journey time (21.3 minutes) was better than target (21.6 minutes). Although the target was met, the journey time performance for the Tram network reflects ongoing fleet availability problems, which has driven the increase in total journey time since Quarter 2 2022/23. The fleet remains heavily impacted by availability due to defects, as well as trams removed from service following a fault/defect.

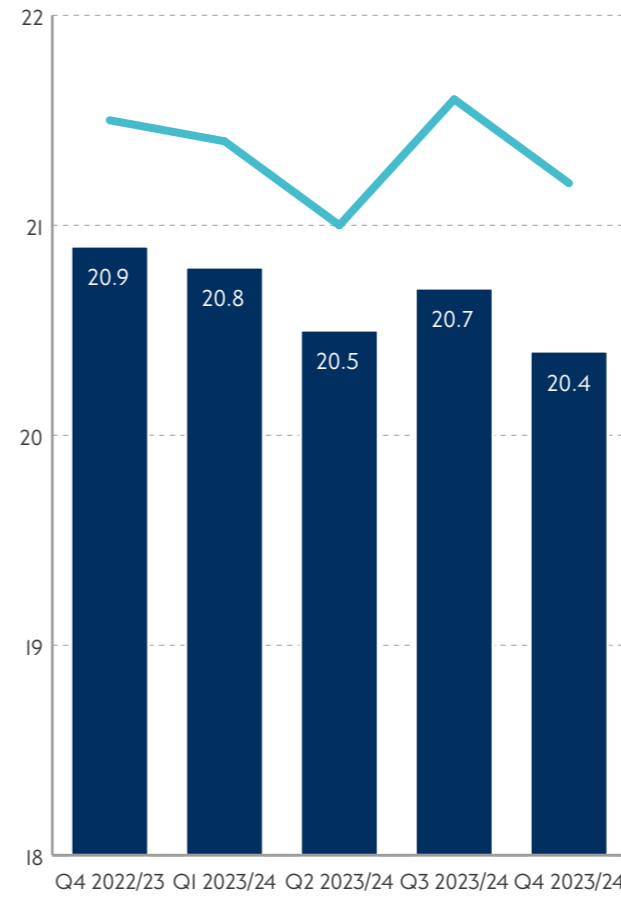
Annual trend (moving average)



■ Weighted customer journey time — Target

The full-year tram customer journey time for 2023/24 is 21.7 minutes. This is better than target but reflects a trend of worsening journey time, because of poor fleet condition. The 2023/24 journey time is the highest in five years, and represents a 0.9 minute increase since 2022/23, highlighting the need to replace the aging fleet. We will carry out a planned closure on part of the Tram network to replace life-expired track assets and power cables.

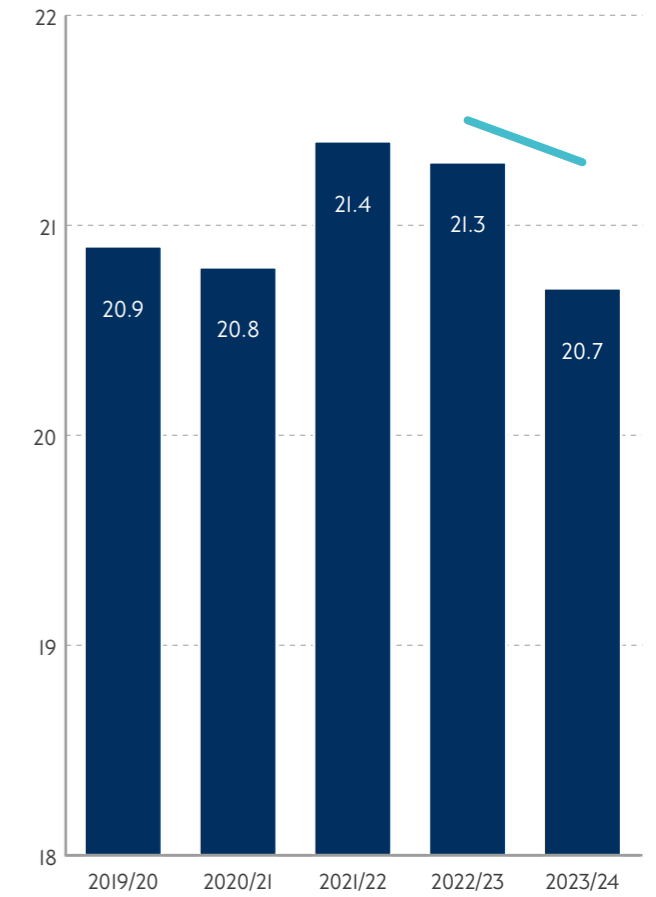
DLR journey time
Past five quarters (minutes)



■ Weighted customer journey time — Target

The actual Quarter 4 2023/24 DLR journey time (20.4 minutes) was better than target (21.2 minutes) for the fifth consecutive quarter and is the lowest journey time for customers since Quarter 4 2022/23. We introduced an improved, more frequent timetable in May 2023 which has reduced wait time and in-vehicle crowding. Despite strong operational performance, excess journey time is often impacted by fleet reliability problems.

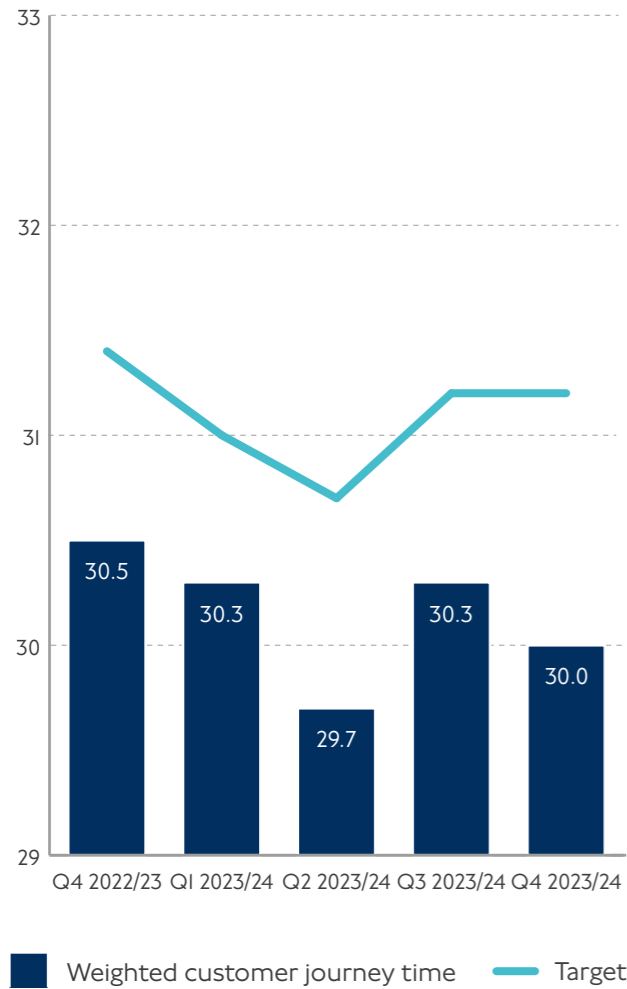
Annual trend (moving average)



■ Weighted customer journey time — Target

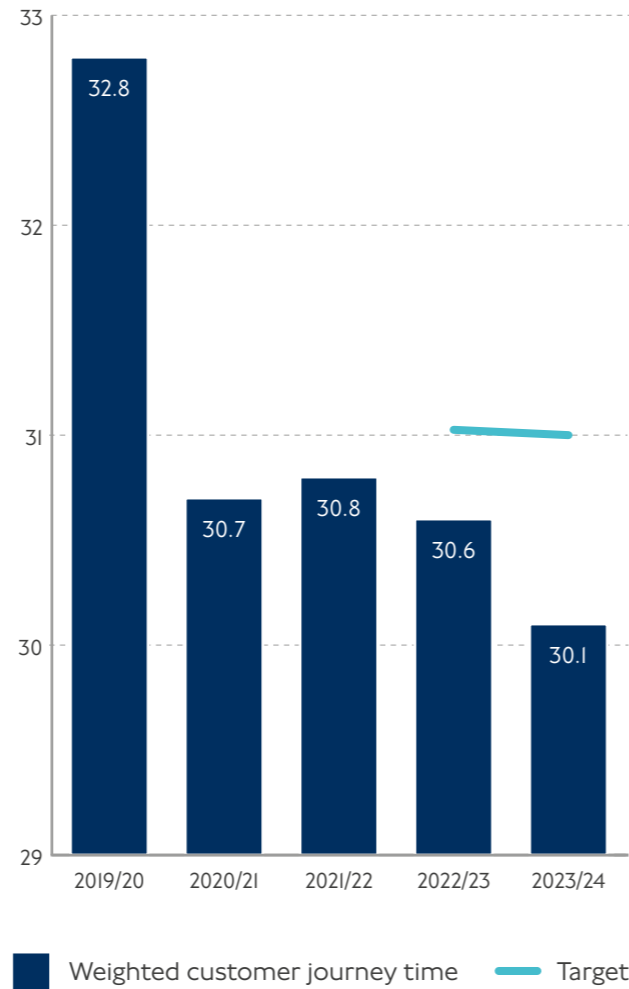
Performance across the DLR remained strong all year, with the customer journey time for 2023/24 at 20.7 minutes, which is better than the annual target of 21.3 minutes. To improve the service further we are preparing for the rollout of new trains towards the end of 2024.

London Overground journey time
Past five quarters (minutes)



Performance across the London Overground remains strong, beating the target for the fifth consecutive quarter. Quarter 4 customer journey time is at 30.0 minutes, which is better than the target of 31.2 minutes. Fewer disruptions and better than forecast early and late line closures, are both driving good performance despite higher demand than forecast.

Annual trend (moving average)



The full-year average London Overground customer journey time for 2023/24 is 30.1 minutes. This is better than the target of 31.0 minutes and lower than the 2022/23 customer journey time, due to an overall improvement in performance and fewer planned early morning and/or late-night closures. The 2023/24 customer journey time of 30.1 minutes is the lowest journey time experienced across the last five years.

