**Customer Service and Operational Panel
Performance Panel**

Date: 1 November 2017

Item: Accessible Transport

This paper will be considered in public

1   Summary

1.1   This paper sets out the actions flowing from recent work undertaken by the pan-TfL Customer and External Relations Group to identify ways of improving the accessibility of the transport network. The paper sets out the priorities for 2017/18 and 2018/19.

1.2   In March 2017 we used the Customer and External Relations Group meeting to focus on accessibility and the experiences of our customers with accessibility requirements. This involved external attendees including Independent Disability Advisory Group and TfL Board members.

1.3   This paper focuses on three key areas of work identified by the group to improve accessibility:

(a)   customer information;
(b)   engagement; and
(c)   staffing and training.

1.4   Vital and highly ambitious accessibility programmes funded through our capital investment programme, such as Step-Free Access, are not included in this paper.

2   Recommendation

2.1   That the Panel note the priorities set out within this paper to improve accessibility.

3   Background

3.1   We reviewed all of the programmes and activity already underway to improve the accessibility of the transport network. We also identified the barriers and issues that customers with accessibility requirements continue to face. This review included the whole range of our accessibility work, from facilities on the network to customer information, engagement and staffing and training.

3.2   Using customer feedback and research we identified barriers, issues and aspirations of our customers with accessibility requirements. We identified gain points – the issues that customers face using the network, which can be particularly acute for older and disabled customers, and also those with invisible impairments, pregnant women and buggy users. The review is available in Appendix 1.

3.3   We set out four challenges in the key areas of customer information, engagement and staffing and training:

(a)   getting out information to as many people as possible about our accessible services, to encourage greater use;

(b)   improving the quality and breadth of our accessible travel information, to help customers plan their journeys, both before they make them and while on the move;

(c)   improving our engagement with older and disabled people, to ensure they are engaged with early in project development; and

(d)   making sure our staff, both in customer-facing and office-based roles, understand the needs of the diverse range of customers we serve, and equipping them with the training and tools to provide excellent customer service.

3.4   We held a further workshop in May 2017 to progress ideas and feedback, with a view to developing priorities for action. We asked colleagues to adopt customer personas, and travel the network as these customers. This enabled us to better establish the most prominent issues they may experience, and understand how we might tackle these.

3.5   Another part of our planning was a first ever Accessibility Digital Partnerships Summit. The summit brought together app developers and representatives from disability groups to look at how we can build on the data we freely and openly provide, and explore options for more and better digital information to those who need greater help to access the transport network. Results are already being realised and include the release of a range of new data sets, including those relating to wheelchair-accessible bus stops. We are also seeing a range of app developers use these to improve their products and services. We are working with partners and app developers to standardise features for users through consistent guidelines irrespective of the app.

4   Setting Priorities

4.1   The following priorities for action have been developed following the work described above:

(a)   increase knowledge and awareness of customers' accessibility needs among staff;

(b)   promote accessible travel services, features and products internally and externally;

(c)   undertake meaningful engagement with customers and stakeholders, with early inclusion in scheme and project development;

(d)   data: improve the quality, accuracy, consistency and granularity of existing accessibility data and identify incomplete or missing data sets and develop a proposal for data collection;

(e) improve real-time step-free access updates (i.e. lifts and escalators), both on network and digital; and

(f) ensure signage across our network is accessible, consistent and intuitive.

4.2 Projects to support these priorities are set out in Appendix 2. This includes costs and high-level sponsorship to deliver this work. Each project either has, or will have, its own governance and project path guiding it.

4.3 All priorities and associated projects address one or more of the following: Draft Mayor's Transport Strategy; Action on Equality; and Disabled customer gain points.

4.4 We will look to support all activity with an integrated customer communications plan.

5 Next Steps

5.1 A number of priorities and projects are already underway, either at an exploratory or trial stage. These include the Accessibility Insight Package, in-station mapping and local engagement events.

5.2 For the remaining priorities and projects we are developing more detailed budget requirements and these will be included in our business planning process for 2018/19.

5.3 We will provide the Panel with a progress report in six months.

List of appendices to this report:

Appendix 1 – Customer Group stocktake on accessibility March 2017

Appendix 2 – Accessible Travel CCT priorities 2017/18

List of Background Papers:

None

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# Customer & External Relations Group Accessibility Review
Friday 24 March 2017

Peter Fletcher

Communications and Engagement Manager – Accessibility

EVERY JOURNEY MATTERS

Contents

- Our customer commitments

- Action on Equality

- Where we are now on accessibility

- Current customer and stakeholder feedback

- What are the questions to consider?

