

## Meeting: Customer Service and Operational Performance Panel

**Time: 10:00am**

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

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

Anne McMeel  
Dr Lynn Sloman MBE  
Peter Strachan

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](http://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

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

Jamie Mordue, Secretariat Officer; Email: [Secretariat02@tfl.gov.uk](mailto:Secretariat02@tfl.gov.uk).

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

Howard Carter, General Counsel  
Wednesday 9 March 2022

**Agenda**  
**Customer Service and Operational Performance Panel**  
**Thursday 17 March 2022**

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

**2 Declarations of Interest**

General Counsel

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

**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 7 December 2021**

(Pages 1 - 10)

General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 7 December 2021 and authorise the Chair to sign them.**

**4 Matters Arising and Actions List**

(Pages 11 - 14)

General Counsel

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

**5 Quarterly Customer Services and Operational Performance Report - Quarter 3, 2021/22**

(Pages 15 - 52)

Chief Customer and Strategy Officer and Chief Operating Officer

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

**6 Enterprise Risk Update - Major Service Disruption (ER3)**

(Pages 53 - 56)

Chief Operating Officer

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

**7 Members' Suggestions for Future Discussion Items**

(Pages 57 - 60)

General Counsel

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

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

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

**9 Date of Next Meeting**

Wednesday 13 July 2022 at 10.00am.

**10 Exclusion of the Press and Public**

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

**Agenda Part 2**

**11 Enterprise Risk Update - Major Service Disruption (ER3)**

(Pages 61 - 66)

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

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## Transport for London

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

Committee Rooms 1 & 2, Palestra, 197 Blackfriars Road, London, SE1 8NJ

10.00am, Tuesday 7 December 2021

#### Members

|                    |             |
|--------------------|-------------|
| Dr Mee Ling Ng OBE | (Chair)     |
| Bronwen Handyside  | (via Teams) |
| Anne McMeel        | (via Teams) |
| Dr Lynn Sloman MBE |             |

#### Board Members also in attendance

|                |             |
|----------------|-------------|
| Marie Pye      | (via Teams) |
| Peter Strachan | (via Teams) |

#### Executive Committee

|                |   |
|----------------|---|
| Howard Carter  | General Counsel (via Teams)                               |
| Vernon Everitt | Managing Director Customers, Communication and Technology |
| Andy Lord      | Managing Director, London Underground and TfL Engineering |
| Gareth Powell  | Managing Director, Surface Transport                      |

#### Other Staff

|                   |  |
|-------------------|--|
| Siwan Hayward OBE | Director of Compliance, Policing, Operations and Security              |
| James Mead        | General Manager, On-Demand Transport (via Teams) (for Minute 44/12/21) |
| Shamus Kenny      | Head of Secretariat  |
| Jamie Mordue      | Secretariat Officer (via Teams)  |

### 39/12/21 Apologies for Absence and Announcements

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled it to take decisions via videoconference, expired on 6 May 2021. Although all Panel Members were present the meeting was inquorate as Members participating by video conferencing facilities do not count towards quorum.

The meeting was being broadcast live on TfL's YouTube channel to ensure the public and press could observe the proceedings and decision-making.

The Chair welcomed everyone to the meeting and, on behalf of the Panel, welcomed Bronwen Handyside to her first Panel meeting since recovering from illness. The Chair welcomed the recently appointed Board Members Marie Pye and Peter Strachan to the meeting as observers and noted that subject to the decision of the Board on 8 December 2021, they would be Members of the Panel from January 2022.

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.

#### **40/12/21    Declarations of Interest**

All Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://tfl.gov.uk), were up to date, including those for the two new Members, and there were no additional interests that related specifically to items on the agenda.

#### **41/12/21    Minutes of the Meeting of the Panel held on 7 October 2021**

**The Chair, following consultation with the Panel, approved the minutes of the meeting held on 7 October 2021 as a correct record. The minutes would be provided to the Chair for signature at a future date.**

#### **42/12/21    Matters Arising and Actions List**

Howard Carter introduced the item.

**The Panel noted the Actions List.**

#### **43/12/21    Customer Services and Operational Performance Report – Quarter 2, 2021/22**

Vernon Everitt introduced the paper, which provided the quarterly Customer Service and Operational Performance report for Quarter 2 2021/22.

TfL had operated a near full service. Overall ridership was around 70 per cent of pre-Coronavirus pandemic levels; ridership on the London Underground (LU) was 63 per cent and on the bus network 74 per cent. Travel for leisure had recovered stronger than travel for work.

Seventy-five per cent of Londoners had used public transport in the previous month and an average of three million Londoners travelled on the TfL network on weekdays. London TravelWatch reported that 90 per cent of people felt safe on trains and 80 per cent felt safe on the bus network. The reintroduction of legislation on mandatory face coverings had resulted in increased rates of compliance. TfL would continue to make the case to the Department for Transport for this to remain in force.

Andy Lord told the Panel that there had been a fatality at Farringdon station. A customer had hit the side of an oncoming train and fell back onto the platform. There was nothing to suggest that there were issues with station infrastructure or that more could have been done by station staff. The thoughts of the Panel and all TfL staff were with the friends and family.

There had been an incident at Tottenham Court Road station late on 3 December 2021. A woman had suffered a medical episode, prior to falling onto the tracks. The emergency services arrived within eight minutes and she was taken to hospital and

expected to make a full recovery. The station had been fully staffed with no overcrowding on the platform and no one else was involved. An investigation was underway and the outcome would be reported to the Safety, Sustainability and Human Resources Panel.

LU continued to operate a strong service and had operated 89 per cent of its full service across a seven-day operating week. There were lower service levels at weekends, partly due to planned maintenance activities. The Waterloo & City line was operating fully on weekdays and the reintroduction of full services had been well received.

TfL was monitoring the impact of the Omicron variant of the Coronavirus in terms of absence levels, particularly as the rules on self-isolation for close contacts changed.

The Northern Line Extension continued to perform well and had stronger than expected passenger use. Snagging was being finalised and expected to be completed shortly.

Preparations were in place for the Bank station blockade from 15 January 2022, which would connect a new running tunnel and enable station works to provide new customer space and connections between the Northern line and the Central line and Dockland Light Railway (DLR). This was a key part of the Bank station capacity upgrade programme, which would increase capacity at the station by 40 per cent.

TfL Rail had performed strongly, particularly on the eastern branch, and Trial Operations on the Elizabeth line were progressing well.

Gareth Powell told the Panel that Surface Transport had performed well in the previous quarter. The demand on bus services continued to steadily increase and was at 75-77 per cent of pre-Coronavirus pandemic levels. Service levels were around 98 per cent.

Customer journey time continued to decrease, which was partly as a result of the efforts made by bus operators and in the control centre to improve traffic flow, through changes to signalling and traffic lights. Road traffic on the Transport for London Road Network was two to three per cent lower than the 2019 baseline, which also had a material impact on bus speeds. As customers returned to the bus service, TfL would work hard to keep improving customer journey time.

In Period 8 2021/22, the London Overground was the best performing rail service in the country, when measured by the number of trains that arrived at their destination within three minutes of their scheduled arrival time.

The DLR was consistently at or above 99 per cent for on time departures.

Congestion on the roads was not as high as expected. The fuel supply issue did not impact TfL services directly but queues had caused a delay for some bus services.

Vernon Everett told the Panel that the 'customer care' measure was an amalgamation of a number of facets of delivery, including: ease of travel and journey times for disabled Londoners, trust in TfL, reliability of service, communication, value for money, support when things go wrong, and helpful staff. During the period, 60 per cent agreed that 'TfL cared', which was the highest achieved for a long period of time. The number that disagreed that 'TfL cared' was also trending down.

Feedback from disabled Londoners showed that 56 per cent agreed that 'TfL cared'. This represented an increase from the previous periods and was thought to be as a result of the reintroduction of Turn Up and Go services. The lower than average feedback from disabled Londoners reinforced the need to provide step-free access, planning tools and staff training.

Since the emergence of the Omicron variant, there had been a plateau in the growth in ridership. TfL's forecast had shown that something was likely to happen over the winter period and a better understanding of how ridership had been impacted would be available in early 2022.

At TfL's general contact centre, there had been a 15 per cent abandonment rate in the period. A glitch in the 18+ student concessionary card system, caused by a security update, had meant cards were not sent as quickly as usual and more calls were received as a result. The issue was now resolved, all cards had been fulfilled and refunds for additional expenses had been issued.

The number of complaints per 100,000 passengers had fallen and the number of commendations for frontline staff had increase significantly. Staff were aware of the feedback they received through day to day communications and regular scorecard reviews.

TfL Go, which provided near real time crowding information at stations, had over 700,000 downloads and received ratings of 4.7 out of 5 on iOS devices and 4.3 out of 5 on Android devices. Work was ongoing to integrate other services into the app, subject to funding.

Members asked for a note to be provided on the reasons behind the increase in complaints relating to taxi and private hire vehicles. **[Action: Helen Chapman]**

There had been an infrastructure failure on the north side berth of the Woolwich Ferry, which was determined to be a design installation issue. TfL was working on a contingency plan while repairs were carried out. In addition to this, industrial action had taken place over the period. TfL was working with Unite and apologised for any inconvenience to customers.

Members asked if there was flexibility to move staff between contact centres to react to differing call volumes. It was noted that flexibility was conditioned by different contracts with different suppliers. As TfL continued to look for greater efficiencies, it would seek greater flexibility and resilience around contact centres.

The Panel asked about the industrial action relating to the Night Tube and the action taken to minimise disruption to customers. Andy Lord told the Panel that TfL had been in discussions with the ASLEF and RMT since February and an agreement had been reached with ASLEF in summer 2021. The RMT dispute was about grade consolidation, which would be voluntary, and nobody had lost or would lose their job. TfL had increased customer messaging to highlight possible disruption and advised customers to check their routes before using the network. TfL was looking at how it could improve service throughout periods of industrial action and to ensure there were enough buses or taxis and private hire vehicles.

Members asked what training LU staff received to maintain the safety of passengers who were under the influence of alcohol. Andy Lord told the Panel that LU station staff



were trained to look out for customers under the influence of alcohol. TfL did not have a policy of refusing travel for customers, particularly late at night, but in extreme cases staff may look to put customers in a taxi. TfL continued to look at what could be done to improve the safety of passengers and staff when dealing with people under the influence of alcohol.

**The Panel noted the paper.**

## **44/12/21    Assisted Transport Services Update**

James Mead introduced the paper, which provided an update on the work carried out to progress the Assisted Transport Services (ATS) since February 2021.

James Mead thanked Joyce Mamode for her work at TfL, in particular in her role as Head of Assisted Transport; she had recently left her role at TfL upon completion of her PhD and was pursuing a career in academia. The Panel echoed the thanks, wished her well for her future endeavours and stated that she would be as much of an asset to academia as she was to TfL.

Levels of Dial-a-Ride services were steadily increasing and were now at nearly 50 per cent of pre-Coronavirus pandemic volumes, compared to 15 per cent in February 2021. The number of journey requests had plateaued, primarily due to concerns about rising numbers of coronavirus cases amongst passengers and delays in reopening of social clubs. TfL tried to minimise the number of passengers on a bus at any one time but could take up to six passengers, particularly when picking up or dropping off from a single location. All passengers are required to wear face masks, unless they have an exemption, and changes in messaging from central government was welcomed.

There had been considerable growth in usage of Taxicard and it had reached 90 per cent of the pre-Coronavirus pandemic levels in the summer and autumn. This had since reduced to 70 per cent and it was thought there was initially an amount of pent up demand as restrictions began to ease. Performance remained high and 95 per cent of passengers had been picked up within the allotted time.

It was noted that, while TfL provided the funding for Taxicard, it was operated and managed by London Councils, which was responsible for most of the active promotion. TfL promoted Taxicard through its customer facing publications, such as in the Accessible Transport in London brochure. TfL was working with London Councils to see how requirements and benefits of Taxicard could be harmonised across London.

TfL monitored the availability of taxi and private hire vehicle drivers, which was at a good level but lower than in previous years. It was noted that ComCab had joined ventures with Addison Lee and was recruiting drivers.

Face to face services for the travel mentoring service and 'Bus Days', where travel mentors would show up to 30 people how to use the network independently at a local garage, had both restarted. Digital sessions also took place and TfL was led by customers.

Demand responsive bus (DRB) trials in Ealing and Sutton had ended earlier than planned, as a result of the Coronavirus pandemic. The trials found that Londoners who had a Freedom Pass were happy to use DRB services and represented 50 per cent of

users. The services were accessible to most types of wheelchairs, users of which represented 13 per cent of DRB users. Booking through the app was the most popular method of booking; 83 per cent of customers in Ealing and 93 per cent of Freedom Pass customers used the app. A telephone line would always be available but the data showed that people were happy, or preferred, to use an app.

Feedback had highlighted that one concern was that the pickup or drop off point might change for the same journey on different days. However, overall feedback was positive and customer satisfaction was over 9.6 out of 10. Twenty-three out of 39 Dial-a-Ride customers who used DRB services would use it again. In future, it was possible that DRB service providers would be brought into the mix of ATS that TfL provided.

For the ATS one-stop shop booking and scheduling platform, there were three preferred bidders and TfL was undertaking a negotiation phase with the finalists to ensure best value for money was achieved.

Members asked what protections were in place for services, should government funding not be sufficient. James Mead told the Panel that, as things stood, TfL was committed to maintaining current funding for Taxicard and the Budget allowed for a full service of Dial-a-Ride. Proactive steps had been taken to reduce costs. Gareth Powell noted that under a scenario where TfL did not receive adequate funding, all services that TfL provided would need to be reviewed.

Discussions with the health sector and the NHS on ATS remained paused. Through ATS, TfL did provide transport to places other than hospitals, such as GPs or physios, but could not provide transport to hospitals; the NHS was specifically funded to provide that service. It was possible that a future booking and scheduling system could be used to book services to hospitals, through the third parties contracted by the NHS to deliver journeys, but this would require further funding.

**The Panel noted the paper.**

## **45/12/21 Customer Safety and Security Update**

Siwan Hayward introduced the report, which provided an overview of the key elements of TfL's work to improve the safety of women and girls while travelling in London and set out the pattern and trends in customers' personal safety and security.

There had been a significant shift in public expectations around the prioritisation of the safety of women and girls. TfL had reflected on what it was currently doing, such as Project Guardian, and what more it could do for customers, for colleagues and to the culture of the organisation. TfL had a role in creating the type of place that people want to live in and to utilise its position with stakeholders. The action plan on TfL's work on women and girls' safety had been reviewed and revised. It was now a live document that was constantly updated and challenged.

A pan-TfL working group had been established and one of its first objectives was to determine how TfL could better understand what was happening to women and girls on the network. It was known that sexual offences were under reported and under recorded, or a public order offence might not set out that there was a sexual element to the offence. To fully understand the situation, policing partners had been asked to

check the previous six months of public order offences to determine whether any should be also classified as sexual harassment.

Members noted that the number of reports increasing would not necessarily be a bad thing, given the current underreporting. It was recognised that many victims did not want to go through the criminal justice system, but the reporting of unwanted behaviours was valuable to inform TfL activity. To this end, TfL was working with policing partners on third party reporting and was rolling out refresher training on sexual harassment to all front-line colleagues, to help them understand what was or was not acceptable, to show empathy and to provide a means of reporting. TfL was looking to see how best to deliver this to taxi and private hire vehicle drivers.

TfL had launched a campaign against sexual harassment on the network, which would be 'always on' and designed to be bold and challenging. It spoke directly to offenders about their behaviour, set the expected standards of behaviour on the network and identified what behaviours constituted sexual harassment. In addition to poster campaigns, TfL used blogs and social media to reach a wider audience. The campaign reinforced that TfL was a public institution that challenged behaviour and believed that sexual harassment was unacceptable.

Members of the public were called upon to challenge behaviour and asked to consider being upstanding rather than standing by. A guide had been published on the TfL website on how others could neutralise an offender and provide direct support to a victim. TfL had also increased work in schools through delivery of lessons to pupils in years 8 and 9, through the London Transport Museum, to help them understand what constitutes sexual harassment and how to challenge behaviour.

As an organisation, TfL looked at how domestic violence impacted staff and customers. An explicit domestic violence policy would be established, which recognised that domestic violence had an impact on the workplace environment and that TfL had a responsibility to keep colleagues safe at work. In the new year a widget would be published on the TfL website to allow users to access direct support without any trace appearing in the browsing history. Over the longer term, work would look at how TfL stations and the network in general could be further recognised as a safe space.

TfL sought to be a White Ribbon accredited organisation. This called on men to take a stance against harassment or unwanted sexual behaviours towards women and girls and to actively challenge when it was seen; evidence had shown that the culture of an organisation was fundamental to the quality of services provided to customers.

The Panel thanked the team for their work in this area and stated that TfL should be proud that it was playing a role in helping to tackle harassment, unwanted sexual behaviours and violence against women and girls.

Members welcomed the fact that the sexual harassment campaign would be 'always on' and asked that thought be given to how it could be kept active and refreshed, given that TfL did not always have digital screens in Tube carriages. Marketing colleagues were conscious that the campaign did not become wallpaper and that the messaging be given prominence. Digital sites allowed for easier rotation and updates and TfL would use social media and third parties to disseminate the messages.

