Transport for London customer service and operational performance report

Quarter 3 (16 September 2018 – 8 December 2018)

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

About Transport for London (TfL)

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

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

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

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

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10 per cent to central London's rail capacity.

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

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

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

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

Contents

Introduction

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

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

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

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

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

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

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

Our Contact Centre has ranked in the UK Top 50 Contact Centres for seven consecutive years. This year, we improved our position, moving up from 43rd place to 37th, due to a I5 per cent improvement in the overall quality of our service. We also won two awards: the 'Most Improved Social Media' and the 'Commitment to Improvement' awards, given by the Top 50 Companies for Customer Service, the UK's independent customer service benchmarking programme.

Nigel Holness
Managing Director, London Underground

Gareth Powell
Managing Director, Surface Transport

Vernon Everitt
Managing Director, Customers, Communication and Technology

Business at a glance

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

How we report on our business

TRANSPORT FOR LONDON

Underground

Elizabeth line
*

Buses

Rail

Streets

Other operations

Commercial Development

Major projects

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

Facts and figures**

940 Trains on the TfL network

580km TfL-operated highways

680km TfL-operated Rail and Underground routes

9,550 Buses on the TfL network

6,350 Traffic signals operated by TfL

** Based on full year 2017/18

Mayor's Transport Strategy themes in this report

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

We are providing more trains on our busiest services, and investing in upgrades and step-free access schemes. We are making local streets healthier and more pleasant places. Listening to, and acting on, the suggestions of our customers enables us to make walking, cycling and public transport the first choice for the vast majority of trips. And we will continue to improve services to unlock the new jobs and housing our city needs.

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

Healthy Streets and healthy people

A good public transport experience

Scorecard measures
We use a scorecard to measure our performance against the Mayor's Transport Strategy. In this report, the scorecard measures are marked like this.

Healthy Streets and healthy people

London's transport system will be safe

Customer injuries
Moving annual average

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

Improvement activities during the quarter included:

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

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

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

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

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

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

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

24
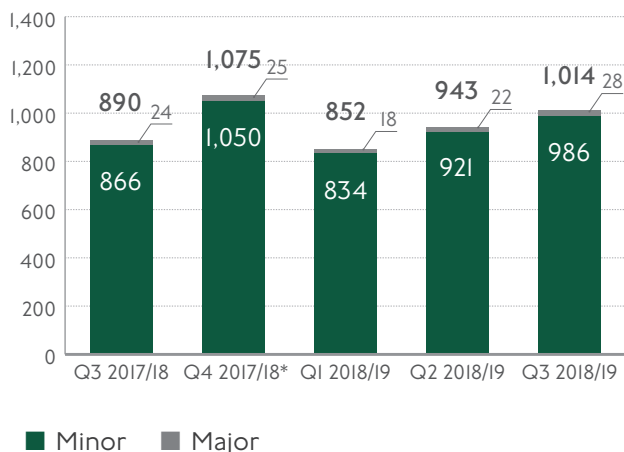Number of injuries within our other operations this quarter (4% ▲ against Q3 2017/18)
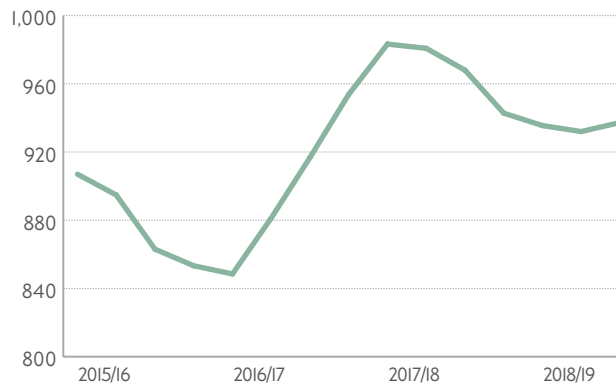
* TfL Rail commenced 31 May 2015

London's transport system will be safe

Underground 🚇

Customer injuries

Past five quarters

Bar chart showing customer injuries (Minor and Major) over five quarters:
- Q3 2017/18: 890 total (866 Minor, 24 Major)
- Q4 2017/18*: 1,075 total (1,050 Minor, 25 Major)
- Q1 2018/19: 852 total (834 Minor, 18 Major)
- Q2 2018/19: 943 total (921 Minor, 22 Major)
- Q3 2018/19: 1,014 total (986 Minor, 28 Major)

■ Minor ■ Major

Moving annual average

Line chart from 2015/16 to 2018/19.

Top three causes of injury

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

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

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

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

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

• Infrastructure changes to realign the edges of platforms at Victoria and East Putney to reduce the gap between the train and the platform, and continued delivery of our Platform Camera Improvement project
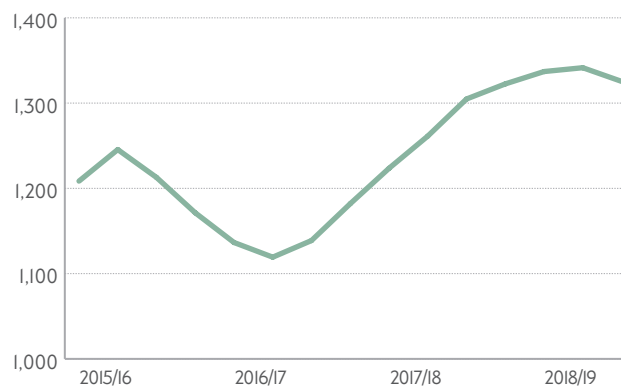
* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

Buses

Customer injuries
Past five quarters

Minor | Major
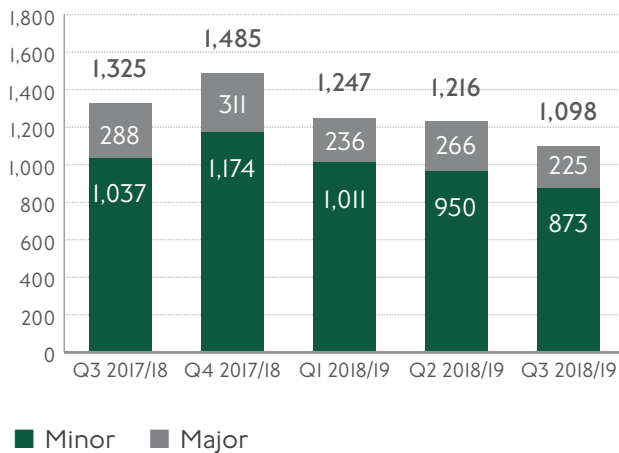
Moving annual average

Top four causes of injury

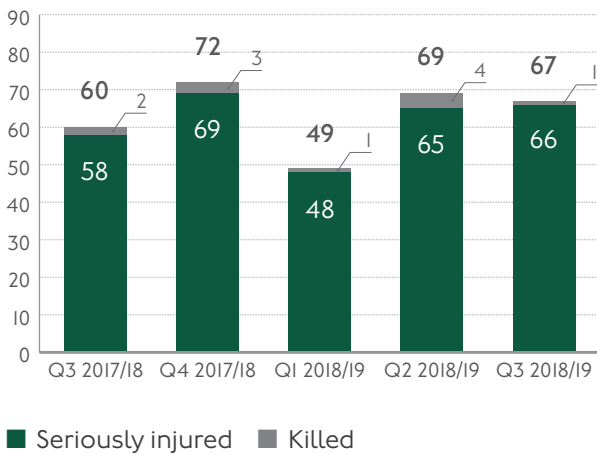|	
Slips, trips and falls	58%
Struck by/against object	22%
Trapped fingers/limbs	8%
Collisions	7%

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

We continue to drive improvements through our vehicle specifications, research and partnership with bus operators. During the quarter, this included:
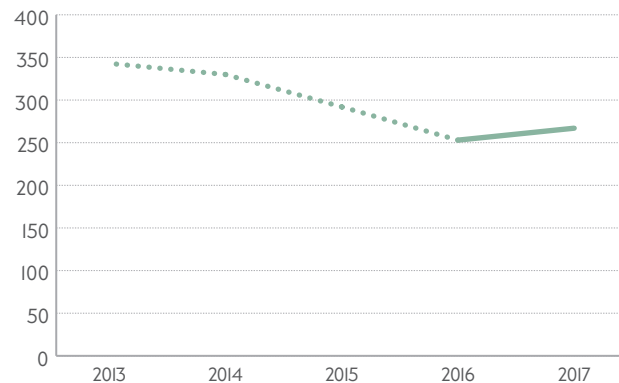
• Launch of the Bus Safety Standard at TfL's second Bus Safety Summit on 16 October

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

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

People killed or seriously injured*
Past five quarters

Past five quarters chart:

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

■ Seriously injured ■ Killed

Annual totals*

The number of people killed or seriously injured reported by, or to, the police in Q3 rose by 10 per cent compared to the same quarter last year. In Q3 2018/19, 22 (32 per cent) of these involved vulnerable road users. Pedestrians continue to make up the largest proportion, representing 77 per cent of vulnerable road users killed or seriously injured during Q3. When compared to the same period last year, the number of vulnerable road users killed or seriously injured involving a bus has reduced by 33 per cent, although the proportion related to pedestrians has risen by five per cent.
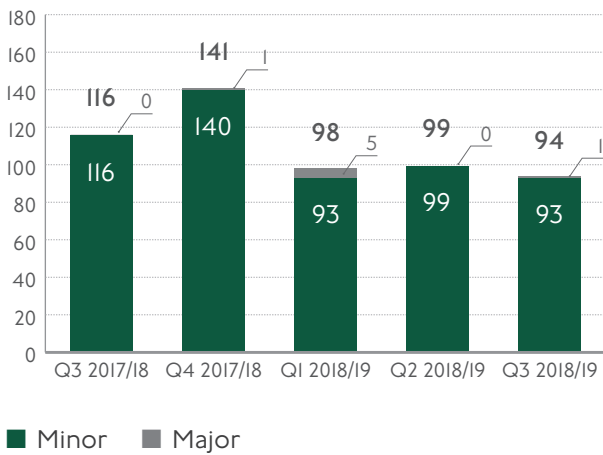
On 16 October, we held our second Bus Safety Summit, which launched the Bus Safety Standard. The standard details the bus safety features that all bus operators will need to progressively implement by 2024. From next year, all new London buses must include the following safety measures:

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

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

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

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

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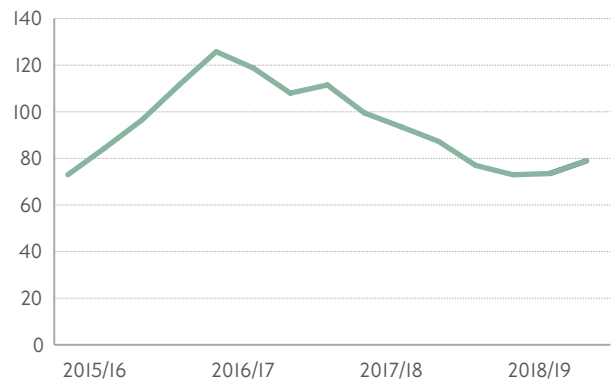
* Figures from the end of 2016 have been reported using a new system (COPA). The dotted line in the graph for calendar years 2013-2016 denotes back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how incidents would have been reported under this system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

Rail

Customer injuries

Past five quarters

Quarter	Minor	Major
Q3 2017/18	116	0
Q4 2017/18	140	1
Q1 2018/19	93	5
Q2 2018/19	99	0
Q3 2018/19	93	1

■ Minor   ■ Major

Moving annual average*

Injuries by mode

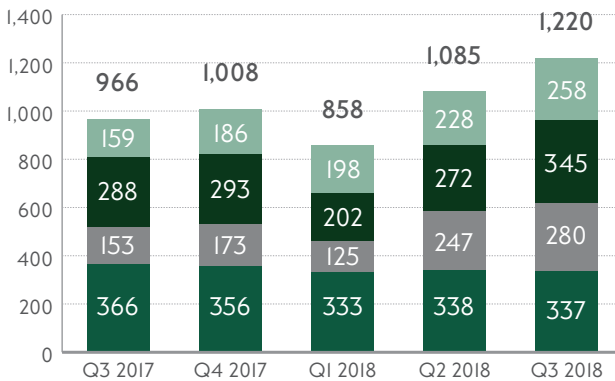|	
London Overground	49
DLR	20
TfL Rail	15
Trams	10

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

Key improvement activities during the quarter included:

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

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

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

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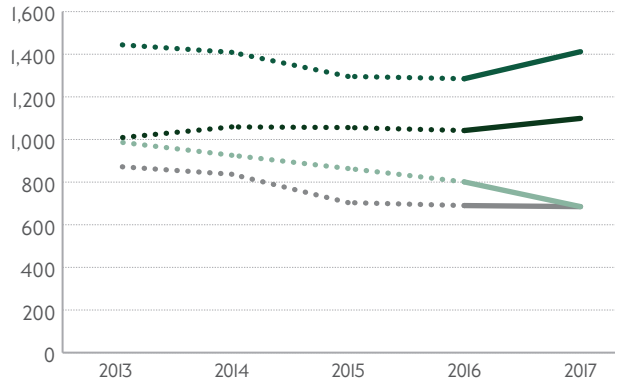
Streets

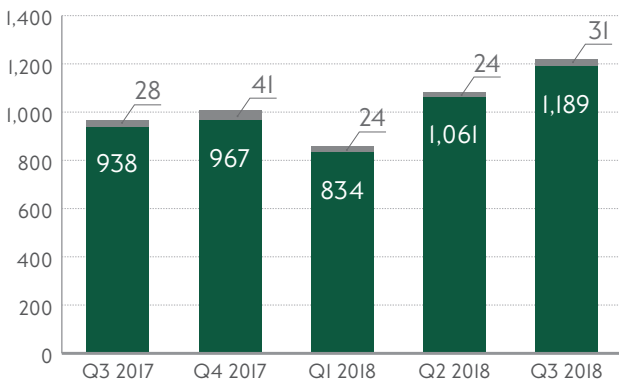## People killed or seriously injured*
Past five quarters (type of user)

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

■ Pedestrians ■ Cyclists ■ Motorcycles ■ Other motorised vehicles

Annual totals*

Past five quarters (KSI)

