Agenda

Meeting: Customer Service and Operational Performance Panel

Date: Wednesday 13 February 2019

Time: 10.15am

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

Members

Dr Mee Ling Ng OBE (Chair)
Dr Alice Maynard CBE (Vice-Chair)
Bronwen Handyside
Anne McMeel

Dr Nelson Ogunshakin OBE
Val Shawcross CBE
Dr Lynn Sloman

Copies of the papers and any attachments are available on tfl.gov.uk How We Are Governed.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Sue Riley, Secretariat Officer; telephone: 020 7983 4392; email: SueRiley@TfL.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0845 604 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 5 February 2019

Agenda
Customer Service and Operational Performance Panel
Wednesday 13 February 2019

1   Apologies for Absence and Chair's Announcements

2   Declarations of Interest

General Counsel

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

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

3   Minutes of the Meeting of the Panel held on 14 November 2018
(Pages 1 - 6)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 14 November 2018 and authorise the Chair to sign them.

4   Matters Arising and Actions List (Pages 7 - 14)

The Panel is asked to note the updated actions list.

General Counsel

5   Quarterly Customer Service and Operational Performance Report
(Pages 15 - 138)

Managing Directors, Customers, Communication and Technology, London Underground and Surface Transport

The Panel is asked to note the report.

6   Taxi and Private Hire Vehicle Compliance (Pages 139 - 144)

Managing Director, Surface Transport

The Panel is asked to note the paper.

7   Strategic Overview of Cycling in London (Pages 145 - 200)

Managing Director, Surface Transport

The Panel is asked to note the paper.

8   Borough Engagement and Active Travel (Pages 201 - 208)

Director, City Planning

The Panel is asked to note the paper.

9   Bus Strategy Update - Next Steps (Pages 209 - 234)

Managing Director, Surface Transport

The Panel is asked to note the paper.

10   Future Mobility Business Models (Pages 235 - 240)

Managing Director, Surface Transport

The Panel is asked to note the paper.

11   Member suggestions for future agenda discussions (Pages 241 - 244)

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

12   Any Other Business the Chair Considers Urgent

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

13   Date of Next Meeting

Thursday 13 June 2019 at 10.15am.

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Committee Rooms 1&2, Ground Floor, Palestra, 197 Blackfriars Road London, SE1 8NJ
10.15am, Wednesday 14 November 2018

Members

Dr Mee Ling Ng OBE	Chair
Dr Alice Maynard CBE	Vice Chair
Bronwen Handyside	Panel Member
Anne McMeel	Panel Member
Val Shawcross OBE	Panel Member
Dr Lynn Sloman	Panel Member

Executive Committee

Vernon Everitt	Managing Director, Customers, Communication and Technology
Shashi Verma	Director of Strategy and Chief Technology Officer (Minute Reference 39/11/18)

Staff

Rob Everett	Senior Business Strategy Manager, Surface Transport (Minute Reference 39/11/18)
Mark Evers	Chief Customer Officer (Minute Reference 40/11/18)
Jonathan Fox	Director of Rail and Sponsored Services (Minute Reference 35/11/18)
Siwan Hayward	Director of Compliance, Policing and On-Street Services, Surface Transport
Jenna Henshaw	Head of Public Affairs and External Relations (Minute Reference 37/11/18)
Patrice Locker	Senior Risk Manager (Minute Reference 41/11/18)
Joyce Mamode	Head of Assisted Transport (Minute Reference 38/11/18)
Claire Mann	Director of Bus Operations, Surface Transport
James Mead	General Manager, On Demand Transport (Minute Reference 38/11/18)
Clive Walker	Director of Risk and Assurance (Minute Reference 41/11/18)
Brian Woodhead	Director of Customer Service, London Underground
Sue Riley	Secretariat Officer

32/11/18   Apologies for Absence and Announcements

An apology for absence was received from Dr Nelson Ogunshakin OBE. Howard Carter was also unable to attend the meeting.

The Chair expressed her condolences and sadness, on behalf of the Panel regarding two bus safety incidents on 10 November (bus route 26) and 11 November 2018 (bus route 198). One had resulted in a fatality and the other in a serious injury and a number of minor injuries. TfL and the bus operators were participating in the investigations into both incidents and a more detailed report would be provided to the next meeting of the

Safety, Sustainability and Human Resources Panel on 5 December 2018 and a future meeting of the Board. All those involved were being offered support by the Sarah Hope Line.

An update on lessons learnt would be shared with Panel Members.

[Action: Gareth Powell]

33/11/18   Declarations of Interest

Members confirmed that their declarations of interests, as provided to the Secretariat and published on tfl.gov.uk, were up to date and there were no other interests to declare that related specifically to items on the agenda.

34/11/18   Minutes of the Previous Meeting

The minutes of the meeting held on 11 September 2018 were approved as a correct record and signed by the Chair.

35/11/18   Matters Arising and Actions List

All actions were either completed or incorporated into the Forward Plan.

Bronwen Handyside had met with staff to further discuss the issue of taxi ranks at some of the Elizabeth line stations and offered to help raise the concerns of elderly and disabled passengers with the relevant boroughs.

A number of actions for the Panel had arisen from the meeting of the Board held on 19 September 2018. Members were advised that reports on the work of the Taxi and Private Hire Compliance team and on borough contributions to the active travel agenda would be submitted to a future Panel meeting.   **[Action: Secretariat]**

Jonathan Fox gave an oral update on the Barking to Gospel Oak Services. The current trains in use were old, diesel and were due to be replaced, but delivery had been delayed by a year. This had led to increased service pressure on the existing trains, which was resulting in service disruption, delays and cancellations. Only four out of the six trains would be running over the weekend with a bus replacement service to make good any gaps in service. Weekly update discussions were held with senior officers of Bombardier UK.

Software programming of the trains had proved problematic which was causing the delays. Drivers were currently being trained with the aim of starting passenger service by the end of December 2018. TfL was also trying to retain the use of the current trains and was optimistic in doing so, but this was complicated by a franchising agreement with West Midland Railway. Discussions were ongoing with the Department for Transport. There were no other trains available which could be used to make up the service.

An extensive communications strategy had been put in place including articles in the Metro, targeted customer emails, social media and station posters.

Passengers had raised concerns with individual Board Members and it had also been discussed at the Board meeting on 19 September 2018. Members requested more regular and accurate information on the TfL website.

The Panel would be kept regularly updated.   **[Action: Jonathan Fox]**

The Panel noted the Actions List and the oral updates.

36/11/18   Quarterly Customer Service and Operational Performance Report

Vernon Everitt, Siwan Hayward and Brian Woodhead jointly presented the Quarter 2 2018/19 Customer Service and Operational Performance Report.

The increase in the number of customer accidental injuries on the London Underground since the previous quarter was disappointing. The biggest increase had been in the number of Platform Train Interface incidents, which was partly due to seasonal trends and occurred at specific locations. Work continued to target the reduction of PTIs with staff training, customer awareness and localised station announcements. It was anticipated that this would result in a reduction in the next quarter and a continued downward trend.

The number of escalator incidents had also increased, mainly due to customer behaviour, for example the use of mobile devices and carrying over sized luggage. Public address announcements, staff positioning, customer messaging and signage were being used to reduce incidents. Passenger intoxication was also a contributory factor and a report on this issue would be submitted to a future meeting.

[Action: Brian Woodhead]

It was suggested that passengers be reminded of the need to travel with due care and attention and prompted to do so when accessing Wi-Fi services on TfL property.

Significant work had been done to reduce bus injuries and all Board Members had been invited to attend a recent Bus Safety Summit. There was a steady, declining trend. A further report on types of minor and major injuries on buses and causal factors would be submitted to a future meeting.   **[Action: Siwan Hayward]**

On the Overground network there had been a rise in accidents and injuries in Quarter 2 compared to the previous year due to the impact of the hot weather on passengers and escalators.

As requested, data on customer injuries on buses had been categorised into people killed and seriously injured and would be extended to Streets data. Motorised vehicles would also be broken down in future reports to reflect the increasing trend in the use of motorised scooters.   **[Action: Siwan Hayward]**

Improved evaluation methods were adopted following road accidents using a "go look and see" approach by a multi-disciplinary team within 48 hours of reported accidents. The aim was not to allocate blame but to evaluate whether any immediate changes

could be made to accident hot spots, busy junctions and so on. A number of Panel Members had attended the Vision Zero Summit on 13 November 2018, which took a no-blame approach to lessons learnt from safety incidents.

The other area with higher customer injuries was on the Dial-a-Ride service with steps, trips and falls. This was being addressed through the acquisition of a new fleet of vehicles with enhanced safety design features.

Passenger safety on the transport network remained good overall and particularly for young people, in the context of rising knife crime in London. This was due to close police partnership working. Work was on going with the British Transport Police to tackle low level crime and anti-social behaviour across the network, as well as tackling hate crimes. A deep dive on anti-social behaviour and low level crime would be arranged for a future meeting.   **[Action: Siwan Hayward]**

No publicity was given to criminal damage and theft of assets because it encouraged and reinforced criminal behaviour.

It was agreed that statistics on crime against TfL staff, including hate crimes, and the impact on service delivery would be included in the crime and safety section of future reports.   **[Action: Siwan Hayward]**

Staff would confirm how much of the rise in crime on TfL Rail was attributed to the recently absorbed London to Heathrow service.   **[Action: Siwan Hayward]**

Safety feedback from customers had increased but this was partly due to an improved complaints system and a quicker escalation process.

The scope of the Sarah Hope Line services was being extended to include suicide prevention and further promotion of the service to external stakeholders and first responders and the emergency services.

TfL's customer care scores continued to rise with two of the key drivers of supporting customers when things go wrong and investing to improve journeys contributing. TfL's value for money score was also good.

The response target for Customer Services correspondence had been missed due to unusually high attrition which was being addressed by recruitment. A number of customer complaints had been received during the hot weather and its impact on the passenger journey experience.

Further details would be provided as to why there had been a decrease in customer care score for "friendly and helpful staff" on buses.   **[Action: Vernon Everitt]**

It was suggested that the number of automated refunds should be more widely publicised.

A more detailed report on Healthy Streets checklists would be submitted to a future meeting.   **[Action: Gareth Powell]**

An escalator excellence station was one which had improved signage, posters and regular announcements. If a station achieved this it was issued with a certificate but the importance of maintaining momentum on this issue was highlighted.

The drop in step free accessibility had been due to lifts being out of action during the hot weather period. A new fault reporting app being used by staff allowed information to be provided in real time for passengers and alternative journey planning. TfL would also be taking responsibility for lift maintenance at some key stations to improve asset performance. Due to the unreliability of hydraulic pump lifts, these would be replaced when new lifts were installed.

Further updates on the active travel matrix scorecard would be included in the quarterly report. **[Action: Gareth Powell]**

The Panel noted the report.

37/11/18   Working with our Stakeholders

Vernon Everitt and Jenna Henshaw introduced the paper previously requested on how TfL works with stakeholders to deliver transport services for London.

It was suggested that the National Pensioners Convention be included in the list of external stakeholders consulted.

More detailed discussions on the bus design consultation would be taken outside of the meeting. **[Action: Vernon Everitt/Bronwen Handyside]**

Staff would ensure that loss of external stakeholder trust was reflected in the appropriate strategic risk. **[Action: Vernon Everitt]**

The Panel noted the paper.

38/11/18   Assisted Transport Services

Claire Mann, Joyce Mamode and James Mead introduced the update on assisted transport services.

The recent changes to the Taxicard Scheme were as a result of the key outcomes from the consultation, which were: improvements to the service provided by the driver meeting individual customer requirements; improvements to the complaints process and improvements to web bookings. While TfL did not procure the Taxicard scheme, it had been able to influence the outcome of the service provision.

Due to resource issues in the local boroughs progress had been slow with the Assisted Transport Services pilots. Progressing hospital transport had also proved difficult due to the complex and dissipated nature of the organisational structure of the NHS.

Staff were congratulated on the work to date and were encouraged to proceed with the pilots as planned from April 2019.

It was agreed that staff would review the criteria for Dial-a-Ride and the option of including hospital transport services, and to seek NHS links through the GLA.
[Action: Joyce Mamode]

The Panel noted the paper.

39/11/18   TfL International Benchmarking Report 2018

Shashi Verma and Rob Everett presented the TfL International Benchmarking Report 2018, which provided a high level overview of TfL's performance.

While the benchmarking exercise did not assist in assessing overall efficiency of delivery, it did help self assess practices in the different areas benchmarked.

It was agreed that the report findings be shared with Committees as appropriate.

The Panel noted the report.

40/11/18   London Underground Station Action Plan

Mark Evers provided an update on the delivery of the outstanding items of the London Underground Station Action Plan which was developed to address the issues raised by London TravelWatch.

A final report would be submitted to the next meeting.

41/11/18   Strategic Risk Management Update

Clive Walker and Patrice Locker presented the update on TfL's new Enterprise Risk Management Framework.

The Panel noted the paper and the supplementary information on Part 2 of the agenda.

42/11/18   Member Suggestions for Future Discussion Items

Sue Riley presented the Forward Plan.

The paper was noted.

43/11/18   Any Other Business

There was no urgent business.

44/11/18   Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 13 February 2019 at 10.15am.

Chair: _____

Date: _____

**Customer Service and Operational
Performance Panel**

**TRANSPORT
FOR LONDON
EVERY JOURNEY MATTERS**

Date: **13 February 2019**

Item: **Actions List**

This paper will be considered in public

1 Summary

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

2 Recommendation

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

List of appendices to this report:

Appendix 1: Actions List
Appendix 2: Additional Information

List of Background Papers:

Minutes of meeting of the Panel on 14 November 2018.

Contact Officer: Howard Carter, General Counsel
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Customer Service and Operational Performance Panel Actions List
(reported to the meeting on 13 February 2019)

Actions from the meeting held on 14 November 2018

Minute No.	Item/Description	Action By	Target Date	Status/Note
32/11/18	**Apologies for Absence and Announcements** The update on lessons learnt from the bus safety incidents to be circulated to Members.	Claire Mann	13 February 2019	Oral update to be provided at the meeting.
35/11/18	**Matters Arising and Actions List** Reports on the work of the Taxi and Private Hire Compliance team and on borough contributions to the active travel agenda to be submitted to a future Panel meeting.	Gareth Powell Alex Williams	13 February 2019 meeting.	Reports on agenda. Completed.
	Members to be kept regularly updated on the Gospel Oak to Barking route progress.	Jonathan Fox	Ongoing	Ongoing.
36/11/18	**Quarterly Customer Service and Operational Performance Report** A report on passenger intoxication to be submitted to a future meeting.	Brian Woodhead	13 June 2019 meeting.	Scheduled on the Forward Plan.
	A further report on types of minor and major injuries on buses and causal factors to be submitted to a future meeting.	Siwan Hayward	-	Further information included in the quarterly report, providing a breakdown of the types of injuries. Completed.

Minute No.	Item/Description	Action By	Target Date	Status/Note
	Changes to the quarterly report to include: • streets data to be categorised into people killed and seriously injured; • accidents involving Motorised vehicles to be broken down to include motorised scooters; • statistics on crime against TfL staff, including hate crimes, and the impact on service delivery; • further updates on the active travel matrix scorecard.	Siwan Hayward	13 February 2019 meeting.	Incorporated into report on agenda. Completed.
	A deep dive on anti-social behaviour and low level crime to be arranged for a future meeting.	Siwan Hayward	13 June 2019 meeting.	Scheduled on the Forward Plan.
	Staff to confirm how much of the rise in crime on TfL Rail was attributed to the recently absorbed London to Heathrow service.	Siwan Hayward	Following the meeting.	Information attached at Appendix 2. Completed.
	Further details to be provided as to why there had been a decrease in customer care score for "friendly and helpful staff" on buses.	Vernon Everitt	-	There was a drop of four points from Q1 to Q2 in the percentage of "has friendly and helpful staff" in the key drivers of care trend. Three likely interrelated reasons include: a delay in confirming the continuation of the bus contracts customer incentives trial, which ran in Q4 and was not confirmed to the bus operators that it would continue until late summer; high temperatures which had a negative effect on a number of scores and aspects of customer experience and central London bus network changes.

Minute No.	Item/Description	Action By	Target Date	Status/Note
	A more detailed report on Healthy Streets checklists to be submitted to a future meeting.	Gareth Powell	13 June 2019 meeting.	Scheduled on the Forward Plan.
37/11/8	**Working with our Stakeholders** To ensure that the loss of stakeholder trust is reflected in the appropriate strategic risk.	Vernon Everitt	Following the meeting.	Risk updated. Completed.
	More detailed discussions on the bus design consultation would be taken outside of the meeting.	Vernon Everitt/ Bronwen Handyside	Following the meeting.	Discussion held. Completed.
38/11/18	**Assisted Transport Services** Staff to review the criteria for Dial-a-Ride and the option of including hospital transport services, and to seek NHS links through the Greater London Authority.	Joyce Mamode	-	Discussions have taken place with GLA officers to identify opportunities to build links with targeted NHS trusts, through which options for future partnership working will be explored. The first meeting with an NHS trust is being held in early February 2019. The legal and operational implications of Dial-a-Ride changing its policy in respect of providing transport to hospital appointments is in the process of being reviewed.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
28/09/18	**Mapping of Customer Groups** A report on the outcomes of the customer gain insights across TfL to be presented to a future meeting.	Vernon Everitt	27 November 2019 meeting.	To be reported as part of ongoing work on Spotlight on Customer Programme. Scheduled on Forward Plan.
29/09/18	**Member Suggestions for Future Discussion Items** Relevant London Assembly scrutiny work to be included in future quarterly performance reports.	Vernon Everitt	13 February 2019.	Included in quarterly report on agenda.
	Other subjects to include: • strategic overview of cycling in London, including dockless cycles, cycle accessibility, cycle storage and security and refurbished bikes;	Gareth Powell	13 February 2019 meeting.	Report on agenda. Completed.
	• an update on the closure of ticket offices on the Overground.	Jonathan Fox	13 June 2019 meeting.	Scheduled on the Forward Plan.

Crime on TfL Rail

At the meeting of the Panel on 14 November 2018, during the discussion of the quarterly Customer Service and Operational Performance Report, Members asked how much of the rise in crime on TfL Rail was attributed to the recently absorbed London to Heathrow service (Minute 36/11/18).

Analysis has been carried out and with the most like-for-like comparison – excluding Heathrow to Paddington services, and excluding six stations which are part of the western section managed by TfL Rail, this brings the variance between 2017/18 and 2018/19 down from 80 per cent to 28 per cent (rounded).

The data we originally supplied in the report is set out in Table 1 below, with Table 2 providing a breakdown of the excluded services.

Table 1

Originally supplied

Mode - TfL Rail	Volume		
	17/18	**18/19**	**Variance**
Violence Against the Person	51	84	64.7%
Sexual Offences	13	12	-7.7%
Criminal Damage	7	25	257.1%
Line of Route	0	1	100.0%
Theft of Passenger Property	38	73	92.1%
Motor Vehicle/Cycle Offences	25	59	136.0%
Robbery	2	8	100.0%
Theft of Railway Property / Burglary	7	9	28.6%
Serious Public Order	42	55	31.0%
Serious Fraud	0	2	100.0%
Drugs	3	10	233.3%
Other Serious Offences	3	6	100.0%
Total Notifiable	**191**	**344**	**80.1%**

The most like-for-like comparison is the following data.

Table 2

**Without London Paddington - Heathrow extension stations/network offences
AND other stations included on the western section which TfL manage
(Abbey Wood, Iver, Langley, West Drayton, Taplow, Burnham)**

Mode - TfL Rail	Volume		
	17/18	18/19	Variance
Violence Against the Person	51	63	23.5%
Sexual Offences	13	9	-30.8%
Criminal Damage	7	11	57.1%
Line of Route	0	0	0.0%
Theft of Passenger Property	38	56	47.4%
Motor Vehicle/Cycle Offences	25	37	48.0%
Robbery	2	5	150.0%
Theft of Railway Property / Burglary	7	8	14.3%
Serious Public Order	42	41	-2.4%
Serious Fraud	0	2	100.0%
Drugs	3	8	166.7%
Other Serious Offences	3	4	33.3%
Total Notifiable	**191**	**244**	**27.7%**

**Customer Service and Operational
Performance Panel**

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: **13 February 2019**

Item: **Quarter 3 Customer Service and Operational Performance
Report**

This paper will be considered in public

1   Purpose

1.1   The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 3 2018/19.

1.2   This report covers the period from 16 September – 8 December 2018.

1.3   The format of this report continues to align with the Mayor's Transport Strategy and to clearly highlight TfL scorecard measures within the report, as well as providing additional information requested by Members at the previous meeting. The report will continue to be updated to better reflect reporting information requested by the Panel.

1.4   In this report we have included additional information on the top causes of injury, as well as further insights in the 'Our system will be safe and secure' section of the report. We have also made Travel Demand Management a quarterly feature, following the spotlight provided previously.

2   Recommendation

2.1   **The Panel is asked to note the report.**

List of appendices to this report:

Appendix 1: Quarter 3 Customer Service and Operational Performance Report

List of Background Papers:

None

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                    Technology
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Transport for London customer service and operational performance report

Quarter 3 (16 September 2018 – 8 December 2018)

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

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, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, 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 central London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means 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.

Contents

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 and security of our customers, staff, suppliers and contractors is our top priority. We work closely with the police and other agencies to ensure that our network remains a low crime environment.

We have continued to develop this report under guidance from the Panel, and now provide additional information on the top causes of injury, as well as further insights in the 'Our system will be safe and secure' section of the report. We have also made Travel Demand Management, the steps we take to manage disruption and to spread demand for our services, a standing feature.

Within Surface Transport, the bus network continues to operate reliably, with excess wait time at record reliability levels. On the road network, serious and severe disruption continues to decline, and has done so for the past four quarters.

This report includes a spotlight on 'Hello London', our bespoke training for all London bus drivers. It provides an overview of the work to improve the experience for bus passengers and the positive impact this is delivering.

During this quarter, we experienced our busiest day ever on London Underground, with more than five million journeys made on 7 December. During that week, we also had our busiest week in history, with more than 30 million journeys made using the Tube network. Our performance on London Underground during this quarter was slightly worse than the previous quarter due to industrial action, and staff and asset issues for which improvement plans are in place.

Our Contact Centre has ranked in the UK Top 50 Contact Centres for seven consecutive years. This year, we improved our position, moving up from 43rd place to 37th, due to a 15 per cent improvement in the overall quality of our service. We also won two awards: the 'Most Improved Social Media' and the 'Commitment to Improvement' awards, given by the Top 50 Companies for Customer Service, the UK's independent customer service benchmarking programme.

Nigel Holness
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 to make life in our city better

How we report on our business

TRANSPORT FOR LONDON

Underground

Elizabeth line
*

Buses

Rail

Streets

Other operations

Commercial Development

Major projects

* In this report, TfL Rail is reported as part of Rail

Facts and figures**

940 Trains on the TfL network

580km TfL-operated highways

680km TfL-operated Rail and Underground routes

9,550 Buses on the TfL network

6,350 Traffic signals operated by TfL

** Based on full year 2017/18

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Page 24

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 investing in upgrades and step-free access schemes. We are making local streets healthier and more pleasant places. Listening to, and acting on, the suggestions of our customers enables 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 relation to the following themes from the Mayor's Transport Strategy:

Healthy Streets and healthy people

A good public transport experience

Scorecard measures
We use a scorecard to measure our 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

Customer injuries
Moving annual average

1,014
Number of injuries on the LU network this quarter (14%▲ against Q3 2017/18)

1,098
Number of injuries on the bus network this quarter (17%▼ against Q3 2017/18)

94
Number of injuries on our rail network this quarter (19%▼ against Q3 2017/18)

24
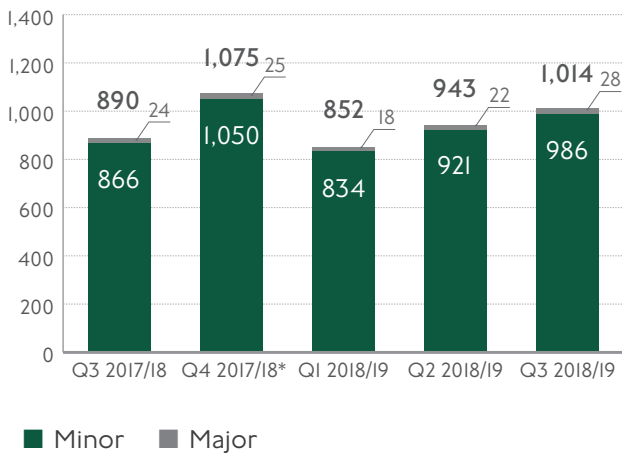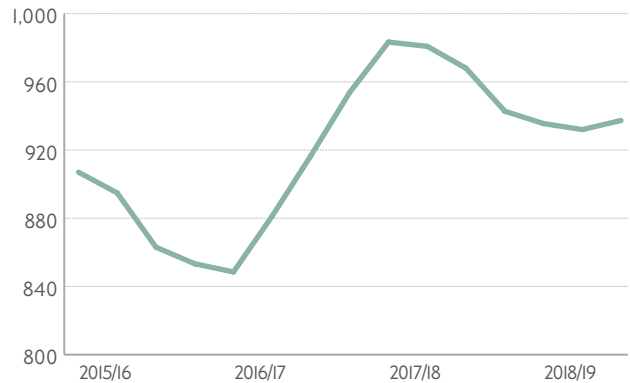Number of injuries within our other operations this quarter (4% ▲ against Q3 2017/18)

Across our public transport networks, a total of 2,230 customers were injured, down five per cent against the same quarter last year. This was driven by significant reductions in the number of people injured on bus and rail networks. There were two passenger fatalities during the quarter: one on buses and one on LU. The moving annual average at the end of Q3 was 2,405 injuries, which is a one per cent improvement against Q3 2017/18.

Improvement activities during the quarter included:

• Launch of the ground-breaking Bus Safety Standard, which will introduce a range of new safety features to London's bus fleet over the next five years

• Vison Zero Summit, with leaders of London boroughs and other key stakeholders to further the road danger reduction agenda

• Selection of a supplier for technology to prevent speeding on the tram network

• Launch of a 'Stairs Excellence' programme at LU stations to promote the safe use and management of stairs, complementing the existing 'Escalator Excellence' programme

*   TfL Rail commenced 31 May 2015

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Underground 🚇

Customer injuries
Past five quarters

Injuries (bar chart, past five quarters):

Quarter	Minor	Major	Total
Q3 2017/18	866	24	890
Q4 2017/18*	1,050	25	1,075
Q1 2018/19	834	18	852
Q2 2018/19	921	22	943
Q3 2018/19	986	28	1,014

■ Minor ■ Major

Moving annual average

Line chart across 2015/16, 2016/17, 2017/18, 2018/19 (vertical axis 800–1,000).

Top three causes of injury

Slips, trips and falls	86%
Hit by doors, gates or other objects	12%
Other	2%

In Q3, there were 1,014 customer injuries. This equates to 2.9 injuries per million passenger journeys, a 12 per cent increase on the same quarter last year; 2.7 per cent of LU customer injuries this quarter were major injuries. A customer was fatally injured at Farringdon station when he fell between the platform and a train coming into the station.

Preventing slips, trips and falls, which happen mainly on escalators, stairs and at the platform train interface, continues to be the focus of our improvement activities, which during the quarter included:

• Installation of new 'hold the handrail' escalator signage for stations outside the top 20 for escalator incidents, and continued use of the Escalator Excellence awards that promote the safe management and use of escalators

• Roll-out of a similar Stairs Excellence programme at 36 stations

• Infrastructure changes to realign the edges of platforms at Victoria and East Putney to reduce the gap between the train and the platform, and continued delivery of our Platform Camera Improvement project

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

Buses

Customer injuries

Past five quarters

	Minor	Major	Total
Q3 2017/18	1,037	288	1,325
Q4 2017/18	1,174	311	1,485
Q1 2018/19	1,011	236	1,247
Q2 2018/19	950	266	1,216
Q3 2018/19	873	225	1,098

■ Minor ■ Major

Moving annual average

2015/16   2016/17   2017/18   2018/19
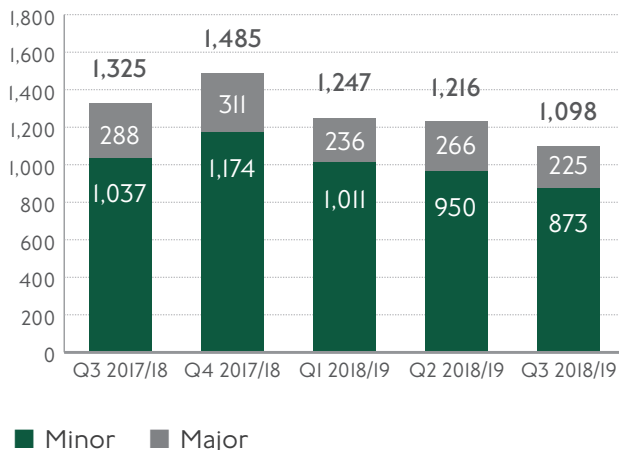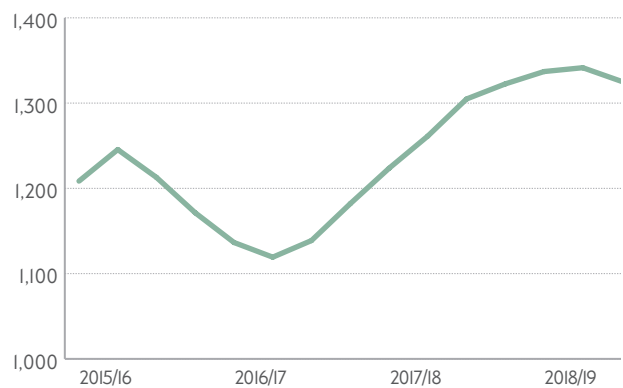
Top four causes of injury

Slips, trips and falls	58%
Struck by/against object	22%
Trapped fingers/limbs	8%
Collisions	7%

There were 1,098 injuries in Q3. This equates to 2.1 injuries per million bus passenger journeys, a 14 per cent improvement compared with the same quarter last year. Twenty per cent of injuries required hospital treatment, 12 per cent were treated at the scene, and the remaining 68 per cent required no treatment. In the quarter, there were four fatalities connected with TfL's bus operations: three pedestrians were killed in collisions with our buses and one passenger later died from injuries sustained following a fall on a bus.

We continue to drive improvements through our vehicle specifications, research and partnership with bus operators. During the quarter, this included:

• Launch of the Bus Safety Standard at TfL's second Bus Safety Summit on 16 October

• Expanding the use of Intelligent Speed Adaptation to 700 buses across 50 routes

• An Operators' Forum to share learning from the Safety Innovation Fund projects

People killed or seriously injured*
Past five quarters

Chart data (Past five quarters):

Quarter	Seriously injured	Killed	Total
Q3 2017/18	58	2	60
Q4 2017/18	69	3	72
Q1 2018/19	48	1	49
Q2 2018/19	65	4	69
Q3 2018/19	66	1	67

■ Seriously injured ■ Killed
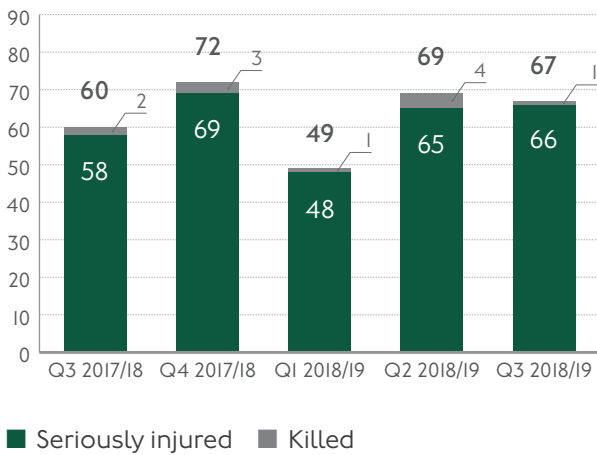
Annual totals*
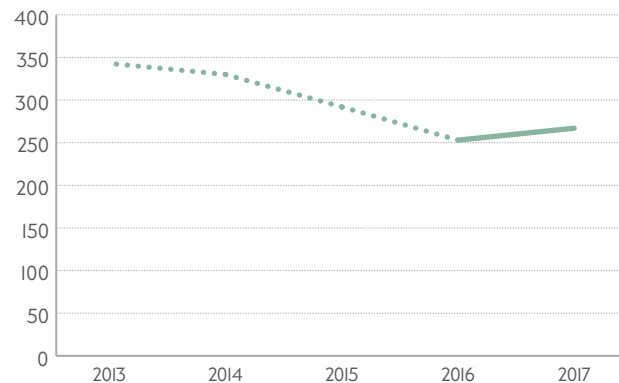
The number of people killed or seriously injured reported by, or to, the police in Q3 rose by 10 per cent compared to the same quarter last year. In Q3 2018/19, 22 (32 per cent) of these involved vulnerable road users. Pedestrians continue to make up the largest proportion, representing 77 per cent of vulnerable road users killed or seriously injured during Q3. When compared to the same period last year, the number of vulnerable road users killed or seriously injured involving a bus has reduced by 33 per cent, although the proportion related to pedestrians has risen by five per cent.

On 16 October, we held our second Bus Safety Summit, which launched the Bus Safety Standard. The standard details the bus safety features that all bus operators will need to progressively implement by 2024. From next year, all new London buses must include the following safety measures:

• Technology that automatically limits the speed at which buses are able to travel

• An audible alert for pedestrians and other road users to the presence of buses

• Slip reduction measures inside buses such as high-grip flooring

• More blind-spot mirrors and reversing cameras, as a result of adapting our Direct Vision Standard for HGVs to suit buses

• Special warning pedal indicators for drivers to correct 'pedal confusion'

* Figures from the end of 2016 have been reported using a new system (COPA). The dotted line in the graph for calendar years 2013-2016 denotes back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how incidents would have been reported under this system in previous years

Rail

Customer injuries
Past five quarters

- Minor
- Major
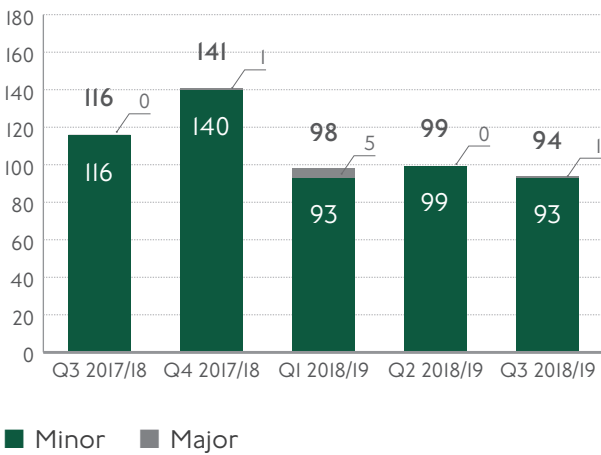
Moving annual average*
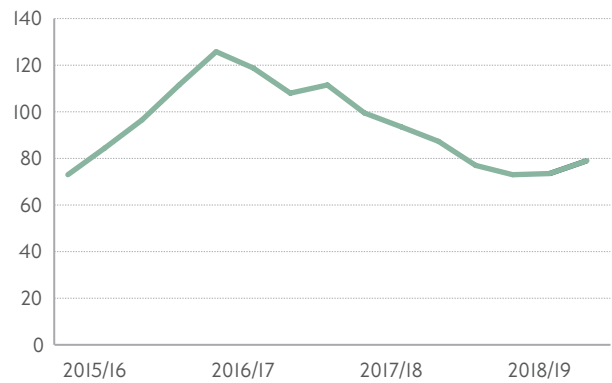
Injuries by mode

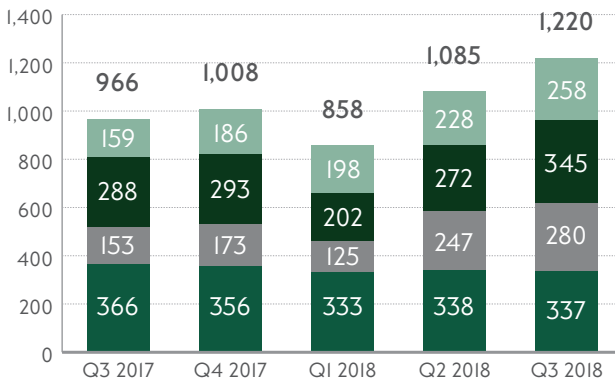|	
London Overground	49
DLR	20
TfL Rail	15
Trams	10

A total of 94 customers were injured in the quarter: one of the injuries was major, resulting from a customer being stabbed at Clapham Junction station. This equates to 0.9 customer injuries per million passenger journeys, a 21 per cent improvement on the same period last year.

