

## Agenda

**Meeting: Customer Service and  
Operational Performance Panel**

**Date: Tuesday 11 September 2018**

**Time: 2.00pm**

**Place: King's Cross & St Pancras  
Room, 10th Floor, Palestra, 197  
Blackfriars Road, London, SE1  
8NJ**

### Members

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

Dr Nelson Ogunshakin OBE  
Val Shawcross CBE  
Dr Lynn Sloman

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](http://tfl.gov.uk/How-We-Are-Governed).

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

### Further Information

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

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

Howard Carter, General Counsel  
Monday 3 September 2018

**Agenda**  
**Customer Service and Operational Performance Panel**  
**Tuesday 11 September 2018**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interest**

General Counsel

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

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

**3 Minutes of the Meeting of the Panel held on 6 June 2018 (Pages 1 - 6)**

General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 6 June 2018 and authorise the Chair to sign them.**

**4 Matters Arising and Actions List (Pages 7 - 12)**

General Counsel

**The Panel is asked to note the updated actions list.**

**5 Quarter 1 Customer Services and Operational Performance Report (Pages 13 - 122)**

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

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

**6 Mapping of Customer Groups** (Pages 123 - 164)

Managing Director, Customers, Communication and Technology

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

**7 Member Suggestions for Future Discussion Items** (Pages 165 - 168)

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

**8 Any Other Business the Chair Considers Urgent**

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

**9 Date of Next Meeting**

Wednesday 14 November 2018 at 10.15am

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# Agenda Item 3

## Transport for London

### Minutes of the Customer Service and Operational Performance Panel

Conference Rooms 1 and 2, Palestra, 197 Blackfriars Road  
London, SE1 8NJ

10.15am, Wednesday 6 June 2018

#### Members

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

#### Executive Committee

Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Gareth Powell	Managing Director, Surface Transport

#### Staff

Bob Blitz	Network Planning Manager, London Buses (Minute reference 16/06/18)
Steve Burton	Director of Enforcement and On-Street Operations
Kevin Clack	Network Security Manager (Minute Reference 17/06/18)
Patrick Doig	Finance Director, Surface Transport
Mark Evers	Director of Customer Strategy, London Underground
Nigel Holness	Director of Network Operations
Joyce Mamode	Head of Assisted Transport (Minute Reference 18/06/18)
Sue Riley	Secretariat Officer

#### 11/06/18 Apologies for Absence and Announcements

Apologies for absence were received from Dr Nelson Ogunshakin OBE and Baroness Grey-Thompson DBE.

#### 12/06/18 Declarations of Interest

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

#### 13/06/18 Minutes of the Previous Meeting

The minutes of the meeting held on 24 January 2018 were approved as a correct record and signed by the Chair.

## **14/06/18 Matters Arising and Actions List**

Details regarding the cost of the Night Tube (Action 06/01/18) would be circulated outside of the meeting. **[Action: Nigel Holness]**

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

**The Panel noted the Actions List.**

## **15/06/18 Quarterly Customer Services and Operational Performance Report**

Vernon Everitt, Nigel Holness, Gareth Powell and Steve Burton jointly presented the Quarter 4 2017/18 Customer Services and Operational Performance Report.

There had been some issues for London Underground performance during Quarter 4, due to asset reliability and staff availability, but customer injuries were down 5.1 per cent. Mitigation measures were being taken in relation to the continued reduction in passenger journeys.

Step Free Access on the London Underground network for the quarter had been achieved by 99 per cent, but challenges at Network Rail interchange stations such as Barking persisted, and this was being addressed.

Excess journey times had been impacted by one off events such as industrial action and staff availability, but there had been a positive shift during the autumn period.

Customer illness on trains continued to pose a challenge, with higher volumes, largely due to the hot weather, but London Underground's response times had also improved.

As part of TfL's new Bus Safety Standards, in-depth analysis of passenger injuries and bus incidents was being used to test new technologies, identify trends and implement effective mitigation actions. All new buses would meet higher safety specifications such as automatic speed limiting devices. While minor bus injuries had increased during the quarter, major bus incidents had been reduced. As part of the Mayor's Vision Zero for safety on the transport network, a new Safety Director was being appointed to Surface Transport.

Steve Burton presented the safety and security section of the report. Crime on the bus network continued to decline, but low level incidents on London Underground and the Overground had increased, although overall, London still had one of the safest transport networks. Changes in police recording of crimes, pro active policing and over crowding and congestion, had all contributed to the increase. At the request of TfL, the British Transport Police had reinstated neighbourhood policing at stations, which generally improved crime prevention and detection on the network. There had also been a focus on staff assaults and high impact operations to address knife crime and international criminal theft gangs.

Passenger numbers had stabilised on the buses after years of declining trend, and improved reliability and journey times had helped reduce this decline. There had been a decline in passenger numbers on the rail network, though this was in part due to regular recent closures for maintenance work at Gospel Oak. There was also a

continued decline in the payment of congestion charge. Bus performance and reliability for the quarter was good, despite some challenging weather.

Performance on the Dial-a-Ride network had improved, but demand continued to decline.

TfL's customer care metric was 47 per cent, the highest score since July 2012, when figures started being reported, though this was still short of the stretch target of 51 per cent. TfL benchmarked itself against a number of public and private sector organisations and was third in the league table on customer trust, behind the National Health Service and Amazon. All contact centre performance targets had been met. Customer complaints continued to decline, despite increasing passenger numbers over the last five years. Improved bus driver training and announcements had made a considerable impact on customer satisfaction.

Complaints on London Underground were shared at an operational level on a weekly basis. There had been a significant reduction in complaints on London Underground overall in absolute terms. Most complaints were related to service disruption and staff/customer interaction. Eight per cent of complaints related to the accessibility of the network and lack of real time status updates on lift availability, and this was being addressed through the use of social media and iPads by staff.

Further information would be provided on complaints relating to the cleanliness on the Docklands Light Railway. **[Action: Gareth Powell]**

Members welcomed the use of complaints data in London Underground to improve interventions and asked that they be kept updated. **[Action: Mark Evers]**

Complaints regarding taxis were sent directly to TfL, as the regulator, whereas complaints relating to private hire vehicles were made to the relevant operator directly. Consultation was currently under way on the appropriate means to display information on how to make a complaint inside private hire vehicles.

The Panel also requested more crime and safety context in future reports, including preventative measures being taken. **[Action: Steve Burton]**

Additional information in the quarterly reporting was requested, including:

- more linkages to Healthy Streets and Healthy People;
- tracking and reporting of pedestrian and cycle safety and satisfaction;
- progress on small scale enhancements/projects;
- reporting on safety on the streets including collisions and serious injuries;
- evaluation evidence regarding cycle superhighways, mini-Hollands and Quietways;
- include Assisted Transport Services updates as part of the Public Transport Accessible to All section;
- customer injuries be separated into serious and non-serious data in the reporting and include demographics of customers affected; and
- burglary and theft to be reported separately as part of the safety and crime section.

It was agreed that Lynn Sloman and the relevant Managing Directors, would discuss, outside of the meeting, the best way forward for including additional reporting data into the paper, without over burdening the report.

**[Action: Lynn Sloman/Gareth Powell/Vernon Everitt]**

The Panel congratulated TfL on its outreach work, as set out in the report. Members also welcomed the improvements at King's Cross Station as part of the signage auditing.

Staff would highlight the issue of the decline in demand for Dial-a-Ride services, with the increased closure of Day Centres and other local authority provision and the impact on the isolation of the elderly and vulnerable, with the appropriate agencies.

**The Panel noted the report.**

### **16/06/18 Bus Services to London's Hospitals - Update**

Gareth Powell and Bob Blitz introduced the update on bus services to London's hospitals.

All new bus planning routes now included consideration of passenger links to local health facilities and facilities for bus drivers. Section 106 planning agreements were used as leverage to improve transport access and services.

Members proposed that bus services to London's hospitals be linked to the Assisted Transport Services strategy and part of the overall London hospital transport services.

**[Action: Joyce Mamode]**

The Panel welcomed the paper and congratulated staff on the excellent work.

**The Panel noted the paper.**

### **17/06/18 Independent Evacuation of Disabled People from London Underground Stations in a Security Incident**

Nigel Holness and Kevin Clack introduced the paper setting out actions being taken to ensure that the needs of disabled customers to evacuate independently in response to a security incident were being considered. This report had also been considered at the Safety, Sustainability and Human Resources Panel at its meeting of 28 February 2018.

It was suggested that the evacuation plans be discussed at the Valuing People Group and the implications for TfL train journeys also be included and considered.

**[Action: Kevin Clack]**

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

## **18/06/18 Assisted Transport Service**

Gareth Powell and Joyce Mamode presented the update on Assisted Transport Services (ATS).

The integrated contract for the provision of ATS and private hire vehicle supply was due to be issued and was a significant milestone.

Anne McMeel highlighted the substantial amount of work achieved in the ATS work stream, including contacting hard to reach groups. Staff were congratulated on the effort to move the agenda forward and to provide a truly integrated service, led by senior managers.

It was agreed that staff would look at any synergies or efficiencies which could be achieved with other hospital and healthcare transport services.

**[Action: Joyce Mamode]**

**The Panel noted the paper.**

## **19/06/18 London Underground Station Action Plan Update**

Mark Evers introduced the update on the London Underground Station Action Plan.

It was agreed that the Turn Up and Go Services be measured and monitored as part of the Assisted Transport Services. An update on the new Turn and Up Go App would also be included in the report at the next meeting.

**[Action: Mark Evers]**

The Panel also requested that TfL consider running a customer information poster campaign.

**[Action: Vernon Everitt]**

The final report on the Action Plan would be considered at the meeting of the Panel on 14 November 2018 and then the Board.

**The Panel noted the paper.**

## **20/06/18 Member Suggestions for Future Agenda Discussions**

Howard Carter presented the current forward programme.

**The Panel noted the paper.**

## **21/06/18 Any Other Urgent Business**

There was no urgent business.

**22/06/18 Date of Next Meeting**

The next scheduled meeting was due to be held on Tuesday 11 September 2018 at 2pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

## Customer Service and Operational Performance Panel



**Date:** 11 September 2018

**Item:** Actions List

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### This paper will be considered in public

#### **1 Summary**

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

#### **2 Recommendation**

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

#### **List of appendices to this report:**

Appendix 1: Actions List

#### **List of Background Papers:**

Minutes of meeting of the Panel on 6 June 2018

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**Customer Service and Operational Performance Panel Actions List  
(reported to the meeting on 11 September 2018)**

**Appendix 1**

**Actions from the meeting held on 6 June 2018:**

<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status/Note</b>
14/06/18 06/01/18	<b>Matters Arising and Actions List</b> Details regarding the cost of the Night Tube to be circulated.	Nigel Holness	11 September 2018 meeting.	A briefing on the Night Tube has been arranged to follow immediately after the meeting.
15/06/18	<b>Quarterly Customer Services and Operational Performance Report</b> Further information to be provided on complaints relating to the cleanliness on the Docklands Light Railway.  The use of complaints' data in London Underground to improve interventions be included in future reports.  Information on crime and safety context be included in future reports, including preventative measures being taken.	Gareth Powell  Mark Evers  Siwan Hayward	11 September 2018 meeting.  11 September 2018 meeting.  11 September 2018 meeting.	At the time of the Q4 result, analysis was carried out on the reasons for the fall in the cleanliness score. We concluded that it was the consequence of performance in that quarter, and that reliability related measures can have a knock-on impact on other measures, such as cleanliness, safety and information. Q1 has seen improvements across the board and improvements in customer satisfaction on cleanliness and safety, but this measure will continue to be monitored closely.  Included in Quarterly report on agenda. Completed.  Further information included in Quarterly report on agenda. Completed.

Minute No.	Item/Description	Action By	Target Date	Status/Note
	Discussions to be held, outside of the meeting, on the best way forward for including additional data reporting, without over burdening the report.	Lynn Sloman/ Vernon Everitt/ Gareth Powell/ Nigel Holness	June 2018.	Discussions held and additional data included in the report on agenda. Work is ongoing to refine and improve information included in the report.
16/06/18	<b>Bus Services to London's Hospitals – Update</b> Bus services to London's hospitals to be linked to the Assisted Transport Services (ATS) strategy and part of the overall London hospital transport services.	Joyce Mamode	14 November 2018 meeting.	Desktop analysis of potential for demand responsive bus services to hospitals is being scoped. An update will be provided in the next six monthly ATS strategy report.
17/06/18	<b>Independent Evacuation of Disabled People from London Underground Stations in a Security Incident</b> That the evacuation plans be discussed at the Valuing People Group and that on train evacuations should be considered.	Kevin Clack	Ongoing.	Equivalent security and evacuation guidance has been included in arrangements for both station and train related incidents and this is being communicated to the appropriate internal forum. Completed.
18/06/18	<b>Assisted Transport Services</b> Officers to look at any synergies or efficiencies which could be achieved with other hospital and healthcare transport services.	Joyce Mamode	14 November 2018 meeting.	Exploratory discussions have taken place to discuss potential synergies between Dial-a-Ride and non-emergency patient transport services. An update will be provided in the next six monthly ATS strategy.

Minute No.	Item/Description	Action By	Target Date	Status/Note
19/06/18	<p><b>London Underground Station Action Plan Update</b>  Turn Up and Go services be measured and monitored as part of the Assisted Transport Services and an update on the new Turn and Up Go app to be included in the next report.</p>	Mark Evers	14 November 2018 meeting.	This will be included in the next update report.
	TfL consider running a customer information poster campaign.	Vernon Everitt	14 November 2018 meeting.	This will be included in the next update report.

**Actions from previous meetings: None outstanding.**

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## Customer Service and Operational Performance Panel



**Date:** 11 September 2018

**Item:** Quarter 1 Customer Service and Operational Performance Report

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### **This paper will be considered in public**

#### **1 Purpose**

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 1 2018/19.
- 1.2 This report covers the period from 1 April – 23 June 2018.
- 1.3 The format of this report continues to align with the Mayor's Transport Strategy and to clearly highlight TfL scorecard measures within the report, as well as providing additional information requested by Members at the previous meeting. The report will continue to be updated to better reflect reporting information requested by the Panel.
- 1.4 At its meeting of 19 September 2018, the Board will assign TfL's strategic risks to a lead Committee or Panel, where progress on the management of those risks will be considered. It is anticipated that the Customer Service and Operational Performance Panel will be allocated the following risks: (SR5) Technological or market developments, (SR6) Loss of external stakeholder trust and (SR13) Operational reliability, and a report will be included on the next agenda.

