

Board



Date: 25 July 2018

Item: Customer and Operational Performance Report, Quarter Four, 2017/18

This paper will be considered in public

1 Summary

- 1.1 The report updates the Board on TfL's customer service and operational performance for quarter four 2017/18 (10 December 2017 to 31 March 2018).
- 1.2 The format of the report has been updated to align with the Mayor's Transport Strategy and to clearly highlight TfL scorecard measures within the report.
- 1.3 On 6 June 2018, the Customer Service and Operational Performance Panel reviewed the report in detail. There were no specific issues to bring to the attention of the Board.
- 1.4 It was agreed that Lynn Sloman would meet with staff to discuss the inclusion of additional data and information related to the Mayor's Transport Strategy and how best this could be presented.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Customer and Operational Performance Report, Quarter Four, 2017/18

List of Background Papers:

None

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Transport for London customer service and operational performance report

Quarter four (10 December 2017 – 31 March 2018)

About Transport for London (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'. We are committed to creating a 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 on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help 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 and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground (LU), London Buses, the DLR, London Overground (LO), TfL Rail, London Trams, London River Services (LRS), London Dial-a-Ride, Victoria Coach Station (VCS), Santander Cycles and the Emirates Air Line (EAL). The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10 per cent to 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 freezing TfL fares so everyone can afford to use public transport, 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. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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Introduction

Our customers and users expect a safe and reliable transport network, offering value for money and innovation to make journeys easier. We put customers at the heart of everything we do.

We are committed to listening to our customers and investing to improve journeys. We also focus on tackling our customers' most common day-to-day frustrations.

The safety of our customers, staff, suppliers and contractors is our top priority. We ensure that we consistently meet our safety standards and that they reflect industry best practice.

We work closely with partners including the Metropolitan Police Service and British Transport Police to prevent criminal offences and reassure customers that our network is a safe, low-crime environment.

The format of this report has been updated to align with the Mayor's Transport Strategy and to clearly highlight TfL scorecard measures within the report.

We have worked hard to improve services. We have seen journey time reliability targets being exceeded on the Transport for London Road Network and a reduction in London-wide traffic volumes. There has been a reduction in the full-year bus excess wait times to the best we have seen since its launch 40 years ago, as well as an improvement in average bus speeds across the network. Both of these have contributed to increased bus customer demand. We have also renewed our commitment to safety, with specific focus on bus and Tram safety improvements.

London Underground delivered a reduction in customer accidents of more than five per cent compared to last year. And the number of customer accidents where a customer goes straight to hospital reduced by 60 per cent. This improvement was driven by a campaign focused on improving signage within stations (eg, hold the handrail on escalators) and altering the way we communicate with our customers to encourage a change in behaviour.

The improvement in safety performance was offset by mixed reliability, with both the excess journey time and lost customer hours measures worse than target for the year. This quarter saw the highest number of fleet and signalling incidents for the year, mainly due to incidents taking too long to resolve. The underlying reliability of the assets remained stable. Focus for the new financial year will be on embedding our incident response improvement plans.

This report also includes a spotlight on LU complaints and commendations, and how we use them to learn and improve services for London.

Mark Wild

Managing Director, London Underground

Gareth Powell

Managing Director, Surface Transport

Vernon Everitt

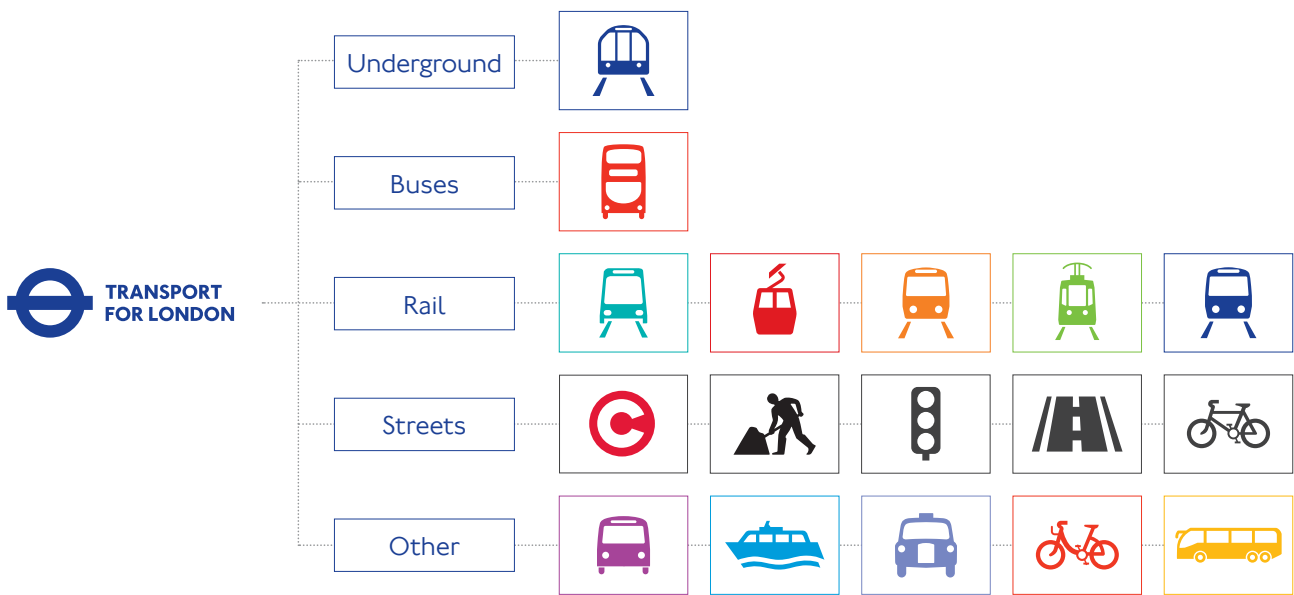
Managing Director, Customers, Communication and Technology



Business at a glance

Keeping London moving, working and growing and making life in our city better

How we report on our business



Finances at a glance*



Sources of funds
£10.2bn

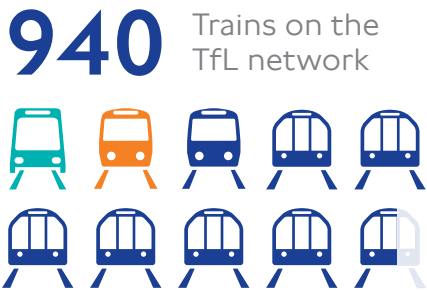
71%
spent on running the network every day



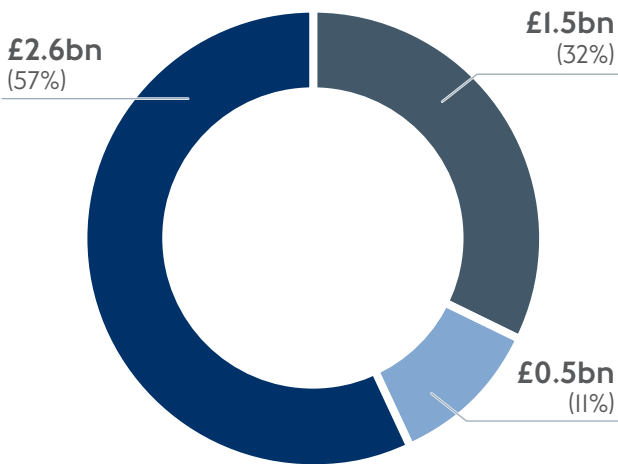
29%
spent renewing and improving the network through one of the largest capital investment programmes in Europe

*Based on full year 2017/18

Facts and figures*



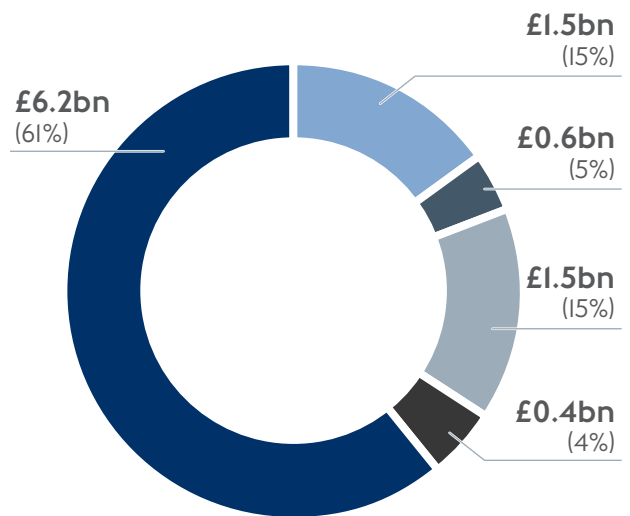
Total passenger income*



Total: **£4.6bn**

- Underground
- Rail
- Buses

Total costs* (excluding depreciation)



Total: **£10.2bn**

- Operating costs
- New capital investment
- Capital renewals
- Crossrail
- Net financing



Mayor's Transport Strategy themes in this report

Our role is to deliver the Mayor's Transport Strategy in partnership with London's boroughs, businesses, local communities, consumer organisations and many others. The ambitious plan will increase the attractiveness of public transport and make cycling and walking easier and more convenient options.

We are providing more trains on our busiest services, and opening

the Elizabeth line to connect our city. We are making local streets healthier and more pleasant places. Listening to, and acting on, the suggestions of our customers will enable us to make walking, cycling and public transport the first choice for the vast majority of trips. And we will continue to improve services to unlock the new jobs and housing our city needs.

This report looks at our performance in respect of the following themes from the Mayor's Transport Strategy:

Healthy Streets and healthy people



A good public transport experience



Scorecard measures

TfL uses a scorecard to measure its performance against the Mayor's Transport Strategy. In this report, the scorecard measures are marked like this.





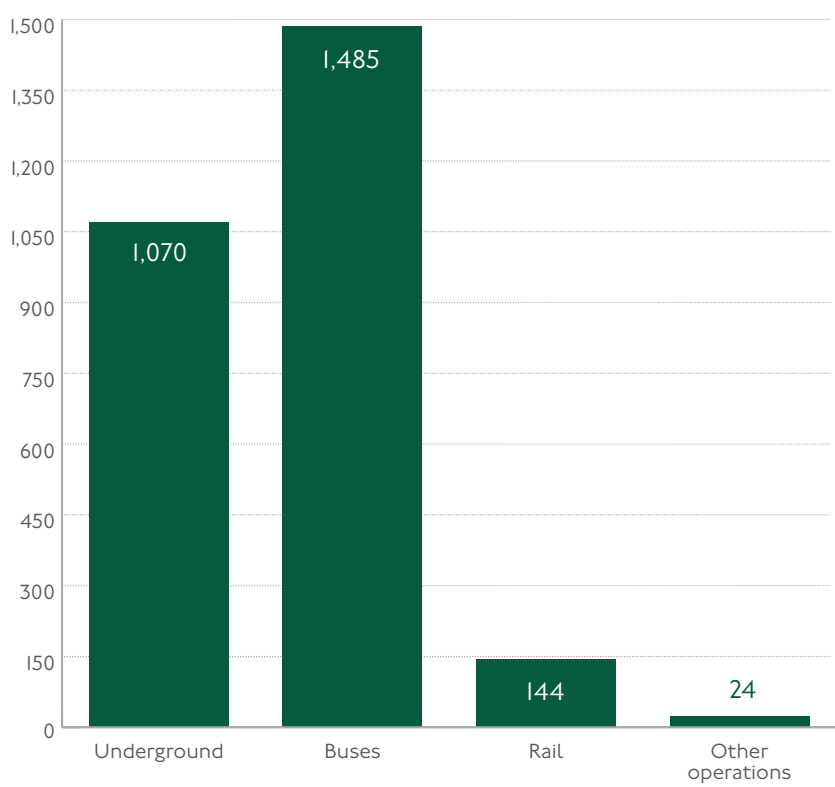


Healthy Streets and healthy people

London's transport system will be safe and secure

Safety

 **Number of customer injuries on the network (quarterly)**

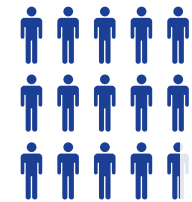


We have focused on improving safety on the Underground by communicating more efficiently with customers. We have added 'Hold the handrail' signs on escalators; we have been making safety announcements more relevant to the local situation; and we have been handing out Oyster card wallets featuring key safety messages at stations with the most accidents. This has reduced customer accidents by more than five per cent from last year and reduced high-risk platform/train interface incidents by almost 10 per cent. We will be focusing on the same target areas in 2018/19.

As part of our plan for a new Bus Safety Standard, we have started testing safety technologies to understand the potential of equipment such as automatic braking and audible warnings, and how changes to vehicles might make travel safer. We are using in-depth analysis of bus incident and collision data (including injury figures for vulnerable road users) to highlight where we can get the greatest safety benefits.

1,070

Number of injuries on the LU network this quarter



1,485

Number of injuries on the bus network this quarter



144

Number of injuries within our rail division this quarter

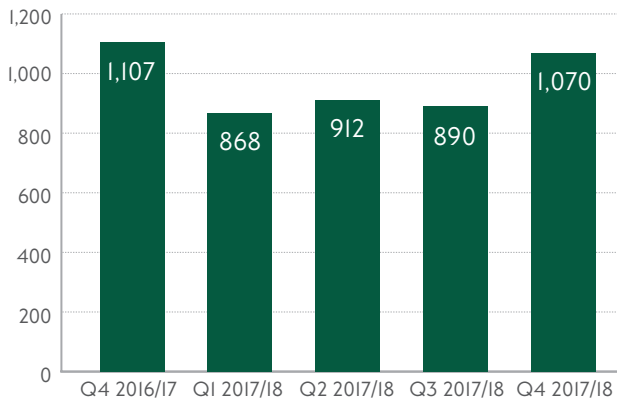


24

Number of injuries within our Other operations this quarter

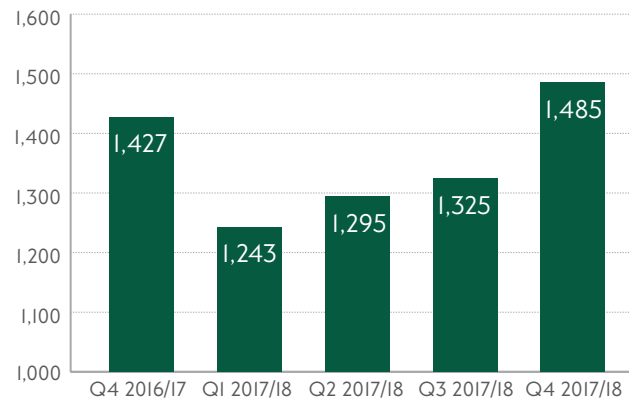


Underground Customer injuries



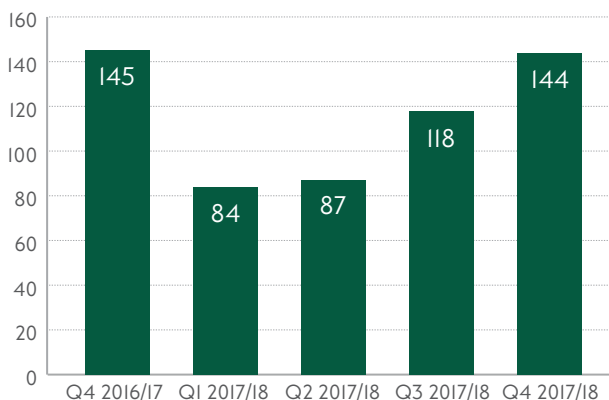
Q4 numbers include an extra four weeks of data. In 2017/18, there was a 5.1 per cent reduction in customer accidents compared to 2016/17. This significant change started in the second half of the year. Customer RIDDOR accidents (where a customer goes straight to hospital) reduced by 60.5 per cent compared to 2016/17.