Key improvement activities during the quarter included:

- The procurement of suppliers for technology to prevent speeding on the tram network and installation of improved emergency lighting for trams to address RAIB recommendations

- Ongoing work to investigate fatigue across the rail networks, including the trial of wearable fatigue monitors on DLR

- Work to reduce risk at the platform train interface (PTI), including testing the operational and safety impacts of different lengths of DLR door chime in line with accessibility regulations

- The start of PTI assessments across the DLR using the new version of the RSSB PTI tool

Streets

People killed or seriously injured*
Past five quarters (type of user)

Stacked bar chart values:

	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018
Total	966	1,008	858	1,085	1,220
Other motorised vehicles	159	186	198	228	258
Motorcycles	288	293	202	272	345
Cyclists	153	173	125	247	280
Pedestrians	366	356	333	338	337
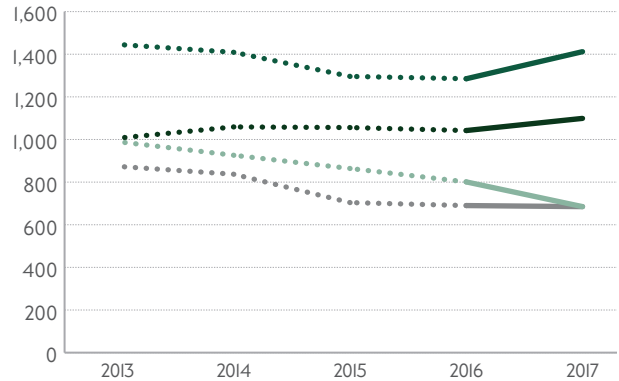
■ Pedestrians ■ Cyclists ■ Motorcycles ■ Other motorised vehicles

Annual totals*

Past five quarters (KSI)

	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018
Killed	28	41	24	24	31
Seriously injured	938	967	834	1,061	1,189
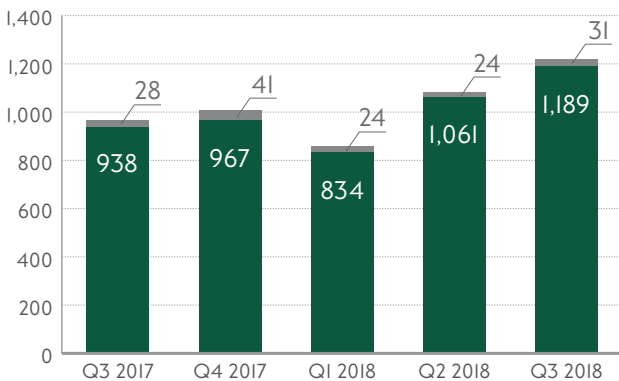
■ Killed ■ Seriously injured

For the most recent quarter available, July–September 2018, provisional figures indicate that a total of 31 deaths were recorded on London's roads, an increase from 28 in Q3 2017. All incidents involved adults – 11 were 60 years old or more. Pedestrians accounted for half of the fatalities. The provisional figures for Q3 2018 indicate that the number of people killed or seriously injured increased by 26 per cent compared to the same quarter last year. The greatest increase (up by 83 per cent) was among cyclists – this quarter more cyclists were killed or seriously injured as a result of collisions with cars. The increase partly reflects weather conditions, with Q3 2018 being one of the driest and warmest on record, and July 2018 being the second warmest ever recorded. Levels of cycling increased by 7.5 per cent in central London during Q3 2018 compared to the same quarter last year, to the highest level on record. Incidents involving motorcycles increased by 20 per cent, while there was an eight per cent reduction in pedestrians killed or seriously injured. The number of car occupants killed or seriously injured increased.
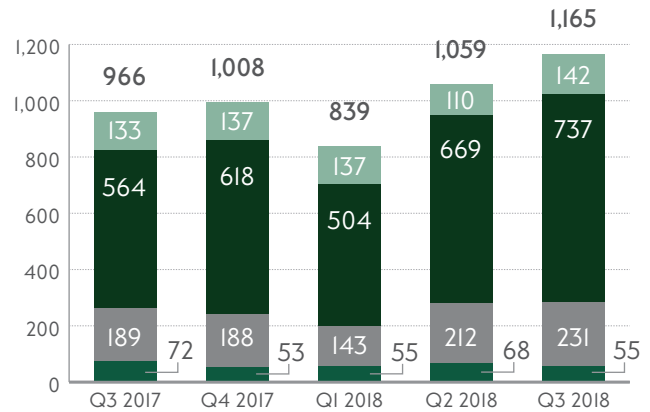
* Figures from the end of 2016 have been reported using a new system (COPA). The dotted lines in the graph for calendar years 2013-2016 denote back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how KSIs would have been reported under this system in previous years

Past five quarters (gender)

	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018
Total	966	1,008	858	1,087	1,220
Female	256	266	269	312	344
Male	710	742	589	775	876
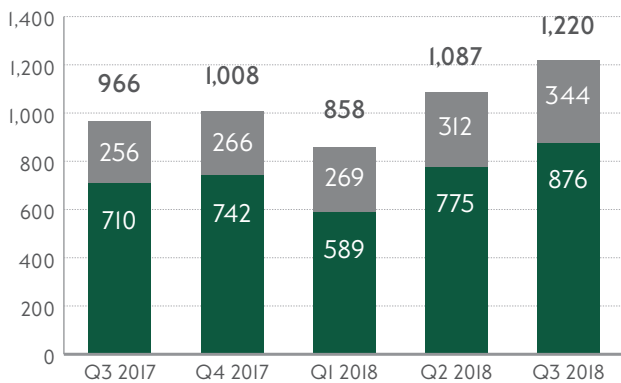
■ Male   ■ Female

Past five quarters (age)

	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018
Total	966	1,008	839	1,059	1,165
60+	133	137	137	110	142
25-59	564	618	504	669	737
16-24	189	188	143	212	231
0-15	72	53	55	68	55

■ 0-15   ■ 16-24   ■ 25-59   ■ 60+

Safety improvements to make our road network safer for all users progressed during the quarter, including:

- The start of on-site enabling works for improvements at Old Street gyratory

- The opening of Quietway 6 between Wanstead Flats and Barkingside; Quietway 14 from Blackfriars to Tower Bridge Road; and Quietway 22 (Newham Greenway)

- Completion of works at Bruce Grove

We also continued to engage key stakeholders with the Vision Zero agenda. We did this through events such as our Vision Zero Summit, to inspire senior leaders across London to take ownership and accountability for Vision Zero within their organisations, and one-to-one support to London boroughs to develop the Vision Zero elements of their Local Implementation Plans.

In November, the Roads and Transport Policing Command began to implement Operation Vision Zero, to tackle sources of road danger. In the first week, there were more than 80 arrests, and officers issued in excess of 2,000 traffic offence reports for a range of issues, including drink/drug driving, speeding, mobile phone use and driving without insurance.

Other operations

Customer injuries
Past five quarters
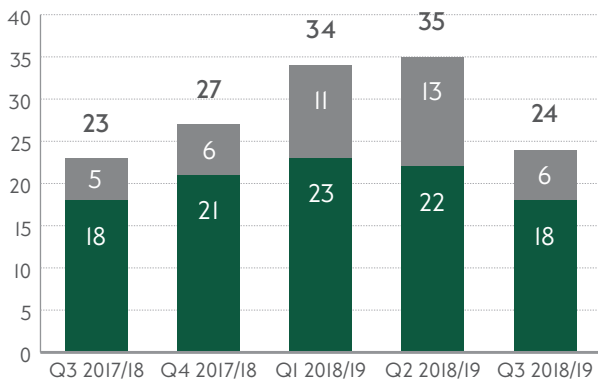
Minor | Major

Moving annual average
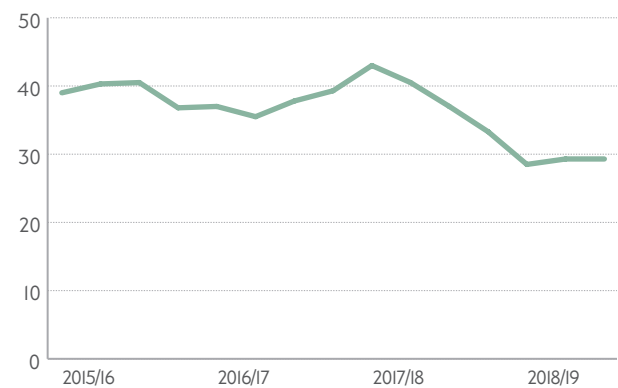
Top four causes of injury

Slips, trips and falls	50%
Collisions	14%
Cuts/abrasions	14%
Trapped fingers/limbs	9%

Twenty-four customers were injured across our other operations - this equates to 4.6 customer injuries per million passenger journeys. This is an improvement on the same quarter last year, when it was 4.9 injuries per million passenger journeys.

In the quarter, a significant proportion of injuries occurred within Dial-a-Ride (46 per cent). Victoria Coach Station accounted for 25 per cent of injuries, there were 21 per cent within Santander Cycles, and eight per cent within Emirates Air Line.

Safety – feedback from customers
Number of complaints

	Q3 2017/18	Q3 2018/19
London Underground	345	387
London Buses	1,133	1,437
DLR	23	24
London Overground	38	67
TfL Rail	22	21
London Trams	13	8
Emirates Air Line	1	0
Congestion Charge	0	0
Dial-a-Ride	4	9
London River Services	5	1
Santander Cycles	1	0
Taxis*	3	2
Private Hire*	0	2
Total	1,588	1,958

The rise in safety-related incidents compared to the same quarter last year can largely be attributed to the improved ease of reporting safety issues through our website. Safety feedback about buses continues to be the main reason for contact, with the main themes as follows:

Injury to person, which includes:

• Drivers moving off before customers have sat down, causing a fall

• Drivers braking harshly/emergency stops, causing customers to fall

• Drivers closing the doors as customers are boarding/exiting and so trapping customers

Damage caused by buses, which includes:

• Buses hitting other road users

• Buses clipping parked cars

LU safety feedback has also increased from Q3 last year. The key themes are:

• Customers getting trapped in closing doors

• Escalator related (customers falling, having clothing trapped in mechanism)

• Customers slipping on wet floors

• Platform over-crowding

* Taxi and Private Hire complaint numbers are not directly comparable due to the way they are received and recorded

Customer service and operational performance report 23

London's transport system will be secure

We are committed to keeping our customers safe and secure. Neither crime, nor the fear of crime, should deter people from using London's streets and transport system. We work closely with the Metropolitan Police Service (MPS), the British Transport Police (BTP) and the City of London Police to tackle crime and antisocial behaviour. We also work with our policing partners to address the risk of terrorism and to support the Mayor's Vision Zero ambitions.

Overall, the volume of crime on London's transport network is comparable to that of a year ago – the decrease in bus-related crime has been offset by an increase in reported crime on the London Underground network. To address this, the BTP, at our request, has reinstated local policing teams on TfL networks. The BTP has also re-established a staff assaults team, with a joint strategy being developed. These teams will deal with issues related to low-level violence affecting our services at busy commuter times.

We continue to address instances of knife crime on our network. Targeted high-visibility patrols have been carried out to provide a visible deterrent to violent offenders on the bus network, and daily weapons sweeps at transport hubs have taken place.

The Roads and Transport Policing Command (RTPC) ran Operation Winter Nights, a pan-London knife reduction operation, from 3-13 December. During this period, officers conducted 295 stop and searches and 441 weapons sweeps, including seizure of a loaded hand gun, and made 132 arrests. Officers from the RTPC are also continuing work on Operation Venice, targeting moped-enabled crime.

All figures below are per million journeys

10.2 Number of crimes on the LU network this quarter (14%▲ against Q3 2017/18)

8.3 Number of crimes on the Trams network this quarter (14.1%▼ against Q3 2017/18)

16.4 Number of crimes on the TfL Rail network this quarter (16.6%▲ against Q3 2017/18)

8.1 Number of crimes on the London Overground this quarter (0.4%▲ against Q3 2017/18)
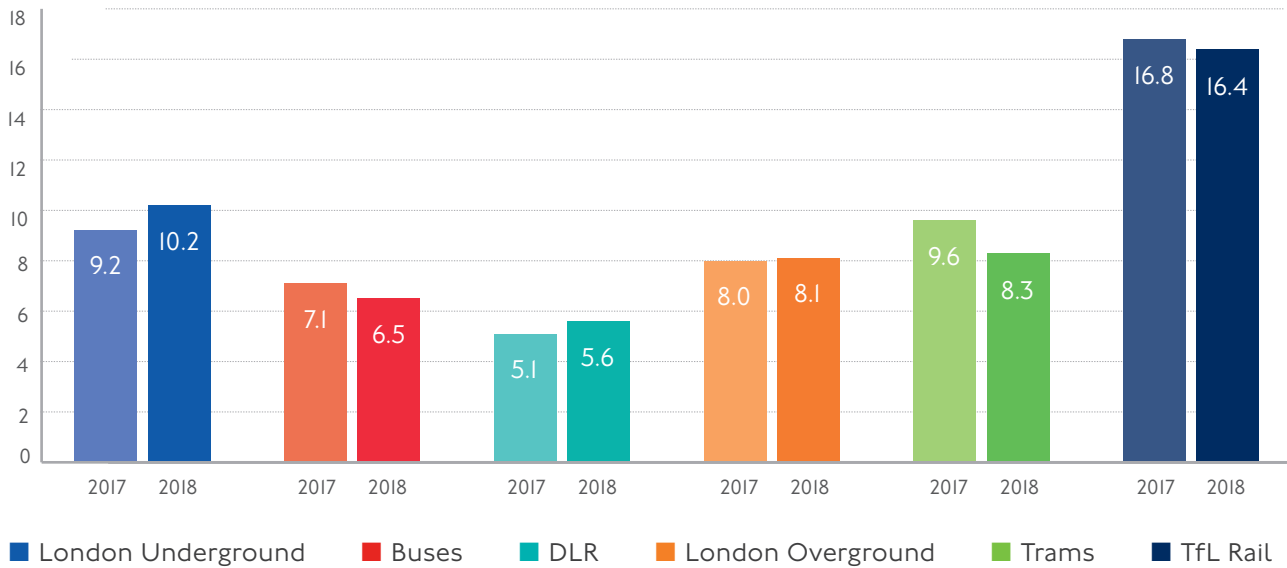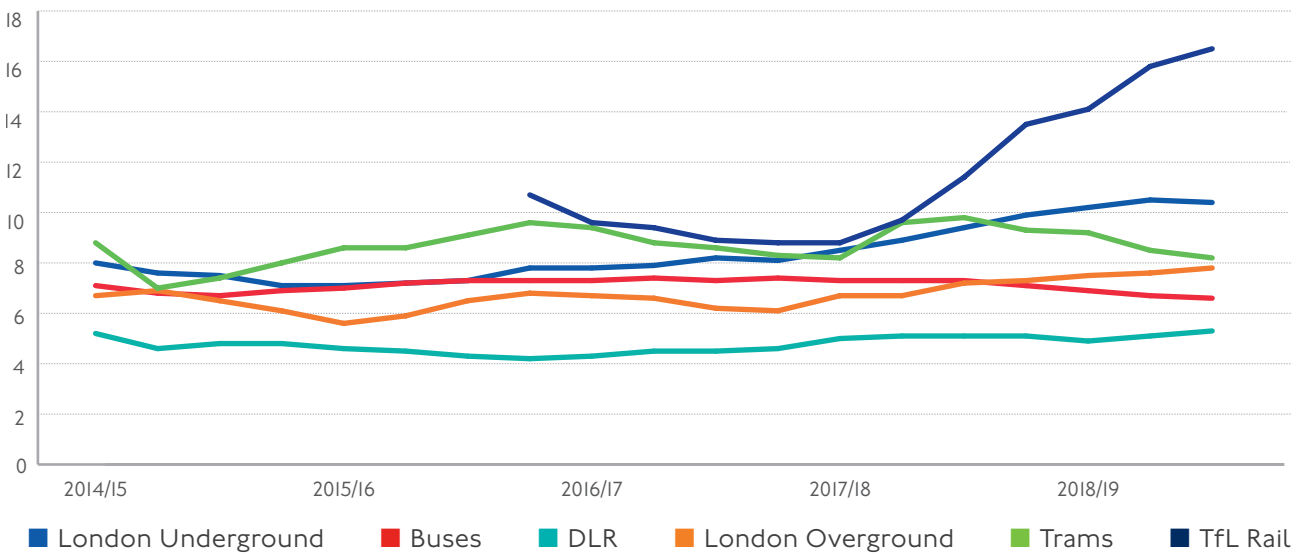
6.5 Number of crimes on the bus network this quarter (8.7%▼ against Q3 2017/18)

Recorded crime rate*

Recorded crimes by mode per million passenger journeys (Q3 2017 vs Q3 2018)

London Underground ■ Buses ■ DLR ■ London Overground ■ Trams ■ TfL Rail ■

Annual trend (moving average)**

London Underground ■ Buses ■ DLR ■ London Overground ■ Trams ■ TfL Rail ■

* All crime and outcome figures are based on data from April to November

** Crime information used in the annual trend moving average for Q3 2018/19 includes only October and
November, whereas all previous quarterly information is based on three months of data. This is owing
to the availability of crime information at the time this report was produced, and does not affect the
long-term trend

Recorded crimes by mode

	Q3 2017/18	Q3 2018/19	Variance %
London Underground	8,375	9,551	14.0
Buses	10,766	9,834	-8.7
DLR	419	466	11.2
London Overground	1,040	1,044	0.4
London Trams	191	164	-14.1
TfL Rail	518	604	16.6

London Underground – top five categories of crime (moving annual average)

Buses – top four categories of crime (moving annual average)
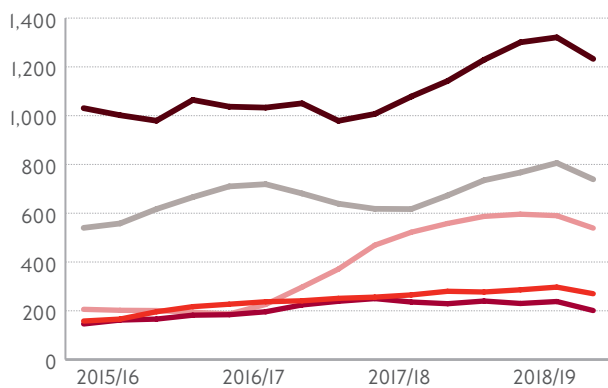
■ Theft of passenger property ■ Violence against the person ■ Serious public order
■ Sexual offences ■ Criminal damage

On LU since 2016/17, Violence against the person, Theft of passenger property and Serious public order have followed a rising trend – however, this has fallen slightly in Q3 2018/19. Sexual offences and Criminal damage have remained relatively static throughout 2018/19.
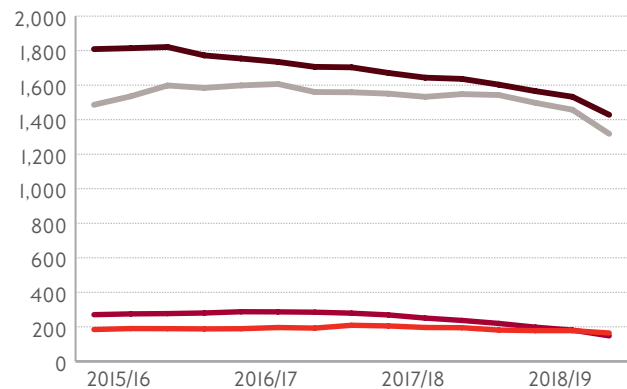
On the bus network over the past years, Theft and Criminal damage have followed a falling trend. Violence against the person has remained relatively static but began to fall during 2018/19. Sexual offences have seen little change.

Recorded crimes by mode
London Underground

	Q3 2017/18	Q3 2018/19	Variance %
Violence against the person	1,724	2,104	22.0
Sexual offences	797	844	5.9
Criminal damage	560	484	-13.6
Line of route*	33	25	-24.2
Theft of passenger property	2,986	3,558	19.2
Motor vehicle/ cycle offences	297	301	1.3
Robbery	84	128	52.4
Theft of railway property/burglary	143	140	-2.1
Serious public order	1,522	1,559	2.4
Serious fraud	62	82	32.3
Drugs	103	233	126.2
Other serious offences	64	93	45.3
Total notifiable offences	**8,375**	**9,551**	**14.0**

We continue to address the rise in reported crime, which has been driven by more low-level violence, public order offences, theft and robbery, and increased reporting of sexual offences following our campaign to encourage this. High-visibility policing operations are being focused on key transport hubs to help address this, and the BTP and MPS are working in partnership to tackle theft by organised gangs. There have also been targeted patrols on sections of the Underground network to identify known suspects and disrupt their activity.

London Buses

	Q3 2017/18	Q3 2018/19	Variance %
Burglary	28	14	-50.0
Criminal damage	602	400	-33.6
Drugs	123	82	-33.3
Fraud or forgery	1	1	0.0
Other notifiable offences	136	131	-3.7
Robbery	727	722	-0.7
Sexual offences	498	482	-3.2
Theft and handling	4,395	4,198	-4.5
Violence against the person offences	4,256	3,804	-10.6
Total notifiable offences	**10,766**	**9,834**	**-8.7**

The overall decrease in reported bus-related crime was driven by decreased violence against the person, a reduction in theft and handling, and criminal damage, and decreased reporting of sexual offences. The latter and the impact of the 'Report It To Stop It' campaign are being assessed. The reduction in violent offences is partly a result of sustained intelligence-led operations by local teams on the bus network, which have had a high-visibility presence. The network has also not seen the capacity issues that have driven some of the increase in crime on London Underground.

* Malicious obstruction on the railway, and/or damaging stock, endangering passengers

DLR

	Q3 2017/18	Q3 2018/19	Variance %
Violence against the person	111	137	23.4
Sexual offences	13	31	138.5
Criminal damage	16	21	31.3
Line of route*	6	3	–50.0
Theft of passenger property	130	109	–16.2
Motor vehicle/ cycle offences	10	18	80.0
Robbery	6	21	250.0
Theft of railway property/burglary	17	14	–17.6
Serious public order	101	90	–10.9
Serious fraud	0	1	100.0
Drugs	6	13	116.7
Other serious offences	3	8	166.7
Total notifiable offences	**419**	**466**	**11.2**

Reported crime on DLR remains low in volume, with minor changes in some offence categories.

London Overground

	Q3 2017/18	Q3 2018/19	Variance %
Violence against the person	202	251	24.3
Sexual offences	64	59	–7.8
Criminal damage	113	65	–42.5
Line of route*	5	1	–80.0
Theft of passenger property	159	198	24.5
Motor vehicle/ cycle offences	117	102	–12.8
Robbery	18	17	–5.6
Theft of railway property/burglary	35	8	–77.1
Serious public order	302	298	–1.3
Serious fraud	3	6	100.0
Drugs	16	29	81.3
Other serious offences	6	10	66.7
Total notifiable offences	**1,040**	**1,044**	**0.4**

Reported crime on London Overground remains low in volume and is very similar to last year, with minor changes in some offence categories

* Malicious obstruction on the railway, and/or damaging stock, endangering passengers

London Trams

	Q3 2017/18	Q3 2018/19	Variance %
Violence against the person	64	55	-14.1
Sexual offences	3	8	166.7
Criminal damage	25	13	-48.0
Line of route*	11	2	-81.8
Theft of passenger property	14	21	50.0
Motor vehicle/ cycle offences	11	5	-54.5
Robbery	9	7	-22.2
Theft of railway property/burglary	4	0	-100.0
Serious public order	41	41	0.0
Serious fraud	0	2	100.0
Drugs	9	10	11.1
Other serious offences	0	0	100.0
Total notifiable offences	191	164	-14.1

Reported crime on London Trams remains low in volume and is lower than last year, with some minor changes in certain offence categories.

TfL Rail

	Q3 2017/18	Q3 2018/19	Variance %
Violence against the person	139	156	12.2
Sexual offences	27	23	-14.8
Criminal damage	27	56	107.4
Line of route*	3	2	-33.3
Theft of passenger property	77	106	37.7
Motor vehicle/ cycle offences	83	92	10.8
Robbery	14	12	-14.3
Theft of railway property/burglary	26	15	-42.3
Serious public order	106	114	7.5
Serious fraud	1	4	300.0
Drugs	12	16	33.3
Other serious offences	3	8	166.7
Total notifiable offences	518	604	16.6

Reported crime on TfL Rail remains relatively low in volume. The large volume and percentage rise in crime, as shown in the annual trend graph on page 26, is partly due to the fact that the figures include offences reported on the Paddington to Heathrow service introduced during May last year. Analysis comparing the same network year on year, irrespective of whether or not the Heathrow Connect section was in operation, indicates a small rise, driven by theft of passenger property.

* Malicious obstruction on the railway, and/or damaging stock, endangering passengers

Staff* absence caused by assaults
London Underground: number of lost time injury (assaults) per period

■ Physical violence   ■ Verbal violence
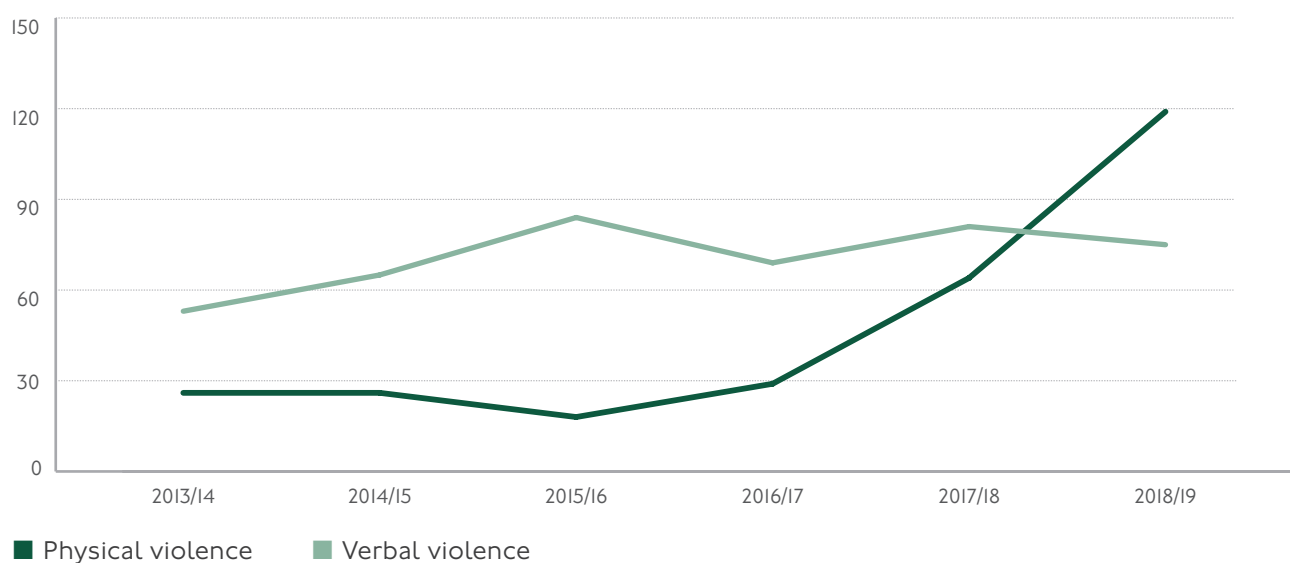
This year to date, there have been 194 assaults that resulted in a member of staff being absent. Of these, 119 (61 per cent) were due to exposure to physical violence; and 75 (39 per cent) were due to exposure to verbal violence – which includes threats of violence and verbal abuse.

This compares with 145 assaults resulting in absence at the same time last year, an increase of 49 (25 per cent).

The trend due to incidents of verbal violence is stable at present, with an average of seven per period. However, the trend in physical violence incidents has increased significantly, from an average of three during 2016/17 to an average of nine per period since the beginning of 2017/18.

* TfL-employed staff

Personal security perception Q3

We commission a regular safety and security survey to help monitor Londoners' perceptions of the safety and security of transport.

This quarter's survey shows that just over one quarter of Londoners surveyed are worried about their personal security on public transport, with incidents on the LU and bus networks causing the most worry. Incidents that have caused worry generally relate to other people's language and threatening behaviour, drunken passengers (including those drinking alcohol), a busy environment including overcrowding, and passengers pushing/shoving each other. We have launched initiatives with the BTP to address these issues, including high visibility patrols, poster campaigns and the promotion of byelaws and penalties.

Impact of worrying personal security incident on usage of mode on which it occurred (%)
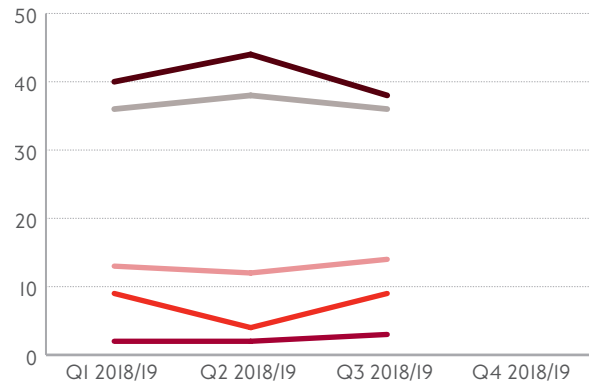
- Don't know
- No, did not put me off
- Yes, put me off but I still travel
- Yes, stopped me temporarily
- Yes, stopped me completely

Percentage of customers who felt worried about personal security on public transport

Legend:
- London Underground
- Buses
- DLR
- London Overground
- Trams
- TfL Rail
- National Rail*
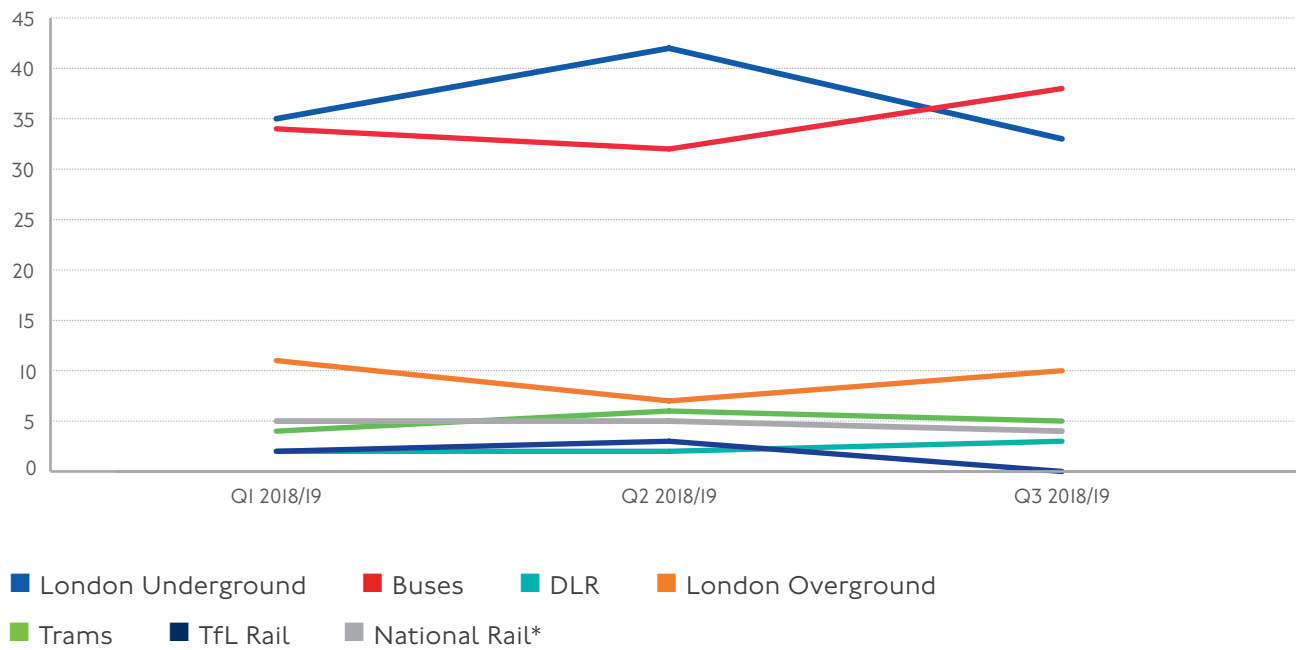
* National Rail is included as, while not a TfL service, it serves Londoners

Positive outcomes and detections

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 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 and positive outcomes is following a falling trend aon the bus and Trams networks, with a rise on London Underground and TfL Rail; DLR remains relatively static throughout 2018/19.

The rates of detections and positive outcomes have fluctuated over the long term. Currently, all modes are experiencing a slight rise with the exception of the bus network.

Positive outcomes and detections (moving annual average)
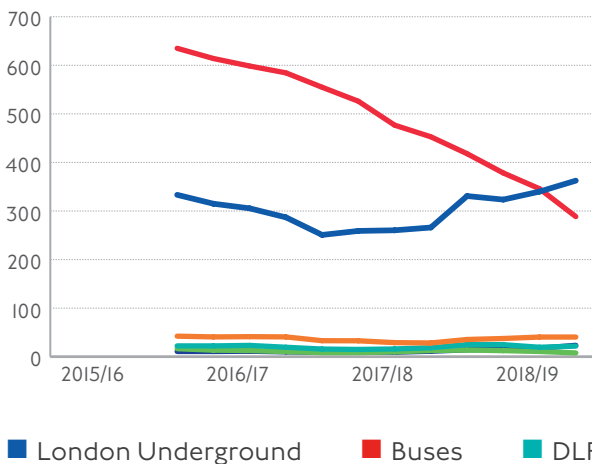
Positive outcomes and detections rate (moving annual average)

■ London Underground   ■ Buses   ■ DLR   ■ London Overground   ■ Trams   ■ TfL Rail
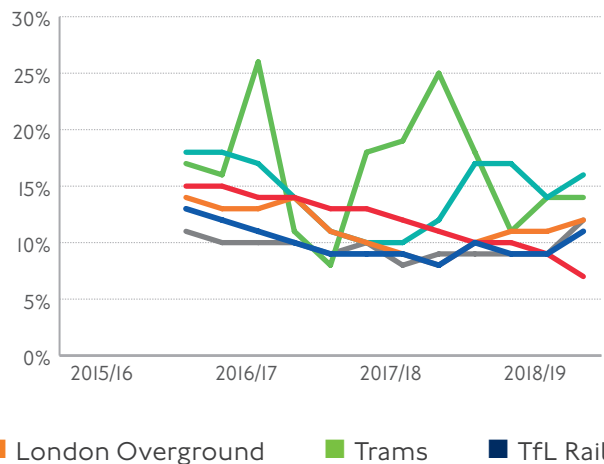
Sarah Hope Line

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 has been supporting people in relation to a number of incidents on London Underground and London Overground relating to persons under trains. The team has supported witnesses and the families bereaved by these events. It is working in partnership with the London Underground Suicide Prevention Team to improve its response to this issue.

The team continued to provide support to those affected by the Sandilands tram overturning.

The Sarah Hope Line received 141 calls in Q3, resulting in 28 new cases of people needing our help. These were split as follows:

London Underground/Overground/DLR	14
Buses	3
London Streets	1
Trams	10
Total	**28**

More active travel

Healthy Streets Check for Designers

The Healthy Streets Check for Designers (HSCD) is a tool that reviews whether proposed changes to the street will result in improvements against the 10 Healthy Streets Indicators.

The tool provides a score for both the existing street layout and proposed design, with the uplift demonstrating the scale of the improvement of the street for people's health. The average uplift across all schemes delivered by TfL (in scope for the Check) is a TfL Scorecard metric, with a target average uplift of 10 percentage points across all eligible schemes. The HSCD aids designers in aligning to the Healthy Streets Approach; the outputs do not reflect the cost or scale of the project.

Summary of uplifts of Healthy Streets Checks for Designers completed since the start of the financial year

Table 1. Number of Healthy Streets Checks undertaken on the TLRN

	Q1 2018/19	Q2 2018/19	Q3 2018/19	Cumulative results to date
Number of schemes with a completed Healthy Streets Check for Designers	2	6	3	11
Average percentage point uplift across schemes	7	11	16	12

Scheme average RAG rating

Red	Average uplift across the schemes is <7 percentage points
Amber	Average uplift across the schemes is 7–9 percentage points
Green	Average uplift across the schemes is >10 percentage points

From 16 September 2018–8 December 2018, three HSCDs were completed, while a total of 11 have been carried out on the TLRN between the beginning of the financial year and the end of Q3. The average uplift across the 11 projects was 12 percentage points.

Santander Cycles usage

Santander Cycles is London's cycle hire scheme. It was launched in summer 2010 with 330 docking stations and around 8,400 docking points, and since then it has more than doubled in size. Currently, it has 781 stations, just under 21,000 docking points and more than 11,700 cycles. A total of 1.29 million Londoners live within 400 metres of a docking station.

Santander Cycles
Average daily hires

■ Average daily hires ■ Moving 12-month average daily hires

Although Santander Cycles usage varies seasonally, the moving 12-month average shows a general increase since the scheme began.

In Q3 2018/19, the average daily number of cycle hires was 28,118, up from 19,995 in Q3 2013/14, an increase of 41 per cent. This reflects a record-breaking year in 2018 for Santander Cycles, with every month from May to December seeing a new record number of hires for that month. This has contributed to the highest-ever annual number of hires in 2018, with the scheme registering more than 10.5 million hires for the first time despite the cold, windy and snowy weather at the start of the year.

Central London daily cycle flow*

■ Average daily cycle flow per km   ■ Moving 12-month average daily cycle flow
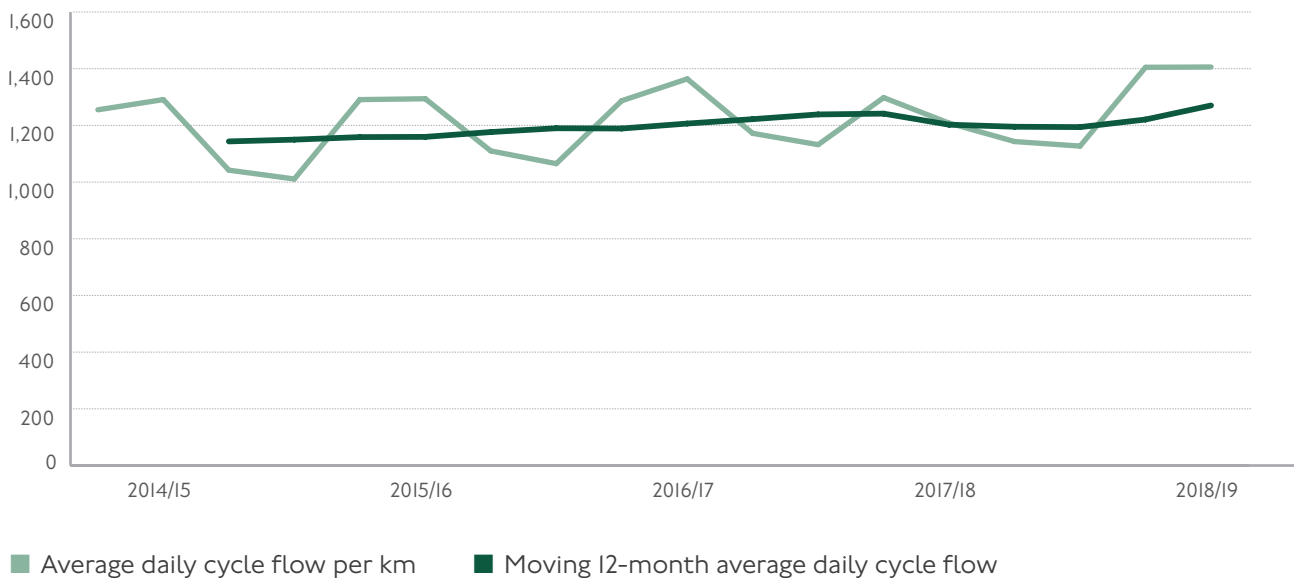
The quarterly cycle flows are shown to be seasonal. In Q2 2018/19, the central London area average daily cycle flow was the highest it has ever been since monitoring began. Weather conditions can affect levels of cycling and this period was one of the driest and warmest on record.