#### **2 Recommendation**

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

#### **List of appendices to this report:**

Appendix 1: Quarter 1 Customer Service and Operational Performance Report

#### **List of Background Papers:**

None

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# Transport for London customer service and operational performance report

Quarter 1 (1 April 2018 – 23 June 2018)

## About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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# Introduction

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

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

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

This report has been refreshed to provide additional insight on health, safety and security, with annual trends added, and a more detailed breakdown provided around injury types and demographics. This builds on the updates previously made to the report to align it with the Mayor's Transport Strategy, as well as highlighting performance against TfL scorecard metrics.

Within London Underground, we have seen a 1.5 per cent drop in customer injuries compared to the same quarter last year. This follows the positive trend at the end of Quarter 4 and a series of actions to reduce customer injuries. This work continues. There have been improvements in reliability, with reductions in excess journey time and lost customer hours.

Within Surface Transport there has been a decrease in crime on the bus network, Docklands Light Railway (DLR) and TfL Rail Services. There has also been an improvement in reliability and scheduling of Dial-a-Ride, DLR, Tram and TfL Rail services. Journey time reliability on the TfL Road Network has also improved alongside a decline in London-wide serious and severe disruption.

The Oyster card – the smartcard system that has led the way for the development of ticketing using contactless bank card – has celebrated its fifteenth birthday. Our contactless payment technology has now been adopted by other major global cities including New York, Boston and Sydney.

This report also includes a spotlight on the work we are doing to encourage Londoners to walk and cycle more, and increase their use of public transport.

## **Mark Wild**

Managing Director, London Underground

## **Gareth Powell**

Managing Director, Surface Transport

## **Vernon Everitt**

Managing Director, Customers, Communication and Technology



# Business at a glance

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

## How we report on our business



## Facts and figures\*

**940** Trains on the TfL network



**580km**

TfL-operated highways



**680km**

TfL-operated Rail and Underground routes

**9,550**

Buses on the TfL network



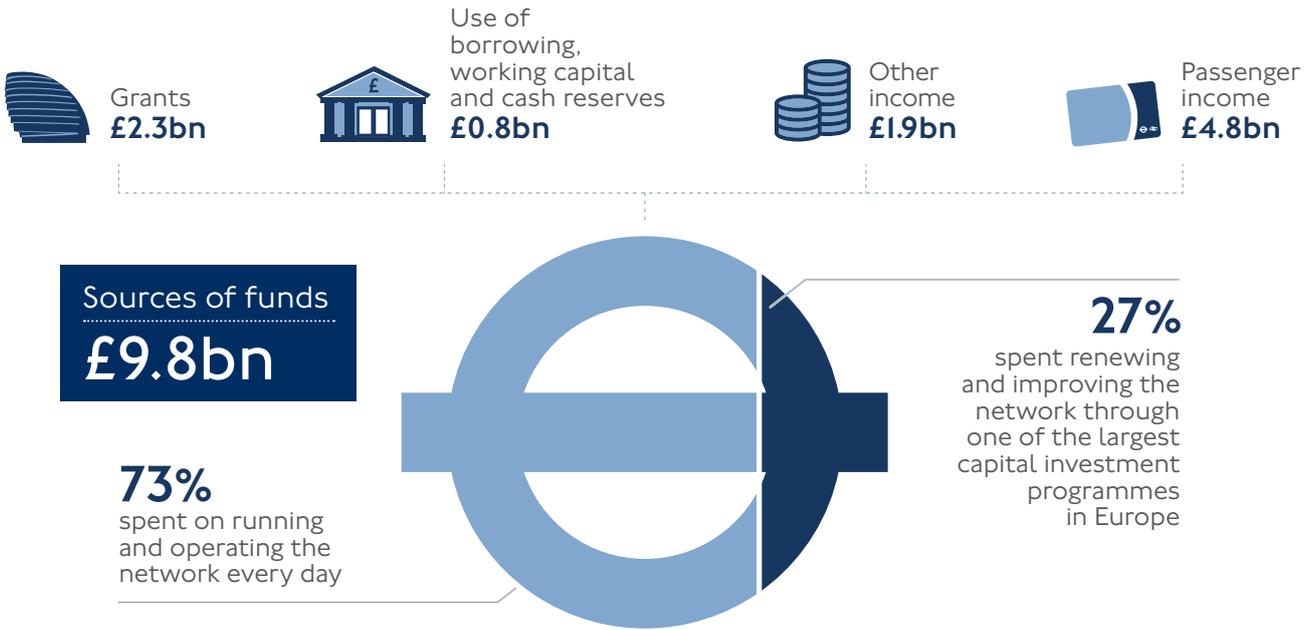
**6,350**

Traffic signals operated by TfL

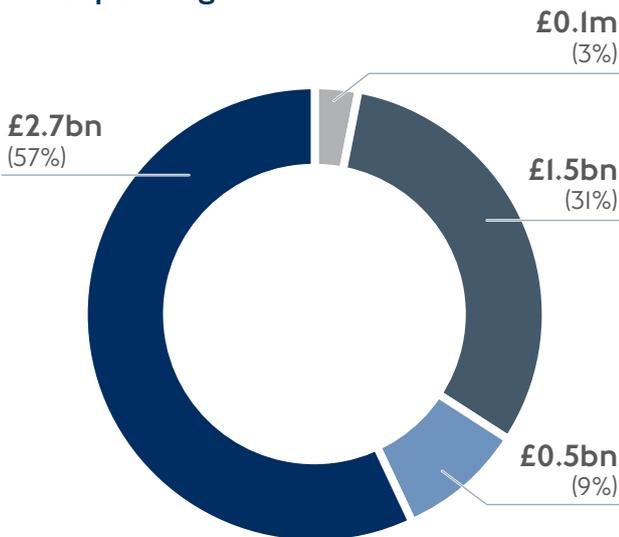


\*Based on full year 2017/18

## Budget at a glance



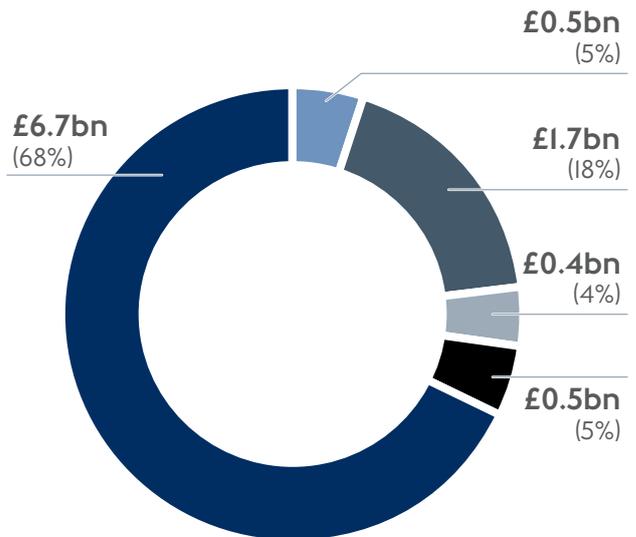
## Total passenger income



Total: **£4.8bn**

- Underground
- Rail
- Buses
- TfL Rail

## Total costs



Total: **£9.8bn**

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



# Mayor's Transport Strategy themes in this report

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

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

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

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

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## Healthy Streets and healthy people



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## A good public transport experience



### Scorecard measures

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



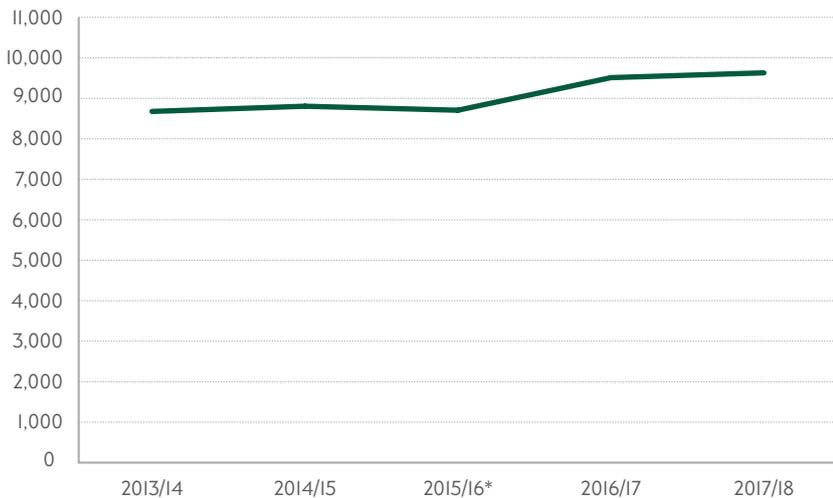




# Healthy Streets and healthy people

# London's transport system will be safe

## Customer injuries Annual totals



We have established a Vision Zero action plan to eliminate death and serious injury from our road and public transport networks by 2041. This action plan was published on 24 July and is a core component of delivering the Healthy Streets agenda.

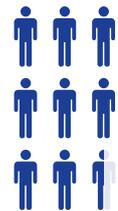
Targeted action continues to be taken to reduce customer injuries. Accident statistics have confirmed the effectiveness of new escalator-related safety communications, and the measures will now be rolled out across all London Underground stations that have escalators.

We continue to work in partnership with our service providers, such as bus operators, to improve safety. Through our Bus Safety Innovation Fund, a number of operators are continuing trials of a range of actions to improve safety, including distraction and fatigue monitors, and collision prevention devices. We have also commissioned in-depth research to help inform future improvements.

During the quarter, we were given new powers by the Metropolitan Police Service to carry out roadside stops of taxi and private hire vehicles without police presence, enhancing our ability to eliminate illegal and non-compliant activities.

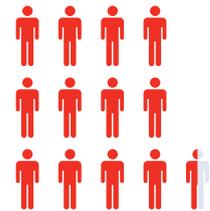
## 852

Number of injuries on the LU network this quarter (1.5% ▼ against Q1 2017/18)



## 1,247

Number of injuries on the bus network this quarter (0.3% ▲ against Q1 2017/18)



## 98

Number of injuries within our rail division this quarter (18% ▲ against Q1 2017/18)

## 34

Number of injuries within our other operations this quarter (17.2% ▲ against Q1 2017/18)

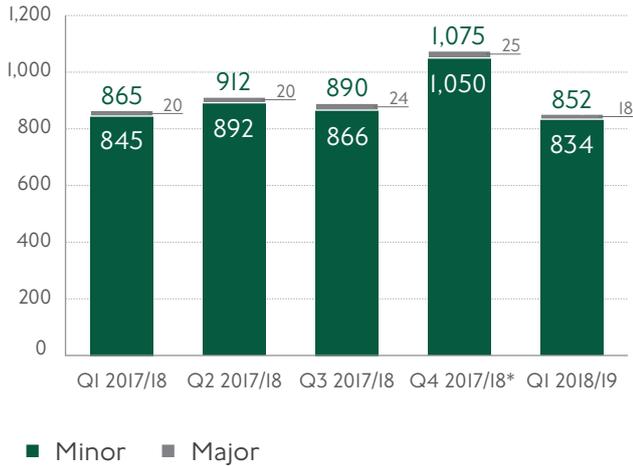
\*TfL Rail commenced 31 May 2015



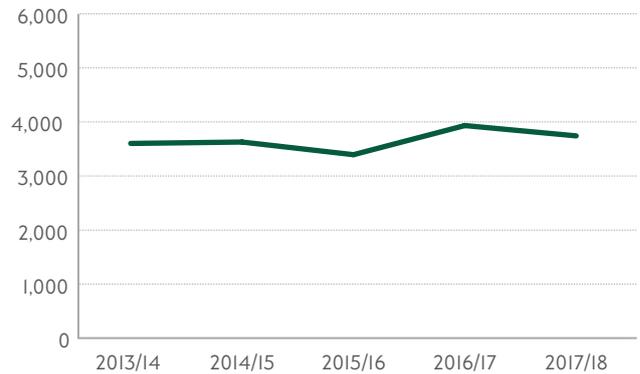


# Underground

## Customer injuries Past five quarters



## Annual totals



The improvement in customer safety reported during the second half of last year continues, with a drop of 1.5 per cent in the number of accidents compared to the same time last year.

Incidents related to the platform train interface or alcohol are major contributors. The London Underground Customer Safety Plan for 2018/19 focuses on accidents caused by the gap between the train and the platform. It includes actions such as lifting the track to reduce the gap, and trialling blue lights at key doors to alert customers to the gap between the train and the platform which should help reduce further incidents.

A trial to reduce the number of customers under the influence of alcohol and/or carrying alcohol onto the network was held in Q1; the impact is being assessed; it focused on giving clear guidance to staff, and on communicating with customers. There was direct engagement by staff and the British Transport Police, and supporting messages on posters and whiteboards, such as 'Take care on our network after drinking alcohol'. Associated byelaws and penalties were also promoted.

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

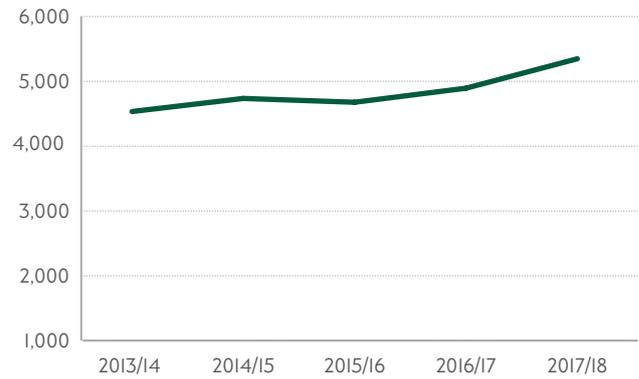
# Buses

## Customer injuries Past five quarters



■ Minor ■ Major

## Annual totals



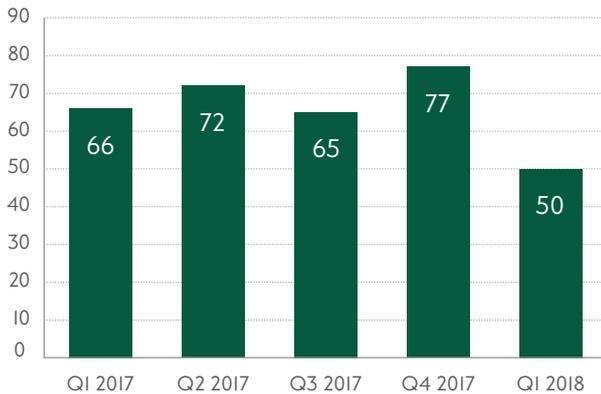
The total number of customer injuries remains comparable to the same quarter last year. However, the number of major injuries has fallen by 22 per cent. Slips, trips and falls continue to be the dominant cause.

