

# Agenda

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

**Date: Wednesday 12 July 2023**

**Time: 10:30am**

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

## Members

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

Dr Lynn Sloman MBE  
Peter Strachan  
Cllr Kieron Williams

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

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

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

## Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Zoe Manzoor, Secretariat Officer;  
Email: [v\\_ZoeManzoor@tfl.gov.uk](mailto:v_ZoeManzoor@tfl.gov.uk).

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

Howard Carter, General Counsel  
Tuesday 4 July 2023

**Agenda**  
**Customer Service and Operational Performance Panel**  
**Wednesday 12 July 2023**

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

**2 Declarations of Interest**

General Counsel

**Members are reminded that any interests in any matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**3 Minutes of the Meeting of the Panel held on 22 March 2023**  
(Pages 1 - 8)

General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 22 March 2023 and authorise the Chair to sign them.**

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

General Counsel

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

**5 Customer Services and Operational Performance Report - Quarter 4 2022/23** (Pages 17 - 58)

Chief Operating Officer and Chief Customer and Strategy Officer

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

**6 Cycling Action Plan 2** (Pages 59 - 80)

Chief Customer and Strategy Officer

**That the Committee note the publication and content of the Cycling Action Plan 2.**

**7 TfL Go Update** (Pages 81 - 86)

Chief Customer and Strategy Officer

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

**8 Digital Wayfinding for Cycling** (Pages 87 - 94)

Chief Customer and Strategy Officer

**The Panel is asked to note the project update.**

**9 Customer Safety and Security Update** (Pages 95 - 114)

Chief Operating Officer and Director of Security, Policing and Enforcement

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

**10 Hate Crime Campaign** (Pages 115 - 118)

Director of Security, Policing and Enforcement

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

**11 Assisted Transport Services Update** (Pages 119 - 128)

Chief Operating Officer

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

**12 TfL - Summer Preparedness 2023** (Pages 129 - 134)

Chief Operating Officer

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

**13 Members' Suggestions for Future Discussion Items** (Pages 135 - 138)

General Counsel

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

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

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

**15 Date of Next Meeting**

Wednesday 4 October 2023 at 10:30am

**16 Exclusion of the Press and Public**

**The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.**

**Agenda Part 2**

**17 Customer Safety and Security Update** (Pages 139 - 144)

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



## Transport for London

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

**Conference Rooms 1 and 2, Ground Floor, Palestra,  
197 Blackfriars Road, London, SE1 8NJ  
10:30am, Wednesday 22 March 2023**

#### **Members**

Dr Mee Ling Ng OBE (Chair)  
Marie Pye (Vice-Chair)  
Anne McMeel  
Dr Lynn Sloman MBE  
Peter Strachan  
Cllr Kieron Williams (from Minute 05/03/23 (part))

#### **Executive Committee**

|               |                                     |
|---------------|-------------------------------------|
| Glynn Barton  | Interim Chief Operating Officer     |
| Howard Carter | General Counsel                     |
| Alex Williams | Chief Customer and Strategy Officer |

#### **Other Staff**

|                |   |
|----------------|---|
| Thomas Ableman | Director of Strategy and Innovation                             |
| Mike Beevor    | Senior Policy Manager, Innovation                               |
| Tom Cunnington | Head of Buses, Business Development                             |
| Amanda Hopkins | Head of Business Strategy, London Underground Business Strategy |
| Emma Strain    | Director of Customer  |
| Zoe Manzoor    | Senior Committee Officer  |

### **01/03/23 Apologies for Absence and Chair's Announcements**

An apology for absence had been received from Bronwen Handyside. The meeting was quorate.

The Chair welcomed everyone to the meeting, including Emma Strain, the new Director of Customer (from April 2023) who was attending her first meeting of the Panel. The meeting was also being broadcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings.

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

## **02/03/23 Declarations of Interest**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://tfl.gov.uk), were up to date. It was noted that there had been one update since the last meeting. Dr Lynn Sloman MBE was no longer the Chair of the Welsh Government's Roads Review Panel, as that review had been completed.

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

## **03/03/23 Minutes of the Meeting of the Panel held on 6 December 2022**

**The minutes of the meeting of the Panel held on 6 December 2022 were approved as a correct record and the Chair was authorised to sign them.**

## **04/03/23 Matters Arising and Actions List**

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

**The Panel noted the updated Actions List.**

## **05/03/23 Customer Service and Operational Performance Report - Quarter 3 2022/23**

Alex Williams and Glynn Barton presented the Customer Service and Operational Performance Report for Quarter 3 of 2022/23 (18 September to 10 December 2022).

Passenger journey numbers across the network had continued to recover and remained on an upward trajectory. Performance for the quarter had been slightly affected by several days of industrial action. Demand had remained strongest at the weekend and was also good during weekdays other than Fridays. The feedback from businesses indicated that 'hybrid' working would continue in the future. An informal discussion on TfL's planned approach to winning back customers had been arranged for Board Members.

Members noted an ongoing issue with bus operator availability, due to a mixture of sickness, vacancies and industrial action. These issues were industry wide, but TfL had introduced measures to help address them, including a healthcare initiative, to support and provide advice to drivers. Operators were also making positive progress with recruiting new bus drivers and the feedback indicated that the training programmes were full.

The Panel had recently visited the Jubilee line depot in Stratford and had noted the challenges with fleet availability. The level of scheduled services operated on the Underground had improved to 90.8 per cent in this quarter and remained on target for year end.

The Elizabeth line continued to perform well but had experienced a slight dip in this quarter, with a public performance level of 90.7 per cent. This was due to such factors as industrial action and the complexities of working with a shared infrastructure. TfL had a good working relationship with Network Rail and would continue to take a proactive approach to ensuring services operated smoothly.

Woolwich Ferry availability stood at 68.8 per cent this quarter. This was due to infrastructure issues and crew resources. However, good progress had been made in addressing this.

Tram performance for the quarter had also slightly fallen below target, with 91.3 per cent of scheduled services operated. TfL would continue to work to improve the reliability of the service. Good progress had been made with recruiting and retaining specialist staff, improving fleet availability, securing resources and with implementing the tram replacement programme. In view of the challenges and underperformance in this area, Glynn Barton would include a visit to the tram depot as part of the programme of Board visits. **[Action: Glynn Barton]**

A deep dive on the customer care score was scheduled for the July 2023 meeting of the Panel. It was agreed that the narrative and the graphs under the section 'TfL cares about its customers' would be reviewed to ensure the lines in the graph matched the narrative.

It was also highlighted that the contact centres had continued to perform well. The Panel was pleased to note that good progress had been made with responding to seasonal peaks in demand around photocards. A significant amount of work had been carried out to apply the lessons learnt from last year regarding managing these peaks. Preparations were also underway to ensure that the contact centre lines supporting the Ultra Low Emission Zone (ULEZ) were ready, in operational terms, for the forthcoming expansion. A separate briefing was being arranged for Board Members covering operational readiness for the ULEZ.

The Panel also referred to the TfL GO app, and the measures to improve the quality of information on cycle routes, to help cyclists to choose a suitable and safe route for cycle trips. Members supported further engagement with London boroughs on providing information on priority cycle routes. It was also suggested that the app should include the needs of the different groups of cycling customers. An update would be provided on the development of TfL GO app including an update on the cycling app. **[Action: Alex Williams]**

Members discussed concerns about how litter in the vicinity of stations could make public transport feel less welcoming and safe. Glynn Barton would look further into issues with litter on the public realm around stations under the control of third parties affecting TfL customers and provide an update to Members. **[Action: Glynn Barton]**

Glynn Barton would report back on the ticketing arrangements for continuous travel between the Elizabeth line non-Oyster Card zones (such as beyond West Drayton in Zone 6) to Oyster Card zones, including the use of a Freedom Pass on such routes. **[Action: Glynn Barton]**

Members also expressed an interest in gaining a greater understanding of the traffic signal time savings work. Following a brief overview by officers of the process to measure the benefits, Glynn Barton offered the Panel the opportunity to visit a nearby traffic junction to provide insights to the details of the traffic signal time savings work.

**[Action: Glynn Barton]**

**The Panel noted the paper.**

## **06/03/23 Electrified Travel Devices (Micromobility)**

Alex Williams, Thomas Ableman and Mike Beevor presented this item. At the meeting of the Panel on 17 March 2022, an update was sought on the rise of electrified travel devices, and this matter had also been raised at meetings of the Board. The paper provided an update on TfL's strategic approach to the issues raised and how it sought to manage the risk to pedestrians. It also provided an update on the London e-scooter trial and proposals for legislation.

Thomas Ableman and Mike Beevor presented the report, highlighting the current legal status of electrified travel devices. It was illegal to use e-scooters on public roads, other than as part of the authorised Department for Transport (DfT) trials. Currently, there were no specific safety standards that applied to such devices. TfL's approach was to strongly support the Metropolitan Police in enforcing the ban on illegal use.

TfL was working with local authorities, such as Bristol, and with strategic transport authorities, to develop proposals for future legislation, as set out in the report published by the Urban Transport Group. The DfT had expressed an intention to bring forward primary legislation covering electrified travel devices and safety standards, although there was no information on the timeline for this. The Panel supported TfL continuing to work for the introduction of this legislation. A report would be published on the evaluation of the DfT trial in due course.

It was also confirmed that TfL was in the process of re-tendering the operating contracts for the trial. As part of the tendering process, the team would run tests on proposed technology to track pavement use to measure its effectiveness, as this was a major concern, including for the Panel. It was also noted that a local authority was exploring the merits of introducing barriers to demarcate parking bays for e-devices to stop them falling on the pavements.

As the e-bike market was entirely unregulated, and practices varied in different boroughs, TfL was looking at how lessons learned from the e-scooter trial, including on safety, could be applied to the e-bike market.

TfL was also exploring options with other cycle app providers to improve the cycle way finding information on the TfL Go app, including the option of using Open Street Map.

Members discussed the impact of the increase in the use of the electrified travel devices on public health, given the potential for them to provide an easy substitute for active travel options. It was also noted that they may provide a connector to public transport and a substitute for vehicle use, which could both potentially be of benefit. It was suggested that the team should work with public health to further consider the public health impacts and they should be involved in the work to frame legislation.

In terms of monitoring the use of electric travel devices, it was noted that the team collected information from the trials. However, the availability of information beyond that which had been obtained through the trials was severely limited, due to the absence of legislation. The team wished to obtain wider data on the use of all forms of the devices by mode, to fully assess the impacts, for example on mode shifts, which was presently unavailable. The introduction of the regulations would likely enable this data to be more widely available.

In relation to the injury levels, it was confirmed that the team gathered data from the NHS. It appeared that most injuries were to the riders. Safety issues were within the remit of the Safety, Sustainability and Human Resources Panel.

The Panel also discussed the engagement with retailers around the quality of the products and providing information on the legality of use in public spaces.

The Panel would receive a further update on electrified travel devices at an appropriate time.

**The Panel noted the paper.**

## **07/03/23 TfL International Benchmarking Report 2023**

Alex Williams and Thomas Ableman presented this item, which provided a high-level overview of TfL's customer delivery performance against international benchmarks. The paper highlighted successes, as well as areas for improvement, and signposted subjects for potential benchmarking focus in 2023 and beyond. Members recognised that benchmarking scores could be impacted by structural issues, such as the age of different networks, which had to be considered when comparing performance and cost.

The report showed that TfL's post-coronavirus pandemic recovery was broadly in line with recovery rates in the peer group. TfL would continue to look at best practices around revenue recovery, including trends on metro ridership recovery levels in Europe to identify good practice. It was also noted that customers priorities had remained static.

The Panel noted that the Independent Investment Programme Advisory Group (IIPAG) had presented the findings of its review of the International Benchmarking report to the Audit and Assurance Committee. IIPAG had commended TfL's engagement in benchmarking and concluded that benchmarking would help in the development of future business plans and individual Investment Programme business cases.

The Panel welcomed the positive findings in terms of bus carbon emissions, given that London buses were among the best performers in the peer group.

The study showed that the Underground network had a lower percentage of step-free stations than most international comparators. While progress had been made on delivering step-free access, and work was underway to identify priorities in this area, future improvements would mainly be funded as part of developments through TTL

Properties Limited and by funding secured by third-parties in relation to other schemes.

The Panel discussed the comparisons on fare revenue, particularly the insights from other countries regarding concessionary fare schemes for people on low incomes. The Panel encouraged staff to gather more information on such work.

The Panel also discussed the variations in the operation of revenue protection schemes in other countries and noted that TfL was looking at this for any lessons that could be learnt.

TfL also liaised with tram providers around the UK, outside the formal benchmarking group, to explore best practice.

It was also noted that the Mayor had written to the Secretary of State for Transport in relation to the potential delays to HS2 reaching Euston and the issue of making Old Oak Common station step-free.

**The Panel noted the paper.**

## **08/03/23 Bus Action Plan Update**

Tom Cunnington presented the report on the delivery of the Bus Action Plan. The presentation provided an update on the challenges to delivering the Plan, including the delays due to the May 2022 local elections and funding uncertainties. It also set out progress with delivering the planned key achievements in 2022/23. The service had delivered a significant number of improvements during this period. The rest of the projects were either in progress or in the delivery plan for 2023/24. TfL was awaiting the evidence from the trial of the 63 bus route before taking proposals forward. At the suggestion of the Chair, tracking information would be included in future reports setting out delivery against objectives. **[Action: Tom Cunnington]**

The Panel noted the planned improvements and changes in Sutton and stressed the importance of delivering a public campaign to highlight the benefits prior to the extension of the Ultra Low Emission Zone. The provision of countdown signs was also seen as very important, especially for people who did not have access to alternative means of accessing live bus times. Consideration would continue to be given to the merits of providing green roofs on bus stops.

The Panel was reassured that bus services remained a key priority for TfL. As an example of this, TfL was working with boroughs on a range of initiatives to improve services.

**The Panel noted the paper.**

## **09/03/23 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the forward plan. No additional suggestions were raised for the forward plan or for informal briefings, other than those already noted during the meeting.

**The Panel noted the forward plan.**

## **10/03/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **11/03/23 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Wednesday 12 July 2023 at 10:30am.

The meeting finished at 12:30pm.

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

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

[page left intentionally blank]



## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** Matters Arising and Actions List

---

**This paper will be considered in public**

### **1 Summary**

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

### **2 Recommendation**

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

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

Appendix 1: Actions List

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

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

Contact Officer: Howard Carter, General Counsel

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

[page left intentionally blank]

**Customer Service and Operational Performance Panel Actions List  
(To be reported to the meeting on 12 July 2023)**

**Appendix 1**

**Actions from the meeting held on 22 March 2023**

| <b>Minute no.</b>   | <b>Item/Description</b>  | <b>Action by</b>             | <b>Target Date</b> | <b>Status Note</b>  |
|---------------------|--|------------------------------|--------------------|---|
| <b>05/03/23 (1)</b> | <b>Customer Service and Operational Performance Report – Quarter 3 2022/23: Tram depot visit</b><br>Glynn Barton would include a visit to the tram depot as part of the programme of Board visits.   | Glynn Barton/<br>Secretariat | September 2023     | Members have been invited to a depot tour in September 2023.  |
| <b>05/03/23 (2)</b> | <b>Customer Service and Operational Performance Report – Quarter 3 2022/23: TfL Go app</b><br>An update would be provided on the development of TfL Go app including an update on the cycling app.   | Alex Williams                | July 2023          | <b>Completed.</b> Papers on Digital Wayfinding for Cycling and the TfL Go app are on the agenda for this meeting.   |
| <b>05/03/23 (3)</b> | <b>Customer Service and Operational Performance Report – Quarter 3 2022/23: Litter on the public realm around stations</b><br>Glynn Barton would look further into issues with litter on the public realm around stations under the control of third parties affecting TfL customers and provide an update to Members. | Glynn Barton                 | July 2023          | <b>Completed.</b> TfL liaises with boroughs when issues of litter are raised; cleaning is undertaken through the boroughs as part of the Environmental Protection Act duties. |

|              |  |              |           |   |
|--------------|--|--------------|-----------|---|
| 05/03/23 (4) | <p><b>Customer Service and Operational Performance Report – Quarter 3 2022/23: Elizabeth line ticketing</b></p> <p>Glynn Barton would report back on the ticketing arrangements for continuous travel between the Elizabeth line non-Oyster card zones (such as beyond West Drayton in Zone 6) to Oyster card zones, including the use of a Freedom Pass on such routes.</p> | Glynn Barton | July 2023 | <p><b>Completed.</b> Paper tickets can be bought from ticket machines at all Elizabeth line stations for travel on the Elizabeth line (and beyond).</p> <p>On the Elizabeth line, all Oyster cards can be used for travel as far as West Drayton / Heathrow in the west and Shenfield / Abbey Wood in the east.</p> <p>Due to technical constraints, most Oyster cards are not valid for travel between West Drayton and Reading. However, Older Persons and Disabled Persons Freedom Passes and Veterans Oyster cards are accepted for travel between West Drayton and Reading. Customers wishing to travel to stations between West Drayton and Reading are advised to switch to pay as you go with contactless, where possible, or to buy a paper ticket covering their travel beyond West Drayton.</p> <p>Pay as you go on contactless cards and smart devices (eg mobile phones and watches) can be used throughout the Elizabeth line.</p> <p>Information on TfL's concessions and how and where to use them is available on our <a href="#">website</a>.</p> |
|--------------|--|--------------|-----------|---|

| Minute no.   | Item/Description  | Action by      | Target Date | Status Note  |
|--------------|---|----------------|-------------|--|
| 05/03/23 (5) | <b>Customer Service and Operational Performance Report – Quarter 3 2022/23: Traffic signal time savings work</b><br>Glynn Barton offered the Panel the opportunity to visit a nearby traffic junction to provide insights to the details of the traffic signal time savings work. | Glynn Barton   | July 2023   | In Progress. A visit for TfL Board Members is scheduled for 12 July 2023.                    |
| 08/03/23     | <b>Bus Action Plan Update</b><br>At the suggestion of the Chair, tracking information would be included in future reports setting out delivery against objectives.  | Tom Cunnington | March 2024  | This information will be included in the next update to the Panel, scheduled for March 2024. |

#### Actions from previous meetings

| Minute no.   | Item/Description  | Action by     | Target Date  | Status Note                                       |
|--------------|---|---------------|--------------|---|
| 38/12/22 (1) | <b>Customer Service and Operational Performance Report - Quarter 2 2022/23: Taxi and Private Hire complaints</b><br>An update would be provided to the Panel on reasons behind the rise in taxi and private hire driver complaints                            | Howard Carter | October 2023 | On the forward plan for the October 2023 meeting. |
| 39/12/22 (1) | <b>Deep-dive on TfL's "Care score": Future report</b><br>More detailed information should be included in the quarterly report on care scores and an annual deep dive should be carried out with a view to looking at ways of increasing customer care scores. | Mark Evers    | October 2023 | On the forward plan for the October 2023 meeting. |

| Minute no.   | Item/Description   | Action by                     | Target Date  | Status Note  |
|--------------|--|-------------------------------|--------------|--|
| 39/12/22 (2) | <b>Deep-dive on TfL's "Care score": Benchmarking</b><br>Mark Evers would share with the Panel, benchmarking data regarding customer care scores compared with other organisations.   | Mark Evers                    | TBC          | In Progress. Most recent benchmarking was significantly influenced by the coronavirus pandemic and is not reflective of current circumstances. New analysis is planned and will be shared in due course. |
| 39/12/22 (3) | <b>Deep-dive on TfL's "Care score": Update</b><br>An update on the review of the customer care score metrics, which would include Value for Money, would be brought to the Panel in due course.  | Alex Williams                 | October 2023 | See action 39/12/22 (1) above.   |
| 40/12/22 (1) | <b>Assisted Transport Services Update</b><br>The Panel discussed the current pressures on the entire community transport services and the increase in demand on the ATS from changes in this sector. It was suggested that this matter should be raised with London Councils in addition to the issue of harmonising the eligibility criteria for Taxicards. Future reports should include information on these matters when next reported to the Panel. | Imogen Wescott/<br>James Mead | July 2023    | <b>Completed.</b> A paper is on the agenda for this meeting.   |

| Minute no. | Item/Description   | Action by     | Target Date | Status Note   |
|------------|--|---------------|-------------|---|
| 18/07/22   | <b>Customer Safety and Security Update: chronic fare evasion</b><br>Siwan Hayward confirmed that there was a strong link between offenders of chronic fare evasion and wider criminality on the network. Chronic fare evaders were blatant and regarded as an anti-social behaviour issue. Sanctions were aimed at denying them use of the network entirely, not just penalty for unpaid fares. A pen portrait summary of chronic fare evaders and offender management profiles showing the overlap of behaviours, including the statistics on links with work-related violence, would be brought back to the meeting of the Panel in December 2022. | Siwan Hayward | July 2023   | <b>Completed.</b> A paper is on the agenda for this meeting.  |
| 32/10/21   | <b>Bus Services to London's Hospitals: modal shift survey</b><br>At an appropriate time in the future, TfL would look to conduct a more structured survey to determine whether improved bus links had caused a modal shift. Analysis would be shared at a future meeting of the Panel.   | Bob Blitz     | March 2024  | Bus services to hospitals are being considered as part of the consultation on wider changes to bus services. An update on the outcome of that consultation will be brought to a future meeting as part of future Bus Action Plan updates. |

| Minute no. | Item/Description  | Action by     | Target Date  | Status Note  |
|------------|---|---------------|--------------|--|
| 33/10/21   | <b>Winning Back Our Customers: key areas of focus</b><br>Nine key, top-level areas of focus had been identified to encourage customers back to the public transport network. Further information on these would be presented at future meetings of the Panel and, where possible, would include differences between inner and outer London. | Alex Williams | October 2023 | Updates on progress are included in the Quarterly Customer Service and Operational Performance Report. From Quarter 1, 2023/24 this will include differences between inner and outer London. |
| 34/10/21   | <b>Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11): Inclusion Programme briefing</b><br>A briefing for all Members on the Action for Inclusion Programme would be arranged ahead of its publication, which was scheduled for the first half of 2023.  | Julie Dixon   | March 2023   | <b>Completed.</b> A briefing was provided to TfL Board Members on 29 March 2023.   |



## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** Customer Service and Operational Performance Report – Quarter 4, 2022/23

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 4 2022/23, which is appended in the format of a report.
- 1.2 This report covers the period from 11 December 2022 – 31 March 2023.

### **2 Recommendation**

- 2.1 The Panel is asked to note the paper.

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

Appendix 1: Customer Service and Operational Performance Report, Quarter 4 2022/23

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

None

Contact Officer: Glynn Barton, Interim Chief Operating Officer  
Email: [Glynn.Barton@tfl.gov.uk](mailto:Glynn.Barton@tfl.gov.uk)

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

[page left intentionally blank]

## Customer service and operational performance report

Quarter 4 2022/23 (11 December 2022 – 31 March 2023)

# Contents

---

## 3 Introduction

---

## 4 Measures used in this report

---

## 5 Our scorecard

---

## 6 Operations

- 7 Passenger journeys
  - 8 Bus journey time
  - 9 Services operated
  - 13 Santander Cycles
  - 14 Roads and traffic
- 

## 16 Customers

- 17 TfL cares about its customers
  - 22 Satisfaction
  - 23 Calls
  - 28 Complaints
  - 29 Commendations
  - 30 Tickets
  - 31 System availability
  - 32 Digital
  - 33 Travel demand management
  - 34 Campaigns
  - 36 Consultations
  - 37 London Assembly scrutiny
-



# SUPERLOOP

## Introduction

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

We put our customers at the heart of everything we do by providing a consistent and reassuring staff presence, maintaining a clean network and striving to operate a safe, reliable and efficient service at all times. At the same time, we make sure our customers have timely, up-to-date and consistent information so they can plan their journeys.

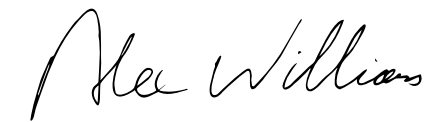
This report covers the fourth quarter and marks the end of the 2022/23 financial year – a year in which increasing numbers of customers have returned to our network, seeing us reach 85 per cent of pre-pandemic ridership levels. On the Elizabeth line, daily records continue to be broken, and at the end of FY 2022/23 more than 120 million journeys had been made since the central section opened on 24 May 2022. Our TfL Go app has also proved highly popular, with 3.7 million downloads.

A key moment on bus services came on 28 March, when the Mayor announced plans for a proposed network of limited-stop express bus routes, known as the Superloop. Subject to consultations, carried out in phases, this network is proposed to encircle the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs, providing faster bus connections and quicker journey times.

We will continue to listen to our customers to make further improvements, and focus our investment on enabling more people to walk, cycle and use public transport.



**Glynn Barton**  
Chief Operating Officer



**Alex Williams**  
Chief Customer and Strategy Officer

# Measures used in this report

## How we monitor and record our progress

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

### Average bus speed

This includes the time buses spend while stationary at bus stops.

### Bus journey time

This is the overall time a customer must allow to complete a journey on our high-frequency bus routes. It includes wait time, in-vehicle time, interchange, crowding and buffer time, and is weighted by customer demand and the perceived value of the customer's time to measure the overall experience.

### Care score

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

### Customer satisfaction

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

### DLR departures

The percentage of scheduled trains that completed their end-to-end journey.

### Elizabeth line public performance measure

TfL Rail became the Elizabeth line when the service opened on 24 May 2022. This measure shows the percentage of trains that arrive at their final destination on time, combining figures for punctuality and reliability into a single measure, as is the rail industry standard.

It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before the journey. It is therefore the percentage of trains arriving on time compared with the total number of trains planned.

In London and the South East, a train is defined as being on time if it arrives within four minutes 59 seconds of the planned arrival time. Where a train does not call at all timetabled stations, it will count as a public performance measure failure.

### IFS Cloud Cable Car and Woolwich Ferry availability

The London Cable Car is sponsored by technology company IFS for a minimum of two years and is called the IFS Cloud Cable Car. The two cable car terminals have been renamed IFS Cloud Greenwich Peninsula and IFS Cloud Royal Docks. The rebranding from the previous sponsor completed in October 2022. This measure shows the scheduled hours/minutes minus the time when these services are closed to passengers, as a percentage of the scheduled hours/minutes.

### London Overground time to three

The percentage of recorded station stops arrived at early, or less than three minutes after the scheduled time. This is different from the public performance measure, which measures the punctuality of trains at their final destination only.

This measure excludes station stops where the train fails to call. For the public performance measure, all cancelled trains are included and counted as non-punctual trains.

### Mission Critical Severity 1 incidents

Services needed to deliver vital operations, whereby disruptions could cause significant damage or serious impact to us. This includes reputational and financial damage.

### Passenger journeys compared to pre-pandemic levels

Comparing demand for 2022/23 against 2018/19 levels.

### Road disruption

This measures delays by comparing vehicle journey times to the same quarter in 2019/20, expressed as a percentage of the baseline figure. This is to ensure that unplanned disruption and planned works and events are managed effectively. Tracking road disruption remains important for us to meet our duties under the Traffic Management Act, and our obligations as a strategic traffic authority. This measure only covers our roads.

### Santander Cycles docking station availability

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

### Scheduled services operated

#### London Underground

The percentage of scheduled services we operate.

#### London Buses

The proportion of planned in-service mileage that has been provided for passengers. Operated mileage may be less than planned mileage, owing to staffing, mechanical or congestion issues.

#### Dial-a-Ride

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

#### London Trams

The percentage of services operated compared with the scheduled timetable.

### Traffic signal time savings

This measure is for pedestrians, cyclists and bus users at traffic lights. This is measured by conducting a 'before' and 'after' comparison of journey and wait times through each reviewed junction. Absolute time changes, positive and negative, are multiplied by estimates of the number of people using each set of reviewed signals on each mode of transport.

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

# Our scorecard

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

Our scorecard for 2022/23 has focused on the recovery of the organisation, and the capital, from the coronavirus pandemic. Scrutiny of our performance against these measures is the responsibility of the TfL Board’s Customer Service and Operational Performance Panel.

In the Operations section of this report, passenger journeys set the context for the metrics that follow. We have structured this section by metric rather than by operational area to provide a more thematic approach, which reflects the scorecard.

For operational areas not included on the scorecard, we have included the metric used at an operating business level to provide appropriate insight.

| Measure  | 2022/23<br>Full-year actual | 2022/23<br>Full-year target |
|--|-----------------------------|-----------------------------|
| Operations   |                             |                             |
| Passenger journeys – London Underground, Buses, London Overground, Trams, DLR, Elizabeth line (millions) | 3,252                       | 3,248                       |
| Bus journey time (minutes)   | 34                          | 33.5                        |
| London Underground trips operated against schedule (%)   | 90.1                        | 90                          |
| Customer   |                             |                             |
| TfL cares about its customers (%)  | 53                          | 57                          |



### Scorecard measures

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



# Operations

Providing safe, clean and reliable services to support the recovery

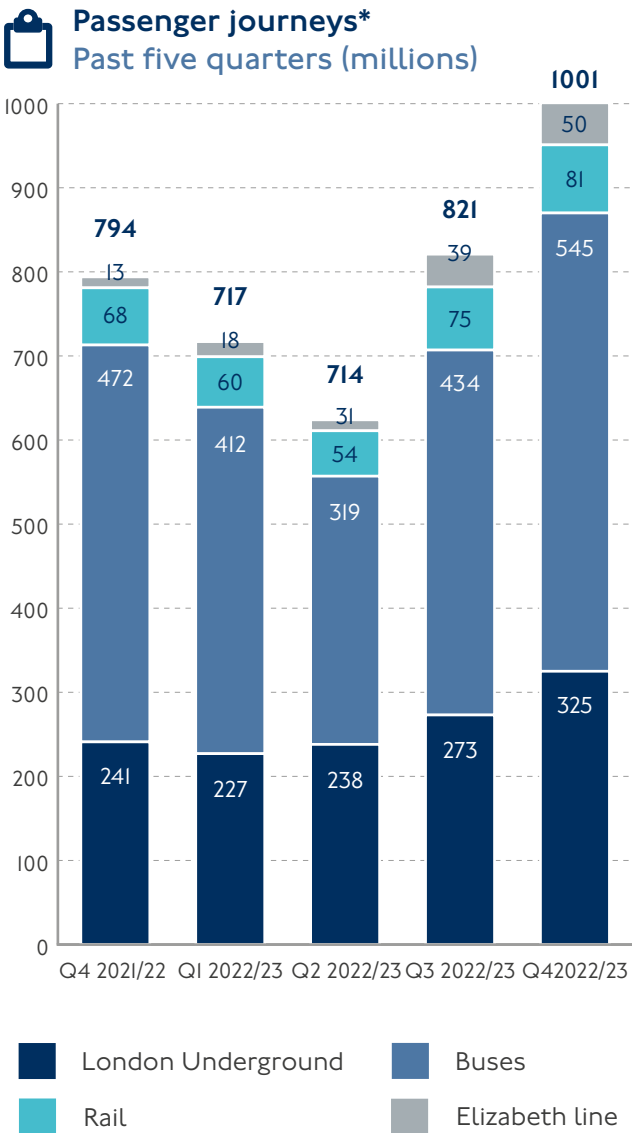




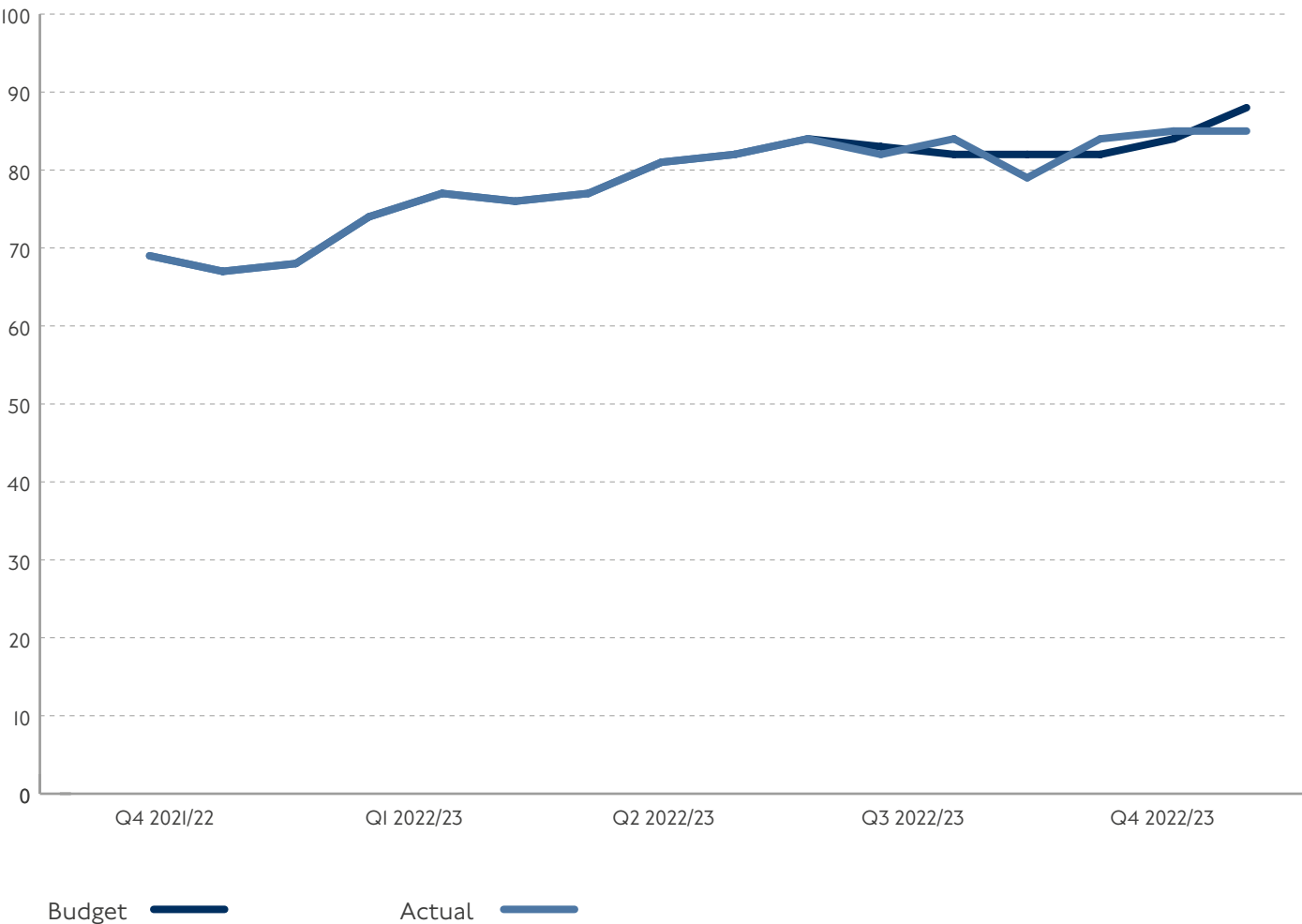
# Passenger journeys

Demand for public transport increased substantially in 2022/23 with ridership 31 per cent higher than in 2021/22. This has no doubt been helped by the opening of the Elizabeth line, but significant increases were also experienced across all of our public transport modes

Full-year passenger journeys are higher than cited in the Revised Budget, as we see demand climbing back towards pre-pandemic levels. We have seen strong growth in demand despite several days of industrial action events. This demonstrates how vital the network is to our customers and we expect our passenger demand to continue to grow.