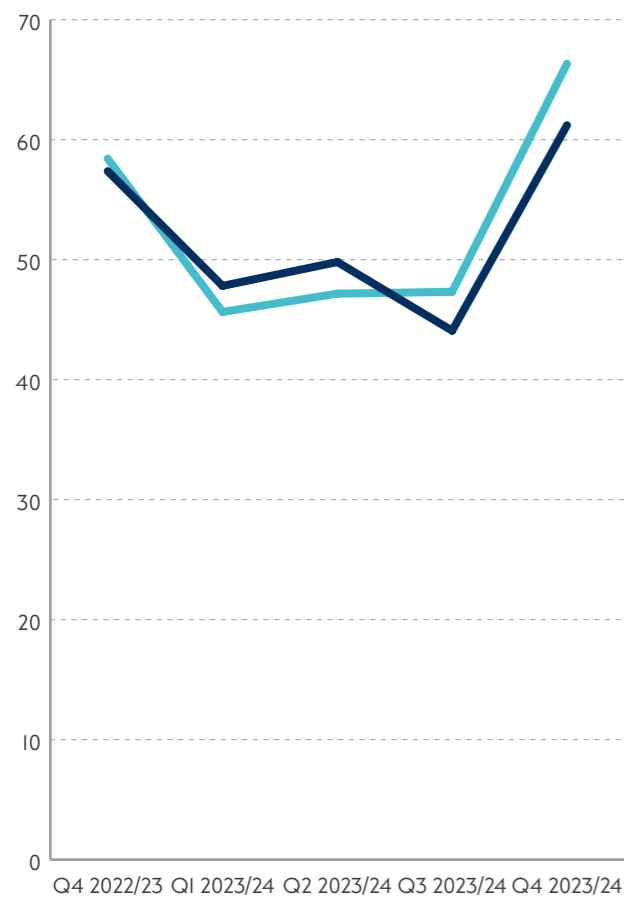


London Overground journey time remained strong in Quarter 4

Services operated

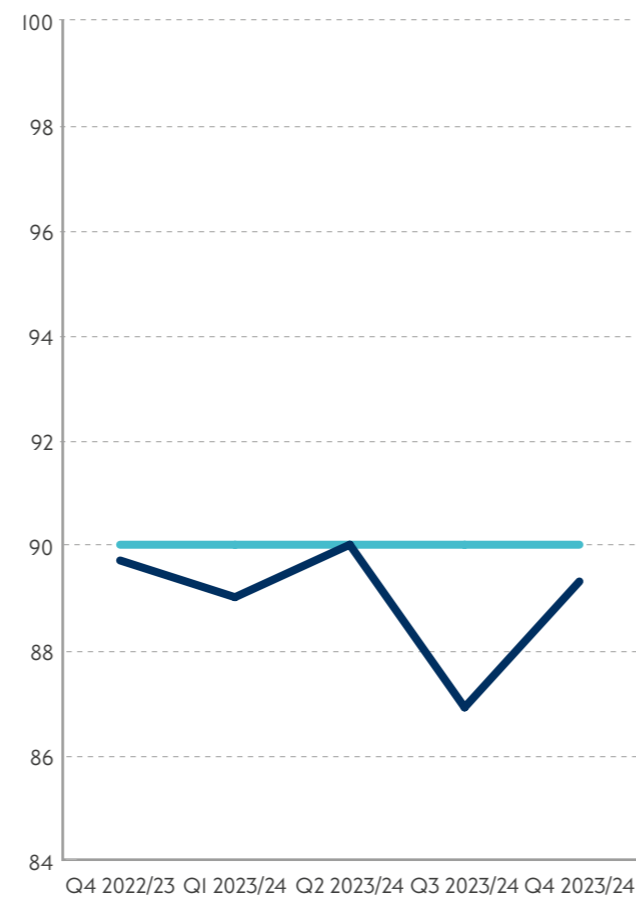
For the majority of our services, we measure reliability as a percentage of the timetabled services that run as scheduled, or as a percentage of the total planned operating time when the service is actually available to customers.

Victoria Coach Station departures
Past five quarters (thousands)



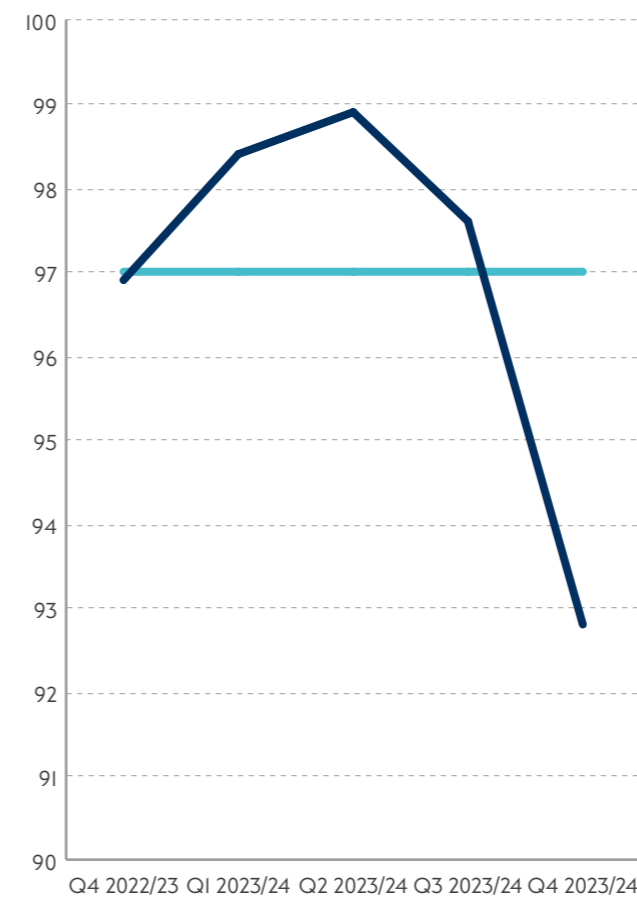
Departures increased compared to last year indicating a strong return to service, with 6.7 per cent year-on-year growth. The team continues to support all operators in the UK and internationally. In 2023/24 there were more than 207,000 departures, involving 20 million passenger movements.

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



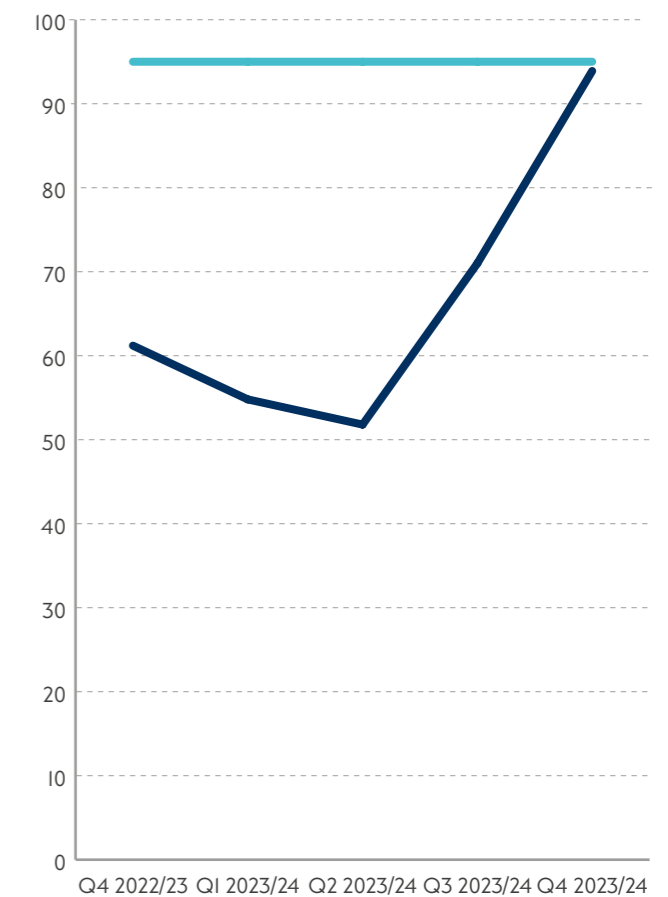
We received 11.5 per cent more requests this quarter compared to last year, with 89.3 per cent of journeys successfully scheduled. Overall trip demand surged by 10 per cent compared to last year. We are recruiting more drivers and enhancing scheduling efficiency to accommodate the demand.

IFS Cloud Cable Car availability
Past five quarters (%)



IFS Cloud Cable car availability was below target at 92.8 per cent. This was due to seasonal high-gusting wind, including instances when cabins were withdrawn from service. In Quarter 4 we hosted events for World Book Day, International Women's Day and Mother's Day.

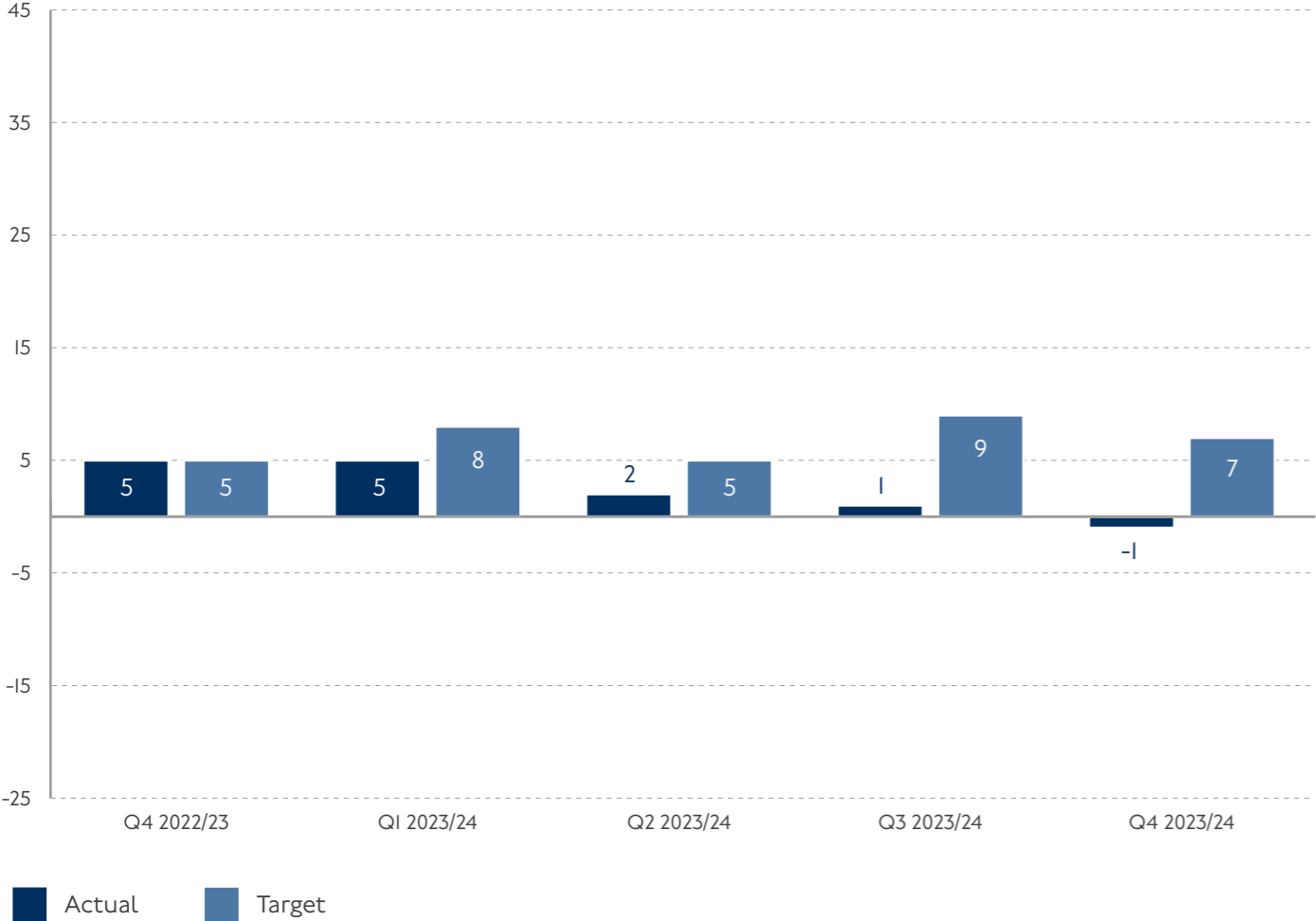
Woolwich Ferry availability
Past five quarters (%)



Woolwich Ferry availability was 93.9 per cent this quarter, compared to 61.2 per cent last year. This significant improvement was due to an increase in resource after delivery of our new operating model, recruitment and training, along with an overhaul of critical equipment to enhance resilience.

