

# Agenda

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

**Date: Tuesday 5 December 2023**

**Time: 13:00**

**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

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

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

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

## Further Information

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

Zoe Manzoor, Secretariat Officer; Email: [v\\_ZoeManzoor@tfl.gov.uk](mailto:v_ZoeManzoor@tfl.gov.uk).

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

Andrea Clarke, Interim General Counsel  
Monday 27 November 2023

**Agenda**  
**Customer Service and Operational Performance Panel**  
**Tuesday 5 December 2023**

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

**2 Declarations of Interest**

Head of Secretariat

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

**Members must not take part in any discussion or decision on such matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Panel held on 4 October 2023**

(Pages 1 - 8)

Head of Secretariat

**The Panel is asked to approve the minutes of the meeting of the Panel held on 4 October 2023 and authorise the Chair to sign them.**

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

Head of Secretariat

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

**5 Customer Safety and Security Update (Pages 19 - 44)**

Chief Operating Officer and Director of Security, Policing and Enforcement

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

**6 Assisted Transport Services Update** (Pages 45 - 62)

Chief Operating Officer

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

**7 Elizabeth Line Performance** (Pages 63 - 68)

Director Elizabeth line

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

**8 Customer Service and Operational Performance Report - Quarter 2, 2023/24** (Pages 69 - 110)

Chief Operating Officer and Chief Customer and Strategy Officer

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

**9 Members' Suggestions for Future Discussion Items** (Pages 111 - 114)

Head of Secretariat

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

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

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

**11 Date of Next Meeting**

Thursday 21 March 2024 at 10:30am

**12 Exclusion of Press and Public**

**The Panel 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**

### **13 Customer Safety and Security Update (Pages 115 - 122)**

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

## Transport for London

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

#### Teams Virtual Meeting 10:30am, Wednesday 4 October 2023

##### Members

Dr Mee Ling Ng OBE (Chair)  
Marie Pye (Vice-Chair)  
Anne McMeel  
Dr Lynn Sloman MBE  
Peter Strachan (up to Minute 32/10/23 (part))

##### Executive Committee

Glynn Barton                      Interim Chief Operating Officer  
Alex Williams                    Chief Customer and Strategy Officer

##### Other staff

Joel Adams                        Lead Sponsor, Investment Delivery Planning, London Underground  
and the Elizabeth line  
Helen Chapman                 Director of Licensing and Regulation  
Mark Evers                        Chief Customer Officer  
Shamus Kenny                  Head of Secretariat  
Zoe Manzoor                      Senior Committee Officer  
David Rowe                        Director of Investment Delivery Planning  
Emma Strain                       Customer Director  
Howard Smith                      Director of the Elizabeth line

##### Also in attendance

Sophie Bancroft                 Operations Director, Network Rail

#### **28/10/23 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Bronwen Handyside and Councillor Kieron Williams. Peter Strachan had advised that he would need to leave early due to the impact of the industrial action on the railways on his attendance at other meetings. As the meeting was online due to industrial action, it was not quorate. The only item for approval was the Minutes from the previous meeting.

The Chair welcomed everyone to the meeting. The meeting was being broadcast live on TfL's YouTube channel, to ensure the public and press could observe the proceedings.

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

#### **29/10/23 Declarations of Interest**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date.

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

### **30/10/23 Minutes of the Meeting of the Panel held on 12 July 2023**

**The Panel confirmed that the minutes of the meeting of the Panel held on 12 July 2023 were a correct record and the Chair exercised Chair's Action to approve them. The minutes would be provided to the Chair for signature at a future date.**

### **31/10/23 Matters Arising and Actions List**

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

In relation to Action 20/07/23 (1) Customer Safety and Security Update, the Panel would be provided with further information on crime statistics per transport mode and would consider a deep-dive on this matter. **[Action: Siwan Hayward]**

Members noted a correction to the status update for Action 18/07/23 TfL Go Update: Accessible Transport Services, which should have referred to highlighting taxi ranks at key interchanges.

**The Panel noted the actions list.**

### **32/10/23 Customer Service and Operational Performance Report - Quarter 1, 2023/24**

Alex Williams, Glynn Barton and Emma Strain introduced the paper, which provided an update on TfL's customer service and operational performance for Quarter 1 of 2023/24 (1 April to 24 June 2023).

Alex Williams highlighted the change in format of the report, to reflect the 2023/24 TfL Scorecard and the new metric on customer journey times.

Ridership levels across TfL's services had continued to steadily increase since the coronavirus pandemic, with growth targets exceeded. In addition to running public information campaigns, Members suggested that TfL should place greater emphasis on campaigns aimed at attracting ridership back, including work to reach out to disabled customers, particularly in outer London. An informal briefing would be arranged for the Panel. **[Action: Alex Williams]**

Members thanked officers for the good progress being made to deliver the new Superloop bus service network, which was being delivered at pace with the aim of completing the proposed network by spring 2024. Details of the ridership data for the Superloop would be included in future reports.

The Panel discussed the trends in bus journeys and bus journey time savings, which were significantly worse than target. There had also been a rise in bus complaints, and it was discussed whether further work should be carried out to explore the reasons behind these trends. TfL was undertaking steps to improve performance, including

implementing its Bus Action Plan, and was working to give increased priority to buses, but meeting the targets was proving challenging. TfL also worked closely with London boroughs on planned road works, to minimise delays. A paper on bus ridership as well as the lessons learnt from the successful implementation of the Superloop and how this could be more widely applied would be prepared and submitted to a future meeting of the Panel. **[Action: Alex Williams]**

Reassurances were sought regarding the recruitment of female drivers and, generally, on progress with initiatives to ensure that the transport network was as accessible as possible to all groups. It was confirmed that TfL was working to attract more women into the industry through a range of initiatives, such as the Women in the Bus and Coach Industry initiative, and the provision of welfare facilities.

The Panel noted that hires of Santander Cycles were below target. It was confirmed that, at a future meeting, the Panel would receive an update on the future of e-bikes contracting as set out in the forward plan, which would cover the issue of docked and dockless cycle hire.

TfL had put in place measures to improve the availability of the Woolwich Ferry, including measures to recruit additional qualified staff. The shortages were mainly due to resourcing issues. An informal briefing would be arranged and the Panel would be offered a site visit. **[Action: Glynn Barton]**

The cover paper for future reports would provide a brief update on any substantive issues between the end of the quarter that was the subject of the report and the publication of the paper for the meeting, to ensure that the Panel received up to date information. **[Action: Alex Williams]**

The Panel sought reassurance that TfL was doing its utmost to address the issue of fraudulent Ultra Low Emission Zone (ULEZ) scam websites. This was a criminal activity and TfL was working closely with the police on this matter. TfL would be publishing a report on the operation of the ULEZ covering compliance, and this would be sent to all Board Members.

**The Panel noted the paper.**

### **33/10/23 Deep-Dive on TfL's "Care Score"**

Mark Evers and Emma Strain presented the paper, which provided the latest insight into care trends.

For the past 11 years, TfL had monitored the proportion of Londoners that believe 'TfL cares about its customers' (often referred to as the care score). TfL continued to work hard to study the evidence base, and had successfully increased the score. The overall care score remained consistent. However, significant disparities in the care score persisted for different customer groups, often due to customer perceptions. The most notable difference was between the experiences of male and female customers, with the scores being lower among females. There were also differences in perceptions, particularly between disabled Londoners who used TfL services, which had significantly higher care scores than those that did not.

The care scores between inner and outer London residents were very similar, as were the scores between ethnic groups. TfL carried out benchmarking and would also be

benchmarking performance against other sectors and transport providers, to gain valuable information to help with meeting the target for TfL care scores.

The Panel noted the need to improve the accessibility of the network for females and disabled customers, and to explore ways of encouraging those who did not use the services to do so. It was requested that these issues should be explored in greater detail.

It was also suggested that the team could work with the travel mentoring service, to gather more information on the experience of disabled customers, and to better understand the barriers to accessing the network. Mark Evers agreed to look at the channels available, to raise awareness of services and support available for disabled customers. **[Action: Mark Evers]**

The team had carried out a significant amount of work with focus groups to gather qualitative evidence, to better understand the care score and to understand the barriers to access. Officers recognised the need to carry out more detailed work to gain a greater understanding of the score and to support all users of the network, as part of TfL's Action on Inclusion priorities, particularly in relation to female customers. Members suggested that the team further explore the long-term trends to identify what is driving the significant trends over time including the trends for the female customer care score identified in the presentation. This would be covered in future reports.

Further details would be provided on the sample size of the disabled customers surveyed. **[Action: Mark Evers]**

TfL had carried out research called "Confidence and post pandemic experience for disabled customers" May 2022. A copy of the report would be provided to the Panel along with an executive summary. **[Action: Mark Evers]**

The Panel noted the need to focus on the supporting customers when things go wrong measure, to lift the care score and to learn lessons from this. TfL was in the process of improving its response to such circumstances through, for example, improving the way it provided information in such situations on the TfL Go app. This remained a key area of focus. Details would be provided to the Panel on TfL's staff training accreditation programme and the benchmarking information for training. **[Action: Glynn Barton]**

It was agreed that this report should be presented to the Panel on an annual basis, with a focus on the work to address the gaps in the scores. **[Action: Mark Evers]**

**The Panel noted the paper.**

### **34/10/23 Elizabeth Line Performance**

The Chair welcomed to the meeting Sophie Bancroft, Operations Director, Network Rail.

Howard Smith introduced the paper, which provided the first update on the Elizabeth line operational performance covering the period since the introduction of the final staged opening timetable on 21 May 2023.

The key benefits of the new timetable included the provision of 24, rather than 22, trains per hour between Paddington and Whitechapel at peak times and the improved services on the Shenfield line to Heathrow Terminal 5.

Passenger numbers had continued to grow and on Thursday 28 September 2023, there were 738,000 journeys with 4.5 million trips in the week. Good progress continued to be made with addressing the key issues in relation to the central section and the reliability of trains. Reviews of each major incident had been completed and actions implemented, both to address the root causes and to speed response and recovery, when these relatively infrequent incidents occur.

TfL continued to work with Network Rail and all parties to improve performance, particularly in relation to the western part of the Elizabeth line. The line comprised a mix of assets and there would be a long-term programme of renewals to address these matters. The Panel noted the update from Sophie Bancroft about the nature of the mitigation in place to respond to problems quickly, and to generally improve performance. Examples highlighted included the installation of monitoring equipment (including additional void metres to measure track movements) to identify problems at an early stage. They had also worked to address issues with axle counters, and had introduced more first responders to improve response times. Network Rail had also established a new performance working group with TfL and others. The Panel welcomed these improvements.

Levels of customer satisfaction remained very positive at 82 per cent in Quarter 2 of 2023/24 and remained a key area of focus.

The Panel emphasised the importance of providing a good service when things go wrong. It was noted that good progress had been made with initiatives to support this, including providing customer information at such times. It was also noted that Network Rail had put in place measures to further improve customer service.

The Panel requested more granular details of the disaggregated survey results for customer experience, including those affecting customers travelling outside of London.

**[Action: Howard Smith]**

The Panel commented on the need to provide further information to the public on fares along the Elizabeth line, especially where the fares were non-standard (such as along the route for Heathrow), and to also look at ways of promoting the line's value for money.

It was also suggested that Officers should review the approach to train time announcements, with a view to standardising the approach more consistently with London Underground.

The Panel discussed the need to improve wayfinding for Elizabeth line services at stations that also operated National Rail services (signage and electronic boards). Members also discussed the issue of staff training to help customers navigate the services at such stations. These matters would be covered in the next report.

**The Panel noted the paper.**

### **35/10/23 Step-Free Access Update**

David Rowe presented the update on London Underground step-free access, following the informal briefing in March 2023.

In July 2023, TfL confirmed the 10 stations being assessed to understand the best way to deliver step-free upgrades. For each of the eight stations being taken through feasibility (Alperton, Arnos Grove, Eastcote, Finchley Road, North Acton, Rayners Lane, West Hampstead and White City), the team was developing single preferred options which would be taken to the next stage of design.

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

Progress also continued to be made with a series of other improvements to provide step-free access at Leyton, Colindale, Knightsbridge, Paddington and Elephant & Castle.

The paper provided an overview of the study of the southern branch of the Northern line, to address the deficit that existed in step-free access. However, due to the nature of the structure of these stations they would be expensive and difficult to adapt.

The paper also included details of the wider improvements to improve accessibility, such as through the provision of better accessible features in the TfL Go app, as well as the lifts programme. The team had engaged with groups such as TravelWatch and Age UK to help TfL refine the approach to making appropriate adaptations.

It was noted that TfL had engaged with all London boroughs, at a senior level, on the allocation of Community Infrastructure Levy and section 106 funding for step-free access. TfL continues to work with its commercial property company, Places for London to align priorities regarding step-free access.

The Panel expressed support for the programme and urged that steps should be taken to maximise the provision of step-free access, including the provision of lifts and escalators and other features to improve accessibility. This work was considered critical to designing an accessible network and removing barriers to the use of the services.

This report would be presented to the Panel on an annual basis.

**The Panel noted the paper.**

## **36/10/23 Taxi and Private Hire Vehicle Complaints Update**

Helen Chapman introduced the paper, which provided an update on volume and trends in complaints received on taxi and private hire vehicle (PHV) services. Over the previous year there had been a significant increase in demand for taxi and PHV services and in the volume of complaints.

Driver behaviour, dangerous driving and fare complaints were the most common themes for customer complaints about both taxi and PHV services. All complaints were taken seriously and investigated. For complaints that fall outside of its regulatory remit, TfL ensured that the customer was advised of the relevant Local Authority or entity that was best placed to assist them.

TfL was currently reviewing its end-to-end complaints procedure, to ensure the appropriate action was taken, including ensuring the statutory standards for taxi and PHV licensing were fully met. Officers were currently considering the responses, with a

view to making recommendations to the Commissioner, and were also looking to consider further proposals on safety following the review.

The Panel sought further details on the number of complaints relating to the refusal to carry assistance animals, such as guide dogs, and the complaints process for this. Further information was also sought on the complaints process and the number of complaints from Taxicard users.

**[Action: Helen Chapman]**

TfL recognised the importance of assisting vulnerable customers and had processes in place to make raising issues as easy and accessible as possible. Further information would be provided on the ways such customers could contact TfL for all modes of transport, as well as information regarding the number of complaints and outcomes.

**[Action: Emma Strain]**

**The Panel noted the paper.**

### **37/10/23 Members' Suggestions for Future Discussion Items**

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

**The Panel noted the forward plan.**

### **38/10/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **39/10/23 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Tuesday 5 December 2023 at 1.00pm.

The meeting closed at 1:40pm.

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

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

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## Customer Service and Operational Performance Panel



**Date:** 5 December 2023

**Item:** Matters Arising and Actions List

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

#### **1 Summary**

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

#### **2 Recommendation**

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

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

Appendix 1: Actions List

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

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

Contact Officer: Andrea Clarke, Interim General Counsel

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**Customer Service and Operational Performance Panel Actions List  
(To be reported to the meeting on 5 December 2023)**

**Appendix 1**

**Actions from the meeting held on 4 October 2023**

<b>Minute no.</b>	<b>Item/Description</b>	<b>Action by</b>	<b>Target Date</b>	<b>Status Note</b>
<b>31/10/23</b>	<p><b>Matters Arising and Actions List: Crime Statistics</b> In relation to Action 20/07/23 (1) Customer Safety and Security Update, the Panel would be provided with further information on crime statistics per transport mode and would consider a deep-dive on this matter.</p>	Siwan Hayward	December 2023	<b>Completed.</b> Information is included in the paper on the agenda for this meeting.
<b>32/10/23 (1)</b>	<p><b>Customer Service and Operational Performance Report - Quarter 1, 2023/24: Public campaigns</b> In addition to running public information campaigns, Members suggested that TfL should place greater emphasis on campaigns aimed at attracting ridership back, including work to reach out to disabled customers, particularly in outer London. An informal briefing would be arranged for the Panel.</p>	Alex Williams	December 2023	A briefing on Marketing Impact on Revenue has been scheduled to take place after the meeting.

Minute no.	Item/Description	Action by	Target Date	Status Note
32/10/23 (2)	<p><b>Customer Service and Operational Performance Report - Quarter 1, 2023/24 – Bus Ridership</b></p> <p>A paper on bus ridership, as well as the lessons learnt from the successful implementation of the Superloop and how this could be more widely applied would be prepared and submitted to a future meeting of the Panel.</p>	Alex Williams	Summer/ Autumn 2024	<p>A Bus Ridership paper and a Superloop Monitoring paper are on the Forward Plan for the March 2024 meeting.</p> <p>The Superloop Monitoring update will provide an initial insight into phase 1 routes (SL8, SL6, SL7 and SL9) following their re-brand from existing services. The proposed routes that fall under phase 2 (SL10, SL1, SL2, SL4, SL5), have been consulted on. Subject to final decisions, these are planned to start entering service in a phased way from end November 2023 through to spring 2024. Given the new services will take time to bed-in and for us to gain a detailed picture around their implementation, ridership levels and lessons learnt, an update on phase 2 will be scheduled at the appropriate time in the 2024/25 financial year.</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
32/10/23 (3)	<p><b>Customer Service and Operational Performance Report - Quarter 1, 2023/24: Woolwich Ferry</b></p> <p>An informal briefing would be arranged and the Panel would be offered a site visit.</p>	Glynn Barton	November 2023	<b>Completed.</b> A site visit and briefing for Board Members was held on 22 November 2023.
32/10/23 (4)	<p><b>Customer Service and Operational Performance Report - Quarter 1, 2023/24: Future Reports</b></p> <p>The cover paper for future reports would provide a brief update on any substantive issues between the end of the quarter that was the subject of the report and the publication of the paper for the meeting, to ensure that the Panel received up to date information.</p>	Alex Williams	February/March 2024	A verbal update on substantial issues between the end of the quarter and the meeting will be provided. A written report will be prepared from Quarter 3 onwards.
33/10/23 (1)	<p><b>Deep-Dive on TfL's "Care Score": Disabled Customers' Experience</b></p> <p>It was suggested that the team could work with the travel mentoring service, to gather more information on the experience of disabled customers, and to better understand the barriers to accessing the network. Mark Evers agreed to look at the channels available, to raise awareness of services and support available for disabled customers.</p>	Mark Evers	TBC	We are exploring opportunities with the Travel Mentoring team to share insight and raise awareness of their service offer.

Minute no.	Item/Description	Action by	Target Date	Status Note
33/10/23 (2)	<p><b>Deep-Dive on TfL's "Care Score": Disabled Customers Sample Size</b></p> <p>Further details would be provided on the sample size of the disabled customers surveyed.</p>	Mark Evers	December 2023	Each period at least 1,000 Londoners are surveyed as part of the fieldwork for our Customer Pulse survey. We ensure that the sample is representative of London. Approximately 20 per cent of respondents identify as being disabled. For more detailed analysis, we would consider multiple data periods to ensure robustness (e.g. if we were doing further splits on this data – say by age or gender).
33/10/23 (3)	<p><b>Deep-Dive on TfL's "Care Score": Confidence and Post Pandemic Experience for Disabled Customers Report</b></p> <p>TfL had carried out research called “Confidence and post pandemic experience for disabled customers” May 2022. A copy of the report would be provided to the Panel along with an executive summary.</p>	Mark Evers	December 2023	<b>Completed.</b> Copies of the research report, a text-only version, and a summary were circulated to Members with the papers for this meeting.
33/10/23 (4)	<p><b>Deep-Dive on TfL's "Care Score": Training Accreditation and Benchmarking</b></p> <p>Details would be provided to the Panel on TfL’s staff training accreditation programme and the benchmarking information for training.</p>	Glynn Barton	December 2023	<p><b>Completed.</b> All our colleagues are trained to support customers when things go wrong – this forms part of their competency training and development framework.</p> <p>We use TfL Cares to help identify areas to improve and compare</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
				our service with other similar metros through COMET.
<b>33/10/23 (5)</b>	<b>Deep-Dive on TfL's "Care Score": Report Frequency</b> It was agreed that this report should be presented to the Panel on an annual basis, with a focus on the work to address the gaps in the scores.	Mark Evers	October 2024	Item is on the Forward Plan for the October 2024 meeting.
<b>34/10/23</b>	<b>Elizabeth Line Performance: Survey Disaggregation</b> The Panel requested more granular details of the disaggregated survey results for customer experience, including those affecting customers travelling outside of London.	Howard Smith	December 2023	<b>Completed.</b> Information is included in the paper on the agenda for this meeting.
<b>36/10/23 (1)</b>	<b>Taxi and Private Hire Vehicle Complaints Update: Assistance Animals and Taxicard Users</b> The Panel sought further details on the number of complaints relating to the refusal to carry assistance animals, such as guide dogs, and the complaints process for this. Further information was also sought on the complaints process and the number of complaints from Taxicard users.	Helen Chapman	December 2023	A briefing note will be circulated to Members covering this item and 36/10/23 (2) below.

Minute no.	Item/Description	Action by	Target Date	Status Note
36/10/23 (2)	<p><b>Taxi and Private Hire Vehicle Complaints Update: Vulnerable Customers</b></p> <p>Further information would be provided on the ways vulnerable customers could contact TfL for all modes of transport, as well as information regarding the number of complaints and outcomes.</p>	Emma Strain	December 2023	See 36/10/23 (1) above

#### Actions from previous meetings

Minute no.	Item/Description	Action by	Target Date	Status Note
16/07/23 (1)	<p><b>Customer Service and Operational Performance Report – Quarter 4, 2022/23: Performance Measures</b></p> <p>The Panel noted details of the shift in contacts to call centres, away from the telephone to correspondence such as email. It was suggested that the report should also measure this.</p>	Emma Strain	December 2023	Officers will review how this is captured within the report, and how updates are provided to the Panel.
20/07/23 (2)	<p><b>Customer Safety and Security Update: Elizabeth line</b></p> <p>The pre-pandemic average for measuring crime levels on the Elizabeth line should be reviewed to find an appropriate baseline given the date of the Elizabeth line's opening.</p>	Siwan Hayward	December 2023	<b>Completed.</b> Information is included in the paper on the agenda for this meeting.

Minute no.	Item/Description	Action by	Target Date	Status Note
22/07/23	<p><b>Assisted Transport Services (ATS) Update: Customer Support</b> Members suggested that future ATS updates should provide information on the work to help customers travel on the wider transport network and that the team consider developing performance indicators for this area of work.</p>	James Mead	December 2023	<b>Completed.</b> Information is included in the paper on the agenda for this meeting.
08/03/23	<p><b>Bus Action Plan Update: Tracking information</b> At the suggestion of the Chair, tracking information would be included in future reports setting out delivery against objectives.</p>	Tom Cunnington	March 2024	This information will be included in the next update to the Panel, scheduled for March 2024.
32/10/21	<p><b>Bus Services to London's Hospitals: Modal shift survey</b> At an appropriate time in the future, TfL would look to conduct a more structured survey to determine whether improved bus links had caused a modal shift. Analysis would be shared at a future meeting of the Panel.</p>	Bob Blitz	March 2024	Bus services to hospitals are being considered as part of the consultation on wider changes to bus services. An update on the outcome of that consultation will be brought to a future meeting as part of future Bus Action Plan updates.

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## Customer Service and Operational Performance Panel



**Date: 5 December 2023**

**Item: Customer Safety and Security Update**

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### **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. This year, we have further developed and embedded our approach to reducing the level of fare evasion across our services. An ambitious target has been set to drive down fare evasion to below 1.5 per cent in our TfL Strategy. Our approach tailors interventions to the specific patterns and methods of how people evade fares on each mode of travel, underpinned by common approaches across all modes to target evaders.
- 1.2 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.

#### **2 Recommendation**

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

#### **3 Background**

- 3.1 Fare evasion is a crime that negatively impacts our customers, our colleagues, and our finances. It can make public transport feel unsafe and deter people from choosing to use sustainable travel options. Fare evasion and revenue disputes are a precursor to approximately half of all reported work-related violence and aggression incidents towards frontline colleagues across the network. Fare evasion also impacts our financial sustainability and denies us vital revenue to both operate and continually invest in our network. In addition to lost revenue, the costs of combatting fare evasion places further pressure on our budget, that could be better invested to the direct benefit of paying customers.
- 3.2 We have established a more robust and reliable methodology to calculate the level of fare evasion. Through ticketless travel surveys and other data sources, our most recent estimate of fare evasion across all our public

transport modes for 2022/23 is 3.9 per cent, which equates to a value of unpaid journeys of over £130m. This fare evasion rate compares favourably to other international transport organisations.

- 3.3 We run an integrated network made up of different transport modes that are each designed and operated differently. There is not a 'one size fits all' technique to revenue protection that is equally appropriate across all modes. As we increase our efforts to tackle fare evasion, we need to be confident that our efforts yield the greatest impact and return on investment.

## 4 Approach Overview

- 4.1 While the accountability to prevent and tackle fare evasion is led centrally by Compliance, Policing, Operations and Security Directorate (CPOS) each mode is responsible for its local revenue protection plan. Each mode now develops, agrees, and delivers against an annual plan and target to drive down evasion. These plans work in concert with a CPOS led central plan of pan-modal interventions. The activities prioritised in these plans are based on an understanding of the cost of interventions and the impact they each have on the level of fare evasion.
- 4.2 To drive down fare evasion we cannot rely only on the things we already do today. We need to innovate. Each plan is based on four principles:
- (a) **Data Led.** We understand when, where, and how fare evasion is committed and use this to prioritise our interventions against it;
  - (b) **Target Driven.** We have clearly defined targets with clarity on who is responsible for delivering against them;
  - (c) **Learning and Improving.** We constantly improve our existing interventions by measuring their effectiveness and adapting them accordingly; and
  - (d) **Innovative.** We identify and trial new approaches to mitigating fare evasion, and scale them up where they can be more efficient or effective than existing ones.
- 4.3 Our overarching principle with all trials and new projects focussed on reducing fare evasion is to ensure fairness, transparency and consistency. We review all these through our established equality impact assessments and ensure they are aligned to our enforcement policy.
- 4.4 With each mode taking responsibility for their level of evasion, CPOS has pan-modal accountability and own an annual plan to deliver interventions that impact the level of evasion across all TfL services, in support of the mode's annual plans. An example of an activity on this plan this year is to ensure a greater deterrent across all modes, we are awaiting Mayoral approval to increase the Penalty Fare to £100, reduced to £50 if paid early. This will bring TfL into alignment with the penalty fares on National Rail service.

- 4.5 Effectively tackling fare evasion relies not just on CPOS and modal teams, but other teams inside and outside of TfL that enable their work. We will continue to work collaboratively with our franchisees and contracted operators, as well as our policing partners to deliver this approach.
- 4.6 Underpinning the ability to be data led and target driven, CPOS are investing in analytical capability to develop more robust and insightful data to enable this approach. We continue to monitor operational enforcement activity monthly and during the first half of this financial year we have seen higher levels of enforcement than in previous period averages. During this financial year to date over 31,000 Penalty Fares have been issued and over 11,000 cases referred to our Investigation Appeals and Prosecutions Team. We are developing our long-term behaviour change approach to increase the deterrent effect and have re-introduced publicising enforcement results from recent operations across the network.
- 4.7 Working with colleagues within our Technology and Data Teams we are exploring how new technologies and tools, such as artificial intelligence (AI) can support us even further in identifying fare evasion across the network, identify more complex cases of fraud and fare evasion in our ticketing data, and support the effective deployment of our enforcement teams.
- 4.8 Technology continues to play a leading role in our efforts to tackle fare evasion and we are continually developing our data and analysis platform, the “Irregular Travel Analysis Platform” (ITAP). We are now exploring how ITAP can be further developed and are carrying out a horizon scanning project to review learnings from how AI supports other industries such as in the financial and banking sectors to identify irregular patterns of data.
- 4.9 A recent pilot project carried out at Willesden Green station used AI algorithms and motion detection through our existing CCTV cameras. The pilot project was able to detect fare evasion attempts through the gateline and enrich our data and insight on fare evasion levels and methods. The pilot used image detection AI to detect the act of fare evasion and not as a facial recognition tool. The project supported us in working with our gateline supplier to review improvements that can be made to the wide aisle gate. Following a review by our Safety, Health and Environment Team we will be progressing this to an in-station trial to monitor its effectiveness.
- 4.10 A clear governance structure has been established to monitor and assure delivery of the revenue protection plans and to ensure that the new approach delivers against.

**List of appendices to this report:**

Appendix 1: Revenue Enforcement Investigation Prosecution Data (Periods 1 – Period 6 2023/24)

Appendix 2: Crime and Antisocial Behaviour six-monthly Report.