Compared with pre-coronavirus baseline (%)

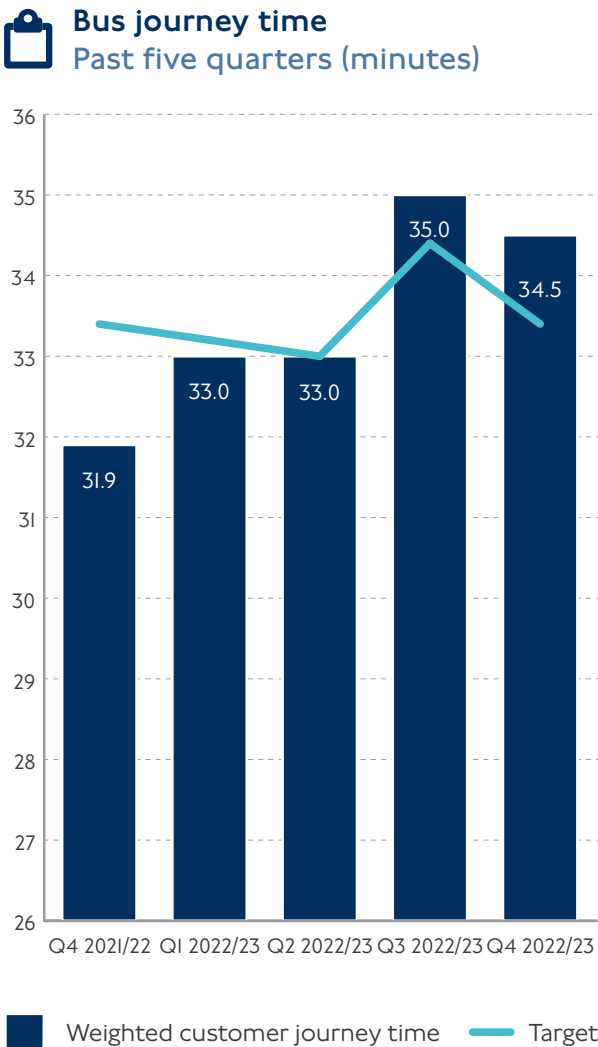


Overall, journeys at the end of 2022/23 were 85 per cent of pre-pandemic levels against a target of 84 per cent. Passenger journeys have seen significant growth on TfL's bus, Tube and rail network, with more than three million Tube journeys made on weekdays. The Elizabeth line continues to exceed predicted ridership levels, with around 600,000 journeys every weekday.

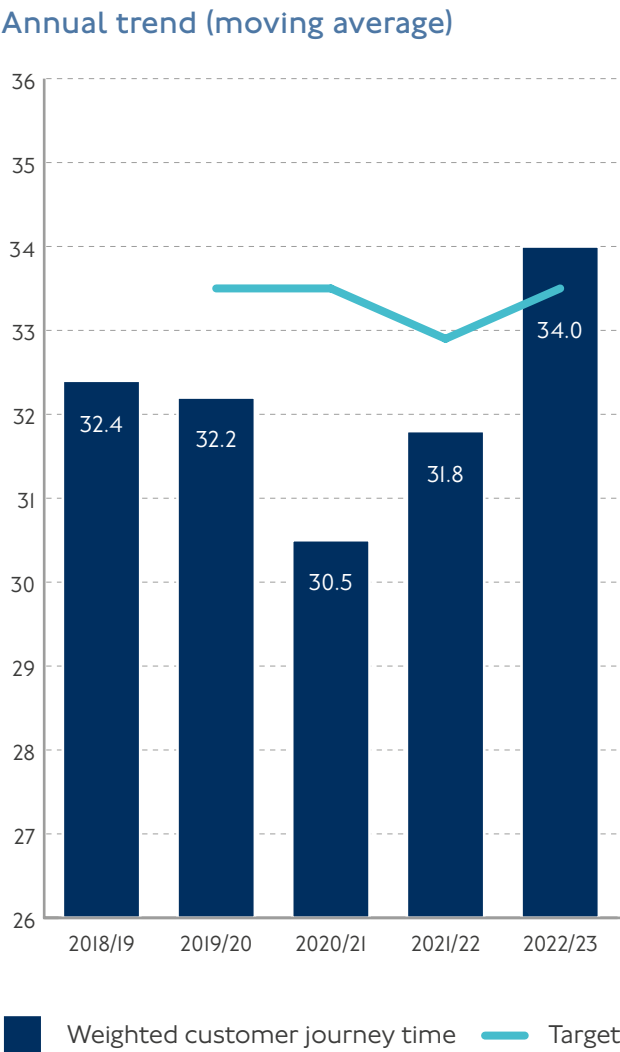
\* Quarter 4 is longer than Quarters 1-3 (16 weeks and one day versus 12 weeks)

# Bus journey time

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



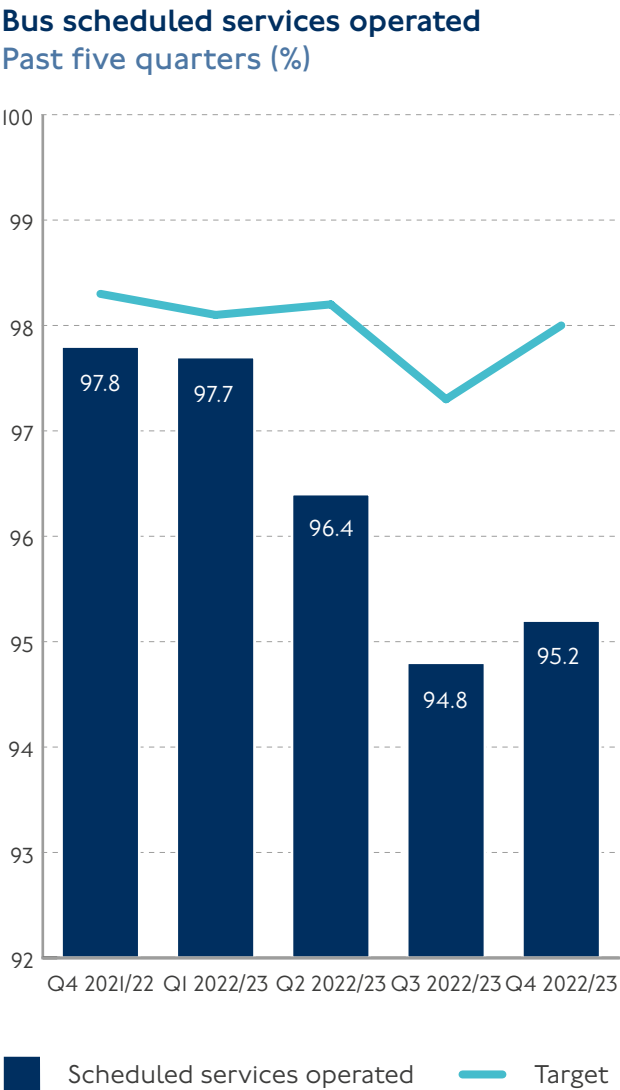
The actual Quarter 4 2022/23 bus journey time (34.5 minutes) was worse than the target (33.4 minutes) for the second consecutive quarter. This was caused mainly by longer waiting times and lower reliability levels as a result of reduced staff availability at bus operators, mechanical issues and traffic congestion.



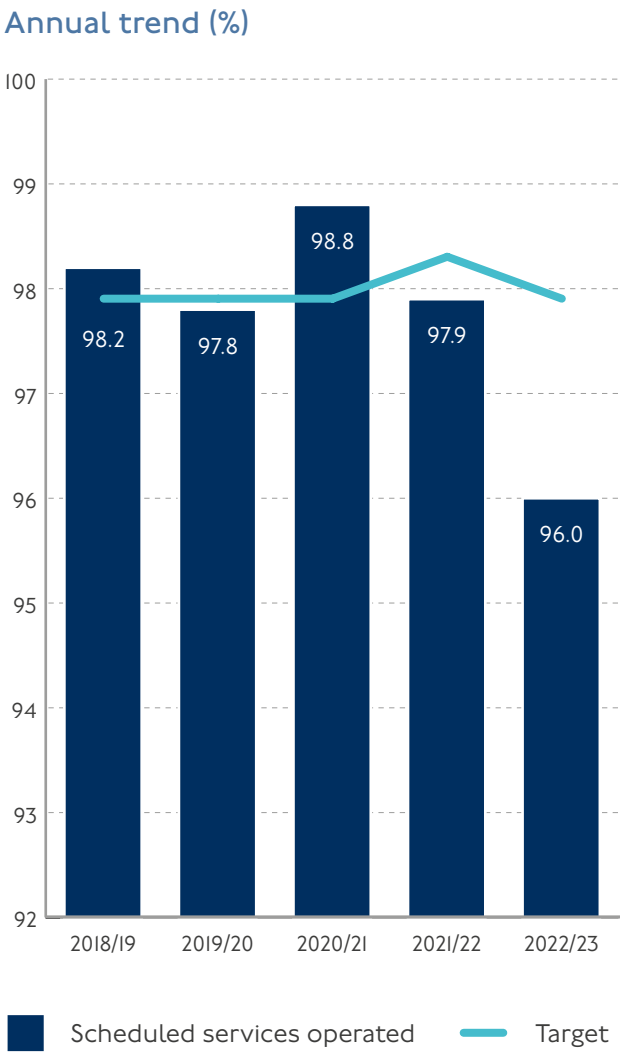
The actual annual average bus customer journey time for 2022/23 was 34.0 minutes, which is worse than the annual target of 33.5 minutes. Both the actual and target bus customer journey time in 2022/23 were higher than previous years. This partly reflects the longer average journey length made by bus customers since the pandemic, but also longer waiting times. Results are impacted by higher lost bus mileage due to staff and mechanical issues.

# 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.



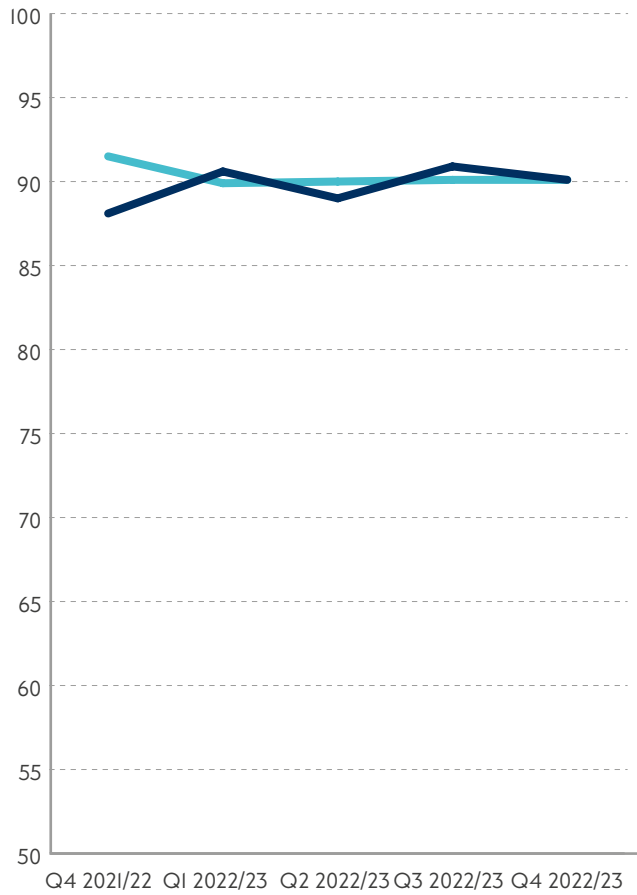
Quarter 4 performance was impacted by very reduced bus operator staffing levels in the first half (a mixture of sickness and shortages) combined with strike action. Mechanical faults have remained higher than pre-pandemic levels, with adverse weather playing a part, as well as strike action across National Rail and the Tube.



The past four quarters have been impacted by bus operator strike action, multiple Tube/National Rail strikes and the funeral of Queen Elizabeth II. There have also been much higher than normal reductions in staff due to driver sickness and shortages. Traffic disruption has been much closer to the pre-pandemic base in recent quarters.



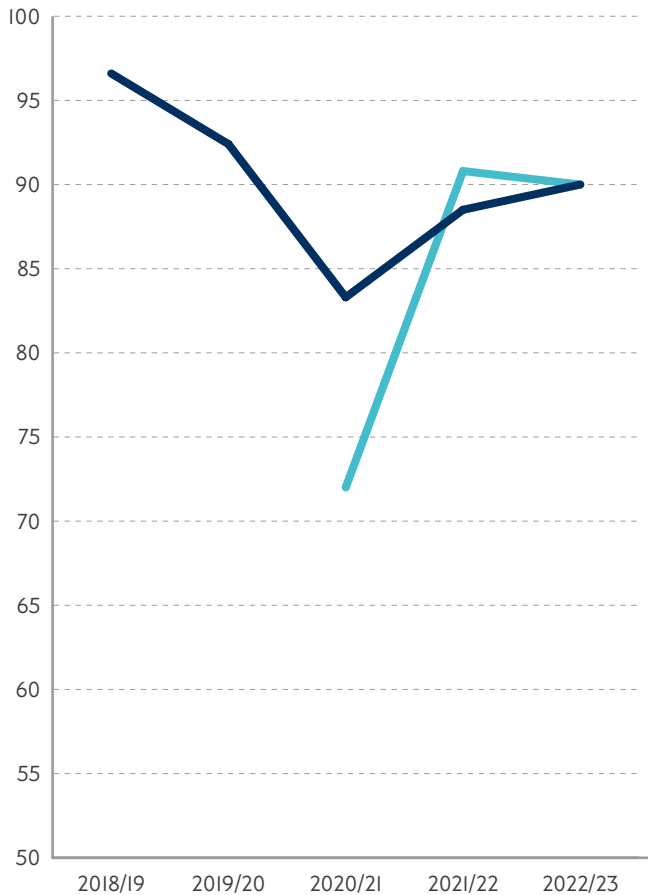
**London Underground trips operated, against schedule**  
Past five quarters (%)



— Scheduled trips operated — Target

Quarter 4 got off to a bumpy start, with heavy snow and freezing temperatures in December resulting in the lowest weekly service operated score of the year. Performance improved over the rest of the quarter, helped by better train operator availability.

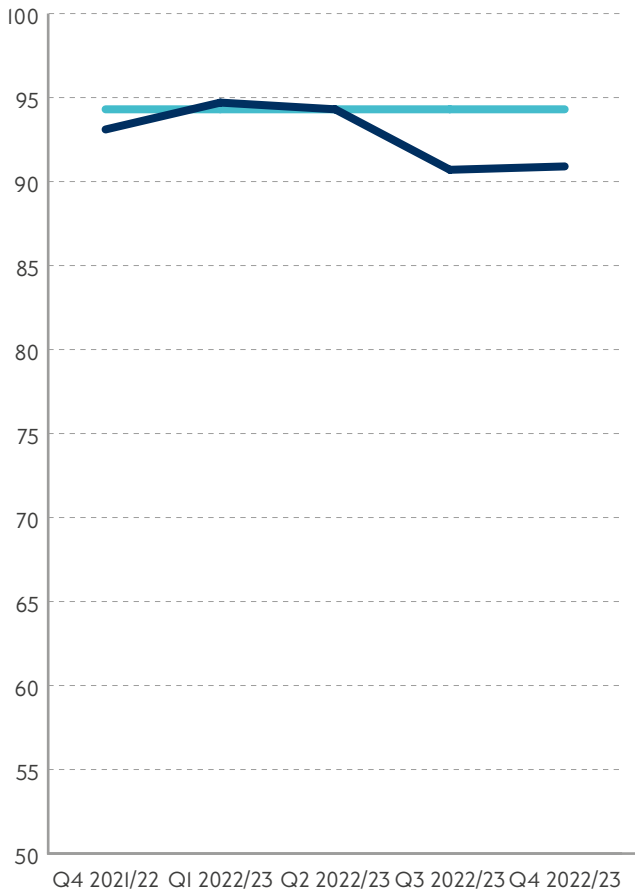
**Annual trend (%)**



— Scheduled trips operated — Target

The current performance year finished at 90.1 per cent, just ahead of the 90.0 per cent target, and better than both of the previous two years. Train operator availability and lack of available rolling stock remain the two biggest concerns affecting the network. The highest overall performing line was the Northern, with an overall score for the year of 96.8 per cent.

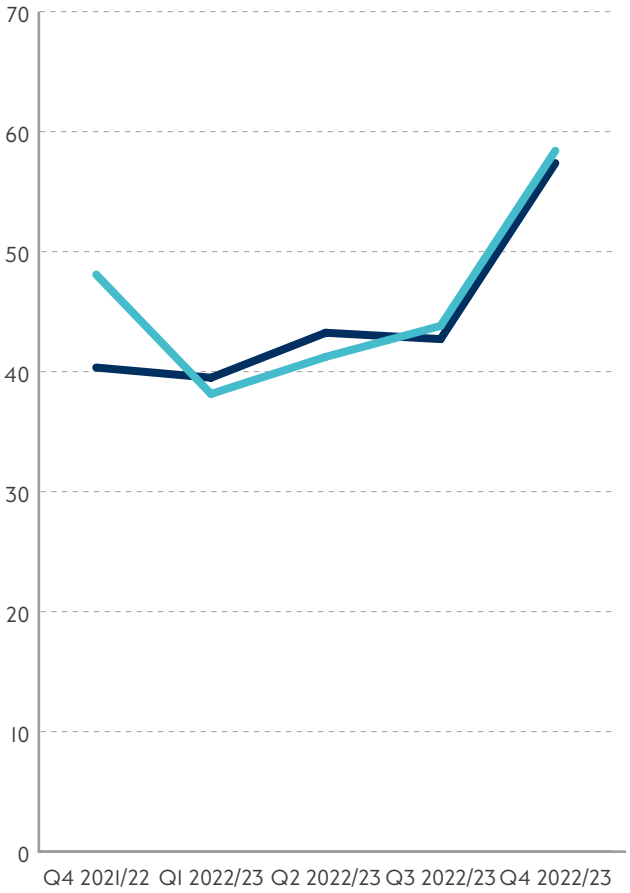
**Elizabeth line public performance measure**  
Past five quarters (%)



— Public performance — Target

The Elizabeth line delivered a public performance measure (the percentage of trains that arrive at their final destination on time, combining figures for punctuality and reliability into a single measure) of 90.9 per cent this quarter. The next quarter will see a full peak Elizabeth line timetable in operation, which will provide higher frequencies, faster journey times and greater connectivity across London.

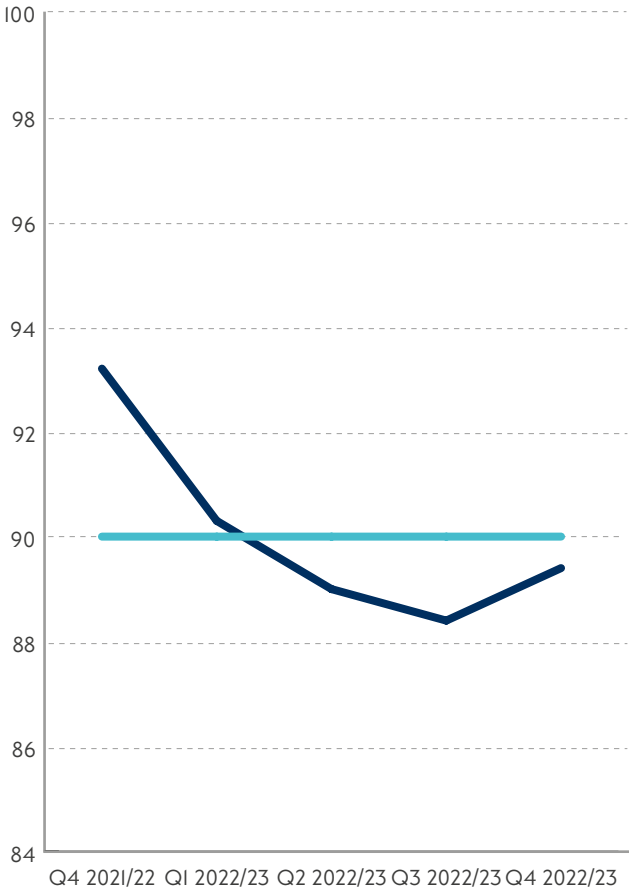
Victoria Coach Station departures  
Annual trend (moving average, thousands)



Departures      Target

Departures continue to show strong performance, reaching 98 per cent of the agreed target (84 per cent of pre-pandemic levels). The coach industry demonstrates good growth in the domestic, international and tour markets, with Victoria Coach Station supporting our coach operating partners. Departures forecasted for the coming months look promising, with the introduction of an increased seasonal timetable for domestic and tour services.

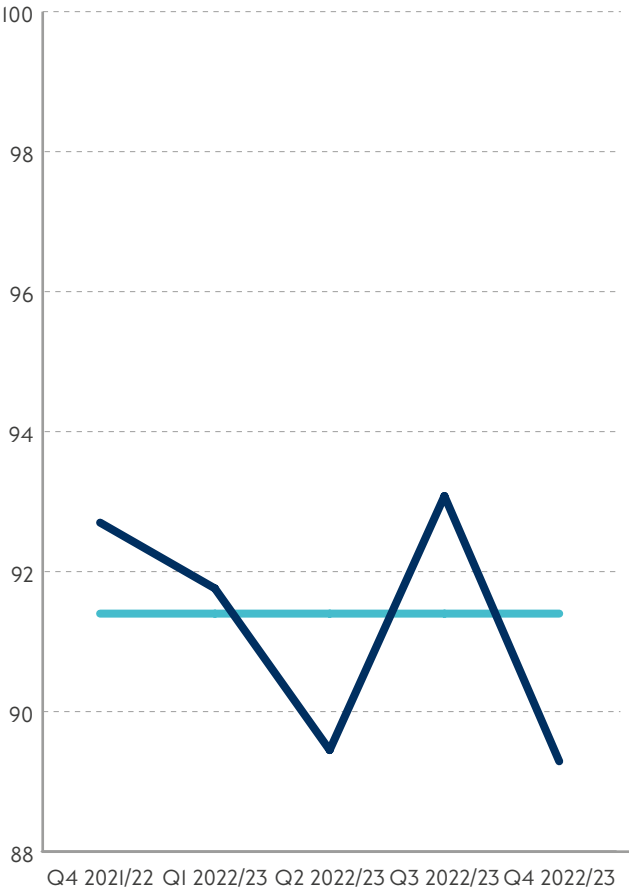
Dial-a-Ride trip requests scheduled  
Past five quarters (%)



Trip requests      Target

While the number of trip requests scheduled fell slightly below the target of 90 per cent, we have seen an improvement compared to the last quarter. This is largely due to demand (currently at 71 per cent of pre-pandemic levels), which has been steadily growing over the past year, with a spike over the festive period. We are therefore seeking to recruit more drivers.

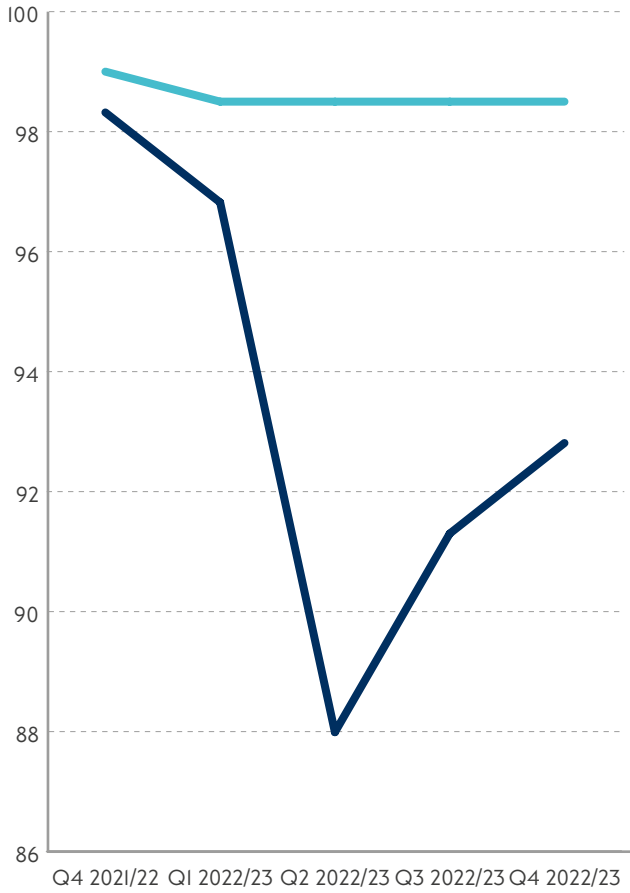
London Overground time to three  
Past five quarters (%)



Time to three      Target

London Overground performance was below the 91.4 per cent target. This was largely due to freezing temperatures at the beginning of the quarter. We have also experienced Network Rail asset reliability issues, particularly on the Watford to Euston line. Industrial action on Network Rail and London Underground has also impacted performance this quarter.

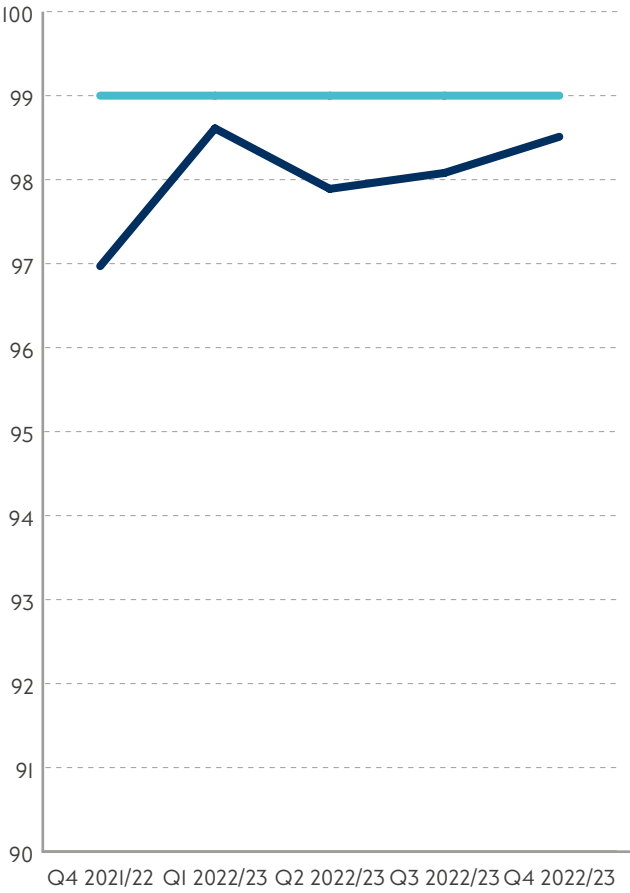
London Trams scheduled services operated  
Past five quarters (%)



Scheduled services operated      Target

Quarter 4 performance was below target due to several factors, including reduced fleet availability and the impact of 17 service suspensions that resulted in delays. Although there was no common root cause, there were repeat incidents of vehicles on tracks, bus-related delays and circuit breaker failures. Fleet reliability remained stable, but availability remains the main challenge to service delivery.

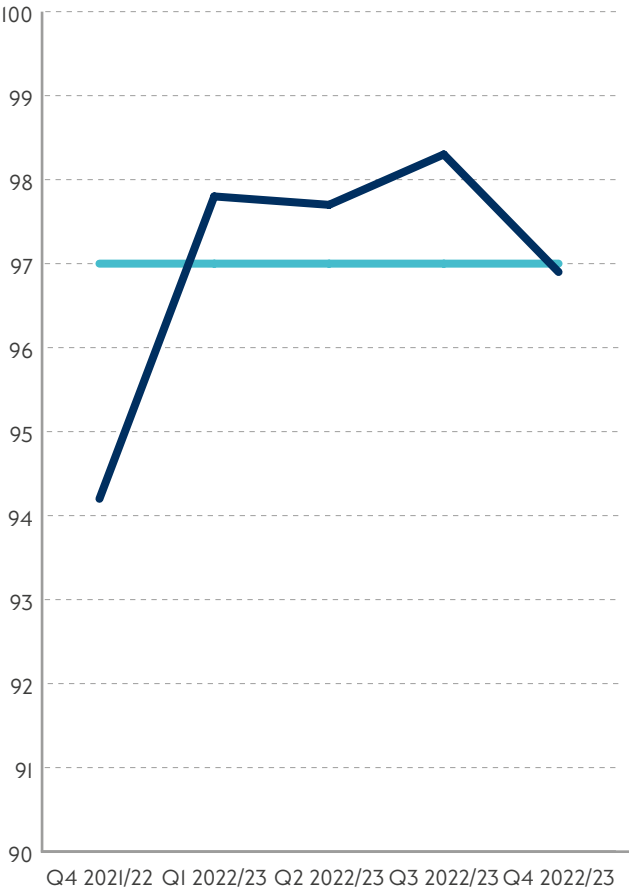
DLR departures  
Past five quarters (%)



Departures Target

DLR performance remained below target this quarter. This was primarily due to several failures of the signalling system, particularly in the Limehouse area. Further losses were incurred as a result of industrial action on the Tube, which prevented the DLR from serving Bank and Canning Town stations for part of the strike day and following morning.

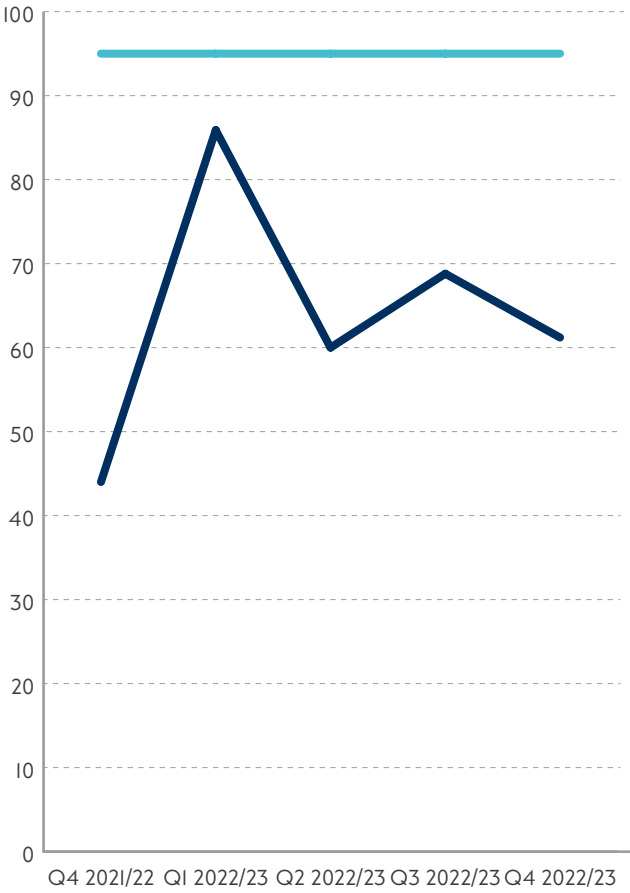
IFS Cloud Cable Car availability  
Past five quarters (%)



Service availability Target

Cable car availability was below target at 96.9 per cent, but higher than the 94.2 per cent achieved in the same quarter last year. Downtime this quarter was mainly due to seasonal high gusting wind at tower height.