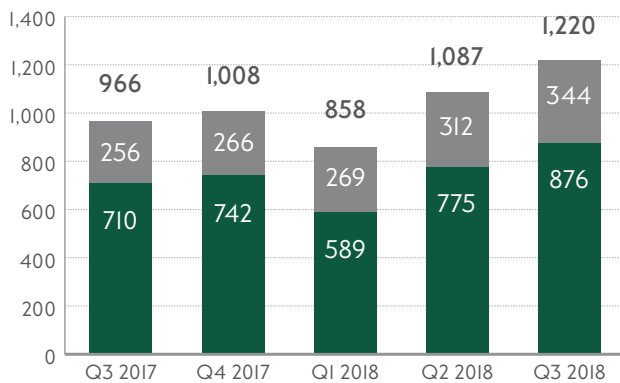| Quarter	Killed	Seriously injured
Q3 2017	28	938
Q4 2017	41	967
Q1 2018	24	834
Q2 2018	24	1,061
Q3 2018	31	1,189

■ Killed ■ Seriously injured

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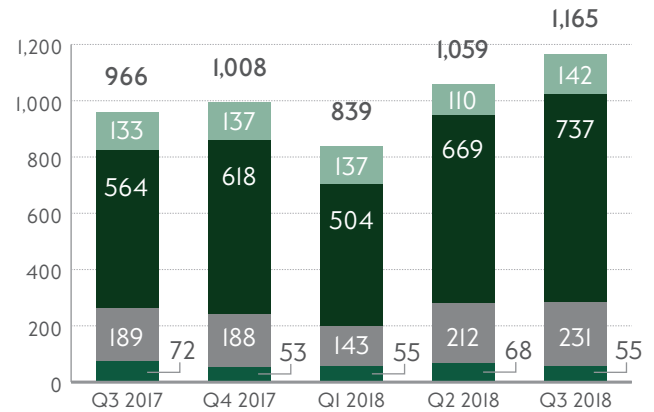
* Figures from the end of 2016 have been reported using a new system (COPA). The dotted lines in the graph for calendar years 2013-2016 denote back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how KSIs would have been reported under this system in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

Past five quarters (gender)

Bars (Male / Female):
- Q3 2017: 710 / 256 — total 966
- Q4 2017: 742 / 266 — total 1,008
- Q1 2018: 589 / 269 — total 858
- Q2 2018: 775 / 312 — total 1,087
- Q3 2018: 876 / 344 — total 1,220

■ Male ■ Female

Past five quarters (age)

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

■ 0-15 ■ 16-24 ■ 25-59 ■ 60+

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

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

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

- Completion of works at Bruce Grove

We also continued to engage key stakeholders with the Vision Zero agenda. We did this through events such as our Vision Zero Summit, to inspire senior leaders across London to take ownership and accountability for Vision Zero within their organisations, and one-to-one support to London boroughs to develop the Vision Zero elements of their Local Implementation Plans.
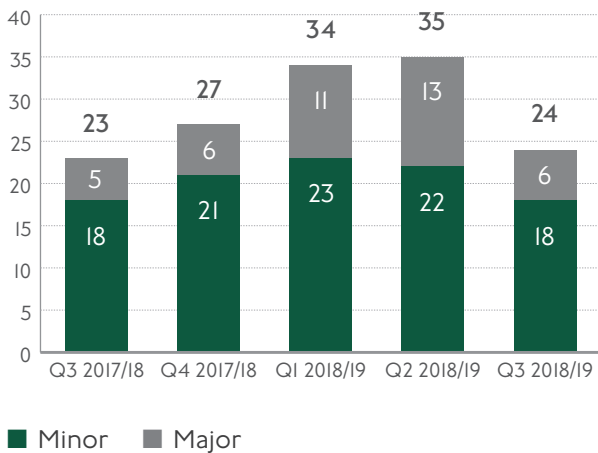
In November, the Roads and Transport Policing Command began to implement Operation Vision Zero, to tackle sources of road danger. In the first week, there were more than 80 arrests, and officers issued in excess of 2,000 traffic offence reports for a range of issues, including drink/drug driving, speeding, mobile phone use and driving without insurance.
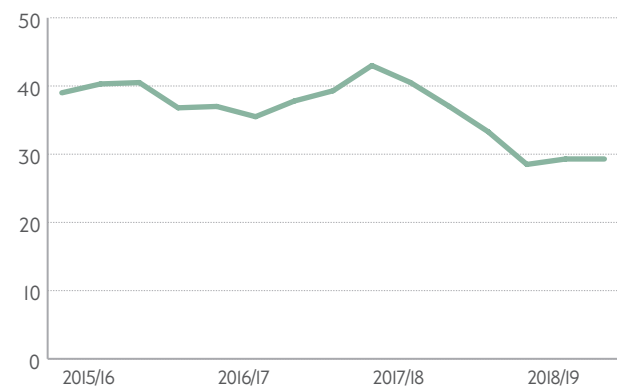
Other operations

Customer injuries
Past five quarters

	Minor	Major	Total
Q3 2017/18	18	5	23
Q4 2017/18	21	6	27
Q1 2018/19	23	11	34
Q2 2018/19	22	13	35
Q3 2018/19	18	6	24

■ Minor ■ Major

Moving annual average

(Line chart showing values from 2015/16 to 2018/19, ranging approximately from 29 to 43)

Top four causes of injury

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

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

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

Safety – feedback from customers
Number of complaints

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

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

Injury to person, which includes:

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

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

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

Damage caused by buses, which includes:

• Buses hitting other road users

• Buses clipping parked cars

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

• Customers getting trapped in closing doors

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

• Customers slipping on wet floors

• Platform over-crowding

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

London's transport system will be secure

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

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

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

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

All figures below are per million journeys

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

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

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

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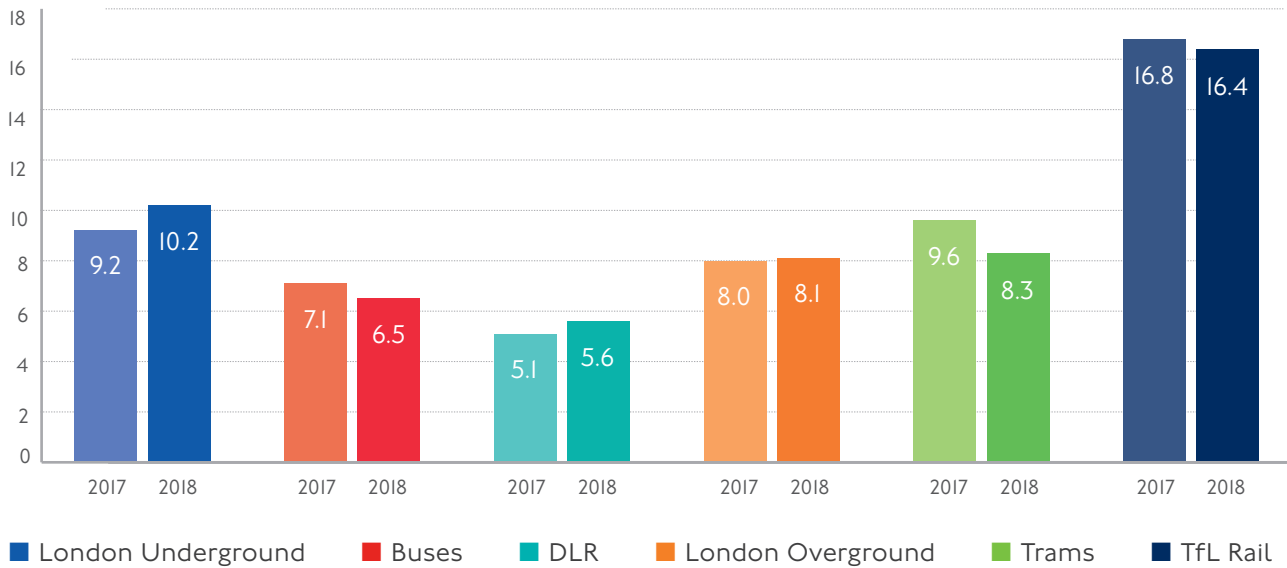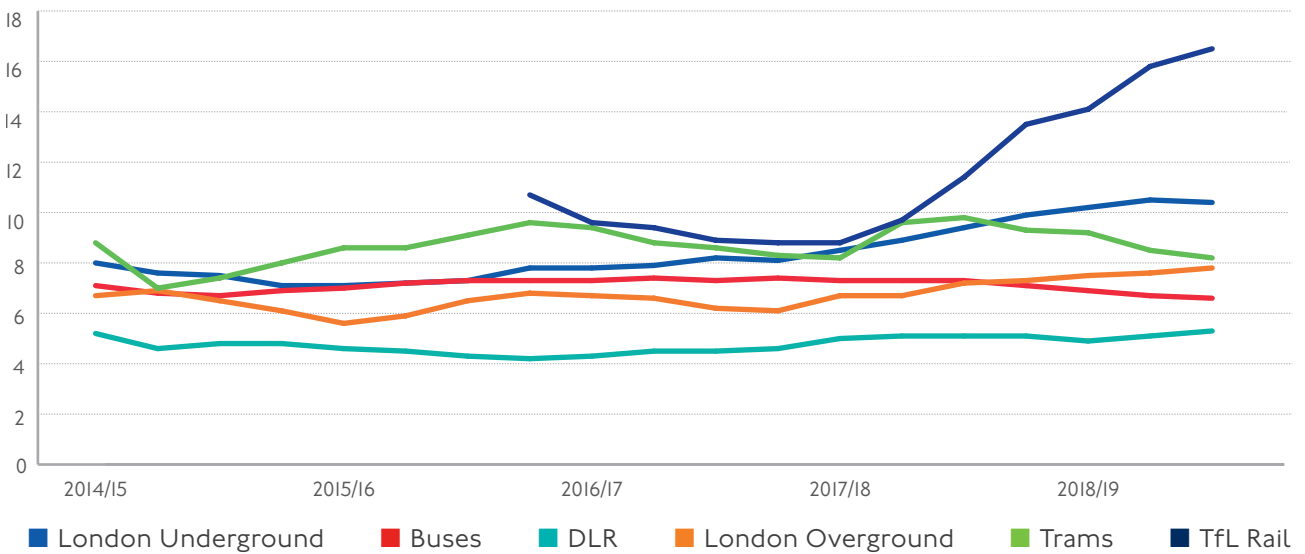
6.5 Number of crimes on the bus network this quarter (8.7%▼ against Q3 2017/18)

Recorded crime rate*

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

|	2017	2018
London Underground	9.2	10.2
Buses	7.1	6.5
DLR	5.1	5.6
London Overground	8.0	8.1
Trams	9.6	8.3
TfL Rail	16.8	16.4

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

Annual trend (moving average)**

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

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

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

Recorded crimes by mode

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

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

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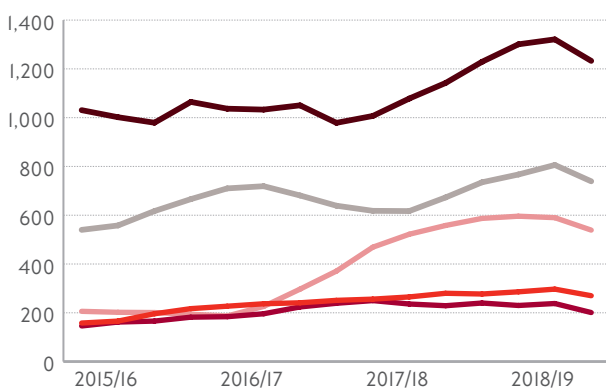
■ Theft of passenger property ■ Violence against the person ■ Serious public order
■ Sexual offences ■ Criminal damage

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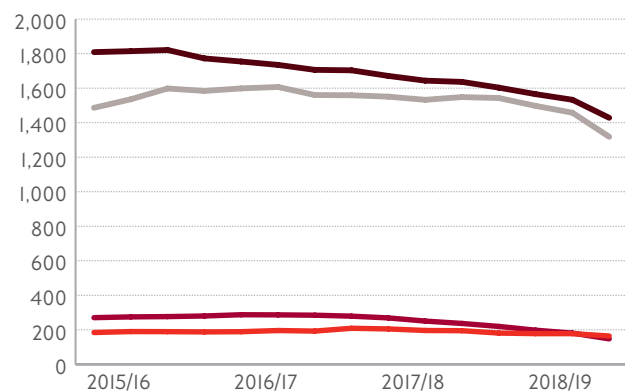
On the bus network over the past years, Theft and Criminal damage have followed a falling trend. Violence against the person has remained relatively static but began to fall during 2018/19. Sexual offences have seen little change.

Recorded crimes by mode
London Underground

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

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

London Buses

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

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

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

DLR

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

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

London Overground

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

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

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

London Trams

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

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

TfL Rail

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

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

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

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

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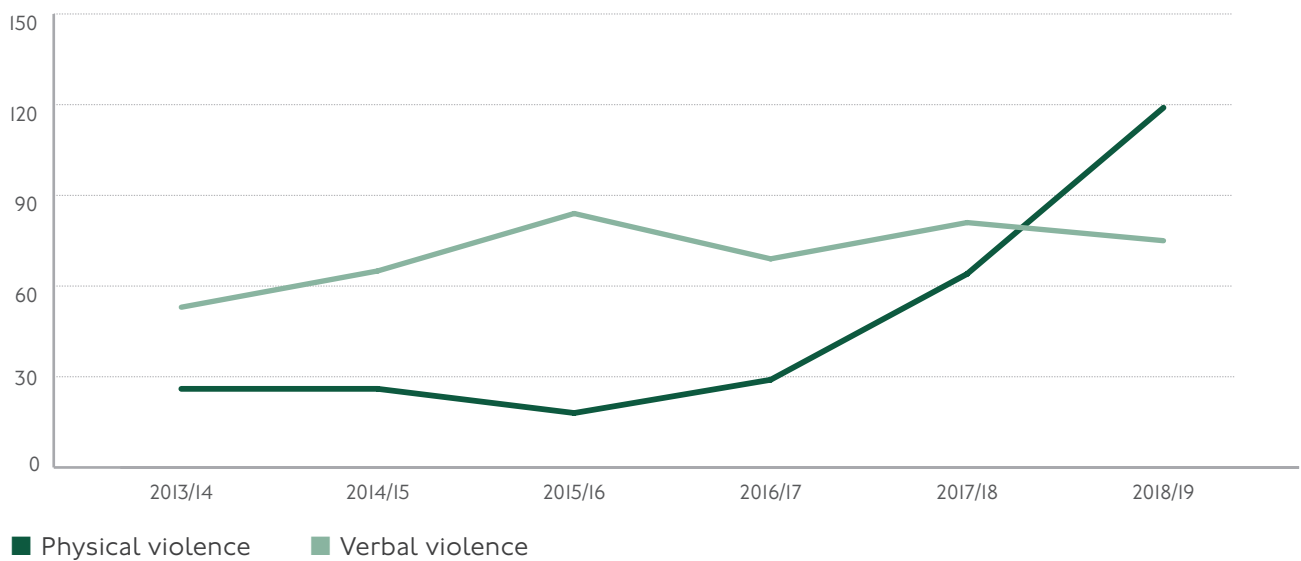
This year to date, there have been 194 assaults that resulted in a member of staff being absent. Of these, 119 (61 per cent) were due to exposure to physical violence; and 75 (39 per cent) were due to exposure to verbal violence – which includes threats of violence and verbal abuse.