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

**List of Background Papers:**

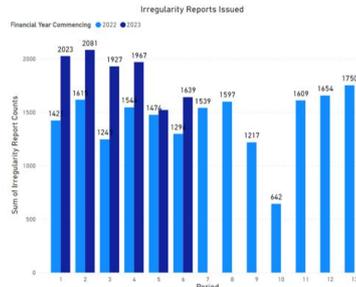
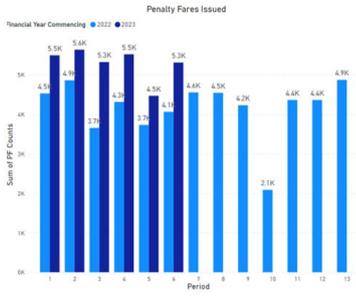
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Contact Officer: Siwan Hayward, Director of Security, Policing and Enforcement  
Email: [siwan.hayward@tfl.gov.uk](mailto:siwan.hayward@tfl.gov.uk)

# Appendix 1

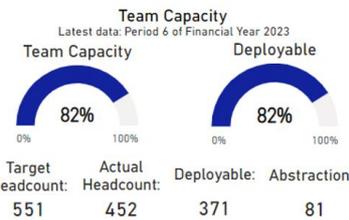
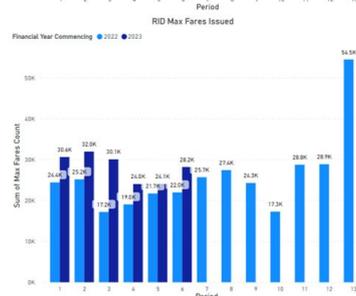
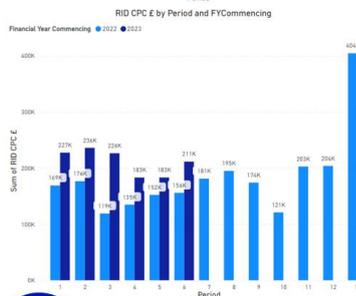
## Revenue Enforcement Investigation Prosecution Data (Periods 1 – Period 6 2023/24)

### REIP Performance Summary - Enforcement



#### PI-6 Comparison:

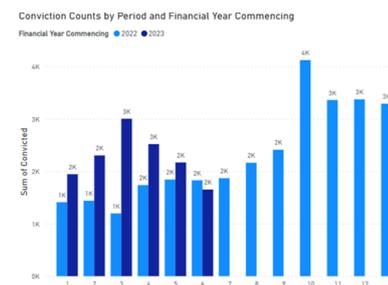
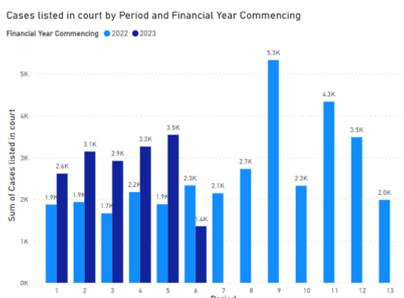
- Increase in Penalty Fares by 26.2%
- Increase in Irregularity Reports by 29.8%
- Increase in RID Max Fares by 30.4%
- Increase in RID Max Fares Income by 39.7%
- £1.3m RID Max Fares collected
- Increase in CPC Checks by 107.1%



Comparisons made between PI-6 2023/24 with 2022/23  
Team capacity does not include DLR PSAs

EVERY JOURNEY MATTERS

### REIP Performance Summary – Investigations & Prosecutions



#### PI-6 Prosecutions:

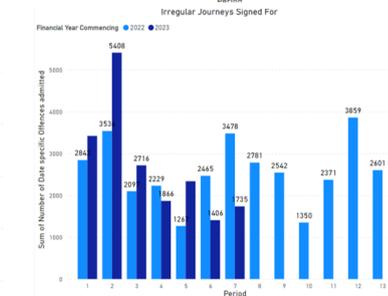
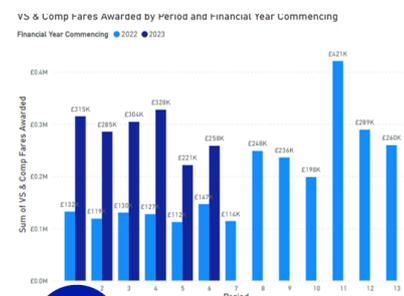
- Increase in cases by 53.5%
- Increase in Victim Surcharge & Comp Fares by 137.9%
- £985,000 awarded in court (VS & Comp Fares)
- Increase in convictions by 61.2%

#### PI-7 Investigations:

- 213 offenders Stopped and interviewed
- Average £821 per offender in fares evaded
- Average 89 journeys evaded per offender
- £175,000 total admissions

#### PI-6 Tram Prosecutions:

- Increase in cases by 12.4%
- Increase in court payments by 16.5%
- £37,011 court payments accounted for



Comparisons made between PI-6 2023/24 with 2022/23  
Tram prosecutions accounted and processed independently from IAP

EVERY JOURNEY MATTERS

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Customer Service and  
Operational Performance  
Panel 5 December 2023

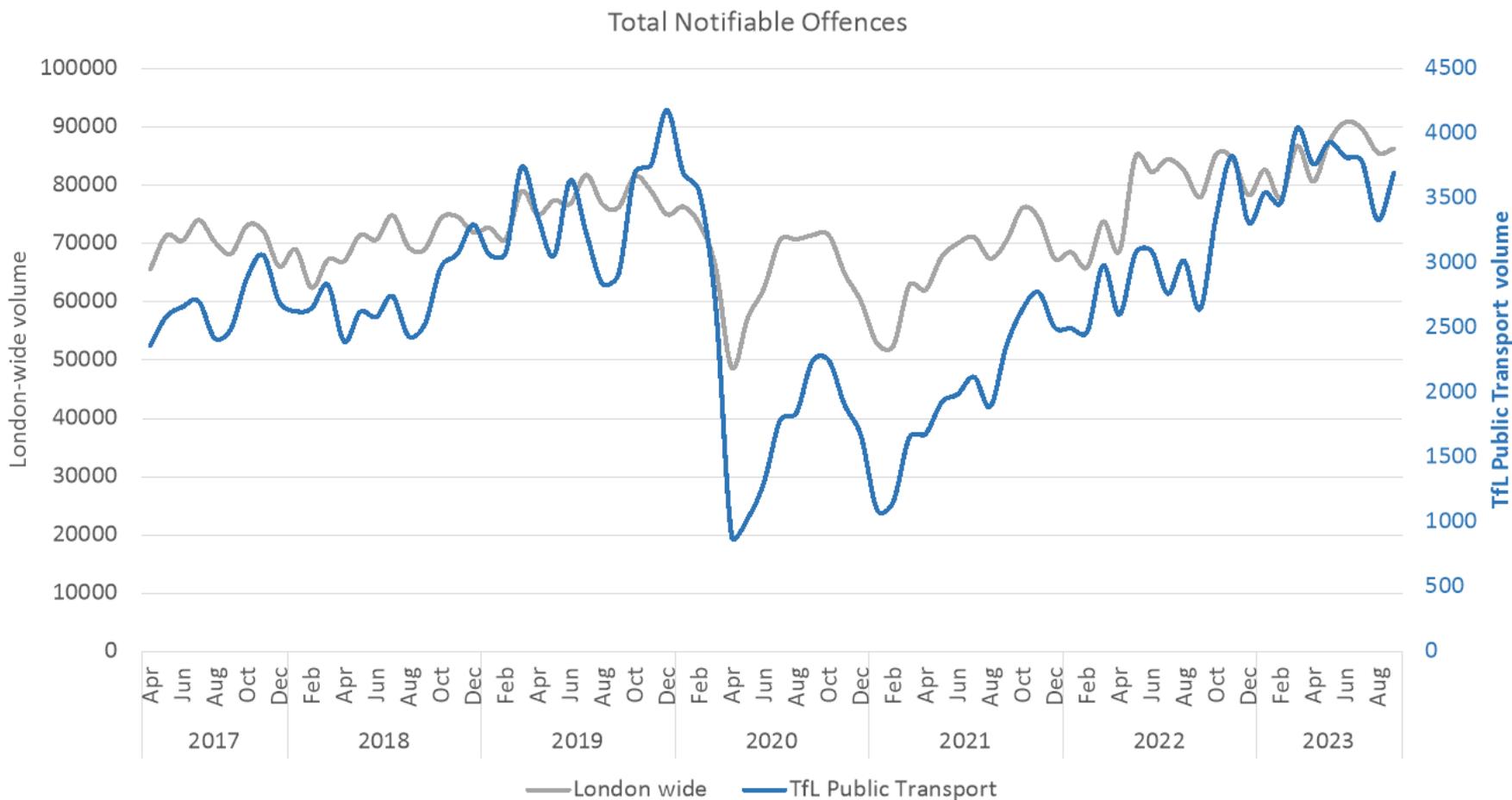
Six month Crime and  
Anti-Social Behaviour  
(ASB) Report  
Appendix 2

Page 25



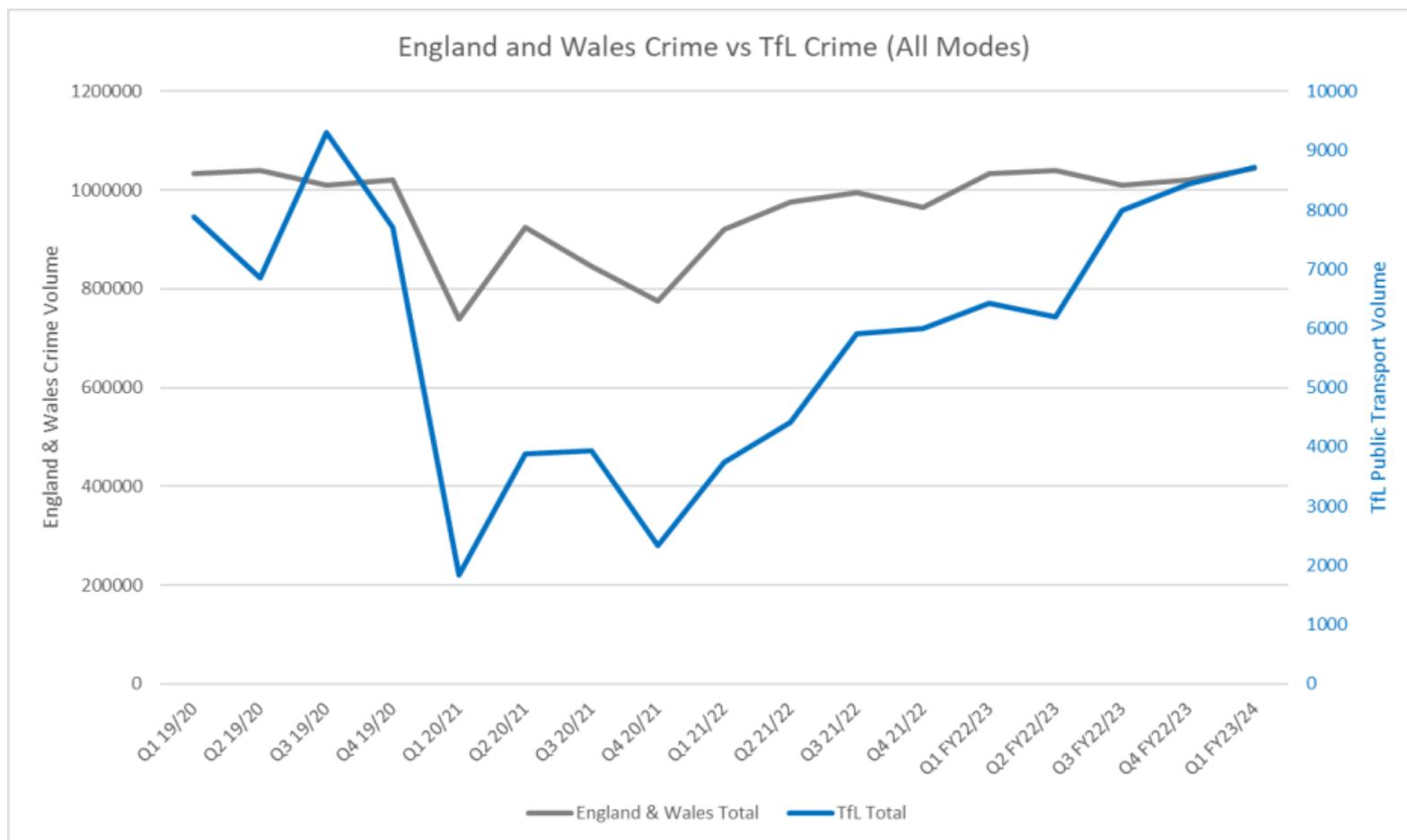
# TfL Public Transport and London-wide Crime Trends

- Overall TfL public transport crime trends largely reflect London-wide crime trends rising from the lower volumes recorded during the pandemic; the rising trend in overall public transport crime reflects the rising trend of passengers using TfL services.
- Overall TfL public transport crime during FY23/24 is 30% higher than the same period in FY22/23, and it is 17% higher than the same months within FY19/20.
- Overall London-wide crime during FY23/24 is currently 8% higher than the same period in FY22/23, and it is 12% higher than the same months within FY19/20.



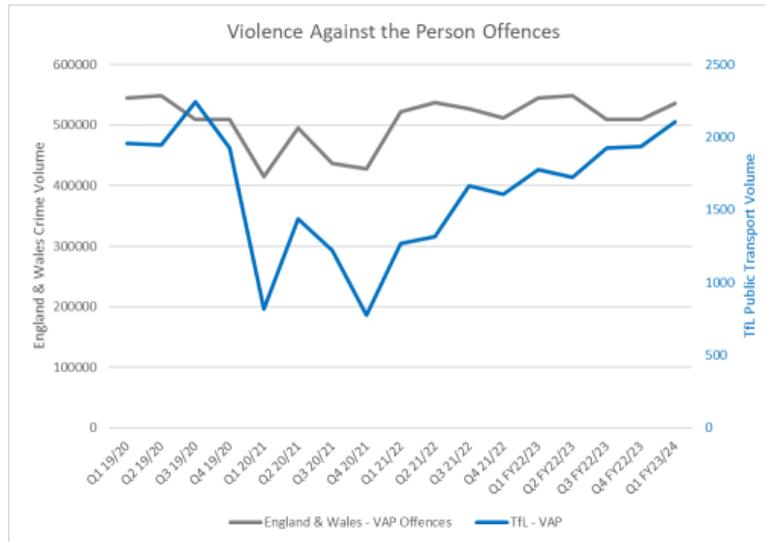
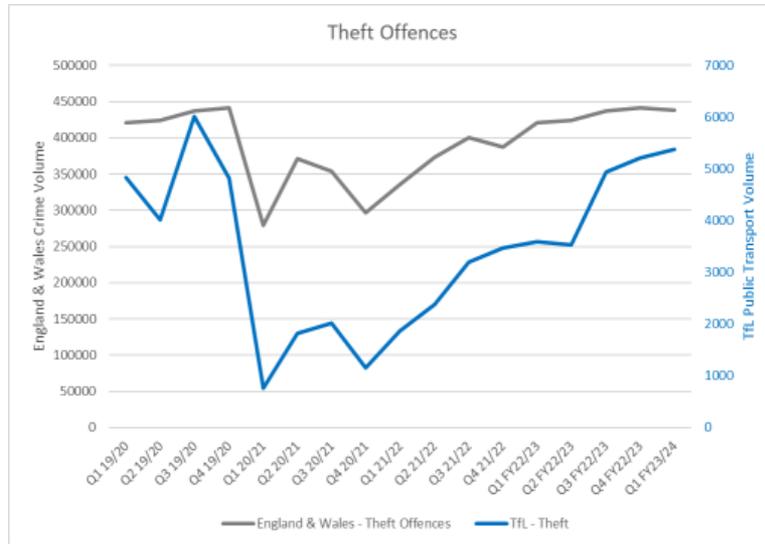
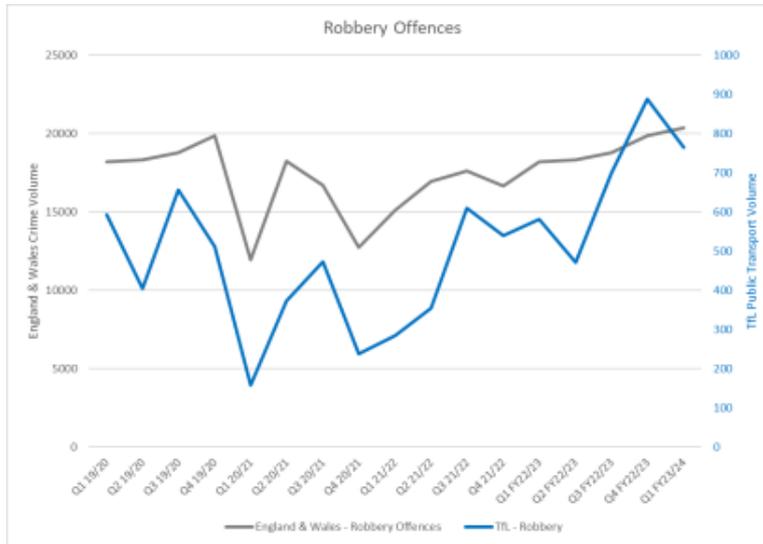
# TfL Service Crime and Nation-wide Crime Trends

- The chart below shows a combination of the crimes committed on TfL services against the same categories within England and Wales crime data. Due to limitations with England and Wales crime data, this can only be displayed quarterly.
- The chart below takes account of sexual offences, theft offences, robbery offences and violence against the person offences combined.
- Services included in the TfL total are: London Overground, London Underground, Trams, DLR, Elizabeth Line, Cable Car and Bus
- Overall crime on TfL services during FY22/23 were 45% higher than they were in FY21/22. The rising trend reflects the rise in passengers to TfL services (28% more passengers in FY22/23 when compared with FY21/22).
- Crime across England and Wales during FY22/23 was 6% higher than it was in FY21/22.



# TfL Service Crime and Nation-Wide Crime Trends

- The charts below depict how closely crime trends (sexual offences, VAP and theft) on TfL services are against national (England & Wales) police forces.
- Services included in the TfL total are: London Overground, London Underground, Trams, DLR, Elizabeth Line, Cable Car and Bus



# Bus-related Crime and ASB Summary

## Bus-related offences - Summary

- Overall recorded crime is slightly higher at 8,980 crimes (Apr-23 to Sept-23) compared with the same period in 2022 of 8,449 crimes; 6% additional recorded crimes.
- The crime rate per million passenger journeys for 2023 is 9.7 and the same in 2022.
- The levels of reported theft, violence/public order, and robbery are higher than expected.
- TfL actively encourages the reporting of all sexual offences and sexual harassment

Crime category	Apr-22 to Sept-22	Apr-23 to Sept-23
Violence	1,900	2,005
Offensive Weapons	28	18
Public Order	1,068	1,060
Robbery	816	957
Sexual Offences	430	383
Theft of Personal Property	3,752	4,145
Motor Vehicle Theft	46	30
Cycle Theft	0	0
Criminal Damage	316	326
All Other Offences	93	56
<b>Total Notifiable Offences</b>	<b>8,449</b>	<b>8,980</b>
<i>Hate crime</i>	1,098	1,231
<i>Work-related violence and aggression</i>	2,337	2,250

Please note work-related violence and aggression information is all known incidents rather than just bus-related recorded crime

## Bus-related Violence

- Violence is 6% higher than in 2022.
- 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 15:00-18:00 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.



# 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 April 2023 to September 2023.
- Overall recorded crime is higher at 22,294 crimes (Apr to Sept-23) compared with the same period in 2022 of 17,160 crimes; 30% additional crimes.
- The crime rate per million passenger journeys for 2023 is 12.7, compared to the 2022 rate of 11.0.
- Whilst crimes are up 30% across all modes, passenger volume is up by 13% creating a higher risk of being a victim of crime, across all modes.

Mode	Apr-22 to Sept-22		Apr-23 to Sept-23	
	Volume	Rate	Volume	Rate
Bus	8,449	9.7	8,980	9.7
London Underground	6,924	13.7	10,836	18.6
London Overground	764	9.9	955	10.6
Elizabeth Line**	492	9.0	907	8.9
Docklands Light Railway	418	9.4	465	9.3
Trams	113	10.9	151	14.7
<b>Overall crime</b>	<b>17,160</b>	<b>11.0</b>	<b>22,294</b>	<b>12.7</b>

(\*\* the information in this section refers to the total offences recorded on both the TfL Rail and Elizabeth Line services)

## Passenger perception

- The most recent TfL Customer Pulse survey information reveals (Q2 July - September 23/24):
  - 32% felt worried on public transport in the past three months and 7% 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 incidents on the bus network are busy environment / overcrowding, drunken passengers / passengers drinking alcohol, and youth/school-relate anti-social behaviour. The most cited worrying incidents on the LU network are drunken passengers / passengers drinking alcohol, threatening behaviour / language of others and seeing someone begging.
  - Women were more likely than men to experience drunken passengers, while men were more likely to encounter youth related anti-social behaviour.

# Bus-related Crime and ASB Summary

## Bus-related Theft of Personal Property

- Theft of personal property on the bus network has remained high throughout the FYTD. There was a decrease in August following a typical seasonal trend where incidents typically drop in August before rising again towards the end of the year.
- Reports of thefts of personal property are fairly evenly spread throughout the day and week. Throughout the week, 25% of offences occurred between 12:00-16:00 hours and a further 23% between 16:00-20:00 hours.
- 14% of all bus-related offences occurred within Westminster, with the second highest borough occurrence being Southwark at 9%.



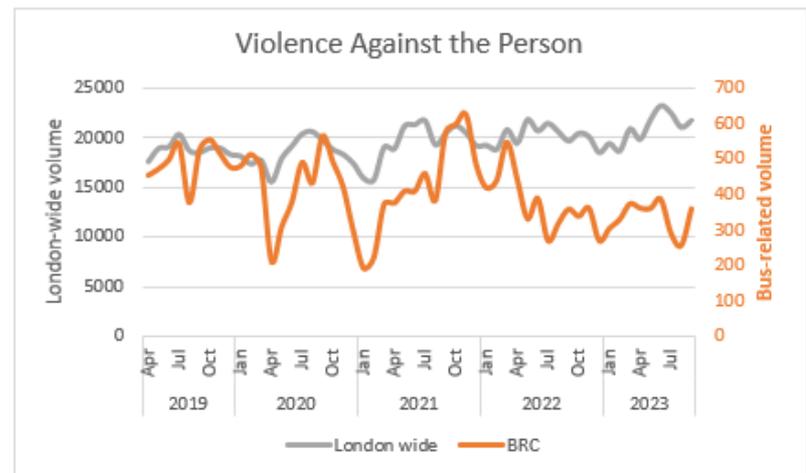
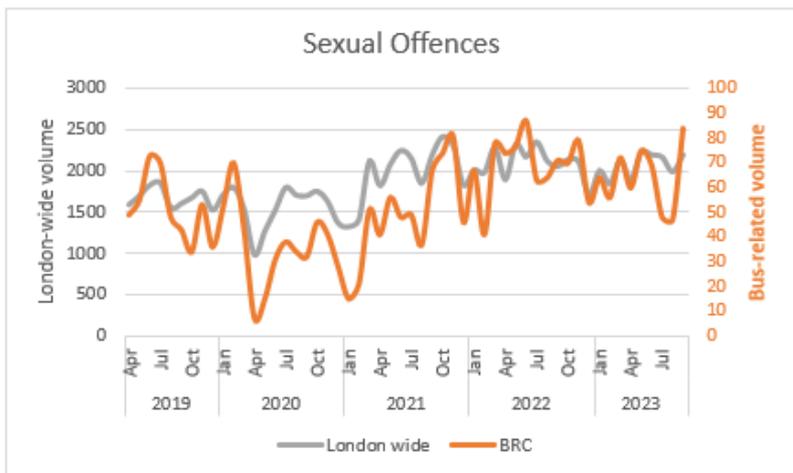
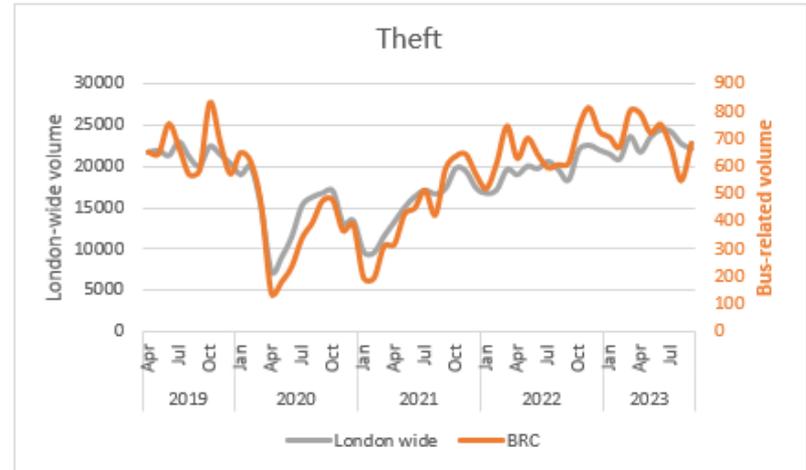
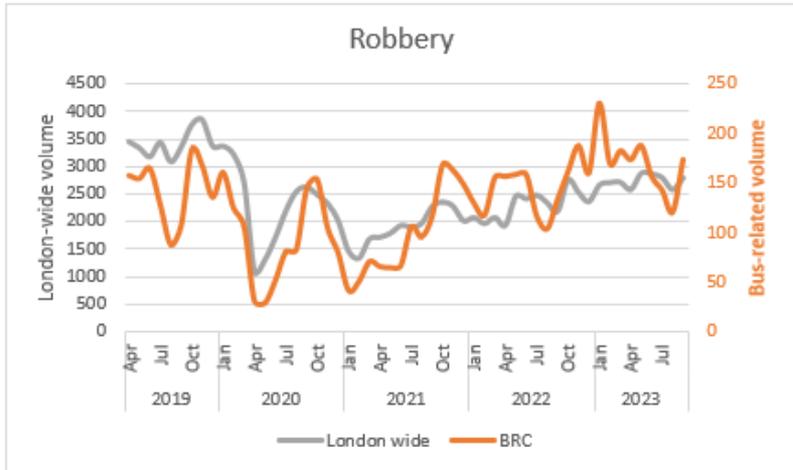
## Bus-related Robbery

- During April-September 2023, 31% of robberies occurred between 16:00-20:00 hours.
- Reports of robbery are fairly evenly spread throughout the days of the week ranging from a low of 13% of offences occurring on Sundays to a high of 17% on Tuesdays.
- In 55% of robbery reports there is indication involvement of a young person as either a victim or suspect.
- The top three boroughs for robbery offences, in the last six months were Croydon, Haringey and Westminster (7%, 7% and 6% of the total respectively).



# Bus-related Crime and London-wide Crime Trends

- Bus-related crime trends largely reflect London-wide crime trends, with exception to violence against the person (VAP) offences with bus-related VAP offences following a lower volume trend throughout 2022 and 2023. Overall bus-related crime during FY23/24 is 6% higher than the same period in FY22/23. It is 5% lower than the same months within FY19/20.
- Overall London-wide crime during FY23/24 is currently 8% higher than the same period in FY22/23. It is 12% higher than the same months within FY19/20.
- 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 VAP which is trending lower on the bus network since early 2022.



# London Underground Crime and ASB Summary

## LU crime trends overall

- Overall recorded crime is higher at 10,836 crimes (April-23 to September-23) compared with the same period in 2022 of 6,924 crimes; 56% additional recorded crimes.
- The crime rate per million passenger journeys is currently 18.6, compared to the 13.7 within the same months (April-September) last financial year. Whilst crimes are up 56%, passenger numbers are down 11% creating the higher crime rate.
- Theft and robbery are current concerns with reported levels much higher than last financial year.

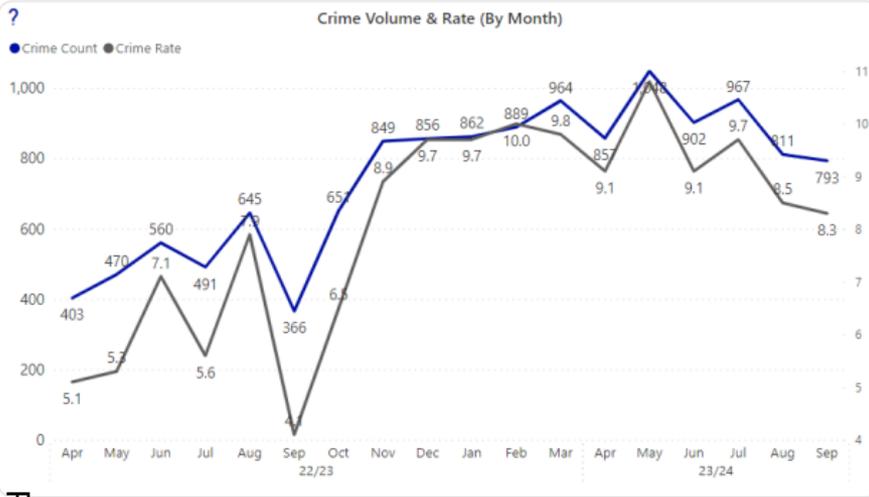
Crime category	Apr-22 to Sept-22	Apr-23 to Sept-23
Violence	1,203	1,578
Offensive Weapons	24	62
Public Order	1,087	1,392
Robbery	164	340
Sexual Offences	437	461
Theft of Personal Property	2,935	5,378
Motor Vehicle Theft	195	144
Cycle Theft	130	132
Criminal Damage	418	708
All Other Offences	331	641
<b>Total Notifiable Offences</b>	<b>6,924</b>	<b>10,836</b>
<i>Hate crime</i>	422	553
<i>Work-related violence and aggression</i>	431	647

## LU crimes of note

- Theft of personal property offences are currently 83% higher than the same period in 2022, with an increase of 2,443 offences. There is also a 107% increase in robbery offences, from 164 offences last FY compared with 340 offences this FY.
- 61% of thefts were committed on train and 39% at stations. Top stations with theft committed at them were Kings Cross St. Pancras, Leicester Square and Oxford Circus. The Northern Line had most theft offences committed at them (676 offences), followed by the Jubilee Line (544 offences) and the Piccadilly Line (537).
- 55% of theft offences were committed on weekends (Fri-Sun) with 23% of theft offences being committed between the evening peak of 17:00-20:00 hours.
- More robberies were committed at a station (59%) than on-train (39%). The 'actual' number of offences per station is low, with the highest number of offences being committed at Stratford (14 offences April-September).
- 56% of robberies were committed on weekends (like theft), with 19% of robbery offences being committed between the evening peak of 17:00-20:00 hours.