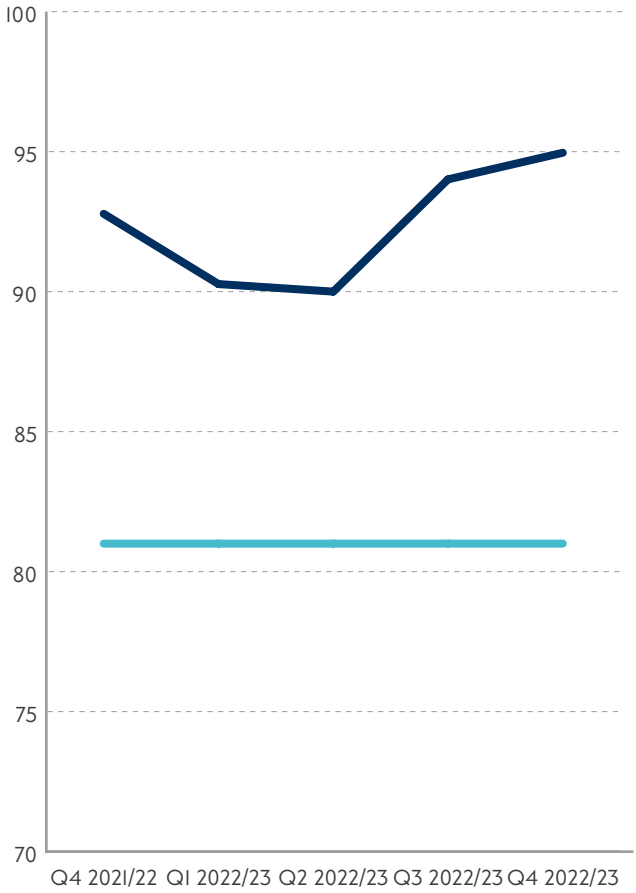
Woolwich Ferry availability  
Past five quarters (%)



Service availability Target

Woolwich Ferry availability was 61.2 per cent this quarter, an improvement on the 44 per cent achieved in the same quarter last year. Service downtime was mainly due to crew resourcing issues.

Santander Cycles docking station availability  
Past five quarters (%)



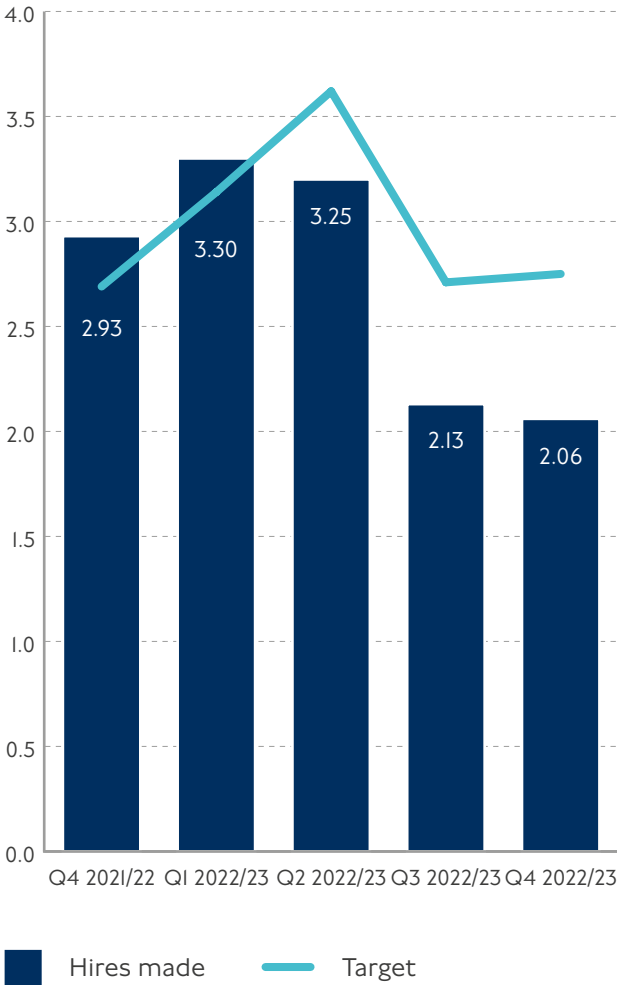
Docking station availability Target

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



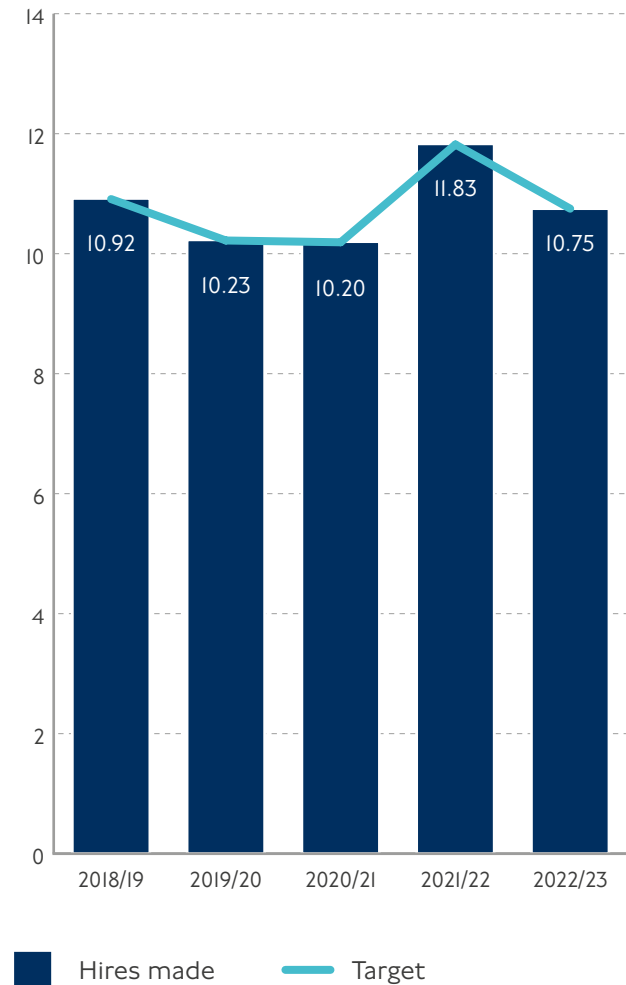
# Santander Cycles

Hires made  
Past five quarters (millions)



There were 2,063,033 hires this quarter, which is 25 per cent below target, and a reduction of three per cent on hires from last quarter. This reduction is largely owing to poor weather, competition from other operators and a fall in casual hires following the tariff change in October.

Annual trend (year to date)



More than 10.7 million hires were made in 2022/23, the third busiest financial year for hires. However, this figure represented a nine per cent reduction in hires from 2021/22 and was also 12 per cent under target. A significant reduction in casual hires following the tariff change in October combined with poorer-than-anticipated weather contributed to the shortfall.

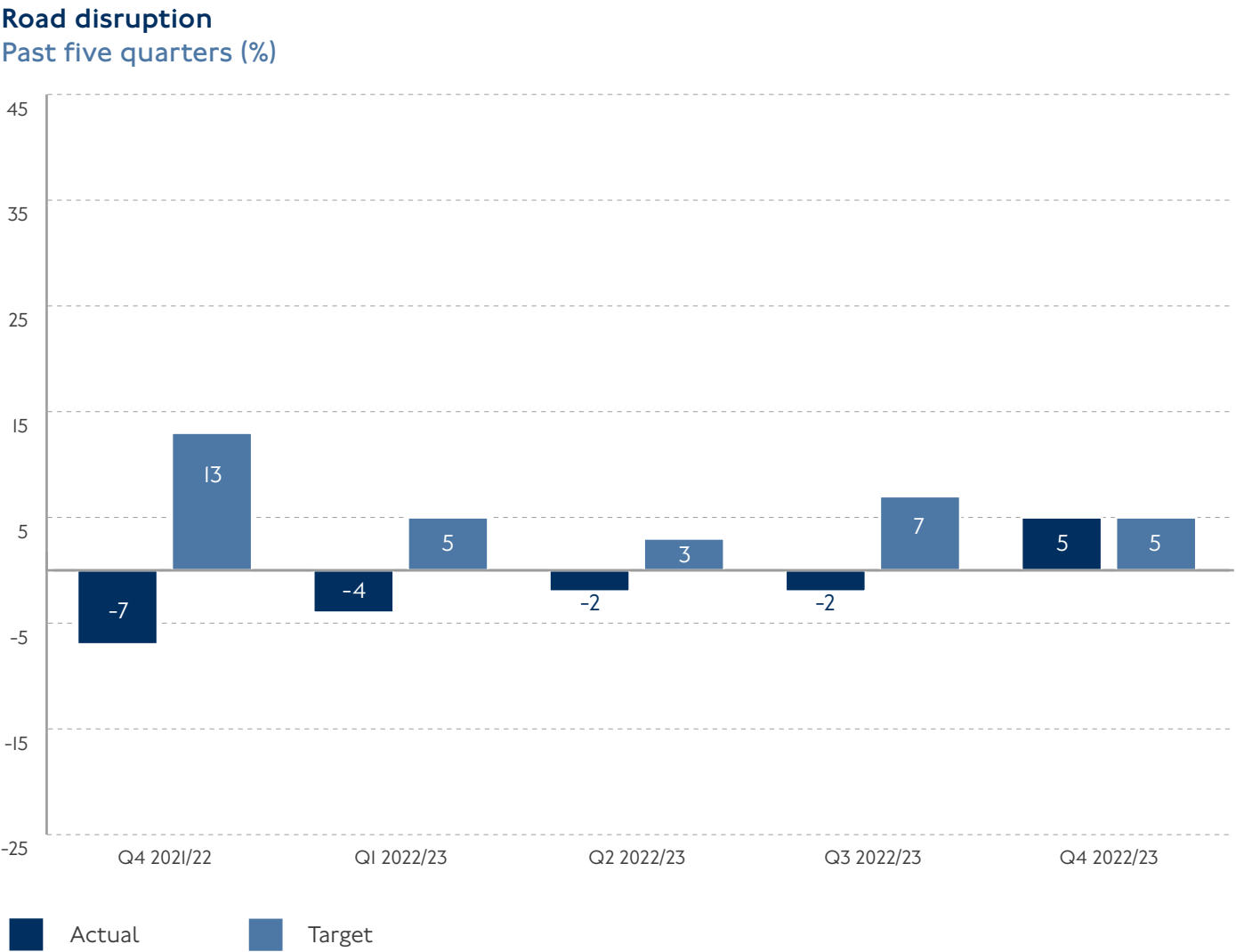


Santander Cycles celebrates the coronation of King Charles III

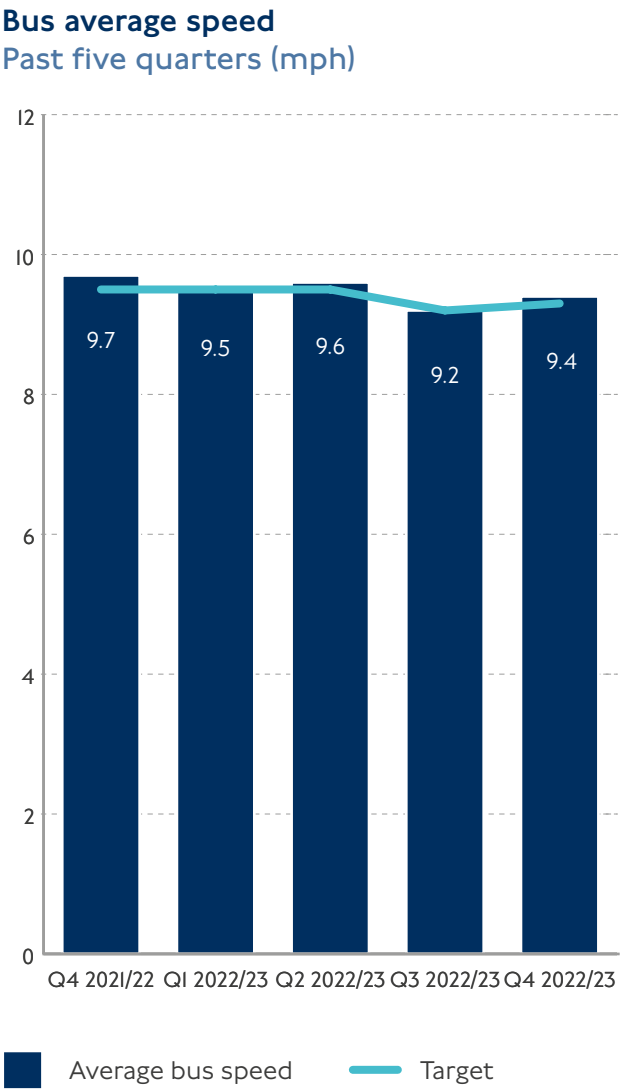


# Roads and traffic

This quarter, our road network has been affected by roadworks, ongoing industrial action and demonstration activity. Traffic flow on our road network remains below pre-coronavirus pandemic levels.



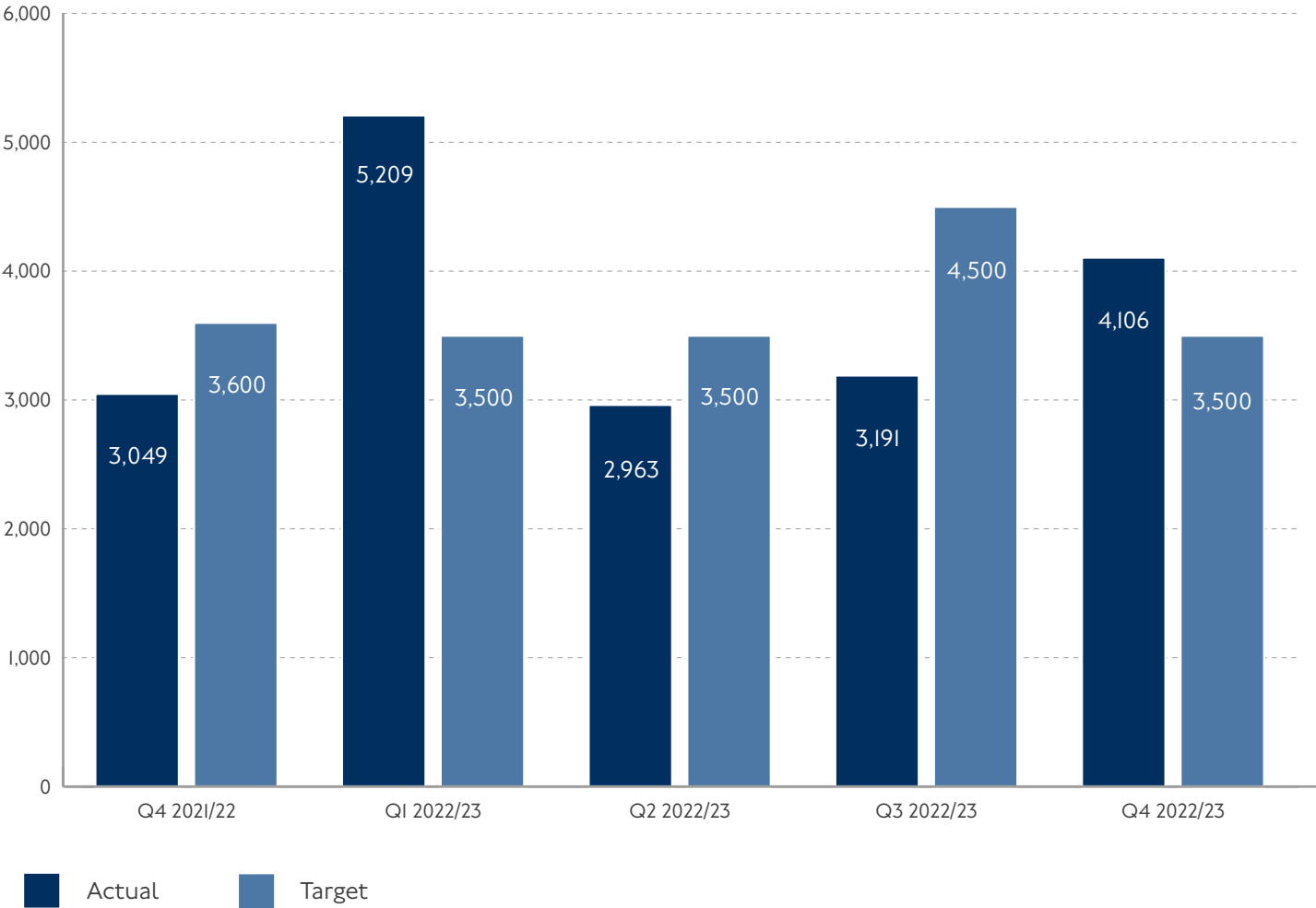
Quarter 4 saw more disruption than in previous quarters. The primary causes were emergency roadworks, burst water mains on high-flow corridors, highways work on the A40 and industrial action on the rail and Underground networks. Flows this quarter remained six to seven per cent below the 2019/20 baseline. Overall in 2022/23, disruption was the same as the 2019/20 baseline and below target.



Average bus speed has remained higher than the pre-pandemic base, but has fallen in recent quarters as passenger volumes have increased and the level of general traffic disruption has moved closer to the pre-pandemic base. Typical seasonal variations have been recorded, but with the actual speed tracking at one to three per cent faster than the pre-pandemic base.

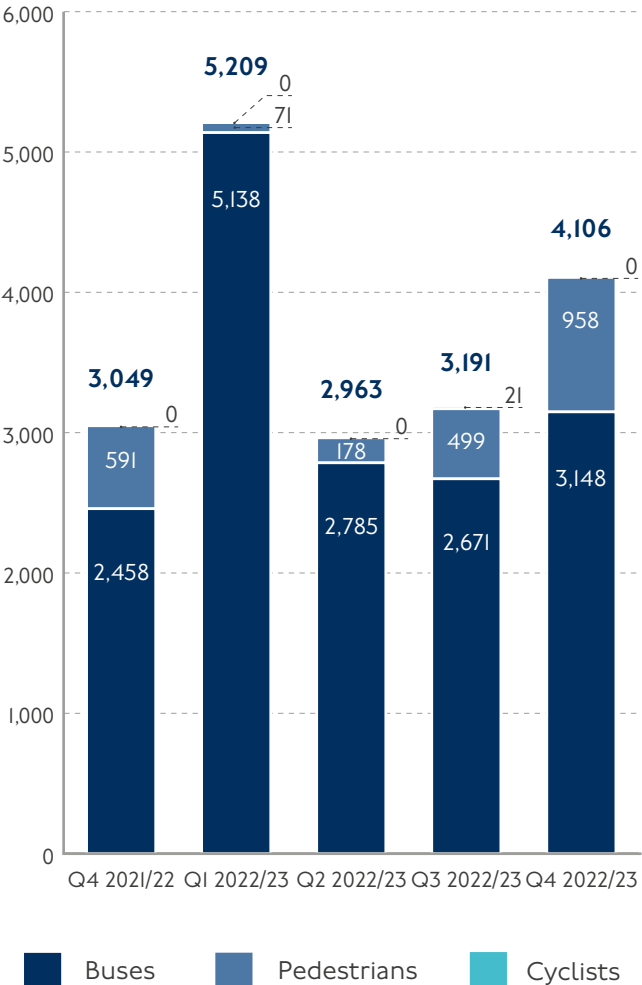


Traffic signal time savings  
Past five quarters (hours)



More than 4,000 hours were saved for sustainable modes in Quarter 4 against a target of 3,500 hours. At the end of 2022/23, we have exceeded the target of 15,000 hours of savings per day for all sustainable modes by nearly 500 hours. This will benefit those using buses, as well as those walking and cycling.

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



In Quarter 4, we exceeded the periodic target of 3,500 hours for those using sustainable modes (using the bus and walking), with more than 3,000 hours for bus passengers and 958 hours for pedestrians saved per day. At year end, those using buses have received more than 13,000 hours of savings, pedestrians nearly 2,000 hours and cyclists a total of 21 hours.

# Customers

We have continued to support and engage our customers, to ensure we always deliver the best possible experience for them

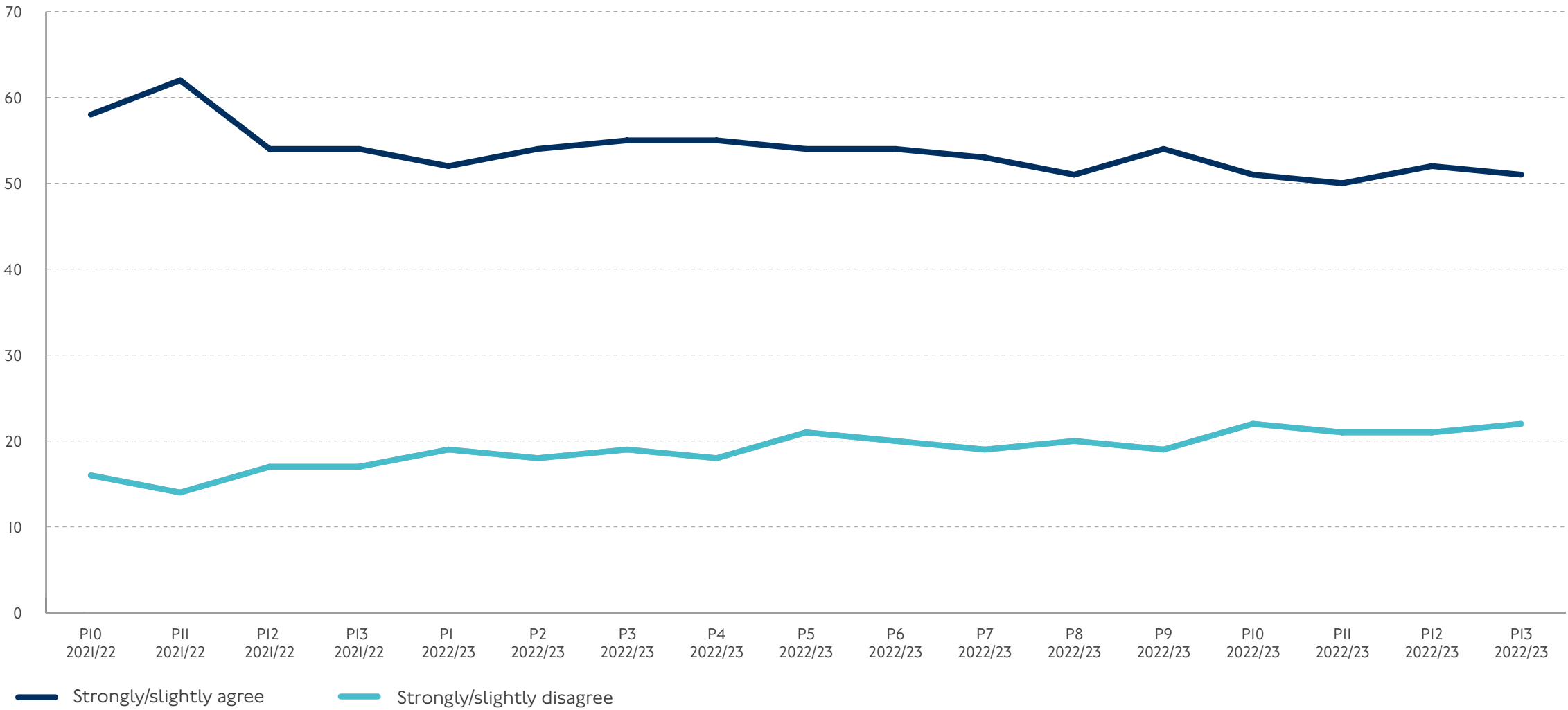


# TfL cares about its customers



All Londoners

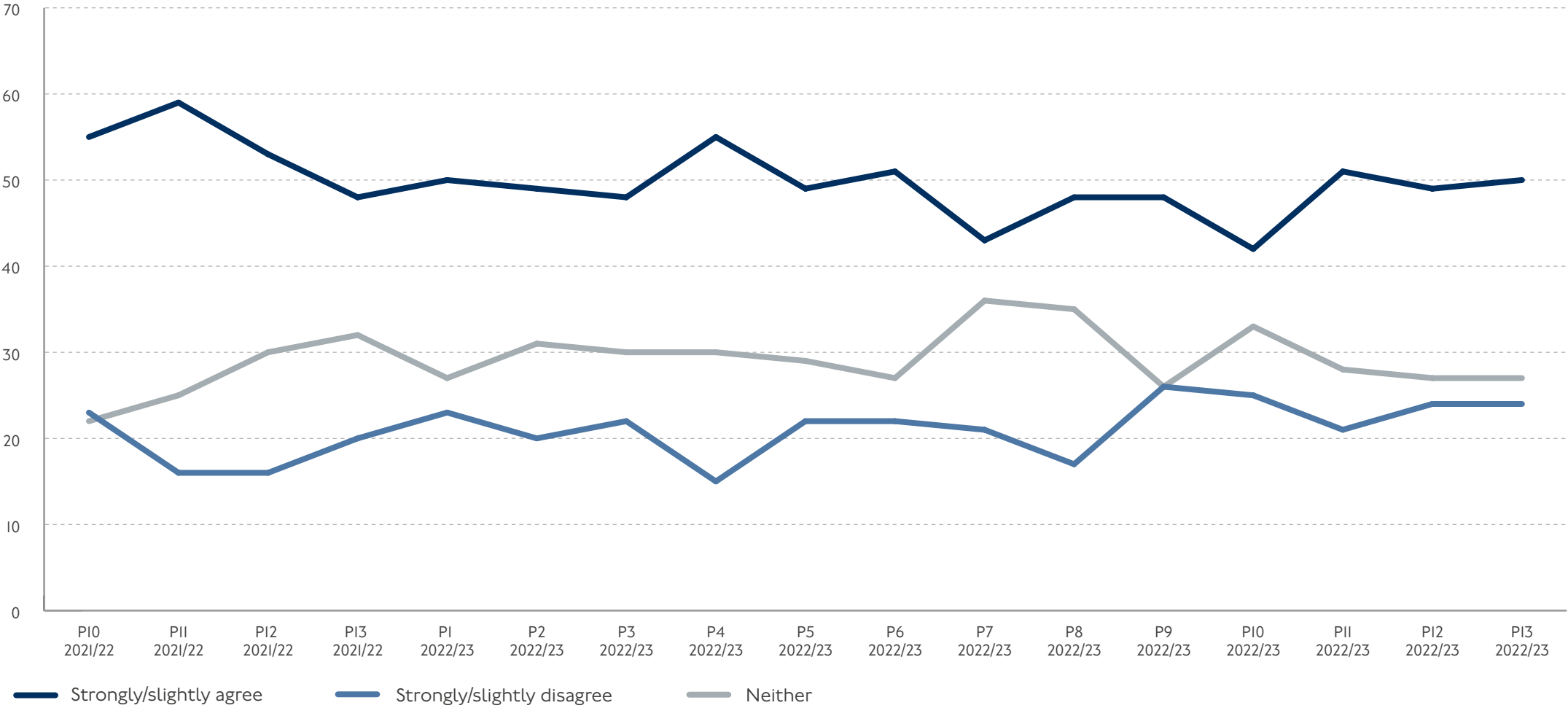
Agreement, disagreement, neither (%)



The percentage of Londoners agreeing with the statement 'TfL cares about its customers' is 51 per cent for Quarter 4 2022/23. Among public transport users, defined as people who have used public transport within the previous seven days, the figure is 54 per cent. Our overall care score for 2022/23 is 53 per cent, four percentage points below our scorecard target. A number of ongoing factors continue to affect our care score: strike action across our network, cost of living crisis and a busier network compared to last year.

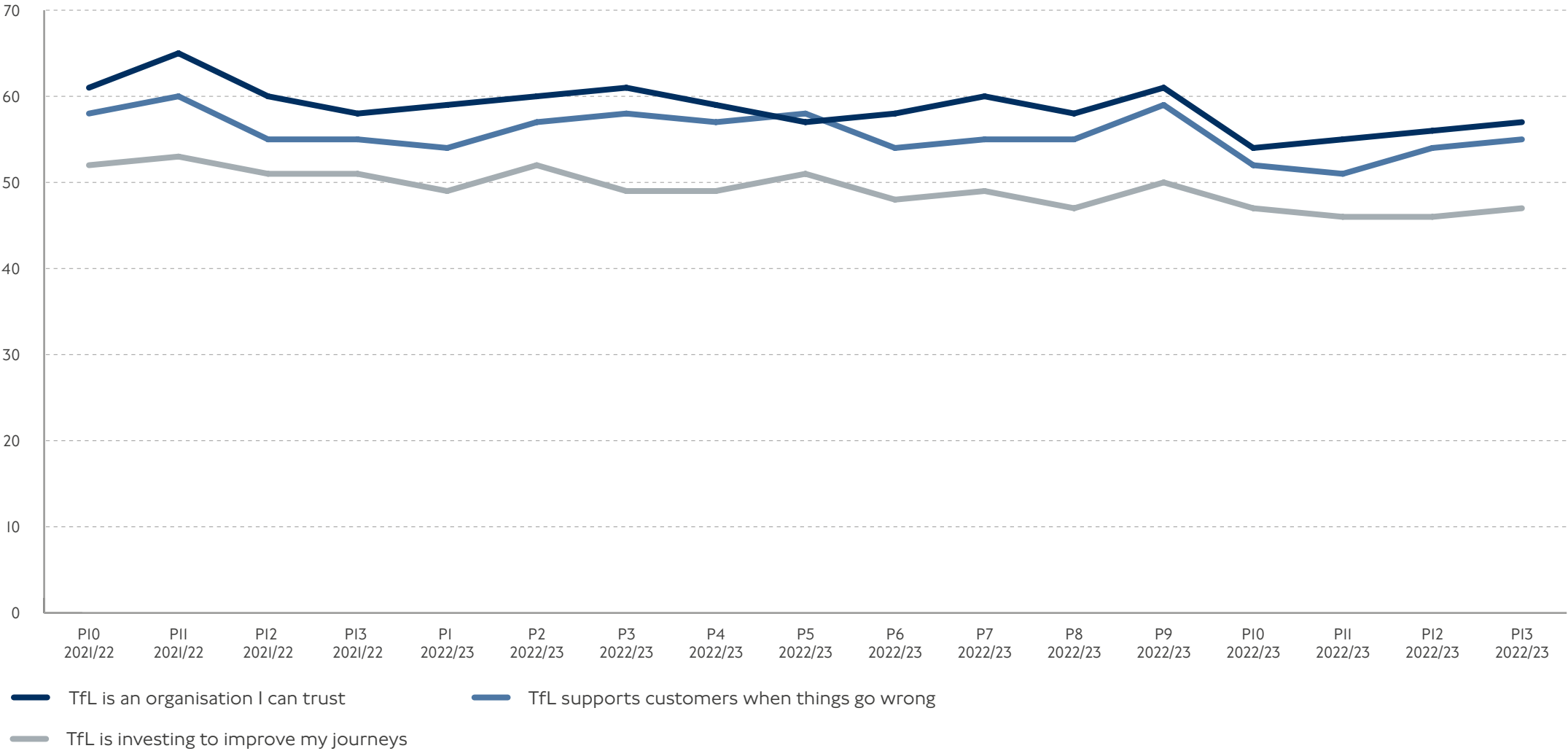


Disabled Londoners  
Agreement, disagreement, neither (%)



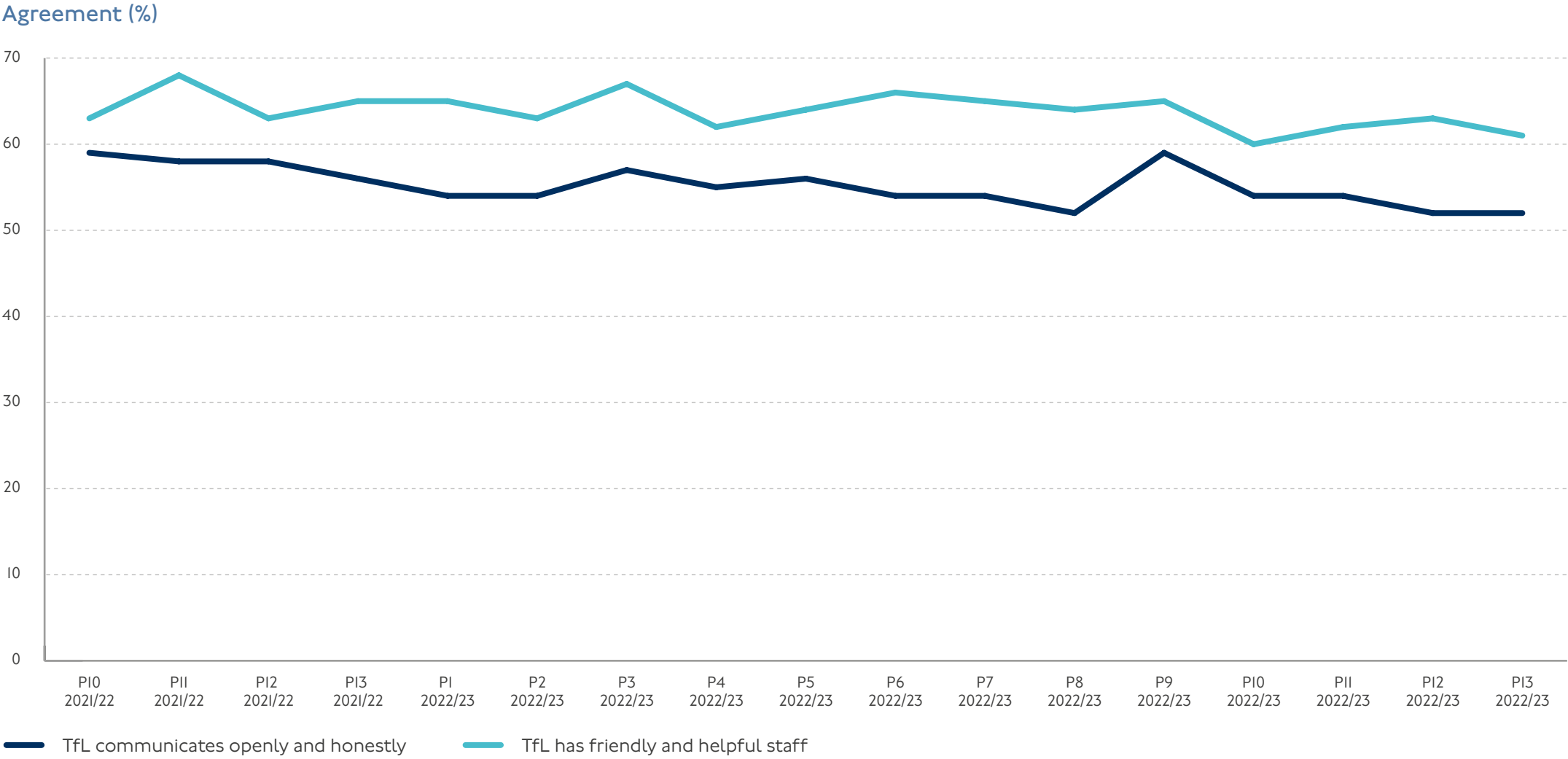
The percentage of disabled Londoners agreeing that ‘TfL cares about its customers’ in this quarter is 48 per cent. Our overall score for 2022/23 is 49 per cent, three percentage points lower than our 2021/22 score. Confidence to travel among disabled Londoners is lower than that of non-disabled Londoners, but this gap continues to close gradually.