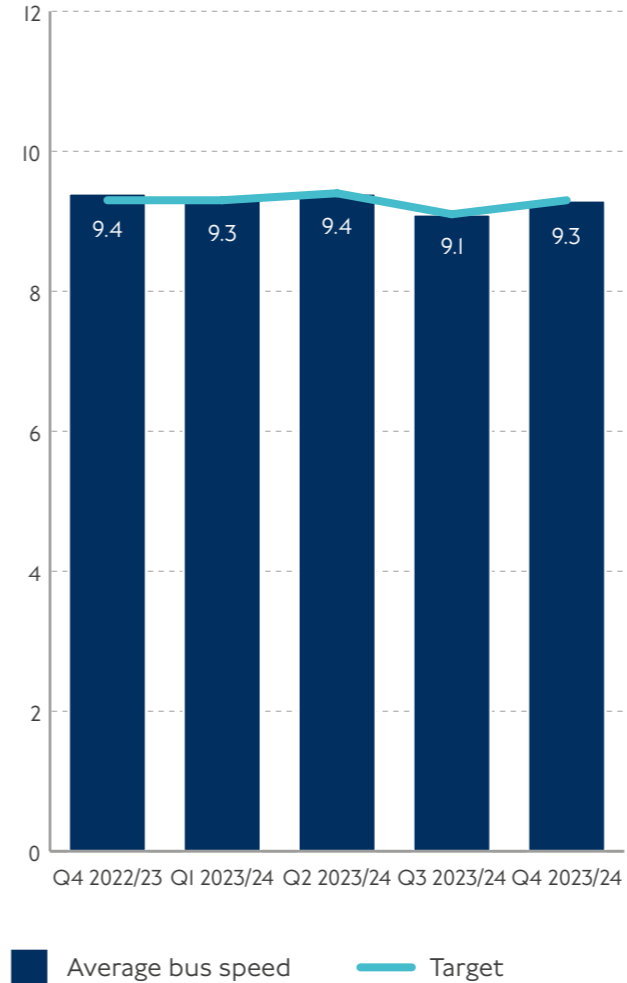
Roads and traffic

Road disruption
Past five quarters (%)



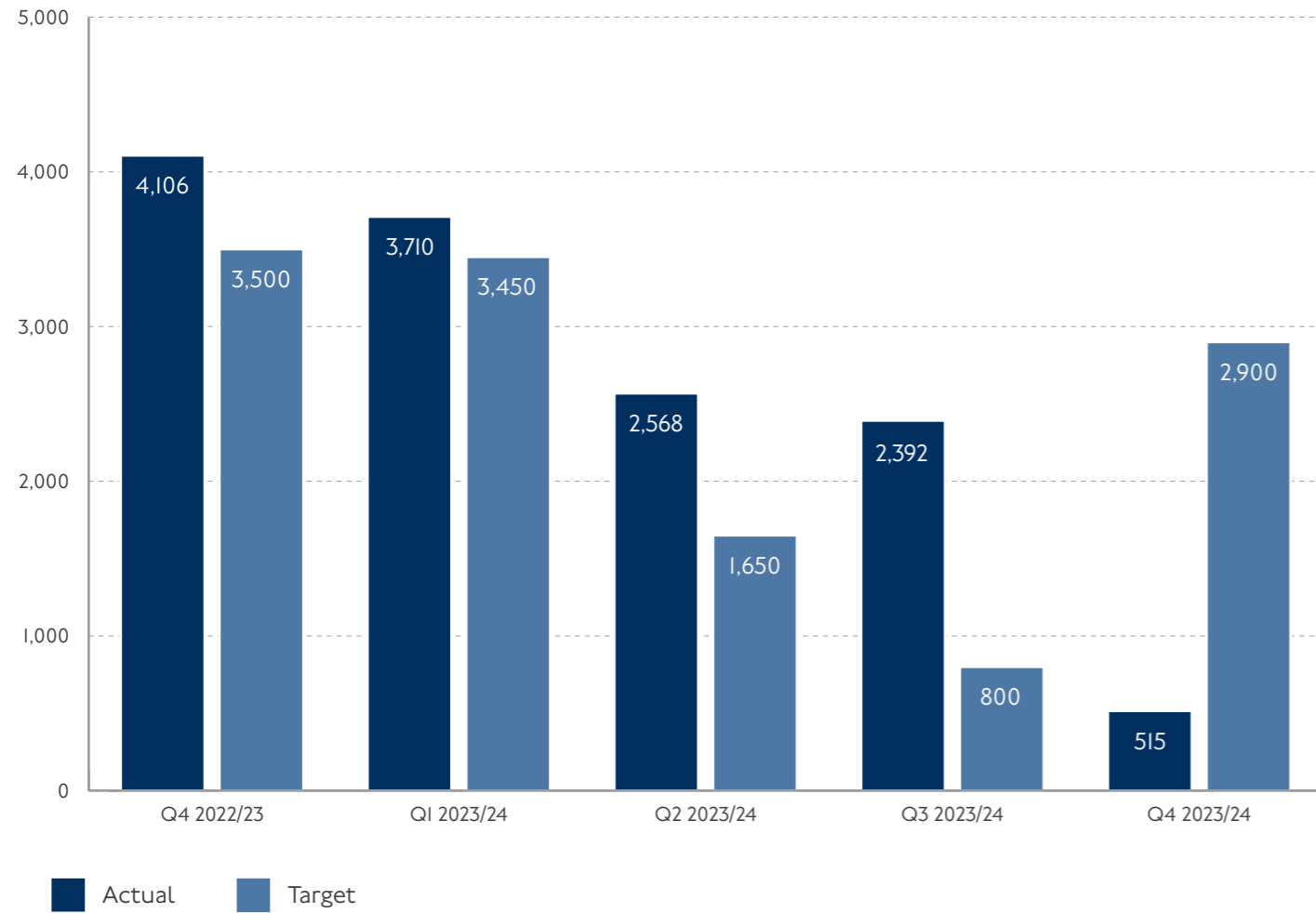
Road disruption on the TfL Road Network has fallen to a level just below that seen in the same quarter last year (-one per cent) and is similar to the level seen in the prior quarter.

Bus average speed
Past five quarters (mph)



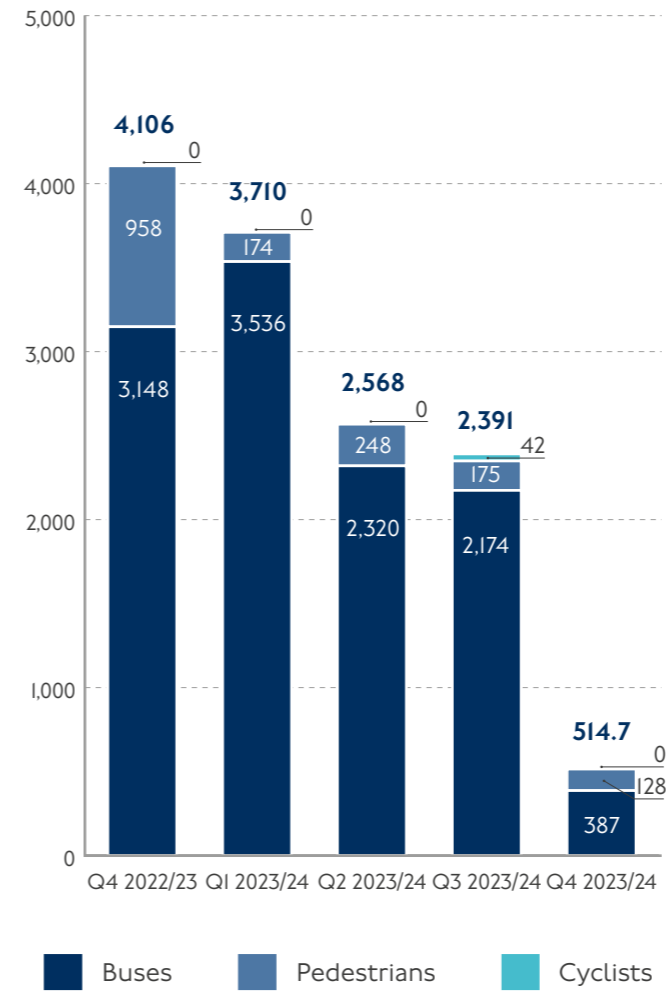
Average bus speed has fallen back to pre-pandemic levels as passenger volumes have increased and the level of general traffic disruption has reverted to 2019 levels. Typical seasonal variations have been maintained throughout this time. Actual speeds in the latest quarter matched the pre-pandemic levels but were slower than the same quarter last year, and just below target.

Traffic signal time savings
Past five quarters (hours)



In Quarter 4, we have delivered 515 hours of time saved for those using the bus, walking and/or cycling against a target of 2,900 hours. Although this is under the Quarter 4 target, we have had strong performance in other quarters to deliver the overall end of year target of 8,800 hours. At the end of the 2023/24 financial year, we have exceeded the time saved metric, delivering more than 9,000 hours.

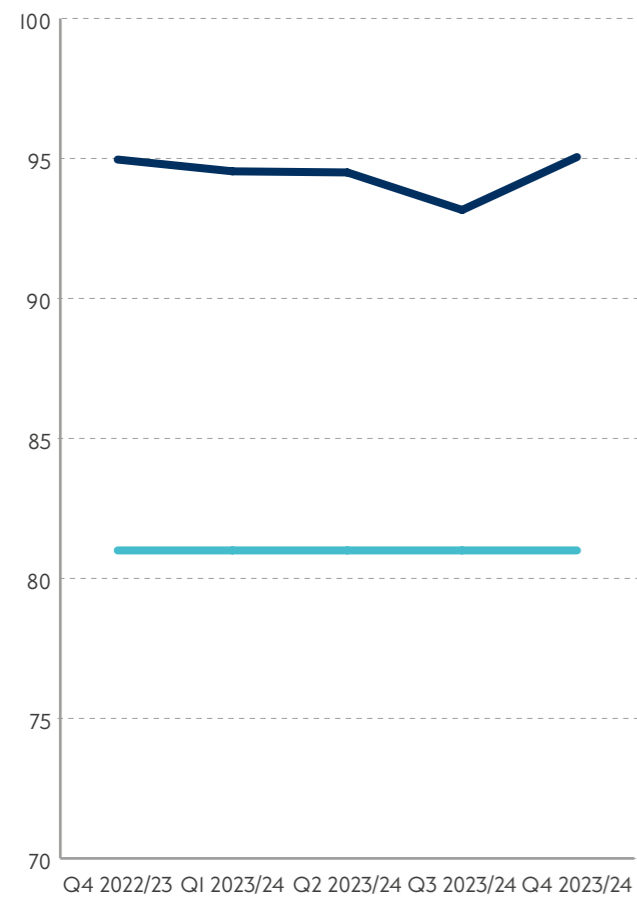
Type of road user benefiting from signal timing review
Past five quarters (hours)



We delivered more than 500 hours for sustainable travel. Nearly 400 hours were from improvement to bus passenger journeys, with 100 hours from reviews focusing on improving pedestrian journeys. At the end of 2023/24, we made improvements to the operations of signals giving more than 9,000 hours of benefits to sustainable travel modes.

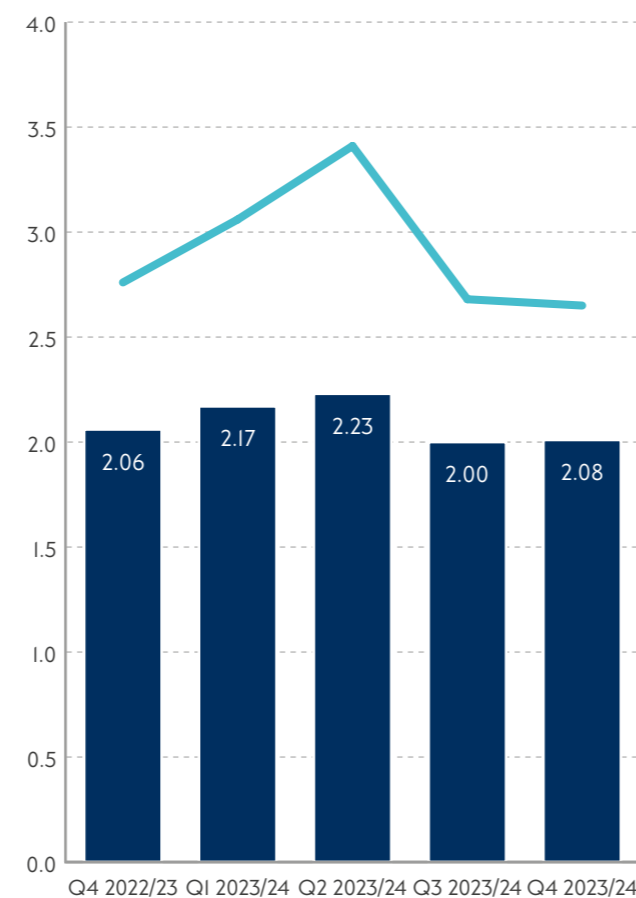
Santander Cycles

Docking station availability
Past five quarters (%)