In 2017, cycling levels were marginally down on 2016, but increases have been seen recently in areas where investment in high-quality infrastructure has taken place, such as in central London. Data collected from new cycle routes has shown increases in cycling levels of more than 50 per cent. Studies have also shown significant increases in cycling levels in Mini-Holland boroughs. Continued investment in high-quality infrastructure is required to enable more people to cycle. This in turn will help reach the target of 1.3 million daily trips by 2024, as set out in the Cycling action plan, published in December 2018.

As well as investing in new infrastructure, a range of additional measures will be required to break down all barriers to cycling in the Capital. The Cycling action plan sets out in detail the evidence-based barriers to cycling, and the action TfL and boroughs are taking to overcome them.

* Cycling data is based on calendar quarters rather than financial quarters,
  ie Q2 is April to June and is the latest available data.

The London Travel Demand Survey

The London Travel Demand Survey gives the best available data on active travel by Londoners, giving a snapshot of their daily travel behaviour. We are exploring options for a more immediate and direct measure of the impact of our investments on increasing the proportion of people who are active for inclusion in future Scorecards.

Percentage of Londoners who report two x 10-minute periods of active travel per day (2014-2018)

- ■ Active
- ■ Not active

Cycle training
Year to date

- ■ Number trained
- ■ Target
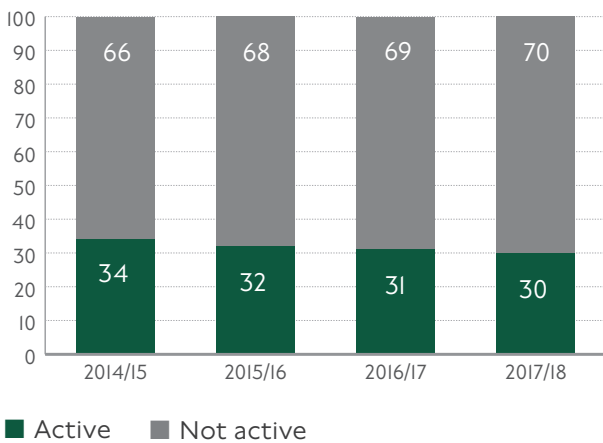
Approximately one-third of Londoners have reported achieving two 10-minute periods of active travel on a given day over recent years. Some variation from year to year has been observed over the past decade, but there was a statistically significant decline between 2014/15 and 2017/18. It is thought that this is likely to be a reflection of the wider trend towards lower overall trip rates for Londoners. This decline is a cause for concern for achieving the Mayor's Transport Strategy objective for all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day by 2041.

The above graph shows the most recent data held for the number of adults and children trained in the current financial year. For adults, the time-adjusted target was 16,125 trained from 1 April 2018–18 December 2018. The number of adults trained within this period exceeds the target at 22,213. For children, the time-adjusted target was 15,000 trained from 1 April 2018–30 September 2018. The number of children trained within this period exceeds the target at 23,000.

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A good
public
transport
experience

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

Passenger journeys
Year to date

2,786m total number of journeys

London Underground
961m

Buses
1,550m

DLR
85m

London Overground
132m

London Trams
20m

TfL Rail
38m

Passenger journeys

Past five quarters (millions)
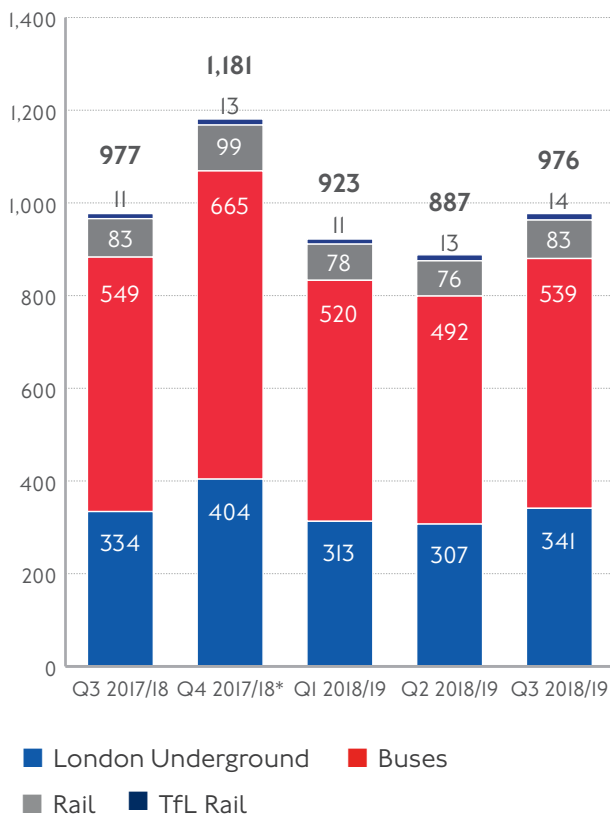
Annual trend – moving quarterly average (millions)
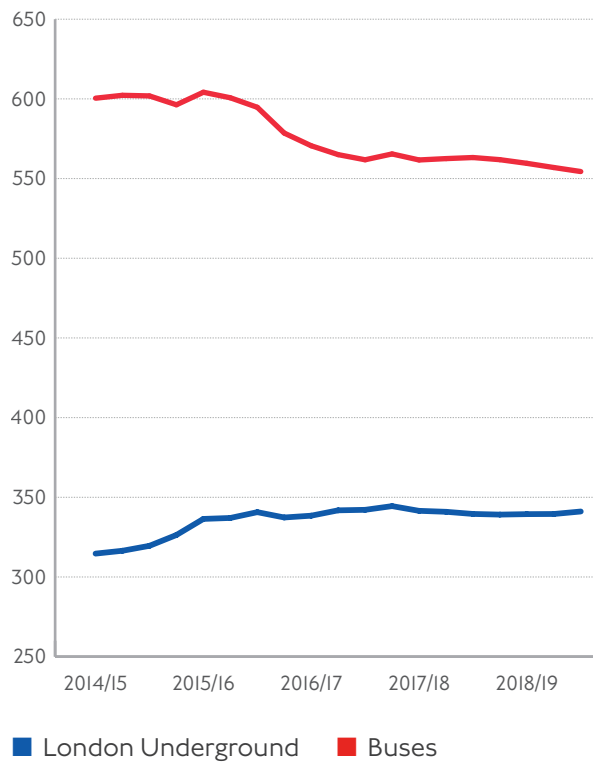
London Underground passenger journeys were eight million better than the same period last year, with customer journeys continuing to increase following suppressed demand in the previous year. The first week of December was a record-breaking week. Friday 7 December was the busiest day ever on the Tube, with slightly more than five million journeys.

Bus passenger journeys were two per cent lower than last year. Initial analysis shows a reduction mainly in off-peak journeys (evenings and weekends), and we are carrying out further analysis of the decline.

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

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Underground 🚇

Passenger journeys

	Q3 YTD 2017/18	Q3 YTD 2018/19	Variance (%)
Number of passenger journeys (millions)	953	961	0.8
Number of passenger journeys (normalised)	958	965	0.8

Passenger journeys

Underlying demand is recovering from the downturn seen last year, despite three service strikes in Q3. The first week of December was the busiest on record, with demand comfortably surpassing 30 million journeys in one week.

Underlying normalised passenger journeys year-on-year change
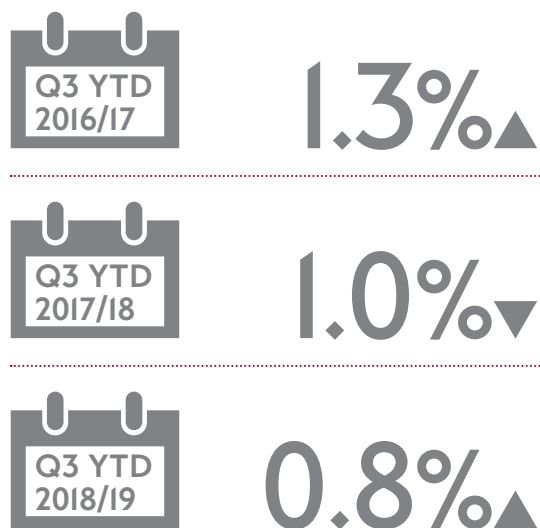
Q3 YTD 2016/17	1.3%▲
Q3 YTD 2017/18	1.0%▼
Q3 YTD 2018/19	0.8%▲

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

Buses

Passenger journeys

	Q3 YTD 2017/18	Q3 YTD 2018/19	Variance (%)
Number of passenger journeys (millions)	1,582	1,550	–2.0
Number of passenger journeys (normalised)	1,583	1,556	–1.7

Bus journey numbers declined by two per cent in Q3 2018/19 compared to the equivalent quarter in 2017/18. The decline is the result of a number of economic and lifestyle changes, as well as some transfer to rail following capacity upgrades.

We continue to actively promote the £1.50 Hopper fare and the improving reliability of bus journeys. This includes emails to individual customers to encourage them to start using the network again.

Underlying normalised passenger journeys year-on-year change

Q3 YTD 2016/17 — 3.8%▼

Q3 YTD 2017/18 — 0.3%▲

Q3 YTD 2018/19 — 1.7%▼

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.

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Rail

Passenger journeys

	Q3 YTD 2017/18	Q3 YTD 2018/19	Variance (%)
London Overground Number of passenger journeys (millions)	133.0	131.9	–0.8
DLR Number of passenger journeys (millions)	84.9	85.3	0.5
TfL Rail Number of passenger journeys (millions)	32.1	38.1	18.7
London Trams Number of passenger journeys (millions)	20.5	20.2	–1.5

London Overground performance and passenger numbers have declined compared to Q3 2017/18 due to the variable train service performance at the start of the year. However, demand has improved since the autumn.

DLR has seen an improvement since the downturn in journeys in the last quarter. Passenger journeys have grown slightly compared to Q3 2017/18.

TfL Rail demand has increased by 18.7 per cent compared to Q3 2017/18. This is linked to an increasing number of journeys being made following the introduction of new services from Paddington to Hayes & Harlington, as well as to Heathrow, in May 2018.

Passenger journeys on London Trams in Q3 2018/19 remain broadly the same as in Q3 2017/18.

Streets ⊙ 🚧 🚦 🛣 🚲

Volume

	Q3 YTD 2017/18	Q3 YTD 2018/19	Variance (%)
Congestion Charge volumes (thousands)	10,987	9,015	–17.9

Traffic flow volume
Annual trend (moving quarterly average – index)
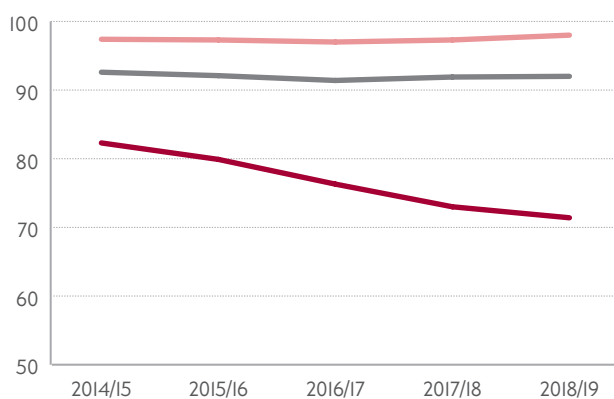
■ Central London   ■ Inner London
■ Outer London

Traffic volumes in central London (four per cent of all London traffic volumes) have fallen over the last five years as a result of increases in the Congestion Charge and the development of schemes such as better junctions and Cycle Superhighways to enable TfL to move greater numbers of people more effectively.

Traffic remains stable in inner London, while in outer London flows have started to rise due to housing/population growth of about one per cent per annum.

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

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Other operations

Victoria Coach Station – London Dial-a-Ride & Emirates Air Line
Annual trend (moving quarterly average)
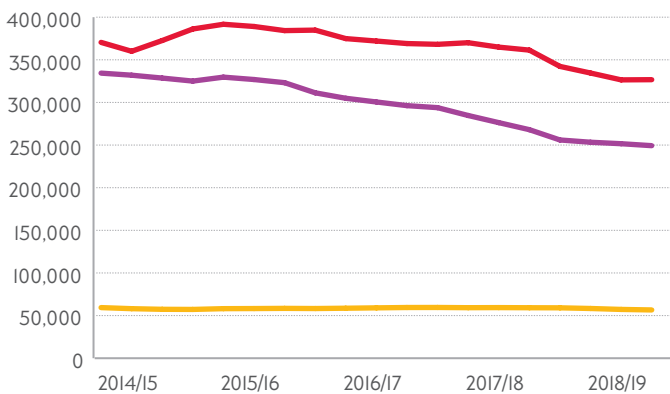
- 🟧 Victoria Coach Station
- 🟪 Dial-a-Ride
- 🟥 Emirates Air Line

Private Hire & Taxi
Annual trend (moving quarterly average)
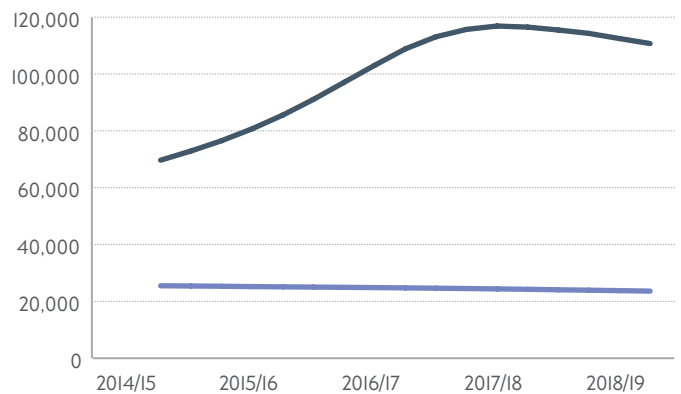
- ⬛ Private Hire
- 🟦 Taxi

Santander Cycles & London River Services
Annual trend (moving quarterly average)
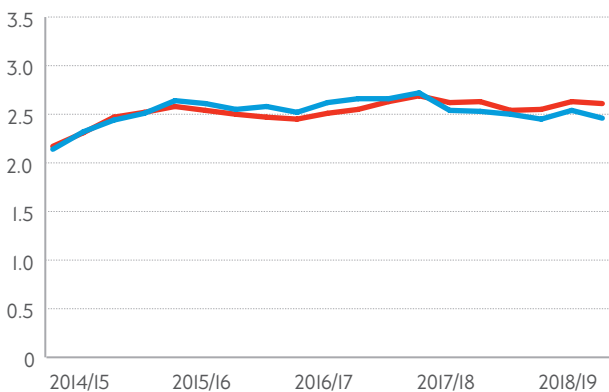
- 🟥 Santander Cycles
- 🟦 River Services

Overall volumes across our other operations have stabilised during 2018/19 compared to the fluctuations in previous years. Dial-a-Ride has continued to see a slow decline in the number of journeys taken and this is linked to the growth of online shopping and home deliveries, as well as the closure of day centres and other traditional activities, which have reduced demand for the service. River volume was affected during Q3 due to the planned closure of the Woolwich Ferry.

Customer service and operational performance report   55

Public transport will be accessible to all

Additional time to make step-free journeys
Past four quarters (minutes)
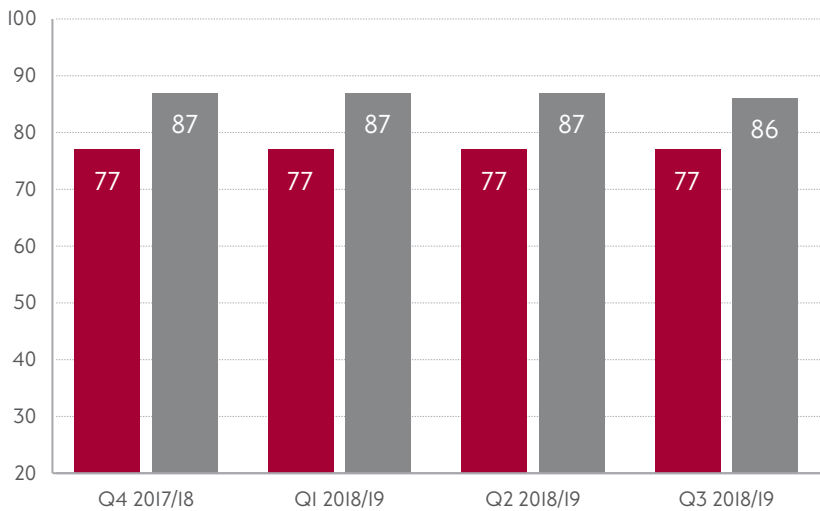
Legend:
- Average journey time by quickest route (77, 77, 77, 77)
- Average journey time by bus and step-free stations (87, 87, 87, 86)

Quarters: Q4 2017/18, Q1 2018/19, Q2 2018/19, Q3 2018/19

Our vision is to deliver a fully integrated transport network that provides inclusive, accessible and seamless end-to-end journeys for our customers. This requires a focus on the principles of inclusive design and stakeholder engagement as well as work to address the barriers to travel experienced by those with non-physical impairments. This is in addition to our existing important commitment to step-free access.

In line with this, our focus over this quarter has been on reviewing our equality impact assessment process and we will be launching our improved process with a new training programme in Q4. We have also continued to place stakeholder engagement and consultation at the heart of our work – all of which is overseen by our Accessibility and Inclusion Steering Group. During this quarter, we have also been developing the evidence base we need to make more inclusive decisions about our infrastructure and in Q4 we will be publishing our latest 'understanding diverse communities' report.

76
step-free access stations across the London Underground network (270 stations in all)

99.2%
step-free access availability on LU (0.8%▲ against Q3 2017/18)

99.0%
step-free access availability on TfL Rail (0.3%▲ against Q3 2017/18)

89.2%
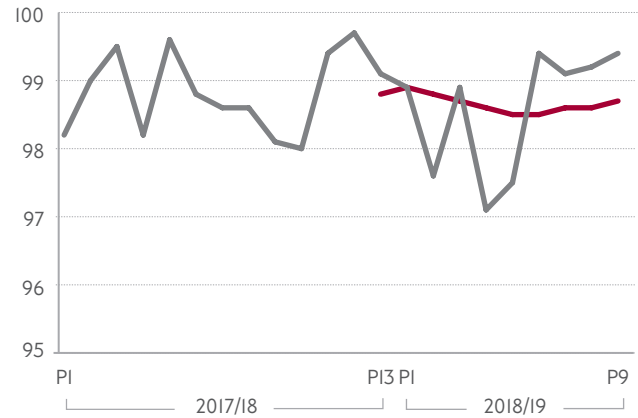Dial-a-Ride journey requests scheduled (1%▲ against Q3 2017/18)

Underground step-free availability
Past five quarters (%)

Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
98.4	99.0	98.5	98.0	99.2
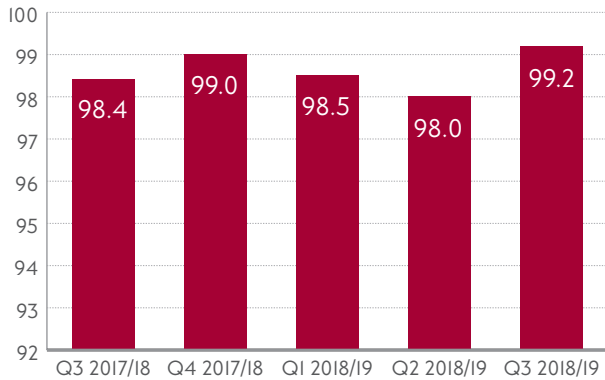
Annual trend* (moving average)

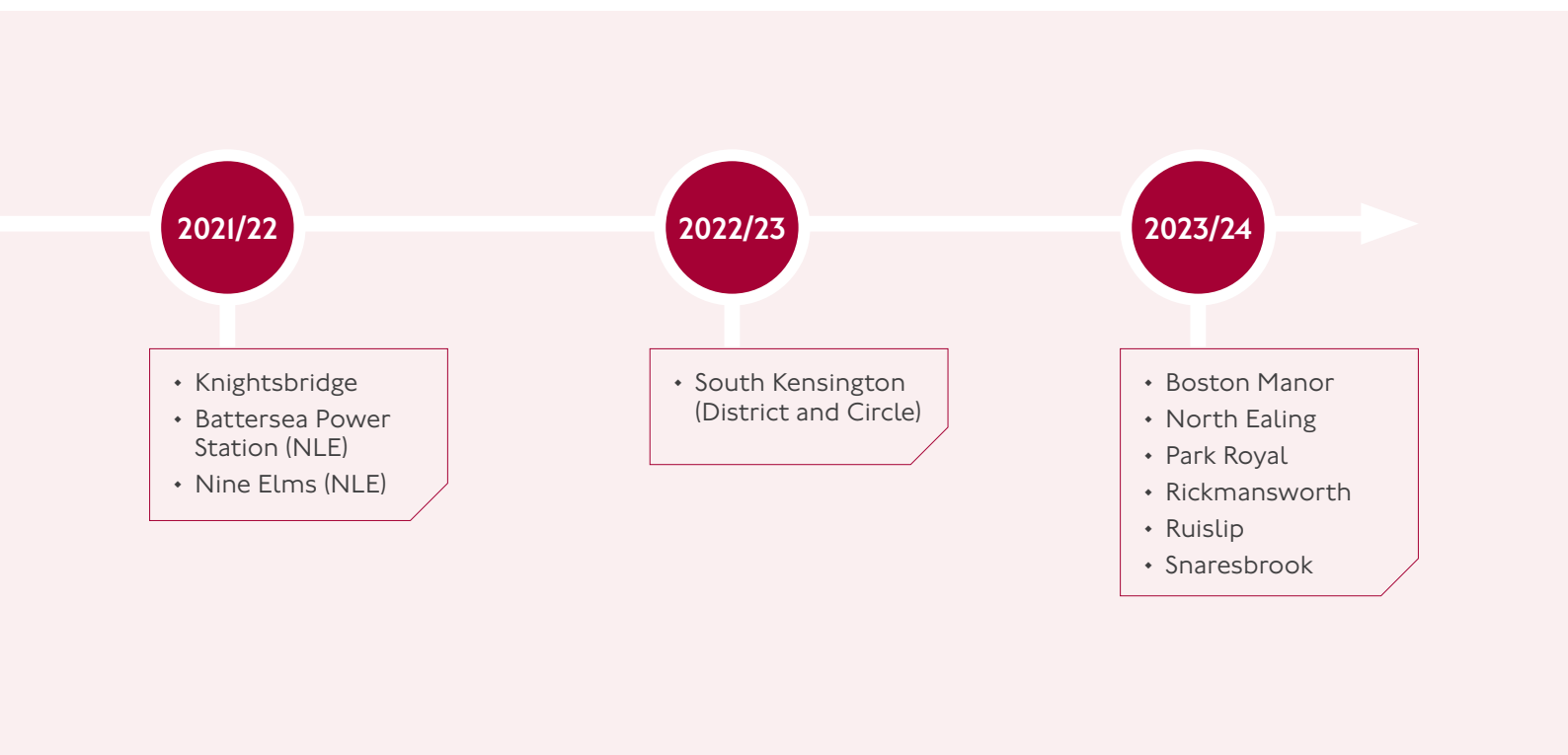■ Period result ■ Annual trend (moving average)

There was an increase in the availability of our lifts during Q3 as the hot weather dissipated, our contractors' performance became better and our response to faults improved as we captured data in real time through station staff iPads. We also saw an improvement in Network Rail asset availability.

Underground step-free access
Our plans for new step-free access stations across the Underground

2018

September-December
- Bromley-by-Bow
- Buckhurst Hill
- Newbury Park
- Victoria
- Bank (Waterloo & City)

2019

January-March
- Finsbury Park

Summer
- South Woodford

2020

January-March
- Moorgate (Elizabeth line)
- Burnt Oak
- Debden
- Hanger Lane
- Ickenham
- Northolt
- Sudbury Hill

- Wimbledon Park
- Cockfosters
- Amersham
- Osterley
- Harrow-on-the-Hill (South)
- Mill Hill East
- Whitechapel
- Ealing Broadway (Elizabeth line)

*Moving annual average data available only from late 2017/18

2021/22

- Knightsbridge
- Battersea Power Station (NLE)
- Nine Elms (NLE)

2022/23

- South Kensington (District and Circle)

2023/24

- Boston Manor
- North Ealing
- Park Royal
- Rickmansworth
- Ruislip
- Snaresbrook

TfL Rail step-free access
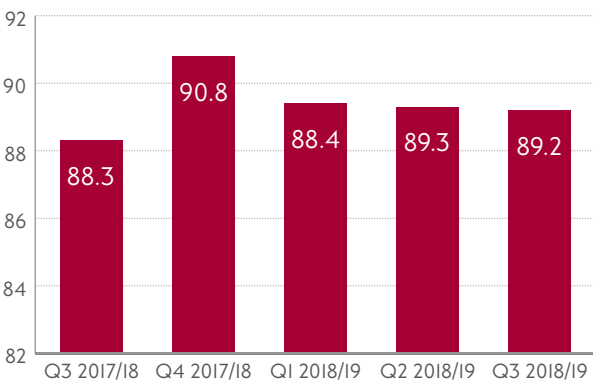
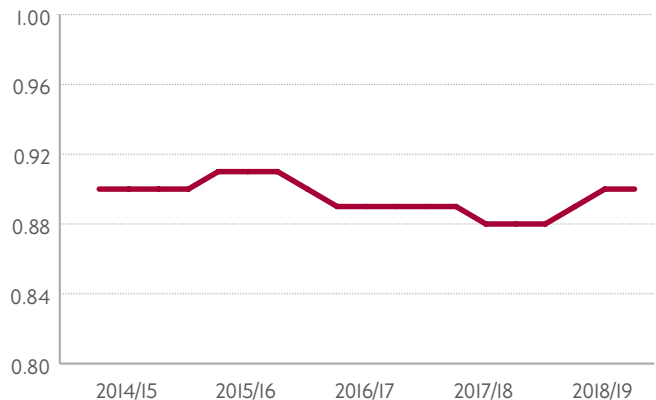### Past five quarters (%)
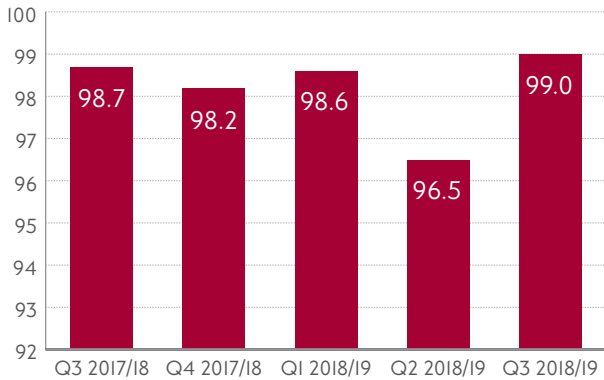
Annual trend (moving average)
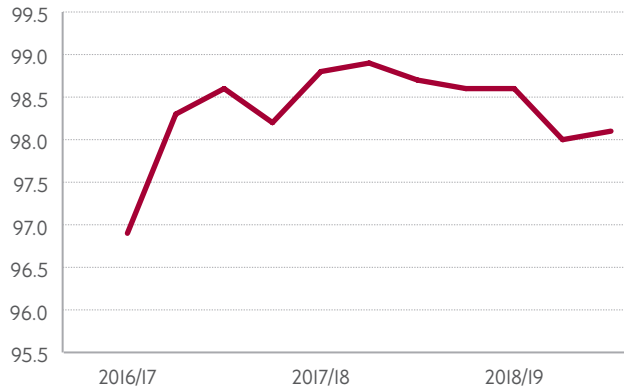
TfL Rail step-free access availability was above target in Q3. The station operator (MTRC) continues to seek opportunities for improvement by establishing regular stakeholder meetings to identify and address issues.

Dial-a-Ride journey requests scheduled

Past five quarters (%)

Annual trend (moving average)

Dial-a-Ride met its 89 per cent trip requests scheduled target for the quarter. This is more than one per cent above the same period last year, and the second consecutive period in which the target was met. Overall trip requests were some six per cent lower than last year, reflecting ongoing reduction in demand.

Journeys by public transport will be fast and reliable

In Q3, London Underground performance, as measured by excess journey time, deteriorated slightly in comparison to previous quarters. The major issues that affected performance included industrial action on the Central and Waterloo & City lines, staff availability and asset-related failures, for which an improvement plan is in place. During the quarter, we continued to build on the improvements, with reductions in signal-related incidents and customer issues.

We have continued to save pedestrians, cyclists and bus passengers time as a result of our signal timing reviews. Bus passengers, usually the highest volume of people using a junction, saw the most benefit. Pedestrian benefits contribute 12 per cent of the total, up from four per cent in Q2 as reviews of central London locations like Oxford Street, Victoria and Waterloo have been concluded.

We have measured the improvements gained from reviewing the timings of 655 traffic signals. The most productive review in Q3 was of Oxford Street where pedestrians now wait less time to cross the road, benefiting the circa 500,000 pedestrians who walk Oxford Street every day.

5.4 minutes of excess journey time on the Tube this quarter (1.9%▼ against Q3 2017/18)

1.04 minute of excess wait time on the bus network this quarter (2.8%▼ against Q3 2017/18)

1.7 resolution hours on the TLRN, per event (0% against Q3 2017/18)

Underground 🚇

Journey times – excess journey time
Past five quarters (minutes)
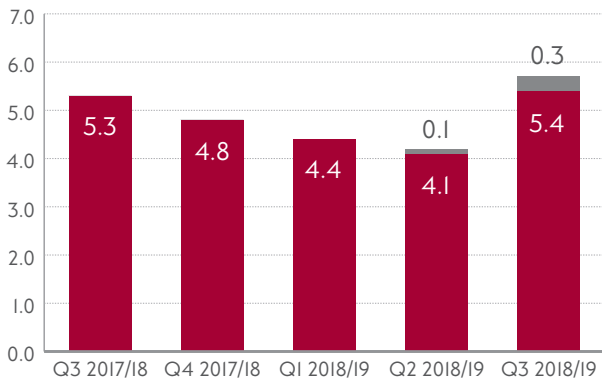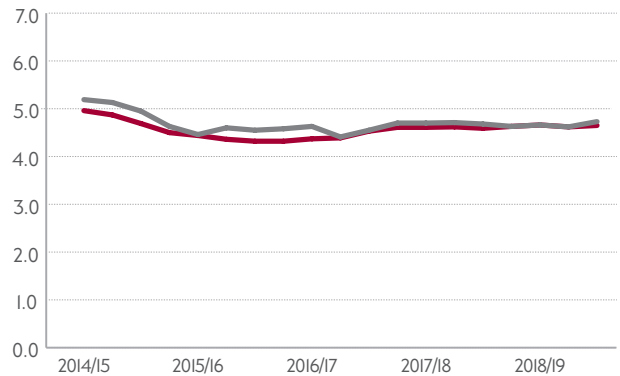
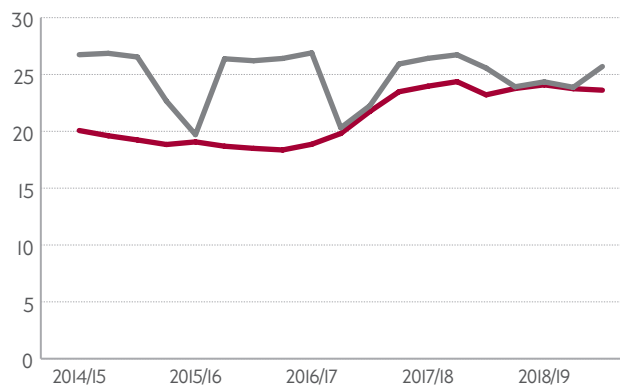|	
■ Including industrial action	
■ Excluding industrial action	

It took our customers longer to complete their journeys during Q3 than in Q2. This was primarily due to industrial action in September/October on the Central and Waterloo & City lines, a decrease in staff availability, a slightly worsening performance across our assets and an increase in customer-related incidents.

Annual trend (moving average – minutes)

■ Including industrial action	
■ Excluding industrial action	

Lost customer hours
Past five quarters (millions)
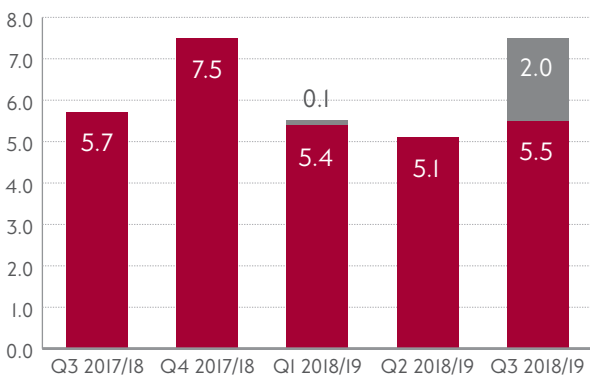

■ Including industrial action	
■ Excluding industrial action	

Lost customer hours is the metric used to understand the causes of excess journey time. During Q3, we saw a 2.9 per cent increase in the number of incidents compared to Q2, mainly due to fleet, customer and staff issues.
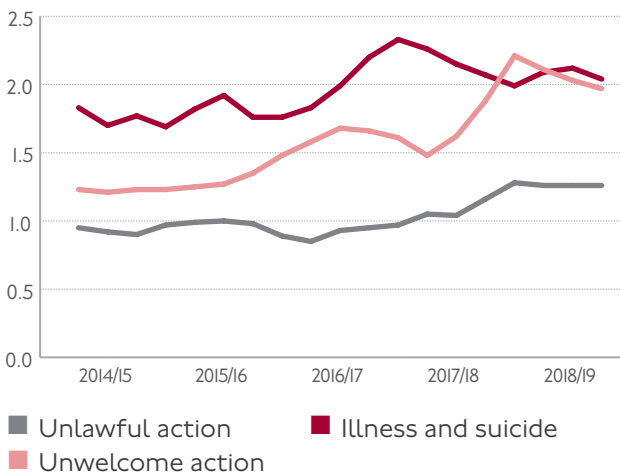
Annual trend (moving average – millions)

■ Including industrial action	
■ Excluding industrial action	

Lost customer hour trends

Asset-related – annual trend (moving total – millions)

■ Signals   ■ Fleet   ■ Track, civils and stations
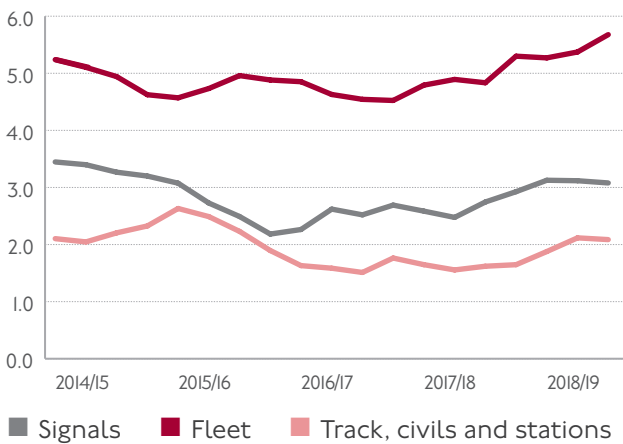
Performance of our assets remains a challenge, especially relating to Jubilee line trains with component failures. Improvement plans are in place, targeting these areas. We have seen a 19.6 per cent drop in the number of signalling-related incidents.

Staff-related – annual trend (moving total – millions)

■ Unavailability   ■ Errors   ■ Other
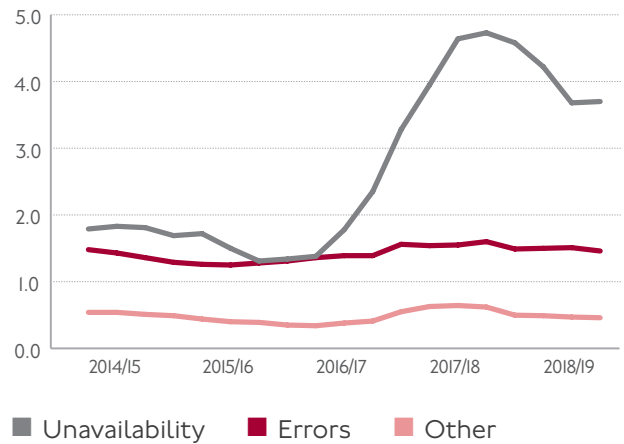
After a promising increase in staff availability in Q2, disappointingly we saw a drop of 0.6 per cent during Q3; this was against a backdrop of industrial action.

Customer-related – annual trend (moving total – millions)

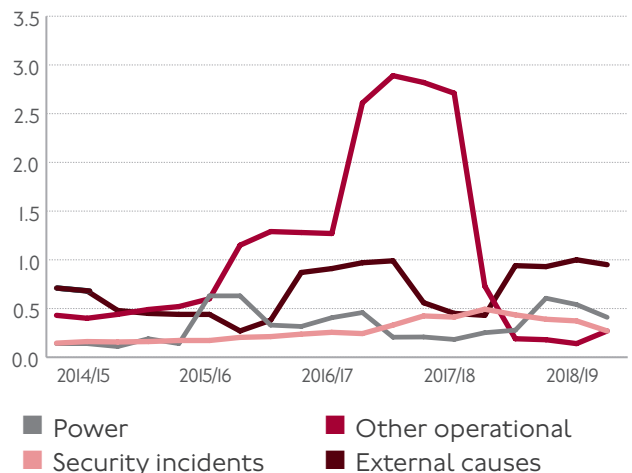■ Unlawful action   ■ Illness and suicide
■ Unwelcome action

We continue to see a reduction in the number of delays caused by customers being taken ill on trains, although this still accounts for 18 per cent of all customer-related incidents.