Key survey questions  
Agreement (%)



Through analysis, we have identified the five key drivers that have the most influence on Londoners’ perception and our ‘TfL cares about its customers’ metric. Supporting customers when things go wrong remains a key focus area to improve customers’ experience.

Overall, scores have seen a slight decrease in this quarter. Over the longer term, metrics remain on a gradual downward trend – moving back towards levels typical of operations before the pandemic.



The decline in the Period I0 Care score is likely due to a combination of factors, including service disruptions due to snow and industrial action.

The downward trend reflects a significant period of uncertainty due to transport strikes and speculation on TfL's funding position, with both having a negative impact on customer perceptions. A continued focus on our core operational performance is critical, as well as ensuring that we support customers when there is disruption to services.



**Winning back our customers:  
key areas focus**

To continue winning customers back, we are focusing on the brilliant basics. We will do this by providing a consistent and reassuring staff presence, maintaining a clean network and striving to operate a safe, reliable and efficient service.

With increased instances of industrial action on both National Rail and our network, we will continue to provide timely, up-to-date and consistent information to enable customers to navigate our network if they need to travel on strike days.



Working hard to win customers back with cleaner, greener buses





# Satisfaction

## Past five quarters Score

|                    | Q4 2021/22 | Q1 2022/23 | Q2 2022/233 | Q3 2022/23 | Q4 2022/23 |
|--------------------|------------|------------|-------------|------------|------------|
| London Underground | 76         | 76         | 75          | 75         | 76         |
| London Buses       | 78         | 78         | 78          | 77         | 78         |
| DLR                | 78         | 77         | 78          | 77         | 78         |
| London Overground  | 76         | 77         | 77          | 76         | 76         |
| London Trams*      | N/A        | N/A        | N/A         | 76         | N/A        |
| Elizabeth line     | 76         | 78         | 83          | 82         | 82         |

Overall satisfaction remained fairly stable for all modes between Quarter 3 and Quarter 4.

While most station metrics remained broadly stable for all modes, the DLR saw significant increases in satisfaction for station cleanliness and wait time for train, and London Buses saw a significant increase in satisfaction for wait time.

Similarly, the majority of on-mode metrics were generally stable or improved this quarter, with significant increases for the following metrics:

- DLR: satisfaction with cleanliness, information, crowding and availability of seats
- LU: satisfaction with temperature and driver announcements
- Elizabeth line: satisfaction with driver announcements

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



# Calls

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

## General contact centre calls Past five quarters

|                                   | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Telephone calls                   | 604,653    | 514,986    | 580,593    | 648,557    | 682,246    |
| Calls abandoned (%)*              | 13.02      | 9.8        | 14.54      | 14.22      | 10.31      |
| Correspondence                    | 198,028    | 189,111    | 218,007    | 228,217    | 265,462    |
| Cases closed (%)**                | 68.96      | 81.12      | 83.44      | 82.03      | 83.96      |
| Average speed of answer (seconds) | 779        | 366        | 348        | 724        | 724        |

The number of calls to our contact centre rose by five per cent compared to the previous quarter, and by 13 per cent compared to the previous year. Abandonment rates fell by 27 per cent this quarter and are 21 per cent lower than Quarter 4 2021/22.

Correspondence demand increased by 16 per cent on Quarter 3, and is up by 35 per cent on the previous year.

While the increased demand is a positive indicator that customers are returning to the network following the pandemic, we have seen a shift in contacts away from telephony and onto correspondence. We will continue to monitor this trend. Despite the increased demand, we also saw improvements in the percentage of cases closed, up by two per cent on the last quarter, and by 22 per cent on last year.

In spite of facing a number of challenges over the year, we successfully met, or exceeded, all our key performance targets thanks to careful planning and resource management.

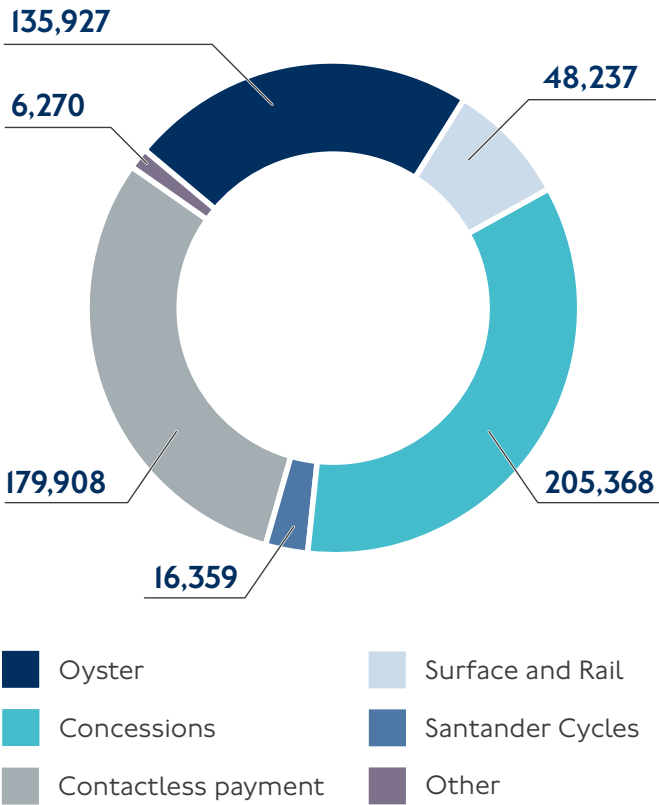
\* Target of 15 per cent or lower

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

## Past five years

|                      | 2018/19   | 2019/20   | 2020/21   | 2021/22   | 2022/23 full year |
|----------------------|-----------|-----------|-----------|-----------|-------------------|
| Telephone calls      | 2,699,025 | 2,687,696 | 1,304,300 | 2,292,137 | 2,426,382         |
| Calls abandoned (%)* | 10.9      | 16.2      | 7.6       | 16.12     | 12.22             |
| Correspondence       | 609,201   | 757,298   | 364,778   | 580,567   | 900,797           |
| Cases closed (%)**   | 82.0      | 78.9      | 83.4      | 73.80     | 82.76             |

**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, safety and coaches. Other comprises public Help Points, Taxis and private hire, ticketing apps, Sarah Hope Line and street-related calls

Call demand rose by two per cent on the last quarter, although it remained down by 15 per cent on Quarter 4 2021/22.

Contactless demand was up by 19 per cent on the last quarter and up by 54 per cent on the previous year. This reinforces the trend we have seen of customers shifting from Oyster to contactless since the pandemic. Oyster demand was up by 15 per cent on the last quarter, but was still down by 22 per cent on the previous year.

Surface and Rail calls rose by 35 per cent on the last quarter and were also up by 28 per cent on the same period last year. Concessions demand fell as we moved away from the traditional seasonal peak seen in Quarter 3.

As expected, cycle hire demand fell (down by 43 per cent on the last quarter and down by 24 per cent on last year). This was largely due to the weather making cycling less attractive to customers.



Our contact centres continue to handle a high volume of calls



Road charging and ULEZ  
Past five quarters

|                                   | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received                    | 559,940    | 334,393    | 286,306    | 270,099    | 360,414    |
| Calls answered                    | 542,331    | 328,045    | 281,449    | 264,702    | 348,444    |
| Calls abandoned (%)               | 3.1        | 1.9        | 2.0        | 2.0        | 3.3        |
| Average speed of answer (seconds) | 14         | 24         | 34         | 41         | 81         |

Capita’s road user charging contact centre continues to perform well within contractual targets, with performance remaining stable during Quarter 4 despite increased call volumes. The average speed of answer for Quarter 4 is 81 seconds and the call abandon rate is three per cent against a target of no more than 12 per cent of calls.

The spike in Quarter 4 2021/22 was caused by increased volumes due to the ULEZ expansion and changes to the Congestion Charging scheme hours.

Past five years

|                                   | 2018/19   | 2019/20   | 2020/21   | 2021/22   | 2022/23 full-year |
|-----------------------------------|-----------|-----------|-----------|-----------|-------------------|
| Calls received                    | 1,080,837 | 1,486,715 | 1,145,772 | 1,590,871 | 1,251,212         |
| Calls answered                    | 1,043,877 | 1,440,357 | 1,093,382 | 1,518,973 | 1,222,640         |
| Calls abandoned (%)               | 3         | 3         | 5         | 5         | 2                 |
| Average speed of answer (seconds) | 43        | 42        | 63        | 48        | 46                |

Taxis and private hire  
Past five quarters

|                                   | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received                    | 56,597     | 48,626     | 55,575     | 155,402    | 86,949     |
| Calls answered                    | 55,938     | 47,858     | 54,425     | 100,558    | 77,926     |
| Calls abandoned (%)               | 1.2        | 2.0        | 2.0        | 35.0       | 10.4       |
| Average speed of answer (seconds) | 21         | 29         | 40         | 2,145      | 323        |

In Quarter 3, we saw a significant increase in demand for taxi and private hire vehicle licensing services, with 180 per cent higher call volume than usual. This was due to the impending change to private hire vehicle licensing that required all newly licensed private hire vehicles to be Zero Emission Capable from 1 January 2023. This extreme demand also impacted the first part of Quarter 4 up to January 2023, leading to a high abandonment rate for that period, which has impacted the overall percentage for the quarter.

Demand for the overall vehicle licensing service, including the contact centre, returned to a steady state from January 2023.

Past five years

|                                   | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 full-year |
|-----------------------------------|---------|---------|---------|---------|-------------------|
| Calls received                    | 840,178 | 749,561 | 222,291 | 235,135 | 346,552           |
| Calls answered                    | 582,022 | 532,096 | 158,847 | 225,445 | 280,767           |
| Calls abandoned (%)               | 30      | 29      | 29      | 4       | 19                |
| Average speed of answer (seconds) | 733     | 699     | 896     | 111     | 870               |

Dial-a-Ride  
Past five quarters

|                                   | Target | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 |
|-----------------------------------|--------|------------|------------|------------|------------|------------|
| Calls received                    | N/A    | 102,724    | 91,224     | 93,267     | 75,705     | 117,643    |
| Calls abandoned (%)               | 10     | 13.8       | 11.2       | 11.1       | 11.0       | 6.8        |
| Average speed of answer (seconds) | 180    | 344        | 276        | 275        | 276        | 154        |
| Email bookings                    | N/A    | 10,684     | 10,728     | 9,761      | 10,202     | 11,300     |

We received 14.5 per cent more calls this quarter than in Quarter 4 2021/22. We were able to obtain good results by recruiting several operators to answer calls and by helping our reservationists team to cope with the demand. Our abandonment rate and average speed of answer have been halved compared to the same quarter last year. We completed the year within our abandonment target of 10 per cent.

Past five years

|                                   | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 full-year |
|-----------------------------------|---------|---------|---------|---------|-------------------|
| Calls received                    | 564,391 | 533,868 | 117,275 | 299,944 | 372,094           |
| Calls abandoned (%)               | 10.5    | 10.7    | 5.5     | 10.6    | 9.9               |
| Average speed of answer (seconds) | 233     | 287     | 108     | 249     | 239               |
| Email bookings                    | 45,950  | 82,450  | 6,368   | 31,573  | 41,991            |

# Complaints

## Complaints Year on year (per 100,000 journeys)

|                       | Q4 2021/22 | Q4 2022/23 | Variance (%) |
|-----------------------|------------|------------|--------------|
| London Underground    | 0.97       | 0.89       | -8           |
| London Buses          | 2.99       | 3.5        | 17           |
| DLR                   | 0.48       | 0.54       | 13           |
| London Overground     | 0.52       | 0.37       | -29          |
| Elizabeth line        | 1.22       | 0.58       | -52          |
| London Trams          | 0.92       | 0.64       | -30          |
| IFS Cloud Cable Car   | 5.9        | 4          | -32          |
| Congestion charge     | 3.19       | 2.15       | -33          |
| Dial-a-Ride*          | 61.94      | 54.48      | -12          |
| London River Services | 0.56       | 0.29       | -48          |
| Santander Cycles      | 2.32       | 3.87       | 67           |
| Taxis**               | 3.24       | 4.4        | 36           |
| Private hire**        | 2.3        | 3.14       | 37           |
| Contactless           | 0.5        | 0.46       | -8           |
| Oyster                | 0.43       | 0.48       | 12           |

London Underground complaints fell by eight per cent, despite seeing a 36 per cent rise in customer journeys. There was a similar pattern for London Overground and the Elizabeth line, with complaints falling by 29 per cent and 52 per cent respectively, despite journeys increasing by 23 per cent on London Overground and by a staggering 338 per cent on the Elizabeth line.

Bus complaints rose by 17 per cent, which is an increase roughly in line with the 15 per cent rise in customer journeys. The complaints were linked mainly to gaps in

service and drivers not stopping to pick up customers.

DLR also saw an increase in complaints, which rose by 13 per cent against a 21 per cent increase in journeys. London Trams saw complaints fall by 30 per cent despite a six per cent increase in demand.

Contactless complaints fell by eight per cent against a 36 per cent increase in customer demand, while Oyster complaints rose by 12 per cent alongside a 13 per cent rise in customer demand.

## Past five years

|                       | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 full-year |
|-----------------------|---------|---------|---------|---------|-------------------|
| London Underground    | 0.98    | 1.14    | 1.74    | 1.26    | 0.96              |
| London Buses          | 3.17    | 3.17    | 4.37    | 3.29    | 3.42              |
| DLR                   | 0.78    | 0.89    | 1.09    | 0.54    | 0.65              |
| London Overground     | 1.69    | 1.58    | 1.24    | 0.65    | 0.48              |
| Elizabeth line        | 2.39    | 2.30    | 2.26    | 1.77    | 0.79              |
| London Trams          | 1.28    | 1.65    | 1.76    | 0.85    | 0.81              |
| IFS Cloud Cable Car   | 4.11    | 2.83    | 2.57    | 4.69    | 3.75              |
| Congestion charge     | 1.59    | 2.48    | 3.83    | 3.55    | 2.24              |
| Dial-a-Ride*          | 69.86   | 83.62   | 64.87   | 61.33   | 66.99             |
| London River Services | 1.49    | 1.26    | 2.44    | 0.47    | 0.25              |
| Santander Cycles      | 4.00    | 3.54    | 2.68    | 2.24    | 3.29              |
| Taxis**               | 7.22    | 8.06    | 1.69    | 3.24    | 4.68              |
| Private hire**        | 2.95    | 2.57    | 1.36    | 2.3     | 2.95              |
| Contactless           | 0.21    | 0.40    | 0.39    | 0.5     | 0.51              |
| Oyster                | 0.15    | 0.17    | 0.26    | 0.48    | 0.49              |

London Underground, London Overground and the Elizabeth line all show improvements on last year, with London Underground recording its best performance in five years, with only 0.96 complaints for every 100,000 journeys.

Bus complaints rose by four per cent on last year, although this was against a 20 per cent increase in demand over the previous year, so in context the increase is relatively small. DLR also saw rises in complaints this year, mostly driven by timetable changes to improve the service

following the pandemic, and ongoing lift maintenance. Taxis and private hire are both showing increased complaints on last year. Contactless complaints per 100,000 have risen slightly (0.01 per cent) against a 43 per cent increase in demand. Oyster complaints have also risen by 0.01 per cent.

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

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





Customers praise the support from our frontline staff

# Commendations

## Commendations Past five quarters

|                        | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 |
|------------------------|------------|------------|------------|------------|------------|
| London Underground     | 272        | 337        | 312        | 290        | 351        |
| London Buses           | 733        | 693        | 610        | 577        | 782        |
| DLR                    | 2          | 12         | 20         | 11         | 23         |
| London Overground      | 33         | 26         | 39         | 24         | 38         |
| Elizabeth line         | 39         | 11         | 52         | 46         | 59         |
| London Trams           | 8          | 2          | 2          | 2          | 2          |
| IFS Cloud Cable Car    | 4          | 5          | 8          | 7          | 2          |
| Dial-a-Ride            | 13         | 8          | 4          | 3          | 0          |
| London River Services  | 3          | 3          | 0          | 1          | 1          |
| Santander Cycles       | 0          | 0          | 0          | 0          | 0          |
| Taxis and private hire | 20         | 31         | 30         | 26         | 31         |
| TfL Road Network       | 2          | 0          | 1          | 1          | 1          |
| TfL Policy             | 3          | 8          | 6          | 5          | 9          |

Overall commendations rose by 31 per cent on the last quarter and were 15 per cent higher than Quarter 4 2021/22.

London Underground and Buses both saw commendations rise on the last quarter (21 per cent and 36 per cent respectively) and compared to the same time last year. DLR also saw rises, albeit on lower overall volumes, being up by 109 per cent on the last quarter and up by 1,050 per cent on Quarter 4 2021/22.

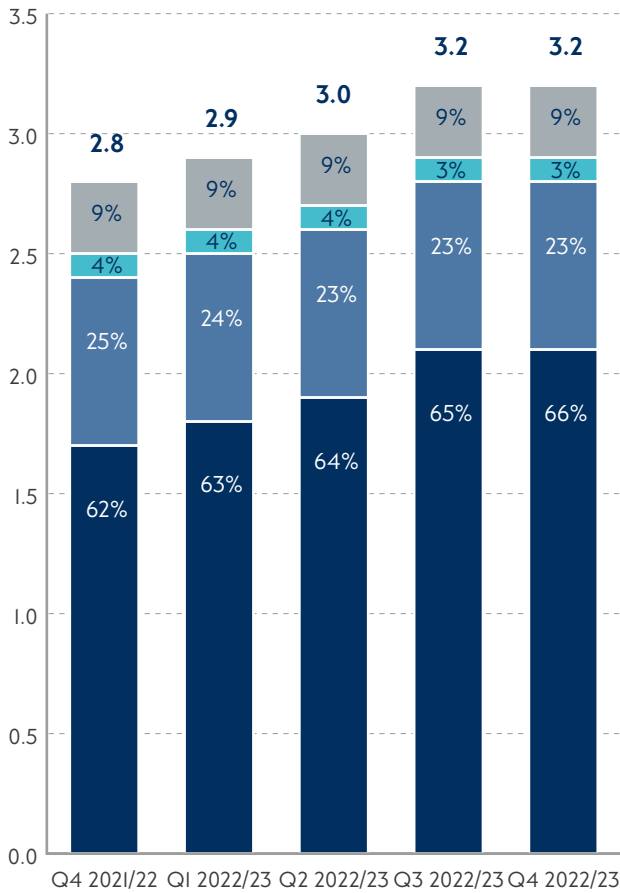
Taxis and private hire saw a rise in commendations, up by 19 per cent on the last quarter and up by 55 per cent compared to the same time last year.

The Elizabeth line saw continued growth, with commendations rising by 28 per cent on the last quarter and by 51 per cent on last year. London Overground also saw a rise of 58 per cent on the last quarter, and 15 per cent on last year.



# Tickets

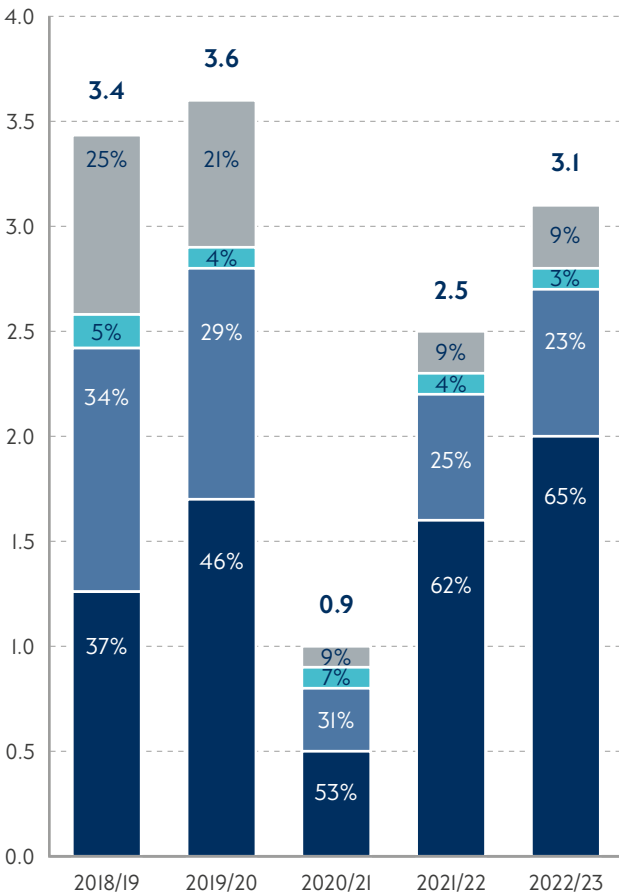
Fare payer split on typical weekdays\*  
Past five quarters (millions)\*\*



■ Contactless  
■ Oyster PAYG  
■ Buses and Trams  
■ Travelcards

Overall demand has been steadily recovering since the Government lifted all restrictions to prevent the spread of coronavirus. The share of contactless payment media (cards and mobile devices) used has increased to 66 per cent of all fare payer tickets in the latest quarter, up from 62 per cent a year ago.

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



■ Contactless  
■ Oyster PAYG  
■ Buses and Trams  
■ Travelcards

Before the pandemic, the total number of fare payer tickets used remained fairly stable every year, while the share of contactless increased. Demand declined dramatically during the pandemic.

**140m**   
contactless bank cards and mobile devices have been used on bus, Tube and rail services since launch

 **4.1m**  
contactless journeys are made daily

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

\*\* Days measured:  
Thursday 17 March 2022 Q4 2021/22  
Thursday 9 June 2022 Q1 2022/23  
Thursday 8 September 2022 Q2 2022/23  
Thursday 24 November 2022 Q3 2022/23  
Thursday 23 March 2023 Q4 2022/23

\*\*\* Days measured:  
Thursday 7 February 2019  
Thursday 6 February 2020  
Thursday 4 February 2021  
Thursday 10 February 2022  
Thursday 9 February 2023



# System availability

## Ticketing system availability (%)

|  | Q4 2021/22 |                    |                       | Q4 2022/23 |                    |                       |
|--|------------|--------------------|-----------------------|------------|--------------------|-----------------------|
|  | Actual     | Variance to target | Variance to last year | Actual     | Variance to target | Variance to last year |
| London Underground – ticketing system overall availability | 99.36      | +1.16              | -0.33                 | 98.98      | +0.78              | -0.38                 |
| London Buses – bus validations – overall availability      | 99.72      | +0.72              | -0.02                 | 99.66      | +0.66              | -0.06                 |

Targets were exceeded for both London Underground and Buses in this quarter and throughout 2022/23. Compared with Quarter 4 last year, there is greater use of the transport system.

## Internal IT

### Past five quarters (%)

|                    | Q4 2021/22 | Q1 2022/23 | Q2 2022/23 | Q3 2022/23 | Q4 2022/23 |
|--------------------|------------|------------|------------|------------|------------|
| System performance | 99.91      | 99.87      | 99.97      | 99.73      | 99.94      |

Quarter 4 saw an increase in availability percentage over Quarter 3 by 0.21 per cent – our second-highest quarter score. Performance remained above our 99.60 per cent target at 99.88 per cent by the end of 2022/23. Nineteen Severity I incidents across nine services affected our performance this quarter, including 10 incidents aligned to our Network Service.

### Annual trend (%)

|                    | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 full-year |
|--------------------|---------|---------|---------|---------|-------------------|
| System performance | 99.87   | 99.93   | 99.94   | 99.90   | 99.88             |



# Digital

The TfL Go app has now reached more than 3.7 million downloads across iOS and Android devices. It is used by more than 680,000 customers each month. Our digital services continue to see significant disruption-driven peaks.

We have introduced single adult pay as you go fares information into TfL Go to help customers assess the relative costs of journey options.

Earlier this year, we launched a new version of our journey planner, which generates journey recommendations based on real-time bus arrivals rather than timetables.

3.7m

downloads of the TfL Go app since launch



680,000

monthly TfL Go app users

15.3m

unique devices visiting the TfL website this quarter



224m

website page views this quarter



Nearly 700,000 customers use the TfL Go app every month



# Travel demand management

This year's festive season was similar to pre-pandemic celebrations, with the return of major events and seasonal shopping. Our travel advice at this time ensured that our customers were informed of planned works, industrial action, which services were running and what major events were happening so that they could plan ahead and make the most of London.

The new year saw the start of HS2 enabling works, which reduced a section of Euston Road to two lanes in each direction. Working with the operational business, we produced a bespoke campaign to help reduce the significant effect on traffic levels, especially bus journey times. Initial traffic impacts measured were moderate, with a five per cent reduction in traffic flows – this was attributed to our campaign and the use of variable message signage.



Customers use TfL Go to choose more comfortable travel times



# Campaigns

Campaigns – customer information email volumes  
Past five years

|  | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|---------|---------|---------|---------|---------|
| Customer information emails (millions) | 189     | 205     | 211     | 226     | 302     |
| Campaigns                              | 930     | 1,101   | 685     | 950     | 625     |

A sizeable percentage of our email campaigns this year have dealt with high-level disruptions to the transport network, with an unprecedented number of strikes announced on our own services and National Rail. With the delivery also of several email campaigns to support Operation London Bridge, we have sent many campaigns to large customer audiences, letting them know how their journeys will be impacted.

While we have reduced the number of emails sent since the pandemic, we are still ensuring that customers are aware of all levels of disruption.

The role of our customer relationship management marketing programme is to support our core business objectives. Each email has a clearly defined purpose and audience. Emails are either an ‘inform’ or ‘influence’ message, in a short format (klaxon) or long format (thematic). We deliver relevant and engaging content to our audience, with the latest campaigns or partnership discounts tailored and personalised to the database.

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

From 11 December 2022 to 31 March 2023, we deployed nine marketing emails to the database, with multiple versions based on the target audience. These emails supported revenue-generating messages relating to (for example) half-term activity, partnership discounts, wider London events, Christmas messaging, the Tube’s 160th anniversary and ULEZ. It was also the first time we deployed a ‘full 2022 round-up’, which gave customers personalised travel data for the year.

302m

customer information  
emails sent in 2022/23



762

campaigns in 2022/23





### Customer marketing and behaviour change campaigns

#### ULEZ expansion 2023 campaign

Our campaign to raise awareness of the ULEZ expansion across all London boroughs was launched on 9 January 2023, targeting drivers in London and the Home Counties. The campaign encouraged vehicle checking, helping drivers to prepare for the expansion from 29 August 2023.

The campaign was launched across channels including TV, video-on-demand, radio, posters, petrol pump advertising, digital screens in motorway service stations, the London press, and digital and social channels. Targeted communications, including door drop leaflets, emails, face-to-face leafleting and letters sent via the DVLA to non-compliant vehicle owners, provided detailed information on the scheme as well as options and support available for those affected.

The campaign also included a partnership with local newspapers and radio stations featuring content from advocates highlighting the impact of air pollution on the health of Londoners.

From the announcement of the ULEZ expansion on 25 November 2022 to the end of the 2022/23 financial year, we had received a total of 7.3 million page views from 2.8 million unique visitors to our vehicle checker.

A separate scrappage scheme campaign was also launched on radio and in the London press, as well as via digital and social targeting. This encouraged eligible Londoners to apply for financial assistance to scrap their vehicle, and promoted wider support from all Londoners.



Our marketing campaigns give customers advance information



# Consultations

We launched nine consultations in Quarter 4:

- Direct Vision Standard: Phase 2
- Arthur Street improvements for pedestrians and cyclists, and changes to the 344 bus route
- Safety improvements for taxi and private hire passengers
- Brent Cross South bus changes
- Bus route 315 extension to Springfield Hospital
- Route 79 extension to Stonebridge Park station
- Routes 346, 347 and 497 restructuring
- King's Cross Gyratory and Pentonville Road: cycle and pedestrian safety improvements
- Changes to routes 92, 206 and 440 in Wembley

We are planning to launch 10 consultations in Quarter I 2023/24.



# London Assembly scrutiny

London Assembly scrutiny  
Quarter 4

| Date            | Title   | Type of scrutiny |
|-----------------|---|------------------|
| 4 January 2023  | Budget and Performance Committee: GLA Budget (TfL)    | Public meeting   |
| 17 January 2023 | Transport Committee: Public transport fares in London | Public meeting   |
| 2 February 2023 | Transport Committee: Road user charging               | Public meeting   |
| 21 March 2023   | Transport Committee: Commissioner Q&A                 | Public meeting   |



The London Assembly closely scrutinises all our operations



---

## About us

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

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

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

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

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

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

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

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



[page left intentionally blank]

## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** Cycling Action Plan 2

---

### This paper will be considered in public

#### **1 Summary**

- 1.1 Since the publication of the first Cycling Action Plan in 2018, an annual update on cycling trends and delivery has been provided to the Panel.
- 1.2 In 2022, the annual update included the rationale for updating the Cycling Action Plan and set out a proposed structure for the new plan.
- 1.3 On 15 June 2023, we launched our new [Cycling Action Plan 2](#). This plan supersedes the first Cycling Action Plan published in 2018. This paper and associated appendix give an overview of the plan and high levels targets within it.

#### **2 Recommendation**

- 2.1 **That the Committee note the publication and content of the Cycling Action Plan 2.**

#### **3 Background**

- 3.1 The Mayor's Transport Strategy (MTS), published in 2018, set a core target for 80 per cent of all trips to be made by sustainable modes by 2041. To deliver this ambition, the 2018 Cycling Action Plan outlined our strategy to increase cycling levels and make London's streets safer and more accessible for everyone who wants to cycle.
- 3.2 The overall approach of the plan remains relevant today, but a lot has changed since 2018. London declared a climate emergency in 2019 and the coronavirus pandemic has changed working and travel habits, while exacerbating health inequalities.
- 3.3 Considering new evidence and priorities, Cycling Action Plan 2 sets out our latest plans to increase cycling levels and break down the barriers to cycling, with a particular focus on under-represented groups.
- 3.4 While celebrating our recent successes, the plan makes the case for further investment, highlights the need to diversify cycling, demonstrates our evidence-led approach, and sets new interim targets for 2030.

- 3.5 The Cycling Action Plan 2 is part of a coordinated suite of action plans setting out our approach to deliver the MTS (including the Vision Zero Action Plan and Bus Action Plan).

## **4 Key points from the Cycling Action Plan 2**

- 4.1 The key points from the plan are outlined below, with a slide deck providing an overview of the full Cycling Action Plan 2 at Appendix 1.
- (a) Cycling has continued to grow, with a 13 per cent increase between 2019 and 2022, despite lower travel demand.
  - (b) Cycling risk has reduced by 43 per cent, between 2000 and 2022, but has mostly stagnated over the past ten years. Evidence shows that where we invested (e.g. Cycleways, Lower Traffic Neighbourhoods (LTNs), 20mph speed limit) we have seen a reduction in cycling risk.
  - (c) Road danger remains the primary barrier to cycling across all groups. We need sustained investment to drive down cycling risk and achieve Vision Zero.
  - (d) Broadening the appeal of cycling to traditionally under-represented groups is essential for cycling levels to keep growing. This serves as the core theme of the plan – to ensure all Londoners can enjoy the health and economic benefits of cycling.
  - (e) Hence, we have shaped our delivery programmes to support greater take-up among under-represented groups, for instance:
    - (i) ensuring our cycling infrastructure programmes (and broader Healthy Streets programme) support a wider range of trips, not just focusing on work-related trips and central London, and follow an inclusive design approach;
    - (ii) prioritising investment in areas of higher deprivation (e.g. Cycleway network expansions, cycle parking, cycle training); and
    - (iii) implementing a range of complementary measures targeting the barriers to cycling faced by under-represented groups (e.g. lack of secure parking at home, cost and social barriers).