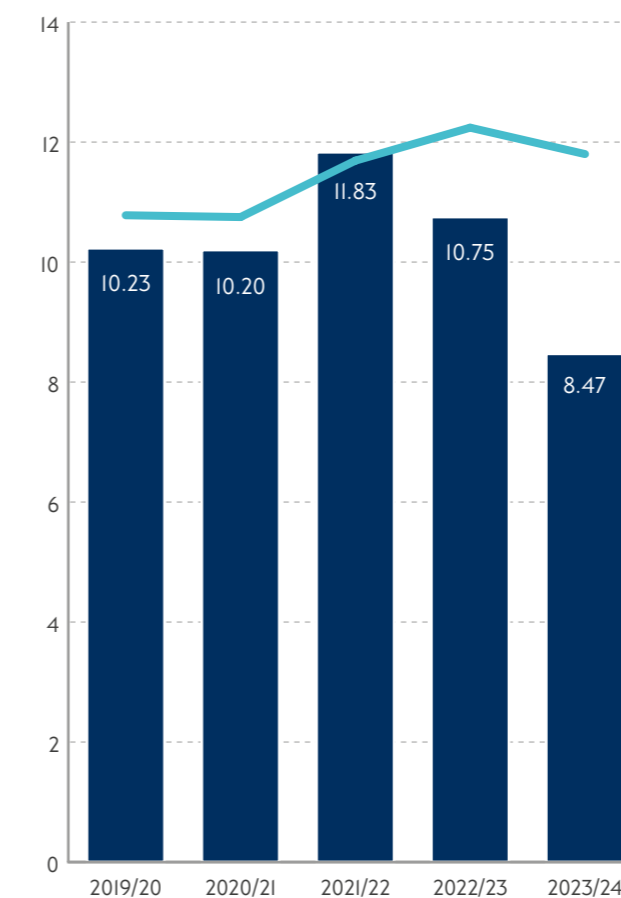
— Docking station availability — Target

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 in Quarter 4, with an average availability of more than 95 per cent. We work proactively with our service providers to ensure good availability of bikes and empty docking points at docking stations.

In Quarter 4, there were 2.08 million hires in total, an increase of one per cent on the same quarter last year. Hires this quarter were boosted by the introduction of a new day pass, which allows customers to make unlimited 30-minute trips within a 24-hour period. More than 80,000 day pass hires took place in the first month of launch.

There were 8.5 million hires in 2023/24, a 21 per cent decrease than the previous year. Hires decreased due to lower than anticipated number of casual customers. Member hiring increased by six per cent, helped by new monthly and day pass tariff options available to customers.

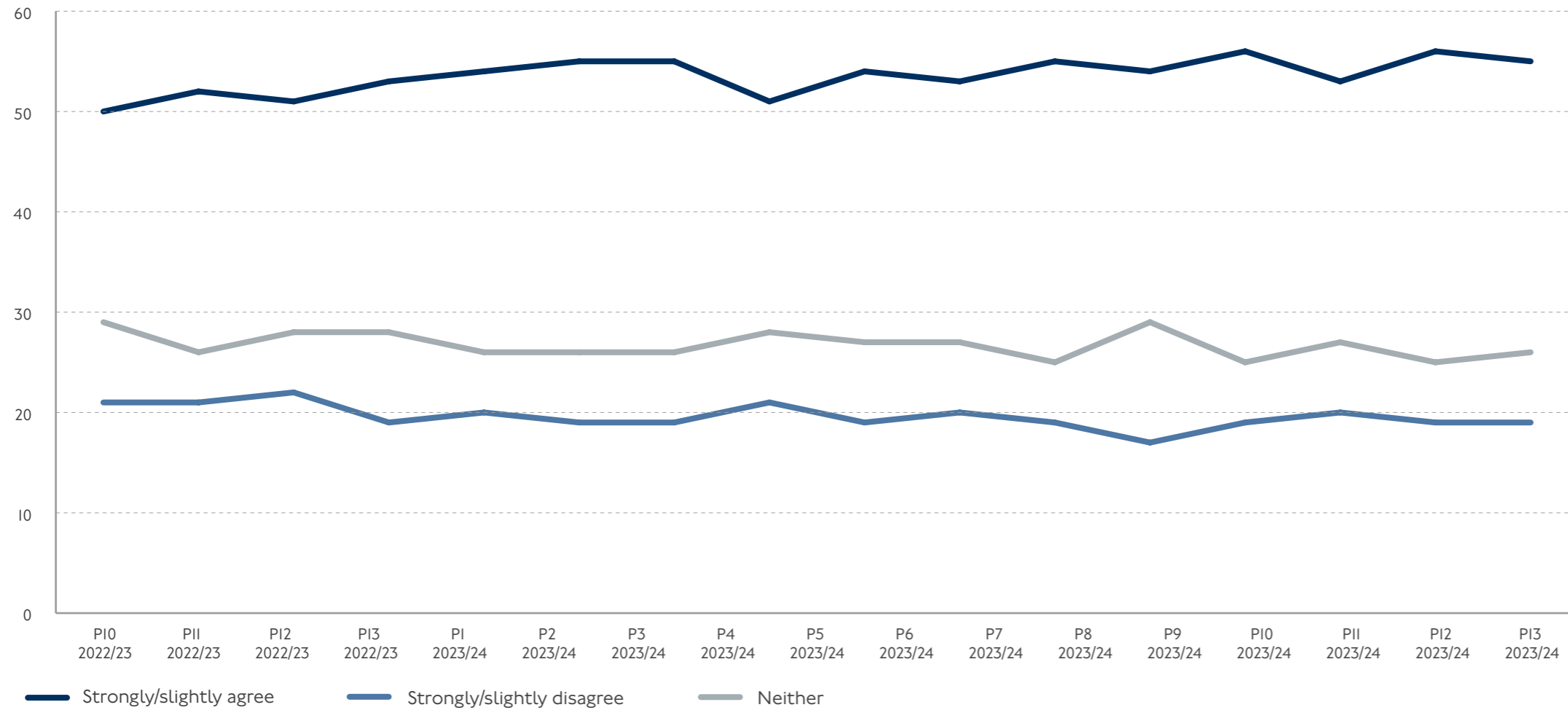
Customers

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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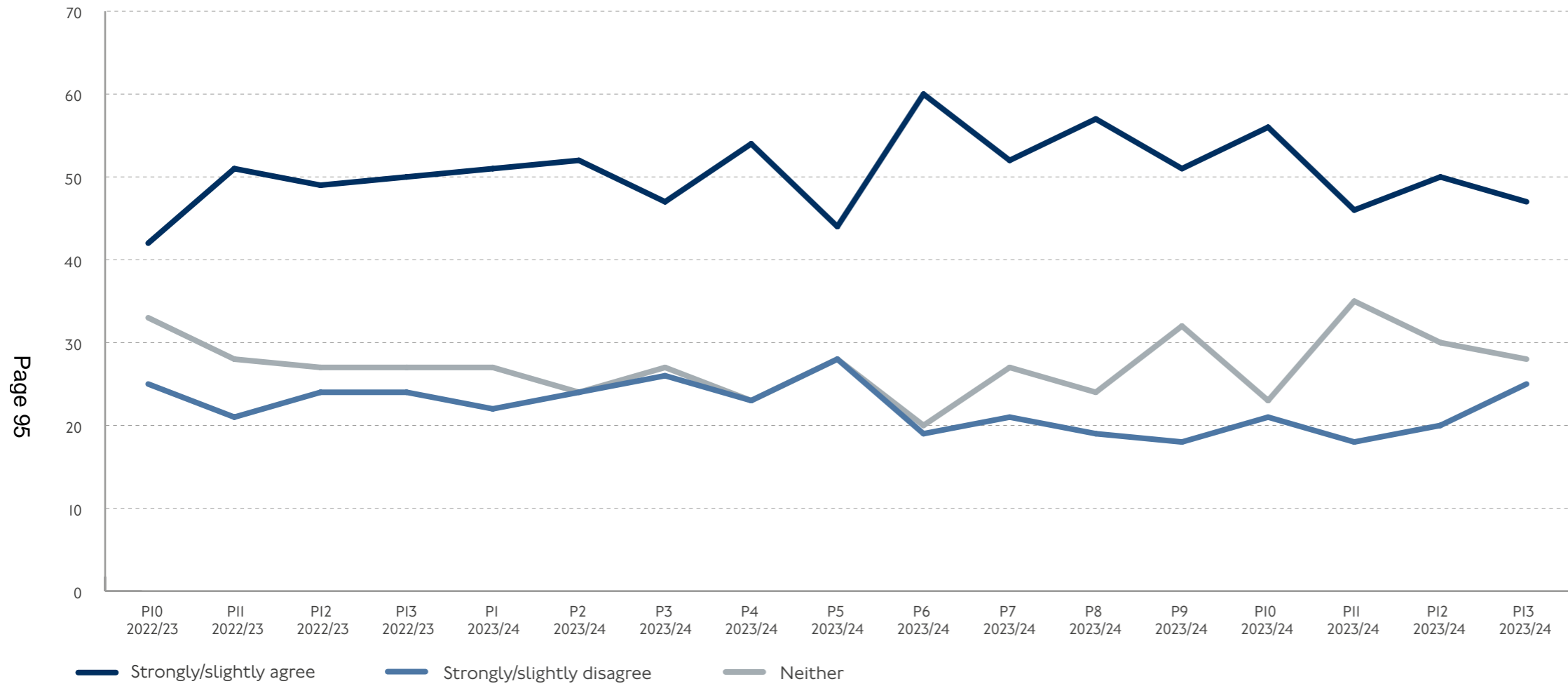
The percentage of Londoners agreeing with the statement 'TfL cares about its customers' is 55 per cent in Quarter 4. This is an increase of one point from Quarter 3.

The annual score for 2023/24 is 54 per cent, slightly below the target 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 4, same as for Quarter 3.

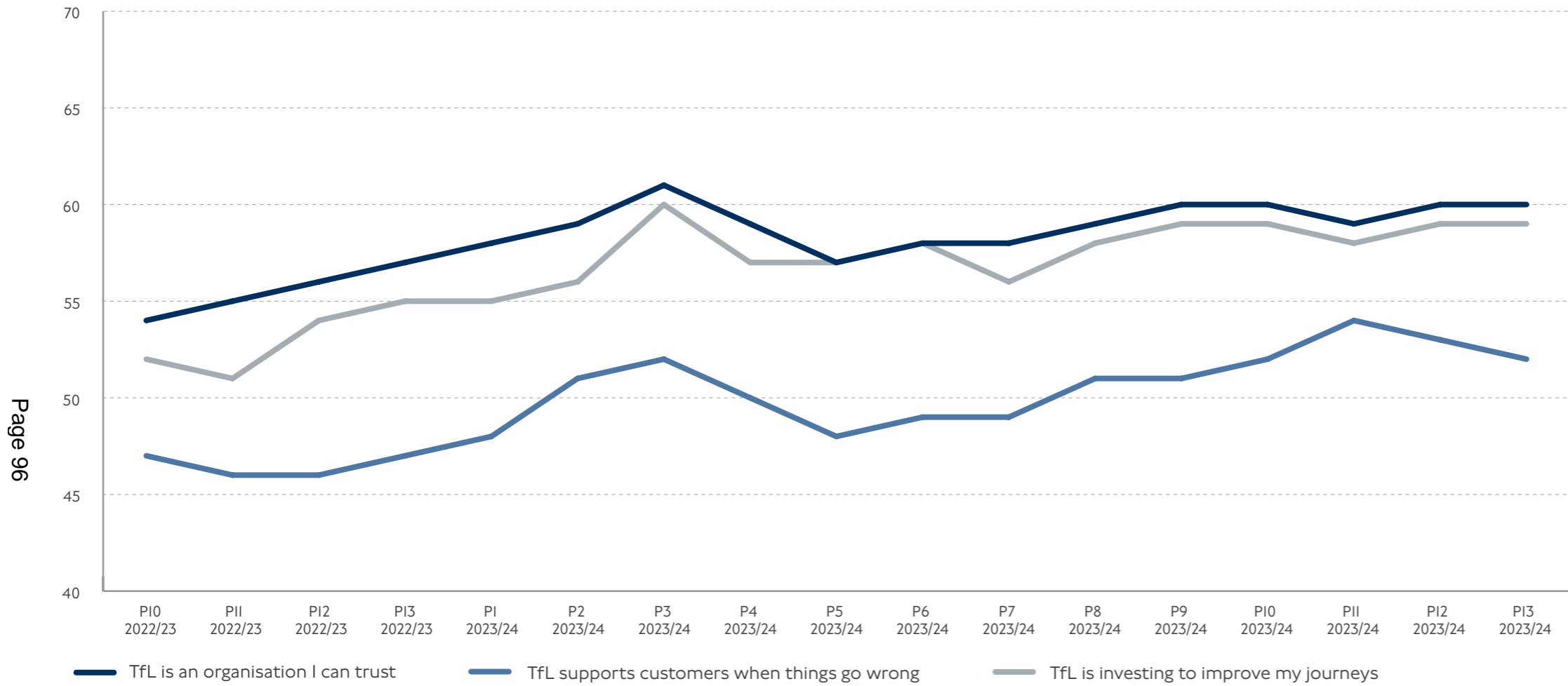
Disabled Londoners

Agreement, disagreement, neither (%)