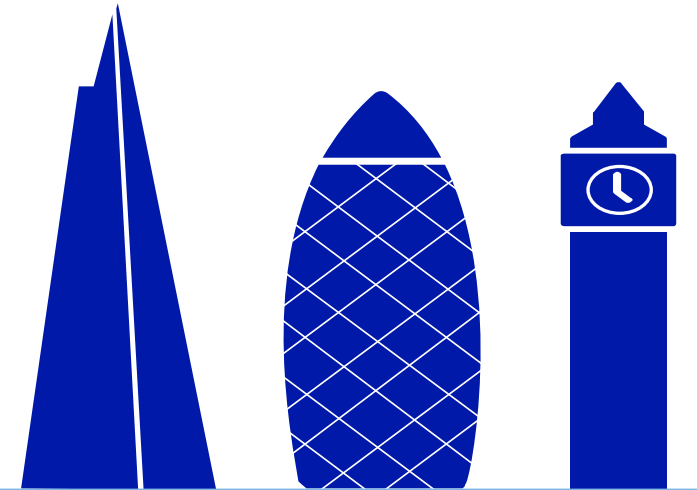**EVERY JOURNEY MATTERS**
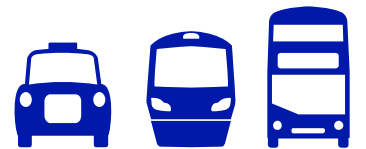
Our commitment on accessibility

We have 10 customer commitments, including accessibility

> **London has one of the most accessible transport networks in the world and we are committed to making the network even more accessible for our customers.**

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Where we are now on accessibility

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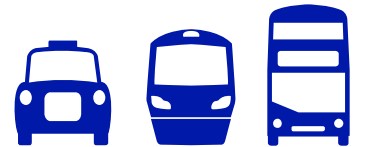
Where we are now on accessibility

London Underground

- Holistic approach to accessibility – an accessible network cannot be achieved through step-free access alone.

- Seventy-one stations currently step-free. In the next five years a further 30 stations will be made step-free. Purpose of Step-Free Access programme is to deliver improved accessibility on the London Underground.

- Stations staffed while services are operating, so turn-up-and-go staff assistance available to all customers.

- Stations upgraded meet higher standards of accessibility – tactile paving, colour contrast, lighting etc.

- Deliver schemes in a more innovative and cost-effective way.

- To engage with our stakeholders before, and during, delivery.

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Where we are now on accessibility

London Overground, TfL Rail and Elizabeth line

- Forty of 83 Overground stations currently step-free.

- New walk-through Overground trains with greater capacity and audio-visual information.

- All TfL Rail and Elizabeth line stations will be step-free from end of 2019.

- All staff trained in disability equality training, providing turn-up-and-go service.

- New Elizabeth line trains enter service in May 2017 – dedicated wheelchair spaces, multi-use spaces, audio/visual information, high colour contrast.

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Where we are now on accessibility

DLR and Tramlink

- Trams offer full turn-up-and-go step free access network wide.

- Revenue Protection staff and Tram Neighbourhood Officers have undertaken locally focused Disability Awareness training facilitated by local charity 'Disability Croydon'.

- Regular 'Meet the Tram' days for mobility impaired customers and young people with learning disabilities.

- Engaging with local community, London Borough of Croydon and Croydon Mobility Forum.

- Separate to our Travel Mentoring programme, Trams provide local accompanied travel for mobility impaired customers who lack confidence in using public transport.

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Where we are now on accessibility

Buses

- A fully accessible network.

- All buses are fitted with wheelchair ramps.

- Around 93 per cent of bus stops are accessible, with plans for 95 per cent of bus stops accessible within the next month. This figure is brought down by Bromley, where only 63 per cent of stops are accessible.

- We are reviewing our bus design to ensure we can carry both wheelchair users and buggy users.

- We have had iBus on buses for more than 10 years.

- There are more and more buses fitted with induction loops – but two-thirds of the bus fleet do not have them fitted.

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Where we are now on accessibility

Assisted transport services

- Dial-a-Ride provides independent travel for those who cannot use mainstream modes.
- Increasingly focused amongst older age groups (58 per cent of members aged over 80).
- City and Guilds accreditation for Dial-a-Ride driver training.
- Dementia Friends training being rolled out to all front line staff.
- Working with London Councils to review and improve customer offering of Taxicard.
- Travel Mentoring service – over 100 Travel Mentoring bus days held each year.

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Where we are now on accessibility

Taxi and Private Hire

- All London taxis are fitted with wheelchair ramps, as well as high visibility grab handles, swivel seats, intermediate steps and induction loops.

- We are working closely with London taxi manufacturers to ensure that the new ZEC taxi models will have a range of enhanced accessibility features, such as forward facing wheelchairs.

- Customers can request an accessible vehicle from an operator and the operator can, in turn, seek to provide an appropriate vehicle in advance. We are committed to work with private hire operators to increase the availability of WAVs.

- Assistance dogs must be carried free of charge in taxis and PHVs – a recent campaign educated drivers on what is expected of them. Since 2015 we have successfully prosecuted 15 drivers and four operators for refusing to take assistance dogs, an obligation they have under the law for taxi and private hire.

- Consulting on proposals for an enhanced taxi test for assisting disabled customers, as well as consulting on the content of a similar test for private hire drivers.

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Where we are now on accessibility

Safety and security

- Uniformed officers and staff carrying out high visibility patrols on the network, tackling antisocial behaviour, crime and fare evasion, helping to improve the safety, and feelings of safety across our services. BAME Londoners (40 per cent), disabled Londoners (38 per cent) and women (38 per cent) say concerns over safety and security are a barrier to people travelling.

- Prioritising action on high harm offences, raising awareness, encouraging reporting and taking action on offenders:

  - Partnership hate crime project, which includes running monthly community events at hubs and direct engagement with equality groups.

  - Project Guardian focusing on unwanted sexual behaviour on the transport network. A refreshed marketing campaign highlights the importance of reporting to build a full picture of offenders.

