MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Agenda

Meeting: Customer Service and Operational Performance Panel

Date: Wednesday 14 November 2018

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 6 November 2018

Agenda
Customer Service and Operational Performance Panel
Wednesday 14 November 2018

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 11 September 2018
(Pages 1 - 4)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 11 September 2018 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 5 - 10)

General Counsel

The Panel is asked to note the updated actions list.

5 Quarter 2 Customer Services and Operational Performance Report
(Pages 11 - 120)

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

The Panel is asked to note the report.

6 Working with our Stakeholders (Pages 121 - 136)

Managing Director, Customers, Communication and Technology

The Panel is asked to note the paper.

7 Assisted Transport Services (Pages 137 - 152)

Managing Director, Surface Transport

The Panel is asked to note the paper.

8 TfL International Benchmarking Report 2018 (Pages 153 - 178)

Director of Strategy and Chief Technology Officer

The Panel is asked to note the paper.

9 London Underground Station Action Plan (Pages 179 - 184)

Managing Director, London Underground

The Panel is asked to note the paper.

10 Strategic Risk Management Update (Pages 185 - 194)

General Counsel

The Panel is asked to note the paper.

11 Member suggestions for future agenda discussions (Pages 195 - 198)

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

Wednesday 13 February 2019 at 10.15am.

14 Exclusion of Press and Public

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

Agenda Part 2

15 Strategic Risk Management Update (Pages 199 - 208)

Exempt supplemental information relating to the item on Part 1.

Transport for London

Minutes of the Customer Service and Operational Performance Panel

King's Cross & St Pancras Room, Palestra,
197 Blackfriars Road London, SE1 8NJ
2.00pm, Tuesday 11 September 2018

Members	
Dr Alice Maynard CBE	Vice Chair In the Chair
Bronwen Handyside	Panel Member
Anne McMeel	Panel Member (for part)
Val Shawcross OBE	Panel Member
Dr Lynn Sloman	Panel Member
Executive Committee	
Howard Carter	General Counsel
Staff	
Siwan Hayward	Director of Compliance, Policing and On-Street Services, Surface Transport
Chris MacLeod	Customer Director, Group Marketing, Marketing, Customers, Communication & Technology
Claire Mann	Director of Bus Operations, Surface Transport
Brian Woodhead	Director of Customer Service, London Underground
Sue Riley	Secretariat Officer

23/09/18 Apologies for Absence and Announcements

Apologies for absence were received from the Chair, Dr Mee Ling Ng OBE and from Dr Nelson Ogunshakin OBE. In the absence of the Chair, Dr Alice Maynard CBE chaired the meeting.

24/09/18 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.

25/09/18 Minutes of the Previous Meeting

The minutes of the meeting held on 6 June 2018 were approved as a correct record and signed by the Chair.

26/09/18 Matters Arising and Actions List

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

The Panel noted the Actions List.

27/09/18 Quarterly Customer Service and Operational Performance Report

Siwan Hayward, Chris MacLeod, Claire Mann and Brian Woodhead jointly presented the Quarter 1 2018/19 Customer Service and Operational Performance Report.

A range of initiatives and approaches were being utilised to reduce customer injuries on the London Underground network.

A joint study, commissioned with Loughborough University, on driver fatigue would be reported to the Safety, Sustainability and Human Resources Panel when completed. A copy of the scope of the report would be sent to Panel Members.

[Action: Claire Mann]

A TfL led Bus Safety Summit was scheduled for 16 October 2018, where the outcome of TfL's recent trials on new bus safety standards would be launched; all Board Members would be invited to attend. **[Action: Claire Mann/ Secretariat]**

As most injuries on buses were from slips and falls, interior bus design features such as flooring, hand poles and staircase layouts had all been reviewed as part of the new bus safety approach. Consultation had included engagement with accessibility groups.

An Interim Director had recently been appointed in Surface Transport to lead on Vision Zero and consolidate all safety plans and measures across TfL.

A number of Dial-a-Ride vehicles were being replaced with improved low-floor vehicles, which would help reduce passenger injuries and improve the travel experience. Although service improvements were being made, and new drivers recruited, the overall numbers of Dial-a-Ride users continued to decline.

It was suggested that a sampling exercise of pedestrian accidents and injuries could be carried out to see how many were related to smartphone usage.

London's public transport networks continued to be one of the safest, particularly for young people. Within the context of overall low levels of crime on the network, there were some upward trends in low level incidents such as use of abusive language, pushing and shoving, and an increase in offences against staff. As a result, a programme was being developed to support staff in helping them feel safe at work, which included a dedicated workplace violence unit. Incidents against staff were reported to the Safety, Sustainability and Human Resources Panel.

The trend in increasing crime figures on London Underground was partly reflective of pro-active reporting of sexual offences, changes in Home Office crime reporting procedures and changes in policing resources. The Night Tube had not had any negative impact on the numbers of reported crime or staff incidents and there was no clear pattern or geography.

More detailed information on cycling trends would be included in future reports, including gender and race breakdown and inner and outer London trends.
[Action: Gareth Powell]

The project team working on phasing of traffic lights would be invited to present at a future meeting and traffic light sequencing information would be included in future reports. **[Action: Gareth Powell]**

TfL was currently in discussions with Network Rail regarding the take over of station maintenance of three critical interchange stations to improve step-free access. Improvements in real time information to customers on accessibility issues continued to be developed.

After a levelling off of passenger journey numbers on buses there was now a downward trend, due to the reduction in discretionary travel, despite excess wait times being at an all time low. A plan was being developed to address the issue.

An update on the number of taxi ranks at Elizabeth line stations would be provided to Panel Members. **[Action: Gareth Powell]**

The Panel noted the report.

28/09/18 Mapping of Customer Groups

Chris MacLeod presented the report on customer insight and marketing. A further report on stakeholder mapping would be submitted to the next meeting.

A report on the outcomes of the customer gain insights across TfL would be presented to a future meeting. **[Action: Claire Mann]**

The Panel noted the paper.

29/09/18 Member Suggestions for Future Discussion Items

Howard Carter presented the current forward programme.

It was agreed that any relevant London Assembly scrutiny work be highlighted in future Quarterly Reports. **[Action: Vernon Everitt]**

Other reports and subjects requested for future discussion included:

(a) strategic overview of cycling in London, including dockless cycles, cycle accessibility, cycle storage and security and refurbished bikes;

(b) an update on the closure of ticket offices on the Overground; and

(c) deep dive into strategic risks.

30/09/18 Any Other Business

There was no urgent business.

31/09/18 Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 14 November 2018 at 10.15am.

Chair: ______________________________

Date: ______________________________

Customer Service and Operational Performance Panel

Date: **14 November 2018**

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

List of Background Papers:

Minutes of meeting of the Panel on 6 June 2018

Contact Officer: Howard Carter, General Counsel
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Customer Service and Operational Performance Panel Actions List (reported to the meeting on 14 November 2018)

Appendix 1

Actions from the meeting held on 11 September 2018:

Minute No.	Item/Description	Action By	Target Date	Status/Note
27/09/18	**Quarterly Customer Service and Operational Performance Report**			
	A copy of the joint study, commissioned with Loughborough University, on driver fatigue to be sent to Panel Members.	Claire Mann	Following the meeting.	Information circulated. Completed.
	All Board Members would be invited to attend a TfL led Bus Safety Summit scheduled for 16 October 2018.	Claire Mann	Following the meeting	Invitation sent to all Members. Completed
	More detailed information on cycling trends to be included in future reports, including gender and race breakdown and inner and outer London trends.	Gareth Powell	14 November 2018 meeting.	In report on agenda. Completed.
	The project team working on phasing of traffic lights to be invited to present at a future meeting and traffic light sequencing information to be included in future reports.	Gareth Powell	14 November 2018 meeting.	In report on agenda. Presentation scheduled on Forward Plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
	An update on the number of taxi ranks at Elizabeth line stations to be provided to Panel Members.	Gareth Powell	Following the meeting.	Twenty out of the 30 Elizabeth line stations in London either already have a taxi rank in place or are in the process of having one delivered. We are continuing to work with the boroughs on plans for the remaining 10 stations.
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	2019	Will 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 reports.	Vernon Everitt	13 February 2019	Will be included in Q3 report.
	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.	Scheduled on Forward Plan.
	• an update on the closure of ticket offices on the Overground.	Gareth Powell	13 February 2019 meeting.	Oral update will be provided.
	Deep dive into Strategic Risks	Howard Carter	14 November 2018	On agenda and scheduled on Forward Plan.

Actions from previous meetings:

Minute No.	Item/Description	Action By	Target Date	Status/Note
16/06/18	**Bus Services to London's Hospitals – Update** Bus services to London's hospitals to be linked to the Assisted Transport Services (ATS) strategy and part of the overall London hospital transport services.	Joyce Mamode	14 November 2018 meeting.	Included in report on agenda. Completed.
18/06/18	**Assisted Transport Services** Officers to look at any synergies or efficiencies which could be achieved with other hospital and healthcare transport services.	Joyce Mamode	14 November 2018 meeting.	Report on agenda. Completed
19/06/18	**London Underground Station Action Plan Update** Turn Up and Go services be measured and monitored as part of the Assisted Transport Services and an update on the new Turn and Up Go app to be included in the next report.	Mark Evers	14 November 2018 meeting.	Included in reports on agenda. Completed.
	TfL to consider running a customer information poster campaign.	Vernon Everitt	14 November 2018 meeting.	Included in report on agenda. Completed.

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Customer Service and Operational Performance Panel

Date: **14 November 2018**

Item: **Quarter 2 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 2 2018/19. This report covers the period from 24 June – 15 September 2018.

1.2 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.

1.3 At its meeting of 11 September 2018, the Panel requested inclusion of information on active travel and cycling trends, and traffic signal time savings, which have both been incorporated.

2 Recommendation

2.1 The Panel is asked to note the report.

List of appendices to this report:

Appendix 1: Quarter 2 Customer Service and Operational Performance Report

List of Background Papers:

None

Contact Officer: Vernon Everitt, Managing Director, Customers, Communication and Technology
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Contact Officer: Gareth Powell, Managing Director, Surface Transport
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Contact Officer: Mark Wild, Managing Director, London Underground
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Transport for London customer service and operational performance report

Quarter 2 (24 June 2018 – 15 September 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 London's rail capacity.

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

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

We are constantly working to improve the city for everyone. This means freezing TfL fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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6 **Business at a glance**

9 **Mayor's Transport Strategy themes in this report**

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12 London's transport system will be safe
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34 More active travel

38 **A good public transport experience**
40 The public transport network will meet the needs of a growing London
52 Public transport will be accessible to all
56 Journeys by public transport will be fast and reliable
66 Journeys by public transport will be pleasant

100 **Glossary**

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 always work closely with the police and other agencies to ensure that the network remains a low crime environment.

Building on the feedback received from the previous report, we now provide additional information, including annual breakdowns, on customer injury types (by minor and major) over the past five years. We have also made active travel a quarterly feature, following the spotlight provided in the last report.

On London Underground, we have seen an increase in passenger numbers of two million compared to the same period last year. Quarter 2 saw the continuing trend of improved performance and reliability on the Tube network. We recorded our best-ever performance for the extra time it takes for customers to complete their journeys, and delivered a reduction of almost 20 per cent in the number of incidents that could have disrupted journeys.

Within Surface Transport, there are continuing improvements in reliability, with buses seeing a reduction in excess wait time and the number of scheduled services operated having increased for four consecutive quarters. On the road network, London-wide serious disruption continues to fall, with unplanned disruption down by more than 13 per cent compared to the same quarter last year. We have also seen record levels of hires on Santander Cycles.

To help make planning journeys easier, customers using our Journey Planner can now automatically see how much a planned journey on public transport will cost. Journey Planner calculates the quickest route from more than 225 million possible journey combinations, and factors in any disruption.

This report includes a spotlight on the work we are doing to manage travel demand, providing an overview of how we are working to improve the experience of our customers.

Mark Wild
Managing Director, London Underground

Gareth Powell
Managing Director, Surface Transport

Vernon Everitt
Managing Director, Customers, Communication and Technology

Business at a glance

Keeping London moving, working and growing 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

Budget at a glance

Grants
£2.3bn

Use of borrowing, working capital and cash reserves
£0.8bn

Other income
£1.9bn

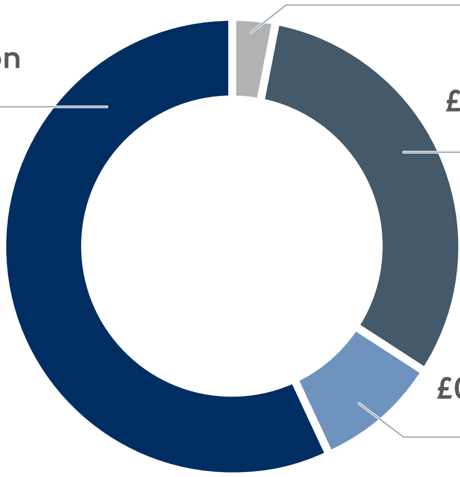
Passenger income
£4.8bn

Sources of funds
£9.8bn

73%
spent on running and operating the network every day

27%
spent renewing and improving the network through one of the largest capital investment programmes in Europe

Total passenger income



£0.1bn (3%)

£2.7bn (57%)

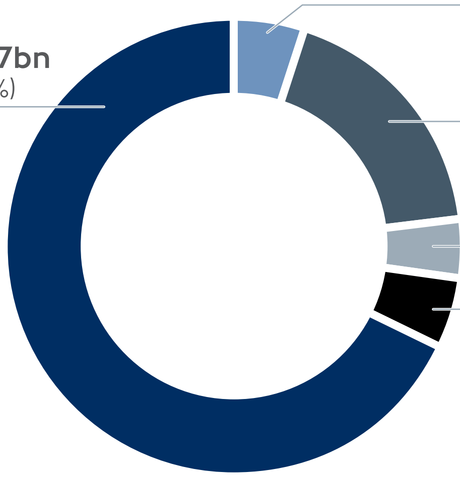
£1.5bn (31%)

£0.5bn (9%)

Total: **£4.8bn**

- Underground
- Rail
- Buses
- TfL Rail

Total costs



£0.5bn (5%)

£6.7bn (68%)

£1.7bn (18%)

£0.4bn (4%)

£0.5bn (5%)

Total: **£9.8bn**

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


UNDERGROUND

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

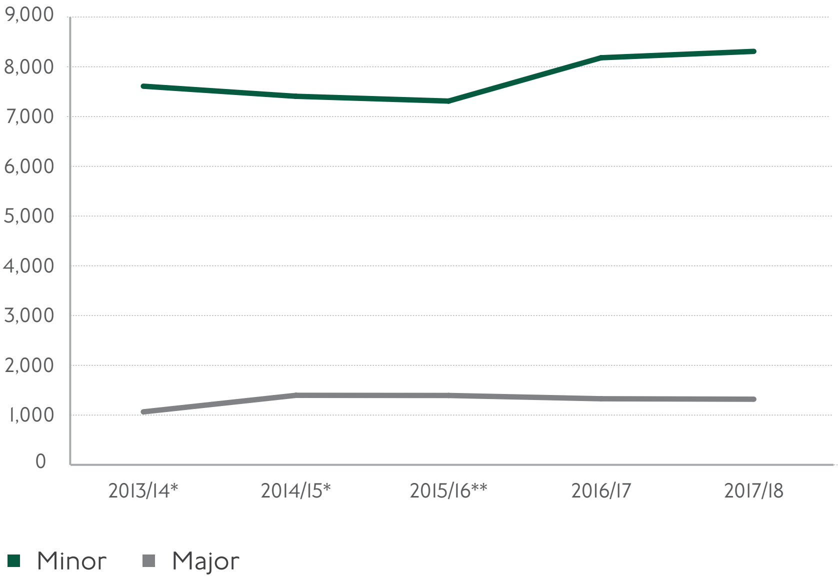
A good public transport experience

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
Annual totals



Safety is our number one priority. Across our bus network, in addition to the development of a new Bus Safety Standard, we have also started to collate and assess the underlying causes of customer slips, trips and falls at stations and inside vehicles. These make up the majority of bus customer injuries.

Within Rail, we have a strong focus on the interface between platforms and trains, and safety on escalators and stairs. As well as reducing the gap between the train and the platform, improving the train operator's view of the platform, and clearer signage about holding the handrail, we are improving how we communicate with our customers to alert them to potential hazards and embed safe behaviours. Station staff continue to use relevant posters, as well as focused announcements and messages.

943
Number of injuries on the LU network this quarter (3.4%▲ against Q2 2017/18)

1,216
Number of injuries on the bus network this quarter (6.1%▼ against Q2 2017/18)

99
Number of injuries on our rail network this quarter (16.5%▲ against Q2 2017/18)

35
Number of injuries within our other operations this quarter (0% against Q2 2017/18)

* Major and minor injuries for Rail not included for 2013/14 and 2014/15
** TfL Rail commenced 31 May 2015

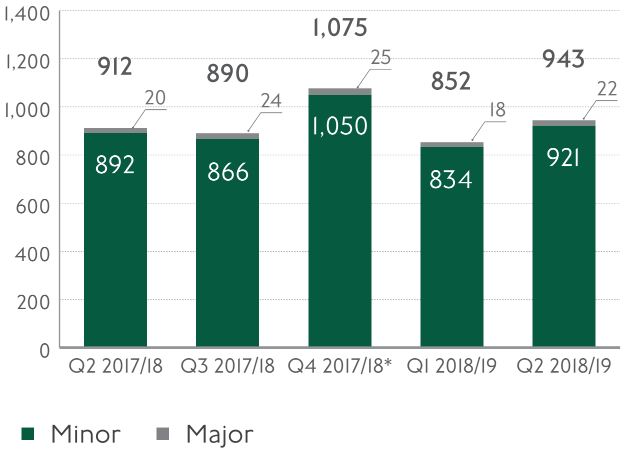

UNDERGROUND
HyFlex


10
STOP

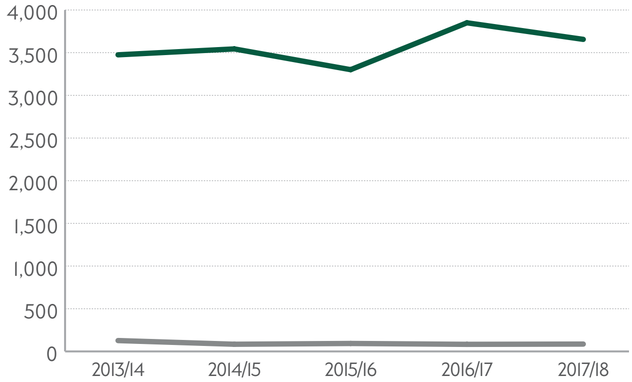
Underground

Customer injuries

Past five quarters



Annual totals



At the end of Q2, performance was behind target and, for the first time this year, the number of customer accidents was greater than the equivalent time last year. Injuries at the platform train interface (PTI) and on escalators rose 24 per cent and seven per cent respectively. To address this, we are reviewing our control measures to ensure they are as effective as possible at the 30 stations awarded Escalator Excellence status. The Stairs Safety Excellence Programme has now been rolled out to 36 stations.

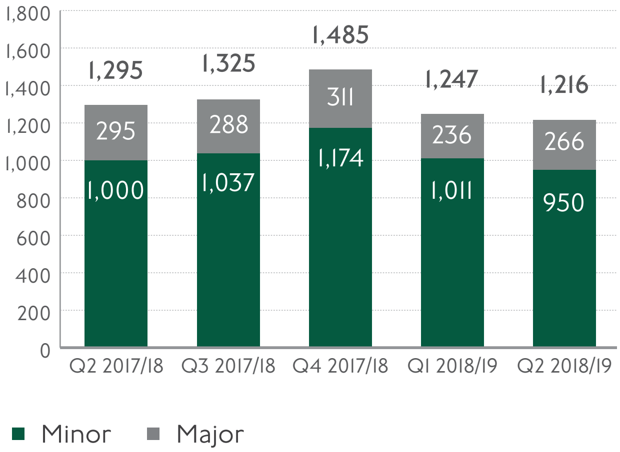
As a result of an increase in the number of PTI accidents, the PTI plan was revised in August. This resulted in fewer PTI accidents at the end of the quarter. The plan includes measures to identify hotspots and ensure train operators are aware of them, to improve the view of the platform for staff and to raise customer awareness of the risk. We held our monthly PTI day in September,which focused on the quality of announcements. The October PTI day focused on the issue of customers being caught in train doors.

* Quarter 4 is longer than the other quarters (16 weeks instead of 12)

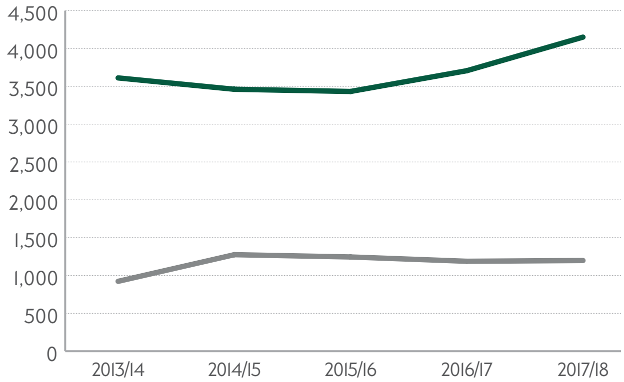
Buses

Customer injuries

Past five quarters



Annual totals



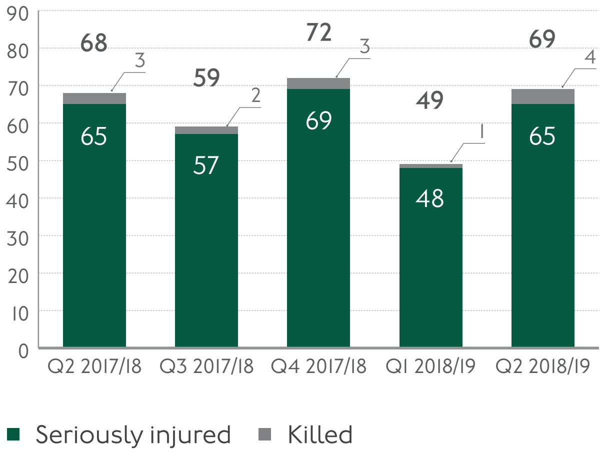
Slips, trips and falls are still the main cause of injuries, and targeted campaigns continue at key locations. The latest campaign at Elephant and Castle brought together staff from across TfL and bus operators to focus on braking and acceleration, blindspot awareness and general driving behaviours.

Improvements have also been made to the coordination of site visits following major incidents, to bring all relevant parties together to identify any changes required to the environment, for example road layout or signals.

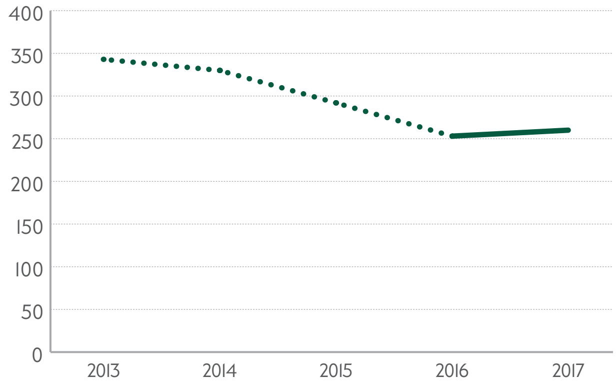
The bus driver safety training project is progressing. The contract will be awarded at the start of Q3 with the rollout of the training programme to instructors in bus companies in February/March 2019 and to bus drivers from April 2019. Our bus operators are progressing trials of innovative safety equipment through our Bus Safety Innovation Fund, including technology to minimise pedal application error (helping drivers to avoid depressing the accelerator pedal instead of the brake). The results of the trials were made available to the wider bus industry at the Bus Safety Summit, held at Millbrook Proving Ground on 16 October.

People killed or seriously injured*

Past five quarters



Annual totals**



On 24 July, the Mayor's Vision Zero action plan was launched, setting out measures to eliminate deaths and serious injuries from London's transport network by 2041. The plan includes targets for our bus operations: to reduce the number of people who are killed or seriously injured in, or by, London buses by 70 per cent against 2005-09 levels and for there to be no-one killed in or by a London bus by 2030. We are meeting the interim targets that we have set. The Bus Safety Standard, which was launched at the Bus Safety Summit on 16 October, will identify the latest safety technologies and features to reduce casualties on the bus network. The standard will be written into all new bus operator contracts from the end of this year.

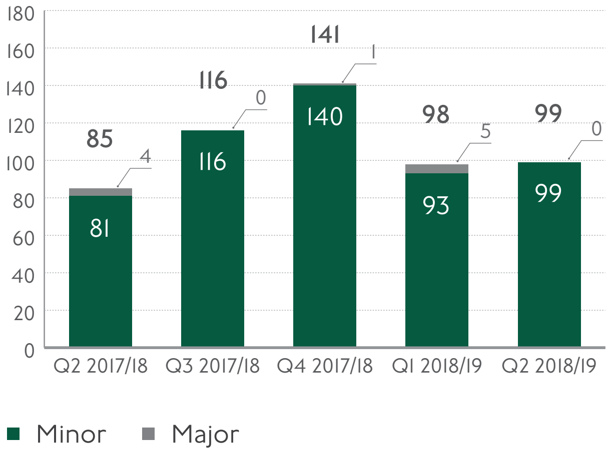
* Buses KSI data is based on calendar quarters rather than financial quarters ie Q1 is January to March and is the latest available processed provisional data. This is subject to change as this information is reviewed and managed by the Metropolitan Police Service. Pre-2017 data includes coaches as well as buses

** 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

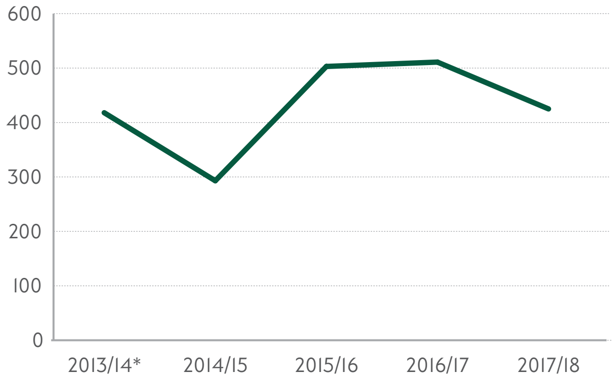
Rail

Customer injuries

Past five quarters



Annual totals**



While the overall number of injuries has increased compared with the same quarter last year, there were no major injuries during the quarter, representing a significant improvement compared with last year. An increased number of injuries was seen across all modes, with the exception of TfL Rail, where there was a 31 per cent reduction compared with the same quarter last year. The most significant rise in injuries was observed on the DLR. Executive teams across our rail businesses have focused on safety through increased direct engagement with staff at all levels, and improvements in the way that safety issues are captured, prioritised and tracked to closure.

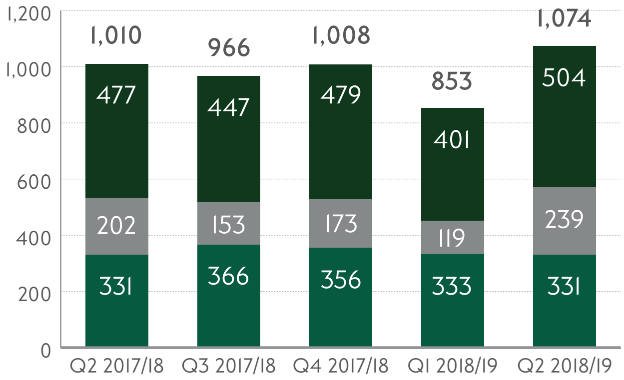
* TfL Rail was not operational in 2013/14

** We are still collating the breakdown of data for minor/major injuries which will be available for the Q3 2018/19 report onwards

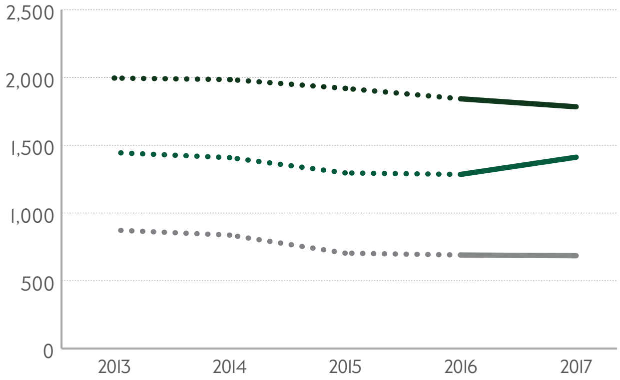
Streets

People killed or seriously injured*

Past five quarters (type of user)



Annual totals**



■ Pedestrians ■ Cyclists ■ Motorised vehicle

At the end of Q2, provisionally there have been 46 fatalities this year, compared to 62 this time last year. Most fatalities continue to be among pedestrians and motorcyclists. The overall number of people killed or seriously injured on London's roads has increased by six per cent this quarter compared to the same quarter last year.

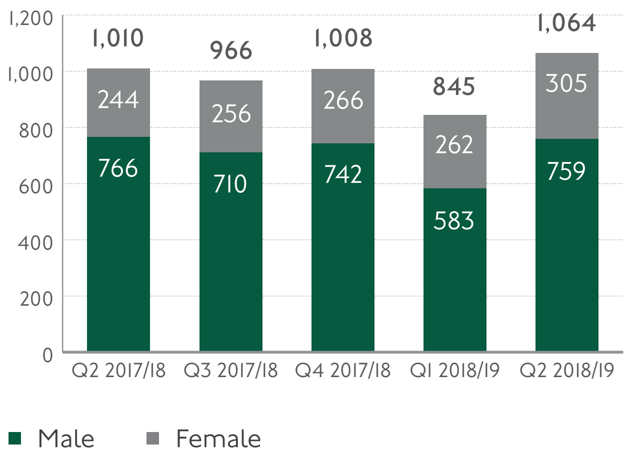
As part of the Vision Zero action plan, we are taking forward measures to lower speed limits, transform dangerous junctions, and implement a Direct Vision Standard for heavy goods vehicles. In addition, we work with the police to enforce speed restrictions and tackle the most dangerous drivers; this has been assisted by the launch of a new intelligence-led enforcement deployment system that enables us to deploy our traffic enforcement resources more effectively.

* Streets KSI data is based on calendar quarters rather than financial quarters, ie Q1 is January to March and is the latest available processed provisional data. This is subject to change as this information is reviewed and managed by the Metropolitan Police Service

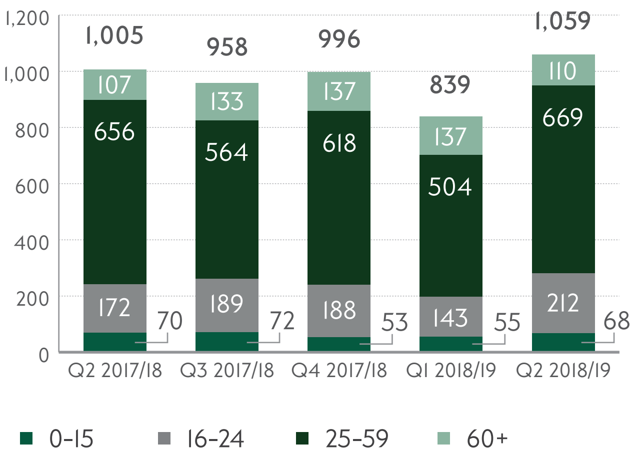
** Figures from the end of 2016 have been reported using a new system (COPA). The dotted lines in the graph for calendar years 2013-2016 denote back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how KSIs would have been reported under this system in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

Streets

Past five quarters (gender)



Past five quarters (age)

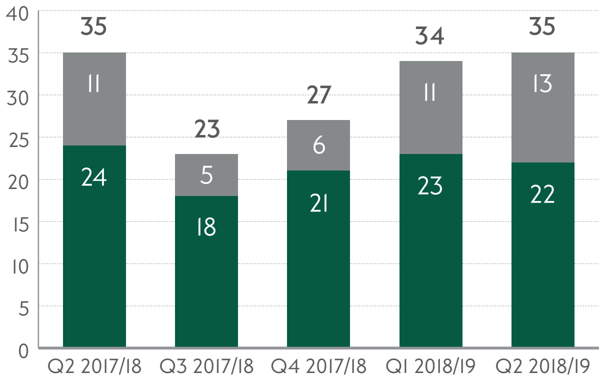


There has been an increase in the number of people killed or seriously injured across all age groups except children, compared with the same quarter last year. The proportion of females killed or seriously injured has increased. Through our schools and associated education programmes, we continue to promote safe behaviour on the roads.

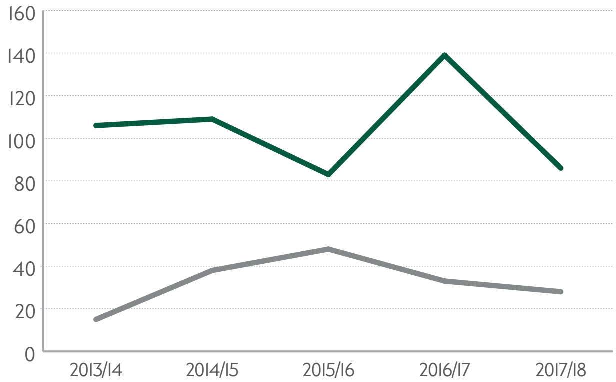
Other operations

Customer injuries

Past five quarters



Annual totals



■ Minor ■ Major

While the total number of injuries arising from our other operations remains constant compared with the same quarter last year, there has been an increase in the proportion of major injuries. Our Dial-a-Ride operation remains the most significant contributor to the total number of injuries, although the level remains unchanged from the same quarter last year.

Improvements have been achieved by our coach and cycle hire operations, with the latter having focused on safety at cycle hire docking stations.

While the number of injuries associated with the cable car remains low, the number has nevertheless increased. In response, there has been a review of platform procedures at the cable car, and a focus on raising staff awareness of the potential risks they need to manage.

Safety – feedback from customers

Number of complaints

	Q2 2017/18	Q2 2018/19
London Underground	325	312
London Buses	979	1,115
DLR	20	16
London Overground	55	38
TfL Rail	19	25
London Trams	8	7
Emirates Air Line	0	0
Congestion Charge	0	0
Dial-a-Ride	12	3
London River Services	0	1
Santander Cycles	1	0
Taxis*	n/a	3
Private Hire*	n/a	1
Total	**1,419**	**1,521**

To ensure we are able to identify and address customer feedback on safety issues, we introduced a quicker process for escalating safety feedback to our operational teams.

This improvement has contributed to the slight increase in safety complaints reported this quarter, although this is in line with an increase in feedback volumes as a whole. The main area of increase was Buses, with injuries to person and vehicle damage both up on Q2 last year.

We have also updated our website and introduced a category for safety incidents and concerns that customers can use when contacting us.

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


BRITISH TRANSPORT
POLICE

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 offset an increase in reported crime on the London Underground and London Overground networks. 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.

We have been working with the police to hold regular days of engagement across our network. Events also took place throughout National Hate Crime Awareness Week (13-20 October 2018) across London.