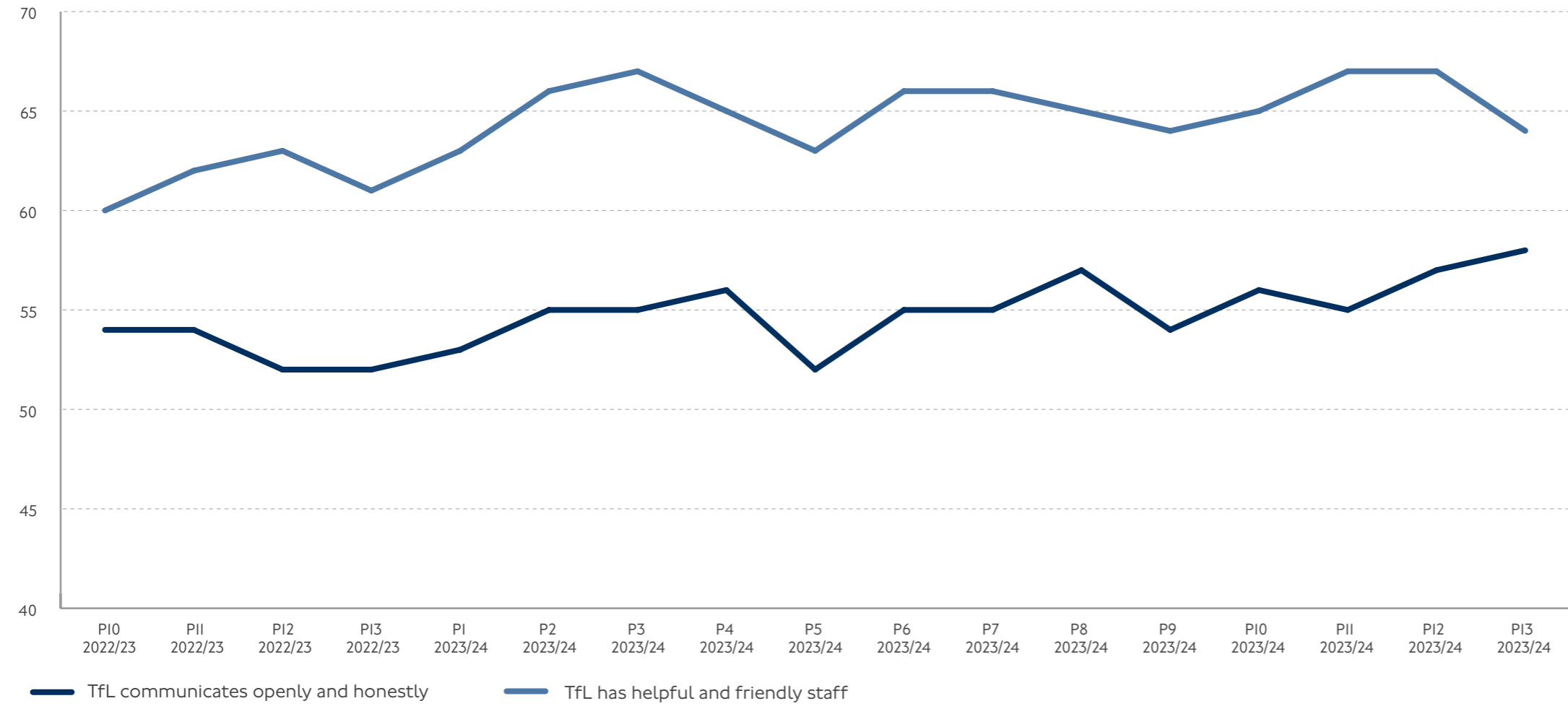
The percentage of disabled Londoners agreeing 'TfL cares about its customers' is 50 per cent for Quarter 4, a decrease of three points from Quarter 3. Confidence to travel among disabled Londoners is lower than that of non-disabled Londoners, but this gap continues to close gradually.

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.

Key survey questions
Agreement (%)



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Scores for all the measures have increased slightly in Quarter 4 compared to Quarter 3. That increase is larger when compared to Quarter 4 2022/23, with increases of at least four per cent for all the measures, while 'Supports customers when things go wrong' and 'Investing to improve journeys' are both up six per cent.

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 work to make active travel more attractive to Londoners



Customer satisfaction increased significantly for London Overground

Satisfaction

Customer satisfaction score Past five quarters

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

In Quarter 4, satisfaction increased significantly for London Overground to the highest-level post-pandemic. It was a stable quarter all round, with scores for London Underground and Bus recovering after poor performance in Quarter 3.

* 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

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Telephone calls	682,246	558,960	578,555	658,480	698,053
Calls abandoned (%)*	10.31	9.65	9.78	11.41	10.62
Correspondence	265,462	232,869	245,621	270,987	296,111
Cases closed (%)**	83.96	86.25	82.21	80.27	77.11
Average speed of answer (seconds)	734	656	663	625	394

Call volumes continue to rise, up by six per cent on last quarter and two per cent on previous financial year. Correspondence demand increased nine per cent compared to last quarter and 12 per cent compared to last year. We remain within the target on both contact channels.

Call abandonment rates fell seven per cent on last quarter, but remains two per cent higher than the same time last year and well within target.

The split between telephony and correspondence remains same as last quarter with 70 per cent of demand for the telephone and the remaining 30 per cent for correspondence.

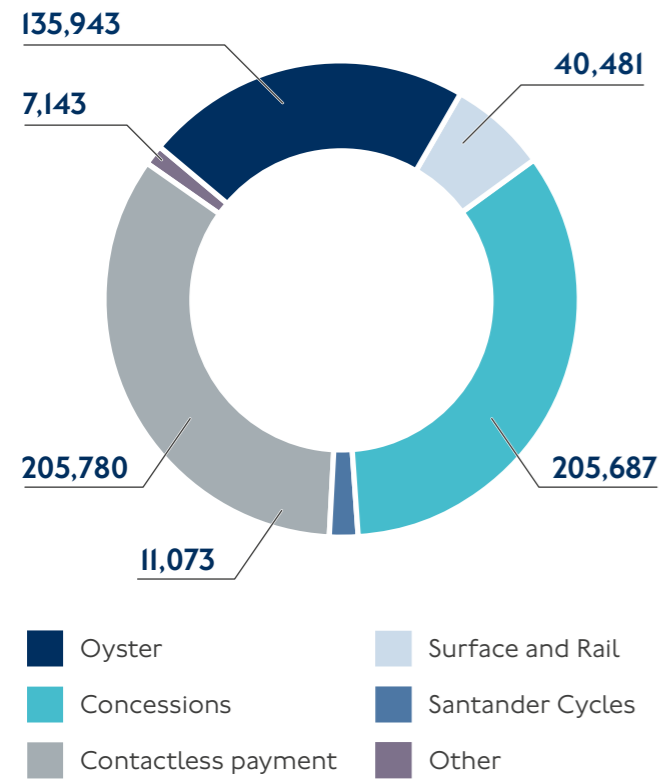
* Target of 15 per cent or lower

** 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 full-year
Telephone calls	2,687,696	1,304,300	2,292,137	2,426,382	2,496,839
Calls abandoned (%)*	16.2	7.6	16.12	12.22	10.41
Correspondence	757,298	364,778	580,567	900,797	1,045,652
Cases closed (%)**	78.9	83.4	73.80	82.76	81.2

Calls by subject*
This quarter



Overall demand was up four per cent on last quarter, though it remained roughly the same as the previous financial year. Concessions decreased 10 per cent this quarter due to end of seasonal demand peak.

Ticketing demand rose 11 per cent for Oyster on last quarter, though it remained constant with the previous year. Contactless demand rose 23 per cent on last quarter and 14 per cent higher than this time last year.

Surface and Rail demand remained at the same levels as last quarter and decreased 16 per cent on the previous year. Santander Cycles demand decreased due to end of seasonal demand over the winter, along with increased competition from other dockless cycle schemes.

* 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



Overall call demand was four per cent higher in Quarter 4

Road-user charging and ULEZ
Past five quarters

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Calls received	360,414	253,188	394,805	389,598	384,158
Calls answered	348,444	240,913	377,087	376,651	376,449
Calls abandoned (%)	3.3	5.0	4.0	3.0	2.0
Average speed of answer (seconds)	81	118	80	50	32

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Calls received	1,486,715	1,145,772	1,590,871	1,251,212	1,421,749
Calls answered	1,440,357	1,093,382	1,518,973	1,222,640	1,371,100
Calls abandoned (%)	3	5	5	2	4
Average speed of answer (seconds)	42	63	48	46	65

Capita's road user charging contact centre continues to perform well within contractual targets. The average speed of answer for Quarter 4 is 32 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 3 as we start to see a return to normal call levels following the expansion of the ULEZ.



Call demand for ULEZ is starting to return to a more normal level

Taxis and private hire
Past five quarters

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Calls received	86,949	61,357	56,006	70,477	64,970
Calls answered	77,926	60,353	54,152	68,033	63,625
Calls abandoned (%)	10.4	2.0	2.0	2.0	1.0
Average speed of answer (seconds)	323	32	50	67	40

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 4 decreased compared to Quarter 3. This was due to Quarter 3 being a peak period for vehicle inspections. The average speed to answer is 40 seconds and the abandon rate is the lowest this year. The service continues to operate seven days a week with a good service.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Calls received	749,561	222,291	235,135	346,552	252,810
Calls answered	532,096	158,847	225,445	280,767	246,163
Calls abandoned (%)	29	29	4	19	2
Average speed of answer (seconds)	699	896	111	870	48

Dial-a-Ride
Past five quarters

	Target	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Calls received	n/a	117,643	101,399	105,175	122,997	115,440
Calls abandoned (%)	10	6.8	8.9	5.8	19.2	4.7
Average speed of answer (seconds)	180	154	207	136	448	98
Email bookings	n/a	11,300	8,993	8,872	7,683	n/a

Call volumes decreased by two per cent compared to last year due to the successful adoption of our new customer app, which allows customers to book their own trips. We saw up to 20 per cent of bookings made through the app, which contributed to a lower call abandonment rate of 4.7 per cent, a two per cent improvement from last year. While initial implementation challenges caused increased wait times, they have since been resolved, resulting in improved overall performance.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Calls received	533,868	117,275	299,944	372,094	435,464
Calls abandoned (%)	10.7	5.5	10.6	9.9	9.9
Average speed of answer (seconds)	287	108	249	239	218
Email bookings	82,450	6,368	31,573	41,991	25,548

Complaints

Complaints

Year on year (per 100,000 journeys)

	Q4 2022/23	Q4 2023/24	Variance (%)
London Underground	0.89	1.26	42
London Buses	3.5	3.35	-4
DLR	0.54	0.47	-13
London Overground	0.37	0.54	46
Elizabeth line	0.58	0.51	-12
London Trams	0.64	0.75	17
IFS Cloud Cable Car	4	2.03	-49
Congestion charge	2.15	3.32	54
Dial-a-Ride*	54.48	233.93	329
London River Services	0.29	0.37	28
Santander Cycles	3.87	1.97	-49
Taxis**	4.4	4.4	0
Private hire**	3.14	2.81	-11
Contactless	0.46	0.42	-9
Oyster	0.48	0.45	-6

London Underground saw an increase in complaints of 42 per cent this quarter, partly due to an increase in passenger numbers. The main source of complaints was service performance on the Central line. London Overground saw complaints per 100,000 journeys increase this quarter due to increased ridership and a rise in staff-related complaints. The other rail modes all saw decreases in complaints compared to the previous quarter.