Buses Customer injuries



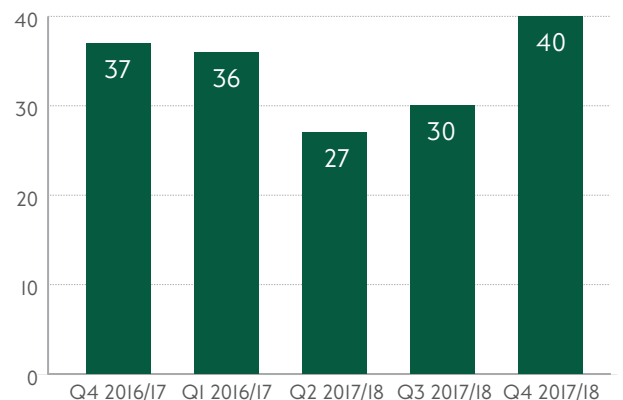
There was a five per cent reduction in injuries classed as major compared with Q4 2016/17. Slips, trips or falls accounted for 68 per cent of these injuries.

Rail Customer injuries



The number of rail customer injuries remained at the same level as Q4 2016/17.

Streets – fatal casualties Quarterly

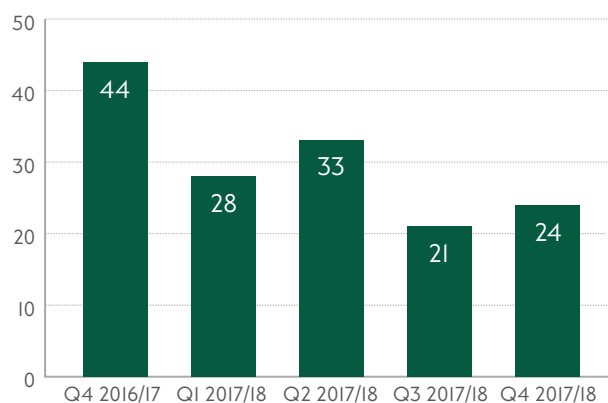


The number of fatalities on the road network remained comparable to Q4 2016/17.

NB: The above data is based on calendar quarters, eg Q4 is October – December

Other operations

Customer injuries



There was a reduction in major customer injuries compared to the previous quarter and the corresponding Q4 of 2016/17.

Safety - feedback from customers

	Q4 2017/18	Q4 2016/17
London Underground	306	328
London Buses	1,106	996
DLR	32	28
London Overground	35	55
TfL Rail	18	31
London Trams	11	37
Emirates Air Line	1	1
Congestion Charge	0	0
Dial-a-Ride	3	17
London River Services	2	0
Santander Cycles	1	0
Taxis	6	0
Private Hire	2	0
Contactless	0	0
Oyster	0	0
Total	1,523	1,493

We have introduced a new procedure for managing safety and security complaints to better identify and prioritise high-risk customer feedback. Using keywords, feedback is collated and distributed for immediate action to the relevant area. There was a slight increase in safety feedback in Q4 2017/18, which was largely due to the feedback from trial bus safety announcements.


New road safety campaign

We launched a new road safety campaign to urge drivers to slow down. Every day, an average of two people are killed or seriously injured by drivers doing something so common: driving too fast for the conditions of the road.

Driving at an inappropriate speed does not necessarily mean breaking the speed limit. It depends on the road conditions, volume of traffic, time of day, number of pedestrians and cyclists or parked cars.


The key message is 'when your foot goes down, the risks go up'. The idea is to show a direct causal link between a driver's foot going down on the accelerator pedal and collisions. The images illustrate this by means of a foot or fist. There are posters and digital and radio advertising.





Drivers.
On built-up streets,
when your foot goes down
the risks go up.

Think! Slow down.

MAYOR OF LONDON  TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS



Drivers.
If you're in a hurry,
when your foot goes down
the risks go up.

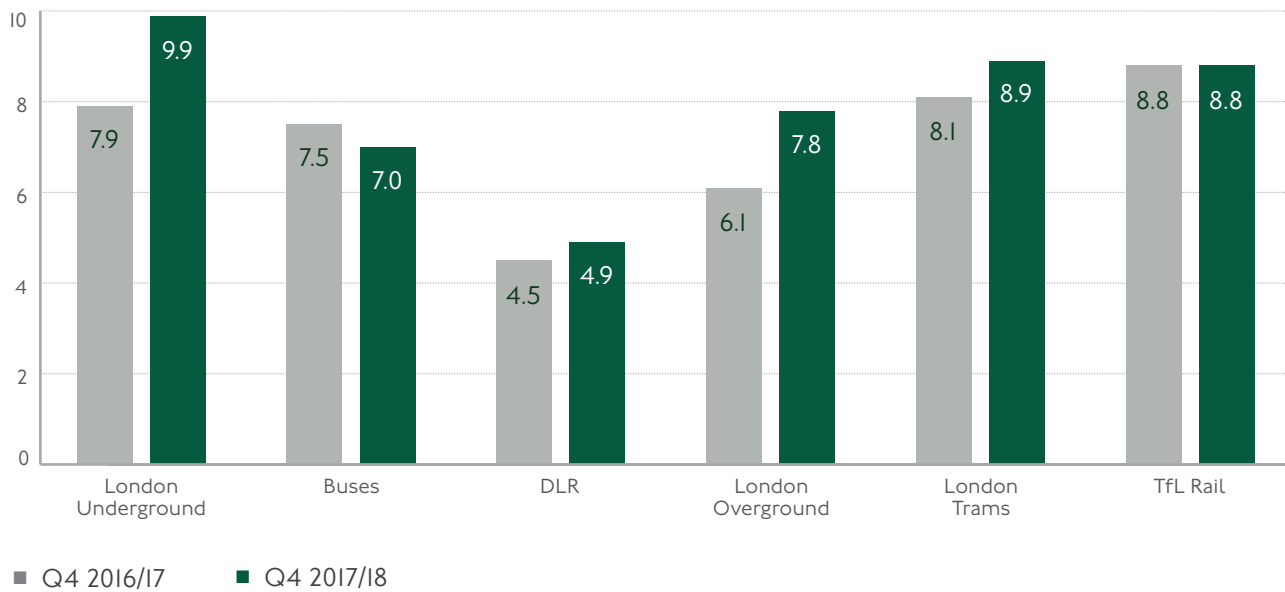
Think! Slow down.

MAYOR OF LONDON  TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Security

Recorded crime rate

Number of recorded offences per million passenger journeys



Number of recorded crimes

Year-to-date	Q4 2017/18	Q4 2016/17	Variance
London Underground	13,374	10,817	23.6%
Buses	15,757	17,011	-7.4%
DLR	584	545	7.2%
London Overground	1,476	1,153	28.0%
London Trams	259	238	8.8%
TfL Rail	399	422	-5.5%

Q4 crime and outcomes figures are based upon full year data

9.9



Number of crimes on the LU network this quarter

8.9



Number of crimes on the Trams network this quarter

8.8



Number of crimes on TfL Rail network this quarter

7.8



Number of crimes on London Overground this quarter

7.0



Number of crimes on the bus network this quarter

Crime figures for 2017/18 show a 5.5 per cent rise on TfL's public transport networks compared with a year earlier. Across all of our services, the rate of crime per million passenger journeys stood at 8.0 compared with 7.5. This is largely attributable to an increase in reported crime on LU. Lower-level increases were also seen on the DLR, London Overground and Trams. Reductions were seen in bus-related crime and crime on TfL Rail.

Reported crime on LU was driven by increased reporting of sexual offences, increases in low-level violence and public order offences, and theft of passenger property. Increased reporting of sexual offences is welcome and is a result of the work we and the police are doing as part of Project Guardian and the Report it To Stop It campaign. The reduction in sexual offences on the bus network and the impact of the campaign are being assessed.

Violence offences have reduced on the bus network. This is partly a result of sustained intelligence-led operations by high-visibility local teams.

Action to address the increase in low-level violence and public order offences on LU and other rail services continues. It is extremely challenging because of the sporadic nature of incidents. There has been an increase in low-level aggression between passengers, pushing and shoving, verbal disputes and threatening behaviour at busy commuter times when services are at peak capacity. High-visibility policing operations such as Enzyme (a joint operation involving the British Transport Police (BTP), Metropolitan Police Service (MPS) and TfL's revenue officers) and Pegasus are focused on key transport hubs. Travel demand



management measures are also in place. For example, there is messaging at the busiest stations to advise passengers on the best times to travel for quicker and more comfortable journeys. These stations also have some of the highest volumes of offences. At our request, the BTP is reinstating local policing teams on TfL networks to help address future crime levels.

The BTP and MPS are working in partnership to tackle theft committed by organised gangs. Operation Cardea involves undertaking targeted patrols on sections of the LU network to identify known suspects and disrupt their activity.

Reductions were seen in most offence types on the bus network with the exception of a notable and concerning increase in robbery offences where bus passengers, among other pedestrians, are being targeted by moped riders. This is a challenging London-wide issue. The Mayor's Office for Policing and Crime and the MPS are leading on the strategic response, which includes targeted police activity, secure motorcycle parking and crime prevention advice. The MPS Roads and Transport Policing Command is supporting the MPS-wide response by focusing its efforts on bus passengers. Operation Furlong has also taken place to apprehend identified suspects responsible for committing robbery on the LU and DLR networks.

London Underground

	Q4 2017/18	Q4 2016/17	Variance
Violence against the person and serious public order	5,257	3,952	33.0%
Sexual offences	1,103	996	10.7%
Criminal damage	973	958	1.6%
Line of route	46	65	-29.2%
Theft of passenger property	4,878	3,758	29.8%
Motor vehicle/ cycle offences	373	408	-8.6%
Robbery	152	89	70.8%
Theft of railway property/burglary	215	151	42.4%
Serious fraud	92	131	-29.8%
Drugs	186	242	-23.1%
Other serious offences	99	67	47.8%
Total notifiable offences	13,374	10,817	23.6%

London Buses

	Q4 2017/18	Q4 2016/17	Variance
Burglary	36	38	-5.3%
Criminal damage	880	1,154	-23.7%
Drugs	176	199	-11.6%
Fraud or forgery	1	9	-88.9%
Other notifiable offences	192	251	-23.5%
Robbery	1,170	873	34.0%
Sexual offences	724	850	-14.8%
Theft and handling	6,421	7,235	-11.3%
Violence against the person offences	6,157	6,402	-3.8%
Total notifiable offences	15,757	17,011	-7.4%

DLR

	Q4 2017/18	Q4 2016/17	Variance
Violence against the person and serious public order	293	237	23.6%
Sexual offences	15	36	-58.3%
Criminal damage	21	47	-55.3%
Line of route	9	14	-35.7%
Theft of passenger property	174	143	21.7%
Motor vehicle/ cycle offences	16	21	-23.8%
Robbery	19	14	35.7%
Theft of railway property/burglary	23	20	15.0%
Serious fraud	2	0	100.0%
Drugs	8	11	-27.3%
Other serious offences	4	2	100.0%
Total notifiable offences	584	545	7.2%

London Overground

	Q4 2017/18	Q4 2016/17	Variance
Violence against the person and serious public order	719	561	28.2%
Sexual offences	81	63	28.6%
Criminal damage	189	110	71.8%
Line of route	5	24	-79.2%
Theft of passenger property	238	222	7.2%
Motor vehicle/ cycle offences	143	93	53.8%
Robbery	20	15	33.3%
Theft of railway property/burglary	43	21	104.8%
Serious fraud	5	5	0.0%
Drugs	20	30	-33.3%
Other serious offences	13	9	44.4%
Total notifiable offences	1,476	1,153	28.0%

London Trams

	Q4 2017/18	Q4 2016/17	Variance
Violence against the person and serious public order	150	114	31.6%
Sexual offences	3	18	-83.3%
Criminal damage	31	37	-16.2%
Line of route	12	13	-7.7%
Theft of passenger property	18	19	-5.3%
Motor vehicle/cycle offences	12	10	20.0%
Robbery	14	9	55.6%
Theft of railway property/burglary	6	4	100.0%
Serious fraud	0	0	100.0%
Drugs	13	11	18.2%
Other serious offences	0	3	-100.0%
Total notifiable offences	259	238	8.8%

TfL Rail

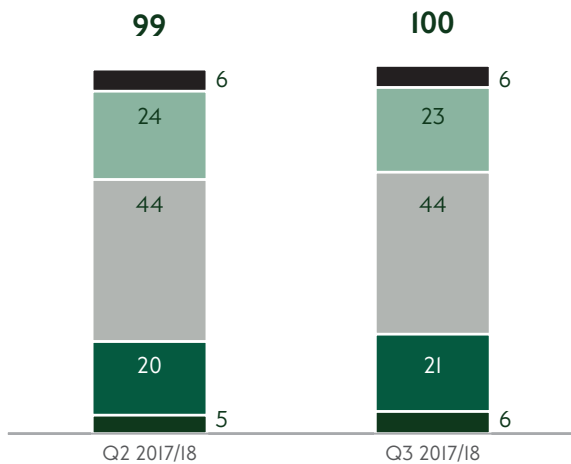
	Q4 2017/18	Q4 2016/17	Variance
Violence against the person and serious public order	188	196	-4.1%
Sexual offences	28	33	-15.2%
Criminal damage	30	40	-25.0%
Line of route	1	4	-75.0%
Theft of passenger property	70	59	18.6%
Motor vehicle/cycle offences	46	59	-22.0%
Robbery	5	5	0.0%
Theft of railway property/burglary	20	16	25.0%
Serious fraud	0	4	-100.0%
Drugs	6	2	200.0%
Other serious offences	5	4	25.0%
Total notifiable offences	399	422	-5.5%

Personal security perception Q3

We commission a regular safety and security survey to help monitor Londoners' perceptions of safety and security of transport and travelling in London. At the start of 2017/18 we enhanced the survey and moved to an online methodology for tracking Londoners' perceptions. The survey questionnaire was finalised in Q2 which means that it is not possible to make direct comparison with previous research waves. Changes in perceptions will be reported to the panel on a regular basis.

The Q3 survey shows that almost one in three Londoners are very or quite worried about their personal security (ie, being safe from crime or anti-social behaviour) when using public transport. And one in three Londoners has experienced a worrying incident in the past three months, with the top issues relating to the threat of terror attacks/terrorism and overcrowded conditions.

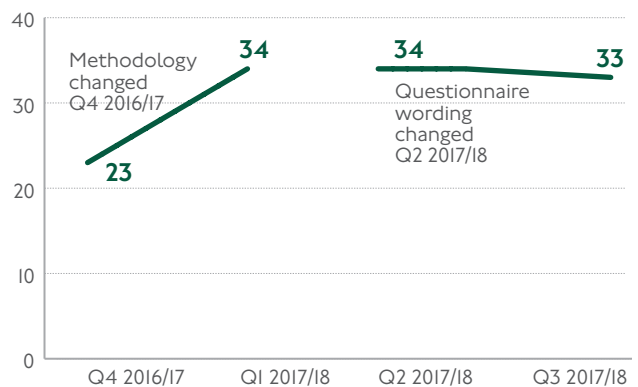
General worry about personal security (being safe from crime or antisocial behaviour) when using public transport



Very worried
 Quite worried
 Don't know
 A little bit worried
 Not at all worried

Londoners' level of general worry about their personal security was consistent between Q2 and Q3.

Londoners who have felt worried about personal security when using public transport in London in the past three months (%)



The proportion of customers that have felt worried about their personal security in the last three months has remained at the level seen post-London Bridge in June 2017.

NB: comparisons between Q1 and Q2 should be treated with caution due to changes made to question wording in the survey

Positive outcomes and detections

At the request of the Panel, this report will include information on positive outcomes and detections for crime.