  - STAN (Safer Travel at Night) initiative, tackling taxi and private hire journey related sex offences.

- Operation Clearway to keep pavements safe and free of obstructions, enforcing against those persistently obstructing streets.

Where we are now on accessibility

Walking and Cycling

- New decluttering programme to target redundant infrastructure.

- Pedestrian Countdown at traffic signals – 900 sites across London.

- Streets Toolkit is regularly reviewed and updated on our website.

- Accessible Bus Stop Design Guidance recently revised.

- Kerbside Loading Guidance recently published.

- Healthy Streets Vision for London (10 indicators).

- New facilities creating more accessible environments i.e. West Croydon bus station with shelter, improved kerbs, more seating, accessible toilets.

- Regularly inspect and repair carriageways, footways, bridges and subways that provide vital access links for the communities we serve.

- Bus stop bypasses – mini-zebra crossing trial addressing concerns of blind and vision impaired people and representative organisations.

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Where we are now on accessibility

Staffing and training

- Hello London! bus driver training – to be completed by June 2018.

- LU customer service training following Fit for the Future stations .

- Online invisible impairments training course.

- Disability equality training available in some modes and not always consistent.

- Successful history of working with older and disabled people's organisations on designing and delivering training i.e. Transport for All, Age UK London, Scope.

- Office staff have one day Equality and Inclusion training course – but not disability equality.

- Training and knowledge reliant on several accessibility experts – knowledge gaps can exist in certain areas.

- Deaf awareness and introductory BSL course available to all of our staff.

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Where we are now on accessibility

Customer Information and Experience

- Signage at all stations – looking to improve during 2017/18.

- Trial of autism-friendly familiarisation guides.

- Work ongoing to resolve quality of customer responses, improved granular complaints reporting to tackle potential issues quicker.

- Proof of concept for more detailed steps and distance information within Journey Planner.

- Working to get app providers to carry at least as good accessibility information as our own services and make use of the data we provide.

- We have live and planned lift issues in Journey Planner and our API 24/7. @TfLAccess carries this information too.

- Real-time information staff app trial .

- Discussion ongoing with YGA and Turkcell on trial of audio real-time bus arrivals information, similar to Wayfindr on LU.


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Where we are now on accessibility

Engagement and press

- Established strong relationships with a range of organisations including Transport for All, Whizz-Kidz, Guide Dogs and Alzheimer's Society. Work together closely with them on several projects and seek their views and expertise on accessibility issues, as well as spreading key messages.

- Come on Board local engagement programme.

- Ran Access all Areas accessibility expo in October 2014.

- Recent accessibility integrated campaign has focussed on personal stories – aiming to encourage more disabled people to travel by increasing confidence.

- Push on getting information out to as many people as possible.

- Use @TfLAccess to communicate key messages and engage on issues .

- Provide campaign / press / social media support around new initiatives (POMAS / priority seating), awareness days (Disabled Access Day). infrastructure development (progress of step-free stations), raising customer awareness of challenges facing older and disabled customers.

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What are the current barriers and issues?

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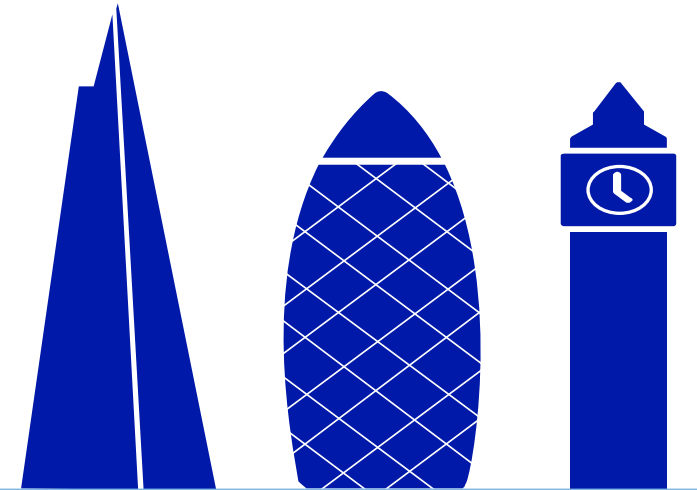
Current barriers and issues

London Underground

- Availability of accessible toilets gaining greater attention and could be next big issue – Board discussing this soon.

- Continued calls for increasing step-free access across the network.

- Some issues, particularly for blind and partially sighted people – lighting, floor surfaces, materials used on steps – which can cause disorientation or make wayfinding difficult.

- Lifts / wide aisle gates locations – often wheelchair users have to cut across other customers.

- Wayfinding around stations.

UNDERGROUND

EVERY JOURNEY MATTERS

Current barriers and issues

London Overground, TfL Rail and Elizabeth line

- On London Overground, around 50 per cent of stations still do not have step-free access.

- Less frequent trains on London Overground – can put some customers off due to fear of overcrowding.

- In spite of step-free provision network-wide, we should ensure there is seamless customer experience between Elizabeth line, and London Underground, London Overground and DLR services.

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Current barriers and issues

DLR and Tramlink

- Issues with mobility scooter user safety on DLR.

- Improving information to mobility impaired passengers pre-journey. There is an opportunity for improving the information for Trams on the Transport accessibility webpage, and revising the Tram Accessibility guide.