Bus complaints decreased by four per cent, despite journey numbers increasing slightly. Taxis and private hire remained consistent with Quarter 3. Dial-a-Ride had the largest increase in complaints, but this is based on very low numbers and an additional 158 customer complaints.

Oyster complaints decreased by six per cent and Contactless remained stable. Both Oyster and contactless saw an increase in usage over the quarter with five per cent increase for Oyster and 17 per cent increase for contactless.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
London Underground	1.14	1.74	1.26	0.96	1.1
London Buses	3.17	4.37	3.29	3.42	3.69
DLR	0.89	1.09	0.54	0.65	0.48
London Overground	1.58	1.24	0.65	0.48	0.45
Elizabeth line	2.30	2.26	1.77	0.79	0.75
London Trams	1.65	1.76	0.85	0.81	0.76
IFS Cloud Cable Car	2.83	2.57	4.69	3.75	1.99
Congestion charge	2.48	3.83	3.55	2.24	2.57
Dial-a-Ride*	83.62	64.87	61.33	66.99	115.67
London River Services	1.26	2.44	0.47	0.25	0.32
Santander Cycles	3.54	2.68	2.24	3.29	2.99
Taxis**	8.06	1.69	3.24	4.68	4.88
Private hire**	2.57	1.36	2.3	2.95	2.99
Contactless	0.40	0.39	0.5	0.51	0.51
Oyster	0.17	0.26	0.48	0.49	0.49

Overall, both journeys and complaints increased this quarter, journeys by nine per cent and complaints by eight per cent.

London Underground complaints increased by 16 per cent compared to the last financial year but remains 10 per cent lower than the rolling five-year average. London Overground complaints increased by 15 per cent compared to last year tracking below the five-year average. The other rail modes all saw decreases on both last year and against the rolling average. Bus complaints were five per cent up on last

year and tracking one per cent higher than the five-year average. The increase on Dial-a-Ride complaints was due to the launch of new booking software. We expect complaints to decrease as users become more familiar with the improved system.

* 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



Commendations from our customers have increased in Quarter 4

Commendations

Commendations Past five quarters

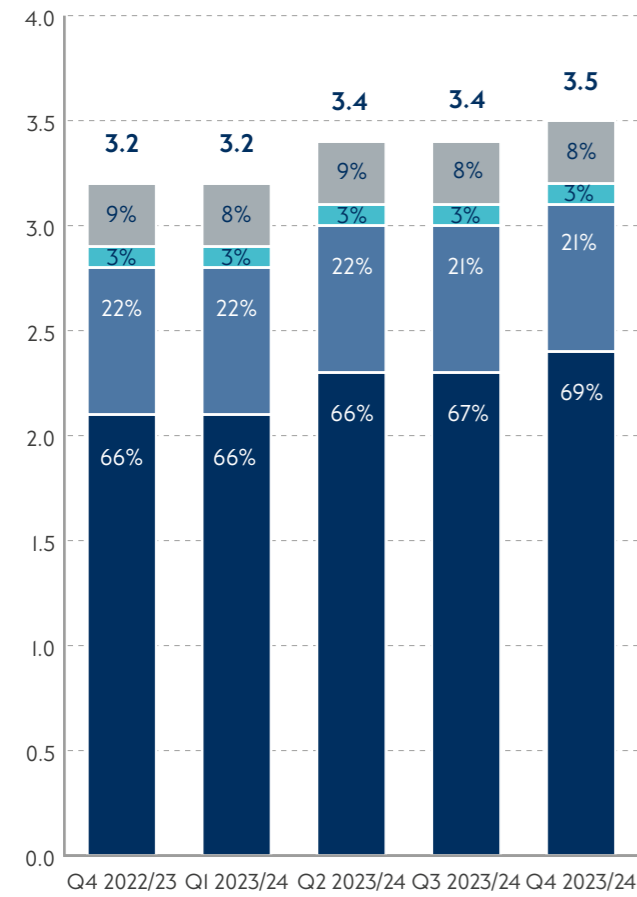
	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
London Underground	351	280	364	329	418
London Buses	782	581	663	776	867
DLR	23	19	18	18	26
London Overground	38	39	36	33	42
Elizabeth line	59	65	66	83	80
London Trams	2	4	3	4	3
IFS Cloud Cable Car	2	2	4	3	1
Dial-a-Ride	0	2	4	1	4
London River Services	1	2	1	0	0
Santander Cycles	0	0	0	0	0
Taxis and private hire	31	25	16	23	36
TfL Road Network	1	1	1	3	1
TfL Policy	9	10	18	17	9

Overall commendation volumes increased by 15 per cent compared to last quarter and are also up 14 per cent on the last financial year. London Underground commendations increased by 27 per cent compared to last quarter and 19 per cent on last year.

Buses continue to perform well, with commendations rising 12 per cent compared to last quarter and 11 per cent higher than last year. It is the highest commendations recorded over the last five quarters.

Tickets

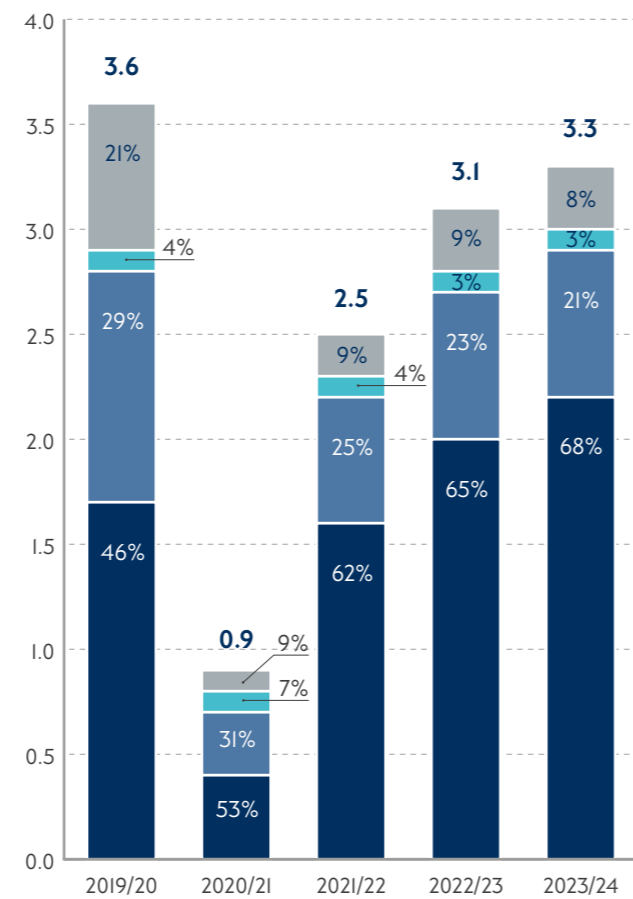
Fare payer split on typical weekdays*
Past five quarters (millions)**



■ 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 69 per cent of all fare payer tickets in the latest quarter, up from 66 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. Demand is gradually recovering to pre-pandemic levels and the increased share of contactless looks likely to be maintained.

18m 

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

 **4.2m**

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 4 2022/23: Thursday 23 March 2023
 Quarter 1 2023/24: Thursday 11 May 2023
 Quarter 2 2023/24: Thursday 8 June 2023
 Quarter 3 2023/24: Thursday 9 November 2023
 Quarter 4 2023/24: Thursday 14 December 2023

*** Days measured:
 2019/20: Thursday 6 February 2020
 2020/21: Thursday 4 February 2021
 2021/22: Thursday 10 February 2022
 2022/23: Thursday 9 February 2023
 2023/24: Thursday 8 February 2024

System availability

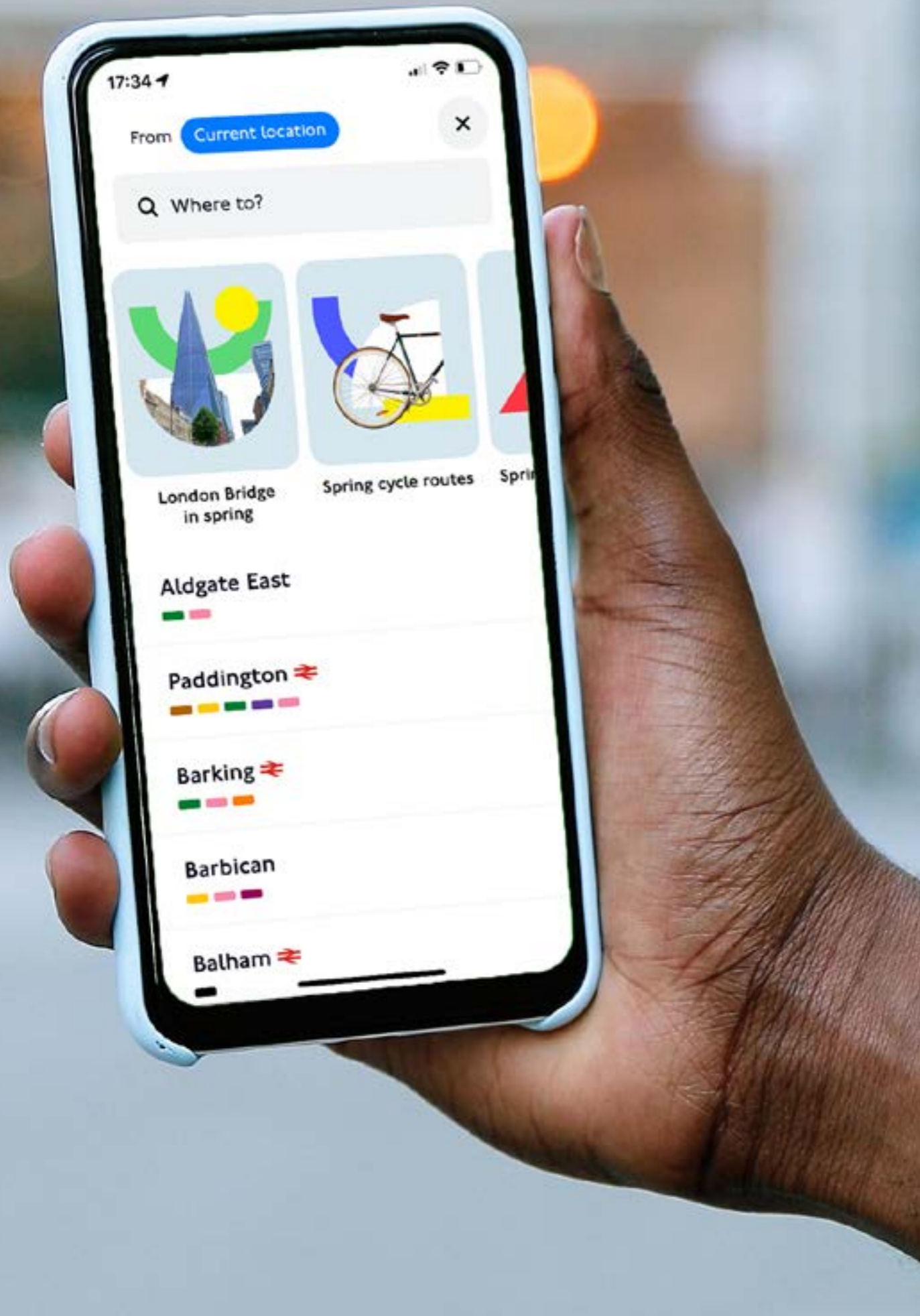
Ticketing system availability (%)

	Q4 2022/23			Q4 2023/24		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
London Underground – ticketing system overall availability	98.98	+0.88	-0.37	99.32	+1.12	+0.34
London Buses – bus validations – overall availability	99.66	+0.66	-0.07	99.75	+0.09	+0.09

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



Ticketing system availability has increased this quarter



The TfL Go app helps our customers to plan thier journeys

Digital

In May, we launched our first commercial partnership in TfL Go with Team London Bridge, helping to promote sustainable travel and a vibrant London. This trial will run until the end of August, and we are actively exploring future opportunities with other venues and destinations.