All figures below are per million journeys

10.3 Number of crimes on the LU network this quarter (14.4%▲ against Q2 2017/18)

8.6 Number of crimes on the Trams network this quarter (10.4%▼ against Q2 2017/18)

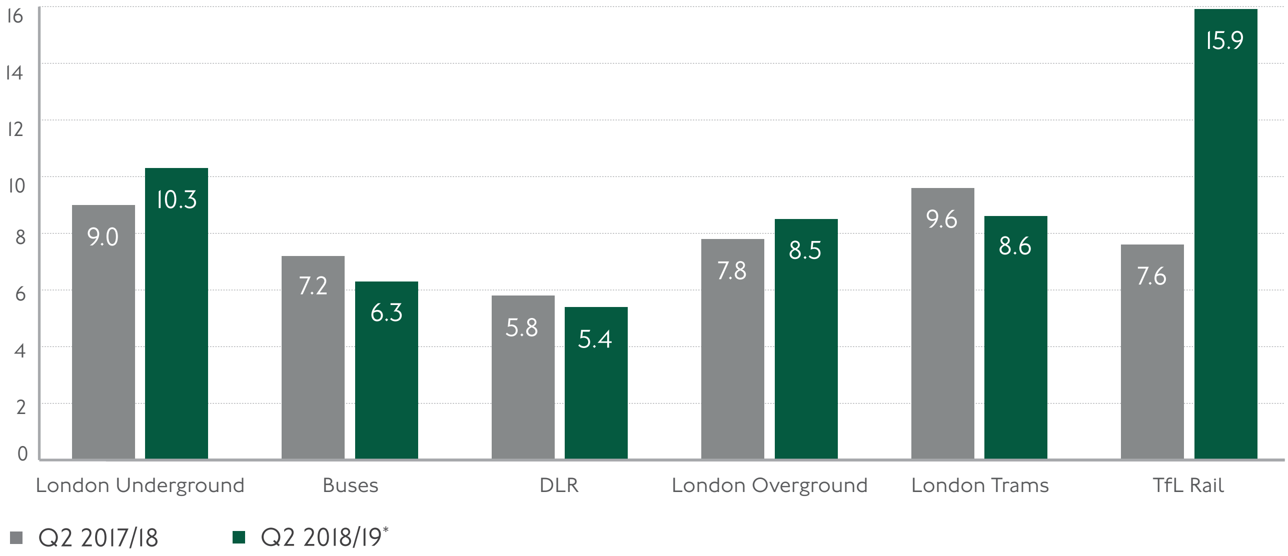
15.9 Number of crimes on the TfL Rail network this quarter (109.2%▲ against Q2 2017/18)

8.5 Number of crimes on the London Overground this quarter (9.0%▲ against Q2 2017/18)

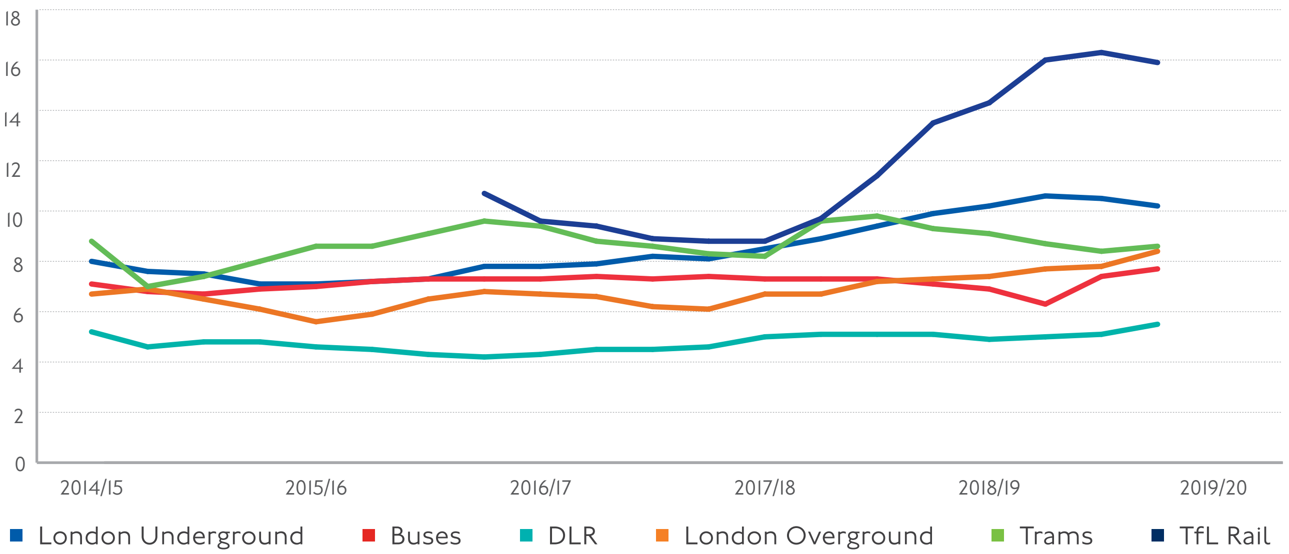
6.3 Number of crimes on the bus network this quarter (12.5%▼ against Q2 2017/18)

Recorded crime rate

Recorded crimes by mode per million passenger journeys



Annual trend (moving average)**



* All crime and outcome figures are based upon data from April to August

** Crime information used in the annual trend moving average for Q2 2018/19 includes only July and August, 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

	Q2 2017/18	Q2 2018/19	Variance %
London Underground	4,951	5,815	17.5
Buses	6,550	5,796	-11.5
DLR	278	275	-1.1
London Overground	610	662	8.5
London Trams	113	102	-9.7
TfL Rail	191	344	80.1

Crime figures for 2018/19 show a 2.4 per cent rise on our transport network compared with a year earlier. Across all of our services, the rate of crime per million passenger journeys stood at 7.9 (0.2 higher compared to a year earlier). This is largely attributable to an increase in reported crime on the London Underground and London Overground. The large rise seen on the TfL Rail network is due to the introduction of additional services earlier this year, making meaningful comparison with a year earlier difficult. There were reductions in crime on Buses, DLR and Tram services.

Recorded crimes by mode

London Underground

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	997	1,247	25.1
Sexual offences	457	540	18.2
Criminal damage	339	330	-2.7
Line of route*	20	15	-25.0
Theft of passenger property	1,721	2,096	21.8
Motor vehicle/ cycle offences	198	178	-10.1
Robbery	49	71	44.9
Theft of railway property/burglary	84	102	21.4
Serious public order	945	976	3.3
Serious fraud	36	54	50.0
Drugs	61	145	137.7
Other serious offences	44	61	38.6
Total notifiable offences	**4,951**	**5,815**	**17.5**

We continue to address the rise in reported crime, which has been driven by increased reporting of sexual offences following our campaign to encourage this, and more low-level violence, public order offences, theft and robbery. 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 committed 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

	Q2 2017/18	Q2 2018/19	Variance %
Burglary	19	9	-52.6
Criminal damage	382	251	-34.3
Drugs	81	54	-33.3
Fraud or forgery	0	0	0.0
Other notifiable offences	86	78	-9.3
Robbery	392	403	2.8
Sexual offences	311	295	-5.1
Theft and handling	2,709	2,458	-9.3
Violence against the person offences	2,570	2,248	-12.5
Total notifiable offences	**6,550**	**5,796**	**-11.5**

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 decreased reporting of sexual offences on the bus network 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 who have had a high-visibility presence. The bus 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

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	64	79	23.4
Sexual offences	6	20	233.3
Criminal damage	11	13	18.2
Line of route*	2	1	-50
Theft of passenger property	98	67	-31.6
Motor vehicle/ cycle offences	8	11	37.5
Robbery	2	18	800
Theft of railway property/burglary	15	7	-53.3
Serious public order	65	48	-26.2
Serious fraud	0	1	100
Drugs	5	6	20
Other serious offences	2	4	100
Total notifiable offences	**278**	**275**	**-1.1**

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

London Overground

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	126	161	27.8
Sexual offences	30	34	13.3
Criminal damage	69	46	-33.3
Line of route*	3	0	-100
Theft of passenger property	81	124	53.1
Motor vehicle/ cycle offences	78	68	-12.8
Robbery	10	12	20
Theft of railway property/burglary	24	5	-79.2
Serious public order	171	188	9.9
Serious fraud	2	5	150
Drugs	11	13	18.2
Other serious offences	5	6	20
Total notifiable offences	**610**	**662**	**8.5**

The overall increase in reported crime on London Overground was driven by increases in low-level violence and theft of passenger property. The approaches described relating to the rise in London Underground crime are being applied to the London Overground network by the BTP.

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

London Trams

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	37	33	-10.8
Sexual offences	3	5	66.7
Criminal damage	15	10	-33.3
Line of route*	8	1	-87.5
Theft of passenger property	9	13	44.4
Motor vehicle/ cycle offences	5	3	-40
Robbery	5	6	20
Theft of railway property/burglary	3	0	-100
Serious public order	23	27	17.4
Serious fraud	0	0	0
Drugs	5	3	-40
Other serious offences	0	1	100
Total notifiable offences	**113**	**102**	**-9.7**

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

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

TfL Rail

	Q2 2017/18	Q2 2018/19	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
Theft of passenger property	38	73	92.1
Motor vehicle/ cycle offences	25	59	136
Robbery	2	8	300
Theft of railway property/burglary	7	9	28.6
Serious public order	42	55	31
Serious fraud	0	2	100
Drugs	3	10	233.3
Other serious offences	3	6	100
Total notifiable offences	**191**	**344**	**80.1**

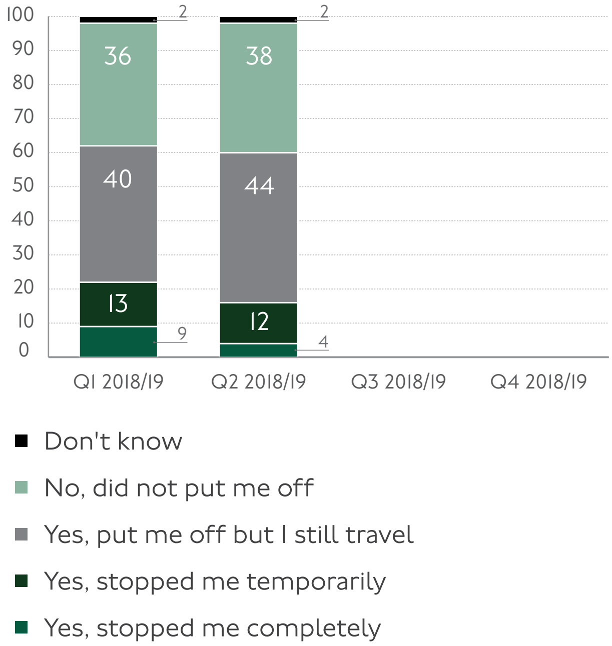
Reported crime on TfL Rail remains relatively low in volume. However, an increase has been seen with the introduction of the section replacing the previous Heathrow Connect service and the associated inclusion of reported crime. This makes meaningful comparison with a year ago difficult. Additional analysis 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; the BTP is applying similar approaches as those used for the London Underground.

Personal security perception Q2

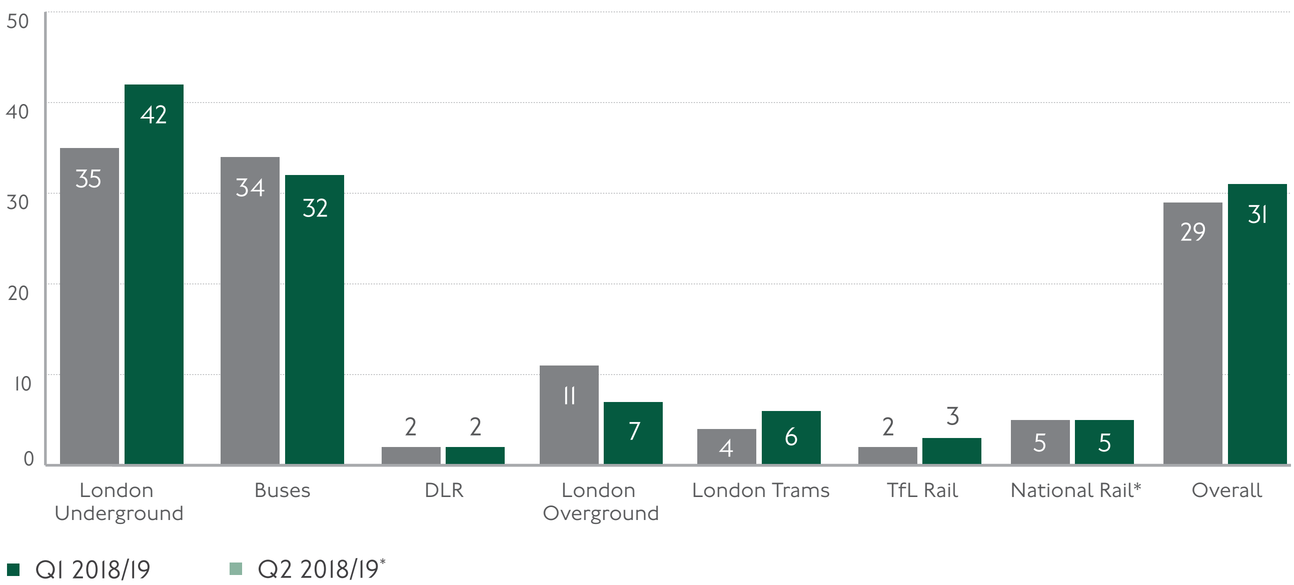
We commission a regular safety and security survey to help monitor Londoners' perceptions of the safety and security of transport.

This quarter's survey shows that almost one third 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 (%)



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



* 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 number of detections and positive outcomes overall is down year on year for all modes with the exception of London Underground and London Overground.

Positive outcomes and detections

	Q2 2017/18	Q2 2018/19	Variance %
London Underground	524	526	0.4
Buses	747	482	-35.5
London Overground	60	67	11.7
DLR	44	23	-47.7
London Trams	20	13	-35
TfL Rail	39	27	-30.8

Positive outcomes and detection rate

	Q2 2017/18 (%)	Q2 2018/19 (%)	Variance %
London Underground	10.6	9.0	-1.5
Buses	11.4	8.3	-3.1
London Overground	9.8	10.1	0.3
DLR	15.8	8.4	-7.5
London Trams	17.7	12.7	-5
TfL Rail	13.4	7.8	-5.6

Sarah Hope Line

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

The Sarah Hope Line team continued to provide support to the people affected by the Sandilands tram overturning; this quarter there were 22 contacts relating to the renewal of concessionary passes.

The team will provide long-term support to two families in connection with bicycle incidents.

The team has continued to promote its services, while maintaining and building relationships with organisations and stakeholders such as the London Air Ambulance, BTP, King's College major trauma unit and MPS. These relationships are essential to ensure the Sarah Hope Line is accessible to those who need support.

The Sarah Hope Line received 162 calls in Q2, resulting in 50 new cases of people needing our help. These were split as follows:

Cyclist	3
London Underground/Rail	18
Buses	5
London Streets	2
Trams (concessionary passes)	22
Total	**50**


LT56 UYD

More active travel

Healthy Streets Check for Designers

The ‘Healthy Streets Check for Designers’ tool 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 indicator, with a target of 10 per cent average uplift across all eligible schemes. The Healthy Streets Check for Designers is a tool to aid 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 in Q1 and Q2

Number of Healthy Streets Checks undertaken on the TLRN

	Q1 2018/19	Q2 2018/19	Cumulative results to date
Number of schemes with a completed Healthy Streets Check for Designers	2	8	10
Average percentage point uplift across schemes	7	10	10

Scheme average RAG rating

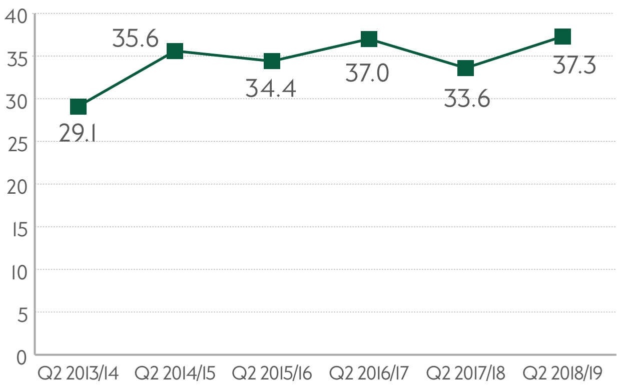
Red	Average uplift across the schemes is <7 percentage points
Amber	Average uplift across the schemes is 7–9 percentage points
Green	Average uplift across the schemes is >10 percentage points

From 24 June-15 September 2018, eight Healthy Streets Checks for Designers were completed. If this figure is added to the Q1 number, Healthy Streets Checks for Designers have been carried out on a total of 10 projects on the TLRN to date. The average uplift across the 10 schemes was 10 percentage points.

The end-of-year target of achieving a 10 percentage point uplift across projects completing Healthy Streets Checks is still forecast to be achieved.

Santander Cycle hire usage

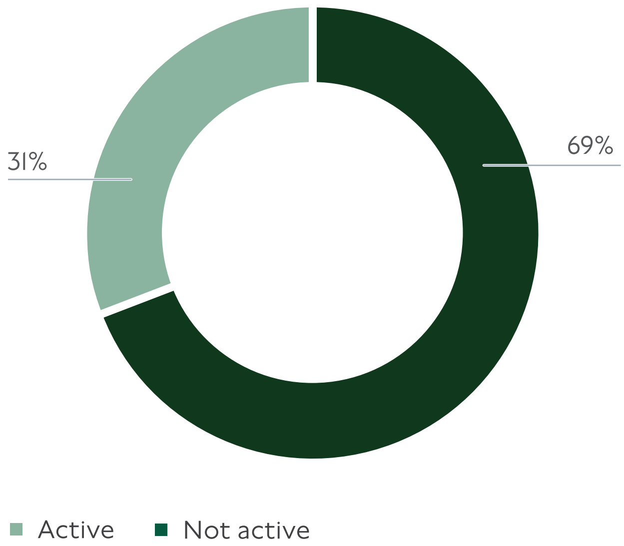
Average daily number of Santander Cycle hires for Q2 2013-2018 (thousands)



In Q2 2018, the average daily number of cycle hires was 37,306, up from 29,054 in Q2 2013, an increase of 28 per cent. This is the largest number of average daily hires for Q2 since the scheme began.

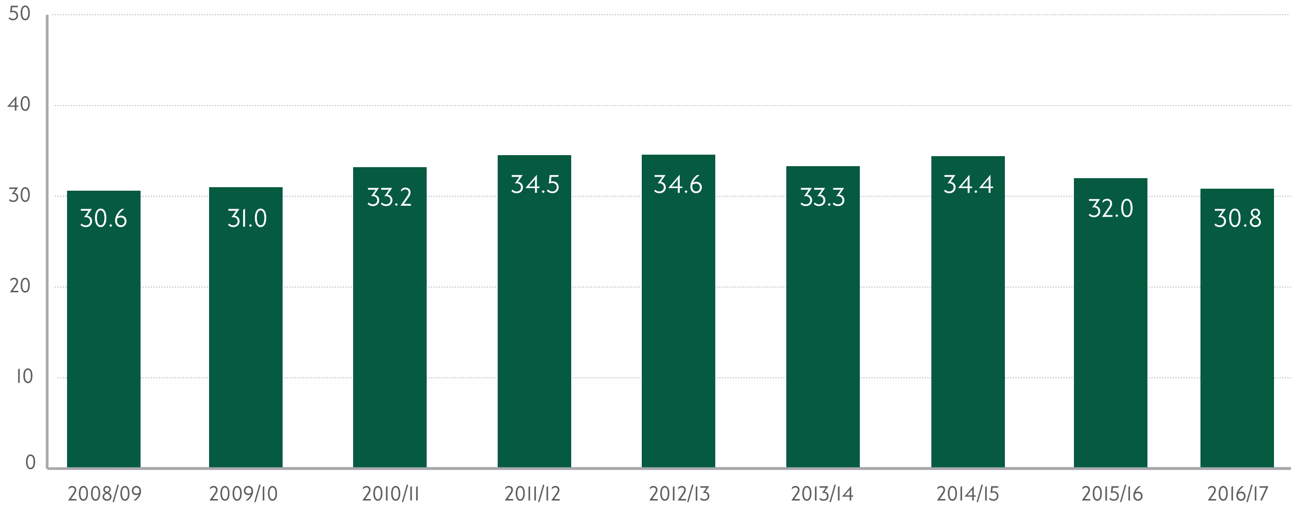
Proportion of Londoners who achieve two x 10-minute periods of active travel per day

'Active' vs 'Not active' – percentage split taken from the 2016/17 London Travel Demand Survey



We measure the proportion of Londoners achieving two x 10-minute periods of active travel using London Travel Demand Survey data, which gives us a picture of travel by London residents. We are aiming for 70 per cent of adults to be reporting two x 10-minute periods of active travel on the previous day by 2041, using this data.

Percentage of Londoners who achieve two x 10-minute periods of active travel per day (2008-2017)



There has been little change in the proportion of Londoners who are considered active (achieving two x 10-minute periods of active travel) over the past decade.

We are developing for inclusion in the scorecard a new direct measure of the impact of our investments on increasing the proportion of people who are active. This will help focus and prioritise our investment (for example, through the Healthy Streets portfolio).

A good public transport experience


Northern line

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

Passenger journeys
Year to date

1,812m total number of journeys

London Underground
620m

Buses
1,013m

DLR
56m

London Overground
86m

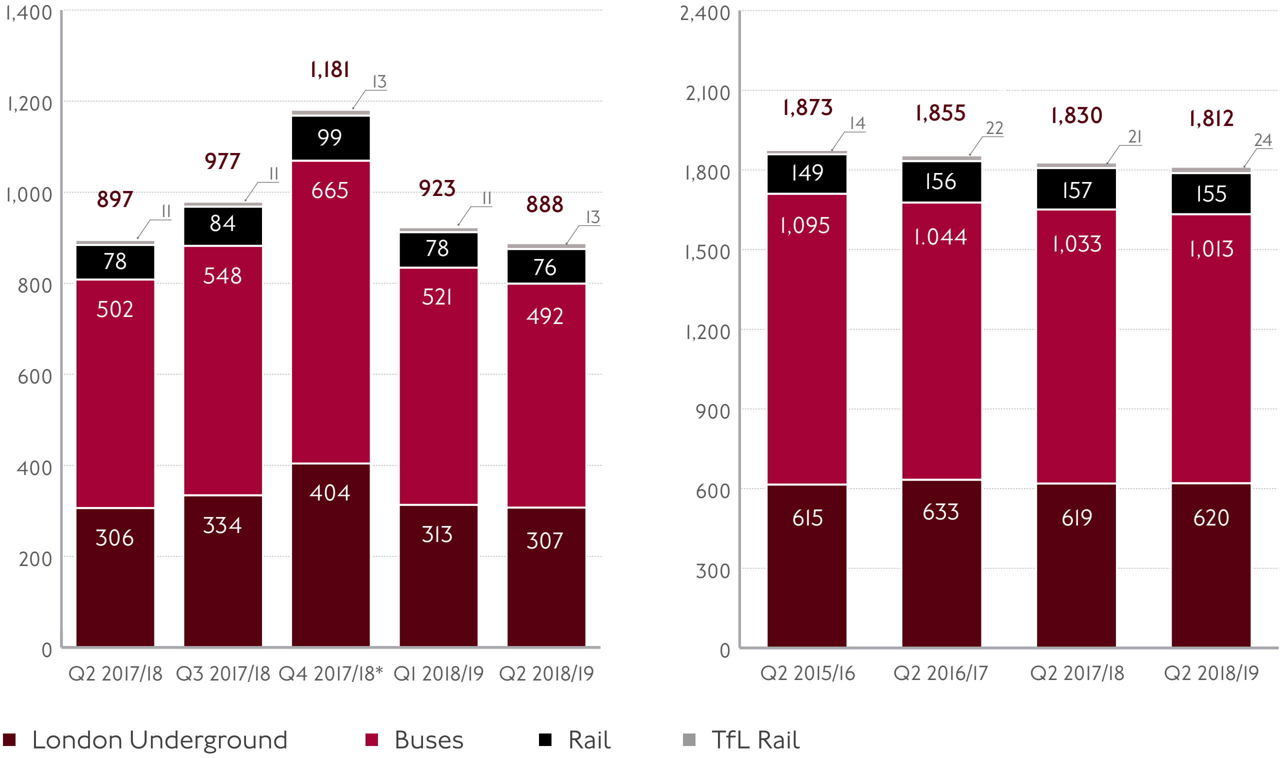
London Trams
13m

TfL Rail
24m

Passenger journeys

Past five quarters (millions)

Year to date (millions)



London Underground passenger volumes were one million better than those in 2017/18. There have been a number of large-scale events in London recently, including the royal wedding, which have resulted in an improvement in passenger numbers. Overall customer demand has started to increase for rail travel in London and the South East, including on the National Rail network.

Bus passenger journeys were 1.9 per cent lower than budget. Initial analysis shows a reduction mainly in off-peak journeys (evening and weekends). We are conducting further analysis on factors impacting passenger journey numbers.

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

Underground

Passenger journeys

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
Number of passenger journeys (millions)	619	620	0.2
Number of passenger journeys (normalised)	624	624	-0.1

Passenger journeys

Demand shows a year-on-year rise this quarter. Events, including the RAF 100-year celebration and the royal wedding, boosted demand this year. Overall demand has started to increase for rail travel in London and the South East, including the National Rail network.

Underlying normalised passenger journeys year-on-year change

Q2 YTD 2016/17 1.5%▲

Q2 YTD 2017/18 0.6%▼

Q2 YTD 2018/19 0.1%▼

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.

Buses

Passenger journeys

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
Number of passenger journeys (millions)	1,033	1,013	-1.9
Number of passenger journeys (normalised)	1,033	1,018	-1.6

Passenger journeys

Bus journey numbers declined by 1.9 per cent in Q2 2018/19 compared to the equivalent quarter in 2017/18. This continues the downward trend in demand seen on the bus network. Further analysis is under way to identify the reason for this. This trend was, however, adversely affected by the summer holidays, where the rate of decline was higher than expected. This could have been linked with the exceptionally hot weather.

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

Q2 YTD 2016/17 3.8%▼

Q2 YTD 2017/18 0.3%▲

Q2 YTD 2018/19 1.6%▼

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.


HA
BUS STOP
Charing Cross Hospital
towards Fulham or Putney Bridge
190
211
220
295
N11
N97
Charing Cross Hospital
295
VWH2125


340705
No smoking
No alcohol
CCTV recording in operation
British Transport Police
£80 penalty fare or prosecution

Rail

Passenger journeys

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
London Overground Number of passenger journeys (millions)	87.9	85.8	-2.4
DLR Number of passenger journeys (millions)	56.0	55.6	-0.7
TfL Rail Number of passenger journeys (millions)	20.7	24.0	15.9
London Trams Number of passenger journeys (millions)	13.3	13.2	-0.8

Passenger journeys

The DLR has continued a trend of fewer passenger journeys over the past reporting year, although operational performance in Q2 2018/19 is in line with performance in Q2 2017/18. The year-to-date operational performance is above target.

Passenger journeys on London Trams are marginally down compared to Q2 2017/18 but performance is better and above target. During Q2, the tram network went cashless as the ticket machines had such low usage that it was no longer cost-effective to maintain them or have them replaced. The Hopper fare means pay-as-you-go customers get unlimited tram and bus journeys for £1.50 within one hour of touching in on the first tram or bus journey.

London Overground performance and passenger numbers have declined compared to Q2 2017/18, with work under way to improve the situation. New state-of-the-art Class 710 electric trains will be introduced on London Overground later this year, which will double capacity and improve customer experience on certain parts of the network.

TfL Rail demand has increased as a result of new services from Paddington to Hayes & Harlington and Heathrow that started in May 2018, as well as a reduction in the number of closures this year and the timing of Easter.

Streets

Volume

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
Congestion Charge volumes (thousands)	7,270	6,620	-8.9
Traffic flow (volumes) – all London (index)	95.9	97.1	1.3
Cycling growth in Congestion Charge zone (%)*	8.4	13.0	

*Cycling data is based on calendar quarters rather than financial quarters ie Q2 is April to June and is the latest available data. It is presented as a percentage change from the previous year.

Traffic flow

The 24-hour weekday traffic flow index stands at 97.1. This is 1.3 per cent higher than the same quarter last year. Traffic volumes are driven by growth predominantly in Outer London, which is in line with economic growth.

Traffic volume year-on-year change

Q2 YTD 2016/17 — 1.0% ▼

Q2 YTD 2017/18 — 0.2% ▲

Q2 YTD 2018/19 — 1.3% ▲

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


94
WRIGHT
VH45189
LONDON UNITED
RATP GROUP
Oxford Circus 7
VWH2002
TAXI
Y915 HMV


city cruises

Other operations

Volume

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
Santander Cycles Number of hires (millions)	5.6	6.0	7.1
Victoria Coach Station Number of coach departures (thousands)	113.5	106	-6.6
London River Services Number of passenger journeys (millions)	5.9	6.1	3.4
London Dial-a-Ride Number of passenger journeys (thousands)	488	470.5	-3.6
Private Hire Number of private hire vehicle drivers	116,454	109,192	-6.2
Taxi Number of taxi drivers	24,160	23,501	-2.7
Emirates Air Line Number of passenger journeys (thousands)	813	742.7	-8.6

Santander Cycles
There was an increase in the number of hires compared to Q2 last year, assisted by the warm and dry weather. July 2018 saw the highest ever number of hires in a single month, which came on top of the most hires for the months of May and June, since the scheme was launched in 2010.

London River Services
There was an increase in passenger journeys compared to Q2 last year, assisted by the warm and dry weather seen this quarter.

London Dial-a-Ride
The decline in journeys compared to Q2 2017/18 reflects a continuing downward trend in overall demand since 2012. The service remains on target for percentage of those trips scheduled.

Victoria Coach Station
Coach departure volumes are down compared to last year. This is attributed to a significantly lower number of international departures, driven by business changes at one European operator, as well as disruption caused by renewal works on the existing coach station deck canopy.

Public transport will be accessible to all

We continue to work hard to deliver an inclusive, safe and accessible transport network for everyone visiting, living and working in London.

The Mayor believes that public transport should not prevent any Londoner or visitor from enjoying all the city has to offer.

We continue to work across business areas to ensure inclusive, accessible design and delivery are built into all our schemes and projects, creating a travel and transport environment where everyone can travel confidently and independently. This summer we undertook a compact review of Euston interchange to understand how the design of the environment affects people with cognitive or sensory impairments. The final 'Design for the Mind' report will help us to build on our inclusive design practices to deliver an environment that can enable and empower people with a range of impairments.

Quarter 2 also saw us, in partnership with the International Association of Public Transport (UITP), deliver a Diversity and Inclusion conference attended by CEOs from across the global transport industry. Delegates shared knowledge and ideas on the relevance of diversity and inclusion to every part of their organisation, every member of their workforce and every part of their customer service. Delegates were keen to learn more about our focus on the inclusive design of our spaces and places.

Listening to our customers is key to ensure we are able to design spaces and places for everyone.

The last quarter has seen us continue to build on our relationship with our customers through engagement with our Independent Disability Advisory Group (IDAG), Valuing People Forum (forum for people with learning disabilities) and the launch of our Accessibility Forum – aimed at older people, both locally and nationally, as well as disabled people's organisations.

In the summer, the DfT launched its Inclusive Transport Strategy, which sets out the Government's plans to make our transport system more inclusive, and to make travel easier for disabled people; many of the improvements will also benefit other travellers.

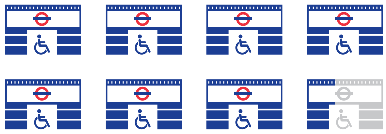
The five main themes in the strategy comprised:

- Awareness and enforcement of passenger rights
- Staff training – ensuring that transport staff (frontline and managerial) understand the needs of disabled people with physical, mental, cognitive or sensory impairments, and can provide better assistance
- Improving information – ensuring that transport operators provide travel information in formats that all passengers can easily access and understand, before and during a journey
- Improving physical infrastructure – ensuring that vehicles, stations and streetscapes are designed, built and operated so that they are easy to use for all
- The future of inclusive transport – ensuring that technological advances and new business models provide opportunities for all, and that disabled people are involved from the outset in their design

All five themes resonate with TfL's inclusion and accessibility programme.

74

step-free access stations on the London Underground network



98.0%

step-free access availability on LU (0.9%▼ against Q2 2017/18)

96.5%

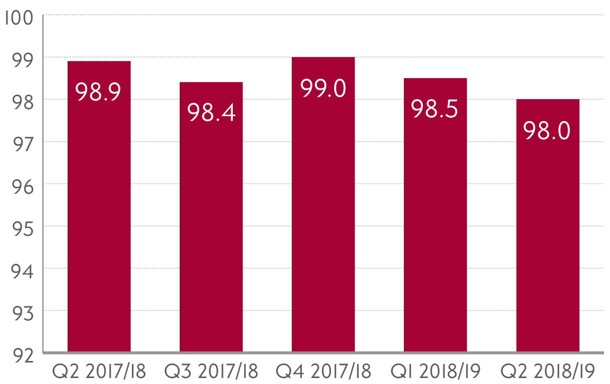
step-free access availability on TfL Rail (2.4%▼ against Q2 2017/18)

89.3%

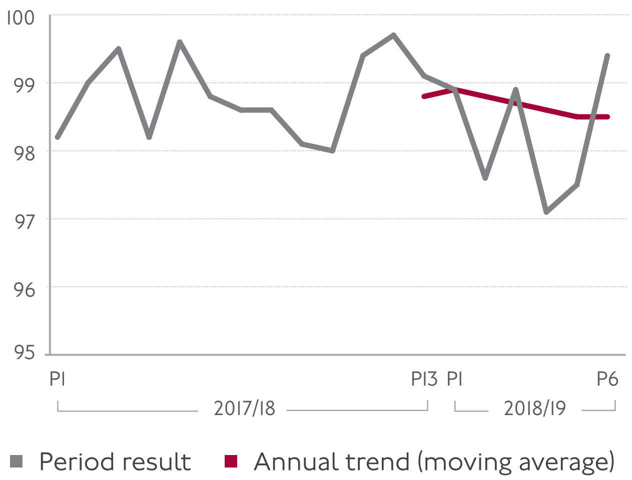
Dial-a-Ride journey requests scheduled (3.6%▲ against Q2 2017/18)

Underground step-free access

Past five quarters (%)



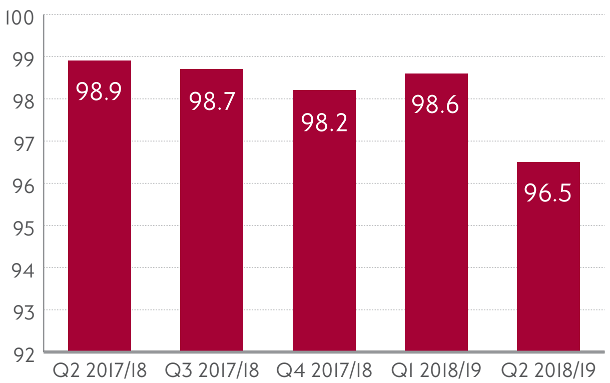
Annual trend* (moving average)



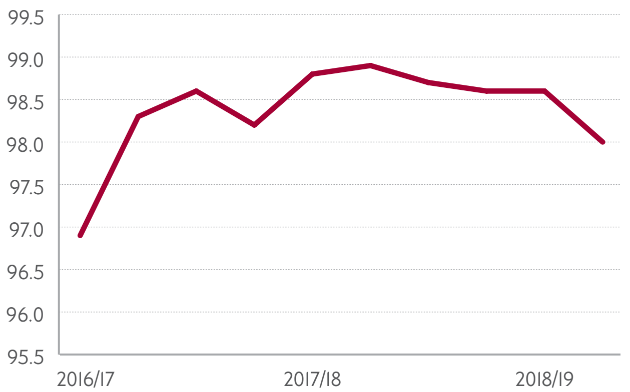
The drop in step-free access availability in Q2 was due to unusually high temperatures in the summer, which caused lifts to overheat. We have installed a new app on all station staff iPads to make the reporting of lift faults more efficient.

TfL Rail step-free access

Past five quarters (%)



Annual trend (moving average)



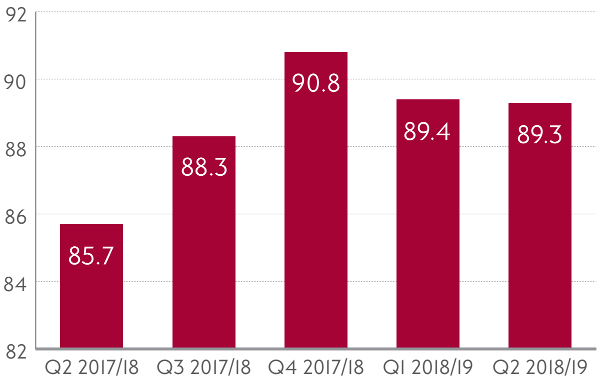
TfL Rail's Q2 step-free access performance of 96.5 per cent was below target (98.5 per cent) due to Network Rail lift failures at Stratford, mainly attributed to hot weather.

Reliability improved at Stratford at the end of the quarter when the weather cooled, and three new lifts were commissioned at Abbey Wood.

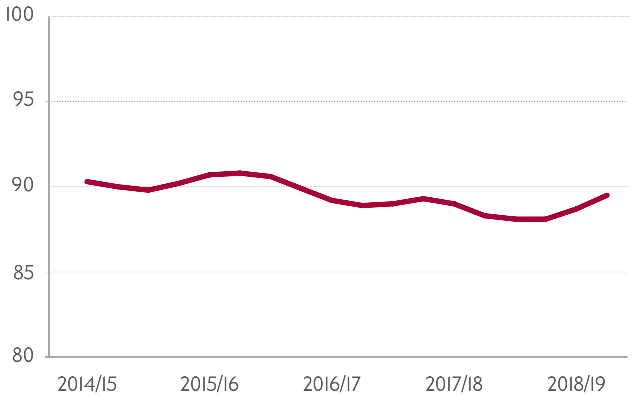
*Moving annual average data available only from late 2017/18

Dial-a-Ride journey requests scheduled

Past five quarters (%)



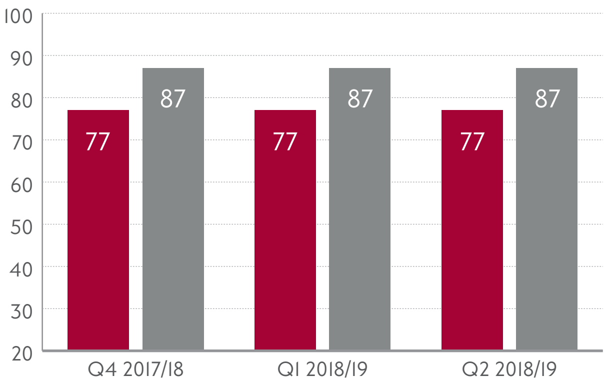
Annual trend (moving average)



Dial-a-Ride met the target of 89 per cent of all journey requests scheduled. This is more than three per cent higher than the same period last year, and in line with performance for Q1 this year. Demand declined slightly compared to the same period last year, continuing a long-term trend.

Additional time to make step-free journeys

Past three quarters (minutes)



- Average journey time by quickest route
- Average journey time by bus and step-free stations

There was no change in the difference between standard and step-free travel times during Q2 because there were no station upgrades during this quarter.

Our step-free metric is based on an average travel time (standard and step-free using all public transport modes).


1 Walthamstow Central
2 Seven Sisters
3 Walthamstow Central
1 min
2 mins
16:34:28
Northern line

Journeys by public transport will be fast and reliable

London Underground continues to see the benefits of the reliability programme we introduced at the end of 2017/18. Excess journey time and lost customer hours reduced in the first quarter and that positive trend has continued in the second quarter, despite the hot weather in the summer. We continue to focus on further improvements for our customers.

Within Surface Transport, we saved pedestrians, cyclists and bus passengers time as a result of our signal timing reviews during Q2. In total, we reviewed 399 traffic signals, 53 more than target. The most productive review was of Edgware Road, benefiting more than 80,000 bus passengers and pedestrians each day.

Bus passengers, usually the highest volume of people using a junction, gained most from the Q2 signal timing reviews. Pedestrian benefits contributed four per cent of the total, which is expected to increase through Q3 as reviews of some large Central London locations are concluded.