Currently, the BTP and the MPS report this information differently as reflected in the data tables. The BTP reports on a broad range of outcomes, while the MPS reports the number of crimes that have been detected through a formal sanction (a suspect being charged or cautioned for an offence).

Positive outcomes include detections and take account of restorative and reparative outcomes. The positive outcome rate comprises the number of positive outcomes recorded (which can relate to crimes committed in any year) as a percentage of crimes recorded during the year.

The volume of detections overall is down year-on-year for bus-related offences, while up year-on-year for most rail modes. However, this is largely reflective of the volume of crimes, so when taking this into account and creating a rate of detections/positive outcomes against recorded offences, the variance is broadly the same across all modes of transport.

Volume of positive outcomes and detections

	Q4 2017/18	Q4 2016/17	Variance
London Underground	1,241	998	24.3%
Buses	1,585	2,041	-22.3%
London Overground	114	146	-21.9%
DLR	83	74	12.2%
London Trams	50	38	31.6%
TfL Rail	57	36	58.3%

Positive outcomes and detection rate

	Q4 2017/18	Q4 2016/17	Variance
London Underground	10.3%	10.3%	0.0%
Buses	10.9%	13.6%	-2.7%
London Overground	8.4%	13.9%	-5.6%
DLR	15.6%	14.0%	1.6%
London Trams	20.7%	17.8%	3.0%
TfL Rail	15.7%	9.1%	6.6%

Sarah Hope Line



The Sarah Hope Line offers comprehensive help and support to anyone involved in, or affected by, a serious incident on our network. Our dedicated team, based within our Contact Centre Operations in North Greenwich, offers a range of services, from counselling to reimbursement of medical costs. We also work in partnership with organisations including Assist Trauma Care, The Samaritans and a range of private therapy clinics to provide further specialised support.

The Sarah Hope Line received 132 calls in Q4, resulting in 16 new cases of people needing our help.

These were split as follows:

Cyclist	4
London Underground	8
London Trams	1
Buses	3
Total	16

The team continues to promote the Sarah Hope Line service to stakeholders and partners. In Q4 we presented to Metropolitan Police Family Liaison Officers at a series of development days. The team also completed its tour of London's Major Trauma Centres by presenting to surgical and trauma care specialists at St George's Hospital.



A good public transport experience



The public transport network will meet the needs of a growing London

Passenger journeys

Quarter 4 2017/18

1,186m total number of journeys*

1%▼ total passenger journeys

London Underground



404m

Buses



665m

Rail (DLR, London Overground, London Trams, Emirates Air Line, TfL Rail)



112m

Other (London River Services, Dial-a-Ride, Santander Cycles)

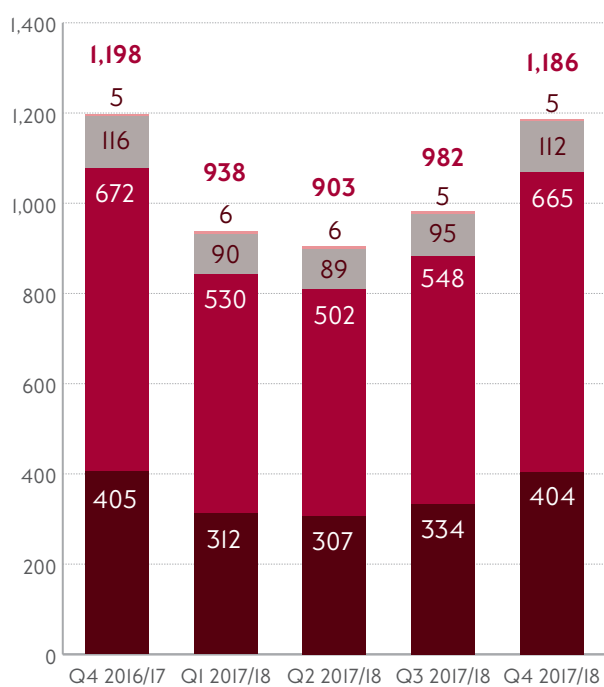


5m

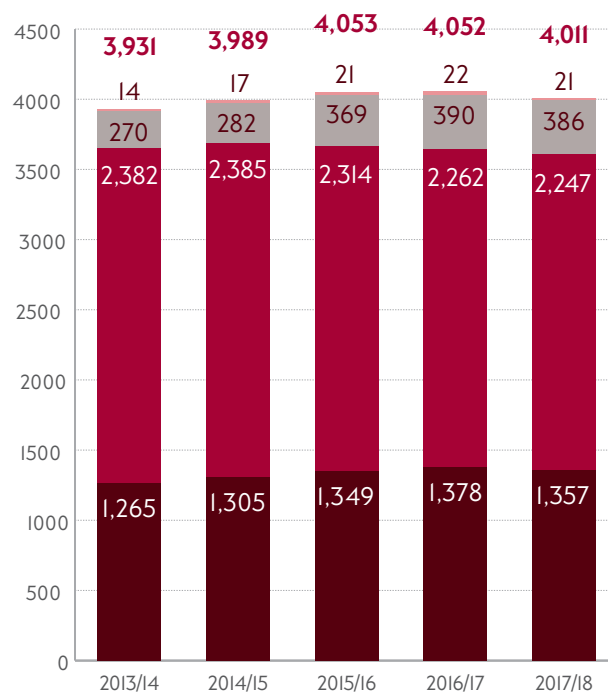
* Excluding road journeys and pedestrians

Passenger journeys (millions)

Quarterly



Five-year - full year



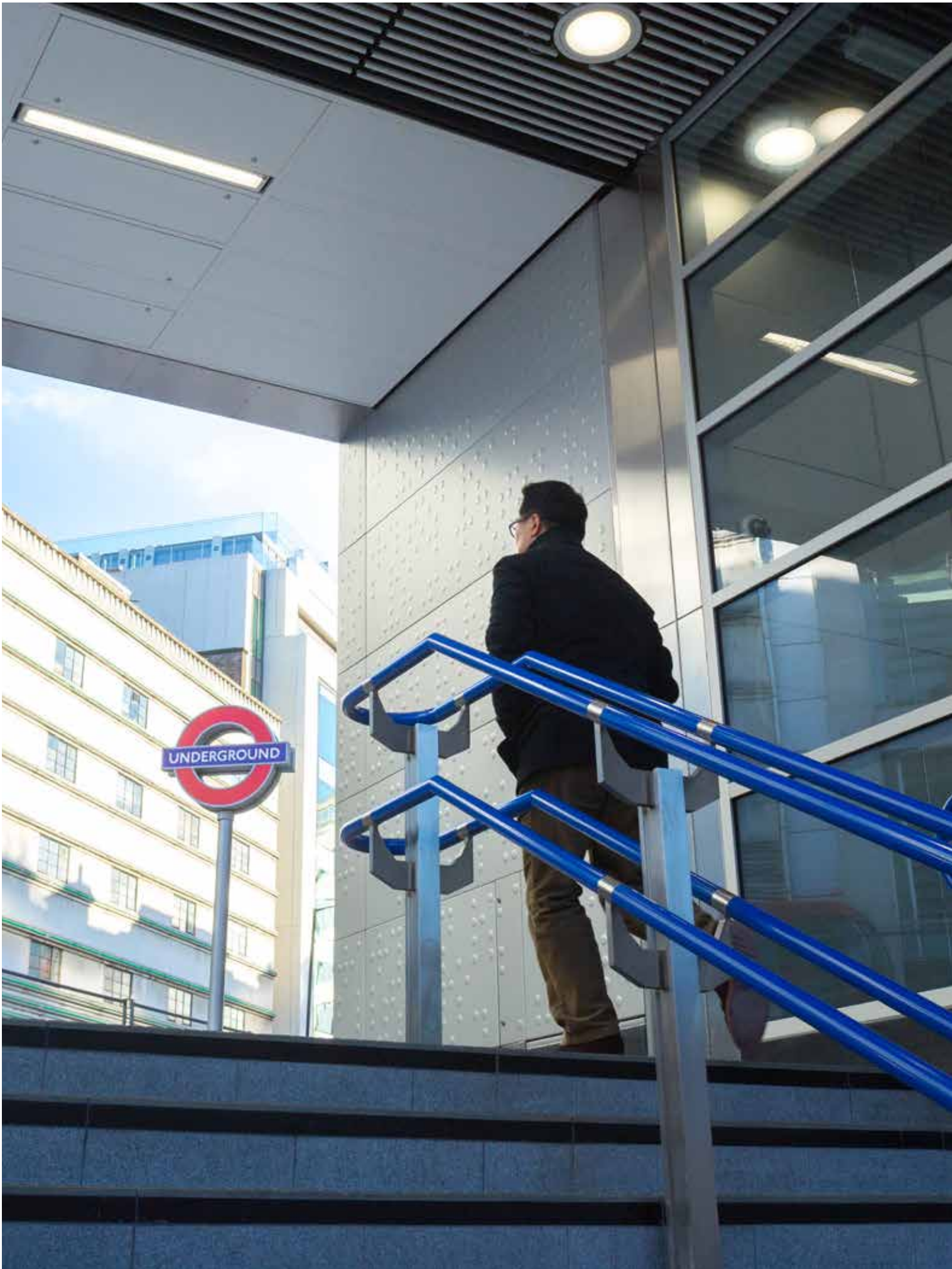
■ Underground ■ Buses ■ Rail ■ Other operations

LU passenger volumes were two per cent lower this year compared with 2016/17. The underlying trend, after adjusting for the later Easter, is just under one per cent lower, with passenger journeys being affected by an overall reduction in rail demand in London and the South East. However, the trend has recently been improving.

Bus passenger volumes were one per cent lower than last year. This is driven by the timing of Easter, which has been partly offset by some year-on-year improvement in bus speeds, particularly in central London, and also improved ticket machine reliability following software improvements. Underlying journeys show a growth of 0.8 per cent year-on-year.

Rail passenger journeys are lower compared to 2016/17, reflecting an overall reduction in rail demand across the South East. In addition, journey numbers have been affected by DLR strike action and Network Rail's closure of the London Overground Gospel Oak to Barking line for major improvement works.

* Quarter 4 was longer than quarters 1 to 3 (16 weeks vs 12 weeks)



Underground

Passenger journey analysis

	Full year 2017/18	Full year 2016/17	Variance
Number of passenger journeys (millions)	1,357	1,378	-2%

Passenger journeys

Underlying demand was two per cent lower than the same period last year. Overall demand was down for rail travel in London and the South East including Network Rail.

Underlying normalised passenger journeys year-on-year change (%)



Compares underlying passenger journey numbers in the quarter with those in the corresponding quarter in the previous year. Not actuals – adjusted for one-off events such as strike days, timing of public holidays and the number of days in each quarter.

Buses

Passenger journey analysis

	Full year 2017/18	Full year 2016/17	Variance
Number of passenger journeys (millions)	2,247	2,262	-1%

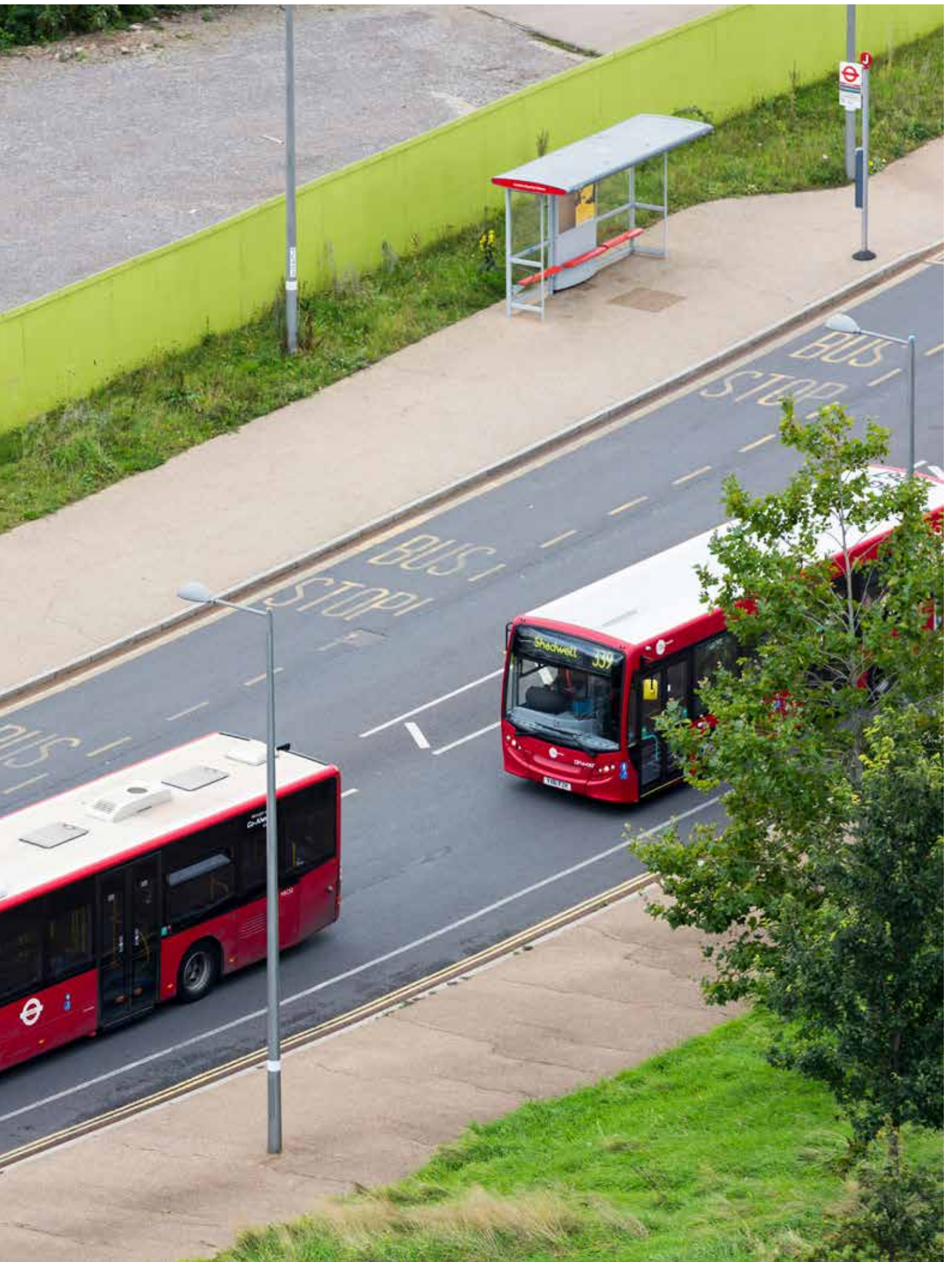
Passenger journeys

Total passenger journeys were one per cent lower than last year. This was driven in part by a fall in demand during the quarter, owing to the severe weather conditions. The figure was partly offset by some year-on-year improvement in bus speeds and a recording of the best full-year excess wait time (EWT) result since EWT was first recorded 40 years ago. These factors had a positive impact on demand. On a normalised basis, passenger journeys were 0.8 per cent higher.

Underlying normalised passenger journeys year-on-year change (%)



Compares underlying passenger journey numbers in the quarter with those in the corresponding quarter in the previous year. Not actuals – adjusted for one-off events such as strike days, timing of public holidays and the number of days in each quarter.