34.8m

average monthly screen views of TfL Go app (up 54.7% on Q4 2022/23)



836,160

average monthly unique users of TfL Go app (up 31.5% on Q4 2022/23)

3.3m

average monthly unique TfL website users (down 2.5% on Q4 2022/23)



72.5m

average monthly page views of TfL website (down 8.7% on Q4 2022/23)

Travel demand management

Festive period

A comprehensive travel demand management campaign was issued throughout December to support our customers with their travel over the festive period. 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.

Colindale station and Northern line closure

Works to make Colindale station step-free and build a new ticket hall started in January. As part of this project, a number of partial closures of the Northern line are required (the first of which was in April) as well as a full closure of Colindale station for six months.

We have been developing and delivering a multi-channel travel demand management campaign to ensure the customers and stakeholders are informed about the closure and alternative travel options, with travel advice adjusted to address evolving customer concerns. Lessons learnt from the April closure have been applied to the current, live communications and engagement plan for the Colindale station closure from Friday 7 June.

East Croydon Tram closure

We coordinated a comprehensive communications campaign to support a month-long Tram closure which took place between 29 March and 24 April, affecting the network east of East Croydon. Customers were informed of the closure and given alternative travel options to minimise inconvenience as much as possible. There was a specific focus on enhanced local customer information, including live Tram replacement bus arrival times, additional driver announcements, and improved directional street signage.



Festive travel demand management campaigns helped customers



Information campaigns can inform customers about new initiatives

Campaigns

Campaigns – customer information email volumes Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Customer information emails (millions)	205	211	226	302	275
Campaigns	1,101	685	950	625	821

The customer relationship management marketing programme supports our core business objectives. Emails are either an ‘inform’ or an ‘influence’ message in a short format (klaxon) or long format (thematic).

Marketing activity increased this year with different versions of campaigns regularly going out to segmented audiences. Fewer strikes than previous years meant we did not need to send as many service messages. As a result, most of our emails were targeted and with lower numbers of emails sent.



821
campaigns in 2023/24

275m

customer information emails sent in 2023/24



Customer marketing and behaviour change campaigns

Our purpose marketing campaign

A second burst of our multi-channel purpose marketing campaign ran from 9 February to 3 March and continued to communicate our plan to make sustainable transport in London better for everyone. The TV advert, which ran on ITV, Channel 4 and video on demand, was updated to feature the Superloop service and the new fares freeze message. Other new messaging in our print channels included the new Piccadilly line trains launching in 2025 and a new safety message to show how we are improving the network with our customers' safety and security in mind.

Naming the London Overground lines

On 15 February, together with the Mayor of London, we announced names and line colours for the six London Overground lines. This significant change to London's transport network is part of the Mayor's plans to make it easier for customers to navigate the London Overground network and celebrate the city's diverse culture and history.

Rebranding the line names across the network continues. This includes around 6,000 station wayfinding signs, as well as adjusting train maps, Tube maps and all customer information, with the full roll out expected to be completed by the end of the year.

On 15 February, we launched a marketing campaign to raise awareness of the new names and let Londoners know when the changes will take place on the network. We launched the campaign through posters, newspaper and online adverts, digital radio, podcasts and social media.

Superloop bus routes

On 2 March, the final section of the orbital route, the SL2 between Walthamstow Central and North Woolwich, was introduced linking the Elizabeth line at Ilford, as well as London Overground and London Underground services at Walthamstow and Barking. This completed the orbital loop of the Superloop network of express buses, consisting of seven routes creating a ring that connects key outer London centres and transport hubs, as well as linking with two radial Superloop services. A London-wide campaign was launched to inform customers of the completion of the orbital loop and showcase our investment to improve customer journey and drive positive reputation to show we care about our customers.

2024 fares freeze

On 6 February, to support the fares freeze announcement we launched the campaign to inform customers about the freeze to fares until March 2025 and how it supports Londoners by making travel more affordable.

Santander Cycles Day Pass launch

On 6 March, Santander Cycles launched a £3 Day Pass, which allows unlimited 30-minute rides within a 24-hour period. This market-leading low-cost option is aimed at leisure cyclists looking for an active, healthy and sustainable way to explore all London has to offer. The campaign highlighted the value for money this new tariff provides for exploring more of London by bike. Since the launch, 80,000 Day Pass hires were made during the first month, raising over £150,000 in revenue.



The Santander Cycles £3 Day Pass encourages customers to cycle



We have an additional 300 bus stops with countdown signs

Since 4 March Santander Cycles trialled discounts that mirror those offered through our wider concessions. This will mean anyone with an Apprentice Oyster photocard, Freedom Pass, 60+ London Oyster photocard, Veterans Oyster photocard, Bus and Tram Discount photocard or a Jobcentre Plus Travel Discount card will be eligible for a 50 per cent reduction on the Santander Cycles annual or monthly membership.

Off-peak Friday fares trial

Off-peak Fridays trial started on 8 March. Pay as you go with contactless and Oyster fares on Tube and rail across London and parts of the Southeast are off-peak all day on Fridays from 8 March until 31 May 2024. Trial will also benefit 60+ and Freedom Pass holders who will be able to use their passes all day on Fridays. The three-month trial seeks to support economic growth by encouraging more people back onto public transport and allow Londoners and visitors to make the most of all London has to offer. We launched combination of paid media and owned channels to support the trial. We will report on results in the summer.

300 Milestone countdown signs

We launched a London-wide campaign in January to inform customers of an additional 300 countdown signs at bus shelters across London. The campaign showcased our investment in improving customer journeys and aimed to drive positive reputation and show we care about our customers.

Consultations

We launched eight consultations in Quarter 4:

- Road safety improvement scheme at A21 Sevenoaks Road
- Proposed changes to bus route 273 bus route between Lee and Grove Park and a section of Manor Park
- Walking and cycling changes between Woolwich Ferry to Plumstead.
- Proposed roundabout improvement at Holland Park
- Proposed changes to bus route 188 in North Greenwich
- Proposed design to bus route N518 for a new night bus service between Central London and Ruislip
- Proposal to reroute Cycleway 51 through Cunningham Place instead of Northwick Terrace
- Proposal to extend the Docklands Light Railway to Beckton Riverside and Thamesmead

We launched four consultations in Quarter I 2024/25.



London Assembly scrutiny

London Assembly scrutiny Quarter 4 2023/24

Date	Title	Type of scrutiny
19 December 2023	London Assembly Budget and Performance Committee	Public meeting
21 December 2023	Mayor's Question Time	Public meeting
11 January 2024	London Assembly Environment Committee	Public meeting
18 January 2024	Mayor's Question Time	Public meeting
23 January 2024	London Assembly Transport Committee	Public meeting
20 February 2024	London Assembly Transport Committee	Public meeting
22 February 2024	Mayor's Question Time	Public meeting
13 March 2024	London Assembly Transport Committee	Public meeting
15 March 2024	Mayor's Question Time	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.

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Customer Service and Operational Performance Panel

Date: 10 July 2024

Item: Risk and Assurance Report Quarter 4 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 06 (ER06) – ‘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 within Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024) (Q4).
- 1.3 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 Discussions are ongoing with Operations colleagues to reassess ER06 in line with the new financial impact numbers agreed with Finance. The mitigations for ER06 are also being reviewed following the development of the Level 1 Asset Condition risk to ensure the right balance between both risks. ER06 is scheduled for review by the Executive Committee in December 2024 and the Safety, Sustainability and Human Resources Panel in March 2025.

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 ER06.

- 4.2 Internal Audit and QSSA both concluded audit planning in Q4 in consultation with key stakeholders across TfL and owners of ER06 risks and controls. Confirmed plans are in place for the first half of 2024/25 and planning with be revisited with stakeholders ahead for the second half of 2024/25.

5 Work of Note this Quarter

- 5.1 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.
- 5.2 Appendix 1 provides details of the Internal Audit and QSSA audits undertaken in Q4.

Internal Audit

- 5.3 Internal Audit issued one audit against ER06 in Q4 – 'Engineering Resource Model – interaction between delivery lead and business' which was concluded as 'adequately controlled'. There were no internal audits in progress for ER06 at the end of Q4.

Quality, Safety and Security Assurance

- 5.4 QSSA issued three audits against ER06 in Q4. Two of these audits were not rated as they assessed current alignment of TfL management systems with ISO55001 Asset Management, a standard TfL is not currently required to comply with. These audits are part of a programme of assurance work to inform future asset strategy and to what extent TfL will look to implement the requirements of ISO55001.
- 5.5 One audit was concluded as 'requires improvement' and has an agreed action plan in place (eight of 11 actions are closed, the remaining three are not due yet) - 'London Underground (LU) Rolling Stock Non-destructive Testing'. Non-compliances were raised regarding maintenance of documentation, work instructions and additional controls for wheelset over 10 years old.
- 5.6 Twelve QSSA audits against ER06 were in progress at the end of Q4: five in LU Engineering and Asset Performance; four assessing distance to go against ISO 55001 Asset Management; and three within Rail for London Infrastructure (RfLI).

Counter-Fraud and Corruption

- 5.7 The Counter-Fraud and Corruption (CFC) 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 ER06 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 CFC team continues to refer offenders for prosecution. A suspect, who was advertising the sale of concessionary Oyster cards on social media to ineligible members of the public, pleaded guilty to conspiracy to defraud TfL at the Inner London Crown Court on 22 February 2024. He was sentenced to three years

and two months' imprisonment, of which two years was suspended. He was also ordered to pay £60,750 compensation to TfL, cash that was seized on his arrest.

6 Cancelled and Deferred Work

- 6.1 All cancellations and deferrals are undertaken in consultation with the relevant business teams. Three QSSA audits were deferred and one was cancelled in Q4:
- (a) RfLI ISO 55000 Asset Management Assessment –deferred to later in 2024 as RfLI have conducted their own assessment using consultants. QSSA will revisit this as part of the TfL programme after the actions have been implemented;
 - (b) LU Off-Track Drainage Management – deferred as the outstanding actions from a previous audit were completed late. All actions are now closed and the audit is now scheduled for Quarter 3 of 2024/25;
 - (c) LU Signals Incident Response – deferred to Quarter 1 of 2024/25 at the request of the Engineering Assurance Manager; and
 - (d) LU Inspection of Building Drainage Assets – cancelled as LU Asset Performance Directorate were already aware of the issues and are working through a plan to rectify them.