## **5 New targets**

- 5.1 The plan introduces new high-level targets to put us on track to deliver the Mayor's Transport Strategy by 2041:
- (a) Forty per cent of Londoners to live within 400m of the Cycleway network by 2030, up from 22 per cent in 2022.
  - (b) Increase cycling levels by a third from 1.2m in 2022 to 1.6m in 2030.

- 5.2 The plan also sets short- and medium-term delivery targets for specific interventions, including the delivery of secure residential cycle parking, cycle training, and community grants.

**List of appendices to this report:**

Appendix 1 – Cycling Action Plan 2 overview

**List of Background Papers:**

Cycling Action Plan 2  
Cycling Action Plan (2018)  
Mayor's Transport Strategy (2018)

Contact Officer: Alexandra Goodship, Strategy & Planning Manager  
Email: [alexandragoodship@tfl.gov.uk](mailto:alexandragoodship@tfl.gov.uk)

[page left intentionally blank]



# Cycling Action Plan 2 overview

Page 63



Appendix I





## CSOPP annual updates on cycling trends

- Since the publication of the 2018 Cycling Action Plan, we have taken an annual update on cycling trends to the CSOPP.
- In 2022, the annual update included an outline of the proposed structure and content of the new Cycling Action Plan 2.
- Cycling Action Plan 2 content structure:
  - Cycling in London**
    - Cycling's contribution to London's success
    - Reviewing the evidence
    - Diversifying cycling
    - Reducing road danger
  - Transforming our streets**
    - Expanding the Cycleway network
    - Local measures
    - Tackling the sources of road danger
    - Operational improvements
  - Making cycling a genuine option for all**
    - Breaking down the barriers to cycling (e.g. cycle parking, cycle hire, behaviour change measures)

### **Delivering the plan**

- Achieving our key targets



The Cycling Action Plan 2 was launched by Will Norman on Thursday 15 June at Herne Hill Velodrome, in partnership with Wheels for Wellbeing, with guest speakers from LB Southwark and cycling community groups.





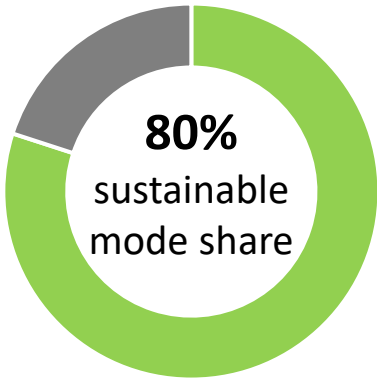
# Cycling in London





# Cycling is a key component of the Mayor's Transport Strategy

- A lot has changed since the publication of the 1<sup>st</sup> cycling action plan in 2018:
- Climate emergency
  - Covid19 pandemic
  - Deepening health inequality
  - Cost of living crisis
  - Step change in cycling infrastructure provision
  - Changes in cycling behaviour and participation
  - Financial context



Vision Zero for road danger



3m fewer private car trips



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



Zero emission transport network



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



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

New 2030 target:

Page 67

**1.6 million**

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



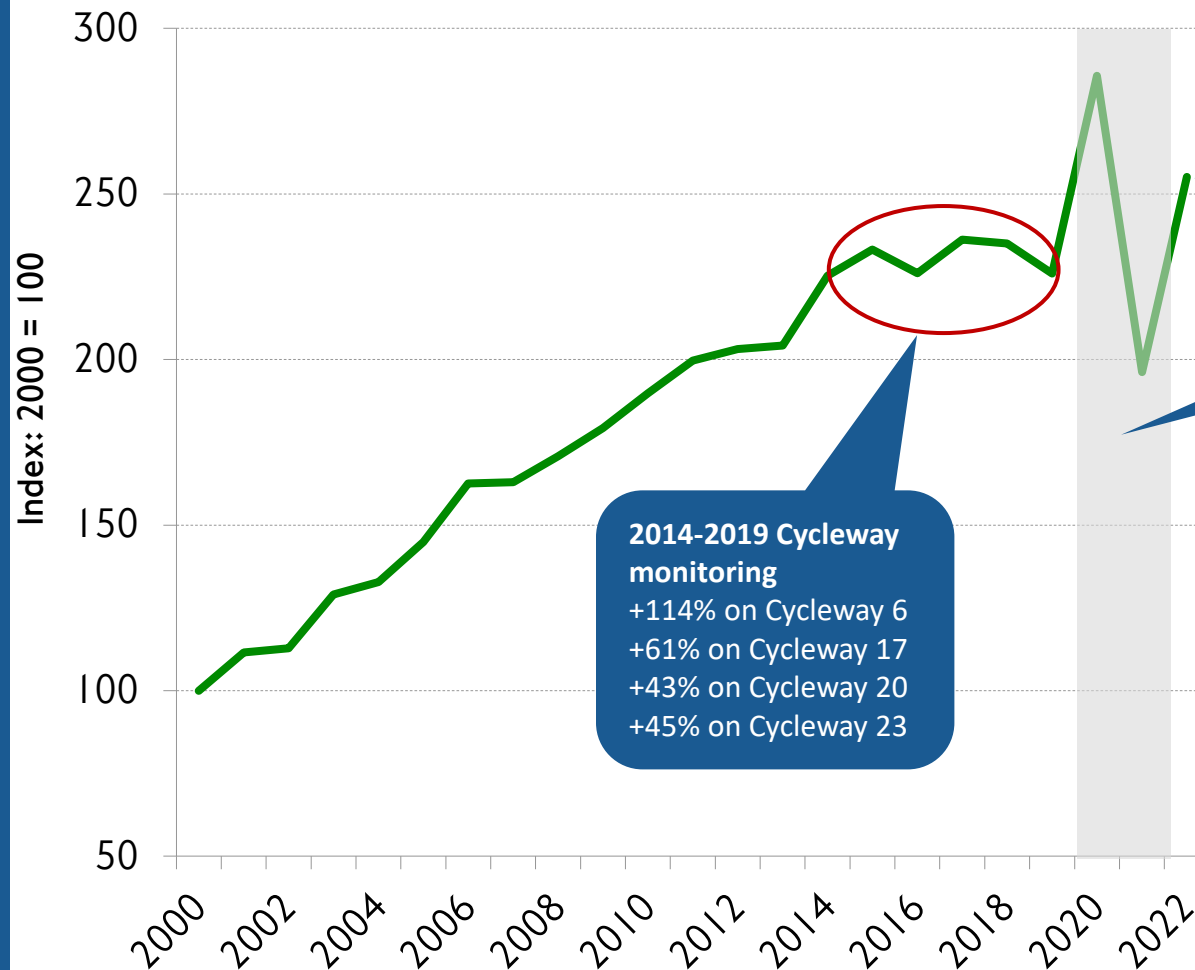
2022

**+33%**



2030

Change in cycling levels (2000-2022)



Cycling potential



**4.2 million**

car trips per day could potentially be cycled



**63%**

of all car trips are potentially cyclable



While cycling numbers increased, this growth was dominated by commuting and largely driven by the same demographic groups





To realise our ambition for cycling, we need to broaden its appeal for a wider range of trips and Londoners



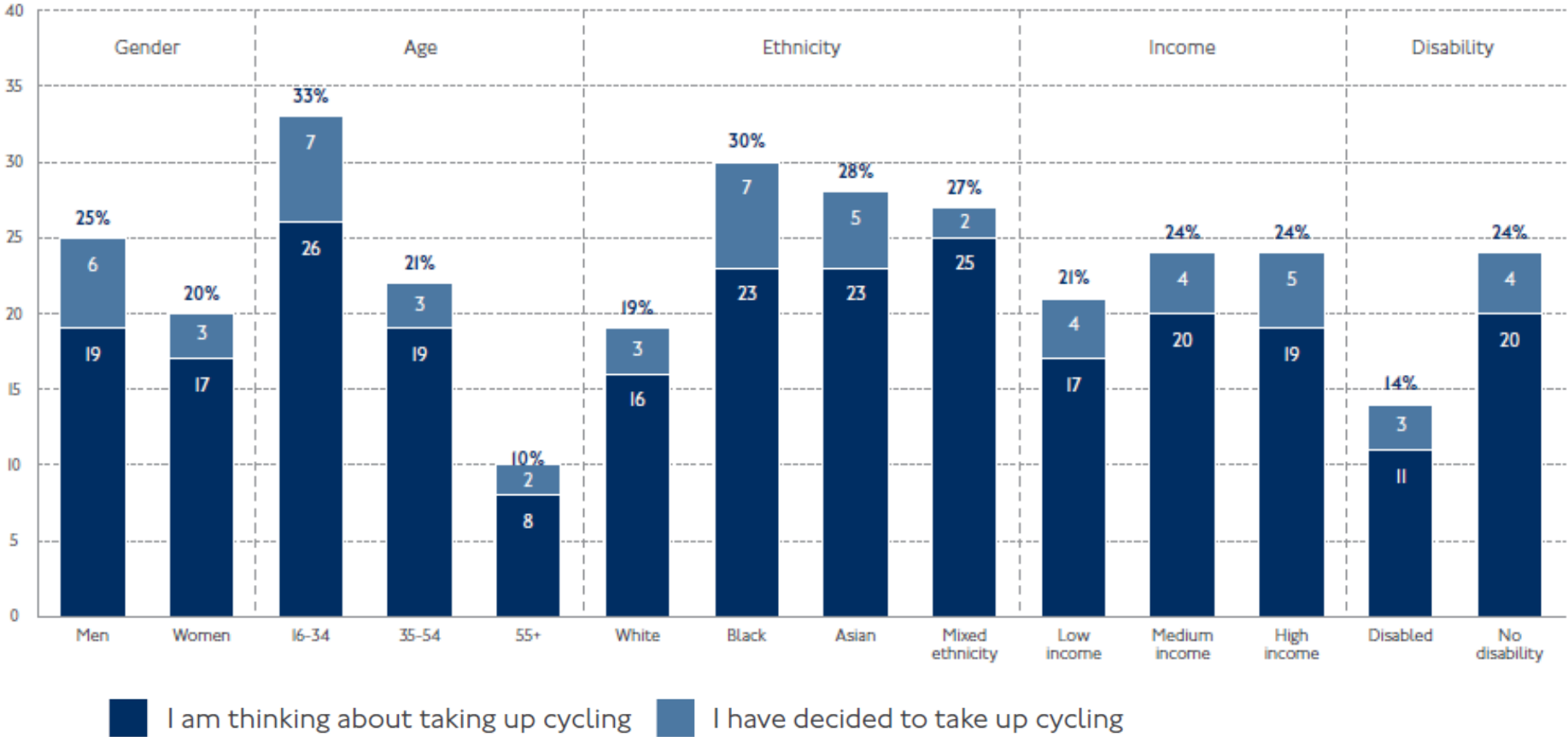


People willing to take up cycling are more diverse and representative of Londoners than the current cycling population

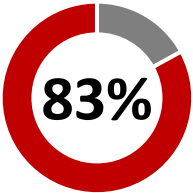
But to realise this potential we must address the barriers they face

Page 70

Share of Londoners actively considering taking up cycling by demographic group



Road danger remains the most commonly cited barrier to cycling across all demographic groups

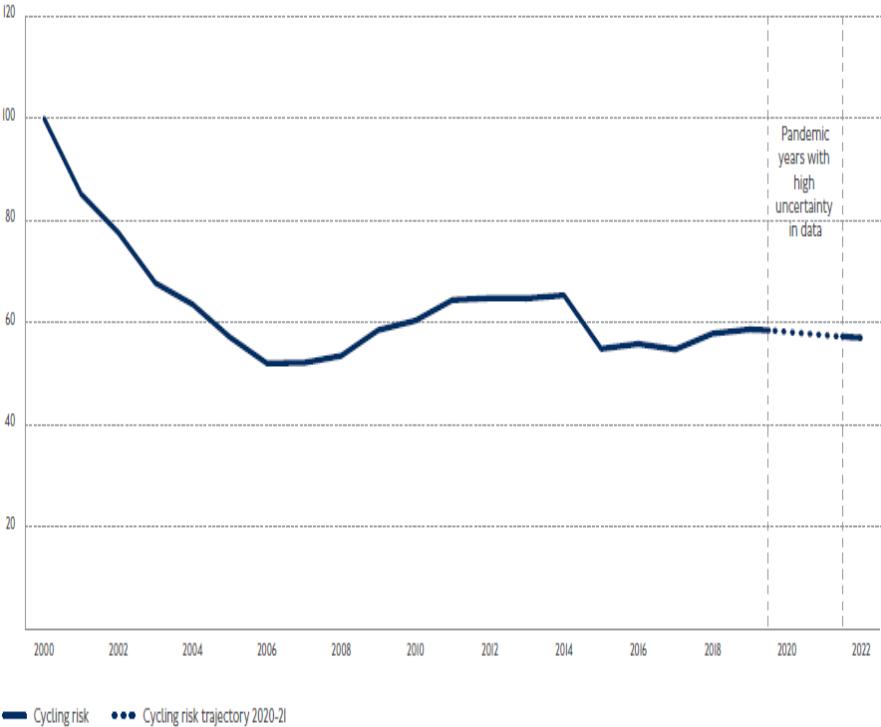


of people are put off cycling by fear of collisions – but women, children and older Londoners are disproportionately deterred by road danger.

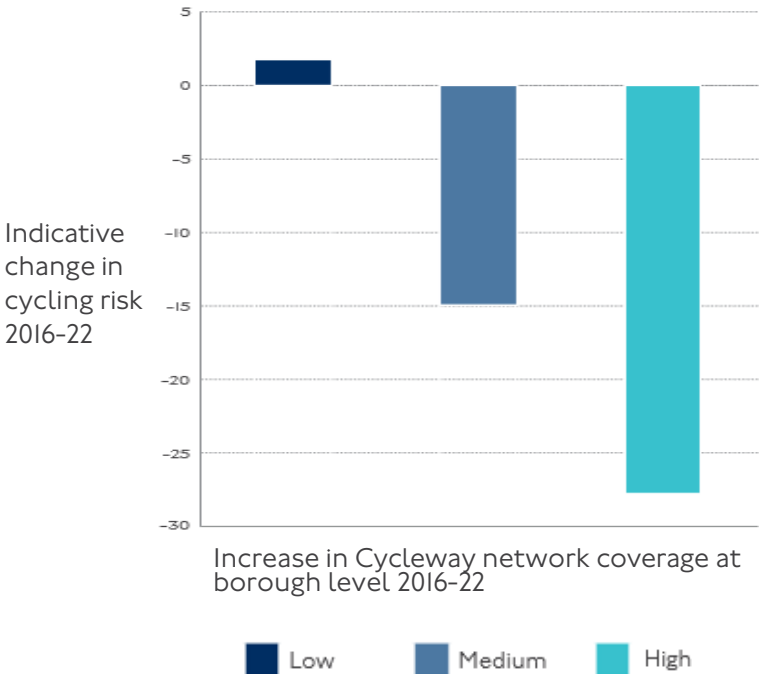


reduction in cycling risk since 2000, but still too many Londoners are victims of collisions.

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



Cycling risk reduced most in areas with significant expansion of the Cycleway network (2016-2022)



# Transforming our streets

Page 72





Expanding the  
Cycleway network is a  
key priority

New 2030 target:  
**40 per cent**

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



2016 strategic cycle network

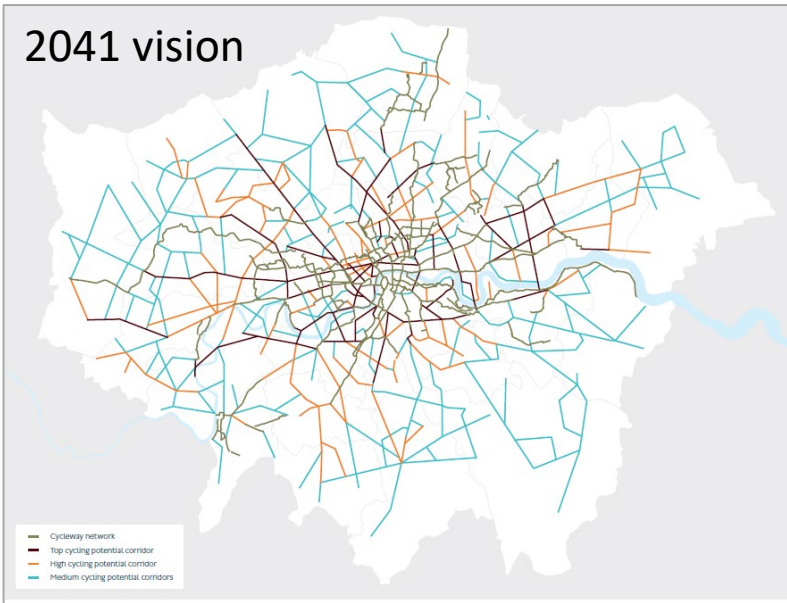


➔  
+277%

2023 Cycleway network



2041 vision



- We need a denser Cycleway network, reaching all parts of London, including outer London where most cyclable trips take place
- Our data-led approach to identifying potential new routes reflects the variety of trips that could be cycled – just 15% of these are commuting trips

We have developed a data-led approach to prioritising potential schemes

- As the network expand outwards, we need to tailor our approach to each part of London
- We prioritise our schemes based on their potential to address London's challenges (e.g. road danger, air pollution, deprivation)
- We plan our cycling interventions in tandem with other street improvements – including bus priority



#### Our spatial approach to expanding the Cycleway network

##### Central London

Fill gaps in the existing network



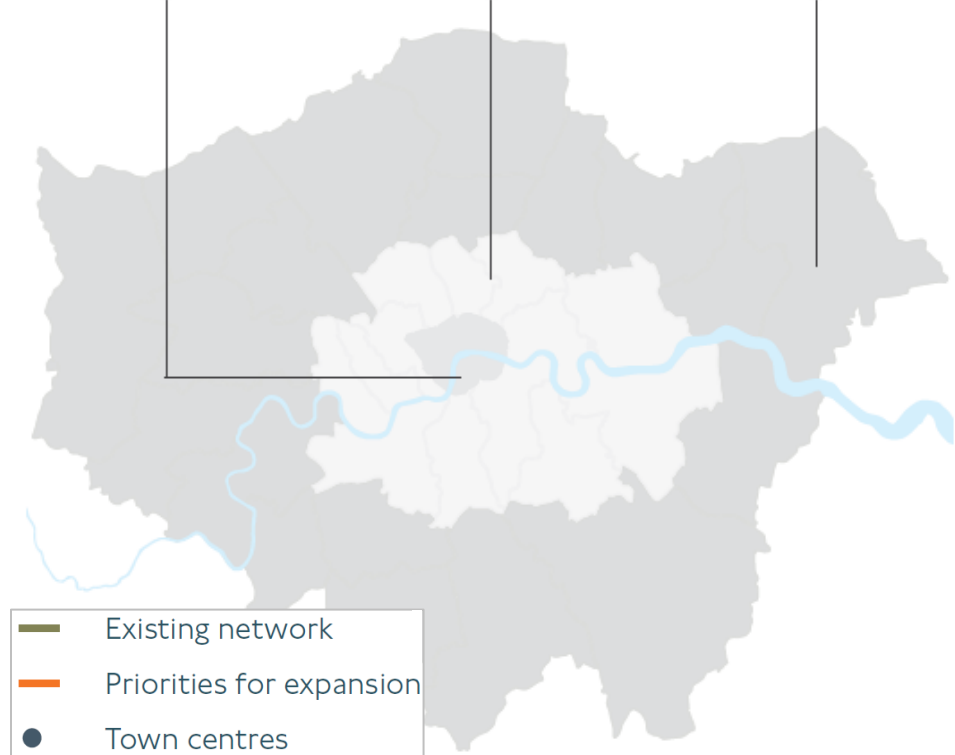
##### Inner London

More orbital routes connecting town centres



##### Outer London

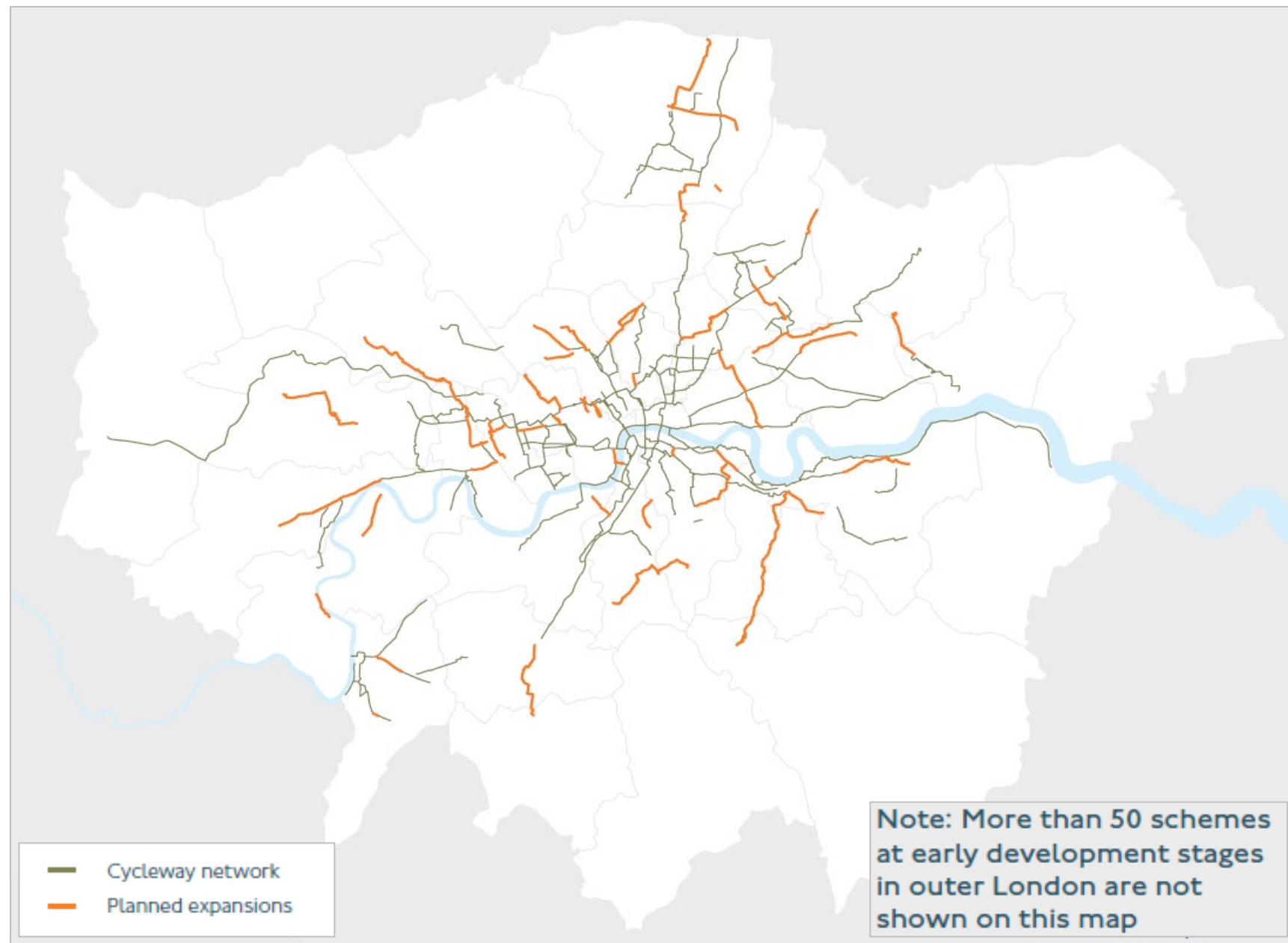
Develop new networks around town centres



Our short-term delivery plan reflects our new approach, with many more schemes in development.

135 schemes received funding in FY23/24 across 31 boroughs, with more funding to be unlocked once schemes' proposals reach a certain level of maturity.

## Short-term expansions of the Cycleway network





Traffic reduction is an increasingly important part of our strategy to create cycle-friendly streets

34 minutes

More cycling per week by people living in or close to an LTN

20%

of people cycling at peak times in Dulwich Village LTN are children

92%

increase in cycling on Railton Road





# New guidance on access control



- Too many chicanes and gates still exist, preventing access to public spaces by:
  - Disabled people using adapted cycles
  - Cargo bikes used to carry children and goods.
  - Anyone unable to lift their cycle
- Access controls should have a minimum clear width of 1.5m, in line with LCDS and LTN1/20



Obstructive railings on cycle path



Alignment of railings permits comfortable park access to legitimate users





Making cycling  
a genuine  
option for all

Page 78





Reducing road danger is the most impactful intervention, but other barriers must be addressed too

**x5** Types of barriers disproportionately affecting under-represented groups

**Cost barriers**

This includes not being able to afford to buy and maintain a cycle, or purchase the right equipment, including after cycle theft.

**Practical barriers**

This could include not enough cycle parking or nowhere to store a cycle at home, access barriers for larger cycles.

**Social barriers**

There may be concerns about harassment, intimidation or unwanted attention.

**Personal and identity barriers**

This includes concerns about fitness, lack of friends or family members cycling, or not seeing people from similar groups cycling.

**Status barriers**

People may fear they will look unprofessional or unable to afford a car.

Where under-represented groups intersect, the barriers are the most acute.

| I have nowhere secure to store a bike at my home     |     |
|--|-----|
| People on low incomes                                | 47% |
| People aged 16-34                                    | 46% |
| Disabled people aged 16-34                           | 56% |
| Black, Asian, ethnic minority people, low income     | 48% |
| All non-cyclists                                     | 35% |
| I don't see people like me cycling                   |     |
| Disabled people                                      | 42% |
| Asian people   | 44% |
| Disabled women                                       | 44% |
| Disabled and Black, Asian and ethnic minority people | 51% |
| Women aged 16-34 and people on low incomes           | 41% |
| All non-cyclists                                     | 35% |
| I am concerned about harrassment or inimidation      |     |
| Women  | 54% |
| Women aged 16-34                                     | 58% |
| Asian people   | 55% |
| Mixed ethnicity people                               | 56% |
| Asian women  | 64% |
| All non-cyclists                                     | 49% |



Our Cycling Action Plan 2 includes a range of targeted interventions to address these barriers



42,000 new secure residential cycle parking spaces by 2030, prioritising areas of higher deprivation and council estates



Targeted campaigns and high-profile events celebrating diversity in cycling



Cycle training for over 40,000 children and 20,000 adults in 2023/24



1,000 Gold-accredited school through our STARS programme by 2025



Support grass-root interventions, including through funding



Explore options to provide financial help for the purchase, loan or hire of cycles with local and national partners



Expand and electrify our Cycle Hire scheme to give more people access to a bike





## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** TfL Go Update

---

### This paper will be considered in public

## 1 Summary

- 1.1 The TfL Go app offers a modern digital experience that is inclusive, customer-centred and aligned with the Mayor's Transport Strategy. The developments proposed for the app will unify journey planning, payment and real-time travel support features across all TfL transport modes. It will deliver a direct, and personal, digital relationship with customers that can be used to nudge behaviour and encourage the shift towards sustainable travel choices.
- 1.2 The app launched in 2020 and has been downloaded over 3.9 million times across iOS and Android devices to date. It is used by over 700,000 customers each month who each return, on average, over 14 times within each month. The app has been recognised for the quality of its design with national Drum, Design Week, BIMA (British Interactive Media Association) and Creative Review awards.
- 1.3 This paper provides an update on TfL Go.

## 2 Recommendation

- 2.1 The Panel is asked to note the paper.

## 3 Delivery approach

- 3.1 TfL Go is built in-house by a team of product managers, experienced designers and app developers in the Technology and Data team. We take a strategic 'product' approach; prioritising the features and functionality that will drive customer and business outcomes. Those prioritisation decisions are grounded in user research, product analytics and customer feedback (via e-mail and app stores).
- 3.2 We release incremental updates to existing features every few weeks, with several significant app updates also planned. Given our ambitious roadmap for TfL Go, we are accelerating the pace of delivery by augmenting internal development capability with external resource.

## 4 Phase 1: Establish (complete)

- 4.1 The app launched in a crowded marketplace, borne out of our 'open data' policy. This necessitated a clearly differentiated customer proposition; one that focussed on accessibility, a clearer design aesthetic, the transparent use of customer data

and alignment with our mission. Our launch marketing focussed on informing customers about how the app would help them feel safe during the pandemic by flagging the quieter times to travel. This phase was completed at the end of 2021/22 financial year.

## 5 Phase 2: Consolidate (current focus)

- 5.1 To influence customer behaviour, and generate revenue, the app needs to serve a larger proportion of the travelling public on a regular basis. We aim to reach over a million monthly active users by the end of the current financial year (2023/24) by meeting core customer expectations and becoming part of everyday life. At present we have around 715,000 active users per month.

### (a) Supporting customers at times of disruption

We are improving real-time information by addressing both the quality of the data we use, and the features powered by that data. For example, the live Tube map will indicate the precise location of live disruption, line closures and station closures. We have also made it easier to update and publish information about the impact of severe disruption during strikes and major events.

### (b) Helping customers route in real-time

In early 2023, we launched a new version of our Journey Planner engine powered by real-time bus arrival times rather than static schedules. This follows similar work for rail modes in 2020 and lays the foundations for real-time Tube routing later this year. We are also developing an 'alternative routes' feature that makes informed suggestions guided by our priorities – for example, historically less-crowded routes.

### (c) Enhancing the bus customer experience

Comparator apps offer much more granular information about bus stops and bus routes than TfL Go. We are aligning with these well-established customer needs and building in live bus location data, and historic busyness data when available, too.

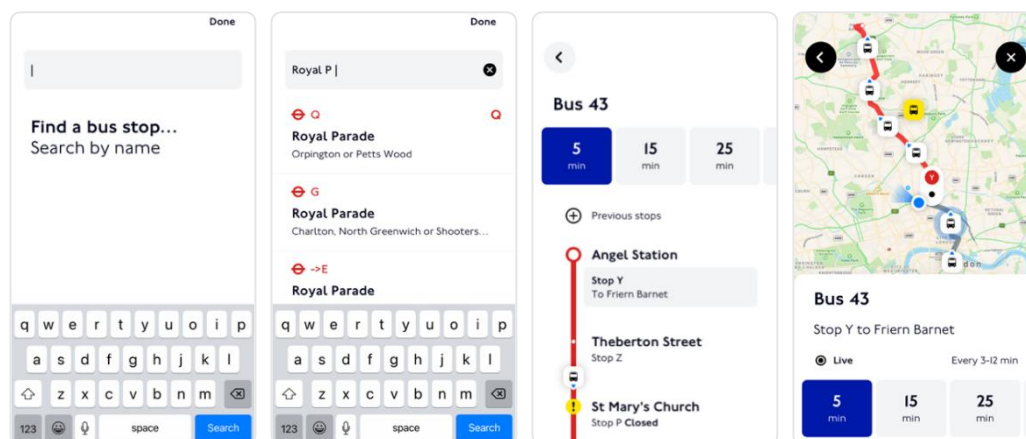


Figure 1 – screenshots showing new bus features in TfL Go

#### (d) Providing an integrated account and payments experience

Later this year, we plan to integrate account and payment functionality. Technical delivery is nearing completion, and we are now preparing for an extended testing phase. Customers will be able to top-up their Oyster card, purchase Travelcards and view their journey history. This experience will adopt the high accessibility standards set across the rest of the app and protect a significant revenue stream. The enhanced customer offer for contactless users should also drive registrations and grow our customer database.

Once enabled, we can turn our attention to simplifying self-service, including incomplete journey resolution; reducing demand on our contact centre and delivering cost savings. We will also have a much larger user base and therefore more potential for revenue generation.

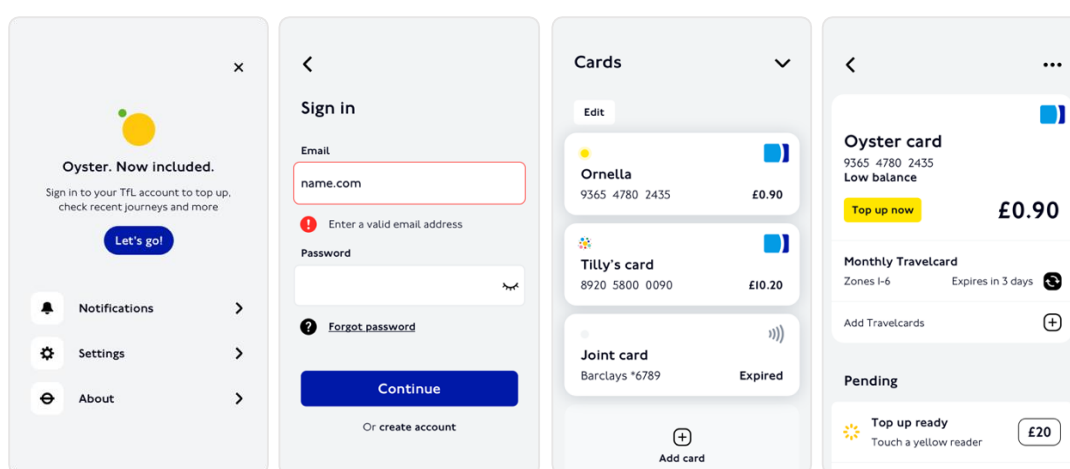


Figure 2 – screenshots showing integrated account and payment functionality in TfL Go

#### (e) Offering a more personal experience

We are investigating the use of customer data (enabled via accounts) to make intelligent suggestions about home locations, regular destinations and frequent journeys.