The 27 allegations of stranger rapes against private hire vehicle drivers represented around four per cent of all stranger rapes in London in 2019. Most of these cases were

instances where there had not been a legitimate booking and passengers were picked up on the street. It was very rare to have allegations of rape on the bus or Underground network. TfL and its policing partners ran the Safe Travel at Night campaign to remind people to only get into their booked vehicle and to explore what more could be done to improve safety. Compliance officers were deployed to taxi ranks outside those stations outside London to check that drivers in the ranks were legitimate. TfL had regular contact and shared information with licensing authorities outside of London.

There was an understanding of the profile of the most predatory offenders on the network, who often targeted people on the network because they had some level of anonymity. Plain clothed teams were deployed to target those who displayed behaviours associated with offenders. There was a broader range of behaviours in offenders that committed other acts of harassment, such as leering or upskirting. Future reports would contain further detail on what TfL and policing partners were doing in campaigns to target different types of offenders.

On crime and anti-social behaviour, there had been a slight increase in the rate of crime against passengers. For every one million journeys made on the network there were 11 crimes reported, which was an increase from eight per million from before the Coronavirus pandemic. This was still a low level of crime and the network was safe and secure; some increases in reporting were in areas that TfL had worked to improve reporting of, such as sexual offences and hate crime.

Reports of robbery committed by younger people against younger people had increased on the network and followed trends seen more widely across London. The British Transport Police had taken steps to proactively target hotspots, immediately circulated CCTV stills and typically arrested suspects within 24 hours.

From a customer perspective, as more customers returned to the network, there was a corresponding increase in concerns. Uniformed staff and policing partners played an important role in promoting a safe environment; from September 2021, uniformed revenue checkers returned and Police Community Support Officers had returned to the Tube and bus networks. TfL was working with policing partners to ensure the right balance was struck and it was noted that encouraging higher rates of reporting meant a higher workload for policing partners.

The Panel thanked Siwan Hayward and her team for their work and energy in pushing forward the work on offences against women and girls and ensuring that it became engrained in the culture of TfL.

**The Panel noted the paper.**

## **46/12/21 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the Forward Plan.

**The Panel noted the paper.**

## **47/12/21 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

## **48/12/21    Date of Next Meeting**

The next scheduled meeting was due to be held on Thursday 17 March 2022 at 10.00am.

The meeting closed at 12.15pm.

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

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

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## Customer Service and Operational Performance Panel



**Date:** 17 March 2022

**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: Howard Carter, General Counsel

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## Customer Service and Operational Performance Panel Actions List (Reported to the meeting on 17 March 2022)

Appendix 1

### Actions from the meeting held on 7 December 2021

| Minute No. | Item/Description   | Action By     | Target Date | Status Note  |
|------------|--|---------------|-------------|--|
| 43/12/21   | <b>Customer Services and Operational Performance Report – Quarter 2, 2021/22: Taxi and private hire vehicle complaints</b><br>Members asked for a note to be provided on the reasons behind the increase in complaints relating to taxi and private hire vehicles. | Helen Chapman | May 2022    | Ongoing. A note is being prepared and will be shared ahead of the Panel's next meeting |

### Actions from previous meetings

| Minute No. | Item/Description  | Action By     | Target Date            | Status Note  |
|------------|---|---------------|------------------------|--|
| 31/10/21   | <b>Customer Services and Operational Performance Report – Quarter 1 2021/22: Data in quarterly reports</b><br>The Panel asked whether data could be included that showed any differences between the different regions in London, whether that be between inner and outer London or other regional definitions. | Gareth Powell | Ongoing                | To be included in future quarterly reports                         |
| 32/10/21   | <b>Bus Services to London's Hospitals: modal shift survey</b><br>At an appropriate time in the future, TfL would look to conduct a more structured survey to determine whether improved bus links had caused a modal shift. Analysis would be shared at a future meeting of the Panel.                          | Bob Blitz     | September/October 2022 | An update will be provided in the next annual update to the Panel. |

| Minute No. | Item/Description  | Action By       | Target Date      | Status Note                                       |
|------------|---|-----------------|------------------|---|
| 33/10/21   | <b>Winning Back Our Customers: key areas of focus</b><br>Nine key, top level areas of focus had been identified to encourage customers back to the public transport network. Further information on these would be presented at future meetings of the Panel and, where possible, would include differences between inner and outer London. | Gareth Powell   | October 2022     | Updates will be provided at future meetings.      |
| 34/10/21   | <b>Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11): Inclusion Programme briefing</b><br>A briefing for all Members on the Action for Inclusion Programme would be arranged ahead of its publication, which was scheduled for the first half of 2022.  | Marcia Williams | March/April 2022 | A briefing will be arranged ahead of publication. |

## Customer Service and Operational Performance Panel



**Date:** 17 March 2022

**Item:** Customer Services and Operational Performance Report -  
Quarter 3, 2021/22

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**This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 3 2021/22, which is appended in the format of a report.
- 1.2 This report covers the period from 19 September – 11 December 2021.

### **2 Recommendation**

- 2.1 The Panel is asked to note the paper.

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

Appendix 1: Customer Services and Operational Performance Report, Quarter 3  
2021/22

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

None.

Contact Officer: Andy Lord, Chief Operating Officer  
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Contact Officer: Gareth Powell, Chief Customer and Strategy Officer  
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# Customer service and operational performance report

Quarter 3 (19 September – 11 December 2021)

# Contents

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## 3 Introduction

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## 4 Our scorecard

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## 5 Operations

- 6 Passenger journeys
  - 7 Santander Cycles – hires made
  - 8 Bus journey time
  - 9 Services operated
  - 13 Roads and traffic
- 

## 15 Customers

- 16 TfL cares about its customers
  - 18 Calls
  - 23 Complaints
  - 24 Commendations
  - 25 Tickets
  - 26 System availability
  - 27 Digital
  - 28 Travel demand management
  - 29 Campaigns
  - 31 Consultations
  - 32 London Assembly scrutiny
- 

## 33 Glossary

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The expanded Ultra Low Emission Zone launched this quarter

# Introduction

This report reviews our operational performance and customer service in the third quarter of 2021/22

We continue to play our part in supporting London's recovery from the coronavirus pandemic. Now, more than ever, our customers expect a safe and reliable transport network, offering value for money and innovation.

We put customers at the heart of everything we do. We are committed to listening to them, focusing on tackling their most common day-to-day frustrations, while investing to improve journeys.

During this quarter, our passenger figures continued to increase, until the guidelines changed to work from home. Confidence in travelling on our network increased as more people returned. We used our data to help customers make better informed decisions on when best to travel and we continue to reassure our customers that wherever they want to go, we will get them there safely, quickly and sustainably.

This quarter saw the successful launch of the expansion to the Ultra Low Emission Zone (ULEZ) to help clean up London's air. In the first month, 92 per cent of vehicles driving into the expanded zone were compliant with the new standards.

This report shows that we continue to experience the same challenges as other businesses and services, with staff absences remaining high due to coronavirus-related absence. Despite this, we have delivered a near-full level of service. We are extremely proud of our colleagues who continue to support London's recovery from the pandemic.

**Andy Lord**  
Chief Operating Officer

**Gareth Powell**  
Deputy Commissioner | Chief Customer and Strategy Officer



# Our scorecard

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

Our scorecard for 2021/22 continues to focus on the recovery of the organisation and the Capital from the pandemic.

Scrutiny of our performance against the measures included here is the responsibility of the TfL Board’s Customer Service and Operational Performance Panel.

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

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

| Measure   | 2021/22<br>Year-to-date actual | 2021/22<br>Year-to-date target | 2021/22<br>Full-year forecast | 2021/22<br>Full-year target |
|---|--------------------------------|--------------------------------|-------------------------------|-----------------------------|
| Operations  |                                |                                |                               |                             |
| Passenger journeys – London Underground, Buses, London Overground, London Trams, DLR, TfL Rail, Cycle Hire – compared to pre-coronavirus levels (%) | 60.3                           | 65.0                           | 67.0                          | 67.0                        |
| Bus journey time (minutes)  | 31.8                           | 32.7                           | 32.4                          | 32.9                        |
| London Underground trips operated against schedule (%)  | 88.6                           | 90.6                           | 88.6                          | 91.0                        |
| Customer  |                                |                                |                               |                             |
| TfL cares about its customers (%)   | 57.0                           | 56.0                           | 57.0                          | 56.0                        |



### Scorecard measures in this report

In this report, the scorecard measures are marked like this.



# Operations

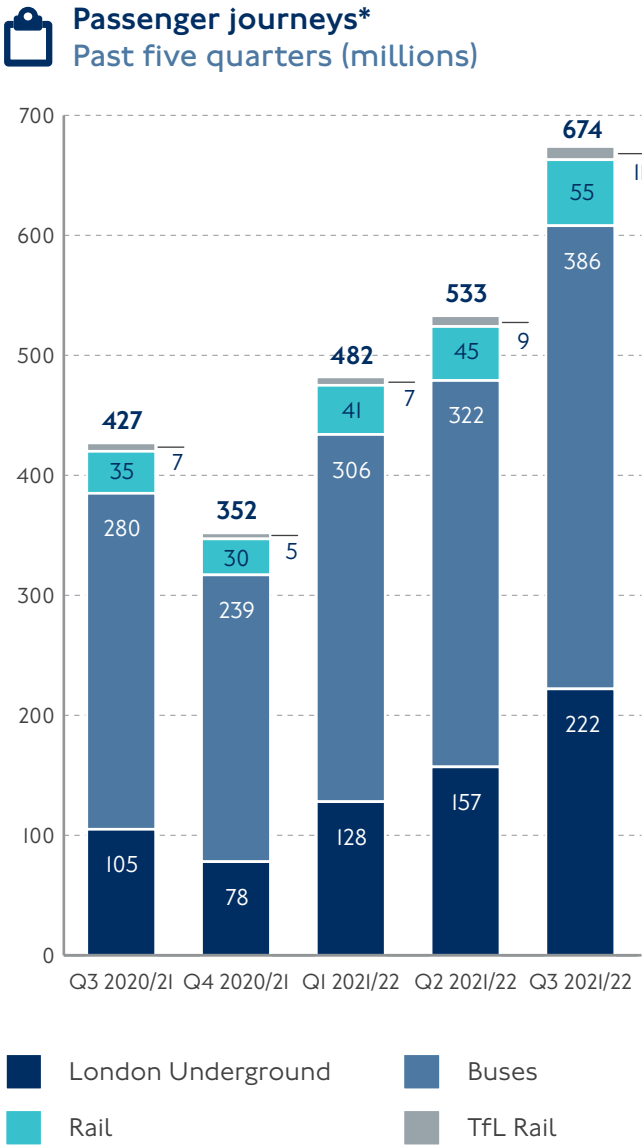
Providing safe, clean and reliable services to support the recovery





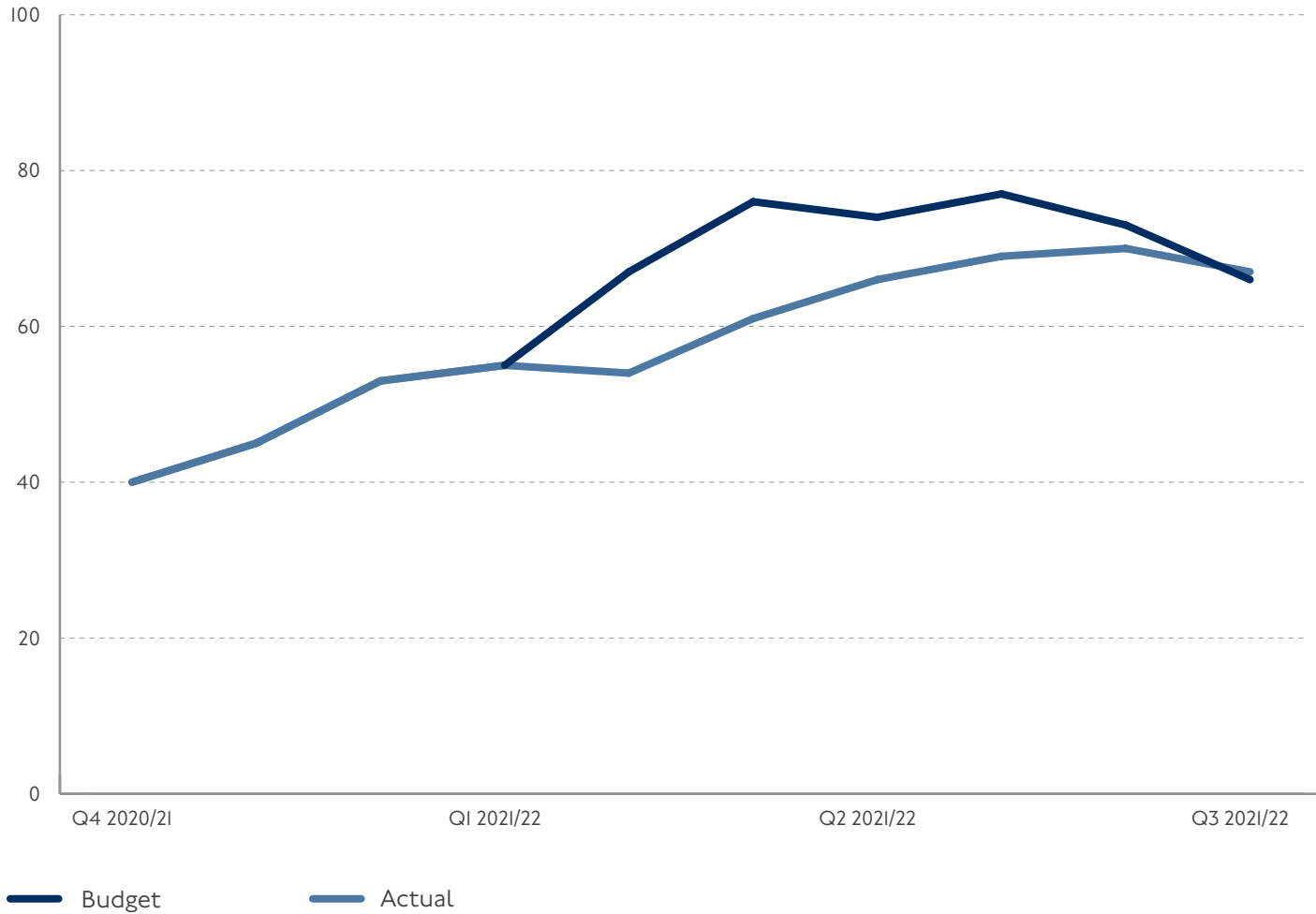
# Passenger journeys

Journey numbers continue to increase, although not at the rate expected across most modes. Growth between Q2 and Q3 is three times higher than between Q1 and Q2 as we continue to promote the message that our network is clean and safe. However, with the Government’s confirmation at the beginning of December to move to Plan B and with it to work from home if possible, suggests that this growth may slacken in the next quarter.



Overall journeys were 68 per cent of pre-pandemic levels at the end of Q3, which is in line with our budget. Although our expectations are that journey numbers will improve by the end of the year, we realise that customer demand is directly impacted by the spread of the pandemic and consequent Government directives.

Compared to pre-coronavirus baseline (%)



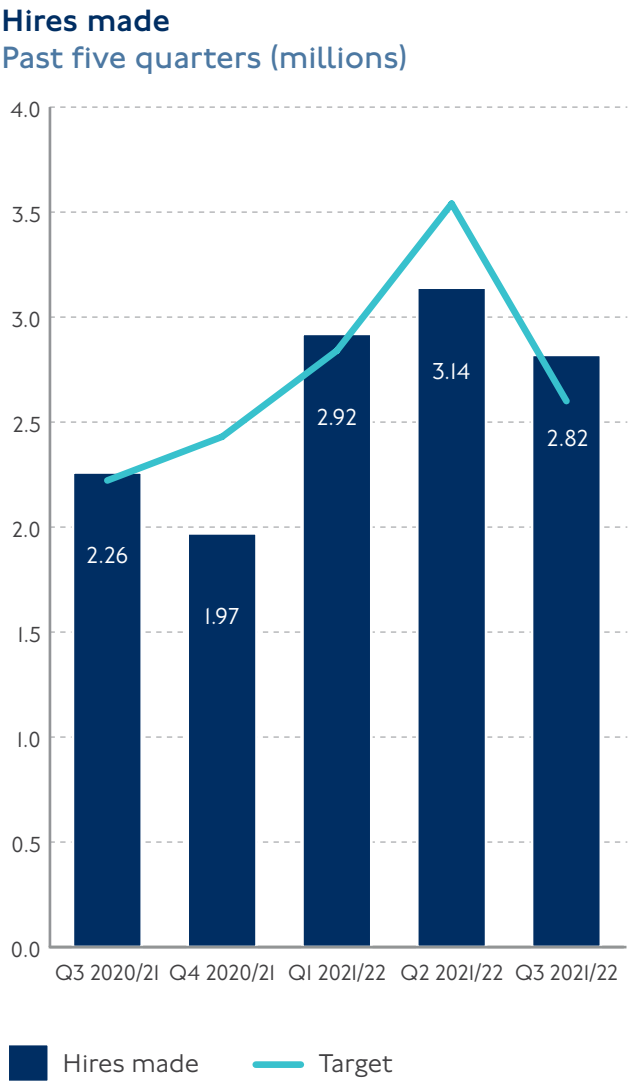
\* Q4 is longer than Q1 to Q3  
 (16 weeks and one day vs 12 weeks)



# Santander Cycles – hires made

There were 2.8 million hires in Q3, an increase of more than 550,000 on Q3 last year (+24 per cent). More hires also took place in Q3 this year, than any previous Q3 in the scheme's history. September and October saw more than one million hires for the first time.

