

Agenda

Meeting: Customer, Sustainability and Operations Panel

Date: Wednesday 2 October 2024

Time: 10:30

**Place: Conference Rooms 1 & 2 -
Palestra, 197 Blackfriars Road,
London, SE1 8NJ**

Members

Marie Pye (Chair)
Sara Turnbull (Vice Chair)
Councillor Ross Garrod
Tanya Joseph

Arthur Kay
Keith Richards OBE
Omid Shiraji

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](mailto: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 24 September 2024

Agenda
Customer, Sustainability and Operations Panel
Wednesday 2 October 2024

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

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 Meetings of the Customer Service and Operational Performance Panel held on 5 March 2024 and 10 July 2024

(Pages 1 - 20)

Head of Secretariat

The Panel is asked to approve the minutes of the meetings of the Customer Service and Operational Performance Panel held on 5 March 2024 and 10 July 2024 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 21 - 32)

Head of Secretariat

The Panel is asked to note the updated actions list.

5 Equity in Motion (Pages 33 - 46)

Chief Customer and Strategy Officer and Director of Customer

The Panel is asked to note the paper.

6 Deep-dive on TfL's "Care Score" (Pages 47 - 64)

Chief Customer and Strategy Officer and Director of Customer

The Panel is asked to note the paper.

7 Customer, Sustainability and Operational Performance Report - Quarter 1, 2024/25 (Pages 65 - 112)

Chief Customer and Strategy Officer, Chief Operating Officer and Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

8 Risk and Assurance Report Quarter 1 2024/25 (Pages 113 - 120)

Director of Risk and Assurance

The Panel is asked to note the report.

9 Members' Suggestions for Future Discussion Items (Pages 121 - 124)

Head of Secretariat

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

10 Any Other Business the Chair Considers Urgent

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

11 Date of Next Meeting

Tuesday 3 December 2024 at 10:30am.

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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 Cunningham	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, 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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Transport for London

Minutes of the Customer Service and Operational Performance Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10:30am, Wednesday 10 July 2024**

Members

Dr Mee Ling Ng OBE (Chair)
Marie Pye (Vice-Chair) (via Teams)
Councillor Ross Garrod (via teams)
Anne McMeel

Executive Committee

Claire Mann Chief Operating Officer

Staff

Trish Ashton	Director of Rail and Sponsored Services
Ben Bost	Principal City Planner
Oliver Gearing	Finance Director – Operations
Fenella Goodhart	Director of Learning and Participation, London Transport Museum
Alexandra Goodship	Head of Transport Strategy and Planning
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
James Mead	General Manager on Demand, Transport Operations
Zoe Manzoor	Senior Committee Officer
Nick Owen	Interim Director of Buses, Bus Operations
Howard Smith	Director, Elizabeth line
Emma Strain	Customer Director
Imogen Wescott	Head of Assisted Transport

Also in attendance

Ryan Hall TfL Youth Panel Main Representative

16/07/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Bronwen Handyside, Dr Lynn Sloman MBE and Peter Strachan. Marie Pye and Councillor Ross Garrod attended the meeting via Teams and were able to participate in the discussion but did not count towards the quorum. The meeting was not quorate but there were no decisions to be taken.

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.

The Chair agreed to take the paper on Elizabeth Line Performance (Minute 25/07/24) on the agenda after the item on Matters Arising as Howard Smith had another meeting to attend. The minutes reflect the order of the published agenda.

17/07/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date.

Since the last meeting, there had been two updates to Members' declarations: Anne McMeel had been appointed as a non-executive director to the Board of the Rail Safety and Standards Board and as Chair of its Audit and Risk Committee; and Marie Pye had been appointed as an Independent Panel Member of the General Optical Council.

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

18/07/24 Minutes of the Meeting of the Panel held on 5 March 2024

The minutes of the meeting of the Panel held on 5 March 2024 were noted and would be submitted to the next meeting for approval.

19/07/24 Matters Arising and Actions List

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

Members noted the updated Actions List.

20/07/24 Assisted Transport Services Update

James Mead and Imogen Wescott presented the item, which outlined the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 5 December 2023. This included the updated Roadmap for review.

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

Excellent progress had continued to be made with operating the new booking and scheduling system and overcoming the early issues reported to the last meeting. There was still work to be done, but there had been a dramatic improvement in areas such as reducing core waiting times and abandoned calls. The new system was fundamental to achieving the wider improvements to the service. The online booking app was proving to be popular with customers for booking trips. Members welcomed the good progress that had been made.

Other key highlights were the continued growth in demand for Dial-a-Ride and the Taxicard service.

An update was also provided on the new Multi Occupancy Accessible Transport (MOAT) service following its introduction in October 2023. The MOAT providers were community transport operators based in London, covering all the boroughs. The service had been expanded in April 2024 to provide additional shifts in west central London. ATS had the ability within the contract to set minimum requirements and to make further modest shift increases if there were areas of consistently high demand. The service also recognised the value of the MOAT service to community transport providers, as it provided them with a steady income supply.

Members welcomed and commended the work of the Travel Mentoring Service and stressed the need to further promote this. Given the number of referrals to it by the NHS, it was suggested that the NHS be approached again to provide a contribution to the cost of the service.

[Action: James Mead]

Ryan Hall, on behalf of the Youth Panel, asked about the participation of Special Educational Needs Students in the Travel Mentoring Service and the role of the Youth Panel in refreshing the scheme. It was noted that there was engagement with the London boroughs on delivering travel mentoring plans and the ATS provided training, through the 'train the trainer' model, to develop capacity to allow schools to provide their own transport services, where possible. Work had commenced to standardise the offer, with key partners to make it easier to expand in different areas, subject to resources. Members suggested that ATS should engage with members of the Youth Panel about how they have input into the Travel Mentoring Service and with schools and further education colleges in the boroughs. A Member also suggested that consideration be given to recruiting volunteers, subject to undergoing necessary checks, to help provide support to the service. Officers would further investigate these requests.

[Action: James Mead]

A brief overview was provided of the methodology used for collecting responses for the customer satisfaction survey and the approach to gathering feedback. It was noted that the results of the customer satisfaction survey would be reported to the Panel. This would include a further breakdown of the growth in demand for ATS to show the split between new customers and existing customers making more trips.

[Action: James Mead]

Members noted the paper.

21/07/24 Cycling Action Plan 2

Emma Strain introduced the item and Alexandra Goodship presented the paper, which provided an overview of the Cycling Action Plan 2. The update focused on the latest trends in cycling, progress with delivery and future plans to meet strategic targets. It also highlighted the continued focus on increasing cycling across all demographic groups.

Members welcomed the continued growth in cycling including the steady increase in cycling among those from Black, Asian and other ethnicity groups and households with an income under £20,000. A Member also commented on the need to increase cycling levels further among these demographics to achieve parity with other groups. It was also

noted that there remained a large discrepancy between individuals from lower income groups compared to higher incomes in cycling take up. Clarity was also sought on the efforts to expand the network to areas of deprivation. This was a key consideration and area of focus and TfL worked to identify and factor in the characteristics of an area when planning network extensions to ensure areas of deprivation were adequately covered. TfL carried out targeted marketing of these routes and had been working with cycle hire schemes to develop concession schemes. It was suggested that officers consider working with minimum wage employers on the provision of facilities to support cycling and with cycle repair companies to provide their services in areas of deprivation.

[Action: Alexandra Goodship]

A key challenge for TfL remained introducing further measures to remove barriers for cycling. Safety remained the biggest barrier and, while the cycling casualty numbers and risks had fallen, remained an important area of focus. All new Cycleways had to comply with the New Cycle Route Quality Criteria. Further details would be provided in future reports on safety initiatives, including those around driver awareness.

[Action: Alexandra Goodship]

Clarification was also sought on the measures to tackle the problem with harassment of cyclists. TfL was taking steps to install improved lighting on cycleways and was working to deliver the Ending Violence Against Women and Girls programme to prevent harassment on all modes of transport.

Ryan Hall asked about cycling training for school children and measures to increase cycling uptake. It was confirmed that there was engagement with boroughs to offer a programme to provide cycling training. The team noted the importance of providing training to families and were encouraging boroughs to offer that as a core skill. A key focus of the Cycling Action Plan was connecting town centres in inner London and this would capture schools. Other initiatives highlighted to improve the safety of streets around schools, and to increase cycling uptake among children, included the School Streets programme and the low traffic neighbourhood initiatives.

Written responses would be provided to the Youth Panel's questions.

[Action: Secretariat]

In response to a question, officers would provide further details of the trends in demand between inner and outer London.

[Action: Alexandra Goodship]

A further update would be provided to the Panel on micro-mobility and the progress with the introduction of legislation to regulate these activities. Members stressed the need for further action to address the problems with discarded hire cycles causing an obstruction on pavements, such as the provision of storage. TfL provided funding to boroughs for scooter and cycle parking, but the challenge remained encouraging people to park in allocated spaces. A key challenge facing the boroughs was addressing the shortage of transport planners to progress installation of bays and it was suggested that TfL should work to support boroughs to help address this. Officers suggested that TfL could look to review their training to the boroughs to cover micro-mobility and increase knowledge sharing. A Member also suggested that TfL consider working with boroughs to provide a contact number that the public and street wardens could use to facilitate the speedy collection of discarded cycles.

[Action: Alexandra Goodship]

Members noted the progress in the delivery of the Cycling Action Plan 2 and the latest cycling trends.

22/07/24 Santander Cycles Customer Hires

Trish Ashton introduced the item, providing a summary of changes in demand within the cycle hire market, including details of the uptake of pedal cycles and electric cycles, ahead of the contract re-let in 2025.

Demand among member hires remained strong but there had been a decline in non-member users, which could be due to competition, the changes in the tariffs, and customers experiences with the lack of contactless payment options. TfL had put in place measures to mitigate the decline in trade, such as the introduction of the day pass with the unlimited 30-minute trips option and the continuing roll out of e-bikes that had proven very popular. TfL also planned to introduce mobile payments at bike station terminals during autumn 2024. There was also ongoing engagement with employers to look at offering a season ticket option to staff and with boroughs to extend the scheme where there was demand.

Ryan Hall asked about the work with young people to increase hires and was informed that TfL carried out a wide range of marketing to target all age groups including promoting services on social media. Officers would check to ensure that such initiatives as promotion of the app was picked up on these routes. **[Action: Emma Strain]**

Members noted the paper.

23/07/24 Bus Ridership and Superloop Demand Monitoring

Nick Owen introduced the item, which set out the actions TfL was taking to attract more customers to the bus network and a summary of trends in bus journeys. The paper also provided the initial findings from the monitoring of the Superloop routes.

The bus network had continued to grow and the Superloop service, including the rebranded express services, had continued to outperform the general bus network. Good progress continued to be made with improving bus priority measures, such as more bus lanes, and this would remain a key focus. Clarity was sought on proposals for the SL7 route towards Heathrow Central to improve reliability. It was confirmed that TfL was looking at a range of options before considering any proposals and would consult on any plans.

Ryan Hall reported the views of the Youth Panel. Officers acknowledged the need to continue to review route branding on buses, but this would be balanced against other factors such as the potential losses from advertising.

Further updates would be reported to the Panel.

Members noted the paper.

24/07/24 London Transport Museum - School Programmes

Fenella Goodhart presented the item, which provided an overview of the London Transport Museum (LTM) School programmes, including the positive impact of this work and ambitions for the future.

LTM, a wholly owned subsidiary within the TfL Group and a registered charity, aims to advance the heritage of transport in London and to educate the public about the role of transport. LTM delivered a range of programmes across London and works with schools to teach green skills.

Ryan Hall asked about the future plans for Project Guardian in schools and the Travel for Life programme. It was noted that there was close collaboration between the LTM and TfL's Compliance, Policing Operations and Security team on the Ending Violence Against Women and Girls programme. They had committed to running further sessions in schools to meet targets. Over 26,223 students had been reached in this year. LTM noted the importance of further strengthening the links between the Travel for Life programme and the transport sector. LTM had carried out several initiatives to facilitate this (including signposting and inviting participants to key events) and hoped to carry out more of this work in the future. A particular priority of LTM was ensuring that special needs schools were catered for in the Travel for Life programme and it was currently adapting resources and training delivery staff to improve this provision for children with additional needs. In response to a request for further information, it was agreed that details of the number of special needs schools LTM worked with would be provided.

[Action: Fenella Goodhart]

Members recognised that this was a unique programme and were particularly impressed with the value of the work on teaching green skills in schools. They noted the merits of raising awareness of the benefits of this work to help expand the programme and secure additional funding from government.

Members noted the paper and the forthcoming activities and the opportunities for further raising the profile of this work internally and externally.

25/07/24 Elizabeth Line Performance

Howard Smith introduced the item on the Elizabeth line operational performance including feedback on customer experience covering Periods 12 and 13 of 2023/24 (4 February to 31 March 2024) and Periods 1 and 2 of 2024/25 (1 April to 25 May 2024).

Passenger numbers had continued to grow strongly and customer satisfaction levels remained at a high level at 81 per cent. The 4G network went live in July 2024 at most stations and would be extended for the rest of the line.

Challenges remained in increasing the reliability of the service and with the Network Rail infrastructure in the west. The latest software update, implemented in February and March 2024, had addressed most of the software-related issues, improving reliability and there were further updates planned. Work was also underway to change software and to fit aluminium filters to the rolling-stock doors to prevent litter getting caught and delaying services, and this was due to be completed by 4 December 2024.

Members requested that public information notices be provided to prevent littering. Officers would also explore the need for further signage at Heathrow to direct customers to the Elizabeth line services. Future updates to the Panel would provide details of service curtailments to Heathrow and ways to minimise these. **[Action: Howard Smith]**

While progress had continued to be made with addressing the infrastructure issues in the west, these had been offset by other problems. Network Rail had developed a programme to address these and had provided plans to the Office of Road and Rail to address its concerns regarding breach of licence in the west. On step-free access, the targets continued to be met on the central sections, but reliability of services on the surface section remained inconsistent. Network Rail was continuing to take action to address this, including increasing stock of spares and providing staff training.

Ryan Hall asked about the practical measures to reduce trips and falls where there were large gaps between the platform and the train, particular at Ealing Broadway. TfL was exploring adding some carefully positioned interventions at Ealing Broadway to improve customer experience when boarding and leaving the train, with a view to rolling out the learning to other Network Rail managed stations on the route.

Members noted the paper.

26/07/24 Customer Service and Operational Performance Report – Quarter 4, 2023/24

Emma Strain and Claire Mann presented the Customer Service and Operational Performance Report for Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024).

Ridership across the network had continued to improve with strong growth on the Elizabeth line. The London Underground had slightly underperformed in terms of journey times, which was mostly driven by the ongoing reliability issues on the Central line that was now showing signs of improvement. The bus journey times score had slightly declined but there were measures in place to address this as set out in the Bus Action Plan. There was also improved performance on Tram journey times and important work had taken place to improve infrastructure. There were, however, also incidences of debris on the track on the network that had caused damage to trams.

Performance across the DLR, London Overground and the Victoria Coach Station departures remained strong, and the availability of the Woolwich Ferry service had also significantly improved.

The care scores continued to improve.

The paper also set out details of the work to roll out mini-ramps at stations and these had been welcomed by customers.

TfL had recently launched a consultation on proposed user charges for the Silvertown and Blackwall Tunnels.

It was requested that the format of the report be reviewed to focus on strategic performance issues. Consideration would also be given to providing an update in the cover paper on key issues in the current quarter. **[Action: Claire Mann/Emma Strain]**

Officers were currently reviewing the data to look at the impact of the 'Off-peak Fridays' fares trial. An update on this would be provided to a future meeting.

[Action: Emma Strain]

Officers were also looking at the trends in staff-related complaints on the London Overground as the rise in complaints may be due to the emphasis on encouraging reporting. Officers would provide an update to the Panel.

[Action: Emma Strain/Claire Mann]

Officers would provide details of TfL's policy on graffiti on trains. **[Action: Claire Mann]**

There had been several signal failures on the Piccadilly line and an update would be provided to Members.

[Action: Claire Mann]

27/07/24 Risk and Assurance Report Quarter 4 2023/24

Lorraine Humphrey introduced the item, which provided an overview of the status of and changes to Enterprise Risk 06 – 'Deterioration of Operational Performance'. The paper also set out details of audits completed in Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024). There had been continued focus on closing audit actions. The paper also provided details of a fraud prosecution and an update on cancelled and deferred work in the quarter.

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

28/07/24 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the item. At the request of a Member, an item would be added to the Forward Plan on the customer journey on the integrated transport network.

Members noted the forward plan.

29/07/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

30/07/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 2 October 2024 at 10:30am. This would be retained as the first scheduled meeting of the new Customer, Sustainability and Operations Panel.

31/07/24 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 item on: Risk and Assurance Report Quarter 4 2023/24.

The meeting closed at 1.30pm

Chair: _____

Date: _____

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Customer, Sustainability and Operations Panel



Date: 2 October 2024

Item 4: Matters Arising and Actions List

This paper will be considered in public

1 Summary

- 1.1 This is a new Panel, which subsumed the remit of the former Customer Service and Operational Performance Panel and the sustainability elements of the former Safety, Sustainability and Human Resources Panel.
- 1.2 The only outstanding action from the former Safety, Sustainability and Human Resources Panel, which falls within the remit of this Panel, relates to a request for the next Enterprise Risk Update - Environment Including Climate Adaptation (ER03) to include further information on metrics and performance indicators. This is on the forward plan for this Panel for the first meeting of the 2025/26 meeting cycle.
- 1.3 Appendix 1 sets out the progress against actions agreed at previous meetings of the former Customer Service and Operational Performance Panel.

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 former Customer Service and Operational Performance Panel

Contact Officer: Andrea Clarke, General Counsel
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Minute no.	Item/Description	Action by	Target Date	Status Note
20/07/24 (1)	<p>Assisted Transport Services (ATS) Update: Engagement with the NHS Members welcomed and commended the work of the Travel Mentoring Service and stressed the need to further promote this. Given the number of referrals to it by the NHS, it was suggested that the NHS be approached again to provide a contribution to the cost of the service.</p>	James Mead	July 2025	An update on the outline of the ATS Strategy work will be provided to the July 2025 meeting. This will include information on the outcome of exploring potential funding options with the NHS.
20/07/24 (2)	<p>ATS Update: Travel Mentoring Service and Young People Members suggested that the ATS should engage with members of the Youth Panel about how they have input into the Travel Mentoring service and with schools and further education colleges in the boroughs.</p> <p>A Member also suggested that consideration be given to recruiting volunteers, subject to undergoing necessary checks, to help provide support to the service.</p>	James Mead	<p>December 2024</p> <p>Ongoing</p>	<p>A Youth Panel member will be invited to a Travel mentoring bus day to see the work that is undertaken. Any feedback will be considered in the work being done to harmonise the bus day offering across London.</p> <p>A review of the options for using volunteers is underway, as part of the ATS strategy development.</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
20/07/24 (3)	ATS Update: Customer Satisfaction Survey It was noted that the results of the customer satisfaction survey would be reported to the Panel. This would include a further breakdown of the growth in demand for ATS to show the split between new customers and existing customers making more trips.	James Mead	March 2025	A breakdown of the growth statistics will be presented to the 3 December 2024 meeting, along with any initial customer satisfaction survey results. The full results will be available early 2025.
21/07/24 (1)	Cycling Action Plan 2: Inclusive Cycling It was suggested that officers should consider working with minimum wage employers on the provision of facilities to support cycling and with cycle repair companies to provide their services in areas of deprivation.	Alexandra Goodship	September 2025	<p>We are investigating the potential for doing this and how it could be funded. We will continue to support community led groups in areas of deprivation to support cycling through their walking and cycling grants.</p> <p>Santander Cycles piloted and continues to work with multiple Cycle to Work (C2W) scheme providers to offer an annual subscription to support low-income employees that would otherwise not be able to afford to take part in the C2W scheme. This has been very successful. C2W providers, including CycleScheme and Cycle Solutions, promote bike share schemes to lower paid employees. We have also expanded the number of C2W providers we work with to offer an affordable way to get into cycling.</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
21/07/24 (2)	Cycling Action Plan 2: Safety Initiatives Further details would be provided in the future reports on safety initiatives, including those around driver awareness.	Alexandra Goodship	July 2025	Information will be included on safety initiatives in the next annual update to the Panel.
21/07/24 (3)	Cycling Action Plan 2: Youth Panel's Questions Written responses would be provided to the Youth Panel's questions.	Secretariat	September 2024	Written responses will be provided shortly to the Youth Panel.
21/07/24 (4)	Cycling Action Plan 2: Trends in Demand Officers would provide further details of the trends in demand between inner and outer London.	Alexandra Goodship	December 2024	Information will be provided to Members or will be included in the next Travel in London report which will be published in December 2024.
21/07/24 (5)	Cycling Action Plan 2: Micro – Mobility Training/Discarded Cycles Officers suggested that TfL could look to review their training to the boroughs to cover micro-mobility and increase knowledge sharing. A Member also suggested that TfL consider working with boroughs to provide a contact number that the public and street wardens could use to facilitate the speedy collection of discarded cycles.	Alexandra Goodship	September 2024	<p>Cycle training conducted in London uses the National Bikeability training syllabus. We will write to Bikeability to discuss how micro-mobility is included in the syllabus by the end of September 2024.</p> <p>At present, dockless e-bike rental is unregulated in the UK. This limits our input into how these services are run. Some dockless e-bike operators (Lime, TIER and Forest) have entered into individual agreements with boroughs to manage services with the borough or the operator responsible for</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
				<p>communicating the contact number for reporting discarded bikes.</p> <p>The requirements included in the e-scooter trial has resulted in a level of 95 per cent parking compliance, reported by operators as hires can only be ended within a designated parking bay, with mandatory response times for the operators to collect vehicles which have been damaged, abandoned, or improperly parked. Operators are also required to investigate all reports of poor parking and poor riding and take action to warn or ban accounts for such behaviour.</p> <p>A future paper on Micro-mobility is on the Forward Plan.</p>
22/07/24	<p>Santander Cycles Customer Hires: Social Media Activities</p> <p>TfL carried out a wide range of marketing to target all age groups including promoting services on social media. Officers would check to ensure that such initiatives as promotion of the app was picked up on these routes.</p>	Emma Strain	September 2024	<p>Completed. We analyse the performance of the social media content on a monthly and quarterly basis and have been working on improving this where possible. Current initiatives include exploring trend-led social-first content formats, provision of Cycle to Work Day commuter-focused content and leisure-focused content. These approaches perform better than other messages. We engage in a wide</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
				range of campaigns on social media including providing information on Instagram on areas such as commuting, leisure riders, beginner cyclists e-bike expansion and trend led content. We have content planned for targeting students in the next few weeks.
24/07/24	London Transport Museum (LTM) - School Programmes: Special Needs Schools In response to a request for further information, it was agreed that details of the number of special needs schools LTM worked with would be provided.	Fenella Goodhart	September 2024	Completed. For the financial year 2023/24, the LTM Schools programme reached 1,575 pupils with additional needs from 89 specialist education settings through programmes delivered in Alternative Provisions, Pupil Referral Units, Specialist Schools and onsite at the LTM.
24/07/24	Elizabeth Line Performance: Signage/Service Curtailments to Heathrow Members requested that public information notices be provided to prevent littering. Officers would also explore the need for further signage at Heathrow to direct customers to the Elizabeth line services. Future updates to the Panel would provide details of service curtailments to Heathrow and ways to minimise these.	Howard Smith	September 2024	Completed. A written response was provided to Panel Members on 24 September 2024.

Minute no.	Item/Description	Action by	Target Date	Status Note
26/07/24 (1)	Customer Service and Operational Performance Report – Quarter 4, 2023/24: Format of Reports It was requested that the format of the report be reviewed to focus on strategic performance issues. Consideration would also be given to providing an update in the cover paper on key issues in the current quarter.	Emma Strain/ Claire Mann	December 2024	The report is being redesigned and will be submitted to the next meeting on 3 December 2024.
26/07/24 (2)	Customer Service and Operational Performance Report – Quarter 4, 2023/24: Off-Peak Fridays Officers were currently reviewing the data to look at the impact of the 'Off-peak Fridays' trial. An update on this would be provided to a future meeting.	Emma Strain	December 2024	A report providing an analysis of the off-peak trial will be published by the end of 2024.
26/07/24 (3)	Customer Service and Operational Performance Report – Quarter 4, 2023/24: London Overground Complaints Officers were looking at the trends in staff complaints on the London Overground as the rise in complaints may be due to the emphasis on encouraging reporting. Officers would look into this and provide an update to the Panel.	Emma Strain/ Claire Mann	September 2024	Completed. In Quarter 4 2023/24, there was a spike in complaints categorised under 'Customer Service' and 'Inappropriate Behaviour'. Both categories have since stabilised in the following quarters, which may suggest that the encouragement campaign was successful, albeit short-lived.

Minute no.	Item/Description	Action by	Target Date	Status Note
26/07/24 (4)	Customer Service and Operational Performance Report – Quarter 4, 2023/24: Graffiti on Trains Officers would provide details of TfL's policy on graffiti on trains.	Claire Mann	September 2024	Completed. A written response was provided to Panel Members on 24 September 2024.
26/07/24 (5)	Customer Service and Operational Performance Report – Quarter 4, 2023/24: Piccadilly line Services There had been several signal failures on the Piccadilly line and an update would be provided to Members.	Claire Mann	September 2024	Completed. There are no significant signalling issues to report in relation to Piccadilly line services.

Actions from previous meetings of the Customer Service and Operational Performance Panel

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.	Nick Owen	July 2025	The cost-benefits of the Superloop service will need at least a year of operation to be analysed. An update to the Panel has been scheduled for July 2025.
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	March 2025	An update will be provided to the 13 March 2025 meeting, covering bus routes to hospitals and university campuses.

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	Completed. Paper on the agenda for this meeting and six monthly updates added to the Forward Plan.
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	-	This now falls within the remit of the new Safety and Security Panel and has been added to that Panel's Forward Plan.
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	March 2025	Information will be provided as part of the Enterprise Risk Update – Deterioration of Operational Performance (ER6) scheduled for the 13 March 2025 meeting.
44/12/23 (3)	Customer Safety and Security Update: Nationwide Crime Trends In relation to the 'TfL Service Crime and Nationwide Crime Trends', it was requested that year by year data was included in the six-monthly report.	Siwan Hayward OBE	-	This now falls within the remit of the new Safety and Security Panel and has been added to that Panel's Forward Plan.

Minute no.	Item/Description	Action by	Target Date	Status Note
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	<p>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. 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).</p> <p>TfL is required to provide the Woolwich Ferry service free of charge. There are no proposals to change this, which would require a change in legislation.</p>
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	September 2024	Completed. The report on the agenda for this meeting has been updated to reflect this action.

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Date: 2 October 2024

Item 5: Equity in Motion

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the Equity in Motion (EiM) programme.
- 1.2 EiM is our inclusive transport strategy which sets out over 80 actions and a new approach to creating a fairer, more accessible and inclusive transport network over the period up to 2030. It complements the Mayor's Transport Strategy and other plans, without duplicating existing work. The Mayor's inclusive transport commitments will be delivered through the EiM programme.

2 Recommendation

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

3 Background

- 3.1 EiM aims to address disproportionate impacts and inequality by setting out additional actions and a new approach to addressing inequality and removing barriers to ensure more people can use our capital's transport network. Removing barriers to travel and addressing inequality is a key priority for the Mayor and TfL.
- 3.2 EiM has four key pillars:
 - (a) an equitable customer experience;
 - (b) protecting and enhancing connectivity;
 - (c) keeping travel affordable; and
 - (d) reducing health inequalities.
- 3.3 These are underpinned by work to:
 - (a) improve our evidence and monitoring activity;
 - (b) collaborate more effectively with stakeholders, customers and communities;
 - (c) hardwire inclusion in processes; and
 - (d) measure our progress.