- We are about to engage in some research on the arrangements for carriage of passengers with mobility scooters and any risks associated with increasing size of the vehicles and method of use. One of the options is to limit the size of vehicles accepted.

- We are also reviewing arrangements for mobility impaired persons during unplanned events, and disembarkation away from tram stops.

- DLR stations not staffed – so expectation of being supported spontaneously not always available.

- Though fully accessible, we get reports DLR lifts are small and unsuitable for some mobility aids.

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Current barriers and issues

Buses

- Consistent application across all bus operators of Supreme Court judgment on wheelchair priority space accessibility.

- Bus design being attributed as biggest barrier to wheelchair priority space competition – greater calls for us to provide more space for both sets of customers. Early thinking with bus industry taking place.

- How can we influence other customers to move upstairs and make space? What was success of indicator trial?

- Plans to reduce buses in central London may be a barrier for older and disabled people – need to ensure this works well for all .

- Reallocation of Countdown signs to new areas can put some off travel if they have lost their sign.

BUSES

EVERY JOURNEY MATTERS

Current barriers and issues

Assisted transport services

- Calls for Dial-a-Ride to be more dementia friendly. In response, trial ongoing to enable some customers with mild dementia to travel independently to their regular activities.

- Reliability a key issue for customers – vehicle arrival time alerts via SMS being trialled for those customers with mobile phones.

- Driver quality a key contributor to Dial-a-Ride customer satisfaction. Work continues to improve driver training and service quality delivered by the taxi and private hire drivers who deliver six per cent of Dial-a-Ride journeys yet attract a complaint rate five times that of in-house drivers.

- All drivers to have smart phones displaying their pick ups/drop off refreshing every hour – this should generate more journeys when there are cancellations.

- Survey of Taxicard users to identify key areas for improvement for new contract – currently gathering responses.

EVERY JOURNEY MATTERS

Current barriers and issues

Taxi and Private Hire

- Pressure on private hire industry to introduce wheelchair accessible cabs.

- There is poor compliance by taxi and private hire drivers. Many customers are still reporting refusal or charged more for carriage of assistance dogs.

- For many people, including wheelchair users, they need to use tactics to make taxi and private hire drivers stop for them i.e. getting a friend or family member to hail.

Current barriers and issues

Safety and security

- Hate crime – increased risk post Brexit decision and growth in intolerance.

- Project Guardian – eradicating unwanted sexual behaviour from London's public transport.

- Safeguarding young people and vulnerable adults on our network – including how we treat ticket irregularities and growth in rough sleeping in general, and in particular supporting people with mental health issues who sleep rough .

- Expanding Operation Clearway to support healthy, accessible streets for people with mobility difficulties .

- Enforce the law on taxis and private hire to support accessibility and safe travel.

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Current barriers and issues

Walking and cycling

- Need to meet Healthy Streets agenda, providing places to stop and rest, shade and shelter and continuing to make streets easier to cross.

- Inconsistency of tactile paving application across London's streets — many blind and visually impaired people unsure of what each of the four types means. Upcoming consultation will address this.

- Conflict between pedestrian and cycling agenda — seen in bus stop bypasses programme.

- Greater promotion of facilities for disabled cycling.

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Current barriers and issues

Staffing and training

- We are seeing greater calls and pressures for Disability Equality Training – for senior managers, planners and designers to also better understand the needs of older and disabled people.

- Greater support needed for staff to complete EqIAs.

- Improve standardisation of training and staff procedures across all transport operators – customers are increasingly disappointed by receiving different experiences. This also includes stations served by different operators' staff – Euston, Wimbledon, Harrow & Wealdstone.

- Improving staff training so staff can better assist the wide variety of customers being served, while also being more open to us having better knowledge of specific customer's needs.

- Potential for better using disabled people to train staff, like at Tower Transit.

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Current barriers and issues

Customer Information and Experience

- Please offer me a seat (POMAS) launches this spring. While raised awareness of people with invisible impairments, more work is still needed to change behaviour on priority seating.

- Priority seating signage still does not acknowledge customers with invisible impairments.

- Tube maps and guides only updated twice a year – so we are not always up to date.

- Increased information fed into JP and API – customers expecting more detailed and personalised journey planning i.e. number of steps, interchange length, seating at bus shelters.

- There are still many people unaware of our maps, guides and leaflets. We need to find new ways of pushing out info.

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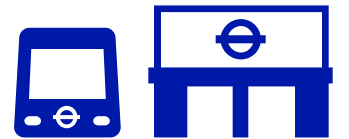
Current barriers and issues

Engagement and press

- Stakeholders expecting greater levels of engagement and consultation, before, during and after scheme development and delivery. We must encourage designers and planners to be more open to engaging right from the beginning on projects and plans – consistent engagement approach.

- Many older and disabled people are socially isolated, with lower levels of internet and social media use– we need to find new ways of getting important information out to them.

- Press stories tend to focus on negative experiences disabled people have using public transport, undermining many people's confidence. We need to tackle this through engagement and publicising positive stories.

- Need to ensure information we put out is accurate i.e. Tottenham Court Road step-free.