We are also working on major event notifications and line disruption notifications. These are considered a hygiene factor by customers who want timely, relevant information and offer the added benefit of driving customers back to the app more frequently.



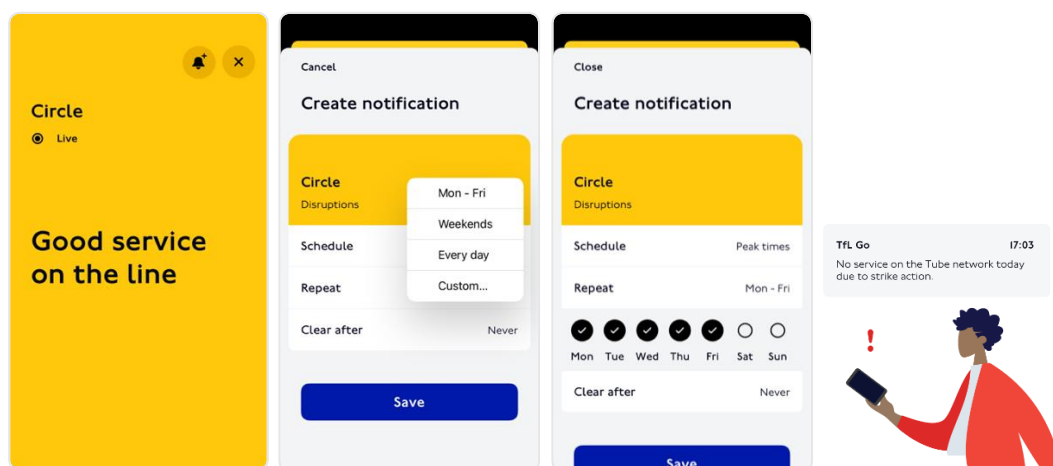


Figure 3 – screenshots showing notification functionality in TfL Go

#### (f) Supporting non-TfL modes

Customers have indicated that additional National Rail information is a prerequisite for a comprehensive London-wide transport app. Our Journey Planner already offers routes including National Rail journey legs, but we are complementing this with live departure boards.

- 5.2 During this financial year (2023/24) we will align feature development with changes to the physical network: from Superloop and the renaming of the London Overground lines, to the rollout of 4G/5G (a key enabler for increasingly localised experiences) on the underground networks.
- 5.3 Our marketing activity will now shift towards helping customers take better control of their spend (given the cost-of-living crisis) and making travel easier. It will be more closely aligned with our other public transport campaigns.

## 6 Phase 3: Expand and influence (now and future)

- 6.1 With an established and engaged user base we can use the app to influence behaviours and generate revenue. Some of that activity has already kicked off:

#### (a) Encouraging more leisure journeys

During the summer of 2022, we launched 'Promoted Places'. This feature appears in search and helps customers discover and visit places of interest, cultural hubs and events. We have used the format to celebrate the phased opening of the Elizabeth line and the King's Coronation, and to promote summer/winter/spring activities (including RideLondon and the London Transport Museum).



Figure 4 – screenshots of 'Promoted Places' in TfL Go

## (b) Generating revenue

This financial year (2023/24) we will test the viability of Promoted Places for revenue generation. Previous trials have demonstrated a high level of engagement with between six and nine per cent of users interacting with the feature. If we scale the app to one million unique users overall, we might expect to generate around £360k per year.

This revenue is in addition to the hard-to-quantify value generated for TfL, and the wider London economy, by simply having an effective, accessible app experience.

## (c) Encouraging active travel

The app already includes information for cyclists. However, we plan to enhance this by offering a 'starter' experience for novice cyclists so that we can encourage those who do not cycle, or rarely cycle, to try it.

The TfL Open Innovation team is running a proof of concept, testing new ways to improve the cycle route choice we offer to customers. This is a key priority for the Mayor and our Walking and Cycling Commissioner and part of Action 15 of the Cycling Action Plan 2 to improve digital journey planning. If successful, TfL Go's routing algorithm will be updated to prioritise our Cycleways network and other more attractive places to cycle. Papers on Cycling Action Plan 2 and Digital Wayfinding for Cycling appear elsewhere on the agenda for this meeting.

We are already upgrading our Journey Planner geographic mapping solution to OpenStreetMap. This offers much greater fidelity than our current mapping solution and will make it easier to align with TfL's cycling infrastructure. We also plan to link through to the Santander Cycles app and synchronise with the emergent micro-mobility strategy.

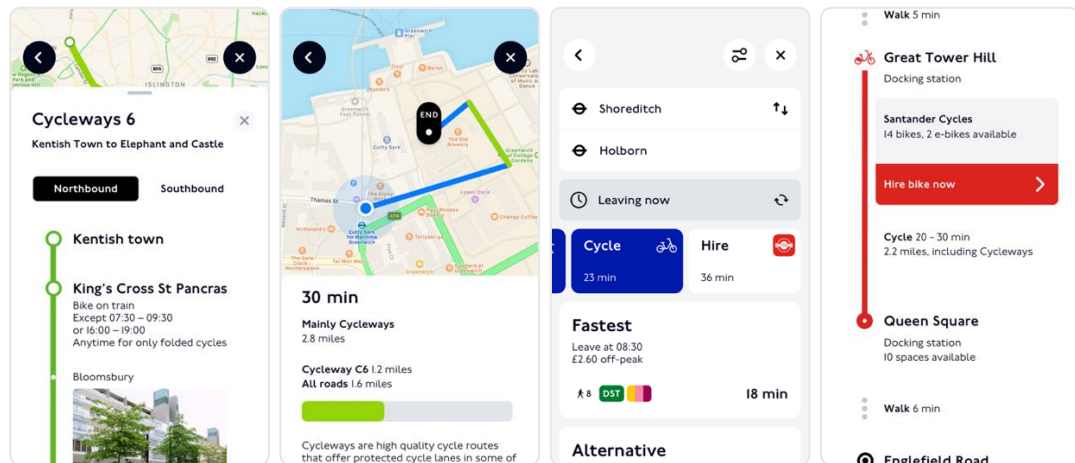


Figure 5 – screenshots showing improved cycle routing in TfL Go

#### (d) Capturing location data

Finally, as part of our acceleration activity, we plan to engage a third-party to help capture and interpret location/accelerometer data from the app. With customers' consent, we could use this understanding of customer behaviour and transport mode choices to deliver business insight and tailor increasingly personal nudges.

#### List of Appendices to this report

None

#### List of Background Papers:

None

**Contact Officer:** Shashi Verma, Chief Technology Officer  
**Email:** [shashiverma@tfl.gov.uk](mailto:shashiverma@tfl.gov.uk)

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



## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** Digital Wayfinding for Cycling

---

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

### **1 Summary**

- 1.1 Cycle wayfinding in London can offer safer and more welcoming routes than it currently does. This is the case for both TfL navigational tools and for third-party applications.
- 1.2 Existing cycle navigational algorithms can route cyclists through known collision hotspots, do not always navigate via the TfL Cycleways network or borough cycling infrastructure, and often avoid quieter roads and parks.
- 1.3 We are looking at how we can improve digital wayfinding for cycling so that it is safer and a better experience in TfL Go and third-party apps.
- 1.4 In July 2022, the Open Innovation team held a Digital Wayfinding Summit, which created the initial spur to action for TfL and third-parties.
- 1.5 Since then, we have been working to improve route choice for cycling in TfL Go, as well as working with our third-party travel planning partners apps including Google Maps and Citymapper. Collectively, this will improve cycle route choice for our customers, whichever platform they choose to get their information from.
- 1.6 We are now seeing the first results of that work. In-app cycle wayfinding is improving. The next 12 months should see further progress, with safer and more welcoming routes being returned.

### **2 Recommendation**

- 2.1 **The Panel is asked to note the project update.**

### **3 Context**

- 3.1 TfL, in partnership with the boroughs, has delivered over 340 kilometres of cycle routes in London. Beyond our dedicated Cycleways network, there are great places to cycle, for example, via streets with low traffic or within parks and green spaces, and there are now an estimated 1.2 million trips cycled each day.
- 3.2 There are, however, also undesirable places to cycle; such as collision hotspots, busy roads and complex junctions.
- 3.3 We currently show where our cycleways are on [tfl.gov.uk](https://tfl.gov.uk), via an interactive map, but most customers use travel planning apps. These often don't direct cyclists to

use dedicated cycling infrastructure nor quieter roads, and can often direct people to use busier and less safe routes.

- 3.4 As part of the updated [Cycling Action Plan 2](#), we are committed to correcting this both in our own journey planning tools, such as TfL Go, as well as with third-parties via sharing knowledge, expertise, and making the right data open and available for external developers to use.
- 3.5 This is a priority for the Walking and Cycling Commissioner and is identified as a key project in the Cycling Action Plan 2.

#### **Cycling Action Plan 2, Action 15**

**We will improve digital journey planning and navigation tools by:**

- a) Developing routing principles to determine the best route for cycling
- b) Embed these principles in the routing algorithm of our TfL Go journey planning app and share them with third-party developers to improve other journey planning services
- c) Working closely with third-party developers to harness their own insights and datasets, and assist with their research and development
- d) Share, create and maintain the datasets required to improve routing

## **4 Cycle navigation: issues to be addressed**

- 4.1 Londoners have lots of options to plan their cycle journey. Customers can use our TfL Go app to plan routes for cycling as well as via other apps such as Google Maps, Apple Maps, Citymapper, BeeLine, Cycle.travel, CycleStreets and Komoot.
- 4.2 TfL's Open Data approach has already enabled third-party apps to develop good quality travel planning products for our customers, but we need to further work together so that the routing results are as safe as possible. Some third-party apps have a significant reach; for example, globally there are more than one billion monthly active users of Google Maps services. An openness to collaborating with others is key to improving the products which most of our customers use.
- 4.3 We have a wide range of insight and expertise as to where you would and would not want to cycle, and will start to translate this into routing principles for both TfL Go and third-parties.
- 4.4 Looking at the following examples of existing navigational tools between Euston and Southwark, taken from early 2022 when the project was mobilising, customers are presented with excellent platforms to use but are not always presented with the cycle route choice that will make them feel the most comfortable.

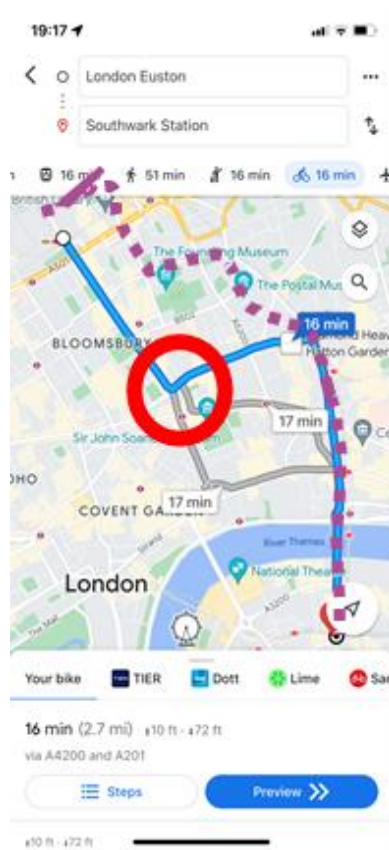


### Example 1 TfL Go

Route: Euston Station to Southwark Station.

TfL Go's route choice (noted in blue) does not utilise Cycleway 6 or quiet roads in LB Camden (noted in purple dashed line).

Furthermore, it navigates via known collision hotspots, identified for improvements on TfL's Safety Junction investment programme (red cross).

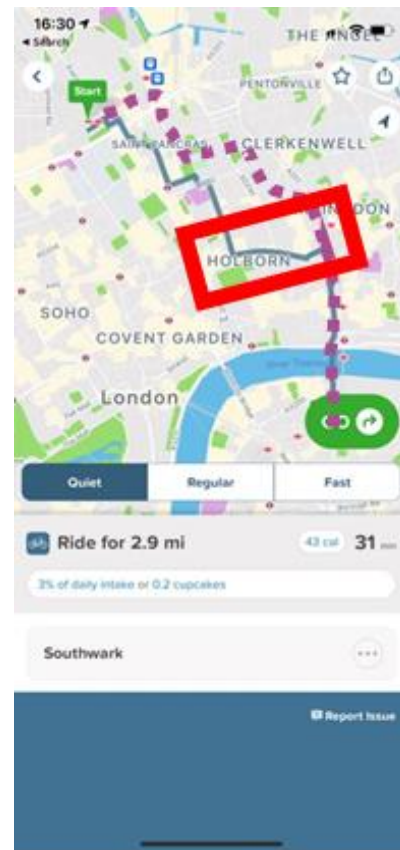


### Example 2 Google Maps

Route: Euston Station to Southwark Station.

Google's route choice (noted in blue) does utilise some of Cycleway 6 (noted where the purple dashed line intersects the blue line).

It does, however, navigate via the Holborn gyratory, which is actively being worked on to urgently improve safety at this junction (red circle).



### Example 3 City Mapper

Route: Euston Station to Southwark Station.

Citymapper's route choice (noted in blue) utilises some of Cycleway 6 (noted where the purple dashed line intersects the blue line) as well as several quiet roads in LB Camden.

It does, however, navigate along High Holborn, which is a known busy route (red rectangle).

- 4.5 Current tools do not always return what we think are the best routes for cycling.
- 4.6 We know from our extensive design experience what it takes to build a good cycleway. High quality routes are either segregated or prioritise streets where the traffic volumes, speeds and HGV numbers are low. Routing algorithms should prioritise these principles too.



- 4.7 Combining TfL's knowledge and expertise with our Open Data is enabling us to both improve our own TfL Go app as well as fostering fruitful collaboration with third-party routing providers. By sharing any outcomes or new datasets we may use as part of our exploratory work to make cycle routes safer in TfL Go, we can improve the lives of Londoners by influencing other developers to upgrade the safety standards of their own apps.

## **5 Action taken: Digital Wayfinding Summit**

- 5.1 In July 2022, TfL's Open Innovation team held the Digital Wayfinding for Cycling summit to explore how we could collectively, across all platforms, improve digital wayfinding for cycling. We brought together over 50 people, which included a wide range of stakeholders from across TfL and the external developer community, as well as representatives from our cycling community, to reflect the lived experience of using navigational tools in practice.
- 5.2 We had presentations from Apple, Citymapper, CycleStreets and Cycle.travel on what has been achieved to date with existing navigational tools and TfL Digital shared customer research informing our strategy for improving cycling in TfL Go.
- 5.3 We also held a workshop to see how navigational tools can incorporate core safety routing principles and complementary user preferences. With data being the key mechanism for this, the workshop focused on identifying data owners and possible gaps, along with any challenges in sourcing relevant data sets.
- 5.4 Since the summit, we have continued our engagement with developers to explore how we can progress potential opportunities for improving cycle routing algorithms in third-party tools.
- 5.5 At the summit we heard of how important it is to keep our data up to date and we aim to update our [Cycleways map](#) and open dataset for use by third-parties as frequently as possible.
- 5.6 TfL's Cycling Infrastructure Database (an audit carried out in 2017 of all of London's cycle infrastructure, including lines and signs) has been uploaded to OpenStreetMap (OSM), making it more accessible to the developer community. A key benefit of doing so means the wider OSM contributor community can take ownership of continuing to update this information to reflect current day conditions.

## **6 Action taken: Improvements already achieved with third-party apps**

- 6.1 Since we engaged with our digital partners in early 2022, we have already started to see third-parties make changes because of this work.
- 6.2 When we reached out to Citymapper to discuss routing, we queried their use of High Holborn on their 'Quiet' user profile. Updates to this specific route now show the predominant use of our Cycleways Network (where blue and purple lines intercept in figure 1).

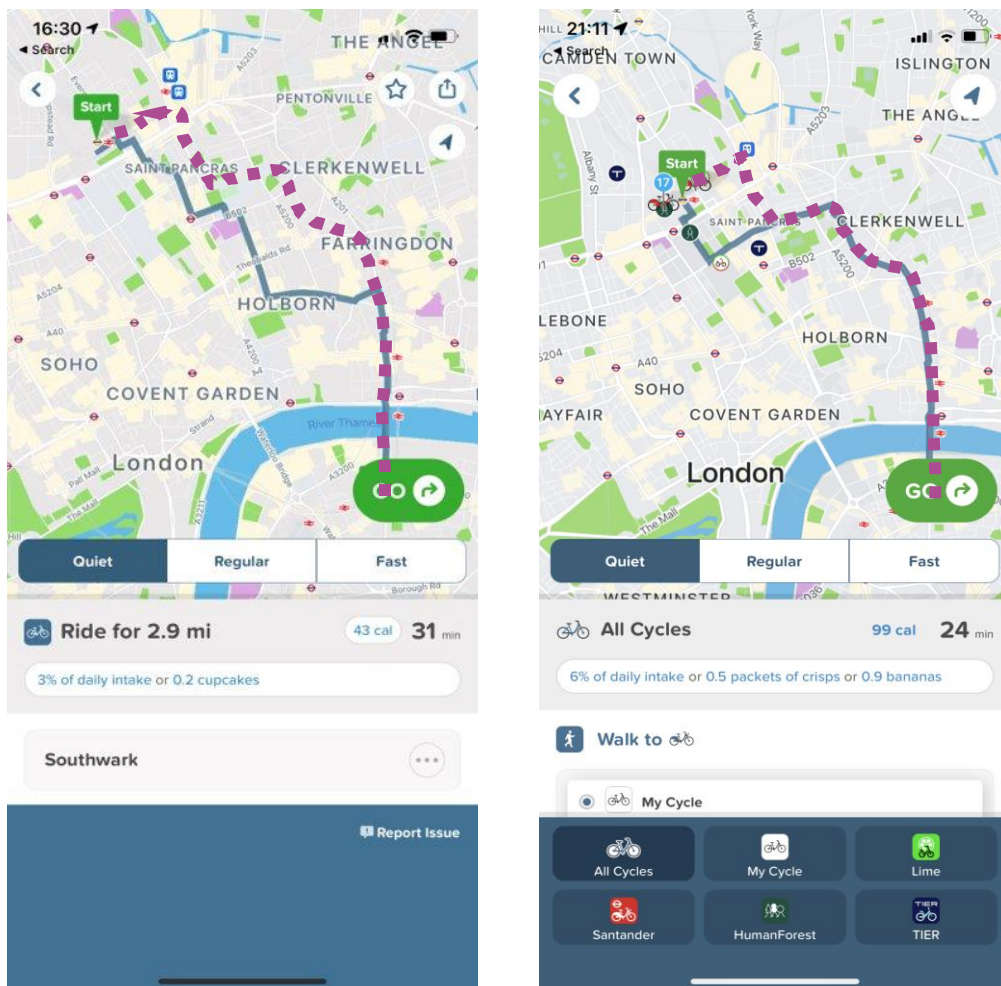


Figure 1. Citymapper routing changes after engagement

- 6.3 Over the past year we have been continuing to share our knowledge and expertise with Google to improve the experience on Google Maps for those travelling in and around London. These include:
- (a) using the latest TfL cycleways open data, so routing results for cycling use fresher data;
  - (b) rolling out [glanceable directions](#) so cyclists can quickly and safely see trip progress right from their lock screen or route overview; and
  - (c) launching more detailed cycling route information, showing cyclists the percentage of cycle lanes on a specific route – see below
- 6.4 Our relationship with Google has developed into a fruitful partnership and we continue to actively share our knowledge and expertise to improve the experience on Google Maps. This includes research and development on routing enhancements.

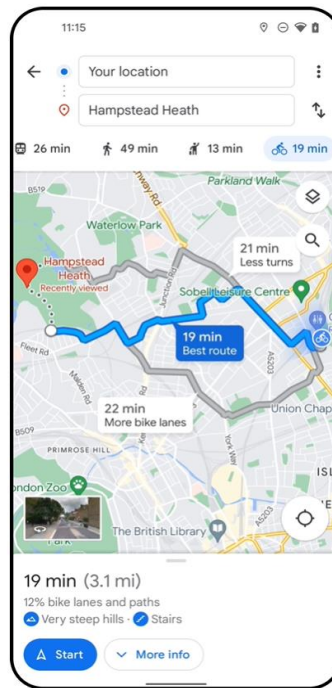


Figure 2. Google's more detailed cycle route information

## 7 Looking ahead

### Switching to OpenStreetMap for TfL journey planning

- 7.1 The map base for TfL Go and TfL Journey Planner is currently based on a database that primarily serves vehicular movement, rather than for people walking or cycling. There is minimal detail with regards to pedestrian and cycle crossings and it has a very simplified model of the street layout.
- 7.2 TfL's Digital team is currently updating our journey planning tools to utilise OpenStreetMap (OSM) as the new map base. OSM is a community developed online map service that has significantly more detail than our current mapping base. Not only does OSM denote features for walking, cycling and vehicular movements, it details assets and features of the street, for example, cycle parking and speed limits. Our journey planner having access to the static cycling datasets found in OSM sets will be improved, which is in turn expected to return better routes for cycling in London.
- 7.3 The switch is expected to be complete by the end of the 2023/24 financial year.

### Proof of Concept to improve digital wayfinding for cycling in TfL Go

- 7.4 TfL's Open Innovation team are looking at the impact on cycle routing by trialling the inclusion of new datasets for journey planning. The proof of concept (POC) uses TfL Go as a testbed where we will utilise the new OSM base map platform.
- 7.5 The test will initially focus on the inclusion of known and readily available datasets. Examples of data to be tested include, TfL's Cycleways network, speed restrictions and traffic counts. We will further examine the weighting given to routes with these attributes through an iterative testing process.



- 7.6 In parallel, we are exploring innovative datasets that we may wish to acquire for inclusion in our journey planning tools. We know that the busyness of a street is a key determinant for if a route is suitable for cycling; and thus securing this insight in a digestible format for routing may improve cycle routing when tested in the POC.
- 7.7 Results from the initial POC are expected by Autumn 2023. The successes could then be utilised by TfL Go and TfL Journey Planner.
- 7.8 Once we have fully tested the changes to our cycle routing algorithm, we will surface these in our digital channels and publish the improved cycle routing API as open data, promoting it to the developer community and digital partners so they can update their apps. We will establish data owners and ensure that there is a process to maintain and support the data, so these relevant datasets are also made available for use by third parties. This will ensure that cyclists in London will have access to high quality route options whichever app they use.

### **Working with digital partners**

- 7.9 Open Innovation will leverage existing app developer relationships and continue to influence third party apps to improve cycle routing and promote safer routes in their apps by demonstrating concrete improvements that can be made to their cycle routing algorithms.
- 7.10 For any new datasets that we conclude from the POC to be valuable in improving digital wayfinding for cycling, we will work with partners to ensure their relevance and format are accepted for use in third party apps. This includes relating all the outcomes back to attendees of the summit, demonstrating how we have responded to the challenges presented in July 2022.
- 7.11 We will also continue to work directly with the Google Maps team working on cycling and navigation, to provide feedback on the enhancements they are making to their product. This is a strong and productive relationship, and the Google Maps team's future plans continue to actively and directly respond to last year's Digital Wayfinding Summit and more generally the Mayor's Transport Strategy.

## **8 Summary**

- 8.1 We have made good progress to date and are confident that, in the next year and building on what has already been achieved, the Cycling Wayfinding project will have resolved many of the concerns about digital cycle routing raised at the Digital Wayfinding Summit in Summer 2022. We will provide a further update on progress next year.

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

None

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

None

Contact Officer: Thomas Ableman, Director of Strategy and Innovation  
Email: [ThomasAbleman@tfl.gov.uk](mailto:ThomasAbleman@tfl.gov.uk)

[page left intentionally blank]

## Customer Service and Operational Performance Panel

**Date:** 12 July 2023

**Item:** Customer Safety and Security Update

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 This paper provides an update on our important work to tackle fare evasion and ticket fraud. Fare evasion denies vital revenue for TfL to invest in a safe, frequent, and reliable transport network.

### **2 Recommendation**

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

### **3 Background**

- 3.1 Through our pan-TfL Revenue Protection Programme (RPP), we have a comprehensive programme covering design, ticketing policy, communications, behaviour change, operations, assessment, and evaluation which is informed by data and evidence of what works. The RPP delivered a total end of year (2022/23) revenue benefit and loss avoidance of £13.8m.
- 3.2 Most of our customers are fare paying (around 96 per cent) and our fare evasion rates compare favourably to other world cities. A key focus for the RRP recently has been establishing a reliable methodology to measure and calculate the current level of fare evasion, ticket irregularity and revenue loss in a consistent manner. Through ticketless travel surveys and new data sources, our most recent estimate (2022/23) of fare evasion across all our public transport modes is 3.9 per cent which equates to around £130m loss each year.
- 3.3 Fare evasion and revenue disputes account for approximately half of all reported work-related violence and aggression incidents towards front line colleagues across the network.
- 3.4 The RPP draws on research and insight from across Europe, and this evidence provides us with the framework where we categorise types of fare evasion as accidental, calculated, and chronic, with interventions tailored and targeted accordingly. We have carried out further analytical assessment to review offender profiles which will complement our existing framework



- 3.5 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and is likely to prejudice TfL's commercial position.

## **4 Current areas of focus**

- 4.1 Our revenue teams are deployed every day across the network providing a highly visible presence carrying out routine revenue protection activity to deter and detect fare evasion and identify offenders for enforcement. We have recently refreshed our performance and oversight of each modal revenue team through a monthly forum that considers data and insight to review trends and measures the effectiveness of our operational enforcement activity. Through this forum we promote cross-modal collaboration, share best practice and coordinate joint operations with our policing partners. We adopt an intelligence-led approach to our tasking and deployment of our revenue teams and this forum allows us to respond to emerging trends in a co-ordinated approach across all our modes.
- 4.2 Over the 2022/23 financial year, approximately 54,000 Penalty Fares have been issued and over 18,000 cases listed in court by our Investigation, Appeals and Prosecution Team. Over £2.4m maximum fares have been issued through Revenue Inspections. During the initial periods of 2023/24, output of the revenue enforcement teams shows increasing levels of penalty fares and maximum fares issued, significantly above previous period averages. With more customers being checked, we are enforcing and detecting more fare evasion as rates increase.
- 4.3 A key element of the RPP is to design out the risk of fare evasion. We are progressing with our gate line supplier improvements in the wide aisle gate as, through analysis, we have found that this style of gate is the main access point for chronic fare evaders. We are scheduled to trial changes to reduce the likelihood of fare evasion through this gate while still offering safe access for people with reduced mobility, luggage and customers travelling with young children.
- 4.4 Cities around the world are increasingly using Closed Circuit Television (CCTV) in their interventions by identifying offenders and sharing this data with investigation teams. We are currently reviewing our processes with our Information Governance team to support our in-house investigation team in focussing on chronic and calculated offenders through CCTV. Chronic offenders do not leave a digital footprint. They are blatant in their fare evasion and most likely to be rude, aggressive or intimidating to our colleagues and other members of the public if challenged.
- 4.5 Technology continues to play a leading role in our efforts to tackle fare evasion and we have invested in the next phase of our irregular travel analysis platform . Through this platform we are working closely with our Ticketing and Payments team to further strengthen our response to those fare evaders who deliberately and knowingly avoid paying the correct fare. Although their behaviour is surreptitious, they leave a digital footprint for our investigators to pursue.

- 4.6 Over the 2022/23 financial year, our pro-active Investigation Team detected calculated and persistent evaders, responsible for 35,734 irregular journeys with an average of 90 unpaid journeys per offender. Average revenue loss per offender was £780. Two hundred and thirteen cases were taken to court by our Prosecutions Team, and all resulted in a guilty verdict. These cases have resulted in a combined costs and compensation awarded to TfL of over £191,910.
- 4.7 This year we will be publishing our pan-TfL Revenue Protection Strategic approach. This will establish the principles on how we prevent and tackle fare evasion on our network towards the target published in the TfL Strategy of reducing the risk of fare evasion by two-thirds, to under 1.5 per cent by 2030. This bold approach will support our front-line teams, fare paying customers and TfL's financial sustainability.

**List of appendices to this report:**

Appendix 1 - Crime and Antisocial Behaviour 6-monthly Report.

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

**List of Background Papers:**

None

Contact Officer: Siwan Hayward, Director of Security, Policing and Enforcement  
Email: [siwan.hayward@tfl.gov.uk](mailto:siwan.hayward@tfl.gov.uk)

[page left intentionally blank]



# Customer Service and Operational Performance Panel

12 July 2023

## Crime and Anti-Social Behaviour 6-monthly Report

Page 99

Appendix 1



# Crime and Anti-Social Behaviour (ASB) Summary

## Pan-modal crime and ASB trends

- This report focusses on the six months period of available data since the last CSOPP crime and ASB report and covers December 2022 to May 2023.
- Overall recorded crime is higher at 21,728 crimes (Dec-22 to May-23) compared with the pre-pandemic average\* (PPA) of 16,905 crimes; 28.5% additional recorded crimes.
- The crime rate per million passenger journeys for the same period is 12.9, compared to the PPA of 8.6.
- Whilst crimes are up 28.5% across all modes, passenger volume is down by 13.9% creating a higher risk of being a victim of crime, across all modes.

| Mode                    | Pre-pandemic average<br>(Dec to May) |            | Dec-22 to May-23 |             |
|-------------------------|--------------------------------------|------------|------------------|-------------|
|                         | Volume                               | Rate       | Volume           | Rate        |
| Bus                     | 7,812                                | 7.1        | 9,329            | 10.4        |
| London Underground      | 7,505                                | 11.1       | 10,420           | 18.7        |
| London Overground       | 778                                  | 8.5        | 776              | 9.6         |
| Elizabeth Line**        | 348                                  | 14.5       | 623              | 6.6         |
| Docklands Light Railway | 331                                  | 5.6        | 422              | 8.8         |
| Trams                   | 131                                  | 9.3        | 158              | 15.4        |
| <b>Overall crime</b>    | <b>16,905</b>                        | <b>8.6</b> | <b>21,728</b>    | <b>12.9</b> |

\* The pre-pandemic average is the average of the preceding 3 financial years FY16/17, 17/18 and 18/19; it is inadvisable to compare directly with FY21/22 due to the abnormal recorded passenger and crime levels during the pandemic.

## Passenger perception

- TfL Customer Pulse survey information reveals (Q4 January - March 22/23):
  - 33% felt worried on public transport in the past three months and 6% of Londoners overall were completely or temporarily deterred from using public transport due to a worrying incident.
  - Most worrying incidents occurred on the bus and London Underground networks.
  - The most cited worrying incident on the bus network was threatening behaviour of other passengers, and the most cited worrying incidents on the LU network are busy environment / overcrowding; seeing someone begging and being a victim of unwanted sexual behaviour.
  - Drunken passengers and youth anti-social behaviour was reported as a source of worry on both the underground and bus networks.
  - Females experience more worry than males. Biggest concerns are threatening behaviour and being victim of unwanted sexual behaviour.