4 Progress

- 4.1 Since its launch in February 2024, there has been considerable progress towards delivering the actions set out in EiM. The complete list of 2024/25 actions is included in Appendix 1.
- 4.2 Fifty-eight per cent of actions scheduled for delivery in 2024 are either complete or well-scoped and on-track. Forty-nine per cent actions are due for completion in 2024. A further 37 per cent of actions are subject to further scoping activity at the moment.
- 4.3 Examples of actions delivered include: a new concession entitling care leavers to half-price bus and tram travel; the provision of direct step-free access to the Bakerloo line at Paddington station; the roll-out of mini-ramps on London Underground; research deep-dive into priority seating requirements; the introduction of Dial-a-Ride self-service tools to enable booking, amendments, and cancellation of trips; campaign launched to encourage new people into cycling, including those from under-represented groups; and the NaviLens trial on the DLR.
- 4.4 Examples of in-progress 2024 actions include: suppliers chosen for a trial of real-time automated alerts of VAWG on buses using artificial intelligence analytics of CCTV; installed CCTV at five bus shelters with a direct feed into the Metropolitan Police Service's Safer Transport team's hand-held devices for the purpose of monitoring and responding to incidents (with 15 more due for installation); a Disability Equality elearning training course in development; and scoping underway for pan-TfL review of travel assistance.
- 4.5 Upcoming 2024/25 actions with the potential for stakeholder/customer interests are: renaming the London Overground lines and simplifying how they are represented in customer information products; the trial of Google Street View in 30 stations; establishing an inclusive design centre for excellence; safety audits to inform design of public spaces to improve the safety of women, girls and gender-diverse people; a innovation challenge aimed at improving travel for disabled people, making it easier for customers to contact staff during their journey and access information on crowding, accessibility and disruption; completing installation of 'self-reporting' technology in our lifts to enable automatic notification of faults and live status (due 2025); and step-free access at Knightsbridge station (due 2025).

5 Next Steps

- 5.1 Developing a measurement framework to determine the impact of EiM is a key activity for 2024/25 and good progress is being made. Work is also underway to embed the requirements of the EiM programme into TfL's business planning process.
- 5.2 We are also completing delivery of in-progress 2024 actions and finalising remaining scoping activity (e.g. methodology for the pan-TfL review of travel assistance) and will begin scoping of 2025-2030 actions.

List of appendices to this report:

Appendix 1: Equity in Motion Update

List of Background Papers:

None

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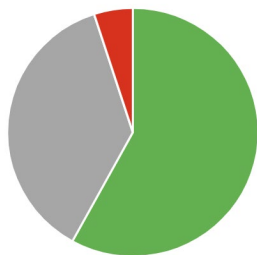
Equity in Motion (EiM) Update

Appendix I

2024 EiM Actions Status

49 actions due for completion in 2024

(See appendix for full list)



- 58% actions are complete or on-track
- 37% actions in further scoping
- 5% actions delayed

- There are no specific targets for the EiM-related customer metrics shown below
- Developing a measurement framework to determine impact is a key EiM activity for 2024/25

	Freq.	FY 23/24	Latest	vs LY	YTD	vs LY
TfL is making it easier for disabled Londoners to get around [disabled Londoners] (%agree)	P	61%	60% P5	-1	61%	-
TfL provides affordable ways to get around London [C2DE] (% agree)	P	56%	60% P5	+4	60%	+4
TfL supports customers when things go wrong [disabled customers] (% agree)	P	47%	50% P5	+3	50%	+3
TfL makes me feel confident to travel around London [disabled Londoners] (% agree)	P	71%	64% P5	-7	68%	-3

Red = behind LY Amber = same as LY Green = ahead LY

Equity in Motion 2024/25 Actions

Action – Equity in Motion Pillar: Equitable Customer Experience	Timescale
Disability Equality Training - 80% of all employees and operational frontline colleagues to have completed the training by 2026	2026
Conduct a pan-TfL review of the effectiveness of the travel assistance we provide for customers with additional access requirements, including disabled customers, parents and people travelling with children, and older Londoners	2024
Use our newly recruited research panel of disabled Londoners, 'All aboard', to understand how we can better support disabled customers when things go wrong, in order to inform our investment priorities	2024
Review our complaints processes and develop more accessible ways to register a complaint when things go wrong	2024
Live crowding information, including an ambition to include priority seating availability	2025
Introduce Dial-a-Ride self-service to enable booking, amendment and cancellation of trips	2024
Work with the Commission for Diversity in the Urban Realm to name the London Overground lines and simplify how they are represented in customer information products	2024
Launch an innovation challenge aimed at improving travel for disabled people, making it easier for customers to contact staff during their journey and access information on crowding, accessibility and disruption	2024
Conduct a complex interchange review, investigating options for improved wayfinding	2024
Complete installation of 'self-reporting' technology in our lifts to enable automatic notification of faults and live status	2025

Equity in Motion 2024/25 Actions

Action – Equity in Motion Pillar: Equitable Customer Experience	Timescale
Add virtual tools to the TfL Go app and our website to help customers better understand the accessibility of the transport network	2025
Review our approach to translating communications into different languages, including British Sign Language	2024
Review core customer information (on and off network) to ensure availability in a wider range of accessible and inclusive formats	2025
Complete feasibility assessment of a ‘virtual help point’ app	2025
Trial of Google Streetview at 30 stations	2024
NaviLens trial on DLR	2024
Use safety audits to gather data to inform how we design public spaces to improve the safety of women, girls and gender-diverse people, starting with five locations in early 2024	2024
Make greater use of technology to prevent and investigate transport crime, implementing trials on buses	2024
Expand our outreach activity to support rough sleepers in London	2024
Expand our Project Guardian school sessions on sexual harassment to reach 28,000 Year 9 students	2024
Undertake focused research and engagement to better understand the experiences of disabled customers, women and girls, and LGBTQ+ people and their concerns about safety and security	2025

Equity in Motion 2024/25 Actions

Action – Equity in Motion Pillar: Equitable Customer Experience	Timescale
Enhance neighbourhood policing capability	2024
Publish report of recommendations into safety in taxis and private hire vehicles	2025
Run a bus safety innovation challenge focused on customer injuries, including those at higher risk	2024
Launch innovation challenge on entrapment on escalators	2024
Carry out further research to understand slip, trip and fall risks in more detail across different protected characteristic groups	2024
Establish an inclusive design centre of excellence, providing organisational leadership, research and best practice, project support and appraisals, training and mentoring, and process reviews	2024
Complete a review of lift and escalator design standards and engage with the industry to ensure best practice from an inclusive design perspective	2024
Embed Design for the Mind PAS into organisation practices	2024
Playspace for girls workshops	2024
Commence step-free access works at: Leyton and Colindale London Underground stations; Seven Sisters London Overground station	2024
Begin next phase of London Underground step-free access programme based on the prioritisation model	2024

Equity in Motion 2024/25 Actions

Action – Equity in Motion Pillar: Equitable Customer Experience	Timescale
Introduce new DLR trains with improved accessibility	2024
Introduce a new fleet of trains on the Piccadilly line from 2025 with improved step-free access between train and platform	2025
Complete a feasibility study of toilet provision across our network	2024
Use our new disabled Londoners panel to conduct a deep-dive into priority seating, to update the research carried out in 2015 when developing the Please offer me a seat badge	2024
Install priority seating moquettes in all our 1,000 Routemaster buses	2024
Complete a feasibility study assessing the use of unused spaces on our network for inclusivity purposes, such as exploring calm rooms and LGBTQ+ community spaces	2025
Mini ramp rollout on London Underground	2024
Mini ramp rollout on Elizabeth line and London Overground	2025

Equity in Motion 2024/25 Actions

Action Equity in Motion Pillar: Protecting & Enhancing Connectivity	Timescale
Launch a bus user survey to enhance our understanding of who uses buses and how they are impacted by changes	2024
Undertake analysis to fill gaps in understanding regarding the travel patterns and experience of customers from protected characteristic groups and other groups such as low-income and homeless to inform our investment priorities	2024
Undertake research to build our understanding of barriers to walking across protected characteristic groups	2024



Equity in Motion 2024/25 Actions

Action Equity in Motion Pillar: Keeping travel affordable		Timescale
Undertake a study to better understand how cost affects the travel of people with protected characteristics, to inform our investment priorities		2024
Implement a new concession entitling care leavers to half-price bus and tram travel in 2024		2024
Collaborate with boroughs and stakeholders to assess eligibility vs take-up of concessionary fares by customer groups, developing and delivering plans to ensure entitlements are used by 2025		2024
Work with stakeholders to review the concession application process to ensure it is simple to understand and accessible to all, and identify ways to improve the clarity and availability of information about the cost of travel		2024
Carry out a review of the effectiveness of concessions and fare structures supporting lower-income households		2025

Equity in Motion 2024/25 Actions

Action Equity in Motion Pillar: Reducing Health Inequalities

Timescale

Launch a campaign aimed at encouraging new people into cycling, including those from under-represented groups, such as Black, Asian and minority ethnic communities, women, older people and disabled people

2024

Focus our road safety communications and training on groups and areas experiencing the greatest disparity in outcome

2024

Address inequality by reviewing processes to ensure physical infrastructure investment prioritises locations with the greatest disparity in road safety outcomes

2024

Establish a road inequalities alliance with boroughs, public health professionals and others to develop new approaches, including pilots, trials, community co-design and innovation

2025

Improve direct vision in HGVs by raising the minimum star rating from one to three

2024

Identify the impact extreme weather events will have on different transport users and neighbouring communities and develop interventions to support those most severely affected

2024

Equity in Motion 2024/25 Actions

Action Equity in Motion Pillar: Making the plan work	Timescale
Review the standard demographic questions we use in our customer research surveys to ensure we have correct and consistent definitions, and all protected characteristic groups are included	2024
Update our Understanding London's diverse communities evidence base	2025
Conduct a review of our customer and stakeholder engagement approach to assure inclusion of more diverse views	2024
Require all chief officers to have a SMART and visible customer inclusion-related performance objective	2024
Deliver a new Equality Impact Assessment (EqIA) awareness and training programme	2024

Equity in Motion 2024/25 Actions

Action Equity in Motion Pillar: Making the plan work	Timescale
80% of senior managers to have completed Disability Equality Training	2024
Review our organisational governance around EqlAs and set training targets for colleagues	2024
Develop a portfolio of role-specific customer and community inclusion training and guidance products	2024
Champion a 'Year of Inclusivity' to begin by 2026, delivering engaging internal and external programming, including a substantial innovation bursary (subject to funding) to support trials and delivery	2025
Finalise a new measurement framework, setting targets over time, and report performance and progress to the TfL board and through the Travel in London report	2024

Date: 2 October 2024

Item 6: Deep Dive on TfL's "Care Score"

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on current performance of the Care metric, which is the primary customer metric on the TfL Scorecard.
- 1.2 Care is a holistic measure of performance. It reflects personal experiences of using TfL's public transport operations, other interactions with TfL (e.g. contact centre, website), TfL's management of roads and other aspects of transport in London, and how TfL is portrayed by the media and stakeholders.

2 Recommendation

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

3 Background

- 3.1 TfL has long recognised the importance of understanding what customers think of our performance. We previously measured customer satisfaction with specific operations (e.g. Tube or bus) but this only reflects a customer's perception of their most recent journey. Our objectives have become much broader as TfL seeks to play a role in creating a fairer, greener, healthier and more prosperous London.
- 3.2 Around 2012, there was a desire to have a more suitable and holistic customer metric on the TfL Scorecard. The metric needed to be simple, easy to measure and have a degree of volatility/movement. The metric also needed to be recognised as our core operation of public transport but was also reflective of:
 - (a) our role managing roads and promoting active travel;
 - (b) development and implementation of policies to reduce inequalities, improve health and increase sustainability; and
 - (c) could be used to secure stakeholder advocacy for capital projects.
- 3.3 Various potential metrics were evaluated before agreeing on Care and these are included in Appendix 1.
- 3.4 The key features of the Care score include:
 - (a) strong link to operational performance and usefully helps to capture the impact of all journeys on perception, not just the most recent one;

- (b) gives a wider view based on all interactions with TfL;
 - (c) samples the views of all Londoners – both users and non-users;
 - (d) through the “Customer Model” and long-term tracking, we have a good understanding of what drives the Care score.
- 3.5 It is measured periodically using a representative online survey. The Care score reports the percentage of respondents who either “agree slightly” or “agree strongly” with the statement that TfL “Cares about its customers”.
- 3.6 Care is used alongside other customer insight such as customer satisfaction scores, mystery shopping, and operational data to inform day-to-day management focus, guide business planning and investment decisions, and to confirm our overall strategic progress.

4 Performance

- 4.1 The year-to-date Care score is 58 per cent agree, which is two points above the TfL Scorecard target. Further detail on current performance is also included in Appendix 1.
- 4.2 Care has been on an upward trend for the past 12 months. Care increased by three percentage points to 62 per cent in Period 5 2024/25 (21 July to 17 August 2024), its joint highest recorded figure alongside Period 11 2021/22. The year-to-date Care score is currently 58 per cent, two percentage points above the Scorecard target.
- 4.3 The drivers of the Care score, which relate to aspects of performance including availability, experience, value, progress and innovation, and trust; are also generally trending upwards over the past year.
- 4.4 Average scores can mask significant differences in the Care score between different customer groups. These differences are used to inform our customer priorities.

List of appendices to this report:

Appendix 1: Customer Care Deep Dive

List of Background Papers:

Customer Service and Operational Performance Panel paper, Deep-dive on TfL’s “Care Score”, dated 4 October 2023

Contact Officer: Emma Strain, Director of Customer
Email: EmmaStrain@tfl.gov.uk

2 OCTOBER 2024

Customer Care Deep Dive

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EVERY JOURNEY MATTERS

Contents

- Measuring and using the Care metric
- Current performance



Various potential metrics were evaluated before agreeing on Care

- Circa 2012, we reviewed commonly used customer metrics and conducted focus groups to understand how different elements contributed to overall customer perceptions of TfL when considering the best metric to use, these included

	Customer satisfaction score (CSS) <i>e.g., “Out of ten, how would you rate your last TfL journey?”</i>	Net promoter score (NPS) <i>e.g., “How likely would you be to recommend using TfL services to a friend?”</i>	TfL Care <i>e.g., “Do you agree that TfL cares about its customers”</i>
Key features	<ul style="list-style-type: none">• Long history of measurement for core modes (i.e., Tube and bus)• Only reflects PT operations• Transactional in nature, doesn’t account for impact of lingering poor experiences or wider influences• Moves slowly	<ul style="list-style-type: none">• Mostly reflective of core PT operation• More suited for use when customers are choosing between brands with similar products (e.g., BA or Virgin)• At the time, it was felt that customers rarely had a choice about travelling with TfL<ul style="list-style-type: none">– Minimal overlap with TOCs– Pre ride-hailing apps– Not travelling less of an option	<ul style="list-style-type: none">• More holistic measure – not just a reflection of PT offer• Deemed useful in building stakeholder advocacy• However, difficult to pin-point cause of minor changes• Can be affected by non-TfL activity and wider sentiment (e.g., rail strikes, Covid, cost of living crisis)• “Trust” was also considered, but deemed to reflect narrower aspects of a customer’s relationship with TfL

- While not perfect, Care was deemed to be the most appropriate measure at the time and was added to the TfL Scorecard.



Key features of the Care score



Strong link to operational performance and usefully helps to capture the impact of all journeys on perception, not just the most recent one

- A bad journey lingers in the memory more than many uneventful good ones



Gives a wider view based on all interactions with TfL

- Aspects linked to PT travel, but not always used (e.g., call centre, TfL Go)
- Non-PT operations, such as road network management and active travel promotion
- Views on future policy (e.g., ULEZ expansion, bus services), but can be influenced by media, exposure to TfL marketing campaigns and friends, family and colleagues



Samples the views of all Londoners

- Captures perceptions of both customers and non-customers. Knowing how non-users feel is important for ridership recovery



We have a good feel for what drives Care

- Having tracked Care since 2012 we know what influences it – long-term or step-changes are generally understandable.
- However, periodic fluctuations are difficult to explain as (by design) many factors affect the score. As a result, when looking periodically, it can be difficult to link specific improvements to the Care score or to determine what's negatively impacted the score



Care is explained by our “Customer Model”

- We have undertaken research to better understand what makes our customers feel cared for. This has been used to develop our Customer Model
- The Customer Model has six pillars. For people to use our services we need to be top of their minds and physically accessible (**available**). Once they use our services they need a good **experience**, to feel they are getting **value for money**, that we are constantly making **progress and innovating**, and that we **listen** to our customers.



If we do all those things well, then it builds **trust**, which in turn, helps ensure customers keep using our services.

Good performance across these pillars makes customers feel cared for



How do we measure Care?

- Care is measured using our periodic online “Customer Pulse” survey
- It measures overall perception and is influenced by all journeys, rather than the last journey. It measures perception of the customer experience, both on and off-system, as well as our strategies and policies
- It captures the opinions of a fully representative and changing sample of 1,000 Londoners aged 16+ (i.e., the sample is matched to the 2021 census for age, gender, social grade and ethnicity)
- The wording of the Care question is below. The score we report is the percentage of respondents who either ‘agree slightly’ or ‘agree strongly’

How much do you agree or disagree with the following statements about TfL?

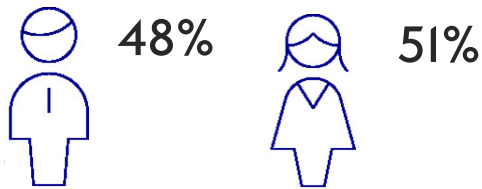
	Disagree strongly	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree strongly
	1	2	3	4	5
Cares about its customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is an organisation I can trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides a reliable service every day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates openly and honestly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides good value for money to fare-payers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supports customers when things go wrong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is investing to improve my journeys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has friendly and helpful staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Example: Period 6 Customer Pulse sample (1,027 respondents)

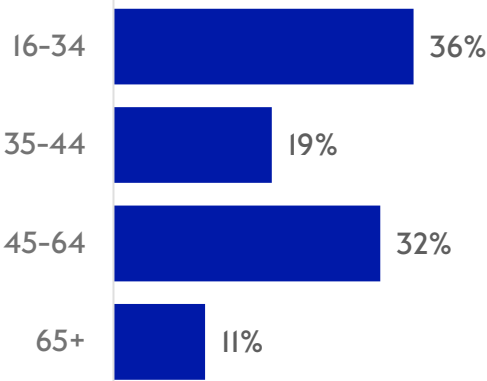
Page 55

Gender

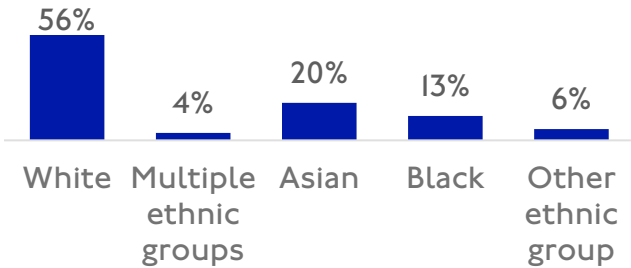


1% Gender fluid/non-binary/prefer to self-identify/prefer not to say

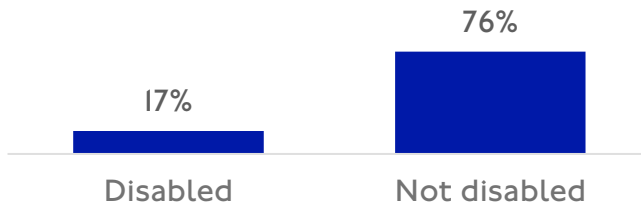
Age



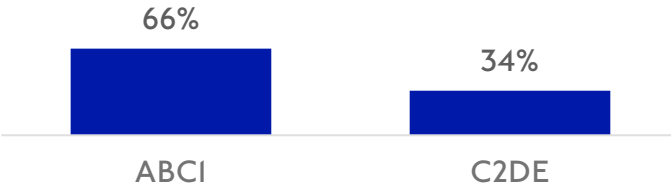
Ethnicity



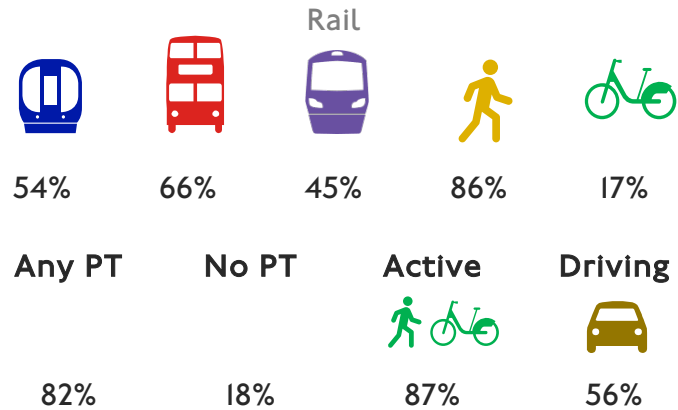
Disabled



Social grade

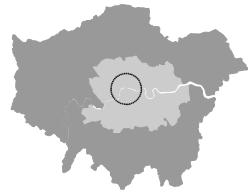


Transport used last 7 days



Regions

North	23%	Inner	41%
East	19%	Outer	59%
South	22%		
West	20%		
Central	15%		



The sample is drawn from a blend of seven different panel providers to ensure that we have a the broadest and most diverse range of participants possible. The sample is weighted to represent the adult population of London 16+

Rail: Trams, Elizabeth line, LO, DLR; Any Driving: Private car as driver, private car as passenger, motorbike or moped, vans/minivans; Active travel: Bicycle (own), bicycle (hired or rented), walking, scooter

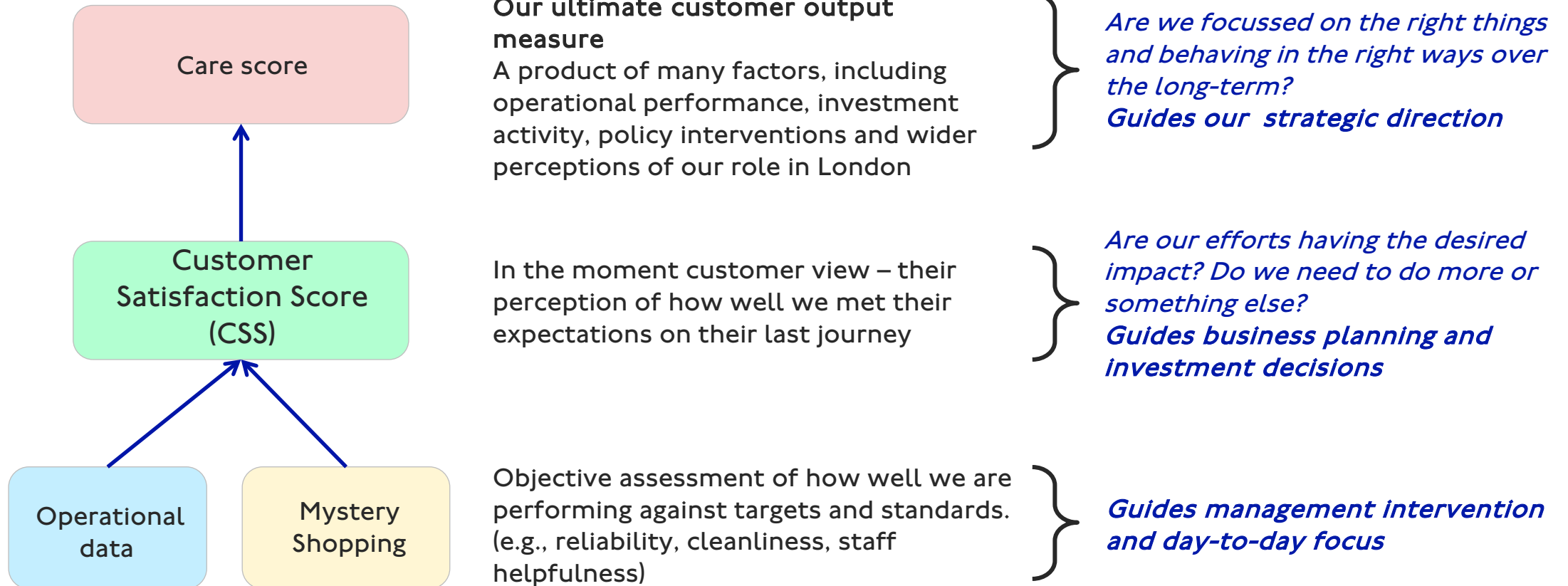
Sample achieved in P5 24/25 Base: All Respondents (1027). 'Don't knows' and 'Prefer not say' are included in base. Weighted data shown.