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Next steps

Questions to ask:

- What can we do to ensure people feel confident and are encouraged to travel more?
- What more can we do to make customers aware of our accessible services?
- How do we provide a consistent accessibility offer across the whole network?
- What projects can we deliver to tackle some of the existing barriers and issues?
- What do we need to prioritise to make the biggest impact?

EVERY JOURNEY MATTERS

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Appendix 2

EVERY JOURNEY MATTERS

Accessible travel

CCT priorities

1 November 2017

CSOPP Update

Our customers

Key insights

14% Londoners **consider themselves to have a disability** that impacts their day-to-day activities

90% Disabled Londoners report that their disability **limits their ability to travel**

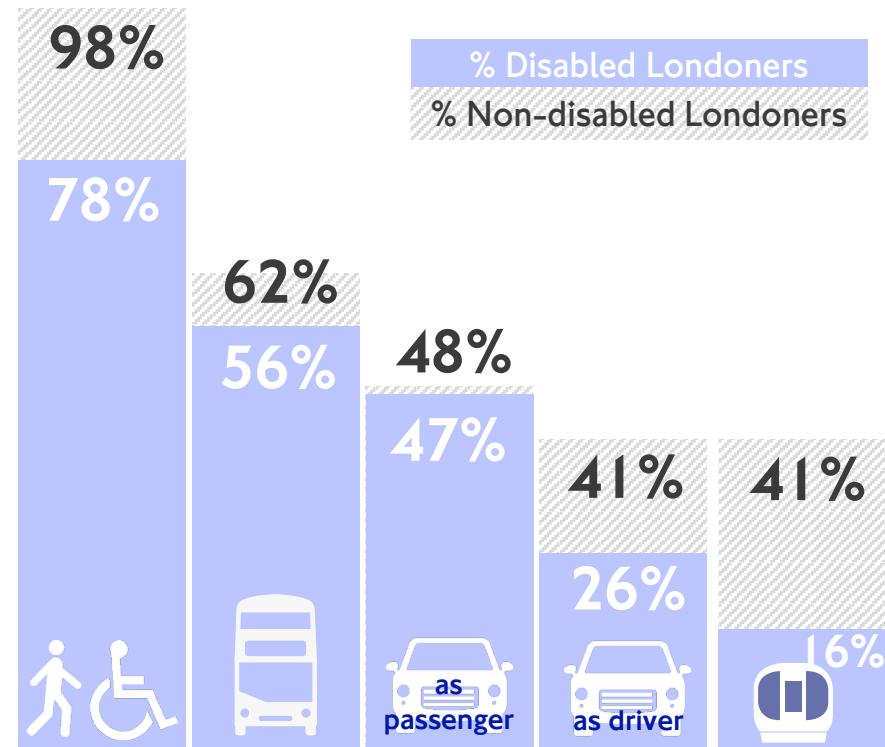**60%+** Londoners **have required step-free access in the last six months** while travelling with heavy luggage, a buggy, small children or because they are pregnant

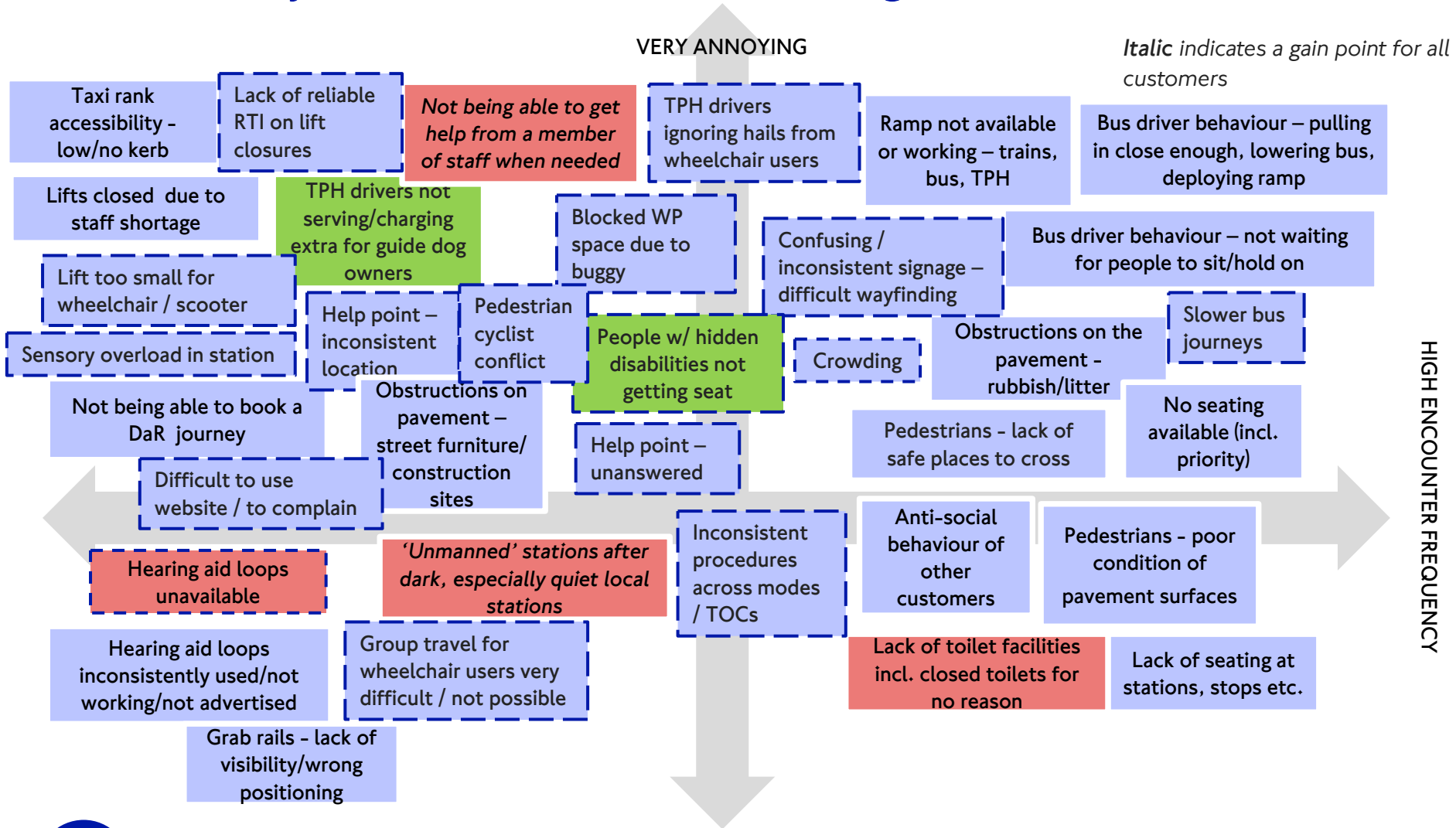**Internet and smartphone use is growing amongst disabled people, but still far lower than average**