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

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

* TfL-employed staff

Personal security perception Q3

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

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

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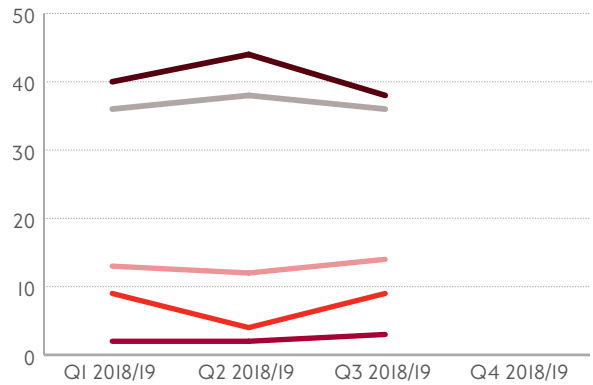
- ■ Don't know
- ■ No, did not put me off
- ■ Yes, put me off but I still travel
- ■ Yes, stopped me temporarily
- ■ Yes, stopped me completely

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

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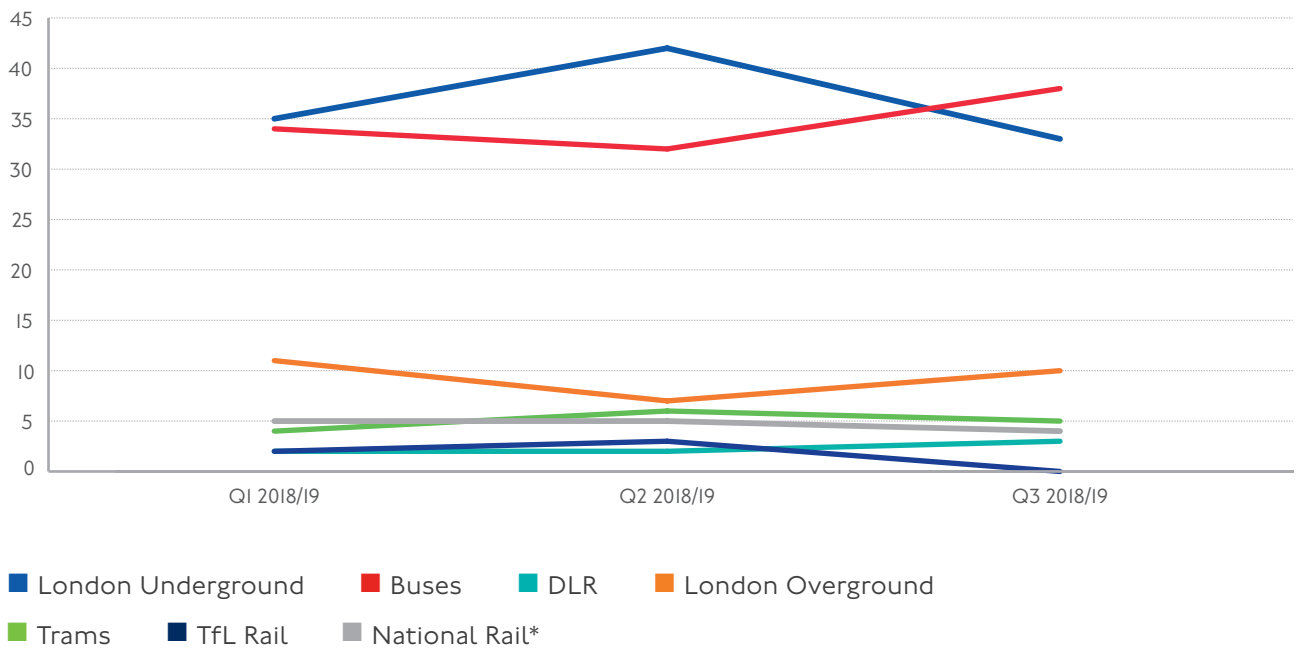
* National Rail is included as, while not a TfL service, it serves Londoners

Positive outcomes and detections

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

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

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

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

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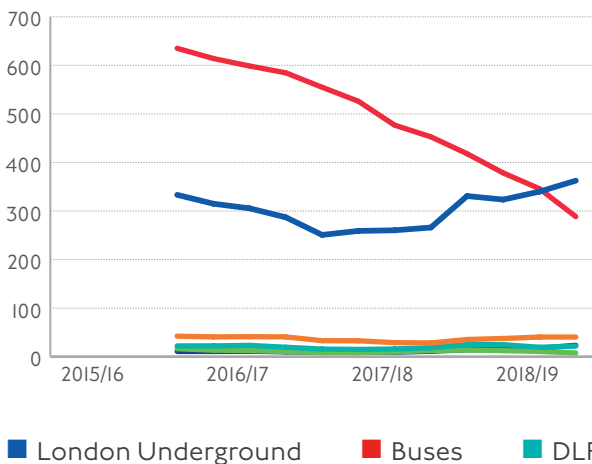
Positive outcomes and detections rate
(moving annual average)

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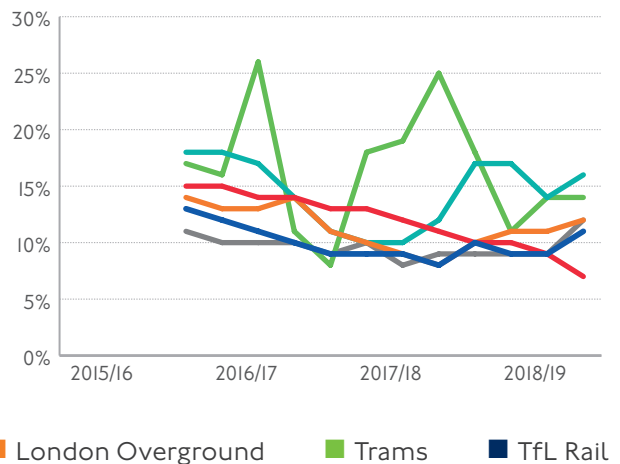
Sarah Hope Line

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

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

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

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

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

More active travel

Healthy Streets Check for Designers

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

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

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

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

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

Scheme average RAG rating

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

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

Santander Cycles usage

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

Santander Cycles
Average daily hires

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

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

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

Central London daily cycle flow*

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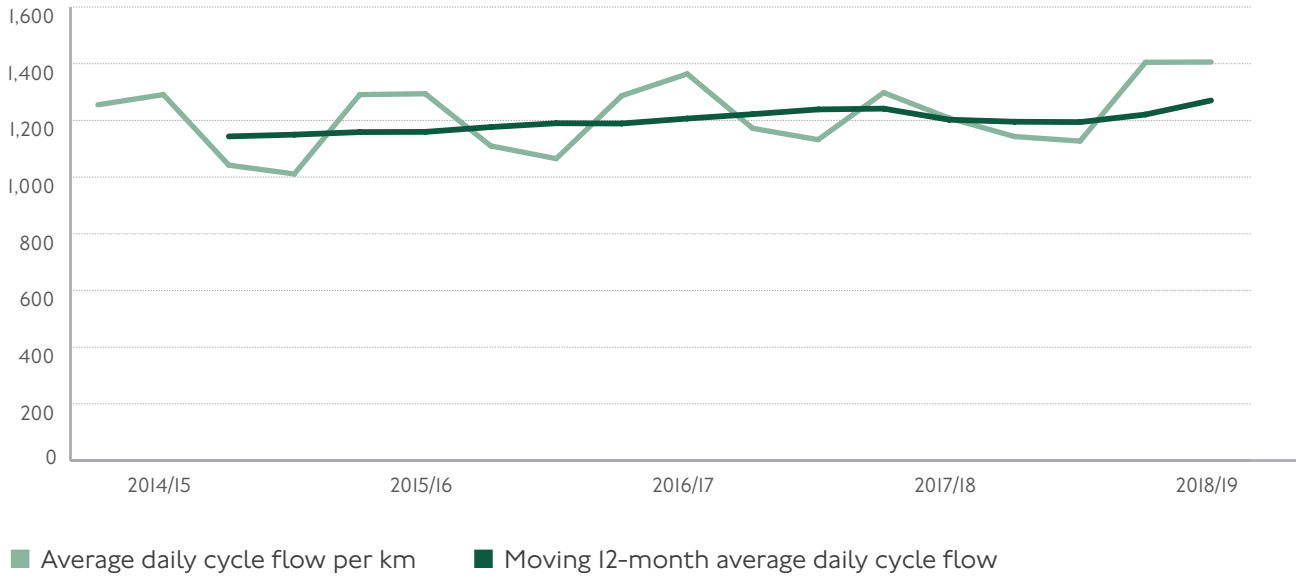
The quarterly cycle flows are shown to be seasonal. In Q2 2018/19, the central London area average daily cycle flow was the highest it has ever been since monitoring began. Weather conditions can affect levels of cycling and this period was one of the driest and warmest on record.

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

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

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

## The London Travel Demand Survey

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

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

	2014/15	2015/16	2016/17	2017/18
Not active	66	68	69	70
Active	34	32	31	30

■ Active ■ Not active
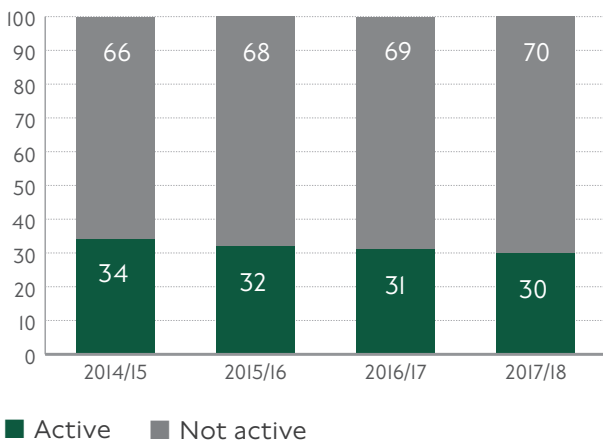
Approximately one-third of Londoners have reported achieving two 10-minute periods of active travel on a given day over recent years. Some variation from year to year has been observed over the past decade, but there was a statistically significant decline between 2014/15 and 2017/18. It is thought that this is likely to be a reflection of the wider trend towards lower overall trip rates for Londoners. This decline is a cause for concern for achieving the Mayor's Transport Strategy objective for all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day by 2041.

Cycle training
Year to date

	Adults	Children
Number trained	22,213	23,000
Target	16,125	15,000

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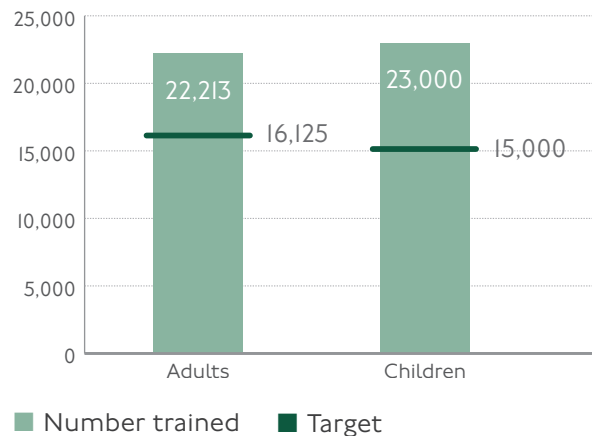
The above graph shows the most recent data held for the number of adults and children trained in the current financial year. For adults, the time-adjusted target was 16,125 trained from 1 April 2018-18 December 2018. The number of adults trained within this period exceeds the target at 22,213. For children,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

A good public transport experience

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

Passenger journeys
Year to date

2,786m total number of journeys

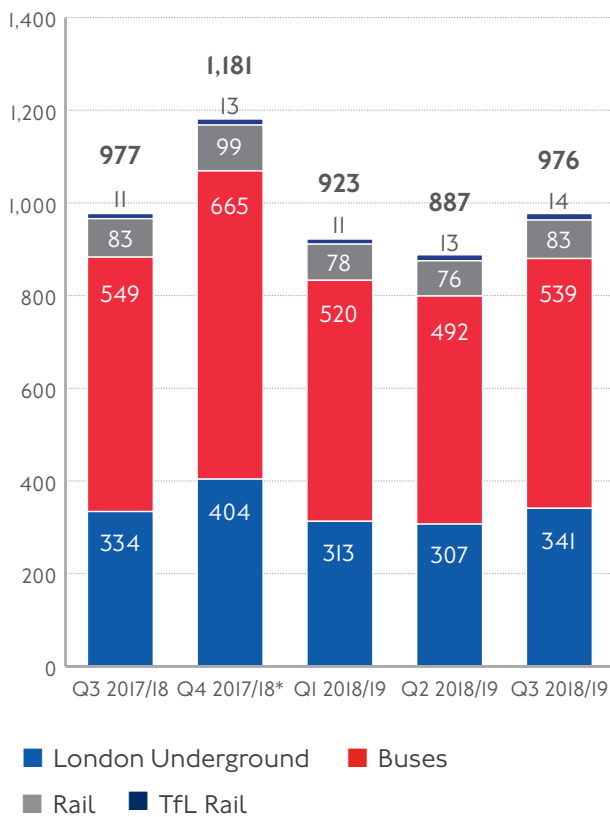**London Underground**
961m

Buses
1,550m

DLR
85m

London Overground
132m

London Trams
20m

TfL Rail
38m

Passenger journeys

Past five quarters (millions)