EVERY JOURNEY MATTERS

Care is part of a suite of metrics that are best used in conjunction with each other.
Some are pan-TfL, while others are usefully modal-specific

Insight hierarchy



Contents

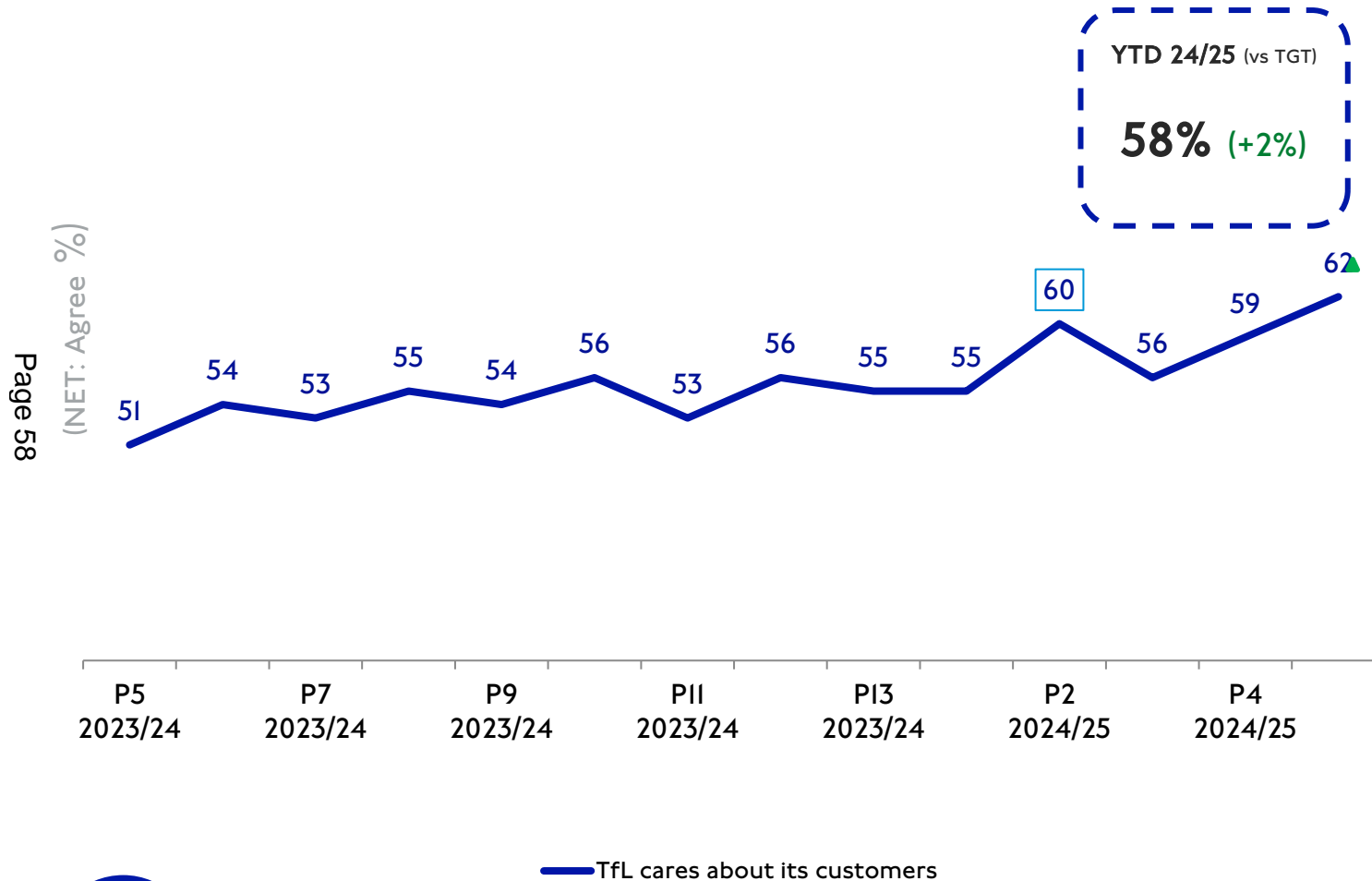
- Measuring and using the Care metric

- **Current performance**





P5 TfL Scorecard Metric: TfL cares about its customers



- Care increased by 3ppts to 62 per cent in P5 2024/25, its joint highest recorded figure alongside P11 2021/22
- Care has been on an upward trend for the past 12 months
- It is hypothesised that several factors contributed to weaker Care performance in 2022-2023, including:
 - Return to a busier network post-Covid
 - Strike action (both TfL and National Rail)
 - Acute cost of living concerns
 - Speculation about UK/London politics



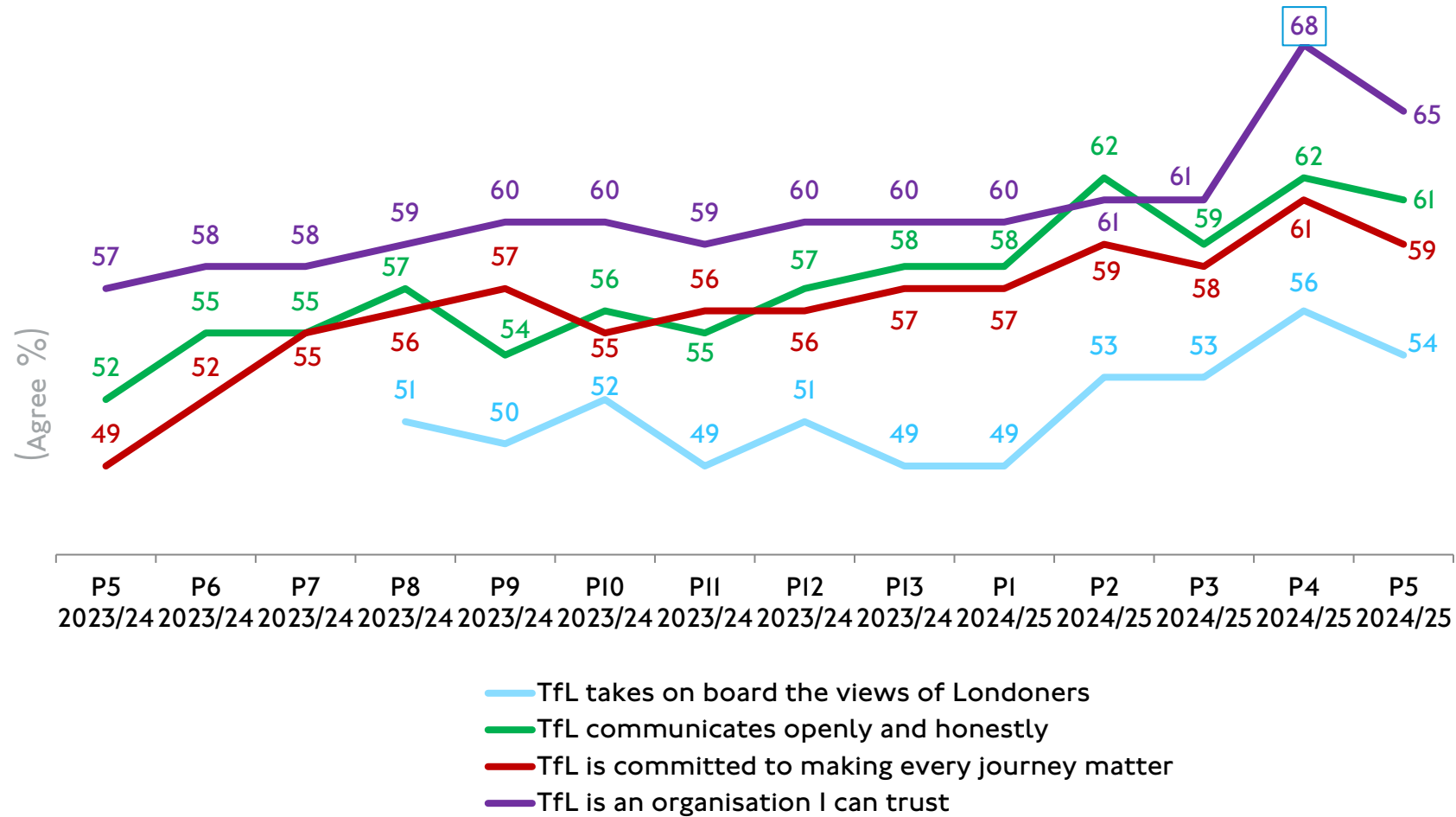
RedCoreTFL_01. How much do you agree or disagree with the following statements about TfL?

Base: All Respondents – P5 23/24 (I031), P6 23/24 (I008), P7 23/24 (I027), P8 23/24 (I010), P9 23/24 (I030), P10 23/24 (I035), P11 23/24 (I022), P12 23/24 (I028), P13 23/24 (I028), P1 24/25 (I006), P2 24/25 (I005), P3 24/25 (I005), P4 24/25 (I018), P5 24/25 (I027)

EVERY JOURNEY MATTERS



Customer Model pillar: Listening and responding, & building Trust



RedCoreTFL_01/01a. How much do you agree or disagree with the following statements about TfL?

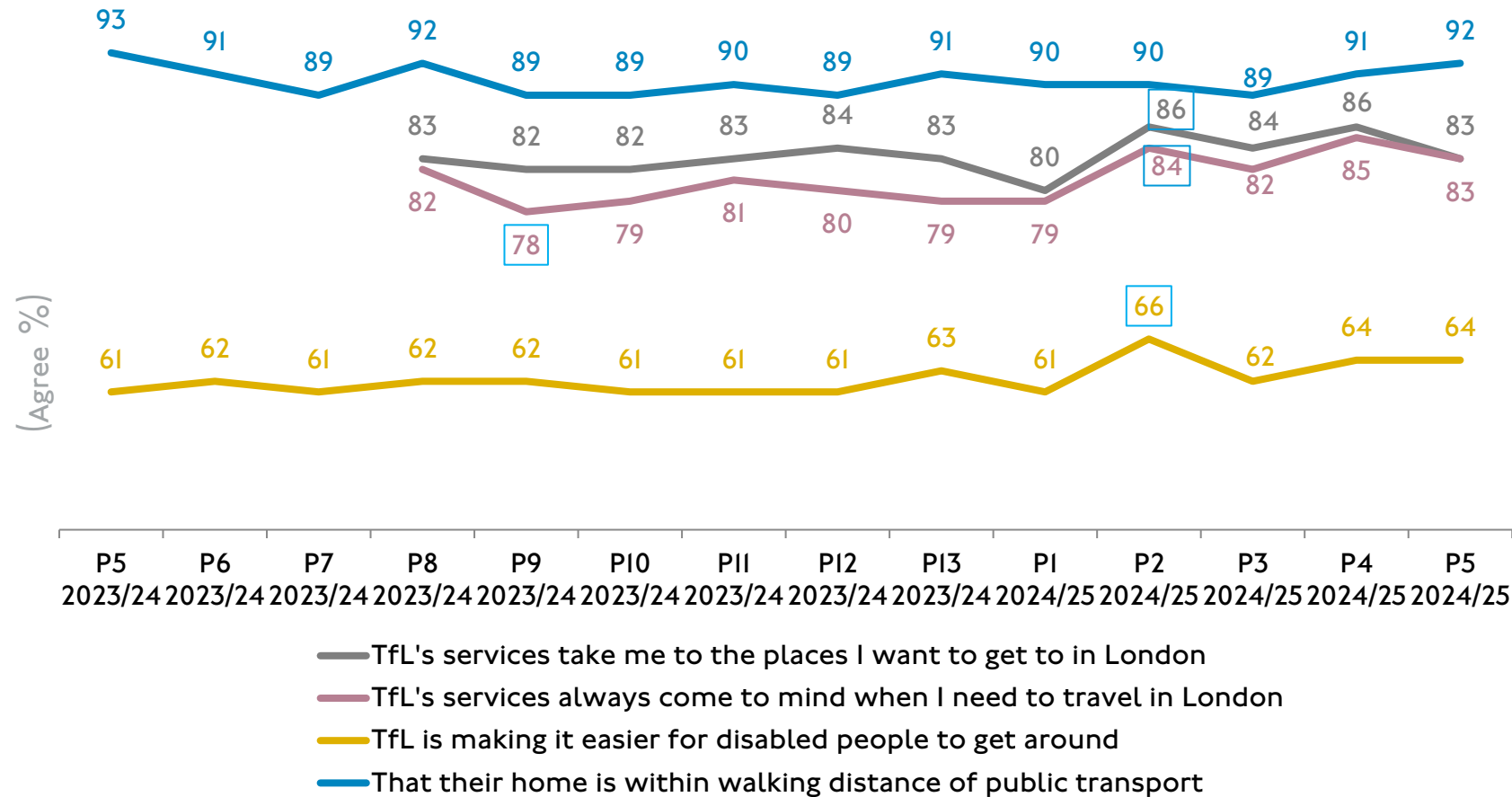
Base: All Respondents – P5 23/24 (I031), P6 23/24 (I008), P7 23/24 (I027), P8 23/24 (I010), P9 23/24 (I030), P10 23/24 (I035), P11 23/24 (I022), P12 23/24 (I028), P13 23/24 (I028), P1 24/25 (I006), P2 24/25 (I005), P3 24/25 (I005), P4 24/25 (I018), P5 24/25 (I027)

EVERY JOURNEY MATTERS





Customer Model pillar: Availability



RedCoreTFL_01/01a. How much do you agree or disagree with the following statements about TfL?

PT_I3. Do you consider your home to be within walking distance of public transport services?

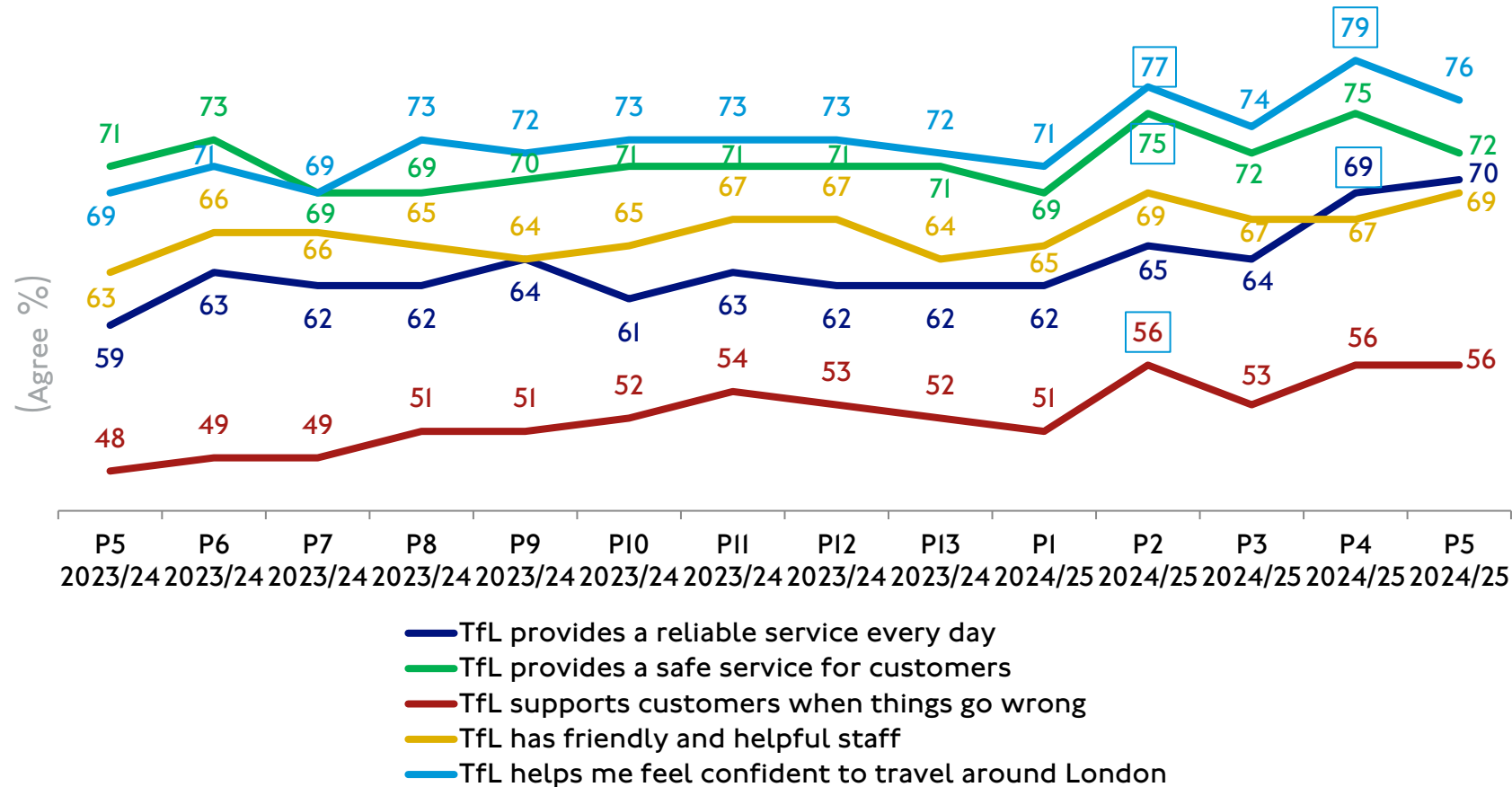
Base: All Respondents – P5 23/24 (I031), P6 23/24 (I008), P7 23/24 (I027), P8 23/24 (I010), P9 23/24 (I030), P10 23/24 (I035), P11 23/24 (I022), P12 23/24 (I028), P13 23/24 (I028), PI 24/25 (I006), P2 24/25 (I005), P3 24/25 (I005), P4 24/25 (I018), P5 24/25 (I027)

EVERY JOURNEY MATTERS





Customer Model pillar: Experience



RedCoreTFL_01/01a. How much do you agree or disagree with the following statements about TfL?

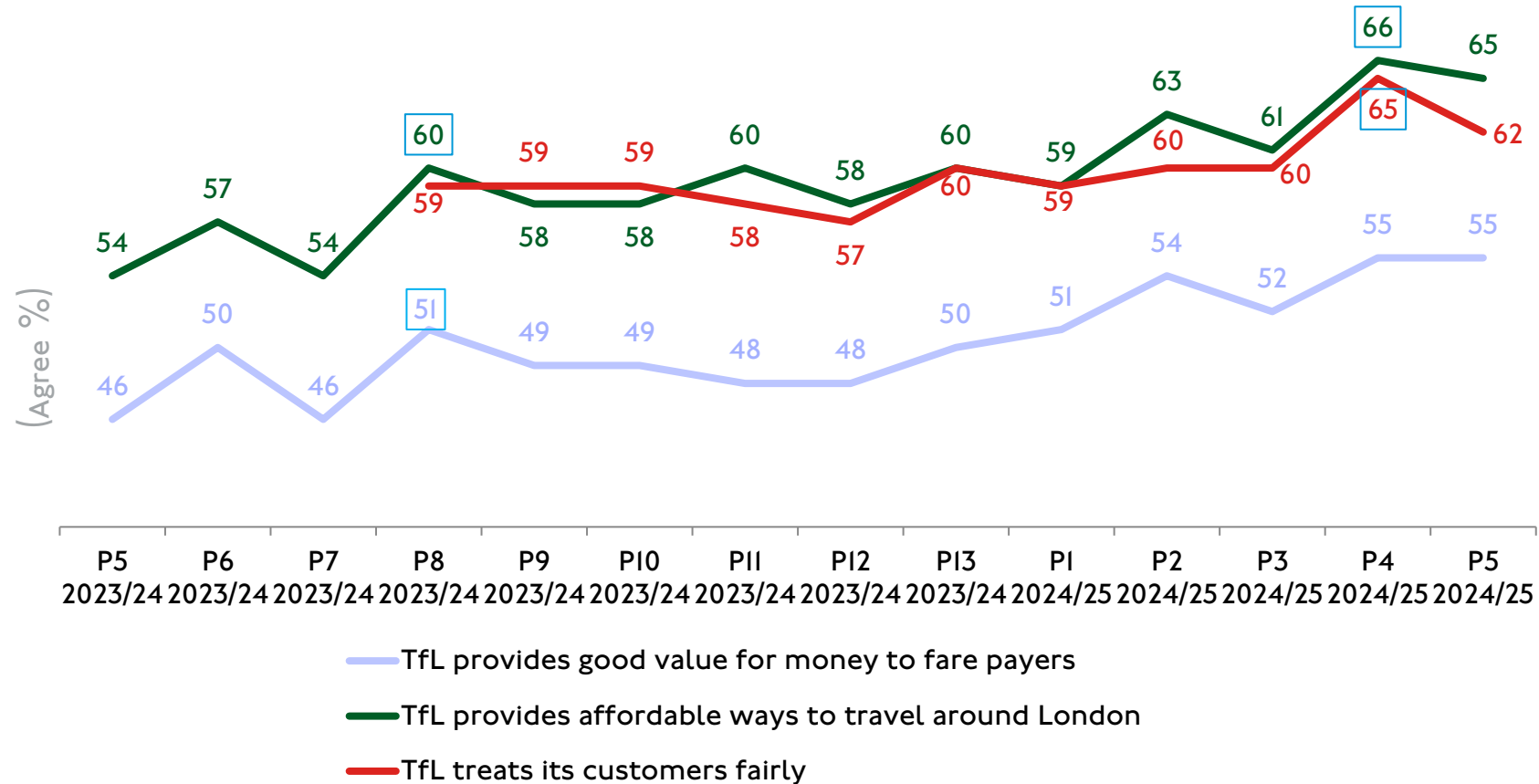
Base: All Respondents – P5 23/24 (I031), P6 23/24 (I008), P7 23/24 (I027), P8 23/24 (I010), P9 23/24 (I030), P10 23/24 (I035), P11 23/24 (I022), P12 23/24 (I028), P13 23/24 (I028), P1 24/25 (I006), P2 24/25 (I005), P3 24/25 (I005), P4 24/25 (I018), P5 24/25 (I027)

EVERY JOURNEY MATTERS





Customer Model pillar: Value



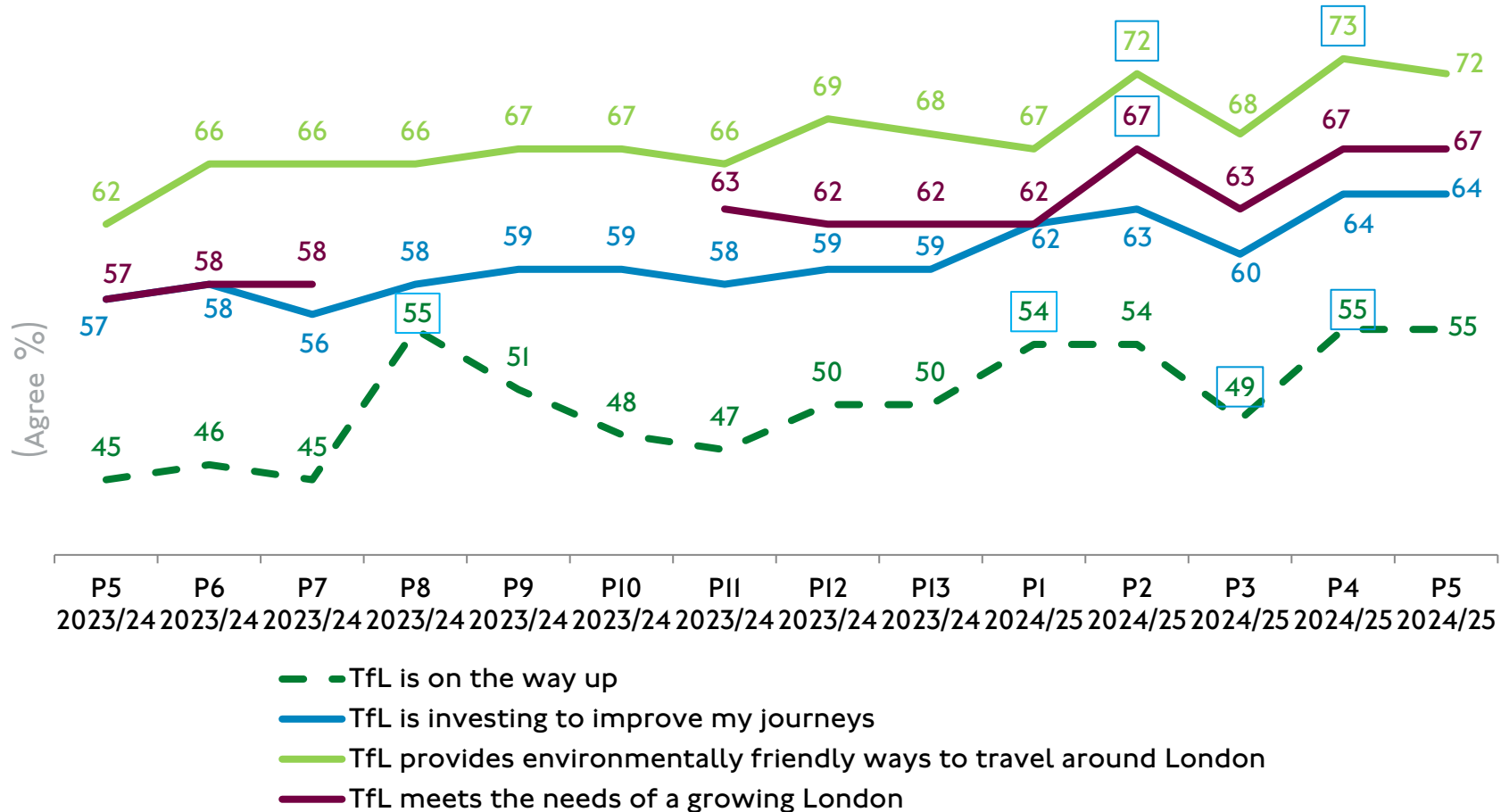
RedCoreTFL_01/01a. How much do you agree or disagree with the following statements about TfL?

Base: All Respondents – P5 23/24 (I031), P6 23/24 (I008), P7 23/24 (I027), P8 23/24 (I010), P9 23/24 (I030), P10 23/24 (I035), P11 23/24 (I022), P12 23/24 (I028), P13 23/24 (I028), P1 24/25 (I006), P2 24/25 (I005), P3 24/25 (I005), P4 24/25 (I018), P5 24/25 (I027)

EVERY JOURNEY MATTERS



Customer Model pillar: Progress and Innovation



* 'TfL meets the needs of a growing London' was not asked from P8 – P10 23/24

RedCoreTFL_01/01a. How much do you agree or disagree with the following statements about TfL?

RepCore_01. Based on your experience and perceptions, which of the following statements best describes TfL.

Base: All Respondents – P5 23/24 (I031), P6 23/24 (I008), P7 23/24 (I027), P8 23/24 (I010), P9 23/24 (I030), P10 23/24 (I035), P11 23/24 (I022), P12 23/24 (I028), P13 23/24 (I028), P1 24/25 (I006), P2 24/25 (I005), P3 24/25 (I005), P4 24/25 (I018), P5 24/25 (I027)

EVERY JOURNEY MATTERS

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Customer, Sustainability and Operations Panel



Date: 2 October 2024

Item 7: Customer, Sustainability and Operations Report - Quarter 1, 2024/25

This paper will be considered in public

1 Summary

- 1.1 On 24 July 2024, the Board approved changes to its decision-making structure from 9 September 2024. Given the synergies between environmental sustainability and operations, it was agreed that the remit of the Customer Service and Operational Performance Panel would be refocused into the new Customer, Sustainability and Operations Panel.
- 1.2 The purpose of this paper is to update the new Panel on TfL's customer, sustainability and operations for Quarter 1 2024/25 (1 April to 22 June 2024) (Q1). For this meeting, the Customer Service and Operational Performance Report for Q1 is included as Appendix 1. The Safety, Health and Environment (SHE) Report for Q1 was presented to the final meeting of the Safety, Sustainability and Human Resources Panel on 4 September 2024 and contained the Q1 environmental update, and these are summarised below. The sustainability elements of the previous SHE Report will be included in this Report from Quarter 2 2024/25.

2 Recommendation

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

3 Environmental Sustainability Highlights from Q1 SHE Report

- 3.1 **Ultra Low Emission Zone (ULEZ):** The ULEZ successfully expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe clearer air. The Six Month Report, published on 25 July, evaluates the impact of the London-wide scheme in the first six months of its operation.
- 3.2 **Tube Dust:** Results from 2023 tube dust monitoring rounds have shown that dust levels on the London Underground have been falling over the last four years. In line with this programme, a trial of air filtration units went live in May at Baker Street station and completed 12 September 2024. We are in the process of reviewing the results.
- 3.3 **Zero-Emission Buses:** We exceeded our target for the end of March of having 1,400 zero-emission buses in our fleet. We now have over 1,600 buses that operate using electric energy or hydrogen instead of fossil fuels and remain on target to increase that number to 1,900 by the end of this financial year.

- 3.4 **Building Decarbonisation:** Our Net Zero Matrix team is a multidisciplinary team, leading on our wider work to decarbonise and achieve the Mayor's target of a net-zero London by 2030. The team commissioned a series of feasibility studies to explore the options and opportunities for phasing out fossil fuel based heating systems and implementing energy efficiency measures to improve building performance. These studies have been conducted at a range of operational sites from different transport modes in partnership with Arcadis. The first package looked at 19 buildings, including depots, maintenance buildings, track offices and train crew accommodations. The studies are now complete and are being reviewed. A prioritisation exercise to determine which sites will progress to the next stage of design, is currently underway.
- 3.5 **Power Purchase Agreements:** Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be net-zero carbon by 2030. The tender encourages the market to increase the volume of new renewable energy supplying the National Grid, thereby providing 'additionality' (new renewable generation). We are progressing with the procurement and contract award is expected later this year.
- 3.6 **Climate Change Adaptation:** The works on Tolworth roundabout, completed in May, included the installation of over 6,000 square metres of Sustainable Drainage Systems catchment. In April, we concluded a two-year workstream leading on the development of the International Association of Public Transport climate change adaptation framework. This sets out seven clear stages that organisations in the public transport sector should follow to begin and develop their adaptation journey and enhance organisational maturity.
- 3.7 **Infrastructure Carbon:** Reducing our carbon impact at Gallows Corner in Romford has resulted in the project being awarded Carbon Champion status by the Institution for Civil Engineers.
- 3.8 **Wildflower Verges:** This spring, we met our target to double our wildflower verges for a second year in a row from 130,000 square metres in 2023 to 260,000 square metres, which is equivalent to 36 football pitches.
- 3.9 **Tree Canopy Cover:** We have completed an assessment of the most suitable methodology and tools to use to model changes in tree canopy cover over time. The next step will be to proceed with the modelling work which will help us identify tree planting opportunities and draft a Tree Canopy Cover Plan in 2025. This plan will detail how we will increase tree canopy cover across our estate by 10 per cent by 2050, compared with the 2016 baseline.
- 3.10 **Biodiversity Net Gain:** For all our projects that go through planning, we are under a legal obligation to increase biodiversity by at least 10 per cent for that site. To help reduce the costs of delivering biodiversity net gain, we are working on a bid to the Greater London Authority for funding that would allow us to create our first habitat bank. A habitat bank would enable us to deliver biodiversity units on our estate to support development projects and may also have potential to generate revenue through the sale of surplus units.