# London Underground Crime and ASB Summary

## LU Theft Personal Property Offences



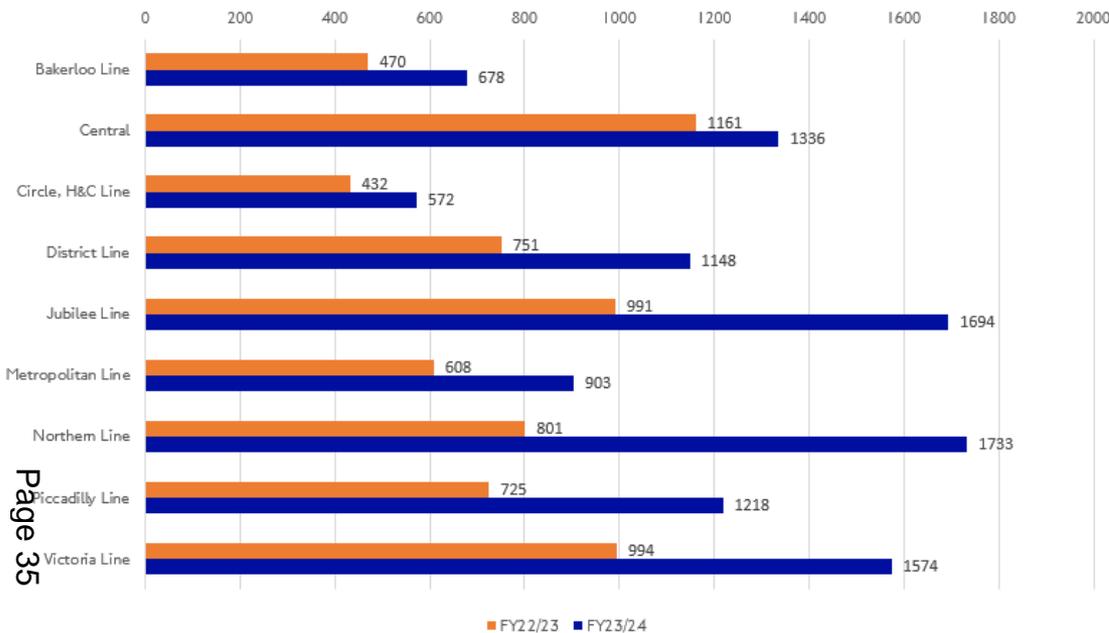
## LU Robbery



# London Underground Crime and ASB Summary – by Line

## LU Offences by Line April-23 to September-23

London Underground Crime Volume, By Line



LU Line	Apr-22 to Sept-22	Apr-23 to Sept-23
Bakerloo	470	678
Central	1,161	1,336
Circle, Hammersmith & City	432	572
District	751	1,148
Jubilee	991	1,694
Metropolitan	608	903
Northern	801	1,733
Piccadilly	725	1,218
Victoria	994	1,574
Waterloo & City	0	6
Line Not Recorded	1	12

### Crime by LU Line crimes of note

- All lines have experienced a rise in recorded crime volumes when comparing the current six month period with the same period in 2022.
- The majority of rises on each line is due to an increase in recorded theft; 62% of the 3,914 additional crimes recorded so far this financial year is theft.
- The increase in crime differs per line, with the Northern Line experiencing the biggest rise (a rise of 116% / additional 932 crimes year on year). The Jubilee also experienced a large rise of 71% / additional 703 crimes year on year.
- *Please note that offences that occur on train between two stations will be categorised as occurring on the LU Line of the victim's destination station, as designated by which line organisationally manages that station. E.g. a crime that occurred between Camden Town (Northern Line) and Victoria (Victoria Line) will be reported as occurring on the Victoria Line.*

# Elizabeth Line Crime and ASB Summary

## Elizabeth Line crime trends overall

- Overall recorded crime is higher at 907 crimes (Apr-23 to Sept-23) compared with the same period in 2022 of 492 crimes; 84% 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 8.9 (9.0 in FY22/23). Whilst crimes are up 84%, passenger number are also up by 87% creating a slightly lower risk of being a victim of crime.
- Whilst some categories of crime are slightly higher than the previous financial year, there are few concerns (see below for crimes of note).

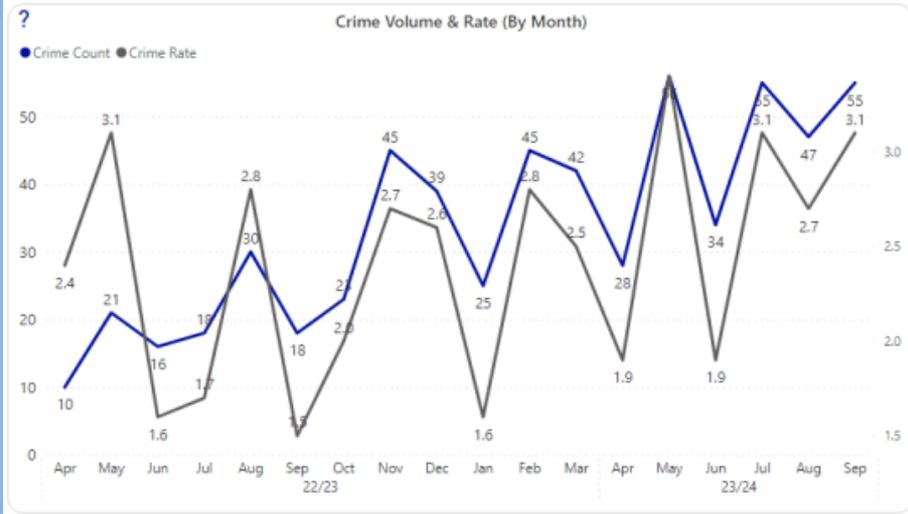
Crime category	Apr-22 to Sept-22	Apr-23 to Sept-23
Violence	119	202
Offensive Weapons	3	5
Public Order	107	170
Robbery	19	22
Sexual Offences	14	48
Theft of Personal Property	113	275
Motor Vehicle Theft	4	18
Cycle Theft	48	72
Criminal Damage	24	43
All Other Offences	41	52
<b>Total Notifiable Offences</b>	<b>492</b>	<b>907</b>
<i>Hate crime</i>	50	64
<i>Work-related violence and aggression</i>	47	84

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## Elizabeth Line crimes of note

- Theft of personal property has steadily risen and is higher than FY22/23 (see right).
- 65% of thefts are committed on train and 35% within stations. Thefts occur fairly evenly on all days of the week.
- Most offences are reported as occurring between 15:00-23:00 hours across the week.
- Stratford, Paddington and Ilford have had the most thefts reported in the last six months.
- Violence and Public Order Offences have also increased on this line.

## Elizabeth Line Theft of Personal Property

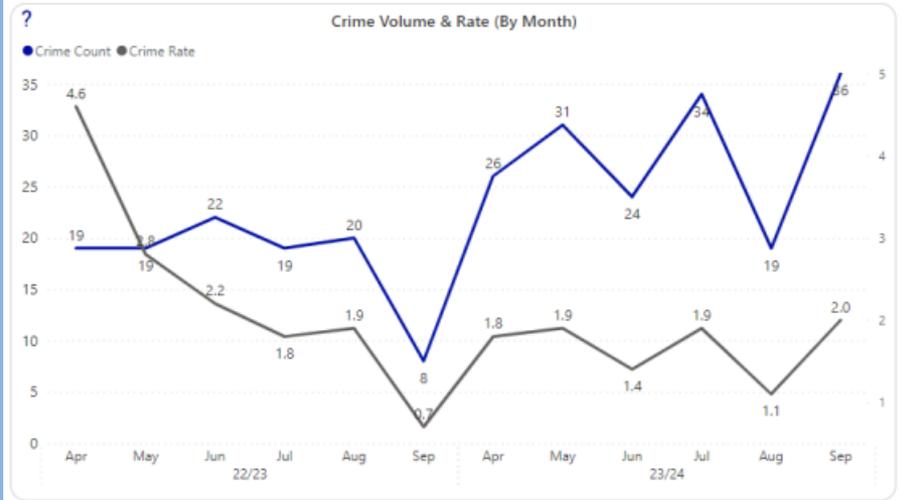


# Elizabeth Line Crime and ASB Summary

## Elizabeth Line Violence



## Elizabeth Line Public Order



# London Overground (LO) Crime and ASB Summary

## LO crime trends overall

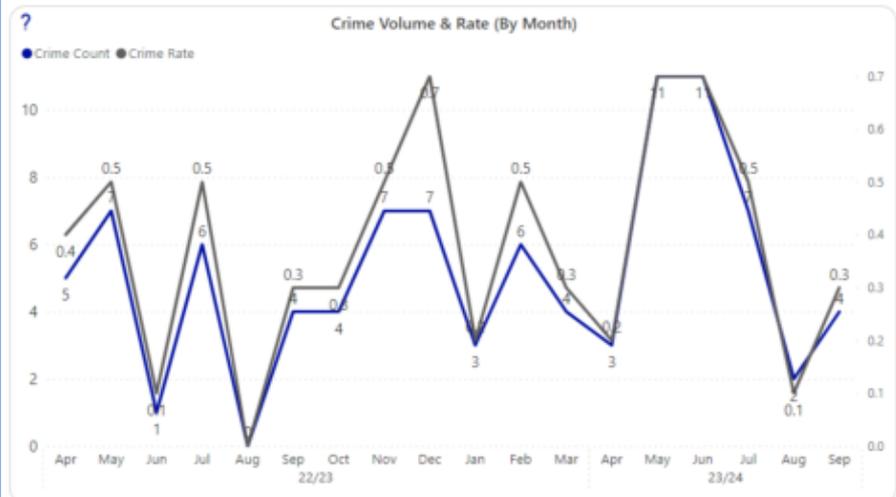
- Overall recorded crime is slightly higher at 798 crimes (Apr-23 to Sept-23) compared with the same period in 2022 of 624 crimes; 28% additional recorded crimes.
- The crime rate per million passenger journeys is currently 10.6, compared to the 9.9 last year. Whilst crimes are up 28%, passenger numbers are also up 17% creating a slightly higher risk of being a victim of crime.
- Robbery is of current concern as they are reported at much higher levels than last financial year.

Crime category	Apr-22 to Sept-22	Apr-23 to Sept-23
Violence	24	39
Offensive Weapons	3	13
Public Order	191	213
Robbery	23	38
Sexual Offences	35	40
Theft of Personal Property	148	200
Motor Vehicle Theft	10	3
Cycle Theft	61	72
Criminal Damage	105	137
All Other Offences	24	43
<b>Total Notifiable Offences</b>	<b>624</b>	<b>798</b>
<i>Hate crime</i>	<i>92</i>	<i>177</i>
<i>Work-related violence and aggression</i>	<i>91</i>	<i>82</i>

## LO crimes of note

- Robbery has increased by 30% when compared with the same period in 2022, however this is still a relatively low volume offence on the LO network. (see table right)
- Robbery is equally occurring on train and at stations with most occurring between 13:00–23:00 hours and are spread evenly across all weekdays.
- 34% of robberies were committed on trains and 63% within stations.

## LO Robbery



# DLR Crime and ASB Summary

## DLR crime trends overall

- Overall recorded crime is slightly higher at 465 crimes (Apr-23 to Sept-23) compared with the same period in 2022 of 418 crimes; 11% additional recorded crimes.
- The crime rate per million passenger journeys is currently 9.3 (9.4 in FY22/23). Whilst crimes are up 11%, passengers are up by 13% creating a slightly lower risk of being a victim of crime.
- Whilst some categories of crime are slightly higher than FY22/23 there are few concerns (see below for crimes of note).

### Crime category

Crime category	Apr-22 to Sept-22	Apr-23 to Sept-23
Violence	76	89
Offensive Weapons	4	3
Public Order	73	69
Robbery	15	23
Sexual Offences	17	24
Theft of Personal Property	158	172
Motor Vehicle Theft	2	3
Cycle Theft	16	11
Criminal Damage	41	33
All Other Offences	16	38
<b>Total Notifiable Offences</b>	<b>418</b>	<b>465</b>
<i>Hate crime</i>	29	30
<i>Work-related violence and aggression</i>	35	16

## DLR crimes of note

- Theft of personal property is 9% higher in FY23/24 when compared to the same period in FY22/23 (see trend chart right).
- Thefts are fairly evenly spread across the week with peak times between 08:00-11:00 and 15:00-22:00 hours.
- 40% of thefts are committed on trains, 58% within stations.
- Canning Town and Woolwich Arsenal have had the most thefts reported in the last six months followed closely by Canary Wharf.

## DLR Theft of Personal Property



# Trams Crime and ASB Summary

## Trams crime trends overall

- Overall recorded crime is higher at 151 crimes (Apr-23 to Sept-23) compared with the same period in 2022 of 113 crimes; 34% more recorded crimes.
- The crime rate per million passenger journeys is currently 14.7, compared to the 10.9 in FY22/23. Whilst crimes are up by 34%, passenger numbers are down 1% creating the higher crime rate and risk of being a victim of crime.
- Whilst some categories of crime are slightly higher than FY22/23 there are few concerns (see below for crimes of note).

Crime category	Apr-22 to Sept-22	Apr-23 to Sept-23
Violence	33	47
Offensive Weapons	0	0
Public Order	27	24
Robbery	17	41
Sexual Offences	1	6
Theft of Personal Property	13	20
Motor Vehicle Theft	1	0
Cycle Theft	1	1
Criminal Damage	16	9
All Other Offences	4	3
<b>Total Notifiable Offences</b>	<b>113</b>	<b>151</b>
<i>Hate crime</i>	<i>6</i>	<i>11</i>
<i>Work-related violence and aggression</i>	<i>13</i>	<i>15</i>

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## Trams crimes of note

- Robbery is 141% higher in FY23/24 when compared to the same period in FY22/23; albeit this is still a relatively low-volume crime on the Trams network with an increase from 17 to 41 offences.
- 78% of robberies were committed at stops and 20% on trams. Top stops with robbery committed at them were East Croydon and Birkbeck.
- Over 80% of offences were committed on during weekdays (mainly Tuesday to Friday). Key times were 16:00-22:00 hours.

## Trams Robbery



# Improving Customer Confidence – all transport modes

The share of Londoners who felt worried about personal security is broadly in line with Q1 23/24, however the proportion of customers put off using public transport has increased slightly to 7% of customers using the network. Concerns about threatening behaviours, drunken passengers or crowding remain the most common worrying incidents and are broadly following the trend of previous quarters.

**32%** have felt worried about **personal security** on public transport in the last 3 months

**7%** 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



## Transport where incidents occurred

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



## Incidence of events

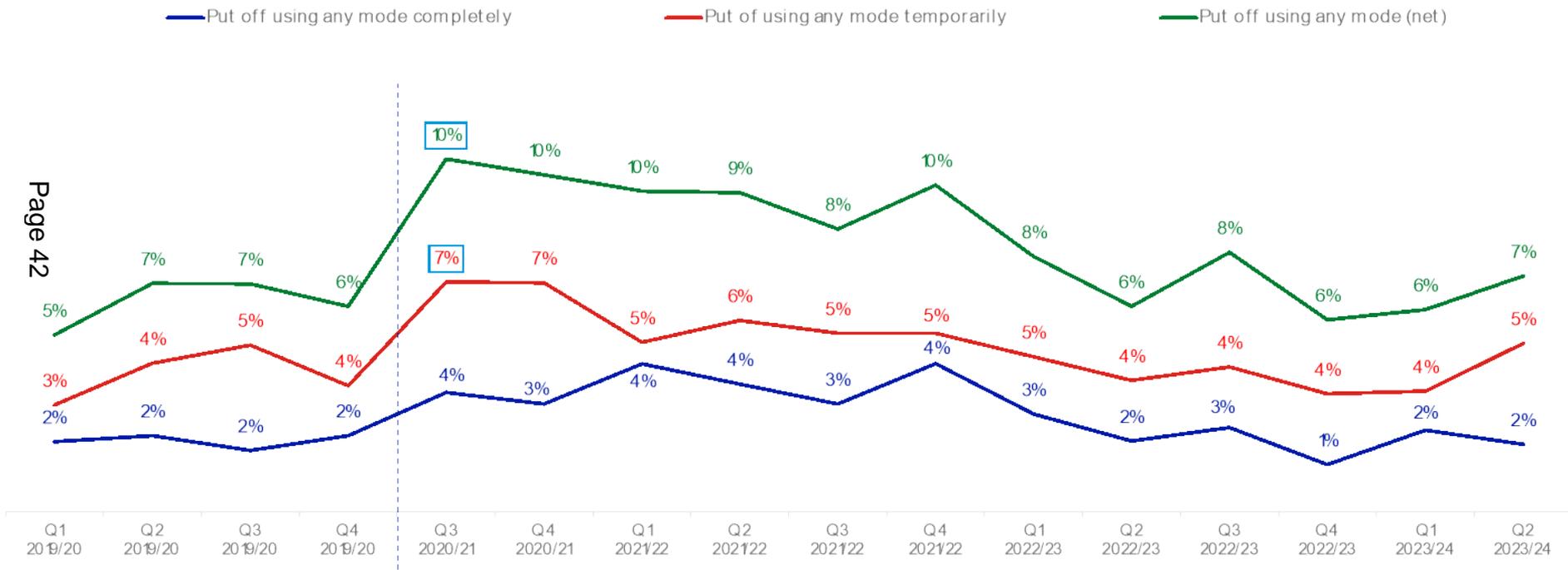
(Last 3 months)



# Improving Customer Confidence

The proportion of Londoners put off from using any public transport mode has risen slightly to 7 per cent.

Deterred from any mode due to worrying incident  
 - Based on all Londoners that have used public transport in last 3 months  
 (shown as last 12 months prior to Q3 2020/21 as past few months to Q3 2022/23)



# Improving Customer Confidence

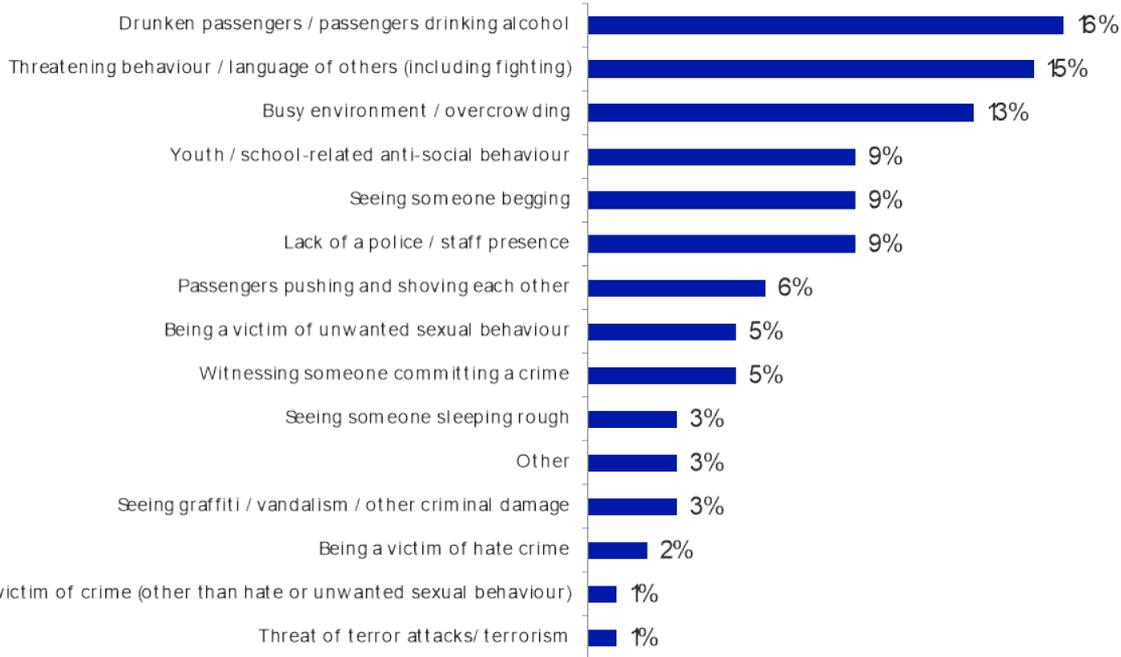
Concern regarding overcrowding and youth anti-social behaviour was more likely to be experienced on the Bus, while begging was experienced more often on LU. Women were more likely than men to experience drunken passengers, while men were more likely to encounter youth related anti-social behaviour.

Worrying incident experienced when using public transport in London

P2/Q1 2023/24

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**% of those experienced worrying incident on any public transport**



**% of those experienced worrying incident on**

	UNDERGROUND	BUSES	Men	Women
Drunken passengers / passengers drinking alcohol	17%	16%	11%	19%
Threatening behaviour / language of others (including fighting)	16%	13%	15%	15%
Busy environment / overcrowding	9%	17%	12%	13%
Youth / school-related anti-social behaviour	7%	14%	12%	7%
Seeing someone begging	13%	5%	9%	8%
Lack of a police / staff presence	9%	10%	11%	9%
Passengers pushing and shoving each other	6%	4%	6%	5%
Being a victim of unwanted sexual behaviour	5%	3%	4%	6%
Witnessing someone committing a crime	4%	3%	4%	6%
Seeing someone sleeping rough	3%	4%	3%	3%
Other	2%	6%	3%	3%
Seeing graffiti / vandalism / other criminal damage	3%	2%	5%	1%
Being a victim of hate crime	3%	1%	2%	3%
Being a victim of crime (other than hate or unwanted sexual behaviour)	2%	1%	2%	-
Threat of terror attacks/ terrorism	1%	-	1%	2%



For further information /  
queries

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## Customer Service and Operational Performance Panel



**Date:** 5 December 2023

**Item:** Assisted Transport Services Update

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**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 12 July 2023. This includes the updated Roadmap for review.
- 1.2 It also provides an update on how ATS continues to adapt to support Londoners with reduced mobility in the post pandemic world.

### **2 Recommendation**

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

### **3 Background**

- 3.1 ATS refers to the range of pre-booked services available to assist people with limited mobility who require additional help getting around. Services available in London include door-to-door transport services, such as Dial-a-Ride (DaR) and Taxicard, alongside enablers to using 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 The ATS Strategy now has an increased focus on delivering the best outcomes for our customers with the available funding 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 us 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 London's ATS services continue to adapt and support customers in line with the above principles, and updates on this work are provided below.

## **4 ATS Passenger support**

- 4.1 The service continues to grow and the demand this year for the period (April 2023-October 2023) was 15 per cent higher than the same period last year.
- 4.2 On 21 August 2023, DaR reinstated its pre-coronavirus pandemic service hours and now operates until midnight, customer can book rides between 7am to 11pm.
- 4.3 Between April and October 2023, we met trip requests at a level of 89.3 per cent, against a target of 90 per cent. The level of successful trip requests has been below our target due to factors such onboarding of the new booking and scheduling system and associate training and testing.
- 4.4 In response to the increased demand, since April 2023, we have trained eight drivers and have also recently started a driver recruitment campaign to recruit an additional 16 drivers.
- 4.5 We have also recruited four new Duty managers and four new Service delivery managers to support reservations and booking within the Main Control centre.

- 4.6 We continue encouraging staff 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 new Multi Occupancy Accessible Transport (MOAT 3) suppliers started providing services from 1 October 2023. They will provide services for an initial period of five years with an option of extending the contract for another two years. The new contract increases the MOAT 3 provider capacity by 21 additional shifts per week.
- 4.8 In conjunction with London Councils, we have also concluded the Early Market Engagement activity for the procurement for the Taxi and Private Hire Vehicle Services Framework for the delivery for the Taxicard services from September 2024.
- 4.9 Demand for Taxicard trips has remained relatively consistent, showing only a slight 1.3 per cent increase between April and September 2023 compared to the same period in the previous year.
- 4.10 Taxicard performance has been good during April to September 2023, with an average of 96.41 per cent of bookings met within 15 minutes of the required time of arrival.
- 4.11 Capital call service experienced an overall increase of 3.97 per cent in demand from April to September 2023 compared to corresponding period last year.

### **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 launched a new booking and scheduling system. This went live in the back office on the 13 November 2023, and to customers on 20 November 2023. The system is expected to bring significant benefits to customers and colleagues.
- 4.13 The new app-based Dial-a-Ride booking system, offers members and caregivers access to an additional channel to the existing telephone booking system at the main control centre.
- 4.14 DaR members and caregivers will be able to use an app or web portal to book, monitor and cancel journeys. Members will also be able to customise their app with accessibility features to meet their specific needs, such as options to assist those with impaired vision with voice overs and adaptive font size.
- 4.15 The new technology will enable greater operational optimisation, through better allocation of resources. The new software will optimise scheduling and route planning to improve quality of service and customer satisfaction. Given the dynamic optimisation tools, there will be greater opportunity to deliver on the day booking and accommodate last minute requests.

- 4.16 The new system launched three months prior to the previously programmed deadline of January 2024.
- 4.17 Since August 2023, we have been working with Via Technologies to formulate a transition plan. As part of this plan, we instigated a 'Train the trainer' programme involving 20 trainers who have trained 160 drivers, 62 control centre and passenger services staff.
- 4.18 Customers will be notified using various communication channels including posters, leaflets, reference guides on our website and recorded messages on our phone lines when members call the contact centre. In addition, our drivers will also be able to verbally communicate information to our customers. (Example of customer communication- posters and leaflets included)
- 4.19 Annual customer satisfaction surveys and direct and indirect feedback from customers will be reviewed to evaluate the benefit of the system.

#### **Travel Mentoring Service**

- 4.20 The Travel Mentoring team is continuing to undertake face-to-face work. 1,735 interventions have been undertaken this year which is 6.5 per cent higher than same period last year. The interventions have included 33 bus days involving 1,238 attendees.
- 4.21 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.
- 4.22 We are retaining some of the new methods of working implemented during the pandemic and are offering video or telephone assistance where customers prefer. Although most people prefer the in-person approach, it's important to offer digital alternatives when requested.
- 4.23 In support of our ambitions to increase provision of the travel mentoring service we restructured the team in September 2023. The reorganisation will not only support expansion of the service but will also enable us to develop a Travel mentoring strategy.

## **5 ATS Roadmap updates**

- 5.1 At the last meeting we shared the ATS Strategy and Roadmap, and we have been establishing methods of works and programme in support of the roadmap.
- 5.2 Appendix 1 includes and 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 as possible.
- 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 of the Panel and progress updates will continue to be provided every six months. These updates will also continue to be shared with the London Assembly Transport Committee, as has been the practice to date.

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

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

Appendix 2: Copy of slide deck: Dial a Ride: Booking and Scheduling System via Technologies

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

Papers submitted to the Customer Service and Operational Panel on 12 July 2023, relating to Assisted Transport Services Update.

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>	<b>Caring</b>	<b>Open</b>	<b>Adaptable</b>	
<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>	<b>Safe and reliable</b>	<b>Integrated</b>	<b>Convenience</b>	<b>Flexibility and choice</b>	<b>Innovative</b>
	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 Short / Medium / Long-term	Estimated financial cost. Low / Medium / High	Status – December 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	A working group comprising of representatives from all parts of the Dial-a-Ride service is reviewing the current membership forms. The new form will be available from April 2024, it will also be included in the new booking system portal.
	<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 system launched on 13 November 2023 will provide customers additional channels to book, manage, and cancel bookings. Additional features to simplify membership and booking processes will be introduced next year.
	<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	<p>The new booking and scheduling system launched on 13 November.2023 The TfL Dial-a-ride website has been updated to include user guides and customer information. In addition, alternative formats such videos guide with BSL and Voice overs shared to support customers.</p> <p>Online tools such as an online booking form and computer portal will be introduced next year.</p>
	<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	<p>A new 'Train the Trainer' programme to support staff training and onboarding new system has been implemented over the last few months.</p> <p>We have agreed processes to enable the Dial-a-Ride training team to work more closely with TFL Operations training team to share best practice and increase cross modal learning.</p>
<b>Improve TfL's understanding of the Assisted Transport market</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 our offering to benefit customers.	Short - Medium	Low - Medium	Project plan to be developed after the new system has been embedded and current process have been optimised.

	<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 after the new system has been embedded and current process have been optimised.
Increase awareness of the choices available to customers	<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 steering group with experts from Accessibility and insights, Marketing and customer behaviour, customer information and design and partnership, Local community partnerships etc has been set to up to formulate an integrated communication plan for the new booking system.
	<b>9. Customer training and upskilling</b>	Support for customers to develop skills and confident in using other modes alongside ATS where appropriate and to improve their understanding of wider network accessibility improvements.	Medium – Long	Medium	Dial a ride: We are investigating opportunities to organise digital training session for the new booking and scheduling system.  Travel Mentoring: our travel mentoring teams are continuing to support people on traveling confidently on our network.
	<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</b>	Increasing awareness of travel	Medium - Long	Medium	The travel mentoring team

	<b>mentoring</b>	mentoring, reviewing how travel mentoring is offered and delivered to maximise benefits for customers and reach the maximum number of people who need this support.			was restructured in September 2023. We are currently developing a Travel mentoring strategy which will assist us in maximising support and increasing awareness of the service.
<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	As part of onboarding the new system, we have been reviewing and optimising several internal processes.  We are also reviewing current usage data for the Taxicard harmonisation project.
	<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.