Legend: ■ London Underground ■ Buses ■ Rail ■ TfL Rail

	Q3 2017/18	Q4 2017/18*	Q1 2018/19	Q2 2018/19	Q3 2018/19
Total	**977**	**1,181**	**923**	**887**	**976**
TfL Rail	11	13	11	13	14
Rail	83	99	78	76	83
Buses	549	665	520	492	539
London Underground	334	404	313	307	341

Annual trend – moving quarterly average (millions)

Legend: ■ London Underground ■ Buses
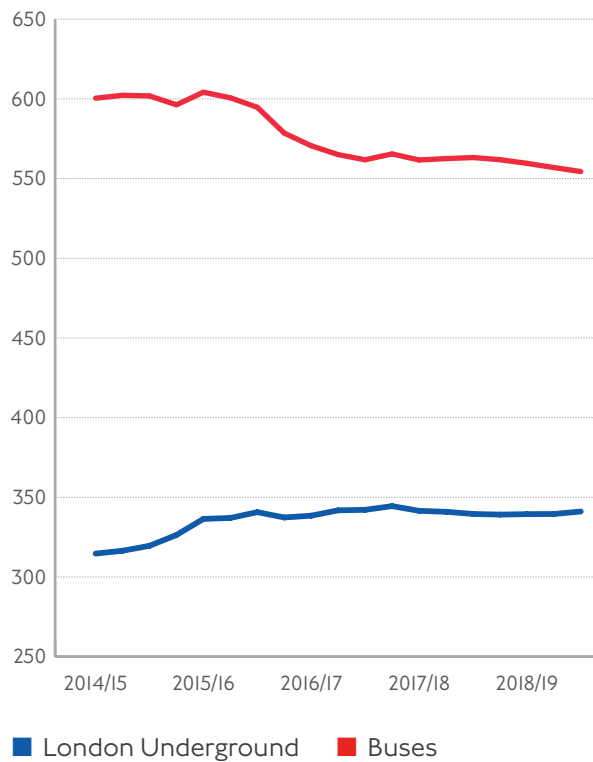
London Underground passenger journeys were eight million better than the same period last year, with customer journeys continuing to increase following suppressed demand in the previous year. The first week of December was a record-breaking week. Friday 7 December was the busiest day ever on the Tube, with slightly more than five million journeys.

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

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

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

Underground 🚇

Passenger journeys

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

Passenger journeys

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

Underlying normalised passenger journeys year-on-year change

Q3 YTD 2016/17   1.3% ▲

Q3 YTD 2017/18   1.0% ▼

Q3 YTD 2018/19   0.8% ▲

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

Buses

Passenger journeys

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

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

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

Underlying normalised passenger journeys year-on-year change

Q3 YTD 2016/17   3.8% ▼

Q3 YTD 2017/18   0.3% ▲

Q3 YTD 2018/19   1.7% ▼

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

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

Rail

Passenger journeys

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

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

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

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

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

Streets ⊙ 🚧 🚦 🛣 🚲

Volume

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

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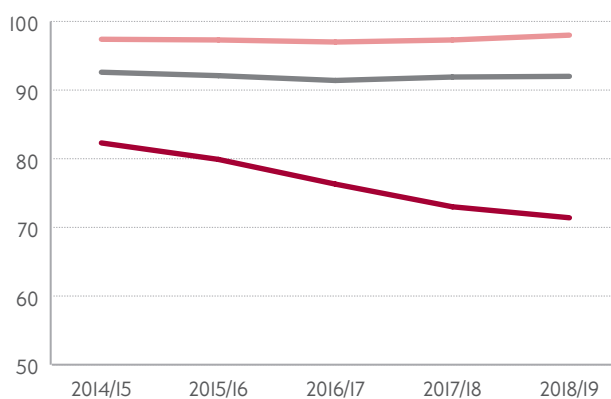
- ■ Central London   ■ Inner London
- ■ Outer London

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

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

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

Other operations

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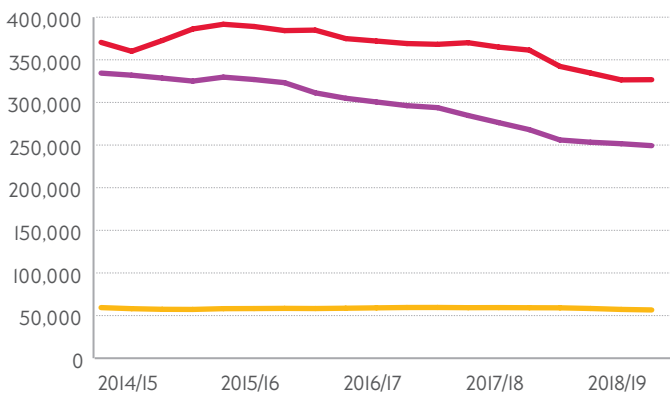
- ■ Victoria Coach Station
- ■ Dial-a-Ride
- ■ Emirates Air Line

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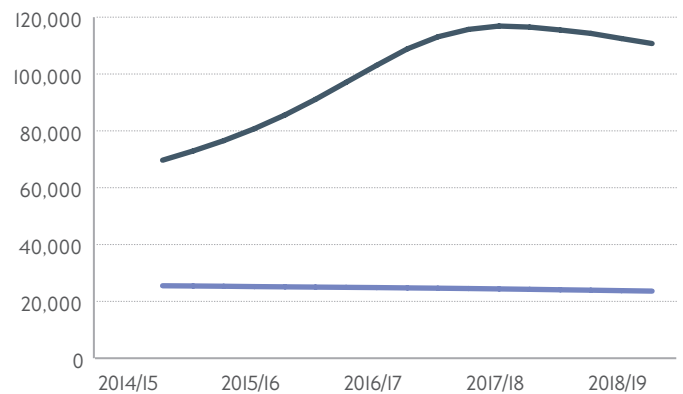
- ■ Private Hire
- ■ Taxi

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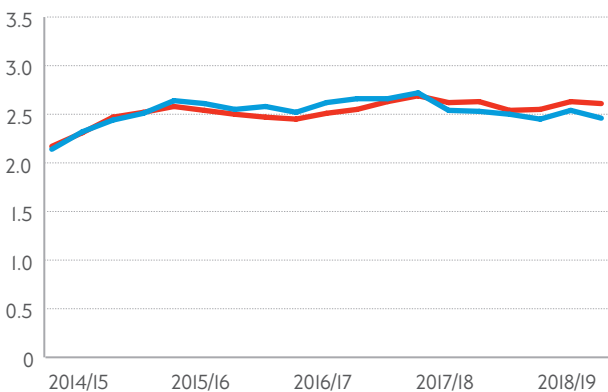
- ■ Santander Cycles
- ■ River Services

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

Public transport will be accessible to all

Additional time to make step-free journeys
Past four quarters (minutes)
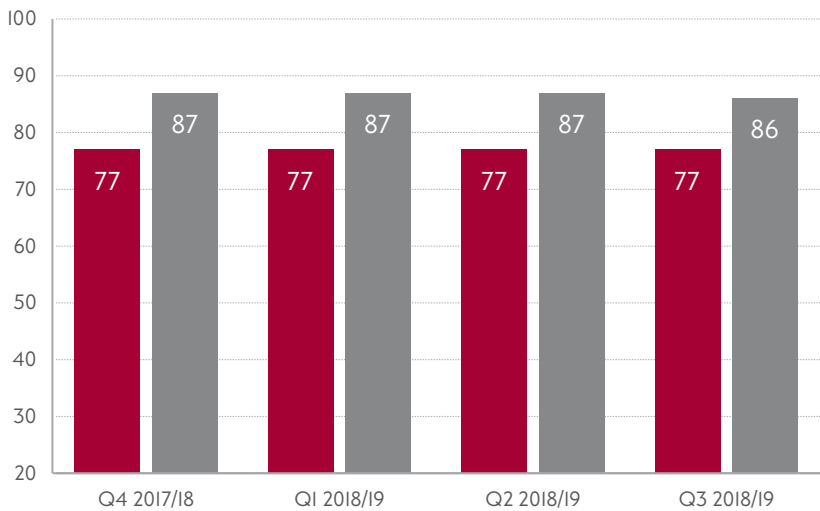
- Average journey time by quickest route
- Average journey time by bus and step-free stations

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

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

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

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

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

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

Underground step-free availability
Past five quarters (%)

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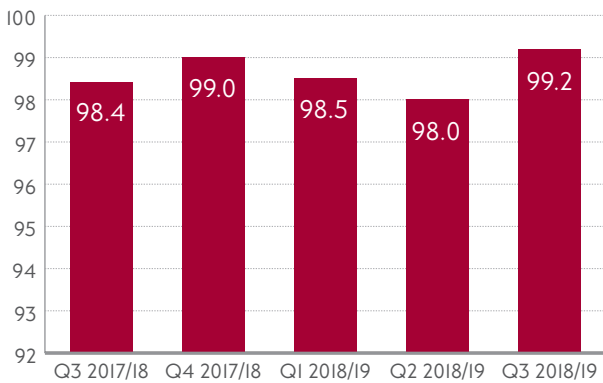
Annual trend* (moving average)
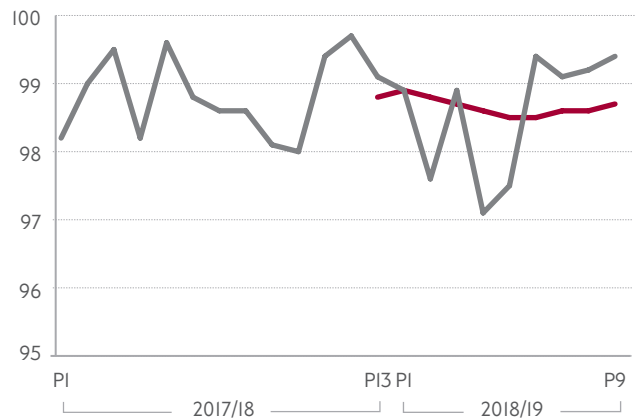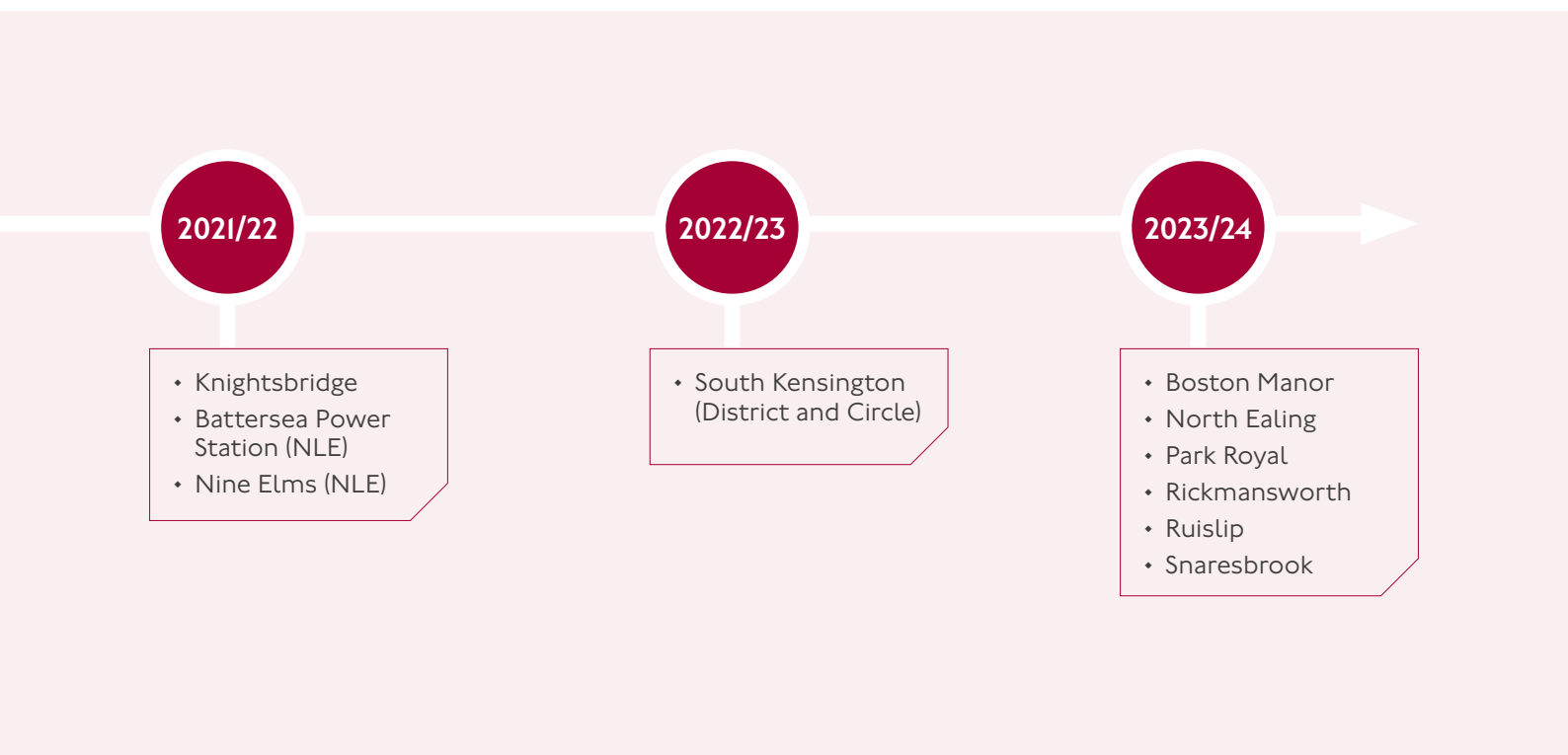

■ Period result   ■ Annual trend (moving average)

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

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

2018

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

2019

January–March
- Finsbury Park

Summer
- South Woodford

2020

January–March
- Moorgate (Elizabeth line)
- Burnt Oak
- Debden
- Hanger Lane
- Ickenham
- Northolt
- Sudbury Hill
- Wimbledon Park
- Cockfosters
- Amersham
- Osterley
- Harrow-on-the-Hill (South)
- Mill Hill East
- Whitechapel
- Ealing Broadway (Elizabeth line)

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

2021/22

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

2022/23

- South Kensington (District and Circle)

2023/24

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

TfL Rail step-free access

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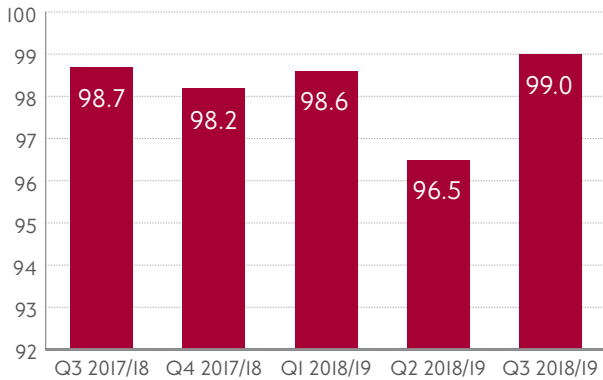
Annual trend (moving average)
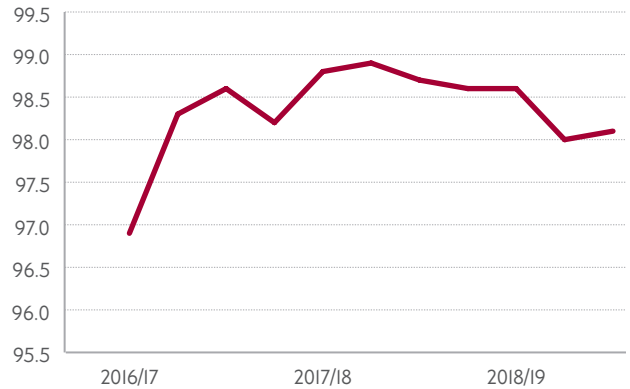
TfL Rail step-free access availability was above target in Q3. The station operator (MTRC) continues to seek opportunities for improvement by establishing regular stakeholder meetings to identify and address issues.