- 3.11 **Sustainable Resources:** As of June, we have distributed over 800 repurposed laptops and iPads to 38 London state schools. Since 2020, our colleagues have been repurposing our decommissioned IT equipment as part of the Devices for Schools initiative. The Environment Agency visited London Underground in June to view the last of the Polychlorinated Biphenyl (PCB) removal work from signalling assets which is due to be completed in December 2024. PCB removal from all other assets is complete.
- 3.12 **Making it Happen:** In May, we launched the Sustainability Awareness Toolkit to the whole organisation. This toolkit is a presentation with talking points that anyone can use at a team meeting or away day to inform and support meaningful discussions about helping TfL to become a more sustainable organisation. We have also now trained over 5,000 of our colleagues in Carbon Literacy, since we began offering the course in July 2022.

List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Report - Quarter 1, 2024/25

List of Background Papers:

[Safety, Sustainability and Human Resources Panel, Safety, Health and Environment Report - Quarter 1 2024/25, 4 September 2024](#)

Contact Officer: Claire Mann, Chief Operating Officer
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Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
Email: LilliMatson@tfl.gov.uk

Contact Officer: Alex Williams, Chief Customer and Strategy Officer
Email: AlexWilliams@tfl.gov.uk

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Customer service and operational performance report

Quarter I 2024/25 (1 April 2024 – 22 June 2024)

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The Elizabeth line marked its second anniversary this quarter

Introduction

Our operational performance and customer service in the first quarter of 2024/25

It has been a busy start to the financial year. On Friday 24 May, we celebrated the Elizabeth line's second birthday. This transformational service has clocked up more than 350 million customer journeys, with an average of 700,000 customers every weekday. We have supported our customers through an exciting season of events, ranging from the UEFA Champions to the first of a series of Taylor Swift concerts. Our colleagues continue to work tirelessly to ensure travel plans are in place and everyone is able to get to where they need to go, even in these busy periods.

As previously reported, we recognise that the service provided on the Central line has not been as reliable as it should be. We introduced a revised timetable, which is enabling us to operate a more consistent and reliable service with fewer long gaps between trains. We have also removed the speed restrictions that were introduced earlier this calendar year.

In July, we introduced a new and enhanced timetable for the Woolwich Ferry. Data shows that demand for the service has increased since earlier improvements.

At the end of August, during an ongoing review of the DLR's signalling system, we identified some sections of the DLR network that needed a small reduction in train speed. These reductions are a precautionary measure. The DLR continues to have an excellent safety record, with no evidence of speed-related safety incidents in its 37 years of passenger service. This is having a small impact on journey times and we apologise for the disruption caused to some customers.

On 1 September, we identified some suspicious activity on our IT system and took action to limit access. Although there has been little impact on our customers, we identified that certain customer data has been accessed, including some names and contact details. We also identified that some Oyster card refund data may have been accessed, which could include bank account details for a limited number of customers. We contacted these customers as soon as possible to advise them of the support we can provide and the steps they can take. We are working with the National Crime Agency and the National Cyber Security Centre to respond to this situation.

We have made significant improvements to the Santander Cycles scheme by expanding the e-bike fleet. By the end of August, an additional 900 bikes had been added, making a total of 2,000 e-bikes in our fleet. The e-bikes have seen record levels of hires this year, with more than one million hires since they were introduced in 2022.

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.

For 2023/24 onwards, we have adjusted how we measure London Underground journey times based on the latest 2022 data about our customers' travel patterns. Quarterly and annual figures reported for 2023/24 have been updated to reflect this change. Previous years' figures were based on 2019 data.

Rail journey time

The rail journey time measure is calculated in the same way as the London Underground journey time, 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.

For 2023/24 onwards, we have adjusted how we measure rail journey times based on the latest 2022 data about our customers' travel patterns. Quarterly and annual figures reported for 2023/24 have been updated to reflect this change. Previous years' figures were based on 2019 data.

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 2024/25 aligns with our new TfL Strategy that builds on our vision and values and the Mayor’s Transport Strategy. Scrutiny of our performance against these measures is the responsibility of the Customer, Sustainability and Operations 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	2024/25 Year-to-date actual	2024/25 Year-to-date target	2024/25 Full-year forecast	2024/25 Full-year target
Operations				
London Underground journey time (minutes)	27.1	26.5	26.8	26.6
Bus journey time (minutes)	34.4	34.1	34.4	34.1
Rail journey time – Elizabeth line, Trams, DLR, London Overground (minutes)	26.9	27.0	27.0	27.1
Customer				
Londoners who agree we care about our customers (%)	57	56	56	56



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

Operations

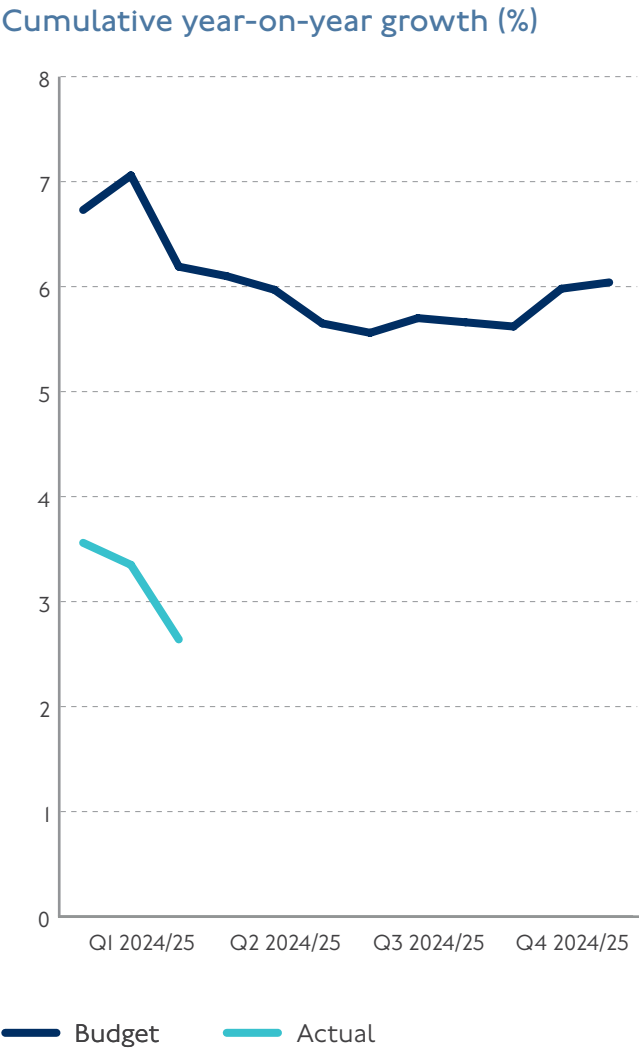
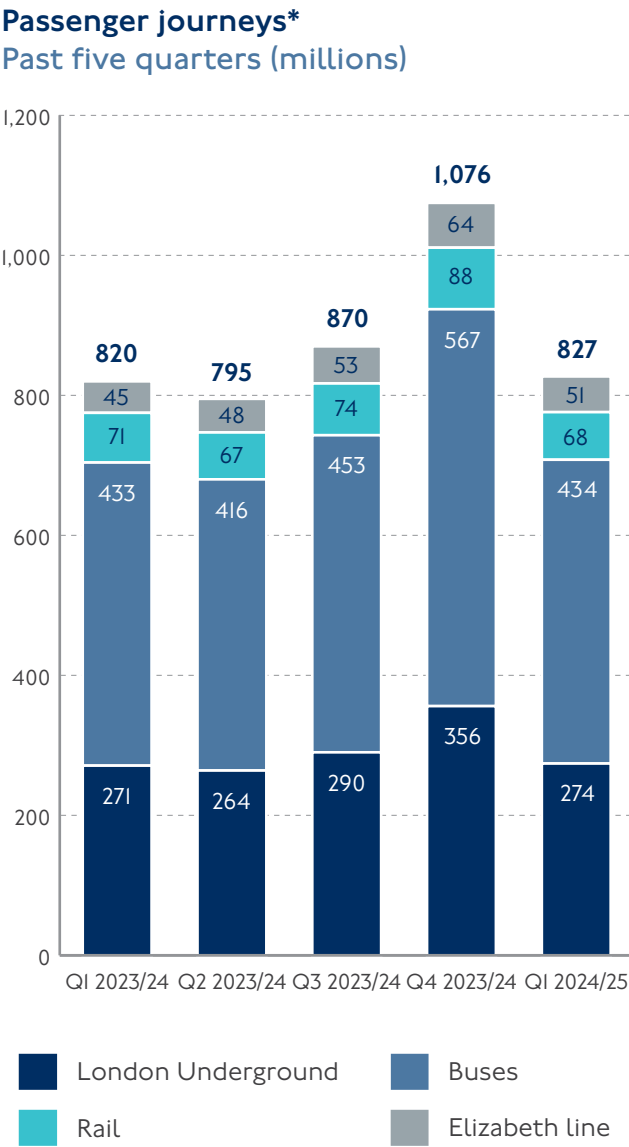
Providing safe, clean and reliable services to our customers



Passenger journeys

Passenger journeys across the network continue to grow, with 827 million journeys this quarter, compared with 820 million journeys in the same quarter last year. Despite this year-on-year growth, the number of journeys is 29 million below Budget.

The reduction in demand compared with Budget is across most of the network except for Trams and the Elizabeth line, which continues to see increases two years after the start of through running of operation.



Passenger journeys at the end of the quarter totalled 827 million, 29 million below Budget. However, compared to the same quarter last year, journeys have increased by seven million, showing a continuous rise in activity across most areas of the network.

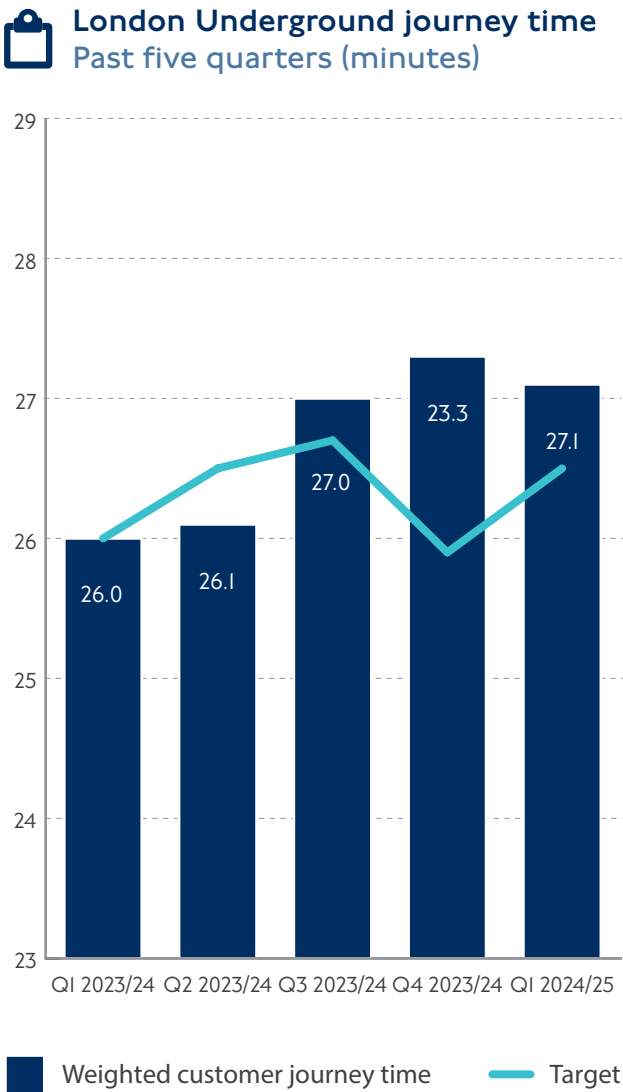
* Quarter 4 is longer than Quarters 1-3 (15 weeks and six days vs 12 weeks)

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.

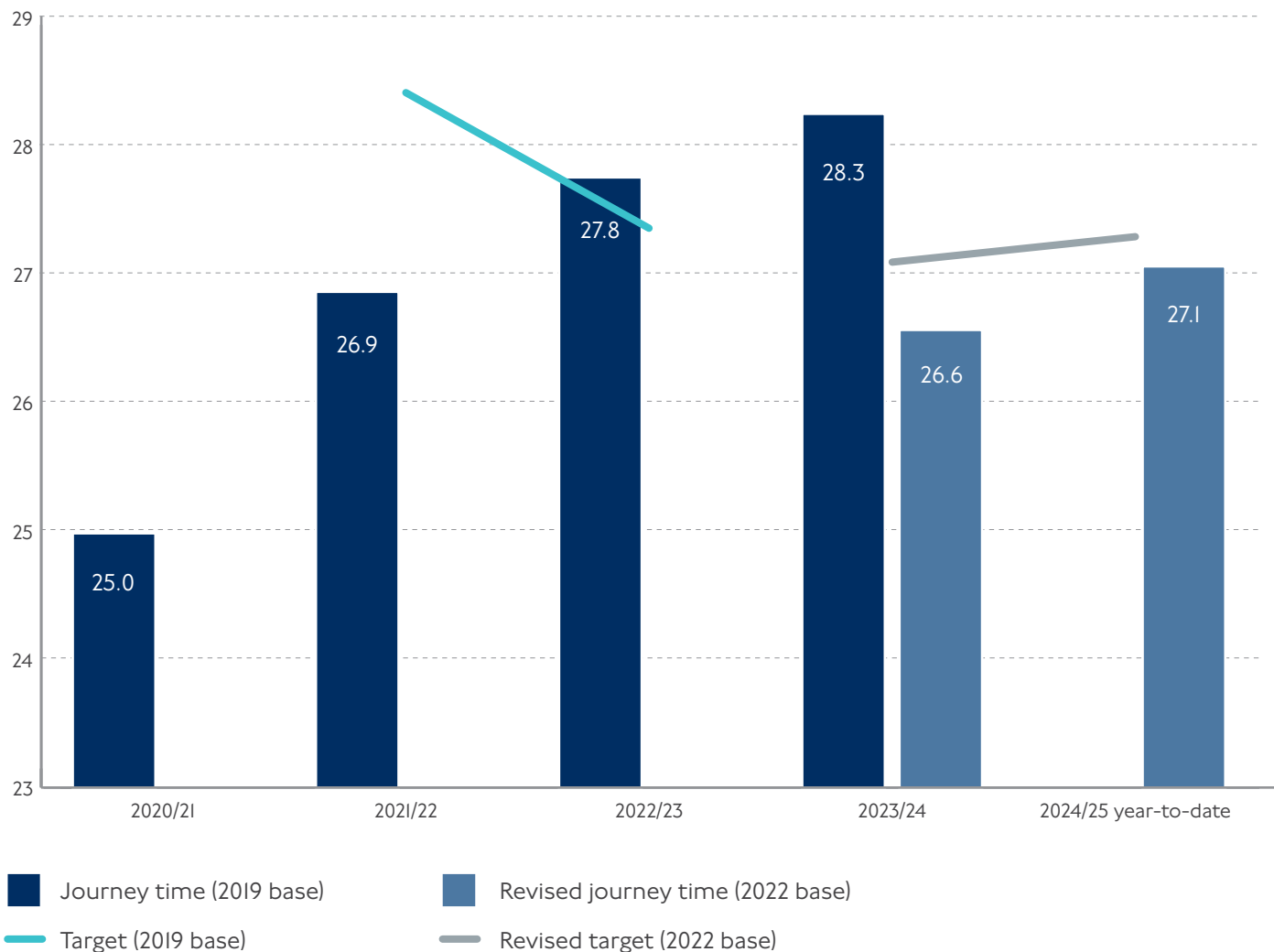
The adjusted figures for 2023/24 onwards reflect the fact that London Underground customers are making shorter journeys because some relatively long journeys have moved to the Elizabeth line.

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The average Tube customer journey time for Quarter I 2024/25 was 0.7 minutes worse than the target. The main causes remained fleet issues on the Central line; and train operator availability issues across the network.

Annual trend (moving average)

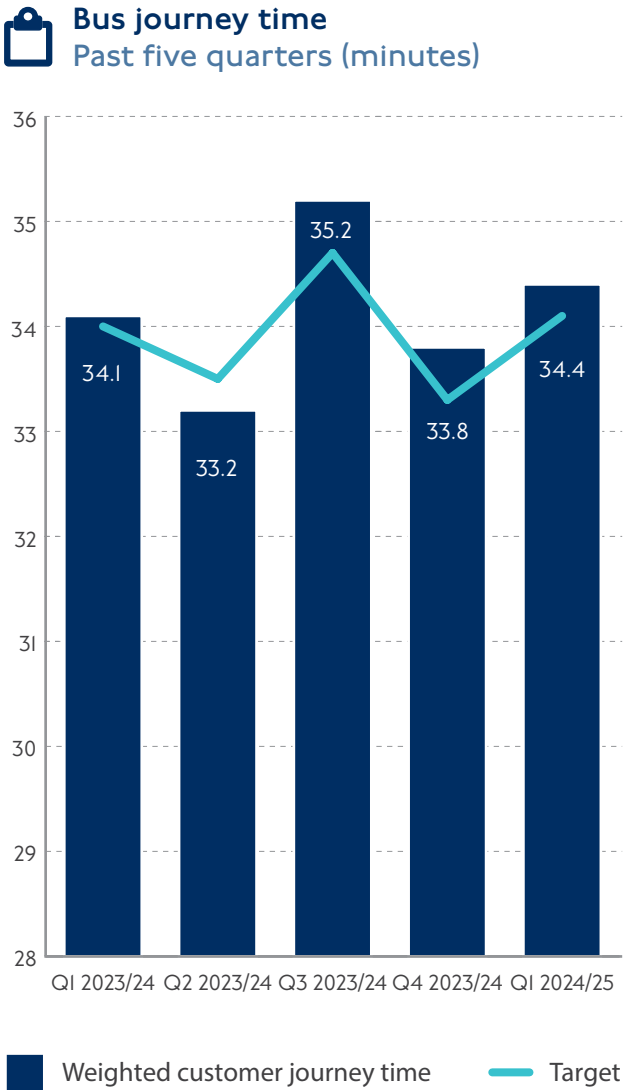


The increase in journey times over the past five years reflects the post-pandemic growth in the number of customers travelling on our network since 2020/21. As journey numbers return to pre-pandemic levels, there has been an expected increase in crowding in trains, dwell times at stations and customer-related incidents. The initially rapid post-pandemic recovery has slowed down, and year-on-year growth in journeys has been relatively modest (less than 10 per cent) since the second half of 2023/24.

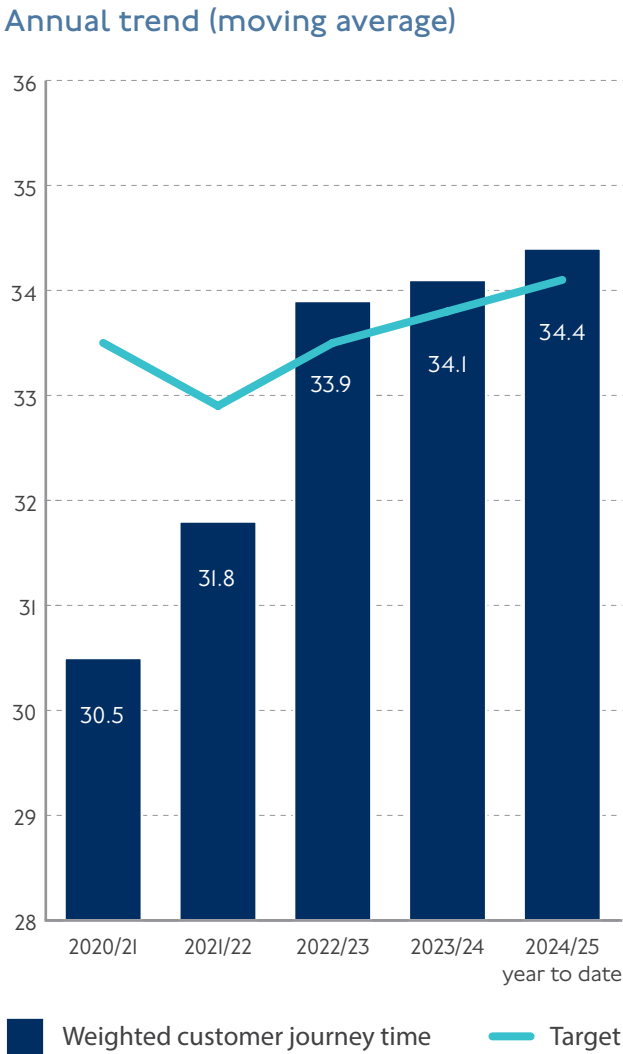
A significant contributor to the rise in journey times since the second half of 2023/24 has been the consistently high number of service cancellations due to reduced availability of trains on the Central line, and to a lesser extent on the Jubilee and Northern lines. While the Jubilee and Northern line fleets have recovered considerably, we expect the Central line fleet issues (availability and reliability) to the recovery of the fleet will take longer.

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 and more reliable journeys are likely to make public transport more competitive with private transport.




Bus journey times were worse than target in four of the last five quarters. The key drivers were lower bus speeds and lower reliability levels than forecast, both of which were adversely impacted by ongoing mechanical issues and congestion. This resulted in longer bus journey times for our customers.

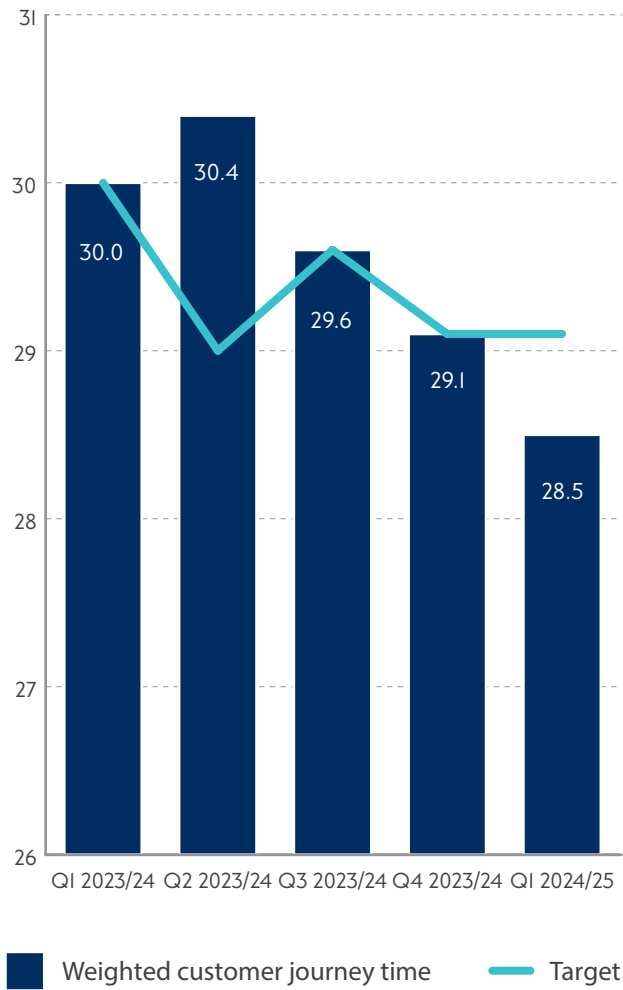


We missed the target for 2022/23, 2023/24 and 2024/25 to date, meaning our customers experienced slightly longer journey times. This was mainly due to staff shortages in 2022/23 and due to traffic and mechanical factors in 2023/24 and 2024/25 to date. We are focused on measures to improve bus speeds and journey times, such as the creation of new bus priority lanes.

Rail journey time

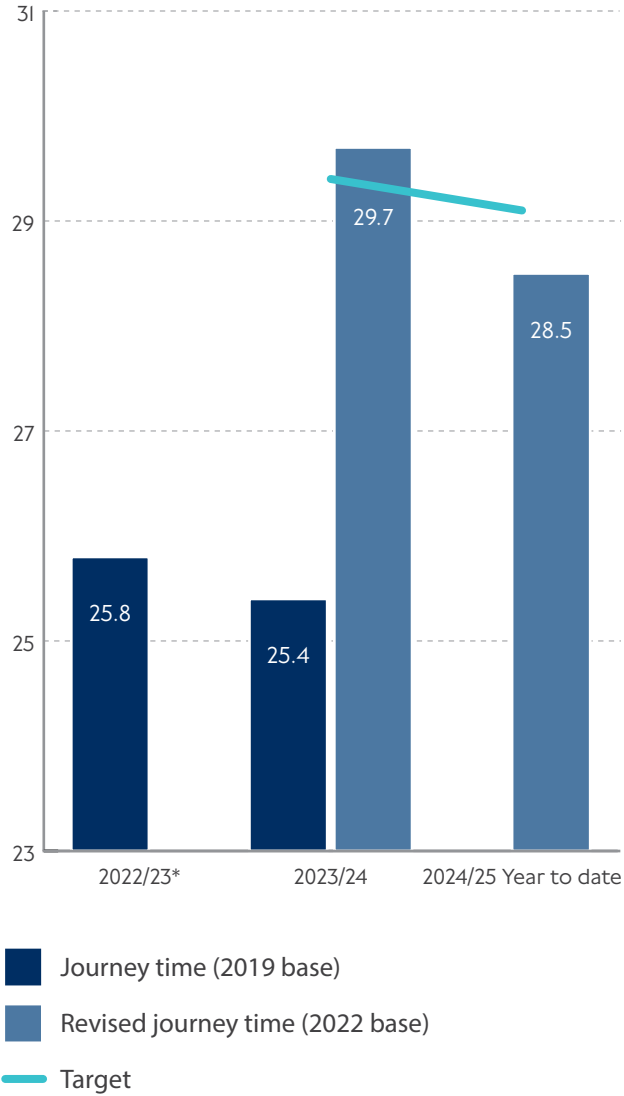
We measure the average time our passengers spent on their rail journey, which is an accumulation of all stages of a customer’s individual journey, in minutes. This enables us to monitor the performance of our rail service from the perspective of our customers. Quicker journeys are more likely to encourage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

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



Elizabeth line customer journey time was better than target this quarter and presents the lowest customer journey time experienced in the last five quarters. There have been a high number of Network Rail-related incidents such as points failures and track defects, particularly on the western section of the railway. Incidents were managed well, reducing the impact on journey times.