Other – annual trend (moving total – miillions)

■ Power   ■ Other operational
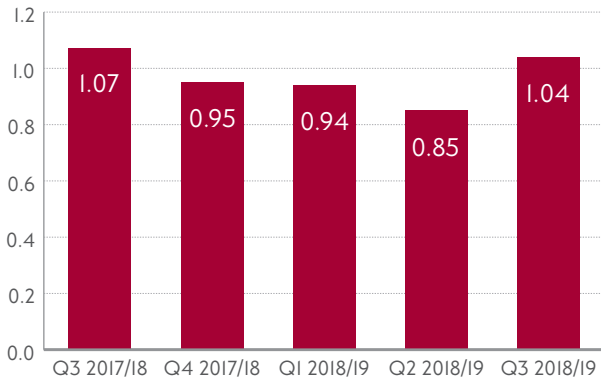■ Security incidents   ■ External causes

We saw a recurrence of wheel flats on the Piccadilly line due to leaf fall; immediate actions were taken to address the issues.

Buses

Excess wait time
### Past five quarters (minutes)

Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
1.07	0.95	0.94	0.85	1.04

Performance continues at an all-time high, with Q3 2018/19 better than the same quarter a year ago. This is largely due to more normal traffic levels, enhanced signal timings and control measures for reliability. Q3 is seasonally the worst quarter.

Annual trend (moving average)
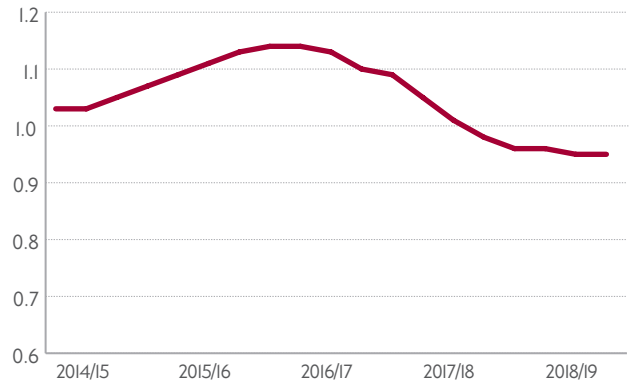
Excess wait time is at record reliability levels following continual improvement over the past three years. This is due to better operating conditions on our roads, enhanced signal timings to expedite bus services and control room measures.

Scheduled services operated
Past five quarters (%)

Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
97.9	98.2	98.3	98.4	97.5
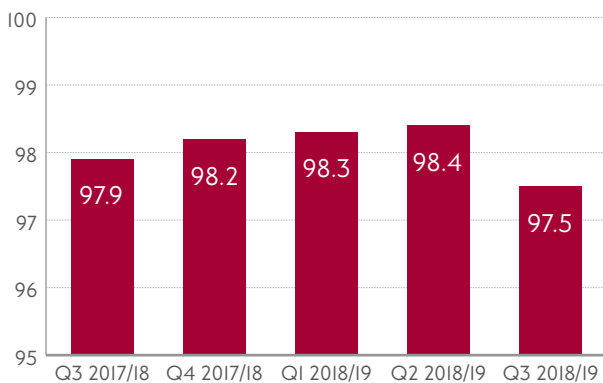
Q3 has been impacted by events such as LUL strikes, taxi driver demonstrations and various protest marches. Performance fell just short of the same quarter last year. Q3 tends to be the worst performing quarter, when road disruption is seasonally higher.

Annual trend (moving average)
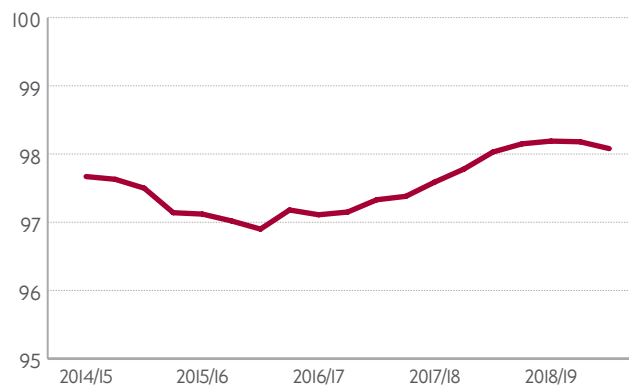
Operated mileage has improved over the past two years due to reduced disruption to bus services from road works and enhanced signal timings to expedite buses passing through busy junctions. Before Q3, which was impacted by higher than expected levels of disruption, performance had stabilised in 2018/19.

Weighted average speed
Past five quarters (mph)

|	
Q3 2017/18	9.1
Q4 2017/18	9.3
Q1 2018/19	9.3
Q2 2018/19	9.4
Q3 2018/19	9.1

Annual trend (moving average)
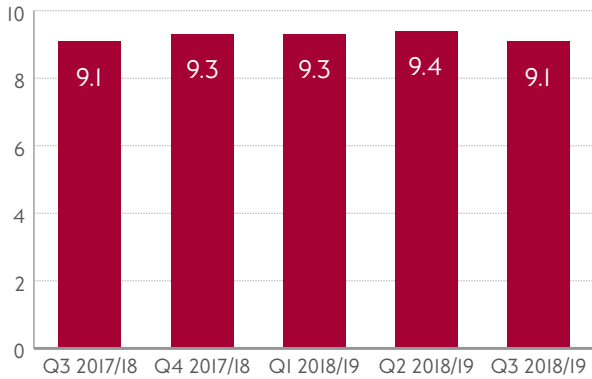
Average bus speeds have stabilised and given passengers more journey time consistency. Q3 tends to be the worst performing quarter for seasonal road traffic conditions, and this quarter's performance matched that of Q3 2017/18.
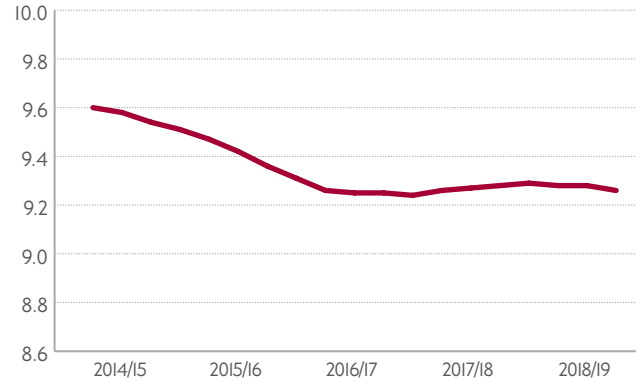
Bus speeds have stabilised through a combination of reduced road disruption, enhanced traffic signal timings and bus priority after several years of decline. The most recent improvement is concentrated in inner London, with outer London unchanged.

Streets

## Roads disruption*
Past three quarters (%)
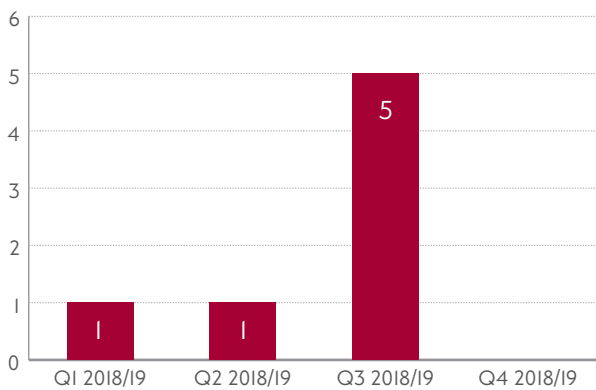
Disruption to average London vehicle journey times is five per cent, which is within the 15 per cent target. Q3 is usually busier in terms of traffic levels, works and events.

TLRN resolution time
Past five quarters (disruption hours per event)
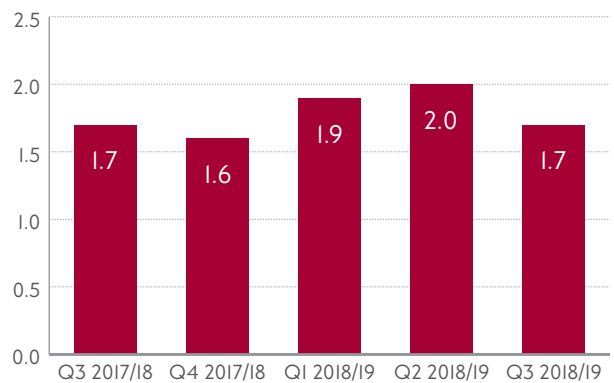
Disruption hours per event in Q3 are 1.7 hours compared to a target of 1.85 hours.

London-wide serious and severe disruption
Past five quarters (hours)
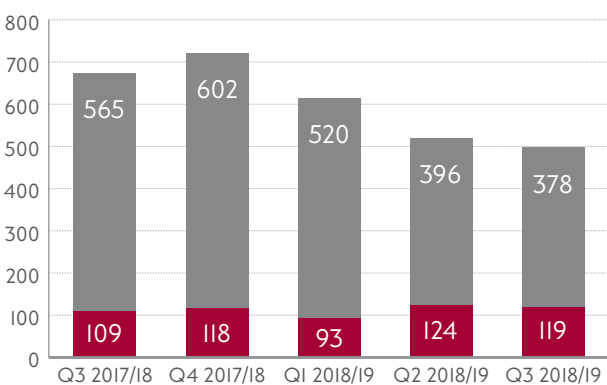
- Planned - Unplanned

Serious and severe disruption in Q3 is 497 hours (119 planned and 378 unplanned) compared to a target of 1,045 hours.

Annual trend (moving total)
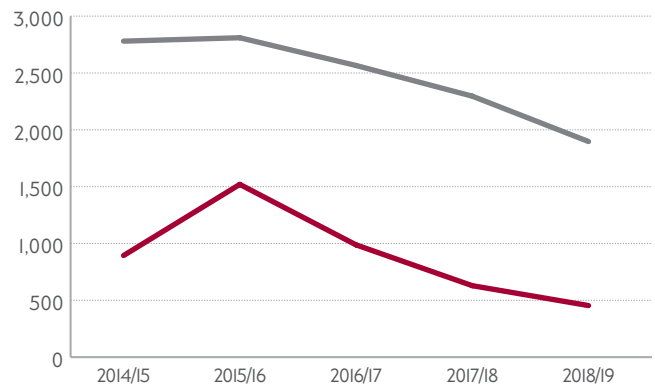
- Planned - Unplanned

Both planned and unplanned serious and severe disruption continue to fall following the peaks seen in 2014/15 and 2015/16, when construction activity impacted the road network.

* This replaces the former metric of TLRN journey time reliability (as reported in the Q1 2018/19 Report). Data is only available for three quarters as this is a new metric, introduced in Q1 2018/19

Traffic signal time savings
This year (hours)
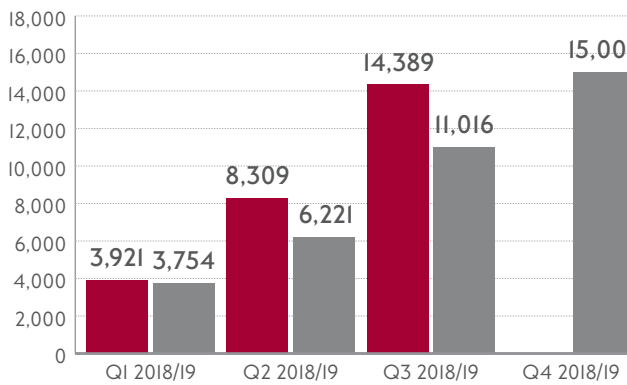
Hours saved to sustainable modes by signal timing reviews are higher per site than predicted for the 655 sites completed so far as at Q3.

Rail

DLR and London Trams – scheduled services operated
Past five quarters (%)

- DLR
- London Trams
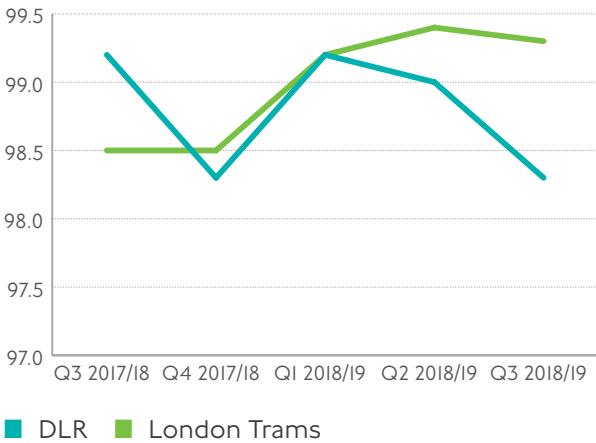
DLR performance was impacted by two significant infrastructure incidents in Q3, leading to service suspensions. London Trams continues to operate an above-target service.

Emirates Air Line availability
Past five quarters (%)

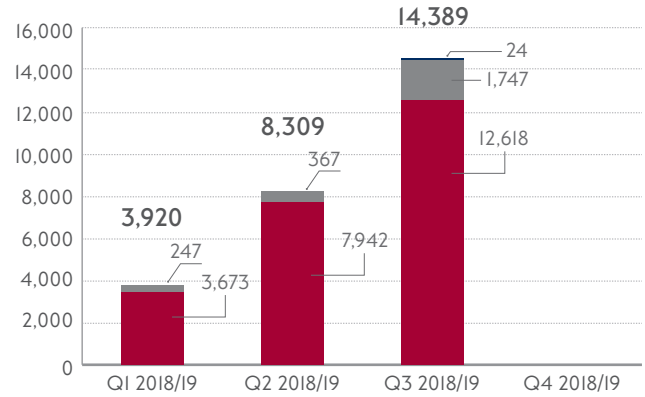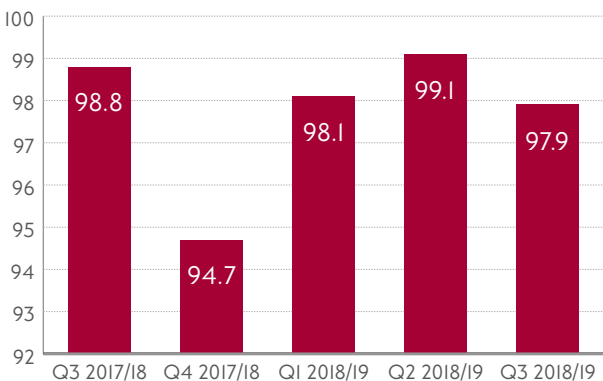While Emirates Air Line's availability was lower than Q3 2017/18, it remained above target. The main impact on service was the seasonal weather.

London Overground and TfL Rail – public performance measure
Past five quarters (%)

- London Overground
- TfL Rail

London Overground's performance continued to be affected by Network Rail infrastructure and fleet issues during Q3. As a result, MAA has fallen compared to Q3 2017/18. Although TfL Rail performance was below the target of 94.75 per cent, its western services continue to outperform those of the previous operator.

Other operations

Santander Cycles availability
Past five quarters (%)
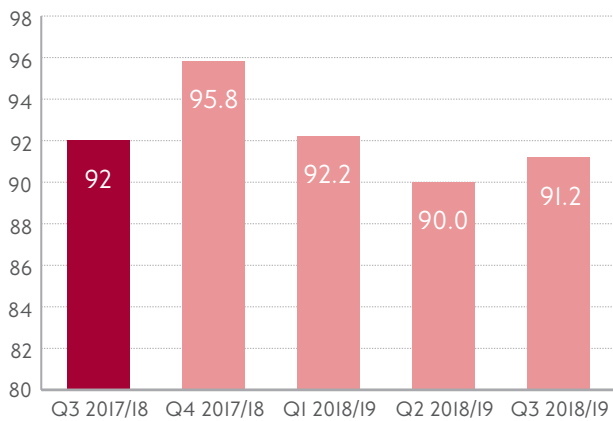
- ■ Percentage of time able to hire bike
- ■ Availability to return or hire a bike

Q3 2018/19 saw 91.2 per cent availability of spaces and bikes. We continue to work with our service provider to respond to customer feedback and ensure availability is tailored to our user profile and geographic make-up of the scheme.

London River Services scheduled services operated
Past five quarters (%)
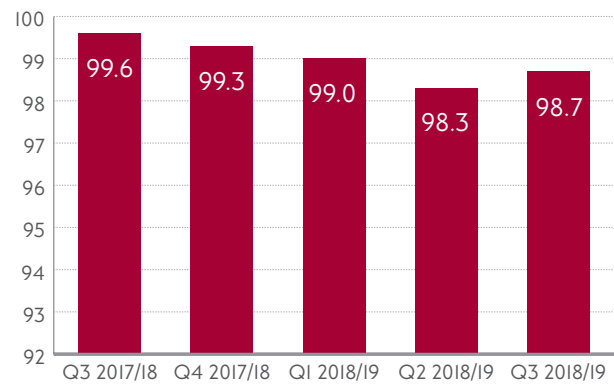
While down compared to Q3 2017/18, this quarter saw an improvement compared to Q2, with numbers being similar to Q1 2018/19.

Journeys by public transport will be pleasant

Customer care

'TfL cares about its customers' is the measure we use to understand whether we are meeting our customers' expectations and delivering on 'Every Journey Matters' for Londoners. Care measures Londoners' overall perceptions of TfL delivery, and is the best reflection of how we meet customers' expectations during every interaction with us, not just the last journey.

TfL tracks Care through an online survey, which asks 1,000 Londoners about their opinions of TfL and our services. An ongoing focus on Care helps us understand how we work for our customers and in the longer term will encourage greater use of active, efficient and sustainable travel.

TfL cares about its customers
Past five quarters (%)
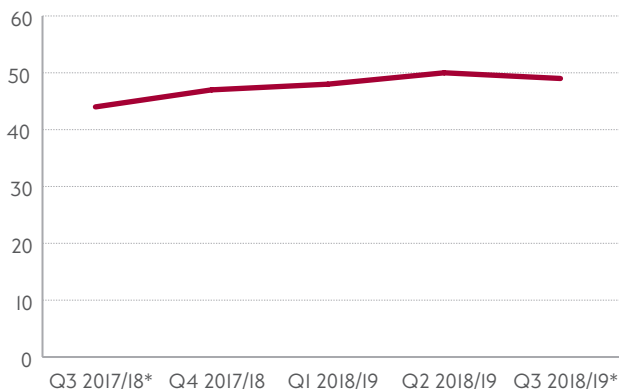
Annual trend (moving average)
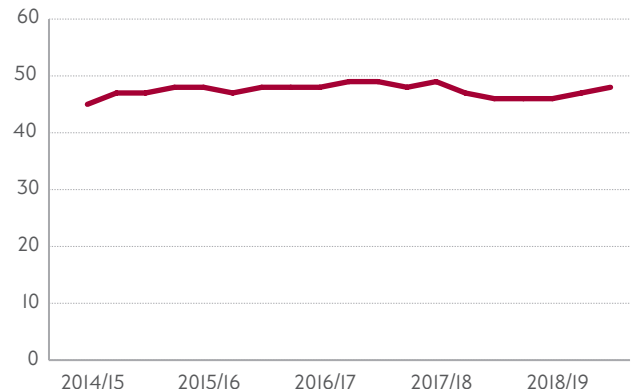
Care has decreased by one percentage point this quarter to 49 per cent. The slight decline has been driven by worsening perceptions of support when things go wrong and a negative media landscape. The Central line strike and announcement of further disruption before Christmas are likely to have influenced these.

* Quarter 3 is longer than the other quarters (16 weeks instead of 12)

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TfL provides good value for money to fare payers

Past five quarters (%)
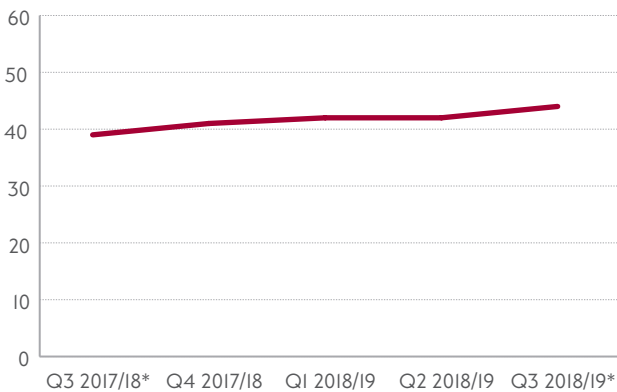
Annual trend (moving average)
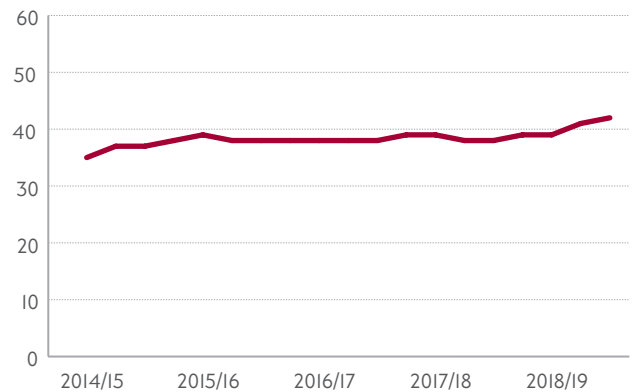
We remain on a positive trajectory for perceptions of value for money, and have again met the all-time high of 44 per cent agree. Campaigns such as Hopper, £1.50 fares and off-peak promotions continue to positively influence perceptions.

TfL is an organisation I can trust

Past five quarters (%)**
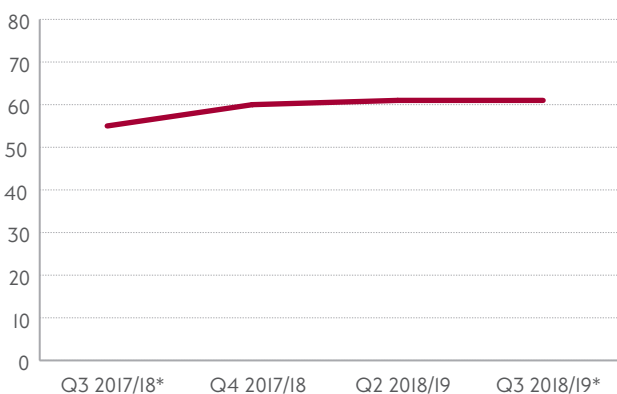
Annual trend (moving average)
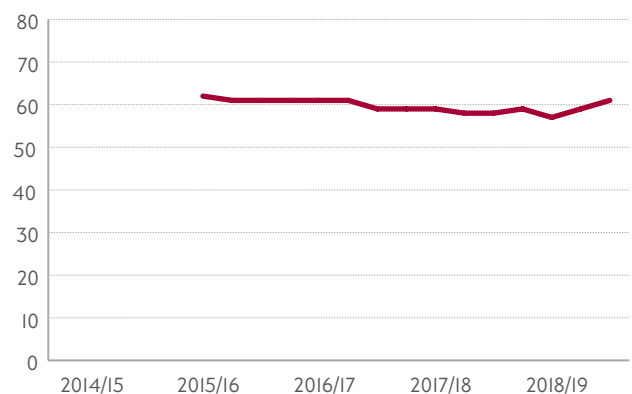
Trust remains stable at 61 per cent agree. For TfL, the key driver of trust is safety, which has also remained relatively flat this quarter, and is likely to have influenced the stability of the score. The Q1 trust score was not available due to an error in data collection.

** There is no data for Q1 2018/19 due to an error in data collection

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Customer supporting metrics trend

Overall
Past five quarters (% agree)
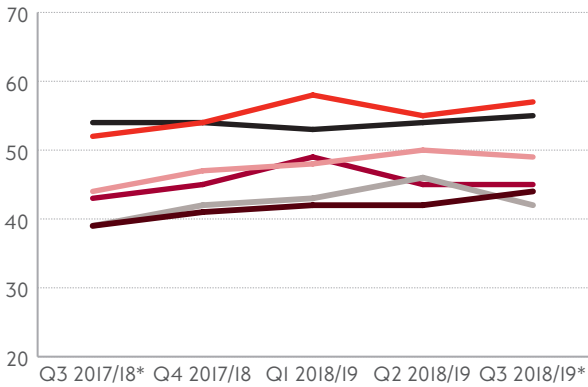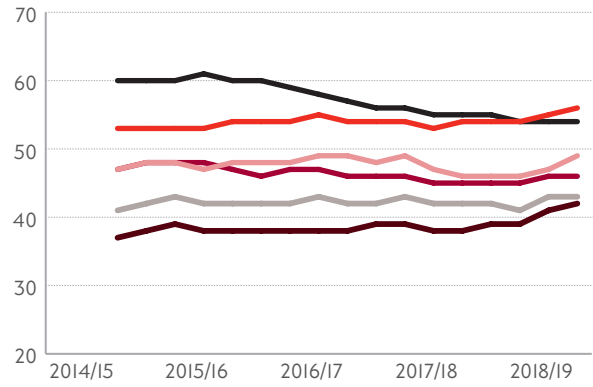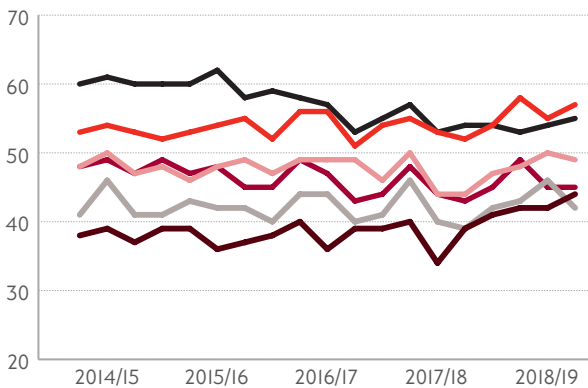
X-axis: Q3 2017/18*, Q4 2017/18, Q1 2018/19, Q2 2018/19, Q3 2018/19*

Annual trend (moving average)

X-axis: 2014/15, 2015/16, 2016/17, 2017/18, 2018/19

Key drivers of Care
Trend (% agree)

X-axis: 2014/15, 2015/16, 2016/17, 2017/18, 2018/19

Key drivers:

- ■ Provides good value for money for fare payers
- ■ Supports customers when things go wrong
- ■ Communicates openly and honestly
- ■ Cares about its customers
- ■ Has friendly and helpful staff
- ■ Is investing to improve journeys

The small decrease in those agreeing TfL cares about its customers this quarter was largely driven by worsening perceptions of support when things go wrong.

Despite the decline, we remain on a positive trajectory, with perceptions of our staff becoming increasingly favourable, and value for money once again hitting an all-time high. To achieve our target, we need to continue to provide a positive customer experience, particularly focusing on how we support customers when things go wrong.

* Quarter 3 is longer than the other quarters (16 weeks instead of 12)

London Underground

Past five quarters (% agree)
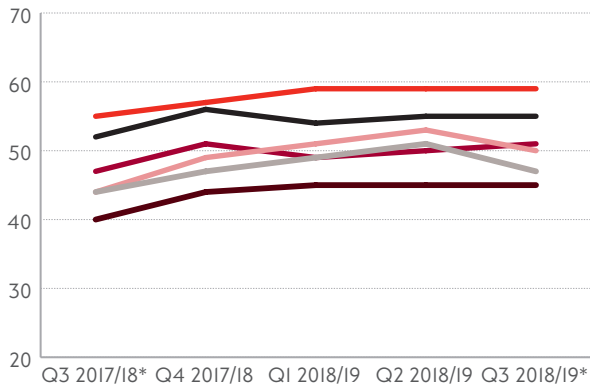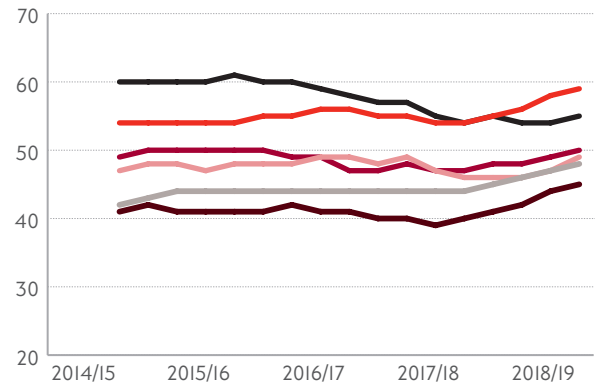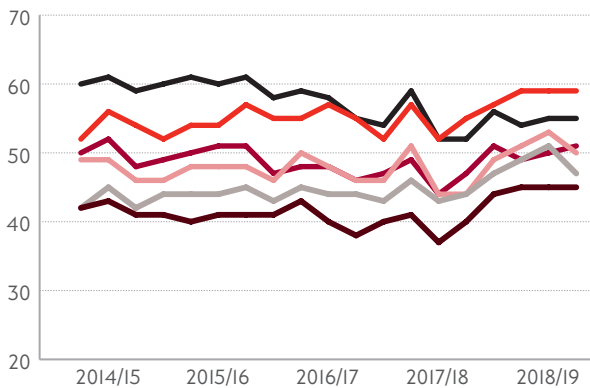
Annual trend (moving average)

Key drivers of Care

Trend (% agree)

Key drivers:

- ■ Provides good value for money for fare payers
- ■ Supports customers when things go wrong
- ■ Communicates openly and honestly
- ■ Cares about its customers
- ■ Has friendly and helpful staff
- ■ Is investing to improve journeys

Customers' perceptions that London Underground cares about them have decreased by three percentage points this quarter to 50 per cent, marking the end of an upwards trend. The Central line strike, and the announcement of further disruption before Christmas are likely to have influenced the score. Londoners' perceptions of how well we support customers when things go wrong also declined, possibly linked to the resulting disruption from the strike.

* Quarter 3 is longer than the other quarters (16 weeks instead of 12)

Buses

Past five quarters (% agree)
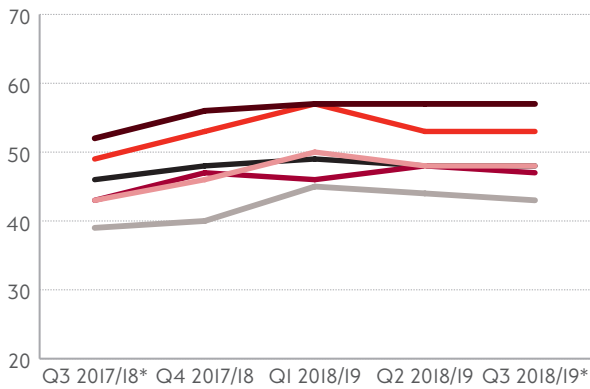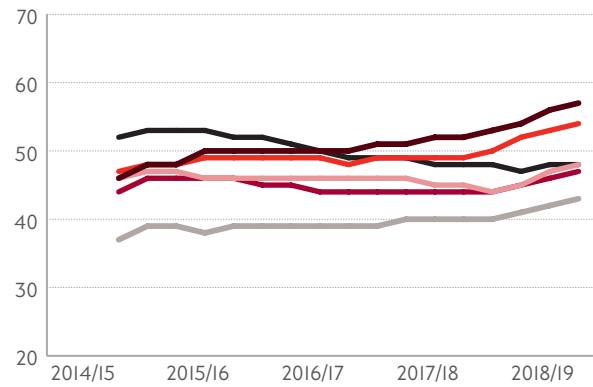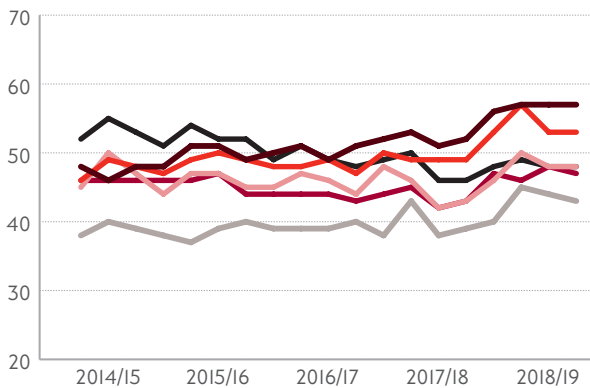
Annual trend (moving average)

Key drivers of Care

Trend (% agree)

Key drivers:

- ■ Provides good value for money for fare payers
- ■ Supports customers when things go wrong
- ■ Communicates openly and honestly
- ■ Cares about its customers
- ■ Has friendly and helpful staff
- ■ Is investing to improve journeys

Care for Buses remained stable at 48 per cent agree in Q3. Buses have seen progress in the key components of Care, including friendly and helpful staff, support for customers and open and honest communication. Perceptions of value for money in particular remain at an all-time high for the third consecutive quarter, reflecting the impact of campaigns such as the Hopper fare.

Customer satisfaction

Past five quarters

	Q3 2017/18*	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19*	2017/18 full year target
London Underground	85	85	85	83	84	85
Buses	86	85	85	85	86	86
DLR	88	87	88	87	88	88
London Overground	83	83	84	83	83	85
London Trams	90	91	91	90	90	89
Emirates Air Line	93	95	93	90	93	93
TfL Rail	83	81	83	82	84	83
Transport for London Road Network	70	n/a	n/a	n/a	71	69
London Dial-a-Ride	n/a	n/a	89	n/a	n/a	91

The majority of customer satisfaction scores increased in Q3. TfL Rail increased two points to 84. London Underground, Buses, DLR and the Transport for London Road Network (TLRN) all increased one point to 84, 86, 88 and 71 respectively. London Overground and London Trams remained stable at 83 and 90. Emirates Air Line increased three points to 93.

TfL Rail experienced increases in both east and west sections. In the east, scores relating to crowding and availability of seats improved. In the west, those who had experienced disruption or delay to their journey fell by two per cent.

London Underground's increase was largely driven by improvements in satisfaction with train service attributes.

However, the number of people seated for the majority of the journey fell three per cent from Q2.

Buses saw improvements in numerous areas including comfort, journey time, bus reliability and value for money. The DLR experienced similar increases in comfort, journey time and personal safety, among others. For the TLRN, improvements were seen at the network level in the speed of journey and congestion.

London Overground's score remained stable despite decreases in some measures, including value for money, which fell by three points. London Trams' scores also remained stable, with the exception of ease of interchange, which fell after an unusually high Q2 score.

* Quarter 3 is longer than the other quarters (16 weeks instead of 12)

Past five years

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
London Underground	84	85	85	85	84
Buses	85	86	86	86	85
DLR	89	89	89	88	88
London Overground	83	84	84	84	83
London Trams	89	90	90	91	90
Emirates Air Line	93	93	94	93	92
TfL Rail	n/a	83	83	83	83
Cycle Hire – members	81	80	80	80	n/a
Cycle Hire – casual	85	86	86	85	n/a
Transport for London Road Network	74	70	70	70	71
London River Services	90	90	90	n/a	n/a
Victoria Coach Station	82	81	81	n/a	n/a
London Dial-a-Ride	92	92	91	92	89

Despite broadly positive Q3 results, which saw increases compared to Q2 for the majority of modes, the overall picture year to date remains mixed.

Some modes have already achieved, or are on track to achieve or exceed, targets. The TLRN has exceeded its target of 69 with an annual score of 71. The DLR is on track to achieve its target of 88, having achieved that score year to date. London Trams looks set to exceed its target of 89, achieving a year-to-date score of 90. TfL Rail has achieved a score of 83 year to date and looks set to achieve its target of the same.

However, other modes remain behind target or have already fallen short: London Overground is two points behind its target and has been affected by late delivery of new trains; London Underground's year-to-date score of 84 is behind its target of 85; Buses remains one point behind the target of 86 on 85 year to date; and London Dial-a-Ride fell two points short of target, with a score of 89.

No surveys have been carried out on Cycle Hire, London River Services or Victoria Coach Station to date in 2018/19.

Contact Centre

TfL Customer Services
Past five quarters

	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
Telephone calls	744,904	792,189	613,777	665,330	697,107
Abandonment rate (%)*	9.4	9.0	9.0	12.0	11.2
Correspondence	135,141	169,605	128,167	137,660	148,914
Closed in SLA (%)**	91.4	93.9	94.4	73.7	72.5
Quality score (%)***	90.7	92.3	79.6	81.2	82.3
Average speed of answer (seconds)	101	99	74	99	142

Call demand increased this quarter, in line with our forecasts, due to the start of the academic year. We missed our target for correspondence closed within SLA due to an increase in correspondence of eight per cent on last quarter, largely attributable to the increased use of contactless payment cards (journeys were up by 15 per cent). External issues, such as Barclays and Amex customers experiencing delayed processing and a service outage on the O2 network, added to this. Performance in Q4 improved and returned within target, and we are on track to achieve our end-of-year performance target.

Past five years

	Telephone calls		Correspondence		
	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	Quality score (%)***
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	2,834,466	10.5	542,760	85.7	91.3
2018/19 year to date	1,976,214	10.8	414,741	79.0	80.2

*   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 80 per cent or over for both calls and correspondence as measured by rigorous internal assessment and external mystery shopping

Telephone calls
This quarter

Contactless payment
63,411

Santander Cycles
25,153

Concessions
253,307

Oyster
276,994

Other*
10,792

Surface and Rail
67,450
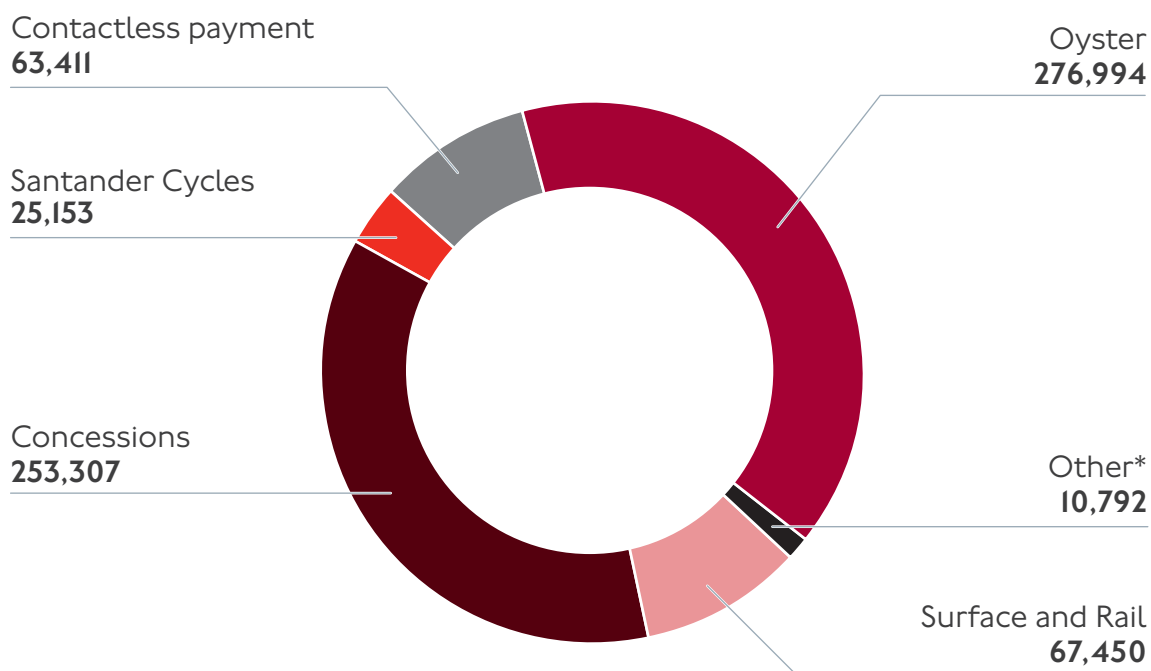
* Other includes Public Help Points, Taxi and Private Hire, Ticketing App,
  Sarah Hope Line and Street-related calls.