# Bus-related Crime and ASB Summary

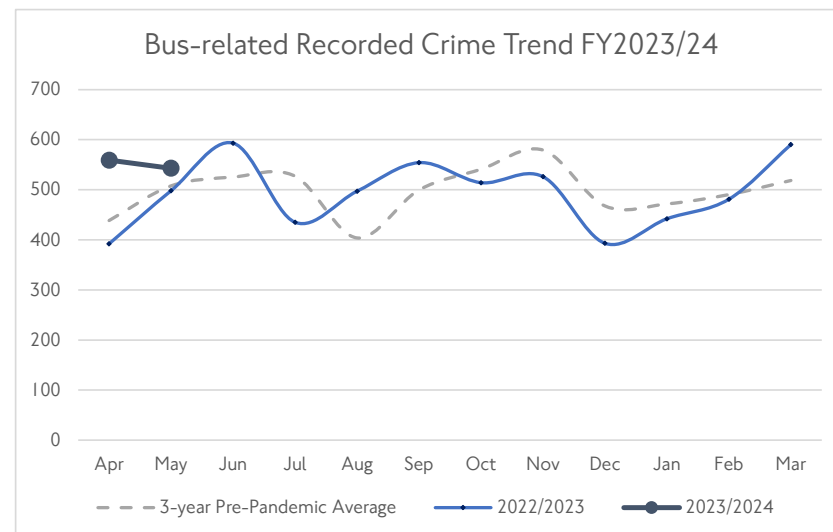
## Bus-related offences - Summary

- Overall recorded crime is higher at 9,329 crimes recorded (Dec-22 to May-23) compared with the pre-pandemic average (PPA) of 7,812 crimes; 19.4% additional recorded crimes.
- The crime rate per million passenger journeys for the same period is 10.4, compared to the PPA of 7.1. Whilst crime volumes are up by 19.4% on buses passenger volumes are down by 18.0%.
- The levels of reported sexual offences, theft, violence/public order, and robbery exceed the PPA.
- TfL actively encourages the reporting of all sexual offences and sexual harassment

| Crime category                                      | Pre-pandemic average<br>(Dec to May) | Dec-22 to<br>May-23 |
|---|--------------------------------------|---------------------|
| Arson and Criminal Damage                           | 373                                  | 305                 |
| Burglary  | 14                                   | 11                  |
| Drug Offences                                       | 92                                   | 29                  |
| Misc Crimes Against Society                         | 16                                   | 8                   |
| Possession of Weapons                               | 46                                   | 29                  |
| Robbery   | 655                                  | 1,108               |
| Sexual Offences                                     | 361                                  | 383                 |
| Theft   | 3,284                                | 4,415               |
| Vehicle Offences                                    | 49                                   | 33                  |
| Violence Against the Person / Public Order Offences | 2,922                                | 3,008               |
| <b>Total Notifiable Offences</b>                    | <b>7,812</b>                         | <b>9,329</b>        |
| <i>Hate crime</i>                                   | <i>531</i>                           | <i>469</i>          |
| <i>Work-related violence and aggression</i>         | <i>436</i>                           | <i>406</i>          |

## Bus-related VAP and Public Order

- VAP / public order crime is 3% above the three-year PPA.
- Violence with injury comprises 29% of all offences.
- Violent offences without injury are the most common types of violence on the bus network, comprising just 41% of recorded violence and public order.
- Peak times include 15:00-18:00 Monday to Friday, linked to younger passengers with offences spread throughout London. More serious acts of violence follow a similar weekday 1500-1800 concentration and, also occur very late/ early hours at weekends.
- Female victims in their teens and twenties are more commonly reporting harassment offences to the police. Males are more likely to be the victims of more serious violence with injury.

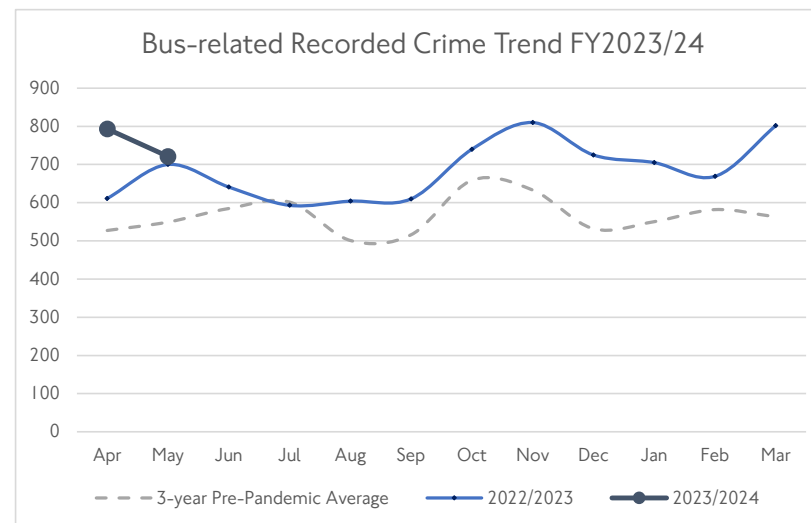




# Bus-related Crime and ASB Summary

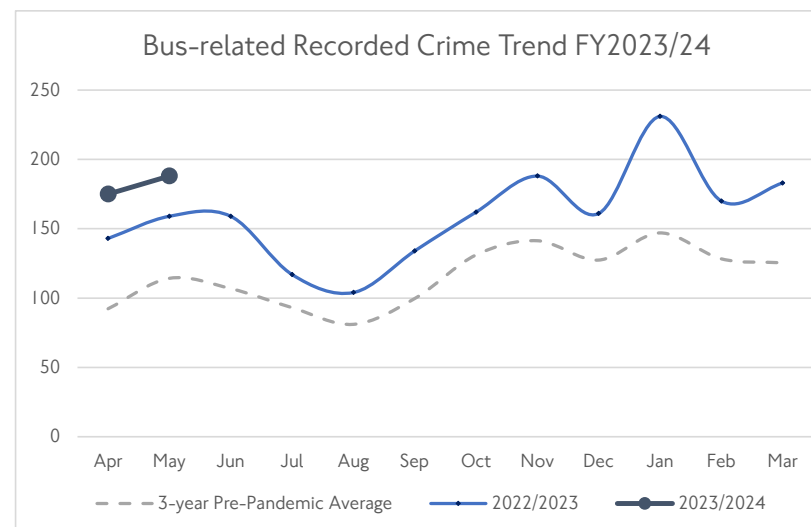
## Bus-related Theft

- Theft on the bus network is following a similar trend to London-wide theft and is higher than the three-year PPA.
- Reports of thefts of personal property are evenly spread throughout the day and week, although there are peaks from 12:00-20:00, particularly Monday to Friday. However, there is some variation by location. Bus theft in Westminster experiences peaks in the evenings and early hours at weekends.
- Most victims of theft are aged 18 to 44 years, with women across all ages reporting most thefts.



## Bus-related Robbery

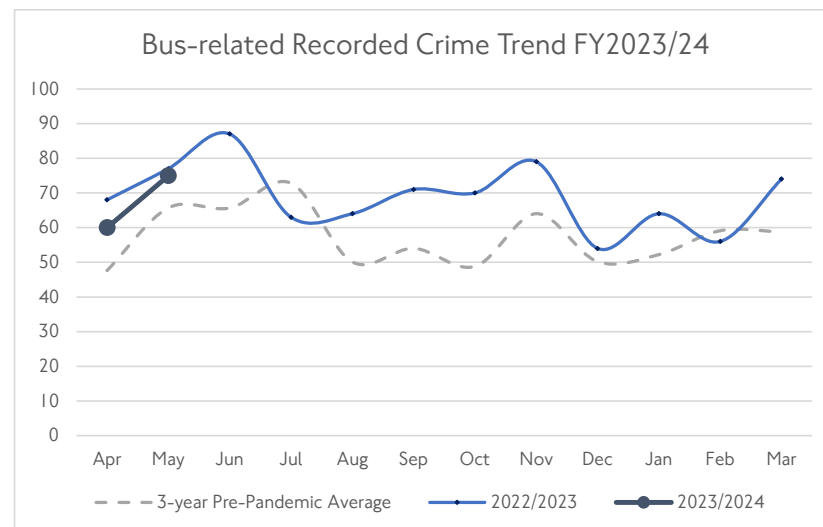
- Robbery continues to rise and is following a similar upward trend to London-wide robbery and is higher than the three-year PPA.
- Young males are the most at risk from robbery, particularly those aged under 18 years who comprise almost 50% of all bus-related robbery victims.
- Offences peak between 14:00 and 20:00, Monday to Friday, and there are other peaks in the evening and overnight at the weekends, particularly at locations with a large night-time economy.
- The top three boroughs for robbery offences, in the last six months were Haringey, Westminster and Lambeth (comprising 20% of all robbery on the bus network).



# Bus-related Crime and ASB Summary

## Bus-related Sexual Offences

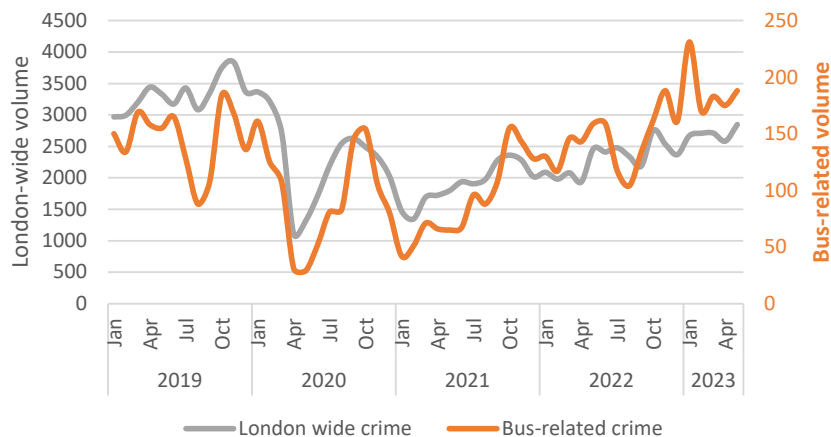
- Sexual offences remain higher than the PPA and is following seasonal trend albeit at a lower rate than last year. The sustained volume of offences higher than the PPA is indicative of the success of our Zero Tolerance on Sexual Harassment media campaign and importance of reporting to the police.
- Victims of reported sexual offences are overwhelmingly female, with victims generally aged 12 to 30 years and a substantial peak for school aged girls aged 12 to 18 years.
- Offences are reported throughout London and there are peaks 07:00-09:00 hrs and 15:00-18:00 hrs, Monday to Friday, and late afternoons and evenings on Saturdays.



# Bus-related Crime and London-wide Crime Trends

- Bus-related crime trends largely reflect London-wide crime trends, however overall bus-related crime during FY2023/24 is 29% higher than the three-year pre-pandemic average (PPA), whilst overall London-wide crime recorded by the Met Police is currently 4% higher.
- The charts below depict how closely trends in bus-related sexual offences, VAP and theft are all following London-wide trends for the same offence categories, with the exception of robbery which is trending slightly higher on the bus network.

## Robbery



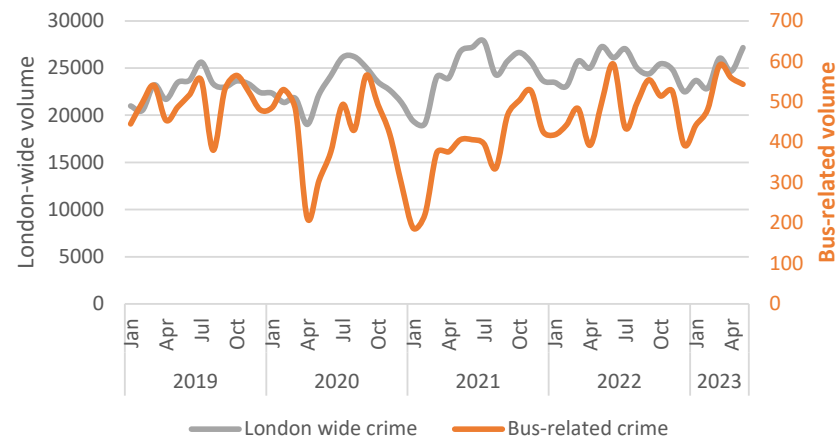
## Theft



## Sexual Offences



## Violence Against the Person and Public Order





# London Underground Crime and ASB Summary

## LU crime trends overall

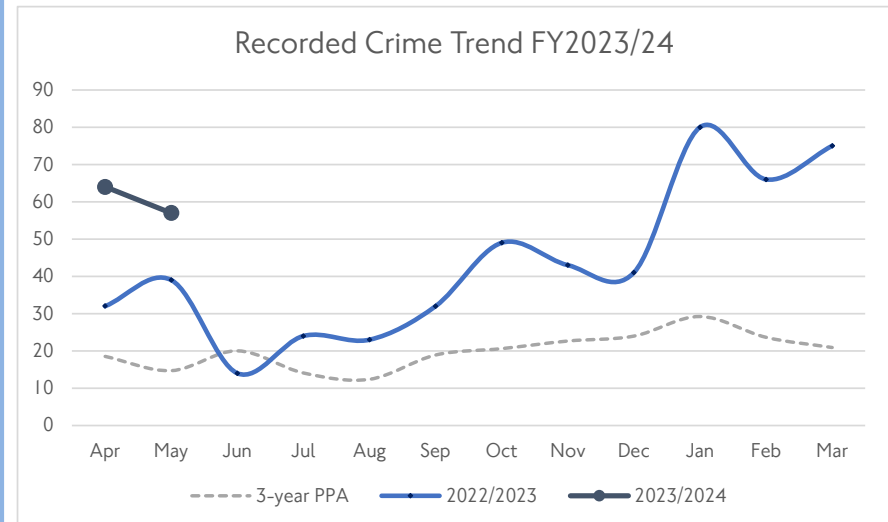
- Overall recorded crime is higher at 10,420 crimes recorded (Dec-22 to May-23) compared with the pre-pandemic average (PPA) of 7,505 crimes; 39% additional recorded crimes.
- The crime rate per million passenger journeys is currently 18.7, compared to the PPA of 11.1. Whilst crimes are up 39%, passenger numbers are down 18% creating the higher crime rate.
- Robbery and theft are current concerns and reported at levels much higher than the PPA.
- Violence with injury comprises 13% of all VAP and Serious Public offences.

| Crime category  | Pre-pandemic average<br>(Dec to May) | Dec-22 to<br>May-23 |
|---|--------------------------------------|---------------------|
| Violence Against the Person<br>/ Serious Public Order | 2,641                                | 2,832               |
| Sexual Offences                                       | 515                                  | 382                 |
| Criminal Damage                                       | 529                                  | 625                 |
| Line of Route   | 27                                   | 11                  |
| Theft of Passenger Property                           | 3,190                                | 5,370               |
| Motor Vehicle/Cycle Offences                          | 174                                  | 249                 |
| Robbery   | 92                                   | 383                 |
| Theft of Railway Property / Burglary                  | 101                                  | 129                 |
| Serious Fraud   | 45                                   | 22                  |
| Drugs   | 139                                  | 340                 |
| Other Serious Offences                                | 52                                   | 77                  |
| <b>Total Notifiable</b>                               | <b>7,505</b>                         | <b>10,420</b>       |
| <i>Hate crime</i>                                     | 508                                  | 467                 |
| <i>Work-related violence and aggression</i>           | 645                                  | 560                 |

## LU crimes of note

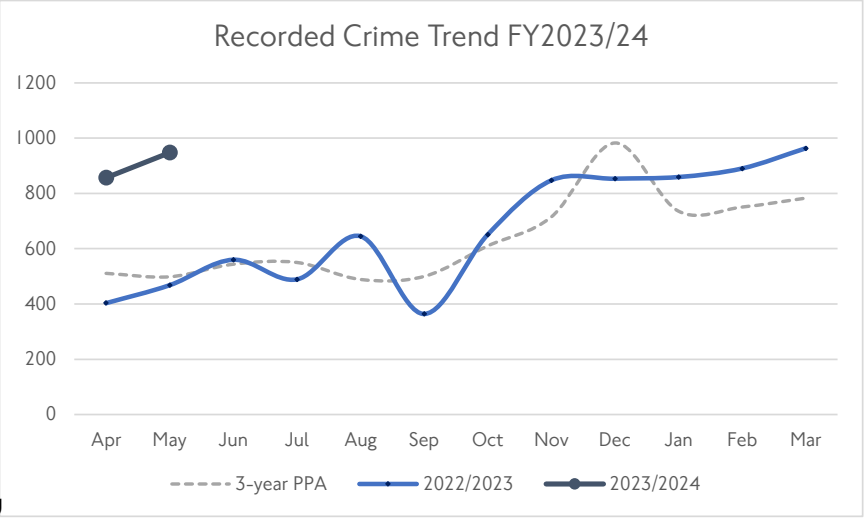
- Robbery is 316% higher than the PPA.
- 43% of robberies were committed on train and 53% at stations. Top stations with robbery committed at them were Oxford Circus, Finsbury Park, Bond Street and Stratford.
- 42% of offences were committed on weekends. Key times were 14:00-21:00.
- Theft of passenger property offences (chart overleaf) are 68% above the PPA. Thefts occur fairly evenly on all days of the week with the exception of the weekend when almost 40% are committed. Key times are 15:00-00:00 across the week.

## LU Robbery



# London Underground Crime and ASB Summary

## LU Theft Offences



## Elizabeth Line crime trends overall

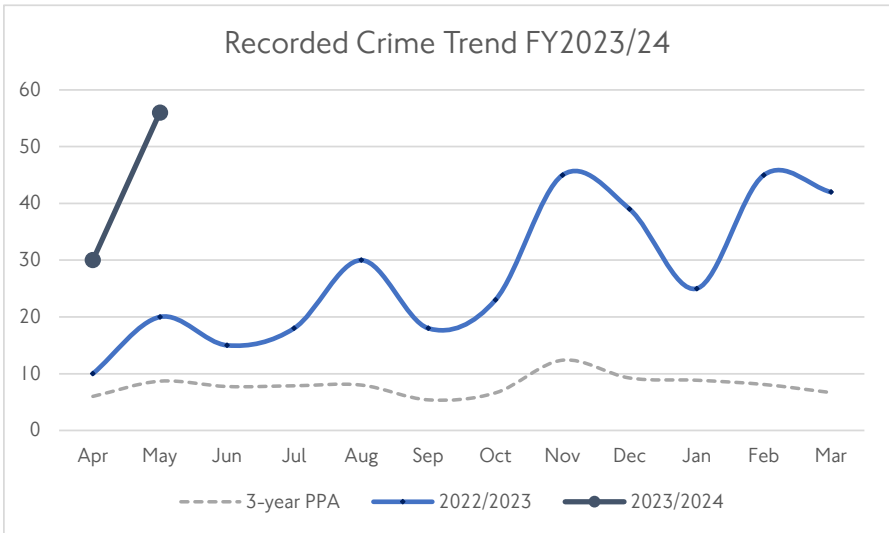
- Overall recorded crime is higher at 729 crimes (Dec-22 to May-23) compared with the pre-pandemic average (PPA) of 269 crimes; 171% additional recorded crimes; this large rise was forecast due to additional passengers with the full opening of the Elizabeth Line.
- The crime rate per million passenger journeys is currently 6.6, compared to the PPA of 14.5. Whilst crimes are up 171%, passengers are up 286% creating the lower crime rate.
- Whilst some categories of crime are slightly higher than the PPA, there are few concerns (see below for crimes of note).

| Crime category                                     | Pre-pandemic average (Dec to May) | Dec-22 to May-23 |
|--|-----------------------------------|------------------|
| Violence Against the Person / Serious Public Order | 132                               | 317              |
| Sexual Offences                                    | 11                                | 21               |
| Criminal Damage                                    | 28                                | 28               |
| Line of Route                                      | 1                                 | 1                |
| Theft of Passenger Property                        | 39                                | 237              |
| Motor Vehicle/Cycle Offences                       | 25                                | 37               |
| Robbery  | 5                                 | 34               |
| Theft of Railway Property / Burglary               | 12                                | 9                |
| Serious Fraud                                      | 2                                 | 0                |
| Drugs  | 8                                 | 36               |
| Other Serious Offences                             | 6                                 | 9                |
| <b>Total Notifiable</b>                            | <b>269</b>                        | <b>729</b>       |
| <i>Hate crime</i>                                  | 20                                | 53               |
| <i>Work-related violence and aggression</i>        | 51                                | 72               |

## Elizabeth Line crimes of note

- Theft of passenger property has steadily risen and is higher than the three-year PPA (see right).
- 64% of thefts are committed on train and 35% within stations. Thefts occur fairly evenly on all days of the week with the exception of the Fri-Sat when almost 40% are committed. Key times are 15:00-22:00 across the week.
- VAP and Serious Public Order is higher than the three-year PPA (see chart overleaf). VAP / SPO tends to increase during the afternoons and evenings.
- Violence with injury comprises 12% of all VAP / SPO.

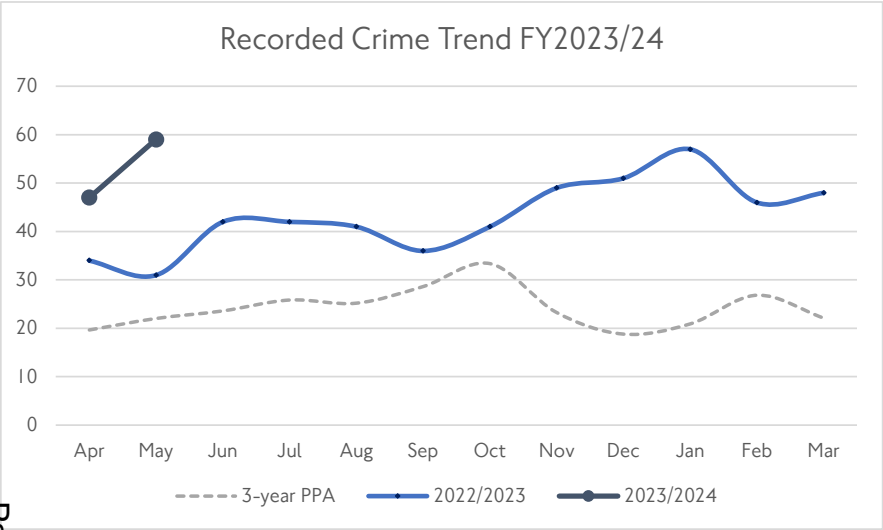
## Elizabeth Line Theft of Passenger Property





# Elizabeth Line Crime and ASB Summary

## Elizabeth Line VAP / Serious Public Order



# London Overground (LO) Crime and ASB Summary

## LO crime trends overall

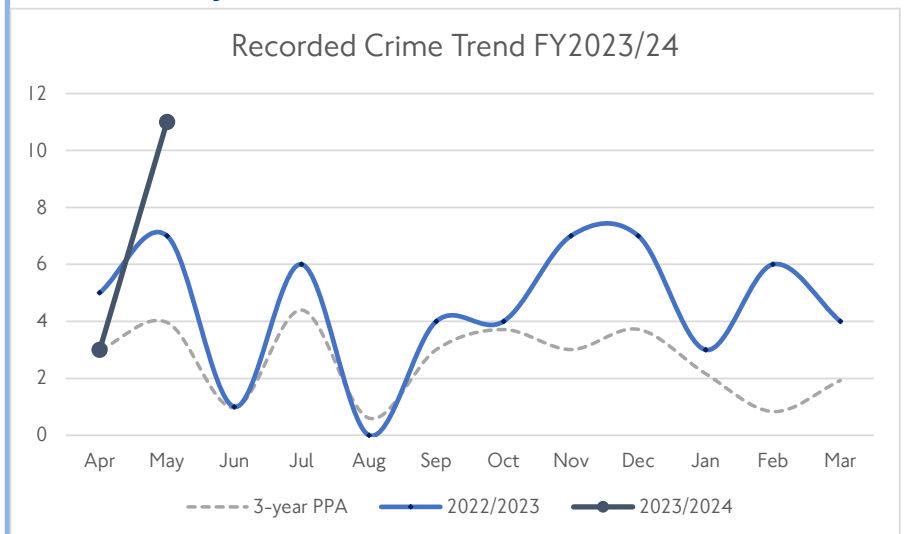
- Overall recorded crime at 826 crimes (Dec-22 to May-23) is slightly higher than the pre-pandemic average (PPA) of 733 crimes; 13% additional recorded crimes.
- The crime rate per million passenger journeys is currently 9.6, compared to the PPA of 8.5. Whilst crimes are up 13%, passengers are down 12% creating the higher crime rate.
- Whilst some categories of crime are slightly higher than the PPA, there are few concerns (see below for crimes of note). Violence with injury comprises 10% of all VAP and Serious Public offences.

| Crime category  | Pre-pandemic average<br>(Dec to May) | Dec-22 to<br>May-23 |
|---|--------------------------------------|---------------------|
| Violence Against the Person<br>/ Serious Public Order | 351                                  | 336                 |
| Sexual Offences                                       | 37                                   | 25                  |
| Criminal Damage                                       | 90                                   | 155                 |
| Line of Route   | 2                                    | 3                   |
| Theft of Passenger Property                           | 145                                  | 181                 |
| Motor Vehicle/Cycle Offences                          | 47                                   | 54                  |
| Robbery   | 15                                   | 34                  |
| Theft of Railway Property / Burglary                  | 19                                   | 22                  |
| Serious Fraud   | 4                                    | 0                   |
| Drugs   | 15                                   | 12                  |
| Other Serious Offences                                | 8                                    | 4                   |
| <b>Total Notifiable</b>                               | <b>733</b>                           | <b>826</b>          |
| <i>Hate crime</i>                                     | 78                                   | 58                  |
| <i>Work-related violence and aggression</i>           | 119                                  | 64                  |

## LO crimes of note

- Robbery is more than double the three-year PPA on the LO network, however this is still a relatively low volume offence on the LO network. (see right)
- Robbery is equally occurring on train and at stations with most occurring between 14:00 – 23:00 hrs and are spread evenly across all days.

## LO Robbery



# DLR Crime and ASB Summary

## DLR crime trends overall

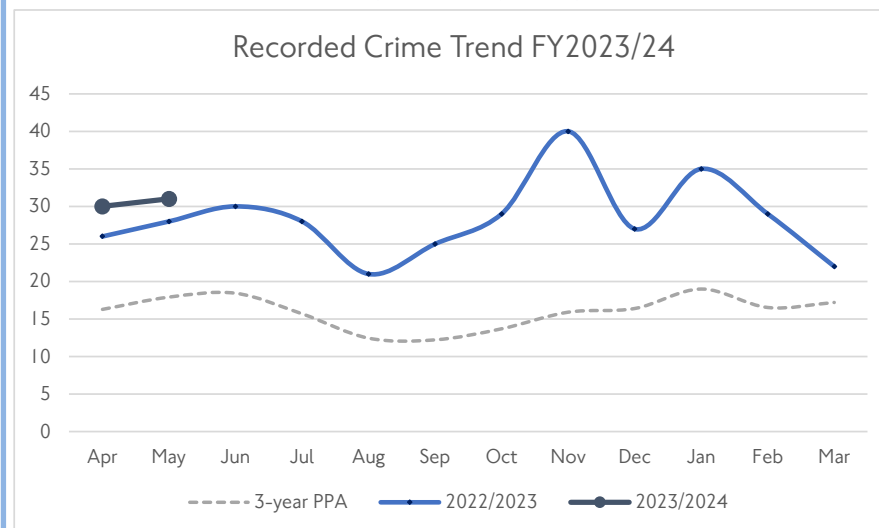
- Overall recorded crime is higher at 452 crimes recorded (Dec-22 to May-23) compared with the pre-pandemic average (PPA) of 292 crimes; 55% additional recorded crimes.
- The crime rate per million passenger journeys is currently 8.8, compared to the PPA of 5.6. Whilst crimes are up 55%, passengers are down 19% creating the higher crime rate.
- Whilst some categories of crime are slightly higher than the PPA, there are few concerns (see below for crimes of note). Violence with injury comprises 14% of all VAP / SPO.

| Crime category  | Pre-pandemic average<br>(Dec to May) | Dec-22 to<br>May-23 |
|---|--------------------------------------|---------------------|
| Violence Against the Person<br>/ Serious Public Order | 137                                  | 156                 |
| Sexual Offences                                       | 12                                   | 12                  |
| Criminal Damage                                       | 15                                   | 39                  |
| Line of Route   | 4                                    | 3                   |
| Theft of Passenger Property                           | 84                                   | 174                 |
| Motor Vehicle/Cycle Offences                          | 9                                    | 19                  |
| Robbery   | 11                                   | 25                  |
| Theft of Railway Property / Burglary                  | 10                                   | 6                   |
| Serious Fraud   | 0                                    | 1                   |
| Drugs   | 6                                    | 11                  |
| Other Serious Offences                                | 4                                    | 6                   |
| <b>Total Notifiable</b>                               | <b>292</b>                           | <b>452</b>          |
| <i>Hate crime</i>                                     | 29                                   | 25                  |
| <i>Work-related violence and aggression</i>           | 45                                   | 30                  |

## DLR crimes of note

- Theft of passenger property is higher than the three-year PPA (see right ).
- Thefts are fairly evenly spread across the week with peak times between 08:00-11:00 and 15:00-20:00.
- 61% of thefts are committed on trains, 38% within stations. Shadwell and Canary Wharf have had the most thefts reported in the last six months.

## DLR Theft of Passenger Property





# Trams Crime and ASB Summary

## Trams crime trends overall

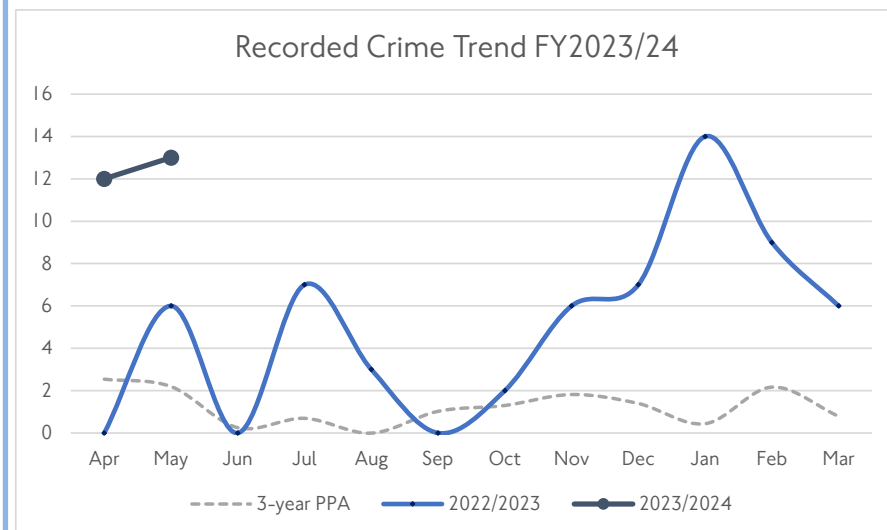
- Overall recorded crime at 188 crimes recorded (Dec-22 to May-23) is higher than the pre-pandemic average (PPA) of 129 crimes; 45% more recorded crimes.
- The crime rate per million passenger journeys is 15.4 currently, compared to the PPA of 9.3. Whilst crimes are up 45%, passenger numbers are down 27% creating the higher crime rate.
- Whilst some categories of crime are slightly higher than the PPA, there are few concerns (see below for crimes of note). Violence with injury comprises 18% of all VAP and Serious Public offences.

| Crime category  | Pre-pandemic average<br>(Dec to May) | Dec-22 to<br>May-23 |
|---|--------------------------------------|---------------------|
| Violence Against the Person<br>/ Serious Public Order | 71                                   | 84                  |
| Sexual Offences                                       | 6                                    | 6                   |
| Criminal Damage                                       | 10                                   | 14                  |
| Line of Route   | 6                                    | 1                   |
| Theft of Passenger Property                           | 13                                   | 15                  |
| Motor Vehicle/Cycle Offences                          | 3                                    | 2                   |
| Robbery   | 9                                    | 61                  |
| Theft of Railway Property / Burglary                  | 2                                    | 0                   |
| Serious Fraud   | 1                                    | 1                   |
| Drugs   | 8                                    | 3                   |
| Other Serious Offences                                | 0                                    | 1                   |
| <b>Total Notifiable</b>                               | <b>129</b>                           | <b>188</b>          |
| <i>Hate crime</i>                                     | <i>10</i>                            | <i>12</i>           |
| <i>Work-related violence and aggression</i>           | <i>14</i>                            | <i>23</i>           |

## Trams crimes of note

- Robbery is almost 600% higher than the PPA, albeit a relatively low-volume crime (a rise of 9 to 61) on the Trams network.
- 84% of robberies were committed at stops and 13% on trams. Top stops with robbery committed at them were East Croydon, Central and Elmers End.
- Over 80% of offences were committed on during weekdays Tues-Fri. Key times were 16:00-18:00.