Annual trend (moving average) since through running commenced

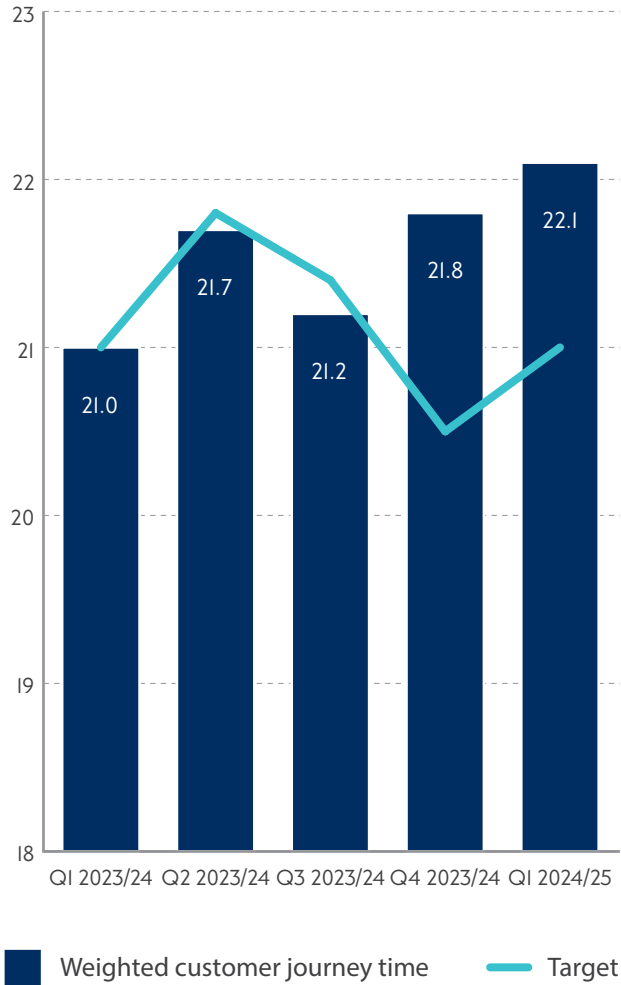


The year-to-date customer journey time is better than the annual target. Following the introduction of a new timetable last year, performance has stabilised and journey times have improved through more reliable and more frequent services. This has benefitted scheduled journey times, while excess journey times (the difference between scheduled and actual journey time) have also been improved through better management of incidents to limit their impact.

The adjusted figures for 2023/24 onwards reflect the fact that Elizabeth line customers are now making longer journeys, using the service to travel both within and outside London.

* data only available from Period I0 2022/23

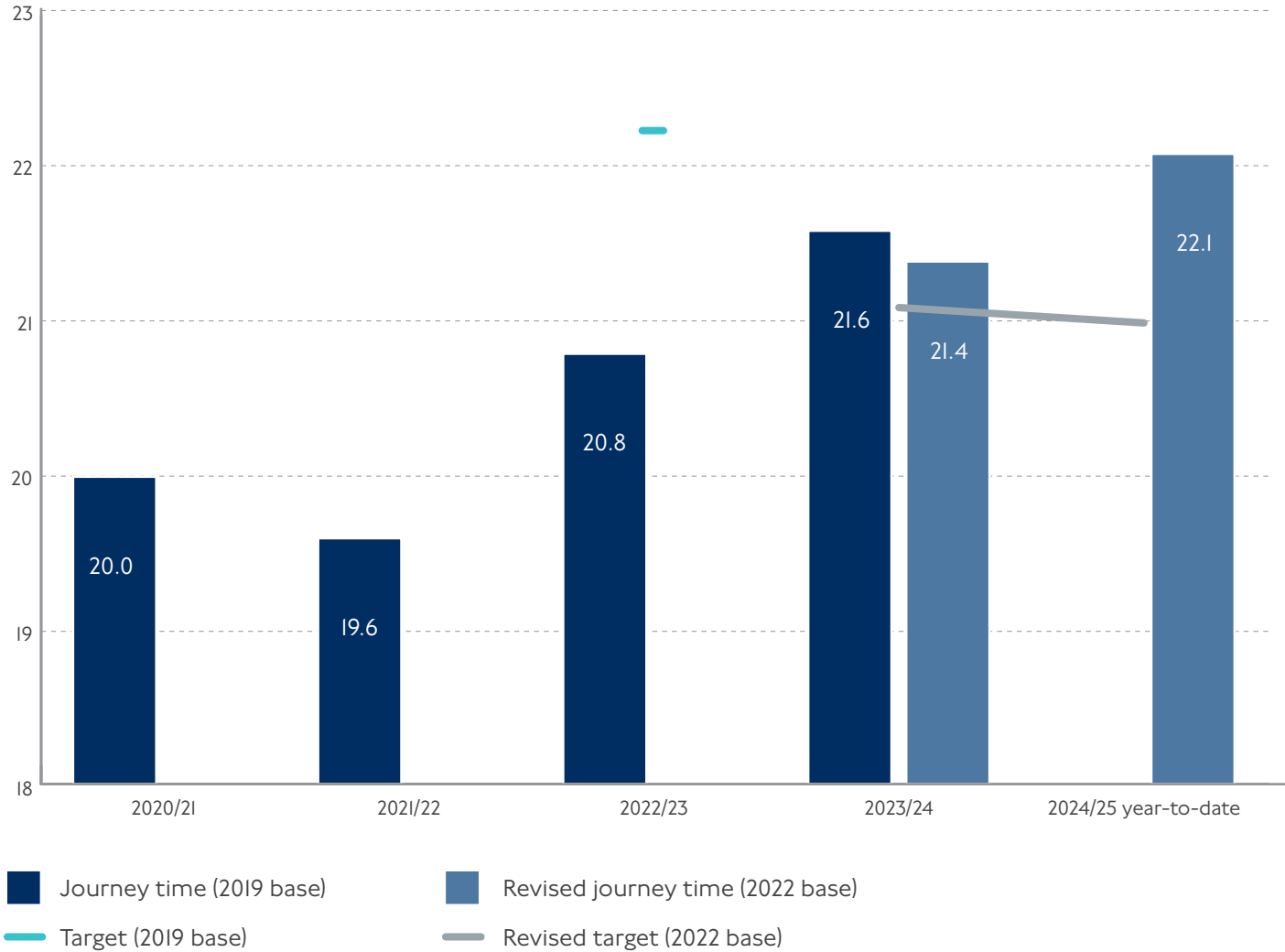
 **Tram journey time**
Past five quarters (minutes)



London Trams customer journey time for this quarter was worse than the target and worse than the same quarter last year. The poor customer journey time reflects ongoing fleet issues, resulting in a reduced timetable due to lack of availability of trams and defective trams being taken out of service.


Quarter I 2024/25 results do not include Period I (1 to 26 April 2024) due to a closure of the network expanding across the majority of the period.

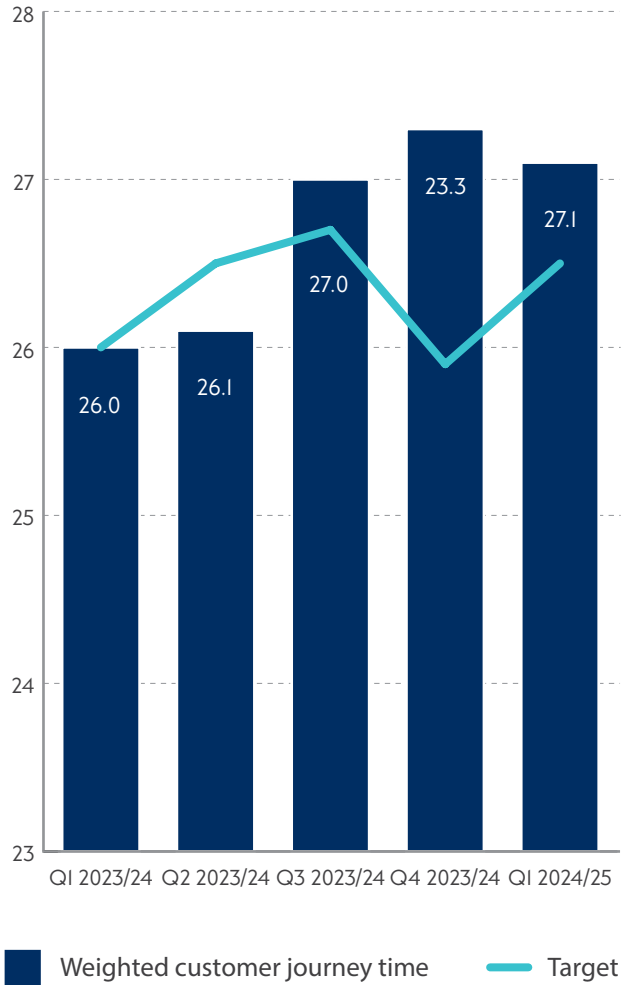
Annual trend (moving average)



We are working closely with Alstom and other key suppliers to agree on the reliability improvements by sourcing key spare components which are approaching obsolescence. This will improve overall availability and in turn improve performance and reliability.

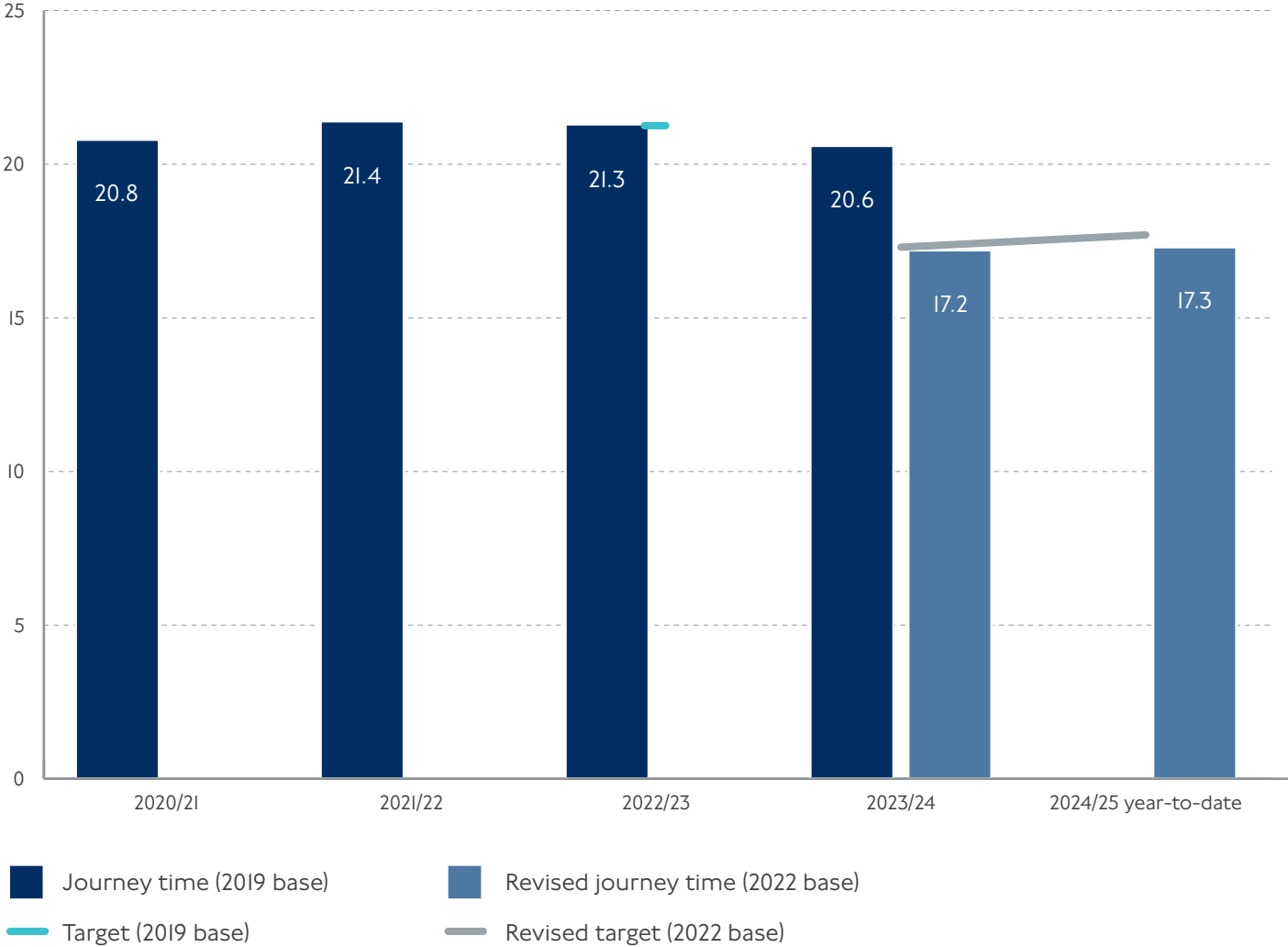
London Trams year-to-date customer journey time is 1.1 minutes higher than target. However, the primary reason for this poor performance was a fleet-wide wheel damage incident, and journey time performance is expected to improve in Quarter 2.

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



DLR customer journey time in this quarter is consistent with previous quarters, despite a number of service changes being implemented ahead of the new vehicles coming into service. This is reflected in the forecasted target and means any disruption has been well managed this quarter, reducing the impact on journey times. Current performance is only 0.2 minutes higher than the lowest customer journey time experienced in the last five quarters.

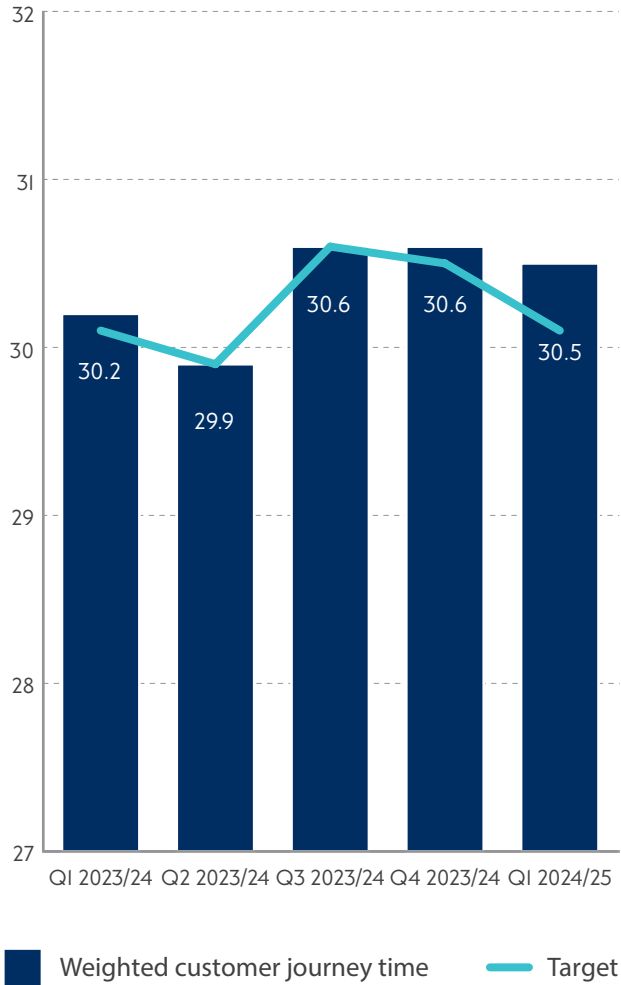
Annual trend (moving average)



The 2020/21 and 2021/22 results do not have forecasted targets while the 2022/23 result was better than target. The adjusted 2023/24 and 2024/25 year-to-date journey times are both better than target, highlighting the good performance of the DLR.

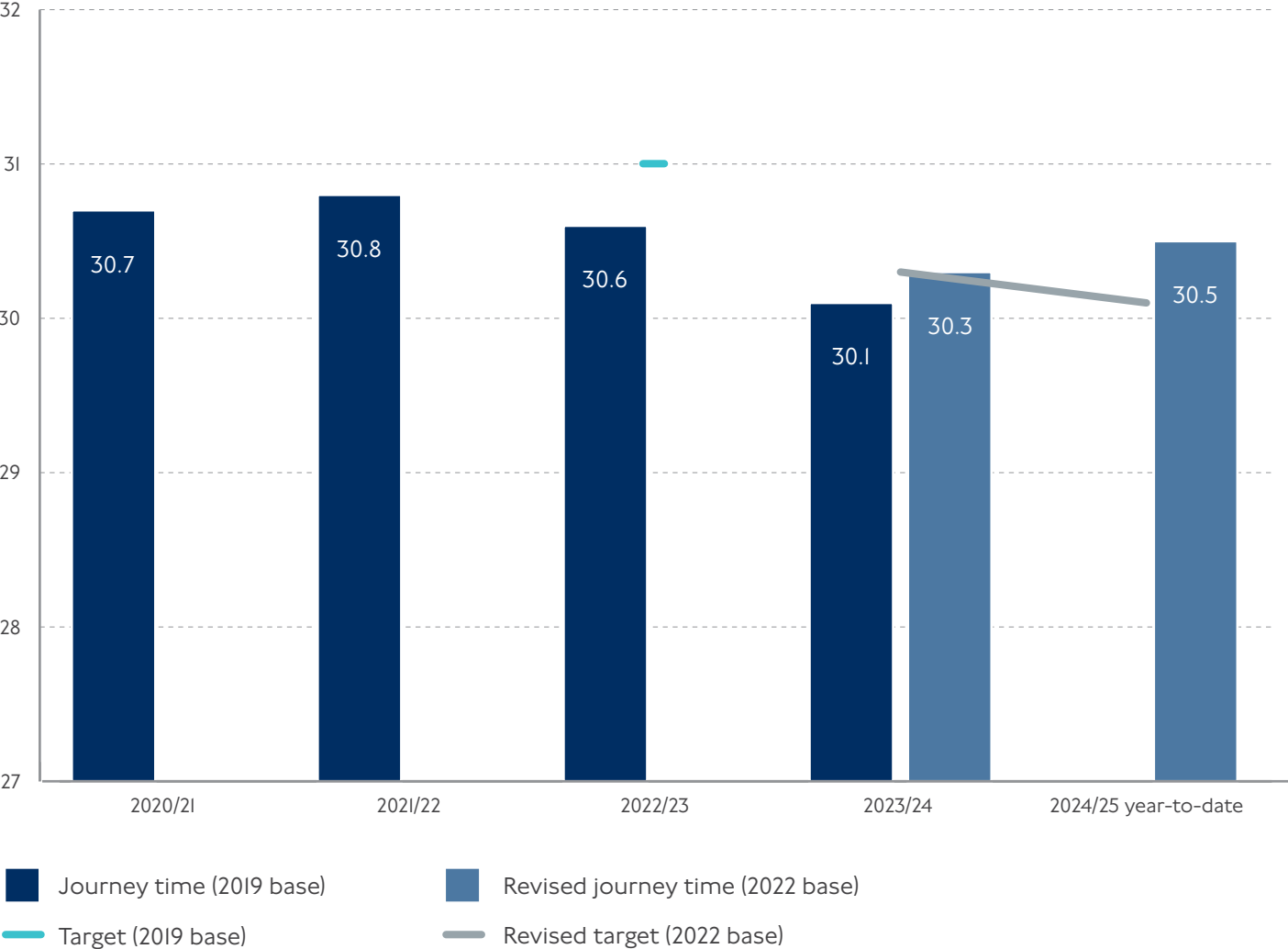
The adjusted figures for 2023/24 onwards reflect the fact that DLR customers are making shorter journeys because some relatively long journeys have moved to the Elizabeth line.

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



London Overground customer journey times were worse than target by 0.4 minutes in Quarter I 2024/25. However, this is still a strong performance and can be explained by the complexity of the railway and its interaction with other operators, including freight trains, which can often cause delay. Across the large network, a number of asset-related faults can occur. However, these are often well managed to reduce the impact on journey times.

Annual trend (moving average)

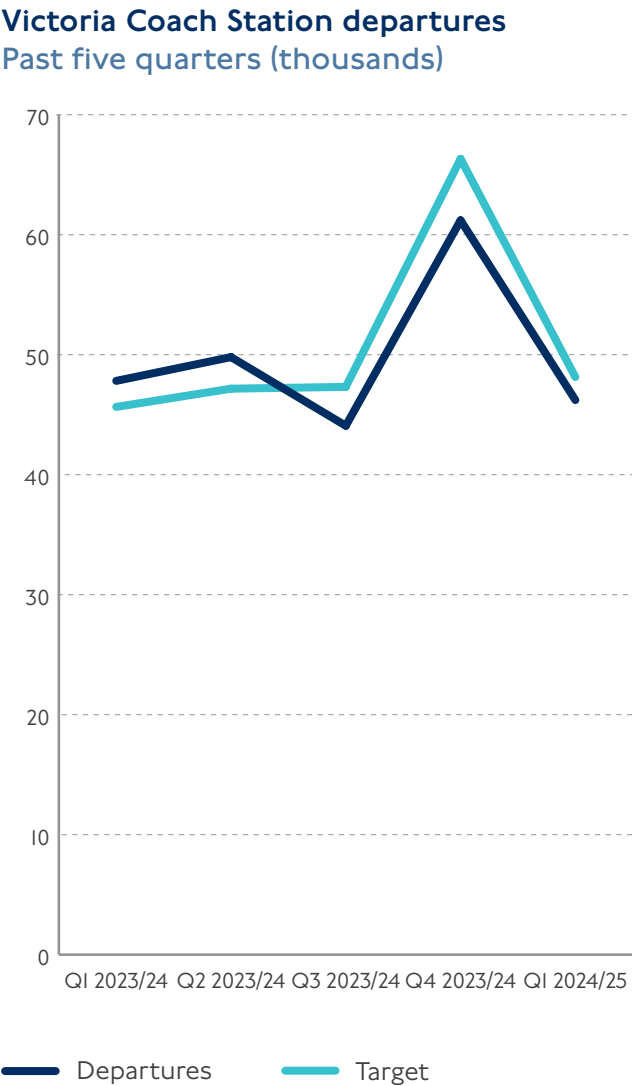


The 2024/25 year-to-date London Overground customer journey time is 0.4 minutes above target and 0.2 minutes higher than 2023/24, which met the target. Performance has slightly worsened, often due to disruptions outside of London Overground’s control, while targets have assumed improved operational performance, resulting in the target not being met.

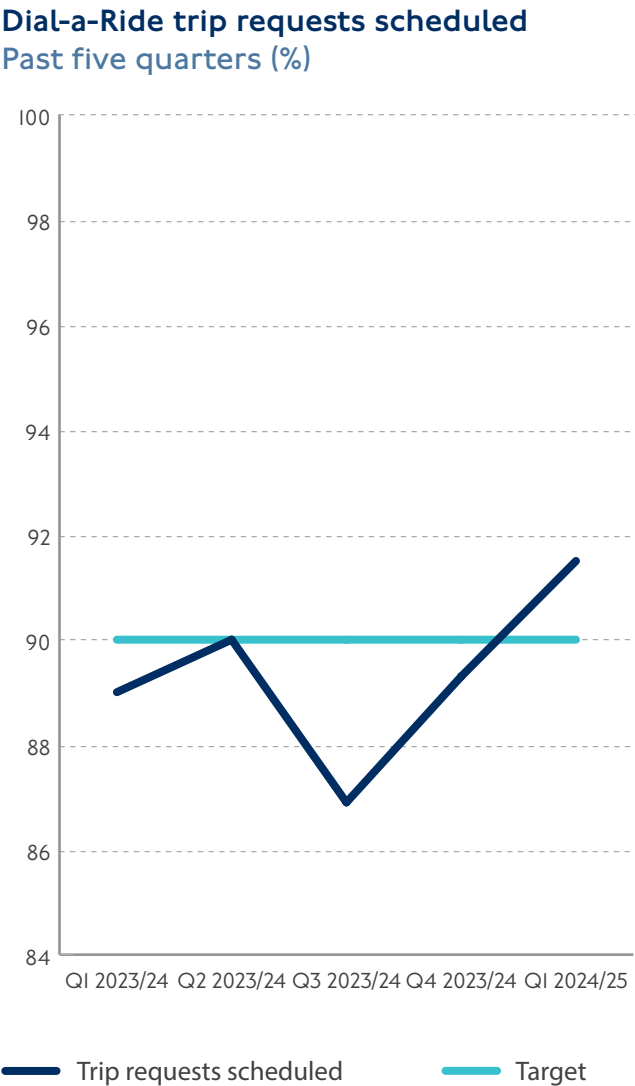
The adjusted figures for 2023/24 onwards reflect the fact that more customers are using the London Overground for longer journeys since the pandemic.

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.

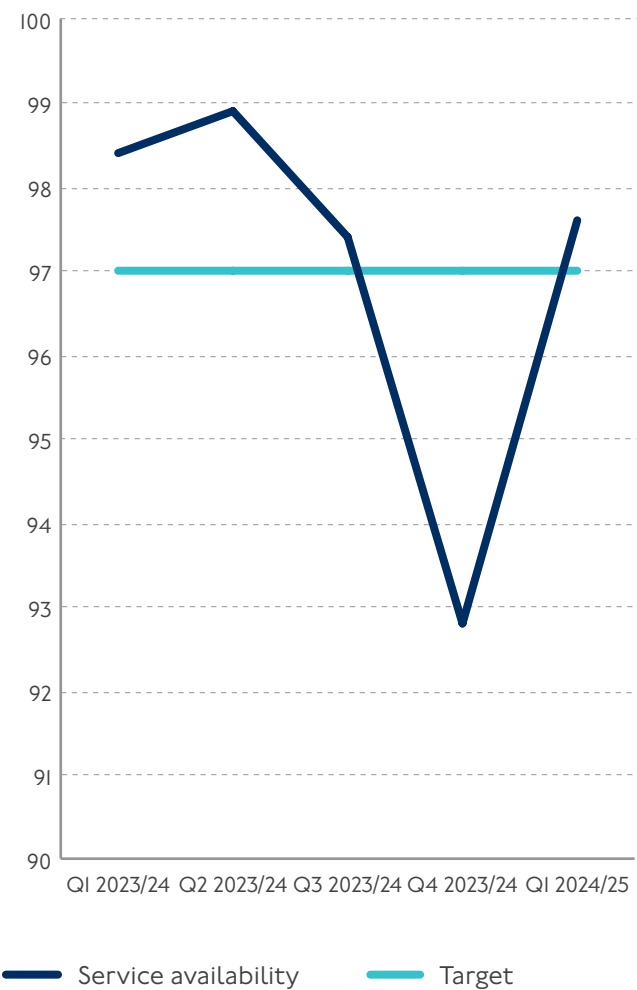


Departures for the last quarter showed a small decrease compared to the same quarter last year. This indicates a levelling out from our largest operators for 2023/24 as well as higher load factors (more people on fewer coaches). There was a decrease from our tour operators, although festival services showed good levels compared to last year. Services for domestic and international overall showed a seven per cent decline. Our Coaches team continues to support all operators across the UK and international networks.



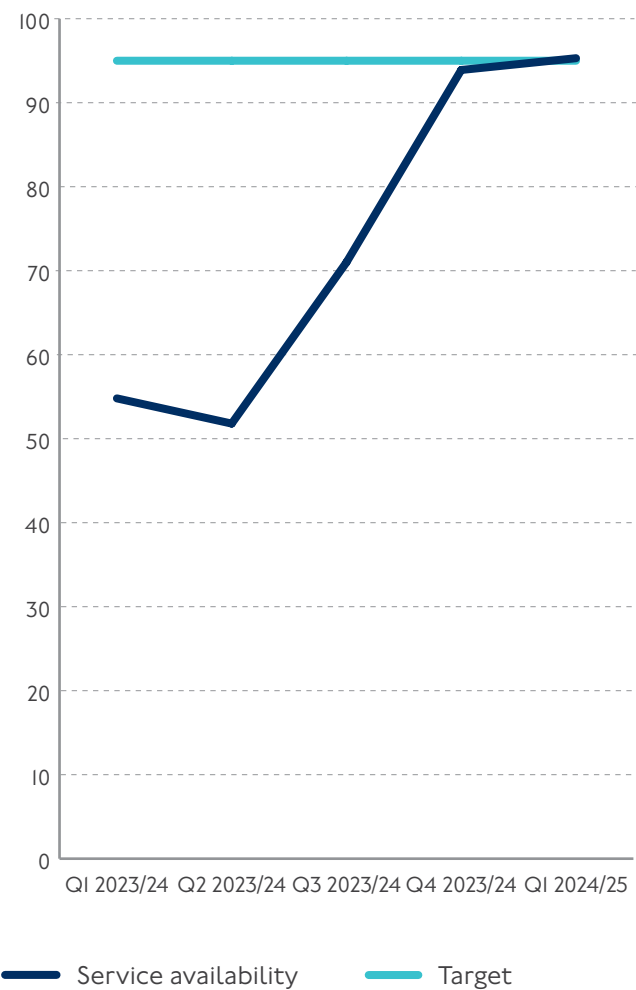
We have experienced an 11 per cent increase in requests compared to Quarter I of 2023/24, but still exceeded our target for successfully scheduled trips this quarter. Overall, there has been an eight per cent surge in trip requests this year compared to last year. To meet this growing demand, we are actively recruiting more drivers to fulfil trip requests and continuing to refine our scheduling.