Concessions demand increased by a
further 29 per cent this quarter in line
with our forecasts, tied to the start of
the academic year as students apply for
new photocards.

Other contact centres

Road user charging
Past five quarters

Phone number 0343 222 2222 (outsourced to Capita)	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
Calls received	271,600	312,044	238,797	258,084	259,501
Calls answered	265,130	301,291	230,558	246,407	251,147
Abandonment rate (%)	2.4	3.4	3.5	4.5	3.2
Average speed of answer (seconds)	31	45	49	53	36

Capita's Congestion Charge Contact Centre continues to show steady performance well within the contractual targets. The average speed of answer was 36 seconds, while the percentage of calls abandoned was 3.2 per cent, well within the target of abandoning no more than 12 per cent of calls. T-Charge and ULEZ-related calls continue to be received and handled within agreed service levels.

Past five years

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
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	1,245,815	1,166,545	6	73
2018/19 year to date	756,382	728,112	4	46

* Data not recorded

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Taxi and Private Hire
Past five quarters

Phone number 0343 222 4444	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
Calls received	177,501	205,353	186,072	183,060	218,784
Calls answered	159,992	186,999	149,640	135,347	118,587
Abandonment rate (%)	9.3	8.5	19.4	25.7	45.6
Average speed of answer (seconds)	147	117	326	528	1,484

The figures combine our volumes for licensing, answered by Taxi and Private Hire, and the booking of vehicle inspections, carried out by our outsourced provider, NSL.

The end of this quarter saw the highest number of calls attempted over the past 12 months. The increased call waiting times have led to the length of calls increasing, which overall has resulted in a reduction in the number of calls answered. Additional training is being provided to increase the number of calls that can be fully resolved.

We have focused resources and activities on the reasons for calls being made as well as the reasons for repeat callers. It is anticipated the number of calls answered will increase in Q4 following this approach.

We continue to see high call volumes from customers wanting to book a vehicle inspection. NSL has allocated more staff to take calls, performance has started to improve and the average handling time and abandonment rate are beginning to reduce. We are working closely with NSL to find additional opportunities to improve the overall service.

Past four years

	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	684,904	623,837	8	118
2018/19 year to date	587,916	403,574	31	734

Dial-a-Ride
Past five quarters

Phone number 0343 222 7777	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
Calls received	142,715	171,787	136,003	127,499	135,188
Abandonment rate (%)	17.3	7.8	6.8	9.0	11.69
Average speed of answer (seconds)	441	181	127	203	276
Email bookings	12,130	15,657	11,215	9,817	11,427
Fax bookings	1,684	1,655	1,314	1,254	1,451
Passenger services letter	33	14	16	18	36
Passenger services email	65	45	50	49	59

Call volumes were five per cent lower than the same period last year, and six per cent higher than last quarter. This is in line with annual seasonal trends and corresponds with higher numbers of trip requests. The call abandonment rate for the quarter exceeded our 10 per cent target, at 11.69 per cent. However, this is significantly better than the same quarter last year due to improvements in call-handling processes. Email bookings accounted for 8.5 per cent of all bookings.

Past five years

	Calls received	Abandonment rate (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
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	596,161	10.5	45,655	6,064	98	276
2018/19 year to date	398,690	9.16	32459	4,019	70	158

Customer complaints

Complaints per 100,000 journeys	Q3 YTD 2017/18	Q3 YTD 2018/19	Variance (%)
London Underground	0.84	1.03	+23
London Buses	2.75	3.17	+15
DLR	0.69	0.80	+16
London Overground	1.46	2.10	+44
TfL Rail	1.98	2.48	+25
London Trams	1.51	1.19	-21
Emirates Air Line	2.37	3.92	+66
Congestion Charge	4.78	1.50	-69
Dial-a-Ride	92.79	69.40	-25
London River Services	0.66	1.27	+91
Santander Cycles	4.56	4.24	-7
Taxis*	7.89	6.65	-16
Private Hire*	4.61	3.06	-34
Contactless	0.13	0.19	+46
Oyster	0.18	0.16	-10

* Journeys not recorded; figures based on survey data

Contactless continues to gain new customers, and with this comes a period of bedding-in, as users familiarise themselves with the product and services available to them. As a result, this quarter saw a further rise in complaints per 100,000 journeys using contactless, although the actual volume of complaints still represents a fraction of one per cent of the overall number of customers for the product.

The takeover of the Paddington to Heathrow service in May 2018 caused complaints to rise year on year for TfL Rail. Service disruptions were also a factor in the 25 per cent increase, with vandalism, and damage to overhead equipment caused by National Rail's testing of new trains causing major disruption for our customers.

Bus services were affected by a number of road closures, as well as the knock-on effects of the closure of the Woolwich Ferry, and the withdrawal of route 10 in favour of extending route 23.

Customer complaints
Past five years

Service	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
London Underground	14,429	13,731	14,546	12,037	9,861
London Buses	65,452	71,268	66,300	64,990	49,251
DLR	2,460	1,318	1,302	980	680
London Overground	3,822	6,660	4,328	3,103	2,785
TfL Rail	n/a	1,338	1,460	1,121	943
London Trams	397	565	627	470	240
Emirates Air Line	52	62	28	33	39
Congestion Charge	1,372	1,368	3,117	959	235
Dial-a-Ride	1,908	1,305	1,088	842	493
London River Services	70	64	58	79	99
Santander Cycles	687	354	359	465	353
Taxis*	4,255	4,048	3,373	4,918	3,098
Private Hire**			2,995	2,692	1,451
Contactless	566	552	587	989	1,210
Oyster	6,763	5,283	4,808	4,912	2,932
Total	102,233	107,916	104,976	98,590	73,670

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

** Taxi and Private Hire and Taxi complaint numbers are not directly
comparable due to the way they are received and recorded

Customer complaints
Annual trend (annual total)

We still anticipate customer complaints will continue to fall this financial year, despite significant growth in our services. This is due to analysis of complaint data across several of the main themes, which has supported us in developing operational changes in response. This approach, led by London Underground, has been very successful in delivering improvements, and is soon to be adopted across other modes.

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Improving the bus user experience

We are committed to providing the best experience for our customers when using our transport network. In 2015, customer research suggested that bus users' experience of both bus drivers and bus operators was variable. Complaints generally focused around buses failing to stop at bus stops and drivers showing poor customer service.

'Hello London'

To help address these concerns, we pulled together and ran 'Hello London' – the first ever bespoke, two-day customer experience training course for all London bus drivers. 'Hello London' launched in April 2016 and ran until March 2018; around 23,100 bus drivers and 2,000 garage support staff took the course.

Course content

An independent training provider ran the course for all London bus drivers to ensure consistency in the customer experience across bus operators, and to help develop a sense of common purpose and commitment.

The training focused drivers' attention on:

• Ensuring stopping at bus stops to let customers on or off

• Acknowledging customers as they board the bus

• Making announcements

• Managing and avoiding conflict

• Managing the wheelchair priority area

23,100
London bus drivers trained alongside 2,000 support staff

2,600
Attendee suggestions to improve the customer experience

77%
increase in driver commendations
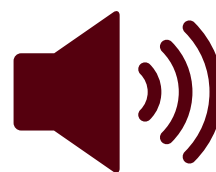
38%
increase in Public Announcement system usage

To address these issues, the course comprised a mix of large group sessions reflecting on key issues and follow-up smaller workshops to develop specific skills and techniques. This use of peer-to-peer learning was key to engaging attendees to help them understand their role in providing good customer service and how they can improve it, as well as making them realise they each are able to come up with solutions to common challenges.

Results

Since the launch of 'Hello London' in 2016, driver commendations are up by 77 per cent and we have found drivers have engaged better with passengers by using the on-board PA system more (an increase of 38 per cent) to deliver personalised key messaging. London Buses staff have also been rated more highly in our Bus Customer Experience (mystery traveller) Surveys, meaning that they are seen as being more friendly and helpful. Driver surveys have also shown they feel more customer focused and have an improved understanding of their key role in keeping London moving.

Legacy

We know that good customer experience is not a given, and that we cannot become complacent. We have continued our work with the 'Hello London' training provider and the bus operators to help them develop their own training packages for new drivers and for other staff who engage with drivers. We will also provide financial incentives for bus operators to improve their bus Customer Experience Survey scores. This will help ensure that bus operators take ownership of the key 'Hello London' messages, and embed them within their own activities and culture to enable them to continue delivering an improved customer experience.

Commendations

Past five quarters

Service	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
London Buses	879	1,222	865	880	951
London Underground	464	625	513	548	541
London Overground	51	56	49	46	51
DLR	31	43	41	38	41
London Trams	9	9	4	8	3
TfL Rail	13	25	25	20	25
Taxi and Private Hire	71	51	45	34	33
TfL Road Network	20	17	16	28	10
Dial-a-Ride	5	1	2	5	1
London River Services	0	1	3	3	3
Emirates Air Line	4	6	3	3	6
Santander Cycles	3	0	1	1	1
TfL Policy	170	202	111	140	153
Total	**1,720**	**2,258**	**1,678**	**1,754**	**1,819**

Past five quarters
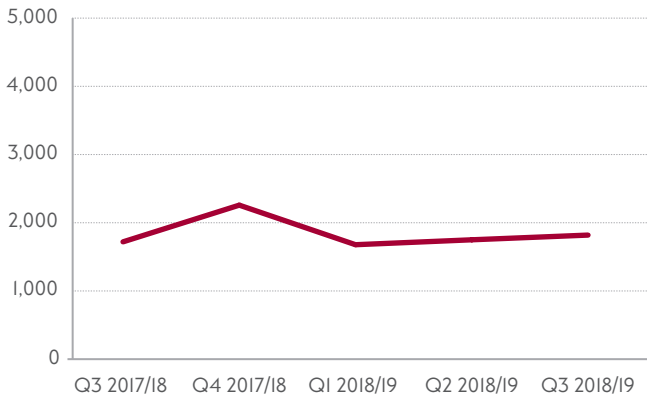
This quarter saw a further increase (four per cent) in the number of commendations on last quarter, with the most significant gains being made on TfL Rail and London Overground services. This achievement is particularly noteworthy when put in the context of some of the operational difficulties seen on these services during the quarter.

London Underground saw a minor drop in commendations in the same period, yet this number is still up 17 per cent on the same period last year. This is thanks to the excellent work being done across London Underground to improve customer and staff interactions through initiatives such as the Staff Information Survey.

London Buses saw an increase of eight per cent in commendations, thanks mainly to customer interactions with drivers themselves.

Ticketing

Bus and Underground
Paper tickets
Fare payer journeys per four-week period (millions)
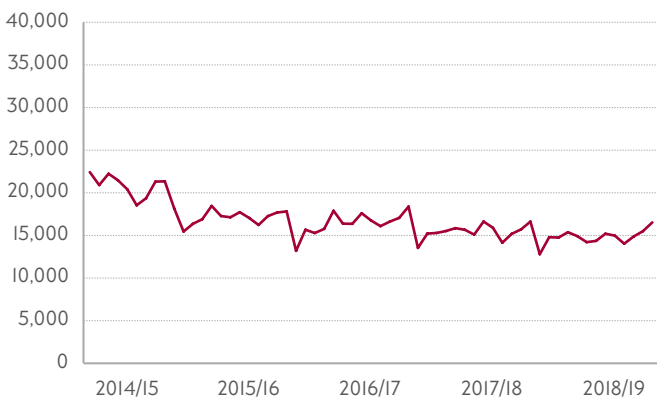
Oyster
Fare payer journeys per four-week period (millions)
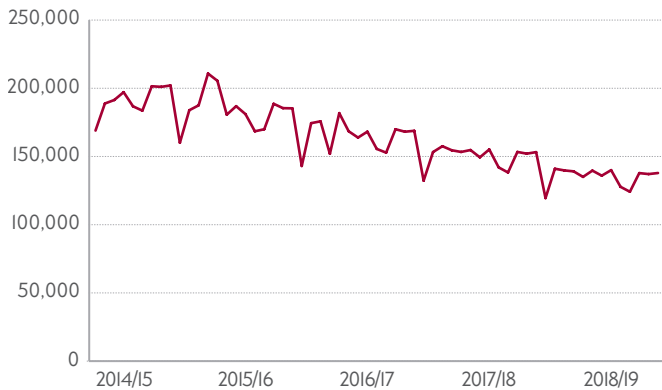
Contactless payment cards
Fare payer journeys per four-week period (millions)
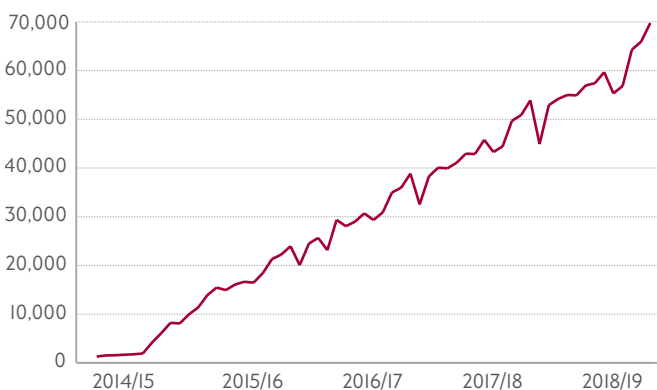
588,000 automated refunds were issued in Q3, with £2.7m refunded
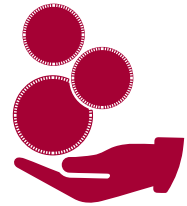
46m contactless bank cards and mobile devices have been used on bus, Tube and rail services

2.5m contactless journeys are made daily

1.3m downloads of the TfL Oyster and contactless app since launch, with more than 2.5m transactions being made with the app
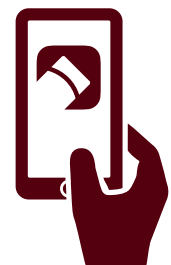
Graphs for bus and Underground fare payer journeys use figures based on 13 financial periods a year.

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System availability

Ticketing system availability

	Quarter 3 – 2018/19			Year to date – 2018/19		
	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	98.49%	0.29% ▲	0.26% ▼	98.65%	0.45% ▲	0.11% ▼
London Buses – bus validations – overall availability	99.74%	0.74% ▲	0.03% ▼	99.79%	0.79% ▲	0.05% ▲

We continue to exceed both London Buses and London Underground targets for ticketing system availability.

Internal IT system availability

Past five quarters (%)

	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
	99.78	99.93	100.00	99.97	99.78

Performance this quarter was 99.78 per cent. The main issue was the bus radio network being down for 144 minutes.

Annual trend (%)

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
	99.43	99.79	99.18	99.59	99.92

Digital

The number of website visits increased by eight per cent compared to the previous quarter as a result of a seasonal trend, but decreased by one per cent compared to the same quarter last year.

The number of page views increased by nine per cent compared to the last quarter, but decreased by three per cent compared to the same quarter last year.

The number of Facebook followers increased by two per cent, and Twitter followers by seven per cent, compared to the same quarter last year.

Instagram has seen strong engagement this quarter.

63m
Number of visits to the TfL website this quarter (1%▼ against Q3 2017/18)
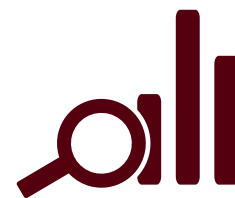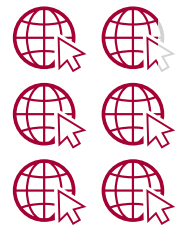
248m
Number of website page views this quarter (3%▼ against Q3 2017/18)

7.2m
Number of Twitter followers this quarter (7%▲ against Q3 2017/18)
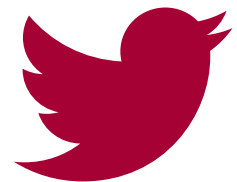
754,000
Number of Facebook followers this quarter (2%▲ against Q3 2017/18)

76,200
Number of Instagram followers this quarter (48%▲ against Q3 2017/18)

More than

17,700

developers
have used
our data

27,900+

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
Historic timetables	Q3 2018/19

Data – future release schedule	Date
Cycle maps	Q4 2018/19
Taps data	Q4 2018/19
Enhanced station accessibility	Q1 2019/20
Scoot & LCAP	Q2 2019/20

Other highlights in Q3

London Borough of Culture – Waltham Forest

In 2019, Waltham Forest became London's first Borough of Culture, delivering a programme of cultural activity over the coming year to celebrate the diverse culture and character of local people and places.

We have worked closely with the GLA and Waltham Forest to provide operational and promotional support for events, and have also used the opportunity to encourage visitors to use public transport, walk and cycle to make the most of the events on offer.

We also sit on its Partnerships Board, with others such as the Metropolitan Police Service and English Heritage, to give strategic advice on running the year's events, and support the legacy of young people in the borough being involved in the creative community.

We have installed a specially commissioned 'Welcome to the Forest' roundel at six London Underground and London Overground stations across the borough, and used the closed ticket office at Walthamstow Central Tube station to promote the Borough of Culture programme of events to those passing through the station. We have also created a map of cultural events taking place this year, which we will be promoting across our network and externally via social media.

We have already helped promote the 'Welcome to the Forest' launch event on 11-13 January on our social media channels, email and TfL blog, and will continue to support the year's events in our Wonderful World of Off-Peak Time Out Partnership content. This content will also make people aware of our off-peak and bus fares and encourage travel in outer London.

Customer database

We have a customer database of around 4.5 million regular public transport users, drivers and other contacts who have said they want to hear from us. Each year, we use this database to send millions of emails regarding changes to the transport network.

In 2016, we reviewed cost reduction options for this email communication. We had outsourced this work, including the hosting of the database, and decided to move both campaign execution and database hosting in house.

In late 2017, we moved to a new email broadcast platform, Salesforce, saving £150,000 a year, and the in-house solution for hosting our customer database went live in December.

This easily accessible database is already being used as the source of customer data for campaigns. We can now contact the right customers at the right time, with much reduced setup time. Our email customer information team can now email campaigns itself, and create monitoring reports to see how well customers are engaging with our messages. This has already delivered a saving of £200,000 a year, with the opportunity for greater savings in the future. Our use of this database and the insights we gain from it are vital to the delivery of the Mayor's Transport Strategy.

Travel Demand Management: influencing travel behaviour

Piccadilly line industrial action: 26-29 September 2018
Core to effective Travel Demand Management are collaboration, coordination and consistency, all of which are particularly important during short-notice or unplanned events.

We have clear processes and structures in place, which enable us to respond quickly during unplanned events and help our customers to make better travel choices. This includes timely, accurate information as well as targeted travel advice ahead of, and during, disruptions to help influence travel behaviours and keep London moving.

In 2018, we saw 10 instances of potential industrial action on our network, enabling us to trial, refine and improve our customer communications further.

Due to RMT industrial action, Piccadilly line services were suspended from 13:00 on Wednesday 26 September to 15:30 on Friday 28 September, and from 22:00 on Friday evening until the morning of Saturday 29 September. This affected customers travelling to and from Heathrow, and also Night Tube services.

160k customer emails sent

170k visitors to the travel advice webpage

300k Twitter users reached on the day of the strike
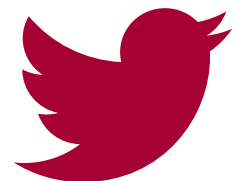
40+ London Underground stations displayed whiteboard posters and saw station announcements

As soon as we received notification of strike action, we worked quickly to establish operational and customer impacts and then develop a strategy to target key audiences such as commuters, airport travellers and theatre-goers. From this, we drafted core messages to encourage customers to avoid disruption by planning their journey in advance. As a result of our strategy, we saw:

- Bus travel increased by up to 2.7 per cent

- Tube travel unchanged, with the same level of entries and exits as expected from our baseline

- Rail travel (includes Tube, DLR, London Overground and National Rail) broadly unchanged (a small decrease of 0.3 per cent)

These figures demonstrate that, despite the industrial action, customers were well informed and so able to use alternative methods of travel, such as TfL Rail at Paddington for west London.

London Underground ℹ

Piccadilly line strike

Wednesday 26 until Saturday 29 September

Due to strike action by Train Operators we expect there to be no Piccadilly line service:

- Between 13:00 Wednesday 26 and mid-afternoon Friday 28 September

- Between 22:00 Friday 28 and early morning Saturday 29 September.

This will mean there will be no Night Tube service on the Piccadilly line on the Friday night.

For the latest information and to plan your journey using alternative routes, visit tfl.gov.uk.

MAYOR OF LONDON   **TRANSPORT FOR LONDON**
EVERY JOURNEY MATTERS

Applying learnings to future unplanned events

Significant travel behaviour change was achieved during the industrial action. Services were able to cope and customers were able to travel by making different travel choices, although stations such as Paddington were extremely busy.

While the strategy was a success, it is important that we continue to improve, and always incorporate feedback into our future processes.

Key learnings include:

- Providing customers with more clear and open communications. In the specific instance of industrial action, customers told us they were keen on earlier advance notice of disruption, even if the action could then be cancelled

- Keeping customers informed in the run-up to disruption of any changes. We have committed to doing this, and, in the case of industrial action, will reissue communications about the definitive status of future strikes, even if this is just hours before action is due to start

- Developing our travel advice for the future so that we can provide customers with even more accurate information

	Travel Demand Management campaigns
Surface	West End Project
	Bridge Street
	Baker Street two-way
	Old Street roundabout removal
	Highbury Corner gyratory removal
	A4 works
	Rotherhithe Tunnel
Rail and Underground	4LM works
	Festive travel
Events	Remembrance events
	New Year's Eve

Campaigns

Q3 customer information email volumes

42m
Customer information emails

243 Campaigns

Past five years

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
Customer information emails	263m	273m	190m	187m	125m
Campaigns	1,019	1,216	898	1,043	662

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
This campaign communicates to customers the key improvements we are making to our infrastructure and services, and how these are being implemented. The main improvements in Q3 have been to accessibility, with both Victoria and Newbury Park stations becoming step free.

Fares and ticketing
Campaigns for value fares (Hopper, Pay as You Go, Off-Peak, Touch-in Touch-out and Pink Reader) raise awareness of the best-value tickets and encourage customers to use ticket machines as much as possible. New campaigns for Q3 include the fares freeze (now in its third year), and weekly Oyster capping for bus and tram users, a new scheme launched in December.

Campaigns undertaken for bus users, meanwhile, aim to increase footfall on buses by promoting routes that have recently improved their reliability. Q3 saw the launch of new activity promoting the top 18 routes for reliability in outer northeast and west London.

Off-Peak campaign
The Off-Peak campaign continues to support the Mayor's Transport Strategy to deliver an 80 per cent sustainable mode share by 2041. It encourages customers to 'tap into the Wonderful World of Off-Peak' – using our lowest off-peak fares.

Cultural maps
Our cultural maps encourage customers to use public transport to visit key cultural landmarks in London. The activity supports the Mayor of London's pledge to protect and grow cultural institutions. Q3 saw new illustrated maps launched for bus routes, and existing maps updated with accessibility information. The suites of maps now include all Tube, DLR and London Overground lines, and five bus routes.

Hoardings
Hoardings are used across the 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 protect our customers. They enable us to showcase why we are carrying out the work and highlight the benefit for our customers, while also helping to brighten the environment.

Better Behaviour

This campaign is designed to improve the behaviours of passengers 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 towards staff on the network.

Part of this campaign is the 'Buses not Stopping' activity to support bus operators, encouraging passengers to signal to bus drivers or ring the bell when they want to board or alight.

Road Danger Reduction

Our campaign on Road Danger Reduction targets drivers and motorcyclists, encouraging them to slow down. It raises awareness of the risks of speeding or driving too fast for the conditions of the road. This activity has been launched to support Vision Zero, the Mayor of London's vision for achieving zero deaths and serious injuries on London's roads by 2041.

Air Quality (Ultra Low Emission Zone, bus improvements and rapid charging)

In May 2018, the Ultra Low Emission Zone (ULEZ) campaign was launched, educating private and commercial drivers on the contribution that road traffic is making to London's poor air quality. More than 2.2 million vehicle checks have so far been undertaken using our online compliance checker.

Five further Low Emission Bus Zone launches were supported through posters along the routes and CRM activity, almost half way to the target of 12 zones.

We have been running an extensive multi-channel marketing campaign across London since May 2018 to encourage vehicle owners to use our online vehicle checking tool. The campaign explains how the scheme operates, including the options available for vehicle owners who are using vehicles that do not meet the emissions requirement. In January, the campaign was advertised on roadside posters and in national, London, specialist and local press; radio and digital advertising on third-party websites were also used. In addition, more than 2.8 million emails have been sent to customers on our database.

Travel Demand Management

Travel Demand Management (TDM) activity is now supplemented with additional targeted marketing, raising awareness of when and where public transport is running. Q3 has seen the launch of the TDM festive campaign, informing customers that the network is running over Christmas and the New Year. This is part of our commitment to increase usage of public transport at key periods, particularly bank holiday weekends.

When work takes place on London's roads, TDM activity encourages customers to avoid disruption. Examples this quarter include the Westminster Bridge closure.

Public Transport Safety
The Public Transport Safety campaign is designed to address key safety issues across modes and encourage passengers to take extra care when travelling around the network. The outdoor activity across TfL's owned media has been supplemented this quarter with additional paid-for media, with a focus on escalator and platform safety in November, and alcohol safety in December.

Personal safety
The Project Guardian 'Every report builds a picture' campaign continues to encourage women to report unwanted sexual behaviour. In addition to video on-demand media, video content will run in bursts on Facebook and Instagram.

Safer Travel at Night
The Safer Travel at Night (STaN) festive period campaign aimed to empower women by educating them on the four ways to book a taxi or minicab, and to help women make the right decision(s) for a safer journey. The campaign ran on Instagram and Facebook, as well as in the press, at bus shelters and on Underground posters.

New Cycle Infrastructure Campaign (active travel)
This autumn, a major new extension to Cycle Superhighway 6 (CS6) was completed alongside a number of Quietway sectional openings, adding to London's growing cycling network. The new campaign launched at the start of October to target Londoners and encourage them to explore their new cycle route. The campaign activity ran on posters, radio, leaflets, online and social media.

Schools and education programmes
Our work to encourage transport behaviour change via nurseries, schools and colleges continues. Our range of programmes support a number of key outcomes, including active travel, road danger reduction and travelling safely and independently on public transport. We work in conjunction with the London boroughs on these programmes, which include the well-established STARS programme and Children's Traffic Club.

Consultations

We launched 12 consultations in Q3, with proposals for the following:

- Cheyne Walk/Lots Road junction in Chelsea – new informal crossing

- Stoke Newington – proposals to remove the gyratory

- Tooting town centre – pedestrian and junction improvements

- Sutton Link – new transport service for Sutton and Merton

- Portland Avenue/Dunsmure Road with Stamford Hill – pedestrian and junction improvements

- Edgware Road – safety improvements

- Tooley Street – road layout changes

- Colindale station redevelopment

- Brixton town centre – road layout improvements for southbound bus services

- Bus service proposals:

  - Croydon town centre – changes to 11 bus routes

  - Richmond, Twickenham and Whitton – proposed changes to five routes

  - Route 483 – extension from Ealing Hospital to Windmill Lane

We also undertook 32 London Service Permit statutory consultations.

We are planning 15 consultations in Q4 (these are subject to change):

- Direct Vision Standard – final consultation on detailed implementation proposals

- Improving safety in Private Hire Vehicles (PHVs) – further proposals

- Taxi age limit

- Taxi fares review 2018/19

- PHV operator licence fees review

- Wood Lane to Notting Hill Gate cycling and walking improvements

- Kew Bridge, Duke Road, Chiswick, and King Street Hammersmith cycling and walking improvements

- Bus service proposals:

  - Routes 428 and 492 – changes between Crayford and Dartford

  - Route 609 – re-routing of afternoon school journey

  - Routes 404 and 434 – changes to routes in Coulsdon town centre

  - Harrow bus network – changes to eight routes

  - Routes 201 and 607 – bus stop changes in Shepherd's Bush

  - Routes 440, E3 and E10 – changes to routings

  - Route 92 – re-routing in Ealing to serve new development

  - Route 393 – re-routing in Kentish Town

London Assembly scrutiny

London Assembly scrutiny in Q3:

Date	Title	Type of scrutiny
4 Oct 2018	Transport Committee – Bus Consultation	Closed meeting
17 Oct 2018	GLA Oversight Committee on Emergency Services Network (ESN)	Open meeting
17 Oct 2018	Budget Monitoring Sub-Committee	Open meeting
13 Nov 2018	Transport Committee – Taxi Private Hire	Open meeting
30 Nov 2018	Transport Committee – Taxi Private Hire	Written evidence
5 Dec 2018	Transport Committee – Healthy Streets	Open meeting

London Assembly scrutiny for future Q4 (these may be subject to change):

Date	Title	Type of scrutiny
21 Dec 2018	Transport Committee – Crossrail	Open meeting
7 Jan 2018	Budget and Performance Committee – TfL Business Plan	Open meeting
9 Jan 2018	Transport Committee – Crossrail	Open meeting
5 Feb 2018	Transport Committee – Freight	Open meeting
7 Feb 2018	Plenary Session – Transport	Open meeting
14 Feb 2018	Budget and Performance Committee – Response to report into TfL finances	Written response
28 Feb 2018	Transport Committee – TfL Response to Broken Rail report	Written response

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Glossary

Measure	Unit	Description
Additional time to make step-free journeys	Minutes	This metric measures the time it takes to travel from each area in London (defined in the Rail plan zoning system, which splits London into 3,288 zones) to all other areas by the quickest route using public transport modes (Rail, London Underground, bus, DLR, Tram). It compares this to the travel times from a network consisting of just the fully accessible routes, which excludes station walk links that include steps. The difference between the two provides the additional journey time measure. The aim is to halve the additional journey time required by those using the step-free network only by 204I, so that journey times on the step-free network become comparable to those on the wider public transport network.
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 I9 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	Minutes	Excess wait time 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. 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.

Measure	Unit	Description
London Overground and TfL Rail: public performance measure	%	The public performance measure shows the percentage of trains that arrive at their destination on time.
		It combines figures for punctuality and reliability into a single performance measure and is the rail industry standard measurement of performance.
		It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before. It is therefore the percentage of trains 'on time' compared with the total number of trains planned.
		In London and the South East, a train is defined as being on time if it arrives at the destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.
		Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a public performance measure failure.
London Underground: lost customer hours	Hours	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 lost customer hours because a greater number of customers are affected.
		For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of lost customer hours than an incident of the same length in Zone 6 on a Sunday morning.
		As we review incidents, we may need to change the figures retrospectively.

Measure	Unit	Description
LU: excess journey time	Perceived minutes	Journey time is a way of measuring London Underground's service performance. We break down journeys into stages and give each one:
		• 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 based on how customers feel about that part of their journey, for example going up an escalator has a value of 1.5, whereas walking up stairs has a value of four, because it increases the perceived journey time
		These are the stages of a journey:
		• 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
		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 excess journey time. It is therefore a measure of how efficiently London Underground is providing its scheduled or 'stated' service – the more reliable the service the lower the excess journey time. The calculation includes the impact of planned closures.

Measure	Unit	Description
Operational improvements to sustainable travel	Hours	This metric reports the saving to journey times and wait times for pedestrians and bus passengers as a result of our signal timings review programme. Benefits to cyclists will be included later in the year. The 2018/19 target has been set using improvements from 370 signal timing reviews carried out in 2017/18, capturing these improvements during a typical weekday (24 hrs). Bus benefits will continue to be dominant, as buses carry the highest proportion of people travelling sustainably through junctions. The metric is calculated by comparing journey times and wait times before and after the change in signal timings. Measurements can be taken only when the road network is operating within normal parameters – benefits cannot be measured and reported when there are roadworks, unplanned disruptions or school holidays. The time changes are multiplied by estimates of the number of people using each set of signals reviewed, by each mode of sustainable transport.
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 (morning peak)	%	This is a key measure for monitoring traffic flow. 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.

Measure	Unit	Description
TLRN user satisfaction score	Score	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. TLRN customer satisfaction survey is conducted online. It is estimated that, if it were conducted face-to-face (like other TfL customer surveys), the score would be higher by between five and 10 points. 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.
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.
Roads disruption metric	%	This metric tracks our management of disruption to average London vehicle journey times (07:00-19:00 on the TLRN). The target is to remain within 15 per cent of the 2017/18 baseline of 126 secs/km.

Our customer commitments

Every journey matters

I. 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.

I0. 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.

**Customer Services and Operational
Performance Panel**

Date: 13 February 2019

Item: Taxi and Private Hire Vehicle Compliance

This paper will be considered in public

1 Summary

This paper provides an overview of the work of TfL's Taxi and Private Hire (TPH) compliance officers and to provide further context and explanation behind the figures reported to the Panel on a quarterly basis.

2 Recommendation

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

3 Background

3.1 Taxi and Private Hire Compliance officers (TPHCO) are authorised officers employed by TfL to carry out compliance checks and inspections of TPH drivers, vehicles and private hire operators, and investigate non-compliance, in order to maintain high standards of public safety.

3.2 TPHCOs carry out Taxi and Private hire driver and vehicle inspections through on-street patrols, data driven intelligence led deployments, static road stops and through joint operations with police.

3.3 With c12000 vehicles checked per period the current level of vehicle non compliance is 22.3 per cent. The majority of vehicle non-compliance outcomes are advisory for a minor infraction; with a small proportion of unfit notices issued due to serious regulatory breaches or vehicle defects.

3.4 Over the last 18 months, c100 TPHCOs have gained a BTEC (Business and Technology Education Council) vehicle inspection qualification, approximately 40 per cent of officers, and additional powers through the Police Community Safety Accreditation Scheme to stop vehicles on the street for the purpose of inspection of vehicles. Prior to this, the compliance team were reliant on police resources to support such activities. The BTEC qualification will be applicable to all officers performing a TPHCO functional role at level 2. The qualification is a one off but refresher training is required each year on the technical aspects of vehicle inspections.

3.5 TPHCOs can issue unfit (stop) notices to drivers and vehicle owners if the vehicle has a serious defect or does not meet the vehicle inspection requirements which are a condition of the licence. A serious defect can include issues such as tyres that are worn below the legal limit, damaged lights, seatbelts not functioning etc. An unfit notice means that the driver can no longer use the vehicle to carry

passengers until the defect has been fixed and examined. This is similar to the Vehicle Defect Rectification Scheme (VDRS) used by the police and a prohibition notice used by the DVSA on a commercial vehicle.

3.6 A vehicle offence is attributed to the vehicle owner and not necessarily the driver. However a driver is responsible for making sure that any vehicle he/she is driving is maintained in a roadworthy condition and free of defects before using it to transport passengers. Driving a vehicle that has been issued an unfit notice can lead to licensing action being taken against the driver.

3.7 TPHCOs do not have the power to seize vehicles; this power is only currently available to the police.

4   NSL Vehicle Inspection Centres

4.1 In addition, TPH vehicles are also inspected by our service provider, NSL, at designated vehicle inspection centres. Over 150,000 vehicle inspections are carried out per year including initial licensing inspections, re-tests, post-accident inspections and inspections following a vehicle reported as unfit by an authorised officer.

4.2 All taxi and private hire vehicles are inspected annually against the TfL vehicle inspection manual. This is a non-mechanical check of a vehicle and currently, the first time pass rate for Taxis is 78 per cent and for PHVs 79 per cent.

4.3 Vehicle inspection centres are equipped to be able to lift vehicles on ramps to carry out a much more detailed examination of the vehicle than can be completed at the roadside, particularly the underside of the vehicle. A vehicle cannot be licensed if it fails an inspection at an NSL inspection centre.

5   Outcome of TPH Compliance Vehicle inspections

5.1 Compliance officers inspect a range of items inside and outside of the vehicle. The majority of these are safety related checks such as insurance, tyres, lights, vehicle licence plates, licence discs (PHV only), seatbelts, wheelchair ramps (Taxis only), identifiers (Taxis only), fuel pipes and batteries. Regulatory checks are also part of the inspections and cover requirements such as signage, advertising on vehicles and operation of approved credit card machines (Taxi only).

5.2 This chart shows the number of vehicle offences reported by TPHCOs against the number of checks:

Number of vehicles checks vs % of vehicles non compliant

Legend: All vehicles checks — % of vehicles non compliant
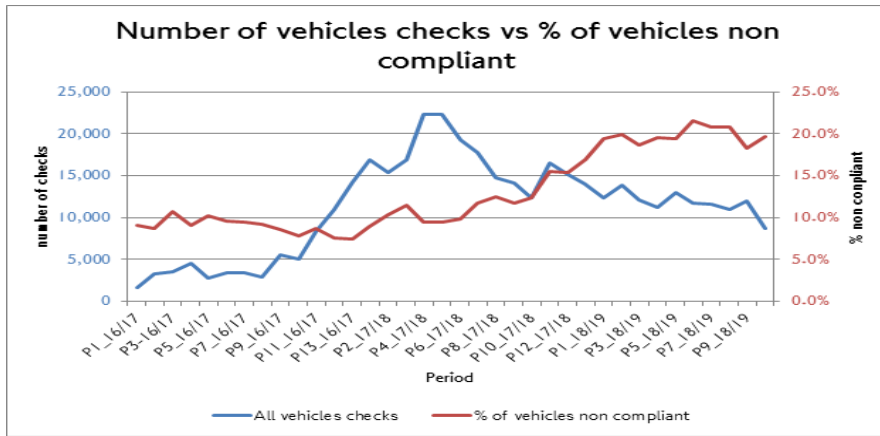
5.3 The chart above shows a year on year increase in vehicle non-compliance. This is attributed to the following reasons:

(a) In November 2016, recruitment commenced to increase headcount in the compliance team by an additional 250 compliance officers. The result of this was a significant increase in capacity to undertake on-street vehicle checks, meaning vehicles which may never have been inspected (other than as part of their annual inspection) were now being checked, across the whole of London, with sufficient resources to manage all high priority locations like Heathrow airport and mainline stations, and at times of the day which were previously not covered.