Q2 also saw the first full quarter of TfL Rail services from Paddington to Heathrow. Performance exceeded expectations, with TfL consistently outperforming the previous operator.

4.1 minutes of excess journey time on the Tube this quarter (2.4%▼ against Q2 2017/18)

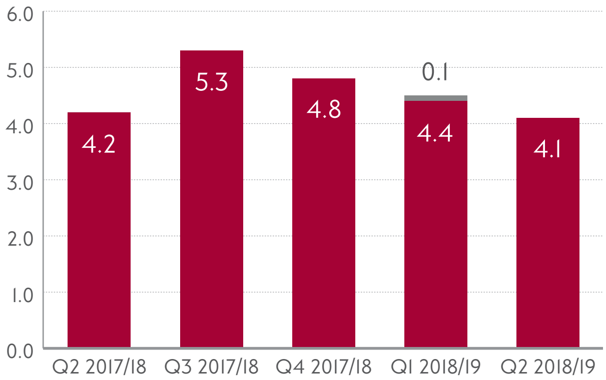
0.8 minute of excess wait time on the bus network this quarter (11.8%▼ against Q2 2017/18)

2.0 resolution hours on the TLRN, per event (16.2%▲ against Q2 2017/18)

Underground

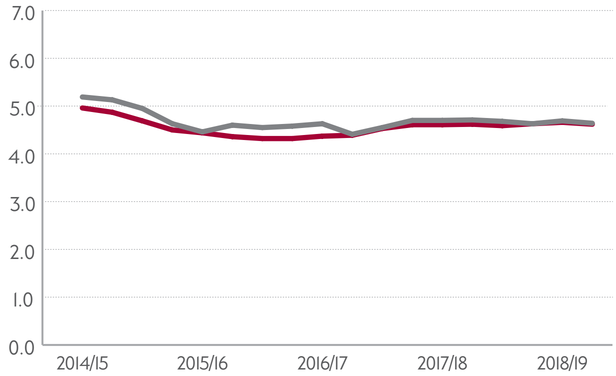
Journey times – excess journey time

Past five quarters (minutes)



- Including industrial action
- Excluding industrial action

Annual trend (moving average – minutes)

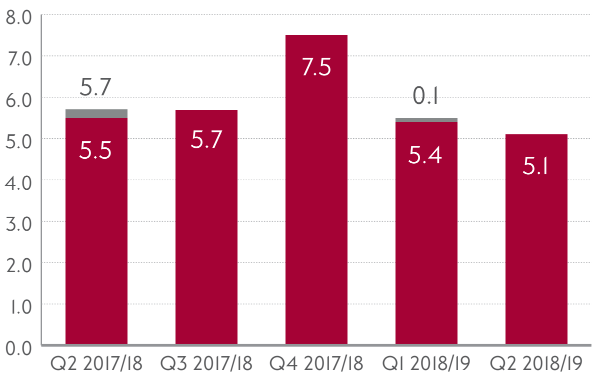


- Including industrial action
- Excluding industrial action

The extra time it takes our customers to complete their journeys continues to reduce, with the best performance ever recorded at the end of Q2, at 3.41 minutes. This was largely due to better reliability combined with a slight dip in passenger demand due to the summer holidays, resulting in reduced congestion on the network.

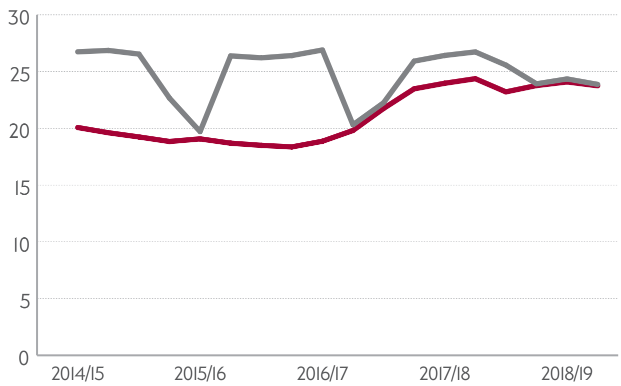
Lost customer hours

Past five quarters (millions)



- Including industrial action
- Excluding industrial action

Annual trend (moving average – minutes)

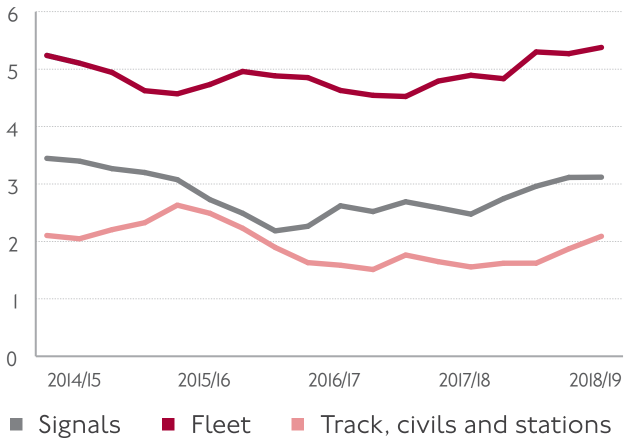


- Including industrial action
- Excluding industrial action

Lost customer hours is the metric used to understand the causes of excess journey time. The number of incidents involving signals, track and customers reduced by nearly 20 per cent compared to Q1, while the seasonal drop in passenger demand reduced congestion on the network.

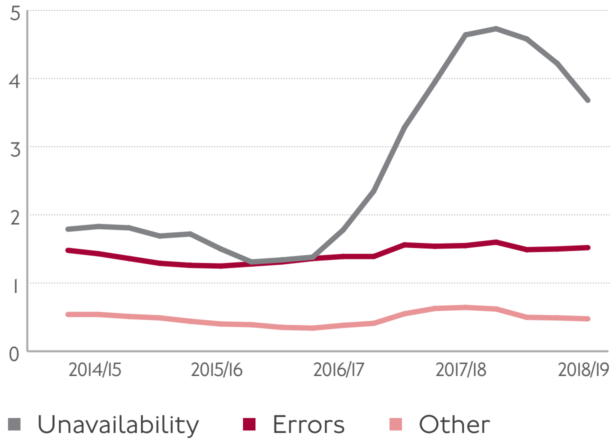
Lost customer hour trends

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



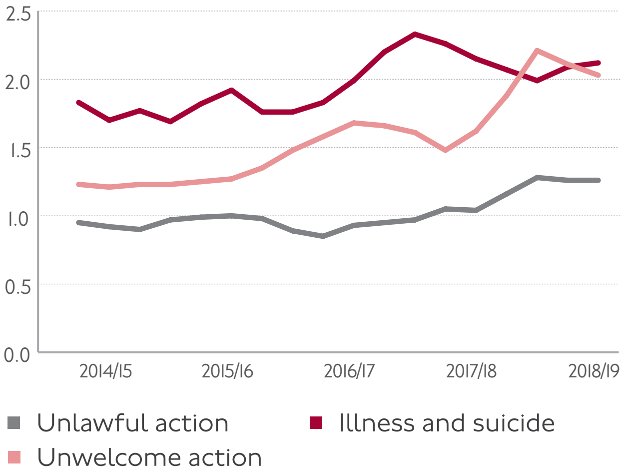
Asset reliability was mixed in Q2. Year-on-year performance is a challenge, but improvement plans are in place while we roll out longer-term solutions, including new signals and targeted components replacement on the Central line.

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



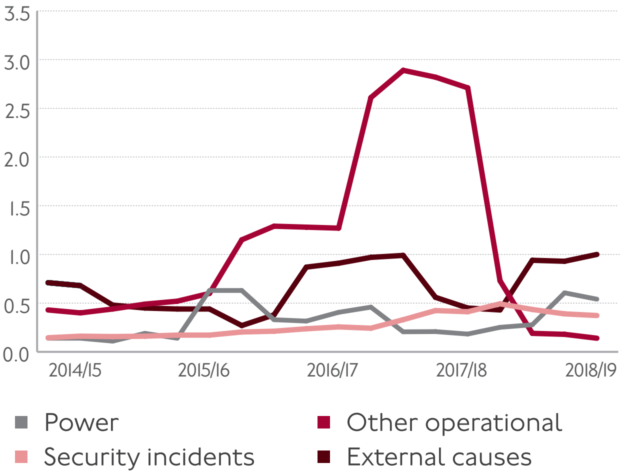
The availability of our staff increased in the quarter, with the best performance since the end of 2016; we are now realising the benefits of the dedicated improvement programme implemented last year.

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



The number of delays associated with litter and customers being ill on trains significantly reduced. This was due to our continued focus on a range of initiatives, including additional training for staff and better targeted communication to customers.

Other – annual trend (moving total – miillions)

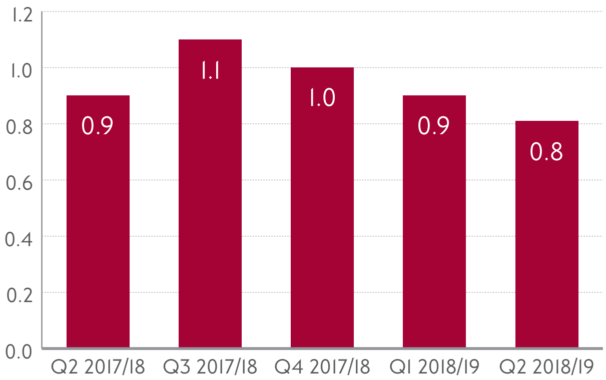


Incidents caused by external parties increased in the quarter, primarily due to overrunning Network Rail engineering works on the Bakerloo line. We are working closely with Network Rail to mitigate against further disruptions.

Buses

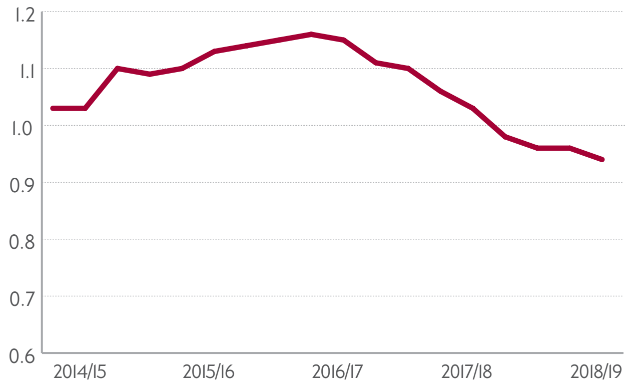
Excess wait time

Past five quarters (minutes)



Performance continues at an all-time high, with Q2 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. Q2 is seasonally the best quarter.

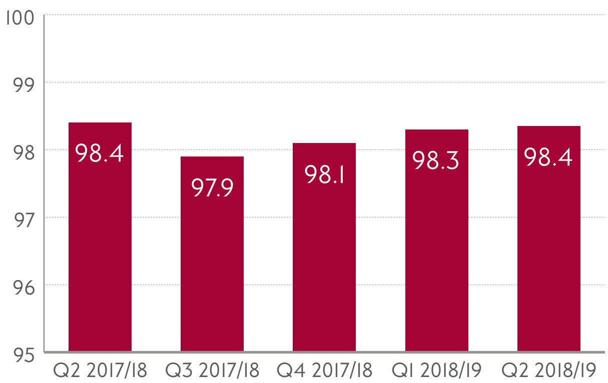
Annual trend (moving average)



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.

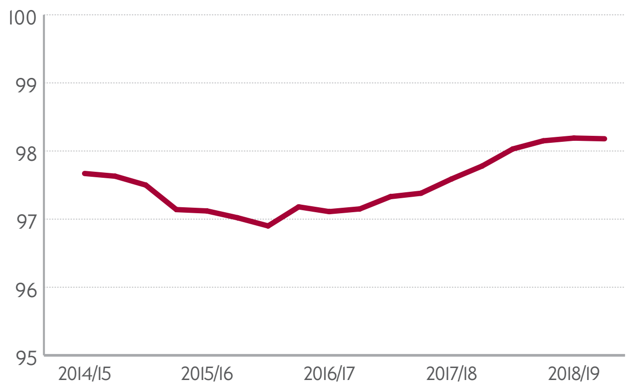
Scheduled services operated

Past five quarters (%)



High performance has been sustained during a period of better operating conditions, supported by enhanced signal timings, bus priority and control room measures. Q2 tends to be the best performing quarter, when road disruption is seasonally lower.

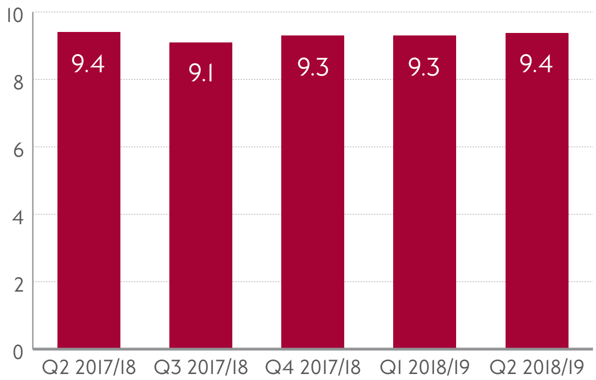
Annual trend (moving average)



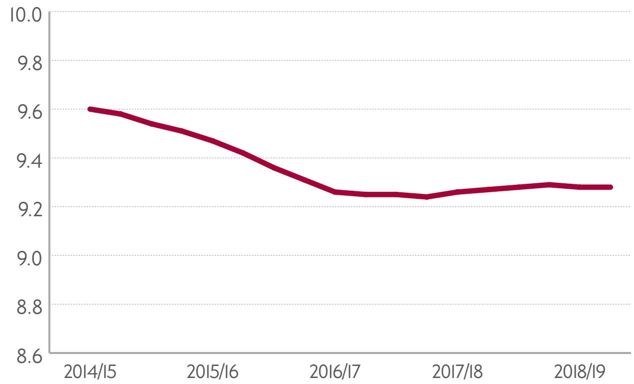
Operated mileage has improved over the past two years due to reduced disruption to bus services from road works and enhanced signal timings to expedite buses passing through busy junctions. Performance has stabilised in 2018/19.

Weighted average speed

Past five quarters (mph)



Annual trend (moving average)

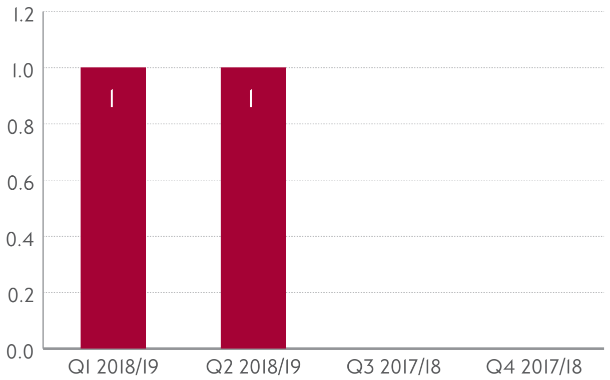


Average bus speeds have stabilised and given passengers more journey time consistency. Q2 tends to be the best performing quarter for seasonal road traffic conditions, and this quarter's performance matched that of Q2 2017/18.

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.

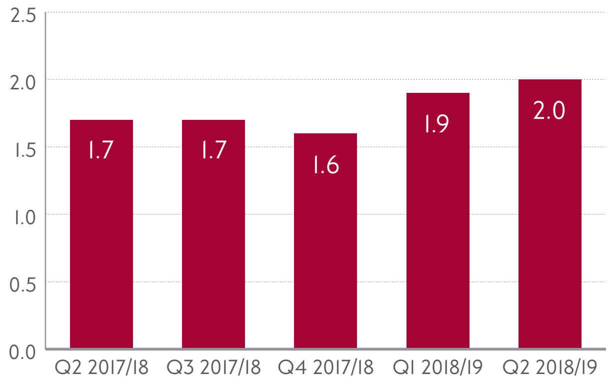
Streets

Roads disruption*
Past five quarters (%)



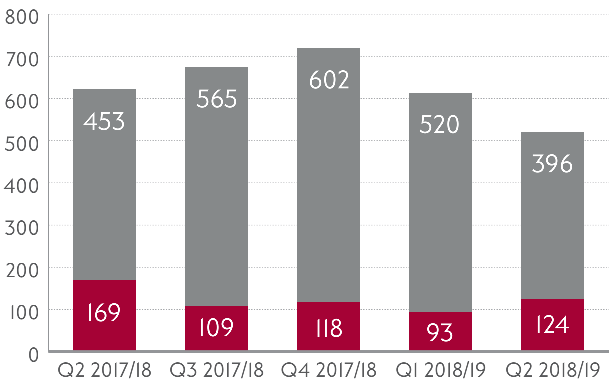
In Q2 2018/19, the roads disruption metric measured a one per cent increase in delay relative to the 2017/18 07:00 to 19:00 average journey time baseline of 126 sec/km on the TLRN.

TLRN resolution time
Past five quarters (disruption hours per event)



In Q2 2018/19, the TLRN resolution time was two hours per event compared to 1.7 hours per event in the same quarter in 2017/18.

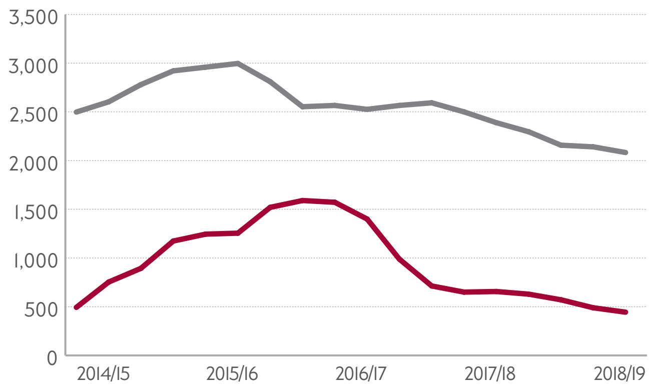
London-wide serious and severe disruption
Past five quarters (hours)



■ Planned ■ Unplanned

There were 520 hours of serious/severe disruption in Q2 2018/19 across 223 events, compared to 622 hours across 307 events in Q2 2017/18.

Annual trend (moving total)

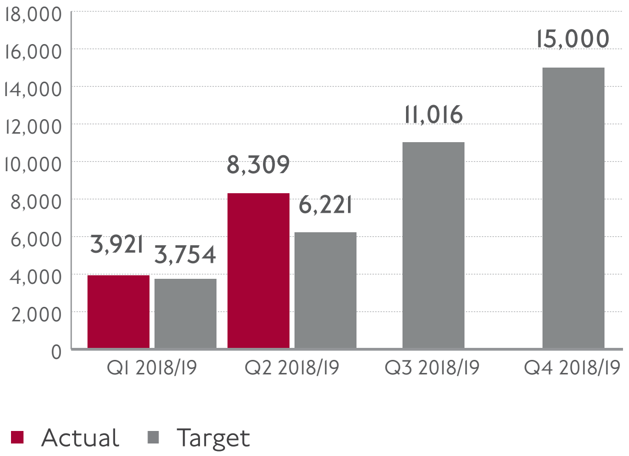


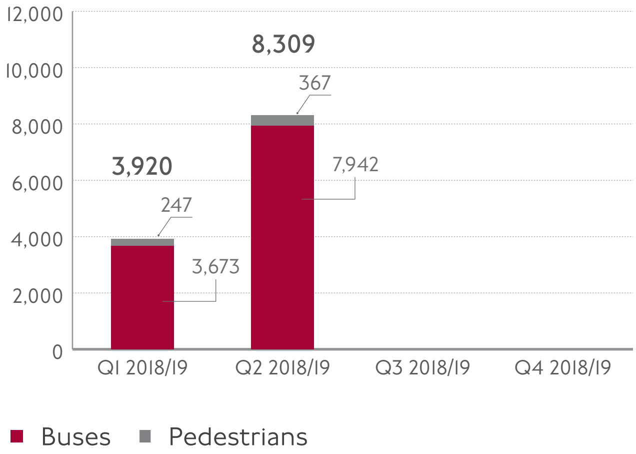
■ Planned ■ Unplanned

Effective network management has delivered much lower levels of disruption since the peak in 2015/16 when cycling and other transformational schemes were under construction.

* This replaces the former metric of TLRN journey time reliability (as reported in the Q1 2018/19 Report)

Traffic signal time savings
This year (hours)

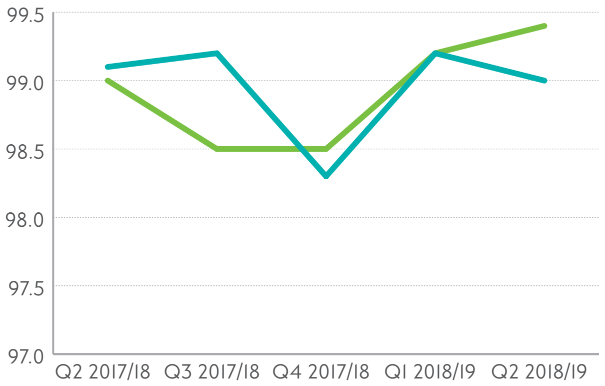




Reviewing the signal timings at 399 sites so far has delivered 8,309 hours per day of sustainable travel benefits at the end of Q2 2018/19.

Rail

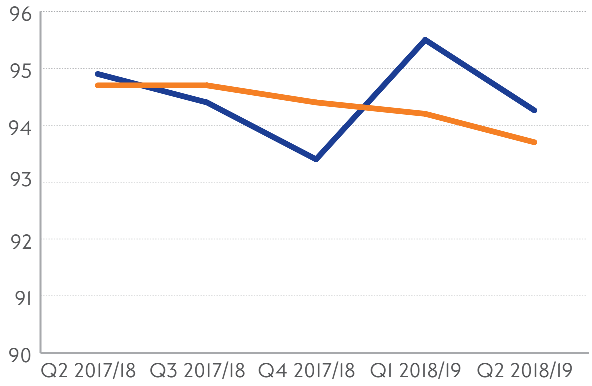
DLR and London Trams – scheduled services operated
Past five quarters (%)



■ DLR ■ London Trams

The performance of the DLR is marginally down compared to Q2 last year although is in line with target. The London Trams network improved on last year's Q2 performance.

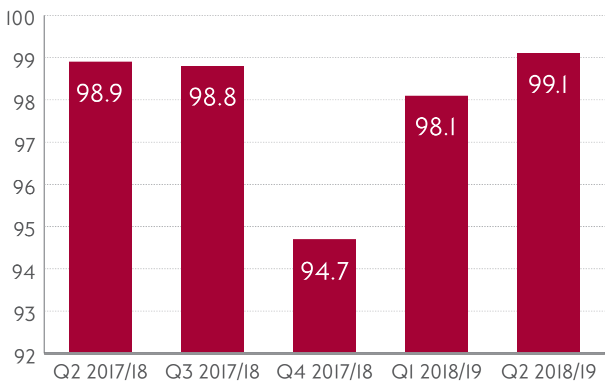
London Overground and TfL Rail – public performance measure
Annual trend (moving average) (%)



■ London Overground ■ TfL Rail

Performance on TfL Rail was just below target in Q2. London Overground's performance has often been affected by Network Rail infrastructure issues, including damaged overhead line equipment and points failures.

Emirates Air Line availability
Past five quarters (%)

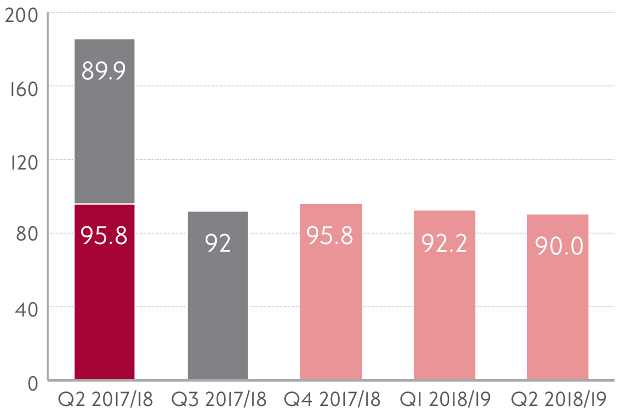


The Emirates Air Line's availability in Q2 2018/19 was the best it has been across the preceding five quarters.

Other operations

Santander Cycles availability

Past five quarters (%)

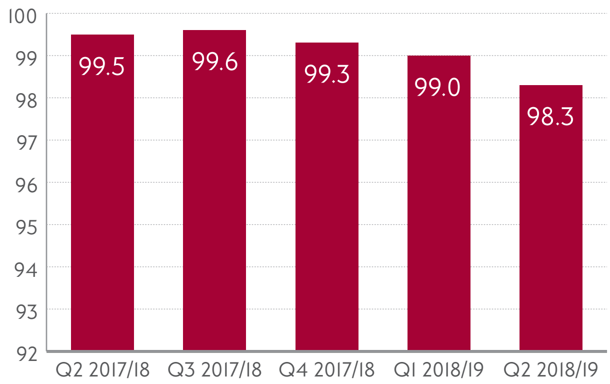


- Percentage of time able to return bike
- Percentage of time able to hire bike
- Availability to return or hire a bike

Q2 2018/19 saw 90 per cent availability of spaces and bikes during the period. This quarter – covering the peak summer months – saw more than three million hires across the scheme. We have been working hard 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 (%)



In Q2 2018/19, we experienced good summer weather, which saw increased demand for river services compared to Q2 last year. However, impact from major infrastructure projects and increased boarding times at some piers, due to high passenger volume, resulted in services incurring delays, with some being cancelled or partially cancelled to recover the service.

Journeys by public transport will be pleasant

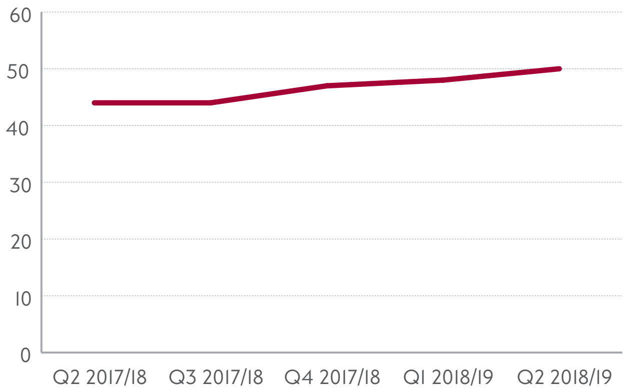
Customer care

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

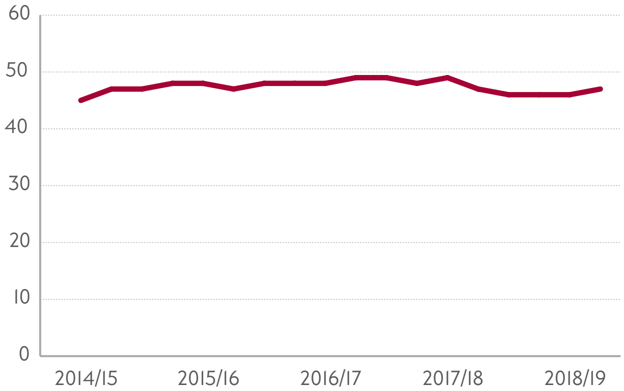
We track Care through an online survey, which asks 1,000 Londoners their opinions about us. An ongoing focus on Care will help us understand, in the short term, how we work for our customers, and in the longer term will encourage greater use of active, efficient and sustainable travel.

TfL cares about its customers

Past five quarters (%)



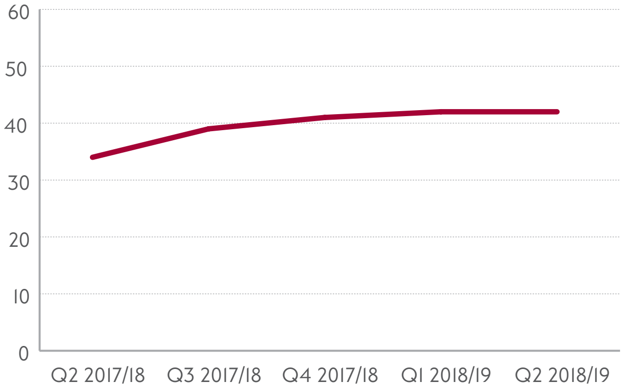
Annual trend (moving average)



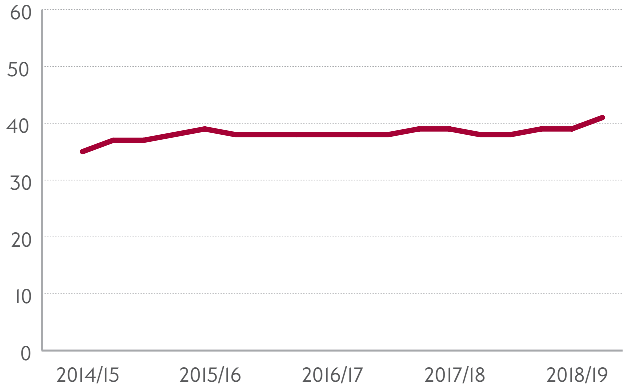
Care has increased for the third consecutive quarter to '50 per cent agree', a score achieved only twice previously. Maintenance of our all-time high score for value for money from Q1 is likely to have contributed to the rise, along with better support for customers when things go wrong.

TfL provides good value for money to fare payers

Past five quarters (%)



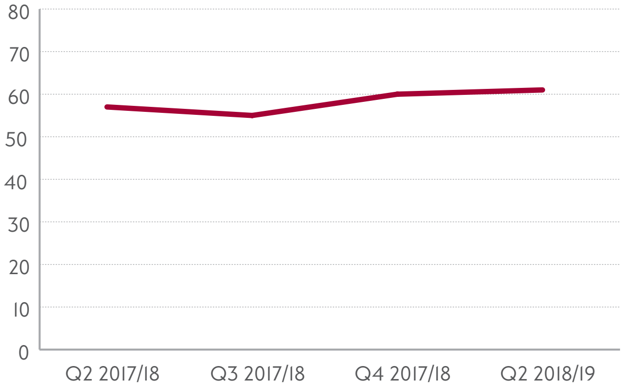
Annual trend (moving average)



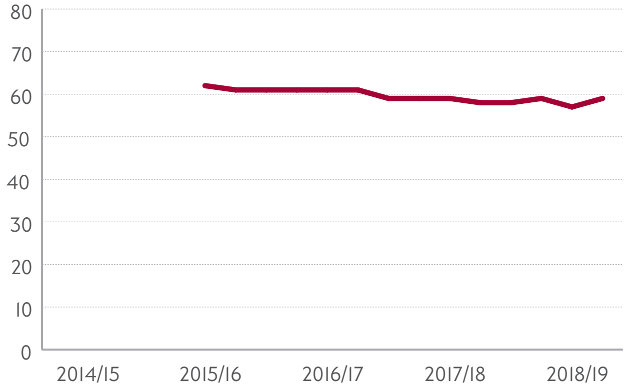
Value for money remains at an all-time high of '42 per cent agree'. This is likely to have been driven by record-high scores for Buses (57 per cent) and LU (45 per cent). The Hopper Fare has contributed to positive perceptions, alongside increasing recognition of our fares and ticketing campaigns (including Ultimate Hopper and £1.50 off-peak fares). Londoners who say we do not care often cite poor value for money, so continuing to improve perceptions in this area is important.

TfL is an organisation I can trust

Past five quarters (%)*



Annual trend (moving average)



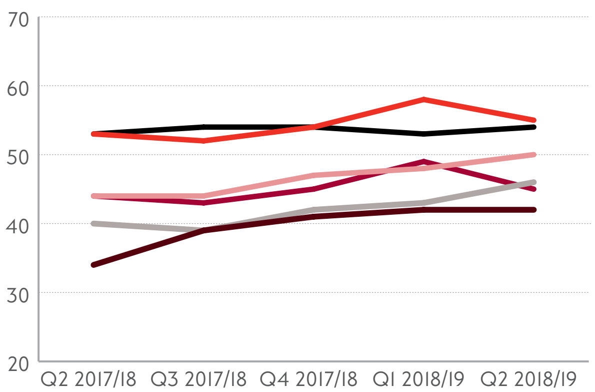
Trust continues to remain at high levels, now reaching '61 per cent agree'. An increase in LU Trust to an all-time high of '55 per cent agree' contributed to this. The Q1 trust score was not available due to an error in data collection.

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

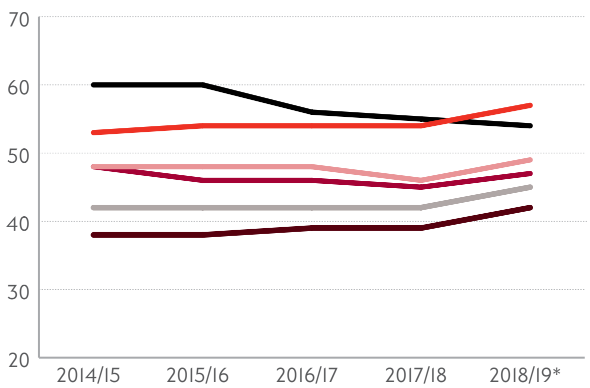
Customer supporting metrics trend

Overall

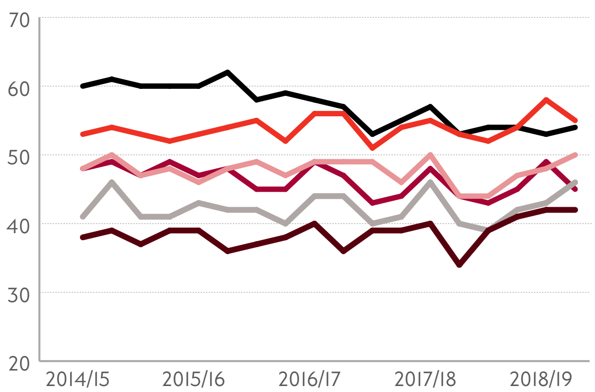
Past five quarters (% agree)



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

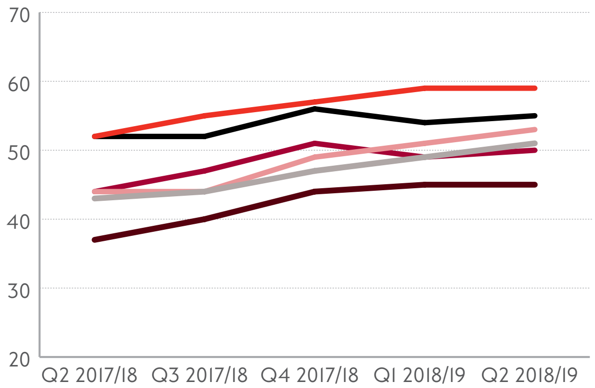
Key drivers analysis has highlighted the aspects of the customer experience that have the greatest influence on the Care score. The key drivers show where we should be focusing efforts to improve customer experience.

The increase in those agreeing that TfL cares was driven by rises in two of the key drivers – supporting customers when things go wrong, and investing to improve journeys – while we also maintained our all-time high score for value for money. Positive examples of support in Q2 included providing real-time information via staff, and the website, to help customers to complete their journeys during disruption.

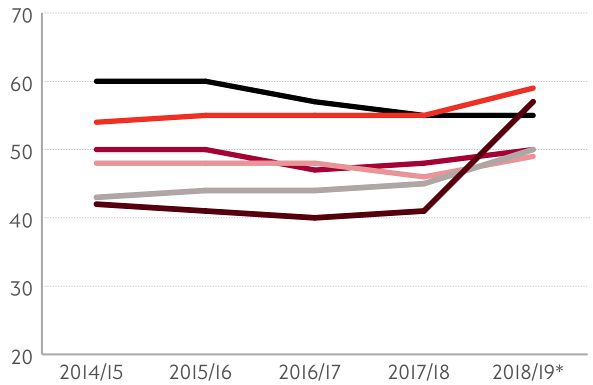
* Year to date

London Underground

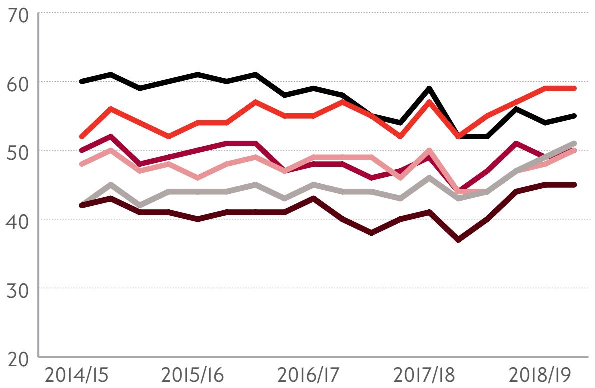
Past five quarters (% agree)



Annual trend (moving average)



Key drivers of Care trend (% agree)



Key drivers:

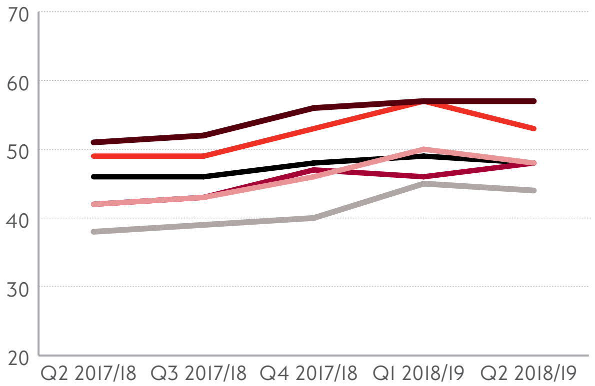
- Provides good value for money for fare payers
- Supports customers when things go wrong
- Communicates openly and honestly
- Cares about its customers
- Has friendly and helpful staff
- Is investing to improve journeys

In Q2, LU Care increased for the third consecutive quarter, reaching a high of '53 per cent agree'. This was driven by positive customer experiences including support when things go wrong, open and honest communication, and positive perceptions of good value. The rise is likely to be reflective of a number of LU customer programmes, such as initiatives to better communicate lift unavailability, to support customers when issues occur.