IFS Cloud Cable Car availability
Past five quarters (%)



Following a period of high asset reliability and strong operational performance, IFS Cloud Cable Car availability was above target in Quarter I 2024/25. Downtime this quarter was mainly due to seasonal high gusting wind at tower height, followed by stoppages due to large vessels passing beneath the cable way. In Quarter I we hosted events for Easter, Eid and Pride to help enhance the cable car’s exposure.

Woolwich Ferry availability
Past five quarters (%)



Woolwich Ferry availability was above target at 95.3 per cent this quarter, compared to 54.8 per cent in the same quarter last year. This significant improvement was due to an increase in resource. The recent introduction of a two-vessel service at the weekend has doubled the frequency, helping to reduce waiting times and offer better and more reliable connections.

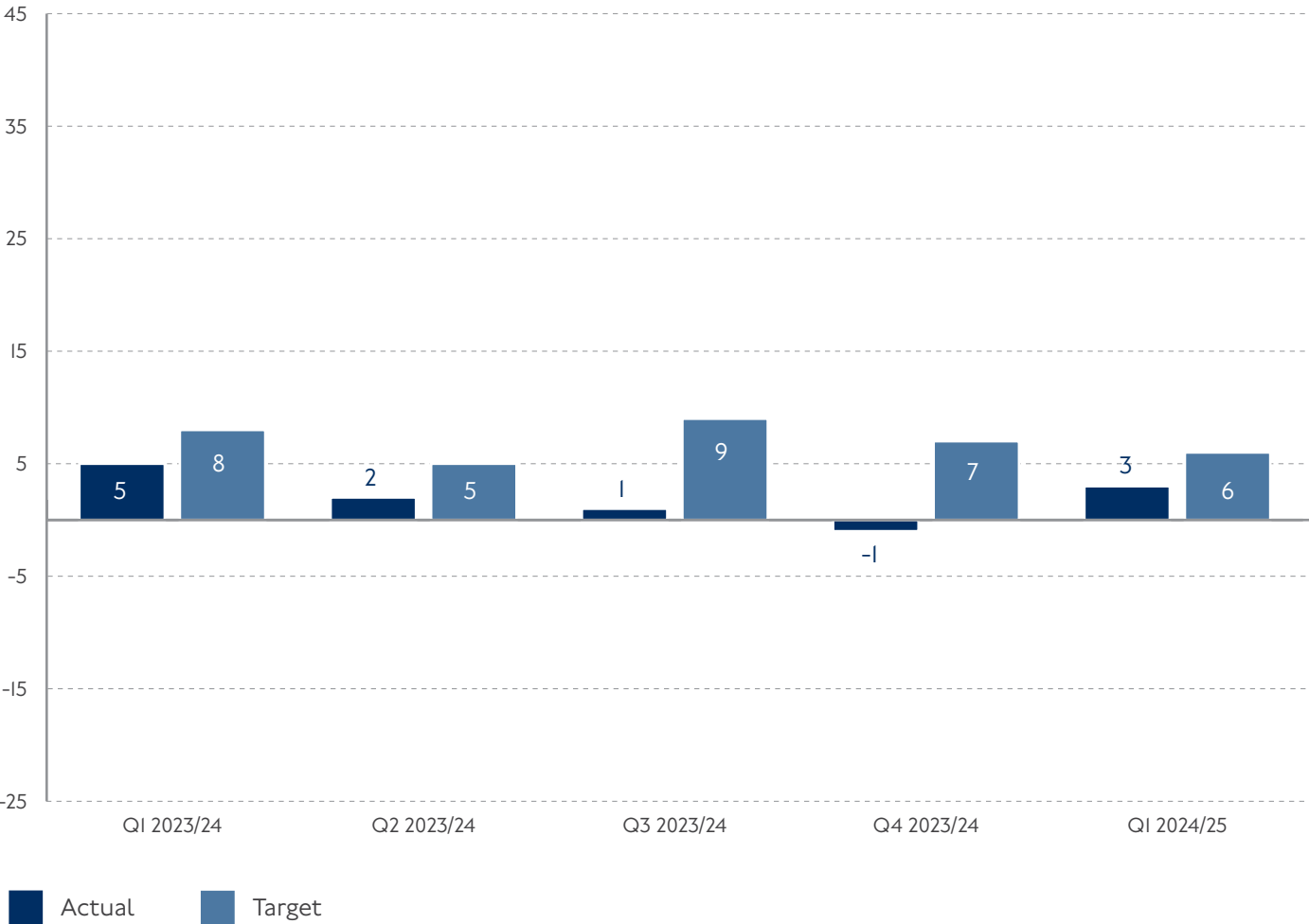
Passenger numbers continue to increase weekly with significant peaks at weekends.



Woolwich Ferry availability has improved significantly this year

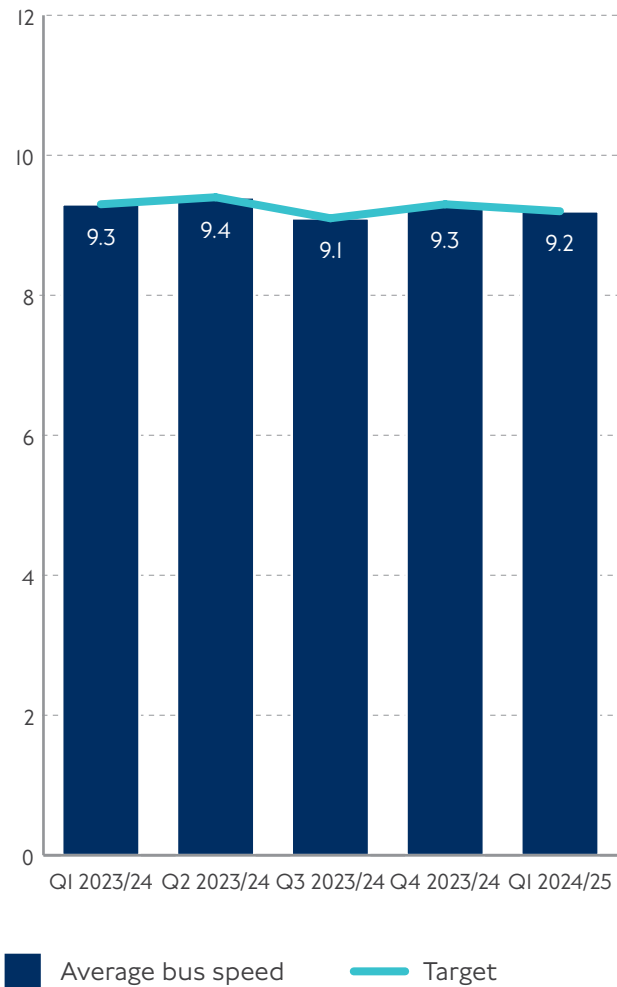
Roads and traffic

Road disruption
Past five quarters (%)



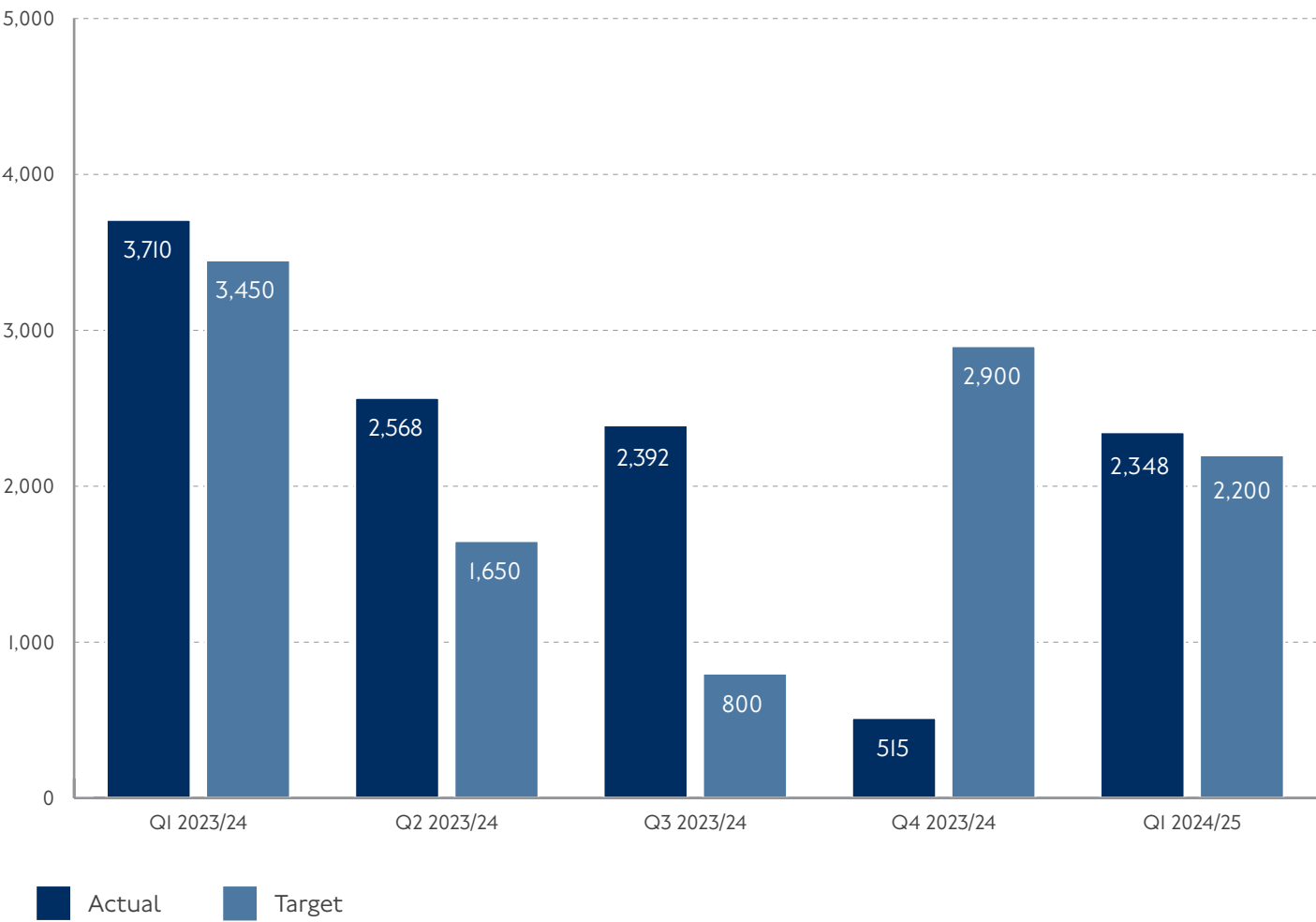
This quarter saw an average three per cent increase in disruption on our roads against a target potential increase of six per cent relative to the same quarter last year. The key drivers were long-term works on the A40 Western Avenue and the start of works on Farringdon Street.

Bus average speed
Past five quarters (mph)



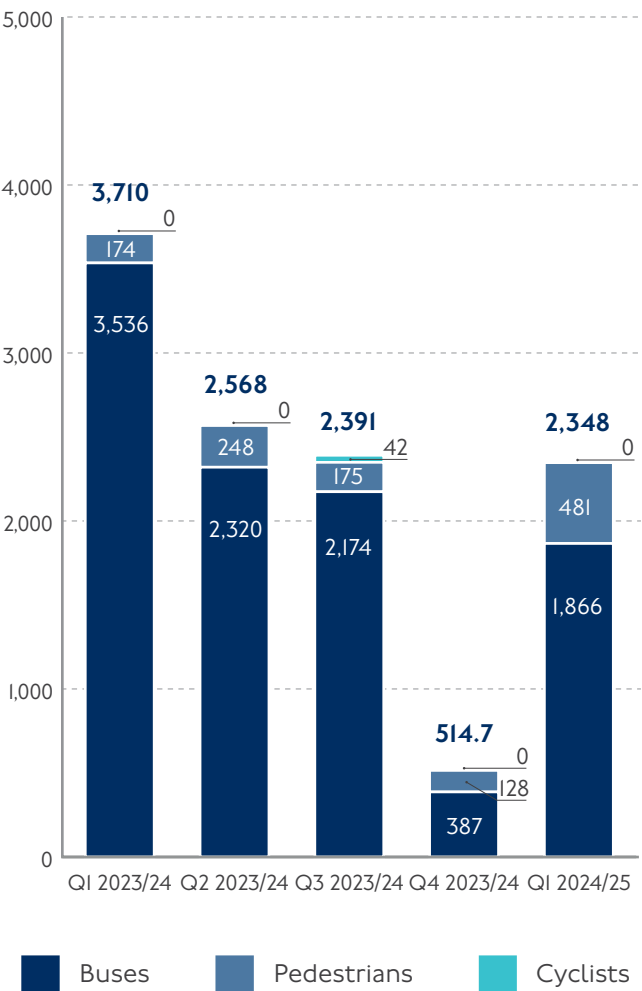
Average bus speeds have now fallen below the pre-pandemic base as passenger volumes have increased and the level of general traffic disruption has risen above 2019 levels. Typical seasonal variations are still being maintained but actual speeds in the last quarter fell below the pre-pandemic base by the biggest margin yet seen. They were slower than the same quarter last year and below target.

Traffic signal time savings
Past five quarters (hours)



Our timing review programme is focused on giving benefits to sustainable modes including people walking, cycling, and those using the bus network. We have created a programme focused on delivering improvements to key bus routes in London. This quarter we have saved over 2,300 hours for sustainable modes, exceeding our target by more than 100 hours. Most of the benefits have been generated by reviews that target bus journey time savings.

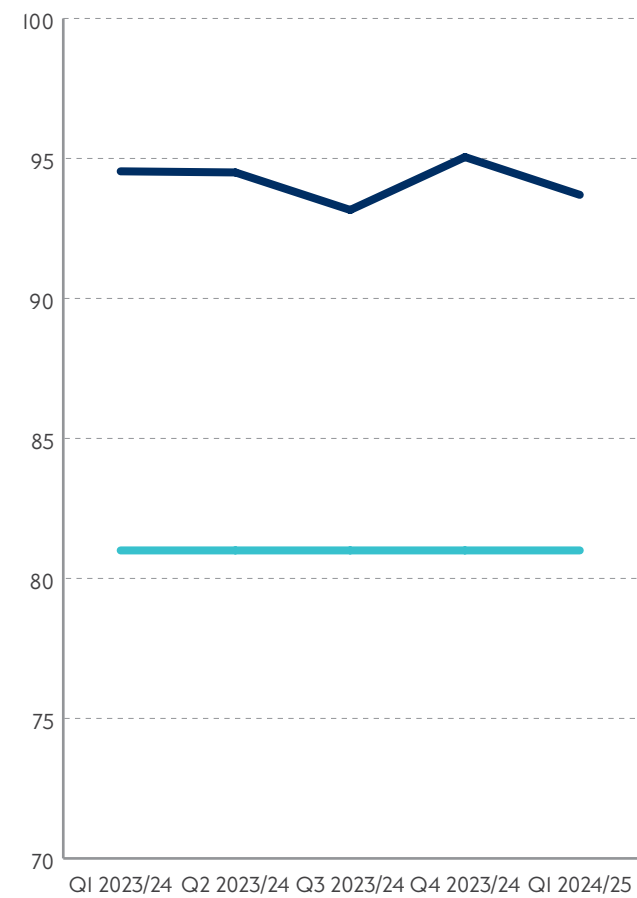
Type of road user benefiting from signal timing review
Past five quarters (hours)



This quarter, over 1,800 hours were saved by reviews where we have focused on improving bus journey times. We saved nearly 500 additional hours for people walking.

Santander Cycles

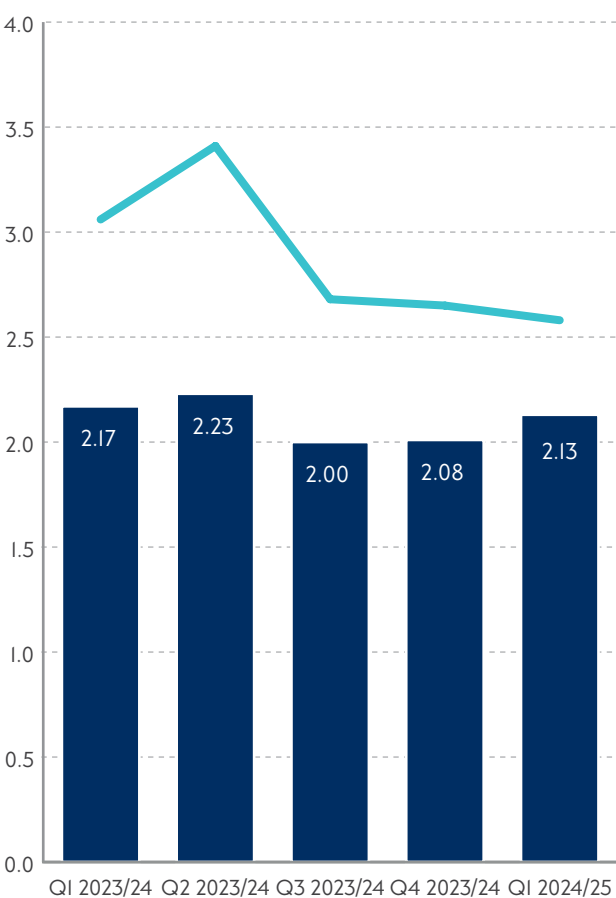
Docking station availability
Past five quarters (%)



— Docking station availability — Target

Docking station availability remained high in Quarter I 2024/25, with an average availability of 93.7 per cent. We work proactively with our service providers to ensure good availability of bikes and empty docking points at docking stations.

Hires made
Past five quarters (millions)

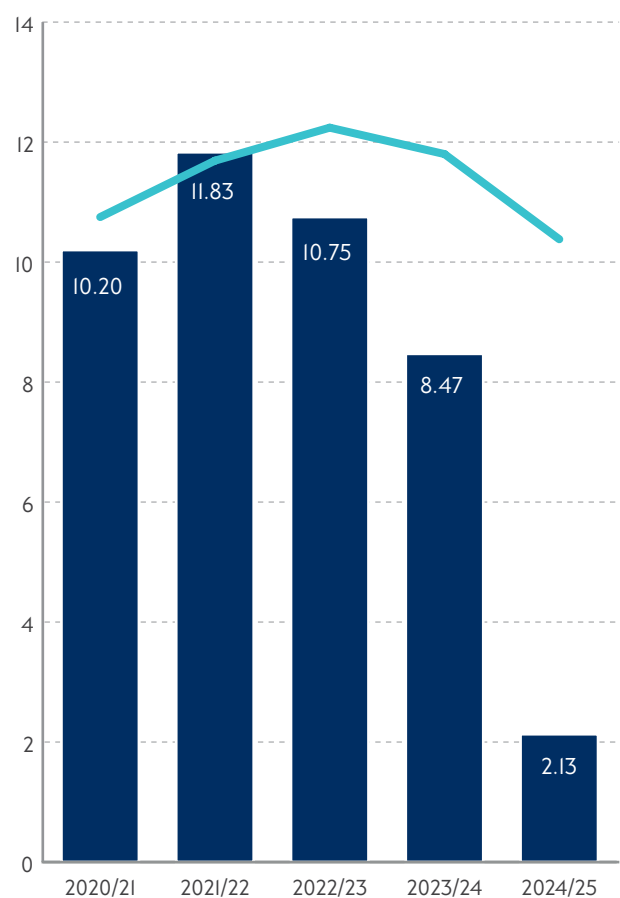


■ Hires made — Target

Hires this quarter were two per cent down on the same quarter last year. Poor weather and lower than anticipated hires in April were the predominant reason for the reduction. Casual hiring fell by 13 per cent with member hiring increasing slightly compared to the same quarter last year.

This quarter saw the one millionth e-bike hire made. There were 157,000 e-bike hires, an eight per cent increase on the same quarter last year.

Annual trend (year to date)



■ Hires made — Target

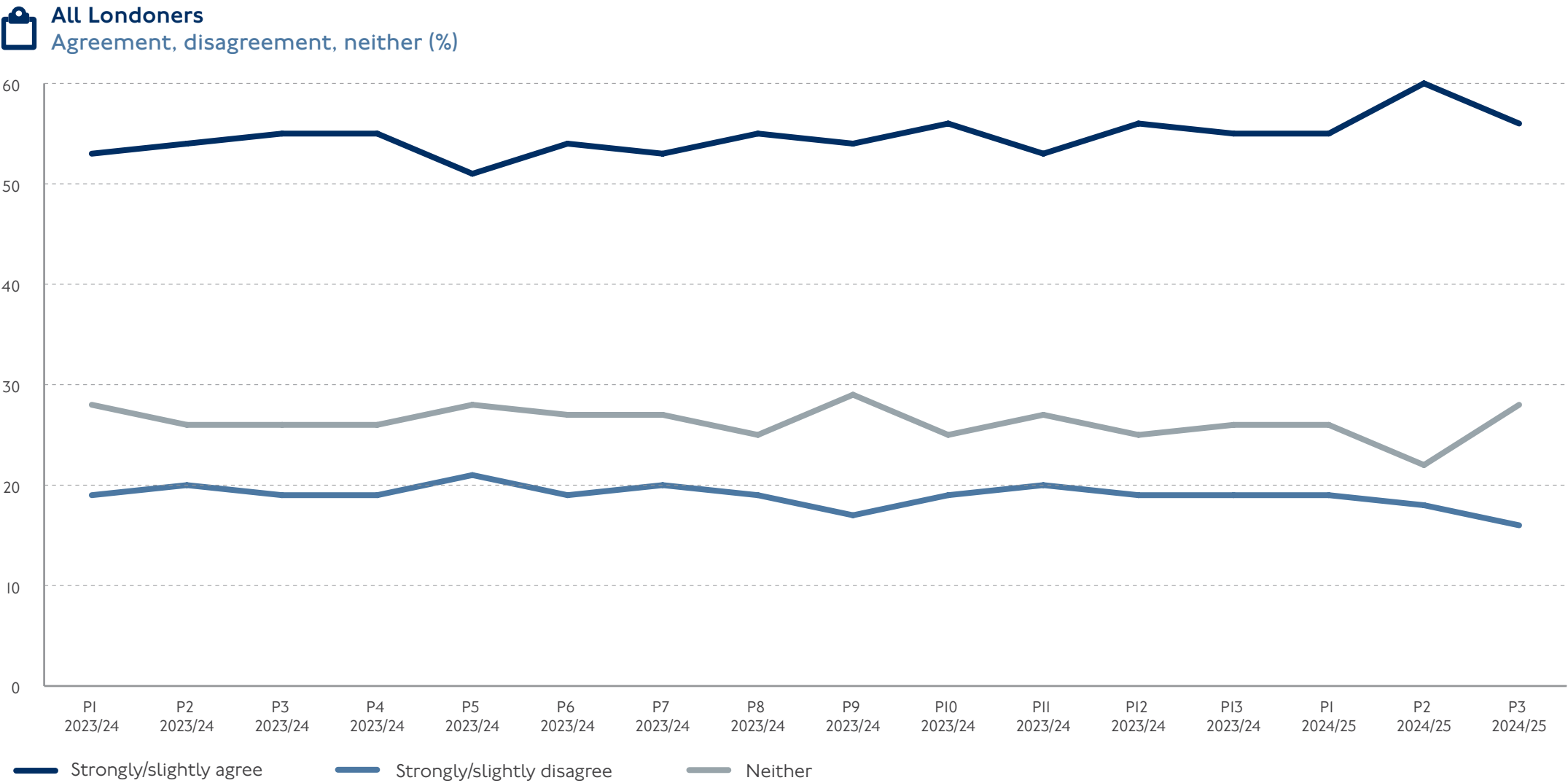
This quarter saw 2.1 million cycle hire journeys made.

Customers

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



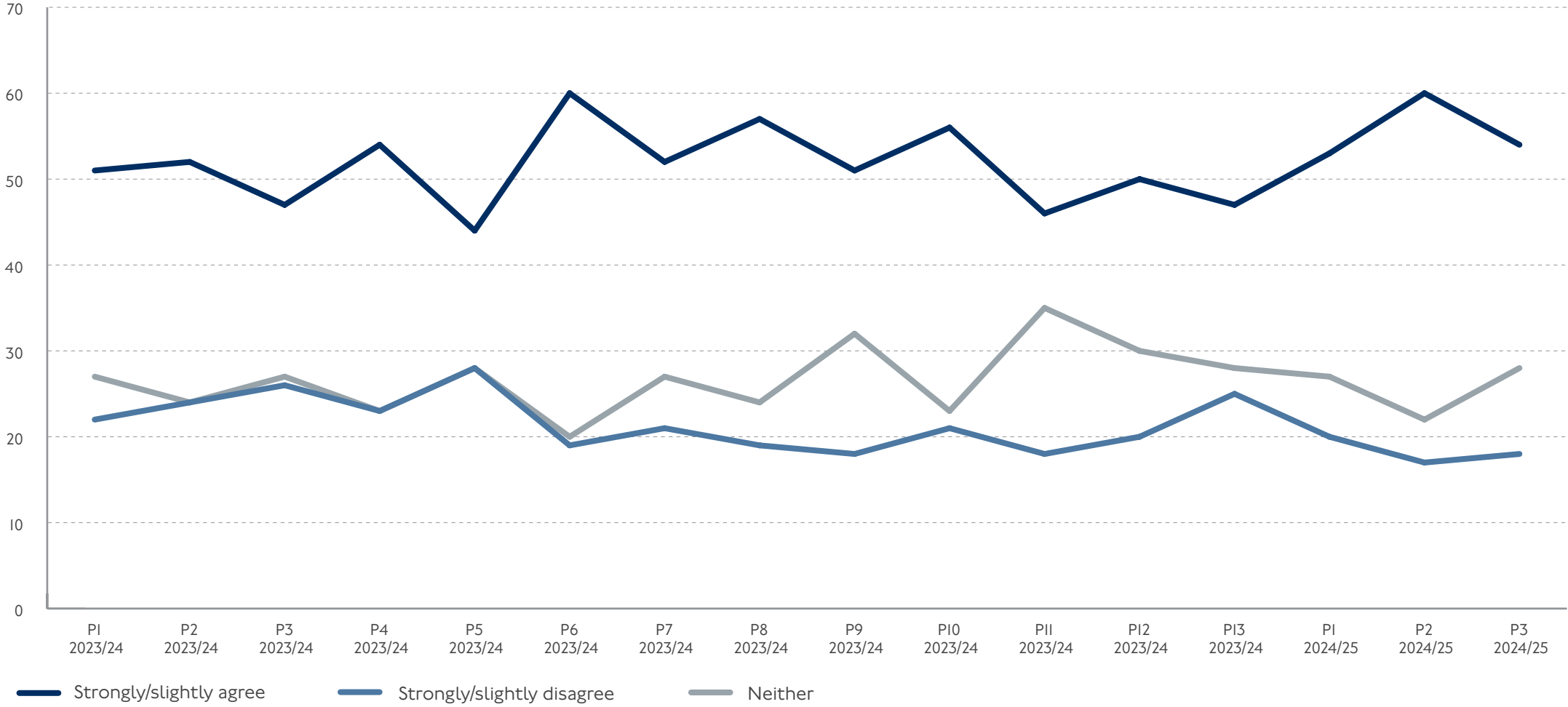
TfL cares about its customers



The percentage of Londoners agreeing with the statement ‘TfL cares about its customers’ is 57 per cent in Quarter I 2024/25. This is an increase of two points from Quarter 4 2023/24 and one point above the annual target of 56 per cent.