(b) The deployment approach changed in September 2017 from wide use of foot patrols to more intelligence based operations. The introduction of road side stops using powers to stop and direct vehicles has resulted in a more targeted approach and fewer foot patrols. This has reduced overall checks but has provided a better utilisation of resource.

(c) Furthermore, since January 2018, additional stop and direct powers and a BTEC vehicle inspection qualification started being used and were phased in across c100 Compliance officers providing more capability to be able to carry out comprehensive checks at stop sites. Prior to gaining new powers, officers could only inspect vehicles if they were waiting or parked at a fixed location on street. This was ineffective as drivers could move from the location if they were aware of any breaches and it created a lot of 'down time' in patrolling. More designated stop sites now allows officers to identify key routes in and out of London and pull in moving vehicles to be inspected in the same way that police and the DVSA are able to.

5.4 The chart shows the percentage of non compliance by advisory notice, regulatory offence or unfit notice.
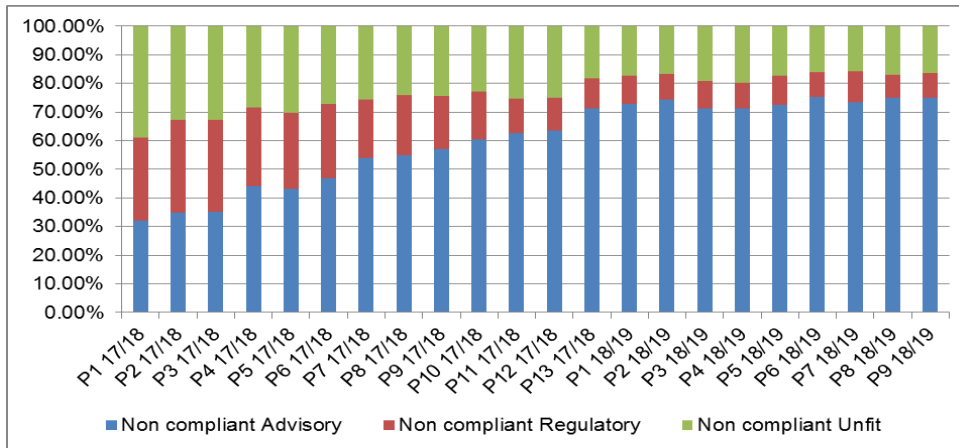
5.5 The outcome of a vehicle inspection is either: compliant or non compliant. Non compliant outcomes can be recorded for regulatory issues or vehicle defects and these can lead to an advisory notice or unfit notice being issued.

5.6 Advisory notices were introduced in 2016 as the sanction for minor faults, where a problem does not cause an immediate safety risk. These include faults such as number plate lights not working, minor bodywork damage, third brake light not working etc. Advisory notices were introduced to ensure there is a balanced and proportionate outcome of inspections and more in line with MOT standards. However; a vehicle stopped with a defect that has already had an advisory notice will be issued an unfit notice. The chart above shows the increase in advisory notices up to P1 2018/19 and thereafter remaining fairly consistent with the more serious vehicle defects averaging at about 17 per cent non compliant across 2018/19.

5.7 Unfit notices are issued when the defect is more serious and one which poses a serious risk to drivers and others. These include faults such as worn tyres beyond the legal limit, major damage to bodywork, headlamps not working etc.

5.8 If an unfit notice is issued the registered keeper has an opportunity to fix the defect before it can be used again for hire and reward. For serious defects, the keeper will be required to present the vehicle at an MOT centre.

5.9 Regulatory offences can include breaches such as no smoking signage not displayed, condition and cleanliness of vehicle, unauthorised signage, card payment device not fitted (Taxi only) etc. These types of breaches require the driver to provide evidence that the issue has been rectified at either an NSL inspection centre or to the Compliance team. Failure to do so, can lead to licensing action being taken.

5.10 A failure at an NSL inspection centre for renewal of vehicle license will require the registered keeper to fix the fault and the vehicle being presented again for inspection. The vehicle cannot be licensed until it passes inspection.

6 Going Forward

6.1 Since November 2018, TPHCOs have started to run stop site operations at night which is likely to increase detections of offences further. Thursday to Saturday evenings and night time is when we have the highest number of vehicles in

operation and targeted operations will allow resources to be deployed more effectively in the same way as we have seen during the day operations.

6.2   More scrutiny of fleet owners, operators using rental vehicles, and taxi proprietors will provide an excellent opportunity to address non compliant vehicles through engagement and education and will provide more focus on their responsibilities to ensure compliance of licensed vehicles. Over the next few months, a dedicated resource of compliance officers will be used to carry out this work to see the impact on vehicle non compliance.

6.3   TPHCOs are working with TPH Licensing and TfL Legal to introduce the immediate suspensions, at the roadside, of vehicles that pose serious public safety risks. The law states that a notice must be served to the vehicle owner and we are seeking the provision to use email to inform owners. This is expected to be operational by summer 2019.

6.4   The compliance team are engaging with Taxi and Private Hire trade reps and are working to publicise and better inform, advise and educate drivers and vehicle owners of their responsibilities.

List of appendices to this report:

None

List of Background Papers:

None

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Customer Service Operation and Performance Panel

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: **13 February 2019**

Item: **Strategic Overview of Cycling in London**

This paper will be considered in public

1 Summary

1.1 The purpose of this paper is to provide an update to the Panel on TfL's strategy to grow cycling in London, its successes to date and the main challenges TfL is facing. Members also requested an overview at a meeting of the Panel held on 10 September 2018.

2 Recommendation

2.1 **That the Panel notes the paper.**

3 Background

3.1 The Mayor's Transport Strategy (MTS) sets out a vision for a fairer, greener, healthier and more prosperous London. The strategy uses the Healthy Streets Approach as its overarching framework and has walking and cycling at its heart. This includes making cycling appealing to many more people and ensuring that London's streets are safe and accessible for everyone to cycle.

3.2 The key targets related to cycling in the MTS are:

(a) achieve an 80 per cent active and sustainable mode share by 2041. To meet this target it is estimated that the cycling mode share needs to grow from 2.4 per cent in 2017 to between seven and ten per cent by 2041;

(b) all Londoners to achieve 20 minutes of active travel per day by 2041, from a baseline of 30 per cent in 2017;

(c) 70 per cent of Londoners to live within 400 metres of the cycle network by 2024 from a baseline of 8.8 per cent in 2017; and

(d) vision Zero target of zero deaths and serious injuries on London's transport network by 2041.

3.3 In December 2018, TfL launched the Cycling Action Plan, setting out TfL's commitment and strategy to grow cycling in London. The plan includes two new targets to:

(a) almost double the number of cycle trips made every day in London (from 0.7 million in 2017 to 1.3 million in 2024); and

(b) increase the proportion of Londoners living within 400 metres of the London-wide cycle network to 28 per cent by 2024.

3.4 In July 2018, TfL also launched the Vision Zero Action Plan which sets out TfL's vision to eliminate death and serious injuries on the transport network and includes a range of measures to reduce road danger and make London's streets safer for all, including people cycling.

4 Cycling in London – Latest Trends

4.1 Cycling has grown by 152 per cent since 2000 and is the fastest growing mode of transport in London. The cycling mode share in 2017 was 2.4 per cent, representing 720,000 journeys per day. This is equivalent to almost 20 per cent of all daily tube journeys.

4.2 Although the upward trend in cycling is clear, growth differs from year to year. Between 2016 and 2017 for instance, there was a 0.8 per cent decrease in overall levels of cycling across Greater London, in a context of falling travel demand more generally. Over the same period, the average daily kilometres cycled increased by 4.3 per cent, reflecting longer cycling journeys.

4.3 While the number of cycling journey decreased slightly across London, there was particularly strong growth in areas where there has been investment in improved infrastructure. For example, cycling levels have increased along many new Cycle Superhighway and Quietway routes by more than 50 per cent. Studies have also shown significant increases in cycling levels in Mini-Holland boroughs. It is in parts of London that have seen no improvement in cycling infrastructure that cycling growth has slowed.

4.4 The risk of being killed or seriously injured while cycling has significantly reduced since 2000, reflecting the positive impact of TfL and boroughs' investment in infrastructure and other measures to reduce road danger.

4.5 Despite a four per cent increase in the number of women cycling, women and other groups (e.g. people from BAME communities) are still under-represented in the cycling population.

4.6 For more information on the latest trends please see Appendix 1 (slides 3-11).

5 Potential for Growth

5.1 Every day, 8.2 million journeys are made by car, taxi, Tube or bus that could potentially be cycled instead. The majority of these journeys are very short and made by car, and are the journeys which TfL is targeting to switch to cycling.

5.2 This is the total potential for change based on trip characteristics. However, not all of these trips are made by people who would consider cycling or have a desire to change their travel behaviour. TfL estimates that around two million Londoners have genuine potential for conversion to cycling.

5.3 For more information on the potential for growth, please see Appendix 1 (slides 12-14).

6 TfL's Delivery Strategy for Cycling

6.1 The Cycling Action Plan, launched on 17 December 2018, sets out how TfL and its partners will grow cycling to meet the Mayor's Transport Strategy's objectives.

6.2 The plan focuses on addressing the barriers to cycling currently deterring Londoners to take up cycling. TfL's research shows the seven main barriers are:

(a) fear and vulnerability;
(b) worried about fitness;
(c) not confident about cycling;
(d) cycling not seen as convenient;
(e) not identifying as a 'cyclist';
(f) not having access to a cycle; and
(g) lack of cycling infrastructure.

6.3 The plan sets out three types of interventions to break down all these barriers:

(a) **Creating streets that enable cycling:** To encourage cycling, Londoners need safe, accessible routes that are not dominated by motorised traffic. Improving street environments and building new routes to grow the London-wide cycle network will be vital to enabling more people to cycle. The plan (and TfL's Business Plan) includes proposals for new routes, Safer Junctions and borough-led projects to expand the cycle network all across London.

(b) **Making it easy to get around:** Making a cycle journey in London should be as convenient as any other mode. Increasing numbers of people use apps to plan their journeys, and the plan proposes a step-change in the accuracy and quality of digital journey planning for cycling in London. This step-change will be powered by the world's largest cycling infrastructure database, a comprehensive digital record of all cycling facilities on the streets of the Capital. The plan also includes proposals for the continued development of bike sharing in London, including Santander Cycles, and the delivery of more cycle parking.

(c) **Promoting cycling for all Londoners:** Appealing cycling environments are required to encourage new people to cycle, but removing other barriers and changing perceptions will be equally important. To complement the growing cycle network, and break down all barriers to cycling, the plan sets out a raft of initiatives including cycle training, community grants and events to celebrate cycling.

6.4 For more information about the detailed actions within each of these intervention types, please see appendix 1 (slides 22-46).

7 Summary of Main Challenges to Grow Cycling

7.1 A summary of the challenges TfL is facing to grow cycling in London is provided in the table below. For more information please see Appendix 1 (slides 47-52).

Challenge:	TfL's approach:
Working with our partners to ensure successful delivery of schemes	• Ambitious levels of funding and delivery timescales • Exploring new ways to engage with communities • Continuously refining scheme governance and design processes • Working hand-in-hand with boroughs to develop and deliver schemes that meet joint aspirations • Increased focus on collaboration with boroughs to ensure resourcing is not a barrier to delivery
Synergies between active and sustainable modes	• Applying the Healthy Streets Approach in scheme design and delivery • Developing schemes that deliver benefits to all active and sustainable modes
Local political and community support for schemes	• Ensure borough LIPs include appropriate plans and investments to improve local conditions for cycling • Celebrate best practice • Continuous early engagement with local communities • Work closely with boroughs who are embracing the Healthy Streets Approach • Building and disseminating the case for active travel
Mitigating construction impact	• New techniques to reduce construction time (e.g. joined-up works, night time construction) • New TfL Temporary Traffic Management Handbook • Pro-active travel demand management during construction
Ensuring that cycling is a genuine option for everyone, including groups that are currently under-represented	• Ensure all new routes meet strict new quality standards to deliver an inclusive cycling environment • Community Grants reaching under-represented social groups • Expanded cycle training programme • Comms programme to promote cycling to all Londoners and change perceptions of cycling

List of appendices to this report:

Appendix 1 – Strategic overview of cycling in London

List of Background Papers:

Mayor's Transport Strategy
Cycling Action Plan
Vision Zero Action Plan
Travel in London report 11

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13 FEBRUARY 2019

Appendix 1

Strategic Overview of Cycling in London

Update for the Customer Service and Operational Performance Panel

Page 149

EVERY JOURNEY MATTERS

Purpose

This deck provides a strategic overview of cycling, highlighting the latest cycling trends in London and TfL's strategy to grow cycling and its contribution to the Mayor's Transport Strategy's mode shift targets (i.e. 80 per cent active and sustainable mode share) .

Content

1. Cycling Trends

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Cycling is the fastest growing mode of transport

- Cycling has increased by **152 per cent** since 2000 with a 2.4 per cent mode share in 2017. The number of daily cycling journeys is equivalent to almost 20 per cent of all daily tube journeys.

- The growth in cycling in central London has been particularly strong with a **218 per cent** increase since 2001.

- Latest London Travel Demand Survey shows slight decline (-0.8 per cent) in 2017 in a context of decreasing travel demand more generally.

- Cycling continued to grow in places where we invested in new/upgraded infrastructure (see slides 9-11).

Cycle trips/stages per day (millions)
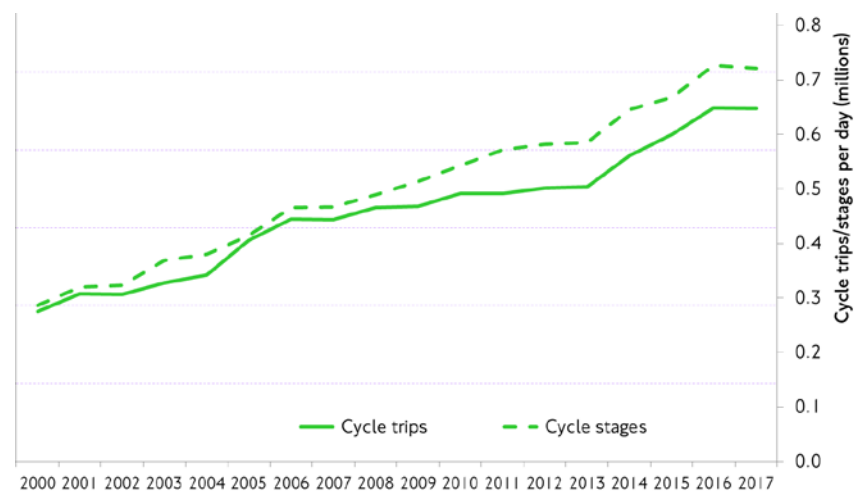
Based on cycle counts – Travel in London Report 11

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Cycling is not growing evenly across London

Change in cycling mode share in inner and
outer London boroughs (2005/06 to 2017/18)

Outer London
2005/06: 1.1%
2017/18: 1.4%

Inner London
2005/06: 2.5%
2017/18: 4.2%
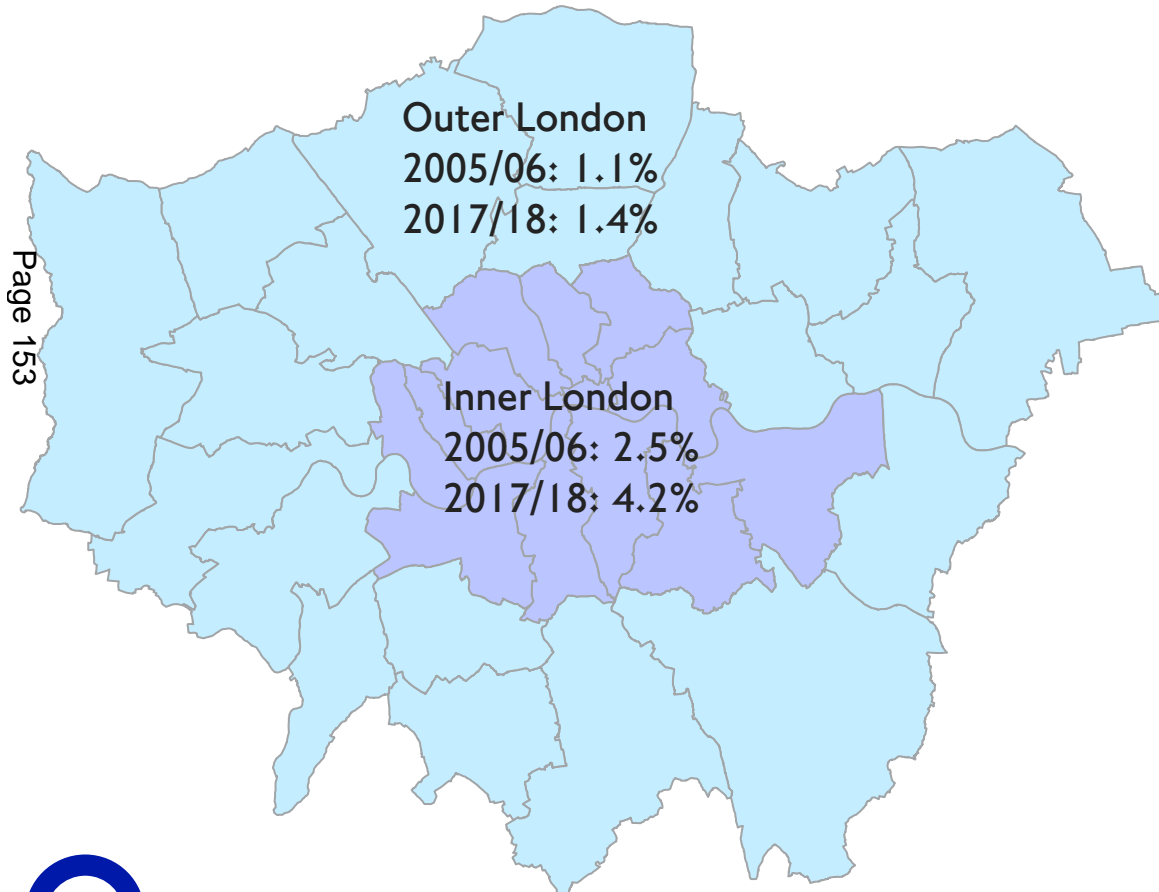
- Based on London Travel Demand Survey data (i.e. not counts, London residents only)

- The cycling mode share in outer London is lower and has seen slower growth

- Hackney has the highest cycling mode share in inner London (8%) while Richmond Upon Thames has the highest cycling mode share in outer London (5%)

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Cycling is becoming safer

- The risk of being killed or seriously injured while cycling has significantly decreased, reflecting our investment in infrastructure and other road danger reduction measures.
- Road danger remains the main barrier to cycling and more must be done to further reduce risk.

Change in risk of being killed or seriously injured while cycling in London 2000–2017:

Risk of being killed or seriously injured while cycling in London, 2000-17 (indexed to year 2000)

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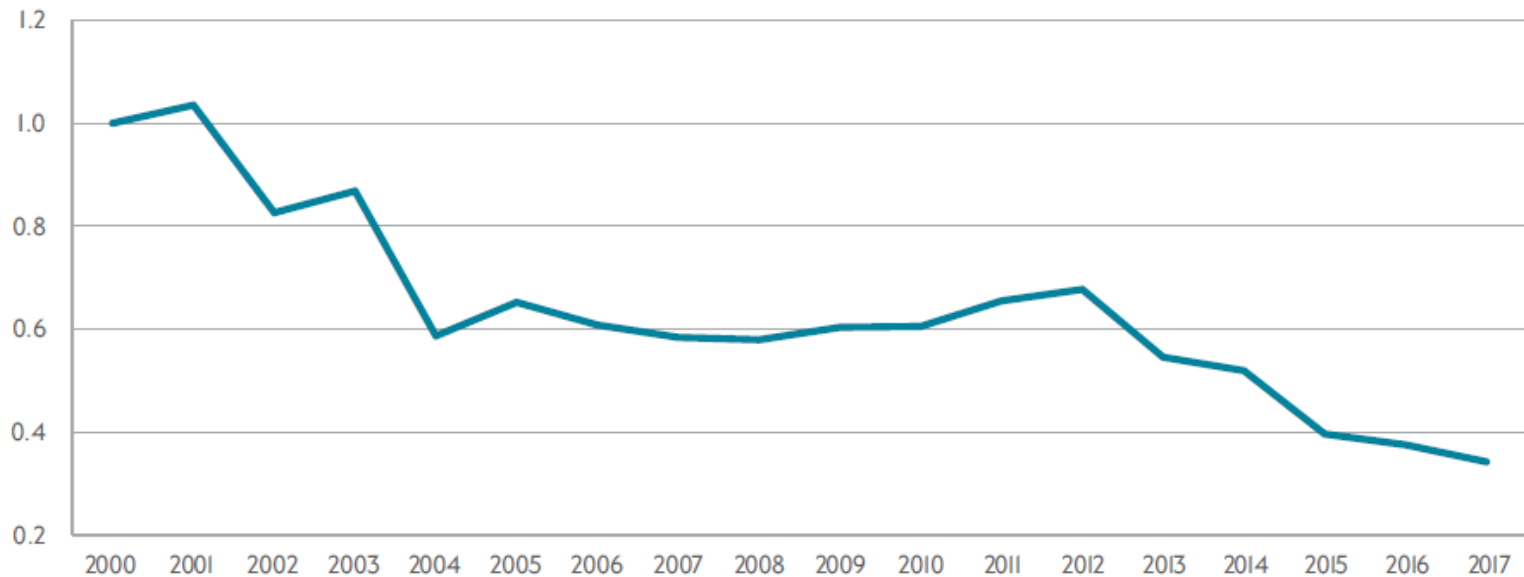
Cycling could be more representative of Londoners

- Despite a 4 per cent increase in the number of women cycling since 2014, women are still underrepresented.

- The proportion of people cycling aged 45+ is increasing.

- The proportion of BAME and disabled people is stagnating.

- The proportion of higher income earners is increasing (to 35 per cent).

- People on low income are increasingly under-represented (15 per cent of people cycling but 25 per cent of the population).

- The barriers to cycling are particularly acute for groups who are currently under-represented. For example our research suggest that women are more likely than men to prefer routes away from motor traffic and difficult junctions – this directly informs the design of our new routes.

37%

■ Men
■ Women

Gender

63%

36%

■ White
■ BAME

Ethnicity

64%

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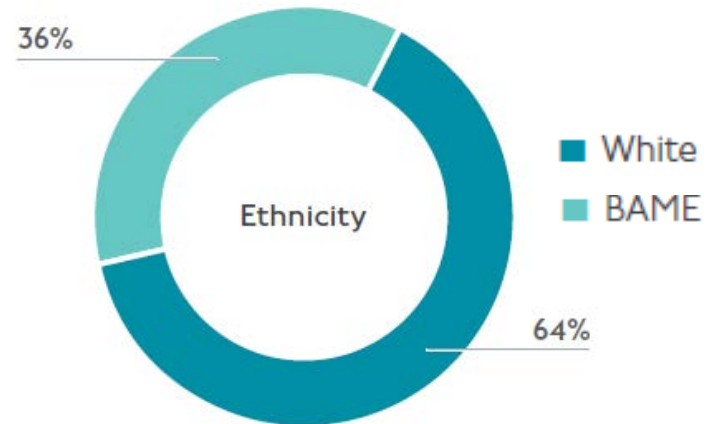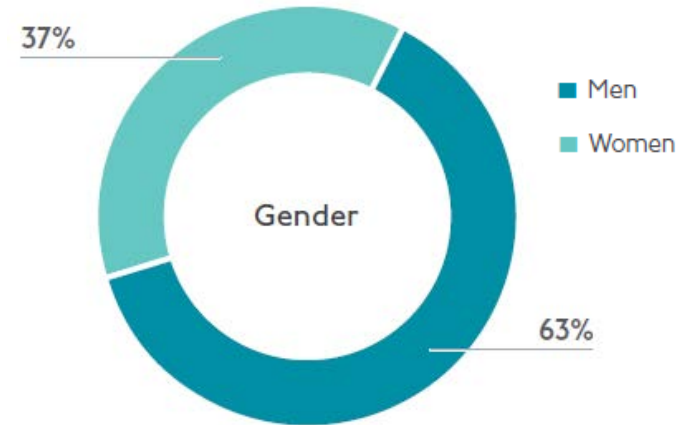
2. Impact of New Cycling Infrastructure

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Impact of new cycling infrastructure (1/3)

Data collected from new Cycle Superhighway and Quietway routes has shown **increases in cycling levels by more than 50 per cent.** Studies have also shown significant increases in cycling levels in Mini-Holland boroughs.

Cycling growth on Cycle Superhighways	
CS1	• 5,768 people were counted cycling at Pitfield Street in one day* • 107 per cent increase in the number of people counted cycling at De Beauvoir Road in one day, compared to 2014*
CS2U	• 6,825 people were counted cycling at Whitechapel High Street in one day* • 53 per cent increase in the number of people counted cycling at Whitechapel Road in one day, compared to 2014*
CS3 EW	• 10,329 people were counted cycling past Embankment Pier in one day* • 200 per cent increase in the number of people counted cycling at Lower Thames Street in one day, compared to 2014*
CS5	• 6,136 people were counted cycling across Vauxhall Bridge in one day* • 40 per cent increase in the number of people counted cycling at Harleyford Road in one day, compared to 2014*
CS6 NS	• 12,181 people were counted cycling at New Bridge Street in one day* • 124 per cent increase in the number of people counted cycling at Blackfriars Road in one day, compared to 2014*

* On an average Autumn day in 2017

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Impact of new cycling infrastructure (2/3)

Cycling growth on Quietways, Central London Grid and Mini-Hollands	
Central London Grid	• Q1: cycle flows on Royal College Street and Pancras Road respectively increased by 40.1% and 15.8% between 2014 and 2017 • Q2: cycle flows on Torrington Place, Gordon Square and Tavistock Place respectively increased by 6.2%, 18.2% and 34.9% between 2014 and 2017
Quietway 1 (non-Central London Grid sites)	• Seven of the nine monitored sites recorded an increase of between 6% and 188% between 2014 and 2017. The two other sites recorded a slight decrease (-5% and -15%)
Mini-Hollands	• <u>Green Lanes</u>: volume growth after completion (2018 vs 2016) ranged 32%-85% on the 6 sites counted. • <u>Portsmouth Rd</u>: in 2018, flows were up by 66% and 21% from the baseline (2015) on 2 sites and down slightly on another. • <u>Leyton to Blackhorse Rd</u>: 46% and 5% growth post completion (2017) on 2 sites. Further growth in 2018 (6%-20%).

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Impact of new cycling infrastructure (3/3)

On completed routes, our intercept surveys show that:

- Female representation has improved on some routes before and after implementation CS5 (28 to 31 per cent), CS6 NS (26 to 38 per cent, CS7 (25 to 30 per cent), or Q1 (29 to 35 per cent).

- On Q1 and Mini-Holland routes, people tend to cycle more than last year.

- Confidence level over last year has increased on most routes.

- CS and Q1 do particularly well in feeling safe for most/the whole journey, with typically 10-20 percentage points increase in the proportion of people reporting so after the route opened.

- Across all programmes, satisfaction with different elements of the route have improved significantly after the changes.

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3. Potential for Growth

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Potential for growth (1/2)

- Every day, 8.2 million trips made by car, taxi, tube or bus could potentially be cycled instead.

- Not all these switchable trips can be cycled in the near future as people often need 'triggers' to change their travel behaviours – we estimate that around two million Londoners currently have a genuine potential for conversion to cycling.

- The majority of switchable trips are very short and are currently made by car.

- 2/3 of car trips could be cycled in under 20 minutes.

- 55 per cent of all switchable trips take place within outer London.

The areas of London with the highest levels of cycling potential

Key

Top 5% potential	—
Top 10% potential	—
Top 15% potential	—
Top 20% potential	—

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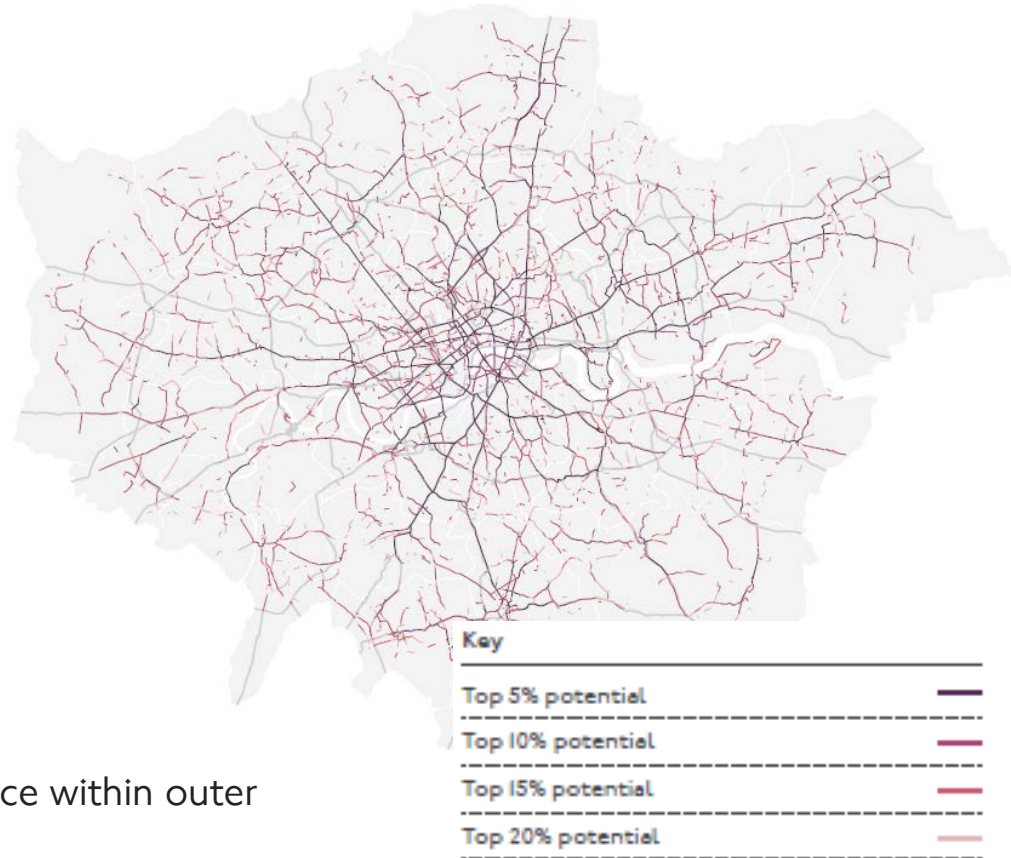
Potential for growth (2/2)

- More than half of switchable journeys are made by women and 38 per cent are made by BAME people.

- Most Londoners have the potential to cycle:

  - 81 per cent of Londoners are able to ride a bicycle, including.

  - 76 per cent of disabled people.

Breaking down the barriers to cycling will enable more people to cycle and will increase the diversity and range of Londoners cycling in London.

Gender and ethnicity of people making switchable cycling journeys

55%

Gender

45%

■ Men   ■ Women

38%

Ethnicity

62%

■ White   ■ BAME

EVERY JOURNEY MATTERS
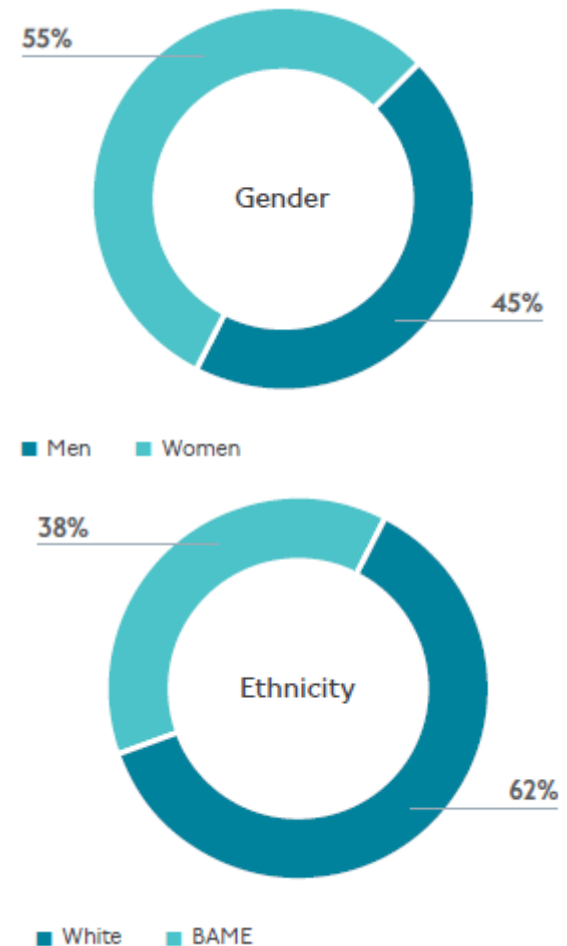
4. The seven main barriers to cycling

EVERY JOURNEY MATTERS

The seven main barriers to cycling

Our customer research has highlighted the main reasons why people currently choose not to cycle in London.

1. Fear and vulnerability
Almost half of all Londoners are put off cycling by fear of collisions.

2. Worried about fitness
More than 20 per cent of Londoners who don't cycle say that they feel too old or unfit to cycle.

3. Not confident about cycling
Our customers have told us that they can feel uncomfortable when cycling as they don't know what to expect, or don't know where good cycling routes are.

4. Cycling not seen as convenient
compared to other alternatives Thirty per cent of Londoners say that they do not cycle because they prefer other modes of transport.

5. Not identifying as a 'cyclist'
Almost half of Londoners say that cycling is 'not for people like me'.

6. Not having access to a cycle
Forty-five per cent of London households do not have access to a cycle.

7. Lack of cycling infrastructure
Poor infrastructure, including a lack of cycle routes and cycle parking, puts 16 per cent of Londoners off cycling.

EVERY JOURNEY MATTERS

5. The Cycling Action Plan

EVERY JOURNEY MATTERS

The Cycling Action Plan

- Launched on 17 December 2018

- An evidence-based approach to growing cycling in London

- Key targets:

  ❑ Almost double the number of cycle trips made every day in London (from 0.7million in 2017 to 1.3m in 2024).

  ❑ Increase the proportion of Londoners living within 400 metres of the London-wide cycle network to 28 per cent by 2024 (from 8.8 per cent in 2017).

Cycling action plan
Making London the world's best big city for cycling

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

EVERY JOURNEY MATTERS

The delivery strategy for cycling

1. Streets that encourage cycling

A dense cycle network, reduced traffic levels and streets that are better for cycling .

2. Making it easy to get around by cycle

Improved cycle wayfinding, new digital planning and navigation tools.

3. Promoting cycling for all Londoners

Initiatives to promote cycling, change perceptions and tackle other barriers

EVERY JOURNEY MATTERS

These three groups of actions will tackle the seven main barriers to cycling

Barriers to cycling		Groups of actions		
		Streets that enable cycling	Making it easy to get around by cycle	Promoting cycling for all Londoners
1	Fear and vulnerability	✔		✔
2	Worried about fitness			✔
3	Not confident	✔	✔	✔
4	Cycling not seen as convenient		✔	✔
5	Not identifying as a 'cyclist'			✔
6	Not having access to a cycle		✔	✔
7	Lack of cycling infrastructure	✔	✔	

EVERY JOURNEY MATTERS

The Cycling Action Plan is embedded in the Business Plan

- New Business Plan substantially increase five year annual average spend from £169m (from 18/19) to £214m (from 19/20).

- This reflects accelerated route delivery, continuous pipeline of new routes.

- Ramp up in construction between 18/19 and 19/20 reflects a similar increase achieved between 14/15 and 15/16.

Cycling spend (£m)

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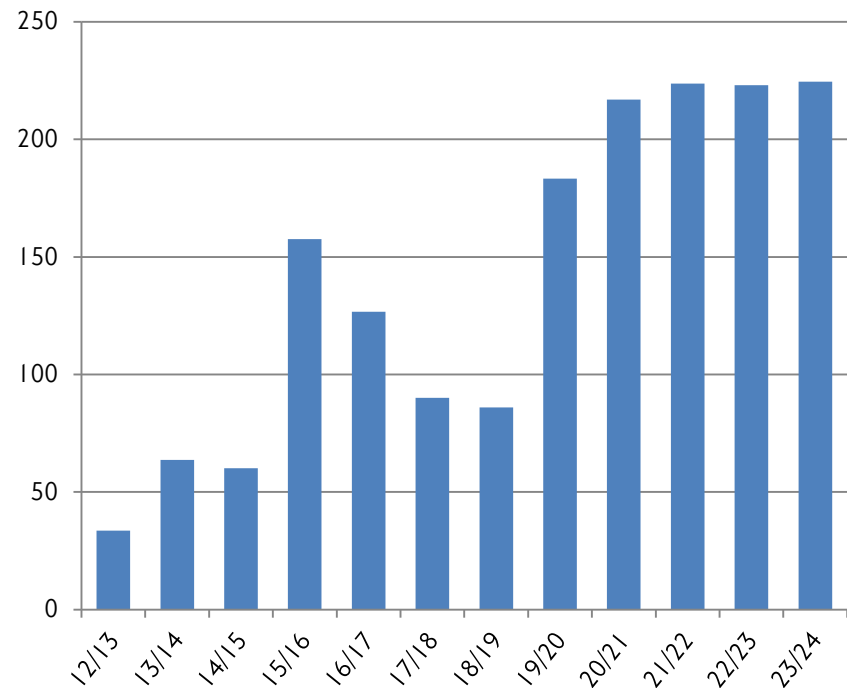
6. Our key actions to tackle the seven main barriers to cycling

Interventions covered in the following slides (non-exhaustive list)	
Expanding the cycling network	Slides 23–25
A unified network	Slides 26–27
Reducing road danger	Slides 28–30
Cycling Infrastructure Database	Slides 31–32
Santander Cycles and Dockless cycles	Slides 33–35
Cycle parking and cycle theft	Slides 36–38
Cycle training and STARS	Slides 39–41
Community Grants	Slides 42–43
Promotion, campaigns and events	Slides 44–46

EVERY JOURNEY MATTERS

Expanding the cycling network

Streets that encourage cycling

Targeted barriers: Fear and vulnerability

Not confident

Lack of cycling infrastructure

Expanding the cycling network

What has been achieved to date:

- An evidence—led approach to expanding the network.