## Trams Robbery



# Improving Customer Confidence

## Headline result – safety and security questions Q1 23/24

**33%** have felt worried about **personal security** on public transport in the last 3 months

**6%** of Londoners that use public transport have been completely/temporarily deterred from using public transport following an incident

### Impact of worrying incident on usage

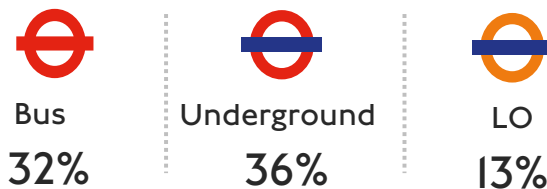
All who have felt worried about personal security in the last 3 months



Page 112

### Transport where incidents occurred

All who have felt worried about personal security in the last 3 months



### Incidence of events

(Last 3 months)



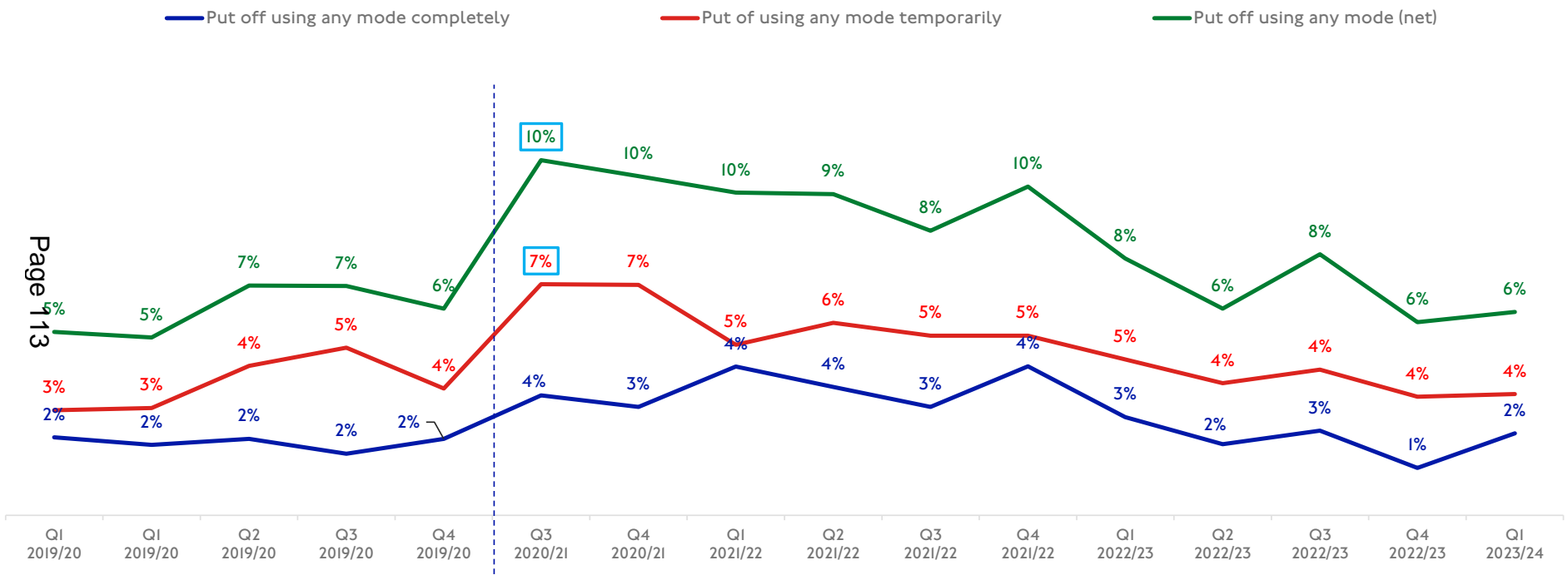
SAFETY\_01: In the last three months, have you ever felt worried about your personal security (i.e. being safe from crime or antisocial behaviour) when using public transport in London? All respondents that have used public transport in the last few months : Q1 23/24=950. SAFETY\_04: Has this worrying incident put you off using this mode of transport again? : All respondents that have used public transport in the last few months : Q1 23/24=950. SAFETY\_03: What mode of transport were you using (or planning to use) when you (last) experienced this worrying incident? Base: All respondents who have experienced a worrying incident in the last 3 months: Q1 23/24=324. SAFETY\_02: What was the most recent worrying incident you experienced when using public transport in London? Base: All who have experienced a worrying incident: Q1 23/24=324



# Improving Customer Confidence

The proportion of Londoners put off from using any public transport mode has declined to 6 per cent following a rise in Q3 22/23.

Deterred from any mode due to worrying incident  
- Based on all Londoners that have used public transport in the last year  
(shown as last 12 months prior to Q3 2020/21; as past few months to Q3 2022/23)

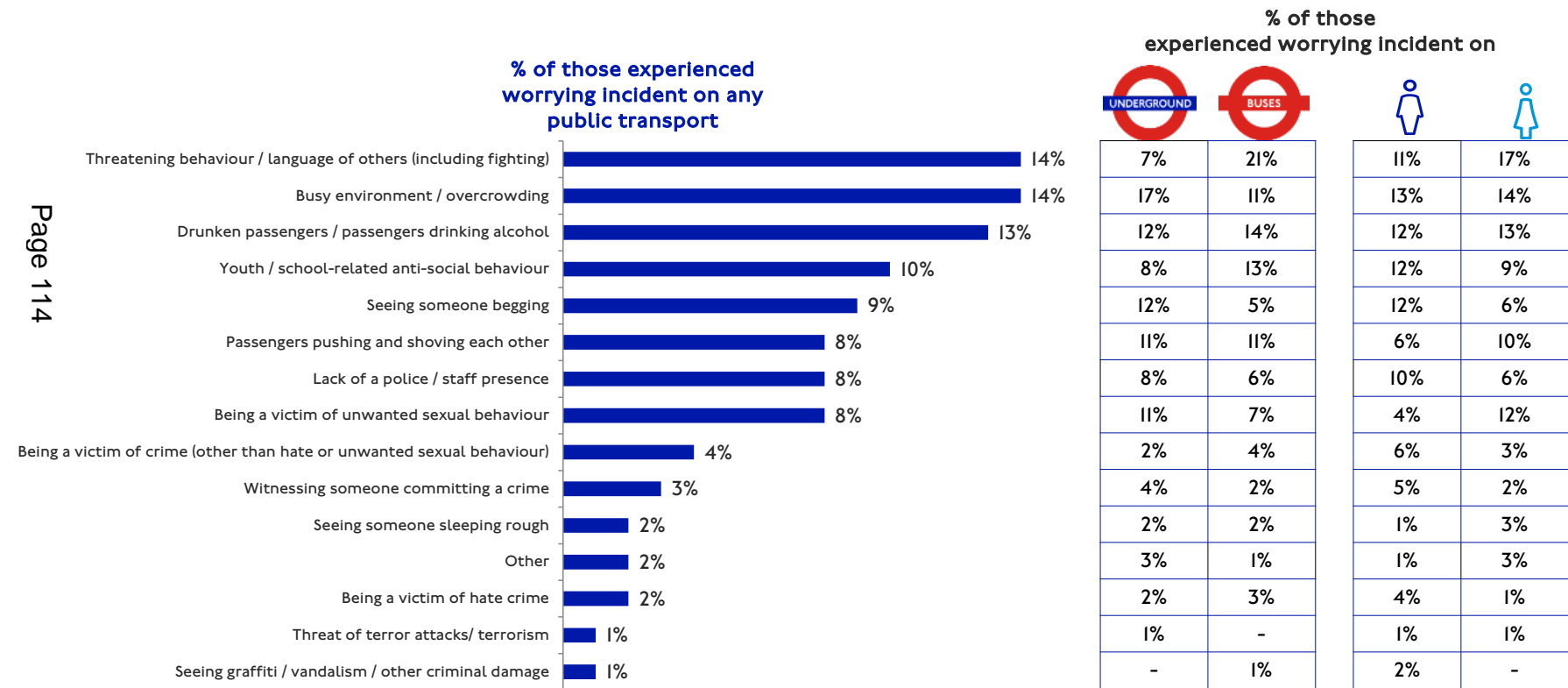


SAFETY\_04: Has this worrying incident put you off using this mode of transport again?  
Base: All respondents that have used public transport in the last twelve months Q1 (P1) 19/20=999, Q1 (P2) 19/20=1,009, Q2 (P6) 19/20=974. Q3 (P9) 19/20=992, Q4 (P12) 19/20=1016, Q3 (P9) 20/21=761, Q4 (P12) 20/21=749, Q1 (P2) 21/22=798, Q2 (P6) 21/22=843, Q3 (P9) 21/22=828, Q4 (P12) 21/22=883, Q1 (P2) 22/23=880, Q2 (P6) 22/23=940, Q3 (P9) 22/23=925, Q4 (P12) 22/23=930, Q1 23/24=950  
*Dotted line denotes this module did not run between Q4 19/20 and Q3 20/21*



# Improving Customer Confidence

Concern regarding threatening behaviours were more common on buses than on public transport overall. Being a victim of unwanted sexual behaviour and crime generally were more common on the underground than on public transport overall. Drunken passengers, overcrowding and youth/school-related ASB was similarly experienced on both the underground and bus networks. Females experienced more worry than males concerning threatening behaviour and being victim of unwanted sexual behaviour.



Page 114



## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** Hate Crime Campaign

---

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

## **1 Summary**

- 1.1 In response to an action from the Board, we provide an overview of hate crime and our campaign to tackle this issue.

## **2 Recommendation**

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

## **3 Hate Crime Campaign**

- 3.1 Hate crime is abhorrent and has no place in our city. For our public transport to feel safe and welcoming for everyone, we all have a role in looking out for each other. We are committed to taking action against offenders and working with our police partners to protect our customers and colleagues and provide support to victims.

### **What do we know about hate crime on public transport?**

- 3.2 In 2022/23, there were 2,210 reported incidents of hate crime on our public transport networks. This is up by almost six per cent compared with the previous year (an additional 119 reported incidents). Like the national picture, race hate is the most reported type of hate crime. Transgender and disability hate crimes are the least reported type of hate crime.
- 3.3 Generally, hate crime on public transport does not follow any pattern. There are no hotspots. Locations with highest number of reported incidents tend to be the busiest locations with the highest number of passengers.
- 3.4 Hate crimes tend to be spontaneous and random in nature. They often occur because of a different conflict (typically a dispute about a fare, altercation between passengers) resulting in the offender using hateful terms towards the victim. Hate crimes on our networks are predominantly verbal abuse, and our staff are often the victims.
- 3.5 National or international events can trigger increased vulnerability or fear of hate crime.

### **What is the purpose of the campaign?**

- 3.6 Our original 'Hands Up' campaign, launched in June 2021 with our police partners, communicates our zero tolerance of abusive behaviour and hate crime towards staff and customers on our public transport networks. Everyone has the right to use public transport without fear of abuse because of their disability, trans/gender identity, race or ethnic identity, sexual orientation, or religion or belief. Our hate crime campaign aims to create a sense of unity with Londoners standing together against hate crime and abuse on public transport. A key element to the campaign is making it clear hate crime and abusive behaviour towards customers or colleague will not be tolerated, every report is taken seriously and investigated, and it can result in a criminal record for the perpetrator.
- 3.7 Informed by insight from London TravelWatch's research, we launched a complementary campaign in February 2023 calling on customers to be active bystanders. This was also in response to feedback from hate crime stakeholders that they would like us to focus on the important role bystanders can play, rather than the onus being left on victims alone to report. Research from London TravelWatch Personal Security's report, 2021, found that 63 per cent of passengers would feel more confident in intervening in an incident if they had more information on how to help. We know that bystanders intervening if they witness these behaviours can help defuse situations, make victims feel less isolated and more confident to report, and prevent incidents from happening again. Behavioural research shows that what stops people from intervening is not knowing what they can safely do to help when witnessing an incident.
- 3.8 The bystander campaign focusses on three simple but effective ways that our customers can intervene:
- (a) Distract with a Question: help prevent or defuse an incident by asking the person targeted a question, such as "what's the next stop?," or "do you have the time?";
  - (b) Make a Note: documenting and reporting what you see is helpful for the police investigation and to inform TfL and police deployments and wider crime prevention activities; and
  - (c) Make sure they are OK: following an incident you can support someone being targeted feel less isolated and more confident to report by making sure they are ok and validating the experience.
- 3.9 It was important in our campaigns to reassure all customers that may experience or witness this behaviour that this is not ok, and we take it seriously. Our work with stakeholder and local communities is important for engaging with hard-to-reach and seldomly heard groups and to reassure them.

### **How did we communicate to customers?**

- 3.10 We used a diverse range of media channels and publications to reach protected characteristic groups, including LGBTQ+ and ethnic minority groups. These included:

- (a) Out-of-home: printed and digital posters across TfL network (both paid and utilising our poster inventory) – ongoing;
  - (b) Podcast sponsorship: Growing up with Gal Dem, Hip Hop Saved my Life, Intelligence Squared, How I Found My Voice, A Gay and Non-Gay, Dane Baptiste questions everything, Too Peas in a Podcast, Black Gals Livin';
  - (c) Social influencer activity: Serena Lee, Emily Clarkson, Alice Fevronia's and Mimi Mode content reached their combined following of 385,000 users;
  - (d) Print: Metro cover wrap;
  - (e) Digital partnerships, including paid social and display: Pink News;
  - (f) Emails to TfL database;
  - (g) Easy read hate crime leaflet distributed to stakeholders and available to customers on request;
  - (h) Engagement with London boroughs, schools, charity organisations and groups which support Londoners with protected characteristics e.g., the transgender community, homeless community – assets shared with stakeholder groups to extend the reach of our messages; and
  - (i) Proactive Press Coverage.
- 3.11 Events such as National Hate Crime Awareness Week and local engagement activities, provide excellent opportunities for us to work side by side with anti-hate crime organisations to reassure communities that feel vulnerable to victimisation. We work to reassure communities that we take this seriously, we encourage our customers to report hate crimes to the police or through third party organisations and signpost them to support to cope with the effects of the crime.

### **What has been the feedback?**

- 3.12 The campaigns were informed by research including focus groups to make sure that the messages were well understood and resonated with different audiences, engagement and listening to our hate crime stakeholders and TfL's frontline staff to better understand their experiences and concerns.
- 3.13 Our stakeholder engagement has been essential to gain insight into their experience of hate crime on public transport which has helped to shape policy, campaigns, and training. Examples include Tell Mama, Shomrim, Galop, Antisemitism UK, Campaign Against Racism Group (CARG), Community Security Trust (CST), Changing Faces, Stop Hate UK, Hope not Hate London Faiths Forum, Hidayah LGBT, Metro Charity, Brent Mencap and Communities Inc (founders of Bystander Awareness Day).
- 3.14 There has been broad support from transport staff, the public and stakeholders for the hate crime campaigns. The campaign was well received by London TravelWatch, who were encouraged to see that we had delivered one of the key recommendations from their 2021 Personal Security Report.

3.15 Inclusion London has described the recent bystander campaign as a welcome initiative and that they were pleased to see TfL's commitment to ongoing work towards creating a more inclusive transport system that meets the needs of all passengers.

3.16 Louise Holden, Inclusion London's Hate Crime Partnership Project Manager, said:

"Inclusion London campaign for Disabled Londoners' right to feel safe in their communities. Hate crime is any crime that involves someone being targeted because of who they are. It can be a lonely and devastating experience for many Disabled people when it happens to them. Seemly small acts of kindness from other passengers can make all the difference. Having bystander training means more people will feel confident to engage if they see someone being targeted. Just knowing others can see what is going on and are reaching out to help can really make a difference."

**List of Appendices to this report:**

None

**List of Background Papers:**

None

Contact Officer: Siwan Hayward, Director of Security, Policing and Enforcement  
Email: [siwan.hayward@tfl.gov.uk](mailto:siwan.hayward@tfl.gov.uk)



## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** Assisted Transport Services Update

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 This paper outlines the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 6 December 2022. This includes the updated Roadmap for review.
- 1.2 It also provides an update on how ATS continues to adapt to support Londoners with reduced mobility in the post pandemic world.

### **2 Recommendation**

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

### **3 Background**

- 3.1 ATS refers to the range of pre-booked services available to assist people with limited mobility who require additional help getting around. Services available in London include door-to-door transport services, such as Dial-a-Ride (DaR) and Taxicard, alongside enablers to using general public transport, such as travel mentoring. As Turn up and Go services do not require pre-booking, they do not come under the ATS umbrella.
- 3.2 A review of the current ATS strategy and roadmap has led to a refresh of priority areas for improvement, considering changes to our operating context and customer demand patterns since the start of the pandemic.
- 3.3 The broad principles of the original strategy and roadmap remain the same, with our vision to provide world leading ATS.
- 3.4 Recognising on-going funding constraints, the ATS Strategy will continue to focus on delivering the best outcomes for our customers, through a series of incremental actions aimed at the following priority areas for improvement:
  - (a) Improving and integrating the end-to-end customer experience;
  - (b) Improving TfL's understanding of the Assisted Transport market;
  - (c) Increasing awareness of the choices available to customers; and
  - (d) Optimising capacity and making the best use of available funding.

- 3.5 The Mayor's Transport Strategy commits TfL to delivering improvements in these areas, based around five key design principles:
- (a) consistently **safe and reliable** journeys, with a customer focus, including highly trained staff across the whole network;
  - (b) providing **convenience** through information and support, to improve user confidence in journey planning and independent travelling;
  - (c) allowing users **flexibility and choice** in their preferred mode, time of travel, booking approach and level of assistance;
  - (d) providing a seamless and **integrated** multi-modal service, single user platform and personalised account, that incorporate all public transport modes including dedicated assisted transport services; and
  - (e) utilising the latest technological **innovation** in bookings, payments, service routing, customer care and performance monitoring, to ensure the system is convenient, efficient and provides value for money.
- 3.6 ATS continues to adapt and support customers in line with the above principles, updates on this work are provided below.

## 4 **ATS Passenger support**

- 4.1 Although demand remains below pre-pandemic levels, demand for the period (October 2022 – April 2023) is 30 per cent higher than the same period last year. This financial year we are 12 per cent higher than same period last year.
- 4.2 Since the pandemic the DaR provides a service between 07:00hrs to 22:00hrs, from the 21 August we will be extending our service hours to 23:00hrs.
- 4.3 Between October 2022 – April 2023, we met trip requests at a level of 89 per cent, against a target of 90 per cent. The level of successful trip requests has been below our target due to factors such as additional bank holidays and resourcing challenges.
- 4.4 In response to the increased demand, since April 2023, we have onboarded four new drivers and are also currently training eight additional drivers.
- 4.5 We have also commenced the recruitment for four new Duty managers to support reservations and bookings within the Main Control Centre.
- 4.6 We continue encouraging our colleagues and customers to take appropriate action to keep themselves safe – including using hand sanitiser and wearing a face covering if that helps customers to travel with confidence.
- 4.7 The procurement activity for the Multi Occupancy Accessible Transport service (MOAT 3) has now been completed. Ten single supplier contracts for a total sum of up to £41,628,334 have now been awarded. The operators will commence operations from 1 October 2023 for an initial period of five years with an option to be extend the contract for further two years.
- 4.8 We have also commenced the procurement for the Taxi and Private Hire Vehicle Services Framework for the delivery of the Taxicard services from September 2024.

- 4.9 Similar to DAR, Taxicard, has remained stable since April 2022. When compared to the previous year's data for the months of (October 2022 - April 2023), there is a slight seven per cent decrease in demand for Taxicard service.
- 4.10 Taxicard performance has generally been good, with 98 per cent of trips being met within 15 minutes of the scheduled time between October 2022 to April 2023
- 4.11 Capital Call service increased by six per cent between October 2022 and April 2023, compared to the same period last year. Furthermore, we saw an overall four per cent growth in demand in fiscal year 2023 compared to fiscal year 2022.

### **Booking and scheduling platform**

- 4.12 Central to the delivery of the ATS Strategy is the introduction of a one-stop shop booking system, and in support of this we have now procured Via technologies who will be providing a new booking and scheduling system. This system will allow customers the ability to book DaR services using an online portal alongside a telephone option.
- 4.13 We are working with Via Technologies to formulate a transition plan which includes colleague training, user testing and customer and stakeholder engagement.
- 4.14 The new system is expected to be fully operational by November 2023; three months prior to the previously programmed deadline of January 2024.

### **Travel Mentoring Service**

- 4.15 The Travel Mentoring team is now undertaking face-to-face work.
- 4.16 Individual journey assistance and group activities, such as bus days (build confidence and knowledge in using the bus network ahead of children moving to secondary school), have now restarted.
- 4.17 We are retaining some of the new methods of working introduced during the pandemic and are offering video or telephone assistance to customers. Although most people prefer the in-person approach, it's important to offer digital alternatives when requested.
- 4.18 "Train the trainer" sessions have also restarted. These are designed to assist staff at organisations such as clubs and residences to provide advice to their residents and customers on independent travel. Our Travel Mentoring team will meet with staff at these organisations and walk them through all the travel options available to disabled people and those with other mobility impairments. We will also provide coaching on how to assist their customers with their travel needs in a positive, supportive way.

## **5 ATS Roadmap updates**

- 5.1 At the last meeting we shared the ATS Strategy and Roadmap and we have been establishing a programme of work to support its delivery.
- 5.2 Appendix 1 includes the updated Roadmap for review.
- 5.3 A steering group is being established to drive this work forwards across TfL and will be supported by a working group to manage project delivery.

## **6 Next Steps**

- 6.1 Over the next six months, we will start work on the list of projects identified in the refreshed ATS Roadmap.
- 6.2 Part of this will be ensuring the new booking and scheduling system is optimised to deliver the best possible customer experience and operational efficiencies.
- 6.3 Given TfL's current financial position, the initial focus will be on those projects that have been identified as deliverable at low cost and within the shorter-term.
- 6.4 We will bring an update on this work to the next meeting and progress updates will continue to be provided every six months.

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

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

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

None

Contact Officer: Louise Cheeseman, Director of Bus Operations  
Email: [LouiseCheeseman@tfl.gov.uk](mailto:LouiseCheeseman@tfl.gov.uk)



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

### Overview of the Assisted Transport Strategy

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

#### Underpinned by the:

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

## The Assisted Transport Strategy Roadmap

**Key:**  = open actions,  = closed actions

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

| ATS Objective  | ATS Roadmap Categories            | Details of initiative   | Timescales<br>Short / Medium / Long-term | Estimated financial cost<br>Low / Medium / High | Status – June 2023  |
|--|-----------------------------------|---|--|---|---|
| Improve and integrate the end-to-end customer experience | <b>1. Application and joining</b> | Simplifying the application process and eligibility criteria to reduce barriers to customers applying. Looking at options for third parties to be able to refer customers who may benefit from our services.  | Short - Medium                           | Medium  | We are reviewing the membership forms and optimising processes to ensure consistency with the implementation of new booking system. |
|  | <b>2. Booking and scheduling</b>  | Simplifying the booking process through the introduction of a new booking and scheduling system. Once introduced to undertake further work to maximise the opportunities the new system offers to e.g., facilitating interchanges between the accessible wider public transport network and ATS services so customers can travel further independently. | Short- Medium                            | High  | The new booking and scheduling process will be introduced in November 2023.   |

|  |  |  |                |              |  |
|--|--|--|----------------|--------------|--|
|  | <b>3. One-stop shop</b>                  | Integrating third parties with our booking and scheduling system to create a single point of contact for customers to book journeys across London.                     | Long           | Medium       | A long-term aim as this will require working with multiple agencies across London to explore the feasibility and likelihood of achievability.  |
|  | <b>4. Online tools</b>                   | Improvements to our website and online tools such as journey planning to make accessing information easier and clarify our service options.                            | Short - Long   | Medium       | The existing customer interface will be updated as part of the new booking portal.   |
|  | <b>5. Staff training and upskilling</b>  | Review of current training scope and opportunities to integrate our training and improve our customer service offering.  | Medium         | Medium       | Project plan to be developed and aligned with implementation of new booking system. We have now rolled out of a new 'Train the Trainer' programme to support staff training and onboarding new system. |
| <b>Improve TfL's understanding of the Assisted Transport</b> | <b>6. Best practice and benchmarking</b> | Benchmarking with other Assisted Transport providers and across other ambassador / support services to understand where we can make further improvements or changes to | Short - Medium | Low - Medium | Project plan to be developed and underway by mid-2023.   |

|   |  |  |                |              |   |
|---|--|--|----------------|--------------|---|
| <b>market</b>   |  | our offering to benefit customers.   |                |              |   |
|   | <b>7. Data and research</b>                        | Analysis of journey patterns across Assisted Transport modes to inform future planning, overlaying customer research to improve understanding of customer ambitions and needs from ATS.                          | Medium         | Low - Medium | Project plan to be developed and underway by mid-2023.  |
| <b>Increase awareness of the choices available to customers</b> | <b>8. Communication and stakeholder engagement</b> | Development of a communication plan including public forum and disability group engagement to share strategy initiatives, service improvements and gather feedback to feed into planned ATS roadmap initiatives. | Short - Medium | Low          | A communication plan to share updates about upcoming changes is being developed in conjunction with internal teams. |
|   | <b>9. Customer training and upskilling</b>         | Support for customers to develop skills and confidence in using other modes alongside ATS where appropriate and to improve their understanding of wider network accessibility improvements.                      | Medium – Long  | Medium       | Project plan to be developed by mid-2023.   |
|   | <b>10. Marketing and promotion</b>                 | Improving awareness of the range of ATS options and introducing targeted messaging to support different customer needs.  | Short – Medium | Low – Medium | A communication plan to share updates about upcoming changes is being developed in conjunction with internal teams. |
|   | <b>11. Travel mentoring</b>                        | Increasing awareness of travel mentoring, reviewing how travel mentoring is offered and delivered to maximise benefits for customers and reach the maximum number of   | Medium - Long  | Medium       | Project plan to be developed and underway by mid-2023.  |



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

[page left intentionally blank]

## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** TfL – Summer Preparedness 2023

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 The attached presentation provides an overview of TfL's summer preparedness for 2023.

### **2 Recommendation**

- 2.1 The Panel is asked to note the paper.

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

Appendix 1: Summer Preparedness 2023 Presentation

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

None

Contact Officer: Glynn Barton, Interim Chief Operating Officer  
Email: [Glynn.Barton@tfl.gov.uk](mailto:Glynn.Barton@tfl.gov.uk)

[page left intentionally blank]





# Transport for London – Summer Preparedness 2023



# Planning and Response

## Trigger levels

## Customer Communications

Page 132



TfL Operations Command and Control response is managed through the **Network Management and Resilience Directorate's** two Control Centres: The **Network Management Control Centre (NMCC)** and the **London Underground Control Centre (LUCC)**. Both operate 24/7/365.

### Planning and Response

- Daily forecasts with a five-day look-ahead and defined trigger levels to support our established 3-2-1 Weather Plan (Day 1 being the actual day of hot/extreme weather)
- Coordination across all public transport modes in planning and real-time delivery
- Dedicated severe weather desk available to be stood up at short notice
- Daily colleague resourcing assessment to support operations
- Command and Control structure implemented as required with Duty Silver and Gold consulted

### Trigger Levels

- In hot weather we encourage customers to carry water, we can reduce passenger loadings on some services, and make bottled water available on some services
- Colleague advice and welfare communications issued
- Targeted passenger messaging at stations and transport hubs
- On-street temperature readings to ensure optimal air-chill system performance on services
- Enhanced vigilance for potential wildfires

### Customer Communications

- Customer communications are pre-planned and align to the 3-2-1 weather process
- Pre-drafted messaging can be adapted and issued quickly
- Updated customer posters and public announcement scripts issued

# High level summary of plans by mode

Travel information



### Avoid travelling - extreme hot weather



Monday 18 and Tuesday 19 July

During the extreme hot weather we advise you not to travel unless your journey is absolutely essential.

We expect significant disruption across TfL services and journeys will take longer. Please check before you travel.

If you must travel, always carry water with you. If you feel unwell while on a train, please seek help from staff at the next station, where we will be able to assist you more quickly.

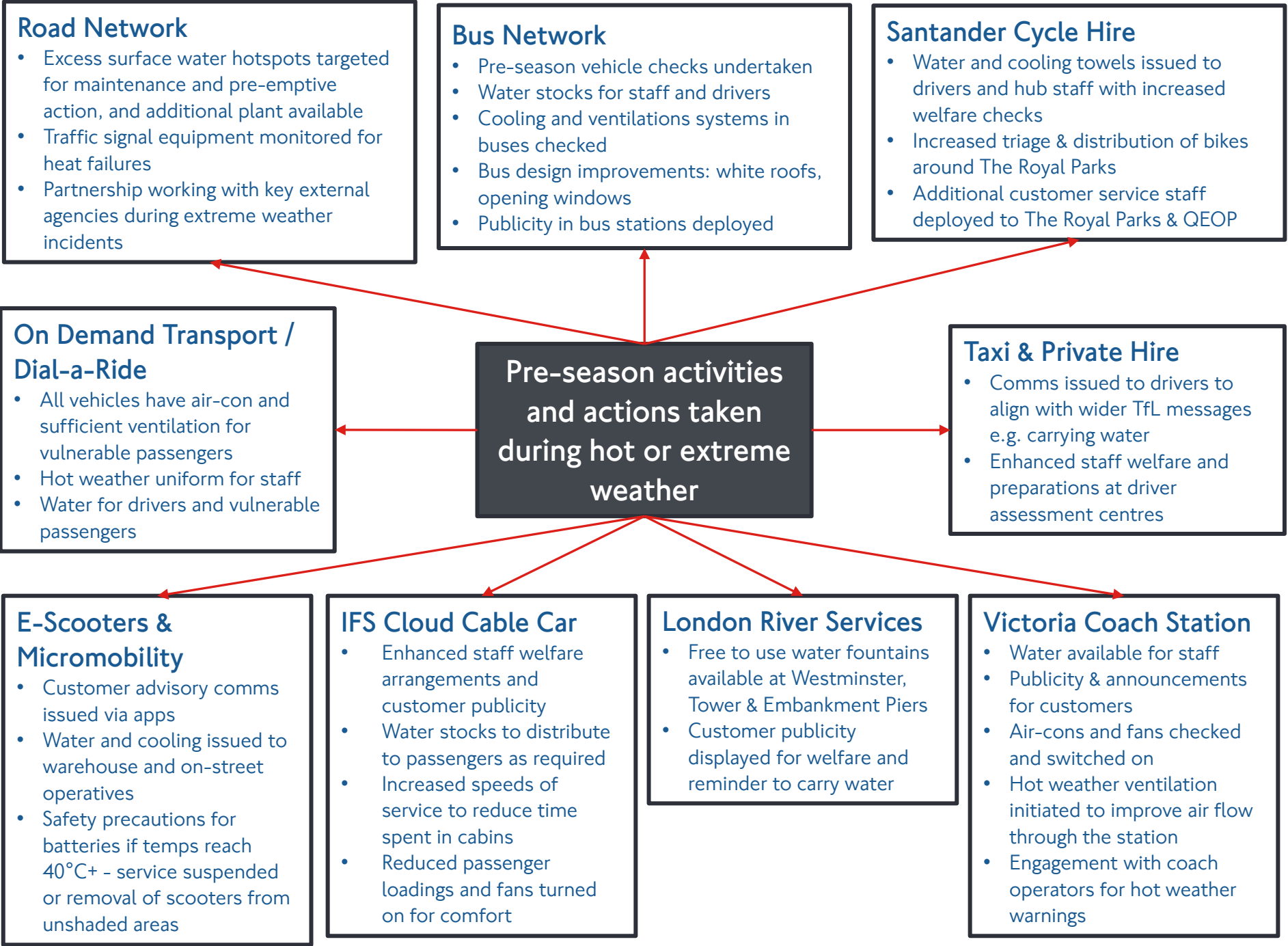
To plan a journey visit [tfl.gov.uk](https://tfl.gov.uk), use the TfL Go app or scan the QR code



MAYOR OF LONDON

TRANSPORT FOR LONDON  
EVERY JOURNEY MATTERS

Page 133



# Rail modes



## TfL operates 5 railways

- The Elizabeth line
- London Underground (LU)
- Docklands Light Railway
- London Overground
- TfL Trams

## Pre-season activities and actions taken during hot or extreme weather

- The LU Network Readiness plan is updated and issued including customer communications and emergency water supplies
- Checks and maintenance of fleet and premises air-conditioning, weather stations and earth structure monitoring
- Summer Key Route Strategy in place with Network Rail in areas of shared tracks
- Pre-stressing of rails where appropriate to mitigate against buckling caused by extreme heat
- Targeted trackside vegetation management and cutting back as required
- Review of the 'Person Ill On Train' (PIOT) policy and customer messaging to minimise disruption caused by this
- Enhanced staff welfare arrangements including provision of water and customer announcements to carry water while travelling, with bottled water stocks at designated locations to distribute to passengers if a train fails
- Pre-emptive action on some assets which are known to fail on hot days to avoid disruption e.g. some points
- Real time rail temperature monitoring and inspections of track, introducing temporary speed restrictions as appropriate in extreme heat. As rail temperatures approach the critical temperature of approximately 50°C measures are introduced
- Standing up of the Adverse Weather Command Group if severe conditions are forecast



## Customer Service and Operational Performance Panel



**Date:** 12 July 2023

**Item:** Members' Suggestions for Future Discussion Items

---

**This paper will be considered in public**

### **1 Summary**

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

### **2 Recommendation**

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

### **3 Forward Plan Development**

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

### **4 Current Plan**

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

**List of appendices to this report:**

Appendix 1: Customer Service and Operational Performance Panel Forward Plan 2023/24

**List of Background Papers:**

None

Contact Officer: Howard Carter, General Counsel

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

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

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

**Abbreviations:** CCSO (Chief Customer and Strategy Officer), COO (Chief Operating Officer), Chief Finance Officer (CFO), Chief Capital Officer (CCO), General Counsel (GC)

| Standing Items  |            |                       |
|---|------------|-----------------------|
| Customer Services and Operational Performance Report                    | CCSO & COO | Quarterly             |
| 4 October 2023  |            |                       |
| Deep Dive: Customer Care Score  | CCSO       | Update                |
| Deep Dive: Elizabeth line performance                                   | COO        | Update (Board action) |
| Delivery of the Mayor's Transport Strategy: Step-free Access            | CCSO & COO | Annual                |
| Taxi and Private Hire Vehicle Update – Driver complaints                | GC         | Update (Panel action) |
| Enterprise Risk Update – Deterioration of Operational Performance (ER6) | COO        | Annual                |
| 5 December 2023   |            |                       |
| Action on Inclusion – Customer  | CCSO       | Update                |
| Assisted Transport Services Update                                      | COO        | Every six months      |
| Customer Safety and Security Update                                     | COO        | Every six months      |
| 21 March 2024   |            |                       |
| Bus Action Plan Update  | COO        | Annual                |

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

### **Regular items**

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

### **Items to be scheduled**

- Electrified Travel Devices Update (Micromobility) – CCSO



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

Document is Restricted

[page left intentionally blank]