# Dial a Ride: Booking and Scheduling System: Via Technologies

October 2023



**Slide 2:** Information on how the new system supports strategic priorities (MTS and ATS)

# ATS Strategy

*Build on MTS and Bus Strategic Priorities*

<b>Purpose</b>	Deliver reliable and convenient Assisted Transport Services for older and disabled Londoners			
<b>Vision</b>	World-leading Assisted Transport service provision by 2032			
<b>TfL Values</b>	<b>Caring</b>	<b>Open</b>	<b>Adaptable</b>	
<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
	<ul style="list-style-type: none"> <li>• Application and joining</li> <li>• Simplifying the booking process</li> <li>• Improvements to website and online tools</li> <li>• Review of current training scope to improve our customer service offering.</li> </ul>		<ul style="list-style-type: none"> <li>- Engagement with disability group engagement to share strategy initiatives, service improvements</li> <li>Improving awareness of the range of ATS options and introducing targeted messaging to support different customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>- Reviewing processes to improve resource</li> <li>- Data collection and use of technology</li> </ul>

Underpinned by the:					
MTS Principles	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



**Slide 3:** Slides outlining reasons for migrating to new system

## Case for change

- *Contract expiry and Existing pain points*
  - *Existing contract terminating in December 2023*
  - *Renew existing operational capability*
- *ATS roadmap*
  - *ATS Roadmap outlines a vision to “improve the overall accessibility of the transport network in London” with the specific aims of increasing spontaneous and independent travel.*
- *Recovery from pandemic*
  - *Service growth and optimisation*

### *New system is capable of:*

- Trip booking
- Trip scheduling
- Customer account registration & maintenance
- Fleet management
- Driver rostering
- Dispatch and real-time information
- Operational reporting
- Business intelligence
- Optimising capacity of available resources
- Improving customer experience (Online self-service and dynamic scheduling)



**Slide 4:** Slides outlining impact on customer proposition, technology, process and operations and associated programme

## What will change?

### Programme:

January- April 23:  
*Prepare plan and analyse, Design and construct*

May- November 23:  
*Implement and train*

November 23:  
*Phase 1 Go live*

2024: Q1  
*Phase 2*

### Customer proposition:

- Phone/email/fax are the only ways of booking, amending and cancelling trips.
- Cancellations are time consuming as they need to be made over the phone.
- 30-minute window given for pick-up/drop off; limited customer notifications in advance of arrival time. No means of customer/driver communication
- Customer proposition c.10% booking requests refused
- Confusing for customers to understand and discern between range of possible travel options

### Technology:

- No dynamic trip scheduling (e.g., if there are on-the-day cancellations) – manual intervention required.
- No real time info (e.g., for traffic delays, breakdowns, etc.)

### Process:

- Manual intervention required to find available trips if first time request is unsuccessful
- Manual override needed to amend schedules

### Operational

- No optimisation of vehicle allocation.



### Customer proposition:

- More convenience/flexibility for customers . Less resource pressure on staff
- Lower on-the-door cancellation rate.
- More reliable and convenient service. Users can better plan their time & journeys. Increased confidence in service – users know when their vehicle will arrive.
- More reliable service.
- More successful first-time booking requests.
- No cost increase to meet total trip demand.
- Increased choice and clarity for users

### Technology:

- More efficient scheduling so more trips can be delivered within existing resources

### Process:

- Bookings are less resource intensive.

### Operational

- Reduced overall cost of providing ATS services



**Slide 5:** Slide noting Via technologies expertise in delivering fully integrated solutions for public mobility

## Via Technologies

Via provides fully-integrated solutions for public mobility



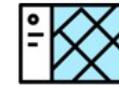
### Microtransit

Dynamic & flexible demand-response transportation.



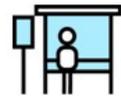
### Paratransit & NEMT

Efficient and modernized services for sensitive populations.



### Transportation Planning

Software and services to design better networks and streets.



### Fixed-Route Public Transit

Modernized and integrated solutions to fixed route management.



### Student Transportation

Student transportation with a focus on safety and visibility.



### Mobility-as-a-Service

Solutions that help riders select the best transit mode on one platform.



Slide 6: Slide noting Via technologies expertise in improving paratransit operations in Europe

## Via Technologies

We have experiencing improving paratransit operations in Europe

### ADAPTO Luxembourg



**95%**  
On-time performance



**30%**  
Of trips are booked using the mobile app

### Konsentra Norway



**99%**  
On-time performance



**33%**  
Increase in utilization during first 4 months

### BerlMobil Germany



**90%+**  
On-time performance



**50%**  
Increase in mobile app bookings in 3 months

### Keolis Quimper France



**10x**  
Improvement in dispatcher bandwidth



**10%**  
increase in ridership vs pre-COVID levels



Slide 7: Slide noting Via technologies mock up for mobile app and online portal

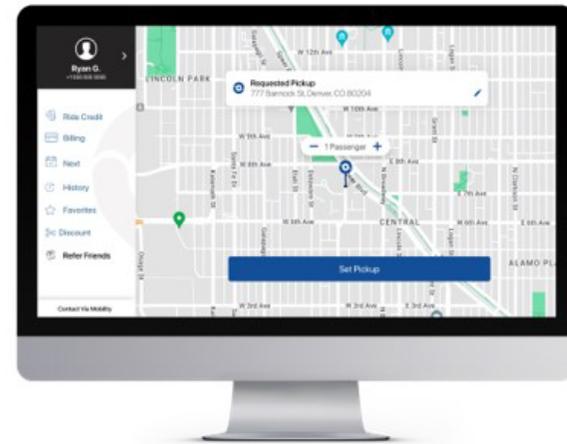
## Via Technologies

We build software designed to improve the rider experience



**Rider app**

*Track your driver in real time, book/edit/cancel rides, in-app notifications, find service information easily*



**Web portal**

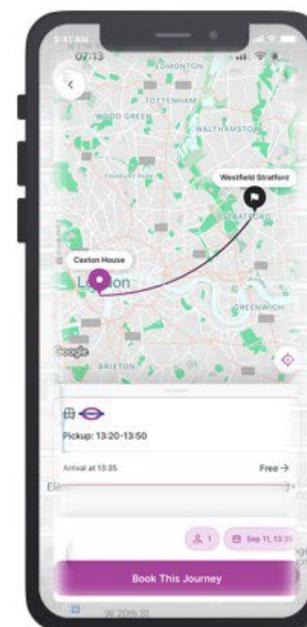
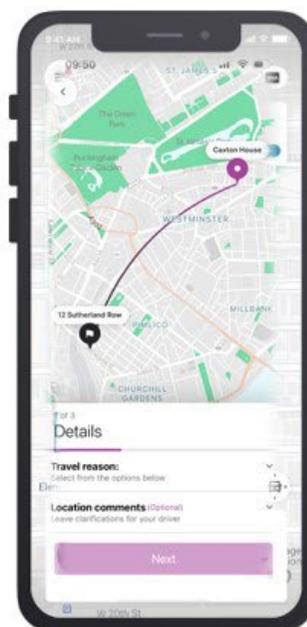
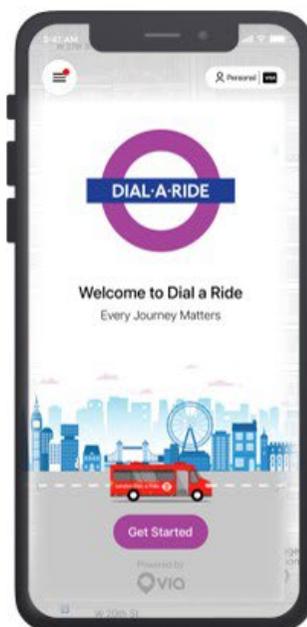
*Book, edit or cancel rides in minutes, accessible to those without smartphone access, find service information easily*



Slide 8: Slide noting Via technologies mock-up of booking process

## Via Technologies

Book your ride in a few steps



## Customer Service and Operational Performance Panel



**Date:** 5 December 2023

**Item:** Elizabeth Line Performance

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### This paper will be considered in public

## 1 Summary

- 1.1 The final meeting of the Elizabeth line Committee was held on 25 July 2023. It was agreed updates on the performance of the Elizabeth line would be submitted to this Panel. This is the second update on Elizabeth line operational performance and covers Period 6 (20 August – 16 September 2023); Period 7 (17 September – 14 October 2023), and Period 8 (15 October - 11 November 2023).
- 1.2 Quarterly performance data is also provided in the Customer Service and Operational Performance Report.

## 2 Recommendation

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

## 3 Performance and Reliability

- 3.1 Monday 6 November 2023 marked one year since the lines from Reading, Heathrow and Shenfield connected with the central tunnels of the Elizabeth line. 'Through running' has meant that new, direct journeys from Reading, Heathrow and Shenfield to central London stations have been possible without the need to change at Paddington and Liverpool Street mainline stations. From May 2023 some services from Shenfield also extended to Heathrow Airport for the first time.
- 3.2 Since opening in May 2022, the Elizabeth line has carried more than 250 million passengers, with around 4.3 million passenger journeys now taking place each week. The busiest single day on the Elizabeth line since it has opened was Thursday 9 November 2023 which saw 766,000 journeys made.
- 3.3 The periods since through running began have seen some very busy and high performing days, and the timetable itself is generally robust. Over the summer months since introducing the 24 trains-per-hour service, we have seen many weeks of good reliable performance with the notable exception of the Network Rail (NR) datalink (signalling) issue in July 2023 that caused considerable disruption and was the largest single incident in NR's five-year Control Period.
- 3.4 The Elizabeth line performance is measured by two separate metrics: Rail Journey Time Metric (JTM) and Public Performance Measure (PPM).

- 3.5 JTM is a demand-weighted average of all Elizabeth line customer journey times and comprises wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind), and on-train delays. In period 6, JTM was 24.9 minutes, in period 7 it was 24.9 minutes and in period 8 it was 25.9 minutes, all performing better than the target of 26.4 minutes. PPM is a long-standing measure, also used by Network Rail (NR) and Train Operating Companies. This measure shows the percentage of trains that arrive at their final destination within the PPM threshold, combining figures for punctuality and reliability into a single measure. The PPM score for the Elizabeth line for Period 6 was 86.3 per cent, for Period 7 it was 89.9 per cent and for Period 8 it was 83.2 per cent, which is below expected levels.
- 3.6 NR infrastructure in the west, has been the key reliability challenge where failures of points, axle counters (part of the signalling system) and problems with the Overhead Line Electrification on the western surface section have continued to disrupt services. NR has several initiatives underway to mitigate and manage these failures including:
- (a) a four-week axle counter sprint which analysed service affecting failure trends to help identify root causes and strategy going forward;
  - (b) monitoring devices being added to points to identify and anticipate failures;
  - (c) improving response to incidents with additional staff; and
  - (d) measures being taken to reduce trespass incidents.
- 3.7 Train reliability, while improving, continues to be affected by software issues. Two planned software releases in late November and December 2023 (Siemens ELR410 and Alstom H7.51) are expected to clear a large number of the current issues.
- 3.8 There is also a wayside signalling release (ELR500) being tested and delivered in the first half of 2024. This includes additional time for testing 'live' in the Central Operating Section.
- 3.9 While any disruption is to be avoided, most incidents only affect a relatively small proportion of services, with trains outside the affected area continuing to operate normally. This is reflected in the TfL JTM where the Elizabeth line exceeds its target.
- 3.10 The December 2023 NR timetable change brings small but targeted improvements to the Elizabeth line, including: improved services during the morning peak at Acton Main Line where eastbound services will increase from four to six trains between 08:00 and 09:00; the existing 06:45 departure from Gidea Park which previously terminated at Liverpool Street high level is now extended via central London to Paddington; and on Saturdays, customers travelling westbound between Abbey Wood and Paddington to Ealing Broadway, Southall, Hayes, West Drayton, Iver, Langley, Slough and Maidenhead now have a later last train (arriving at Maidenhead at 00:56).

3.11 To further assist customers and passenger loading in the west, additional staff have been provided at Heathrow Airport until January 2024 during morning peaks. They will encourage customers to move along the platforms and to use the full length of the train when boarding services, to allow passengers at intermediate eastbound stations to board more easily. A review of the initiative will take place in the new year.

## **4 Customer Experience**

- 4.1 Customer satisfaction remains high on the Elizabeth line with the Customer Satisfaction score of 82 in Quarter 2. This is the fifth consecutive quarter with a score of 82 or over.
- 4.2 A full breakdown of the survey results for customer experience, including those affecting customers travelling outside of London can be found in Appendix 1.
- 4.3 The eastern section continues to score slightly higher at 84 for overall satisfaction score versus 82 on the central and western sections.
- 4.4 Customers on the east were most satisfied with their journey time scoring 84, this is compared to 82 in the central section and 80 in the west.
- 4.5 Step-free access availability at Elizabeth line stations was 98.7 per cent in Period 6, 99.3 per cent in Period 7 and 98.5 per cent in Period 8.
- 4.6 MTR ambassadors from our operating concessioner have been assisting on the network with several initiatives including a return to school station presence at stations with high footfalls of students.
- 4.7 A further initiative based on the first-year experience since though running is to revise customer information displays in the central sections to represent journey opportunities to Heathrow more clearly and highlight station stopping patterns in the west.

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

Appendix 1 – Elizabeth line Quarter 2 Customer Satisfaction results

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

None

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## Appendix 1 – Elizabeth line Quarter 2 Customer Satisfaction Scores

The East continued to perform slightly better than the West and Central sections on the majority of on board and at station metrics. Scores for all sections are broadly stable compared to Q1

Satisfaction Measure	East	West	Central
Overall satisfaction score	84	82	82
Journey time	84	80	82
Cleanliness on train	82	80	82
Personal safety on train	80	80	81
Cleanliness at station*	80	78	82
Personal safety at station*	80	78	82
Information on train	82	80	80
Comfort	82	79	79
Information at station*	83	79	80
Temperature on train	82	76	77
Wait time for your train*	81	75	78
Announcements from the driver	78	78	77
Availability of seats	78	74	76
Helpfulness and general attitude of station staff*	77	75	77
Levels of crowding on the platform*	80	73	75
Levels of crowding on train	77	71	73
Availability of staff at station*	76	71	74

Base: Q040 / Q042 – How satisfied were you with....? Q2 2023/24 EL – East (233), West (423), Central (663) MTR stations – East (147), West (278), Central (301)

\*Station measures relate to MTR stations only

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## Customer Service and Operational Performance Panel



**Date:** 5 December 2023

**Item:** Customer Service and Operational Performance Report – Quarter 2, 2023/24

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 2 2023/24, which is appended in the format of a report.
- 1.2 This report covers the period from 25 June – 16 September 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 2

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

None

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## Customer service and operational performance report

Quarter 2 2023/24 (25 June – 16 September 2023)

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We keep our customers informed during planned events

# Introduction

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

We understand the importance our customers place on our services when travelling in and across the capital, for work, leisure or any other reason.

Offering an excellent customer experience remains at the heart of everything we do. We aim to supply timely, consistent and up-to-date information so our customers can plan their journeys. This is supported by our TfL Go app, which continues to prove popular, with just under 800,000 unique monthly users, and we continue to look at how we can make improvements and bring in additional functionality.

This report covers the second quarter of the 2023/24 financial year. Customer demand remains strong and is growing, with year-to-date figures showing a more than 12 per cent increase on Quarter 2 2022/23.

We have run important campaigns during this quarter, covering road safety, sexual harassment and the expansion of the Ultra Low Emission Zone across the whole of London.

As well as this, our TfL Purpose campaign launched in July, communicating our work to make sustainable transport in London better for everyone.

We also launched a new Champion Value campaign, which highlights the specific benefits by mode of our integrated transport network, such as the convenience of the bus and the speed of the Tube, supported by the most compelling and relevant fare products, such as the Bus and Tram Hopper, daily capping and off-peak fares.

The proposed Superloop limited-stop express bus route network continues to develop, and we have now completed the rebranding of existing routes, which have been renumbered as SL8, SL6, SL7 and SL9.

**Glynn Barton**  
Chief Operating Officer

**Alex Williams**  
Chief Customer and Strategy Officer

# Measures used in this report

## How we monitor and record our progress

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

### **Customer Care score**

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

### **Customer satisfaction**

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

### **Journey time**

#### **Bus journey time**

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

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

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

#### **Rail journey time**

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

### **Passenger journeys**

#### **Passenger journeys compared to pre-pandemic levels**

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

### **Santander Cycles**

#### **Docking station availability**

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

### **Scheduled services operated**

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

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

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

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

#### **Woolwich Ferry availability**

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

### **Roads and traffic**

#### **Road disruption**

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

### **Average bus speed**

This includes the time buses spend stationary at bus stops.

### **Traffic signal time savings**

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

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

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

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

# Our scorecard

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

Our scorecard for 2023/24 is focused on the recovery of the organisation, and the capital, from the coronavirus pandemic. Scrutiny of our performance against these measures is the responsibility of the Customer Service and Operational Performance Panel.

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

The journey time measure here represents the time passengers perceive that their journey takes. It uses operational data to calculate waiting, interchange and travel times, plus an assessment of the degree to which passengers experience crowding. Each element is weighted to reflect the relative passenger aversion to different parts of the journey.

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

Measure	2023/24 Year-to-date actual	2023/24 Year-to-date target	2023/24 Full-year forecast	2023/24 Full-year target
<b>Operations</b>				
London Underground journey time (minutes)	27.7	27.9	27.8	27.9
Bus journey time (minutes)	33.6	33.8	33.8	33.8
Rail journey time – Elizabeth line, Trams, DLR, London Overground (minutes)	25.9	26.8	26.6	26.9
<b>Customer</b>				
Londoners who agree we care about our customers (%)	53	55	55	55



**Scorecard measures**

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

# Operations

Providing safe, clean and reliable services to our customers

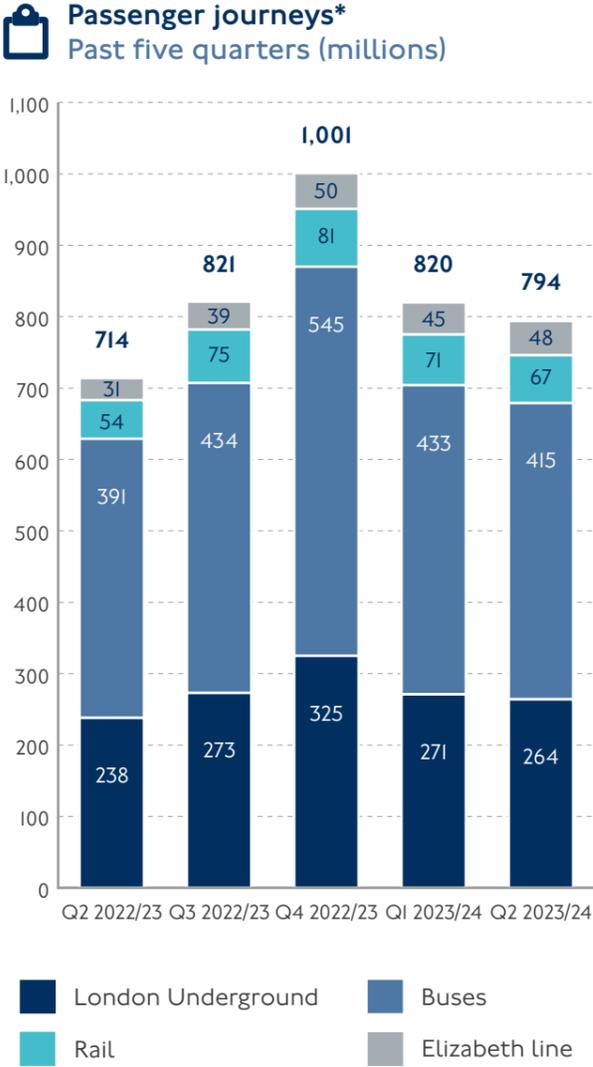


# Passenger journeys

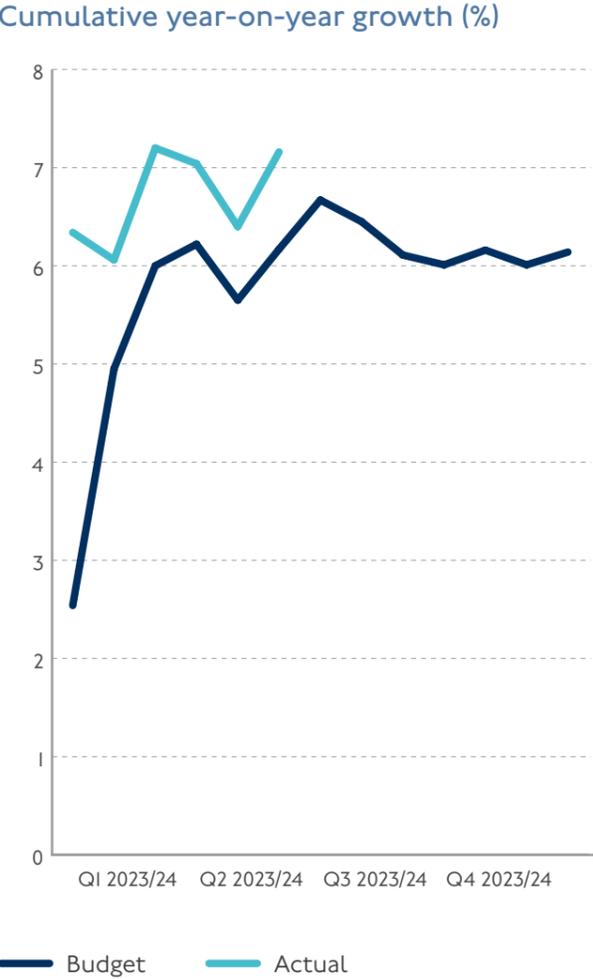
Passenger journeys across the network continue to grow and are starting to exceed pre-pandemic levels on some weekends. Year-to-date figures show 1,614 million journeys have been completed, compared with 1,431 million last year. The August bank holiday weekend saw the highest number of Bus and Tube journeys in comparison to previous years.

Latest figures show that stations in central London are hitting pre-pandemic levels at weekends, if not exceeding them, with international events and London's cultural gems helping to drive a huge return of visitors to London. Weekday ridership levels on the Tube and bus are now regularly reaching at least 80 per cent of pre-pandemic levels.

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At the end of the quarter, total journeys across the network are above budget, with continuous growth across the Tube and Rail.



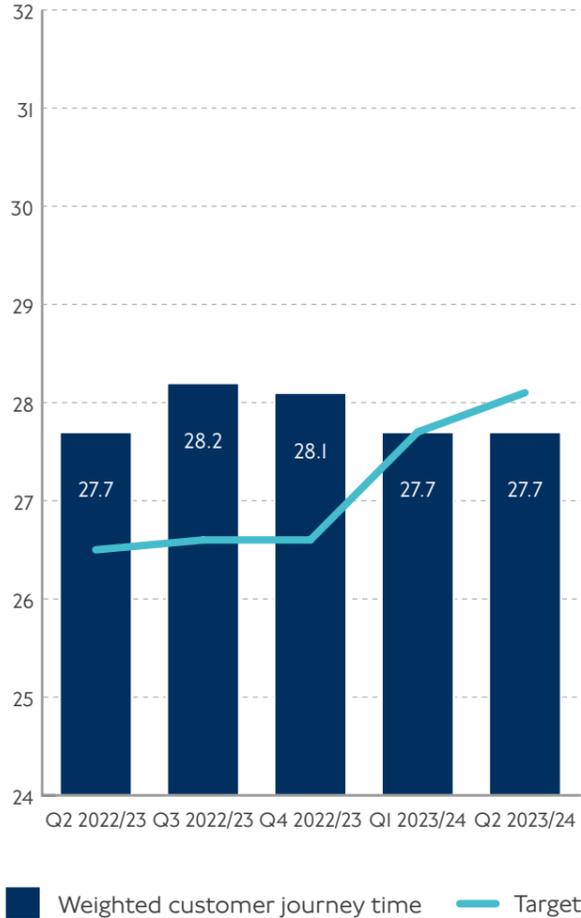
\* Quarter 4 is longer than Quarters 1-3 (15 weeks and six days versus 12 weeks)

# London Underground journey time

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

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



Average Tube customer journey time for Q2 2023/24 was 27.7 minutes, against a target of 28.1 minutes. Journey times increased through 2022/23 due to driver unavailability and fleet issues on the Central and Jubilee lines. These have improved during 2023/24, and Q2 is below (better than) target, although fleet and driver challenges remain.

**Annual trend (moving average)**

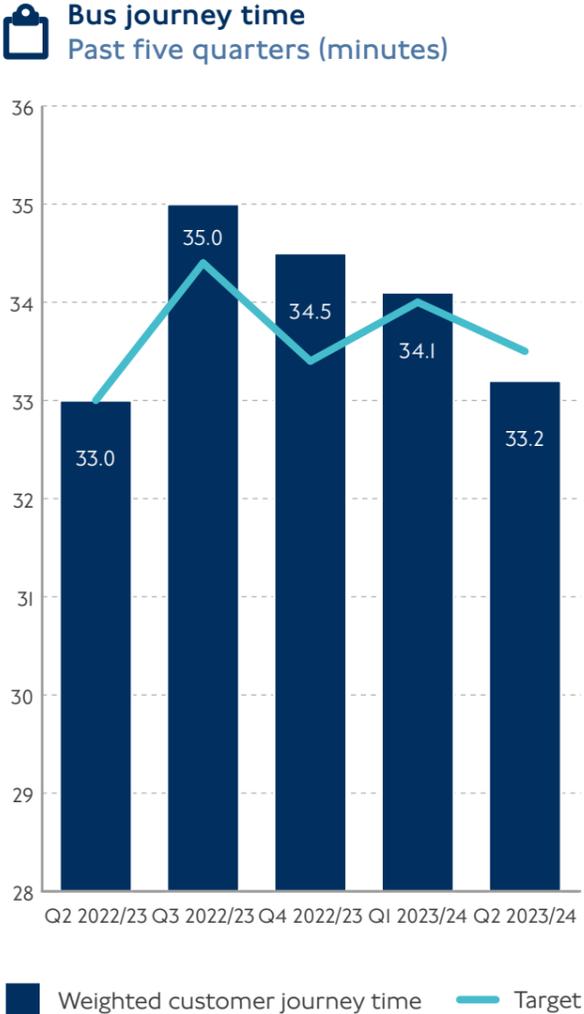


Tube customer journey times in 2023/24 are below (better than) the year-to-date target. Journey times are higher than they were during the pandemic due to the impact of very low demand in 2020/21 and 2021/22, which meant there were fewer customer-related incidents, and dwell times in stations were shorter.

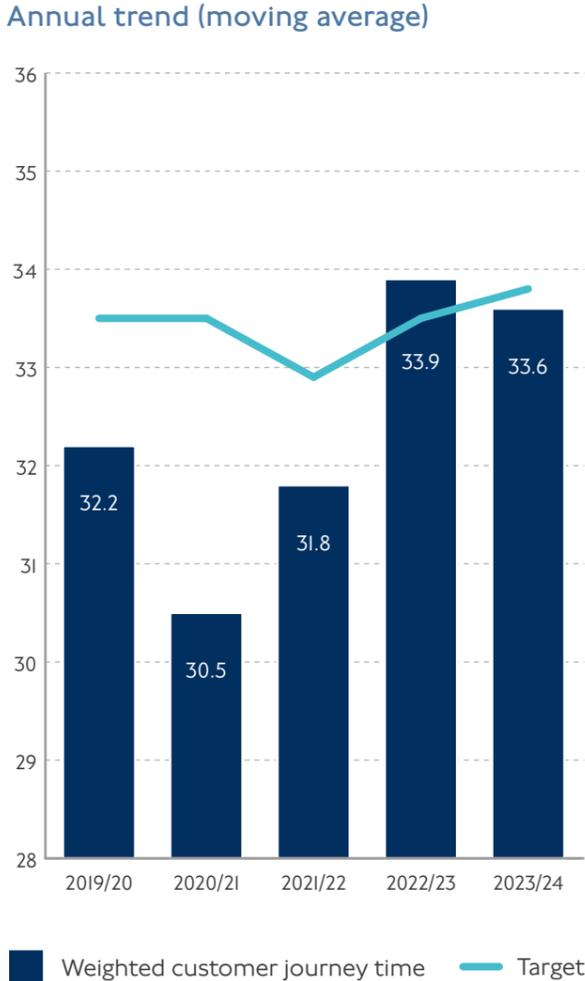
Journey times were higher in 2022/23 due to higher levels of train and driver unavailability, which are the main drivers of performance and will remain a key focus. While these are better so far in 2023/24, further improvement is needed if we are to meet the year-end target.