More than 1,000 Black Friday annual member discount codes were redeemed in November. This was the most popular annual member promotion ever. Just under 12,500 free NHS and keyworker promo codes were redeemed in the quarter and almost 30,000 new members joined the scheme, which represents an increase of 12 per cent on the same quarter last year.



Our Black Friday member discount was redeemed more than 1,000 times

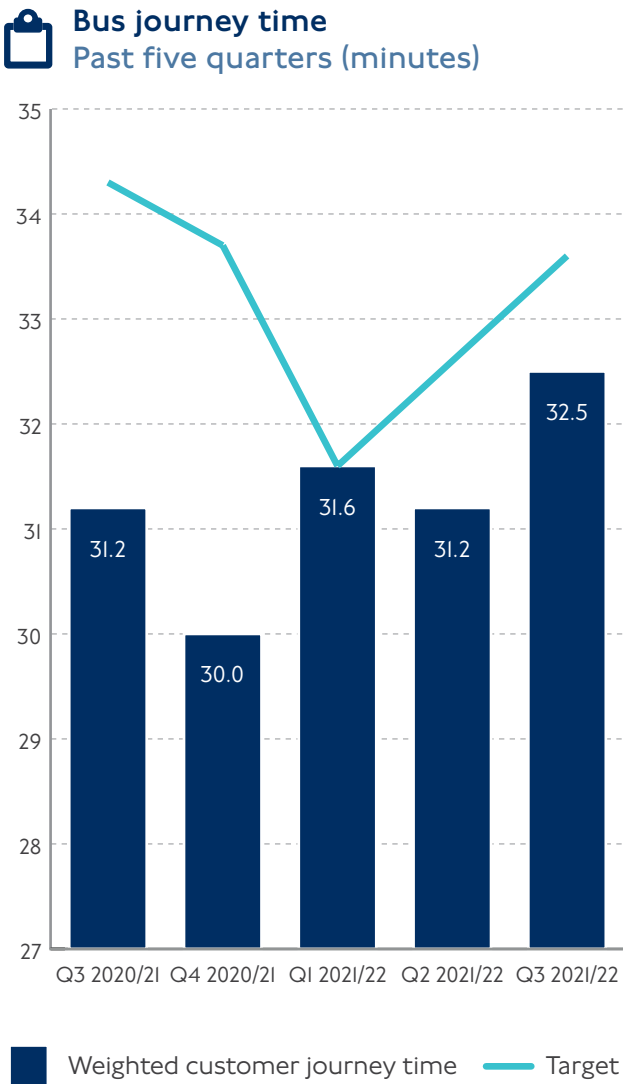


# Bus journey time

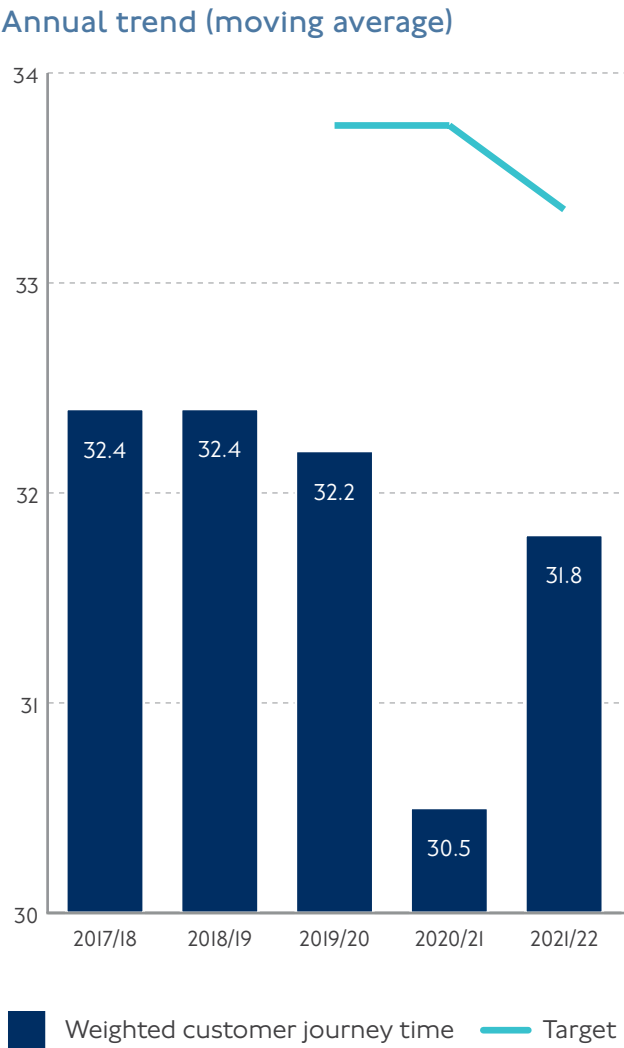
Bus journey time is an accumulation of all the stages of a customer’s journey experience, measured in minutes.

It enables us to monitor the performance of our bus service from the perspective of our customers, helping us to better understand how to encourage the public back onto our network as we recover from the pandemic.

Page 24



Bus journey times have fluctuated throughout the coronavirus pandemic, in line with the recovery of bus journeys and road traffic volumes. Periods with less strict COVID-19 regulations had more bus journeys and more road traffic, resulting in higher average journey times for customers. Across all five quarters we have been better than target, except for Q1 2021/22, which met target.




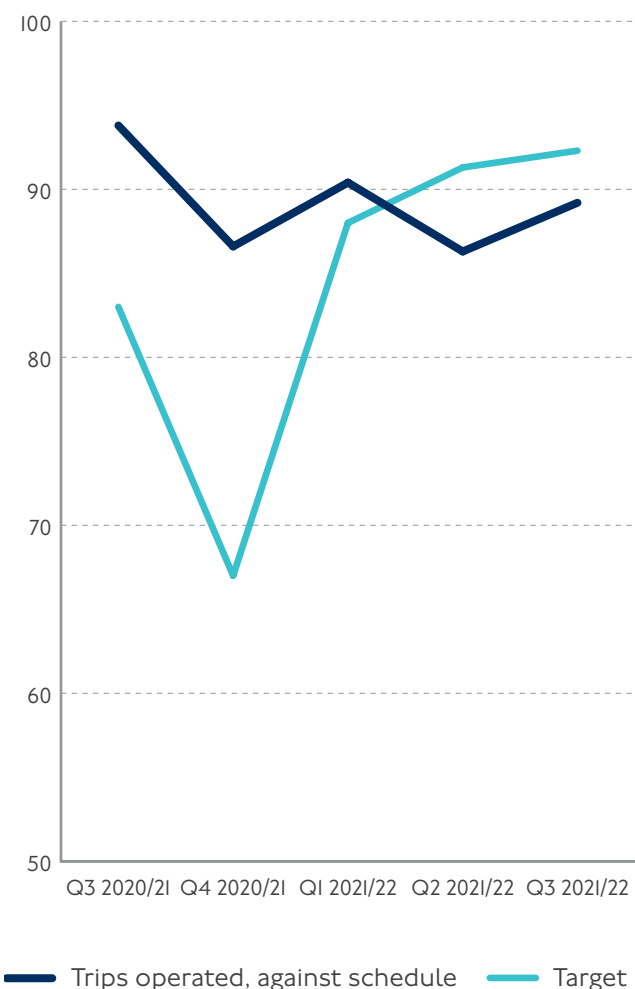
Following reduced average journey times in 2019/20 compared to previous years, journey times improved substantially in 2020/21 due to reduced demand and lower levels of traffic disruption because of the coronavirus pandemic. Journey times increased in the first three quarters of 2021/22, due to increased passenger demand and higher levels of traffic and roadworks, but journey times remain below pre-pandemic levels and are better than 2019/20.

# Services operated

We continue to run as many services as possible, while seeking to secure the long-term, sustainable Government funding needed to go on supporting London's recovery.

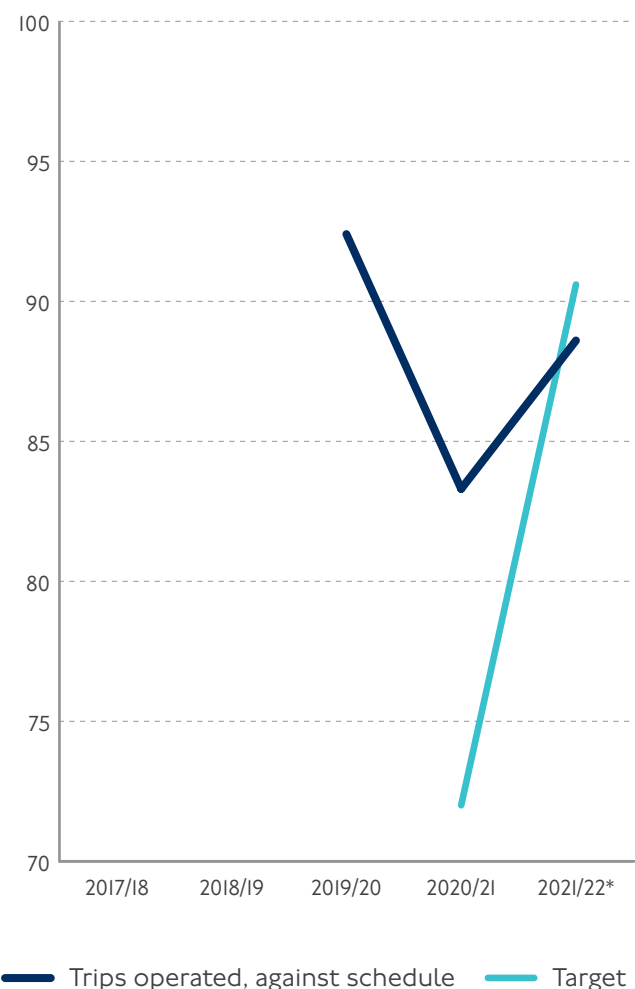
Page 25

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



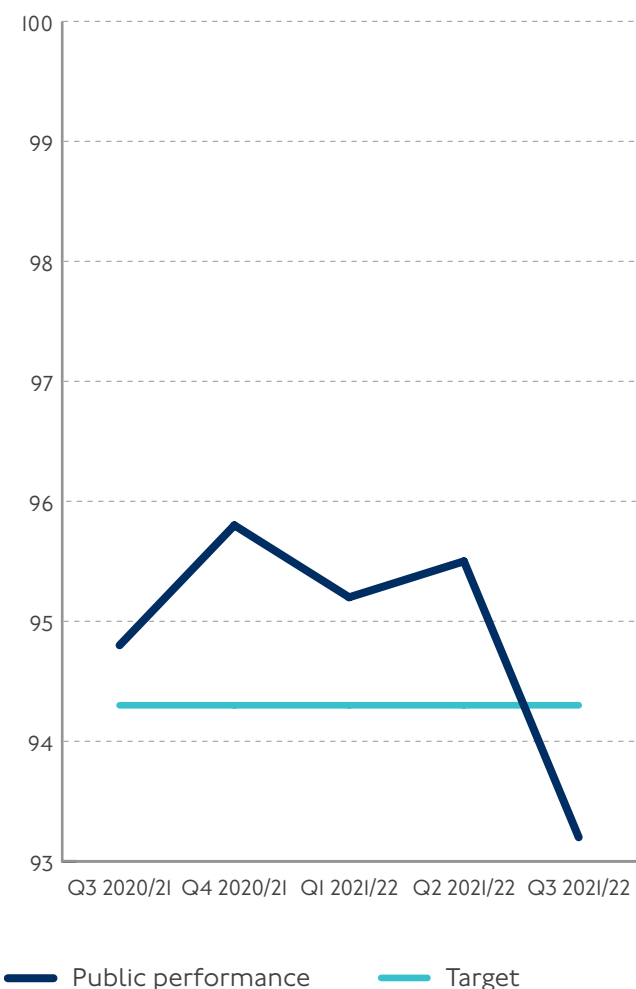
The coronavirus pandemic continues to be a challenge. The impact was more severe than forecast, notably from self-isolations resulting from NHS app notifications in the summer and the Omicron wave. Despite high levels of absence through the year, we are now operating a near-normal service. Leaf fall between October and December often causes problems, but our wheel protection plan meant relatively few trains were cancelled due to this, compared to some years.

**Annual trend (moving average)**



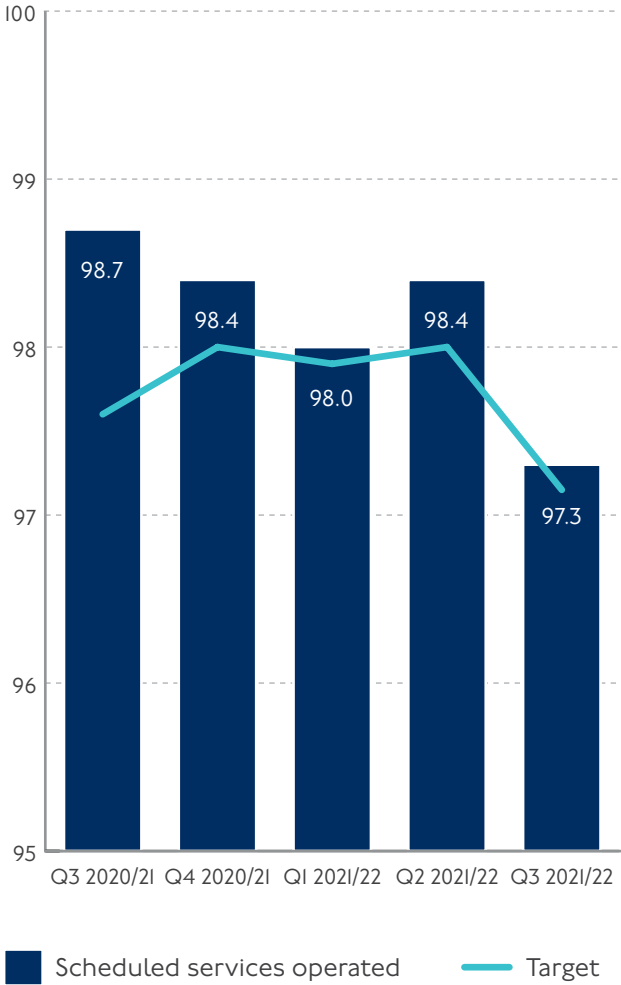
The percentage of trips operated in the year to date is still ahead of last year, but down on 2019/20 levels, and a couple of per cent below target. We are forecast to achieve nearly 90 per cent of services operated against the year-end target of 91 per cent.

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



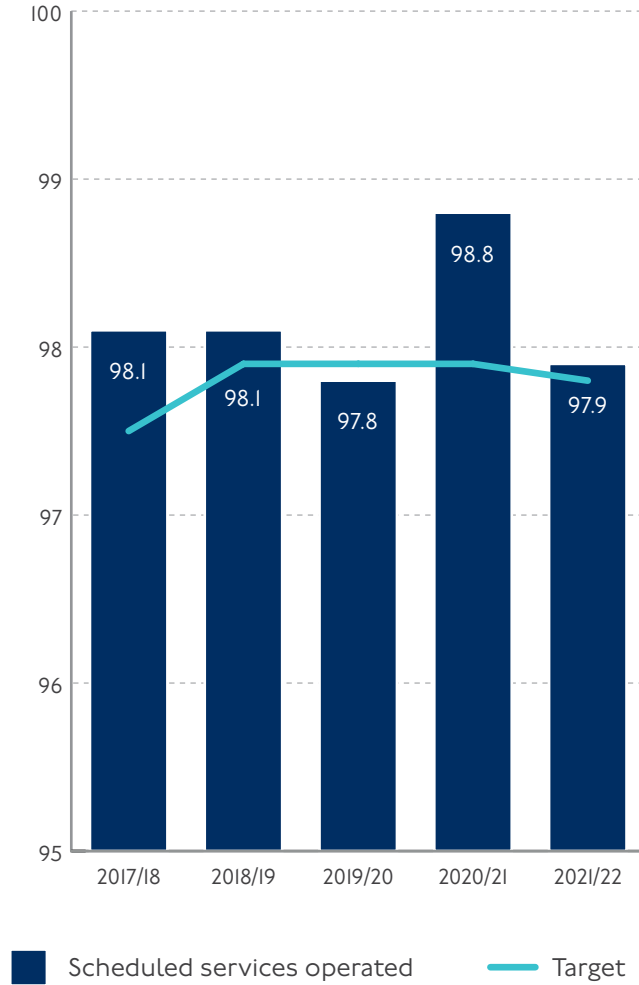
TfL Rail experienced challenges, particularly approaching the end of the quarter. Network Rail infrastructure issues impacted both the east and west services. Following the rollout of full-length Class 345 trains in the east, there was also a significant increase in reliability incidents at the end of the quarter. However, many of these relate to known software faults which future updates are planned to address.