APP

Modes used at least once a week

% Disabled Londoners
% Non-disabled Londoners

98%
78%

62%
56%

48%
47%

41%
26%

41%
16%

as passenger

as driver

Most gain points are more 'annoying' for customers with accessibility needs, as well as there being additional ones for them

VERY ANNOYING

Italic indicates a gain point for all customers

Taxi rank accessibility – low/no kerb

Lack of reliable RTI on lift closures

Not being able to get help from a member of staff when needed

TPH drivers ignoring hails from wheelchair users

Ramp not available or working – trains, bus, TPH

Bus driver behaviour – pulling in close enough, lowering bus, deploying ramp

Lifts closed due to staff shortage

TPH drivers not serving/charging extra for guide dog owners

Blocked WP space due to buggy

Confusing / inconsistent signage – difficult wayfinding

Bus driver behaviour – not waiting for people to sit/hold on

Lift too small for wheelchair / scooter

Help point – inconsistent location

Pedestrian cyclist conflict

People w/ hidden disabilities not getting seat

Crowding

Obstructions on the pavement - rubbish/litter

Slower bus journeys

Sensory overload in station

Not being able to book a DaR journey

Obstructions on pavement – street furniture/ construction sites

Help point – unanswered

Pedestrians - lack of safe places to cross

No seating available (incl. priority)

Difficult to use website / to complain

Inconsistent procedures across modes / TOCs

Anti-social behaviour of other customers

Pedestrians - poor condition of pavement surfaces

Hearing aid loops unavailable

'Unmanned' stations after dark, especially quiet local stations

Hearing aid loops inconsistently used/not working/not advertised

Group travel for wheelchair users very difficult / not possible

Lack of toilet facilities incl. closed toilets for no reason

Lack of seating at stations, stops etc.

Grab rails - lack of visibility/wrong positioning

HIGH ENCOUNTER FREQUENCY

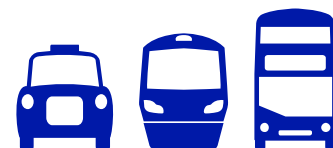New | No change | Worsening | Improving | Done

EVERY JOURNEY MATTERS

Our vision, principles and priorities

Our vision – our Customer Commitment on accessibility

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

Mayor's Transport Strategy

> "Improving the accessibility of the public transport system is critical to delivering a better whole journey experience for all Londoners" Draft MTS

- Enhance London's streets and public transport network to enable spontaneous and independent travel

- Improved accessibility training for bus drivers; better accessibility features on new buses

- Improved journey planning tools

- Inclusive design

- Improved SFA; halve additional journey time required by those using the step-free network only

- Provide staff and facilities to board trains; TUAG service for wheelchair users

- Improved accessibility of taxi ranks, piers and VCS

- Provide travel mentoring and other opportunities to help Londoners gain confidence to use public transport

MAYOR OF LONDON

Mayor's Transport Strategy
Draft for public consultation
JUNE 2017

Our E&I principles

Customer experience
Ensure our services will be accessible to more people, with consistent customer service that meets the needs of all customers.

Customer information
Ensure that more customers will have access to the information they need to make the most of travel in London.

Accessible network
Improve the accessibility of London's transport infrastructure to enable more people to make the most of life in the Capital.

Travelling safely and securely
Ensure that travel in London is safer and fewer young people, women and people from BAME communities are deterred from travelling because of safety concerns.

Value for money and affordability
Ensure we offer value for money for all Londoners with a fare structure that is clear and well communicated.

Health
Ensure that our transport system promotes and improves the health of all Londoners.

Workforce diversity
Achieve a workforce that is reflective and representative of the diversity of London.

Supporting current and future employees
Ensure all future and current employees are supported to make the most of their skills and talents.