Alongside the measures being implemented under the Bus Safety Programme to reverse the increase in customer injuries, a series of collaborative bus operator-led observation days have been held at locations across the bus network. These sessions have examined road-user behaviour, signals and highway design to identify improvements that can be made. Bus operators are continuing trials of innovations such as equipment to control acceleration and ways to monitor and address driver fatigue.

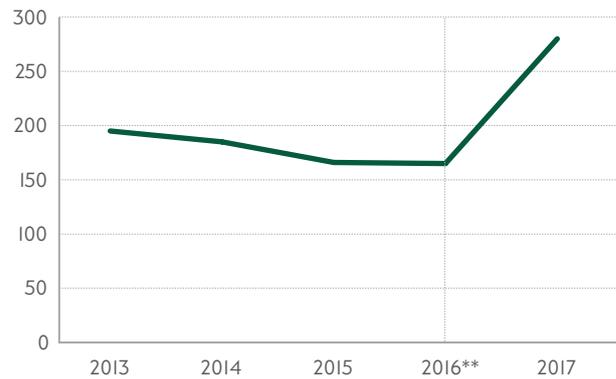
We have also commissioned Loughborough University, in partnership with the Swedish Road Safety Institute, to undertake a broader research project examining driver fatigue in the context of London's bus operations.



### People killed or seriously injured\* Past five quarters



### Annual totals



The number of people killed or seriously injured (KSI) has dropped by more than 16 per cent, compared to the same period in 2017. Twenty-five of the people involved were passengers on board buses, which is a reduction on the 29 people involved in Q1 2017.

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

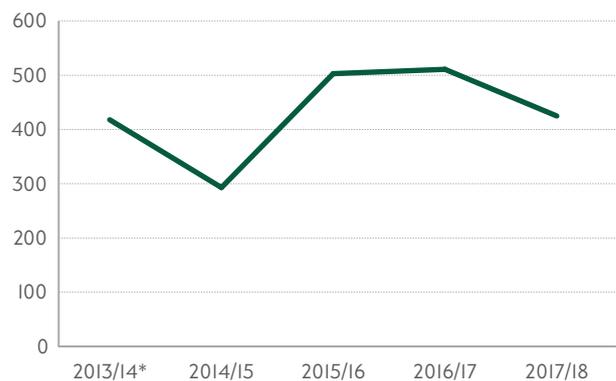
\*\*Figures from the end of 2016 have been reported using new systems (COPA) and should not be compared with previous years. These systems are more accurate, with more injuries being classified as serious rather than slight.

# Rail

## Customer injuries Past five quarters



## Annual totals

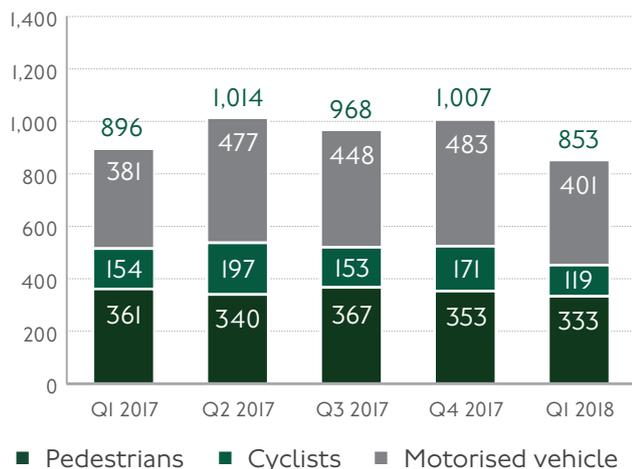


Customer injuries increased by 18 per cent compared with the same quarter last year. TfL Rail saw a 57 per cent increase in total injuries compared with Q1 2017/18; from 23 up to 36. Although statistically significant, TfL Rail performance is against the backdrop of taking over 11 Great Western stations from Q3 of 2017/18. Slips, trips and falls continue to be a key cause.

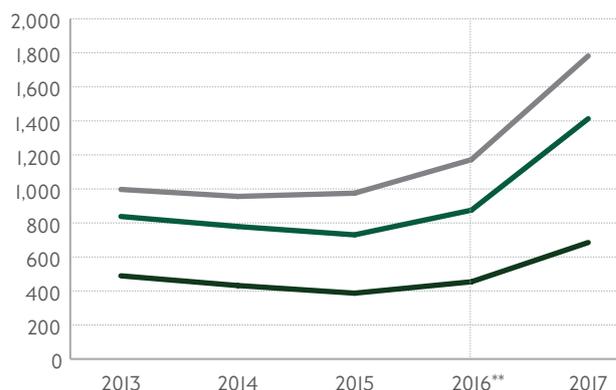
To reduce the number of customer injuries across Rail, work continues to ensure that robust plans are in place to address the key causes of incidents, drawing on measures that have proved successful within London Underground. These include the addition of 'Mind the Gap' announcements and the introduction of platform signage at DLR stations that have larger stepping distances between the platform and train. We continue to support the establishment of a new UK tram industry body to develop common standards and review and identify risks. We are also working with the London Borough of Croydon to support both the development of community recovery plans, and health and social services in the area.

\*TfL Rail was not operational in 2013/14

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



## Annual totals



The number of people killed or seriously injured fell by five per cent compared to the same quarter last year, with reductions for cyclists of 23 per cent and pedestrians by eight per cent. We are committed to reducing these numbers further in line with the Vision Zero action plan.

Delivery of the Vision Zero action plan will focus on work to establish safe speeds, safe streets, safe vehicles, and safe behaviours by all users of London's roads. The Vision Zero approach will mean collaboration with the police, London boroughs, central government and other key partners to reduce the number of people killed or seriously injured. Action includes the delivery of Safer Junctions schemes, lowering the speed limit to 20mph on the Transport for London Road Network within the Congestion Zone (CCZ) and developing a new safety standard for heavy goods vehicles and buses to improve vehicle safety.

During the quarter, we started construction at two key locations of the Safer Junctions programme: Charlie Brown's Roundabout in Redbridge and works at Highbury Corner. Safety enhancements for pedestrians and cyclists were made to Mitcham town centre and feasibility design started for Peckham town centre. We also continue to progress work on the Central London Cycling Grid, Quietways, Mini-Hollands and Cycle Superhighways to improve the facilities for cyclists.

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

\*\*Figures from the end of 2016 have been reported using new systems (COPA) and should not be compared with previous years. These systems are more accurate, with more injuries being classified as serious rather than slight. The figures are provisional and we are undertaking further 'back estimation analysis' with the Transport Research Laboratory.



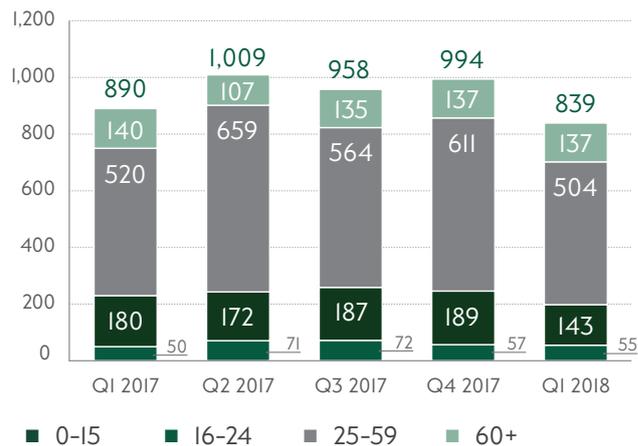
# Streets

Past five quarters (gender)



An average of 28 per cent of people killed or seriously injured were female and 72 per cent were male.

Past five quarters (age)

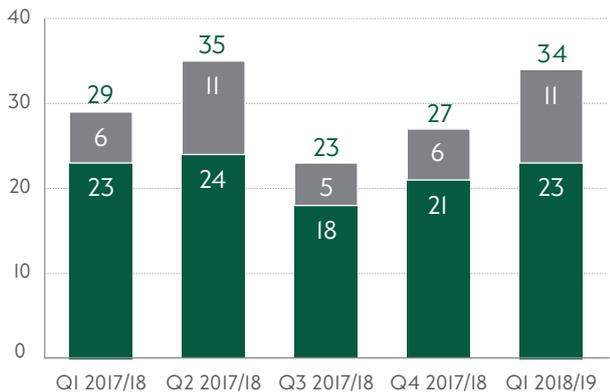


The majority of people killed or seriously injured were aged 25-59 years, followed by those aged 16-24 years.

# Other operations

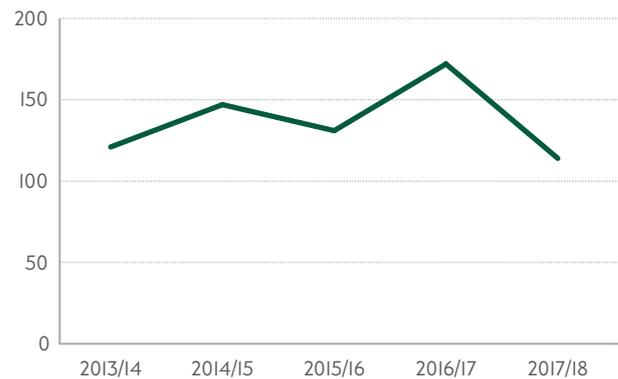
## Customer injuries

Past five quarters



■ Minor ■ Major

Annual totals



Slips, trips and falls were the predominant cause of injuries in all areas except Santander Cycles, where collisions caused the most injuries. While there has been an increase in the number of major injuries during Q1, the overall downward trend in total injuries continues. However, Dial-a-Ride injuries are showing an upward trend.

To help address this, we are building safety features into the design of our assets and vehicles to prevent injury. Our recently issued specification for new Dial-a-Ride vehicles builds in a number of safety features such as low floors, a reduced incline on ramps, seat and aisle widths that ease movement, and improved CCTV.

## Safety – feedback from customers

### Number of complaints

	Q1 2017/18	Q1 2018/19
London Underground	194	245
London Buses	822	998
DLR	23	22
London Overground	22	18
TfL Rail	4	12
London Trams	18	3
Emirates Air Line	1	0
Congestion Charge	0	0
Dial-a-Ride	9	3
London River Services	0	4
Santander Cycles	0	0
Taxis*	n/a	2
Private Hire*	n/a	0
<b>Total</b>	<b>1,093</b>	<b>1,307</b>

Safety is our number one priority and we ensure all safety feedback reported to our Contact Centre is processed through our formal safety complaints framework. There was an increase in contacts compared to the same quarter last year. This is owing to the introduction of a new customer relationship management system, which has enabled us to capture more safety contacts than ever before. We have also introduced a new daily safety report, which provides access to operational managers to follow up on incidents and to look for safety breaches. We are also in a better position to report on trends and themes, such as accidents, driving incidents and perceived risks, and take preventative action.

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

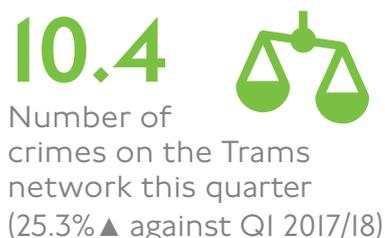
# London's transport system will be secure

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, including on London's roads.

Overall, the volume of crime on London's transport network has increased slightly compared with a year ago, largely driven by increases in reported crime on the London Underground and London Overground networks. To address this, the BTP, at our request, has reinstated local policing teams on TfL networks. These teams will deal with issues related to low-level violence affecting our services at busy commuter times.

Instances of knife crime on our network are low. 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.

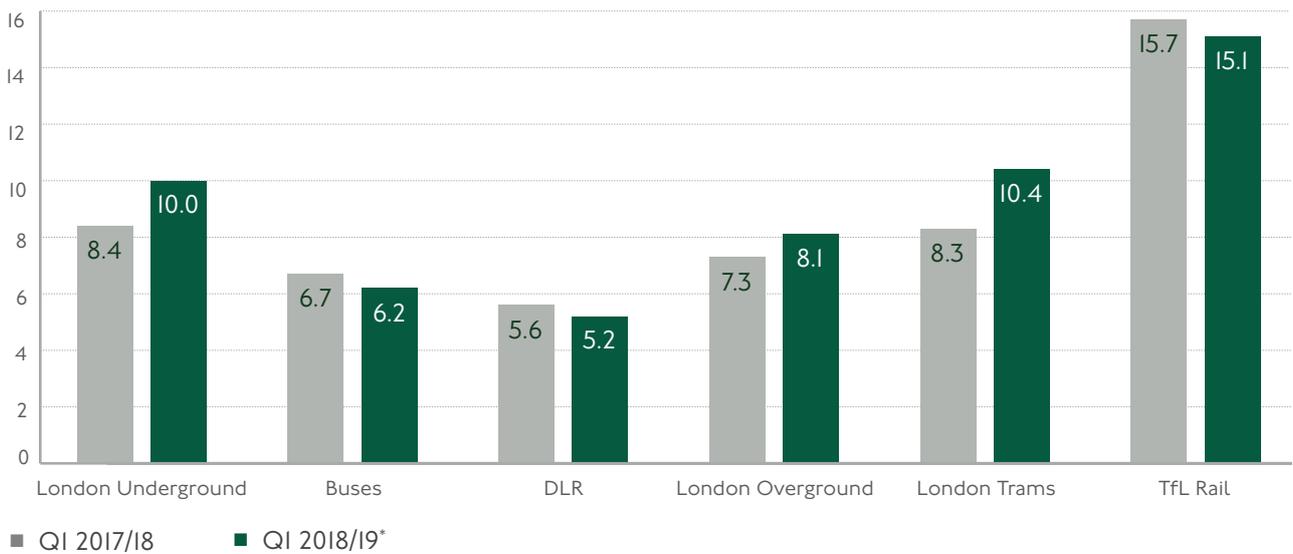
All figures below are per million journeys