# Bus journey time

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



Journey times during Quarters 3 and 4 2022/23 were significantly worse than target. This was mainly due to staff shortages, mechanical issues and traffic impacts, resulting in lower operated bus-kilometres. Staff availability has since improved, resulting in Quarter 2 2023/24 bus journey time being 0.3 minutes better than target. However, increasing traffic impacts and a tighter target in the second half of the financial year will make achieving targets more challenging.



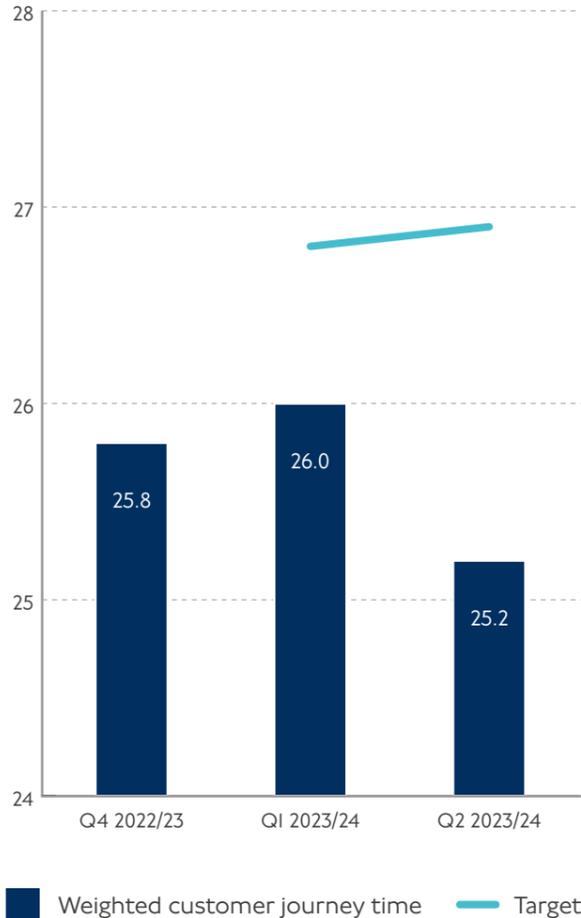
For 2023/24, the actual to-date value of 33.6 minutes was 0.2 minutes better than the year-to-date target of 33.8 minutes. Both the actual and target bus customer journey time in 2022/23 and 2023/24 to date are higher compared to previous years, reflecting the longer average length of bus customer journeys since the pandemic. Actuals are also impacted by higher lost bus mileage related to staff availability, mechanical and traffic impacts.

# Rail journey time

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

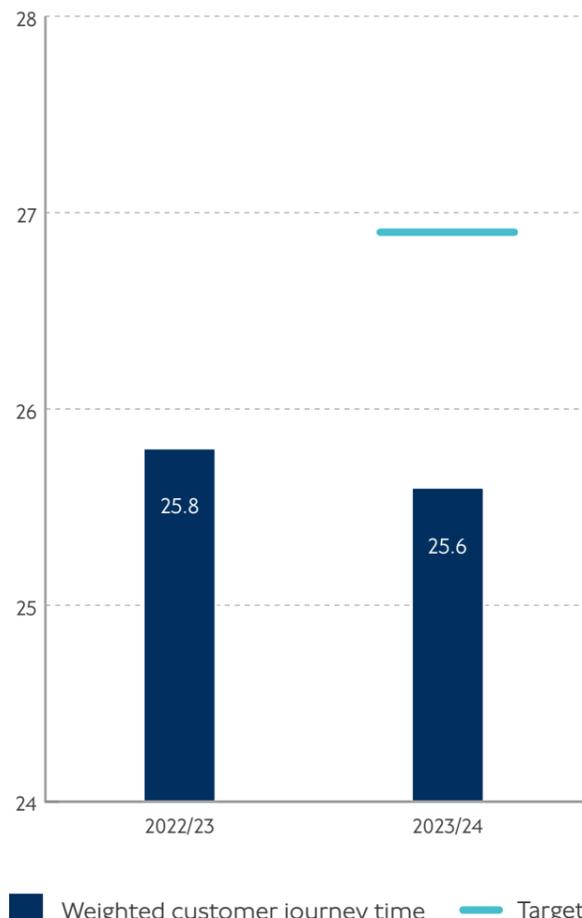
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 **Elizabeth line journey time**  
Past three quarters (minutes) since through-running began



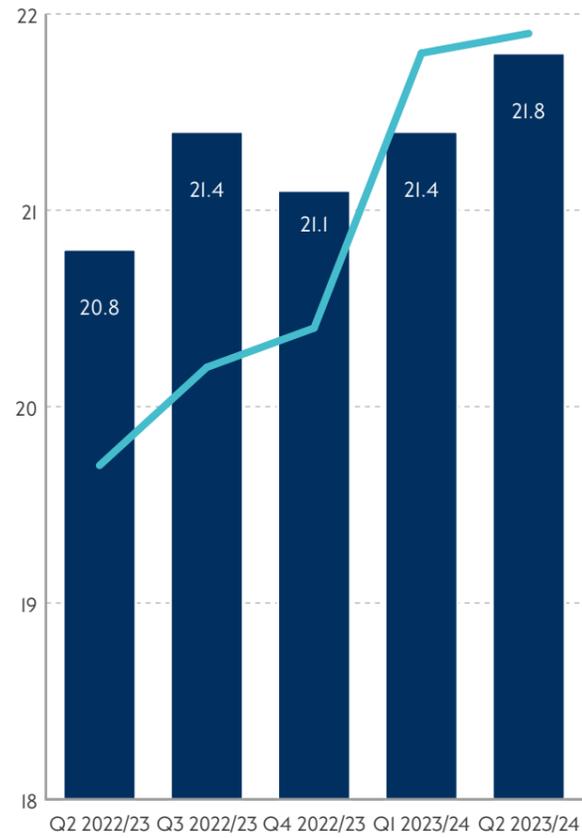
Quarter 2 2023/24 Elizabeth line journey time (25.2 minutes) was better than the target (26.9 minutes). Our customer journeys have been impacted by a relatively limited number of large incidents on Network Rail, plus signalling and fleet reliability issues. The signalling issues are not expected to recur and forthcoming software updates will deliver fleet improvements.

**Annual trend (moving average) since through-running began**



The year-to-date Elizabeth line customer journey time for 2023/24 is 25.6 minutes, which is better than the annual target of 26.9 minutes. The timetable uplift on 21 May improved journey times through higher frequencies and timetable refinement, reducing scheduled journey time. Excess journey time has also been consistently better than target, despite the operation of a more frequent timetable.

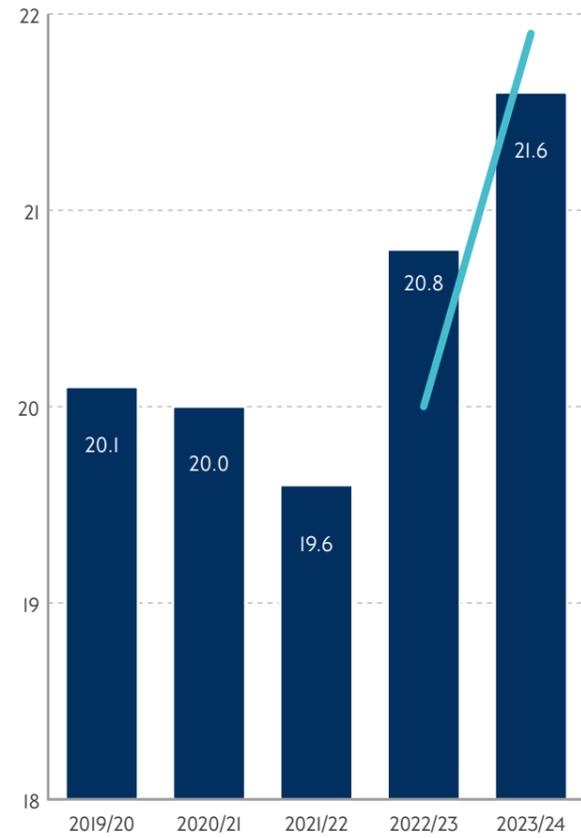
**Tram journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

Quarter 2 2023/24 Tram journey time (21.8 minutes) was better than target (21.9 minutes). The target set for Trams has been increased to reflect ongoing problems with fleet availability which have largely driven the increase in total journey time since Quarter 2 2022/23. The latest quarter was heavily impacted by debris caught in the groove rail which caused wheel damage to a number of trams, significantly reducing the number of trams available for service.

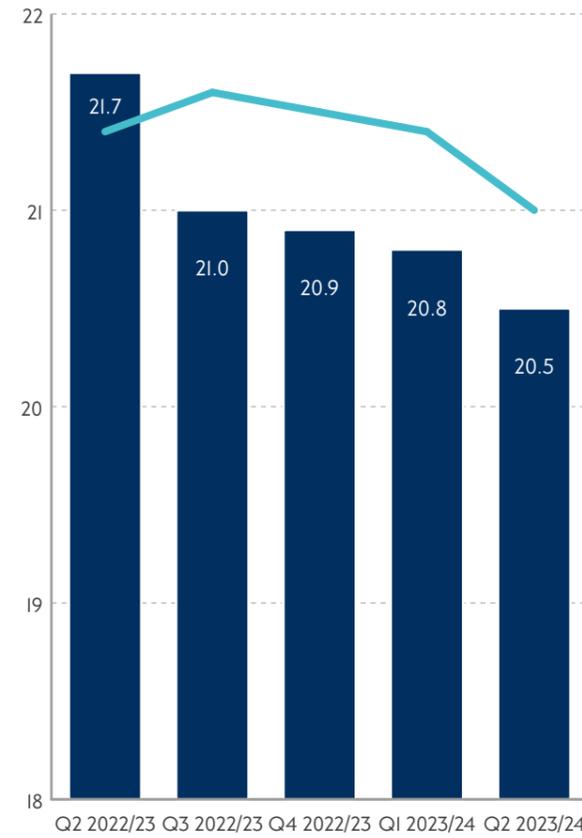
Annual trend (moving average)



■ Weighted customer journey time    — Target

Year-to-date 2023/24 average trams customer journey time was 21.6 minutes in Q2. While this was better than target of 21.9 minutes, it reflects a continuing trend of worsening journey time on the Tram network, due to on-going works to improve the condition of the ageing fleet.

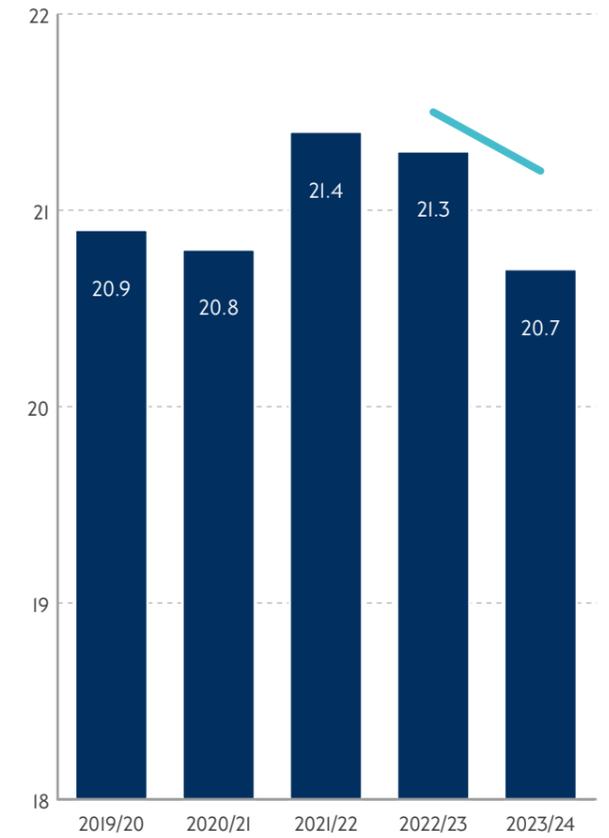
**DLR journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

Quarter 2 2023/24 DLR journey time (20.5 minutes) was better than target (21.0 minutes) for the fourth consecutive quarter. The improved customer journey time can be explained by an improved, more frequent timetable on the DLR which has reduced average wait time and crowding.

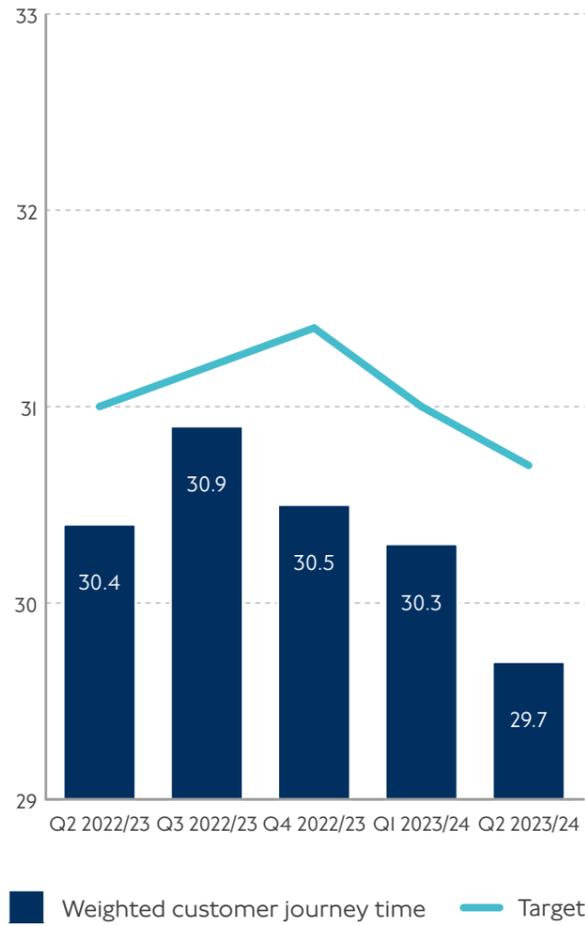
Annual trend (moving average)



■ Weighted customer journey time    — Target

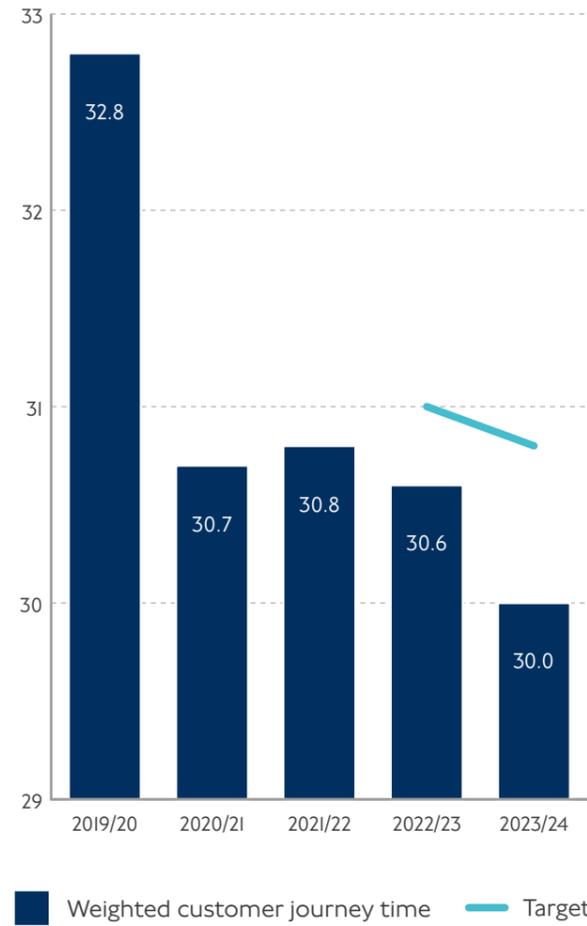
The year-to-date DLR customer journey time for 2023/24 is 20.7 minutes, which is better than the annual target of 21.2 minutes. DLR customer journey time has improved (got lower) so far in 2023/24, following the introduction of enhanced frequencies. This service change was implemented in May 2023 and has significantly improved the customer offer on the DLR.

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

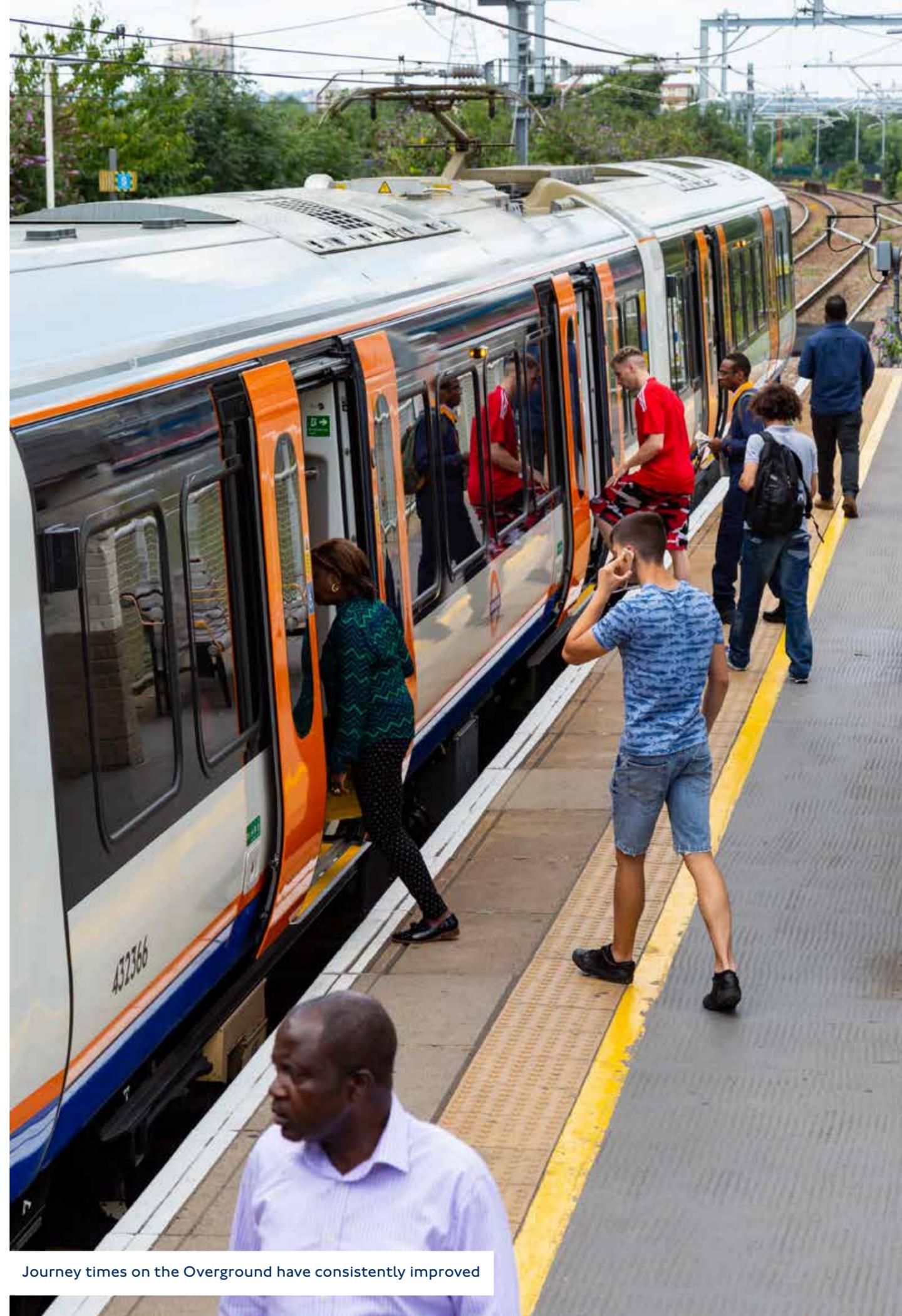


Quarter 2 2023/24 Overground journey time (29.7 minutes) was better than the target (30.7 minutes) for the fifth consecutive quarter. The continued improved journey time can be attributed to excess journey time being lower than forecast due to fewer disruptions, while scheduled journey time is better than forecast due to fewer early and late line closures. Both are driving good performance despite higher demand than forecast.

**Annual trend (moving average)**



The year-to-date average Overground customer journey time for 2023/24 is 30.0 minutes, which is better than the target of 30.8 minutes and lower than the 2022/23 customer journey time due to an overall improvement in performance and fewer planned early morning and/or late-night closures.

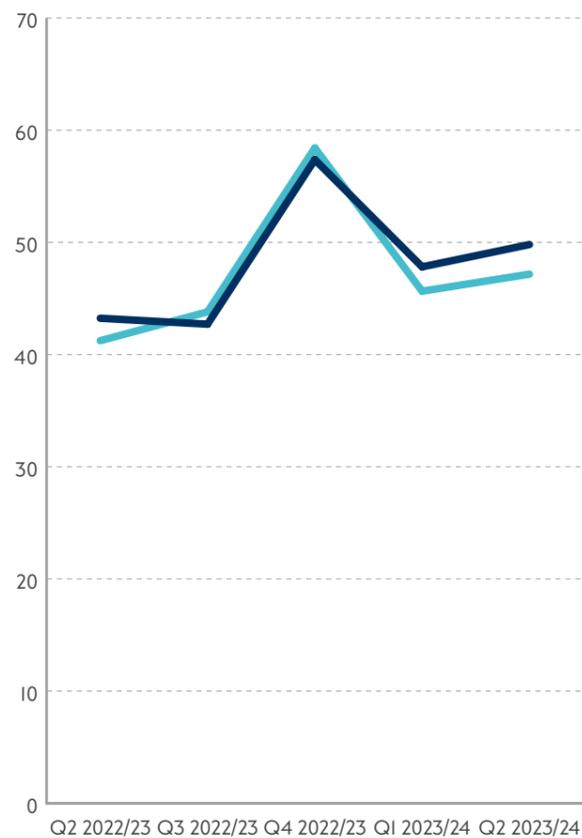


Journey times on the Overground have consistently improved

# Services operated

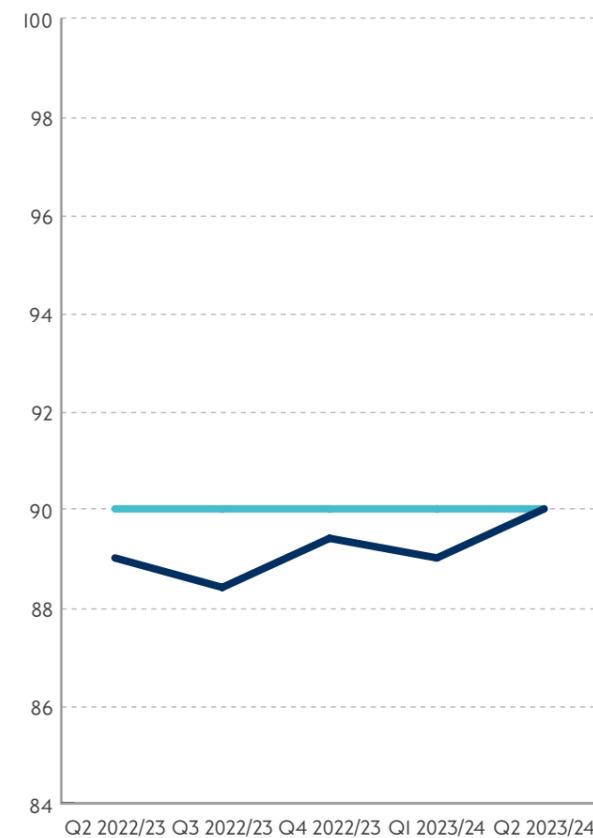
For the majority of our services, we measure reliability as a percentage of the timetabled services that run as scheduled, or as a percentage of the total planned operating time when the service is actually available to customers.

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



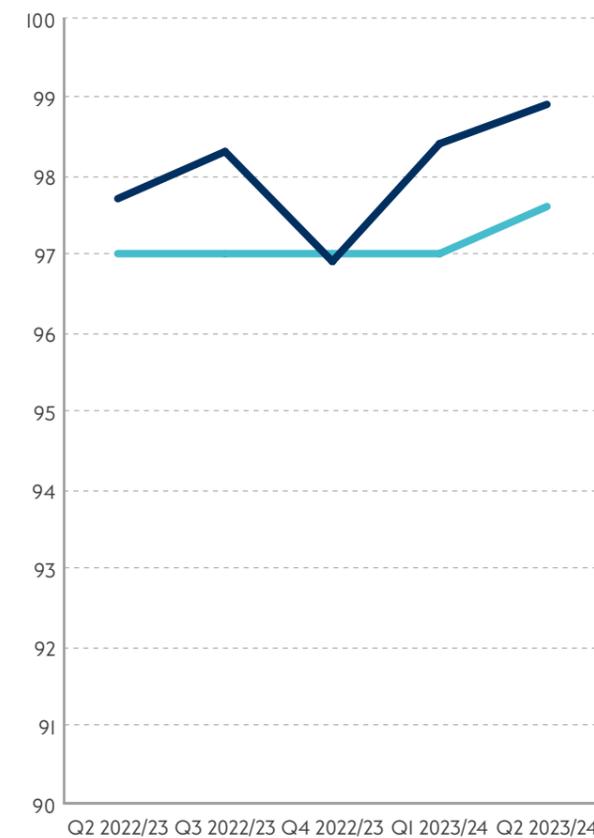
Departures continue to show good return to pre-2020 levels, with an increase of 5.6 per cent compared to the previous quarter. We continue to support domestic and foreign tour operators as they rebuild their business operations, to enable UK and wider market growth in the coach industry.

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



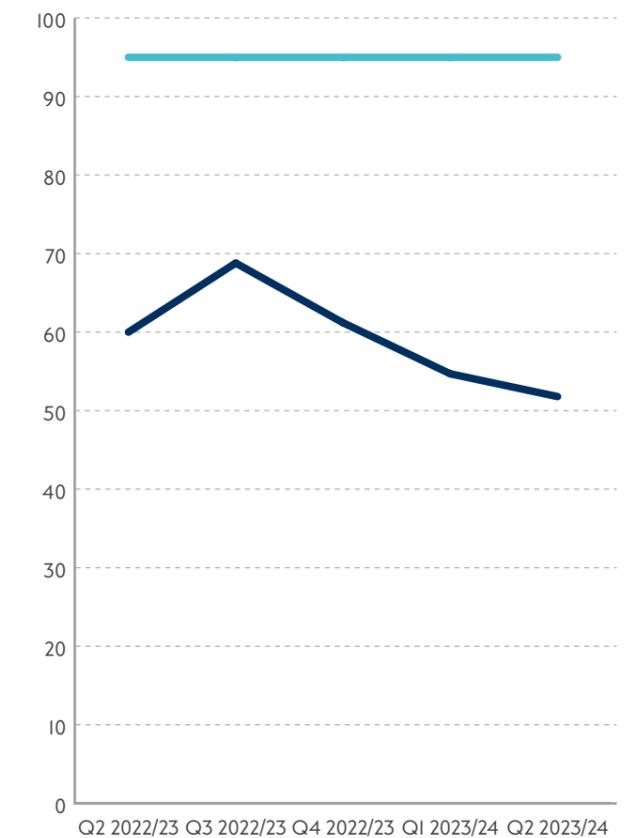
We received 15.5 per cent more requests compared to Quarter 2 2022/23 and were able to schedule 90 per cent of requested journeys. We have also seen a 12 per cent increase in demand in the year to date, and are recruiting more drivers to ensure we are able to fulfil trip requests.

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



Cable car availability was above target at 98.9 per cent, and also higher than the 97.7 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 (%)

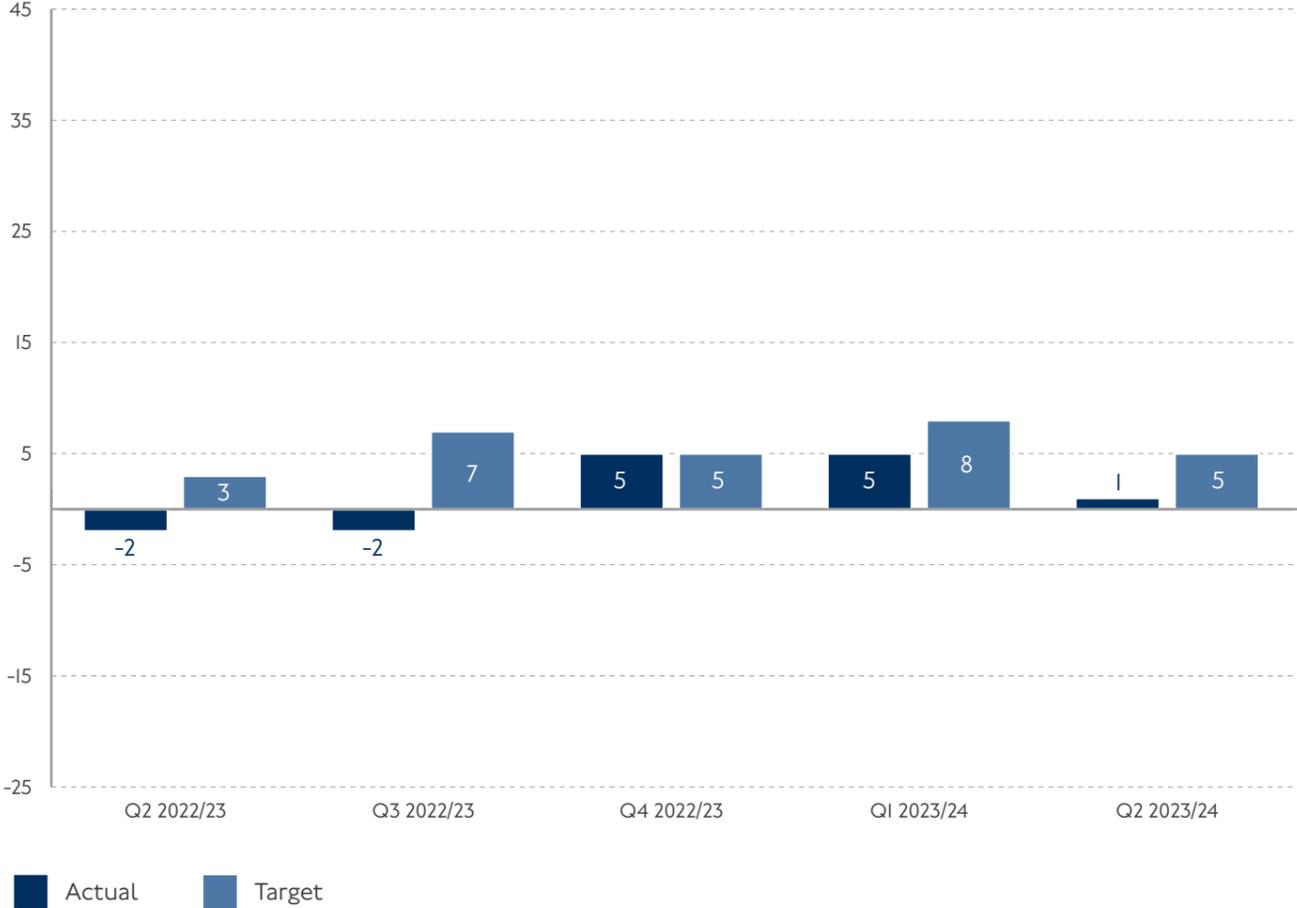


Woolwich Ferry availability was 51.8 per cent this quarter, compared to 60 per cent achieved in the same quarter last year. Service downtime was mainly due to crew resourcing and technical issues. The service was also partially closed for essential maintenance during this quarter.