Engaging with employees and promoting an inclusive culture
Create a more inclusive culture where all staff feel engaged.

Our business partners
Encourage more of our partner organisations to have diversity as a core value.

Communication and engagement
Engage with more of London's diverse communities to effectively inform, develop and deliver our strategies, services and programmes.

Source: Action on Equality 2016/17 Progress Report

EVERY JOURNEY MATTERS

Our approach

- Collation of insight and key inputs, workshops with organisation representatives and customer and stakeholder engagement.

- Bringing together under one framework activity already underway across the business and any new initiatives to address identified gaps.

- Key inputs:

    - Draft MTS (June)
    - Accessibility gain points
    - Action on Equality 2016-2020
    - Accessibility Customer Group actions (24 March)
    - Customer information and engagement workshop (18 May)
    - Digital partners accessibility summit (2 June)
    - Customer and stakeholder workshops on SFA signage at LU stations (June)
    - LU accessibility programme
    - Buses accessibility programme
    - Independent Disability Advisory Group (IDAG)
    - Disability Staff Network Group (SNG)

EVERY JOURNEY MATTERS

Accessibility priorities

1. Increase knowledge and awareness of customers' accessibility needs among staff, both frontline and corporate.

2. Promote our accessible travel services, features and products internally and externally.

3. Undertake meaningful engagement with our customers and stakeholders, with early inclusion in scheme and project development.

4. Data:

   a) Improve the quality, accuracy, consistency and granularity of existing accessibility data; and

   b) Identify incomplete or missing data sets and develop a proposal for data collection.

5. Improve real-time step-free access updates (i.e. lifts and escalators), both on network and digital .

6. Ensure signage across our entire network is accessible, consistent and intuitive.

EVERY JOURNEY MATTERS

Priority	Actions	Delivers against	Sponsor	Lead team	Estimated cost
Increase knowledge and awareness of customers' accessibility needs among staff, both frontline and corporate	• Rollout disability equality training (DET) to 1,000 corporate staff • Toolkit for project managers and sponsors including stakeholder-informed design principles, engagement support, EQIA support • Embed EQIAs in project management process • Accessibility information on staff iPads • Improve turn-up-and-go (TUAG), particularly at multi-modal interchanges	AoE (engaging with employees and promoting an inclusive culture; customer experience)	Staynton Brown	Diversity & Inclusion	£250k
Promote our accessible travel services, features and products internally and externally	• Promote Travel Support Card, Travel Mentoring Service and launch of new Mobility Aid Recognition Scheme card • Promote apps which provide accessibility information / features • Provide retailers with 'Accessible Travel in London' leaflet	MTS, AoE (customer experience)	Julie Dixon	Customer / Public Affairs & External Relations	£60k
Undertake meaningful engagement with our customers and stakeholders, with early inclusion in scheme and project development	• Programme of local engagement events (one in each sub-region) • Stakeholder-informed design principles guide • Utilise IDAG and SNG expertise more • Full roll-out of Accessibility Insight Package	AoE (communication and engagement; our business partners)	David McNeill / Julie Dixon	Customer / Public Affairs & External Relations	£150k

Priority	Actions	Delivers against	Sponsor	Lead team	Budget required
Improve the quality, accuracy, consistency and granularity of existing accessibility data	• Review processes that improve data at source • Developer engagement – influence product features • Programme to enhance existing data • New OS for Journey Planner	GP, MTS, AoE (customer information)	Ben Gammon	Technology & Data	Covered through existing budget Figure tbc for new OS for JP
Identify incomplete or missing data sets and develop a proposal for data collection	• Rolling programme of new data sets • In-station mapping trial	GP, MTS, AoE (customer information)	Ben Gammon	Technology & Data	Cost Review underway
Improve real-time step-free access updates, both on network and digital i.e. lifts and escalators	• RTI stations app • Digital whiteboards at stations with lifts • Help points call routing	GP, MTS, AoE (customer information)	Mark Evers	Customer	Whiteboards: £15k per unit + £2k opex pa; £200K for help points call routing
Ensure signage across our entire network is accessible, consistent and intuitive	• Stakeholder engagement – identify main issues / problems, what works / doesn't work, improvement areas • Audit of SFA signage across entire network, incl interchanges and decision points	GP, AoE (customer information)	Julie Dixon	Customer	£85k

Measurement and evaluation

Measurement tools

- TfL scorecard

- Accessibility insight package (currently being piloted):

    - Surveys:
        - Accessibility feedback tool (app)
        - Accessibility mystery traveller survey (TPH and LO only)
        - Customer satisfaction survey
        - Reputational scores
    - Social media tracking
    - Customer complaints and commendations data
    - Anecdotal feedback from stakeholder groups
    - Staff feedback

Bringing it all together: the 2017/18 TfL Scorecard

Customer	Target	
Work for our customers		
% of Londoners who agree TfL cares about its customers	51%	Q
Promote active and inclusive travel		
Total public transport journeys & central London cycling trips	4,096m	Q
Reduce impact on air quality		
Annual average NO2 concentration (inner roadside detectors)	59μg/m³	A
Deliver affordable housing		
% of affordable housing units out to market in the year	50%	Q
Create an accessible system		
% of Rail/ LU journeys which could be completed step free	16.75%	A