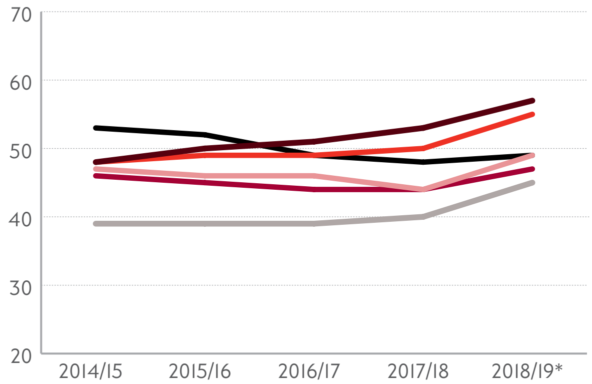
* Year to date

Buses

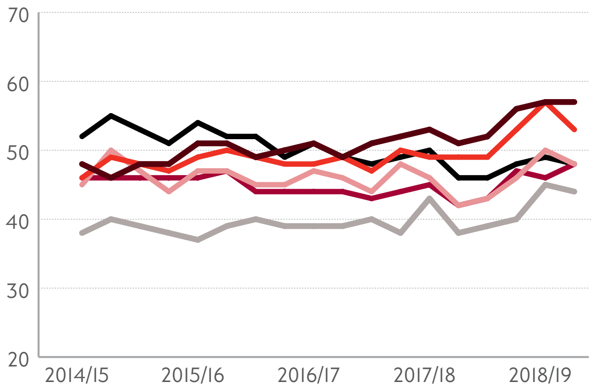
Past five quarters (% agree)



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

For buses, Care is down by two percentage points versus last quarter. Despite this decline, our customers are seeing progress compared to previous years. The drop in Care is likely to be due to a particularly strong Q1, where friendly and helpful staff supported customers when issues occurred and value reached an all-time high.

* Year to date

Customer satisfaction

Past five quarters

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

With the exception of Buses, which remained stable at 85, customer satisfaction fell across the board in Q2. Many of these decreases can be attributed to the high temperatures during the summer. Emirates Air Line decreased three points to 90, while London Underground decreased two points to 83. DLR, London Overground, London Trams and TfL Rail all decreased one point, to 87, 83, 90 and 82 respectively.

For London Underground, the drop in satisfaction with temperature on the train affected customers' experience of many other attributes relating to the train service. On Buses, few scores fell in Q2 except satisfaction with temperature. We saw improvements in the measures for crowding at stops and shelters, bus interior cleanliness and litter.

Despite the overall decrease for DLR, the service-related measures (waiting time for train, train crowding and availability of seats) all improved in Q2. The proportion of people who claimed to have experienced a delay decreased and satisfaction with reliability increased. The story is similar for London Overground where, despite the overall decrease, satisfaction with the majority of attributes remained stable.

For London Trams, the hot summer affected perceptions of comfort but other measures remained stable.

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	91
TfL Rail	n/a	83	83	83	82
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	n/a
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

After achieving a score of 83 in Q2, London Underground has a year-to-date score of 84, slightly behind its target of 85. Buses have achieved scores of 85 in both Q1 and Q2, and its year-to-date score of 85 sees it marginally behind its target of 86.

DLR is on track to achieve its 88 target with a current year-to-date score of 88. London Overground is currently two points behind its target of 85, with a year-to-date score of 83. London Trams' year-to-date score of 90 sees it on track to exceed its target of 89.

Emirates Air Line's score of 90 in Q2 sees it drop to 91 year to date, two points behind its target of 93. TfL Rail sits on 82 year to date, behind its target of 83. London Dial-a-Ride's score of 89 means it failed to achieve its target score of 91.

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

Contact Centre

TfL Customer Services

Past five quarters

	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Telephone calls	711,549	744,904	792,189	613,777	665,330
Abandonment rate (%)*	14.9	9.4	9.0	9.0	12.0
Correspondence	126,467	135,141	169,605	128,167	137,660
Closed in SLA (%)**	80.8	91.4	93.9	94.4	73.7
Quality score (%)***	90.8	90.7	92.3	79.6	81.2
Average speed of answer (seconds)	154	101	99	74	99

As expected, call demand increased, mainly due to returning students contacting us about Zip card applications and renewals. This increase led to a rise in abandoned calls at times but, through our long-term planning approach, we achieved our target of abandoning no more than 15 per cent of calls.

Correspondence increased by more than 20 per cent compared to Q2 last year. This was largely due to a 40 per cent increase in contacts about contactless payment and buses. We missed our target due to unusually high staff turnover. This is being addressed through recruitment and we expect to improve in Q3.

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	1,279,107	10.6	265,827	84.1	79.1

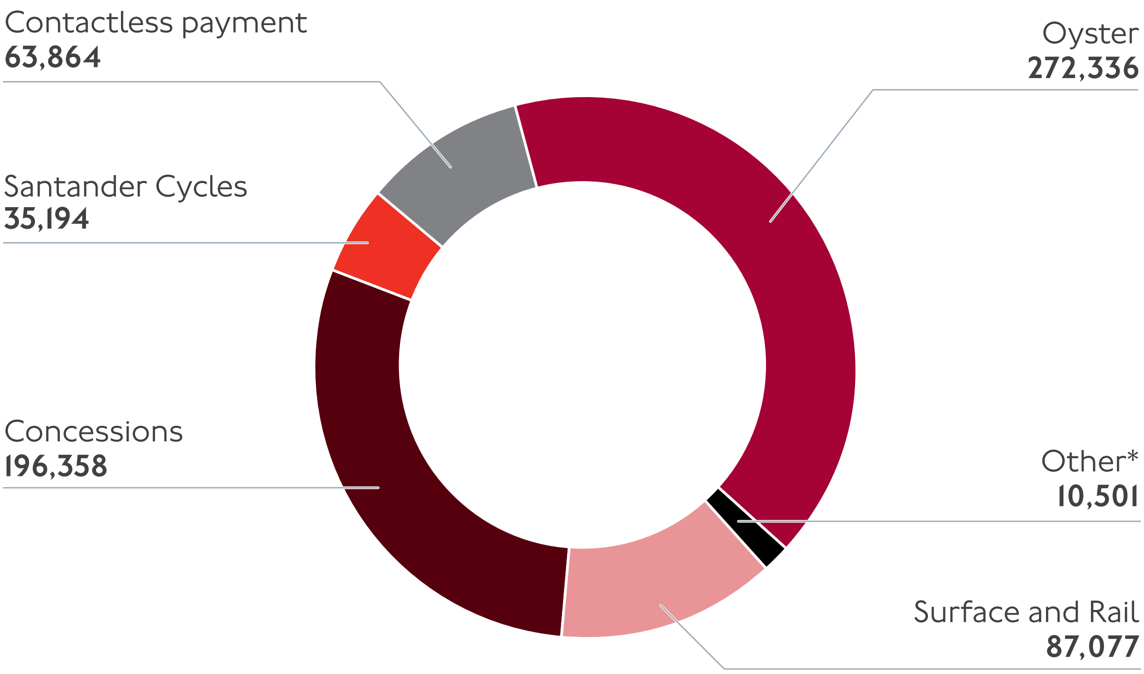
* Abandonment rate target 15 per cent or lower

** 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



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

Contacts about concessions increased by 23 per cent in line with our forecast this quarter as a result of the student photocard application peak beginning in the last four weeks of the quarter. Volumes remain broadly consistent with last year, with only a minor increase in demand.

Calls about Santander Cycles increased by four per cent compared to the previous quarter, largely attributable to the summer weather making cycling a more attractive option and the influx of visitors to the capital.

Other contact centres

Road user charging

Past five quarters

Phone number 0343 222 2222 (outsourced to Capita)	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Calls received	308,701	271,600	312,044	238,797	258,084
Calls answered	287,434	265,130	301,291	230,558	246,407
Abandonment rate (%)	6.9	2.4	3.4	3.5	4.5
Average speed of answer (seconds)	85	31	45	49	53

Capita's Congestion Charge Contact Centre performance continued to show steady performance well within the contractual targets. The average speed of answer was 53 seconds, while the percentage of calls abandoned was 4.5 per cent, well within the target of abandoning no more than 12 per cent of calls. T-Charge and ULEZ-related calls continued 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	496,881	476,965	4	51

* Data not recorded

Taxi and Private Hire

Past five quarters

Phone number 0343 222 4444	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Calls received	146,321	177,501	205,353	186,072	183,060
Calls answered	136,503	159,992	186,999	149,640	135,347
Abandonment rate (%)	5.8	9.3	8.5	19.4	25.7
Average speed of answer (seconds)	80	147	117	326	528

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.

We aim to answer all calls relating to licensing within 120 seconds. This has not been met due to volumes exceeding our forecasted demand. It is anticipated that the high number of calls will reduce in Q3, with resources being focused on targeting the activities that lead to increased call volumes and/or repeat callers. We also continue to offer staff training in order to resolve customer queries at the first attempt.

Our outsourced provider is not currently at the expected performance level. We continue to work with them and are monitoring performance through reviewing the current resourcing levels dedicated to answering calls, as well as call volumes and durations and abandonment rates/volumes. By identifying any trends, we will then focus on those areas to ensure performance improves as quickly as possible. We are also developing an online booking solution that should reduce the number of calls.

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	369,132	284,987	23	421

Dial-a-Ride

Past five quarters

Phone number 0343 222 7777	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Calls received	139,748	142,715	171,787	136,003	127,499
Abandonment rate (%)	10.1	17.3	7.8	6.8	9.0
Average speed of answer (seconds)	255	441	181	127	203
Email bookings	8,658	12,130	15,657	11,215	9,817
Fax bookings	1,317	1,684	1,655	1,314	1,254
Passenger services letter	31	33	14	16	18
Passenger services email	80	65	45	50	49

The number of calls received this quarter decreased by nine per cent compared to last year, and is in line with the summer seasonal trend. Conversely, email volumes are 13 per cent higher than Q2 last year, which equates to three per cent of all journey requests, as opposed to 2.5 per cent of requests last year.

Abandonment rate this quarter is within target of 10 per cent. Performance has been affected by shortage of staff. The impact of this is seen most clearly in the average speed of answer, which missed the target of 180 seconds. Recruitment is under way to fill the vacancies, and a number of process changes are being implemented to improve efficiency.

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	263,502	8	21,027	2,568	34	99

Customer complaints

Complaints per 100,000 journeys	Q2 2017/18	Q2 2018/19	Variance (%)
London Underground	0.76	1.01	+33
London Buses	2.42	2.90	+20
DLR	0.65	0.74	+14
London Overground	1.25	2.13	+70
TfL Rail	1.54	2.36	+53
London Trams	1.34	1.24	-7
Emirates Air Line	1.72	3.95	+130
Congestion Charge	5.99	1.66	-72
Dial-a-Ride	99.18	65.04	-34
London River Services	0.42	1.19	+183
Santander Cycles	4.43	4.64	+5
Taxis*	8.02	6.51	-19
Private Hire*	5.28	3.09	-41
Contactless Payment	0.11	0.20	+76
Oyster	0.17	0.15	-12

* Journeys not recorded; figures based on survey data

The extremely hot weather saw complaints rise across a number of services, with customers unhappy about the conditions. This was most evident on London Underground and TfL Rail. In the latter case, however, a 21 per cent expansion of the network was also a factor.

The shift from Oyster to contactless payment continues and, despite a rise in complaints per 100,000 journeys relating to contactless, the actual volumes represent a fraction of the overall customer base.

River services have been significantly affected by ongoing Thames Tideway Tunnel works, affecting their ability to keep to timetable.

Customer complaints
Past five years

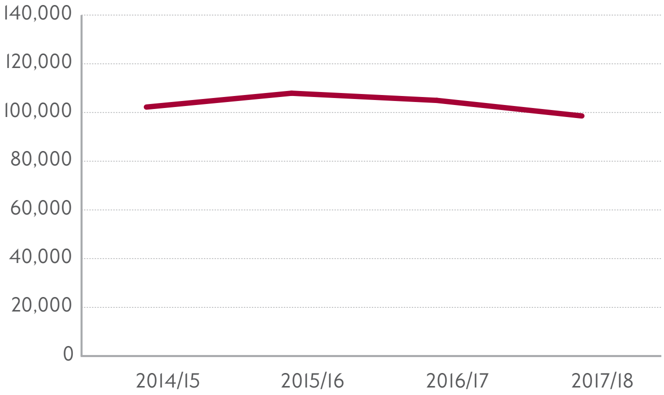
Service	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
London Underground	14,429	13,731	14,546	12,037	6,261
London Buses	65,452	71,268	66,300	64,990	29,322
DLR	2,460	1,318	1,302	980	411
London Overground	3,822	6,660	4,328	3,103	1,845
TfL Rail	n/a	1,338	1,460	1,121	567
London Trams	397	565	627	470	163
Emirates Air Line	52	62	28	33	28
Congestion Charge	1,372	1,368	3,117	959	170
Dial-a-Ride	1,908	1,305	1,088	842	306
London River Services	70	64	58	79	73
Santander Cycles	687	354	359	465	276
Taxis*	4,255	4,048	3,373	4,918	2,024
Private Hire**			2,995	2,692	978
Contactless	566	552	587	989	773
Oyster	6,763	5,283	4,808	4,912	1,878
Total	102,233	107,916	104,976	98,590	45,075

* 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)



Customer complaints continue to fall year on year, despite TfL offering more services to customers than ever before. Our projections suggest that this trend will continue across this financial year as well.

Within Contact Centre Operations, we outsource transactional activity to ensure that we can deliver excellent customer service. Oyster correspondence is the latest phase of this programme, with a transfer of activity due to go live in Q3.

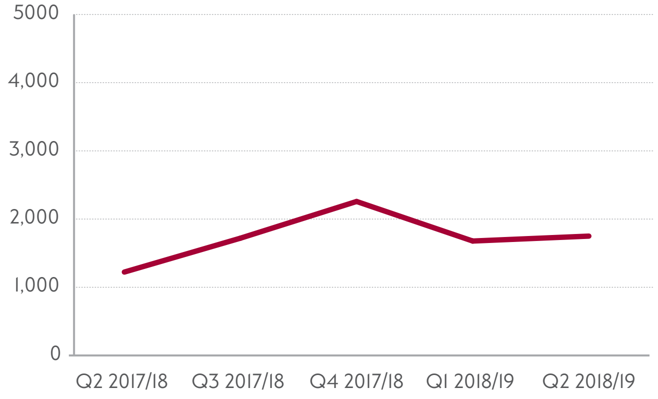
The savings this work will deliver enable us to manage the growth in contactless and the launch of the Elizabeth line.

Commendations

Past five quarters

Service	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
London Buses	674	879	1,222	865	880
London Underground	411	464	625	513	548
London Overground	34	51	56	49	46
DLR	25	31	43	41	38
London Trams	4	9	9	4	8
TfL Rail	23	13	25	25	20
Taxi and Private Hire	23	71	51	45	34
TfL Road Network	10	20	17	16	28
Dial-a-Ride	8	5	1	2	5
London River Services	3	0	1	3	3
Emirates Air Line	6	4	6	3	3
Santander Cycles	2	3	0	1	1
TfL Policy	0	170	202	111	140
Total	**1,223**	**1,720**	**2,258**	**1,678**	**1,754**

Past five quarters



Commendations for our staff rose by five per cent overall this quarter, with the most significant increase on London Underground services. This is a result of a renewed focus on how our frontline staff interact with customers, supported by training. This work has also led to a continued drop in station staff complaints during the same period.

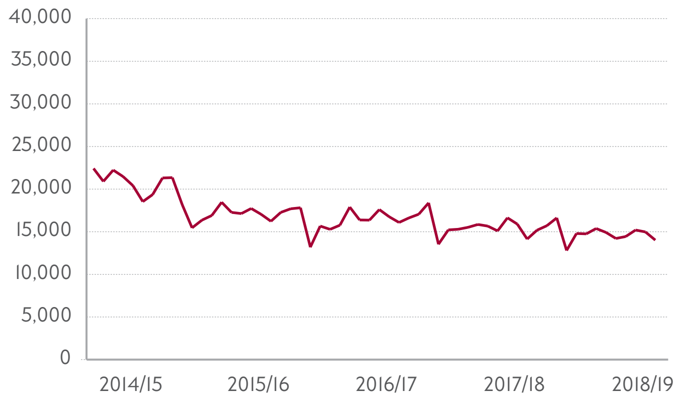
In addition, London Buses saw a rise in commendations this quarter. The rise also occurred after a concerted effort to improve our service through the Hello London staff training programme.

Ticketing

Bus and Underground

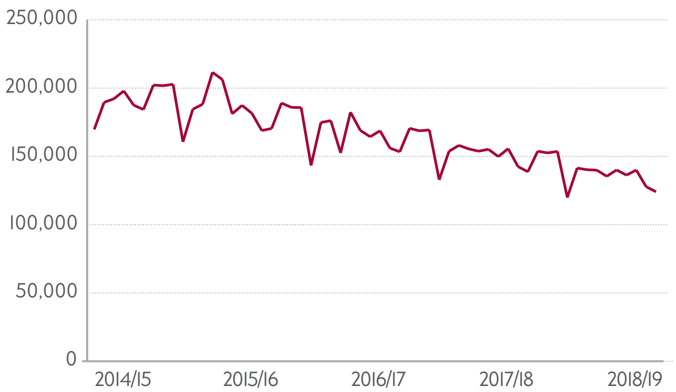
Paper tickets

Fare payer journeys per four-week period (millions)



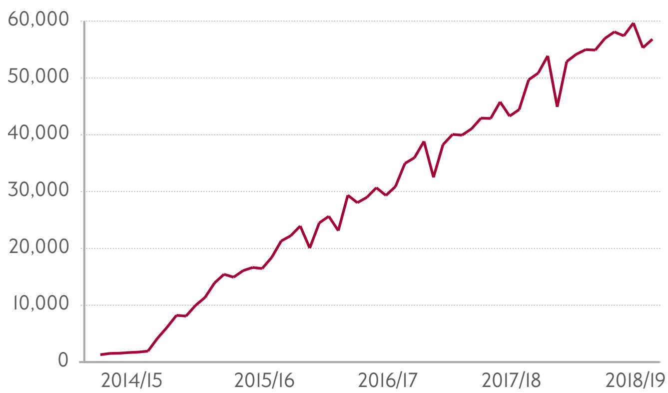
Oyster

Fare payer journeys per four-week period (millions)



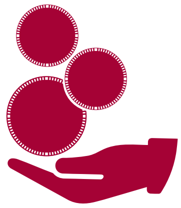
Contactless payment cards

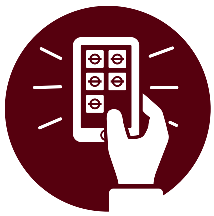
Fare payer journeys per four-week period (millions)



575,000

automated refunds were issued in Q2, with £2.6m refunded





42m

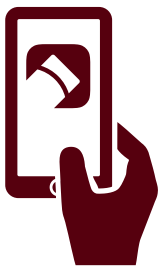
contactless bank cards and mobile devices have been used on bus, Tube and rail services

4.6m

contactless journeys are made daily

1.15m

downloads of the TfL Oyster and contactless app since launch, with more than 1.9m transactions being made with the app



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

System availability

Ticketing system availability

	Quarter 2 – 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	98.64%	0.44% ▲	0.22% ▼	98.73%	0.53% ▲	0.03% ▼
London Buses – bus validations – overall availability	99.84%	0.84% ▲	0.07% ▲	99.81%	0.81% ▲	0.09% ▲

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

Internal IT system availability

Past five quarters (%)

	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
	98.68	99.78	99.93	100.00	99.97

Performance this quarter was 99.97 per cent. There were four high-priority incidents but these had minimal or no impact on services.

Annual trend (%)

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
	99.43	99.79	99.18	99.59	99.98

Digital

The number of website visits is consistent with the previous quarter.

The number of Facebook followers increased slightly by 0.5 per cent, while Twitter follower numbers remained the same as the last quarter. Twitter feeds that saw above average growth were:

- Elizabeth line (up by five per cent, versus six per cent in Q1)
- TfL Taxi & Private Hire (up two per cent)

Instagram was up by 10 per cent this quarter, while LinkedIn grew by five per cent for the same period

59m
Number of visits to the TfL website this quarter (5%▼ against Q2 2017/18)

228m
Number of website page views this quarter (5%▼ against Q2 2017/18)

7.2m
Number of Twitter followers this quarter (13%▲ against Q2 2017/18)

752,000
Number of Facebook followers this quarter (3%▲ against Q2 2017/18)

70,100
Number of Instagram followers this quarter (66%▲ against Q2 2017/18)

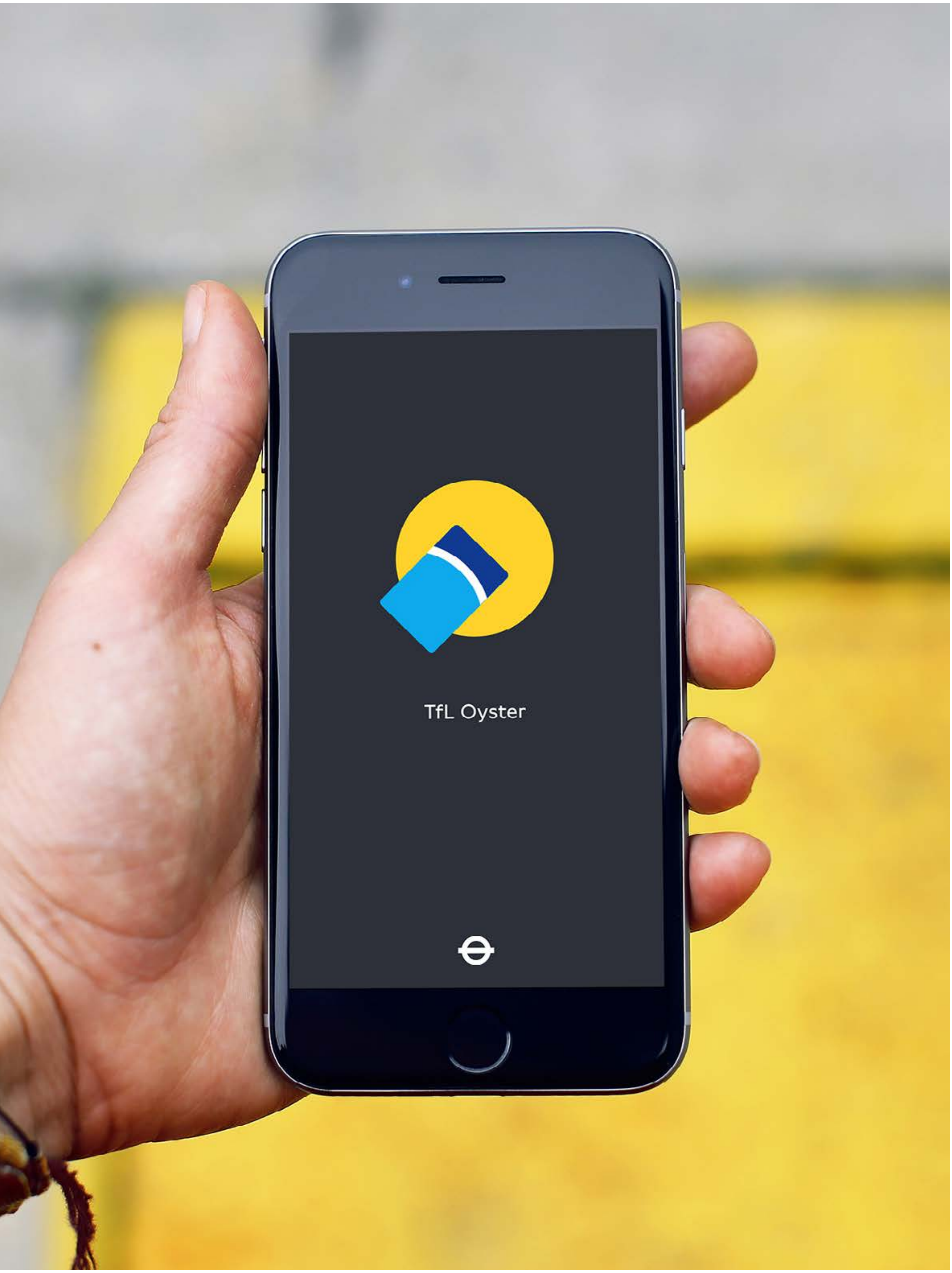
More than
16,900
developers have used our data

24,900+
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
Cycle Superhighways counter	Q2 2018/19

Data – future release schedule	Date
Bus stops with countdown screens	Q3 2018/19
Enhanced station accessibility	Q3 2018/19
Cycling infrastructure	Q4 2018/19


TfL Oyster

Travel Demand Management: influencing travel behaviour

Background

The London 2012 Olympic Games saw huge crowds come to witness events across the city. Despite widespread concerns that the transport system would not be able to cope, travel demand management (TDM) techniques meant 75 per cent of people changed their travel behaviour during the Games. This resulted in our networks delivering capacity efficiently, while providing a positive experience to customers.

Legacy

The last six years have allowed us to develop what we learned and apply our approach to large events, upgrade works and day-to-day crowding. The latter is a primary factor in preventing Londoners from travelling on public transport more often.

During this time, we have continued to prove it is possible to change customer behaviour, and demonstrated that influencing change at the right times and places can keep transport and roads moving during planned or unplanned disruption.

We have maintained and expanded our programme and the relationships established with the transport industry. Our TDM Board for London continues to meet regularly, reaching agreements across the industry on managing travel demand. The forum facilitates discussions on major disruptions, for example those arising from large-scale closures such as the Thameslink programme.

We continue to explore new ways to help keep London moving and growing through travel demand management, as well as investigating how we might expand and commercialise its flexible delivery model for application in other cities.

What is TDM?

TDM allows customers to make better travel choices by providing them with targeted, specific information that helps them, avoid disruption and congestion. This assists us in running better services.

Effective TDM

Managing travel demand successfully requires a combination of:

- Collaboration across the business and industry
- Customer insight – with nine million Londoners, a 'one-size-fits-all' approach cannot achieve adequate behaviour change
- Use of social behaviour models to 'nudge' customers in the right way, to keep our network running
- Operational and local knowledge, providing our customers with viable travel alternatives
- Anonymised information from sources such as Oyster cards, traffic cameras and mobile network data
- Innovative working with partners in the industry, ie promoting sustainable

last-mile deliveries, smart consolidation and better routing

- Coordination and consistency of information

Spreading demand on the Tube at the busiest times

Overcrowding prevents Londoners from travelling on public transport more often, and affects a good public transport experience.

The TDM strategy is to influence customers to travel outside the busiest times or use alternative modes during those times.

In 2015, we launched a phased approach of providing personalised and targeted information to those customers using crowded Tube stations.

Where we provided this detail, we witnessed a spread in demand during the busiest times, with up to five per cent of customers shifting their journeys from the very busy times to slightly quieter times, and to alternative modes. This essentially spread demand to the 'shoulders' of the peaks, benefiting customers and our operations.

Works on the A406 at Neasden 2015-16

We used Automatic Number Plate Recognition to analyse changes in the travel behaviour of drivers as a result of a TDM campaign during the A406 Road Modernisation Plan works. Driver travel behaviour was compared to that shown during similar roadworks where there was no TDM in place.

Road users followed our advice by re-timing and re-routing their journeys to avoid the busiest times and places.

TDM was responsible for:

- Fourteen per cent of frequent drivers changing their behaviour, including seven per cent re-timing their journeys within the peak (06:00-10:00 and 16:00-20:00) and seven per cent re-routing away from the works

- Three per cent reduction in total traffic flows during peak hours

Other highlights in Q2

Healthy Streets Fund for Business

Through the Healthy Streets Fund for Business, we have awarded six business groups a share of £230,000 funding for innovative projects to make freight and deliveries more efficient across London. The projects will contribute to reducing traffic, easing congestion and improving air quality.

The funding will be matched by the business groups themselves, representing a total investment of £460,000.

The application process was extremely competitive, with comprehensive business engagement and information sessions generating unprecedented interest. It resulted in 17 applications, taken to a panel of internal and external judges.

The six successful schemes include the promotion of cycle freight, single suppliers and co-ordination of waste collection and deliveries. They will be located in areas with some of the worst air quality in London, such as Old Street – the site of one of the capital's most polluted primary schools.

Station Real Time Information app

Following a line-by-line roll-out, the Station Real Time Information app is now available to all London Underground station staff.

The app has been developed to enable London Underground personnel to quickly capture and immediately communicate station status to their colleagues and the London Underground Control Centre. This means that customers receive information about station congestion and lift and escalator faults more quickly, and therefore are able to make more informed decisions about their journeys.

Further work will be undertaken this autumn to improve the app in order to drive usage, increase benefits and explore potential adaptation and roll-out to the Elizabeth line.

The next steps will be to work with colleagues to integrate the app data with key software interfaces so that travel information can be communicated to customers, and third-party apps can access the information.


ARSENAL
STRALIS
BUILDBASE
VECO
EK65 ZPW

Campaigns

Q2 customer information email volumes

34m Customer information emails

195 Campaigns

Past five years

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
Customer information emails	263m	273m	190m	187m	84m
Campaigns	1,019	1,216	898	1,043	412

In Q2, we supported multiple large-scale projects, such as Bank branch trains not stopping at Kennington and Tideway Tunnel works.

OVO Energy Tour of Britain 2018

We introduced digital mapping to our suite of communications for the OVO Energy Tour of Britain 2018.

The event, the UK's leading men's cycling race, culminated in London on Sunday 9 September, requiring road closures and bus service changes in central London, with the potential to significantly affect drivers and bus users. The demand management campaign used the map to mitigate disruption by helping customers to understand service changes, plan their journey in advance and know their travel options.

Channels used for communicating the disruption included social media, posters at key network locations in central London, Metro and other media advertising, press releases and detailed travel advice contained within tfl.gov.uk.

The digital map showed the event closure route and the associated disruption area. This is the first time TfL has created this type of map and is an improvement on static impact maps.

Bank branch trains not stopping at Kennington

Essential works at Kennington to prepare for the Northern Line Extension completed on time on Sunday 16 September.

A comprehensive demand management plan supported the project to help mitigate the impact of disruption. This included developing travel advice and the communications strategy.

This was successful in encouraging customers to use other modes, reroute or retime their journeys. We saw a 40-50 per cent increase in customers using spare capacity on the Bakerloo line, and more customers using Brixton station, local buses or cycling.

There was minimal need to hold customers behind the barriers as a result of crowding and there were few complaints.

We are now exploring the legacy benefits of the project for encouraging customers to make better use of available capacity or to be more active.

We are also looking at how we can apply the lessons learned from this project. We are therefore setting up a workshop to inform our early planning in future projects, such as the upcoming part-closure of the Northern line as part of the capacity work at Bank station.

Customer information campaigns

Q2 June to September	
Surface	Camden Council's West End Project
	HS2
	Brent Cross Cricklewood Redevelopment
	Cycle Superhighway 11
	Old Street Roundabout removal
	Highbury Corner Gyratory removal
	Thames Tideway at Blackfriars – gas works trial holes
	Westminster City Council and partner's Baker Street Two-Way project
Rail and Underground	Kennington platform closure
	August Bank Holiday works
	Bank Station Capacity Upgrade
	Festive and New Year's Eve
	King's Cross Remodelling Project
Events	Prudential Ride London
	Tour of Britain
	Tottenham Hotspur FC return to N17

Customer marketing and behaviour change campaigns

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

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

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

Public transport usage – Bus
Targeted communications continue at an area- and route-specific level, supporting improved reliability.

Buses not stopping
A customer campaign encouraging passengers to help bus drivers by making it obvious that they want to board or alight and to help keep them safe when a bus has pulled away. This supports a bus driver engagement campaign following on from the Hello London driver training, with a driver engagement video focusing on the importance of stopping for passengers.

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

Hoardings
Hoardings are used across our network to inform customers of the improvements they will see as a result of the disruption they are experiencing, to ensure the safety of our workforce and to protect our customers. They enable us to showcase why we are carrying out the work and highlight the benefits for our customers, while also helping to brighten the environment as the work takes place. For example, at Finsbury Park station there is a hoarding conveying information about installing lifts at the station.

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

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

Off-Peak campaign
The digital map has now been updated to include Santander Cycles information.

Air quality (ULEZ and T-Charge rapid charging)
Activity targeting owners of older vehicles and all car drivers, framing the contribution that road traffic is making to London's poor air quality. This activity went live, supported by more detailed and targeted work educating those affected ahead of the ULEZ launch in April 2019.

Travel Demand Management (TDM)
TDM activity is now supplemented with additional targeted marketing raising awareness of when and where public transport is running. This is as part of our commitment to increase usage of public transport and takes place at key periods, particularly bank holiday weekends.

Public transport safety
The campaign has now been expanded to include a new focus on being safe after drinking alcohol, with targeted advertising at high-risk locations.

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

New Active Travel campaign
The Active Travel campaign continued throughout the summer and autumn, supporting a step-change in the way Londoners travel around the city. The activity runs on posters, radio, online and social media. Support has also been provided to key infrastructure milestones (Superhighways and Quietways).

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 Q2, with proposals for the following:

- Southwark Underground station – proposal for a new second entrance on Greet Street
- Congestion Charge – proposed changes to discounts and exemptions
- Mina Road junction with Old Kent Road – proposal to make Mina Road one-way (except for cyclists)
- Proposed changes to the junction of A205 Dulwich Common and A2215 Lordship Lane
- Proposed new pedestrian crossing at Blackheath Hill's junction with Blackheath Road, Lewisham Road and Greenwich South Street
- Proposed updates to London Service Permit guidance
- Bus service proposals:
  - Routes 27 and 440 – changes in Chiswick
  - Central London bus service review – proposed changes to 34 routes
  - Routes 224 and 440 – shortening route 224 to Alperton station and extending route 440 to Wembley
  - Route 339 – changes to rerouting in the Olympic Park
  - Routes 88 and C2 – extension and rerouting of route 88 and withdrawal of route C2
  - Routes 384, 292 and 606 – changes in Barnet

We also undertook 38 London Service Permit statutory consultations relating to changes to commercial bus and coach services that are not part of the TfL bus network.

We are planning 12 consultations in Q3 (these are subject to change):

- Tooting town centre – pedestrian and junction improvements
- Proposed changes to Cheyne Walk/Lots Road junction in Chelsea
- Stoke Newington – proposals to remove the gyratory
- A21 Bromley North – pedestrian crossing improvements between Bromley North Station and Tweedy Road
- Seven Sisters Road – proposed safety improvements
- Sutton Link – proposed tram extension to Sutton
- Bus service proposals:
  - Richmond, Twickenham and Whitton – proposed changes to five routes
  - Bus route 470 – proposal to extend route to Epsom Hospital
  - Bus routes 404 and 434 – proposed changes to routes in Coulsdon town centre
  - Bus route G1 – proposal to reroute service in Tooting
  - Bus route 386 – proposal to reroute service in Woolwich town centre
  - Croydon town centre - changes to 10 bus routes

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 2041, 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 19 national reporting system. The KPI measures the percentage change in KSI casualties on London's roads compared with the baseline average number of KSI casualties between 2005 and 2009.
London Buses: excess wait time	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

1. Safety

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

2. Help, contact and complaints

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

3. Fares, payments and refunds

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

4. Keeping you informed

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

5. Accessibility and disabled passengers

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

6. Reliability

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

7. Environment

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

8. Sustainability

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

9. Reinvesting in transport

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

10. Our customer service performance

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

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

October 2018

tfl.gov.uk

PUB18_065_COPR_Q2_AW

Customer Service and Operational Performance Panel

Date: **14 November 2018**

Item: **Working with our Stakeholders**

This paper will be considered in public

1 Summary

1.1 The Panel requested a briefing on how we work with stakeholders to deliver transport services for London.

2 Recommendation

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

3 Background

3.1 Transport influences virtually every aspect of life in London. This demands proactive and open relationships with a huge range of stakeholders to advocate for, and deliver, the Mayor's Transport Strategy. This relationship includes:

(a) customers and their representatives and local and community groups, including London TravelWatch and schools, accessibility, youth, parent, BAME, LGBT+, women's, residents, faith and other groups;

(b) local, national and European Government, including the Department for Transport, HM Treasury, London Assembly, London's Boroughs, Parliament and European institutions;

(c) regional and national businesses and business groups, including London First, the Confederation of British Industry, London Chamber of Commerce and Industry, Federation of Small Businesses, Business Improvement Districts, start-ups and the technology/innovation sector;

(d) road user stakeholders, including road safety and cycling representatives and the freight and logistics industry;

(e) the Taxi and Private Hire Trade;

(f) regulators and industry bodies such as the Office of Rail and Road, the Rail Accident Investigation Branch and the newly-formed Light Rail Safety and Standards Board;

(g) other UK and international cities, particularly their transport authorities, Network Rail and the Train Operating Companies; and

(h) our supply chain.

;

3.2 Every relationship is important because our intention is to listen to and constantly improve what we deliver, understanding the objectives of those we serve. There is complexity of course. We do not always get things right and genuine divergence of opinion on transport means that we will not always be able to deliver the outcome our stakeholders want. We do our best to explain our decisions and keep improving. The recent 'Please offer me a seat' and 'Look Up' campaigns on London Underground, for example, were ideas raised by customers themselves and implemented in a matter of weeks.

3.3 We offer every major stakeholder a named contact and attend as many meetings and events as we can. We tailor written and other communications to the needs of individual stakeholders and regularly seek views on how we are doing. For example, 78 per cent of businesses agree that TfL communications compare favourably to those of other organisations.

3.4 We have undertaken a complete overhaul of relationships with boroughs to ensure that each has a named contact who understands what is happening on the ground locally. We have also changed the way in which we consult. The consultation on potential changes to the bus network in central London has been undertaken in a fundamentally different way, with extensive pre-consultation with boroughs and communities prior to the formal consultation itself, in order to explain our thinking and to take early views.