# Roads and traffic

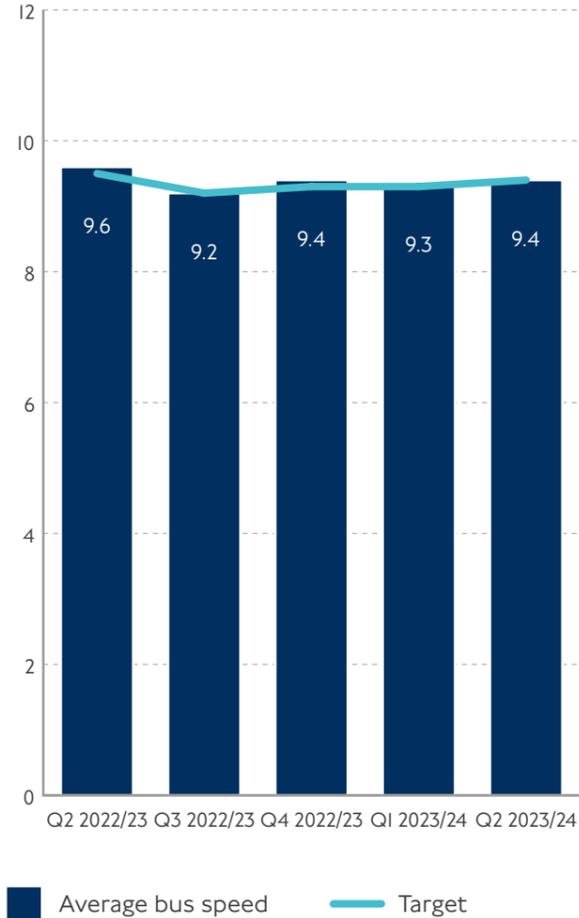
In Quarter 2, disruption on our road network was lower than target. The quarter is characterised by the quieter school holiday period, but even so disruption was lower than anticipated, at the same level as 2022 and close to 2019 (pre-COVID) levels. Traffic flows were similar to 2022 and were six to seven percentage points lower than 2019 pre-COVID levels.

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



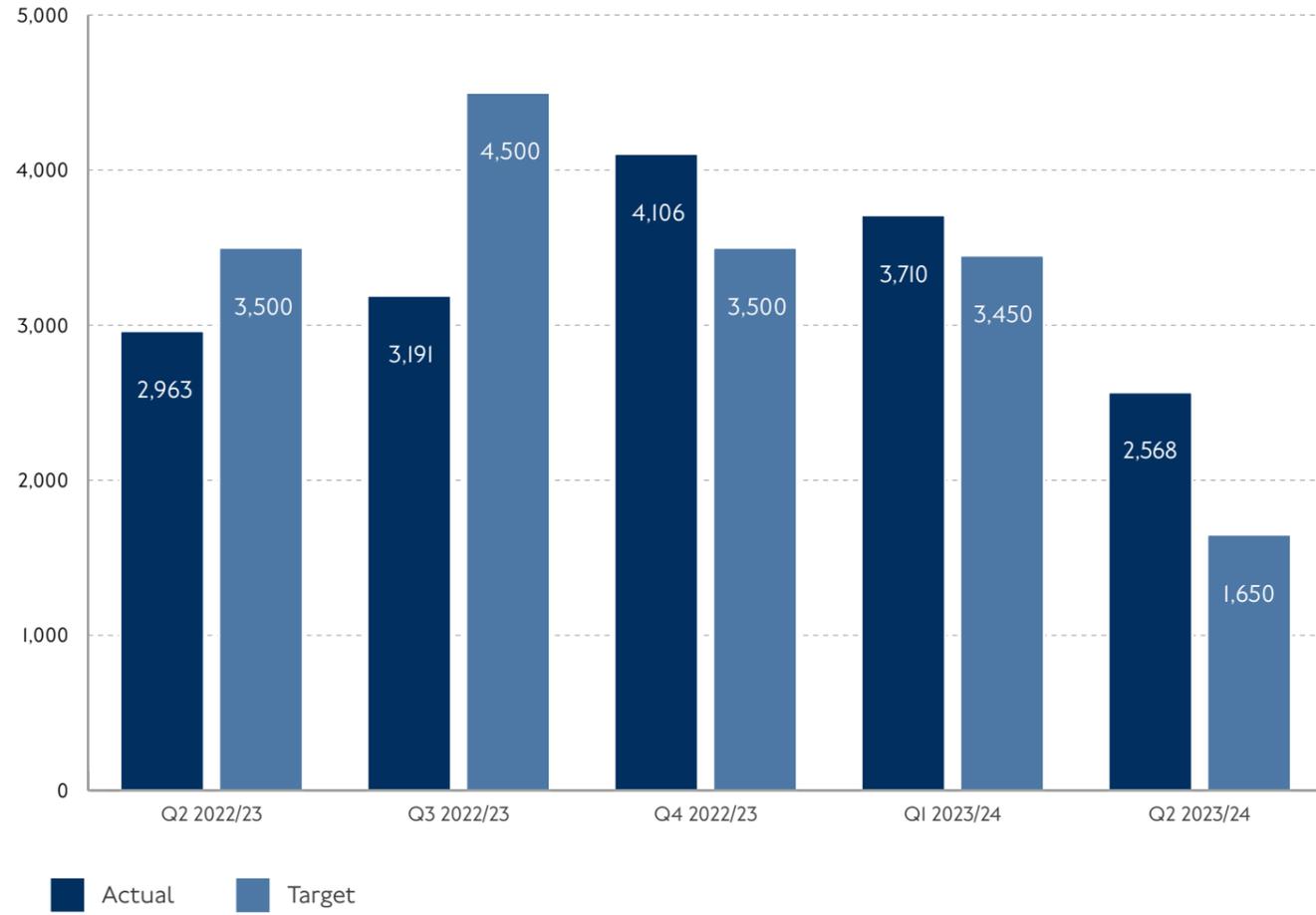
Disruption relative to the same quarter last year increased marginally but was less than anticipated and reflected in the target. The higher levels of disruption seen in Quarter 4 last year and the first quarter of this year, are considered to be primarily the result of roadworks and incidents on major roads.

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



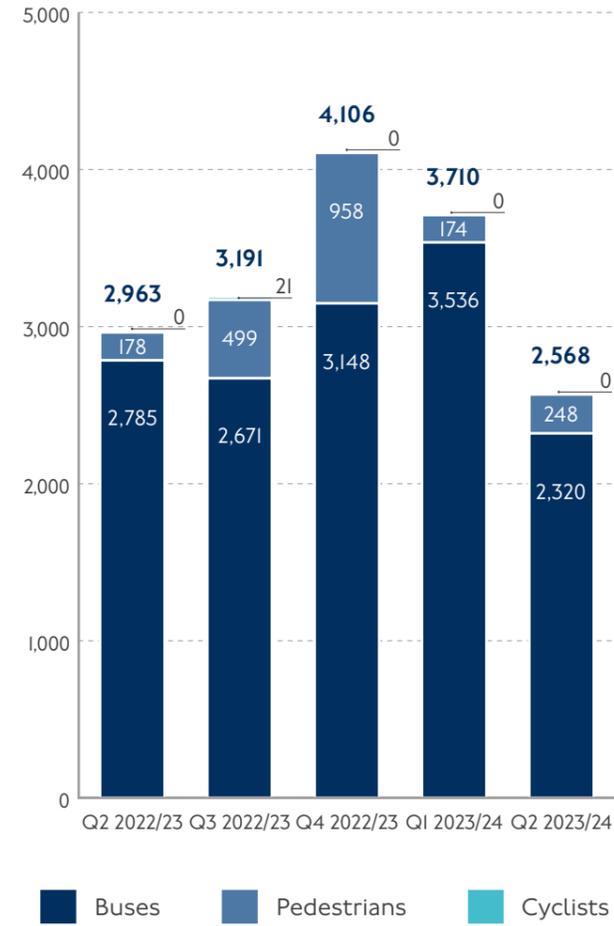
Average bus speed has remained higher than before the pandemic, but has fallen relative to speeds in recent quarters as passenger volumes have increased and the level of general traffic disruption has increased slightly.

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



In Quarter 2, we delivered more than 2,500 hours of savings for sustainable modes over the last three periods (July–September), exceeding target by nearly 1,000 hours. We use a data-led approach to identify locations where there are bus delays or impacts to bus speeds. Among other activity this quarter, we have delivered improvements to buses on Superloop route SL7 (rebranded from X26). We have improved signal coordination for buses at Edmonton Green, and provided new bus priority at signals on Brixton Road and Brixton Hill.

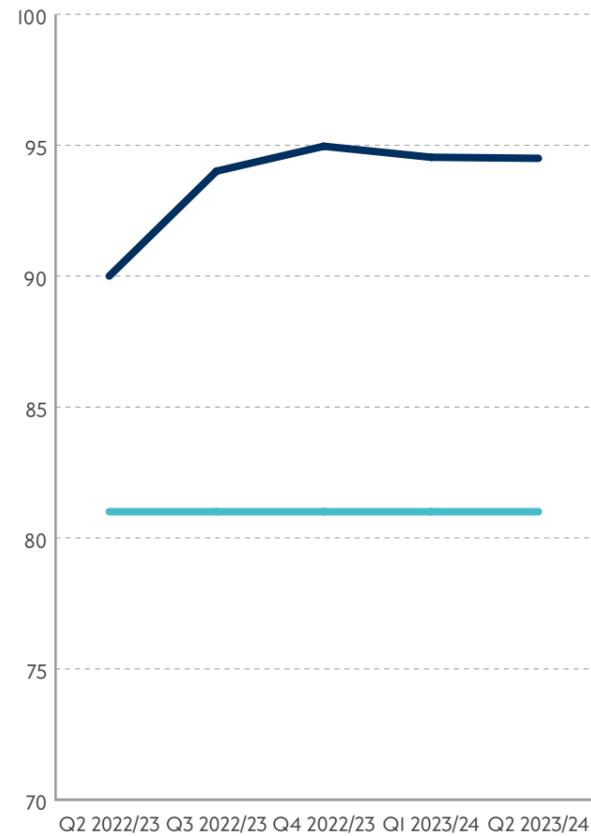
**Type of road user benefiting from signal timing review**  
Past five quarters (hours)



In Quarter 2 we delivered more than 2,500 hours for sustainable modes – using bus and walking – exceeding the periodic target of 1,650 hours. We delivered more than 2,300 hours for bus passengers and nearly 250 hours for pedestrians per day. The target this quarter was lower, reflecting the need to dedicate significant time to training staff on a new system. This training has been re-phased, and the impact will be reflected in future quarters.

# Santander Cycles

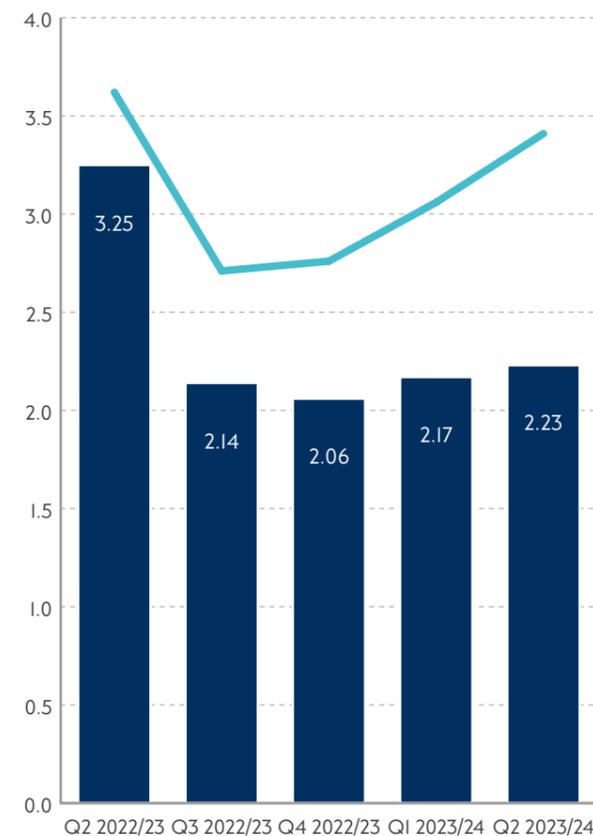
**Docking station availability**  
Past five quarters (%)



— Docking station availability — Target

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

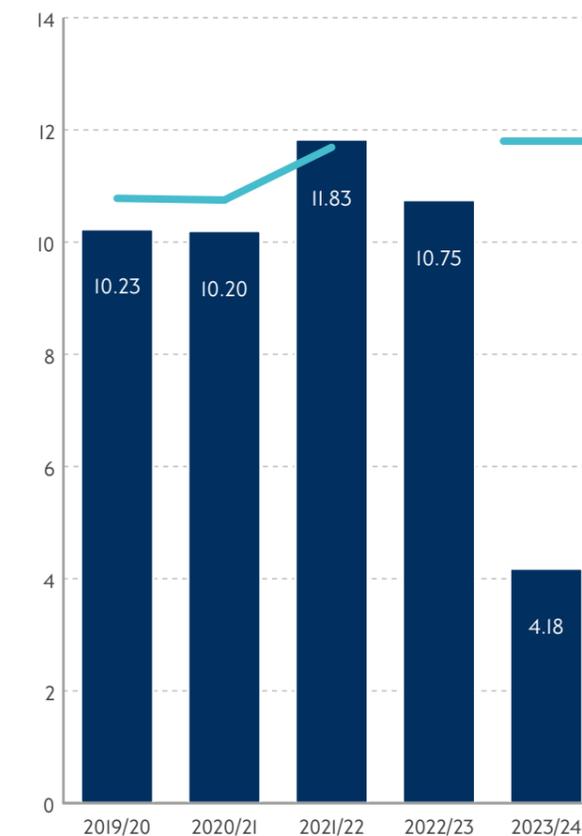
**Hires made**  
Past five quarters (millions)



■ Hires made — Target

There were 2,227,837 hires in Quarter 2, 35 per cent below target and a decrease of 31 per cent on hires from Quarter 1. There was a significant amount of inclement weather, which affects hire volumes. Hires from casual customers continue to be lower than anticipated. E-bike hires remain very high, with 163,000 this quarter, and new monthly membership has performed strongly, with more hires from members in 2023 than in previous years.

**Annual trend (year to date)**



■ Hires made — Target

We have a very stretching target of 11.8 million hires for 2023/24 which, if achieved, would match our busiest-ever year for hires in 2021/22. Hires at the end of Quarter 2 were 32 per cent lower than target.

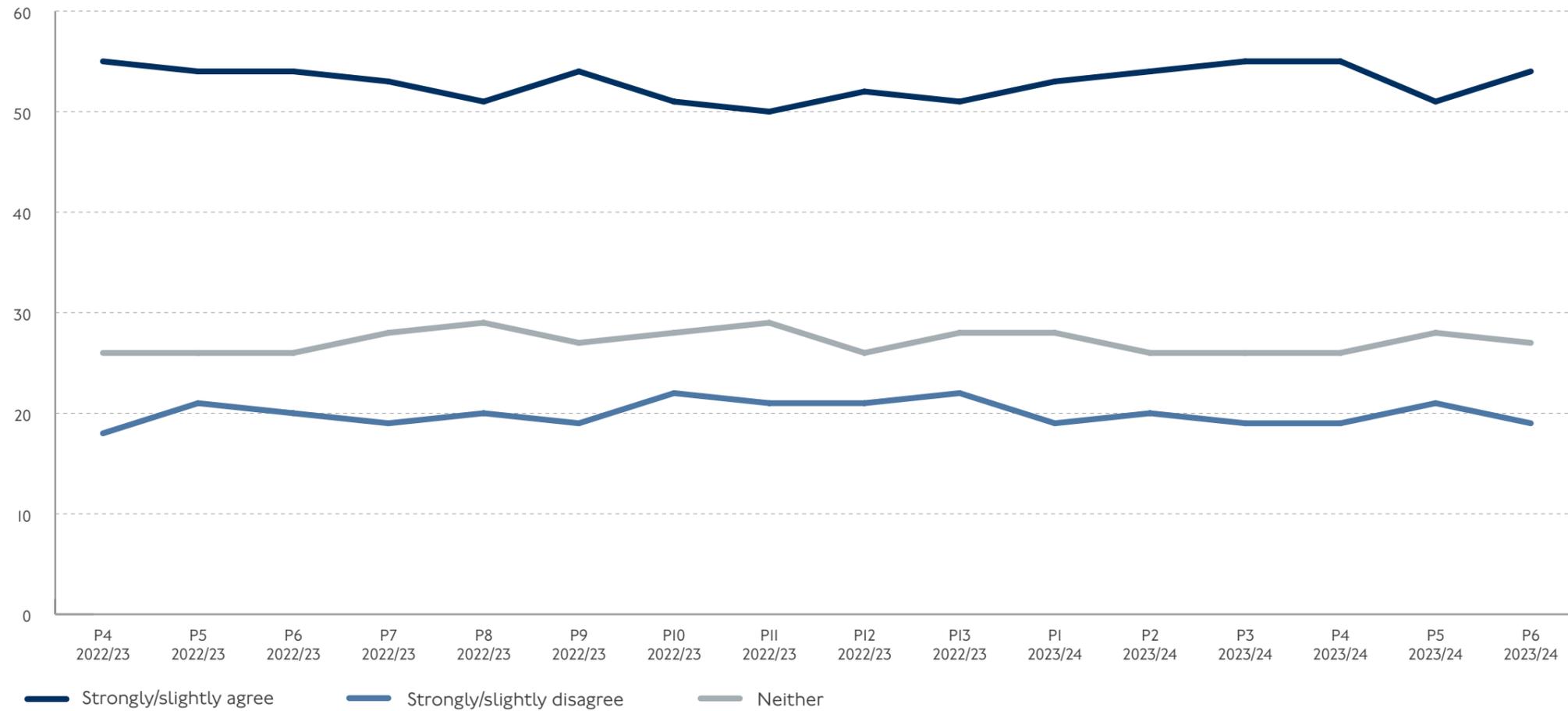
# Customers

We continue to support and engage our customers to ensure we deliver the best-possible customer experience



# TfL cares about its customers

 All Londoners  
Agreement, disagreement, neither (%)

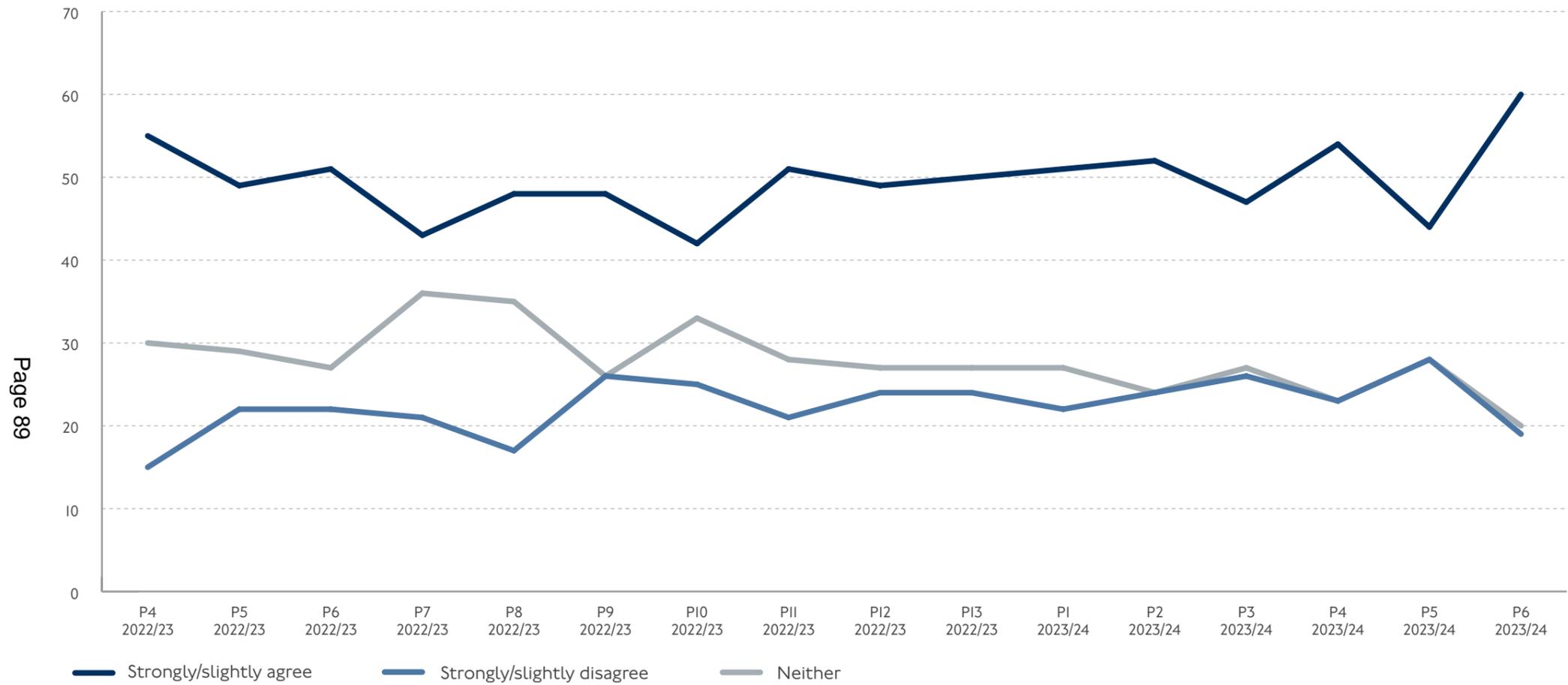


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The percentage of Londoners agreeing with the statement 'TfL cares about its customers' is 53 per cent for Quarter 2 2023/24. This is a decrease of one point from the previous quarter and below the annual target for 2023/24 of 55 per cent. The percentage of public transport users (those who have used public transport in last seven days) agreeing with the statement 'TfL cares about its customers' is 55 per cent for Quarter 2 2023/24. The decrease among all Londoners in Quarter 2 is possibly due to the continued coverage and launch of the London-wide Ultra Low Emission Zone.

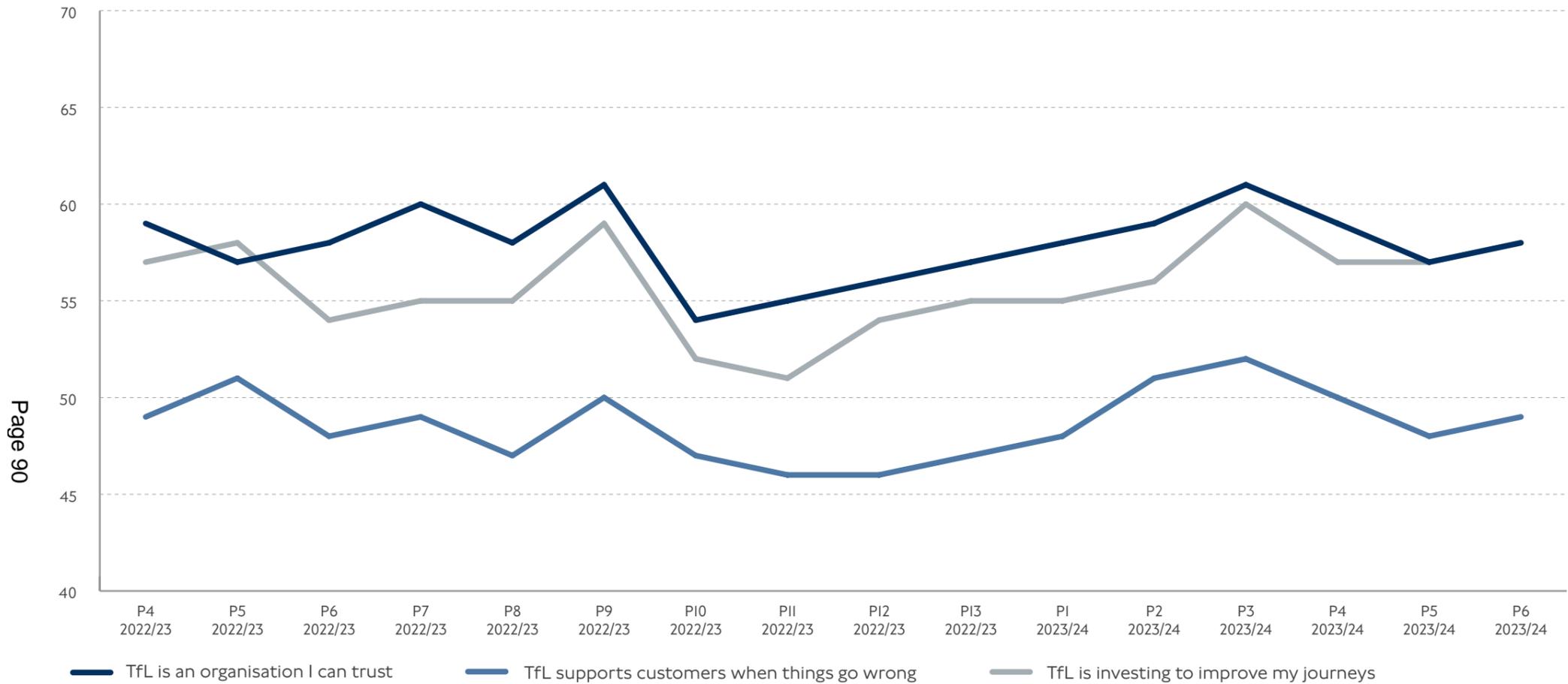
### Disabled Londoners

Agreement, disagreement, neither (%)



The percentage of disabled Londoners agreeing 'TfL cares about its customers' is 53 per cent for Quarter 2 2023/24, an increase of three points from the previous quarter. Confidence to travel amongst disabled Londoners is lower than that of non-disabled Londoners, but this gap continues to close gradually.