Dial-a-Ride journey requests scheduled

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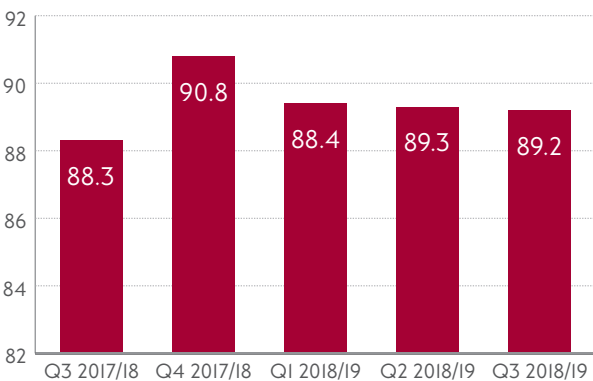
Annual trend (moving average)
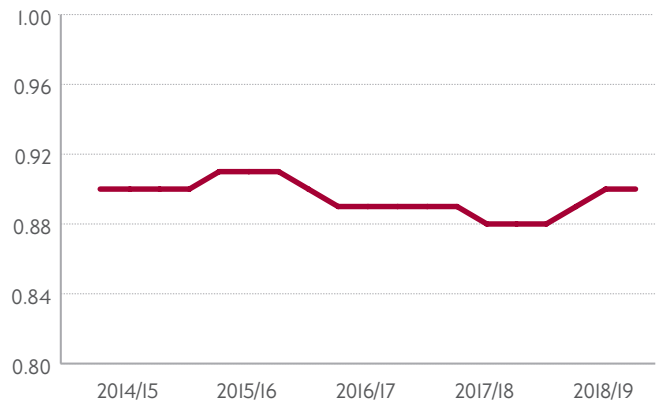
Dial-a-Ride met its 89 per cent trip requests scheduled target for the quarter. This is more than one per cent above the same period last year, and the second consecutive period in which the target was met. Overall trip requests were some six per cent lower than last year, reflecting ongoing reduction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

Journeys by public transport will be fast and reliable

Journeys by public transport will be fast and reliable

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

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

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

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

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

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

Underground

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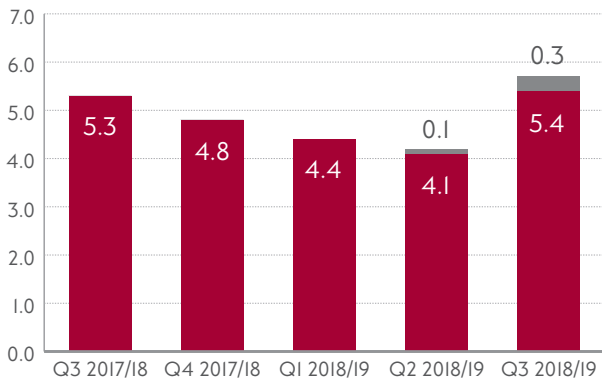
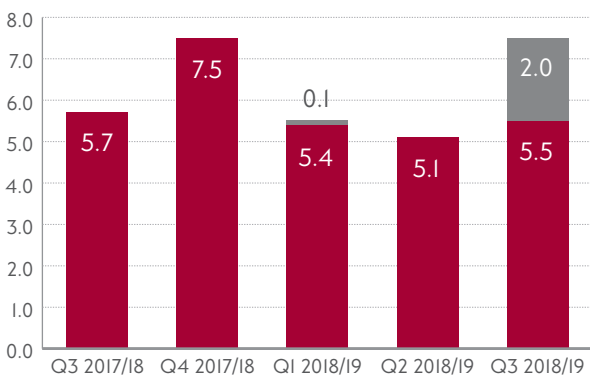Including industrial action
Excluding industrial action

Annual trend (moving average – minutes)
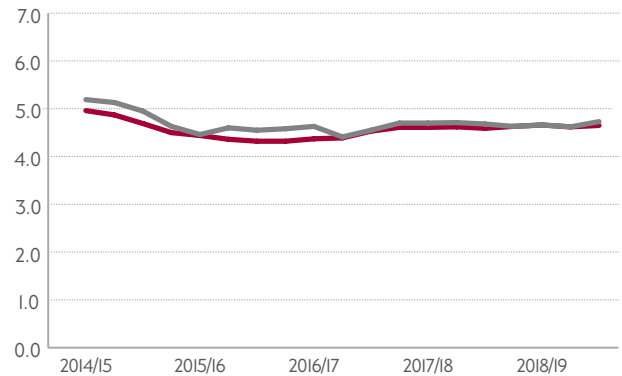
Including industrial action
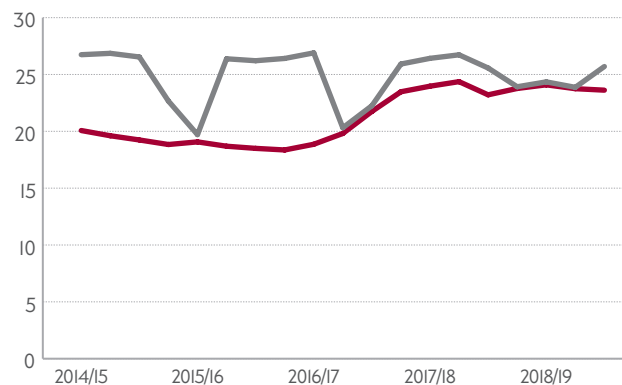Excluding industrial action

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

Lost customer hours
Past five quarters (millions)

Including industrial action
Excluding industrial action

Annual trend (moving average – millions)

Including industrial action
Excluding industrial action

Lost customer hours is the metric used to understand the causes of excess journey time. During Q3, we saw a 2.9 per cent increase in the number of incidents compared to Q2, mainly due to fleet, customer and staff issues.
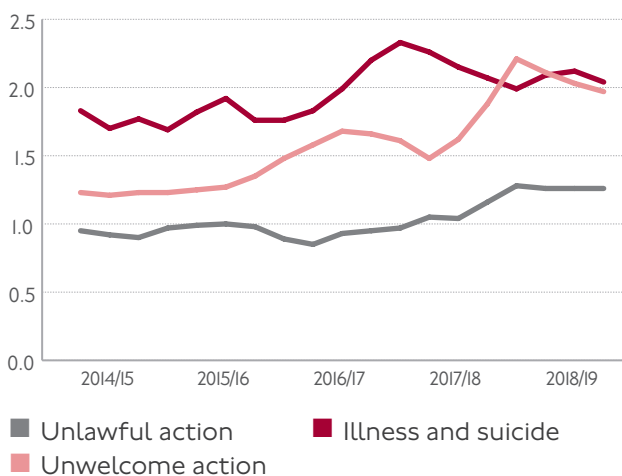
Lost customer hour trends

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


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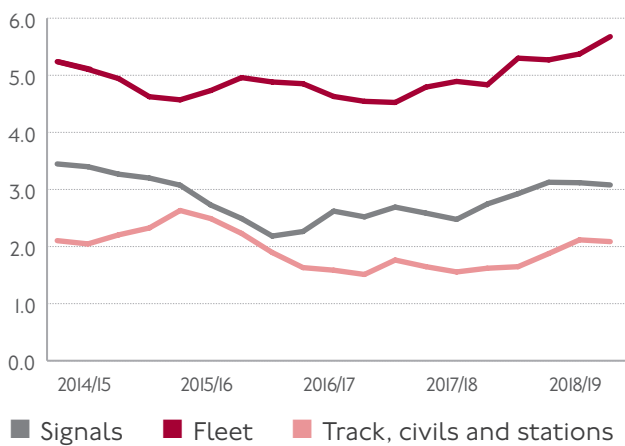
Performance of our assets remains a challenge, especially relating to Jubilee line trains with component failures. Improvement plans are in place, targeting these areas. We have seen a 19.6 per cent drop in the number of signalling-related incidents.

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

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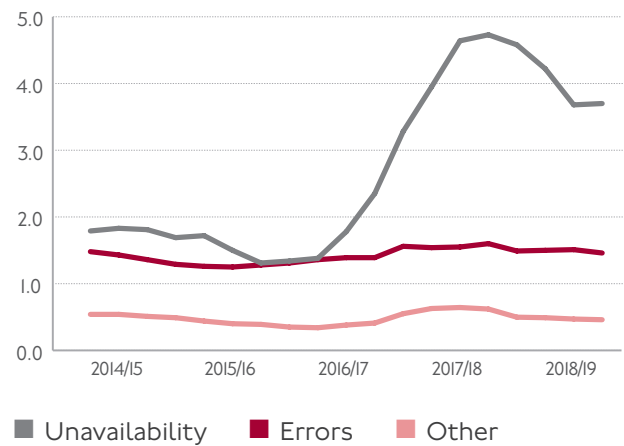
After a promising increase in staff availability in Q2, disappointingly we saw a drop of 0.6 per cent during Q3; this was against a backdrop of industrial action.

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

■ Unlawful action   ■ Illness and suicide
■ Unwelcome action

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

Other – annual trend
(moving total – miillions)

■ Power   ■ Other operational
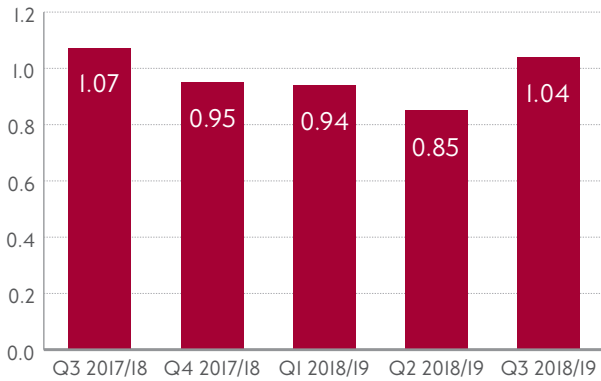■ Security incidents   ■ External causes
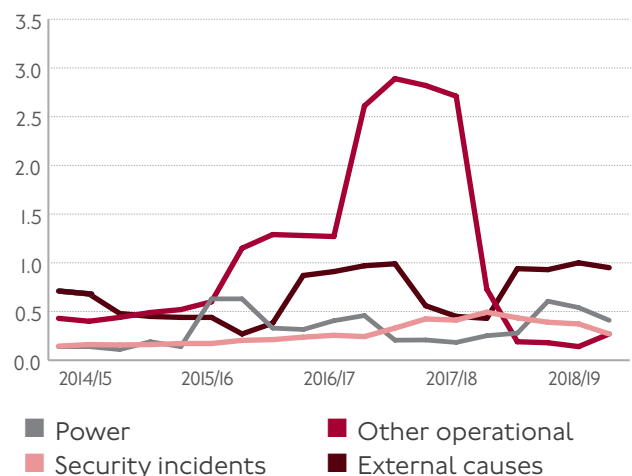
We saw a recurrence of wheel flats on the Piccadilly line due to leaf fall; immediate actions were taken to address the issues.
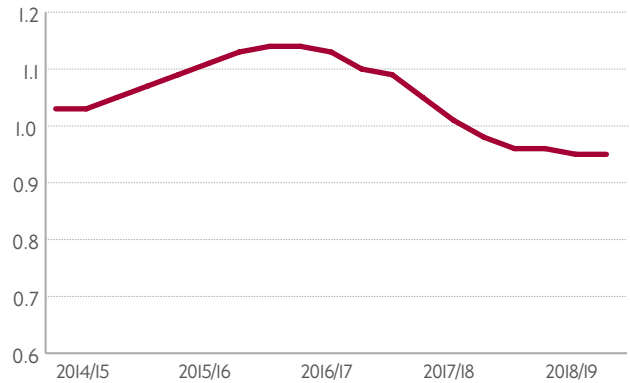
Buses

Excess wait time
Past five quarters (minutes)

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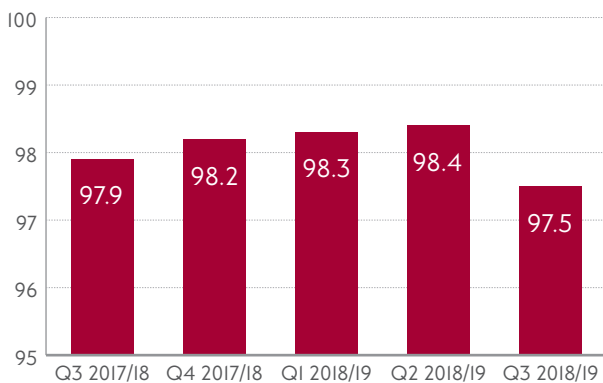
Annual trend (moving average)

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

Scheduled services operated
Past five quarters (%)

Q3 has been impacted by events such as LUL strikes, taxi driver demonstrations and various protest marches. Performance fell just short of the same quarter last year. Q3 tends to be the worst performing quarter, when road disruption is seasonally higher.