- Strong growth in cycling along new infrastructure.

- 251km of cycle route delivered so far, with 97km of protected cycle route (44 km since 2016). Nine per cent of Londoners now live within 400m of the London-wide cycle network (5 per cent in 2016).

Indicative strategic cycle network for 2041

Next steps:

- Working with boroughs to deliver the routes with the most potential to grow cycling — 16 new routes will open in 2019/20 and a further 45 by 2023/24.

- By May 2024, 28 per cent of Londoners will live within 400m of the London-wide cycle network.

- Support boroughs in developing local routes through their Local Implementation Plans.

- Complete the Mini-Hollands schemes and continue the Safer Junctions and Liveable Neighbourhoods programmes.

- Improved engagement with local communities and stakeholders, to have their input earlier in the design process and have better opportunities for community involvement in the development of the cycle network.

EVERY JOURNEY MATTERS

Expanding the cycling network (cont.)

Liveable Neighbourhoods and Mini-Hollands will support the growing cycle network by transforming local streets

Major safety improvements are planned at junctions across London

A new river crossing between Canary Wharf and Rotherhithe will unlock thousands of new cycling and walking journeys

New sections of the cycle network will open across the Capital, including segregated routes on busy roads and traffic filtering on residential streets

*reflects schemes funded in the current TfL Business Plan. Subject to feasibility and consultation
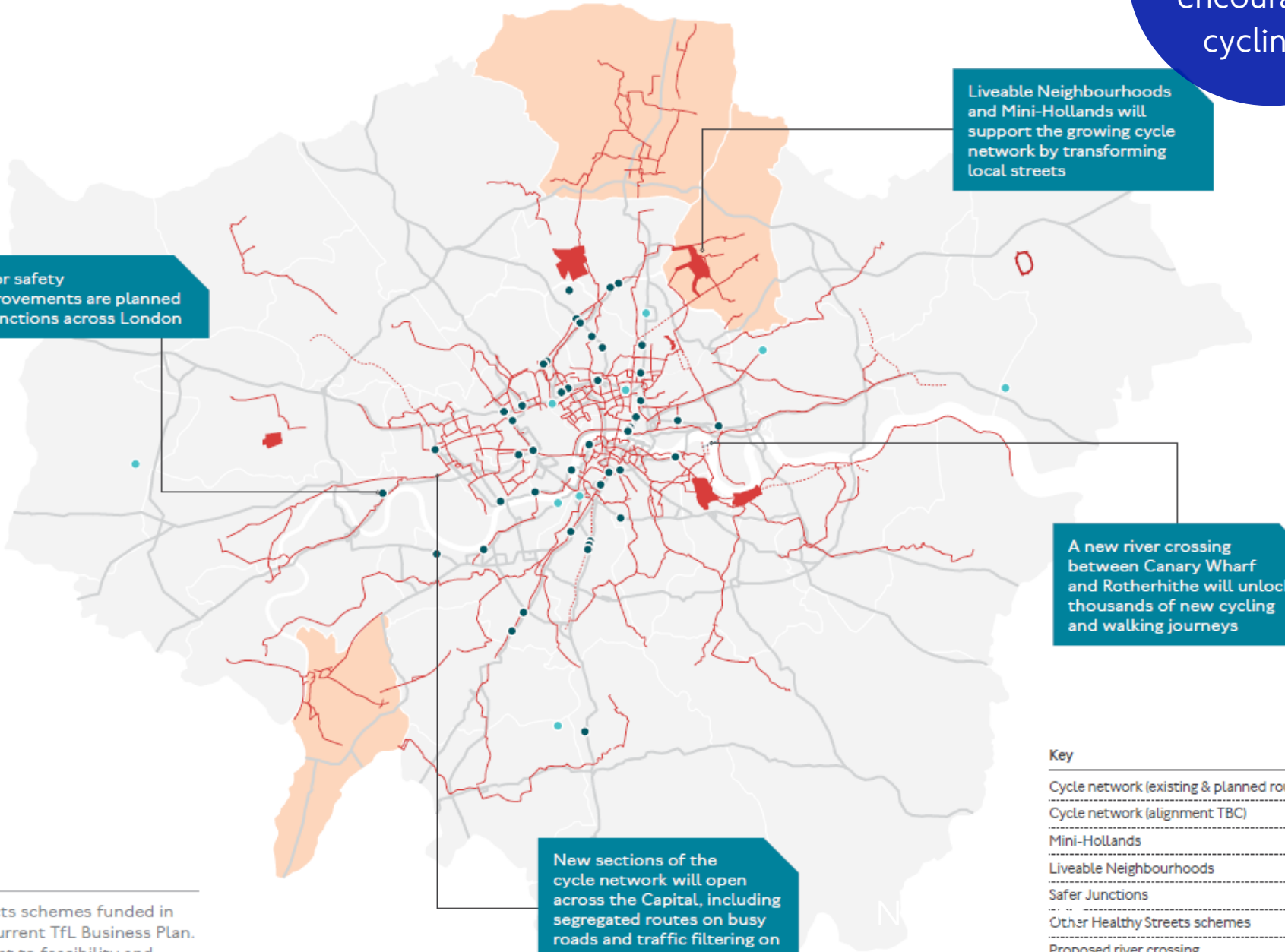
Key

Cycle network (existing & planned routes)	——
Cycle network (alignment TBC)	- - -
Mini-Hollands	
Liveable Neighbourhoods	■
Safer Junctions	●
Other Healthy Streets schemes	●
Proposed river crossing (indicative alignment)	- - -

A unified network

Streets that encourage cycling

Targeted barriers:

Not identifying as a cyclist

Not confident

A unified, high-quality network

Key issues for customers

- Customer research shows that the current branding of the network, split into Cycle Superhighway and Quietway brands, causes confusion and sets expectations that are not met by experience (e.g. perception that Cycle Superhighway are for fast, experienced users only).

- The quality of cycle routes varies across the cycle network and customers do not enjoy a consistent level of quality when using our routes.

What we have done to address this:

- Developed a single brand for all high-quality cycle routes in London, in line with customer research and international best practice. This will be revealed in early 2019.

- The criteria provide additional quality assurance from an early stage in the design process and we will work with boroughs to deliver to this high level of provision.

- New journey planning tools will help customers choose the routes that best suit their needs and abilities.

The six inter-linked quality criteria cover:

Traffic volume

Traffic speed

Width for cycling

Kerbside activity

Interaction with HGVs

Collision risk with turning vehicles

EVERY JOURNEY MATTERS

Reducing Road Danger

Streets that encourage cycling

Targeted barriers: Fear and vulnerability   Not confident

The Vision Zero Action Plan

What has been achieved to date:

- The risk of being involved of being killed or seriously injured while cycling in London 2000-2017 has reduced by approximately 60 per cent.

- Fear and vulnerability remain the main barrier to cycling. We need to tackle road danger and the perception of road danger.

- Beyond new high-quality cycle routes, we have developed a comprehensive plan to reduce road danger, the Vision Zero Action Plan. The plan employs a framework of interventions around five pillars of actions:-

  - Safe speed

  - Safe streets

  - Safe vehicles

  - Safe behaviours

  - Post-collision response

Next steps:

- Work with partners to deliver the Vision Zero Action Plan, including introducing lower speed limits on the TLRN, the Safer Junctions Programme, new safety standards for buses and HGVs, innovative training for bus drivers, campaigns and enforcement.

Vision Zero action plan
Taking forward the Mayor's Transport Strategy

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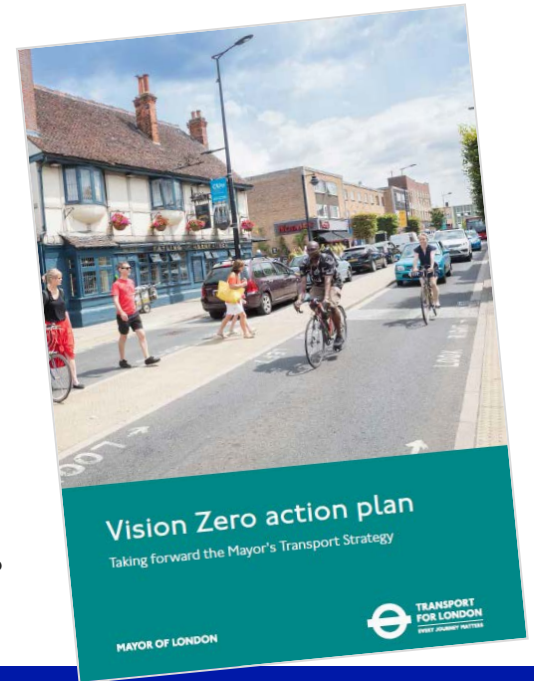
Direct Vision Standards to reduce risk from HGVs

(example of action from the [Vision Zero Action Plan](#))

The issue and what we have done about it:

- More than 50 per cent of collisions in which people were killed while cycling involve large goods vehicles.

- We have developed the world's first Direct Vision Standards (DVS) for HGVs to encourage the use of safer vehicles.

- The European Commission approved our DVS proposals for London with no objections in December 2018.

Next steps:

- The DVS will be part of a wider HGV Safety Permit Scheme to be launched in October 2019 to ensure only the safest HGVs enter London.

- We have worked with European Cities and the European Union to include direct vision in EU vehicle design and safety regulations to improve vehicle safety at the point of manufacture.

- We continue to be part of a United Nations working group which sets vehicle regulations at an international level. We will continue to work with this group to set an ambitious direct vision requirement for HGVs and buses.

EVERY JOURNEY MATTERS

Cycling Infrastructure Database

Making it easy to get around by cycle
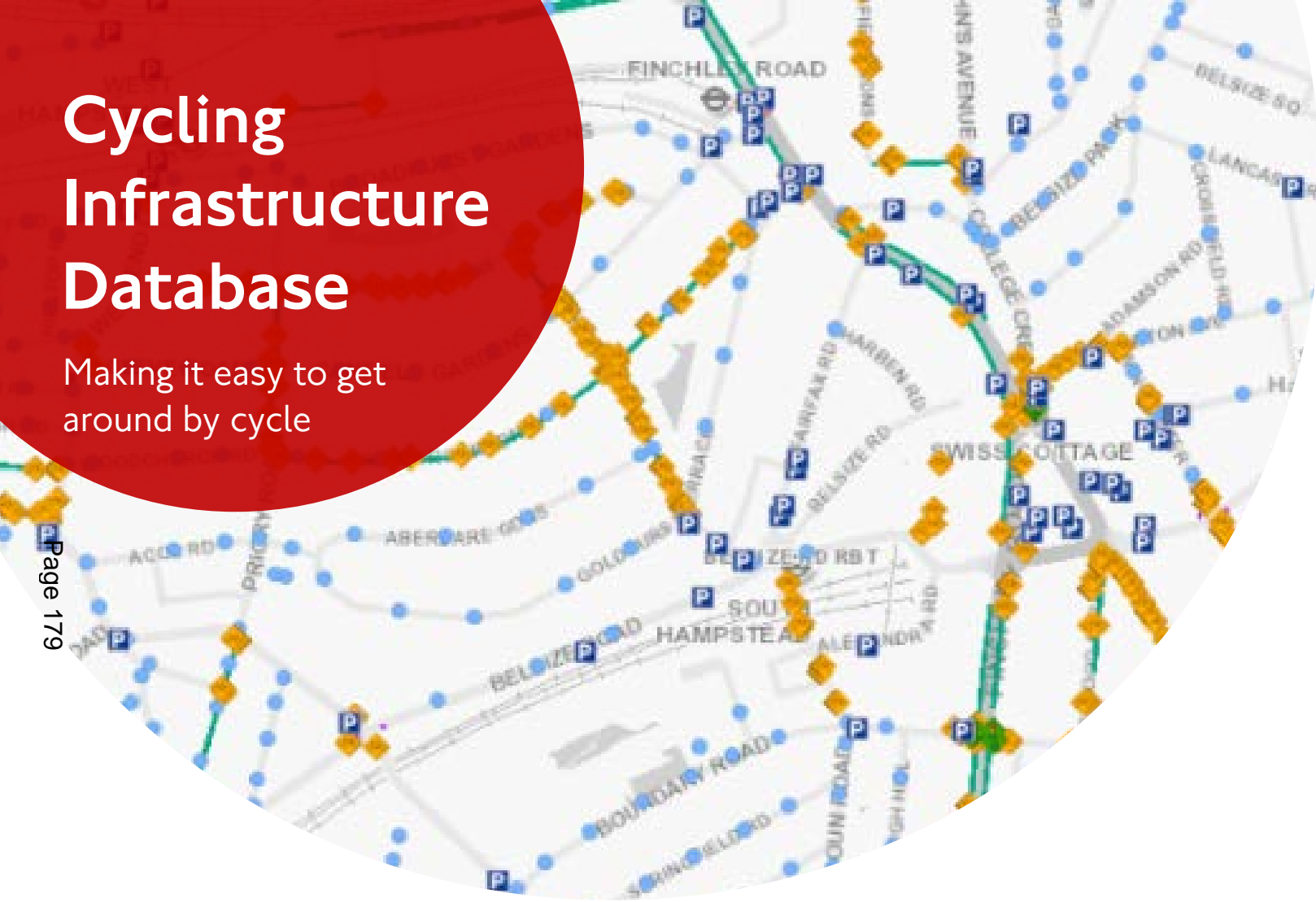
Targeted barriers: Cycling not seen as convenient
Lack of cycling infrastructure

Cycling Infrastructure Database

What has been achieved to date:

- This is the most comprehensive cycle asset database of its kind , recording all cycle infrastructure on London streets.

- Data collection of both inner and outer London completed in August 2018.

- Pilot on Surface Playbook (internal mapping application).

- CID Borough Trial using external playbook.

- We are already using it to plan future infrastructure (e.g. cycle parking strategy).

Next steps:

- Launch CID mid 2019;

- Make CID available to third parties such as City mapper, Cyclestreet, OSM etc; and

- Use the database to:

  - Improve customer information (TfL Journey Planner, Cycle route mapping);

  - Build the case for investment (e.g. improved modelling); and

  - Plan and support the implementation of future cycle infrastructure.

EVERY JOURNEY MATTERS

Santander Cycles and dock-less cycles

Making it easy to get around by cycle

Targeted barriers: No access to a cycle   Not identifying as a 'cyclist'
Cycling not seen as convenient

Santander Cycles

What has been achieved to date:

- Record hires in 2018 with over 10.57 million hires including both more casuals and more members hires than 2017.

- There have been an average of 29,500 hires each day this year, the highest daily average since the start of the scheme.

- 2018 saw five record hiring months and five consecutive months of over 1 million hires.

- Hires made through the app increased by 27 per cent to just under 1.5 million.

- Seven new stations in Brixton in 2018.

- New ability to hire a bike using contactless payment cards introduced in Nov 2018.

- Revised casual hire screens at terminals reducing the number of steps to hire.

Next steps:

- Roll out of more next generation Santander Cycles.

- Working towards reducing subsidy and aiming for cost neutral operation .

- Continuing to optimise the network and match demand with supply.

EVERY JOURNEY MATTERS

Dockless cycles

What has happened in London to date:

- Dockless cycles have been operating in London since 2017.

- TfL has sought to ensure that the deployment of these cycles work for all Londoners, supporting cycling without making streets streets less attractive places.

- We have published a code of practice for operators which sets out expectation for safety, engagement, parking, enforcement and data sharing. The code also applies to dockless e-cycles.

Next steps:

- We are working with London Councils to develop proposals for a pan-London regulatory framework for dockless cycle operations, underpinned by a new bye-law.

- With the agreement of London Boroughs, these proposals, which would ensure dockless cycles are parked in approved parking areas, will be subject to public consultation in 2019.

- This would make it easier to find and drop off rental cycles, while keeping streets free of obstructions.

Cycle Parking and Cycle Theft

Making it easy to get around by cycle

Targeted barriers: No access to a cycle   Fear and vulnerability

Cycling not seen as convenient   Lack of infrastructure

Cycle parking

Key issue for customers

- Despite recent progress, more than half of Londoners are deterred from cycling due to a lack of cycle parking.

What we are doing to address this:

- New cycle parking standards in the London Plan.
- New evidence-based analysis identifying locations with high cycle parking demand (including on-street, at stations and in residential areas) to direct investment where it is most needed.
- We will publish London's first cycle parking strategy in spring to mobilise all stakeholders in the delivery of cycle parking, including boroughs, businesses and Network Rail.

Mapping of demand for new on-street cycle parking

Key
Cycle Spaces Required
Least

Most

EVERY JOURNEY MATTERS

Cycle theft

Key issue for customers

- 25 per cent of people who cycle, and 22 per cent of people who don't, are put off cycling in London by fear of having their cycle stolen.

Next steps:

- Support boroughs in delivering secure on-street residential cycle parking (i.e. cycle hangars) and ensure other types of cycle parking are designed and located in the right places to deter cycle theft (e.g. natural surveillance, good quality stands).

- Work with the Government and partners to support the delivery of the forthcoming National Cycle Security and Safety Strategy in London.

- Work with the police to support BikeRegister, London's official cycle database.

- Promote cycle marking and secure locking techniques through cycle training.

- Work with the cycle industry to extend opportunities for cycle marking and registration, including at the points of manufacture, sale and maintenance.

EVERY JOURNEY MATTERS

Cycle Training & STARS

Promoting cycling for all Londoners

Targeted barriers:

Not confident

Worried about fitness

Cycling not seen as convenient

Not identifying as a 'cyclist'

Cycle training

What has been achieved to date:

- Boroughs and TfL have nearly tripled adult cycle training since 2014, with 21,000 adults and 33,000 London schoolchildren trained in 2017/2018.

- 96 per cent of Londoners said that they felt more confident after cycle training; 75% said they cycled more after a training session.

- Demand currently exceeds supply.

Next steps:

- Doubling the annual number of adults completing cycle training, from 21,000 in 2017 to 42,000 each year by 2024.

- Increasing the number of children completing cycle training by more than 50 per cent, from 33,000 in 2017 to 55,000 each year by 2024.

- Increasing the percentage of schools participating in cycle training from 50 per cent in 2017 to 66 per cent by 2024.

- Cross-promote adult cycle training to parents of children who receive cycle training.

Cycle training trend and forecast

Thousands

	2015/16	2016/17	2017/18	2018/19*	2019/20*

■ Children ■ Adults   *Target figures*

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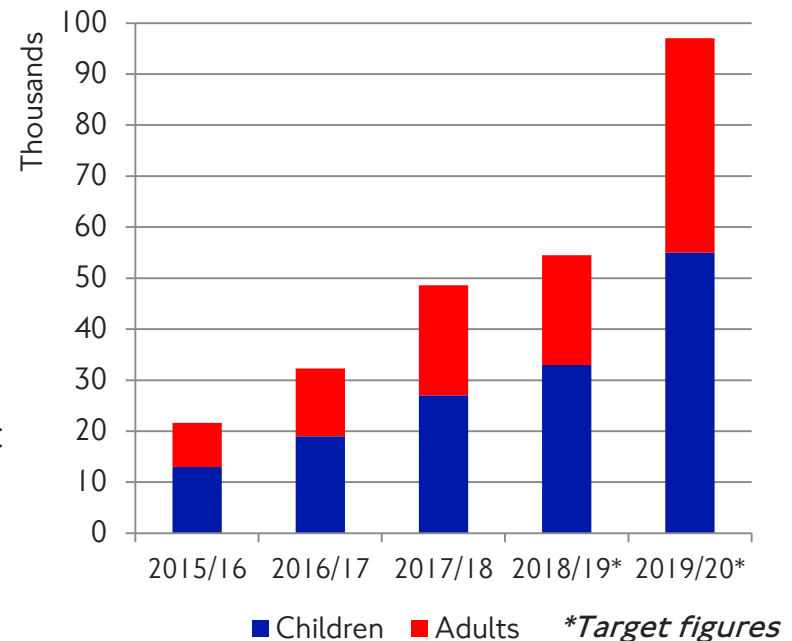
STARS

What has been achieved to date:

- Award-winning STARS programme supporting schools travel plans that set targets and actions to encourage mode shift.

- 1,465 participating schools in 2018 (about half of all London schools) leading to an average 4 per cent increase in active travel and 6 per cent reduction in car use.

- 22 million vehicle kilometres saved.

Next steps and targets:

- Double the number of Gold accredited schools from 500 to 1,000 by 2024.

- 1,000 schools to achieve the 80 per cent mode share target.

- Raise pan-London awareness of STARS and equip boroughs with supporting analysis.

- Continue other programmes targeting children at nursery, primary and secondary school stages.

Growth Required to Hit Target

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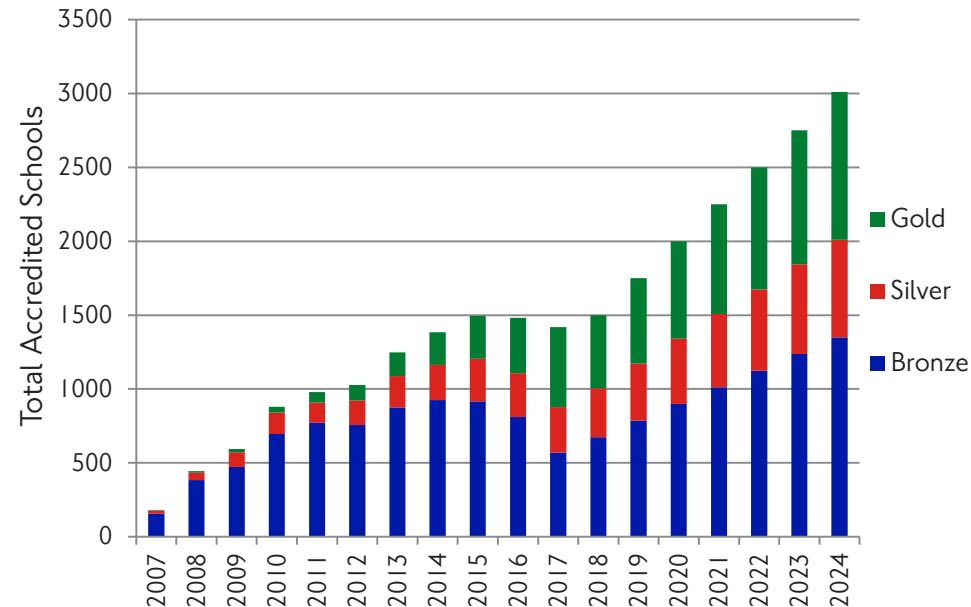
Community Grants

Promoting cycling for all Londoners

Targeted barriers: Not confident

Worried about fitness

Cycling not seen as convenient

Not identifying as a 'cyclist'

Not having access to a cycle

Community Grants

What has been achieved to date:

- Grants of up to £10,000 to London's diverse communities.

- Reaching social groups that are under-represented in cycling.

- 16,000 Londoners reached through more than 90 local projects and initiatives since 2015.

- 81 per cent of participants walk or cycle more thanks to the scheme.

Next steps:

- Target to double the number of Londoners reached through the community grants scheme to 32,000 people.

- Launch an innovation hub to allow successful projects to be rolled out.

- Expand the scheme to include walking as well as cycling.

Limehouse Women's Cycle Project: Run by The Royal Foundation of St Katharine, the project teaches cycling skills to women from the Bengali community. The sessions are led by a female Bengali-speaking instructor and provide an active social network, reducing isolation in the community.

EVERY JOURNEY MATTERS

Promotion, Campaigns and Events

Promoting cycling for all Londoners

Targeted barriers: Not identifying as a 'cyclist'
Cycling not seen as convenient

Not confident
Worried about fitness

Promotion, campaigns and events

Examples of what has been achieved to date:

- Launch of the Walk, Cycle, Discover campaign last summer.

- Cost-neutral delivery of Prudential RideLondon with more than 70,000 Londoners taking part and 30,000 Londoners continuing to cycle after participating.

- Engagement with local communities and schools to support the launch of Cycle Superhighway 6 and eight Quietway sections through paid comms (Radio, press, posters, social media and door drops).

Next steps:

- Deliver annual promotional activity including London-wide campaign and targeted interventions on new routes and infrastructure.

- Continue to host Prudential RideLondon.

- Encourage borough to deliver smaller-scale events such as Car-Free Days.

Walk, Cycle, Discover campaign's poster

Bigger and better cycling comms

Building on the launch of the Cycling Action Plan

- The launch of the Cycling Action Plan has provided the springboard for a compelling cycling comms campaign, which focuses on our progress to achieving the Mayor's Transport Strategy for cycling .

Next steps:

- Our new communications plan will promote how we intend to make London the world's best big city for cycling and will include:
  - A comprehensive partnership marketing programme designed to get people out of their cars and walking and cycling instead.
  - Ensuring the progress on cycling routes is mentioned within all our comms around Healthy Streets and Vision Zero and vice versa.
  - Regular media coverage promoting cycle routes.
  - Each new route, however big or small, will be promoted .
  - Cycling commentators and key stakeholders will be engaged with regularly to harness support.
  - Case studies of people using our routes will be promoted to local media and across social media every month .

EVERY JOURNEY MATTERS

7. Main challenges to delivering our plans

Challenges covered in following slides	
Working with our partners to ensure successful delivery of schemes.	Slide 48
Ensuring synergies between active and sustainable modes within a constrained street space.	Slide 49
Local political and community support to implement schemes.	Slide 50
Mitigating construction impacts.	Slide 51
Making cycling a genuine option for everyone, including groups that are currently under-represented.	Slide 52

EVERY JOURNEY MATTERS

Main challenges to delivering our plans (1/5)

1. Working with our partners to ensure successful delivery of schemes

Our approach:

- Our new Business Plan underlines the level of ambition for cycling, with significant funding committed and delivery planned within the next five years.

- To deliver at the pace set out in the Business Plan, we need to make sure that public consultations and scheme designs are right first time. We are looking at new, effective ways to engage with communities and are continuously refining scheme governance and design processes.

- Much of this delivery is on borough streets, and we are working hand-in-hand with boroughs to develop and deliver ambitious schemes that meet joint aspirations.

- Many boroughs have constrained resources which poses a challenge for meeting their ambitions for cycling. We are working to help tackle this through:
    - an increased focus on collaboration including sharing resources, data and expertise with boroughs;
    - facilitating cross-borough knowledge sharing, including through UDL events; and
    - deploying additional localised resource to support boroughs with local engagement, including active travel events and expansion of the STARS programme

Main challenges to delivering our plans (2/5)

3. Ensuring synergies between active and sustainable modes (walking, cycling and public transport) within a constrained street space

Our approach:

- Follow the Healthy Streets Approach and prioritise walking, cycling, public transport and servicing over private motorised traffic.

- Designing schemes to ensure they improve walking alongside cycling, as well as balancing the reliability and accessibility of the bus network.

- Developing measures across an area to mitigate potential adverse impacts on specific modes.

EVERY JOURNEY MATTERS

Main challenges to delivering our plans (3/5)

4. Local political and community support to implement schemes

Our approach:

- Ensure borough LIPs include appropriate plan and investments to improve local conditions for cycling.

- Celebrating best practice on borough schemes, showcasing what is possible.

- Work closely with boroughs where real appetite to achieve the Mayor Transport Strategy's objective is shown.

- Building and disseminating the case for active travel, highlighting how it benefits individuals, residents, local businesses as well as London as a whole.

- Continuous early engagement with local communities.

Better Streets Delivered is showcasing best practice from a wide range of schemes delivered by boroughs and TfL

TfL's online economic case hub provide policy makers, planning officers, local communities and businesses with evidence of the benefits of active travel

EVERY JOURNEY MATTERS

Main challenges to delivering our plans (4/5)

5. Mitigating construction impacts

Our approach:

- Using techniques to shorten construction times such as

    - Night time construction away from residential areas.

    - Joined up approach to planning roadworks with boroughs and other partners.

    - New construction techniques (e.g. demountable kerbs).

- New TfL Temporary Traffic Management Handbook to provide guidance on how to ensure that safe and inclusive access is maintained during construction.

- Travel Demand Management - Provide advice to customers on how to adapt their journey when disruption occurs.

Smart construction on CS 6 Phase 2:

TfL organised road closures over Christmas to consolidate works from six different parties into a single joined-up project. Two weeks worth of work was condensed into just four days

EVERY JOURNEY MATTERS

Main challenges to delivering our plans (5/5)

5. **Making cycling a genuine option for everyone, including groups that are currently under-represented (women, people from BAME communities, disabled people)**

Our approach:

- Delivering an inclusive cycling environment by ensuring that all new routes in the capital meet strict new quality standards. Where proposed changes do not meet these standards, TfL will not fund these interventions.

- Community Grants reaching under-represented social groups (30 community groups awarded in January 2019).

- Expanded cycle training programme for both adults and children.

- Comms programme to promote cycling to all Londoners and change perceptions of cycling.

EVERY JOURNEY MATTERS

**Customer Service Operation and
Performance Panel**

**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

Date: 13 February 2019

Item: Borough Engagement and Active Travel

This paper will be considered in public

1   Summary

1.1   The purpose of this paper is to provide an update to the Panel on TfL's engagement with the boroughs to help achieve the active travel outcomes of the Mayor's Transport Strategy (MTS), as requested at the meeting of the Board on 21 November 2018.

2   Recommendation

2.1   **That the Panel notes the paper.**

3   Background

3.1   The boroughs are the Highway Authority for 95 per cent of the highway network in London. They are essential in providing for active travel, working with local residents, businesses and other stakeholders to deliver change and improvements at a local level. They also have a wide range of transport, urban realm and land use related responsibilities and powers covering most of London's street network.

3.2   To ensure that the boroughs can effectively contribute to delivering the active travel outcomes of the MTS TfL takes the following approach:

    (a)   ensuring the correct supporting policy framework and co-ordination is in place;

    (b)   providing a significant level of financial support; and

    (c)   providing the tools and guidance to deliver with street design guidance, data to assist prioritisation, training and marketing resources.

4   Policy Framework

Mayor's Transport Strategy

4.1   The Mayor's Transport Strategy sets out a vision for a fairer, greener, healthier and more prosperous London. The strategy uses the Healthy Streets Approach as its overarching framework to make walking and cycling more appealing and meet the Mayor's aim for all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day.

4.2   The key targets related to active travel in the MTS are:

(a) achieve an 80 per cent active, efficient and sustainable mode share by 2041. To meet this target it is estimated that the cycling mode share needs to grow from 2.4 per cent in 2017 to between seven and ten per cent by 2041 and the walking mode share from 25 per cent in 2017 to 30 per cent in 2041;

(b) all Londoners to achieve 20 minutes of active travel per day by 2041, from a baseline of 30 per cent in 2017; and

(c) 70 per cent of Londoners to live within 400 metres of the cycle network by 2041, from a baseline of 8.8 per cent in 2017.

4.3 The Healthy Streets Approach and target to increase active travel amongst Londoners is shared between the MTS and Health Inequalities Strategy ensuring Public Health England, the National Health Service, London boroughs, London Sport and a range of private, voluntary and community organisations are all working towards making Londoners more active through everyday walking and cycling. These targets are reported on annually in our Travel in London reports that also include borough level public health analysis for the boroughs to use.

Borough Local Implementation Plans

4.4 Each borough has a duty, pursuant to sections 145 and 146 of the Greater London Authority Act 1999 (GLA Act), to prepare a Local Implementation Plan (LIP) containing its proposals for implementing the MTS in its area. Each borough's LIP needs to be adequate for delivering the MTS in the required timescales (up to 2041) and consistent with the MTS policies, including Outcome 1, 'London's streets will be healthy and more Londoners will travel actively'. The LIPs contain a programme of proposals for the first three years and this programme is refreshed through the life of the LIP. More detail on the LIP approval process is set out in section 7.

4.5 Collaborative working will be vital to delivery of the LIPs. TfL and the boroughs can build on a number of successful relationships forged over recent years to deliver key priorities such as the Mini-Hollands, Cycle Superhighways, Quietways and the Central London Grid. To date this has included a range of activities, including day to day meetings, design surgeries, programme steering groups and knowledge sharing events, that we will seek to continue and expand.

4.6 Extensive guidance on producing a LIP was developed with London Councils and the boroughs. The drafting process for the guidance involved a working group of London Councils and borough officers and included a consultation in parallel with the MTS. The final guidance, published jointly with London Councils, set out an approach focused on achieving the Outcomes of the MTS but which allowed boroughs sufficient freedom to innovate and develop measures tailored to address their local challenges and build on local opportunities. The guidance included an extensive suggested list of measures for each MTS Outcome and policy. Its publication was supported by a series of training seminars covering each of the policy themes of the MTS, including active travel. In addition, boroughs were supplied with data and mapping analysis tools to assist their assessment of their challenges and opportunities.

4.7 The boroughs are required to set targets in their LIP for each of the key London-wide targets in the MTS, including those related to active travel as stated in section 4.2 above. The setting of borough targets is informed by data supplied by TfL in the form of observed data, including from the London Travel Demand Survey, and future year trajectories from our transport modelling. Further information on the LIP approvals process, including current progress, is set out in section 7 below.

Action Plans

4.8 In July 2018, we launched the Walking Action Plan and in December 2018, we launched the Cycling Action Plan, setting out the commitment and strategy to grow walking and cycling in London. In July 2018, we also launched the Vision Zero Action Plan, which sets out our vision to eliminate deaths and serious injuries on the transport network and includes a range of measures to reduce road danger and make London's streets safer for all, including people walking and cycling.

4.9 These Action Plans set out how the proposals in the MTS will be achieved and the boroughs have a significant role in delivering many of the actions. For example, over the next five years, TfL and the boroughs will work together to deliver more than 450km of new, high-quality cycle routes across London. The boroughs will also deliver projects to create attractive, healthy and safe neighbourhoods where people want to walk and cycle, and oversee and support delivery of non-infrastructure actions, such as increasing the number of schools with 'Sustainable Travel: Active, Responsible, Safe' (STARS) accreditation, doubling the number of gold-accredited schools from 500 to 1,000 by 2024.

London Plan

4.10 Finally, The London Plan is the framework for the development and use of land in London, within which boroughs should set their detailed local planning policies. A primary tenet of the plan is to focus higher density development in areas of good public transport accessibility and cycle accessibility. This encourages a shift away from car dependent lifestyles and a shift towards active travel because a greater range of services can be supported within walking and cycling catchments. In addition, the plan contains standards for car parking which restrain provision and use, whilst also providing more generous standards for cycle parking to provide for existing and future higher levels of travel by cycle. In addition, TfL has developed new Transport Appraisal guidance for borough officers and developers which has the Healthy Streets Approach at its heart.

5 Funding

5.1 We provide significant financial support to boroughs to deliver the MTS, including increasing active travel and reducing inactivity. The whole package of funding is broadly in the order of £200m per year and is allocated under the following four programmes:
   (a) Asset condition funding – principal road maintenance and bridge strengthening, awarded to roads and bridges in most need of repair, established through condition surveys;

(b) Corridors, neighbourhoods and supporting measures – allocated using a 'needs' related formula to deliver borough LIPs;

(c) Discretionary funding – including Liveable Neighbourhoods, awarded through a competitive bidding process, and cycle training for children and adults; and

(d) Strategic funding – part of London-wide programmes/packages where our research and analysis has identified needs on borough roads including strategic cycle routes.

5.2 We will also be providing additional resource support from summer 2019 with at least 10 newly recruited Healthy Streets Officers, contracted from a third party, working on our behalf and alongside borough officers to help deliver local transport priorities. Funding for this programme has been secured from the Healthy Streets portfolio for four years to co-ordinate and deliver transformational activities to increase active travel and public transport usage.

6 Providing the Tools and Guidance to Assist Delivery

6.1 TfL provides a wide range of support to boroughs, to both their Transport and Public Health teams, in the shape of analysis, tools, guidance, training and workshops to help them get Londoners travelling actively.

6.2 Borough officers have access to TfL's City Planner Tool, an online tool that contains a library of spatial datasets and analysis designed to generate insight into the MTS Outcomes, including Outcome, which states 'London's streets will be healthy and more Londoners will travel actively'. For example this tool includes information on where trips that could be travelled actively (but aren't) are taking place. This is especially powerful when combined with the Transport Classification of Londoners, a population segmentation model designed to reflect the population of London, categorising Londoners on the basis of the travel choices they make, and therefore where there is higher propensity to switch to active modes.

6.3 We have produced a Healthy Streets Toolkit which is publicly available and promoted to the boroughs. This includes: a Guide to the Healthy Streets Indicators for scoping the early stages of projects for alignment with the Healthy Streets Approach; the Healthy Streets Check for Designers for assessing engineering project designs against the 10 Healthy Streets Indicators; and Small Change, Big Impact for implementing light touch and temporary projects.

6.4 We have also published Liveable Neighbourhoods guidance, highlighting the expected outcomes of the programme and giving examples of potential projects boroughs can deliver. This is alongside workshops, seminars and meetings with borough officers, campaign groups and universities on Liveable Neighbourhoods and the guidance to ensure boroughs have the tools required for action. The effectiveness of this was evident in the latest borough submissions currently being assessed, 22 submissions from 20 boroughs, all of a high standard. We are due to announce the funding awards in March 2019.