Rail

Passenger journey analysis

	Full year 2017/18	Full year 2016/17	Variance
London Overground Number of passenger journeys (millions)	190.1	189.3	0%
DLR Number of passenger journeys (millions)	119.6	122.3	-2%
TfL Rail Number of passenger journeys (millions)	45.3	47.4	-4%
London Trams Number of passenger journeys (millions)	29.1	29.5	-1%
Emirates Air Line Number of passenger journeys (thousands)	1,376.0	1,479.8	-7%

Passenger journeys

Compared to Q4 2016/17, the DLR had a reduction in passenger journeys, with a small increase in London Overground and a decrease in London Trams.

Volume analysis

	Full year 2017/18	Full year 2016/17	Variance
Congestion Charge volumes (thousands)	15,241	16,607	-8%
Traffic volumes – all London (index)	94.8	95.1	-0.5%
Cycling growth in Congestion Charge zone (%)*	6.7%	4.2%	

*Cycling data is based on calendar quarters rather than financial quarters ie Q1 is January to March and is the latest available data. It is presented as a percentage change from the previous year.

Cycling

During 2017, cycling within central London increased by 6.7 per cent compared to the 2014 baseline. However, this is below the full year target of a 10.4 per cent increase. The latest central London cycling metric shows that a daily average of 466,467 kilometres, or an estimated 152,000 journeys, was cycled in the Congestion Charge zone during Q4 2017.

Traffic flow – Q4 result

The pan-London traffic flow index for the quarter stands at 92.1. This is 1.5 per cent below the same quarter last year. London-wide traffic speeds have decreased compared to the same quarter in previous years.

Traffic flow (volume) year-on-year change



Compares traffic flow volume for the year-to-date with the corresponding quarters in the previous year.





Other operations

Volume analysis

	Full year 2017/18	Full year 2016/17	Variance
Santander Cycles Number of hires (millions)	10.2	10.5	-3.0%
Victoria Coach Station Number of coach departures (thousands)	236.4	238.1	-1%
London River Services Number of passenger journeys (millions)	10.0	10.6	-6%
London Dial-a-Ride Number of passenger journeys (thousands)	1,023.9	1,175.5	-13%
Taxi & Private Hire Number of private hire vehicle drivers	113,645	117,712	-3.4%

River services

There has been a decrease in river passenger numbers in 2017/18, believed to be largely due to a reduction in domestic tourism in London.

Santander Cycles

Hire volumes decreased in Q4 2017/18 compared to the previous year. Hires decreased by 334,951 (-13.4 per cent). Adverse weather in PI2 and PI3 contributed largely to the reduction.

Victoria Coach station

The total departures in Q4 2017/18 are comparable to those in the same quarter of the previous year.

Dial-a-Ride

The overall decline in volumes against last year continues a trend seen since 2011/12. A significant part of this is due to changes in society as whole, with the increase in home delivery services for items such as groceries, and the closure of the clubs and day centres that catered for elderly and disabled people. The increasing accessibility of our public transport network as a whole plays a role in this as well.

Taxi & Private Hire

There was a slight reduction in the number of private hire drivers in Q4 2017/18 compared to Q4 2016/17. This could be attributed to the increased checks and standards that have now been introduced within Taxi & Private Hire driver licensing.

Public transport will be accessible to all

Improvements programme

As part of our 2018/19 Accessibility Improvements Programme, presented to the Panel last year, we audited all 73 of our step-free stations on LU. The objectives were to ensure that wayfinding and signage were correct, and to check that there was a sufficient trail of signs guiding customers between services and lifts.

We arranged accompanied journeys with the Independent Disability Advisory Group so our wayfinding suppliers had a good understanding of the barriers that can be faced by customers needing step-free access. We also asked our suppliers to suggest new and innovative approaches to wayfinding.

The audits allowed us to identify a number of 'quick wins' and we have installed and corrected almost 500 signs at London Bridge, Westminster, Tottenham Court Road, King's Cross and Waterloo.

One of the stations where wayfinding required significant improvement was King's Cross. There were gaps in the wayfinding trail, and signs directed customers the wrong way or gave conflicting advice. Immediate action was taken to address this.

We are now completing the review of all audits to prioritise and cost the remaining work to update and correct accessibility wayfinding.

99.0%

step-free access availability on London Underground



98.2%

step-free access availability on TfL Rail



90.8%

scheduled services operated on Dial-a-Ride







Additional time to make step-free journeys

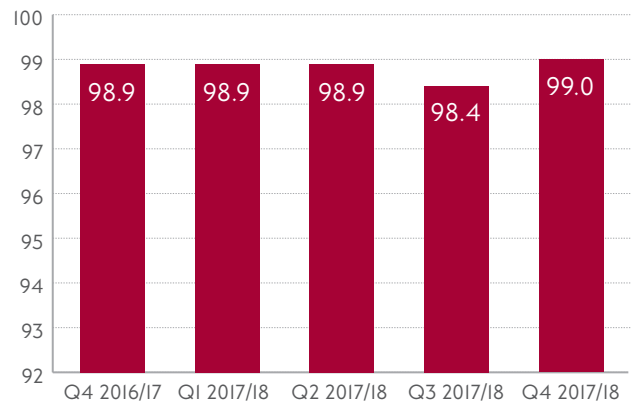
This measure is influenced by:

- Availability of assets – an operational issue
- New assets coming online – an investment issue
- Overall experience assessment – through Mystery Shopper Surveys, some specifically for disabled customers

The measure models the average journey time across London using public transport, and compares it to the time taken when using only fully accessible routes. As it is modelled, it is not affected by operational reliability.

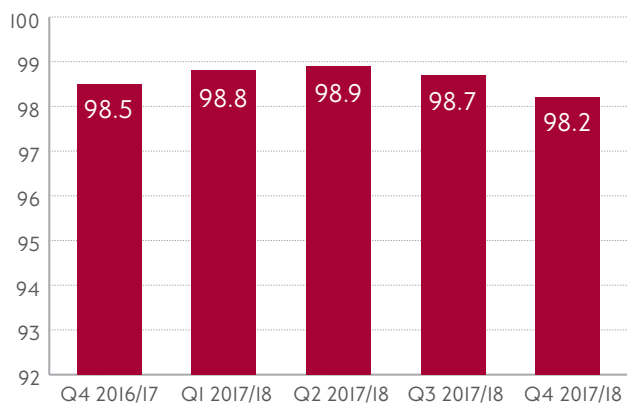
However, it is critical that, once new assets are delivered, they are available to customers, who rely on being able to use these accessible routes consistently.

Underground step-free access (SFA) Past five quarters



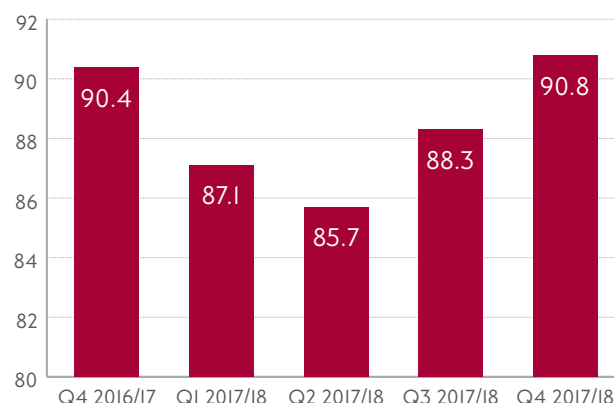
Availability of our step-free access stations continues to be high and is on target for the year. Where incidents occur, they tend to be caused by assets at a small number of stations, and our focus is on resolving asset issues and maintaining staff availability.

TfL Rail step-free access Past five quarters



There was a small drop in availability in Q4 due to extended outage of a lift at Chadwell Heath. There was a delay in delivery of spare parts because of adverse weather. We provided extra station staff and alternative options to customers who needed assistance.

Dial-a-Ride schedule services operated (%) Past five quarters



Nearly 91 per cent of requested journeys for the period were scheduled, against a target of 89 per cent. Although broadly in line with the same period last year, this was achieved with some 30 fewer drivers, providing significant cost savings. Our business plan required strict control of driver headcount, which led to Dial-a-Ride missing this target earlier in the year.

Journeys by public transport will be fast and reliable

LU experienced mixed reliability during the year, mainly due to fleet and signalling issues. Although the underlying reliability of these assets has now become stable, it is still taking too long to resolve incidents. Staff availability was a concern all year, but is now improving.

Across the entire surface transport network, we have seen improvements in reliability for the travelling public, most notably with a reduction in bus excess wait times and London-wide traffic volumes, and improvements in bus speeds.



minutes of excess journey time on the Tube this quarter



minute of excess wait time on the bus network this quarter

88.5%

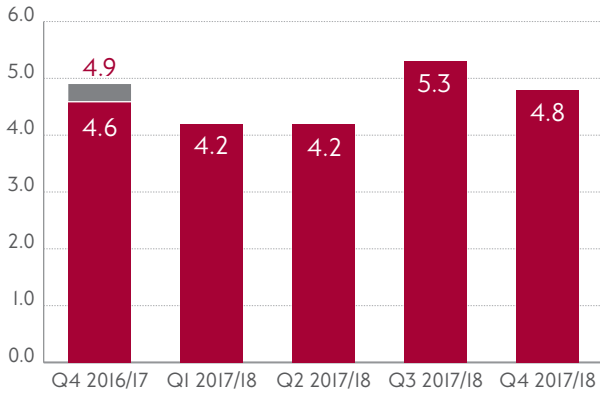
TLRN journey time reliability





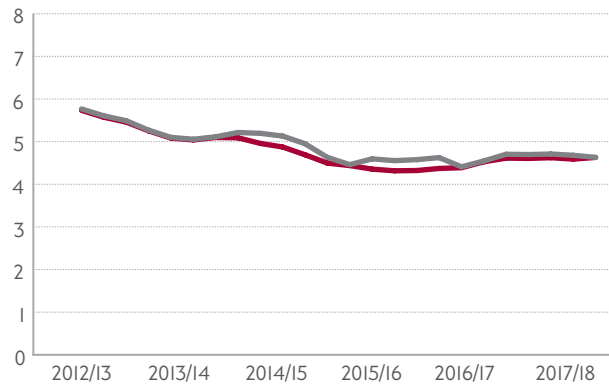
Underground

Journey times – excess journey time (EJT) Past five quarters (minutes)



- Including industrial action
- Excluding industrial action

EJT moving annual average (minutes)

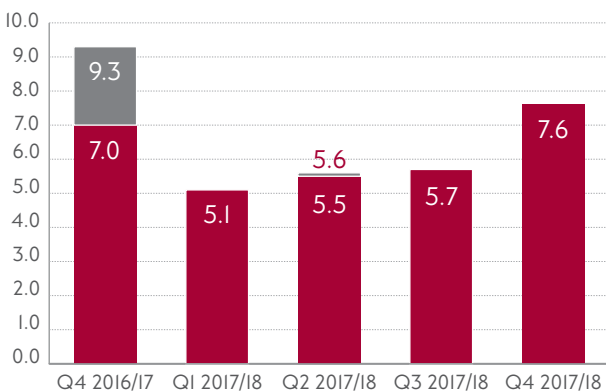


- Including industrial action
- Excluding industrial action



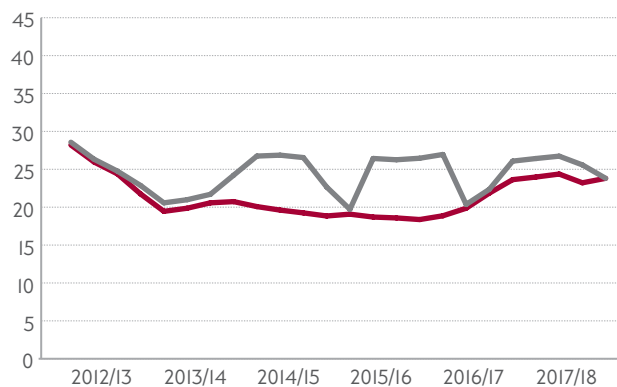
Network reliability continues to be affected by staff unavailability, signalling and customer issues.

Lost customer hours (LCH) Past five quarters (millions)



- Including industrial action
- Excluding industrial action

Moving annual total (millions)

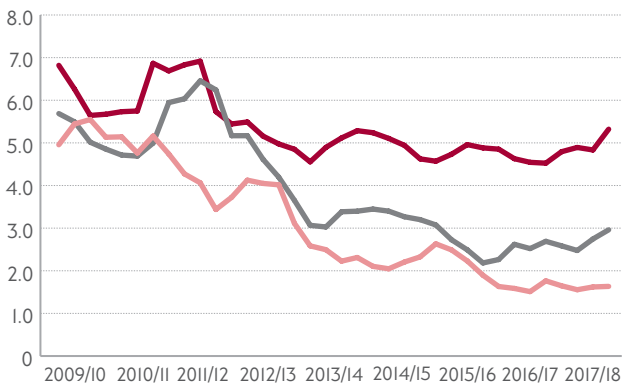


- Including industrial action
- Excluding industrial action

Winter weather had an impact on network reliability, which also continues to see the effects of staff unavailability, signalling and customer issues.

LCH trends

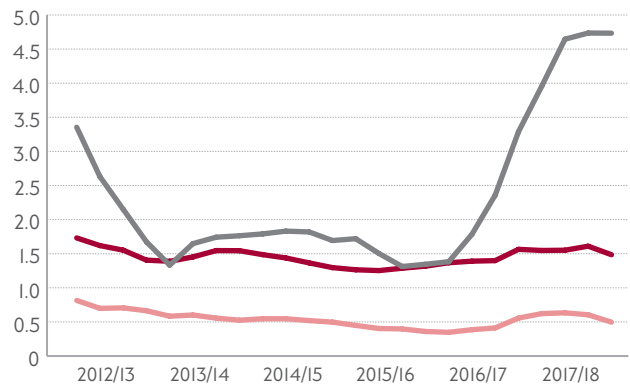
Asset-related LCH – moving annual total (millions)



■ Signals ■ Fleet ■ Track, civils and stations

Fleet issues and signalling continued to have an impact on reliability to the end of the year.

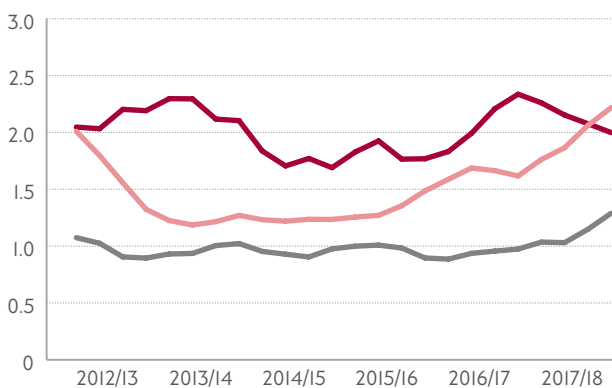
Staff-related LCH – moving annual total (millions)



■ Unavailability ■ Errors ■ Other

Managing resources and staff availability are an ongoing reliability focus which continued to have an impact on reliability to the end of the year.

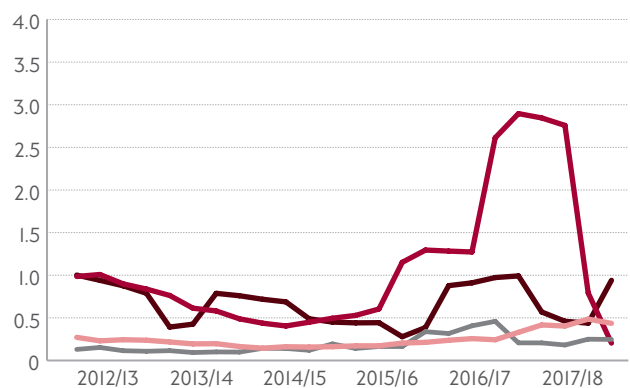
Customer-related LCH – moving annual total (millions)



■ Unlawful action ■ Illness and suicide
■ Unwelcome action

We ended the year with passengers being taken ill on trains making less of an impact on reliability. However, there have been increases in issues such as litter (affecting door closures), crowding and antisocial behaviour.