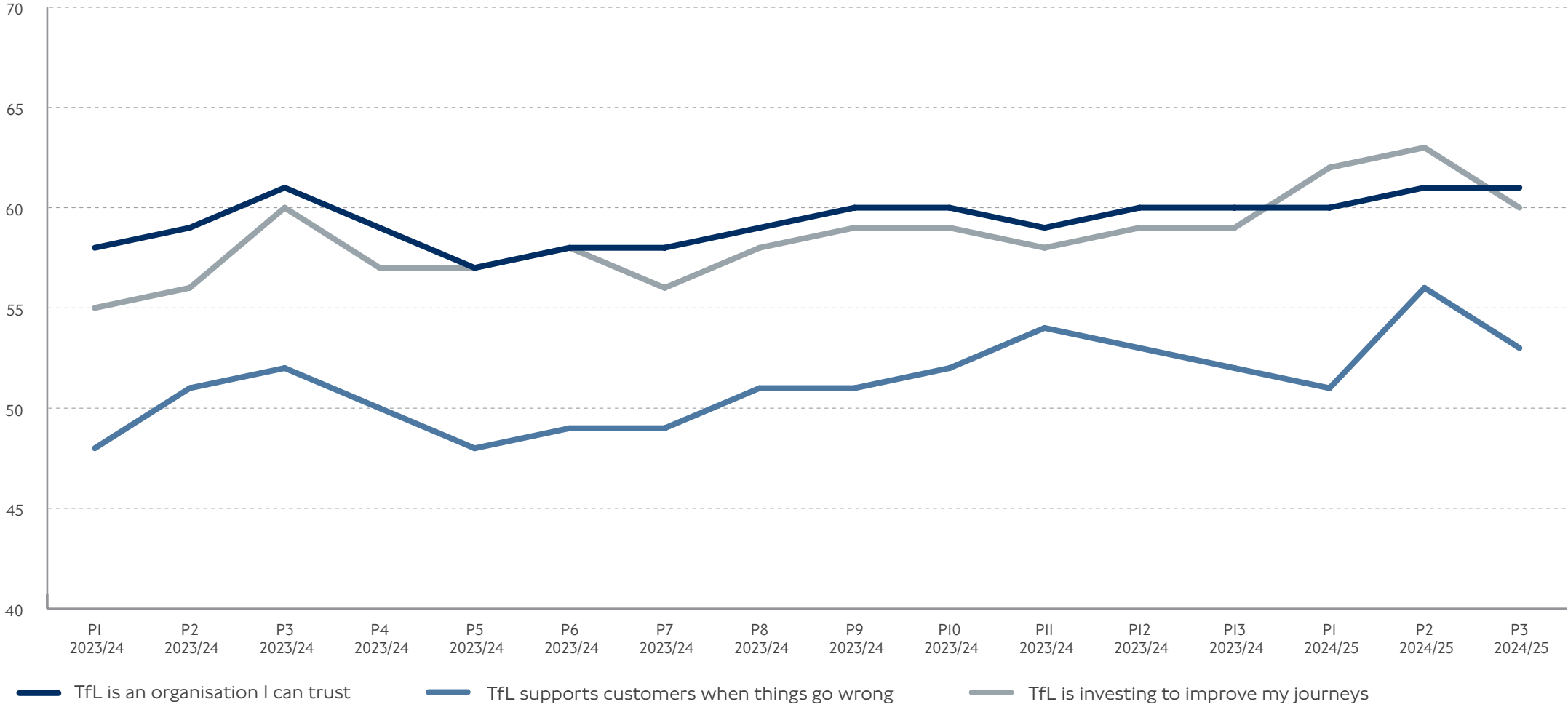
The percentage of public transport users (those who have used public transport in the last seven days) agreeing with the statement ‘TfL cares about its customers’ is 59 per cent for this quarter, an increase of two points from the previous quarter.

Disabled Londoners
Agreement, disagreement, neither (%)



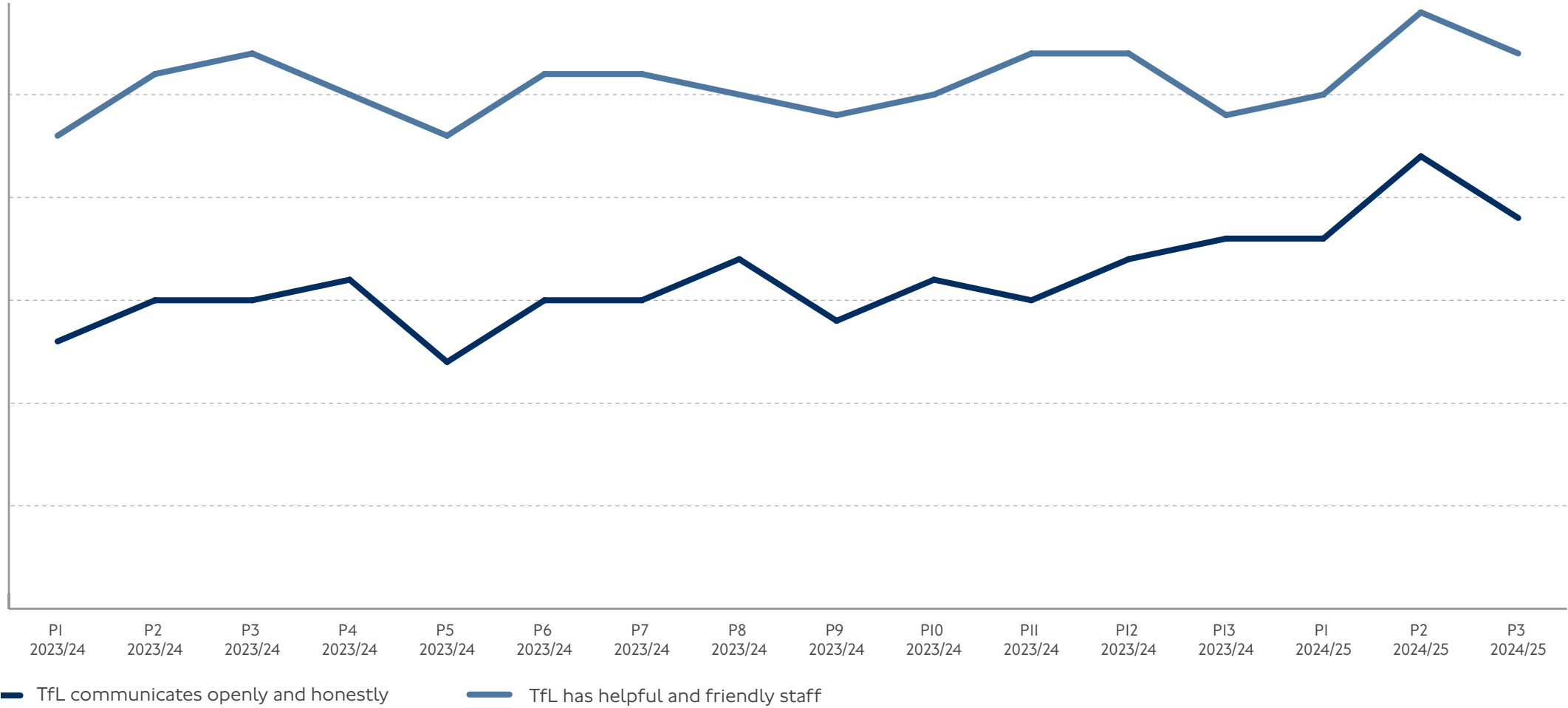
The percentage of disabled Londoners agreeing ‘TfL cares about its customers’ is 56 per cent for Quarter I 2024/25, an increase of six points from Quarter 4 2023/24. Confidence to travel among disabled Londoners is lower than that of non-disabled Londoners, and this quarter that gap widened very slightly.

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 (%)



Scores for most of the measures have increased slightly in Quarter I 2024/25 compared to Quarter 4 2023/24 and none have decreased. That increase is larger when compared to Quarter I 2023/24, with all the measures trending upwards.

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

Our strategic priorities for customers

Provide a consistently good service

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

Support more sustainable streets

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

Listen to our customers, build trust and show we care

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



We are working to make sustainable transport modes more attractive



We constantly strive to improve customer satisfaction with our services

Satisfaction

Customer satisfaction score Past five quarters

	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q4 2024/25
London Underground	76	75	74	75	75
London Buses	77	77	76	77	78
DLR	79	78	78	78	79
London Overground	77	77	76	78	77
London Trams*	N/A	N/A	78	N/A	N/A
Elizabeth line	83	82	81	81	81

Overall satisfaction for individual modes was broadly stable this quarter with no significant changes.

Satisfaction with levels of crowding on the platform increased significantly to 72 for London Underground, the highest score since Quarter 1 2021/22.

For buses, satisfaction with on-bus information increased significantly to 76.

Elizabeth line saw a significant decrease in satisfaction with cleanliness at stations falling to 77, the lowest score in over a year.

In Quarter 4 2023/24, there were significant improvements in satisfaction with a range of on-mode metrics, and these improvements have been maintained this quarter.

This quarter we have added a new measure to the customer satisfaction score: satisfaction with all public transport journeys in the last week (PT CSS). We have introduced this because it delivers a broad measure of customer experience, which encompasses multiple journeys, interchanges and multimodal journeys. The PT CSS score for this quarter is 76.

* London Trams is 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), Licensing and Regulation, and Dial-a-Ride.

General contact centre calls Past five quarters

	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Telephone calls	558,960	578,555	658,480	698,053	500,213
Calls abandoned (%)*	9.65	9.78	11.41	10.62	11.32
Correspondence	232,869	245,621	270,987	296,111	221,392
Cases closed (%)**	86.25	82.21	80.27	77.11	85.95
Average speed of answer (seconds)	656	663	625	394	290
Total demand	791,829	824,176	929,467	994,164	721,605
Telephone calls (% of total demand)	71	70	71	70	69
Correspondence (% of total demand)	29	30	29	30	31

Call volumes fell this quarter, down 28 per cent on last Quarter and 11 per cent lower than the same quarter last year. Maintenance outages will have been a contributing factor.

Correspondence also followed this trend, down 25 per cent on last Quarter and five per cent on last year. The lower volumes helped us improve our cases closed metric, with 11 per cent more cases closed than the previous quarter. Positively, we also saw

the average speed of answer reduce, down 26 per cent on last quarter and 56 per cent on last year.

Despite the shifts in demand volumes, the split between telephone calls and correspondence remains fairly stable, with a slight shift towards correspondence. compared to Quarter 4. In this Quarter 69 per cent of demand arrived via telephone calls and the remaining 31 per cent via correspondence.

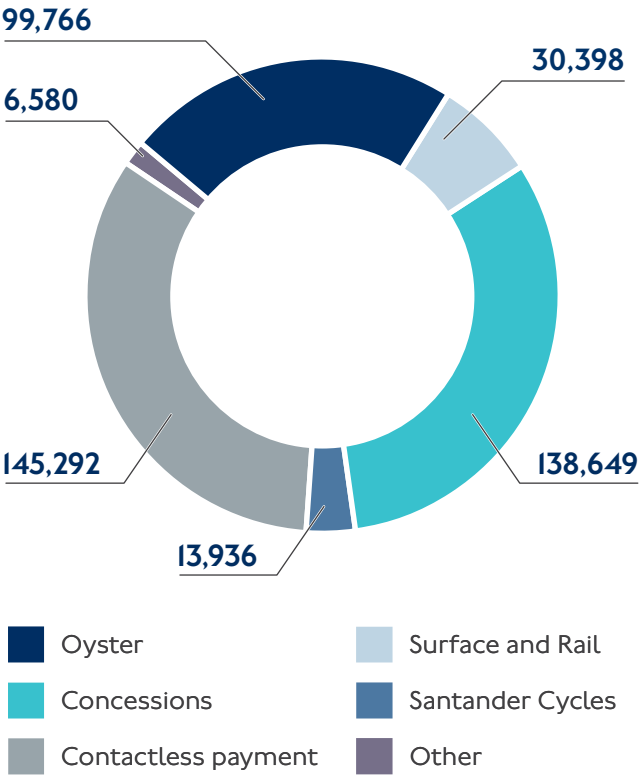
* Target of 15 per cent or lower

** 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

	2020/21	2021/22	2022/23	2023/24	2024/25 year-to-date
Telephone calls	1,304,300	2,292,137	2,426,382	2,496,839	500,213
Calls abandoned (%)*	7.6	16.12	12.22	10.41	11.32
Correspondence	364,778	580,567	900,797	1,045,652	221,392
Cases closed (%)**	83.4	73.80	82.76	81.2	85.95
Total demand	1,669,078	2,872,704	3,327,179	3,542,491	721,605
Telephone calls (% of total demand)	78	80	73	70	69
Correspondence (% of total demand)	22	20	27	30	31

Calls by subject*
This quarter



* 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, Licensing and Regulation, ticketing apps, Sarah Hope Line and street-related calls.

With volumes overall down roughly 28 per cent on last quarter, it's not surprising to see falls across all the areas highlighted here. The exception to this trend is Santander Cycles which saw the number of calls increase 26 per cent compared to last quarter. The biggest reason behind this is simply that the weather makes cycling a more appealing option for customers.

Calls relating to both concessions and contactless fell more than the average, 33 per cent and 29 per cent respectively. With concessions, this is due to seasonal trends, as the number of calls tends to spike around the start of the academic year. In the case of contactless, the fall comes against a five per cent rise in usage. This will be partly down to Quarter 4 being longer than Quarter 1. In both cases the fall compared to the same quarter last year is less significant.



We saw an increase in calls relating to Santander Cycles this quarter

Road-user charging and ULEZ
Past five quarters

	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Calls received	253,188	394,805	389,598	384,158	265,210
Calls answered	240,913	377,087	376,651	376,449	261,711
Calls abandoned (%)	5.0	4.0	3.0	2.0	1.0
Average speed of answer (seconds)	118	80	50	32	25

Past five years

	2020/21	2021/22	2022/23	2023/24	2024/25 year-to-date
Calls received	1,145,772	1,590,871	1,251,212	1,421,749	265,210
Calls answered	1,093,382	1,518,973	1,222,640	1,371,100	261,711
Calls abandoned (%)	5	5	2	4	1
Average speed of answer (seconds)	63	48	46	65	25

Capita’s Road User Charging Contact Centre continues to perform well within contractual targets. The average speed of answer for this quarter is 25 seconds and the call abandon rate is one per cent against a target of no more than 12 per cent of calls. Call volumes this quarter are down by 31 per cent against the previous quarter as we return to pre-ULEZ expansion levels.



The number of calls relating to ULEZ fell this quarter

Licensing and Regulation
Past five quarters

	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Calls received	61,357	56,006	70,477	64,970	55,931
Calls answered	60,353	54,152	68,033	63,625	54,849
Calls abandoned (%)	2.0	2.0	2.0	1.0	1.0
Average speed of answer (seconds)	32	50	67	40	39

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

Call volumes in this quarter have decreased compared to Quarter 4 2023/24. The average speed to answer is 39 seconds and the abandoned rate remains the same as last quarter. The service continues to operate seven days a week with a good service.

Past five years

	2020/21	2021/22	2022/23	2023/24	2024/25 year-to-date
Calls received	222,291	235,135	346,552	252,810	55,931
Calls answered	158,847	225,445	280,767	246,163	54,849
Calls abandoned (%)	29	4	19	2	1
Average speed of answer (seconds)	896	111	870	48	39

Dial-a-Ride
Past five quarters

	Target	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Calls received	n/a	101,399	105,175	122,997	115,440	83,223
Calls abandoned (%)	10	8.9	5.8	19.2	4.7	4.7
Average speed of answer (seconds)	180	207	136	448	98	87
Email bookings	N/A	8,993	8,872	7,683	N/A	N/A

Call volumes decreased by 10 per cent when compared to the same quarter last year due to the successful adoption of our new customer app. This enables customers to book their own trips. We saw up to 28 per cent of bookings made through the app, with the average around 20 per cent. This contributed to a lower call abandonment rate of 4.7 per cent. In addition, the resolution of some of the challenges with system implementation led to an improvement in wait times.

Past five years

	2020/21	2021/22	2022/23	2023/24	2024/25 year-to-date
Calls received	117,275	299,944	372,094	435,464	83,223
Calls abandoned (%)	5.5	10.6	9.9	9.9	4.7
Average speed of answer (seconds)	108	249	239	218	87
Email bookings	6,368	31,573	41,991	25,548	N/A

Complaints

Complaints Year on year (per 100,000 journeys)

	Q1 2023/24	Q1 2024/25	Variance (%)
London Underground	0.91	0.92	1
London Buses	3.46	3.72	8
DLR	0.43	0.57	33
London Overground	0.38	0.58	53
Elizabeth line	0.9	0.65	-28
London Trams	0.88	1.27	44
IFS Cloud Cable Car	3.24	2.9	-10
Congestion charge	1.71	1.25	-27
Dial-a-Ride*	34.46	54.09	57
London River Services	0.12	0.52	333
Santander Cycles	2.58	4.42	71
Taxis**	4.82	4.31	-11
Private hire**	3.42	3.3	-4
Contactless	0.52	0.53	2
Oyster	0.44	0.37	-16

The rail modes mainly saw increases in complaints this quarter, with the exception being the Elizabeth line which saw a 28 per cent drop in complaints despite a 14 per cent increase in journeys. London Underground complaints rose one per cent against a two per cent increase in usage, while London Overground saw a rise of 53 per cent driven largely by complaints around delays and early departures – though customer service complaints fell in the same period.

Bus complaints rose slightly (by eight per cent) against a slight increase in journey numbers. The main drivers for this rise were complaints about gaps in service and buses being stopped short of their scheduled destination.

Recent changes to our web forms have been a contributing factor on the changes seen on ticketing, with contactless rising slightly while Oyster fell 16 per cent against a two per cent fall in journeys.

Past five years

	2020/21	2021/22	2022/23	2023/24	2024/25 year-to-date
London Underground	1.74	1.26	0.96	1.1	0.92
London Buses	4.37	3.29	3.42	3.69	3.72
DLR	1.09	0.54	0.65	0.48	0.57
London Overground	1.24	0.65	0.48	0.45	0.58
Elizabeth line	2.26	1.77	0.79	0.75	0.65
London Trams	1.76	0.85	0.81	0.76	1.27
IFS Cloud Cable Car	2.57	4.69	3.75	1.99	2.9
Congestion charge	3.83	3.55	2.24	2.57	1.25
Dial-a-Ride*	64.87	61.33	66.99	115.67	54.09
London River Services	2.44	0.47	0.25	0.32	0.52
Santander Cycles	2.68	2.24	3.29	2.99	4.42
Taxis**	1.69	3.24	4.68	4.88	4.31
Private hire**	1.36	2.3	2.95	2.99	3.3
Contactless	0.39	0.5	0.51	0.51	0.53
Oyster	0.26	0.48	0.49	0.49	0.37

Overall, both journeys and complaints rose this quarter; journeys by one per cent and complaints by four per cent.

London Underground complaints are currently tracking 16 per cent lower than last year and are lower than the rolling average. Elizabeth line shows similar performance, currently 13 per cent lower than last year and also below the average. Other rail modes are currently tracking above both the previous year and average.

Bus complaints per 100,000 journeys are also currently higher than the average and are one per cent higher than the last financial year.

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

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



London Underground saw a year-on-year increase in commendations

Commendations

Commendations Past five quarters

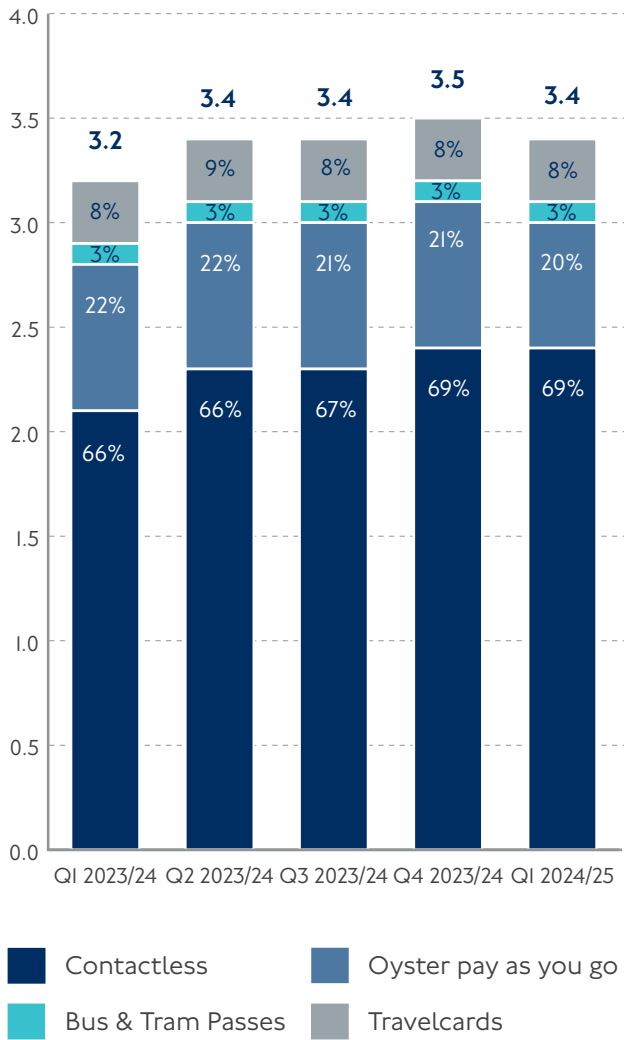
	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
London Underground	280	364	329	418	333
London Buses	581	663	776	867	620
DLR	19	18	18	26	22
London Overground	39	36	33	42	37
Elizabeth line	65	66	83	80	67
London Trams	4	3	4	3	2
IFS Cloud Cable Car	2	4	3	1	8
Dial-a-Ride	2	4	1	4	1
London River Services	2	1	0	0	2
Santander Cycles	0	0	0	0	3
Taxis and private hire	25	16	23	36	25
TfL Road Network	1	1	3	1	1
TfL Policy	10	18	17	9	6

Overall commendation volumes fell by 24 per cent compared to last quarter, which is largely because Quarter 4 is four weeks longer than Quarter 1. When compared to the same quarter last year, volumes are up nine per cent.

The biggest rises compared to the same quarter last year were London Underground, DLR and Buses. IFS Cloud Cable Car also rose 300 per cent but on very small numbers. The biggest falls were on Trams and Dial-a-Ride, though again we’re dealing with very small overall numbers.

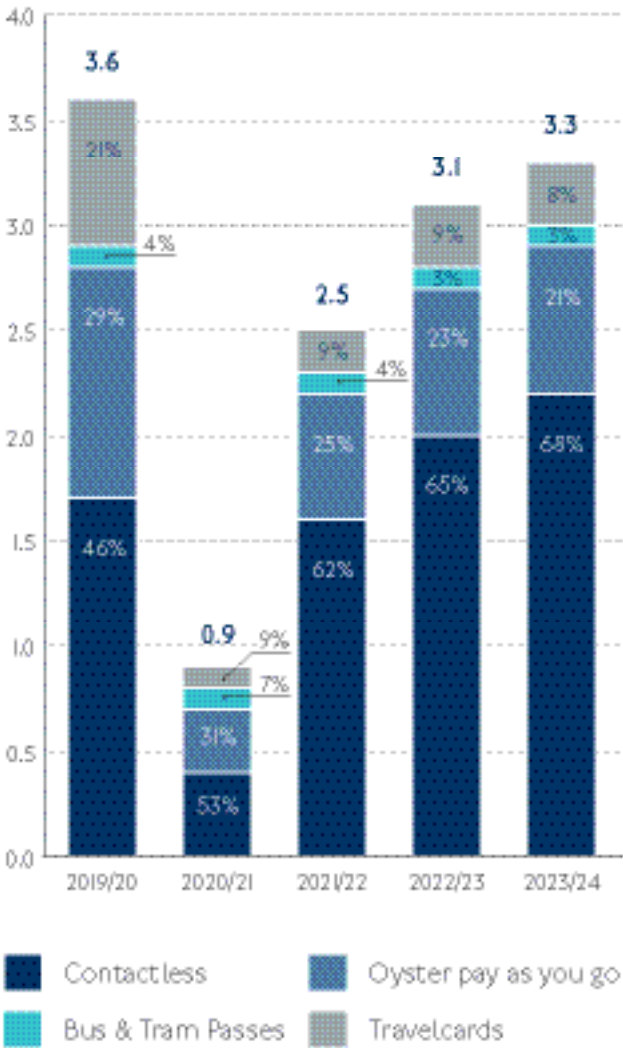
Tickets

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



Demand has been stabilising over the past few quarters. The share of contactless payment media (cards and mobile devices) used increased to 69 per cent of all fare payer tickets at the end of last year, while the share of Oyster pay as you go cards used has declined to 20 per cent in the latest quarter, down from 22 per cent a year ago.