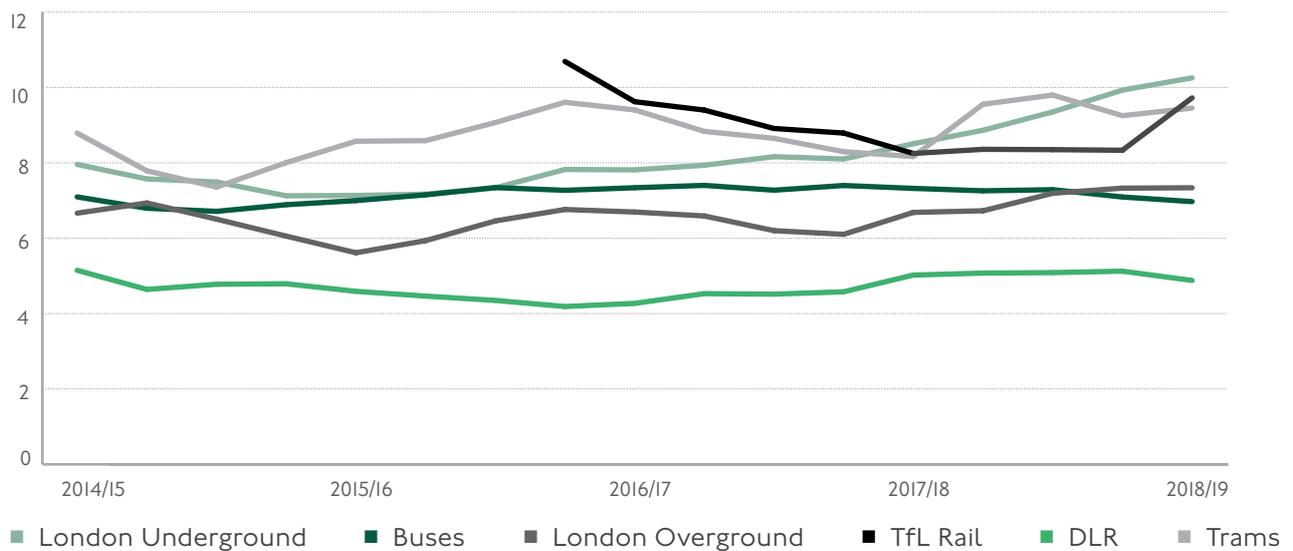


## Recorded crime rate

Recorded crimes by mode per million passenger journeys



## Annual trend (moving average)



\*Crime information for Q1 2018/19 includes only April and May, 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

	Q1 2017/18	Q1 2018/19	Variance %
London Underground	1,905	2,258	18.5
Buses	2,562	2,306	-10
DLR	116	107	-7.8
London Overground	230	255	10.9
London Trams	41	48	17.1
TfL Rail	122	117	-4.1

Crime figures for 2018/19 show a 2.3 per cent rise on TfL's public transport networks compared with a year earlier. Across all of our services, the rate of crime per million passenger journeys stood at 7.7 compared with 7.3. This is largely attributable to an increase in reported crime on London Underground and London Overground, and increases on Trams. There were reductions in crime on bus, DLR and TfL Rail services.

## Recorded crimes by mode London Underground

	Q1 2017/18	Q1 2018/19	Variance %
Violence against the person	391	492	25.8
Sexual offences	182	207	13.7
Criminal damage	157	126	-19.7
Line of route*	5	4	-20
Theft of passenger property	635	817	28.7
Motor vehicle/cycle offences	70	61	-12.9
Robbery	19	36	89.5
Theft of railway property/burglary	38	25	-34.2
Serious public order	353	403	14.2
Serious fraud	17	20	17.6
Drugs	19	45	136.8
Other serious offences	19	22	15.8
<b>Total notifiable offences</b>	<b>1,905</b>	<b>2,258</b>	<b>18.5</b>

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

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

## London Buses

	Q1 2017/18	Q1 2018/19	Variance %
Burglary	12	1	-91.7
Criminal damage	154	108	-29.9
Drugs	27	29	7.4
Fraud or forgery	0	0	0
Other notifiable offences	37	27	-27
Robbery	163	160	-1.8
Sexual offences	126	111	-11.9
Theft and handling	1,063	946	-11
Violence against the person offences	980	924	-5.7
<b>Total notifiable offences</b>	<b>2,562</b>	<b>2,306</b>	<b>-10</b>

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

## DLR

	Q1 2017/18	Q1 2018/19	Variance %
Violence against the person	24	24	0
Sexual offences	4	8	100
Criminal damage	5	6	20
Line of route*	0	0	0
Theft of passenger property	39	28	-28.2
Motor vehicle/ cycle offences	5	3	-40
Robbery	1	3	200
Theft of railway property/burglary	10	4	-60
Serious public order	23	25	8.7
Serious fraud	0	0	0
Drugs	4	2	-50
Other serious offences	1	4	300
<b>Total notifiable offences</b>	<b>116</b>	<b>107</b>	<b>-7.8</b>

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

## London Overground

	Q1 2017/18	Q1 2018/19	Variance %
Violence against the person	48	70	45.8
Sexual offences	8	10	25
Criminal damage	23	32	39.1
Line of route*	2	0	-100
Theft of passenger property	31	39	25.8
Motor vehicle/ cycle offences	28	13	-53.6
Robbery	4	9	125
Theft of railway property/burglary	15	4	-73.3
Serious public order	63	66	4.8
Serious fraud	0	3	100
Drugs	6	5	-16.7
Other serious offences	2	4	100
<b>Total notifiable offences</b>	<b>230</b>	<b>255</b>	<b>10.9</b>

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

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

## London Trams

	Q1 2017/18	Q1 2018/19	Variance %
Violence against the person	12	14	16.7
Sexual offences	1	2	100
Criminal damage	5	4	-20
Line of route*	4	1	-75
Theft of passenger property	5	5	0
Motor vehicle/ cycle offences	1	2	100
Robbery	3	6	100
Theft of railway property/burglary	0	0	0
Serious public order	9	11	22.2
Serious fraud	0	0	0
Drugs	1	2	100
Other serious offences	0	1	100
<b>Total notifiable offences</b>	<b>41</b>	<b>48</b>	<b>17.1</b>

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

## TfL Rail

	Q1 2017/18	Q1 2018/19	Variance %
Violence against the person	36	30	-16.7
Sexual offences	6	4	-33.3
Criminal damage	2	12	500
Line of route*	0	1	100
Theft of passenger property	19	16	-15.8
Motor vehicle/ cycle offences	16	15	-6.3
Robbery	4	3	-25
Theft of railway property/burglary	7	5	-28.6
Serious public order	27	21	-22.2
Serious fraud	0	2	100
Drugs	4	5	25
Other serious offences	1	3	200
<b>Total notifiable offences</b>	<b>122</b>	<b>117</b>	<b>-4.1</b>

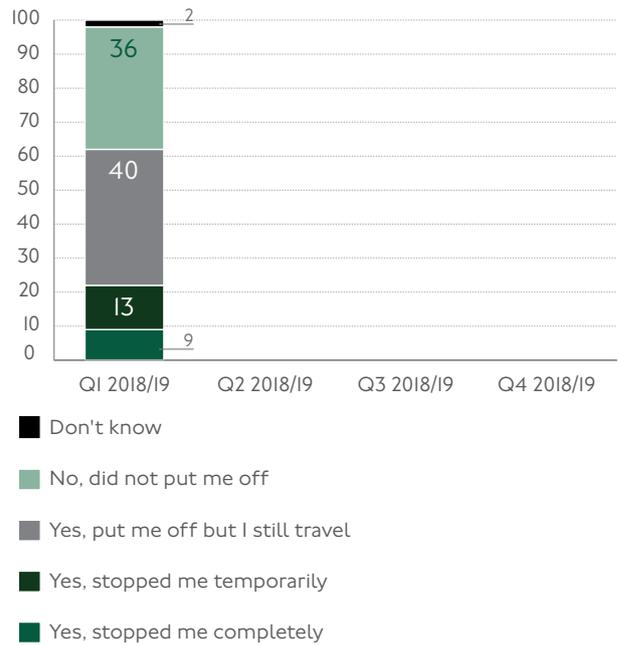
Reported crime on TfL Rail remains low in volume and is very similar to last year, with a small decrease in low-level violence and serious public order offences.

### Personal security perception Q1

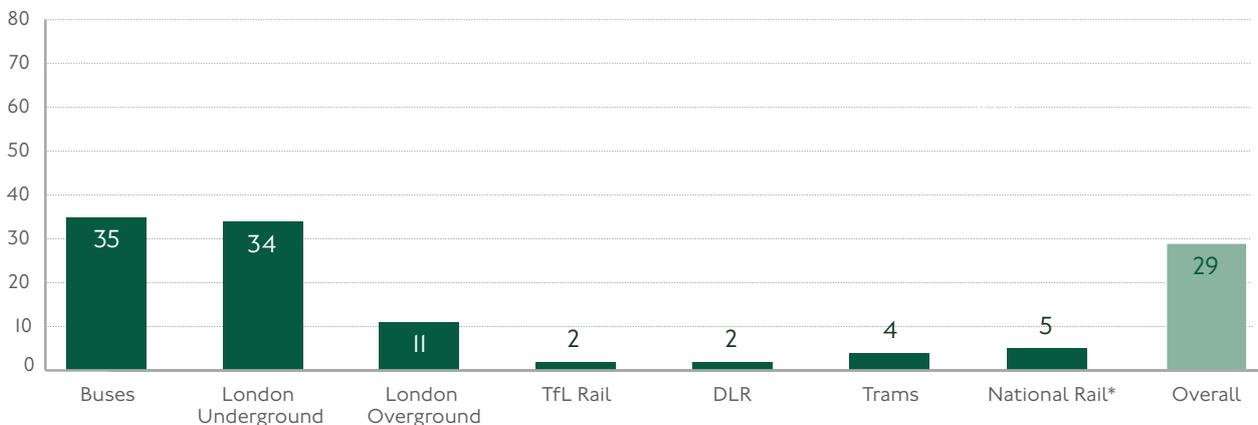
We commission a regular safety and security survey to help monitor Londoners' perceptions of the safety and security of transport.

This quarter's survey shows that almost one third of Londoners surveyed are worried about their personal security on public transport, with the incidents on the London Underground and bus networks causing the most worry. The majority of incidents that have caused worry relate to threatening behaviour and language of others, drunken passengers (including those drinking alcohol), a busy environment including overcrowding, and passengers pushing and shoving each other. We have launched a number of initiatives in conjunction with the BTP to help address these issues including high-visibility patrols, poster campaigns and the promotion of byelaws and penalties.

### Impact of worrying personal security incident on usage of mode on which it occurred



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



\*National Rail is included as, while not a TfL service, it serves Londoners

### Positive outcomes and detections

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

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

The number of detections overall is down year on year for bus-related offences and most rail modes (with the exception of London Overground).

### Positive outcomes and detections

	Q1 2017/18	Q1 2018/19	Variance %
London Underground	210	198	-5.7
Buses	308	207	-32.8
London Overground	25	28	12
DLR	10	7	-30
London Trams	9	3	-66.7
TfL Rail	13	13	0

### Positive outcomes and detection rate

	Q1 2017/18 (%)	Q1 2018/19 (%)	Variance %
London Underground	11	8.8	-2.3
Buses	12	9	-3
London Overground	10.9	11	0.1
DLR	8.6	6.5	-2.1
London Trams	22	6.3	-71.4
TfL Rail	10.7	11.1	0.5

## Sarah Hope Line



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

The Sarah Hope Line team trialled a workshop on post-traumatic stress disorder (PTSD). This will improve our awareness and understanding of PTSD and ensure the relevant steps are taken to safeguard our customers. Support was also provided to those affected by the incident that took place at Southgate Tube station.

The Sarah Hope Line received 125 calls in Q1, resulting in 18 new cases of people needing our help. These were split as follows:

Cyclist	3
London Underground	9
Buses	3
London Streets	3
<b>Total</b>	<b>18</b>

# More active travel

The Mayor's Transport Strategy aims to create a transport network with Healthy Streets and healthy people, and has set the target of an 80 per cent active, efficient and sustainable mode share for travel in London by 2041.

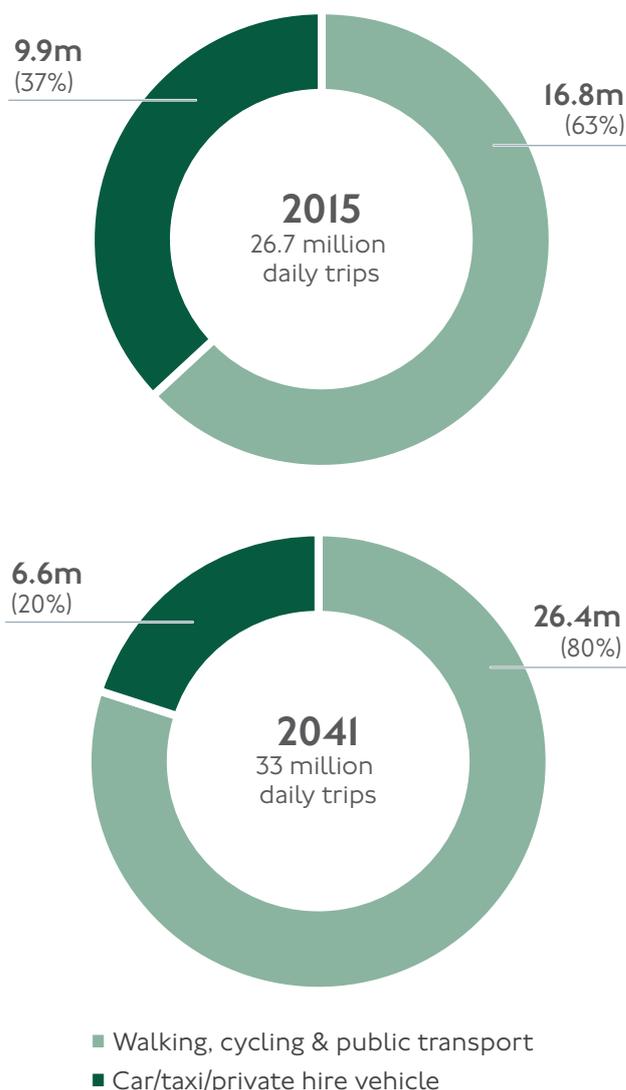
Our customers tend to use a number of different forms of transport as they move around London. Of all walking in London, 50 per cent is made to access public transport, and the environment customers experience can have a profound effect on the choices they make. Being responsible for London's built environment and its surrounding areas, we have the unique opportunity to offer better options on multiple fronts.

To increase the number of Londoners who are travelling by public transport, walking or cycling, current perceptions of walking and cycling in the city need to be addressed. Asking people to switch from their cars and take up walking and cycling requires promotion of the benefits of doing so, including improved health. But these alone are rarely powerful enough to motivate behaviour change and switching travel to sustainable modes has historically been difficult to achieve.