Other LCH – moving annual total (millions)



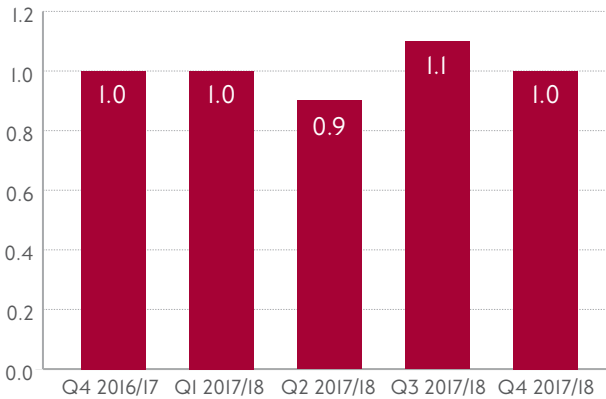
■ Power ■ Security incidents ■ Other operational ■ External causes

The big drop in LCH caused by other operational incidents shows that this year we did not have to take trains out of service during the autumn leaf-fall. Last year, a high proportion of Piccadilly line trains had wheel damage as a result of sliding on the rails.

Buses

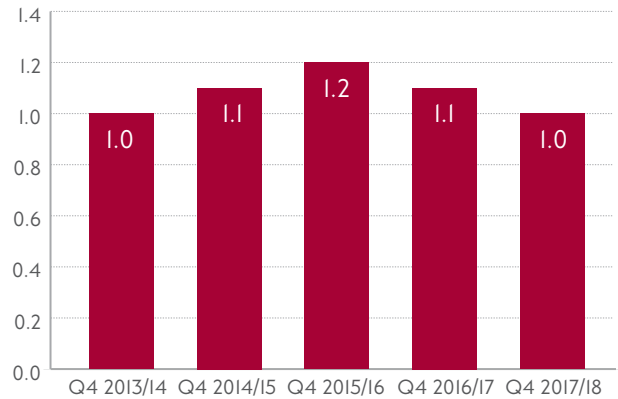
Reliability

EWT – quarterly (minutes)



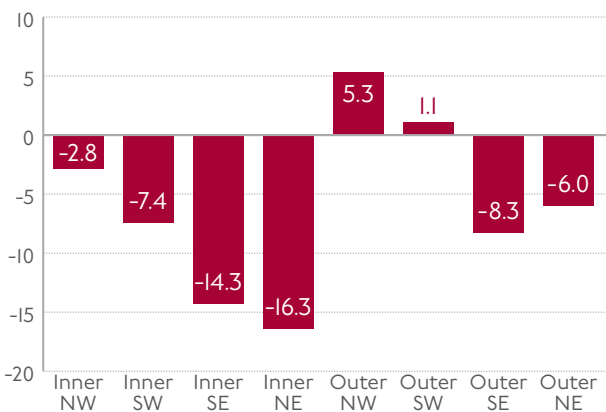
EWT for Q4 2017/18 is the same as EWT for Q4 2016/17. However, the full year result was the best since EWT was first recorded 40 years ago. Operational conditions for buses have eased recently for a number of reasons including improved traffic management and signal timings, together with a lower volume of road works.

EWT – annual (minutes)



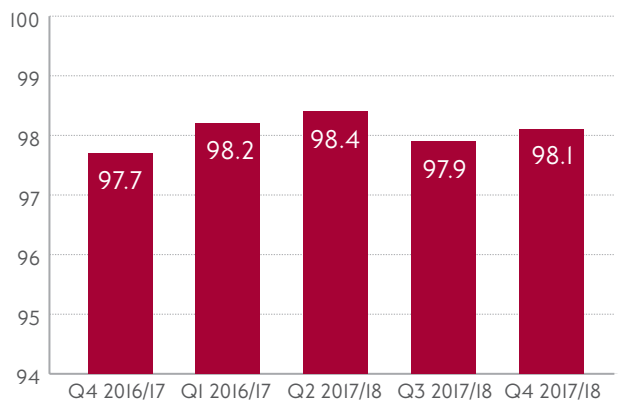
EWT has improved to best ever levels for 2017/18 following the year-on-year improvement in operating conditions, partly due to a range of measures we have taken to protect reliability.

Analysis of year-on-year EWT change by area (%)



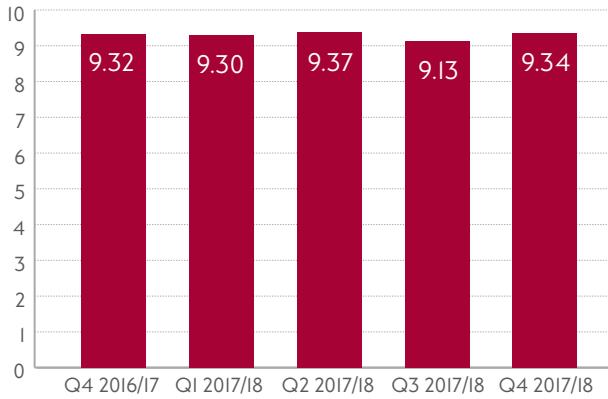
Compared with a year ago, EWT improved in most sectors. Operating conditions in Inner London have improved to the extent that overall results for this area are now better than in Outer London, the opposite of what has been the case in the past.

Scheduled services operated (%)



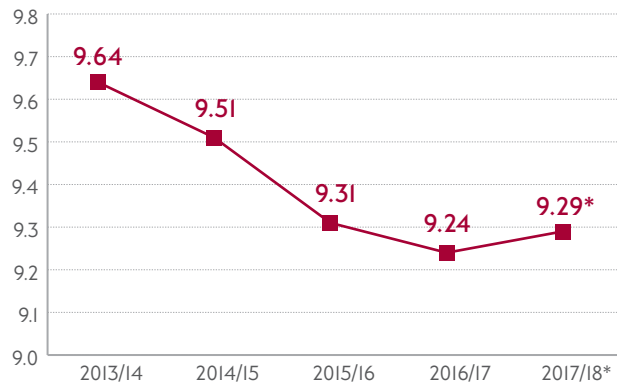
Results improved significantly compared with Q4 2016/17, with losses due to traffic delays at the lowest level for 20 years. The reasons for this include improved operating conditions arising from a reduction in road works and improved signal timings.

Bus speeds – weighted average bus speed
Mileage per hour



Until this year, bus speeds were in consistent decline. However, there is now evidence of the deterioration having started to reverse recently, although current speeds remain much slower than in 2014. The recent improvement is concentrated in Inner London, with speeds in Outer London remaining unchanged compared with a year ago.

Annual



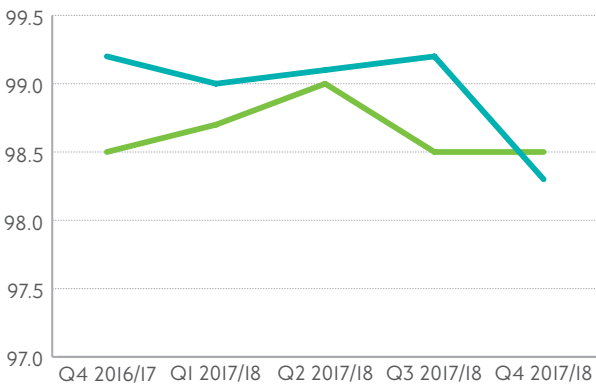
Over the last year bus speeds have shown a slight recovery.

* Year-to-date

Rail

Reliability

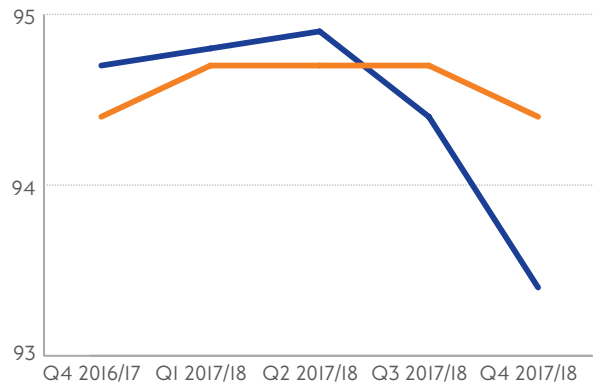
DLR and London Trams – scheduled services operated (%)



■ DLR ■ London Trams

DLR performance fell in Q4 2017/18, primarily due to small number of infrastructure failures. Unexploded ordnance in the River Thames at George V dock significantly impacted services on 12 February. London Trams' operational performance was in line with the equivalent quarter in 2016/17.

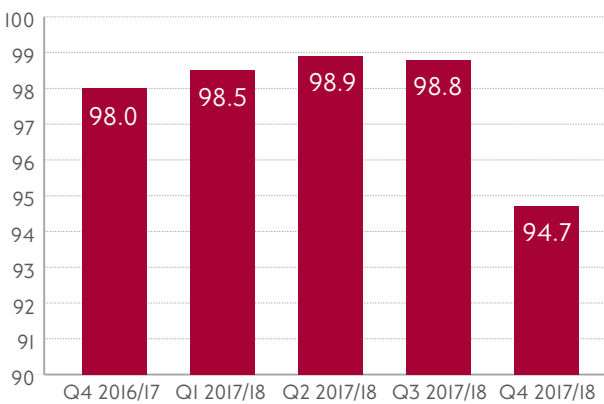
London Overground and TfL Rail – public performance measure (PPM) moving annual average (MAA)



■ London Overground ■ TfL Rail

Winter weather and rolling stock issues both affected TfL Rail performance this quarter. London Overground performance was in line with the equivalent quarter in 2016/17, and it remains one of the most reliable services in the UK.

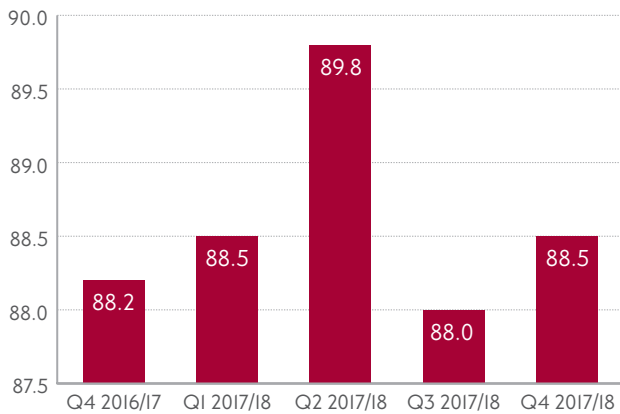
Emirates Air Line availability



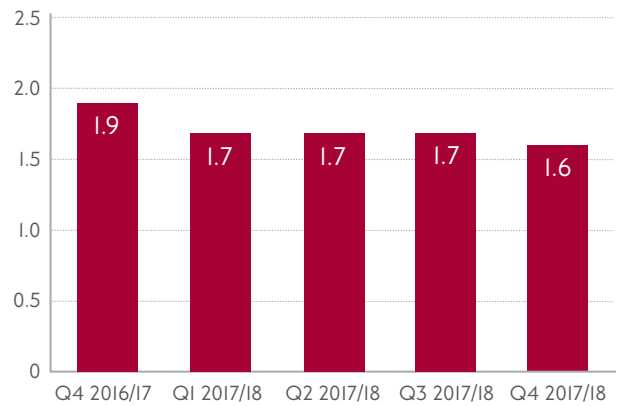
Q4 performance was primarily impacted by high winds over the winter season.

Reliability

TLRN journey time reliability (JTR) (%)



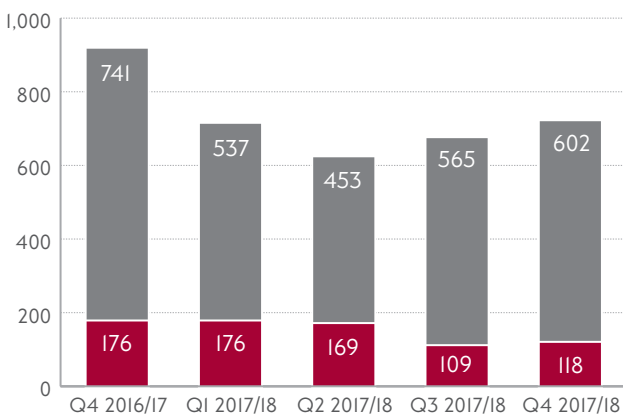
TLRN resolution time (disruption hours per event)



JTR on the Transport for London Road Network (TLRN) in the morning peak in all directions for Q4 2017/18 was 88.5 per cent. This is 0.2 per cent lower than the target of 88.7 per cent, and 0.3 per cent higher than Q4 2016/17.

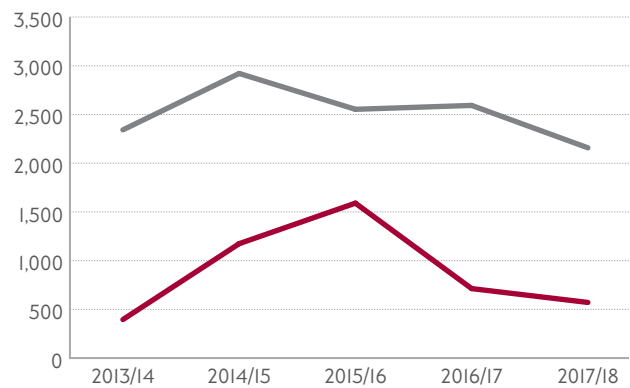
London wide serious and severe disruption (hours)

Quarterly



■ Planned ■ Unplanned

Five-year trend



■ Planned ■ Unplanned

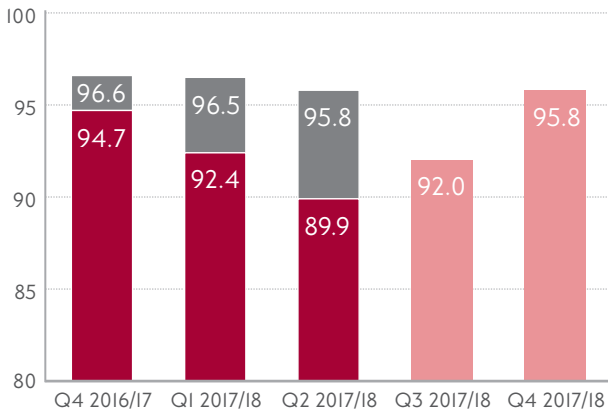
Total London-wide serious and severe disruption for planned and unplanned events in Q4 2017/18 was 720 hours, spread across 409 events. Persistent rain in the quarter led to pan-London speeds being down.

*Quarter 4 is longer than Quarters 1 to 3 (16 weeks v 12 weeks)

Other operations

Reliability

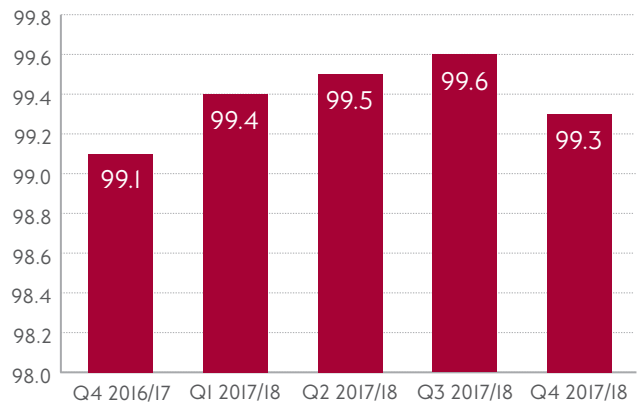
Santander Cycles availability to return or hire a bike



- Percentage of time able to return bike
- Percentage of time able to hire bike
- Availability to return or hire a bike

Availability for customers to both hire and dock at stations increased in Q4 to 95.8 per cent from 92 per cent in Q3. Key Performance Indicators were modified in P6 of 2017/18, with the docking station availability KPIs being combined into a single measure.