6.5 We have also commenced pan-London on street assessments to build a picture across the city's streets of how they perform against the Healthy Streets

Indicators and the data from this rolling survey – of approximately 1,500 sites annually – will be shared with the boroughs.

6.6   We provide seminars, regular knowledge sharing workshops and training to borough officers, including those in public health teams through the Healthy Places Network and the Active People Network. We have delivered a programme of Healthy Streets Workshops for over 150 borough staff, which includes an introduction to the public health impacts of transport in London and the *Healthy Streets Toolkit*. All boroughs have sent at least one attendee to these sessions.

6.7   Our Streets Toolkit contains design guidance documents to help planners, engineers, designers and other practitioners create high quality streets and public spaces. We also provide one to one support to borough officers to enable them to apply the health impact assessment tool *Healthy Streets Check for Designers* to their projects.

6.8   Particularly for getting people to travel actively by cycle, Quality Criteria have been developed in collaboration with boroughs and campaign organisations to ensure a high level of provision for all new cycle routes being delivered across London. The six performance criteria are based on the London Cycling Design Standards best practice guidance, focusing on whether conditions are appropriate for routes to be designed to mix people cycling with motor traffic, as well as recommending an appropriate level of provision for routes with protected space for cycling.

6.9   The Quality Criteria are reviewed for all cycle routes that are expected to be part of the signed cycle network and will ensure consistency of provision is applied across all of London's roads, including those managed by the boroughs.

6.10   We also run London-wide communications campaigns to encourage people to take up walking and cycling, and reduce car use. The latest active travel campaign '*Walk, Cycle, Discover'* was launched last summer. We have also used new infrastructure openings and worked with boroughs to boost campaign activity, before now moving on to an 'always on' campaign. In addition, we have a current partnership with Time Out to encourage Londoners and visitors to use public transport to make the most of what zones 2 and 3 have to offer. This includes highlighting the Hopper fare as increasing public transport use is a key way to getting inactive people travelling actively as they walk or cycle to public transport.

6.11   Other communications activity with boroughs includes promoting their events through our own channels, such as Tour de Waltham Forest, continuing to support the STARS programme and the inclusion of active travel content across additional behaviour change programmes delivered on a local level including Safety and Citizenship and Youth Travel ambassadors

7   Engaging with the Boroughs to Deliver Active Travel

7.1   The draft LIPs of 29 boroughs have been submitted to us as part of the statutory duty to consult TfL when preparing a LIP. We have reviewed these and assessed each one in terms of its policy consistency with the MTS and how it will contribute to the strategies, aims and outcomes including Outcome 1- 'London's streets will be healthy and more Londoners will travel actively'. We have also reviewed the

proposals to increase active travel contained in the LIPs and the timetable for delivering them.

7.2   We have formally responded to the 29 consultation drafts, highlighting where boroughs need to go further. With regards to active travel we have, for example, asked a number of boroughs to provide more detail on proposals for the delivery of strategic and local cycle routes to demonstrate how an increase in active travel will be achieved and to set targets in line with our trajectories where they have deviated. Only one borough adopted a less aspirational target than 70 per cent of its residents doing at least two x 10mins of active travel a day by 2041 in its draft LIP, showing the overall level of ambition of the boroughs.

7.3   In order to ensure that our concerns regarding the consistency and adequacy of the LIPs are addressed a stakeholder management plan, bespoke for each borough, has been prepared for those boroughs whose LIP we consider require further work following the consultation stage. For the majority only a small number of changes are needed in their final submission for us to consider it adequate and in many instances boroughs have already fed back that they are happy to accommodate our requested and required changes.

7.4   Engagement with boroughs on active travel takes place not only through the LIP process currently underway but through a number of other channels. For example we recently held a number of workshops with borough officers on the Cycling Action Plan, the Cycle Parking Strategy, the Cycling Infrastructure Database and the new unified network approach. We also meet with borough politicians through the London Councils Transport and Environment Committee, and regular face-to-face meetings with the Commissioner, Deputy Mayor, Walking and Cycling Commissioner and Local Communities & Partnerships.

8   Examples of Recent Borough Delivery and LIP Proposals

8.1   Boroughs have been delivering the active travel agenda at varying paces for many years and Better Streets Delivered 2 highlights some of the changes boroughs have made to their streets to increase active travel and improve the health and well-being of Londoners. Boroughs have also contributed to the strategic cycle network, for example the recently completed Quietway 6 in Newham and Redbridge and Cycle Superhighway 6 in Camden.

8.2   All boroughs have LIP proposals that promote active travel. Some examples of draft LIP proposals or highlights include:-

(a) Borough wide 20mph zones proposals for Merton and Richmond;

(b) Hounslow's Priority Cycle Network;

(c) development of a more extensive cycle network and healthy routes to schools in Bromley;

(d) focus on the greater uptake of STARS in Hillingdon;

(e) a range of measures to increase walking, cycling and public transport use driven by additional, more ambitious, targets for active travel trips in Hackney;

(f) greater priority for pedestrians and cyclists in the City; and

(g) detailed Walking and Cycling Action Plans from Camden, including the West End Project on Tottenham Court Road and Gower Street.

8.3 Section 146 of the GLA Act provides that the Mayor must not approve a LIP unless he considers:- that the LIP is consistent with the MTS; that the LIP is adequate for the purpose of implementing the MTS; and that the timetable for implementation is also adequate for that purpose. If a LIP does not meet any or all of these requirements, then (under Section 147 of the GLA Act) the Mayor may direct the borough to prepare a new LIP. If the borough fails to prepare a new LIP within reasonable time, the Mayor can exercise his powers to prepare a LIP on behalf of the borough (in consultation with the borough and others), which (under Section 151 (2)) the borough must implement.

8.4 Whether the LIP is prepared by the borough or the Mayor, it must be implemented by the borough. Where a borough fails to implement its LIP (whether its own which has been approved by the Mayor or one prepared by the Mayor) in the timescales in the LIP, section 152 of the GLA Act empowers the Mayor to step in and implement the LIP, recovering reasonable costs from the borough.

9 Next Steps

9.1 Final draft LIPs for Mayoral approval are due to be submitted by the boroughs on 16 February 2019, when they will be assessed by TfL again, and a recommendation report on the adequacy of each draft LIP will be prepared for the Mayor by mid-March 2019.

9.2 A programme of continual engagement will take place with all boroughs to ensure that delivery of LIPs continues apace, alongside engagement at political level to ensure that transport remains in the spotlight.

9.3 Beyond this and with increased focus on increasing the proportion of Londoners who are achieving 20 minutes of active travel a day, we will be providing boroughs with more bespoke local data; shaping the work programmes of the Healthy Streets Officers around converting inactive people to becoming active; and widening the scope of projects expected to apply the Healthy Streets Check for Designers, to cover more TfL funded projects on borough-managed streets.

List of appendices to this report:

None

List of Background Papers:

Mayor's Transport Strategy
Walking Action Plan
Cycling Action Plan
Vision Zero Action Plan
The London Plan
Healthy Streets Check for Designers
Guide to the Healthy Streets Indicators
Small Change, Big Impact
Liveable Neighbourhoods guidance
London Cycling Design Standards
Better Streets Delivered 2

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Customer Services and Operational Performance Panel

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: **13 February 2019**

Item: **Bus Strategy – Next Steps**

This paper will be considered in public

1   Summary

1.1   This paper provides an update to the Panel on TfL's Bus Strategy, adding detail to the direction laid out in the Mayor's Transport Strategy, noting:-

(a)   the importance of the bus network in meeting a range of the Mayor's transport objectives, including mode shift, air quality, safety and supporting housing and development; and

(b)   the financial constraints under which TfL operates, as laid out in 2018/19 business plan.

1.3   The update to the strategy focuses on delivery over the next two years. This paper was requested by Members at a previous Panel meeting on 27 July 2017.

2   Recommendation

2.1   **The Panel is asked to note the presentation at Appendix 1.**

List of appendices to this report:

Appendix 1 – Bus Strategy – Next Steps

List of Background Papers:

None

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Appendix 1 –

Bus Strategy – Next Steps

Customer Service and Operational Performance Panel
13 February 2019

EVERY JOURNEY MATTERS

Objectives: Linking the bus strategy to the MTS

- This presentation will set out TfL's priorities for the bus network for the next 2 years. It adds detail to the direction laid out in the Mayor's Transport Strategy (MTS), noting:

  - The **importance of the bus network** in meeting a range of the Mayors' transport objectives, including mode shift, air quality, safety and supporting housing and growth.

  - The **financial constraints** under which we operate, as laid out in the 2018/19 TfL Business Plan.

- A clear link exists between Objectives in the MTS and outcomes impacted by the bus. network:

MTS OBJECTIVE

| Healthy Streets |
| A Good Public Transport Experience |
| Access to Jobs & Homes |

OUTCOME IMPACTED BY BUSES

| Road danger reduction (Vision Zero) |
| Improved air quality |
| Active, efficient and sustainable mode share |
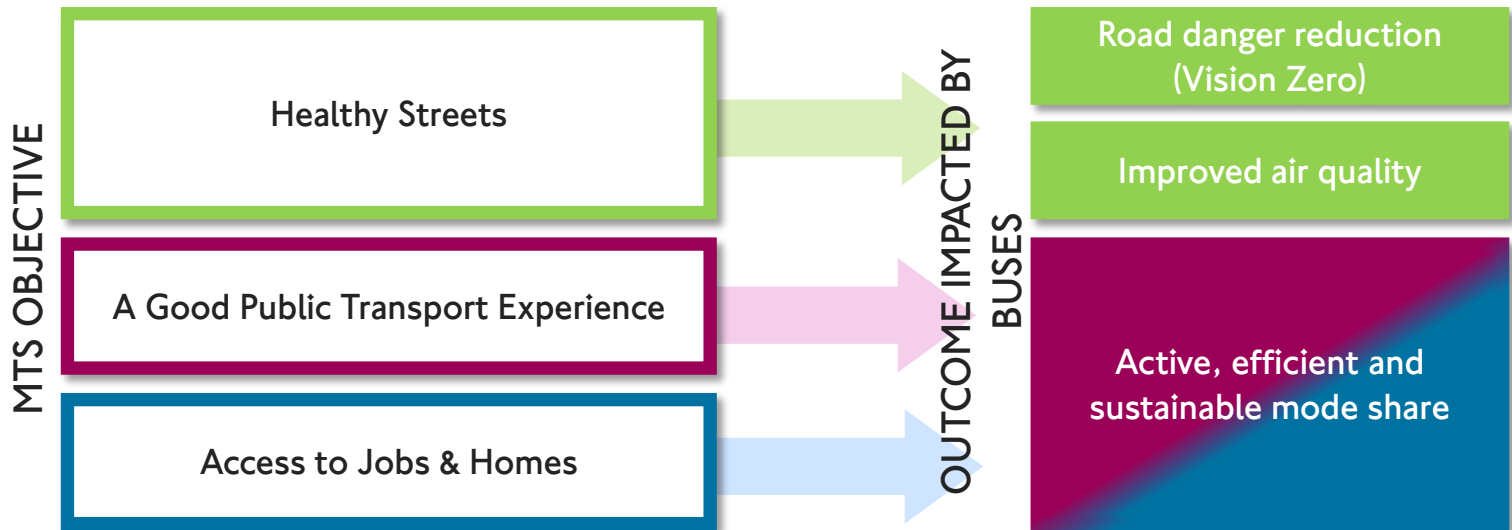
Outline for this document

This presentation will lay out:

1. Our strategy: strengths, challenges, and priorities for the coming years.

2. Detailed information on each of the 6 priorities, with a summary of progress to date and vision for the coming years

   - With particular emphasis on plans to reshape the bus network in inner and outer London

3. Expected activities for 2019/20 and 2020/21.

EVERY JOURNEY MATTERS

The bus network has delivered on four key strengths

VALUE	**London's buses are affordable** • They serve a diverse (and often low income) customer base. • Hopper and the fares freeze have enhanced this reputation.
ACCESSIBLE	**Buses go everywhere and can be used by everyone** • > 90 of households are within five minute walk from the bus network. • All buses are low floor and accessible to wheelchair users. • >95% of stops meet our accessibility criteria.
FLEXIBLE	**We can adapt the network relatively quickly** • This allows us to target investment where we can make the most impact on sustainable mode share.
SAFE	**We continue to focus on safety and reducing the impact on the environment** • Both safety and environmental impact requires continuous improvement.

EVERY JOURNEY MATTERS

In 2016 we identified a series of obstacles to providing a world class bus network for London

A. **Worsening journey times and excessive variability in customer journey times, caused by increasing congestion and road works.**

- Bus speeds had been in decline for 10 years and excess wait time in decline for two years.

- This led to a decline in passenger journeys of six per cent year on year.

B. **A changing London to which we needed to adapt**

- More bus resources are needed in the suburbs to support housing growth.

- We are in an era where Government has eliminated its direct operating support for TfL, while the gross cost of operating buses is expected to rise 10 per cent over five years.

C. **The need to drive improvements in environmental performance of our fleet**

- 8000 buses (87 per cent) were worse than Euro VI, with only 30 zero emission buses in the fleet.

D. **Safety concerns leading to reputational issues**

- Poor data made it difficult to identify and effectively drive the right improvements.

- The Bus Safety Programme was only in initial stages.

E. **Limited plans to address changing customer expectations.**

> We also agreed to focus on improving driver welfare, including wages and provision of welfare facilities.

EVERY JOURNEY MATTERS

To address these challenges, we have six priorities

1 LEADING VISION ZERO

Including the Bus Safety Programme

2 IMPROVING AIR QUALITY

Including Zero Emission Buses

3 FOCUSING ON CUSTOMER SERVICE

To meet changing customer expectations

4 IMPROVING BUS DRIVER WELFARE

Reviewing pay and facilities

5 RESHAPING THE BUS NETWORK

With a new strategy for outer London

6 GROWING DEMAND

Including road space optimisation

EVERY JOURNEY MATTERS

These priorities are directly linked to MTS Objectives

MTS OBJECTIVE

Healthy Streets

A Good Public Transport Experience

Access to Jobs & Homes

OUTCOME IMPACTED BY BUSES

Road danger reduction (Vision Zero)

Improved air quality

Active, efficient and sustainable mode share

1 LEADING VISION ZERO

2 IMPROVING AIR QUALITY

3 FOCUSING ON CUSTOMER SERVICE

5 RESHAPING THE BUS NETWORK

6 GROWING DEMAND

Focus on driver welfare to enable the above:

4 IMPROVING BUS DRIVER WELFARE

EVERY JOURNEY MATTERS

A summary of our progress to date is below:

Priority	2017 Vision	Delivered in 2017/18	2018 Vision	Delivered in 2018
1. Leading Vision Zero (& Bus Safety Programme)	*Buses are to be an integral part of TfL's strategy to drive down casualties.*	• Fully resourced bus safety programme.	*Continuing to work towards Vision Zero. More safety training for drivers.*	• 400 buses enabled with ISA. • Launched Bus Safety Standard Road Map for new buses.
2. Air Quality (& Zero Emission Buses)	*Set the pace for environmental performance for large bus networks.*	• Introduced 84 pure electric buses and 10 fuel cell buses delivered • >30 per cent fleet meets Euro VI emissions.	*Continuing to work towards being fully ULEZ compliant. Deliver 10 more Low Emission Bus Zones.*	• 6 more LEBZs (5 launched Nov 18). • Additional 70 electric buses in fleet. • 60 per cent fleet meets Euro VI emissions.
3. Customer service (Meeting changing expectations)	*World-class levels of customer service.*	• Nearly completed the 'Hello London' programme. • Branding trials at two locations complete, with a third underway.	*Improving customer information. Continuing to focus on addressing customer frustrations. Introducing new vehicle types.*	• Tri-axle bus in operation. • DRT trial operators chosen. • Customer service incentives for operators. • Completed 'Hello London'
4. Improving Bus Driver Welfare	*n/a*	• Licence for London. • TUPE guidelines. • Minimum driver pay in contracts. • Toilets on every route.	*Working towards a minimum rates of pay. Enhancing driver welfare facilities. More safety training for drivers. Health bus (for driver health checks).*	• Delivered 'Licence for London' (>100 new starters in first 6 months alone) • Health Bus Retrofit underway. • Continued to provide toilets as routes change. • Development of driver training module commenced. • Security Training Completed.
5. Reshaping the Bus Network	*Right-sized frequent and reliable services supporting growth with higher average vehicle occupancy .*	• Reduced KM by 1.8 per cent, saving £32m. • Delivered capacity enhancements in growth areas (e.g. Lower Lee Valley, Cricklewood and Wembley).	*Continuing to optimise capacity to meet changing patterns of demand. Delivering reductions with minimal impact on passengers.*	• Continued focus on capacity reductions in inner and central London. • Start of programme to review parts of outer London. • Keeping to budget on finances, including delivering efficiencies in staff costs and tendering.
6. Growing demand	*Get performance back to 2012/13 levels, growing patronage.*	• Improved. • Excess wait time best ever • 120 bus priority schemes delivered.	*Maintain speeds while delivering new road and urban realm schemes.*	• Speeds stabilised. • Declining patronage limited to around 2 per cent year-on-year.

1. Leading Vision Zero
We use our Bus Safety Programme to take a comprehensive, safe system approach

For 2019 we plan to continue successful initiatives and monitor roll out from 2018:

Bus collision data analysis	• In 2018 we published 10 year bus safety trends. • Work continues to ensure better consistency and reliability of data sets.
Transparency	• Data published includes a quarterly summary of findings from fatal collision investigations.
Performance management	• A new Safety Performance Index (SPI) is now being to manage operator performance.
Vehicle design	• A new Bus Safety Standard has been included in new bus route contracts from the end of December 2018.
Sarah Hope Line	• Incident Support Service is now BAU activity.
Bus driver training	• 'Vision Zero' bus driver training will be rolled out to all drivers from April 2019.
Reducing Customer Injuries	• A second, more localised, trial of on-board announcements is running in Bexley and Bromley on 50 bus routes accompanied by local comms.
Fatigue Management	• Independent study into bus driver fatigue is being run; this will include how and where fatigue is occurring, recommendations on solutions based on the safe systems approach.
Bus Safety Innovation Fund	• We have funded eight trials, from fatigue detection equipment to psychometric testing. • Decisions will be made in the spring on what to include in Bus Safety Programme.
Working in Partnership	• We will work with the MPS to make their Exchanging Places and Space for Cyclists close pass initiatives accessible to bus drivers.

EVERY JOURNEY MATTERS

2. Improving Air Quality
We are reducing emissions from London's bus fleet

We have halved bus fleet NOX emissions in the last two years. The next two years will see us go even further to improve London's toxic air:

Delivering TfL's central London Ultra-Low Emission Zone requirements

- All Double Deck buses will be hybrid and meet Euro VI emission standards by 8 April 2019.

- All Single Deck buses will be Euro VI by 8 April 2019, and zero emission at tail-pipe in 2020.

Delivering 12 Low Emission Bus Zones by end of 2019

- We are tackling the worst pollution hotspots by concentrating cleaner buses on the dirtiest routes outside central London.

- Seven LEBZs delivered since 2017 across London; five more to come before the end of the 2019/20.

- All scheduled TfL bus routes along a LEBZ will meet Euro VI emission standards (or better).

Continuing the London-wide Euro VI Retrofit Programme

- We are reducing emissions from existing diesel and hybrid fleet to Euro VI standards.

- Up to 4,200 buses in scope.

- In 2020, our entire fleet will meet the Euro VI emission standard (mix of new / retrofitted buses)

EVERY JOURNEY MATTERS

3. Focusing on customer service
We understand what matters to our customers

JOURNEY TIME AND RELIABILITY

The bus network is running at best-ever reliability:
- Excess Wait Time was 1.0 minutes in 18/19
- Bus speeds have been stable.

To maintain these results, we will continue our:
- Ongoing programme of signal timing reviews.
- Bus priority programme.

Work in 2019/20 to maintain focus on journey time includes:

- Launch of a new metric that combines the wait and in-vehicle components of a customer's journey time.

- Addition of variability to journey time measurement, to better reflect the customer experience.

- There are many other aspects to service quality on buses which also matter, of which a few examples include: continuing to develop the functionality of the TfL App, building perception of personal security, additional facilities such as charging points and vehicle design.

3

3. Focusing on customer service
Demonstrating that we understand customer priorities has resulted in high satisfaction

Bus Customer Satisfaction Surveys (CSS) have a strong score of 85 in 18/19 so far.

Despite ongoing challenges, customers remain relatively happy with service on the bus network. Specific initiatives to improve experience are delivering results:

Case Study

To improve customer experience when boarding and while on the bus, TfL:-

- Used the "Hello London" toolkits to train bus operators on key messages;

- Implemented new mystery passenger surveys, using the data to measure operator performance on customer experience; and

- Embedded financial incentives in contracts for operators to deliver a sustained improvement over time.

  As a result, customer commendations for bus drivers have increased by over 50 per cent.

Other efforts include initiatives to provide more accurate and up-to-date information to support customers, especially during disruption.

High customer satisfaction will continue to remain a priority as we move forward.

We are also carrying out customer research to understand the perception of buses amongst people who have not used them for five or more years to look at how we can encourage them back

EVERY JOURNEY MATTERS

3. Focusing on customer service
Coming road enhancements could threaten customer priorities but are manageable

A number of road projects, including enhancements to cycling infrastructure and HS2 works, are expected to start in 2019/20 and could pose risks to reliability and journey time.

However, we are better equipped now than in the past to minimise the impacts of cycling improvements on buses:

The bus network is stronger	**Existing schemes are better integrated**	**New schemes are planned as multi-modal**	**Construction planning balances delivery & disruption**
Work is underway rationalise the bus network and reduce bus congestion	Existing schemes (e.g. CS4) are being optimised to reduce their impact on bus passengers and maximise mode share outcomes	Schemes are being planned in a coordinated and multimodal way, rather than targeting single modes	More efficient construction planning aims to achieve the fastest delivery with the least disruption

EVERY JOURNEY MATTERS

3

3. Focusing on customer service
We are improving bus customers' experience in line with changing expectations

For the years to come, our key initiatives will include:

- Embedding driver customer training (Hello London) with new customer experience incentive scheme for operators.

- Completing air quality initiatives to improve the health of our customers and Londoners.

- Introducing first tranche of new bus safety improvements into new bus specification.

- Trialling new high capacity tri-axle vehicles – including air conditioning and improved wheelchair/buggy space.

- Piloting improved external route information displays on buses – ahead of potential requirement for new vehicles.

- Improvements in vehicle experience with transition to electric propulsion.

EVERY JOURNEY MATTERS

4

4. Improving Bus Driver Welfare
We are making changes to improve our drivers' experience of our drivers
We are:

Implementing minimum rate of pay for all drivers.

- We have also implemented the Licence for London programme, allowing drivers to transfer between operators and retain existing seniority.

- Over 300 drivers have transferred between operators in the first year of the scheme. We and the bus operators are continuing to support this scheme.

Delivering 40+ new driver toilets on routes which currently have no or limited access.

- 20 facilities have been installed in 2018/19 so far and we will be progressing the remaining sites through to the end of July 2019.

- We have also changed internal process to ensure that future route changes will not proceed before driver toilets are in place.

- We will ensure facilities avoid areas of densest housing, ward councillors are engaged prior to installation, and prior notifications are distributed to local residents before installation (following learnings from Biggin Hill).

Championing wellbeing and fatigue management for drivers.

- We are rolling out new driver safety training, including support on managing fatigue, from April 2019.

- We are preparing to launch the Health Bus in the first half of 2019, focussing on fatigue and wellbeing.

5. Reshaping the Bus Network
Our vision for the future

We know that buses need to be a more appealing and practical choice for many more journeys in London, to achieve our sustainable mode share targets.

To achieve this, we have set the following vision:-

A network that serves all Londoners

*We will **maintain network coverage** and **deliver more frequent services**, so that community buses can continue to provide access to services, health and education.*

*We will deliver more routes that **provide direct and quick connections**, via orbital and express buses.*

Fast, reliable direct and pleasant bus services

*We will **improve journey times** by better segregating buses from general traffic on key links and through town centres.*

*We will **enhance interchange**, facilitated by the Hopper fare, with a focus on accessibility, comfort, and information.*

*We will **continue ongoing investment** in reliability.*

EVERY JOURNEY MATTERS

5. Reshaping the Bus Network
What this means for London

Inner and outer London are different environments, with different transport needs:

The degree to which individual places match this will vary.

CENTRAL AND INNER LONDON

- Investment in rail has increased capacity

- Public transport usage in general is already high

- Walking and cycling are used for many trips

- Road speeds have stabilised, but are lower than they were before due to congestion

- Cars represent a small proportion of overall transport (Central 5-10%, Inner 20-30%)

OUTER LONDON

- Public transport has a much lower proportion of mode share

- Options are more limited and are often not fast or direct, with limited network coverage

- Cars represent a large proportion of overall transport (>40%)

- Public transport needs to be more competitive in this environment

To deliver our vision, we must consider these differences when evolving the bus network.

In inner and central London, we will:

- Continue to provide network capacity where rail cannot, and where there is growth.

- Respond as customers take up new rail options by removing bus capacity, reducing congestion.

- Improve customer experience (esp. journey times).

In outer London, we will:

- Grow our coverage, providing new links where people want to travel.

- Maintain existing network coverage.

- Be faster, more direct and overall more attractive to target mode shift.

EVERY JOURNEY MATTERS

5. Reshaping the Bus Network
Next steps for central and inner London

To improve reliability and journey times in central / inner London, in the coming years we will:

Enhance road networks on key bus corridors through central London: We will work closely working closely with boroughs to implement major network enhancements and align the bus network to Grid as it is delivered (over 40 bus priority interventions will be delivered on key central London bus corridors in 19/20).

Optimise road space for sustainable mode share: We will deliver road network infrastructure that improve conditions for all sustainable modes, with the goal of halting a forecasted decline in bus and traffic speeds. This includes:

> Continuing to work on our targeted bus/cycle filtering improvements (e.g. Tottenham Court Road, Clerkenwell Road, Tooley Street, Brixton High Street).

> Reviewing bus lane hours and the how we optimise priority in bus lanes, starting with the TLRN.

Implement central London bus changes: We are finalising analysis of the consultation results, including modification of a number of the proposed schemes, including considering the responses. We expect to implement the first changes from the consultation in Spring 2019 and following publication of our consultation response.

Remove further excess capacity through targeted frequency reductions: We have identified a few routes with capacity exceeding demand and will progress frequency reductions in 2019/20.

We will continue to monitor customer demand as the rail network is improved.

5. Reshaping the Bus Network
Next steps for outer London

To enable year-on-year growth in capacity in outer London, in the coming years we will:

Provide faster connections: We will deliver more direct routes and work with boroughs to identify priority measures such as 24 hour bus lanes, which will improve bus speeds; 160 schemes are planned in 19/20

Enhance network coverage: We will provide new routes and amend existing ones to exceed the current measure of >90 per cent of London households living within five minutes of a bus stop.

Review the network periodically for opportunities: We will maintain provide new services in a way that is efficient, including by:

> Undertaking up to seven studies to identify network growth opportunities in areas where significant change (e.g. housing development) is expected, in conjunction with boroughs.

> Continuing to remove spare capacity where it exists e.g. in town centres.

Develop sustainable transport options for ULEZ: We will build a package of bus measures (and enhancements to other modes such as cycling) to support the rollout of the inner London ULEZ and to help people access essential services such as hospitals.

Deliver a good customer experience: We will improve interchange facilities and review bus stop locations. In addition to the Hopper fare, we will use bus reliability and quality information to support interchange.

This will enable us to target the areas with the highest potential for mode shift and improve the competitiveness of the bus compared with the private car.

EVERY JOURNEY MATTERS

6. Growing Demand

Optimising road space will be critical to achieving mode share targets

To reverse the trend of the decline in bus demand, seen nationwide for many years and more recently in London, we will optimise sustainable use of street space to support future expansion of the bus network and ensure reliable journey times. Safeguarding road space will support:

- Bringing buses right into town centres
- Providing direct links between town centres
- Delivering new orbital bus links

- Supporting buses through Silvertown tunnel
- Supporting growth areas
- Serving the pilot Bus Transits

Examples of quick wins (funded in Plan)

- Deliver central London bus priority grid.

- Investigate extending operation of TLRN bus lane hours.

- Avoid removal of existing bus priority (where possible) .

- Progress Thamesmead bus transit pilot.

- Targeted intervention to support bus network optimisation, including improved interchange facilities.

Examples of safeguarding in Outer

- Identification of future high demand bus corridors in Outer London, to inform targeted bus priority.

- Ensure 'important' bus links are identified and embedded in road space planning .

- Embed road space allocation (for buses) in new road designs and in growth areas.

Note: implementation of some will be beyond 2021 (e.g. bus transits) but planning of infrastructure and safeguarding needs to start in the next two years

EVERY JOURNEY MATTERS

Summary: The Plan for Buses
2019/2020

①

Leading on Vision Zero

Fatigue Management Research complete (Feb '19)	Bus Safety Innovation Challenge (Apr '19)	Vision Zero Bus Driver Training commences (Apr '19)	700 ISA enabled buses (Apr '19)	All new buses fitted with ISA (Aug '19)	Development of Bus Safety Standard Phase 2 commences (Summer '19)

②

Improving Air Quality

In central London, all TfL Double Deck buses will be hybrid and meet Euro VI emission standards (Apr '19)	All 12 LEBZs delivered by end of 2019

⑤

Reshaping the Bus Network

Announce Outcome Central London Consultation	Inner London frequency decreases
Announce Outcome Mid Croydon Consultation	Outer London frequency increases
Announce Outcome Barnet Consultation	Up to seven area studies covering c.30 routes

EVERY JOURNEY MATTERS

Summary: The Plan for Buses
2020/2021 (and 2021/2022)

1 **Leading on Vision Zero**

Bus driver safety training completes	Fatigue management programme of work (TBC)	Two thirds of the Bus Safety Standard elements become a contractual requirement

2 **Improving Air Quality**

In 2020, all new TfL Single Deck buses procured will be zero emission at tail-pipe	Entire TfL fleet will meet a Euro VI emission standard	Service capacity enhancements considered alongside expansion of ULEZ (October 2021)

5 **Reshaping the Bus Network**

- Inner London frequency decreases
- Outer London frequency increases
- Up to seven area studies covering c.30 routes

Summary
What customers can expect to see

We commit to:

- A modern network, with new services and better reliability.

- Delivery on our commitments to safety, air quality, customer services, and affordability.

- A focus on Outer London to encourage more people away from the private car and accommodate growth, that will:

  - Create faster, more direct and more frequent connections for our customers

  - Prioritise buses and bus passengers on roads, ahead of private cars

  - Improve bus links between locations that customers want, potentially with new service models

  - Further enhance coverage, frequencies and customers' experience

EVERY JOURNEY MATTERS

Summary
Our next steps

In 2019/20, we will deliver:

- Central London changes (subject to consultation).

- Frequency increases and new connections that contribute to year-on-year growth in bus mileage, including proposals to change existing routes to create more direct bus connections on orbital routes.

- Some restructuring in town centres, simplifying the network and increasing our capacity for new routes.

- 160 new bus priority schemes.

- ULEZ and Low Emission Bus Zone programme to completion.

- Two double-deck routes (43 and 134) to pure electric with others to follow.

- First buses meeting Bus Safety Standard specification.

- New customer incentive scheme targeting areas customers care about e.g. improved information during disruption.

- First demand responsive bus trials.

- Completed installation of bus driver facilities for 42 priority routes.

- More helpful staff and better real time information.

EVERY JOURNEY MATTERS

Customer Service and Operational Performance Panel

Date: **13 February 2019**

Item: **Future Mobility Business Models**

This paper will be considered in public

1 Summary

1.1 This paper provides an overview of some of the emerging technologies and services that will, or are already having, an impact on existing transport services in London. It outlines our approach to appropriately managing disruptions for the good of the city and provides an update on progress since the previous report to the Panel on 13 July 2017.

2 Recommendation

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

3 Our Approach

3.1 Our core business is to run and operate London's transport network. We do this in order to deliver the Mayor's Transport Strategy and to keep London moving, working and growing and to make life in London better. As set out in the Travel in London (December 2018) and elsewhere, the transport sector has seen a variety of technological and societal changes that affect London's transport network.

3.2 The current suite of transport legislation and regulations were mostly created for the world prior to the advent of digitisation. Public bodies have been required to quickly adapt and have learnt a great deal about needing to think ahead and prepare for such changes and their application in transport.

3.3 While TfL has a good record of practical innovation, including open data and contactless payments. The emergence of technology-enabled 'new mobility' services means we must ensure we are active in preparing for and ensuring that developments work with the grain of the MTS. Examples of these business models range from dockless cycle hire, to app-enabled ride sharing and demand responsive transport (DRT), and in the longer term, to connected and autonomous vehicles (CAVs).

3.4 Policy 23 of the Mayor's Transport Strategy (see Appendix 1), provides a set of principles to guide how we engage with this agenda. We are adopting the following three stage approach to structure our actions.

(a) Stage1: We actively engage with the market, seeking out and entering into dialogue with market innovators and potential disruptors.

(b) Stage 2: We assess and test new ideas and developments in the transport world, ensuring appropriate safeguards are in place, helping us to determine which new business models or services could help address the challenges facing our city.

(c) Stage 3: On the basis of evidence and collaborative working relationships we then deliver the longer-term policy or contractual frameworks to ensure new innovations are integrated and work for all.

4 Future Mobility Business Models

4.1 Listed below, are examples of how we are applying this approach to a selection of future mobility business models.

Dockless Cycle Hire

4.2 Dockless Cycle Hire is a system of rental bikes, unlockable via an app, where the user is not bound to return the bike to a set docking station (unlike Santander Cycles).

4.3 This is a new area that falls outside current legislation and regulations. In Autumn 2017, we produced a 'Code of Practice' for operators to promote good scheme management, and are now working with boroughs to devise a pan-London approach to ensure dockless rental schemes evolve in a way that works for all.

Demand Responsive Transport and Ride-Sharing:

4.4 DRT is a user centric form of pubic-transport characterised by flexible routing and scheduling, usually shared-ride, small/medium sized vehicles (e.g minibuses).

4.5 New technology has made it easier and cheaper to book rides through apps, leading to growth in private hire services in particular; and a number of services emerging in London that include ride-sharing, in which passengers share vehicles and pay separate fares. For app-enabled services we introduced the principle of granting temporary licenses and London Service Permits (for private hire vehicles and larger vehicles or minibuses respectively). We are also reforming our London Service Permits guidance to bring it up to date and are delivering a small scale demand responsive bus trial in outer London to assess whether such services can complement the existing transport network.

Connected and Autonomous vehicles (CAVs)

4.6   Vehicles can be either connected, autonomous or both. Connected vehicles are capable of communicating with other vehicles or infrastructure to share data and information. Autonomous vehicles are able to undertake at least some driving tasks independent of the driver. The route to mass market is currently very uncertain.

4.7   We have a two-horizon approach to CAVs. First, we are focused on operational readiness for a number of government funded CAV trials that are happening on London's streets. Second, while the long-term market outlook for CAVs is still uncertain, we are also working on long-term policy implications and levers, divided into the areas of land-use and licensing requirements for passenger services.

List of appendices to this report:

Appendix 1 – Policy 23, Mayor's Transport Strategy

List of Background Papers:

None

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Appendix 1 – Policy 23, Mayor's Transport Strategy

Policy 23

The Mayor, through TfL, will explore, influence and manage new transport services in London so that they support the Healthy Streets approach, guided by the following principles:

Supporting mode shift away from car travel

Complementing the public transport system

Opening travel to all

Cleaning London's air

Creating a safe, attractive environment on our streets

Using space efficiently

Sharing data and knowledge

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Customer Service and Operational Performance Panel

TRANSPORT
FOR LONDON
EVERY JOURNEY MATTERS

Date: **13 February 2019**

Item: **Member Suggestions for Future Discussion Items**

This paper will be considered in public

1 Summary

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

2 Recommendation

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

3 Forward Plan Development

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

(a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel this is the Quarterly Operational Performance and Customer Service Report.

(b) Regular items (annual, half-year or quarterly) which are for review and approval or noting.

(c) Matters reserved for annual approval or review: Examples include benchmarking report.

(d) Programmes and Projects at a level requiring Committee approval or review prior to Board approval. These are scheduled following advice from the operating businesses.

(e) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4   **Current Plan**

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

List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Panel Forward Plan.

List of Background Papers:

None

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Customer Service and Operational Performance Panel Forward Planner 2018/19   **Appendix 1**

Membership: Dr Mee Ling Ng OBE (Chair), Dr Alice Maynard CBE (Vice Chair), Bronwen Handyside, Anne McMeel, Dr Nelson Ogunshakin OBE, Val Shawcross CBE and Dr Lynn Sloman.

Abbreviations: Managing Director (MD), Customers, Communication and Technology (CCT), London Underground (LU), Surface Transport (ST)

13 June 2019		
Quarterly Customer Service and Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Accessibility Delivery Programme	MD CCT	
London Overground Ticket Offices Closure Update	MD ST	Action 29/09/18
Passengers and Alcohol	MD LU	Minute 36/11/18
Healthy Streets Checklist	MD ST	Minute 36/11/18
Deep dive: Anti-social behaviour/low level crime	MD ST	Minute 36/11/18. Informal briefing.
Deep dive: Strategic Risk 6 – Loss of External Stakeholder Trust	MD CCT	Informal briefing

12 September 2019		
Quarterly Customer Services & Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Deep dive: Strategic Risk 13 – Operational Reliability	MD LU	Informal briefing

Regular items:
- Quarterly Customer Services & Operational Performance Report (MD CCT/MD LU/ MD ST)
- TfL International Benchmarking Report – Annual
- Bus Services to London's Hospitals – Annual
- Assisted Transport Services Update

Items to be scheduled:
- Understanding London's diverse communities.
- Customer Excellence Plan in London Underground
- Bus Consultation
- Spotlight on Customer Programme

Informal Briefings/Visits on the following topics (from a customer perspective and how TfL impacts and addresses):

- Trams
- Docklands Light Railway
- Presentation from traffic lights sequencing team