**Key survey questions**  
Agreement (%)

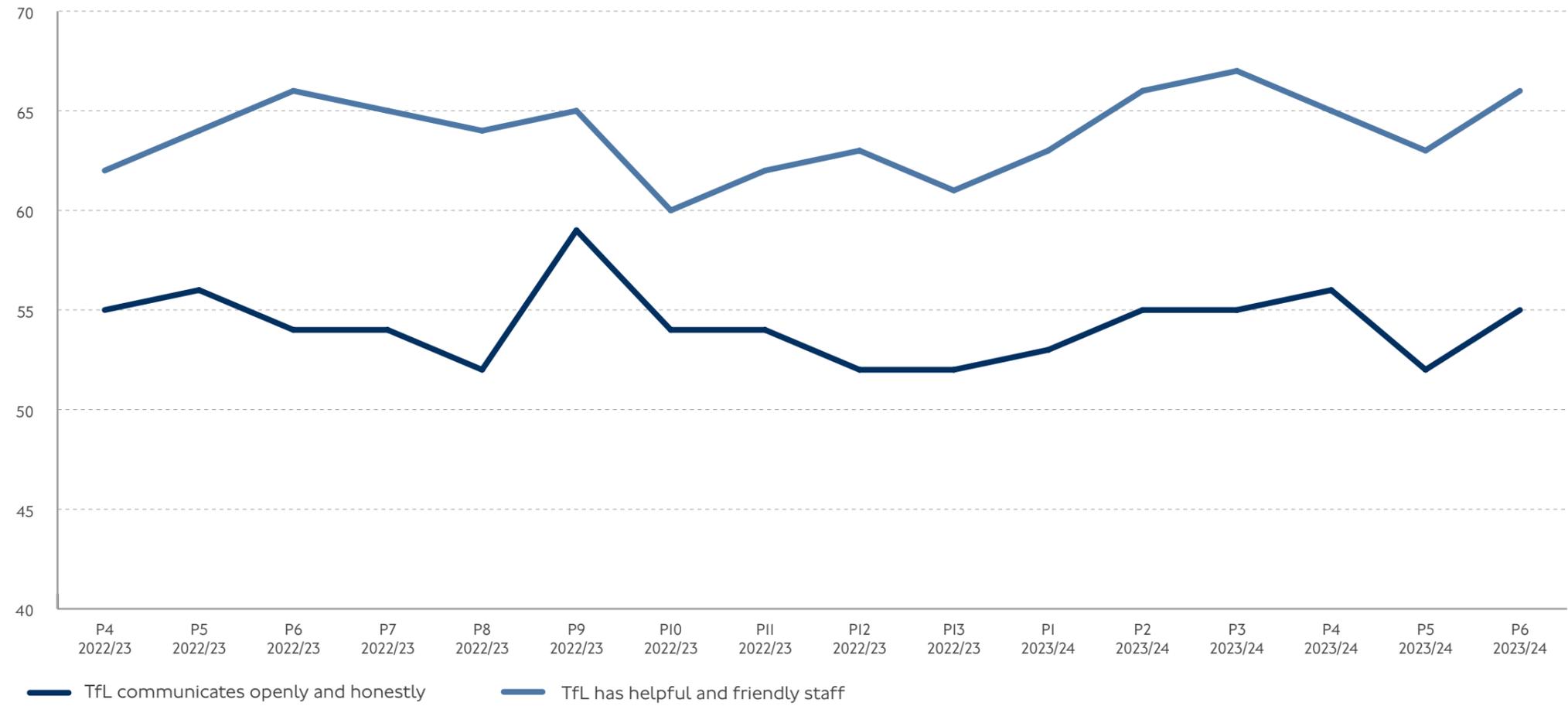


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Through analysis, we have identified the five key drivers that have the most influence on Londoners' perception of whether 'TfL cares about its customers'. Supporting customers when things go wrong remains a key area of focus to improve customer experience, and continues to perform slightly less well than other drivers.

Overall, scores remained stable or decreased very slightly in Quarter 2 2023/24 and are at very similar levels to those seen in Quarter 2 2022/23.

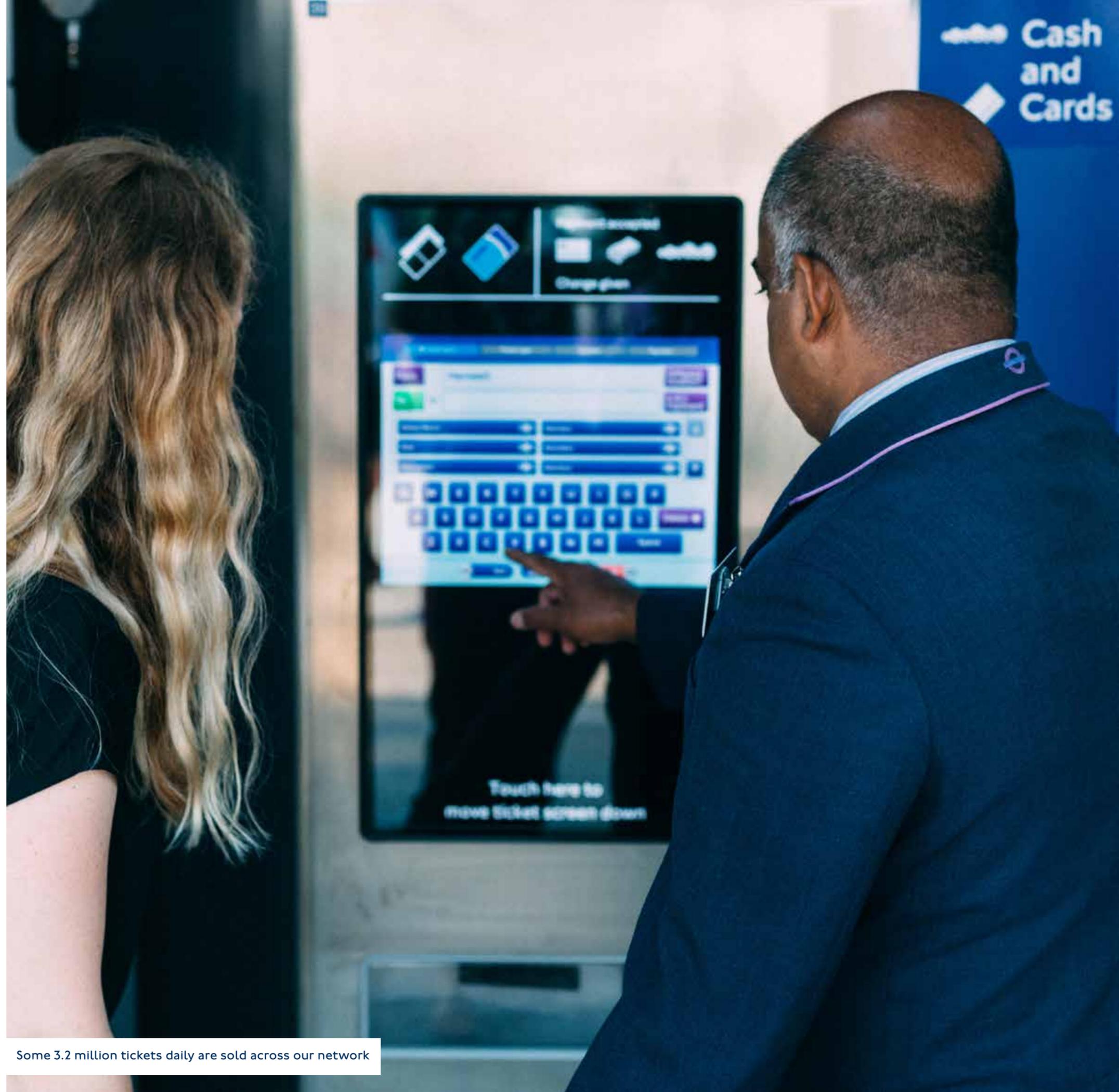
**Key survey questions**  
Agreement (%)



The performance of these key drivers reflects a significant period of uncertainty with transport strikes. More recently, continued coverage of the expansion of the Ultra Low Emission Zone is likely to have impacted scores, especially among non-users of TfL's services. A continued focus on our core operational performance is critical, along with ensuring we support customers when there is disruption to services.

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

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



Some 3.2 million tickets daily are sold across our network



# Satisfaction

## Past five quarters Score

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

Quarter 2 2023/24 was a relatively stable quarter in which the majority of increases to scores seen in Quarter 1 were maintained.

Overall satisfaction remained broadly stable for all modes.

The significant improvements made in Quarter 1 on station/stop metrics were largely maintained in Quarter 2. The only exception was London Overground station information, which fell to levels last seen in Quarter 4 2022/23.

On-mode metrics were also generally stable this quarter. Satisfaction with temperature fell significantly for London Underground, Bus and DLR – a seasonal effect that we tend to see in Quarter 2. All significant improvements in Quarter 1 were maintained this quarter.

# Calls

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

## General contact centre calls Past five quarters

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/23	Q2 2023/24
Telephone calls	580,593	648,557	682,246	558,960	578,555
Calls abandoned (%)*	14.54	14.22	10.31	9.65	9.78
Correspondence	218,007	228,217	265,462	232,869	245,621
Cases closed (%)**	83.44	82.03	83.96	86.25	82.21
Average speed of answer (seconds)	348	724	734	656	663

Call volumes were up four per cent on the previous quarter, although remain roughly the same as Quarter 2 2022/23.

Call abandonment rates are up one per cent on the previous quarter, although still within target and are also down 33 per cent on the previous year, despite similar levels of demand.

We continue to see a rise in correspondence demand, with volumes up five per cent on the previous quarter and 13 per cent on the same time last year. Correspondence cases closed remain within target, although levels have fallen slightly compared to Quarter 1 and the previous year.

Based on current demand we are expecting to see a shift of perhaps six per cent from telephony demand to correspondence. However, this trend may simply reflect the fact that correspondence demand is recovering faster than telephony following the pandemic.

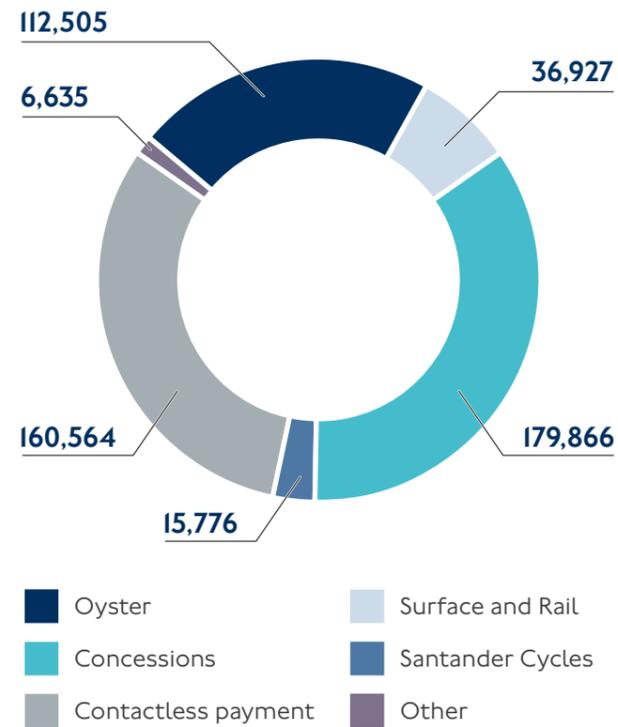
\* Target of 15 per cent or lower

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

## Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Telephone calls	2,687,696	1,304,300	2,292,137	2,426,382	1,137,515
Calls abandoned (%)*	16.2	7.6	16.12	12.22	9.72
Correspondence	757,298	364,778	580,567	900,797	478,554
Cases closed (%)**	78.9	83.4	73.80	82.76	84.23

**Calls by subject\***  
This quarter



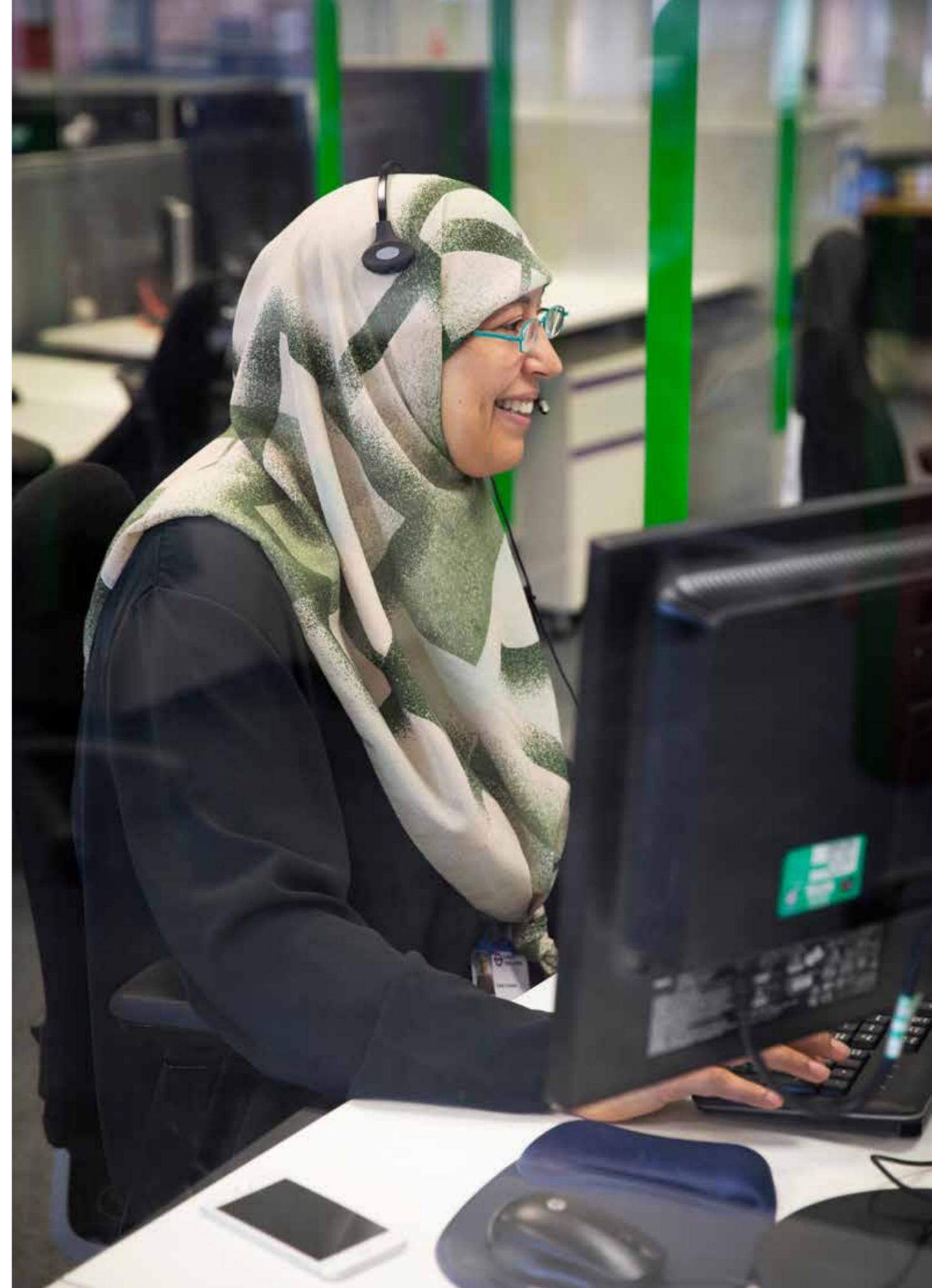
Overall demand was up four per cent on Quarter I, and up one per cent on the previous quarter in 2022/23. The biggest shift was on Santander Cycles (down three per cent on Quarter I and 51 per cent lower than the previous year). This was again due to increased tariffs and competition from other dockless bike providers.

Contactless demand remains constant, with a slight (one per cent) rise in Oyster compared to Quarter I. However, when compared to the previous financial year, Oyster demand was down 11 per cent while contactless is 18 per cent higher.

The end of Quarter 2 saw the beginnings of what is, historically our peak time for demand as children and students return to school. Demand for concessions has increased by 10 per cent on Quarter I and is four per cent higher than last year. We have made a positive start with concessions call abandonment rates remaining well below target, averaging 7.5 per cent. We were also able to issue 95,593 Zip Oyster cards, 99.1 per cent of which were dispatched within service level. We expect demand to increase significantly in Quarter 3.

Surface and Rail demand is up seven per cent on Quarter I, and one per cent higher than the previous year.

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



Calls are up four per cent on the previous quarter

**Road charging and ULEZ**  
Past five quarters

	Q2 2022/23	Q3 2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24
Calls received	286,306	270,099	360,414	253,188	394,805
Calls answered	281,449	264,702	348,444	240,913	377,087
Calls abandoned (%)	2.0	2.0	3.3	5.0	4.0
Average speed of answer (seconds)	34	41	81	118	80

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Calls received	1,486,715	1,145,772	1,590,871	1,251,212	647,993
Calls answered	1,440,357	1,093,382	1,518,973	1,222,640	618,000
Calls abandoned (%)	3	5	5	2	5
Average speed of answer (seconds)	42	63	48	46	95

Capita's road-user charging contact centre continues to perform well within contractual targets. The average speed of answer for Quarter 2 was 80 seconds and the call abandon rate was four per cent against a target of no more than 12 per cent of calls.

Call volumes increased during Quarter 2 as a result of the London-wide expansion of the Ultra Low Emission Zone on 29 August. However, call centre hours were extended and additional staff recruited in readiness for the launch, which ensured continued good performance within Capita's contact centre.



Customer calls to our contact centre increased with the ULEZ expansion

**Taxis and private hire**  
Past five quarters

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
Calls received	55,575	155,402	86,949	61,357	56,006
Calls answered	54,425	100,558	77,926	60,353	54,152
Calls abandoned (%)	2.0	35.0	10.4	2.0	2.0
Average speed of answer (seconds)	40	2,145	323	32	50

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

The number of calls in Quarter 2 2023/24 was in line with the previous year, however, the average speed of answer was slightly longer. This was due to a new telephony system and payment system going live in this period, which meant that our customer service representatives took slightly longer to process calls as they became accustomed to the new system. The answer has since reduced as the new function has bedded in.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Calls received	749,561	222,291	235,135	346,552	117,363
Calls answered	532,096	158,847	225,445	280,767	114,505
Calls abandoned (%)	29	29	4	19	2
Average speed of answer (seconds)	699	896	111	870	40

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

	Target	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
Calls received	N/A	93,267	75,705	117,643	101,399	105,175
Calls abandoned (%)	10	11.1	11.0	6.8	8.9	5.8
Average speed of answer (seconds)	180	275	276	154	207	136
Email bookings	N/A	9,761	10,202	11,300	8993	8872

We received 13 per cent more calls this quarter, compared to Quarter 2 2022/23. We were able to get good results by recruiting several operators to answer calls, assisting our bookings team to cope with the increased demand.

We have achieved excellent results for our abandoned call rate and average speed of answer compared to the same quarter last year. We completed the second quarter of the year within our abandoned call target of 10 per cent.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Calls received	533,868	117,275	299,944	372,094	203,429
Calls abandoned (%)	10.7	5.5	10.6	9.9	7.3
Average speed of answer (seconds)	287	108	249	239	170
Email bookings	82,450	6,368	31,573	41,991	17,865

# Complaints

## Complaints

Year on year (per 100,000 journeys)

	Q2 2022/23	Q2 2023/24	Variance (%)
London Underground	1.02	0.98	-4
London Buses	3.32	3.59	8
DLR	0.65	0.55	-15
London Overground	0.79	0.41	-48
Elizabeth line	0.82	0.75	-9
London Trams	0.98	0.84	-14
IFS Cloud Cable Car	2.58	1.53	-41
Congestion charge	2.4	1.8	-25
Dial-a-Ride*	50.69	48.72	-4
London River Services	0.22	0.38	73
Santander Cycles	3.32	2.64	-20
Taxis**	5.16	5.37	4
Private hire**	3.27	3.21	-2
Contactless	0.56	0.55	-2
Oyster	0.49	0.47	-4

Following the recent trend, our Rail modes have once again performed well, with all recording a lower level of complaints than the previous year. Both London Underground and the Elizabeth line have seen passenger numbers grow at a higher rate than complaints.

The biggest shift has been on London Overground, which saw ridership rise 30 per cent alongside a fall in complaints of 24 per cent over last year.

Bus complaints rose eight per cent on 2022/23, mainly due to an increase in complaints about service reliability. Complaints about ongoing works at Manor Circus have increased, due to delays and curtailments to local bus services.

Oyster and contactless complaints per 100,000 both fell in Quarter 2 after a spike in Oyster complaints the previous quarter. The reduction in complaints is despite increases in demand, with contactless usage up 21 per cent, and Oyster seven per cent compared to last year.

## Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
London Underground	1.14	1.74	1.26	0.96	0.95
London Buses	3.17	4.37	3.29	3.42	3.53
DLR	0.89	1.09	0.54	0.65	0.49
London Overground	1.58	1.24	0.65	0.48	0.39
Elizabeth line	2.30	2.26	1.77	0.79	0.82
London Trams	1.65	1.76	0.85	0.81	0.86
IFS Cloud Cable Car	2.83	2.57	4.69	3.75	2.33
Congestion charge	2.48	3.83	3.55	2.24	1.75
Dial-a-Ride*	83.62	64.87	61.33	66.99	41.75
London River Services	1.26	2.44	0.47	0.25	0.26
Santander Cycles	3.54	2.68	2.24	3.29	2.61
Taxis**	8.06	1.69	3.24	4.68	2.4
Private hire**	2.57	1.36	2.3	2.95	1.56
Contactless	0.40	0.39	0.5	0.51	0.54
Oyster	0.17	0.26	0.48	0.49	0.45

The majority of modes' complaints per 100,000 journeys are currently lower than 2022/23. For the most part they are lower than the average seen across the previous four financial years (2019/20, 2020/21, 2021/22, 2022/23).

Ticketing is the main exception to this, with contactless in particular showing increases on previous years so far. It should also be noted this tallies with the rise in use of contactless over this period. Oyster is currently eight per cent lower than in 2022/23, although it too remains

above the average for the previous years. The pandemic has been a major factor in this shift, with many people choosing to move away from Oyster and longer duration season tickets to the more flexible contactless offering.

\* 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



Praise for staff on the Underground is up by 30 per cent

# Commendations

## Commendations Past five quarters

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
London Underground	312	290	351	280	364
London Buses	610	577	782	581	663
DLR	20	11	23	19	18
London Overground	39	24	38	39	36
Elizabeth line	52	46	59	65	66
London Trams	2	2	2	4	3
IFS Cloud Cable Car	8	7	2	2	4
Dial-a-Ride	4	3	0	2	4
London River Services	0	1	1	2	1
Santander Cycles	0	0	0	0	0
Taxis and private hire	30	26	31	25	16
TfL Road Network	1	1	1	1	1
TfL Policy	6	5	9	10	18

Commendation volumes are up 16 per cent on Quarter 1 and 10 per cent on Quarter 2 in 2022/23.

London Underground has seen a 30 per cent rise in commendations compared to the previous quarter, outstripping the volumes for both passenger numbers and complaints.

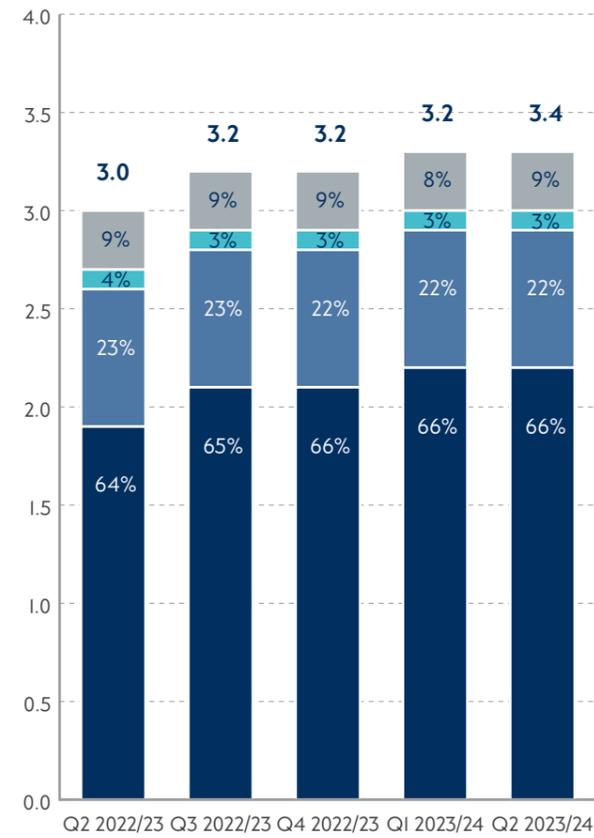
Bus commendations are also up on last year (nine per cent) as well as the previous quarter (14 per cent). Bus route 17 garnered the most praise, with several drivers being highlighted for their cheerful manner by regular passengers.

DLR and Trams both saw slight falls in their commendations during Quarter 2, although both also saw falls in overall complaint numbers as well.

Whitechapel and Canning Town attracted significantly higher numbers of commendations for their size relative to our larger hub stations, with many people praising the attitudes of the staff and their use of station whiteboards.

# Tickets

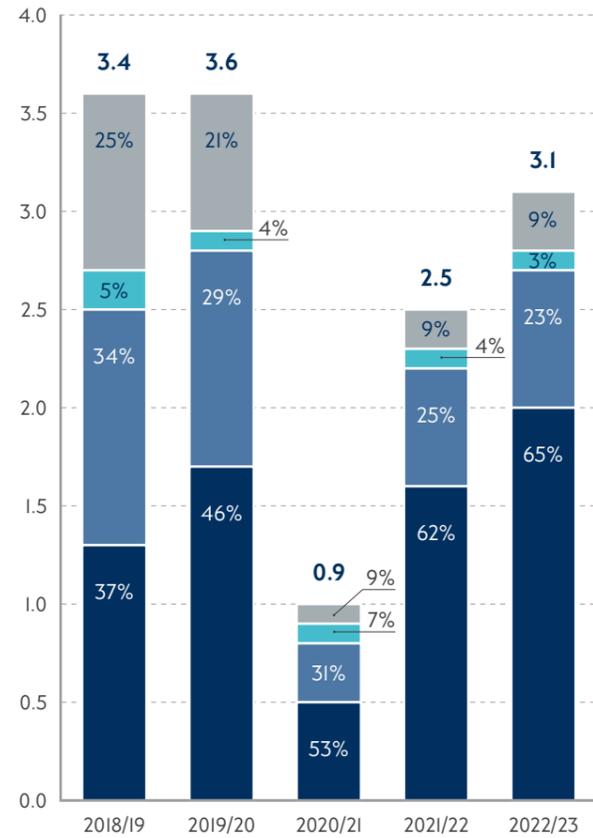
Fare payer split on typical weekdays\*  
Past five quarters (millions)\*\*



■ Contactless    ■ Oyster pay as you go  
■ Buses and Trams    ■ Travelcards

Overall demand has been steadily recovering. The share of contactless payment media (cards and mobile devices) used has increased to 66 per cent of all fare payer tickets in the latest quarter, up from 64 per cent a year ago.