Annual trend (moving average)

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

Weighted average speed
Past five quarters (mph)

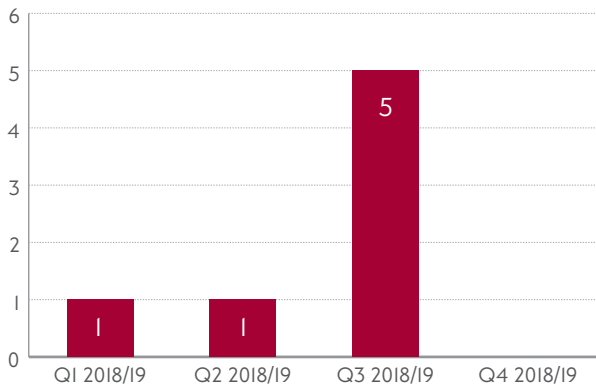| Quarter	Speed
Q3 2017/18	9.1
Q4 2017/18	9.3
Q1 2018/19	9.3
Q2 2018/19	9.4
Q3 2018/19	9.1

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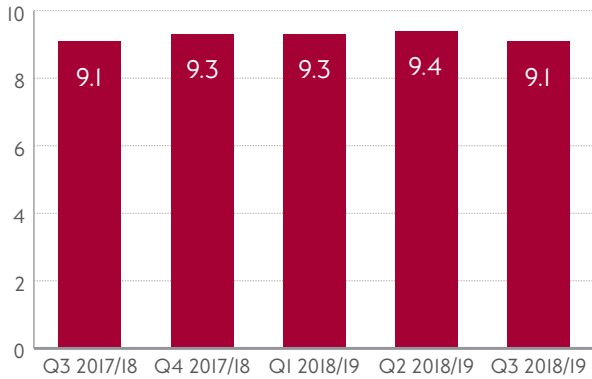
Average bus speeds have stabilised and given passengers more journey time consistency. Q3 tends to be the worst performing quarter for seasonal road traffic conditions, and this quarter's performance matched that of Q3 2017/18.
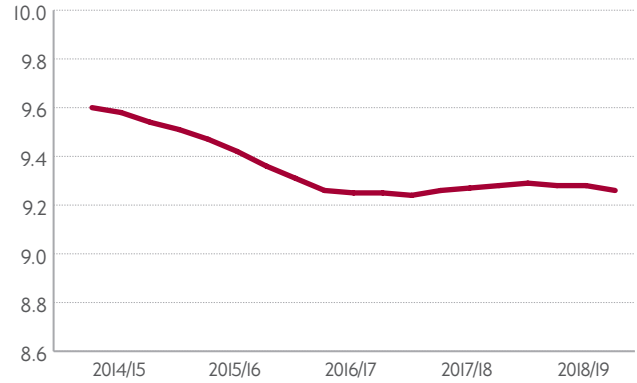
Bus speeds have stabilised through a combination of reduced road disruption, enhanced traffic signal timings and bus priority after several years of decline. The most recent improvement is concentrated in inner London, with outer London unchanged.

Streets

## Roads disruption*
Past three quarters (%)

Disruption to average London vehicle journey times is five per cent, which is within the 15 per cent target. Q3 is usually busier in terms of traffic levels, works and events.

TLRN resolution time
Past five quarters (disruption hours per event)
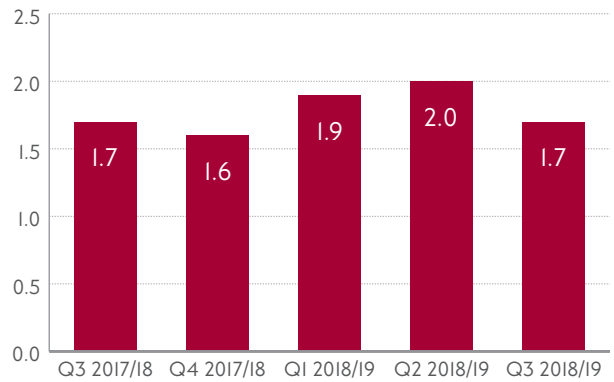
Disruption hours per event in Q3 are 1.7 hours compared to a target of 1.85 hours.
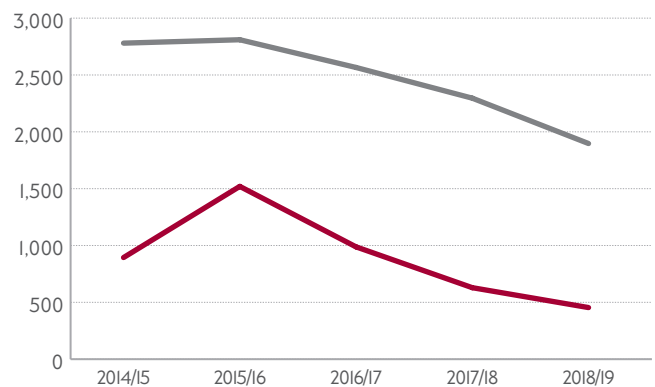
London-wide serious and severe disruption
Past five quarters (hours)
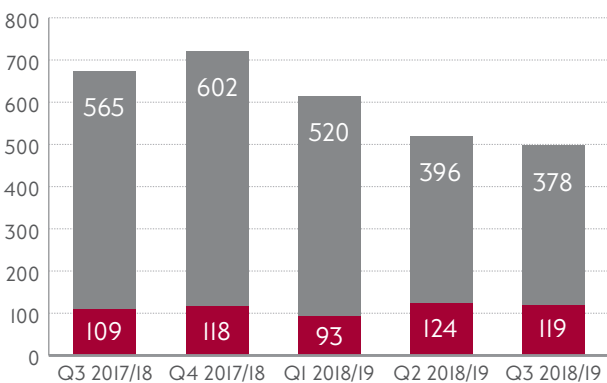
■ Planned ■ Unplanned

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

Annual trend (moving total)

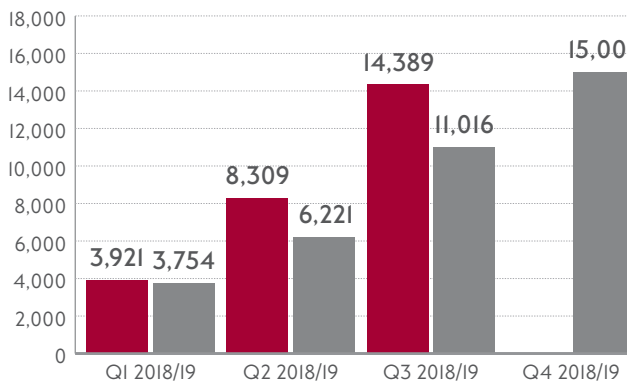■ Planned ■ Unplanned

Both planned and unplanned serious and severe disruption continue to fall following the peaks seen in 2014/15 and 2015/16, when construction activity impacted the road network.
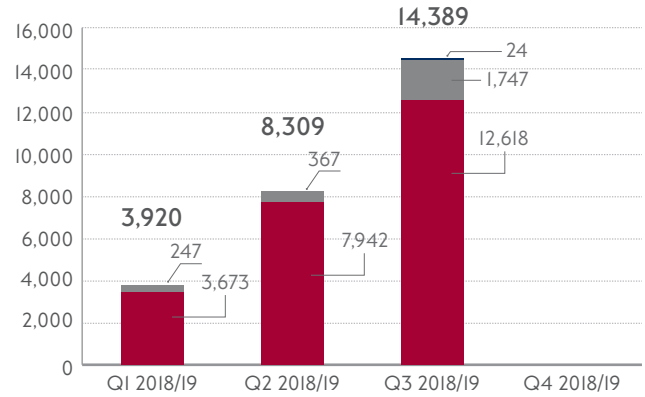
* This replaces the former metric of TLRN journey time reliability (as reported in the Q1 2018/19 Report). Data is only available for three quarters as this is a new metric, introduced in Q1 2018/19

Traffic signal time savings
This year (hours)

Chart 1 — Actual vs Target (hours)

	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
Actual	3,921	8,309	14,389	
Target	3,754	6,221	11,016	15,00

Chart 2 — Buses, Pedestrians, Cyclists (hours)

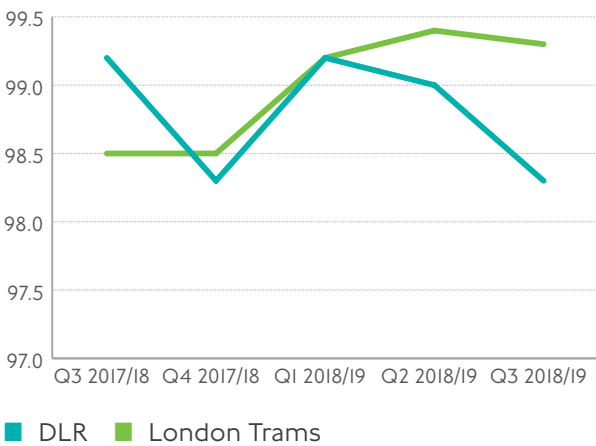|	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
Total	3,920	8,309	14,389	
Buses	3,673	7,942	12,618	
Pedestrians	247	367	1,747	
Cyclists			24	

Hours saved to sustainable modes by signal timing reviews are higher per site than predicted for the 655 sites completed so far as at Q3.
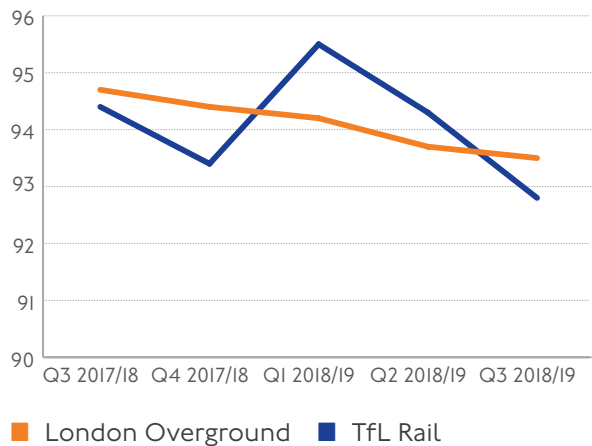
Rail

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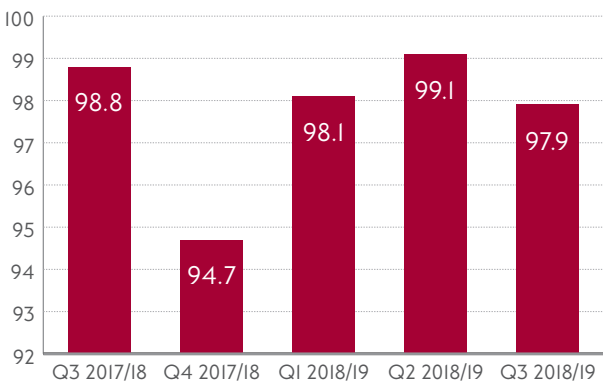

■ DLR   ■ London Trams

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

Emirates Air Line availability
Past five quarters (%)

Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
98.8	94.7	98.1	99.1	97.9

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

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

■ London Overground   ■ TfL Rail

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

Other operations

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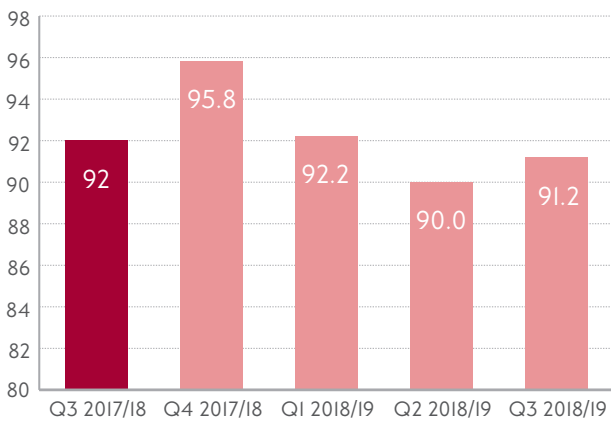
Legend:
- ■ Percentage of time able to hire bike
- ■ Availability to return or hire a bike

Bar chart values:
- Q3 2017/18: 92
- Q4 2017/18: 95.8
- Q1 2018/19: 92.2
- Q2 2018/19: 90.0
- Q3 2018/19: 91.2

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

London River Services scheduled services operated
Past five quarters (%)

Bar chart values:
- Q3 2017/18: 99.6
- Q4 2017/18: 99.3
- Q1 2018/19: 99.0
- Q2 2018/19: 98.3
- Q3 2018/19: 98.7
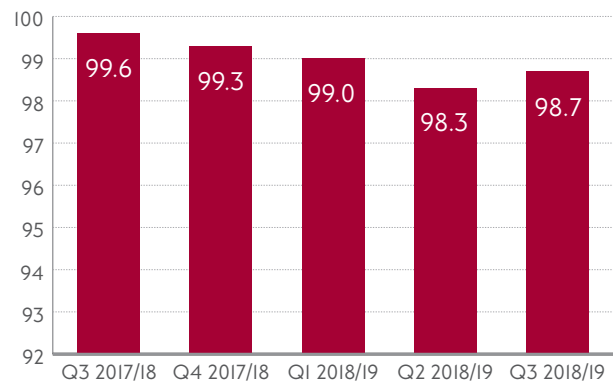
While down compared to Q3 2017/18, this quarter saw an improvement compared to Q2, with numbers being similar to Q1 2018/19.