3.5 Like many other organisations, we are not able to do everything we would like to do in respect of engagement. As part of our programme of cost savings, we must rigorously prioritise what we do alongside responding to established public scrutiny through, for example, Mayor's Questions and thousands of pieces of correspondence and Freedom of Information requests. Our approach is kept under constant review and adjusted to reflect TfL's priorities and those of our stakeholders.

4 Case Study

4.1 Appendix 1 is an example of our new communication approach and includes the consultation on buses in central London.

List of appendices to this report:

Appendix 1 – Presentation on how we work with our stakeholders

List of Background Papers:

None

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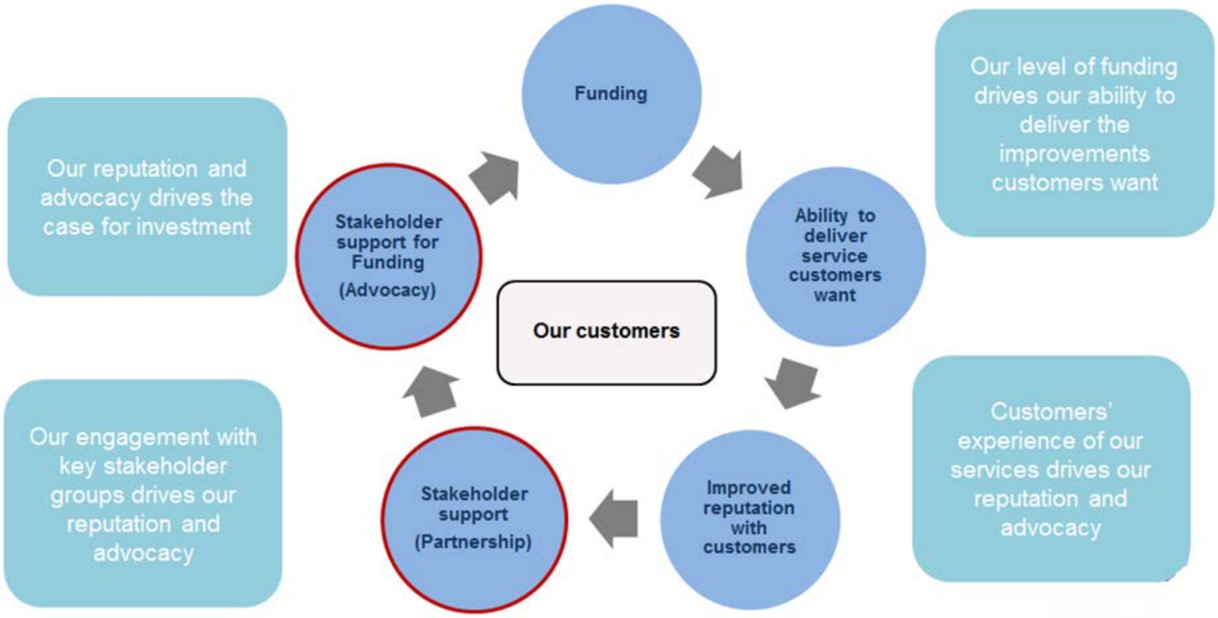
Working with our stakeholders – Appendix 1

EVERY JOURNEY MATTERS

Stakeholder Communications

Aims and objectives:

- Securing investment and support to deliver the Mayor's Transport Strategy
- Listening to understand customers' needs so that we can run the best services
- Build and maintain productive partnerships with customer and representative groups, businesses, boroughs, elected representatives and many others



Government & Parliamentary Relations

Government

Cabinet members, Ministers and civil service colleagues for Government departments and agencies, including:

- Department for Transport
- HM Treasury
- No. 10
- Home Office
- Ministry of Housing, Communities and Local Government
- Department for Business, Energy & Industrial Strategy
- Department for Digital, Culture, Media & Sport

Also any engagement with Buckingham Palace

Parliament

Members of Parliament, Peers

Select Committees

- Transport Committee
- Business, Energy & Industrial Strategy Committee
- Environmental Audit Committee
- Environment, Food & Rural Affairs Committee
- Housing, Communities and Local Government Committee
- Public Accounts Committee

All-Party Parliamentary Groups

- London APPG
- Cycling APPG
- Taxis APPG
- Rail APPG
- Light Rail APPG
- West Midlands APPG
- Infrastructure APPG

Cities and regions

UK transport authorities

- Cambridgeshire & Peterborough
- Greater Manchester / TfGM
- Liverpool City Region / Merseytravel (Merseyside PTE)
- Nexus (Tyne and Wear PTE)
- Nottingham City Council
- Sheffield City Region
- South Yorkshire PTE
- Tees Valley
- West Midlands / TfWM
- West of England
- West Yorkshire
- Transport for the North
- Transport Scotland
- Transport for Wales
- Transport Northern Ireland

Urban Transport Group

Think tanks, academics, thought leaders

International & EU Relations

Institutions

European Commission

- Decide what we want
- Early engagement before officials fully develop a proposal
- Build alliances to support our position

European Parliament

- Engage after the European Commission has formally tabled a legislative proposal
- Lobby rapporteur (appointed from one of the political groups on the lead Committee to draft amendments) and shadow rapporteurs (appointed by other political groups

European Council

- Dialogue with DfT and other UK government departments as appropriate

Stakeholder Associations

UITP ADVANCING PUBLIC TRANSPORT

EMTA European Metropolitan Transport Authorities

EURO CITIES

CEEP serving the public

POLIS

International Engagement

Memoranda of Understanding:

RATP

Land Transport Authority We Keep Your World Moving

Sharing best practice:

Community of Metros CoMET

Visits:

Helping facilitate hundreds of international visits and events, increasingly with an eye on commercial opportunities

London Assembly Relations

Assembly Members

Responding to correspondence raised from AMs or researchers.

This includes case work and policy questions directly to us; through the Deputy Mayor for Transport or Walking and Cycling Commissioner; or transport-related Mayoral correspondence.

Facilitating meetings, and keeping AMs and their officers informed of our activities.

Elected Assembly Members:

- Labour Group
- Conservative Group
- Liberal Democrat
- UKIP Group
- Green Party Group

Party group research officers and support staff

Committees

Helping to inform research and responding to inquiries / scrutiny reports on transport issues

- Transport Committee
- Budget and Performance Committee
- Environment Committee
- Health Committee
- Housing Committee
- GLA Oversight Committee
- Police & Crime Committee
- Regeneration Committee
- Planning Committee
- Economy Committee

Scrutiny processes

Responding to Mayor's Questions and Functional Body Questions from Assembly Members. Preparing transport briefings for the Mayor for key activities and events

- Mayor's Question Time
- State of London Debate
- People's Question Time
- Functional Body Question Time
- Plenary meetings

Local Communities & Partnerships

London Boroughs

Setting the strategic direction for engagement and providing a single point of contact for:

- London boroughs
- City of London Corporation
- local authorities on the London boundary
- Sub regional panels/partnerships
- London Councils

Setting up meetings and seeking out opportunities to build genuine and effect partnerships, and keeping elected representatives and their officers informed of our activities.

Local/Community groups

Communicating and engaging with a wide range of local groups and key stakeholders on our projects, policies and programmes.

- Business Improvement Districts (BIDs)
- Residents/community groups
- Faith groups
- Hospitals/the local NHS
- Action/lobby groups
- Transport forums
- Ward partnership meetings (and other local councillor community forums)
- Scrutiny Panels
- Mobility Forums

Consultations

Planning and delivering consultations to deliver the key MTS themes, particularly Healthy Streets

Correspondence

Responding to correspondence on local issues raised by senior elected representatives. This includes case work directed to us; through the Deputy Mayor for Transport or Walking and Cycling Commissioner; or transport-related Mayoral correspondence.

National and Regional Partnerships

Business

National Business Groups (e.g. CBI, British Chambers of Commerce, Institute of Directors, as well as UK-wide Chambers of Commerce)

London-wide business organisations covering strategic London and national issues, including:

- London First
- CBI London
- London Chamber of Commerce and Industry
- Federation of Small Businesses, London

Business Improvement Districts at the policy development and advocacy level (e.g. NWEC, Heart of London BID, Victoria BID, Brixton, Wimbledon)

Key individual businesses that share multiple strategic interests with us (e.g. British Land, John Lewis Partnership, Merlin Entertainments, London City Airport, Canary Wharf Group etc.)

- Also, leading businesses from each industry sector

Freight companies and representative bodies

- DHL and other third party logistics companies
- Freight Transport Association, Road Haulage Association

Infrastructure

- Representative groups (CECA, Association of Consultant Engineers)
- Infrastructure companies

National and Regional Partnerships

Communities

Accessibility groups (e.g. Age UK, Transport for All, Alzheimer's Society)

Youth stakeholders, including TfL Youth Panel

BAME and faith audiences e.g. Stephen Lawrence Trust

LGBT+ e.g. Stonewall

Women's groups, including HollaBack! Everyday Sexism, Fawcett Society

Pregnancy & parenting
Tommy's, Netmums

Road User stakeholders
Air quality, road safety, cycling and public realm stakeholders (e.g. Brake UK, Living Streets, London Cycling Campaign, Sustrans, 20s Plenty)

Schools engagement

- Targeted individual schools (e.g. on skills agenda)
- Via Borough Officers
- London Transport Museum team

Passenger Groups

- London Travelwatch
- Transport Focus

Taxi and Private Hire

Taxis

- Licensed Taxi Drivers Association (LTDA)
- United Cabbies Group (UCG)
- London Cab Drivers Club (LCDC)
- UNITE the UNION (Cab Section)

Private Hire, including

- Addison Lee
- GMB Professional Drivers
- Private Hire Board
- Licensed Private Hire Car Association (LPHCA)
- Platinum Chauffeur and Executive Committee
- Uber, Gett, MyTaxi, London Surburban Taxi Coalition

Communications example – consultation on changes to the central London Bus Network

The following slides explain how TfL engaged with stakeholders pre, during and post the central London Bus Network consultation announcement

Bus consultation key messages

- A six-week public consultation on the proposed changes to 33 routes
- Proposals will modernise the service – addressing a number of underused services in central London and enabling growth in outer London
- Plans will adjust some bus timetables and modify sections of routes in areas where multiple services overlap, helping to ease congestion, tackle air pollution and enhance road safety
- The changes, the first to comprehensively address the central network in 16 years, will enable the capital's bus network to grow in outer London, while adapting underused and inefficient services in central London that contribute to congestion and the damaging effects of air pollution
- The proposals are about providing the right number of buses, in the right place, at the right time

Communications example – consultation on changes to the central London Bus Network

Pre-consultation engagement

- Briefings to all transport officers in the boroughs where changes are proposed
- Briefings to all borough Transport Cabinet members
- Pre-engagement through 'The Future of Buses' event on 5 September. Multiple stakeholders attended the event, where they were pre-briefed on the consultation. Invitees included operators, borough officers, leaders, cabinet members, MPs and accessibility group stakeholders including Age UK, Transport for All, Scope and RNIB
- Email to all AMs and MPs offering a personal briefing on the proposed changes
- High level briefing with members of the Transport Committee (Caroline Pidgeon, Caroline Russell and Florence Eshalomi)
- Individual meetings with Andrew Dismore and Unmesh Desai, Leonie Cooper and Siobhain McDonagh MP and Janet Cooke, Chief Executive London TravelWatch

Communications example – consultation on changes to the central London Bus Network

Announcement

- Press Release
- Tailored and general stakeholder emails to boroughs (officer and all Cllrs) and community stakeholders (including local accessibility and active travel)
- Customer email to all registered bus route users
- Posters at every affected bus stop
- Email sent to all AMs and MPs informing them of the launch of the consultation
- Stakeholder email sent on 28 September to all main London and National representative stakeholders and transport passenger groups to inform and invite them to contact us should they like a detailed personal briefing – following meetings ongoing post announcement
- Coordinated phone calls made to key non-elected stakeholders on sensitive bus routes (e.g. London South Bank and BIDs in the area regarding the RV1bus route)

Communications example – consultation on changes to the central London Bus Network

During consultation

- Meetings arranged with Transport Committee members
- Planned meeting with Assembly Members, e.g. Joanne McCartney AM
- Meetings arranged for the Deputy Mayor and MPs to provide more information, e.g. Vicky Foxcroft MP
- Continued dialogue with borough officers
- Representation at borough events
- Proposed stakeholder workshop for interested stakeholder groups

EVERY JOURNEY MATTERS

Communications example – consultation on changes to the central London Bus Network

Post consultation

- Stakeholders informed of likely timeframe for decision as part of regular ongoing engagement
- Pre-engagement on any changes to proposals to be decided once the nature of those changes is known
- Pre-engagement on changes with London Travel Watch and Transport for All
- Calls to key AMs and MPs (or their offices) when the consultation report and decision are published – individual briefings offered

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Customer Service and Operational Performance Panel

Date: **14 November 2018**

Item: **Assisted Transport Services**

This paper will be considered in public

1 Summary

1.1 At its meeting on 6 June 2018, the Panel considered TfL's progress to date in delivering spontaneous and independent travel for Londoners with reduced mobility through the provision of Assisted Transport Services (ATS), designed around the principles of safe and reliable journeys, convenience, flexibility and choice, integration and innovation.

1.2 This paper updates the Panel on progress since June 2018 in delivering improvements to existing ATS provision based around these principles, most notably the forthcoming launch of significant customer improvements to the Taxicard Scheme. These improvements arise out of the integrated TfL and London Councils contracting framework for the supply of taxis and Private Hire Vehicles (PHVs) for ATS services.

1.3 The paper also provides an update on barriers to progress along the ATS Roadmap that have been encountered in respect of the Assisted Transport pilot and efforts to explore opportunities to consider better integration of NHS provision of non-emergency transport for hospital appointments for those with reduced mobility.

2 Recommendation

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

3 Background

3.1 With the number of Londoners with reduced mobility set to rise, pressure will continue to exist on available budgets to deliver existing ATS provision. As a result, a review of existing ATS provision has been inevitable. TfL provides the vast majority of funding the main door-to-door schemes in London contributing £46m of the overall costs of £48m to provide Dial-a-Ride, Taxicard and Capital Call.

3.2 ATS provision is characterised by a set of complex ownership and governance arrangements involving TfL, London Councils, the 33 London Boroughs, 32 NHS Clinical Commissioning Groups and 22 charitable Community Transport Operators, making change in the area an inevitably slow process. TfL's ATS vision and its accompanying Roadmap, endorsed at the November 2017 meeting of the Panel, aims to create new momentum to the pace of ATS change.

3.3 The ATS Vision and Roadmap were included in the Mayor's Transport Strategy (MTS), published in March 2018. This embedded delivery of the Roadmap within TfL's strategic plans. Proposal 56 in the MTS states that:

> "The Mayor, through TfL and the boroughs will design Assisted Transport Services around the principles of safe and reliable journeys, convenience, flexibility and choice, integration and innovation, delivering the Roadmap by 2021".

3.4 The MTS establishes the ATS Roadmap as a deliverable within TfL's Accessibility Implementation Plan alongside improvements to bus, underground and taxi services, acknowledging ATS's place as an integral part of an integrated and accessible transport network for London.

3.5 TfL has established an integrated team to co-ordinate and monitor progress in delivering the Roadmap's action plan. A summary of the progress to date is included in Appendix 1.

4 Improvements to the Taxicard Scheme

4.1 The key area of progress in the ATS arena since the last update to the Panel in June 2018 has been in relation to the Taxicard Scheme.

4.2 Improvements being introduced to the scheme in the forthcoming months will make the scheme more convenient and flexible to use for its members through greater price certainty for individual journeys and improve the safety of the scheme through new driver training requirements. When members make Taxicard bookings they will be quoted a capped, maximum fare, giving them assurance as to the most they will have to pay at the end of the journey. Over the next six months, all taxi and PHV drivers delivering journeys for Taxicard will be required to have completed a TfL e-learning module, covering disability equality and the expectations for drivers to provide assistance to customers where required. The reliability of the scheme will be enhanced through the establishment of a new performance management regime which covers the performance of the supplier across Taxicard, Dial-a-Ride and the Capital Call schemes involving both London Councils and TfL. This regime will involve London Councils and TfL regularly meeting with the supplier to review performance against the contract's key performance indicators and seeking solutions to common themes identified through customer complaints.

4.3 Work has been ongoing, involving TfL and London Councils' officers, on a contract mobilisation project to deliver the improvements described in paragraphs 4.2 since the early summer of 2018. The original date for the launch, 1 October 2018, was initially revised in September 2018 to enable discussions to be completed with TfL's Taxi and Private Hire Directorate

(TPH) over how best to introduce a mechanism to ensure greater price certainty for Taxicard members within the requirements of existing taxi legislation. A further decision was made to defer the introduction of the changes until 1 January 2019, to avoid making a major change to the scheme during the busy period usually experienced during December.

4.4 The contract mobilisation work is also developing new mechanisms for regular input from stakeholder groups to give them a voice in suggesting ongoing improvements to Taxicard from a customer perspective. An accessibility workshop being held by TfL in late November 2018 will give an opportunity to seek stakeholder feedback as to how best this will be taken forward.

4.5 The new contract for Taxicard requires the supplier to introduce technological innovations over the course of the contract. The detail of the timetable to introduce these innovations is still in development but it will include the enhancement and promotion of the web and app booking options that are already available to Taxicard members.

4.6 The package of improvements arise from the new joint contract framework for the delivery of taxi and PHV supply for ATS services that was one of the actions along the ATS Roadmap. The package represents a major success in the ongoing partnership work between TfL and London Councils aimed at improving and better coordinating the various ATS services.

4.7 A number of the improvements that are being introduced are a response to issues that were raised through a consultation of Taxicard members, held between 6 December 2016 and 19 May 2017. The consultation asked Taxicard members about their priorities for improvements that could practically be introduced as part of the new contract. The consultation was run by London Councils, supported by TfL staff and resources to assist with the collation of the consultation report.

4.8 The key findings of the consultation were:

(a) Some Taxicard members (59 per cent) preferred a kerb to kerb service rather than the suggestion of moving to an assumed door to door service. 41 per cent of Taxicard members indicated that they preferred a door to door service[1];
(b) A preference for high driver standards, disability assistance, good spoken English and communication skills;
(c) 82 per cent of respondents emphasised the importance of cheaper and/or fixed costs fares;
(d) The value for some customers of having a street hail/taxi rank option;

[1] The Taxicard service currently operates under a contract only requiring drivers to provide a kerb to kerb service (i.e. assistance is provided to board and alight the vehicle and the passenger is assumed to make their own way to the vehicle). However Dial-a-Ride had, under its previously separate taxi and PHV contract required a door to door service (where assistance is provided to and from the door as well as in and out of the vehicle).

(e) The value for a minority of customers of web and app based booking facilities;
(f) Difficulties experienced in making complaints about the service;
(g) Issues of particular concern to specific disability groups, such as visually impaired and wheelchair users (particularly when using street hail);
(h) A desire for more regular customer information updates and the offer of alternative formats for such information;
(i) A desire for the appointed supplier to consult and engage with user groups; and
(j) A request for TfL and London Councils to include user representation in the tender evaluation process.

4.9 Some of the desired improvements highlighted through the consultation were appropriate to deal with as part of the contract specification; others are being actioned as part of contract mobilisation and a third group will be key items for ongoing discussion and action through the mechanisms being put in place to ensure continuous improvement of the Taxicard offering. A summary of how each of the key findings of the consultation is being actioned can be found in Appendix 2.

4.10 In respect of point (j), TfL's Independent Disability Advisory Group (IDAG) was approached to nominate one of its members to become a member of the tender evaluation panel. Due to personal circumstances this proved not to be possible, although the IDAG member did provide some general advice, from a user perspective, to the members of the tender evaluation team.

4.11 The contract specification took into account the findings of the consultation and the winning supplier, City Fleet (which was the incumbent supplier) is now required to deliver the service based on new, enhanced service standards.

4.12 The Taxicard contract is held by London Councils, on behalf of the London boroughs and the City of London, but TfL have been working alongside London Councils on the contract mobilisation, leading on the driver training element.

4.13 TfL is also contributing knowledge and expertise to other parts of the contract mobilisation such as: the introduction of the door to door assistance option for members; the improvements to customer complaint processes; designing new stakeholder engagement mechanisms and a new performance monitoring regime.

4.14 TfL has also assisted London Councils in finding how to implement a way in which Taxicard members can enjoy greater price certainty when using the service.

4.15 Following discussions with TfL TPH, a maximum agreed fare is now proposed as the best way in which to provide a degree of price certainty to members. When making a booking, Taxicard members will be quoted a capped maximum fare based on pricing arrangements agreed between London Councils and City Fleet. The total fare for the journey will then either be the quoted capped fare or, if it is lower, the metered fare. Early engagement with key stakeholders has indicated that this approach meets customers' aspirations for greater certainty over how much they will have to pay for a given journey.

4.16 The planned start date for the maximum agreed fare offer will be 1 January 2019, to avoid a major change to the service taking place in the busiest period for journeys. The customer facing improvements detailed above are planned to come into effect later this year will start as soon as the customer communication has been issued. The internally facing improvements, such as the improvements to the complaints handling process, the roll out of the driver e-learning and the new performance monitoring regime are being introduced in the meantime, as they do not require prior customer notification.

5 Assisted Transport Pilot – Update

5.1 In July 2017, TfL responded to the London Assembly report: Door-to-Door Transport in London – Delivering a user-led experience, with a proposal to run a pilot to trial new ways in which to improve flexibility and user choice for existing ATS schemes (the Assisted Transport Pilot).

5.2 The pilot's intention, subject to agreement with London Councils and its Transport and Environment Committee (TEC) is to trial ways to improve access to the longer distance journeys that the London Assembly had highlighted as being a long standing issue. At present a Taxicard member can only use a limited amount of their available trip subsidy on a given journey, meaning that a longer distance journey requires a high level of customer contribution. The pilot will test ways in which a member will be able to choose to use their available subsidy in a more flexible way so they can make a small number of longer journeys or a larger number of shorter journeys for the same overall annual subsidy provided. The original timeline, set prior to detailed discussed with the relevant parties, was to run the pilot for 12 months starting in April 2018, with plans for implementation finalised by the end of 2018.

5.3 Since then, TfL has been working with London Councils and two London boroughs, one in inner London (Southwark) and one in outer London (Hounslow) to progress arrangements to run an Assisted Transport pilot. A pilot steering group consisting of representatives from TfL, London Councils and the two boroughs involved has been driving progress.

5.4 The recruitment of participants from the Dial-a-Ride membership database has proceeded as planned with circa 100 participants agreeing in principle to participate. It is however anticipated that there will be a reduction in this final number with a proportion of participants expected to drop out before the pilot actually commences.

5.5 As it does not appear that the Dial-a-Ride membership in the two pilot boroughs has provided sufficient sample of non-Taxicard users, TfL is discussing the possibility of working with disability organisations representing younger disabled Londoners to include some of their members in the pilot.

5.6 There has been a delay to the commencement of participant recruitment from that Taxicard membership database. This has arisen as a result of GDPR related discussions between the London Borough of Hounslow and London Councils which needs to be resolved before the initial invitation letter to participate in the pilot is sent out to Taxicard members in that borough. Although the issue has been ongoing for a couple of months now, it is believed to be close to resolution.

5.7 The delay caused by the issues described above has meant that the timetable for the pilot is being reviewed, the suggestion being that the pilot now runs from April 2019 to April 2020. The benefit of moving to this new timetable is that the pilot year will run concurrently with a standard Taxicard customer budget year, thereby reducing confusion for participants.

6 Hospital Transport

6.1 Exploratory discussions are being progressed with a number of NHS related contacts to seek opportunities to run a pilot to trial ways in which better integration can be achieved between NHS non-emergency patient transport provision for those with reduced mobility and other elements of ATS.

6.2 A desk based study of the potential to use demand responsive transport services to provide transport to and from hospital locations is also being explored.

6.3 Delays have also been experienced in progressing this strand of the ATS Roadmap due to the difficulties in making the right contacts within the complex and dissipated organisational structure of the NHS. However, efforts continue to be made, as this is a key strand of the Roadmap.

7 Next Steps

7.1 TfL will continue to work to deliver improvements to ATS provision based on the design principles set in the MTS. It will also continue to progress the actions outlined in the ATS Roadmap seeking to further strengthen the partnerships that have already been established with London Councils and to develop new partnerships with other organisations, most notably the NHS.

List of appendices to this report:

Appendix 1: The journey towards the vision for a world class

Appendix 2: Summary of action arising from Taxicard consultation findings

List of Background Papers:

Assisted Transport Services, Customer Service and Operational Performance Panel -1 November 2017

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Appendix 1: The journey towards the vision for a world class ATS

Improvement initiative	Detail of initiative	Status in November	Status in June 2018	Current status
Delivered: Diversification of Dial-a-Ride fleet	Dial-a-Ride split into commissioning (ATS) and delivery (Dial-a-Ride Fleet	Delivered April 2016.	Delivered.	
Delivered: Supporting and promoting locally based assisted transport services	New MOAT Contracts for delivery of a proportion of Dial-a-Ride journeys. Ongoing sharing of best practice, working towards greater comparability of service standards for	Contracts delivered between June and October 2017.	Delivered.	
Delivered: Improving Dial-a-Ride scheduling and customer offering	Introduction of real time scheduling and dispatch Real-time customer information on vehicle arrival	Delivered June 2017.	Delivered.	
	Improved use of local knowledge in scheduling – through use of experienced drivers to review scheduling of regular group	Ongoing from July 2017.	Delivered.	
	Removal of five mile trip limit – journeys accommodated based on availability, not refused purely due to distance.	Launch planned for November 2017 (press release).	Delivered (announced through Dial-a-Ride In Touch magazine in November 2017).	

Improvement initiative	Detail of initiative	Status in November 2017	Status in June 2018	Current status
ATS Action 1. Data analysis to understand customer choice between ATS and mainstream services	Analysis of existing data to understand interactions and factors determining choice of usage of Dial-a-Ride, Capital Call, Taxicard and mainstream public transport.	Discussions with London Councils to gain agreement to share relevant data during 2017/18.	Data sharing agreements are being finalised between TfL and London Councils in order to proceed with the Assisted Transport Pilot. These will provide a basis from which future, ongoing data analysis will be able to take place more generally across ATS services and linking ATS travel patterns with those on mainstream modes. This will contribute to the integration of ATS strategic planning with mainstream public transport planning. Target for agreements to be in place: 31 July 2018 to allow for review of GDPR implications by both the London Councils and TfL Privacy teams.	Agreement was been sent to London Councils, for approval and signature in early July 2018. Approval now urgently being chased to ensure agreement is in place so that pilot data sharing can begin as soon as remaining participants are recruited.
ATS Action 2. Developing a new umbrella identity for Assisted Transport Services, reflecting the partnership involved in their delivery Greater integration of service standards between the various assisted transport services (Dial-a-Ride, Capital Call and Taxicard)	TfL Corporate design to develop a new identity for ATS services.	Delivery planned for January 2018.	A proposed identity for ATS services reflecting the partnership between TfL and London Councils has been developed. Consultation over the proposed identity has taken place with London Councils and is awaiting final internal TfL approval – expected to be confirmed by latest 30 June 2018.	London Councils requested some additional design changes to the branding, which are being considered by TfL Corporate design. Target date for finalised, approved design – 13 November (to enable design to be used in Taxicard stakeholder launch event)
	TfL/London Councils Joint framework for the procurement of taxi and phv elements of all three services, setting up common customer service standards and performance management structures (including greater stakeholder input).	New contract due to be awarded in April 2018.	A preferred bidder has been identified and TfL/ London Councils are in final stages of negotiation before official announcement of the tender result, expected by 15 June 2018.	Contract has been awarded to City Fleet and contract mobilisation is being progressed. Customer and stakeholder communications on Taxicard improvements planned to follow stakeholder event on 13 Nov 2018. Maximum agreed price arrangements to be introduced on 1

Improvement initiative	Detail of initiative	Status in November 2017	Status in June 2018	Current status
ATS Action 3. Increased awareness of the range of potential transport options for particular journeys	Integrated customer information and marketing of ATS alongside accessible public transport options.	Delivery planned for April 2018 (pending discussion and agreement with London Councils).	An integrated Delivery Group has now been established. It has been decided that the timing of delivery for this action is best placed to commence in September 2018, as this will enable a detailed review of existing knowledge of the outcomes of previous awareness campaigns to take place and to use data gathered from the Assisted Transport pilot to evaluate the effects of new initiatives that might be introduced. Campaign now scheduled to commence in September 2018.	Work being progressed to develop generic printed information covering ATS and public transport options. Aims of this action also being discussed regularly at Accessibility Delivery Group to identify opportunities arising from other projects for further promotional work. Timescale for delivery has been extended to amend design to reflect comments received from Accessibility Delivery Group. Estimated date for delivery of new materials – January 2019

Improvement initiative	Detail of initiative	Status in November 2017	Status in June 2018	Current status
ATS Action 4. Launch a 'one stop shop' platform for Assisted Transport Services	Web-based membership application facility Development of web-based application facility for Dial-a-Ride with potential to include Taxicard applications.	Delivery by April 2018 (Taxicard inclusion subject to agreement with London Councils).	Technical issues mean that the on line membership form for Dial-a-Ride is still in development and timescale for delivery has not yet been confirmed. TfL Technology and Data target for delivery by 31 July 2018.	Project to develop DAR on line form now to be included in specification for new On Demand Transport/ Dial-a-Ride booking and scheduling system re-tender, as this most cost effective solution. New system due to be delivered in December 2020.
	Dial-a-Ride and Capital Call merged booking centre.	Delivery due April 2018.	The transfer of Capital Call to be delivered through TfL is due to take place in early July to coincide with the implementation of the new joint contract arrangements covering Dial-a-Ride and Capital Call. Target for delivery no later than 9 July 2018.	Delivered 2 July
	More integrated customer complaint and feedback system for all three services.	From October 2018 (subject to discussion and agreement with London Councils).	Capital Call complaints and feedback will be integrated within TfL's procedures as from early July. Taxicard procedures will be reviewed as part of mobilisation discussions leading up to start of new Taxicard contract in October 2018. New complaint handling procedures for Taxicard will be in place in time for new contract launch on 1 October 2018.	Capital Call complaints integration delivered July 2018 Greater integration between Taxicard complaints and TfL TPH driver complaints delivered as part of contract mobilisation- October 2018
	Enhanced web and app-based booking for taxi and phv supply for core services. Potential enhancement arising from letting of new contract from October 2018.	Action by TfL/London Councils.	On track for delivery as part of launch of new contract. Timetable is subject to negotiation with preferred bidder and will be agreed in advance of launch of new contract on 1 October 2018.	Timetable for introduction of enhancements to web and app based booking for Taxicard to be agreed – dates not yet confirmed. TfL/ DAR web based booking to be included in specification for new booking and scheduling system - target delivery date December 2020

Improvement initiative	Detail of initiative	Status in November 2017	Status in June 2018	Current status
(Action 4 contd.)	Targeting key groups for modal shift a) potentially from door to door to bus services and b) from car journeys to bus services and other public transport options.	From April 2018 (pending agreement with London Councils).	The timing for this action is due for discussion with London Councils once the Assisted Transport pilot has commenced. Target date for marketing plans to be agreed – September 2018. Target for completion: 31 July 2018.	Boroughs have agreed in principle to circulate marketing leaflet (see Action 3) to Blue Badge and Freedom Pass Holders. Leaflet for circulation due for completion in January 2019.
ATS Action 6. Pilots	Pilots in two London boroughs alongside free Dial-a-Ride service. Data analysis to understand the choices and interactions between the different ATS services and between ATS and mainstream, how best and to what extent modal shift can be achieved.	Pilot to run April 2018- April 2019 (discussion ongoing between TfL, London Councils and potential partner boroughs).	The pilot will evaluate travel behaviour and customer experience of circa 300 participants from April 2018 to October 2019 in Southwark and Hounslow.	Delay due to ongoing discussions between London Councils and LB Hounslow Information Governance team regarding approval to write to Taxicard members in the borough Timings to be reviewed once Hounslow issue is resolved but likely to be moved to April 2019 – April 2020.

Improvement initiative	Detail of initiative	Status in November 2017	Status in June 2018	Current status
ATS Action 7. Consider opportunities to harness knowledge from demand responsive transport to improve assisted transport offerings	Explore potential for use of DRT scheduling systems to improve efficiency of ATS multi occupancy services (Dial-a-Ride).	Discussions within the Transport Innovation team during 2018/19.	Progress on the DRT trials is being monitored. Ongoing. Future work to be aligned with the DRT trials timetable once confirmed.	DRT trial objectives and data gathering requirements include ATS perspectives. See also Action 8.
ATS Action 8. Scope possibilities for including health services transport in ATS one stop shop platform.	Proposal to be developed to undertake a pilot in a single borough of integrating non-emergency patient transport services into one stop shop platform, based on a contractual arrangement with CCG.	Discuss possibilities internally with a view to commencing research by January 2018 and a local pilot in April 2019, building on the outcome of the pilots.	It was initially planned to try and work with a University to conduct the initial scoping research into health transport, but it has provided difficult to identify a relevant expert. Ways to progress this Action will be a focus for the ATS Steering Group in coming months. On the agenda for the September 2018 ATS Steering Group to agree plan for further action.	Desk top research being scoped by researcher looking at DRT applied to current door to door journeys serving health locations. Early stage discussion over potential synergies between ATS services and NHS transport provision being pursued.
ATS Action 9. Following pilots and blended/ standalone DRT, use lessons learned to further develop the ATS one stop shop platform beyond TfL/London Councils to include NHS funded services, third sector services and new forms of public transport where appropriate.	Details to be developed through pilots.	Aim to extend ATS integrated platform to multiple partnerships by year end 2020/21.	Opportunities for linking this action to other projects within TfL are being actively monitored. Scoping work is planned to start in April 2019, based on interim evaluation report for the Assisted Transport pilot, with a target of October 2019 for strategy to be confirmed.	Vision of one stop shop to be included as a requirement in the specification for new On Demand Transport/DAR booking and scheduling system due for delivery in December 2020.

Appendix 2: Summary of actions arising from Taxicard consultation findings

Consultation finding	Action	Timetable for action
a) Some Taxicard members (59 per cent) preferred a kerb to kerb service rather than the suggestion of moving to an assumed door to door service. 41 per cent of Taxicard members indicated that they preferred a door to door service	A requirement was included in the contract specification for the supplier to identify customer preferences for door to door or kerb to kerb and to ensure drivers would be trained to provide both levels of assistance.	Delivered through the contract specification. Supported through driver e-learning (to be undertaken by all drivers on the contract between January 2019 and June 2019).
b) A preference for high driver standards, disability assistance, good spoken English and communication skills	A requirement was included in the contract specification for these standards to be ensured.	Delivered through the contract specification. Supported through driver e-learning (to be undertaken by all drivers on the contract between January 2019 and June 2019). To be monitored through regular performance review meetings (ongoing from January 2019).
c) 82 per cent of respondents emphasised the importance of cheaper and/or fixed costs fares	Options for fixed fares were asked for as part of the tendering process.	A capped maximum fare offer will be quoted for all Taxicard journeys as from 1 January 2019.
d)The value for some customers of having a street hail/taxi rank option	Requirements for the supplier to provide street hail and taxi rank options were included in the contract specification	No change from existing Taxicard offering.
e)The value for a minority of customers of web and app based booking facilities	Requirements for web and app based booking were included in the contract specification.	Discussions are ongoing with supplier to introduce enhancements to web and app based booking options, timetable for improvements to be agreed.
f) Difficulties experienced in making complaints about the service	A requirement was included in the contract for the supplier to offer a robust and customer centric complaints process.	A new enhanced complaints process including quality checking by London Councils was agreed during contract mobilisation in October 2018.
g)Issues of particular concern to specific disability groups, such as visually impaired and wheelchair users (particularly when using street hail);	A requirement was included in the contract for the supplier to be able to flag and monitor service performance for these particular customer groups.	Performance statistics relating to the service provided to these customer groups will be reviewed during ongoing performance review meetings (ongoing from January 2019).
h)A desire for more regular customer information updates and the offer of alternative formats for such information	London Councils to consider as part of their ongoing communication plans.	To be discussed following contract mobilization.
i)A desire for the appointed supplier to consult and engage with user groups	A requirement for the supplier to commit to stakeholder engagement activity was included in the contract specification.	A plan for ongoing stakeholder engagement with the supplier will be formulated following contract mobilisation.

Agenda Item 8

Customer Service and Operational Performance Panel

Date: **14 November 2018**

Item: **TfL International Benchmarking Report 2018**

This paper will be considered in public

1 Summary

1.1 The TfL International Benchmarking Report 2018, attached at Appendix 1 to this paper provides a high level overview of TfL's performance in customer-centric areas against domestic and international benchmarks.

1.2 The report includes key findings which show areas where we perform well, and in some cases are best-in-class. The report also shows where there is the potential to seek out opportunities for further improvement.

1.3 The Panel received the first International Benchmarking Report at its meeting on 13 July 2017 and requested it as an annual update.

2 Recommendation

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

3 Background

3.1 The benchmarking shown in the report is primarily achieved through comparison with industry bodies of which we are members. These include; the Community of Metros (CoMET) and Nova for Underground and the DLR; the International Suburban Railways Group (ISBeRG) for Overground; and the International Bus Benchmarking Group (IBBG) for Buses. Further information on these benchmarking groups can be found in the report.

3.2 The benchmarking uses the latest KPI data available from these benchmarking groups, with data available up to 2016/17.

3.3 While it is always not straightforward to benchmark due to the many affecting factors, we can use it to provide an indication of how our performance and progress towards improvement compares to others.

List of appendices to this paper:

Appendix 1 – TfL International Benchmarking Report 2018

List of Background Papers:
None

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Appendix 1

TfL International Benchmarking Report

2018

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Benchmarking Against Best in Class

Tfl is committed to improving value for money year-on-year. Benchmarking is an important element of this; helping us to identify best practice, prompt innovation, monitor trends and understand the drivers of performance.