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



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

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

**131m** 

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



**4.1m**

contactless journeys are made daily

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

\*\* Days measured:  
 Thursday 8 September 2022 Q2 2022/23  
 Thursday 24 November 2022 Q3 2022/23  
 Thursday 23 March 2023 Q4 2022/23  
 Thursday 11 May 2023 Q1 2023/24  
 Thursday 6 July 2023 Q2 2023/24

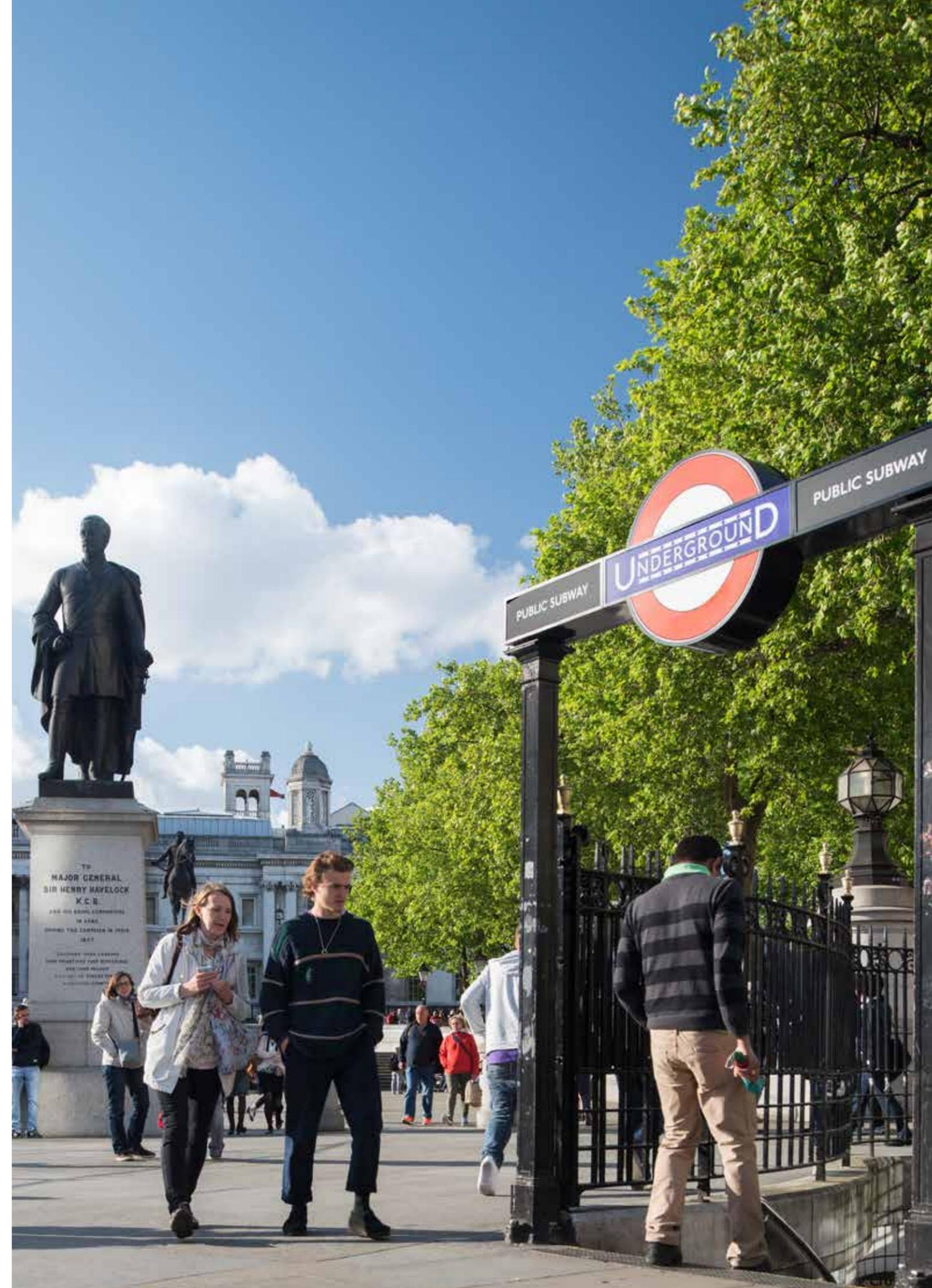
\*\*\* Days measured:  
 Thursday 7 February 2019  
 Thursday 6 February 2020  
 Thursday 4 February 2021  
 Thursday 10 February 2022  
 Thursday 9 February 2023

# System availability

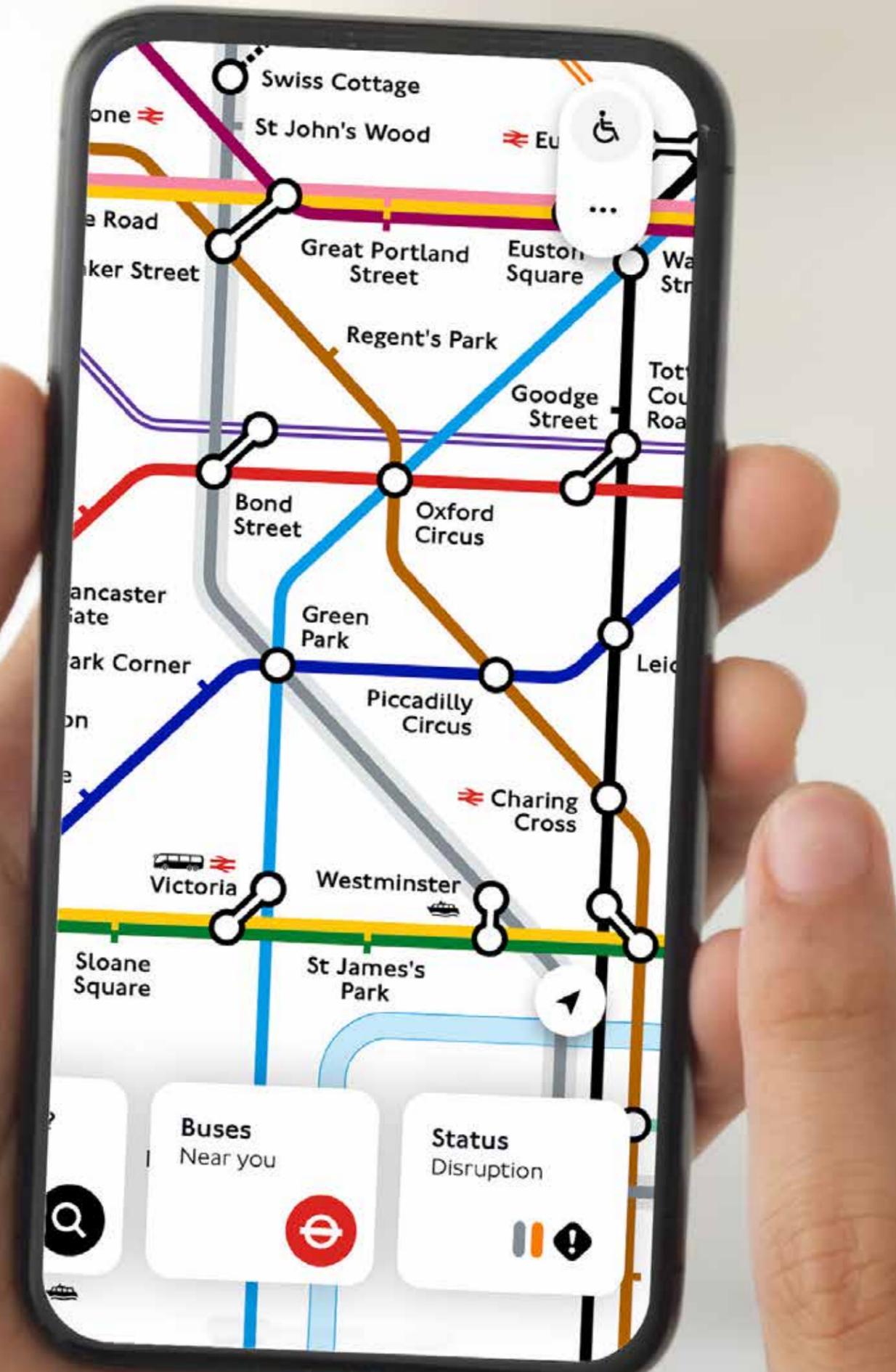
## Ticketing system availability (%)

	Q2 2022/23			Q2 2023/24		
	Actual	Variance to target	Variance to Q1 2021/22	Actual	Variance to target	Variance to Q1 2022/23
London Underground – ticketing system overall availability	98.98	+0.78	-0.41	98.92	0.72+	-0.06
London Buses – bus validations – overall availability	99.65	+0.65	-0.05	99.65	+0.65	nil

Targets were exceeded for both Underground and Buses in this quarter and the year to date in 2023/24. Compared with Quarter 2 last year, there is greater use of the transport system, especially at weekends.



Customer numbers are rising, particularly at weekends



We continue to improve real-time service information

# Digital

TfL Go reached a new high of 795,000 monthly unique users in September 2023. The app was a partner in the London Design Festival and featured content celebrating TfL's rich design heritage.

We continue to release regular app updates, including detailed information about stops and interchanges across all bus routes, and more comprehensive information about the expected quieter times to travel.

We have made good progress on developing app notifications both for line disruptions and network-wide disruptions, with a launch planned before the end of the financial year. This will further improve the live information we offer customers when they need it most. Further progress has been made on testing integrated payments functionality.

## 34.7m

average monthly screen views (up 20.7% on Quarter I 2023/24)



## 767,000

average monthly unique users (up 7.7% on Quarter I 2023/24)

## 3.6m

average monthly unique users (up 18.4% on Quarter I 2023/24)



## 77.4m

average monthly page views (up 13.5% on Quarter I 2023/24)

# Travel demand management

## Major planned events

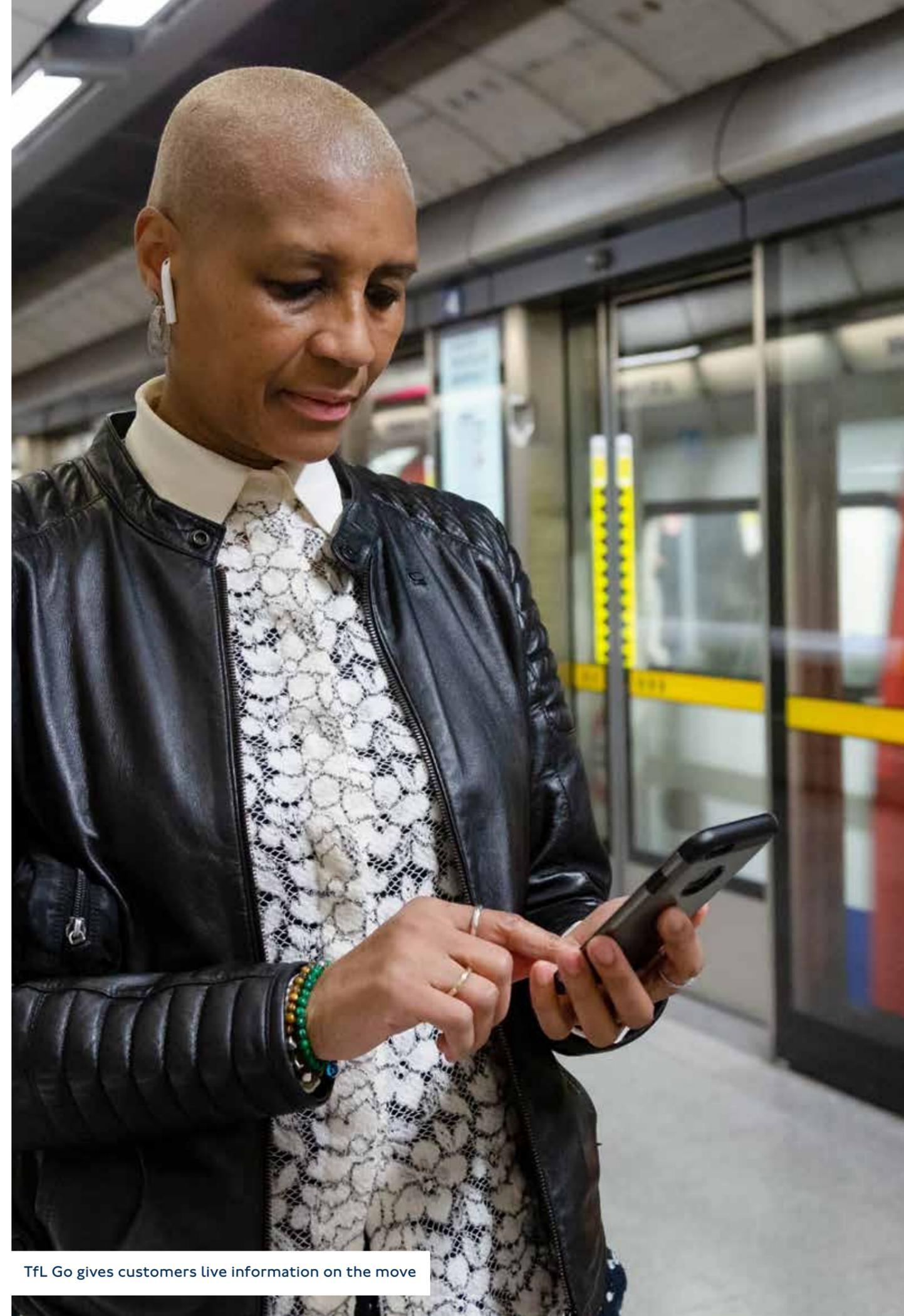
Throughout July and August, we supported two major closures on both the Road and Rail network. Over five weeks from 23 July to 25 August, the London Overground between Euston and Watford Junction, and the Bakerloo line between Queen's Park and Harrow & Wealdstone, were part-closed as part of planned engineering works by Network Rail. Additionally, for approximately 10 weeks from 24 July Wandsworth Bridge was closed to all motorised traffic as part of borough-led maintenance work. To support customers and stakeholders throughout these periods we worked to ensure they had the information they needed and understood their alternative travel choices.

## Notting Hill Carnival

Across the August bank holiday weekend, multiple events took place, including the Notting Hill Carnival. We worked with event delivery partners to develop a communications strategy that aimed to spread demand across our networks. This is the first year of a longer-term objective to deliver a new demand-management plan for Carnival and help customers have more comfortable journeys. The primary objective is to encourage a shift in travel behaviour, directing participants toward lines with greater capacity and other suitably connected stations, notably Paddington and Shepherd's Bush.

## Business engagement

We have been working with colleagues in Stakeholder Advocacy and Engagement to explore the role of business engagement in supporting public transport recovery, particularly at quieter times. We are working with Glaxo Smith Kline, a large business which is moving its global headquarters from Brentford to central London. Around 3,000 employees will be changing their work location, many of whom currently commute by car. This pilot consists of roadshows, where we are answering transport-related queries on topics such as journey planning, fares and active travel.



TfL Go gives customers live information on the move

# Campaigns

## Campaigns – customer information email volumes Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Customer information emails (millions)	205	211	226	302	145.5
Campaigns	1,101	685	950	625	371

### Our Purpose campaign

The TfL Purpose integrated marketing campaign launched on 10 July 2023 across TV, video on demand, online videos, radio, pan-London and regional press, posters across our network and bus wraps.

The campaign continues to communicate our plan to make sustainable transport in London better for everyone via owned social media and the Made by TfL blog, posters across our network, bus wraps, Google search advertising, customer emails and information on the TfL website.

Messaging focuses on the improvements we have already made and are making across our network, as well as our plans for the future across both public transport and cycling infrastructure.

### Champion Value campaign

On 31 July we launched our new Champion Value campaign which promotes the benefits of public transport. Campaign messaging highlights specific benefits

by mode through our integrated transport network, such as the convenience of the bus and speed of the Tube. This is supported by the most compelling and relevant fare products, for example the Bus and Tram Hopper, daily capping, and off-peak fares. The marketing activity includes online video, posters, radio and digital banners.

Initial results show that 40 per cent of those who recognised the campaign, felt it showed public transport is better value than they thought and 66 per cent said it reminds them of the benefits of using public transport.

We've also continued to publish monthly content in Metro and Time Out, including a new 'Joy Generator' feature, and partnered with some of London's great attractions such as the Science Museum and Historic Royal Palaces, encouraging Londoners to get out and about in the city using public transport.

### Ultra Low Emission Zone (ULEZ)

This campaign informed London and Home Counties drivers in advance of the ULEZ expansion London-wide on 29 August 2023. Advertising ran across TV, video on demand, screens in service stations, radio, press (national, pan-London and regional), posters, fuel nozzles, digital banners, online video and social.

Messaging explained that the ULEZ is now in operation across all London boroughs, operates 24 hours a day, seven days a week (excluding Christmas day), the cost of the daily charge, and how to pay. Integrated communications also raised awareness of the expanded scrappage scheme so that all London residents, small businesses, sole traders and charities with a non-compliant vehicle could apply, with higher payment options available as well as third-party offers. This included radio, press, digital banners, social, posters and paid Google search.

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

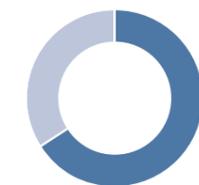


**371**

email campaigns so far in 2023/24

**145.5m**

customer information emails sent in 2023/24 to date



**66%**

of customers who had seen our Champion Value campaign said it highlighted the value of public transport

### Sexual harassment bystander campaign

In August 2023 we launched the next phase of our campaign with content partnerships to educate Londoners on what constitutes sexual harassment and encouraging people to be active bystanders when they witness sexual harassment on public transport (if safe to do so) and explaining how we can support those who experience sexual harassment.

We partnered with Acast on sponsored long-form content in two podcasts, Happy Place by Fearne Cotton and The Ruck. The podcasts went live on 28 August, giving more in-depth information about the sexual behaviours we have a zero tolerance for, how to report sexual harassment and encouraging active bystanders.

### Superloop campaign

Four existing bus routes have been renumbered as part of the first stage of the proposed Superloop network – an orbital network of express buses circling the capital. Individual localised campaigns targeted residents in the areas where the renumbered routes operate to inform them of improvements to services. A pan-London campaign launched in late July to inform customers about the proposed Superloop and the benefits for outer Londoners.

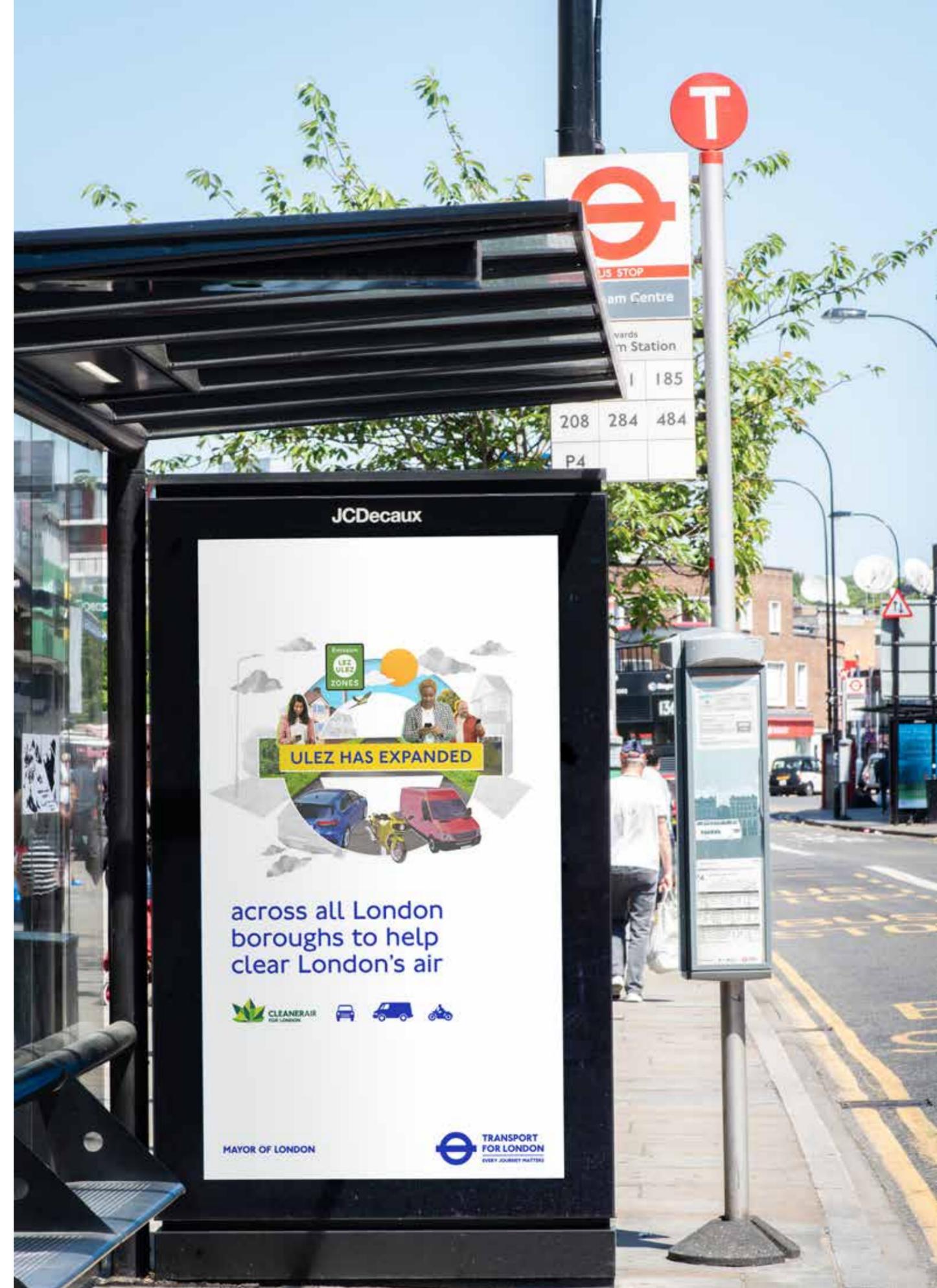
### Road safety campaign

On 11 September 2023, we launched our new road safety campaign, tackling speeding as a dangerous driving behaviour. The campaign includes road-facing posters and radio advertising targeting complacent speeders and challenging drivers' perceptions of what counts as speeding, particularly in lower speed limit roads (20/30 mph). The message is that even a small increase over the limit, such as 24mph in a 20mph zone, can result in serious – even fatal – consequences. The campaign supports the Mayor of London's Vision Zero goal to eliminate all deaths and serious injuries caused by collisions on London's roads by 2041.

### Travel for Life rebrand

On 4 September 2023, we relaunched our schools' programmes (Road Safety Club, STARS, Safety and Citizenship and TravelSmart), under a single umbrella programme called Travel for Life. The new programme will enable us to increase awareness and engage with even more schools across London, with the goal to reach 1,000 gold-accredited schools by 2025.

The new name and visual identity bring together all the schools programmes with a cohesive look and feel, showing the journey from pre-school all the way through to primary and secondary schools to new drivers. It gives students, teachers and parents consistency and allows us to talk about and promote the programmes to new organisations, stakeholders and the general public.



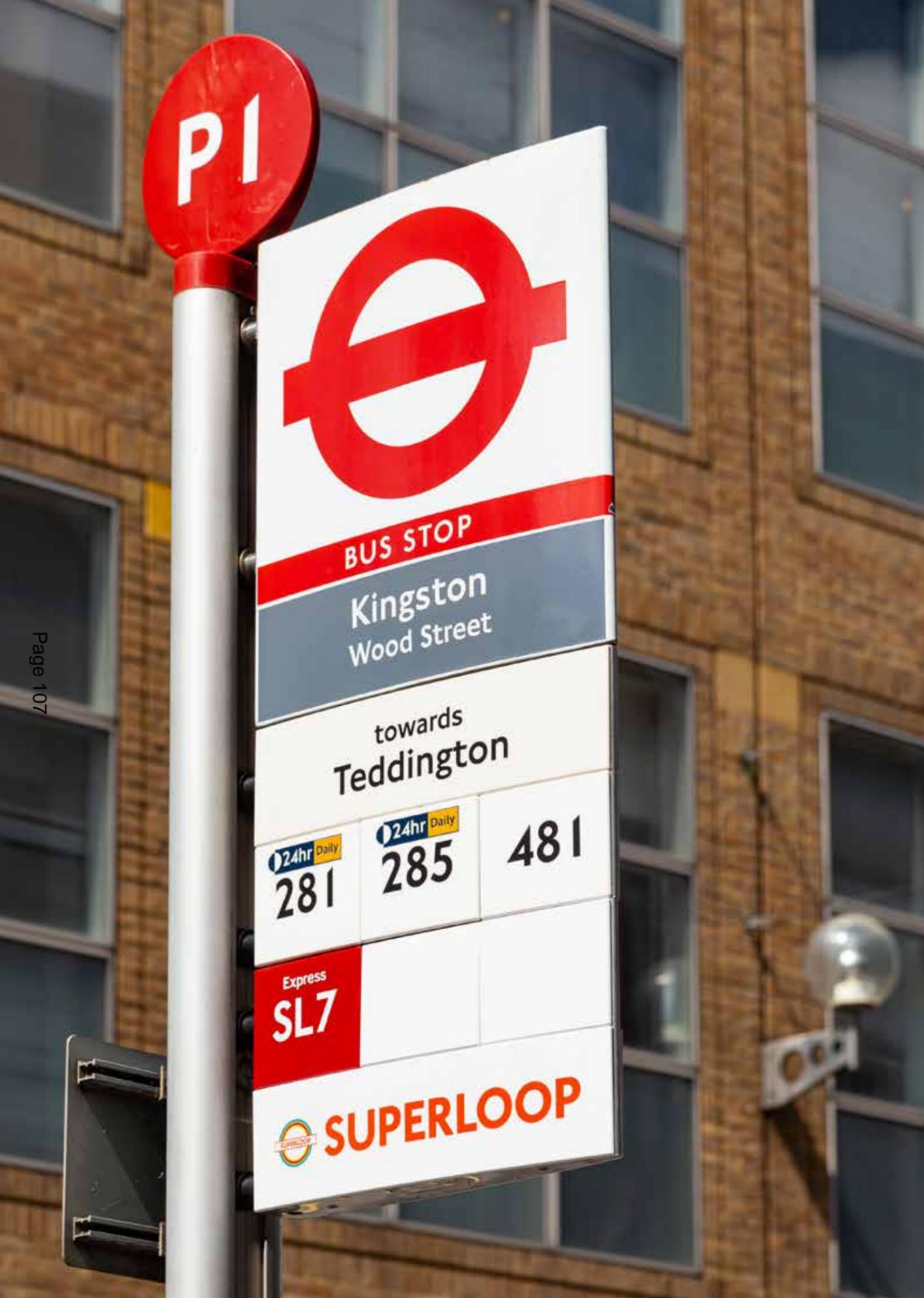
We ran an extensive campaign on the ULEZ expansion

# Consultations

We launched 10 consultations in Quarter 2. These are:

- Route 336 re-routing in Downham
- Silvertown Tunnel cross-river cycling scheme
- Superloop (SL2)
- Superloop (SL3)
- Superloop (SL5)
- Bus route 309 restructuring
- Route 281 extension
- C51 junctions with Marylebone Road and St John's Wood Road
- A2 Blackheath Hill/Greenwich South Street
- Changes to bus routes E1 and 618

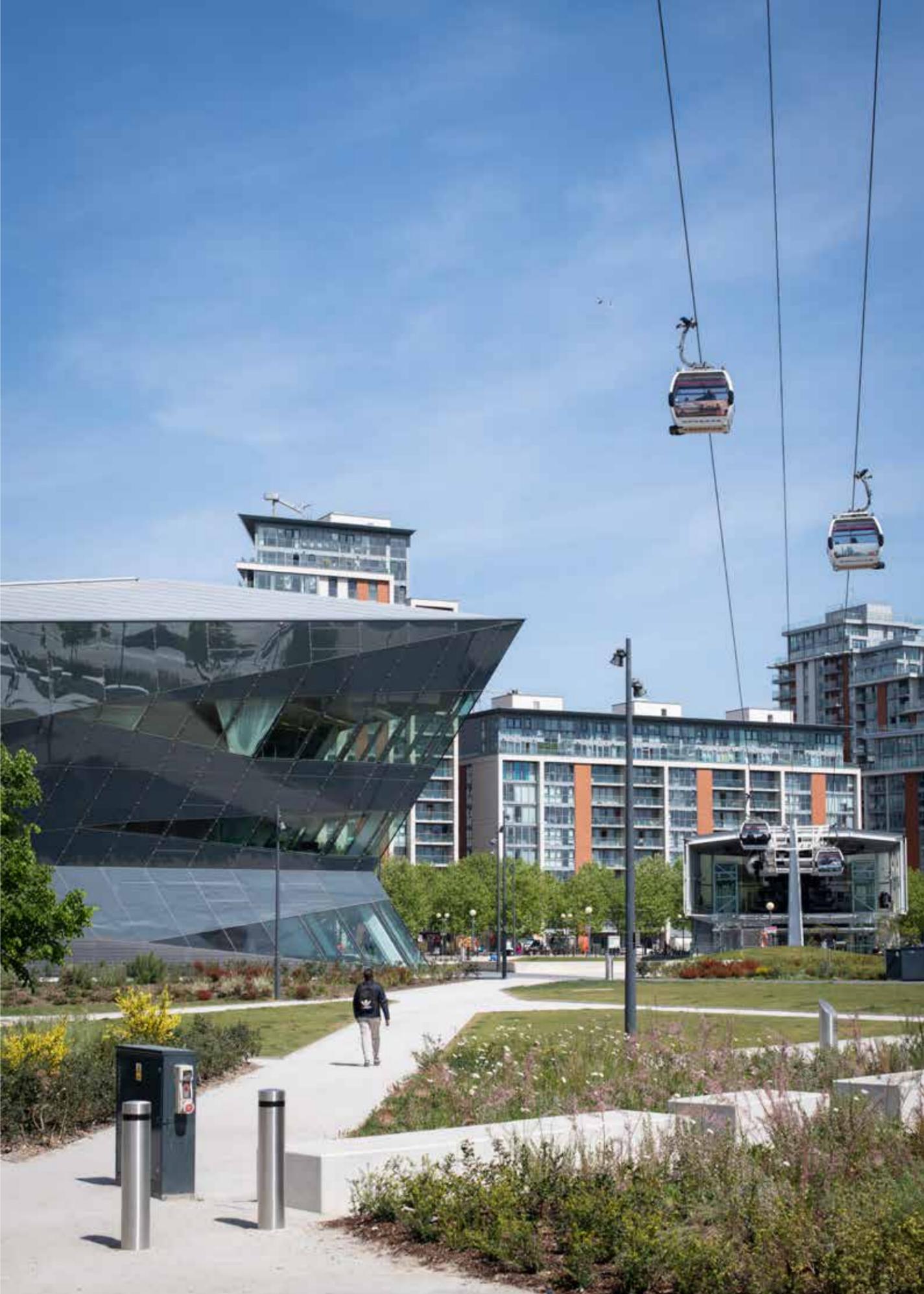
We are planning to launch eight consultations in Quarter 3 2023/24.



# London Assembly scrutiny

## London Assembly scrutiny Quarter 2 2023/24

Date	Title	Type of scrutiny
12 July 2023	Budget and Performance Committee. Financial performance	Public meeting
13 July 2023	Transport Committee. Outer London Transport (Part I)	Public meeting
5 September 2023	Transport Committee. Outer London Transport (Part II)	Public meeting



City Hall in Newham is home to the London Assembly

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## About us

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

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

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

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

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

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable

homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

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



## Customer Service and Operational Performance Panel



**Date:** 5 December 2023

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

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

#### **1 Summary**

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

#### **2 Recommendation**

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

#### **3 Forward Plan Development**

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

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

#### **4 Current Plan**

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

**List of appendices to this report:**

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

**List of Background Papers:**

None

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

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

**Abbreviations:** CCSO (Chief Customer and Strategy Officer), COO (Chief Operating Officer), Chief Finance Officer (CFO), Chief Capital Officer (CCO), Interim General Counsel (GC), Director of Strategy and Chief Technology Officer (D-SCTO) Director Elizabeth line (D-EL), Director of Security, Policing and Enforcement (D- SPE)

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

21 March 2024 (date to be revised due to pre-election period)		
Bus Action Plan Update	COO	Annual
Superloop Monitoring	COO and CCSO	Update
Bus Ridership	CCO and CCSO	Update
Update on Violence against Women and Girls	D-SPE	Update
Equity in Motion	CCSO	Update
Artificial Intelligence	CCSO	Update (Board action)
Enterprise Risk Update – Deterioration of Operational Performance (ER6)	COO	Annual

### Regular items

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

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

### **Items to be scheduled**

- Electrified Travel Devices (Micromobility) – Update – CCSO
- Digital Wayfinding for Cycling – Update – CCSO
- Future of E-bikes Contracting – CCSO – Update (Board action)
- Superloop Monitoring – Phase 2 Update – COO and CCSO

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

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