Past five years (millions)***



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 1 2023/24: Thursday 11 May 2023
Quarter 2 2023/24: Thursday 6 July 2023
Quarter 3 2023/24: Thursday 9 November 2023
Quarter 4 2023/24: Thursday 14 December 2023
Quarter 1 2024/25: Thursday 20 June 2024

*** 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

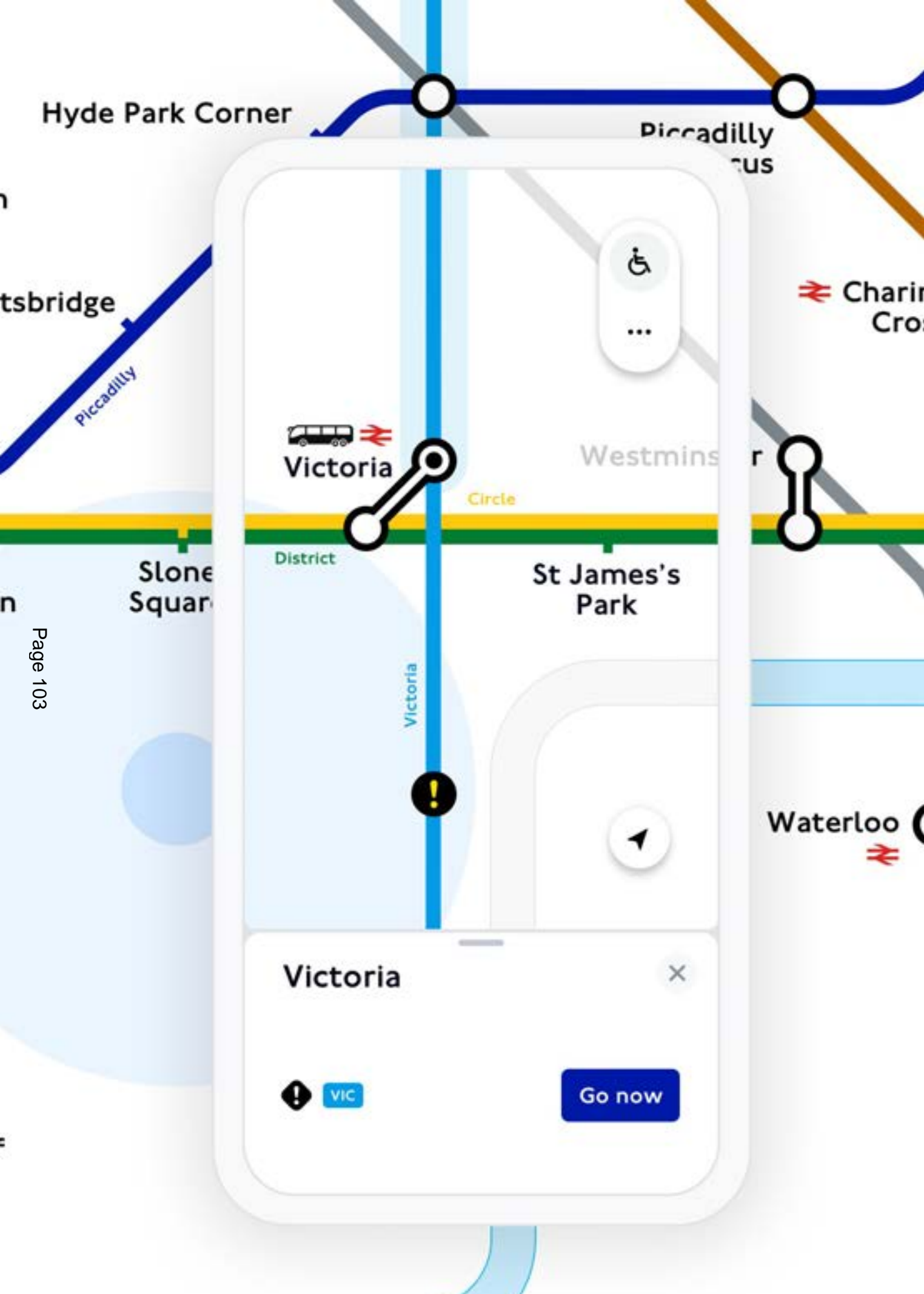
Ticketing system availability (%)

	Q1 2023/24			Q1 2024/25		
	Actual (%)	Variance to target (%)	Variance to previous year (%)	Actual (%)	Variance to target (%)	Variance to last year (%)
London Underground – ticketing system overall availability	99.05	+1.05	-0.17	99.35	+1.15	+0.30
London Buses – bus validations – overall availability	99.65	+0.65	-0.03	99.77	+0.77	+0.12

Targets were exceeded for ticketing system availability on both London Underground and London Buses. Compared with 2023/24, there has been an increase in the proportion of customers paying by contactless.



Availability of our ticketing systems consistently exceeds targets



The TfL Go app helps our customers to plan their journeys

Digital

Our focus remains the integration of Oyster and contactless card management functionality into TfL Go, with release expected in Quarter 2 2024/25. We will also release updates in our customer facing digital channels to align with the London Overground rebrand in September, including a new status updates page on our website. Work also continues towards migrating our website onto a new, modern content management system.

42.9m

average monthly screen views of TfL Go app (up 47.5% on Q1 2023/24)



880k

average monthly unique users of TfL Go app (up 23.5% on Q1 2023/24)

3.7m

average monthly unique TfL website users (up 18.5% on Q1 2023/24)



84m

average monthly page views of TfL website (up 15.8% on Q1 2023/24)

Travel demand management

Supporting customers through major sporting events

This quarter saw London host two major sporting events, Ford Ride London and the Champions League Final, where, working with event partners, our co-ordinated customer travel advice ensured safe and comfortable travel avoiding busy areas. This targeted approach reduced demand in expected event hotspots and provided event-goers a great travel experience.

Ford Ride London 2024 on 26 May

Our travel advice successfully raised awareness well in advance. This was particularly welcomed by the freight community, enabling them to make plans to ensure minimal impact to their services. Our Customer Service teams also received low levels of complaints about the disruptions caused by the many road closures in place as Londoners had all the information they needed.

Champions League Final on 1 June

Our travel advice was aligned with UEFA's messaging and included on their event guide for ticket holders. Ticket holders took our advice to arrive at Wembley Park station early, with the highest number of exits taking place between 16:00 and 18:00 and well ahead of kick off at 20:00.

Keeping customers moving through Colindale and Northern line closures

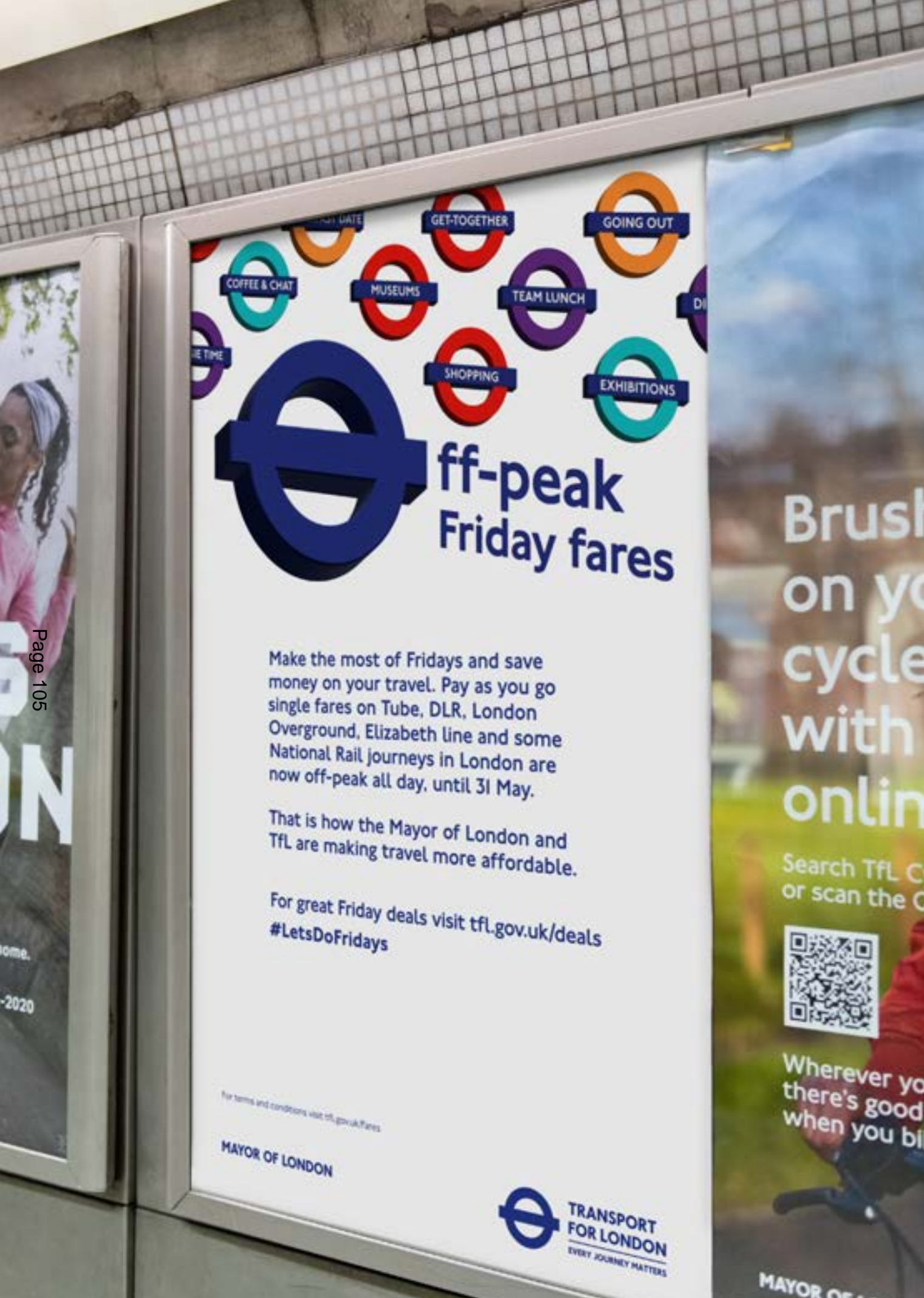
Colindale station closed for six months on Friday 7 June, as part of the plan to make it step-free and build a new ticket hall.

To support customers and stakeholders, a multi-channel travel demand management campaign was delivered to ensure information about the closure and alternative travel options was widely available. This included promoting existing bus routes and the temporary NL6 bus route to access nearby Tube and rail stations. We produced and distributed 3,000 leaflets at the station with key travel advice and a wayfinding map illustrating bus routes around Colindale.

Bus and Tube usage and performance have been closely monitored and the data shows customers used both existing and NL6 bus routes. We increased NL6 service during the busiest parts of the morning and evening weekday peaks from Monday 24 June based on the monitoring of data.



We are keeping customers moving while Colindale station is closed



Our fares trial encouraged people to use our services on Fridays

Campaigns

Campaigns – customer information email volumes
Past five years

	2020/21	2021/22	2022/23	2023/24	2024/25 year-to-date
Customer emails (millions)	211	226	302	275	51
Campaigns	685	950	625	821	131

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.



131
campaigns in 2024/25

51m

customer information
emails sent in 2024/25



Customer marketing and behaviour change campaigns

TfL Cycle Sundays

An exciting new campaign ran from May to September encouraging non-cyclists to have a go at cycling on a Sunday. Advertising launched at RideLondon on Sunday 26 May across London with localised ads in targeted boroughs. The advertising promotes a range of support including more than 70 leisure routes, cycle training and offers from TfL and partners accessed via our website. There is a TfL Cycle Sundays Club page on the Strava app, where routes can be accessed for digital way finding. The campaign is supported by press and social media. A media partnership with Secret London is live from July to September and paid influencers was live in August.

New public transport media partnership

We have partnered with three trusted and well-known media outlets, Time Out, Metro and Secret London, to inspire Londoners to use public transport and make the most of London life. Each month, we worked with these partners to publish engaging content highlighting great things to do in London and how to get there using our services. We highlighted our great-value fares, as well as services and improvements to our network. The content distributed across digital and printed channels, including social media, digital editorial features, emails and print. This will motivate Londoners to travel more in the city and contribute to revenue growth. The media partnership will run from 18 June 2024 to 31 March 2025.

Summer Cycleways Active Travel

We launched 11 Cycleways across eight localised campaigns from 17 June to 2 August. The Cycleways were spread across London. The campaign reached those living, working and travelling in the boroughs the new Cycleways are located in, including cyclists, with the objective of making the audience aware of the infrastructure developments and benefits. Campaign creative focuses on communicating our purpose and activity will include local press ads, geographically targeted posters and display adverts, emails to customers, social, Cycleway maps, press activity and engagement with stakeholders and boroughs.

Superloop pan-London campaign

Five new routes have now been introduced to Superloop, an orbital network of express bus routes circling the capital. A pan-London campaign was launched in May to communicate this important operational milestone. Channels include posters, radio and digital audio, paid social and press (including Metro). This campaign ended on 24 June.



Our campaigns this quarter promoted leisure cycling on Sundays



To celebrate Pride, some IFS Cloud Cable Cars were wrapped

IFS Cloud Cable Car

In September, we saw the launch of an exciting campaign for the IFS Cloud Cable Car. The campaign focused on the spectacular views of London from above that can be enjoyed while travelling on the cable car. The campaign encouraged people to book ahead for less busy days of the week through a new dynamic pricing system which offers discounts of up to 30 per cent on advance bookings for round trip journeys. Paid social and poster activity alongside targeted emails supported the campaign to drive revenue. The cable car now has a dedicated organic social media channel which is managed by our in-house social media team.

Pride in London

Building on the success of last year, we continued our broader Pride narrative with a new focus on the power of volunteering. We raised awareness of the services provided by charity groups and how volunteers play a fundamental part in the positive and wide-reaching impact that these charities have on LGBTQ+ communities in London, along with the

support we offer through volunteering leave. This year our support includes newly wrapped cable cars to celebrate 'Every story matters'. We hosted an event with Andy Lord at the Mildmay Hospital on 25 June to celebrate Pride, offering a chance to ride on a train with a Pride-themed wrap, along with a specially commissioned Mildmay pin to be sold for £5 each to raise funds for the hospital. Following the success of the colleague artwork competition last year, we again invited colleagues to submit artwork to be displayed across our estate. There was also a competition for colleagues to design the T-shirts worn by our people on the Pride in London parade and a series of group portraits of LGBTQ+ colleagues and volunteers displayed at several stations and on social media. Campaign activity included our zero tolerance to hate and bystander intervention posters running across the network, a content partnership with Pink News reaching 650,000+ Londoners and social media activity showcasing the impact of a TfL volunteer through 'get ready with me'-style content.

Consultations

There were four consultations this quarter:

- Safe and Healthy Streets improvements to St Helier Avenue, Morden
- Cycleway 50 - Finsbury Park to Nag's Head
- Proposed extension of 241 bus route to Here East in Stratford
- Changes to the 350 bus route in Hayes

We are planning to launch 15 consultations in Quarter 2.

London Assembly scrutiny

London Assembly scrutiny
Quarter I 2024/25

Date	Title	Type of scrutiny
23 May 2024	Mayor's Question Time	Public meeting
20 June 2024	Mayor's Question Time	Public meeting



Our work is regularly scrutinised by the GLA

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, Sustainability and Operations Panel

Date: 2 October 2024

Item 8: Risk and Assurance Report Quarter 1 2024/25

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 1 of 2024/25 (1 April to 22 June 2024) (Q1).

2 Recommendation

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

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 this 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 last quarter in consultation with key stakeholders across TfL and owners of ER06 risks and controls. The Internal Audit plan for the second half of 2024/25 was approved by the Audit and Assurance Committee on 18 September 2024. The QSSA audit plan has been shared with all risk owners and audit sponsors for consultation in line with our process.

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 Q1.

Internal Audit

- 5.3 There were no Internal Audits issued against ER06 in Q1 and there were none in progress for ER06 at the end of Q1.

Quality, Safety and Security Assurance

- 5.4 QSSA issued six audits against ER06 in Q1. Two audits were concluded as 'requires improvement' and have agreed action plans in place: 'London Underground (LU) Track Quality Management' and 'LU Escalator Material Inspection' (see Appendix 1 for more details). Four audits were concluded as 'adequately controlled'.
- 5.5 Four QSSA audits against ER06 were in progress at the end of Q1, two of which are assessing alignment to ISO 55001 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 ISO 55001.

Counter-Fraud and Corruption

- 5.6 The Counter-Fraud and Corruption team investigates all allegations of fraud and corruption involving TfL employees, non-permanent labour and third parties (including suppliers, customers and organised criminal groups). These cases are part of the wider fraud reporting that is submitted to the Audit and Assurance Committee.

6 Cancelled and Deferred Work

- 6.1 All cancellations and deferrals are undertaken in consultation with the relevant business teams. No ER06 Internal Audits or QSSA audits were deferred or cancelled in Q1.

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 13 to 18. The majority of these 18 audits are undertaken in the LU Asset Performance Directorate (15) with three undertaken of TfL Engineering. The increase in audits is mostly explained by the programme of alignment to ISO 55001 audits that have been undertaken in the last year.

- 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 (from two to one) and one more 'requires improvement' conclusion (from three to four). This difference is not considered significant. The range of subjects and locations covered makes it difficult to draw a direct comparison.
- 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 Q1 for ER06 there were 21 actions open, two of which were overdue (both have since been closed), which is a substantial reduction on the seven overdue actions in the previous quarter. At the time of reporting, there were 25 open actions, none of which are overdue. All actions that are overdue by more than 100 days are reported to the Audit and Assurance Committee

Internal Audit

- 7.5 From the two ER06 audits undertaken by Internal Audit in the last 12 months there are no identifiable trends.

List of appendices:

Appendix 1: Audits Completed in Quarter 1 of 2024/25 (ER06 Deterioration of operational performance)

Appendix 2: QSSA and Internal Audit Summary

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 1 of 2024/25 (ER06 Deterioration of operational performance)

Internal Audit

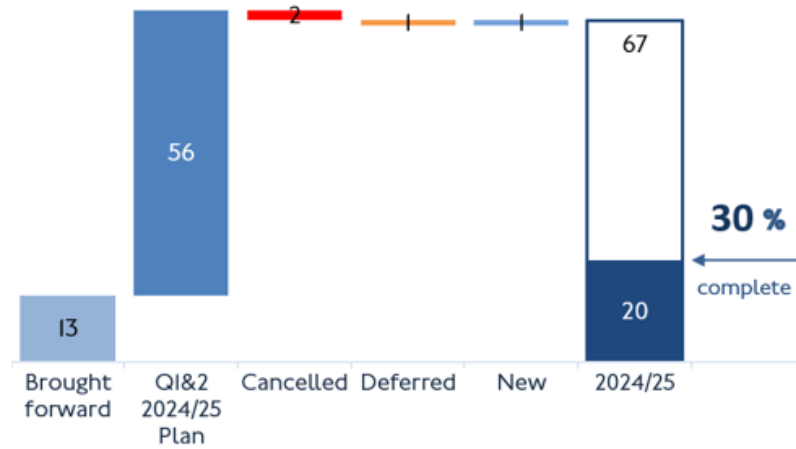
None to report

Quality, Safety and Security Assurance Audits

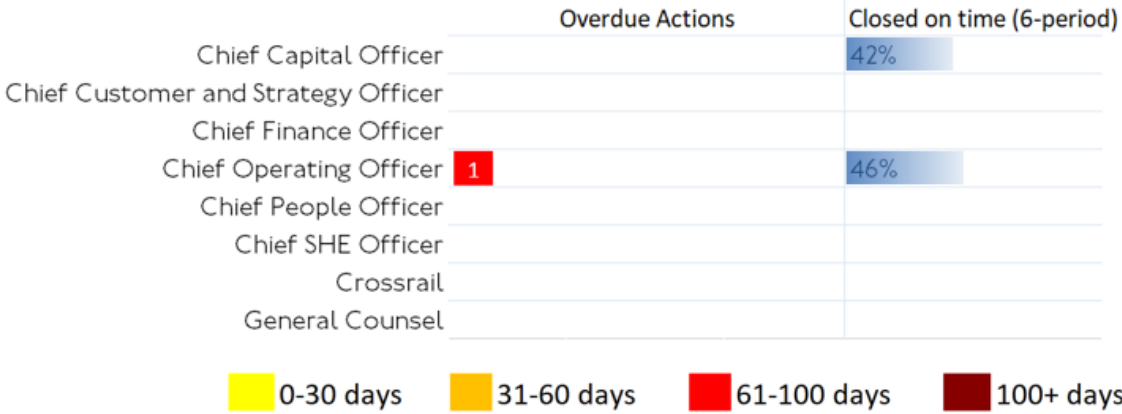
Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	23 808	London Underground (LU) Track Quality Management	To seek assurance that arrangements for the management of track quality and associated processes are being effectively applied.	Requires Improvement	While reactive action was seen to have been taken to address safety faults, targets for the maximum permitted values for track quality were routinely not achieved at locations on all lines. A combination of human and rail vehicles resource constraints meant the requirements to proactively manage whole life improvements to track condition were not met for the areas sampled.
Chief Operating Officer	24 717	LU Escalator Material Inspection	To assess compliance with PR0439 'Escalator Material Inspection' and S1097 'Escalators and Moving Walks' regards inspection of materials.	Requires Improvement	Important parts of the escalator material inspection procedure were not implemented in practice which meant that inspections of materials could be missed. This was being mitigated by manual intervention by the Escalator Quality Assurance Manager with the aid of the Escalator Stores Manager.
Chief Operating Officer	23 810	Rail for London Infrastructure (RfLI) Fire Doors Inspection and Maintenance	To assure that RfLI Fire door inspections and maintenance are in accordance with RfLI Asset Management plans and RfLI Stewardship Plans. To assess required competency for undertaking inspections for fire doors in line with RfLI procedure, RFLI-MTC-CV-SDD-0001, Competence Standard for Maintenance of Civil Structure and Premises assets.	Adequately Controlled	There has been significant improvements made since the Engineering Intervention Notice was issued in 2023. Inspections and maintenance are performed by competent individuals. However, timeframes for inspections within the procedure require review.
Chief Operating Officer	24 721	LU Signals Incident Response	To test compliance with Pr0540 'Signals – Incident Management Fault Finding and Rectification' regards management of signals incidents.	Adequately Controlled	The incident management, fault finding and reporting process was shown to be managed. However, procedure PR0540 will need to be updated as it no longer accurately reflects the way in which this activity is being conducted and includes a number of out of date references to teams and forms.

Chief Operating Officer	24 752	RfLI Product Acceptance Process	To assure that new products are being correctly reviewed and approved before being installed on the railway. In line with the current product acceptance process, RFLI-ENG-AS-PRO-0001.	Adequately Controlled	The sample of evidence showed that the Product Acceptance Process has been followed for all seven applications sampled. Requirements of the process had been well communicated and were being followed, excluding the one medium and two low priority issues raised.
Chief Operating Officer	24 753	RfLI Management of Space Allocation	To assure that new space allocation requests are being correctly reviewed and approved before any installation on the railway. In line with the current space allocation process.	Adequately Controlled	Management of space allocation was well organised with evidence of applications being reviewed and approved in line with the current procedure. One medium priority finding showed that applicants do not communicate occupation of the space after approval as required, meaning space may potentially be allocated but not used.

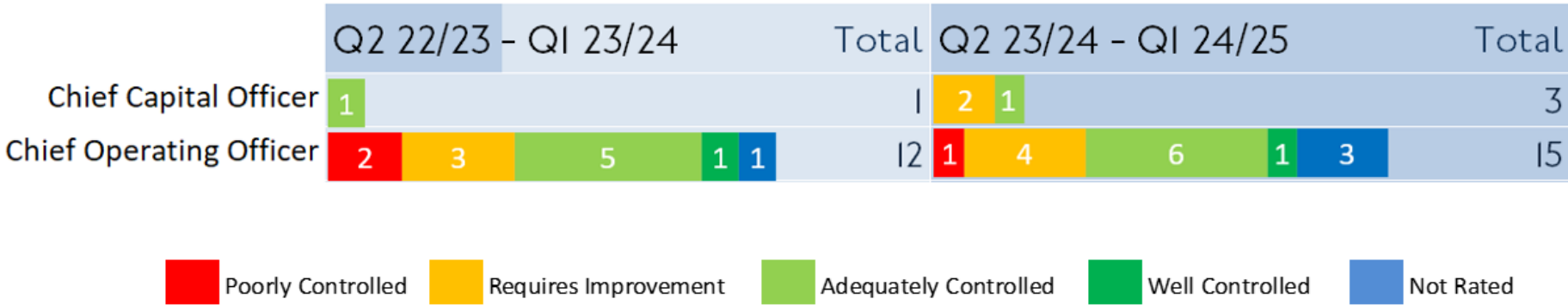
Audit Progress against Q 1 & 2 2024/25 Plan



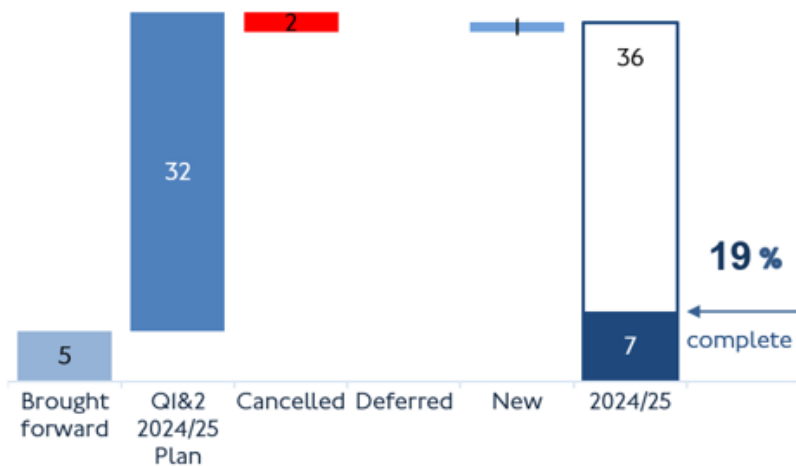
Action Management (ER6) - By Directorate by Overdue Days



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



Audit Progress against Q 1 & 2 2024/25 Plan



Action Management (ER6) - By Directorate by Overdue Days

There is currently 1 action against Chief Operating Officer that is overdue between 61-100 days at the end of Q1, there is no 6 periods rolling trend from Internal Audit team on ER6.

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

	Q2 22/23 - Q1 23/24	Total	Q2 23/24 - Q1 24/25	Total
Chief Capital Officer			1	1
Chief Operating Officer	1	1	1	1

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Date: 2 October 2024

Item 9: 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 is 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 plan arises 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 these are the quarterly Customer, Sustainability and Operational Performance Report and the Risk and Assurance Report;
 - (b) annual updates on Enterprise Risks that fall within the remit of the Panel; and
 - (c) 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 the predecessor 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, Sustainability and Operations Panel Forward Plan

List of Background Papers:

None

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Customer, Sustainability and Operations Panel Forward Planner 2024/25

Membership: Marie Pye (Chair), Sara Turnbull (Vice Chair), Councillor Ross Garrod, Tanya Joseph, Arthur Kay, Keith Richards OBE, Omid Shiraji

Abbreviations: CCSO (Chief Customer and Strategy Officer), COO (Chief Operating Officer), CFO (Chief Finance Officer), CCO (Chief Capital Officer), GC (General Counsel), CSHEO (Chief Safety, Health and Environment Officer), CTO (Chief Technology Officer), D-IP (Director of Investment Planning), C-D (Customer Director), DRA (Director Risk and Assurance)

Standing Items		
Customer, Sustainability and Operations Report	COO CCSO and CSHEO	Quarterly
Risk and Assurance Report	DRA	Quarterly

3 December 2024		
Assisted Transport Services Update	COO	Six monthly
Bus Ridership and Superloop Monitoring	CCSO & COO	Six monthly
Bus Journey Improvements Information	COO	Update
Strategic Environment Metrics	CSHEO	Update
Adaptation Reporting Power	CSHEO	Update
London Surface Water Strategy (TBC)	CSHEO	Update
Operations Environment Update (TBC)	CSHE	Annual

13 March 2025		
Bus Action Plan Update	COO	Six monthly
TfL International Benchmarking Report	CCSO	Update biennial
Enterprise Risk Update – Deterioration of Operational Performance (ER06)	COO	Annual
Equity in Motion	C-D	Six monthly
Anniversary reflection of the Green Infrastructure and Biodiversity Plan and Adaptation Plans	CSHEO	Update
Capital Environment Update (TBC)	CSHEO	Annual

Customer, Sustainability and Operations Panel

Regular items

- Assisted Transport Services Update – every six months (July and December) – COO
- Cycling Action Plan Update – annual (July) – CCSO
- Bus Ridership and Superloop Monitoring – every six months (July and December) – CCSO and COO
- Bus Action Plan Update – every six months (July/March) – COO
- Deep-Dive on TfL’s “Care Score” – annual (October) – CCSO
- Equity in Motion – every six months (October/March) – C-D
- Operations Environment Update – annual (December) – CSHE (TBC)
- TfL International Benchmarking Report – biennial (March 2025) – CCSO
- Enterprise Risk Update – Deterioration of Operational Performance (ER06) – annual (March) – COO
- Enterprise Risk Update – Environment Including Climate Adaptation (ER03) – annual (May) – CSHEO
- Capital Environment Update - annual (March 2025) – CSHEO
- Step-free Access Update – annual – D-IP

Items to be scheduled

- Electrified Travel Devices (Micromobility) Update – CCSO
- Digital Wayfinding for Cycling Update – CCSO
- Customer Journey on the Integrated Transport Network - CCSO
- Artificial Intelligence - CCSO