Bus scheduled services operated  
Past five quarters (%)



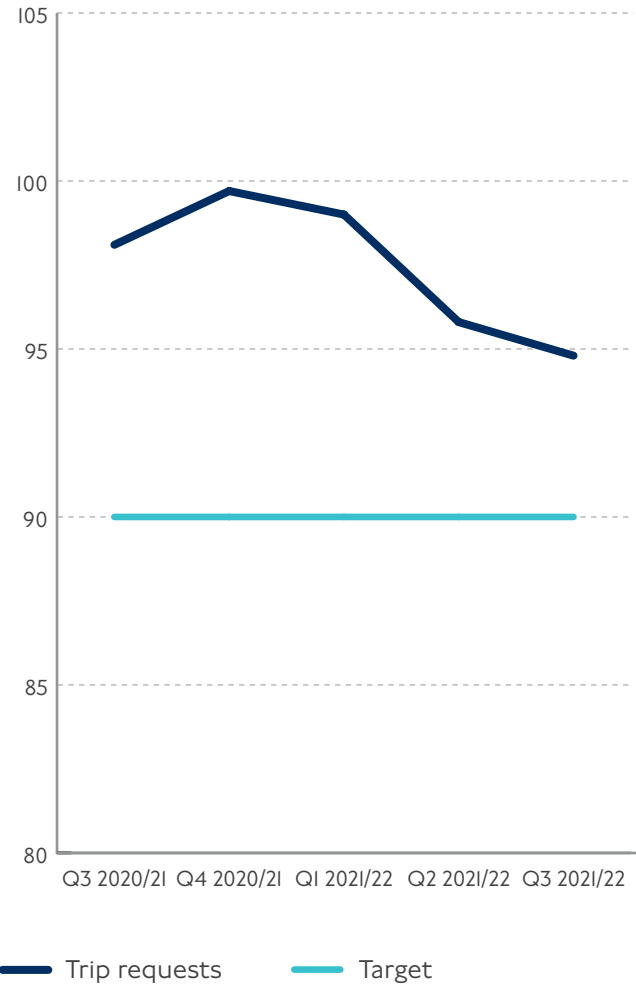
The proportion of scheduled kilometres operated in Q3 2021/22 was better than forecast, but lower than Q2 2021/22 due to normal seasonal impacts, and much lower than expected traffic losses. However, this has been partially offset by an increase in staff absence due to sickness and some shortages in staffing. Mechanical issues also impacted service.

Annual trend (moving average)



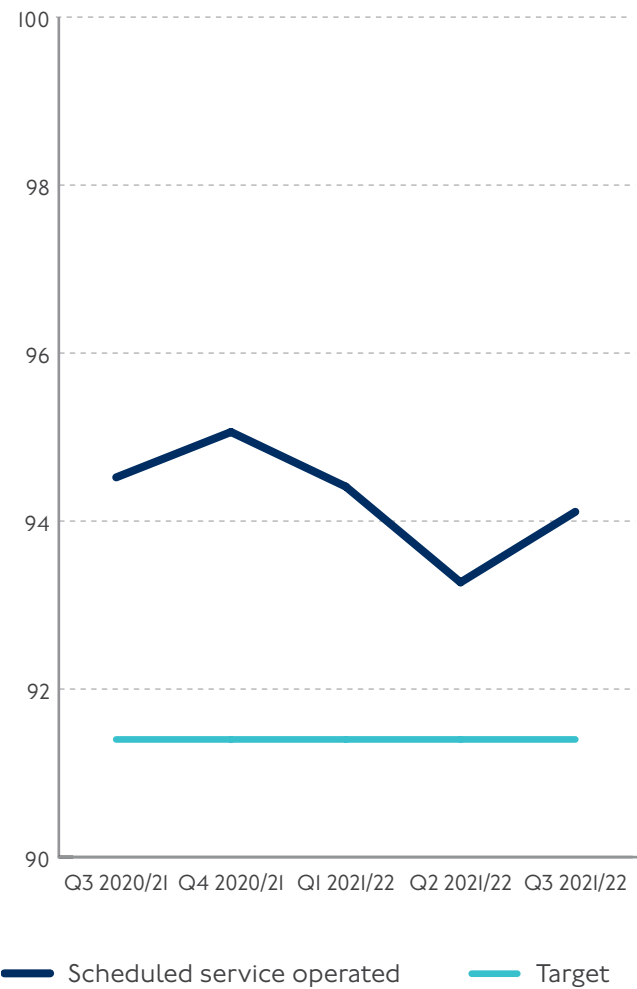
The operated percentage fell slightly in 2019/20 against the previous two years (2017/18 and 2018/19), having been affected by increases in emergency utility works and central London demonstrations. 2020/21 saw record operated percentage (though scheduled mileage was reduced) as COVID-19 restrictions caused reduced passenger numbers and minimal traffic disruption. To date, 2021/22 has seen more normal levels of activity return, compared to 2020/21.

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



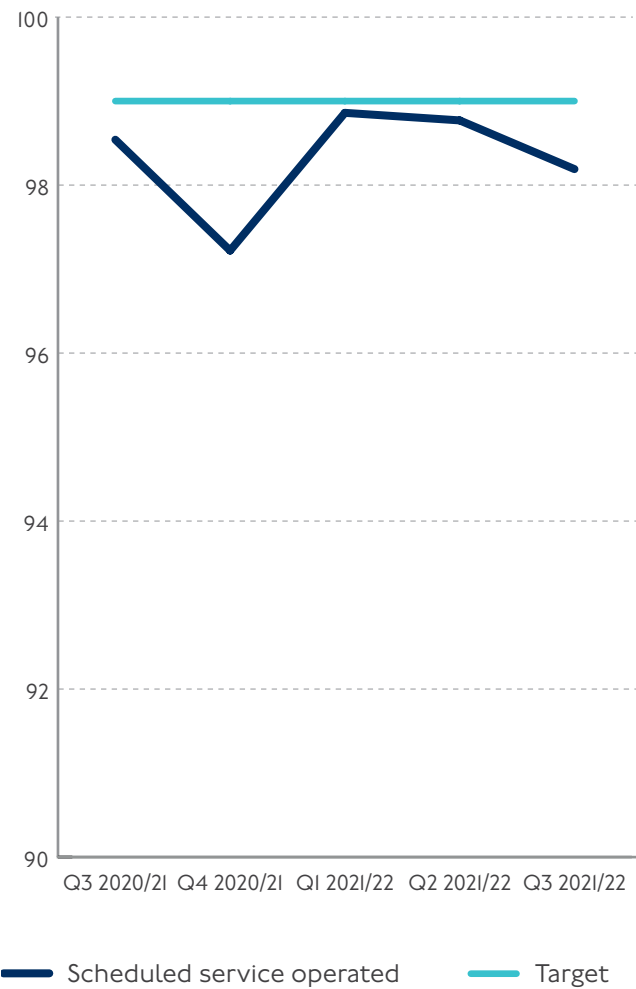
Dial-a-Ride remains well above the target for percentage of trip requests scheduled. After several months of slowly increasing journey requests, demand levels have stabilised at just under 50 per cent of pre-pandemic volumes. We continue to try and limit the number of passengers on each bus, while still meeting journey requests.

**London Overground time to three measure**  
Past five quarters (%)



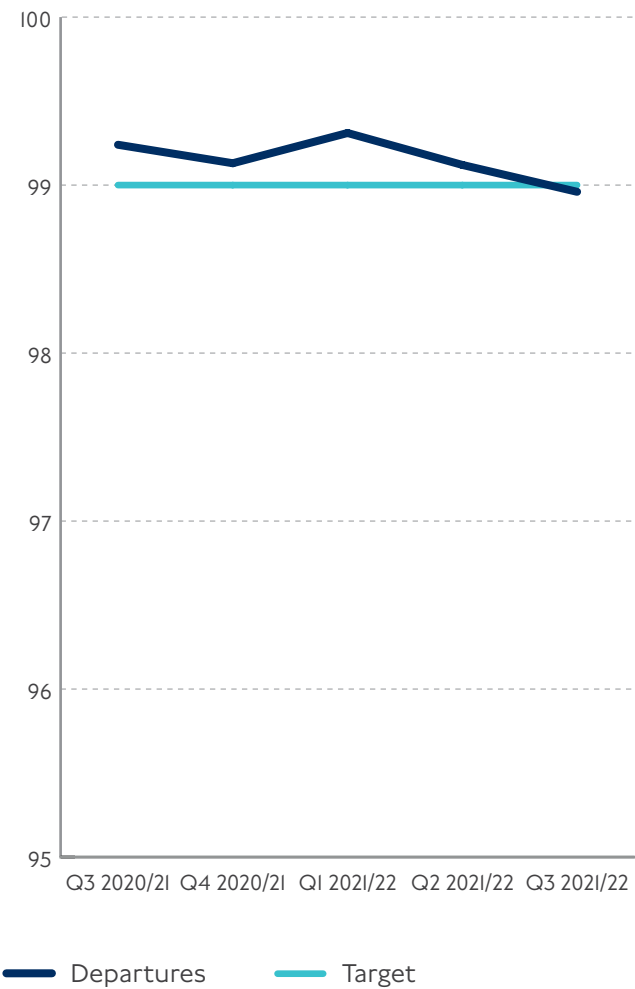
The performance trend is consistent across all quarters with time to three between 93 and 95 per cent. The best period was Q4 2020/21 at 95.06 with the worst being Q2 2021/22 at 93.06. Performance exceeded the target of 91.4 per cent across all five quarters.

**London Trams scheduled services operated**  
Past five quarters (%)



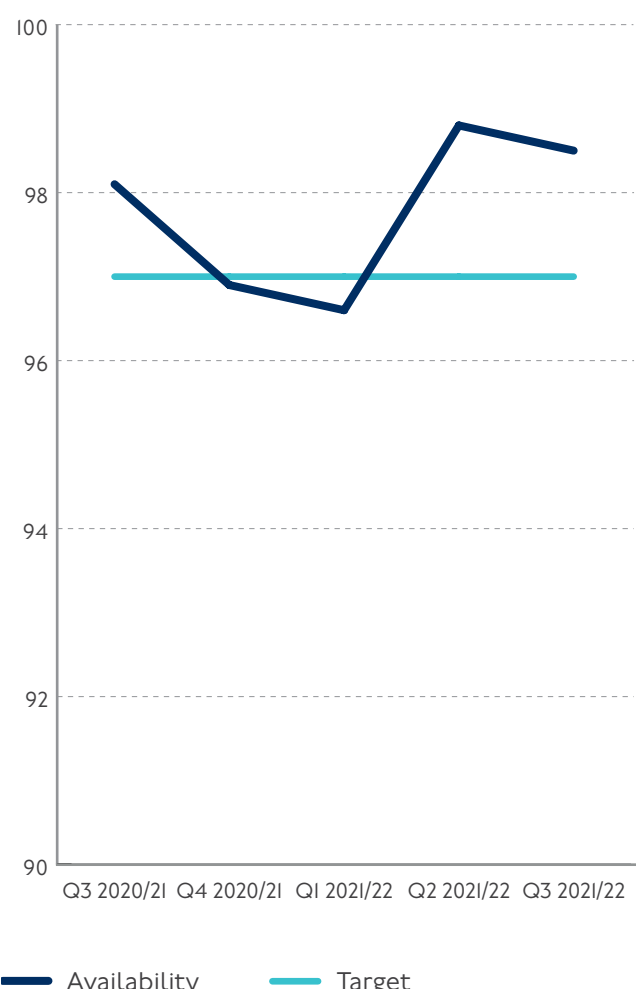
Reduced availability of wheels and increased motor bearing failures for the Stadler trams contributed to lost kilometres on London Trams. Two major police incidents causing lengthy suspensions of service, a power line communication signalling failure at Avenue Road and our operators increased staff sickness levels, resulted in the 99 per cent target being missed. However, performance remains relatively stable across the quarters.

**DLR departures**  
Past five quarters (%)



The number of trains operated compared to schedule fell slightly below 99 per cent during the quarter. The most disruptive incidents were two failures of the signalling system, both in the latter part of Q3 2021/22, as well as a power supply issue earlier in the same quarter. This is also reflected in the excess waiting time score, which correlates with the departures.

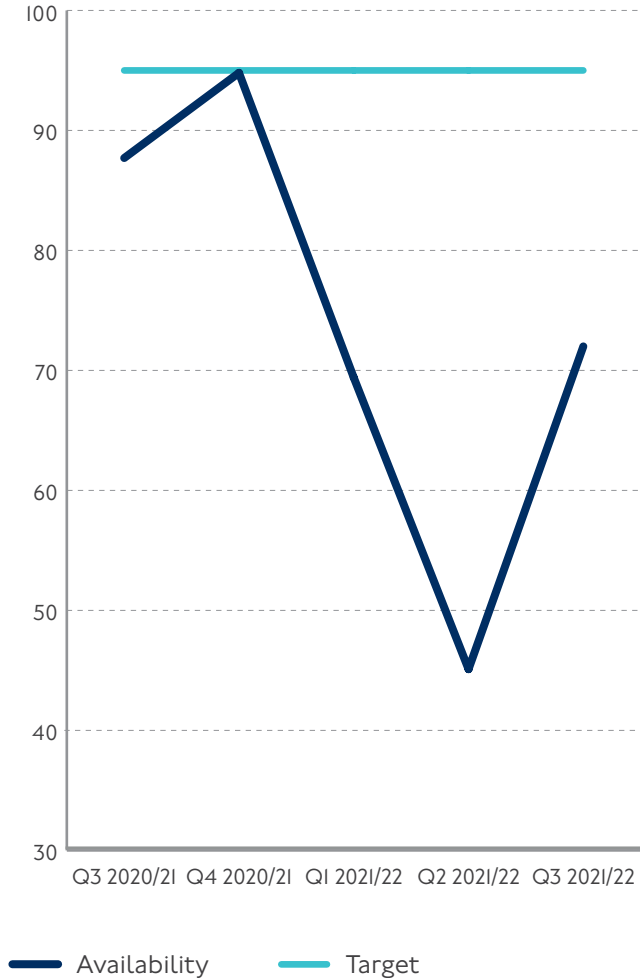
**Emirates Air Line availability**  
Past five quarters (%)



System availability was 98.5 per cent in Q3 2021/22, compared to 98.1 per cent for the same quarter in 2020/21. Downtime this quarter was mainly due to seasonal high-gusting wind at tower height, which meant suspending the service for safety reasons.

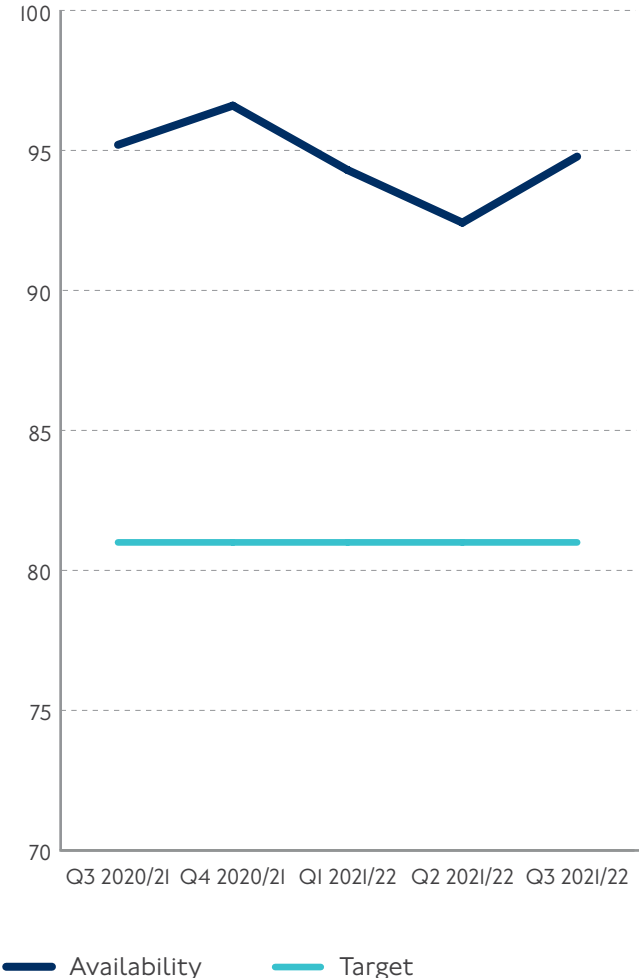


Woolwich Ferry availability  
Past five quarters (%)



System availability was 72 per cent in Q3 2021/22 compared to 87.7 per cent in the same quarter last year. This year, availability was mainly affected by staff shortage (including strike action) and weather (high tide and fog).

Santander Cycles docking station availability  
Past five quarters (%)



Docking station availability remained high in Q3 with an overall availability of 94.8 per cent. This is a slight increase from the previous quarter. Lower demand from customers in the winter months and fewer commuter hires led to greater availability of cycles and docking points.