7 Performance and Trends

- 7.1 Performance data is provided in Appendix 2 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 ER06 QSSA audits in the last four quarters with the four prior to that, there has been an increase in the number of audits completed from 11 in 2022/23 to 16 in 2023/24. The number of maintenance audits has stayed consistent, the biggest difference is the increase of four additional audits undertaken of TfL Engineering in 2023/24.
- 7.3 A comparison of audit conclusions shows that the breakdown by audit conclusion remained relatively consistent across the two years with one fewer 'poorly controlled' conclusion, but a small increase in the number of 'requires improvement' from two to five. The proportion of 'poorly controlled' reduced from 18 per cent to six per cent and the proportion of 'requires improvement' increased from 18 per cent to 31 per cent. The proportion of 'adequately/well controlled' remained relatively constant from 55 per cent to 44 per cent. The range of subjects and locations covered makes it difficult to draw a direct comparison, excluding the ISO 55001 audits, which are not rated, the difference is much smaller: 60 per cent 'adequately/well controlled' compared with 54 per cent.

7.4 Work continues on the close out of management of actions, particularly overdue actions with management teams and the relevant Chief Officers. At the end of Q4 for ER06 there were 26 actions open, seven of which were overdue and two of which by more than 100 days. At the time of reporting, there were 23 open actions, only three of which remained overdue - one by two days and two by 87 days. All actions that are overdue by more than 100 days are reported to the Audit and Assurance Committee.

List of appendices:

Appendix 1: Audits Completed in Quarter 4 of 2023/24 (ER06 Deterioration of operational performance)

Appendix 2: QSSA and Internal Audit Summary

A paper containing exempt supplementary information is included 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

Appendix 1 – Audits Completed in Quarter 4 of 2023/24 (ER06 Deterioration of operational performance)

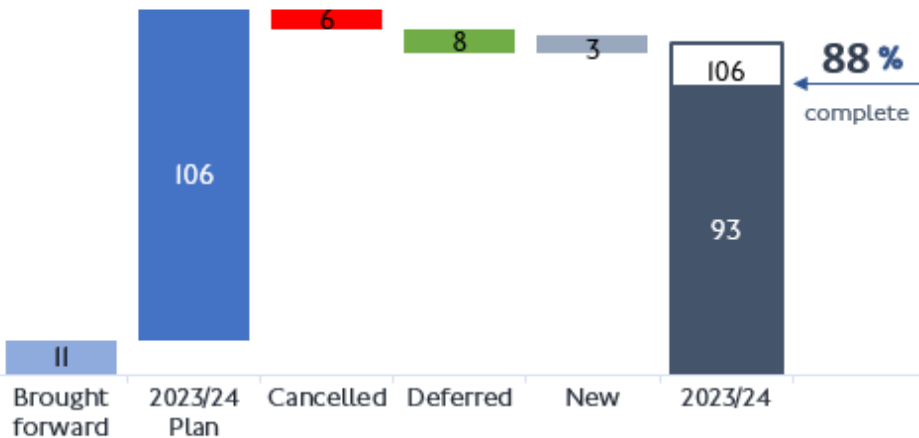
Internal Audit

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Capital Officer	23 009	Engineering Resource Model – Interaction between delivery lead and business	Assess the adequacy of the resourcing process between- the engineering delivery lead and business areas	Adequately controlled	Whilst generally the resource model is operating effectively, with business stakeholders largely receiving the required outcomes, introduction of enhanced governance arrangements should provide senior management with detailed performance data that allows any weaknesses to be identified and addressed. Clear and accessible guidance to support the resource model process, including expectation of how SmartCore is used, should improve compliance and consistency.

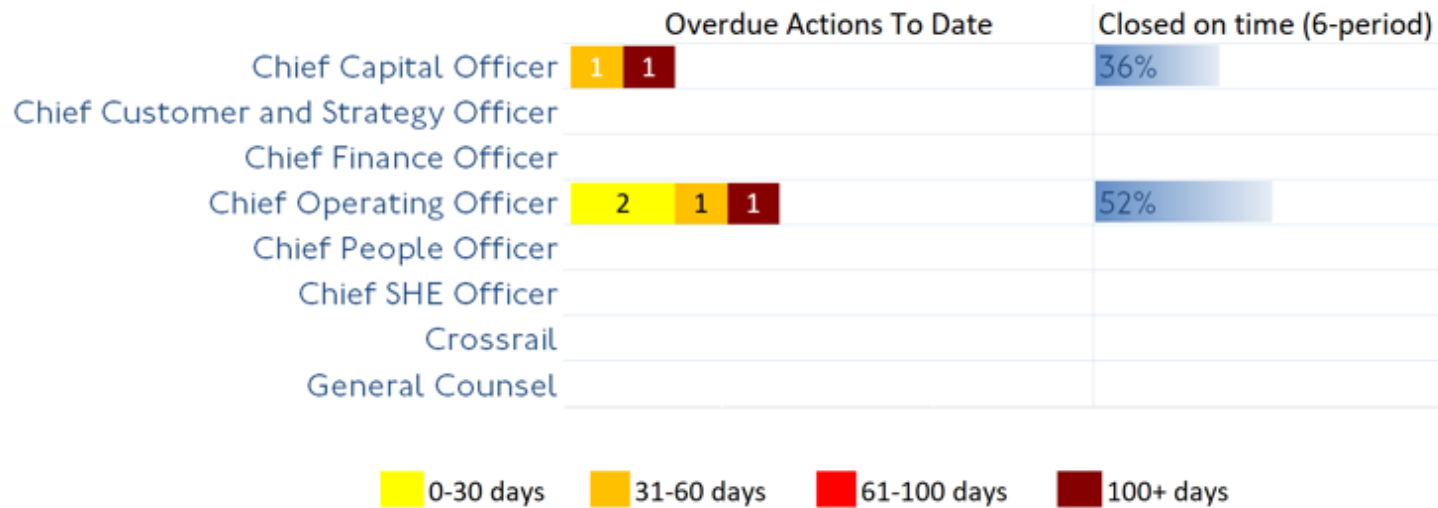
Quality, Safety and Security Assurance Audits

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	23 703	London Underground (LU) Rolling Stock Non-Destructive Testing	Test if the requirements of S2180 AA3.1.3 are being complied with regards preventing wheelset failures	Requires Improvement	A number of non-compliances have been raised regarding wheelset documentation that is required to be maintained. Issues were also identified with test record templates, additional controls for wheelsets greater than 10 years old, and the maintenance of work instructions.
Chief Operating Officer	23 721	LU ISO 55000 Asset Management Assessment	Assess the LU Asset Management System using the Institute of Asset Management Self Assessment Methodology Plus	Not Rated	The Quality, Safety and Security Assurance (QSSA) team were asked by TfL Asset Strategy to assess LU conformity to the ISO 55000 Asset Management Standard. This was carried out using the Institute of Asset Management Self-Assessment Methodology Plus tool.
Chief Operating Officer	23 768	Bus Stations, Stands and Garages ISO 55000 Asset Management Assessment	Assess the Buses Asset Management System using the Institute of Asset Management Self-Assessment Methodology Plus	Not Rated	The QSSA team were asked by TfL Asset Strategy to assess Bus Stations, Stands and Garages conformity to the ISO 55000 Asset Management Standard. This was carried out using the Institute of Asset Management Self-Assessment Methodology Plus tool.

Audit Progress against 2023/24 Plan



Action Management (ER6) - By Directorate by Overdue Days



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

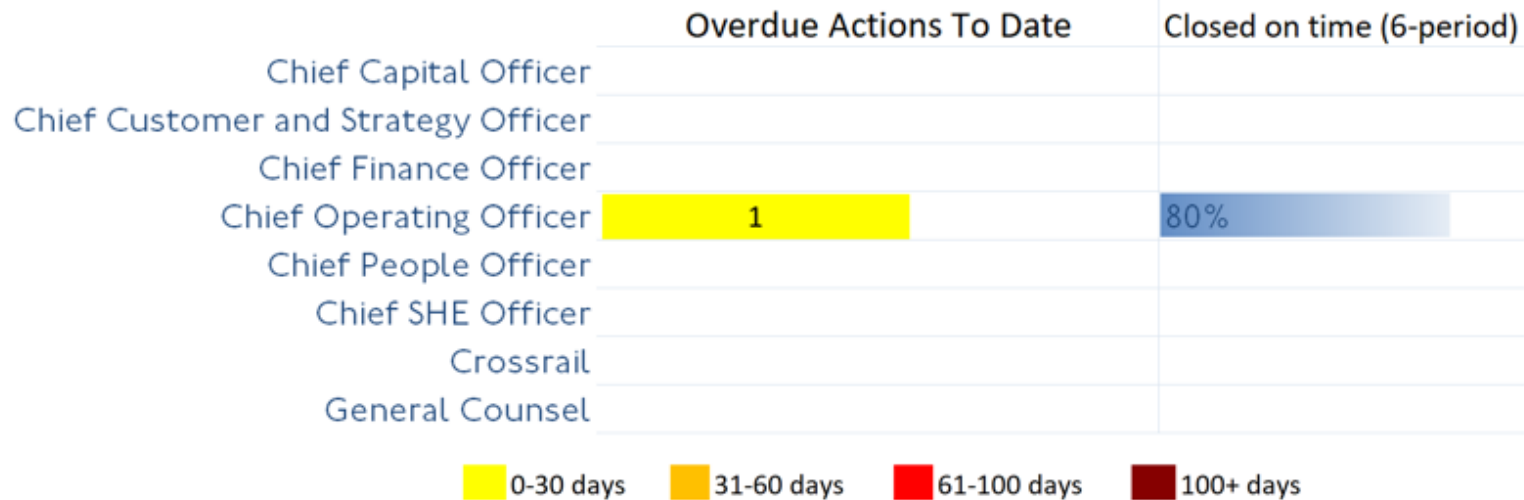
	Q1 - Q4 22/23					Total	Q1 - Q4 23/24					Total
Chief Capital Officer							2	2				4
Chief Operating Officer	2	2	5	1	1	11	1	3	4	1	3	12

Poorly Controlled
 Requires Improvement
 Adequately Controlled
 Well Controlled
 Not Rated

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

	Q1 - Q4 22/23	Total	Q1 - Q4 23/24	Total
Chief Capital Officer			1	1
Chief Operating Officer	1	1	1	1

Action Management (ER6) - By Directorate by Overdue Days



Customer Service and Operational Performance Panel



Date: 10 July 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, 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

2 October 2024		
Delivering the Mayor's Transport Strategy: Step-free Access	D IDP	Annual
Deep-Dive on TfL's "Care Score"	CCSO	Annual
Bus Action Plan Update	COO	Update
Equity in Motion	C-D	Update
Fare Evasion	COO	Update
Bus Journey Improvements Information	COO	Update
Artificial Intelligence	CCSO	Update (Board Action)
Customer Safety and Security Update	COO / D-SPE	Six monthly

Customer Service and Operational Performance Panel Forward Planner 2024/25

3 December 2024		
Assisted Transport Services Update	COO	Six monthly
Customer Safety and Security Update – Ending Violence and Women and Girls update	COO/D-SPE	Six monthly
Superloop Monitoring	CCSO & COO	Six monthly

13 March 2025		
Bus Action Plan Update	COO	Update
TfL International Benchmarking Report	CCSO	Update biennial
Enterprise Risk Update – Deterioration of Operational Performance (ER06)	COO	Annual
Equity in Motion	C-D	Six monthly

Regular items

- Assisted Transport Services Update – every six months (July and December) – COO
- Customer Safety and Security Update – every six months (July and December) – COO/D-SPE
- Cycling Action Plan Update – annual (July) – CCSO
- Superloop Monitoring - every six months (July and December) – CCSO and COO
- Bus Action Plan Update – every six months (July/March) – COO
- Delivering the Mayor’s Transport Strategy: Step-free Access – annual (October) – D-IDP
- Deep-Dive on TfL’s “Care Score” - annual (October) – CCSO
- TfL International Benchmarking Report – biennial (March 2025) – CCSO
- Enterprise Risk Update – Deterioration of Operational Performance (ER06) – annual (March) – COO
- Equity in Motion - every six months (October/March) – C-D

Items to be scheduled

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

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

Document is Restricted

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