This is the second TfL International Benchmarking Report. It provides a high level overview of performance in customer-centric areas against domestic and international benchmarks.

The report is aligned with our current Business Plan and structured around the three core themes of the Mayor's Transport Strategy as illustrated below:

Some of the metrics used differ from those on which the business usually reports. For instance, metro reliability is measured in five rather than two minute delays or lost customer hours. This reflects a common challenge of benchmarking in that we can only include metrics for which we have meaningful and truly comparable information from a good range of comparators. Gathering data from peers also takes time, consequently the majority of metrics show performance to 2016/17.

Exact benchmarking comparisons are difficult to undertake due to the many affecting factors, and as a result can never be perfect. However through benchmarking we can understand how our performance and improvements compare to other similar operations. This analysis prompts questions and a better understanding of areas where we can investigate further and ultimately make improvements.

Benchmarking Groups

Membership of Benchmarking Organisations

In addition to strong bilateral relationships with organisations such as Network Rail and Highways England, many of our modes are members of international benchmarking groups such as ISBeRG (the International Suburban Railways Group) and IBBG (the International Bus Benchmarking Group).

These groups are managed by our colleagues at the Railway and Transport Strategy Centre (RTSC) at Imperial College London. These associations provide us with KPI data, forums for Q&As and knowledge sharing workshops, as well as more detailed surveys and studies.

It is through working with these organisations that we are able to provide much of the benchmarking material contained in this report. Operators agree to share confidential information about their organisations for benchmarking analysis. To respect the confidentiality of these third parties, we are required to report their data in an anonymised form.

The world-leading comparators against which this report benchmarks and anonymity details are briefly described below.

Comparators and Comparator Data

Underground and DLR:

Underground is one of 18 members of the Community of Metros (CoMET), whilst the DLR is one of 20 members of CoMET's sister organisation Nova (which covers smaller metro networks). Both groups provide the same KPI data so both are shown on the same graphs. Underground and DLR graphs are shown in blue in this report. To fulfil anonymity obligations metros are referred to as: Am = American Metro, As = Asian Metro, and Eu = European Metro.

Overground

Overground is one of 14 members of ISBeRG. Overground graphs are shown in orange in this report. To fulfil anonymity obligations the same anonymisation process and codes are used as for Underground and DLR, with the addition of SH = Southern Hemisphere network. TfL Rail is not included in Overground figures unless otherwise stated.

Buses

Buses are one of 15 members of IBBG. Buses graphs are shown in red in this report. Due to additional sensitivities regarding franchising and contracting-out of operations, IBBG has more stringent anonymity rules than CoMET, Nova or ISBeRG. Comparators are referred to merely as A, B, C, etc, and the scale has been removed from all graphs.

For further breadth of coverage the report also includes data from additional sources such as, the European Metropolitan Transport Authority's (EMTA) Barometer Report. In each case the origin is clearly stated.

How Do We Benchmark?

Benchmarking Maturity

Whilst all modes are included in this report, it should be noted that benchmarking is more developed in some areas than others. The table below provides a summary of benchmarking maturity, and the completeness of data in this report.

Mode	Affiliation to International Benchmarking Group	Access to Annual Performance Data	Coverage						
			Affordability	Public Transport	Accessibility	Safer London	Cleaner Air	Commercial Revenue	Technology
Underground	Yes (CoMET – founding member since 1994)	Yes (circa 300 metrics)	✓	✓	✓	✓	✓	✓	✓
DLR	Yes (Nova – member since 2013, founded in 1998)	Yes (circa 300 metrics)	✓	✓	✓	✓	✓	✓	✓
Overground	Yes (ISBeRG – founder member since 2010)	Yes (circa 150 metrics)	✓	✓	✓	✓	✓	✓	✓
Buses	Yes (IBBG – founder member since 2004)	Yes (circa 100 metrics)	✓	✓	✓	✓	✓	✓	✓
Trams	No	No	✓	✓					
Roads	In development	No		✓		✓	✓		
Walking & Cycling	No	No		✓		✓	✓		

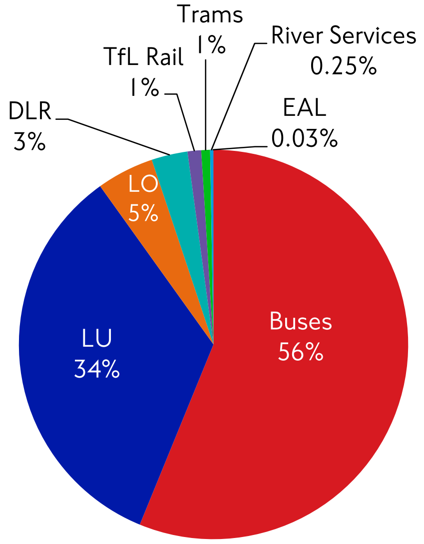
Benchmarking for Underground, Buses, DLR and Overground can be considered mature, with the respective benchmarking groups being in existence for many years. The newest of these benchmarking groups is the IBBG which was founded in 2004, and the oldest, CoMET, founded in 1994. Benchmarking for walking, cycling, trams and roads are less mature.

Imperial College has recently formed a North American Light Rail Group (GOAL), of which there are 11 members. This may lead to future opportunities for tram benchmarking.

We are working to map and develop our national and international relationships for Roads and to establish an integrated approach for benchmarking activity.

While benchmarking coverage is not 100 per cent, by concentrating on Underground, DLR, Overground and Buses we are covering almost 98 per cent of journeys on TfL's services.

TfL Services Ridership by Mode (2017/18)



Structural Factors

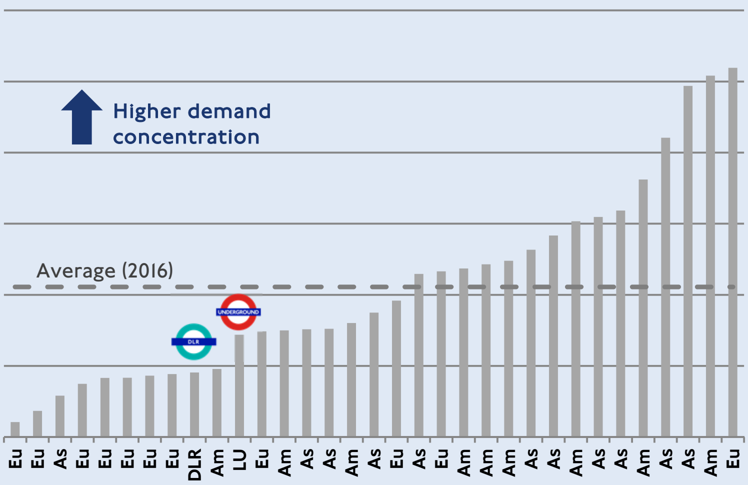
Impact of Structural Factors on Comparison

It is important to consider differences such as city wage rates, density of population, age of infrastructure, ownership of infrastructure, government grants, and health and safety standards when comparing our network with other cities, many of whom exist in very different environments.

These are known as structural factors, and are often very difficult to change without significant investment or reform. The below example illustrates how structural factors affect operating costs, and therefore fares, on the DLR and Underground. However they also affect (albeit to differing degrees) every metric used in this report. In some cases they make TfL look better, and in others worse.

Northern line train compared to trains in Beijing and Singapore metros (standardised capacity at 4 passenger / metre²)

Passenger kilometres per route kilometre (2016)
CoMET & Nova metros



Source: CoMET and Nova metro benchmarking groups

Example: Underground and DLR Fares

The Underground and DLR have higher operating costs than most CoMET and Nova metros. This has an influence on the level of fares.

In collaboration with Imperial College we have undertaken benchmarking research to better understand the key structural factors influencing the higher operating costs. The key factors identified include:

- City wages in London are, on average, 84 per cent higher than in the other CoMET and Nova cities.*
- The deep tube lines of the Underground were built with narrow tunnels, and hence can only fit small trains. That means we need to run more trains to carry the same number of customers;
- A large proportion of the Underground network extends to areas with a relatively low population density (for a metro), picking up fewer passengers per kilometre than most comparator metros. This is more expensive per passenger journey.

These factors drive cost, and provide challenges to delivering world class affordability to our customers.

*Source: Prices and earnings 2015 (UBS)

Fares

We reinvest all of our revenues in operating and enhancing our services, but we must provide affordable services to our customers – fare price should not be a barrier to travel.

This section shows the average fare paid per passenger journey in 2016 across different metro, suburban railway, and bus networks (this includes only fares paid directly by the customer).

How Are We Performing?

In 2016 Underground and DLR's average fare paid per passenger journey remained the highest and third highest in CoMET and Nova.

Fares support financial sustainability, as well as the large-scale, long-term investment programme that is delivering additional capacity and improvement to our networks. We have far lower levels of operational subsidy than most comparators. This necessitates higher fares. Underground and DLR also suffer from a number of structural factors which drive up operating cost.

Overground's average fare paid per passenger is slightly higher than the peer average. Whilst this year's data shows that the Overground average fare paid per passenger is higher than the peer average, it is noted that more suburban railways submitted data last year, including those with higher fares, which led to a higher peer average.

Bus fares remain lower than most comparator IBBG networks.

In 2016 our Tram fares continued to be domestically best-in-class, 40 per cent below the average of UK tram and light rail networks

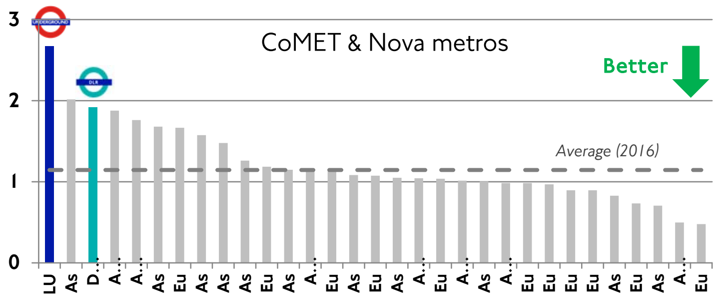
What Are We Doing To Improve?

The fares freeze remains in force for the whole mayoral term, reducing costs in real terms. Monday-Friday Oyster Fare capping is in the final testing stage. Average bus fares have decreased due to the introduction of the Hopper fare: more than 220 million Hopper journeys have been made since its launch.

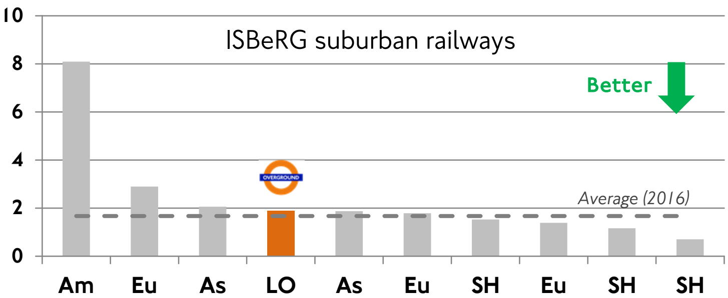
TfL Business Plan commitments:

- **Keep all TfL fares frozen**
- **Extend the Hopper fare**
- **Protect all fares concessions**

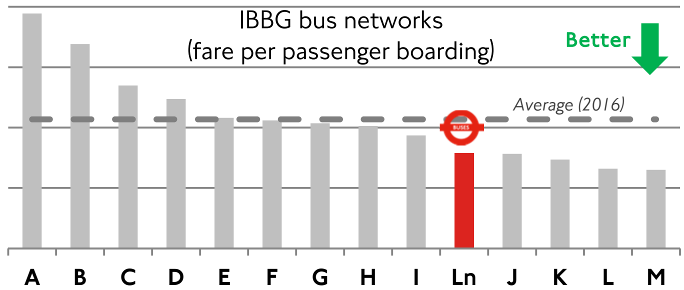
Average fare paid per passenger journey
(US$ PPP-adjusted, 2016)



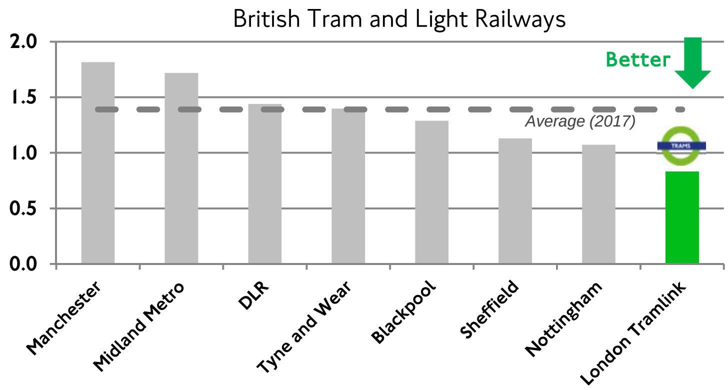
Source: CoMET and Nova metro benchmarking groups



Source: ISBeRG suburban railway benchmarking group



Source: IBBG bus benchmarking group

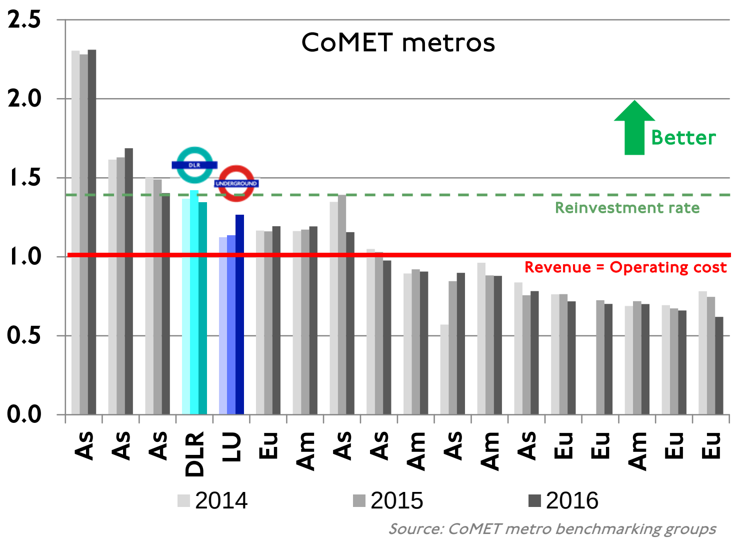


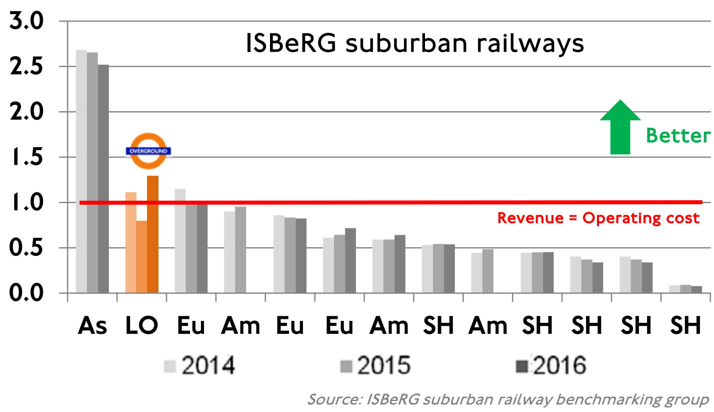
Source: Light Rail and Tram Statistics (DfT, 2017)

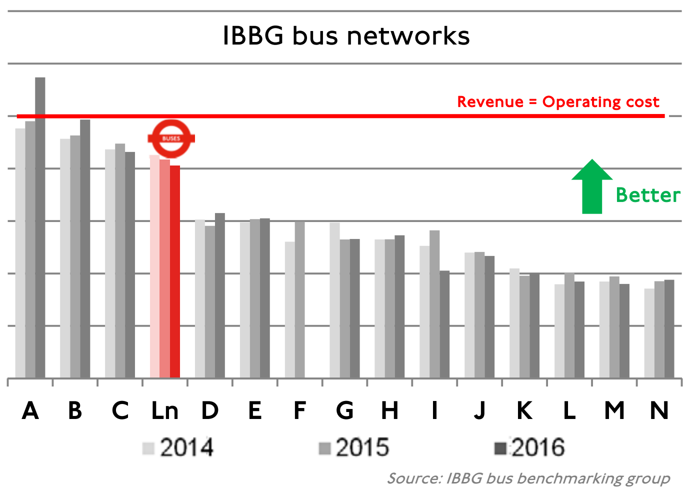
Financial Sustainability

Our aim is to fully cover operations and maintenance expenditure, including the cost of financing, through income. But we must achieve this without compromising safety or reliability.

Recovery ratio: total revenue per operating cost







How Are We Performing?

A good indicator of financial sustainability is operating cost recovery ratio. That is revenue (excluding concessionary fare subsidies) divided by operating costs.

Underground and DLR both continue to achieve better recovery ratios than most metros in CoMET and Nova.

Underground's recovery rate improved significantly in 2016 reflecting increased efficiency in operations. The Underground's recovery ratio continues to be greater than 1.0 and unlike most Western metros it does not require government subsidy to cover operating costs.

The reinvestment rate shown is the approximate level observed by Imperial College at which a metro may be able to cover the cost of renewing and enhancing its assets in the long term.

DLR's recovery ratio is significantly better than 1.0 and it dipped just under the 1.4 reinvestment rate in 2016, from a rate of 1.43 in 2015, as operating costs rose faster than revenues.

Overground recovery ratio is greater than 1.0. The drop in recovery ratio in 2015 was due to the cost of re-letting the concession, and inclusion for the first time of the West Anglia routes.

Buses have one of the best recovery ratios in IBBG, with revenues only 19 per cent below operating costs. However demand has declined since 2014.

In terms of cost recovery TfL continues to perform strongly across all modes. Comparator organisations, especially in the West, tend to have a far heavier dependence on government subsidies than TfL.

What Are We Doing To Improve?

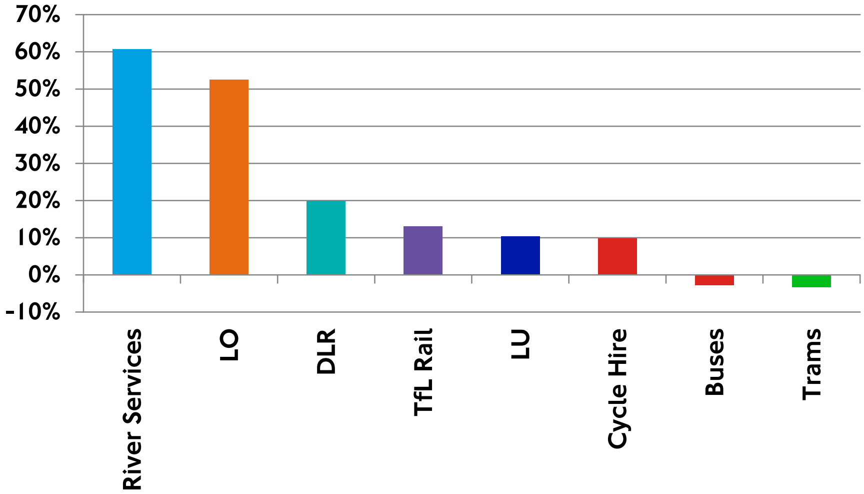
Our latest cost reduction programme successfully delivered against budgeted savings. We aim to build on this having identified opportunities for new efficiencies including receiving better value from our supply chain, consolidating our buildings and reviewing our organisational structure, while protecting safety, services and reliability.

Public Transport Demand Trends

With a growing population, demand for public transport in London has risen overall by 5 per cent since 2012/13.

Since 2012/13 ridership has grown most quickly on Overground, River Services and DLR. Buses (which represent 56 per cent of trips on our services) have seen a slight overall reduction over this time period.

Growth in Ridership of TfL Services
2012/13 to 2017/18 (TfL Rail since 2015/16)



Ridership growth on the DLR has been greater than the peer average over recent years. This is due to increased patronage over the expanded network.

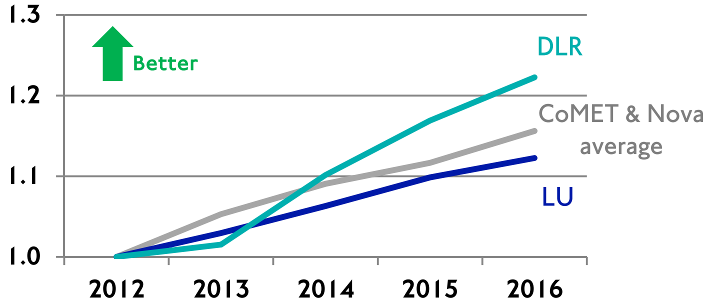
Underground growth has increased just behind the overall CoMET/Nova average. The international comparators include new, and often swiftly expanding, Asian networks.

Overground ridership has grown significantly in recent years and is higher than the peer average. This is partly due to taking over the management of additional suburban services.

Bus ridership growth has been below the average of peers in IBBG, with ridership decreasing from 2013/14.

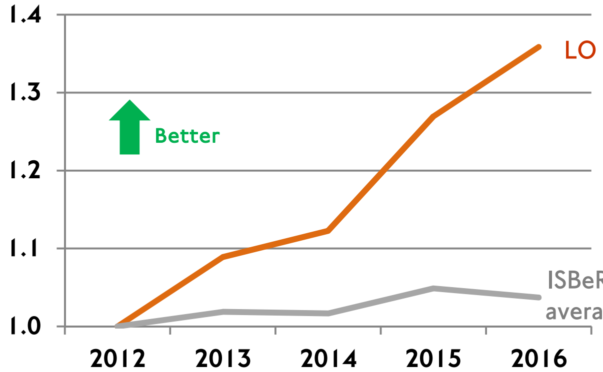
Growth of Ridership by Mode Since 2012
(Index: 2012 = 1.0)

CoMET & Nova metros



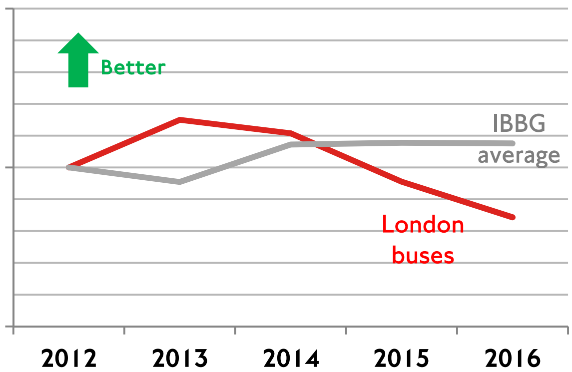
Source: CoMET & Nova metro benchmarking groups

ISBeRG suburban railways



Source: ISBeRG suburban railway benchmarking group

IBBG bus networks



Source: IBBG bus benchmarking group

Capacity Provision and Congestion

How Are We Currently Performing?

High service frequency is important to customers, especially at peak times when congestion can be an issue. Our highest peak hour rail frequency is provided by the Victoria line, operating 36 trains per hour (tph). This compares favourably with global best-in-class. Key to achieving this has been modernisation and the introduction of highly automated signalling systems and trains. The two best performing metros provide frequencies of 42tph on fully automated systems.

Comparing total capacity provided against the number of passengers carried provides a gauge of supply versus demand, as well as congestion. Whilst it is beneficial to use as much of the capacity provided as possible, this must be balanced with services not becoming so overcrowded that they are off-putting or cause service delays.

Underground and DLR both provide more capacity relative to passenger volumes than the majority of comparators. Overground provides a lower capacity relative to passenger volumes. However it shares infrastructure with other operators which limits frequencies, and has platform constraints limiting train length. It should also be noted that Overground provides a predominantly orbital rather than radial service, and thus capacity is more evenly utilised compared to Underground which is less congested in outer areas of the network. Bus capacity relative to passenger volumes is higher than the peer average.

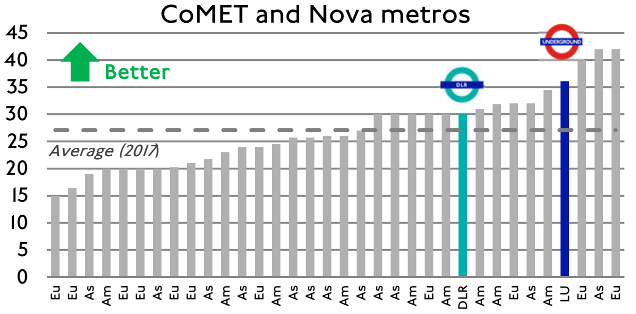
What Are We Doing To Improve?

Major, long-term projects to improve capacity include:

- Capacity expansion works at DLR and London Overground stations
- Replacing DLR trains with 43 higher-capacity rolling stock by the early 2020s, adding 30 per cent to the network capacity
- Extending the London Overground from Gospel Oak to Barking Riverside
- Developing proposals for an extension on the tram network to Sutton
- by introducing longer trains and modernising signalling systems. Underground upgrades will also be crucial in improving rail capacity, these include the 4LM programme (upgrading the sub-surface lines of the Metropolitan, District, Circle and Hammersmith & City lines); the Northern Line Extension; and the Elizabeth line.

Maximum service frequency – trains per hour (2017)

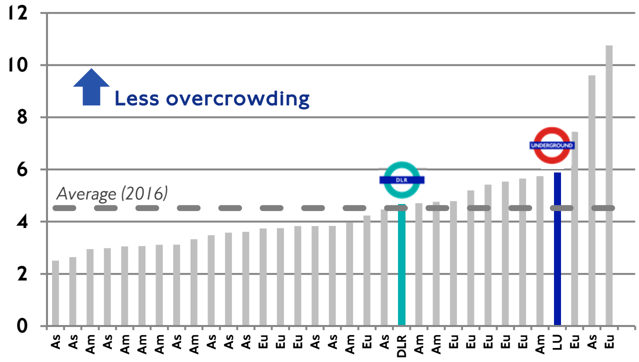
CoMET and Nova metros



Source: CoMET & Nova metro benchmarking groups

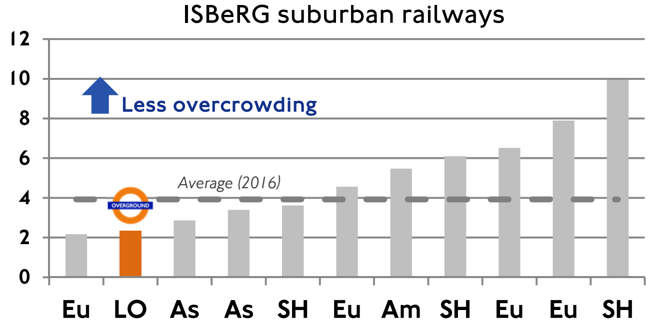
Capacity kms per passenger km (2016)

CoMET & Nova metros



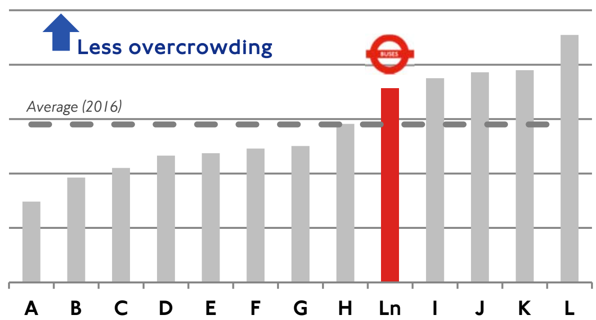
Source: CoMET & Nova metro benchmarking groups

ISBeRG suburban railways



Source: ISBeRG suburban railway benchmarking group

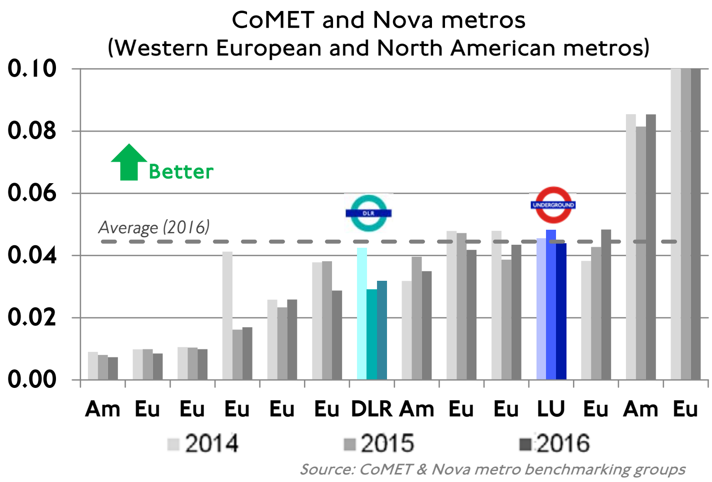
IBBG bus networks

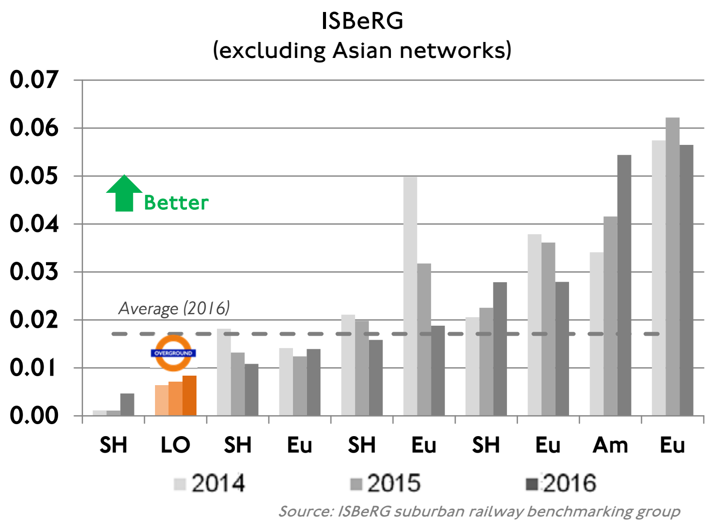


Source: IBBG bus benchmarking group

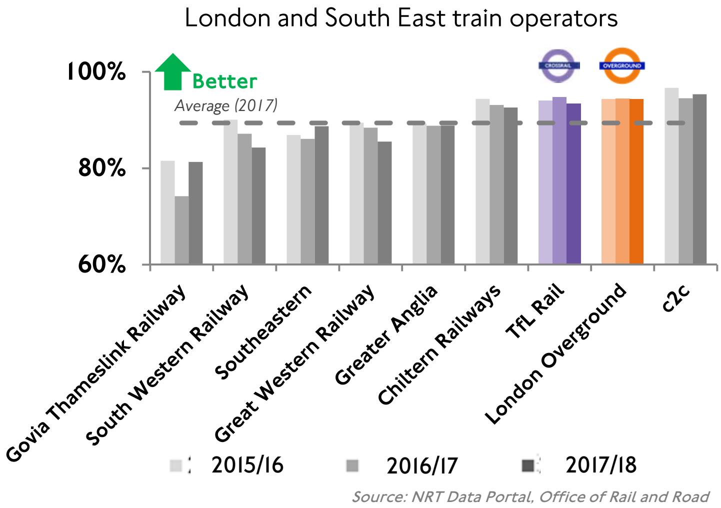
Rail Reliability

Reliability: Million car kilometres between incidents causing a delay of five minutes or more





Reliability: Public Performance Measure (2017)



How Are We Performing?

Reliability is key to both attracting customers and providing world class service.

Within rail, Asian networks lead the way. In addition to differences in operating environment and staffing, Asian railways are newer, with fewer legacy challenges. Therefore, in this section we have benchmarked our rail modes against Western peers only.

Underground reliability is in line with the peer average, the introduction of modern signalling systems and fleets, along with management action focussed on identifying and addressing issues, have been crucial in achieving this.

DLR's reliability fell noticeably in 2015, followed by a slight recovery in 2016 to be in line with the international average. This decline is primarily due to failures of rolling stock and the ATO system. The B92 vehicles, which are the older of the two DLR fleet types, are more prone to failure.

Overground performs worse than the average ISBeRG railway. Overground does not maintain all the infrastructure on which it operates, and shares tracks with multiple operators which can affect reliability. However, Overground along with TfL Rail, remain one of the highest performing operators in the United Kingdom when measured against the Public Performance Measure, which indicates the percentage of on-time arrivals at destination.

What Are We Doing To Improve?

Continued asset investment, including the upgrade to the sub-surface signalling under the 4LM programme, together with specific reliability groups set up to focus on reviewing and managing reliability issues, such as people ill on trains and staff availability, will improve reliability on the Underground.

DLR is procuring a new fleet to replace its ageing B92 vehicles from 2022. Overground reliability will continue to improve through sustained close working with industry partners.

Bus Reliability

How Are We Performing?

This measure is strongly influenced by road traffic conditions. The prevalence of bus priority lanes and technologies in comparator cities has a major impact on this metric. For instance, buses in comparator A run on priority routes for a significant proportion of their network.

In London our latest data shows that reliability has improved since 2016. This follows an improvement in traffic conditions, enhanced signal timings to expedite bus services and control room measures.

However in comparison to peers, our Buses travel at a lower average commercial speed than most international comparators. Our service speed dropped between 2014 and 2016, although our latest data shows an improvement and subsequent levelling out since then.

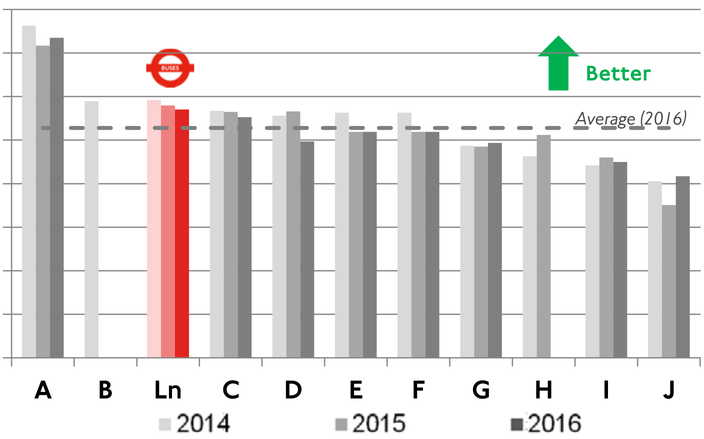
What Are We Doing To Improve?

We are investing in bus priority schemes, route and traffic management, and traffic signal timing reviews, to make journeys quicker and more reliable.

TfL Business Plan commitments:

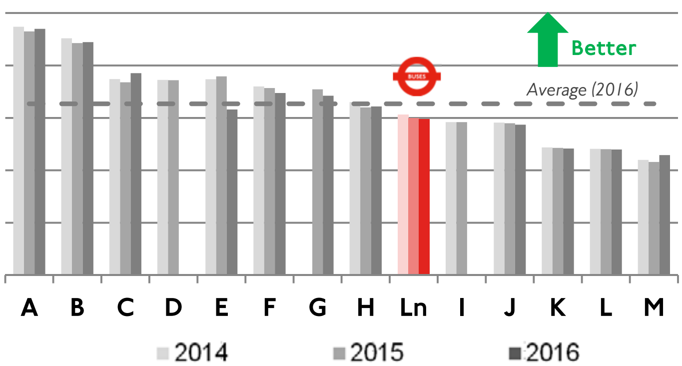
- **We will protect reliability and journey times**

IBBG Punctuality



Source: IBBG bus benchmarking group

Average Commercial Speed (kph)



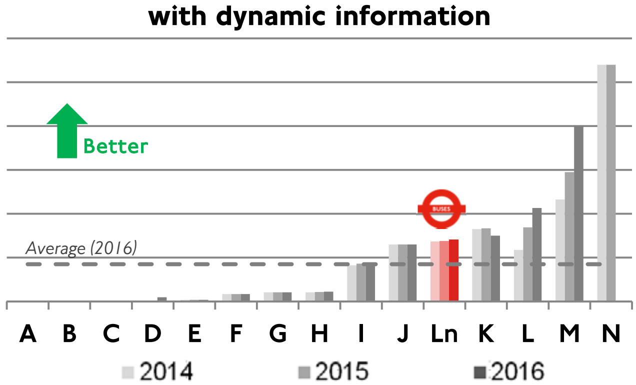
Source: IBBG bus benchmarking group

Bus Customer Information

With over 14 per cent of bus stops providing dynamic information TfL has better than average coverage and remains within the top 5 of comparators.

All of our buses are equipped with iBus and automatic vehicle location which enables customers to obtain real time information through mobile technology throughout the network.

Percentage of bus stops with dynamic information



Source: IBBG bus benchmarking group

Transport Coverage

How Are We Performing?

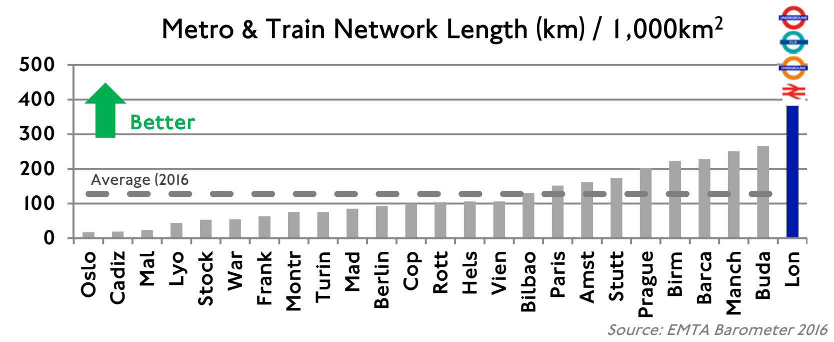
London's public transport network enables the city to function and grow.