The environment customers experience plays an important role in encouraging this modal shift, and therefore developments to the urban realm will be an integral part of encouraging people to walk and cycle around the city. We will continue to invest in our infrastructure to make it safer and more inviting, easier and cleaner to get around London, improving the city for everyone.

## More Londoners will travel actively

Our aim is that by 2041 80 per cent of Londoners' trips will be by foot, bicycle or public transport





## Walking

We know that walking is most prevalent in central London, with 77 per cent of trips made by walking. There is also a clear need to encourage more walking in outer London, where the walking experience may offer less cultural or scenic interest. Long-term and sustained focus is required to create this change.

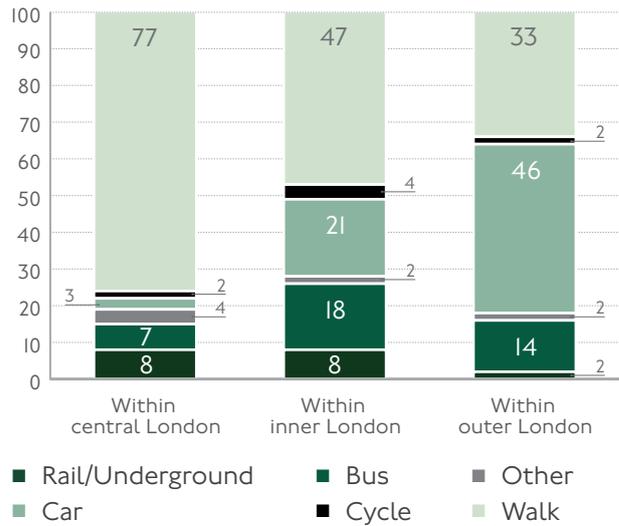
We need to make people feel good about walking. Feedback from customers suggests that walking can be promoted by focusing on its inherently social nature; it is relaxing and immersive, with unique opportunities to connect to communities and local sights.

We recently launched the Active Travel ‘Walk Cycle Discover’ communications campaign, which aims to create a shift in the way Londoners travel around the city, by using active travel modes for parts of their journey or whole trips. The campaign uses emotionally engaging messaging, and celebrates the pleasures and experiences that can be enjoyed when people walk or cycle instead of taking the car.

As part of the Active Travel campaign, we will also be supporting Public Health England’s (PHE) Active 10 walking challenge. As part of this partnership, PHE will provide us with the Active 10 app data on the number of walking trips, helping us to better understand walking in London. The campaign will be supported by an email and newsletter to all stakeholders, as well as a schools toolkit to promote the challenge to parents.

## Journey by mode

### Central/Inner/Outer London



More than 90 per cent of Londoners walk at least once a week, and walking as a mode share has remained constant for many years, at 24.5 per cent of all trips.



As part of our Safer Junctions programme, we have compiled collision reports, undertaken site visits and held stakeholder feedback sessions concerning 13 junctions, completing the first draft of safety studies. Following this, we will complete feasibility design work on five sites in 2018/19.

In June 2018, we began work on Highbury Corner junction, which will improve safety for both cyclists and pedestrians. As part of this work, we will be creating a new public space for residents and visitors to enjoy.

Some aspects of the urban realm can make pedestrians feel de-prioritised – as if they are fighting for space with other road users. We continue to look for new and innovative ways to improve pedestrian facilities in the urban realm. We are working with the London Borough of Haringey to deliver improvements to Bruce Grove town centre, which will enhance the local environment for pedestrians, cyclists and bus passengers, with expected completion in Q1 2018/19. We will also begin public consultation in summer 2018 on proposals for Tooting town centre, which will include widened footways, as well as a new public space on Totterdown Street. Feasibility design is under way to develop Peckham town centre, including measures to improve pedestrian safety.



of Londoners agree that they could be encouraged to walk by improved safety and security such as better lighting or safer crossings

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of Londoners agree that they could be encouraged to walk if the local streets were more attractive to use



of Londoners agree that they could be encouraged to walk if there were better walking routes that gave greater priority to pedestrians to main destinations

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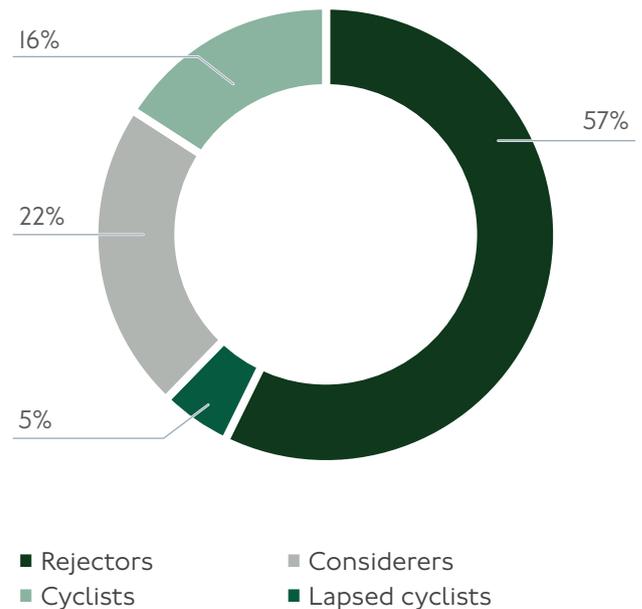
## Cycling

Although the number of cycling trips is increasing, this can largely be attributed to the fact that existing cyclists are cycling more often. In order to achieve the Mayor's target, we need to encourage more Londoners to take up cycling. We know that cycling is the mode with the highest number of rejectors, at 57 per cent, with many and varied barriers among considerers.

Cycling should be a choice people can make. This will require both creating the right urban environment – addressing the sense of fear and vulnerability – and making it a desirable mode of transport.

We need to play our part in reducing the barriers to cycling so that people from London's diverse communities and disabled cyclists can cycle more. This includes measures to make cycling more accessible, affordable and to reduce the perception that cycling is not for 'people like me'. We currently fund Cycling Grants London, which offers grants of up to £10,000 over three years to community projects, aiming to diversify the range of people who cycle in London. Over the last two years, the programme has helped 46 community groups encourage more than 12,000 people to cycle, successfully reaching social groups that are traditionally under-represented in cycling.

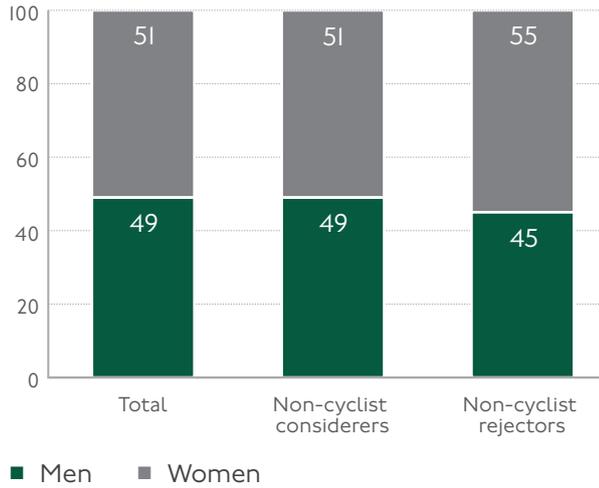
## Attitude to cycling



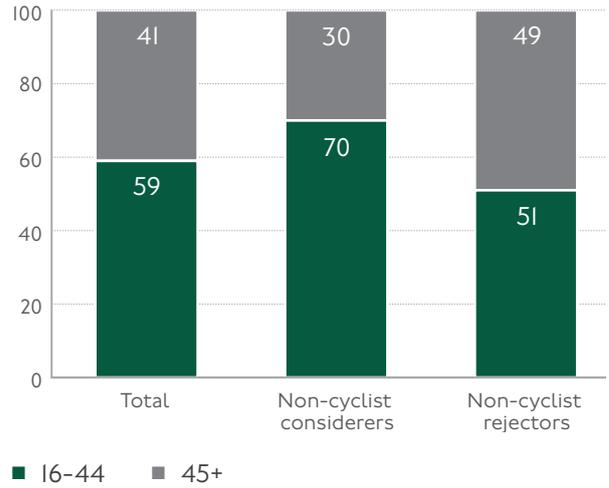
We know that the profile of those considering cycling as a mode of transport is close to the make-up of the general population. However, the strongest barrier for considerers is the fact that, when looking at those who currently cycle, they do not see 'people like me'. Currently, cyclists are most likely to be male, aged 25-44 and of AB social class.

We are working with disabled and older Londoners to address concerns around the use of spaces shared by cyclists and pedestrians to ensure that we can deliver these safely.

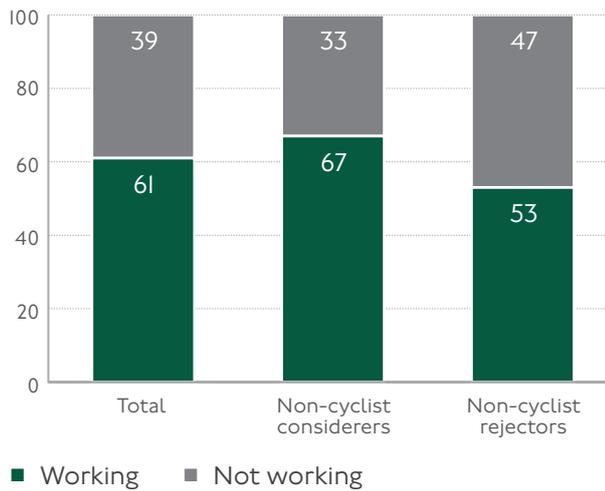
### Gender



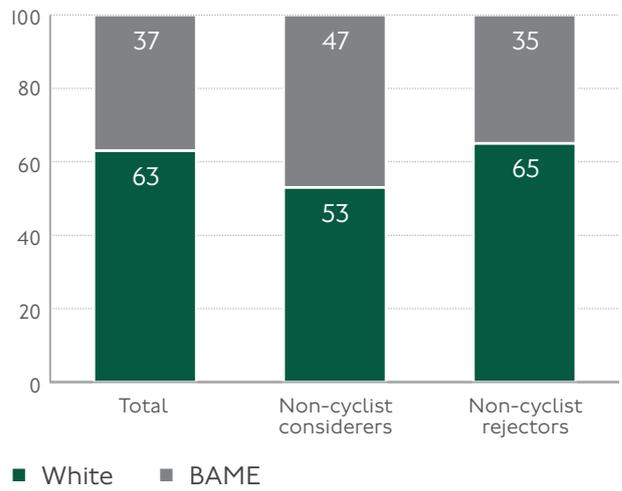
### Age



### Working status



### Ethnicity



Cycle training for children and adults also plays a key role in encouraging new people to take up cycling by increasing their confidence. The Bikeability cycle training scheme is currently offered to all schools in London and trains around 30,000 children each year, giving them the skills to ride more safely. We also fund free Cycle Skills courses, which aim to inspire more Londoners to learn to cycle or improve their skills as individuals or families. The courses address safety concerns that are known to be key barriers to those considering cycling.

We currently train 21,500 adults and 1,700 families a year. After taking part in Cycle Skills courses, 75 per cent of participants cycle more, and 96 per cent feel more confident when cycling. In 2018/19 we aim to attract 33,000 children, 21,500 adults and 1,700 families to Cycle Skills training.

We know that Cycle Superhighways are becoming more popular among Londoners, driven by safety reasons. In order to create the right urban environment to support cyclists, we continue to make progress on the Central London Grid, Quietways and Mini-Holland programmes, with construction now complete on almost 110km of the planned 250km network.

Improving London's cycle network infrastructure, as well as facilities and conditions for cycling more generally, is key to encouraging more people to cycle.

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**82%** 

of people choose to cycle on the Cycle Superhighways because of the health benefit

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**78%**

of Londoners think cycling makes a positive contribution to the quality of life in London



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**44%**

of people switching to cycling from another mode started cycling on the Superhighways because they thought their route was now safe to do so







# A good public transport experience



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

## Passenger journeys

Quarter 1 2018/19

930m total number of journeys\*

1%▼

total passenger journeys compared to 2017/18

### London Underground



314m

### Buses



521m

### Rail (DLR, London Overground, London Trams, TfL Rail)



89m

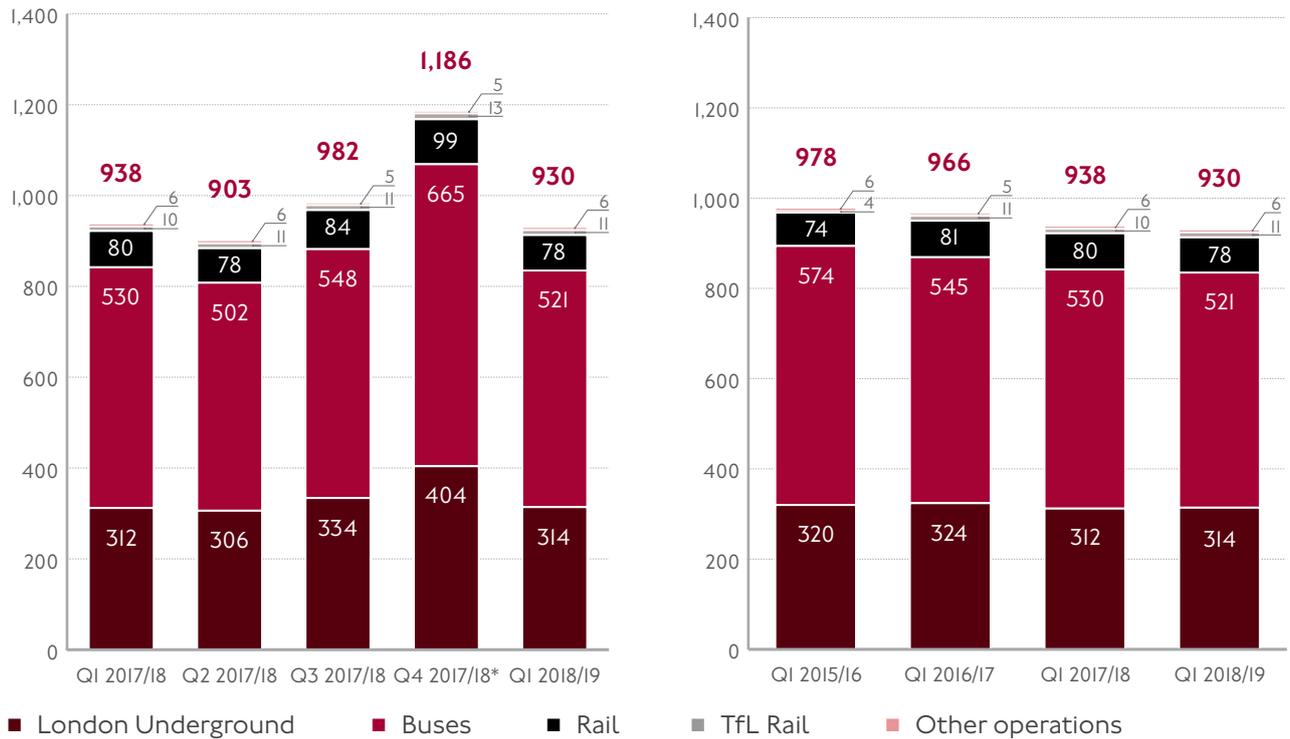
### Other (London River Services, Dial-a-Ride, Santander Cycles, Emirates Air Line)



6m

\* Excluding road journeys and pedestrians

**Passenger journeys**  
Past five quarters (millions)



London Underground passenger numbers were two million (one per cent) better than 2017/18 and three million better than budget. Passenger journeys in 2017/18 were affected by a number of incidents, such as the part closure of the Hammersmith & City line following the Grenfell fire and the London Bridge and Westminster terror attacks. Once last year’s numbers are adjusted for these, the underlying trend shows that journeys are 0.2 per cent below last year.