Journeys by public transport will be pleasant

Customer care

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

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

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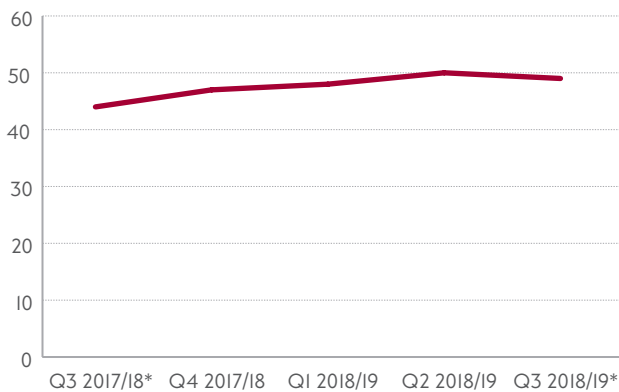
Annual trend (moving average)
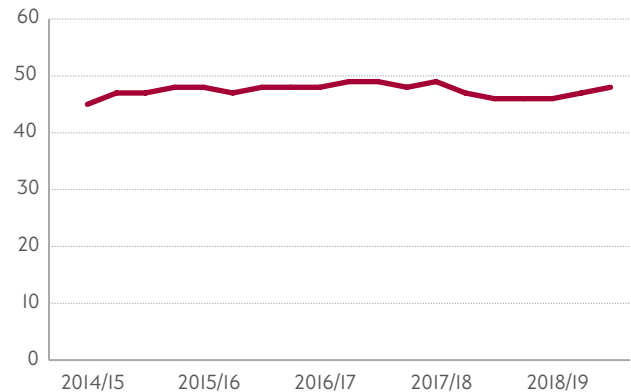
Care has decreased by one percentage point this quarter to 49 per cent. The slight decline has been driven by worsening perceptions of support when things go wrong and a negative media landscape. The Central line strike and announcement of further disruption before Christmas are likely to have influenced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

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

TfL provides good value for money to fare payers

Past five quarters (%)

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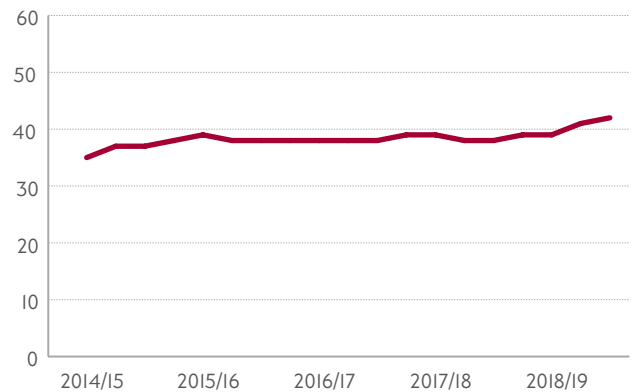
We remain on a positive trajectory for perceptions of value for money, and have again met the all-time high of 44 per cent agree. Campaigns such as Hopper, £1.50 fares and off-peak promotions continue to positively influence perceptions.

TfL is an organisation I can trust

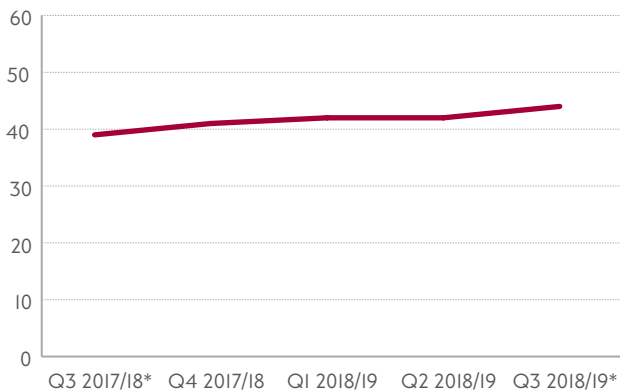### Past five quarters (%)**
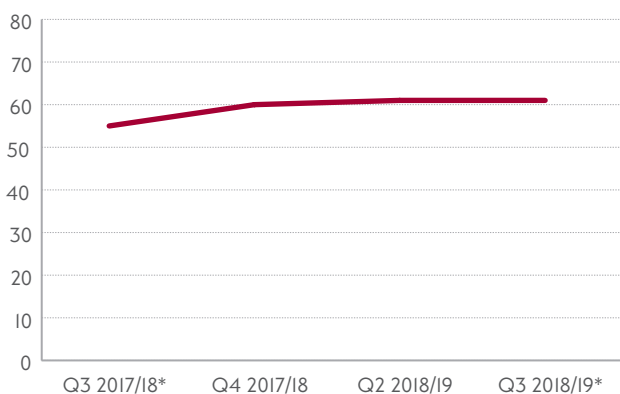
Annual trend (moving average)
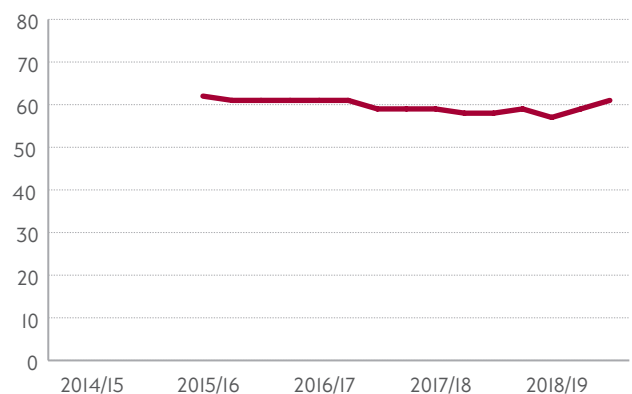
Trust remains stable at 61 per cent agree. For TfL, the key driver of trust is safety, which has also remained relatively flat this quarter, and is likely to have influenced the stability of the score. The Q1 trust score was not available due to an error in data collection.

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

Customer supporting metrics trend

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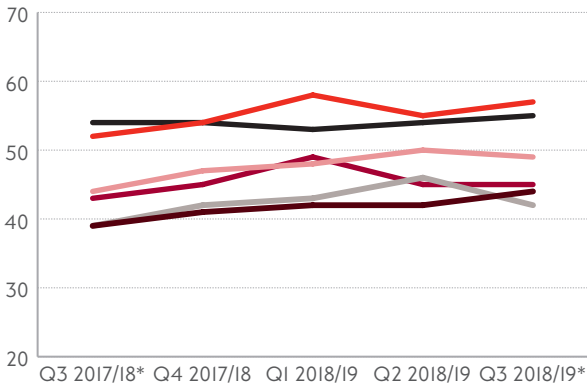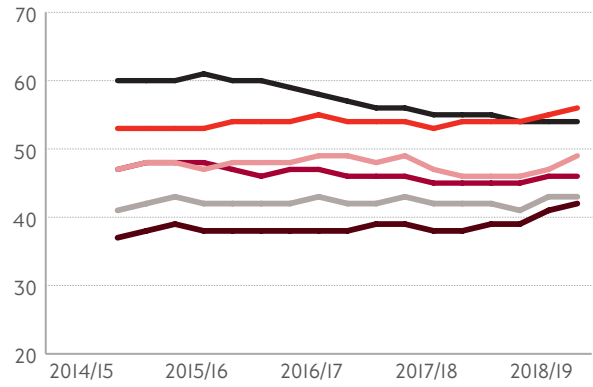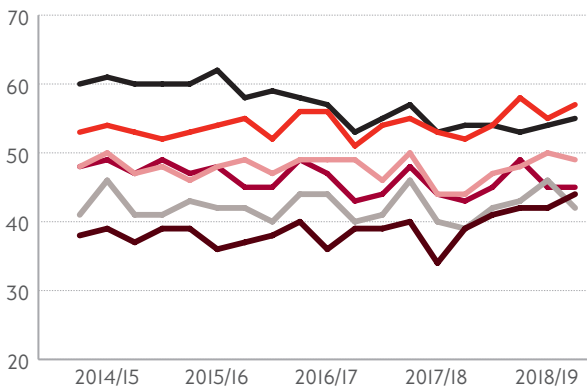
Annual trend (moving average)

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

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

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

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

London Underground

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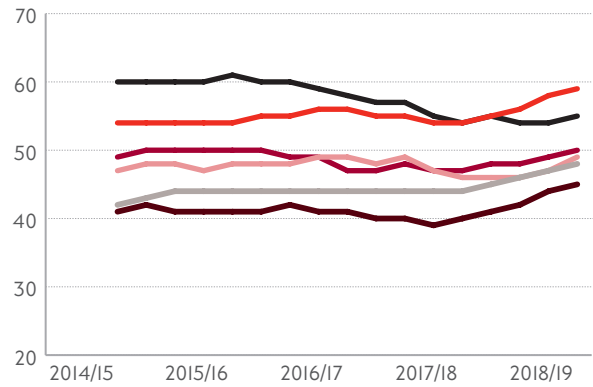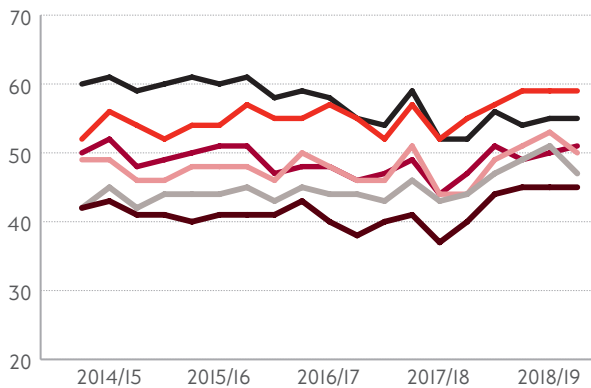
x-axis: Q3 2017/18, Q4 2017/18, Q1 2018/19, Q2 2018/19, Q3 2018/19**

Annual trend (moving average)

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

Key drivers of Care

Trend (% agree)

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

Key drivers:

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

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

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

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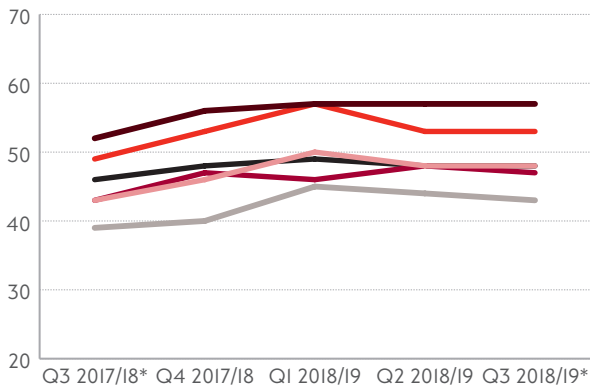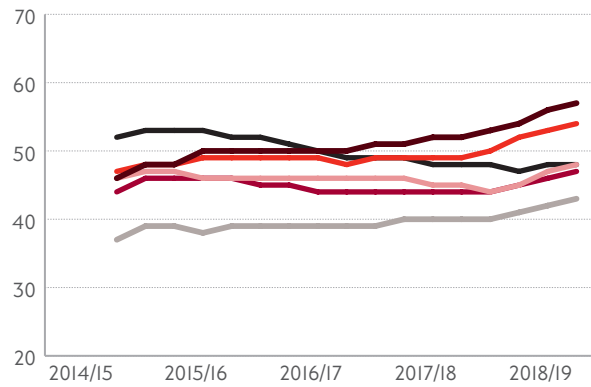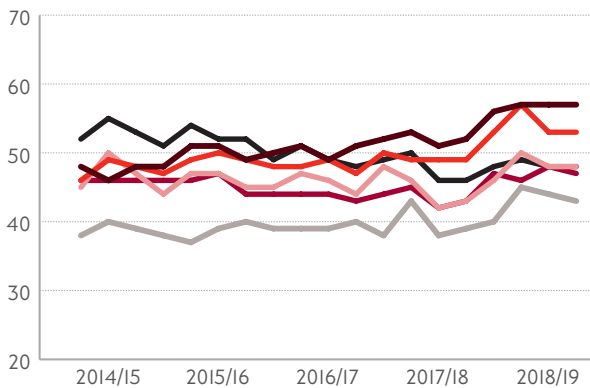
Annual trend (moving average)

Key drivers of Care
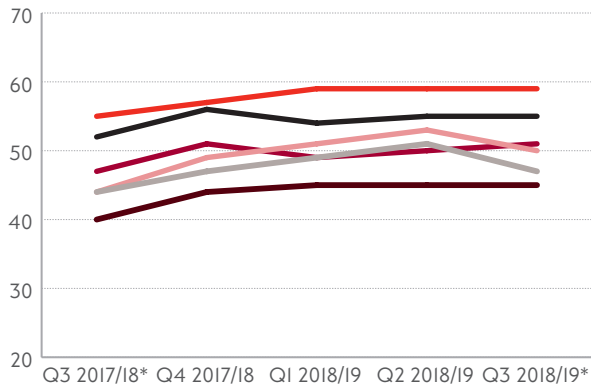### Trend (% agree)

Key drivers:

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

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

Customer satisfaction

Past five quarters

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

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

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

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

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

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

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

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

Past five years

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

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

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

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

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

Contact Centre

TfL Customer Services
Past five quarters

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

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

Past five years

	Telephone calls		Correspondence		
	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	Quality score (%)***
2014/15	2,919,467	10.4	404,201	83.2	85.8
2015/16	3,195,430	13.0	478,166	81.7	86.8
2016/17	2,942,589	12.5	496,116	82.7	89.8
2017/18	2,834,466	10.5	542,760	85.7	91.3
2018/19 year to date	1,976,214	10.8	414,741	79.0	80.2

* Abandonment rate target 15 per cent or lower

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

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

Telephone calls
This quarter

Contactless payment
63,411

Santander Cycles
25,153

Concessions
253,307

Oyster
276,994

Other*
10,792

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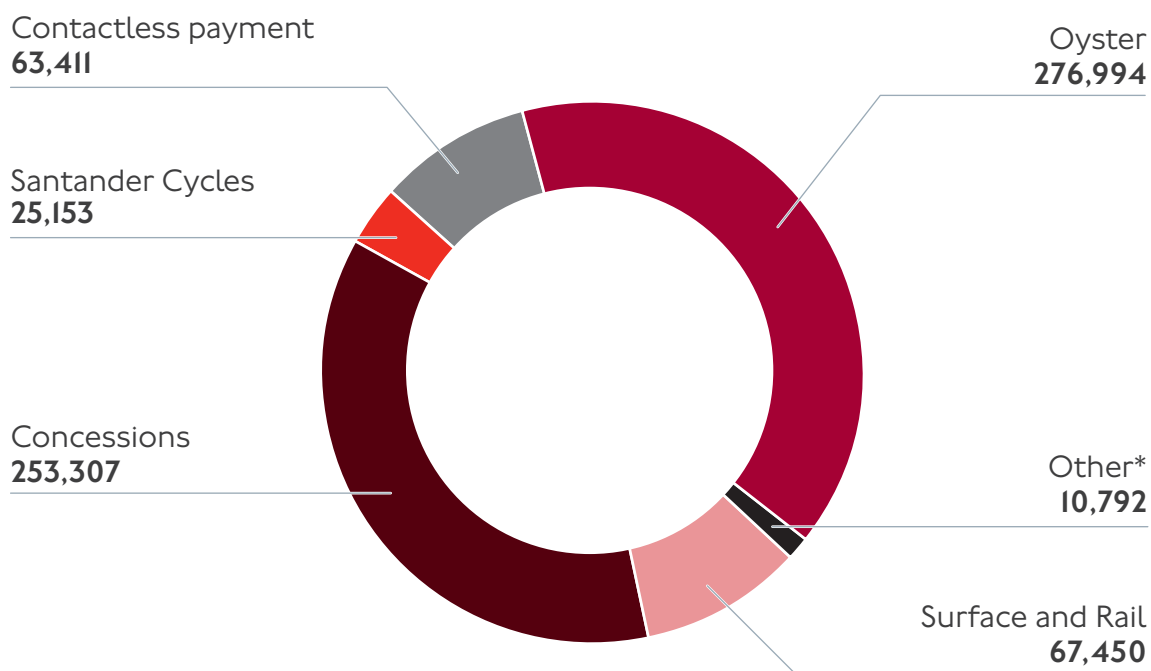
*Other includes Public Help Points, Taxi and Private Hire, Ticketing App, Sarah Hope Line and Street-related calls.