London River Services scheduled services operated (%)



Q4 2017/18 was an improvement on the previous year, although lower than the rest of the full year. This is partly due to Q4 tending to be the quarter when vessels undergo annual maintenance.



Journeys by public transport will be pleasant

Customer care

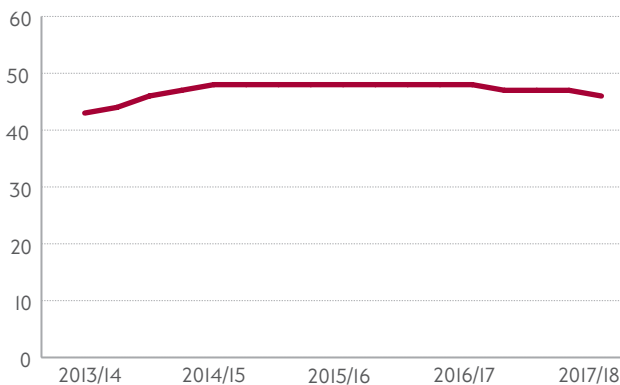
We have established a 2018/19 programme to deliver our Customer Strategy. Our programme focuses on the following areas of highest priority to our customers:

1. Run a safe and reliable service every day
2. Provide reliable customer information, particularly during disruption
3. Make customers feel cared for when they use our services

4. Explain how TfL delivers improvements to transport
5. Tackle customers' day-to-day frustrations around 'gain points'
6. Harness digital innovation to improve journeys

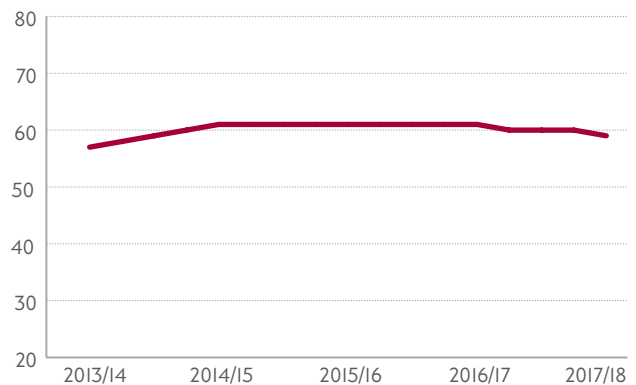
Progress will be reported to the Panel on a quarterly basis.

TfL cares about its customers (%)



Our customer care metric stands at 47 per cent. However, our annual target of 51 per cent has not been met. Fewer safety incidents this quarter and the fact that more people have noticed our efforts to improve safety and information have helped improve this measure.

TfL is an organisation I can trust (%)



Trust in TfL remains around 60 per cent. A significant increase in trust for Buses, alongside a marked improvement in perceptions of the reliability of the bus service, helped drive this. Trust tends to score highly relative to other key customer metrics because we are generally perceived as a safe and reliable organisation. Sixty per cent of Londoners agree that 'TfL is an organisation I can trust', placing us third in our benchmark group, just behind the NHS and Amazon. Forty-seven per cent agree that 'TfL cares about its customers'. More than 40 per cent of Londoners agree that 'TfL provides value for money', a new high for this measure.



Customer satisfaction

Past quarters

	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18 full year target
London Underground	85	86	85	85	85	85
Buses	86	88	87	86	85	86
DLR	84	89	89	88	87	88
London Overground	84	85	85	83	83	84
London Trams	91	90	91	90	91	89
Emirates Air Line	93	n/a	93	n/a	n/a	93
TfL Rail	89	83	85	83	81	83
Cycle Hire	n/a	n/a	n/a	n/a	n/a	n/a
Transport for London Road Network	n/a	72	n/a	70	n/a	70
London River Services	91	n/a	n/a	n/a	n/a	n/a
Victoria Coach Station	83	n/a	n/a	n/a	n/a	n/a
London Dial-a-Ride	n/a	92	n/a	n/a	n/a	n/a

Customer satisfaction with London Underground and London Overground remained at 85 and 83 respectively; London Trams increased one point to 91; Buses and DLR saw small declines of one point (to 85 and 87 respectively); and TfL Rail declined by two points to 81.

For London Underground, most scores remained consistent with Q3, although there were improvements in satisfaction with train crowding and availability of seats (both improving by two points). Buses satisfaction was generally lower compared to Q3 and satisfaction with bus reliability fell two points. Customers were not as satisfied with information at the bus stop or the condition of bus

stops and shelters, which both decreased three points.

On the DLR, station cleanliness decreased two points, while the summary scores for stations, trains and service all experienced a one point decline. For London Overground, there was a decrease in satisfaction with trains running on time, although an improvement with the level of crowding. Other scores remained consistent.

For London Trams, overall satisfaction increased despite small decreases of one or two points in tram service, information, cleanliness and condition summary scores.

Annual

	2013/14	2014/15	2015/16	2016/17	Full year 2017/18
London Underground	83	84	85	85	85
Buses	83	85	86	86	86
DLR	87	89	89	89	88
London Overground	82	83	84	84	84
London Trams	89	89	90	90	91
Emirates Air Line	93	93	93	94	93
TfL Rail	n/a	n/a	83	83	83
Cycle Hire – members	78	81	80	80	80
Cycle Hire – casual	82	85	86	86	85
Transport for London Road Network	74	74	70	70	70
London River Services	89	90	90	90	n/a
Victoria Coach Station	79	82	81	81	n/a
London Dial-a-Ride	92	92	92	91	92

Customer satisfaction remained broadly stable in 2017/18.

London Underground remained at 85, achieving its full-year target. Buses, London Overground and TfL Rail also remained stable and achieved their annual targets of 86, 84 and 83, respectively.

DLR experienced a one point decline to 88, but still achieving its annual target. Similarly, Emirates Air Line decreased one point but achieved its full-year target of 93. London Trams increased one point to 91.

Cycle Hire achieved broadly consistent results, with members remaining stable at 80 but casual users experiencing a one point decline to 85. The Transport for London Road Network remained at 70 and achieved its annual target by doing so. London Dial-a-Ride increased one point to 92.

No surveys were carried out for London River Services or Victoria Coach Station in 2017/18.

Contact Centre

TfL Customer Services

Phone number 0343 222 1234

	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Telephone calls	797,522	585,824	711,549	744,904	792,189
Abandonment rate*	12.5%	8.5%	14.9%	9.40%	9.0%
Correspondence	156,598	111,534	126,467	135,141	169,605
Closed in SLA**	82.7%	74.3%	80.8%	91.40%	93.9%
Quality score***	90.0%	90.9%	90.8%	90.7%	92.3%
Average speed of answer (seconds)	132	79	154	101	99

Call demand increased in Q4, largely driven by calls relating to delays and cancellations due to adverse weather, with more customers contacting us for information and refunds. Correspondence performance continued to improve in Q4. Customers contacting us about Oyster and concessions remained the main drives of demand. We also saw a growth in correspondence relating to refunds for unresolved journeys.

TfL Customer Services annual performance

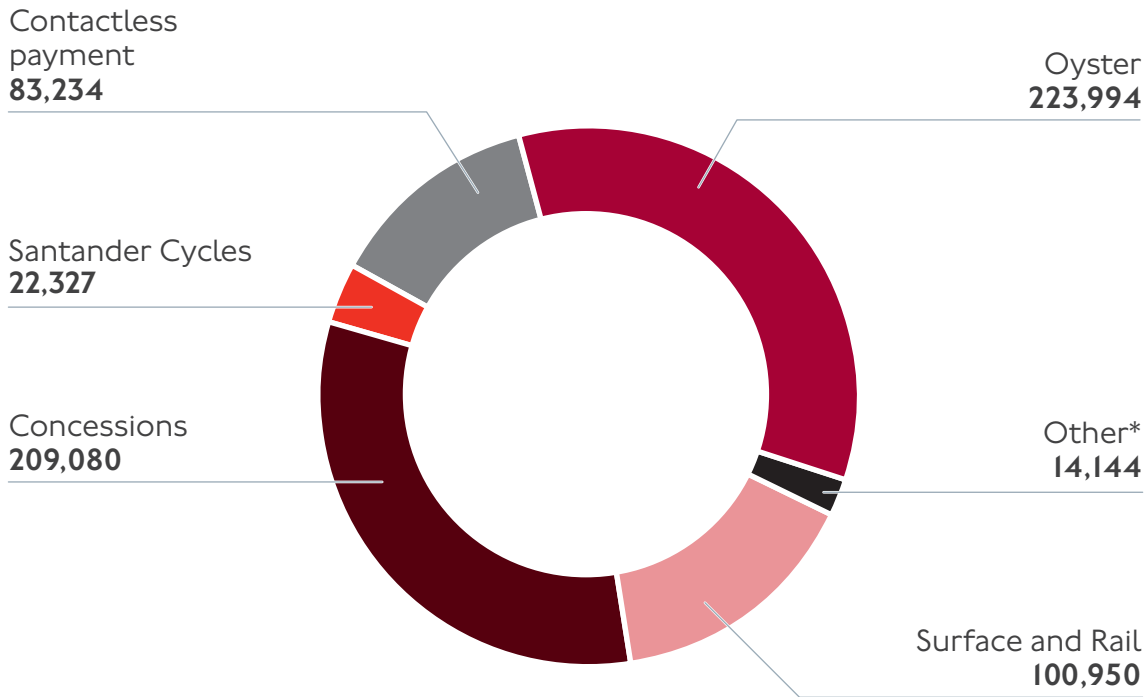
Financial year	Telephone calls		Correspondence		Quality score***
	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	
2013/14	2,791,271	11.7%	327,369	81.2%	84.8%
2014/15	2,919,467	10.4%	404,201	83.2%	85.8%
2015/16	3,195,430	13.0%	478,166	81.7%	86.8%
2016/17	2,942,589	12.5%	496,116	82.7%	89.8%
2017/18 full year	2,834,466	10.5%	542,760	85.7%	91.3%

* Abandonment rate 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 which require investigation

*** Quality score target 85 per cent or over for both calls and correspondence as measured by rigorous internal assessment and external mystery shopping

Telephone calls



* Other includes Public Help Points, Taxi and Private Hire, Ticketing App, Sarah Hope Line and Street-related calls.

Call demand was broadly consistent. Adverse weather in the early part of this year increased contacts as customers submitted complaints and refund claims.

Other contact centres

Road user charging (outsourced to Capita)

Phone number 0343 222 2222

Road user charging	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Calls received	521,855	353,470	308,701	271,600	312,044
Calls answered	451,877	312,690	287,434	265,130	301,291
Abandonment rate	13.4%	11.5%	6.9%	2.4%	3.4%
Average speed of answer (seconds)	183	126	85	31	45

This continued to show steady performance levels within the contractual targets. The average speed of answer was 45 seconds, while the percentage of calls abandoned was 3.4 per cent, well within the target of abandoning no more than 12 per cent of calls. Emission Surcharge (T-Charge) and ULEZ-related calls continue to be handled within agreed service levels.

Road user charging annual figures

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2013/14	1,822,783	1,736,459	5%	*
2014/15	1,564,500	1,432,462	8%	*
2015/16	1,562,628	1,417,825	9%	*
2016/17	1,698,215	1,407,304	17%	207
2017/18 full year	1,245,815	1,166,545	6%	73

* Data not recorded

Taxi & Private Hire

Phone number 0343 222 4444

Taxi & Private Hire	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Calls received	128,316	155,729	146,321	177,501	205,353
Calls answered	120,925	140,343	136,503	159,992	186,999
Abandonment rate	5.4%	8.9%	5.8%	9.3%	8.5%
Average speed of answer (seconds)	58	121	80	147	117

The overall number of calls related to vehicle, driver and operator enquiries increased. In the main, this can be attributed to queries relating to the English language requirement. It is anticipated that these high call volumes will continue for the foreseeable future.

We aim to answer all calls relating to licensing within 120 seconds. For the outsourced element, which covers the booking of vehicle inspections at test centres, the target stipulates answering 80 per cent of calls within 20 seconds and answering 97 per cent of calls before they are abandoned, which the contractor is achieving.

Taxi & Private Hire annual figures

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2015/16	536,344	475,051	11%	134
2016/17	608,398	553,233	9%	104
2017/18 full year	684,904	623,837	8%	118

Dial-a-Ride

Phone number 0343 222 7777

Dial-a-Ride	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Calls received	184,067	141,911	139,748	142,715	171,787
Abandonment rate	8.6%	7.5%	10.1%	17.3%	7.8%
Average speed of answer (seconds)	208	197	255	441	181
Email bookings	11,368	9,211	8,658	12,130	15,657
Fax bookings	1,915	1,408	1,317	1,684	1,655
Passenger services letter	39	20	31	33	14
Passenger services email	81	86	80	65	45

The number of calls received in Q4 decreased by more than six per cent compared to the same quarter last year, in line with a decrease in journey requests. The total number of calls received in the full year decreased by almost seven per cent; however, the total number of email bookings increased by 24 per cent. Abandonment rate in Q4 improved by almost 10 per cent compared to the same quarter last year, and achieved the target of abandoning no more than 10 per cent of calls. Average speed of answer improved by almost 13 per cent compared to the same quarter last year, and was near the 180 second target. Performance improvement has been achieved by recruitment to fill vacancies, and reduced sickness levels.

Dial-a-Ride annual figures

Year	Calls received	Abandonment rate (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
2013/14	635,733	6%	-	-	92	100
2014/15	662,097	9%	-	-	137	199
2015/16	661,978	7%	-	-	117	281
2016/17	646,060	9%	36,700	7,946	110	251
2017/18 full year	596,161	10.5%	45,655	6,064	98	276

Customer complaints

Complaints per 100,000 journeys full year	Q4 2017/18	Q4 2016/17	Variance
London Underground	0.89	1.06	-16%
London Buses	2.89	2.93	-1%
DLR	0.82	1.06	-23%
London Overground	1.68	2.28	-26%
TfL Rail	2.47	3.09	-20%
London Trams	1.62	2.13	-24%
Emirates Air Line	2.40	1.89	27%
Congestion Charge	4.04	14.73	-73%
Dial-a-Ride	82.23	92.56	-11%
London River Services	0.79	0.52	52%
Santander Cycles	4.56	3.40	34%
Taxis*	7.28	5.01	45%
Private Hire*	3.92	4.37	-10%
Contactless Payment	0.14	0.13	8%
Oyster	0.18	0.16	13%

* Journeys not recorded; figures based on survey data

Complaints about London Underground decreased when compared to the same quarter last year, despite the impact of the adverse weather conditions.

Towards the end of quarter, Greenwich Pier was closed for maintenance for several days, which both lowered passenger numbers and raised the number of complaints on River Services. River Bus services experienced issues with both their timetable and vessel availability across the quarter – Thames Clippers have since amended their timetable and their vessels are coming out of their dry-docking programme.

The main area of complaint for Santander Cycles was around the understanding of the pricing schedule, where customers dispute having a charge applied, based on the understanding that the first 30 minutes are free. We continue to focus on the clarity of pricing, via social media and the website.

There was a small rise in Contactless Payment complaints compared to Q4 the previous year primarily due to the issue where customers were temporarily unable to use their mobile devices for travel, leading to a significant increase in complaints.