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



# Underground

## Passenger journeys

	Q1 2017/18	Q1 2018/19	Variance (%)
Number of passenger journeys (millions)	312	314	1

### Passenger journeys

Underlying demand is improving and, on a normalised basis, is less than half a per cent lower than Q1 last year, with income remaining above budget.

### Underlying normalised passenger journeys year-on-year change



1.4%▲



0.9%▼



0.2%▼

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

	Q1 2017/18	Q1 2018/19	Variance (%)
Number of passenger journeys (millions)	530	521	-2

### Passenger journeys

Total passenger journeys were two per cent lower than last year. On a normalised basis, after adjusting for one less day in this year's quarter and one less bank holiday, passenger journeys were 1.2 per cent lower.

### Underlying normalised passenger journeys year-on-year change



2.7%▼



0.4%▲



1.2%▼

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





# Rail

## Passenger journeys

	Q1 2017/18	Q1 2018/19	Variance (%)
<b>London Overground</b> Number of passenger journeys (millions)	43.9	43.4	-0.1
<b>DLR</b> Number of passenger journeys (millions)	28.6	28.4	-0.7
<b>TfL Rail</b> Number of passenger journeys (millions)	10.2	11.4	12
<b>London Trams</b> Number of passenger journeys (millions)	6.6	6.6	0.06

### Passenger journeys

Passenger journey figures were broadly stable on London Overground compared to last year, and we have seen a small decrease in the number of passenger journeys on the DLR.

Passenger demand on TfL Rail is 12 per cent higher than last year. Demand has increased as a result of new services from Paddington to Hayes & Harlington and Heathrow, which started in May 2018, as well as a reduction in the number of engineering works this year and the timing of Easter.

Compared to budget, rail demand was one per cent lower in the quarter. Underlying rail demand, after adjusting for one less day in this year's quarter and one less bank holiday, was in line with last year.

**Volume**

	Q1 2017/18	Q1 2018/19	Variance (%)
Congestion Charge volumes (thousands)	3,622	3,344	-7.7
Traffic flow (volumes) – all London (index)	96.0	96.8	0.8
Cycling growth in Congestion Charge zone (%)*	14.7	14.3	

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

**Traffic flow**

The overall traffic volume has increased by just less than one per cent compared to the same quarter last year. Most of this increase is in outer London.

**Traffic volume year-on-year change**



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





## Other operations

### Volume

	Q1 2017/18	Q1 2018/19	Variance (%)
<b>Santander Cycles</b> Number of hires (millions)	2.8	2.8	0
<b>Victoria Coach Station</b> Number of coach departures (thousands)	56.2	53.0	-6
<b>London River Services</b> Number of passenger journeys (millions)	3.0	2.8	-6
<b>London Dial-a-Ride</b> Number of passenger journeys (thousands)	251.0	240.4	-4
<b>Private Hire</b> Number of private hire vehicle drivers	116,775	112,002	-4.08
<b>Taxi</b> Number of taxi drivers	24,275	23,710	-2.33
<b>Emirates Air Line</b> Number of passenger journeys (thousands)	382.3	345	-9.8

#### Victoria Coach Station

The decrease in the number of coach departures can largely be attributed to the coach operators using longer vehicles which carry more passengers during the busiest times of the day. The net result is that coach departures are down whilst passenger numbers remain steady. Some disruption was also caused during roof canopy maintenance work.

#### London River Services

At Easter all services suffered due to adverse weather. Despite this, the good

weather in spring has seen year-on-year volume broadly in line with the same periods last year.

#### London Dial-a-Ride

The long-term trend in reduction of trips continues. This is due to reduced demand, as opposed to insufficient capacity, as demonstrated by the fact that the percentage of trip requests scheduled continues to meet target.

# Public transport will be accessible to all

Dominance of motorised traffic, affordability, safety and accessibility issues can prevent some people from going out to enjoy their city, getting to work, or engaging with their communities, which can have a profound impact on their health and wellbeing.

The Mayor wants London to be a city that prioritises the movement of people over cars. Using inclusive design to make streets more appealing will help make walking and cycling the obvious choice for shorter trips, and public transport the best option for longer journeys. It will also help to improve people's health, allowing them to engage more with their neighbourhoods and the city as a whole.

The most basic barrier to travel is affordability, and an inability to get around London can limit job prospects and social integration. The Mayor has frozen TfL fares until 2020 and introduced the Hopper fare on buses and trams to help keep travel affordable.

London's historic transport network can present accessibility challenges that can make journeys complicated and deter some people, including disabled and older Londoners, from travelling at all. By building accessibility into all new transport infrastructure, working to improve existing stations and stops, the Mayor aims to make this less of a problem.

Following a suggestion from a customer, Corry Shaw, we launched a campaign using our staff and public address systems to encourage people to look up and offer a seat to those who might need it more.

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**98.5%**

step-free access availability on LU (0.4% ▼ against Q1 2017/18)



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**98.6%**

step-free access availability on TfL Rail (0.2% ▼ against Q1 2017/18)



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**89.4%**

scheduled services operated on Dial-a-Ride (2.6% ▲ against Q1 2017/18)



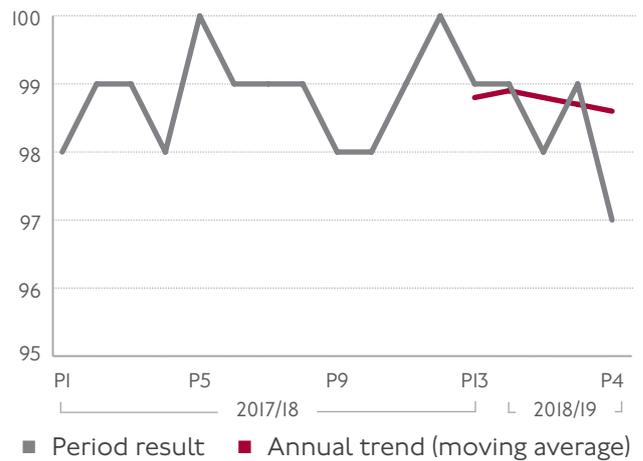


## Underground step-free access

Past five quarters (%)



Annual trend\* (moving average)

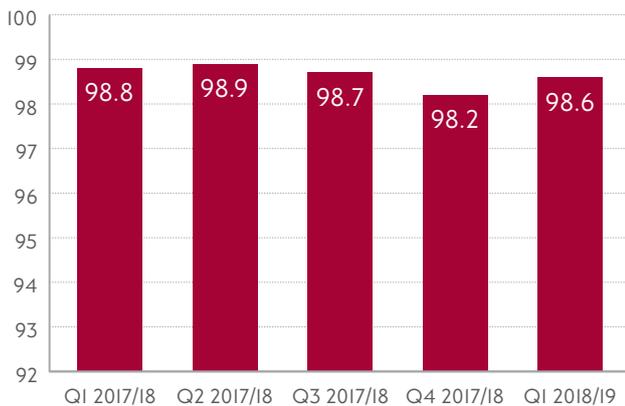


Eight per cent of customer complaints relate to accessibility. There are persistent issues with the lifts at some stations and action to improve reliability is in place.

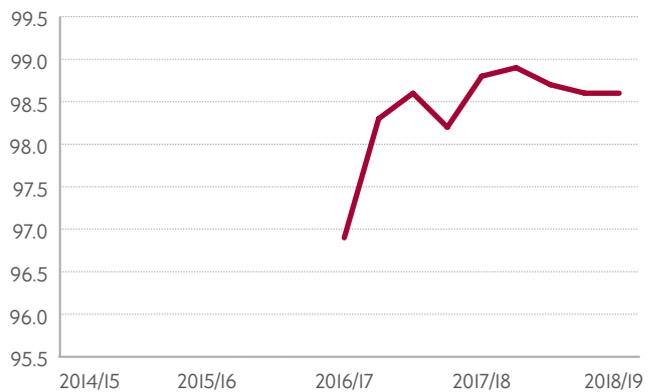
Trials of alternative route posters and staff prompt cards worked well at King's Cross. We have introduced these at Green Park and are rolling them out at other stations.

## TfL Rail step-free access

Past five quarters (%)



Annual trend (moving average)

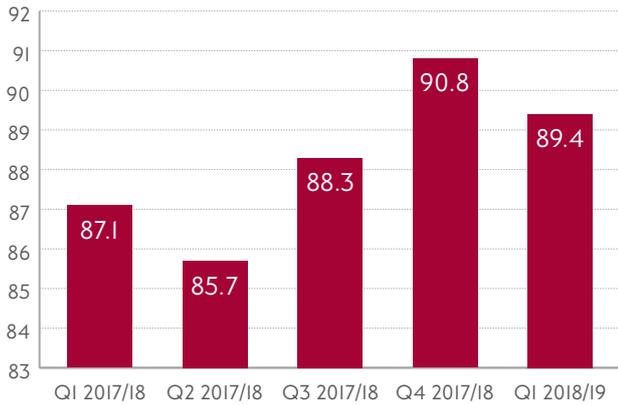


Step-free availability on TfL Rail recovered in the quarter. There were three lift outages, one in each period, lasting more than 24 hours. At the end of the quarter, there was a notable increase in the total number of lift failures at Stratford. We are investigating this with Network Rail.

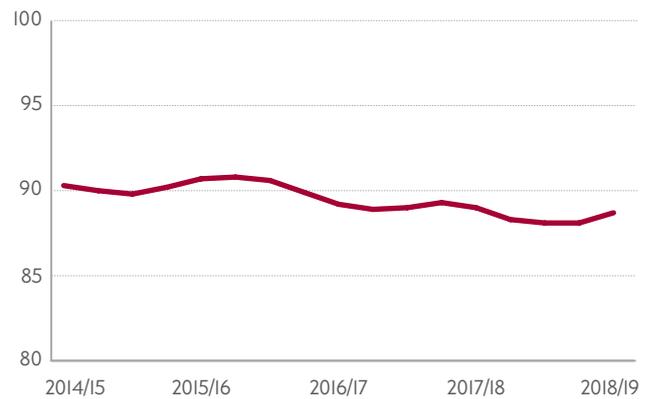
\*Moving annual average data available only from late 2017/18

## Dial-a-Ride journey requests scheduled

Past five quarters (%)



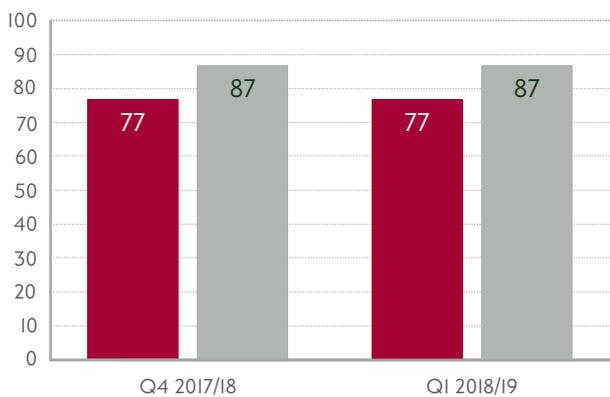
## Annual trend (moving average)



Trip requests scheduled remained above the 89 per cent target for the quarter, and around two per cent above the same period last year. Improved scheduling and new rotas have allowed us to meet the target while reducing overall service costs.

## Additional time to make step-free journeys

Past two quarters (minutes)



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

Q1 saw no change in the difference between standard and step-free travel times because the only station upgraded during this quarter was Buckhurst Hill.

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

# Journeys by public transport will be fast and reliable

On London Underground, Q1 results show the positive effects of the reliability improvement plans, which we put in place at the end of 2017/18 following a mixed year for reliability. The Four Line Modernisation Programme is also in the process of replacing, modernising and integrating life-expired signalling, rolling stock, track, power and depot assets on the Metropolitan, District, Hammersmith & City and Circle lines. This will ultimately provide an additional 33 per cent capacity and improve both journey time and customer experience.

For Surface Transport, there has been a general improvement in reliability compared to Q1 2017/18 on the DLR and London Trams services. We have also seen a notable decrease in London-wide serious and severe disruption on the road network, and an improvement in bus reliability and excess wait time for bus passengers. Work also continues with our signal timing reviews, and we are seeing notable improvements for passengers and pedestrians.