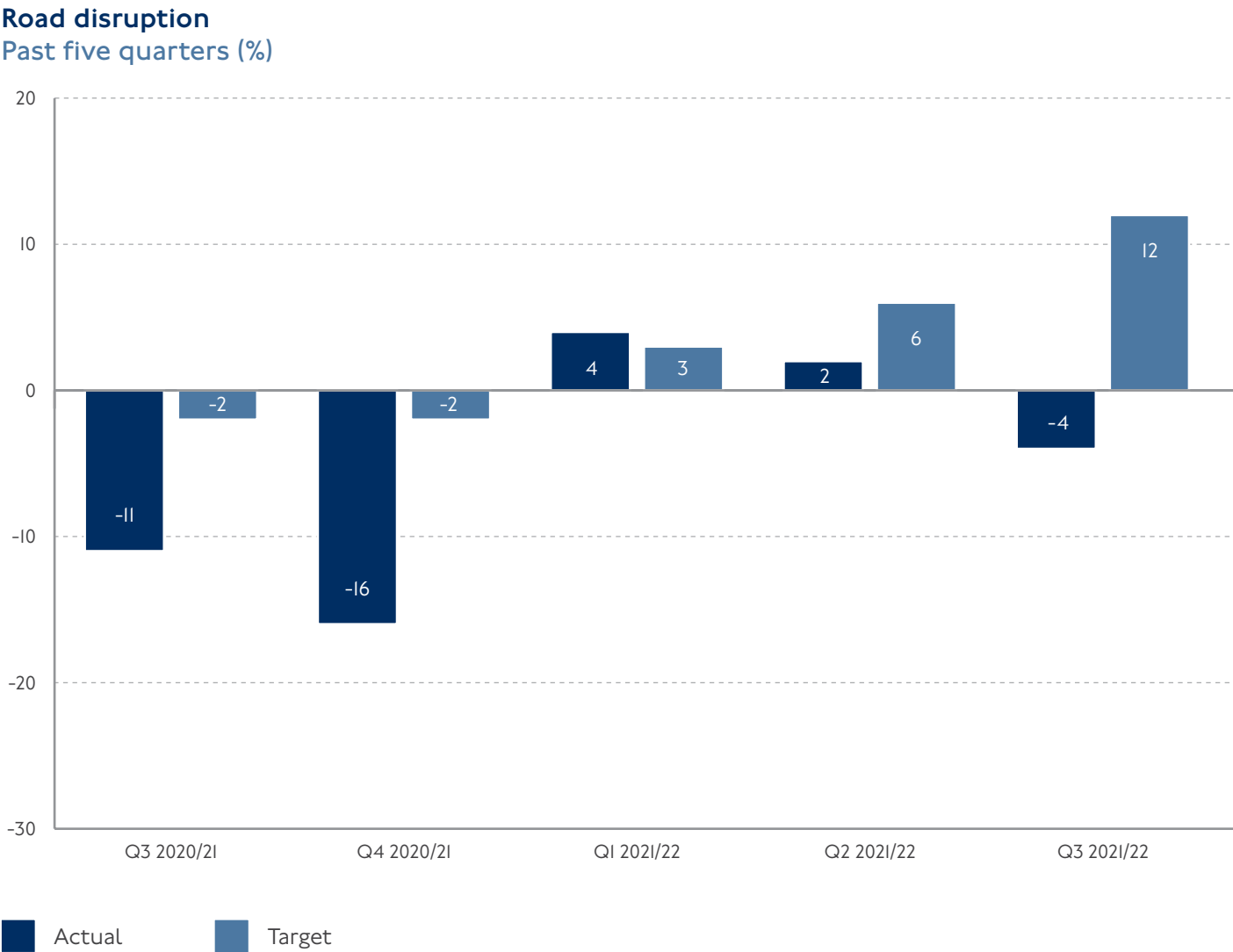
The Woolwich Ferry links Woolwich and North Woolwich



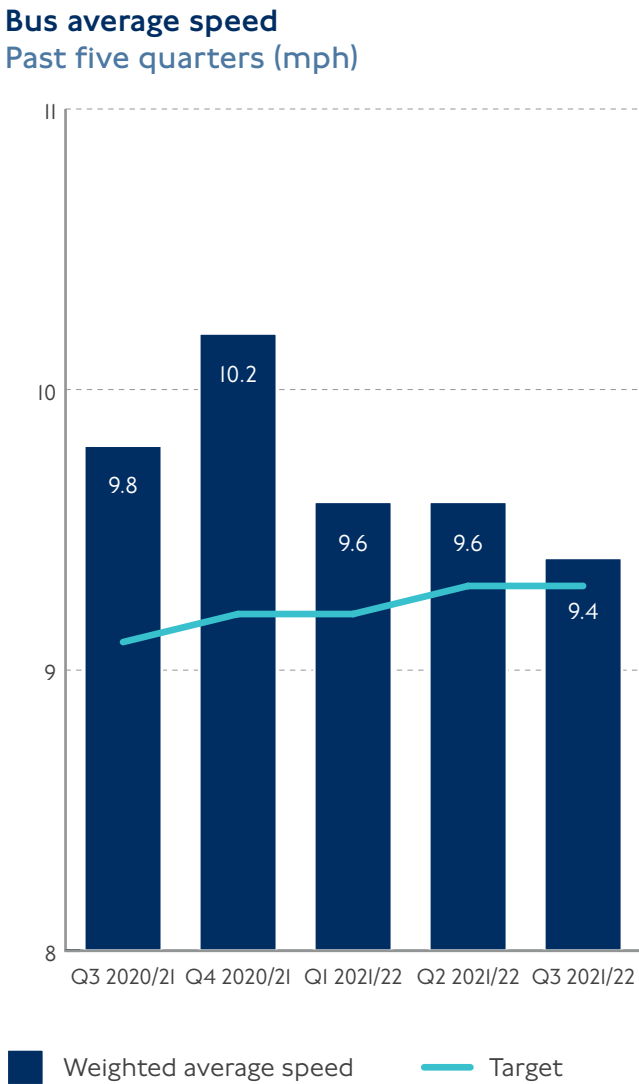
# Roads and traffic

Following revisions to guidelines for COVID-19 from Government and advice about returning to work, traffic recovery on our roads has continued to not be as high as anticipated. Therefore, the associated disruption has been less than expected.

We continue to improve journeys for people who cycle, those walking and bus customers by adjusting traffic signal timings on our roads. This has resulted in a total of 4,202 traffic signal hours saved for these user groups.

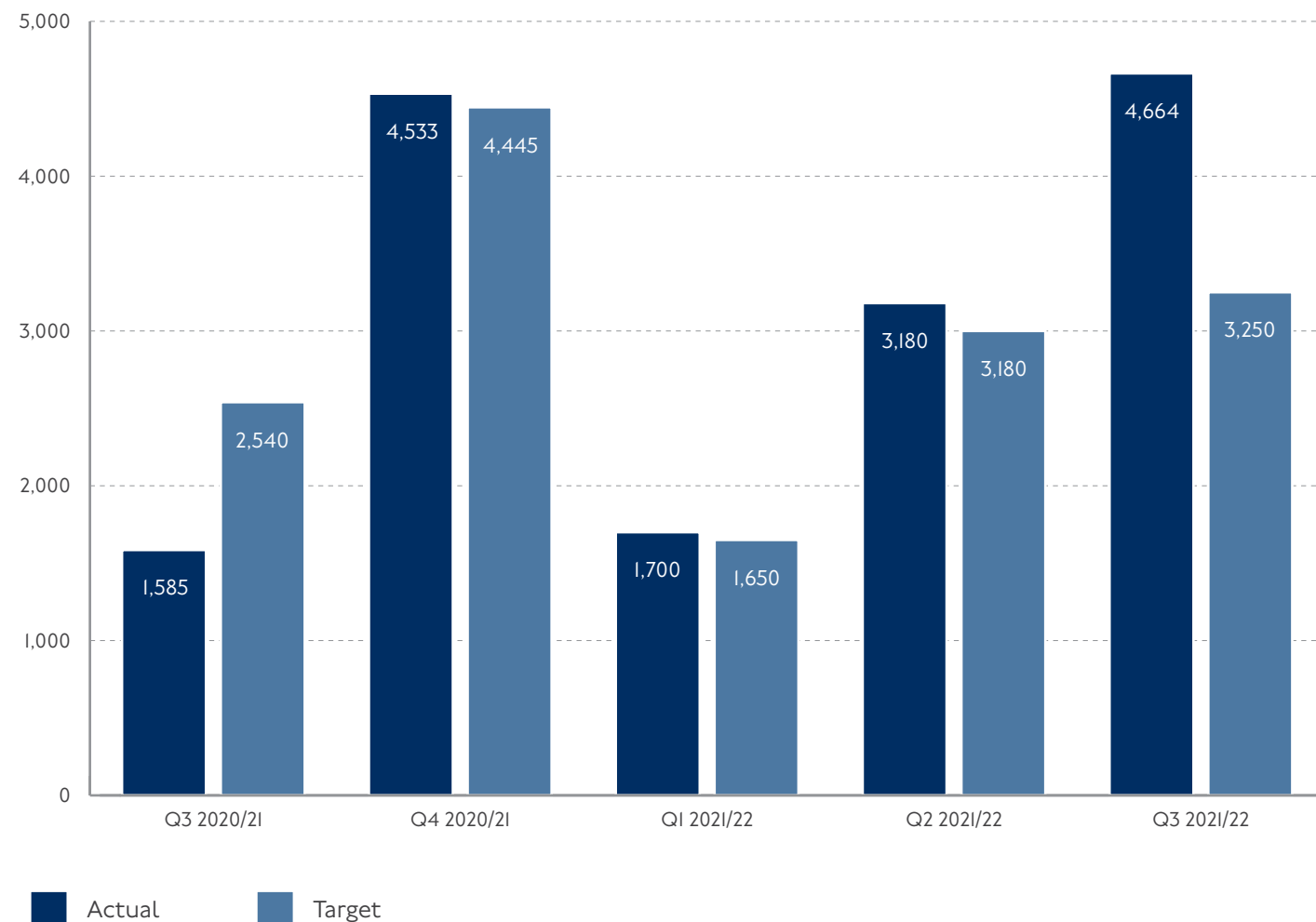


Q3 2020/21 contained the second lockdown, so disruption fell to -11 per cent and then to -16 per cent in Q4, following the third lockdown. In Q1 and Q2 of 2021/22, disruption increased in line with recovering traffic volumes. In Q3 of 2021/22, traffic flow recovery reversed due to fuel shortages and the return of COVID-19 restrictions, and traffic disruption fell to -4 per cent. The Q3 disruption target assumed a recovery to traffic volumes above 2019 baseline levels.



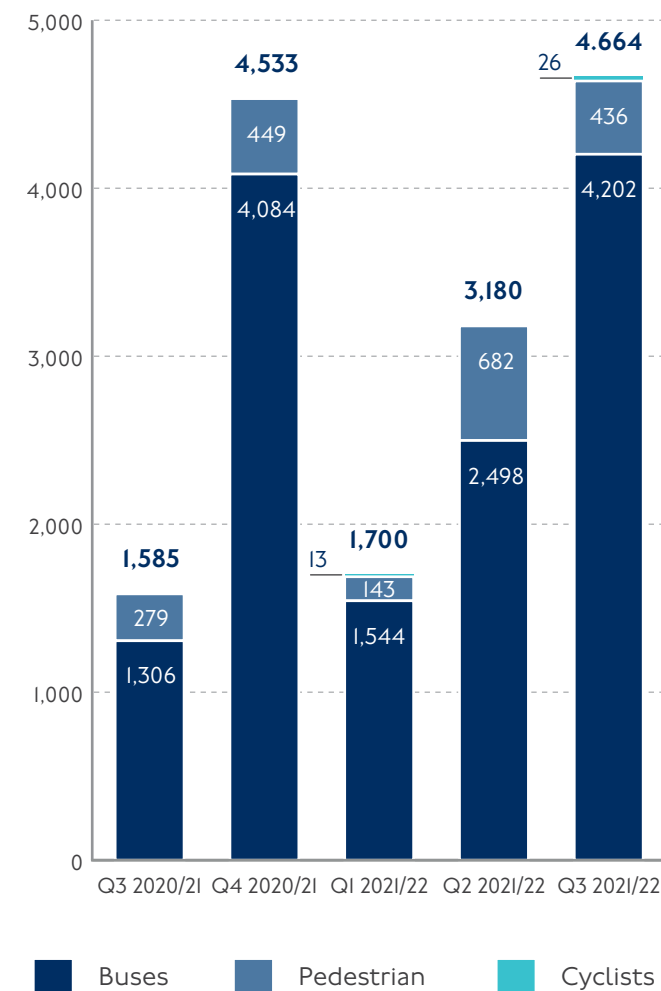
London-wide bus speed was better than forecast but worse than Q2 2021/22 due to normal seasonal variations. Typical seasonal variations have been recorded so far this year with the average bus speed tracking at two to four per cent faster than the pre-pandemic baseline. All areas of London were proportionally similar to the overall network fall in autumn and all except inner north-west and outer north-east areas remain better than the pre-pandemic baseline.

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



We continue to save time from traffic light timing changes for people travelling by bus, on foot or by cycle. In Q3, actual hours saved have again exceeded the target for hours saved for sustainable modes of transport (buses, people walking and people cycling). We have exceeded the expected sustainable hours saved targets for timing reviews consistently since Q4 2020/21 through to Q3 2021/22 and this is due to several factors. These factors include reviews delivering considerably higher benefits than projected and others being delivered ahead of schedule, as well as the impacts of various Government coronavirus restrictions that have varied across recent quarters.

**Type of user**  
Past five quarters (hours)

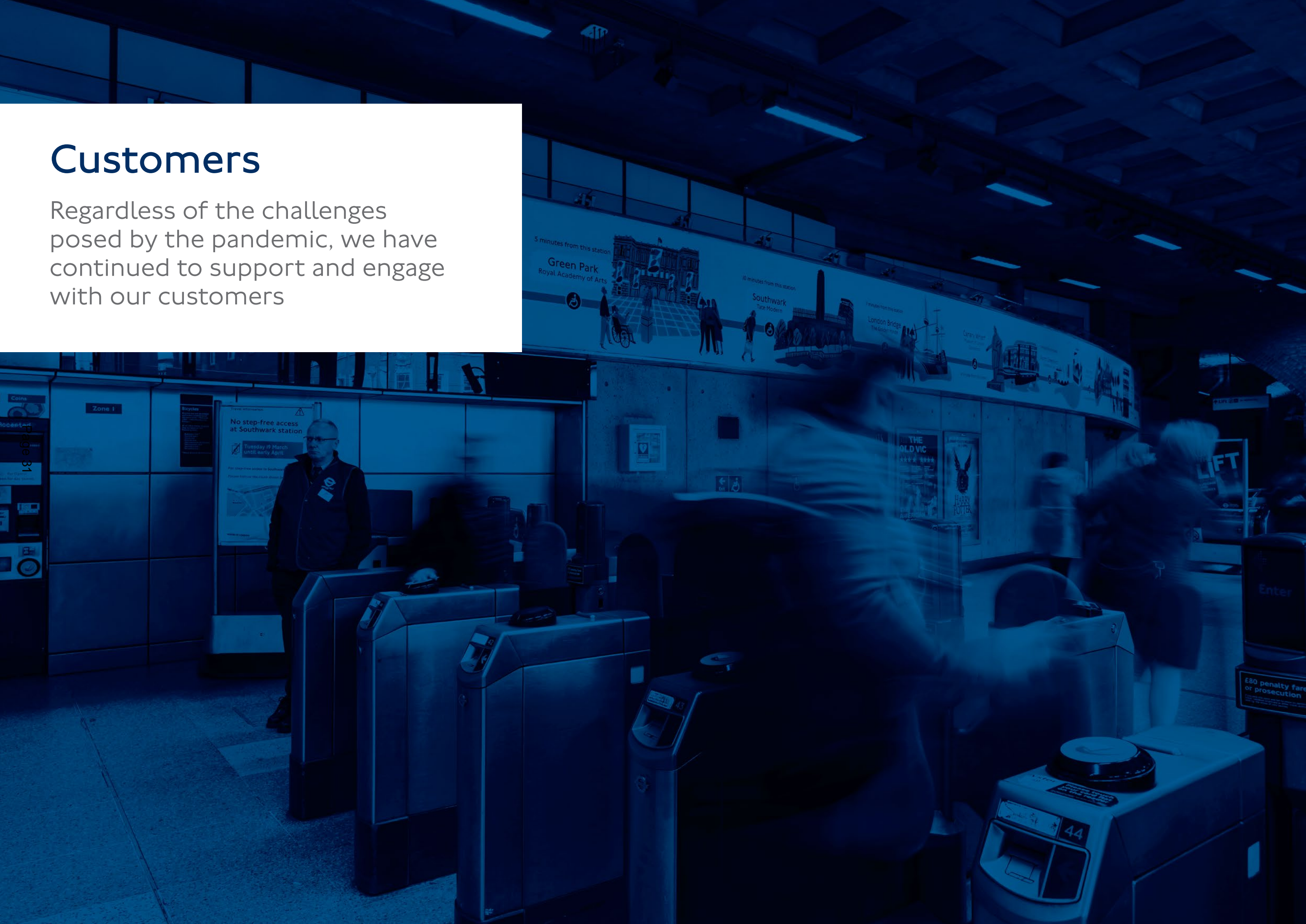


We have improved the operation of the signals at Vauxhall Cross by reducing cycle times and making operational updates through SCOOT (a real-time adaptive traffic control system). Buses at Purley Way Fiveways now have better progression and pedestrian wait times have been reduced. A Living Streets nominated review was completed at Shoreditch Triangle, where a new method of signal control was implemented. This gave benefits for buses, people walking and people cycling.