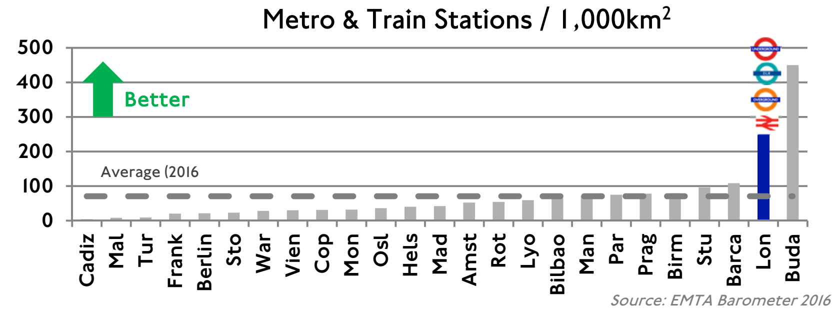
We have benchmarked public transport coverage geographically by examining the kilometrage of rail, bus and tram routes, as well as the number of rail, bus and tram stations and stops, in the city by area. This provides an insight into the density and therefore the ease of access of London's public transport network.

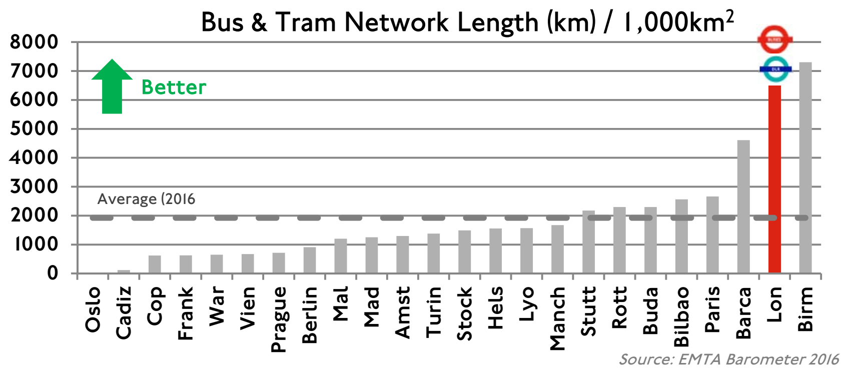
London has the highest density of metro, train, bus and tram routes, and the second highest density of metro, train, bus and tram stations, of 25 cities surveyed by the European Metropolitan Transport Authority.

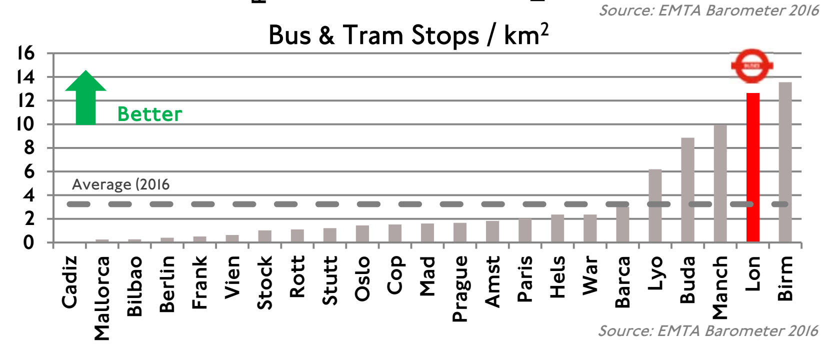
London's position will improve yet further with the full opening of the Elizabeth line and the extension of the Northern line.

We are modernising our bus fleet and improving capacity in suburban areas, particularly to support housing growth and associated travel.







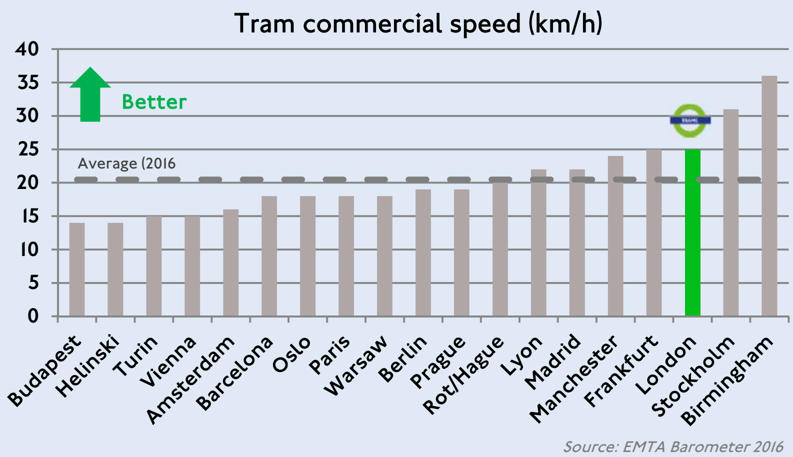


Tram Commercial Speed

This graph is taken from the EMTA's 2016 Barometer Report and shows average commercial speed.

This incorporates time at stops and traffic levels, and therefore overall time-efficiency of transit.

Our Tram network performs third best amongst comparator cities.



Making Transport More Accessible

How Are We Performing?

The Underground network has a lower percentage of step-free stations than most international comparators.

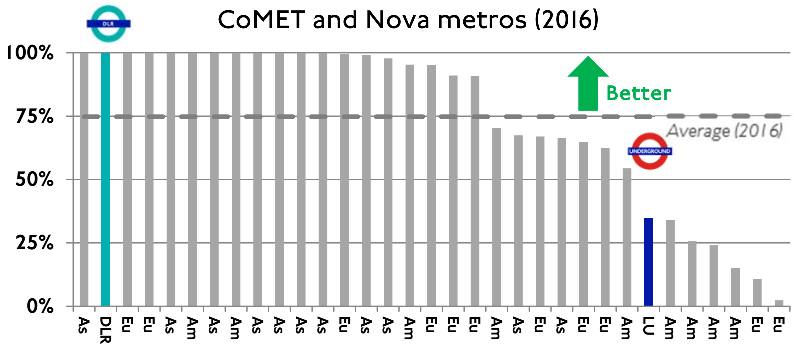
This is predominantly a legacy issue driven by the age of our network and infrastructure in comparison to most Asian metros which are newer with many built with step-free access (SFA).

The DLR and Trams are both fully step-free. They will be followed by the Elizabeth line, which will also be 100 per cent step-free when it enters full service.

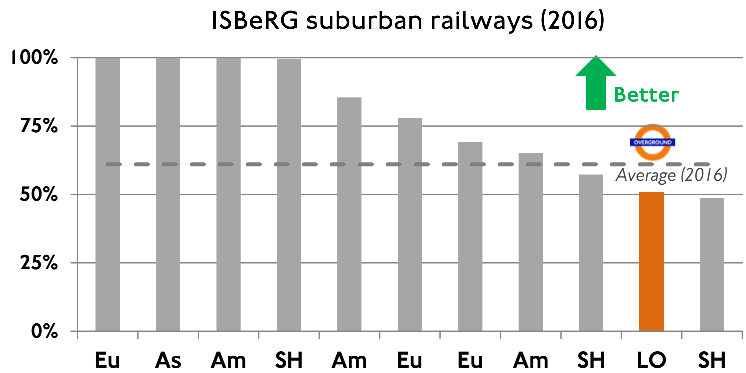
Like the Underground, our Overground network is below average amongst its peer group. However there are plans to improve, with SFA works planned for West Hampstead, Brondesbury Park and White Hart Lane.

Of fifteen comparator bus operators we are one of only eight world leaders for whom their entire fleet is comprised of low-floor vehicles (this excludes our heritage Routemasters).

Percentage of stations with step-free access



Source: CoMET and Nova benchmarking groups

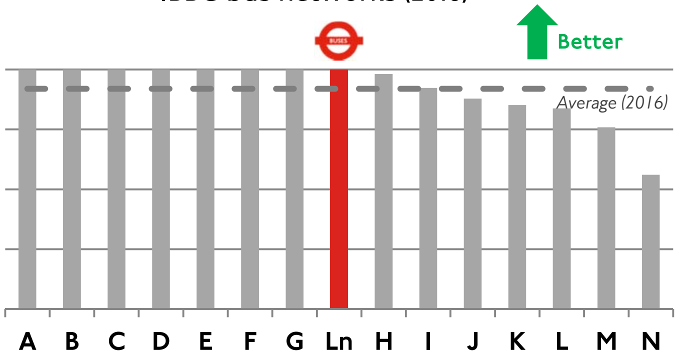


Source: ISBeRG suburban railway benchmarking group

What Are We Doing To Improve?

The Mayor's Transport Strategy focuses on minimising the journey time difference between step-free and non-step free routes. All our new stations, including for the Elizabeth line and the Northern line Extension will have step free access. Our ongoing step-free access schemes include some of our busiest stations such as Victoria and Bank, as well as outer London stations such as Finsbury Park. We will introduce step-free access at five more stations in 2018/19 with work under way at a further thirteen. We are also installing stair tactile paving. Customer information is now available in more languages and in 'Easy Read' formats and we continue to look for additional ways to help people plan their journeys. We will also work closely with London boroughs to continue to develop our Assisted Travel Service and also launch a mental health strategy to increase awareness among our staff and, ultimately, improve support for customers.

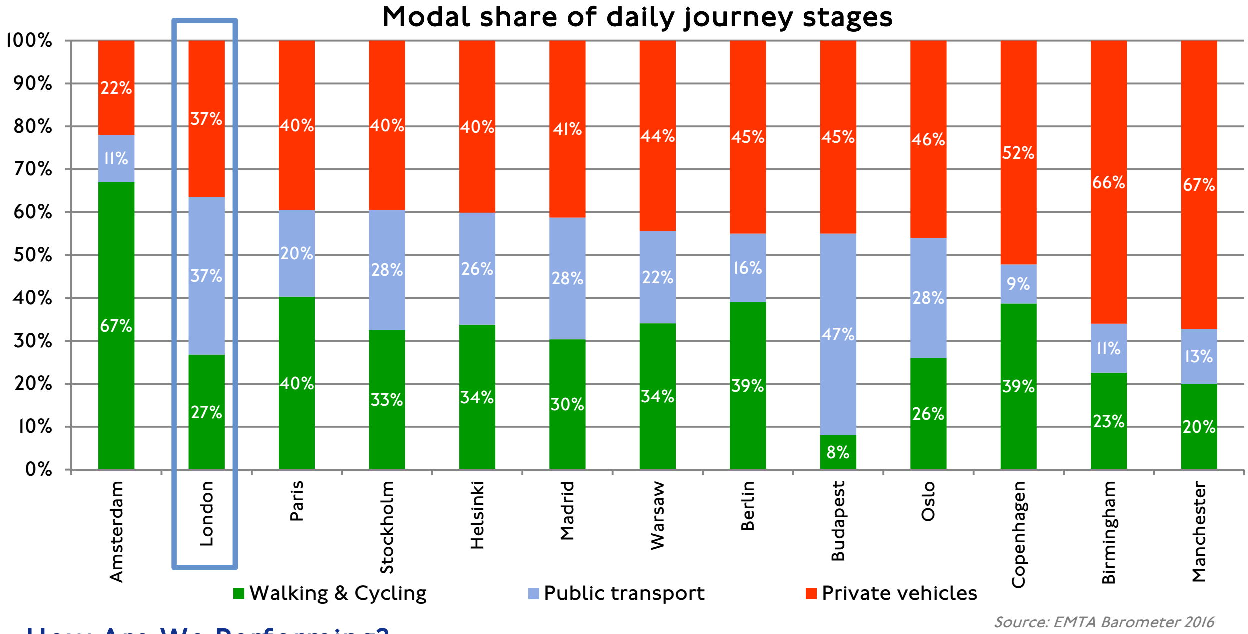
Percentage of Low-Floor Buses
IBBG bus networks (2016)



Source: IBBG bus benchmarking group

Walking and Cycling

We will ensure that sustainable modes have the capacity to cater for a constantly growing population and the ability to attract that demand through high levels of service.



How Are We Performing?

Two in every three journeys in London are either walked, cycled or completed using public transport. This places London second out of eleven European capitals according to the latest EMTA's Barometer Report. However of these journeys London has a relatively small share of trips made by walking or cycling (27 per cent against an average of 32 per cent), this presents us with a significant opportunity.

We are committed to encouraging a modal shift towards more sustainable travel. To accomplish this we will reduce traffic and make walking, cycling and public transport safer and more attractive.

TfL Business Plan commitments:

- More walking and cycling

What Are We Doing to Improve?

We intend to make London a byword for cycling around the world, and have combined all our streets funding into a Healthy Streets portfolio, prioritising walking, cycling and public transport. We are working with the boroughs on hundreds of schemes across London that make it easier to walk, cycle or use public transport. Plans to promote more cycling and walking include:

- Major street improvements for safer and walking and cycling, e.g. Old Street roundabout;
- Continuing to build a network of cycle Quietways, Cycle Superhighways and the Central London Cycle Grid
- Mini-Hollands – implementing schemes that transform cycling facilities and encourage more people to cycle (schemes include Waltham Forest, Enfield, and Kingston-upon Thames); and

Levels of cycling are forecast to increase by approximately 45 per cent by the end of the plan.

Safer London

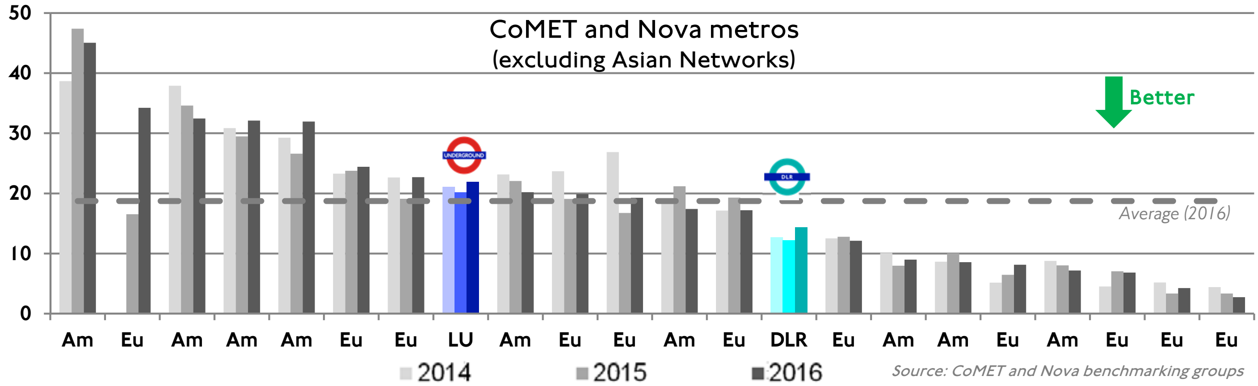
Major cities around the world are taking a stand to end the toll of deaths and injury seen on their roads and transport networks by committing to Vision Zero. London is at the forefront of this approach and the Mayor's Transport Strategy sets out the goal that, by 2041, all deaths and serious injuries will be eliminated from London's transport network.

Safety On Our Rail Modes

How Are We Performing?

We have benchmarked railway safety on fatalities against the number of journeys. Underground performance is currently slightly worse than average with DLR better than average. The increase in 2016 is due to a rise in the number of suicides.

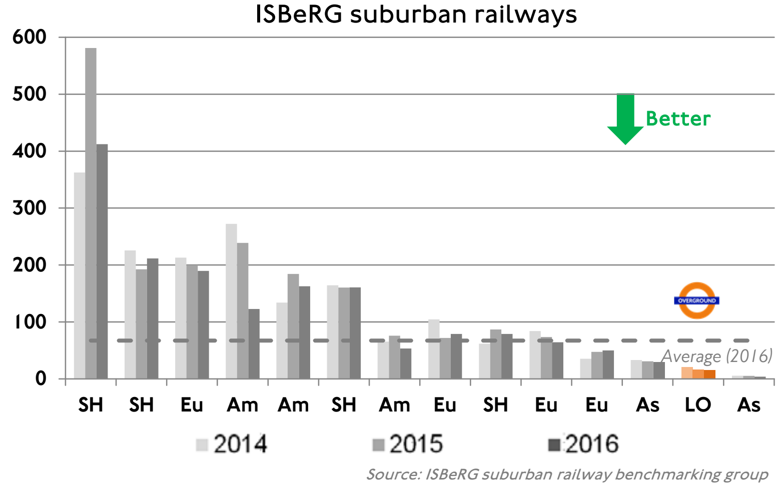
Fatalities due to accidents, illegal activities or suicides per billion passenger journeys (3-year rolling average)



Asian metros tend to have lower fatality rates than their Western peers. In addition to socio-economic differences, Asian metros have generally been built more recently and tend to have a higher proportion of stations with Platform-Edge Doors, which restricts access to the track and reduces platform-train interface incidents. For this reason they have been excluded from this comparison.

In terms of fatalities on suburban railways, Overground is the second best performer in customer safety, and shows a consistently improving trend.

Fatalities due to accidents, illegal activities or suicides per billion passenger journeys (3-year rolling average)



What Are We Doing To Improve?

We are continuing to carry out initiatives across our modes to prevent suicides. This includes providing training to staff and undertaking customer awareness campaigns to promote safe behaviours on our networks.

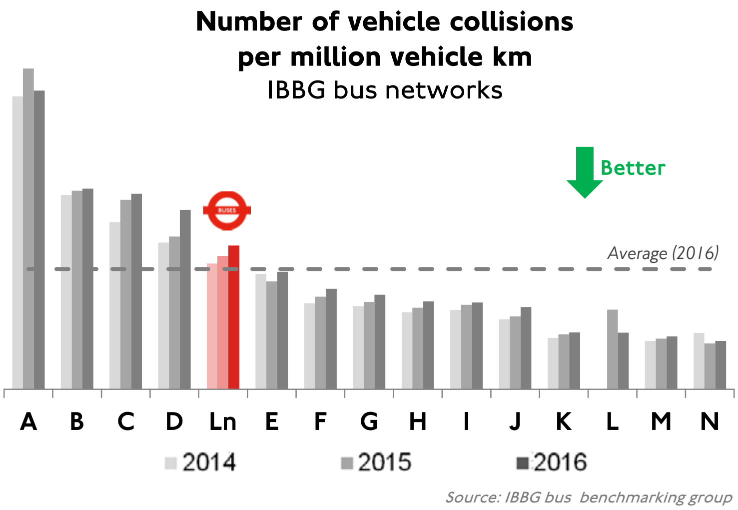
The number of accidental injury to Underground customers is reducing following focused actions at key points - at the platform train interface and on escalators.

Safer London

Bus Safety

How Are We Performing?

Bus collisions are slightly above average for the peer group, having unfortunately increased in recent years.



What Are We Doing To Improve?

We have set ourselves the target of zero fatalities on the bus network by 2030, with reducing bus collisions a priority. We will continue our Bus Safety Programme to reduce collisions, with measures including the launch of our bus safety standard, which was shaped by the results from trials and is focussed on vehicle design and safety system performance; an updated contracts and performance management system; and new safety training for our drivers and their instructors.

Tram Safety

How Are We Performing?

The second anniversary of the tragic tram overturning incident at Sandilands Junction, Croydon is on 9 November 2018. Our thoughts remain with those affected by the tragic event. We remain focused on doing everything we can to offer support to all those affected and are continuing to deal with any further requests for support quickly.

We have introduced a wide range of safety measures to make sure such a tragedy can never happen again. These include chevrons and speed activated warning signs for drivers, additional speed restrictions including a lowering of the maximum speed across the network, enhanced speed monitoring, a driver protection device that detects incidents of fatigue or distraction and intervenes, as well as an upgrade of the CCTV recording system.

The Office of Rail and Road (ORR) gave a presentation to the UK Light Rail Conference in July 2018, outlining how the Rail Accident Investigations Board's (RAIB) recommendations should be implemented by the tram industry. We have led on a number of these and are continuing to work with the tram industry to share good practice and to implement the recommendations. We are also continuing to work closely with First Group's Tram Operations Limited (TOL) who operate trams on our behalf, on all aspects arising from relevant RAIB recommendations including supporting TOL's activities and proposed activities.

What Are We Doing To Improve?

In addition to the items mentioned above, we have commenced an extensive search for a suitable automated braking system for retrospective fitment to the London tram fleet. We have engaged a specialised consultancy and conducted a global search into appropriate proven technologies. This research has enabled us to prepare a Technical Specification for a suitable automatic braking product, and a competitive OJEU procurement competition has been launched. We are working toward a contract award by the end of 2018.

Safer London

Road Safety

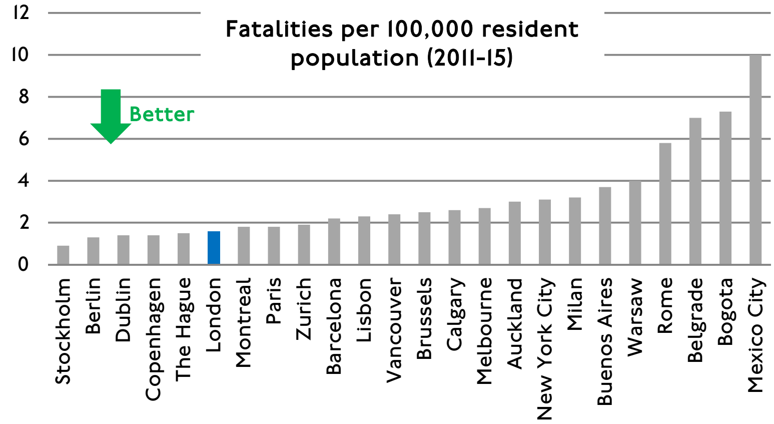
TfL is working with the OECD International Transport Forum (ITF), as part of the Safer City Streets initiative on benchmarking road danger reduction. (https://www.itf-oecd.org/safer-city-streets)

How Are We Performing?

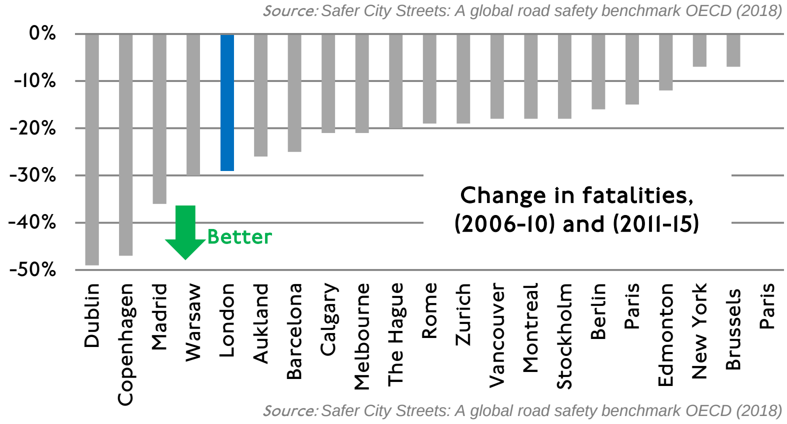
Analysis by the OECD shows that London's overall road fatalities per resident were, in five years to 2015, one of the lowest of peer cities in Europe and globally. London has also seen one of the greatest reductions in fatalities compared to other peer cities.

London has one of the lowest rates of fatalities by length of road network and kilometres travelled, compared to other peer cities.

The number of people killed or seriously injured on London's roads fell by 39 per cent in 2017 against the 2005-09 baseline.



Source: Safer City Streets: A global road safety benchmark OECD (2018)

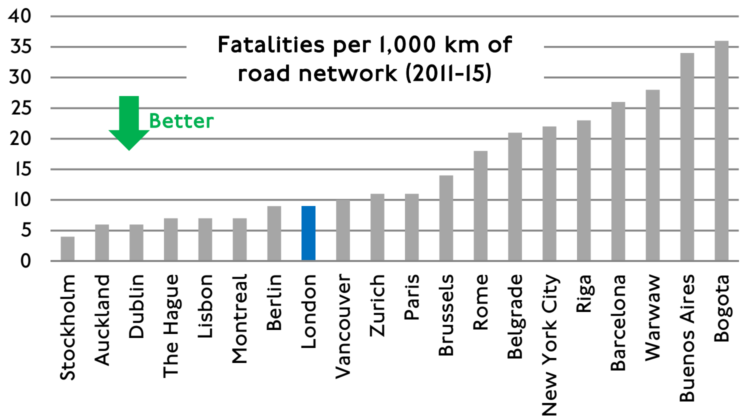


Source: Safer City Streets: A global road safety benchmark OECD (2018)

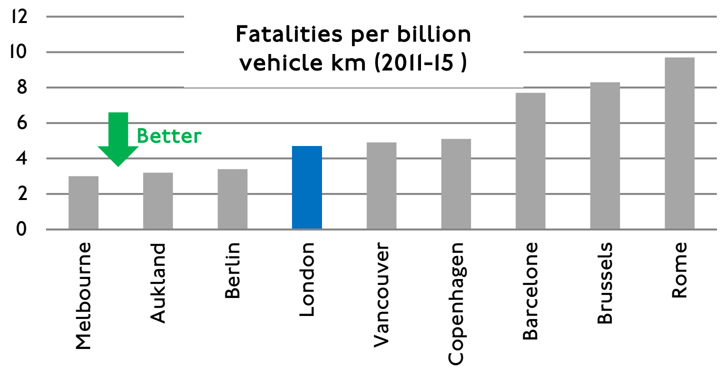
What Are We Doing To Improve?

We are adopting a "Vision Zero" approach to road safety, with the reduction of all road dangers a core principle of the Healthy Streets portfolio, as set this out in the "Vision Zero action plan", released in July 2018.

The Mayor has committed to the world's first Direct Vision Standard for heavy goods vehicles (HGVs). Subject to consultation, we will work towards banning the most dangerous lorries from the Capital by 2020 and will make standards even stricter.



Source: Safer City Streets: A global road safety benchmark OECD (2018)



Source: Safer City Streets: A global road safety benchmark OECD (2018)

TfL Business Plan commitments:

- Vision zero target for road safety
- More roads targeted in Safer Junctions programme

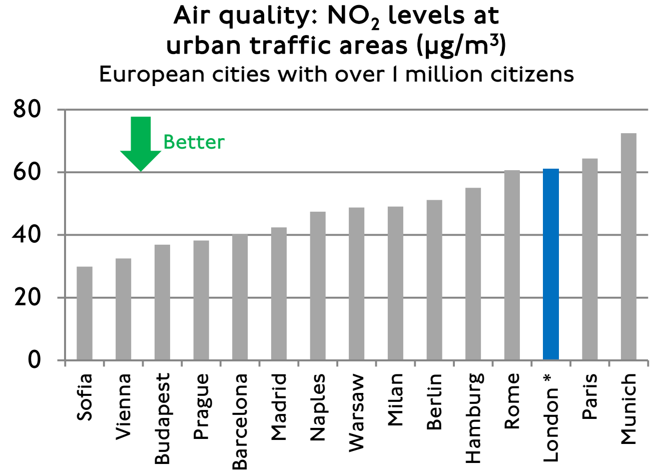
Improving London's Air Quality

How Are We Performing?

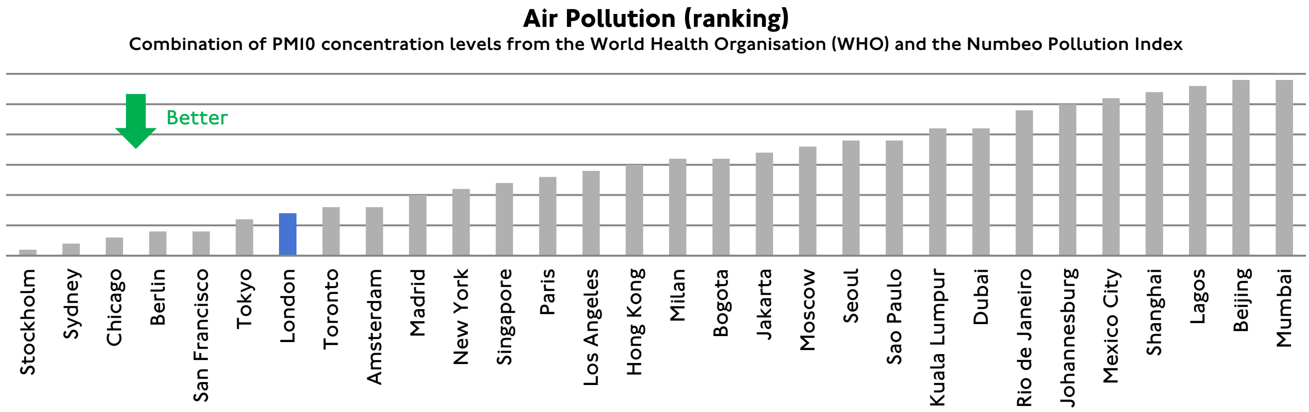
London's nitrogen dioxide (NO_2) concentrations are currently in breach of legal limits.

Whilst it is difficult to compare air quality across cities due to the impact of geography and weather conditions, data from the European Environment Agency shows that London has the third worst level of NO_2 concentrations of European comparators.

However a study undertaken by PwC in 2016 showed that London was ahead of all but two European peers for levels of PM_{10} particulate matter.



Source: European Environment Agency (2015)
* London figure updated to 2017



Source: Cities of Opportunity 7 (PwC, 2016)

What Are We Doing To Improve?

Emissions from road transport are the main cause of air pollution. We are working to tackle this by cleaning up our vehicle fleet and reducing dependency on vehicles through measures such as:

- Healthy Streets - a system of policies and strategies to help Londoners use cars less, and walk, cycle and use public transport more;
- T-Charge introduced in October 2017;
- Two Low Emission Bus Zones introduced, one on Putney High Street and the other Brixton to Streatham, with more zones to be introduced;
- Ultra Low Emission Zone (ULEZ) to be introduced in April 2019, and extended to the North and South Circular roads in October 2021;
- Strengthening the Low Emission Zone (LEZ) standards for heavy vehicles in 2020;
- New double-decker buses must be hybrid or zero-emission;
- New licensing requirements for zero emission capable taxis.

TfL Business Plan commitments:

- **Expand the Ultra Low Emission Zone (ULEZ)**
- **Low Emission Bus Zones**
- **300 Rapid Charge Points will installed by December 2020 to support electric vehicles**
- **By 2020 our entire bus fleet will meet the ultra-clean Euro VI engine emissions standard**

Carbon Reduction

Improving the efficiency of energy consumption and lowering CO_2 emissions on our modes has a huge positive impact on the carbon footprint of London.

How Are We Performing?

Our bus and rail modes have very low CO_2 emissions and energy consumption levels when compared with international peers.

We have achieved low emissions in our rail modes despite increasing services and service speeds through a coordinated programme of traction energy interventions including inverting substations, increasing power regeneration and coasting where practical. It is noted however that there is a structural dependency on the grid emissions of any given country's electricity generation network.

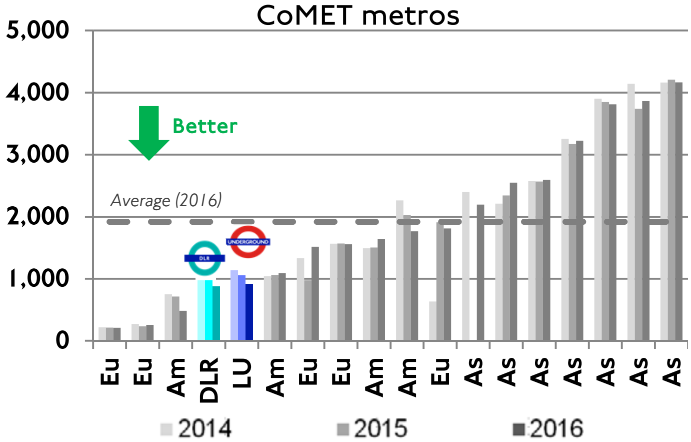
Our bus CO_2 emissions are best-in-class and continue to improve year-on-year. More than three quarters of our fleet is made up of low emission or Euro VI standard / zero emission vehicles.

What Are We Doing To Improve?

We will undertake the installation of solar panels on the rooftops of TfL buildings to provide 1.1 Mega Watts of solar power.

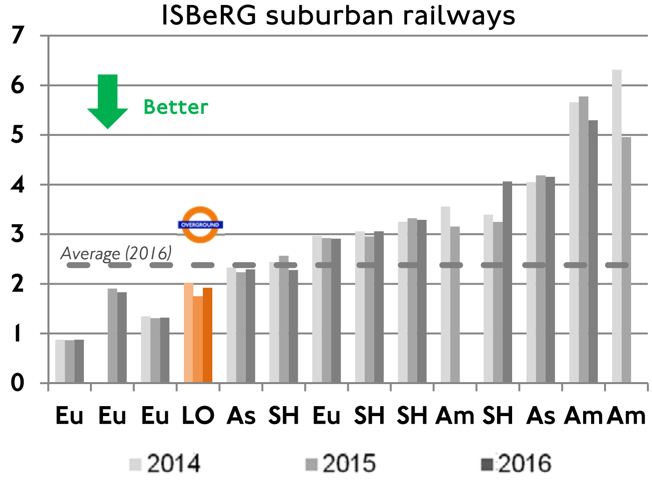
We will consider the development of further schemes that exploit Tube waste heat, use our land and assets for low-carbon energy generation, and look to energy storage technology to save costs and encourage the growth of electrified transport in London.

Grams of CO_2 emissions per car kilometre (from electricity usage)
CoMET metros



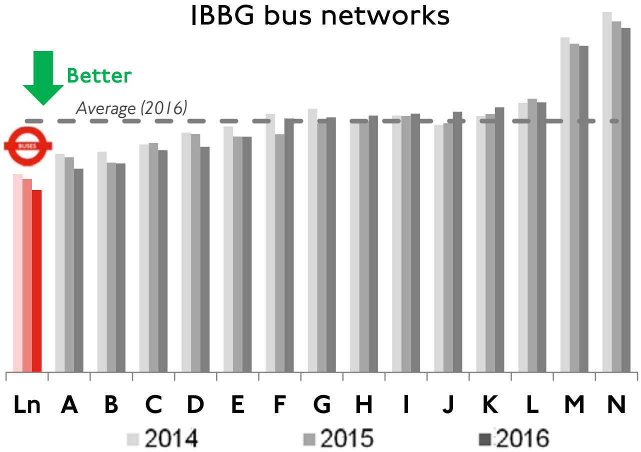
Source: CoMET and Nova benchmarking groups

Energy consumption per car kilometre (kWh)
ISBeRG suburban railways



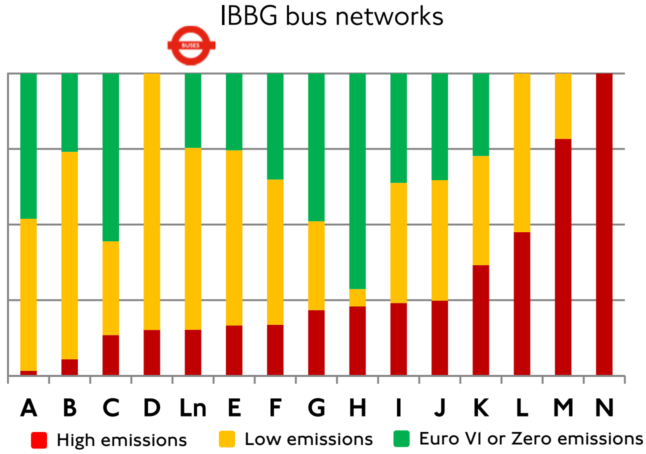
Source: ISBeRG suburban railway benchmarking group

Grams of CO_2 emissions per vehicle kilometre
IBBG bus networks



Source: IBBG bus benchmarking group

Bus Vehicle Emission Classification
IBBG bus networks



Source: IBBG bus benchmarking group

Raising Commercial Revenue

By taking a fundamentally different approach to how we raise commercial revenue, we will generate more non-fares income from our assets to reinvest in transport and to create communities where local amenities are within walking and cycling distance, with public transport available for longer journeys, reducing car dependency and improving quality of life.

How Are We Performing?

For non-fare commercial revenue per passenger journey, the Underground is third out of eighteen comparators, and significantly better than average. This reflects the relative wealth of London and the size and scope of our infrastructure in prominent high-value central locations.

The reduction shown for the Underground is influenced by a decrease in advertising income over the time period shown, partly offset by an increase in other commercial revenue. The decrease shown is compounded in this metric by an increase in passenger journeys over the same time period.

Recently there has been a shift from generating capital receipts to retaining a longer-term interest in some developments. This leads to a fall in expected capital receipts, but will mean greater revenue in the longer term to reinvest in our transport network.

The DLR does less well against this measure, predominantly due to weaker advertising revenue as the network serves fewer central locations than most metros. The DLR also has a more limited infrastructure portfolio with fewer opportunities for advertising and retail.

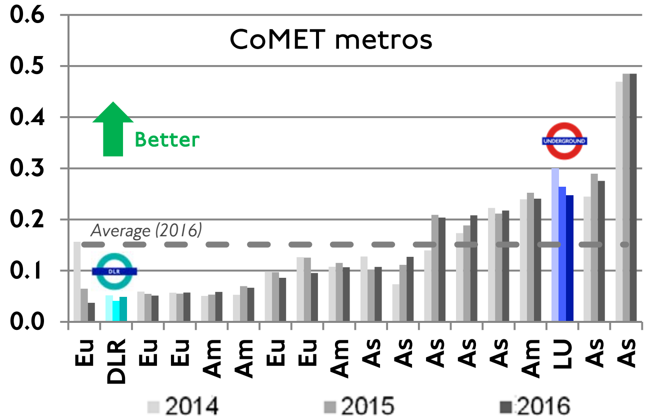
Overground performance is below average which reflects that it does not hold responsibility for major termini, which generate higher levels of revenue (e.g. Grand Central in New York); or high yield interchange stations, which are typically managed within the Underground. In addition, comparator suburban railways tend to have a larger portfolio of car parks, which generate significant revenue.

Performance on Buses is improving as we increase advertising at stops and in bus shelters. However, unlike many comparators income from on-vehicle advertising is retained by our bus operators (which reduces contract costs), so this does not provide for a direct comparison.