4.5 minutes of excess journey time on the Tube this quarter (0.7%▲ against Q1 2017/18)

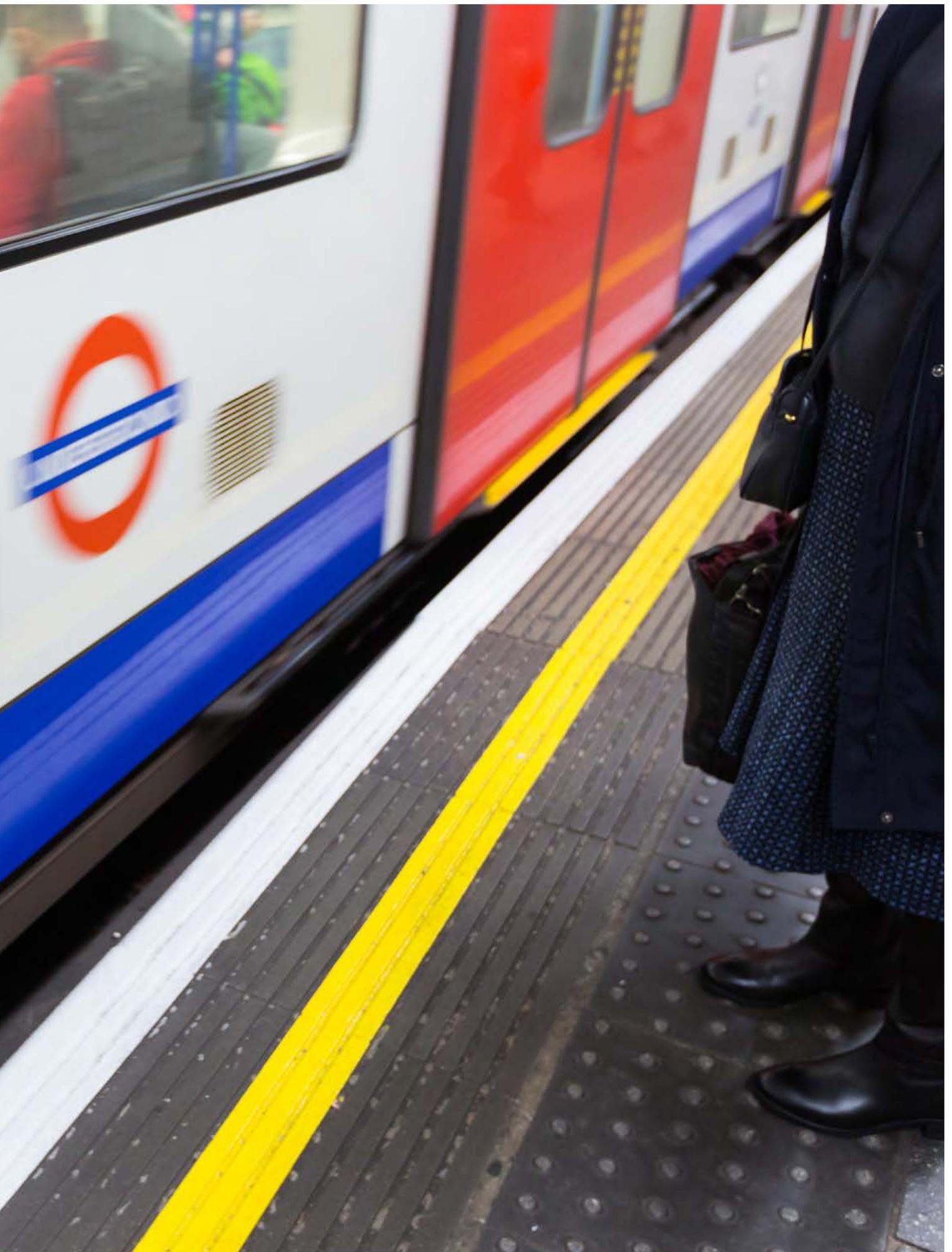


0.9 minute of excess wait time on the bus network this quarter (1%▼ against Q1 2017/18)

## 88.6%

TLRN journey time reliability (0.2%▲ against Q1 2017/18)





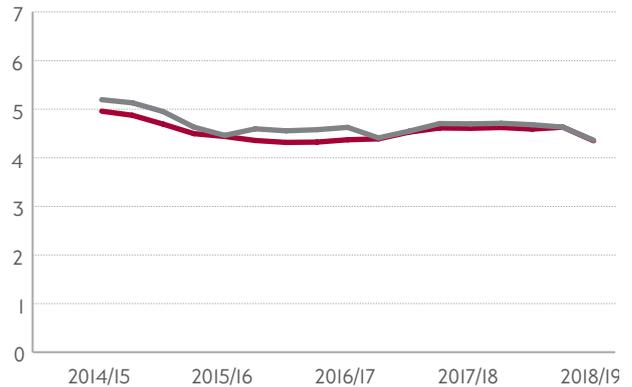
# Underground

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



- Including industrial action
- Excluding industrial action

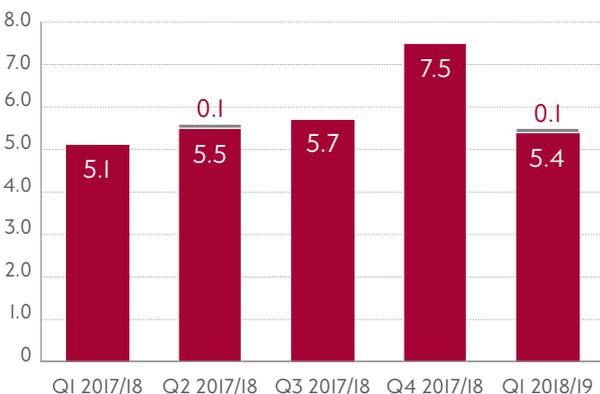
## Annual trend (moving average) (minutes)



- Including industrial action
- Excluding industrial action

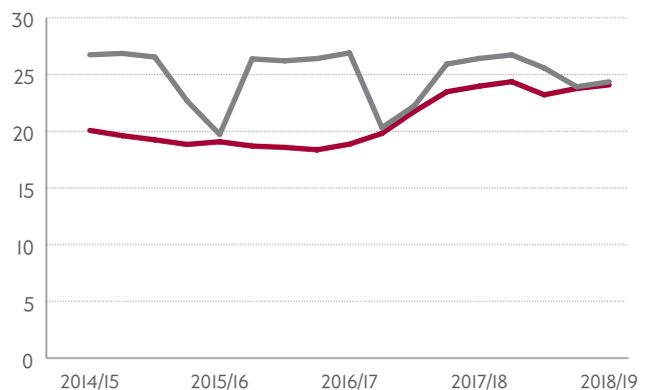
Since the middle of last year, we have steadily reduced the additional time it takes customers to complete their journeys. This improved reliability of the train service is predominantly due to a focus on driver availability and a faster response in recovering service, for instance after a passenger is taken ill on a train.

## Lost customer hours Past five quarters (millions)



- Including industrial action
- Excluding industrial action

## Annual trend (moving total) (millions)

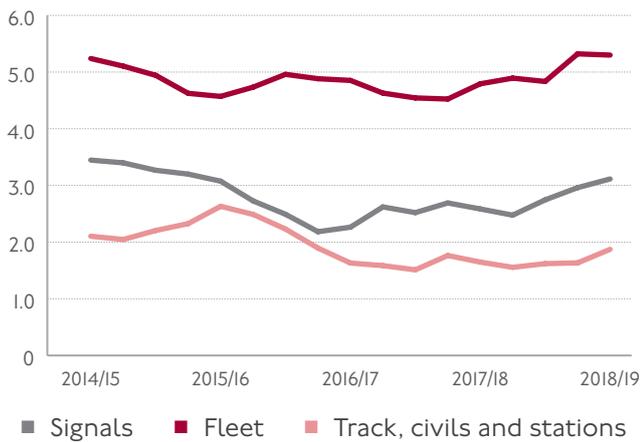


- Including industrial action
- Excluding industrial action

The overall reliability of the London Underground network has stabilised since 2017/18, although performance is still not back to the levels achieved between 2014 and 2017. Improvement plans to address the key contributors (fleet, customer illness and staff availability) are in place.

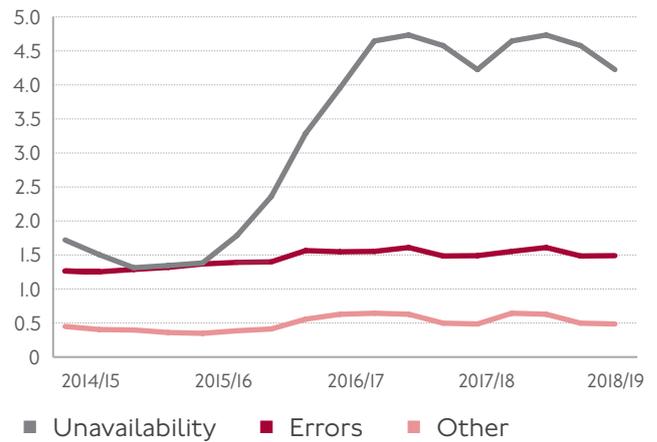
### Lost customer hour trends

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



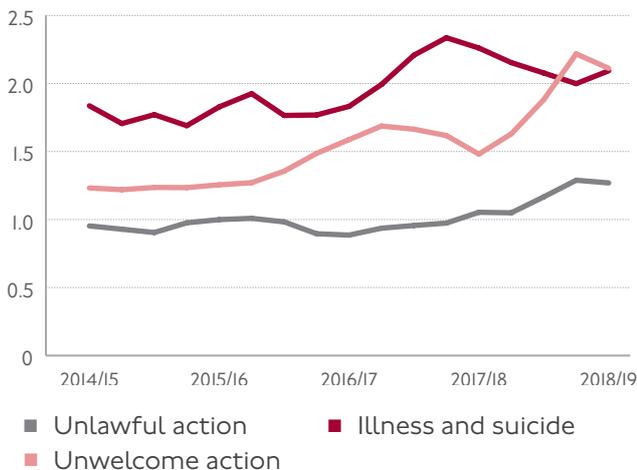
The train fleet remains the primary contributor to asset reliability. We have started to see benefits from the reliability improvement plans we actioned in late 2017/18.

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



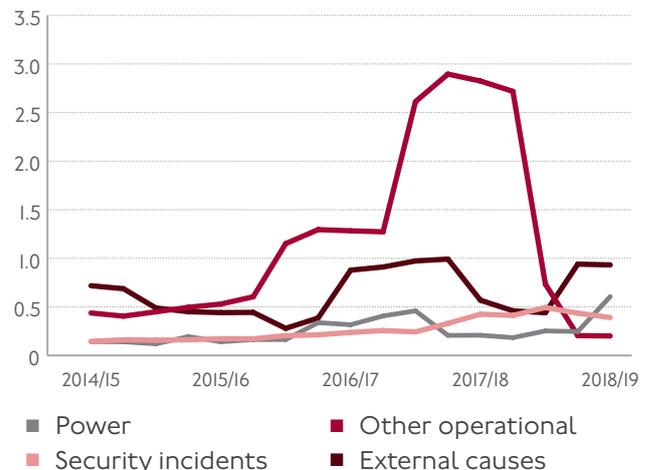
The continued focus on staff attendance has led to improvements in staff availability for the past two quarters, and this positive trend continues.

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



The number of delays due to customers taken ill on trains has reduced over the past year, reflecting the success of awareness campaigns. These include encouragements to carry water during hot weather.

Other – annual trend (moving total) (millions)



A single incident at the start of the quarter accounted for the rise in power-related lost customer hours. An investigation into the power issue on the Jubilee line has started.

# Buses

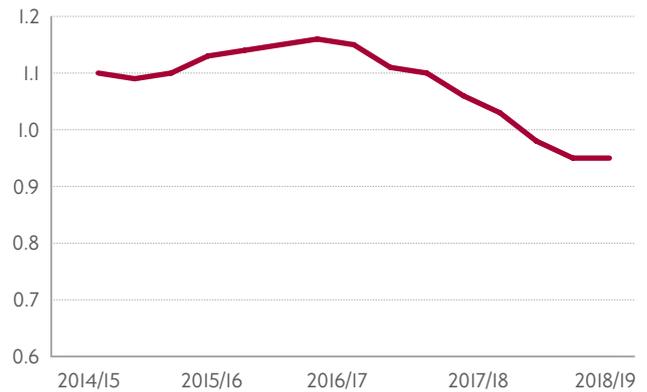
## Excess wait time

Past five quarters (minutes)



Excess wait time was marginally better in Q1 2018/19 than the same quarter a year ago. Operational conditions for buses have eased recently for a number of reasons including improved traffic management and signal timings, together with a lower volume of roadworks.

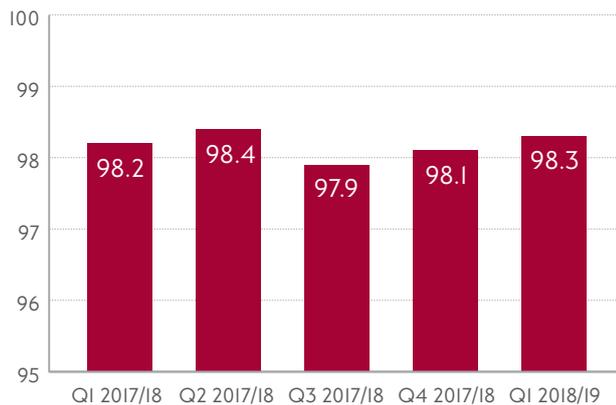
## Annual trend (moving average)



Excess wait time has improved compared with a year ago to the best ever for Q1. This follows a year-on-year improvement in operating conditions, partly due to a range of measures taken to protect reliability, including the bus priority programme and easing congestion on some roads.

## Scheduled services operated

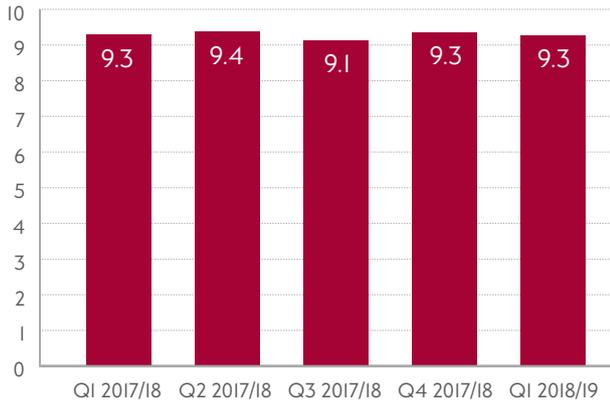
Past five quarters (%)



Results improved slightly compared with Q1 2017/18, with losses due to traffic well below forecast. The reasons for this include improved operating conditions arising from a reduction in roadworks and improved signal timings.



### Weighted average speed Past five quarters (mph)



Until 2017/18, bus speeds were declining. While there is evidence that speeds are improving, current speeds remain slower than in 2014. There has been a recent improvement in speeds in inner London, with those in outer London remaining unchanged over the past year.

### Annual trend (moving average)



In 2017/18, bus speeds showed a slight recovery, with a marginal dip in 2018/19 year to date, which is currently stabilising.