Customer complaints – five-year trend

Service	2013/14	2014/15	2015/16	2016/17	Full year 2017/18
London Underground	14,594	14,429	13,731	14,546	12,037
London Buses	57,560	65,452	71,268	66,300	64,990
DLR	2,961	2,460	1,318	1,302	980
London Overground	3,901	3,822	6,660	4,328	3,103
TfL Rail	n/a	n/a	1,338	1,460	1,121
London Trams	524	397	565	627	470
Emirates Air Line	63	52	62	28	33
Congestion Charge	2,316	1,372	1,368	3,117	959
Dial-a-Ride	1,760	1,908	1,305	1,088	842
London River Services	1	70	64	58	79
Santander Cycles	441	687	354	359	465
Taxis*				3,373	4,918
Private Hire*	3,562	4,255	4,048	2,995	2,692
Contactless	4	566	552	587	989
Oyster	9,575	6,763	5,283	4,808	4,912

*Taxi and Private Hire split not available for 2013/14 to 2015/16

We have recently completed our 'Hello London' bus driver training programme. This initiative, and improving network reliability, has helped us keep customer satisfaction in the first three quarters of the year at 86 per cent or better.

Our Bus Customer Experience Survey achieved our highest ever rating – 76 per cent – for bus driver announcements on disruption and service delays.

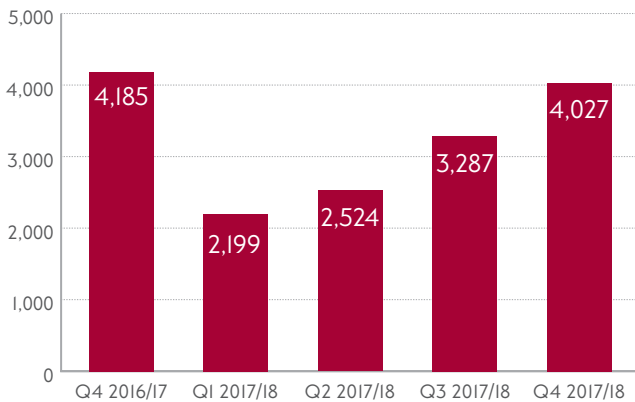
Eighty-nine per cent praised drivers for making a public announcement to assist wheelchair users coming on board. Compared to a year ago, the number of the most common complaints among passengers has halved, particularly that relating to the number of drivers refusing to stop/open doors.

We have appointed 'Hello London champions' at bus operator garages and launched an operator customer incentive scheme.

London Underground – Q4 complaints

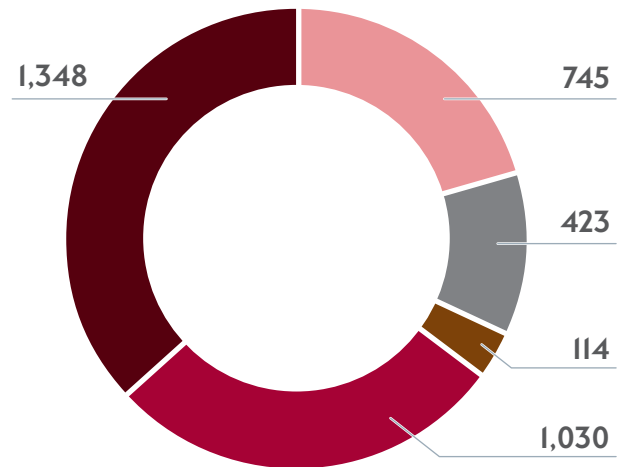
Total complaints received about LU in 2017/18 (12,037) was 17 per cent lower than 2016/17 (14,546 complaints). The number of complaints received per 100,000 journeys was 16 per cent lower.

Quarterly complaints



In Q4, we received 4,027 complaints about LU. This is an increase on the number of complaints received in Q3 (3,287) but lower than the number received in Q4 last year.

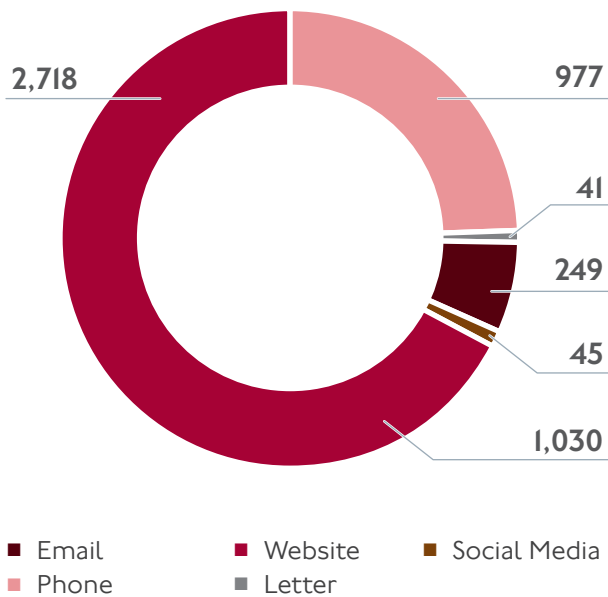
Cause of complaints



- Service performance
- Staff
- Built environment (on and off-board)
- Accidents, safety and security
- Engineering works, events and closures

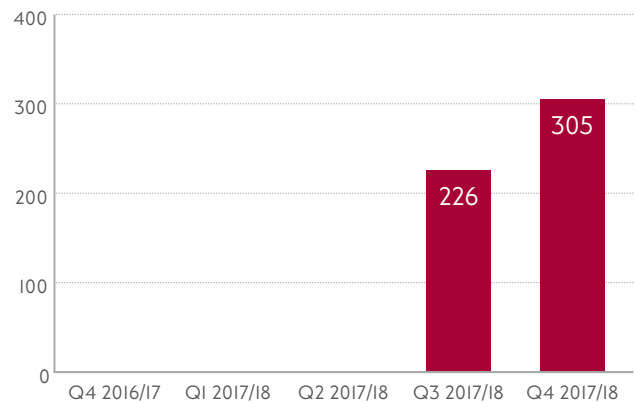
The top two complaint categories in Q4 were service performance and staff, remaining consistent with the previous three quarters. The number of complaints in both these categories has increased since Q3.

Method of contact



The majority of complaints about LU in Q4 were received via the feedback form on our website. This was consistently the top method of contact throughout the year, with the number of complaints received via our website increasing each quarter.

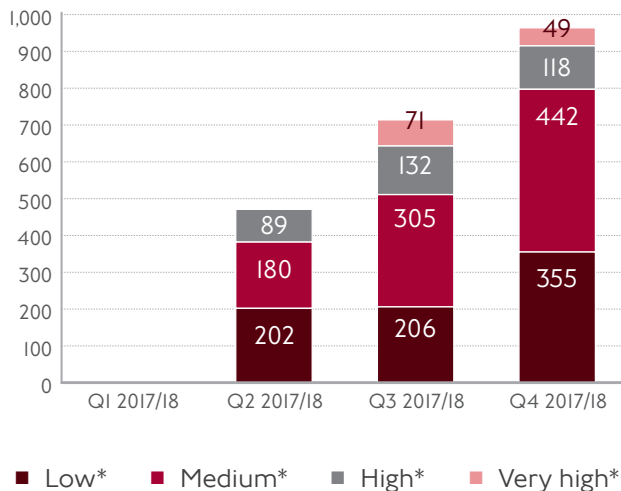
Complaints and accessibility*



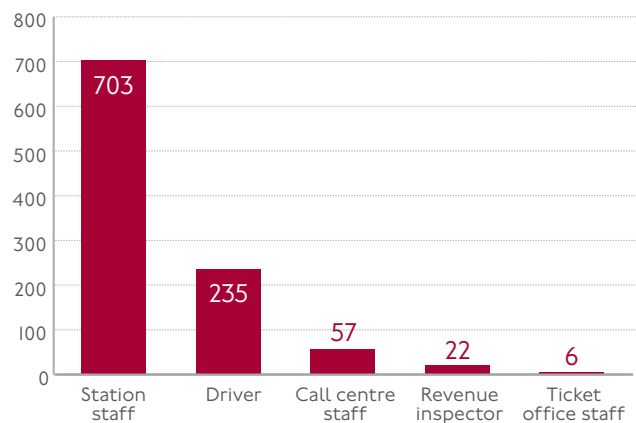
Complaints about accessibility represented eight per cent of all LU complaints in Q4. It is our priority to make our network more accessible and to ensure a good customer experience for all our customers. A particular concern is the quality and consistency of information provided when lifts fail. We have trialled new posters that provide our customers with alternative routes and options if our lifts are out of service, and in 2018/19 we will be extending these to more step-free stations. We are making process improvements to address the issue of lift status information. We will also be running more Disability Equality Training for managers and frontline station staff following a successful programme in 2017/18, launching an improved Turn Up and Go service for our disabled customers and introducing improved accessibility information for journey planning.

* Data collection introduced in Q3 2017/18

Complaints by severity rating



Complaints about staff by staff type



■ Low* ■ Medium* ■ High* ■ Very high*

Our station staff and train operators work hard every day to ensure that our network is safe, reliable, accessible and provides a good customer experience for everyone. However, we recognise that our staff do not always get it right and we must use feedback from our customers to improve the service we provide. In Q2, we introduced a severity rating system for complaints about our staff to understand where improvement is needed, as we understand that unacceptable behaviour can range from unhelpfulness and unfriendliness through to rudeness and antisocial conduct.

Q4 saw an increase in the number of complaints received about our staff, and those relating to station staff were highest in number. Positively, from Q3 to Q4 there was a downward trend in the number of high- and very high-severity complaints received about our staff, which suggests that the increased focus on this area is having a positive impact.

We recognise the importance of good, consistent customer service by our staff. This is why we use customer complaints as a metric in our weekly LU performance meetings. In 2018/19, we will continue our focus on reducing the number of high-severity complaints received about station staff in a drive to improve customer service. Part of this will involve more vigorous tracking of how we respond to, and learn from, complaints about our staff and ensuring this is fed back to our customers in a consistent way.

* The severity ratings 'Low' to 'High' were introduced in Q2 and 'Very high' was introduced in Q3

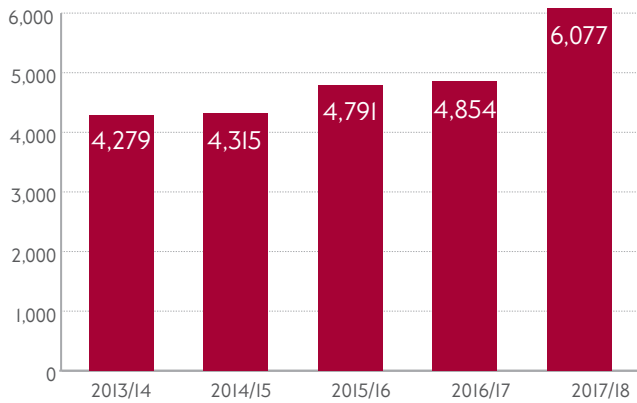
Commendations

Quarterly commendations

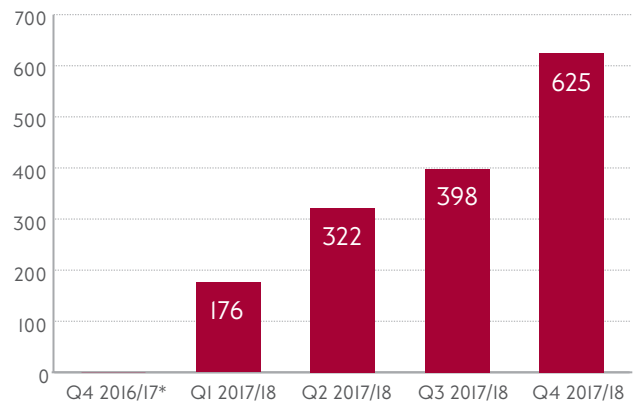
Service	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
London Buses	725	554	674	879	1,222
London Underground	406	230	411	464	625
Oyster*	83	n/a	n/a	n/a	n/a
London Overground	55	26	34	51	56
DLR	30	13	25	31	43
London Trams	12	7	4	9	9
TfL Rail	10	33	23	13	25
Taxi & Private Hire	n/a	n/a	23	71	51
TfL Road Network	8	8	10	20	17
Travel information*	6	n/a	n/a	n/a	n/a
Dial-a-Ride	4	3	8	5	1
Contactless Payment Card*	3	n/a	n/a	n/a	n/a
London River Services	2	0	3	0	1
Emirates Air Line	2	2	6	4	6
Santander Cycles	1	0	2	3	0
Total	1,347	876	1,223	1,550	2,056

* Grouped within the relevant service from Quarter 1 onwards

Annual commendations



LU Q4 commendations



Our station staff and train operators often go above and beyond to help our customers and improve the customer experience on the network. In 2017/18, our staff received a total of 1,424 commendations.

In Q4, we received 625 commendations, an increase on the number received in Q3. There is an upward trend in commendations, with each quarter seeing an increase for LU staff. This reflects a new focus on customer service in Q4, as part of our aspiration to achieve a world-class Tube for a world-class city.

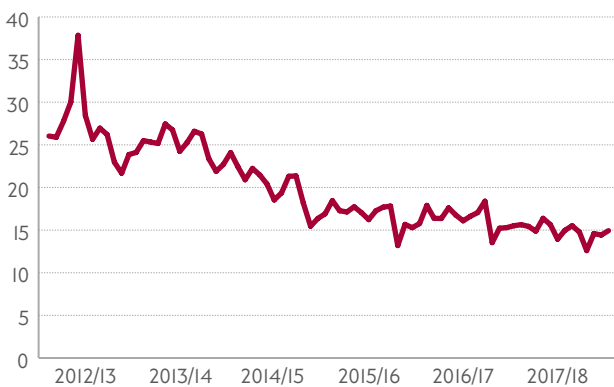
* No Q4 2016/17 data is available

Ticketing

Ticketing – Bus and Underground

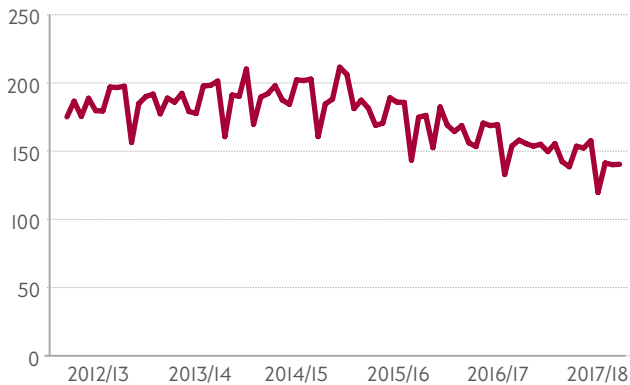
Paper tickets

Fare payer journeys per four-week period (millions)



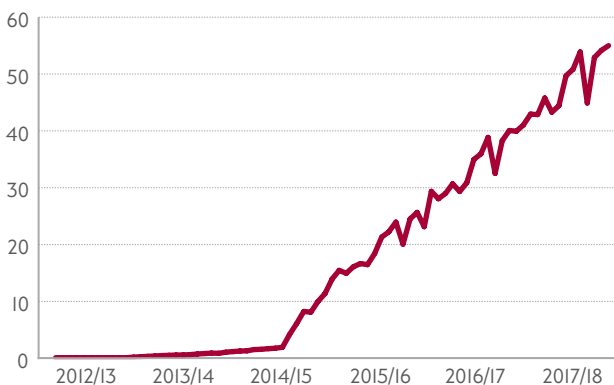
Oyster

Fare payer journeys per four-week period (millions)



Contactless payment cards

Fare payer journeys per four-week period (millions)



957,516

Automated refunds were issued in Q4, with £4.1m refunded



34.6m

cards and mobile devices have been used on bus, Tube and rail services

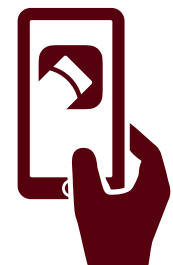


2.2m

contactless journeys are made daily

690k

downloads of the TfL Oyster app since launch, with 708k transactions being made with the app



Graphs for bus and Underground fare payer journeys use figures based on 13 financial periods a year.