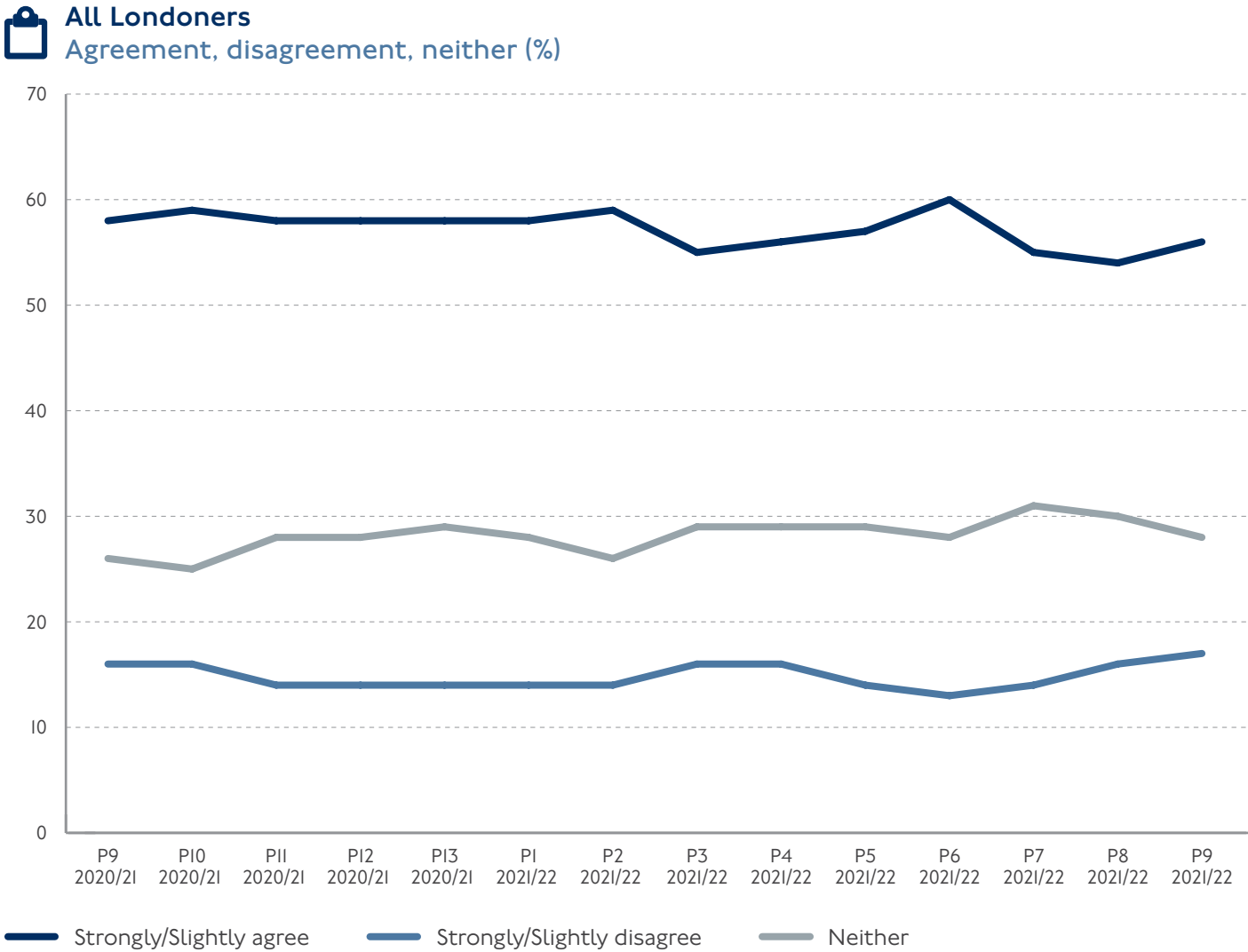
# Customers

Regardless of the challenges posed by the pandemic, we have continued to support and engage with our customers



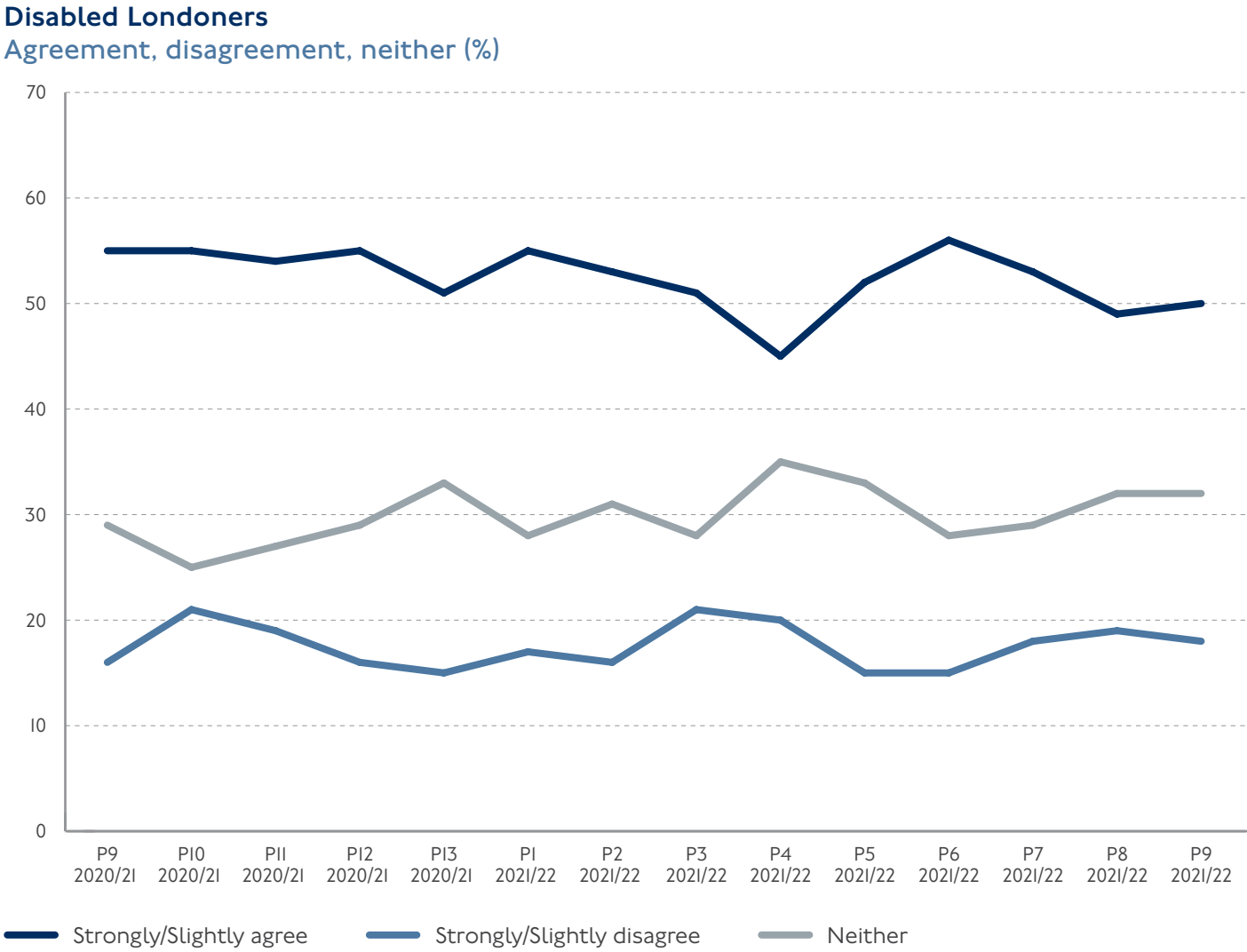
# TfL cares about its customers

Page 32



Our customer care metric ‘TfL cares about its customers’ measures Londoners’ perceptions of how well we perform on ‘Every Journey Matters’, and if we consistently meet customer expectations. It reflects Londoners’ overall experience of their journey and non-journey interactions.

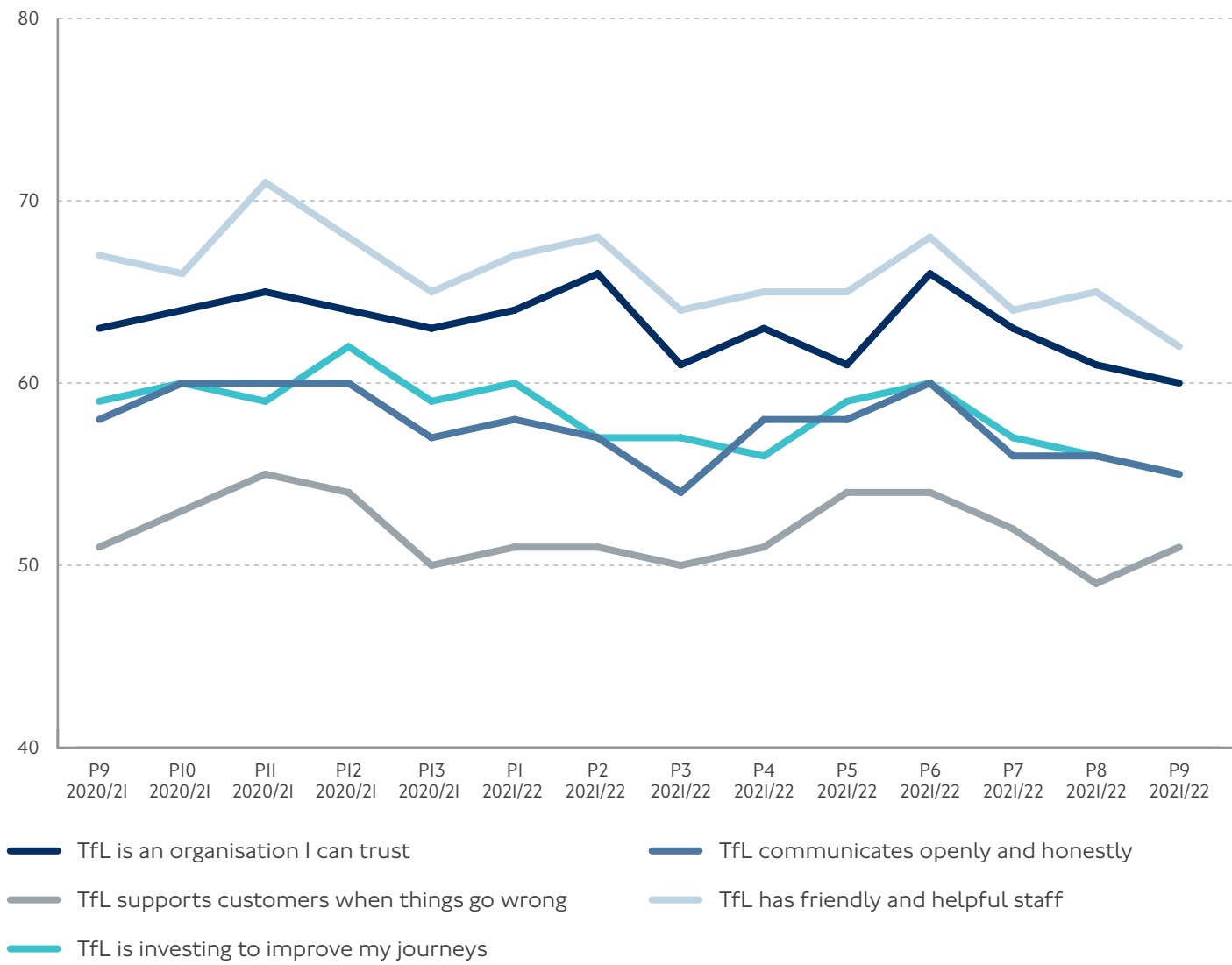
The percentage of Londoners agreeing ‘TfL cares about its customers’ is 56 per cent for P9 2021/22. Our year-to-date score remains above target at 57 per cent agreement. Londoners appreciate positive interactions with friendly and helpful staff, although this is not consistently experienced.



The percentage of disabled Londoners agreeing ‘TfL cares about its customers’ is 50 per cent for P9 2021/22. Our year-to-date score is 52 per cent, one percentage point lower than our 2020/21 score. Confidence to travel among disabled Londoners continues to be lower than that of non-disabled Londoners. Although the gap has been closing, so we continue to focus on supporting customers when things go wrong, building trust and communicating well to improve our performance.



Key survey questions  
Agreement (%)



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

Overall, scores have decreased during Q3 2021/22, most notably in ‘TfL is an organisation I trust’ and ‘TfL has friendly and helpful staff’. Increasing pressure on the network as well as challenges relating to the coronavirus pandemic may explain these dips.

Winning back our customers:  
key areas of focus

The need to travel has greatly reduced for many people, but as London opens up we have the opportunity to win back customers and journeys. Londoners will travel when they have somewhere to go – we need to provide a good, cost-effective service to keep them coming back to public transport.

Visible COVID-19 safety measures are critical to winning customers back: enforcement of the wearing of face coverings and visible cleaning regimes give customers confidence to travel. For those who have returned to the network, their priorities remain unchanged: a safe, reliable and frequent service with real-time information and staff available when they are needed.

We need to continue to emphasise to customers that the network is clean, safe and well-managed. We need to operate a reliable service and support customers effectively when there is disruption. We need to continue efforts to promote use of the network as a means to access everything that people have missed about living or being in London.

# Calls

In addition to our general contact centre, we also have dedicated lines for road charging and ULEZ, taxi and private hire, and Dial-a-Ride.

### General calls (contact centre) Past five quarters

|                                   | Q3 2020/21 | Q4 2020/21 | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Telephone calls                   | 419,129    | 296,212    | 363,418    | 535,824    | 696,500    |
| Calls abandoned (%)*              | 6.4        | 6.4        | 9.0        | 15.77      | 22.78      |
| Correspondence                    | 96,209     | 70,847     | 94,424     | 124,263    | 163,862    |
| Cases closed (%)**                | 86.4       | 88.7       | 83.9       | 78.75      | 70.33      |
| Average speed of answer (seconds) | 135        | 100        | 213        | 1,034      | 1,573      |

Telephone demand was up a further 30 per cent on last quarter (up 66 per cent on the previous year). This is due to the usual seasonal spike in concessions demand we experience as schools and colleges return after the summer break. As noted in the last report this has had a more severe impact on our performance this year, as our outsourcers have struggled to recruit sufficient staff over the pandemic.

While our supplier, Novacroft, has taken steps to improve staffing levels since Q2, photocard service levels have been heavily impacted by several new system-related problems. These led to our concessionary customers not receiving cards that they had applied for and/or not having the required tickets on their cards.

Correspondence demand also rose on last quarter, increasing a further 32 per cent and up 70 per cent on the previous year. Again, this has been driven by the high demand on our concessions and ticketing teams.

\* Calls abandoned target 15 per cent or lower

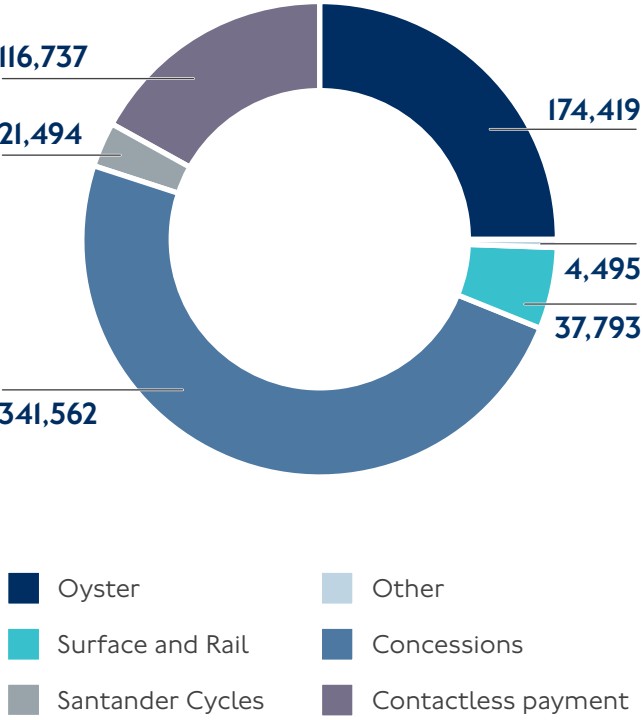
\*\* Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues that require investigation

### Past five years

|                      | 2017/18   | 2018/19   | 2019/20   | 2020/21   | 2021/22<br>year to date |
|----------------------|-----------|-----------|-----------|-----------|-------------------------|
| Telephone calls      | 2,835,189 | 2,699,025 | 2,687,696 | 1,304,300 | 1,595,742               |
| Calls abandoned (%)* | 10.5      | 10.9      | 16.2      | 7.6       | 17.30                   |
| Correspondence       | 542,760   | 609,201   | 757,298   | 364,778   | 382,539                 |
| Cases closed (%)**   | 85.9      | 82.0      | 78.9      | 83.4      | 76.39                   |



Calls by subject\* \*\*  
This quarter



\* Surface and Rail: London Underground, London Buses, London Overground, Emirates Air Line, DLR, TfL Rail, Cycling (general), River services, Safety, Coaches

\*\* Other: Crossrail, Public help points, Taxi and Private Hire, Ticketing app, Sarah Hope Line, Street-related calls

Telephone demand in Q3 was up 30 per cent on last quarter and was up 66 per cent on the same period last financial year. These increases are still being driven by concessions (up 68 per cent on last quarter) as well as ticketing. The latter reflecting increases in ridership on our services, with contactless up 15 per cent and Oyster rising by 12 per cent. This is in line with growth in usage across the network, with contactless journeys rising 11 per cent and Oyster only increasing by 21 per cent on the previous quarter.