People	Target	
Foster a workforce representative of London		
Workforce Representativeness Index: All staff	70.3%	Q
Workforce Representativeness Index: Director/ Band 5	40.0%	Q
Action on Equality	90.0%	Q
Engage our people		
Total Engagement Index	59	A
Move to a more effective, efficient organisation		
Transformation programme milestone delivery	100%	Q
Transformation survey result	+3	Q

Operations and safety	Target	
Ensure safe travel		
Reduction in Killed & Seriously Injured (KSIs)	45.4%	Q
Total injuries – workforce and customer	10,265	P
Tackle crowding and grow our system		
Available passenger kilometres	116bn	Q
Improve reliability		
Journey Time Reliability (TLRN)	88.5%	P
Excess Wait Time (Buses)	1.1 min	P
Average bus speed (Buses)	9.2mph	P
Excess Journey Time (LU)	4.3min	P
Deliver critical infrastructure, and prepare for Elizabeth line		
Key milestone delivery	100%	Q

Financial	Target	
Become financially sustainable		
Net operating surplus	£264m	Q
Be prudent		
Daily closing cash vs. target minimum cash	95%	Q
Average cash balance over the period	Budget	Q

Governance

Governance model
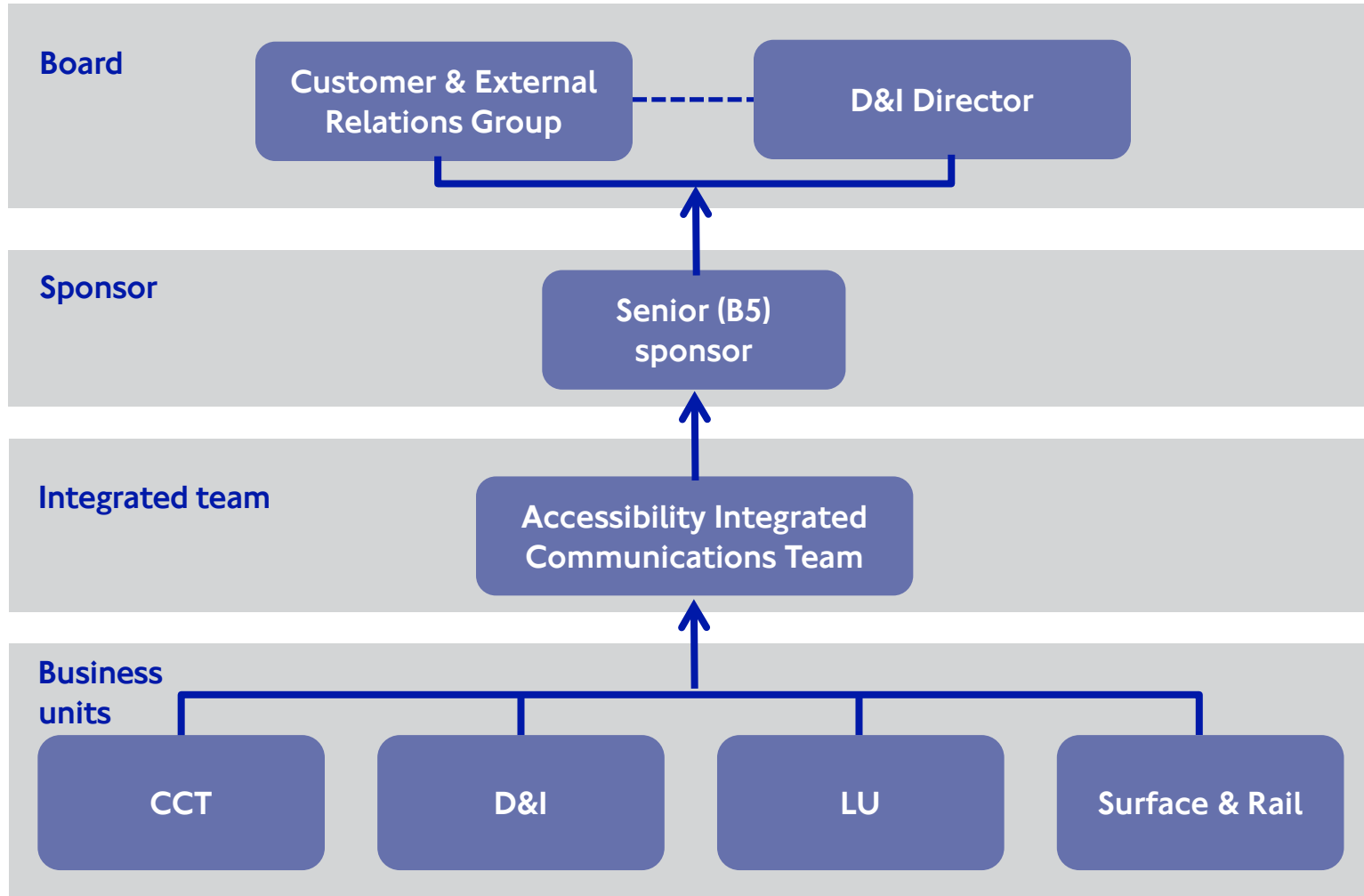
Next steps

Next steps

- Continue work on projects already underway

- Obtain funding approval for other projects, for 2018/19 business planning

Contact

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EVERY JOURNEY MATTERS