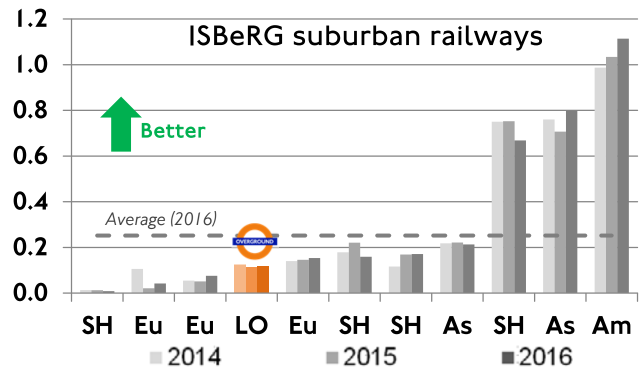
What Are We Doing to Improve?

We will grow our income through several routes. These include investing in modern technology to upgrade our media offering and developing our property portfolio to improve its diversity and returns. The latter will also support the Mayor's pledge to provide 10,000 homes for Londoners.

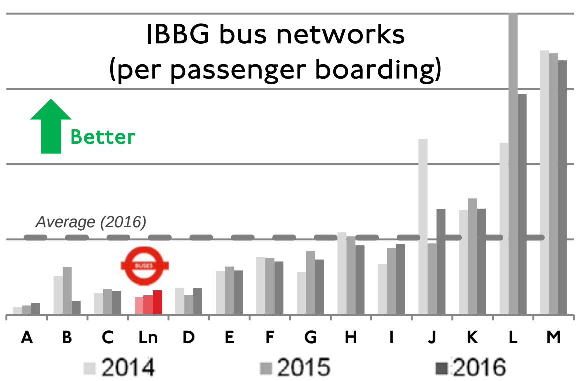
Non-fare commercial revenue per passenger journey
(US$ PPP-adjusted, 2016 prices)



Source: CoMET and Nova benchmarking groups



Source: ISBeRG suburban railway benchmarking group



Source: IBBG bus benchmarking group

TfL Business Plan commitments:

- More than £80m investment to upgrade our advertising estate

Key Findings

Whilst it is not always easy or straightforward to make direct comparisons across different transport operations through benchmarking, we can use it to provide an indication of how our performance, and progress towards improvement, compares to others. Benchmarking allows us to assess our performance and prompt questions as to how we can improve further.

The findings from this report show areas where we perform well, and in some cases are best-in-class. The report also shows where there is the potential to seek out opportunities for further improvement.

A Good Public Transport Experience

1. The average fare per passenger journey for Buses is lower than the international average and fifth lowest in comparison to peers. For Overground the average fare per passenger journey is just above the peer average. Underground and DLR's average fare paid per passenger journey remain the highest and third highest respectively in CoMET and Nova.

2. Our Tram fares remain domestically best-in-class, and are 40 per cent below the average of UK tram and light rail networks.

3. The Mayor has taken action to improve affordability through the introduction of the Hopper fare and freezing any fare increases until the end of the mayoral term.

4. In terms of cost recovery TfL continues to perform strongly across all modes. Both Underground and DLR continue to achieve better recovery ratios than most metros in CoMET and Nova. It is noted that comparator organisations tend to have higher dependency on government subsidies.

5. The Underground provides the fourth highest service frequency in comparison to all metro peers. When fully automated services are excluded, the Underground provides the second highest frequency metro service.

6. Bus reliability is third best and better than the peer average, with Underground fourth best and in line with the peer average. Overground and TfL Rail remain two of the most reliable operators in the United Kingdom.

7. London has the highest density of metro, train, bus and tram routes, and the second highest density of metro, train, bus and tram stations of the 25 cities surveyed by the European Metropolitan Transport Authority. This measure provides an insight into the density and therefore the ease of access to public transport services. London's position will improve further with the opening of the Elizabeth line and Northern line extension.

8. Underground, DLR and buses provide more capacity relative to passenger volumes than the majority of their respective peers.

9. Of fifteen comparators we are one of eight for whom their entire bus fleet is comprised of low-floor vehicles (this excludes our heritage Routemasters). Along with just over 40 per cent of peers, the DLR is fully step-free, as is our Tram network. Both Underground and Overground have lower percentages of step-free stations than their respective peer averages. Work continues to deliver further step free access including at the new stations on the Northern line Extension and on the Elizabeth line.

Key Findings

Healthy Streets and Healthy People

10. Two in every three journeys in London are either walked, cycled or completed using public transport. This places London second out of eleven European capitals surveyed. However, of these journeys, London has a relatively small share of trips made by walking or cycling (27 per cent against an average of 32 per cent). We are committed to encouraging a shift towards more sustainable travel.

11. Overground is the second best performer for customer safety in terms of fatalities due to accidents, illegal activity or suicides, showing a consistently improving trend.

12. DLR safety performance with respect to the number of fatalities is currently better than average. Underground is worse than average with an increase in fatalities seen in 2016 due to a rise in the number of suicides. Work continues on initiatives across our modes to prevent suicides, and following focused actions relating to the platform train interface and escalator use, the number of accidental injuries to Underground customers is reducing.

13. Bus collisions are worse than average for the peer group having unfortunately increased in recent years. We are working to bring this down, with a target of no fatalities by 2030.

14. London's overall road fatalities per resident were, in five years to 2015, one of the lowest of peer cities in Europe and globally.

15. London has seen one of the greatest reductions in road fatalities compared to other peer cities.

16. London has one of the lowest rates of road fatalities by length of road network compared to other peer cities.

17. The number of people killed or seriously injured on London's roads fell by 39 per cent in 2017 against the 2005-09 baseline.

18. TfL is adopting a "Vision Zero" approach to road safety, with the reduction of all road dangers a core principle.

19. London's nitrogen dioxide concentrations are currently in breach of legal limits. In terms of levels of PM_{10} particulate matter a study undertaken by PwC in 2016 showed that London was better than all but two European peers. To improve air quality in London, TfL is introducing an Ultra Low Emissions Zone (ULEZ) in April 2019. This will be extended to the North and South Circular roads in October 2021. By 2020 our entire bus fleet will meet the ultra-clean Euro VI engine emissions standard.

New Homes and Jobs

20. Transport improvements are vital to the creation of new homes and jobs, We are looking at ways to increase our commercial revenue income to enable further investment in transport. The Underground is third out of eighteen comparator metros, and significantly above the peer average, for non-fare commercial revenue per passenger journey.

Benchmarking Priorities

The benchmarking workplan will be aligned to the Business Plan, but will incorporate a degree of flexibility in order to respond to changing business needs over time.

The benchmarking work plan for the coming year currently includes the following activities:

- CoMET benchmarking will be concentrated on performance comparisons of the Underground with other metros internationally. Case studies to be undertaken include modern maintenance practices, passenger incidents and train availability. This will be in addition to continuing to raise and respond to CoMET and Nova forum questions to support better decisions based on the experience of others, alongside continued participation in external benchmarking requests. Similar activities will follow for ISBeRG.
- We are focused on developing benchmarking in less mature areas such as Walking and Cycling.
- We are working to map and develop our National and International relationships for Roads and to establish an integrated approach for benchmarking activity.
- We will review and embed the findings of the recently completed benchmarking study into bus speeds; this will compliment our Bus Priority Strategy and Healthy Streets initiatives. IBBG priorities are primarily focused on international bus customer survey, international KPI benchmarking reporting and an examination of road safety inclusion to reduce the number of fatalities with buses and the roads network.
- A benchmarking exercise is underway to establish an internal and external process to benchmark our back office functions. This will help to ensure that we can highlight areas for efficiency improvements and savings.

Customer Service and Operational Performance Panel

Date: **14 November 2018**

Item: **London Underground Station Action Plan**

This paper will be considered in public

1 Summary

1.1 This paper updates the Panel on the delivery of the outstanding items of London Underground's (LU) Action Plan, which was developed to address the issues raised by London TravelWatch (LTW) in their review into ticket office closures.

2 Recommendation

2.1 The Panel is asked to note the paper.

3 Background

3.1 As part of LU's station modernisation programme, all ticket offices on the Tube network were closed, with the exception of 11 stations on the Bakerloo and District lines, which are regulated by the Department for Transport.

3.2 The Mayor made a commitment in his manifesto to conduct an independent review into this ticket office closure programme. LTW completed this review on behalf of the Mayor in late 2016.

3.3 LTW's review recommended improvements in the following three areas:

(a) staff visibility and availability;

(b) customer assistance, and

(c) purchasing tickets for travel.

3.4 An Action Plan was developed to address each of these areas. The Panel was last updated on progress at its meeting on 6 June 2018.

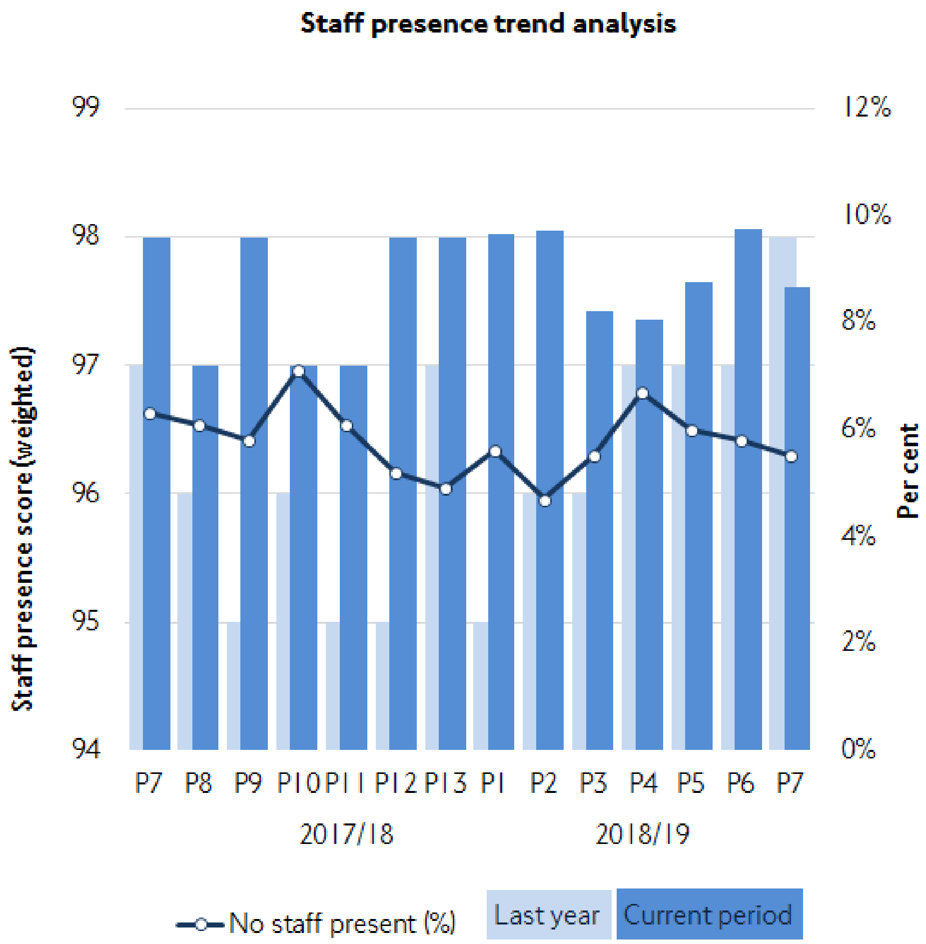
4 Staff Visibility and Availability

4.1 The LTW review stressed the importance of staff availability and visibility in assisting customers and providing a safe and secure network. We recruited 325 additional staff, who were primarily deployed to small stations.

Impact on Staff Presence Scores

4.2 Over the last year, LU's "Staff Presence" score has remained well above the target level of 95 (weighted score) with the "no staff present" score being between five and seven per cent.

Figure 1: Staff presence trend analysis



Focal Points and Staff Visibility

4.3 The LTW review noted that following ticket office closures, stations lacked a clear focal point for customers to seek assistance and that in busy ticket halls staff can be difficult to pick out. The following interventions are being rolled out to aid customers in finding assistance at stations.

Reversible Tabards

4.4 Following extensive trials, where both customers and staff responded positively, a reversible, tear-away tabard to provide greater visibility will be introduced at the end of January 2019. It features a red 'Here to help' design on one side and the existing orange operational "hi-vis" design on the other (see figure 2). Wearing the tabard will be mandatory for station staff, with the red-side typically worn in ticket halls and the orange-side when working on platforms.

Figure 2: Red High Visibility Tabard

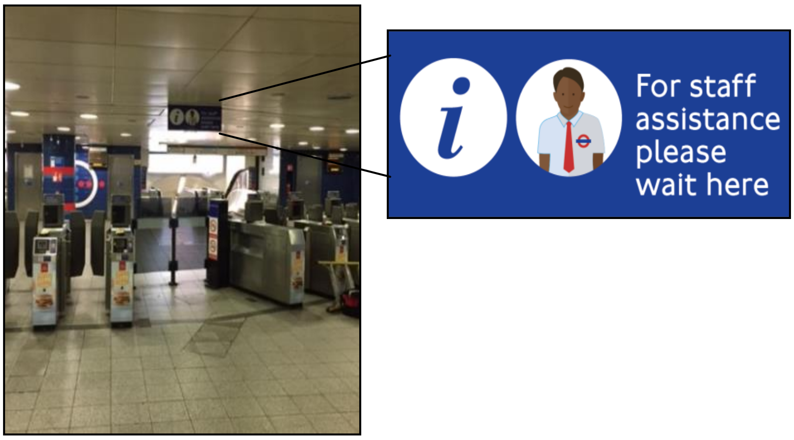
Focal Points

4.5 Focal points will be created within the ticket halls to assist customers. We are adding new signs and making design enhancements to the enable customers to easily find these points.

4.6 Following a trial, 17 central London locations were identified for the introduction of focal points. Surveys began at these locations on 22 October and installation works are due to be completed by the end of December 2018.

4.7 These 17 locations will feature signage that communicates to customers that staff are available to help. The signage will be placed in areas where staff are often located within the ticket hall, such as near the gate-line or ticket machines. The final design of the signage is being finalised and will work in conjunction with the new staff tabards.

Figure 3: Focal point signage



4.8 We are also enhancing the visibility of customer information zones at these stations, so that customers are able to help themselves more easily through accessing essential journey information such as Tube maps, leaflet racks and continuing your journey posters. We are undertaking surveys, which began on 22 October, to review the optimal location for these customer information zones and will consider factors including: passenger flow and high-dwell areas, operational concerns such as congestion and staff presence, and existing ambience features in the station. Customer information zones will be upgraded at the same time as focal point signage is installed.

Help Point Visibility

4.9 Signage is to be installed to improve the visibility of Help Points. The modified design seeks to clarify the dual purpose of the Help Point – with the green button used for emergencies and the blue button used if seeking information, alongside drawing attention to the customer's location. Installation at 31 stations will commence on 5 November 2018 and will be completed by the end of the year.

Figure 4: Help point signage enhancement

5 Customer Assistance

Staff Training

5.1 In addition to the revamp of induction material to deliver a much greater focus on customer service, over 230 senior managers have attended Disability Equality Training (DET).

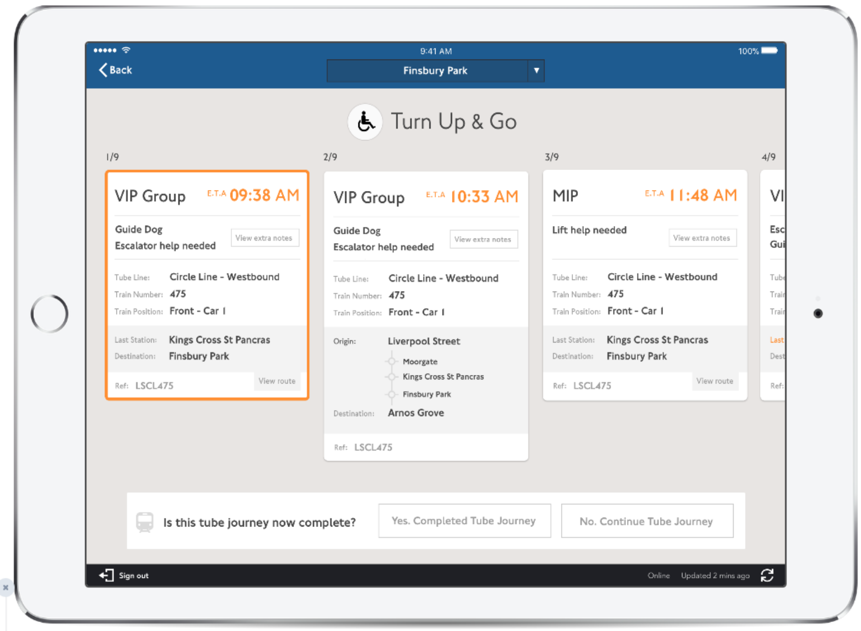
5.2 We have now launched our front-line staff DET training with 20 half-day sessions arranged over the next three months. This is supplementary to our Customer Service Assistant induction training, Customer Service Supervisor promotion training and on-the-job competency assessment. The format includes a Classroom-based session on the social model of disability and how to deliver good customer service, plus a 'walk and talk' tour of a station led by a disabled trainer to point out accessibility features and barriers, with exercises to reinforce learning. By the end of the financial year, 500 front-line staff from across the network will have completed the first phase of this training course.

Figure 5: Staff attending Disability Equality Training on 22 October 2018

Turn up and go

5.3 As part of our commitment to improving our “turn up and go” (TUAG) service, we have developed a tile within the “Station Real-time Information (RTI)” staff app to be used by those assisting with TUAG journeys. The tile makes it easier and quicker for staff to log assistance requests, and provide this information to other stations involved in the journey as well as to Service Control (who manage the train service). It also allows for data collection, so for the first time we can monitor the number of TUAG journeys made on the network and ensure our service provision is planned accordingly.

Figure 6: Visual of the Turn Up and Go app



5.4 The tile has now been rolled out to all station staff iPads and testing has taken place with Change Champions (representative members of station staff) to check that the functionality is working as planned.

5.5 We plan to launch the tile with station staff once the RTI app reaches a critical mass of users later this year. A communications and training plan is being developed to accompany the launch.

6 Purchasing Tickets for Travel

Ticket Vending

6.1 Arrangements are now in place to install new signage to clarify the functionality of ticket vending machines at 56 stations, typically those with a high proportion of visitors. Installation will commence in November and will be completed by the end of December 2018.

Figure 7: Trial signage at ticket machines

7 Next Steps

7.1 We continue to collaborate with LTW on the delivery of the final elements of the Action Plan, with their officers updated at quarterly review meetings. The LTW Board received an update at its meeting in September 2018 and will be briefed again in January 2019, at which time we anticipate all substantive actions in the Plan will be complete.

List of appendices to this report:

None

Background papers:

None

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Customer Service and Operational Performance Panel

Date: **14 November 2018**

Item: **Strategic Risk Management Update**

This paper will be considered in public

1 Summary

1.1 The purpose of this paper is to provide an update to the Customer Service and Operational Performance Panel on TfL's new Enterprise Risk Management Framework, the Enterprise Risk Assessment Matrix and the TfL strategic risks (Level 0), including the risks that will be reported to this panel in future.

1.2 A paper is included on Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dives. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL's commercial position. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

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

3 Background

3.1 Since early 2018 TfL has been carrying out a wide ranging review of its approach to Enterprise Risk Management, in liaison with the Board and senior management. This has included development of a consistent Enterprise Risk Management Framework (ERMF) and Enterprise Risk Assessment Matrix (ERAM), applicable across TfL, and a programme of deep dive reviews of TfL's strategic risks. Progress with this work has previously been reported to the Audit and Assurance Committee at its meetings in March, June and September 2018.

3.2 The ERMF sets out the overall structure through which Enterprise Risk Management is delivered in TfL. It stipulates the elements required for better decision making, sets out the risk management methodology used in TfL, the risk escalation hierarchy and the governance and assurance arrangements in place.

3.3 The ERAM provides a consistent approach to assessing the probability that a risk will materialise and measuring the impact of the risk by reference to four impact categories.

3.4 The final versions of the ERMF and the ERAM were approved by the TfL Executive Committee at its meeting on 8 August 2018. These are attached as Appendices 1 and 2.

3.5 We developed a template to capture strategic risk information on one page. This includes specific causes and consequences, quantification of financial impact ranges, provision for recording of insurance information, current and target risk assessments against risk tolerance levels using the ERAM, key risk indicators (KRIs) which provides a means of linking risk to performance of scorecard measures, preventative and corrective controls, assurance assessments and further actions required. The template is attached as Appendix 3.

3.6 We have concluded deep dive reviews on TfL's set of 16 level 0 strategic risks using this new template. The updated set of risks was presented to the Executive Committee on 8 August 2018 and is attached as Appendix 4.

3.7 Each strategic risk has now been assigned to a lead panel or committee, and progress on the management of strategic risks will be reported to the respective panels and committees. The lead panel/ committee for each risk is shown in the list in Appendix 4.

3.8 The following risks will be reported to this Panel:

(a) SR5 - Technological or market developments;
(b) SR6 - Loss of external stakeholder trust; and
(c) SR13 - Operational reliability.

4 Next Steps

4.1 This Panel already receives a significant amount of information which is relevant to the assessment of the risks assigned to it. The Panel is asked to consider the manner in which they would like senior management to present these risks to future Panel meetings and any additional information it would wish to receive to support its review of the risks.

4.2 It is proposed, with the Panel's agreement, that a paper in relation to SR5 – Technological or market developments will be presented by the Director of Transport Innovation to the meeting of the Panel on 13 February 2019.

List of appendices to this report:

Appendix 1 – Updated Enterprise Risk Management Framework (ERMF)
Appendix 2 – Updated Enterprise Risk Assessment Matrix (ERAM)
Appendix 3 – TfL's new Strategic Risk Template
Appendix 4 – TfL's Strategic Risks

Exempt supplementary information is included in a paper on Part 2 of the agenda.

List of Background Papers:

None

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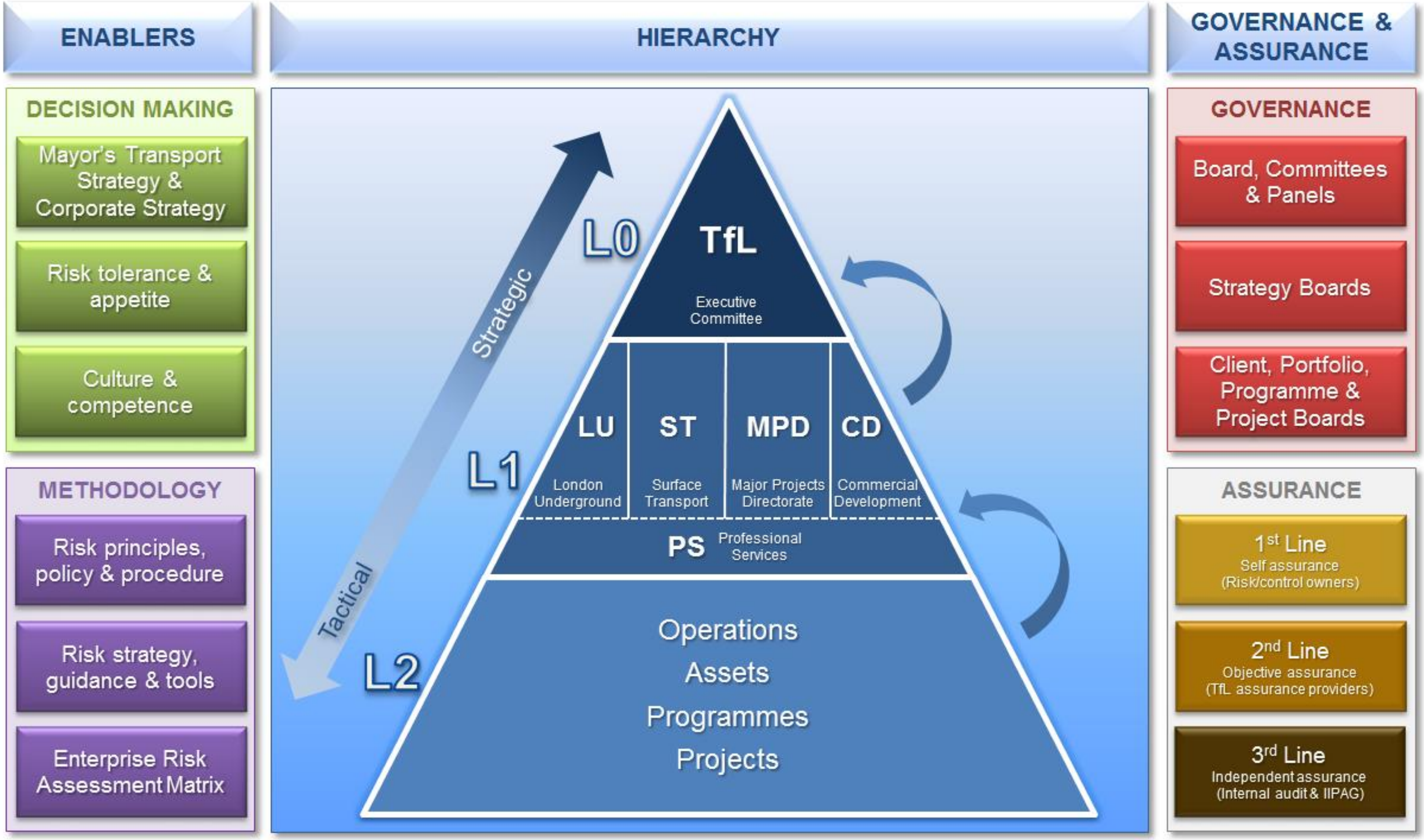
TfL's updated Enterprise Risk Management Framework (ERMF)



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Appendix 2

TfL's updated Enterprise Risk Assessment Matrix (ERAM)

THREAT ASSESSMENT MATRIX	1. Very Low	2. Low	3. Medium	4. High	5. Very High
Health, Safety & Environment	**Minor** health issue or **Minor** injuries or **Minor** localised environmental harm	**Minor** health issue with potential for regulatory action or **Minor** injuries with potential for regulatory action or **Minor** localised / short term environmental harm with potential for regulatory intervention	**Moderate** health issue leading to regulatory action or **Major** injuries leading to regulatory action or **Moderate** environmental harm leading to potential regulatory action	**Significant** health issue leading to adverse regulatory outcome or **Single** fatality leading to adverse regulatory outcome or **Significant** long-term/ large scale environmental harm leading to adverse regulatory outcome	**Life changing/Multiple** health issues leading to prosecution or **Multiple** fatalities leading to prosecution or **Major** long-term/ large scale environmental harm leading to prosecution
Customer & Stakeholder	**Small** number of customers/stakeholders affected with **minimal** disruption to service delivery or impact to assets	**Minor** impact to: • service delivery • assets; or • delivery of the MTS	**Moderate** impact to: • service delivery • assets; or • delivery of the MTS	**Major** impact to: • service delivery • assets; or • delivery of the MTS	**Catastrophic** failure or gross negligence resulting in an inability to deliver multiple services and/or a total loss of assets or inability to deliver significant elements of the MTS
Finance	<£1m	£1m to <£5m	£5m to <£10m	£10m to <£50m	≥£50m
Stakeholder Confidence	**Negative** feedback from customers or stakeholders via the Customer Service Centre, media outlets, Twitter or blogs	**Short term** negative media coverage	**Negative** media coverage resulting in loss of confidence with regulator or stakeholder intrusion	**Ongoing** negative media coverage resulting in loss of confidence with **significant** regulator or stakeholder intrusion	**Extensive** ongoing negative media coverage resulting in **major** loss of confidence with **significant** regulator or stakeholder intrusion or loss of licence to operate

	1. Very Low	2. Low	3. Medium	4. High	5. Very High
Probability	<5%	5% to <25%	25% to <50%	50% to <80%	≥80%
Frequency	Less than once in 20 years	Less than once in 5 years	Between once in 5 and once in 2 years	More than once in 2 years	Once or more per year

OPPORTUNITY ASSESSMENT MATRIX	1. Very Low	2. Low	3. Medium	4. High	5. Very High
Health, Safety & Environment	**Negligible** health, safety and environmental benefits	**Minimum** health and wellbeing benefits or Reduction in **minor** injuries or **Minimum** environmental benefits	**Moderate** health and wellbeing benefits or Reduction in **major** injuries or **Moderate** environmental benefits	**Significant** health and wellbeing benefits or Reduction in **multiple major injuries/ single fatality** or **Significant** environmental benefits	**Sustained** health and wellbeing benefits or Reduction in **multiple fatalities** or **Sustained** environmental benefits
Customer & Stakeholder	**Minor** improvement to services.	**Minor** improvement to services. **Enhanced** relations with local stakeholders for less than a month.	**Moderate** improvement to services. **Enhanced** relations with local stakeholders for longer than a month. **An element** of the MTS delivered quicker and over and above expectations.	**Major** improvement to services. **Significantly enhanced** relations with key stakeholders for less than a month. **Some elements** of the MTS delivered quicker and over and above expectations.	**Exceptional** improvement to services. **Significantly enhanced** relations with key stakeholders for more than a month. **Significant elements** of the MTS delivered quicker and over and above expectations.
Finance	<£1m	£1m to <£5m	£5m to <£10m	£10m to <£50m	≥£50m
Stakeholder Confidence	**Positive** feedback from customers or stakeholders via the Customer Service Centre, media outlets, Twitter or blogs.	**Short term** positive media coverage.	**Positive** media coverage resulting in **temporarily** increased confidence from regulator or stakeholders.	**Ongoing** positive media coverage resulting in **temporarily** increased confidence from regulator or key stakeholders.	**Extensive** ongoing positive media coverage resulting in **sustained** increased confidence from regulator or key stakeholders.

	1. Very Low	2. Low	3. Medium	4. High	5. Very High
Probability	<5%	5% to <25%	25% to <50%	50% to <80%	≥80%
Frequency	Less than once in 20 years	Less than once in 5 years	Between once in 5 and once in 2 years	More than once in 2 years	Once or more per year

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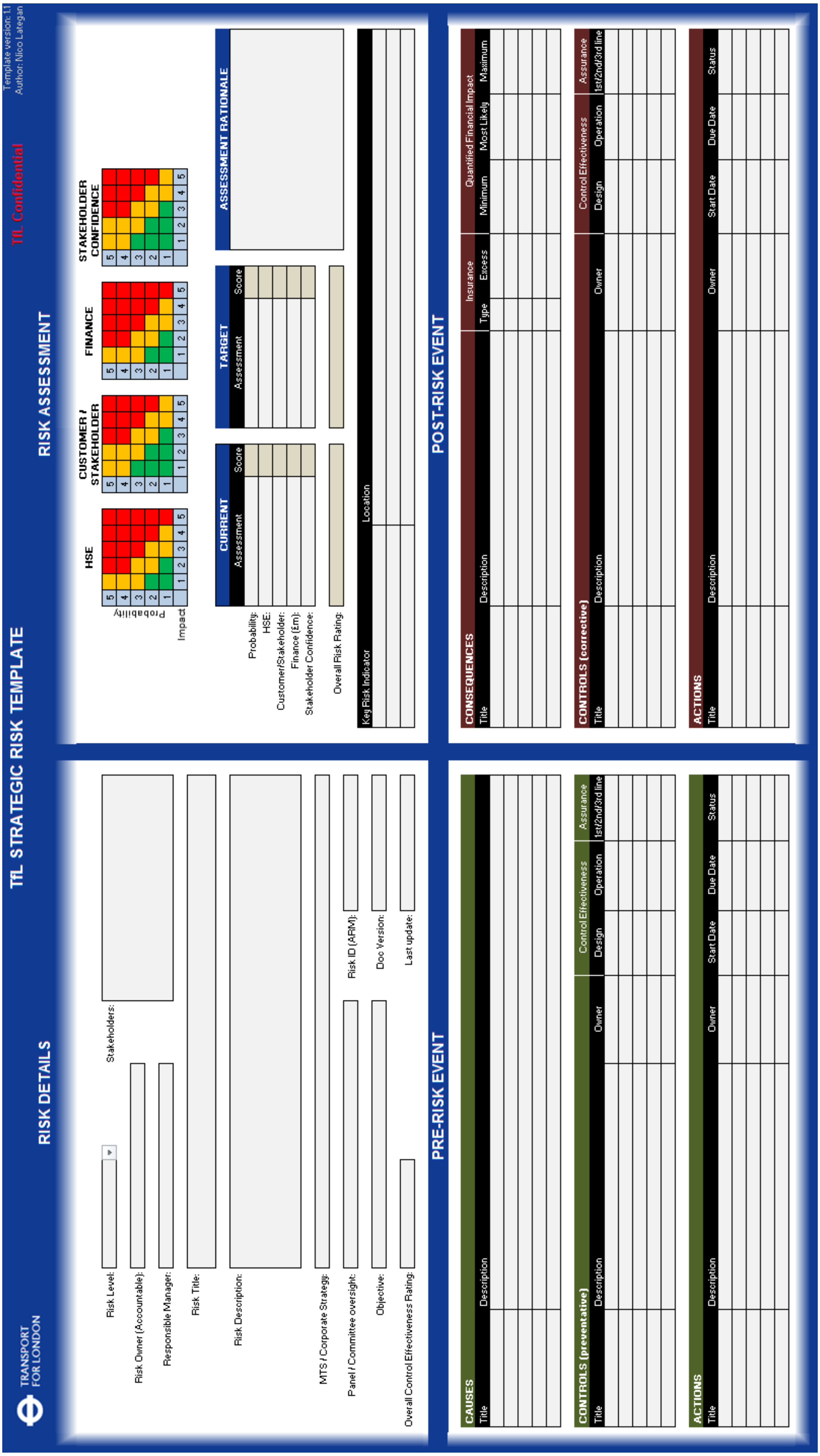
TfL's new Strategic Risk Template



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Appendix 4

TfL's Strategic Risks

Changed risks	
Risk	Change description
SR1 – Safety standards	Renamed to SR1 – Achieving safety outcomes
SR4 – Foresight strategy	Closed as this is now a business as usual activity
SR5 – Technological or market developments	Responsible manager changed from Shashi Verma to Michael Hurwitz
SR6 – External stakeholder expectations	Renamed to SR6 – Loss of external stakeholder trust Responsible manager changed from David McNeill to Matt Brown
SR7 – Financial sustainability	Responsible manager changed from Tom Page to Sarah Bradley
SR8 – Delivery of commercial revenue targets	Renamed to SR8 – Inability to deliver predicted revenue growth
SR9 – Ability to meet changing demand	Risk owner changed from Mark Wild to Simon Kilonback Responsible manager changed from David Hughes to Shashi Verma
SR11 - Significant technology failure or major cyber security incident	Split into SR11 – Significant technology failure and SR4 – Major cyber security incident
SR14 - TfL's impact on the environment	Renamed to SR14 – TfL's environmental impact
SR15 - External environment impact on TfL	Renamed to SR15 – Resilience to climate change and extreme weather

List of Strategic Risks					
#	**Risk**	**Owner**	**Manager**	**Mayors Transport Strategy / Corporate Strategy**	**Suggested Panel / Committee**
SR1	Achieving safety outcomes	Gareth Powell	Jill Collis	MTS: Healthy streets and healthy people	SSHRP
SR2	Talent attraction and retention	Tricia Wright	Rachel Kerry	CS: People	SSHRP
SR3	Governance and controls suitability	Howard Carter	Andrea Clarke	MTS: All MTS outcomes	AAC
SR4	Major cyber security incident	Vernon Everitt	Shashi Verma	MTS: Healthy streets and healthy people	AAC
SR5	Technological or market developments	Vernon Everitt	Michael Hurwitz	MTS: All MTS outcomes	CS&OP
SR6	Loss of external stakeholder trust	Vernon Everitt	Matt Brown	MTS: All MTS outcomes	CS&OP
SR7	Financial sustainability	Simon Kilonback	Sarah Bradley	CS: Finance	FC
SR8	Inability to deliver predicted revenue growth	Graeme Craig	Ken Youngman	MTS: New homes and jobs	FC
SR9	Ability to meet changing demand	Simon Kilonback	Shashi Verma	MTS: New homes and jobs	FC
SR10	Catastrophic event	Mark Wild	Nigel Holness	MTS: Healthy streets and healthy people	SSHRP
SR11	Significant technology failure	Vernon Everitt	Shashi Verma	MTS: A good public transport experience	AAC
SR12	Delivery of key investment programmes	Stuart Harvey	Nick West	MTS: New homes and jobs	PIC
SR13	Operational reliability	Mark Wild	Nigel Holness	MTS: A good public transport experience	CS&OP
SR14	TfL's impact on the environment	Alex Williams	Sam Longman	MTS: Healthy streets and healthy people	SSHRP
SR15	Resilience to climate change and extreme weather	Alex Williams	Sam Longman	MTS: All MTS outcomes	SSHRP
SR16	Opening of the Elizabeth Line	Mark Wild	Howard Smith	MTS: New homes and jobs	PIC

Panels & Committees key:	
SSHRP	Safety, Sustainability & Human Resources Panel
AAC	Audit and Assurance Committee
FC	Finance Committee
CS&OP	Customer Services & Operational Performance Panel
PIC	Programmes and Investment Committee

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Customer Service and Operational Performance Panel

Date: **14 November 2018**

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 Operational Performance Report and the 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 Services and Operational Performance 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), Customer, Communication and Technology (CCT), London Underground (LU), Surface Transport (ST)

13 February 2019		
Quarterly Customer Services & Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Future Mobility Models - Update	MD CCT	Action 32/07/17
Bus Strategy Update	MD ST	Action 27/07/18
Strategic Overview of Cycling	MD ST	Action 29/09/18
Deep dive on strategic risk	MD CCT	Informal briefing
Closure of London Overground Ticket Offices	MD ST	Action 29/09/18

Regular items:
- Quarterly Customer Services & Operational Performance Report (MDCCT/MD ST & MD LU)
- TfL International Benchmarking Report – Annual (June/July)
- Bus Services to London’s Hospitals – Annual (June/July)

Items to be scheduled:
- Understanding London’s diverse communities.
- Customer Excellence Plan in London Underground
- Customer behaviour and alcohol

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