All other areas saw a decrease in demand of around 11 per cent, with Santander Cycles falling a further 20 per cent as cycling becomes less attractive for customers over the autumn/winter months. Despite this, more than 1,000 Black Friday annual member discount codes were redeemed in November, the most popular annual member promotion in the scheme's history.



Telephone demand was up 30 per cent on last quarter

Road user charging and ULEZ  
Past five quarters

|                                   | Q3 2020/21 | Q4 2020/21 | Q1 2021/21 | Q2 2021/22 | Q3 2021/22 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received                    | 328,163    | 331,800    | 275,732    | 292,501    | 462,698    |
| Calls answered                    | 314,995    | 318,557    | 265,662    | 279,011    | 431,969    |
| Calls abandoned (%)               | 4.0        | 4.0        | 3.7        | 4.6        | 6.6        |
| Average speed of answer (seconds) | 52         | 36         | 47         | 72         | 76         |

Capita’s road user charging contact centre continues to perform well within contractual targets, despite a significant increase in call volumes during Q3 as a result of the expansion of the ULEZ on 25 October 2021. The average speed of answer for Q3 is 76 seconds and the call abandonment rate is 6.6 per cent against a target of no more than 12 per cent of calls.

Past five years

|                                   | 2017/18   | 2018/19   | 2019/20   | 2020/21   | 2021/22<br>year to date |
|-----------------------------------|-----------|-----------|-----------|-----------|-------------------------|
| Calls received                    | 1,245,815 | 1,080,837 | 1,486,715 | 1,145,772 | 1,030,931               |
| Calls answered                    | 1,166,545 | 1,043,877 | 1,440,357 | 1,093,382 | 976,642                 |
| Calls abandoned (%)               | 6         | 3         | 3         | 5         | 5                       |
| Average speed of answer (seconds) | 73        | 43        | 42        | 63        | 67                      |



Taxi and private hire  
Past five quarters

|                                   | Q3 2020/21 | Q4 2020/21 | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 |
|-----------------------------------|------------|------------|------------|------------|------------|
| Calls received                    | 93,609     | 42,252     | 46,513     | 59,083     | 72,942     |
| Calls answered                    | 55,180     | 41,898     | 45,959     | 58,163     | 65,385     |
| Calls abandoned (%)               | 41.1       | 0.8        | 1.2        | 1.6        | 10.4       |
| Average speed of answer (seconds) | 1,652      | 16         | 33         | 32         | 314        |

Calls to our taxi and private hire contact centre increased during Q3, in line with expected increased demand for our vehicle inspection slots during October 2021. This increase was due to additional vehicles requiring inspection during this period because of the closure of our vehicle inspection centres during lockdown.

Despite mitigations being introduced, including additional resource and the promotion of the online booking solution, call waiting times increased with an average speed of answer of 314 seconds (just over five minutes) for Q3 and a call abandon rate of 10.4 per cent against a target of no more than five per cent of calls.

Action has now been taken to reduce the number of vehicles that will require inspection during this period in future years. This will ensure that the forecasted demand on the contact centre is within capacity tolerance levels.

Past five years

|                                   | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22<br>year to date |
|-----------------------------------|---------|---------|---------|---------|-------------------------|
| Calls received                    | 684,904 | 840,178 | 749,561 | 222,291 | 178,538                 |
| Calls answered                    | 623,837 | 582,022 | 532,096 | 158,847 | 169,507                 |
| Calls abandoned (%)               | 8       | 30      | 29      | 29      | 5                       |
| Average speed of answer (seconds) | 118     | 733     | 699     | 896     | 141                     |

Dial-a-Ride  
Past five quarters

|                                   | Target | Q3 2020/21 | Q4 2020/21 | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 |
|-----------------------------------|--------|------------|------------|------------|------------|------------|
| Calls received                    | N/A    | 37,313     | 33,413     | 46,691     | 66,591     | 83,958     |
| Calls abandoned (%)               | 10     | 3.8        | 3.7        | 3.1        | 12.4       | 9.7        |
| Average speed of answer (seconds) | 180    | 84         | 72         | 59         | 269        | 238        |
| Email bookings                    | N/A    | 3,494      | 1,184      | 3,764      | 6,939      | 10,186     |

Dial-a-Ride saw a 26 per cent increase in call volumes compared to Q2 2021/22 and a 125 per cent increase when compared with the same quarter last year. Our average speed of answer decreased by 31 seconds when compared to the last quarter and our calls abandoned reduced by 2.7 per cent when compared to the previous quarter.

Lower levels of absence have led to a marked improvement in performance in Q3. Considering Dial-a-Ride transports some of the most vulnerable Londoners in the capital, our contact centre staff are scheduled to attend virtual Disability Equality training over the coming months to improve the customer experience and refresh their understanding of customers varying needs.

Past five years

|                                   | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22<br>year to date |
|-----------------------------------|---------|---------|---------|---------|-------------------------|
| Calls received                    | 596,161 | 564,391 | 533,868 | 117,275 | 198,486                 |
| Calls abandoned (%)               | 12.1    | 10.5    | 10.7    | 5.5     | 8.9                     |
| Average speed of answer (seconds) | 252     | 233     | 287     | 108     | 202                     |
| Email bookings                    | 44,655  | 45,950  | 82,450  | 6,368   | 20,889                  |

# Complaints

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

|                       | Q3 2020/21 | Q3 2021/22 | Variance (%) |
|-----------------------|------------|------------|--------------|
| London Underground    | 1.25       | 1.22       | -2           |
| London Buses          | 4.38       | 3.32       | -24          |
| DLR                   | 0.97       | 0.54       | -44          |
| London Overground     | 1          | 0.65       | -35          |
| TfL Rail              | 1.72       | 2.04       | 19           |
| London Trams          | 1.83       | 0.82       | -55          |
| Emirates Air Line     | 1.07       | 3.47       | 224          |
| Congestion charge     | 3.33       | 3.33       | 0            |
| Dial-a-Ride*          | 66.85      | 74.92      | 12           |
| London River Services | 1.57       | 0.16       | -90          |
| Santander Cycles      | 1.94       | 2.16       | 11           |
| Taxis**               | 2.25       | 4.21       | 87           |
| Private hire**        | 1.78       | 2.24       | 26           |
| Contactless           | 0.41       | 0.50       | 22           |
| Oyster                | 0.26       | 0.83       | 219          |

Several areas have seen increases in the number of complaints per 100,000 journeys over the last year. This is partly down to the relaxing of COVID-19 restrictions compared to 2020 and increases in passengers on the network.

Ticketing rose because of this growth in demand, contactless increased by 85 per cent on last year – considerably higher than the 22 per cent increase in complaints received. Oyster also saw a rise in passenger numbers (37 per cent up) but problems with our outsourced concessions supplier this year have inflated the complaint figures considerably.

## Past five years

|                       | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22<br>year to date |
|-----------------------|---------|---------|---------|---------|-------------------------|
| London Underground    | 0.89    | 0.98    | 1.14    | 1.74    | 1.4                     |
| London Buses          | 2.89    | 3.17    | 3.17    | 4.37    | 3.43                    |
| DLR                   | 0.82    | 0.78    | 0.89    | 1.09    | 0.57                    |
| London Overground     | 1.68    | 1.69    | 1.58    | 1.24    | 0.71                    |
| TfL Rail              | 2.47    | 2.39    | 2.30    | 2.26    | 2.03                    |
| London Trams          | 1.62    | 1.28    | 1.65    | 1.76    | 0.82                    |
| Emirates Air Line     | 2.40    | 4.11    | 2.83    | 2.57    | 4.34                    |
| Congestion charge     | 4.04    | 1.59    | 2.48    | 3.83    | 3.68                    |
| Dial-a-Ride*          | 82.23   | 69.86   | 83.62   | 64.87   | 61.01                   |
| London River Services | 0.79    | 1.49    | 1.26    | 2.44    | 0.44                    |
| Santander Cycles      | 4.56    | 4.00    | 3.54    | 2.68    | 2.22                    |
| Taxis**               | 7.28    | 7.22    | 8.06    | 1.69    | 2.3                     |
| Private hire**        | 3.92    | 2.95    | 2.57    | 1.36    | 1.68                    |
| Contactless           | 0.14    | 0.21    | 0.40    | 0.39    | 0.5                     |
| Oyster                | 0.18    | 0.15    | 0.17    | 0.26    | 0.5                     |

While operational areas experienced a number of challenges, complaints fell across a number of modes. This is despite increased customer demand for London Underground, Buses, DLR and London Overground, which saw the most notable increases.

\* 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. Taxi and private hire complaint numbers are not directly comparable due to the way they are received/recorded





As passenger numbers increased, the number of staff commendations rose

# Commendations

## Commendations Past five quarters

|                        | Q3 2020/21 | Q4 2020/21 | Q1 2020/21 | Q2 2021/22 | Q3 2021/22 |
|------------------------|------------|------------|------------|------------|------------|
| London Underground     | 110        | 75         | 168        | 274        | 259        |
| London Buses           | 507        | 406        | 549        | 551        | 607        |
| DLR                    | 6          | 2          | 6          | 8          | 12         |
| London Overground      | 12         | 18         | 29         | 25         | 38         |
| TfL Rail               | 31         | 14         | 38         | 116        | 29         |
| London Trams           | 1          | 0          | 4          | 0          | 5          |
| Emirates Air Line      | 0          | 1          | 10         | 9          | 7          |
| Dial-a-Ride            | 7          | 6          | 17         | 3          | 35         |
| London River Services  | 2          | 0          | 1          | 3          | 2          |
| Santander Cycles       | 0          | 0          | 1          | 0          | 0          |
| Taxis and private hire | 6          | 12         | 9          | 14         | 23         |
| TfL Road Network       | 7          | 4          | 3          | 3          | 0          |
| TfL Policy             | 2          | 6          | 0          | 2          | 4          |

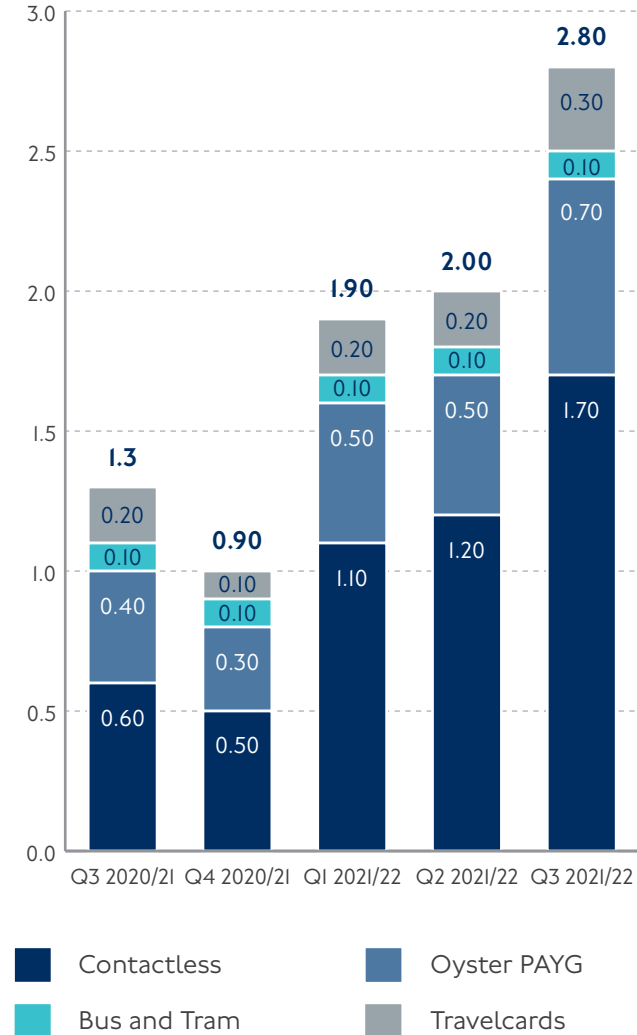
Commendations rose one per cent over last quarter and were up 48 per cent on the same time last financial year. This increase is mainly attributable to the rise in passenger numbers seen across our network. Buses and London Underground again proved to be our biggest areas in terms of the number of commendations received, with buses rising 10 per cent on last quarter and London Underground falling five per cent.

The largest increase was on Dial-a-Ride, up 1,067 per cent on Q2, and up 400 per cent on last year.

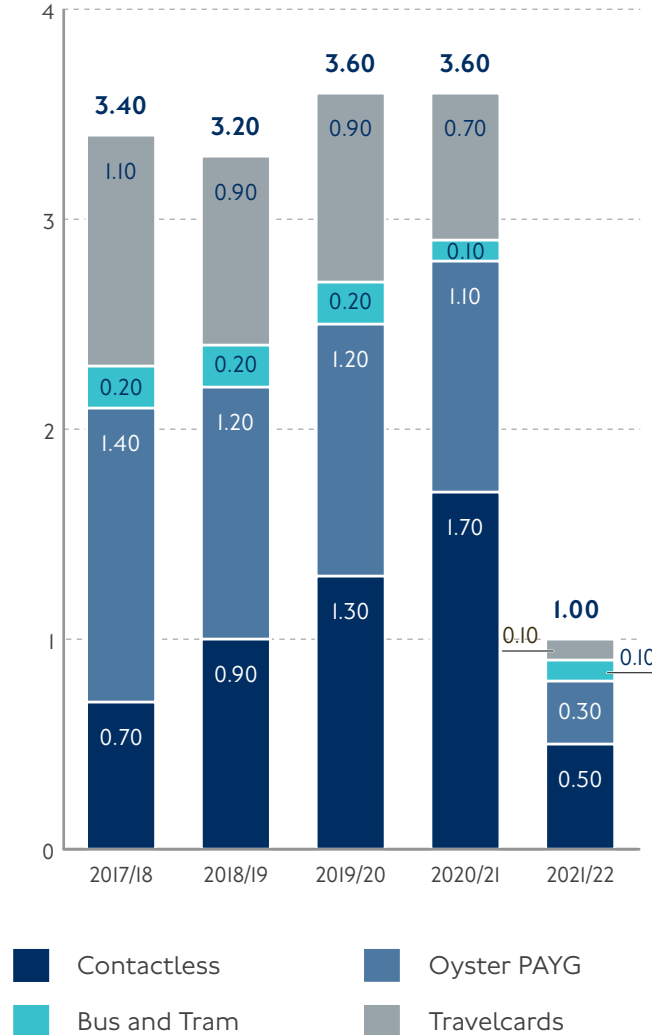


# Tickets

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



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



**535k**

automated refunds  
were issued in Q2



**98.5m**

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



**3.2m**

contactless journeys are  
made daily

The national lockdowns during the coronavirus pandemic saw demand drop dramatically, but the share of contactless payments (cards and mobile devices) remained around half of all fare payer tickets throughout this period.

Demand continued to recover in Q3 2021/22 before the Government implemented new restrictions to prevent the spread of the Omicron variant in mid-December 2021.

Before the coronavirus pandemic, the total number of fare payer tickets remained fairly stable every year, while the share of contactless payments increased.

During the coronavirus pandemic, the use of contactless payment and Oyster pay as you go recovered to a greater extent than Travelcards, suggesting some migration from the latter to the former.

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

\*\* Days measured:  
Thursday 5 November 2020 Q3 2020/21  
Thursday 4 February 2021 Q4 2020/21  
Thursday 20 May 2021 Q1 2021/22  
Thursday 16 September 2021 Q2 2021/22  
Thursday 25 November 2021 Q3 2021/22

\*\*\* Days measured:  
Thursday 9 February 2017  
Thursday 8 February 2018  
Thursday 7 February 2019  
Thursday 6 February 2020  
Thursday 4 February 2021

# System availability

## Ticketing

|  | Q3 2020/21 |                    |                       | Q3 2021/22 |                    |                       |
|--|------------|--------------------|-----------------------|------------|--------------------|-----------------------|
|  | Actual     | Variance to target | Variance to last year | Actual     | Variance to target | Variance to last year |
| London Underground – ticketing system overall availability (%) | 99.65      | +1.45              | +1.18                 | 99.20      | +1.00              | -0.45                 |
| London Buses – bus validations – overall availability (%)      | 99.63      | +0.63              | -0.07                 | 99.75      | +0.75              | +0.12                 |

For both London Underground and buses, ticketing system availability exceeded targets. With more customers and cash use especially on London Underground, as the London economy slowly grew in this quarter, we continue to move toward availability performance seen pre-pandemic.

## Internal IT

### Past five quarters (%)

|                    | Q3 2020/21 | Q4 2020/21 | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 |
|--------------------|------------|------------|------------|------------|------------|
| System performance | 99.99      | 99.89      | 99.89      | 99.82      | 99.96      |

Q3 was our highest quarter in terms of availability this financial year at 99.96 per cent. Within Q3, we experienced seven Mission Critical Severity I incidents, which impacted for a total of 1,470 minutes. Of these, our Uniformed Public API Service

had the highest impact, of 490 minutes. The other mission critical services impacted were: Computerised Track Access Control System, iBus, London Road User Charging, SAFE, Surface Transport CCTV and Technical Service Networks.