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

Other contact centres

Road user charging
Past five quarters

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

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

Past five years

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2014/15	1,564,500	1,432,462	8	*
2015/16	1,562,628	1,417,825	9	*
2016/17	1,698,215	1,407,304	17	207
2017/18	1,245,815	1,166,545	6	73
2018/19 year to date	756,382	728,112	4	46

* Data not recorded

Taxi and Private Hire
Past five quarters

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

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

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

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

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

Past four years

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2015/16	536,344	475,051	11	134
2016/17	608,398	553,233	9	104
2017/18	684,904	623,837	8	118
2018/19 year to date	587,916	403,574	31	734

Dial-a-Ride

Past five quarters

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

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

Past five years

	Calls received	Abandonment rate (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
2014/15	662,097	9	–	–	137	199
2015/16	661,978	7	–	–	117	281
2016/17	646,060	9	36,700	7,946	110	251
2017/18	596,161	10.5	45,655	6,064	98	276
2018/19 year to date	398,690	9.16	32459	4,019	70	158

Customer complaints

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

* Journeys not recorded; figures based on survey data

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

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

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

Customer complaints
Past five years

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

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

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

Customer complaints
Annual trend (annual total)

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

Journeys by public transport will be plea

Improving the bus user experience

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

'Hello London'

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

Course content

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

The training focused drivers' attention on:

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

• Acknowledging customers as they board the bus

• Making announcements

• Managing and avoiding conflict

• Managing the wheelchair priority area

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

2,600
Attendee suggestions to improve the customer experience

77%
increase in driver commendations

38%
increase in Public Announcement system usage

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

Results

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

Legacy

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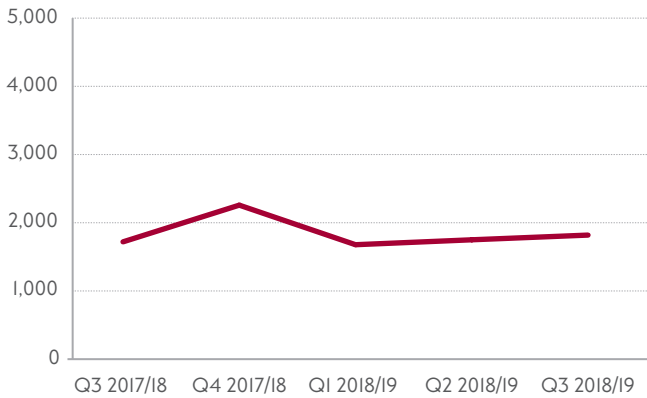
Commendations

Past five quarters

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

Past five quarters

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

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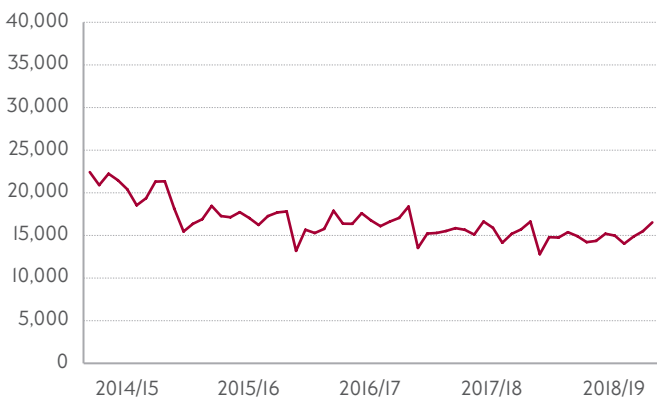
London Buses saw an increase of eight per cent in commendations, thanks mainly to customer interactions with drivers themselves.
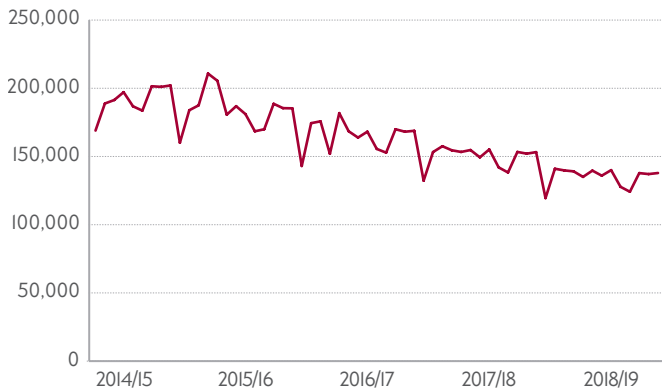
Ticketing

Bus and Underground
Paper tickets
Fare payer journeys per four-week period (millions)
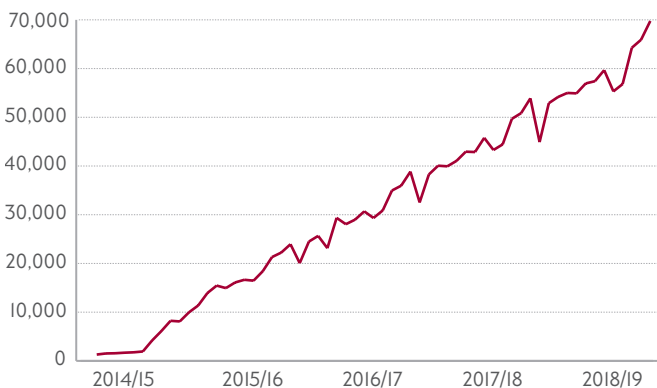

Oyster
Fare payer journeys per four-week period (millions)

Contactless payment cards
Fare payer journeys per four-week period (millions)

588,000 automated refunds were issued in Q3, with £2.7m refunded
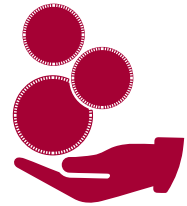
46m contactless bank cards and mobile devices have been used on bus, Tube and rail services

2.5m contactless journeys are made daily

1.3m downloads of the TfL Oyster and contactless app since launch, with more than 2.5m transactions being made with the app

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

System availability

Ticketing system availability

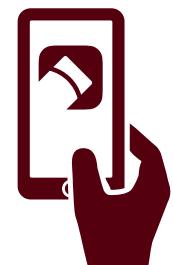|	Quarter 3 – 2018/19			Year to date – 2018/19		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
▲ higher is better						
London Underground – ticketing system overall availability	98.49%	0.29% ▲	0.26% ▼	98.65%	0.45% ▲	0.11% ▼
London Buses – bus validations – overall availability	99.74%	0.74% ▲	0.03% ▼	99.79%	0.79% ▲	0.05% ▲

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

Internal IT system availability
Past five quarters (%)

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

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

Annual trend (%)

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

Digital

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

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

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

Instagram has seen strong engagement this quarter.

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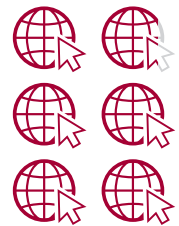
248m
Number of website page views this quarter (3%▼ against Q3 2017/18)

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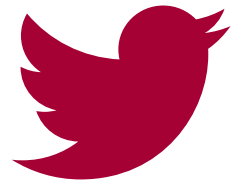
754,000
Number of Facebook followers this quarter (2%▲ against Q3 2017/18)

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

More than

17,700

developers
have used
our data

27,900+

unique visitors to
the TfL TravelBot on
Facebook Messenger

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

Data – released	Date
Historic timetables	Q3 2018/19

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

Other highlights in Q3

London Borough of Culture – Waltham Forest

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

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

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

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

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

Customer database

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

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

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

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

Travel Demand Management: influencing travel behaviour

Piccadilly line industrial action: 26-29 September 2018

Core to effective Travel Demand Management are collaboration, coordination and consistency, all of which are particularly important during short-notice or unplanned events.

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

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

Due to RMT industrial action, Piccadilly line services were suspended from 13:00 on Wednesday 26 September to 15:30 on Friday 28 September, and from 22:00 on Friday evening until the morning of Saturday 29 September. This affected customers travelling to and from Heathrow, and also Night Tube services.
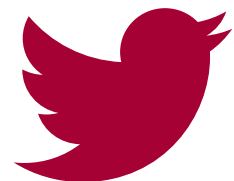
160k
customer emails sent

170k
visitors to the travel advice webpage

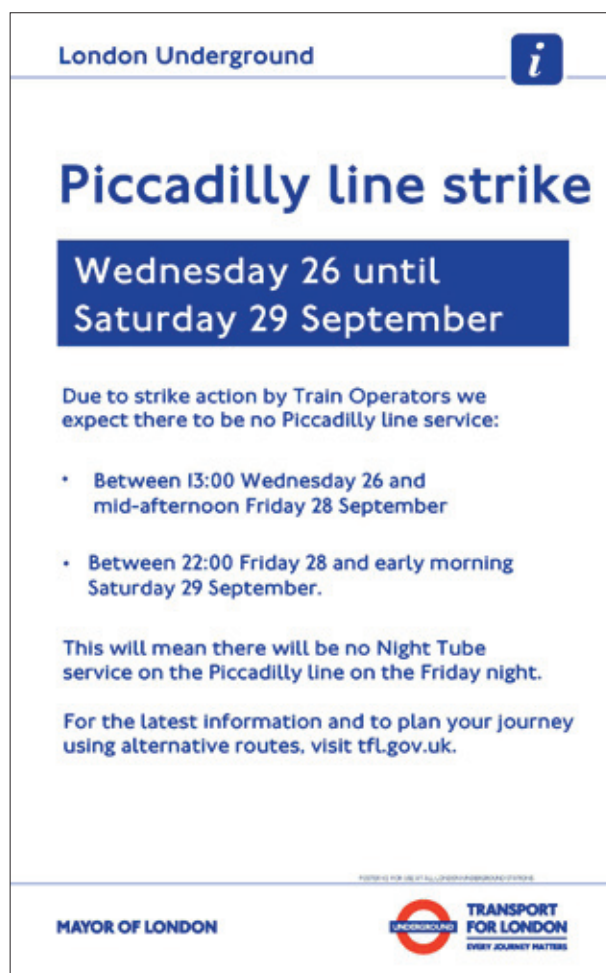**300k**
Twitter users reached on the day of the strike

40+
London Underground stations displayed whiteboard posters and saw station announcements

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

• Bus travel increased by up to 2.7 per cent

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

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

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

London Underground

Piccadilly line strike

Wednesday 26 until Saturday 29 September

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

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

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

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

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

MAYOR OF LONDON

TRANSPORT FOR LONDON EVERY JOURNEY MATTERS

Applying learnings to future unplanned events

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

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

Key learnings include:

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

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

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

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

Campaigns

Q3 customer information email volumes

42m
Customer information emails

243 Campaigns

Past five years

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

Customer marketing and behaviour change campaigns

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

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

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

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

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

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

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

Better Behaviour

This campaign is designed to improve the behaviours of passengers that negatively affect service reliability, other customers or our people. These include making space for others on the road, helping passengers off the train when they feel ill and being respectful towards staff on the network.

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

Road Danger Reduction

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

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

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

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

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

Travel Demand Management

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

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

Public Transport Safety

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

Personal safety

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

Safer Travel at Night

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

New Cycle Infrastructure Campaign (active travel)

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

Schools and education programmes

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

Consultations

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

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

- Stoke Newington – proposals to remove the gyratory

- Tooting town centre – pedestrian and junction improvements

- Sutton Link – new transport service for Sutton and Merton

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

- Edgware Road – safety improvements

- Tooley Street – road layout changes

- Colindale station redevelopment

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

- Bus service proposals:

  - Croydon town centre – changes to 11 bus routes

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

  - Route 483 – extension from Ealing Hospital to Windmill Lane

We also undertook 32 London Service Permit statutory consultations.

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

- Direct Vision Standard – final consultation on detailed implementation proposals

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

- Taxi age limit

- Taxi fares review 2018/19

- PHV operator licence fees review

- Wood Lane to Notting Hill Gate cycling and walking improvements

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

- Bus service proposals:

  - Routes 428 and 492 – changes between Crayford and Dartford

  - Route 609 – re-routing of afternoon school journey

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

  - Harrow bus network – changes to eight routes

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

  - Routes 440, E3 and E10 – changes to routings

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

  - Route 393 – re-routing in Kentish Town

London Assembly scrutiny

London Assembly scrutiny in Q3:

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

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

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

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

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

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

3. Fares, payments and refunds
We promise to give you the best
value ticket for your journey.

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

5. Accessibility and disabled passengers
We are committed to ensuring London
continues to have one of the most
accessible transport networks in
the world.

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

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

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

9. Reinvesting in transport
We reinvest all our incomes to run
and improve your services.

I0. Our customer service performance
We put customers at the heart of
everything we do: Every journey matters.

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