System availability

Ticketing system availability

	Quarter 4 – 2017/18			Full year – 2017/18		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
▲ higher is better						
London Underground – ticketing system overall availability	98.54%	0.34%▲	0.21%	98.69%	0.49%▲	0.16%
London Buses – bus validations – overall availability	99.75%	0.75%▲	0.75%	99.74%	0.74%▲	0.74%

We exceeded both the London Buses and London Underground targets this quarter and for the whole year.

This strong performance continued during a quarter of growth in use of the Oyster app, with more products and pay as you go being sent to readers for customer collection.

Internal IT system availability

	2013/14	2014/15	2015/16	2016/17	Full year 2017/18
Annual scores	99.36%	99.43%	99.79%	99.18%	99.59%

Annual performance of our IT services was 99.59 per cent, 0.01 per cent below the target. This was despite strong performance in Q4 of 99.82 per cent.

The below target performance is due to five recurring high-severity issues with a single system during Q2 this year. These issues were rectified and have not recurred. Without these incidents, performance would have been above target for the year.

Digital

The number of website visits traditionally rises in Q4 as a result of a greater number of significant disruptions during the winter.

Disruptions in previous years were due mainly to industrial action, whereas this year they were generally caused by adverse weather.

The social media growth rate for Facebook and Twitter continues at a constant rate of one per cent and four per cent per quarter respectively, the same as the previous quarter.

Greater fluctuation was seen for specific Twitter feeds, especially those with a smaller audience base. Feeds that saw above average growth rate were:

- Elizabeth line (up 10 per cent versus seven per cent in Q3)
- TfL Bus alerts (up seven per cent versus four per cent in Q3)
- TfL Rail (up eight per cent versus five per cent in Q3)

LinkedIn and Instagram also saw a significant uplift this quarter versus Q3.

86m

Number of visits to the TfL website this quarter (35%▲ against Q3)

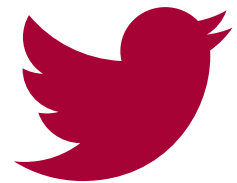


335m

Number of website page views this quarter

7.8m

Number of Twitter followers this quarter (18%▲ against Q3)



749,300

Number of Facebook followers this quarter (2%▲ against Q3)

58,500

Number of Instagram followers this quarter (13%▲ against Q3)



More than
15,400
developers
have used
our data...



16,700+
unique visitors to
the TfL TravelBot on
Facebook Messenger



We are working hard to make new datasets available through our open data policy:

Data – released	Date
Rapid electric vehicle charging points and live availability	Q4 2017/18

Data – future release schedule	Date
Quietways (Q3–Q7) routes and London Cycling Grid routes	Q1 2018/19
Cycle Superhighway Counter	Q1 2018/19
Bus stops with Countdown screens and/or benches	Q1 2018/19
Cycling infrastructure	Q1 2018/19
Station accessibility	Q1 2018/19



Other highlights in Q4

Brixton welcomes Santander Cycles

In February, the hugely popular Santander Cycles scheme extended to Brixton with seven new docking stations, providing space for up to 200 bikes and making cycling easier and more accessible for tens of thousands more Londoners and visitors to the capital. TfL worked closely with Lambeth Council to bring cycle hire to Brixton for the first time.

The scheme is already one of the largest and most popular cycle hire schemes in Europe and this expansion builds on another record-breaking year, which saw 10.4m hires in 2017.

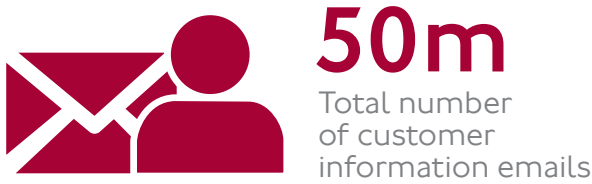
TfL outreach team

Since it was established last October, TfL's outreach team has completed 124 night shifts and engaged with more than 550 rough sleepers. The team's members are specialists from the homelessness charity Thames Reach, appointed to engage with rough sleepers taking shelter on the transport network during cold weather, helping them find accommodation.

The team has helped 89 rough sleepers get into temporary accommodation, including No Second Night Out, women's refuges, Severe Weather Emergency Protocol referrals and Safe Connections.

Campaigns

Q4 customer information email volumes



364 Total number of email campaigns



Annual figures

	2013/14	2014/15	2015/16	2016/17	Full year 2017/18
Total number of customer information emails	111m	263m	273m	190m	187m
Total number of campaigns	438	1,019	1,216	898	1,043

We have increased the number of our campaigns. However, through enhanced targeting, we have reduced the actual number of emails sent.

Emergency works communications

Utility providers undertake an average of half a million works across London's roads every year, 50,000 of which happen on the capital's busiest roads – the Transport for London Road Network. Many of these works are planned in advance, while some are carried out as emergency responses to burst or leaking pipes, or other defects.

Two such emergencies posed potential disruption for our customers and users in recent months. Cadent (formerly National Grid Gas) had to repair a mains leak under Gracechurch Street in central London, necessitating a northbound closure to London Bridge in February. While in March Thames Water's repair of a burst water main required a full eastbound closure to a section of Marylebone Road for three days.

We partnered with Cadent and Thames Water in delivering joint communications to raise awareness of their works and

to provide travel advice to minimise potential impacts to journeys. This built on previous partnership work with utility providers, including with SGN, which recently achieved an eight per cent reduction in traffic around its works on Brixton Road compared to other works requiring the same traffic management.

We worked to understand their plans for ensuring the local community were aware of the closures and impacts during the works. We produced detailed travel advice for all modes – buses, drivers, coaches, cyclists, pedestrians, taxis, freight and commercial drivers – and disseminated this through as many channels as possible. We sent customer emails to road users, bus passengers and commercial drivers, used social media, on-street signage and informed sat nav and other information providers. All this acted to amplify Cadent’s and Thames Water’s own communications.

This achieved positive customer and network outcomes with, for example, less queuing than anticipated on Marylebone Road during its eastbound closure.

We will continue to improve our collaboration with companies carrying out works on our road network. We will also publish guidance for promoters, to ensure our customers’ journeys are protected as much as possible in future.

Customer information campaigns

Q4 December to March

Surface	<p>Westminster City Council and partner’s Baker Street Two-Way project</p> <p>Brent Cross Cricklewood Redevelopment</p> <p>Westminster City Council and TfL’s Oxford Street West project</p> <p>Trinity Square</p> <p>Highbury Corner Bridge</p> <p>Wigmore Street pedestrian improvements</p> <p>Rotherhithe Tunnel continued safe operation</p>
Rail and Underground	<p>Easter 2018</p> <p>Kennington platform closure</p> <p>DLR and District line communications</p>
Events	<p>New Year’s Eve and New Year’s Day 2017/2018</p> <p>Lumiere London festival 2018</p> <p>The Big Half-Marathon</p> <p>The Commonwealth Heads of Government Meeting 2018</p>

Customer marketing and behaviour change campaigns

We conduct a range of information campaigns designed to help our customers save money and make life easier for them. The core themes in this period are summarised below.

TfL Improvements

Raise awareness that we are investing to improve our infrastructure and services and how we are doing this.

Value fares

These include the Hopper, pay as you go, off-peak, pink reader and Oyster extensions. These campaigns encourage customers to choose the best-value tickets and to use the ticket machine as much as possible.

Public transport usage – Bus

Marketing activity in three geographical areas to assess the impact that additional information and marketing have on patronage. Targeted communications took place at a route level based on the cumulative impact of improvements in EWT, consistency of bus journey time (RTV) and bus speeds.

Road investment

Raising awareness of the specific work on London's roads and encouraging customers to plan their journeys to avoid the disruption.

Hoardings

Hoardings are used across our network to inform customers of the improvements they will see as a result of the disruption they are experiencing, to ensure the safety of our workforce and to protect our customers. They enable us to showcase why we are carrying out the work and highlight the benefits for our customers, while also helping to brighten the environment as the work takes place.

Better behaviours

Improve behaviours across our transport network that negatively affect service (reliability), other customers or our people. These include making space for others on the road, helping passengers off the train when they feel ill and being respectful to staff across the network.

Road danger reduction

Activity to target the causes of serious injury and death on London's roads, with a focus on the increased risks of driving too fast for the conditions of the road.

Air quality (ULEZ and T-Charge, rapid charging)

Activity targeting owners of older vehicles, reminding them that the T-Charge is in operation. A consultation on proposals to extend the ULEZ geographical area and tighten emissions standards for diesel vehicles took place.

Communications supported the 100 rapid charge point milestone alongside information online giving details of the location of rapid charge points, working with partners to support the switch to zero emission capable taxis. Zap-Map used the TfL data to develop a 'taxi-only' filter.

To support the 3,000 hybrid and 95 electric bus milestones, a number of buses have been fully wrapped with advertising, supported by other communications to promote continued progress to improve the fleet.

Congestion Charging app

New app launched to encourage customers not using Auto Pay to switch from the call centre or the website to pay the charge and manage their account. The campaign focuses on the convenience of paying wherever you are.

Travel Demand Management (TDM)

Consolidated public transport and roads TDM campaign, encouraging short- and long-term behaviour change for planned works, events and unplanned disruption. The campaign leverages existing behaviours such as checking the weather, to prompt customers to also check their travel using our travel tools.

Public Transport Safety

Encouraging customers to take care when travelling on our network, with a particular focus on avoiding slips, trips and falls.

Consultations

We launched eight consultations in Q4 with proposals for the following:

- Bus service proposal: routes 485 and 283
- Changes to A107 Clapton Common Road Safety Improvements
- Improving safety in Private Hire Vehicles (PHVs)
- New northbound bus lane and changes to parking and loading on A23 Brixton Hill
- Proposed changes to the Edith Grove and Ashburnham Road junctions with King's Road
- Proposed changes to the junction of Brompton Road with Beauchamp Place
- St Thomas Street, London Bridge reopening, one-way access only
- Taxi Fares and Tariffs Consultation 2018

We also undertook 45 London Service Permit (LSP) statutory consultations relating to changes to commercial bus and coach services that are not part of the TfL bus network.

We are planning 13 consultations in Q1 (these are subject to change):

- Bus route 32
- Signalised pedestrian crossing - Blackheath Hill junction with Greenwich South Street
- Bus routes H9/H10
- Bus route 339 - Queen Elizabeth Olympic Park
- Bus route 224
- Richmond/Twickenham scheme – bus routes 110, 391, 419, 493, H22, H37, R68
- Congestion Charge – PHV & ULED
- A21 Tweedy Road (Bromley North) – proposals for improved pedestrian crossings between Bromley North station and Tweedy Road. Upgrade urban realm in the immediate area. Provide a direct cycle route between Sherman Road across Tweedy Road into East Street and Bromley North Village
- Bus route 384
- Tooting town centre – pedestrian and junction improvements
- Bus route 27
- Dingwall Road Loop – seeking views on three options for a new London Trams turning loop near East Croydon
- Revisions to Mayoral Guidance document for LSPs





Glossary

Measure	Unit	Description
Cumulative reduction in the number of people killed or seriously injured (KSI) London-wide	%	The percentage reduction in the KSI. KPI relates to personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system. The KPI measures the percentage change in KSI casualties on London's roads compared with the baseline average number of KSI casualties between 2005 and 2009.
London Buses: excess wait time (EWT)	Minutes	<p>EWT represents the amount of time that a passenger has had to wait, beyond the time that they should expect to wait, if buses ran as scheduled.</p> <p>It is the key measure of reliability of high-frequency bus services as experienced by passengers, and is also used to calculate operator performance bonuses or penalties.</p>
London Overground and TfL Rail: public performance measure (PPM)	%	<p>The PPM shows the percentage of trains that arrive at their 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>PPM 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. It is therefore the percentage of trains '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 the 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>

Measure	Unit	Description
LU: lost customer hours (LCH)	Hours	<p>The total extra journey time, measured in hours, experienced by Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more LCH because a greater number of customers are affected.</p> <p>For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of LCH than an incident of the same length in Zone 6 on a Sunday morning.</p> <p>As we review incidents, we may need to change LCH figures retrospectively.</p>
LU: excess journey time (EJT)	Perceived minutes	<p>Journey time is a way of measuring LU's service performance. We break down journeys into stages and give each one:</p> <ul style="list-style-type: none"> • A scheduled length of time, so we can say how long a given journey should take if everything goes as planned • A value of time (VOT) based on how customers feel about that part of their journey, for example going up an escalator has a VOT of 1.5, whereas walking up stairs has a VOT of four, because it increases the perceived journey time <p>These are the stages of a journey:</p> <ul style="list-style-type: none"> • Time from station entrance to platform • Ticket queuing and purchase time • Platform wait time • On-train time • Platform to platform interchange • Time from platform to station exit <p>In each period, actual journey times are measured then compared with the schedule. The difference between the two is the measure of lateness – referred to as EJT. It is therefore a measure of how efficiently LU is providing its scheduled or 'stated' service – the more reliable the service the lower the EJT. The calculation includes the impact of planned closures.</p>

Measure	Unit	Description
Passenger journeys	Number	A single journey by an individual (adult or child) on a particular mode of transport run by TfL.
Recorded crime rate	Per million passenger journeys	The number of recorded (or notifiable) crimes per million passenger journeys on the appropriate network.
Scheduled services operated	%	The number of services that TfL actually operated, compared with the scheduled plan – comparing peak and off-peak times. Peak times are 07.00-10.00 and 16.00-19.00 Monday-Friday. This helps us check whether the service we operate at the busiest times of day is as good as during quieter periods.
Transport for London Road Network (TLRN): journey time reliability (JTR) (morning peak)	%	The key measure for monitoring traffic flow is JTR. It is defined as the percentage of journeys completed within an allowable excess of five minutes for a standard 30-minute journey, during the morning peak.
TLRN user satisfaction score	Score	<p>A score out of 100 showing how satisfied customers are with their journey on the TLRN in the past month. Each customer rates their journey on a scale of 0-10, which is then multiplied by 10 to give a score out of 100. This includes journeys by car, walking between transport modes, cycling, bus, powered two-wheelers, taxis and private hire vehicles.</p> <p>TLRN CSS is conducted online. It is estimated that, if it were conducted face-to-face (like other TfL CSSs), the score would be higher by between five and 10 points.</p> <p>From 2010 to Q4 2015, scores had been artificially inflated as a follow-up question was used inappropriately. From Q1 2016, we removed this question.</p>
TLRN: serious and severe disruption	Hours	This KPI measures the numbers of hours of serious and severe disruption on the TLRN as a result of planned and unplanned interventions.

Our customer commitments

Every journey matters

1. Safety

Safety is a top priority for us on all our services.

2. Help, contact and complaints

You can contact us in a way that suits you. We will listen to your feedback and use it to continue to improve our services.

3. Fares, payments and refunds

We promise to give you the best value ticket for your journey.

4. Keeping you informed

We commit to providing personalised, real-time information at every stage of your journey.

5. Accessibility and disabled passengers

We are committed to ensuring London continues to have one of the most accessible transport networks in the world.

6. Reliability

We will provide a reliable service and work to reduce any delays.

7. Environment

We are committed to reducing our impact on the environment and providing a clean and comfortable service.

8. Sustainability

We contribute to a better quality of life for Londoners, now and in the future.

9. Reinvesting in transport

We reinvest all our incomes to run and improve your services.

10. Our customer service performance

We put customers at the heart of everything we do: Every journey matters.

To find out more, visit tfl.gov.uk/commitments.

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