### Annual trend (%)

|                    | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 year to date |
|--------------------|---------|---------|---------|---------|----------------------|
| System performance | 99.59   | 99.87   | 99.93   | 99.94   | 99.88                |

# Digital

In August we introduced real-time busyness information into journey planner results in the TfL Go app. Customers can see whether stations are 'quiet now', 'busy now' or 'very busy now' when they plan a journey involving the Tube. We have also added new customisation features so that customers can plan journeys based on preferred travel modes, plus least walking and fewest changes options.

In September we added real-time information for the Northern Line Extension. By October, the app had reached its first half million downloads, with a 4.7\* rating on iOS and a 4.4\* rating on Android.

Our focus continues to be on integrating account and payment functionality so that customers can plan, pay and travel in one fully inclusive, integrated digital experience.

8.7m

unique devices  
visiting the TfL  
website this quarter



550k

downloads of the  
TfL Go app since launch



Our TfL Go app has now been downloaded more than 500,000 times



# Travel demand management

From September we saw our passenger numbers gradually increasing and customers showing confidence in our network being safe, clean and orderly. We continued to review all demand data, which showed the quieter times to travel began to vary between Tube, rail and buses. Using this information, we updated all our channels with the new quieter times, to help our customers make better informed decisions on when best to travel, and continue to keep these under review.

As we approached Black Friday on 26 November and Christmas, when many people turn to online shopping, we raised awareness of the negative impacts this peak shopping season has on road congestion and air quality, due to an increase in van deliveries. We created some action-oriented messages for consumers to encourage sustainable and responsible shopping habits, reducing the volume of deliveries and collections.

Combining deliveries to one location like a click and collect point, allows for drop off to happen at fewer places and drastically reduce the number of vehicles on the roads. We continue to collaborate with colleagues from Commercial Development on the rollout of click and collect lockers on our land. This provides a valuable opportunity for revenue generation, as well as supporting the Healthy Streets agenda and Freight action plan.

We let our customers know the quieter times to travel on our network



# Campaigns

Campaigns – Customer information email volumes  
Past five years

|  | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22<br>year to date |
|--|---------|---------|---------|---------|-------------------------|
| Customer information emails (millions) | 187     | 189     | 205     | 211     | 149                     |
| Campaigns                              | 1,043   | 930     | 1,101   | 685     | 761                     |

We have supported multiple recovery campaigns across the year, while still managing essential customer information requirements. Across the business we have supported campaigns where possible including Northern Line Extension, works and closures, consultations and ULEZ expansion.

149m

customer information emails  
sent in 2021/22 to date



761

customer campaigns  
so far in 2021/22



We have managed essential customer information campaigns on the network



# is expanding up to the North and South Circular Roads



We supported the launch of the expanded ULEZ with an awareness campaign

## Customer marketing and behaviour change campaigns

The ULEZ expansion campaign aimed to raise awareness of ULEZ and to educate drivers about how and where the scheme operates to encourage timely behaviour change by initially encouraging drivers to check their vehicles and to plan their options, for example, by switching to walking and cycling, or by using public transport.

We have been working with the Rail Delivery Group, British Transport Police, Metropolitan Police, academics and sexual violence practitioners on the development of a new campaign to address sexual harassment on public transport. We are leveraging the Rail Delivery Group's national campaign to address unwanted sexual behaviour with a joined up, consistent message to demonstrate zero-tolerance towards the issue.

We celebrated the launch of the Northern Line Extension by getting Londoners excited about the positive change it will bring to London and Londoners alike and encouraging use at both of the new stations.



# Consultations

We launched 10 consultations in Q3:

One key consultation:

- New Congestion Charge proposals. The Congestion Charge consultation opened on 28 July and closed on 6 October. The proposals covered issues such as how much the charge should be, the days and hours when the charge would apply and discounts for residents living in the zone

Nine other consultations:

- Route 633 extension to Pollards Hill
- Lower speed limits (20mph) in Westminster
- Bus route R7 rerouting

- Penalty charge notice increases on our roads
- Improvements for pedestrians and bus passengers on Earls Court Road
- Changes to bus routes N21, N550 and N551
- Route 410: removal of double runs on Davidson Road
- Route 497 extension
- Hatch Lane rerouting (routes 212, 357 and 657)

We are preparing to launch 16 consultations in Q3.

We want to hear from Londoners about their views on our consultations



# London Assembly scrutiny

## London Assembly scrutiny in Q3

| Date              | Title   | Type of scrutiny     |
|-------------------|---|----------------------|
| 30 September 2021 | Environment Committee: Climate adaptation and climate risks in London             | Open meeting         |
| 7 October 2021    | Economy Committee: London’s night-time economy (Geoff Hobbs in attendance)        | Open meeting         |
| 14 October 2021   | Mayor’s Question Time   | Open meeting         |
| 21 October 2021   | Fire, Resilience and Emergency Planning Committee: Flooding – London’s Resilience | Open meeting         |
| 2 November 2021   | Oversight Committee: GLA group procurement  | Informal, site visit |
| 16 November 2021  | Transport Committee: Crossrail  | Open meeting         |
| 18 November 2021  | Mayor’s Question Time   | Open meeting         |

## In Q4 – subject to change

| Date             | Title  | Type of scrutiny |
|------------------|--|------------------|
| 13 December 2021 | Environment Committee: Climate Adaptation and Climate Risk | Open meeting     |
| 16 December 2021 | Mayor’s Question Time                                      | Closed meeting   |
| 11 January 2022  | Transport Committee: Vision Zero                           | Open meeting     |
| 14 January 2022  | Budget and Performance Committee: Mayor’s Budget 2022/23   | Open meeting     |
| 20 January 2022  | Mayor’s Question Time                                      | Open meeting     |
| 9 February 2022  | Transport Committee: TfL finance                           | Open meeting     |
| 24 February 2022 | Mayor’s Question Time                                      | Open meeting     |
| 24 March 2022    | Mayor’s Question Time                                      | Open meeting     |



We have met with the London Assembly throughout the year

# Glossary

| Measure                                    | Unit | Description  |
|--|------|--|
| Bus average speed                          | mph  | The average speed of buses running in service, including the dwell time while stationary at bus stops.   |
| Bus journey time                           | mins | <p>This measure is the overall time a customer must allow to complete a bus journey on the London bus network (high-frequency routes only).</p> <p>It includes the components of wait time, in-vehicle time, interchange, crowding and buffer time, and is weighted by customer demand and the financial value of the customer's time to measure the overall customer experience.</p>  |
| DLR departures                             | %    | The percentage of scheduled trains that have completed their end-to-end journey.   |
| Elizabeth line: public performance measure | %    | <p>The public performance measure (PPM) shows the percentage of trains that arrive at their final destination on time.</p> <p>It combines figures for punctuality and reliability into a single performance measure, and is the rail industry standard measurement of performance.</p> <p>It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before the journey in question. It is therefore the percentage of trains arriving 'on time' compared with the total number of trains planned.</p> <p>In London and the South East, a train is defined as being on time if it arrives at its destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.</p> <p>Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a PPM failure.</p> |
| Emirates Air Line availability             | %    | The scheduled hours/minutes minus downtime (when the service is closed to passengers) as a percentage of the scheduled hours/minutes.  |
| London Overground: time to three           | %    | <p>Time to three measures train punctuality in terms of the percentage of recorded station stops arrived at early or less than three minutes after the scheduled time.</p> <p>This is different to the PPM, which measures the punctuality of trains at the final destination only.</p> <p>Time to three excludes station stops where the train fails to call. For PPM, all cancelled trains are included in the measure and counted as 'non-punctual' trains.</p>   |

| Measure   | Unit  | Description  |
|---|-------|--|
| Passenger journeys compared to pre-coronavirus levels   | %     | This measure compares 2021/22 demand with the 2019/20 demand level.  |
| Road disruption   | %     | <p>This measures delays to vehicle journey times in order to ensure that unplanned disruption and planned works and events are managed effectively.</p> <p>Tracking road disruption remains important for TfL to meet its duties under the Traffic Management Act, and its obligations as a strategic traffic authority.</p> <p>Note: this covers only the TfL Road Network (red route).</p>   |
| Santander Cycles docking station availability   | %     | The percentage of time that docking stations are not empty of cycles/full of cycles.   |
| Scheduled services operated   | %     | <p>London Underground: the percentage of our scheduled services that we operate.</p> <p>London Buses: the proportion of planned in-service mileage that has been provided for passenger use. Note: operated mileage may be less than planned mileage due to staffing, mechanical or traffic congestion issues.</p> <p>Dial-a-Ride: the proportion of member journey requests the On-Demand Team has been able to fulfil.</p> <p>London Trams: the percentage of services that are operated compared with the scheduled timetable.</p>                    |
| Traffic signal time savings (time saved by pedestrians, cyclists and bus users at traffic lights) | hours | <p>The metric is measured by conducting a 'before' and 'after' comparison of journey and wait times through each reviewed junction. The absolute time changes (both positive and negative) are multiplied by estimates of the number of people using each set of reviewed signals on each mode of sustainable transport.</p> <p>Note: measurement does not take place during 'abnormal' periods of road network use, such as during school and bank holiday periods, or if planned and unplanned events and roadworks are happening in the locality.</p> |
| Woolwich Ferry availability   | %     | The scheduled hours/minutes minus downtime (when the service is closed to passengers) as a percentage of the scheduled hours/minutes.  |

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## About TfL

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step

free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

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

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

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

By working together, we can create a better city as London recovers from the pandemic and moves forward.





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## Customer Service and Operational Performance Panel



**Date:** 17 March 2022

**Item:** Enterprise Risk Update – Major Service Disruption (ER3)

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

#### **1 Summary**

- 1.1 The impact of the global coronavirus pandemic has meant that significant elements of Enterprise Risk 3 (ER3) Major Service Disruption have been realised. Over the last two years, we have been enacting our crisis management processes which formed part of the controls captured as part of this risk. The annual review of ER3 was undertaken through the lens of our response to the pandemic and the effectiveness of our mitigation actions.
- 1.2 A paper is included on Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dive. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL's commercial position. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

#### **2 Recommendation**

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

#### **3 Summary**

- 3.1 On 23 March 2020, the UK was placed under national lockdown, with all but essential travel prohibited. At the same time, we saw an increase in colleague absences as they either became ill, were shielding or had to self-isolate. This included colleagues who are directly employed by us as well as colleagues within our supply chain. To enable us to keep our services running to support those who needed to travel, we had to make immediate operational changes, for example, to reduce Tube and bus service levels, closing certain Tube stations and the entire Waterloo & City line, as well as suspending Night Tube services. This unprecedented action enabled us to continue with a reliable, albeit reduced, service, which allowed critical workers to travel to and from work. At the height of the pandemic, we saw increases of colleague absence at all levels. For example, on London Underground, frontline absence levels peaked at 34 per cent, but we still kept services running.
- 3.2 The pandemic highlighted our risk and requirement for resilience in critical roles, for example in Service Control Centres and Signalling Areas where we were

exposed to the risk of whole shift teams potentially contracting the virus. Learning points from the pandemic have been fed into our operational resilience plans.

- 3.3 At the beginning of the pandemic, we saw passenger demand across all our public transport modes significantly reduce by approximately 95 per cent on the Tube network and by 85 per cent on the bus network. Over the last two years, we have seen passenger demand slowly increase but not to pre-pandemic levels. In response to the Delta and more recently the Omicron variants, where people have been asked to once again to work from home, we have seen a reduction in passenger demand, although not to the same extent as at the beginning of the pandemic.
- 3.4 Passenger demand is slowly increasing following the easing of the most recent 'Plan B' government guidance in response to the Omicron variant. Demand on Buses is now at 75 per cent, Rail including London Overground and DLR is at 61 per cent, TfL Rail is at 90 per cent and the Tube is at 63 per cent of our pre-pandemic levels. Continued reduction in demand in response to the variants further impacts all our revenue streams, particularly fares. The long-term implications of such a reduction in funding are now well documented and we continue to work with the Department for Transport (DfT) to agree a long-term funding deal. If unresolved, the reduction in funding will lead to negative impacts on London's public transport services, including our ability to invest in our assets for maintenance and renewals, as well as our wider investment programme. We are planning for a 'managed decline' scenario, which will mean scaling back support for active travel schemes, reduce bus and Tube services, halt station upgrades and the renewal of roads and bridges. If this situation arises, incidences of service disruption may become more prevalent.
- 3.5 Throughout the pandemic, we adapted our services across the network to support people being able to move around safely. This included the installation of signage and announcements encouraging social distancing, the installation of hand sanitisers at stations and the use of cleaning products that last for up to 28 days to kill viruses and bacteria. On our buses, we reduced maximum capacity numbers to support social distancing and introduced special school services.
- 3.6 As reported to the Panel in February 2021, to enable us to respond to the ever changing environment, we instigated a series of command and control structures to replace our business as usual governance and decision-making processes and whilst we have been able to reinstate our business as usual processes as we came out of each wave of the pandemic, we have retained the Senior Executive Team (SET), which is chaired by the operational leads (i.e. the Managing Directors of London Underground and Surface Transport) as this provides a clear and effective mechanism to receive updates from operational teams and act as an escalation point to facilitate quick and efficient decision-making. This 'command and control' structure is replicated across the operational business areas, creating a robust but streamlined governance process. The frequency that SET meets reduces as we move out of each phase of the pandemic, but the agile structure allows us to reinstate at an appropriate frequency as and when needed. SET has now been stood down, but a revised format has been established to retain the quick and effective decision making process that has worked for us throughout the pandemic.

- 3.7 To ensure we remained in regular communication with the DfT to advise on policy and to assist in maintaining our service, we established new processes and reporting structures to share data and information about things like passenger demand, colleague absence and our service levels. This ensured the DfT was always armed with the latest information to support effective decision making.
- 3.8 On Saturday 27 November 2021, we reinstated Night Tube services on the Central and Victoria lines and on Friday 17 December the Night Overground service between Highbury & Islington and New Cross Gate returned, continuing to support London's recovery, including the night-time economy. We also reinstated Waterloo & City line services in June 2021 but suspended the service again in December 2021 following Government guidance to work from home. The service was reintroduced on 10 January 2022.
- 3.5 In November 2021, we carried out a pan-TfL covid review, capturing over 600 lessons learned across nine themes. The themes cover categories such as governance, resilience and preparedness through to customer experience. The outputs from the review are being analysed with recommendations developed by the end of March 2022.

## **4 Conclusion**

- 4.1 The crystallisation of this risk and our ability to provide a good level of service against an ever changing and challenging environment over the last two years is testament to the actions of our colleagues and supply chain, working together to deliver a safe and reliable service every day.
- 4.2 The pandemic continues to highlight that the key driver to major service disruption is insufficient funding to maintain and renew our assets. The significant drop in our revenues has constrained our ability to sustain investment in our assets. If not addressed, this will have a direct impact on our ability to deliver a safe, integrated, efficient and economic transport service and has become the key risk to TfL.

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

None

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

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

None

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## Customer Service and Operational Performance Panel



**Date:** 17 March 2022

**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 2022/23

**List of Background Papers:**

None

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## Customer Service and Operational Performance Panel Forward Planner 2022/23

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

**Abbreviations:** CCO (Chief Capital Officer), CCSO (Chief Customer and Strategy Officer), CFO (Chief Finance Officer), COO (Chief Operating Officer), D IDP (Director Investment Delivery Planning), D (Director)

| Standing Items   |  |                  |
|--|--|------------------|
| Quarterly Customer Services and Operational Performance Report                 | MD CCT/MD LU/MD ST                     |                  |
|  |  |                  |
| 13 July 2022   |  |                  |
| Assisted Transport Services  | CCSO                                   | Every six months |
| Bus Services to London’s Hospitals   | CCSO                                   | Annual           |
| Strategic Overview of Cycling  | D City Planning / CCSO                 | Every six months |
| Enterprise Risk Update: Loss of Stakeholder Trust (ER6)                        | D Communications and Corporate Affairs | Annual           |
|  |  |                  |
| 4 October 2022   |  |                  |
| TfL International Benchmarking Report  | CCSO                                   | Annual           |
| Winning Back Our Customers   | CCSO                                   | Update           |
| Enterprise Risk Update: Asset condition unable to support TfL outcomes (ER12)  | COO                                    | Annual           |
|  |  |                  |
| 6 December 2022  |  |                  |
| Assisted Transport Services  | CCSO                                   | Every six months |
| Enterprise Risk Update: Disparity leading to unequal or unfair outcomes (ER11) | D Diversity and Inclusion              | Annual           |



## Customer Service and Operational Performance Panel Forward Planner 2021/22

| 8 March 2023  |  |        |
|---|--|--------|
| Strategic Overview of Cycling                           | D City Planning / CCSO                 | Annual |
| Enterprise Risk Update: Loss of Stakeholder Trust (ER6) | D Communications and Corporate Affairs | Annual |
| Enterprise Risk Update: Major Service Disruption (ER3)  | COO                                    | Annual |

### Regular items:

- Quarterly Customer Services and Operational Performance Report (Quarterly)
- TfL International Benchmarking Report – Annual
- Bus Services to London's Hospitals – Annual (June/July)
- Assisted Transport Services Update (every six months)
- Customer Journey Modernisation (every six months)
- Strategic Overview of Cycling – Annual (February/March)
- TfL International Benchmarking Report (Annual)

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

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