# Rail

## DLR and London Trams - scheduled services operated

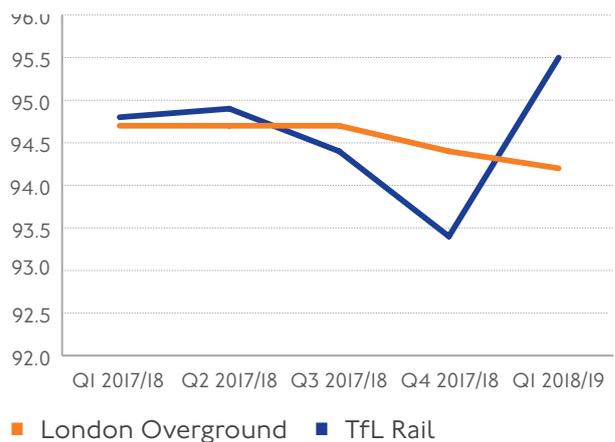
Past five quarters (%)



Following a minor dip in Q4 2017/18, performance on the DLR has subsequently recovered and is now above target.

## London Overground and TfL Rail - public performance measure

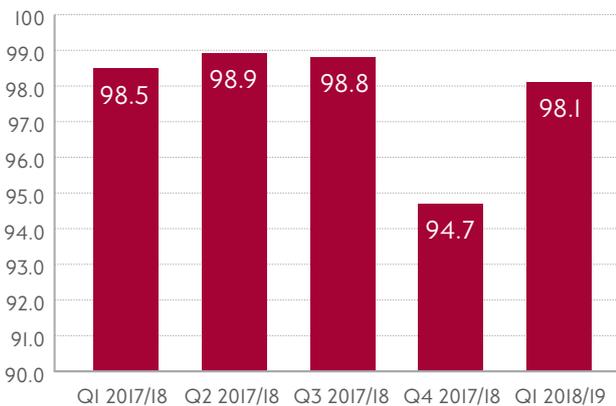
Annual trend (moving average) (%)



On London Overground, there was a marginal decrease in performance between Q1 2018/19 and the same quarter in 2017/18.

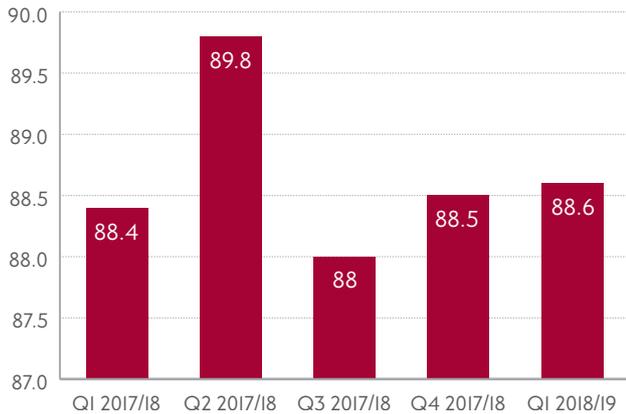
## Emirates Air Line availability

Past five quarters (%)



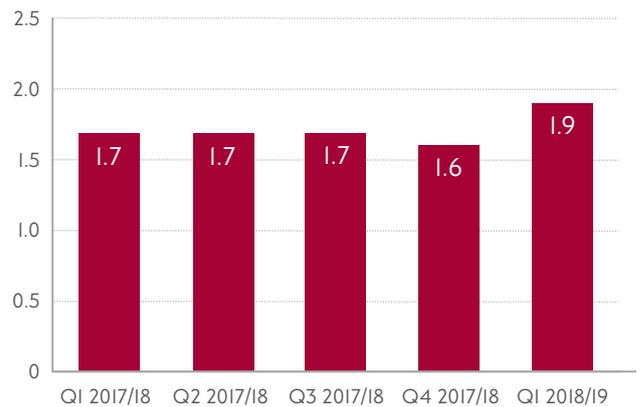
While there was a small drop in operational performance compared to 2017/18, Q1 2018/19 remains above target.

## TLRN journey time reliability\* Past five quarters (%)



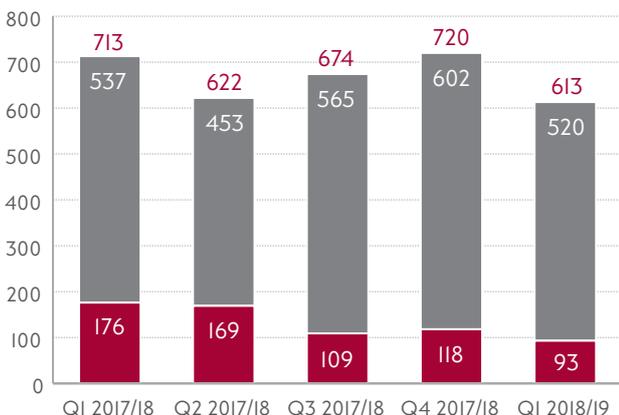
London's roads have seen good overall performance in Q1 2018/19, with slightly better journey time reliability than the same quarter in the previous year. This is despite some significant flooding events and burst water mains.

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



Average quarterly resolution time per unplanned event was 1.9 hours for Q1 2018/19, which is a marginal increase on Q1 2017/18.

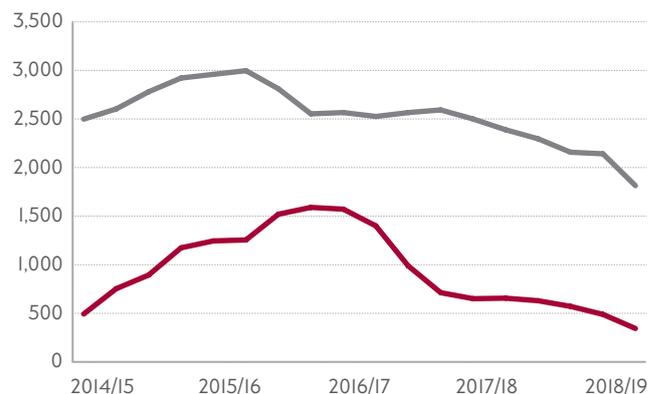
## London-wide serious and severe disruption Past five quarters (hours)



■ Planned ■ Unplanned

Planned and unplanned London-wide serious and severe disruption is down 14 per cent in Q1 2018/19 compared to the same quarter in 2017.

## Annual trend (moving total)



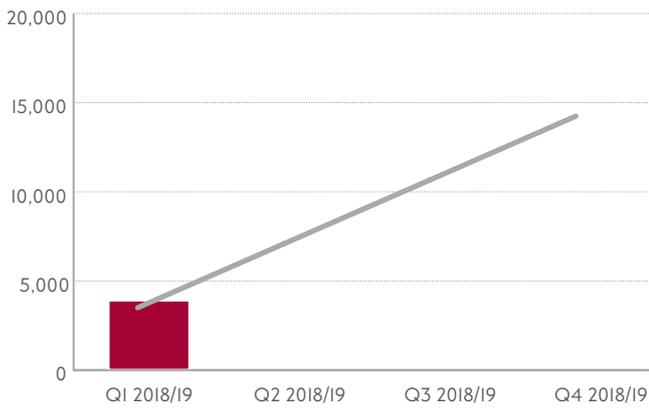
■ Planned ■ Unplanned

Disruption has decreased following the peak in 2015/16 and the completion of major infrastructure projects on the road network.

\*This will be replaced by a TLRN Traffic Disruption Metric in future reports



### Traffic signal time savings This year (hours)



■ Actual — Target

In Q1, we saved 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. Pedestrians saw direct benefit of six per cent.

We reviewed timings at 195 traffic signals, which was slightly below our target of 201. This was owing to doing more work at the locations to make further improvements.

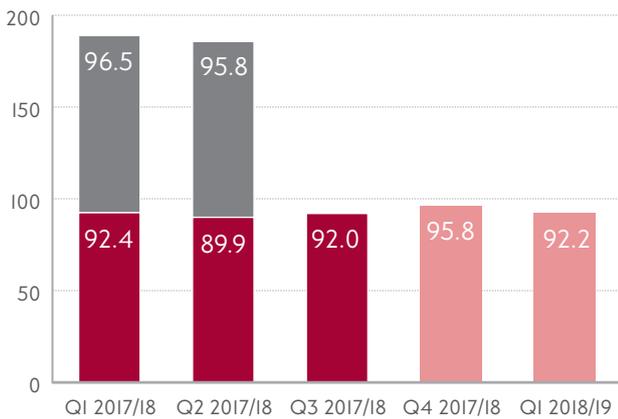






# Other operations

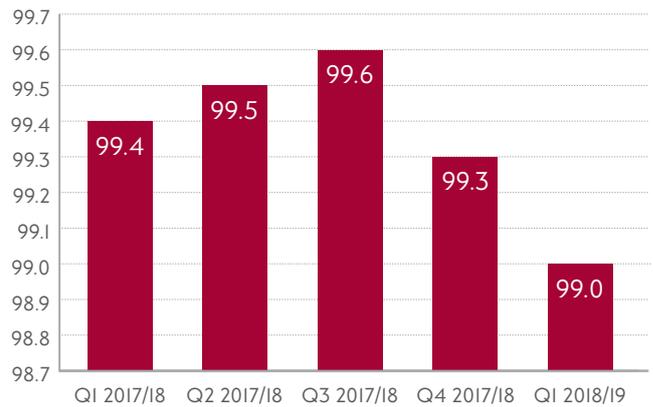
## Santander Cycles availability Past five quarters (%)



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

Availability for customers to both hire and dock at stations declined in Q1 to 92.2 per cent. To help address this, we have been working with our provider to improve the availability of bikes and available spaces across the network to best meet user demand.

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



Q1 2018/19 saw a minor drop compared to last year, but generally good performance.

# Journeys by public transport will be pleasant

## Customer care

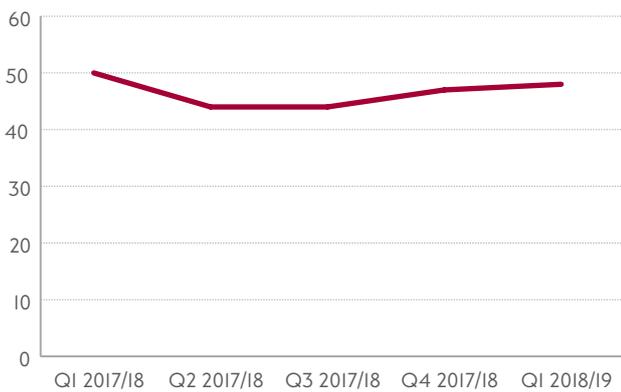
The primary objective of our 2018/19 Customer Programme is to raise our care metric through improving journeys across the network. The following programme milestones were delivered in Q1.

- Journey history made available via the Oyster app for contactless bank card users
- Introduction of Priority Seating Week campaign to make travelling easier for people who find it difficult to stand
- ‘Risk Up’, our new road danger reduction marketing campaign, launched. The hard-hitting campaign targets the causes of serious injury and death on London roads by reminding motorists, including motorbike riders, of the danger they pose to themselves and other road users when travelling at an inappropriate speed
- Campaign launched using our staff and public address systems to encourage people to look up and offer a seat to those who might need it
- Local trials concluded on all modes of communication on public transport, focusing on communicating the key causes of slips, trips and more serious injuries
- Fare information added to Journey Planner, making it easier for customers to know the cost of a journey before travelling
- Pay as you go extended on the Elizabeth line to the Hayes & Harlington–Heathrow section of the line

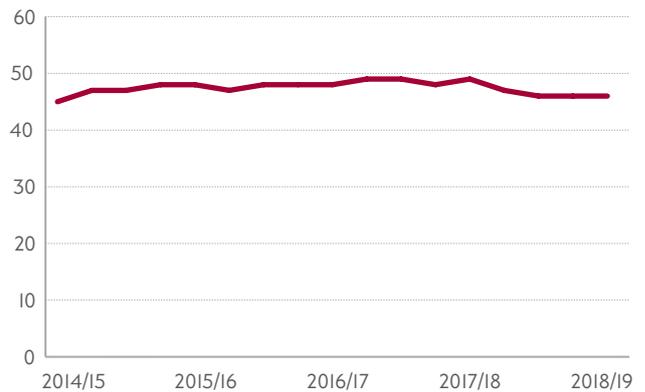


### TfL cares about its customers

Past five quarters (%)



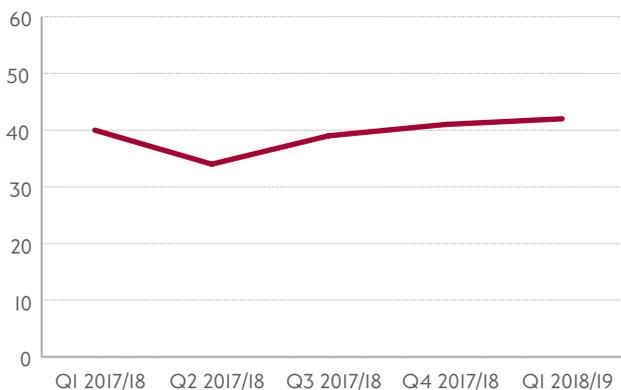
Annual trend (moving average)



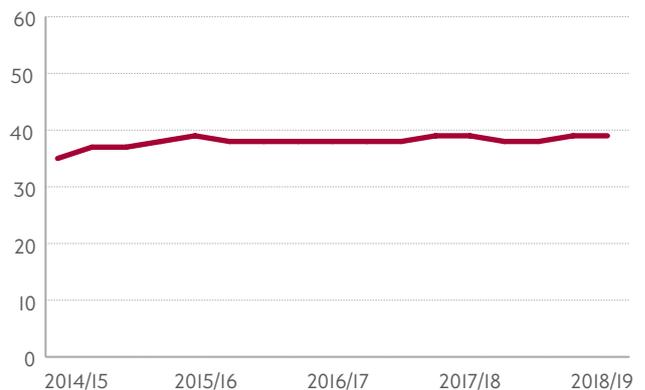
Care is moving in the right direction, up by one percentage point from Q4 to 48 per cent. This is due to better communication and helpful staff at stations and on buses. Addressing the inconsistencies in customer experience – especially supporting customers when things go wrong – provides an opportunity to improve care.

### TfL provides good value for money to fare payers

Past five quarters (%)



Annual trend (moving average)



Value measures the percentage of customers who agree TfL provides good value for money to fare payers.

Value for money continues its upward trend, reaching an all-time high of 42 per cent – driven by record high scores for Buses (57 per cent) and London Underground (45 per cent). The Hopper fare has contributed to positive perceptions, alongside continuing growth in usage of contactless payment and our payment app.

# Customer satisfaction

## Past five quarters

	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	2017/18 full year target
London Underground	86	85	85	85	85	85
Buses	88	87	86	85	85	86
DLR	89	89	88	87	88	88
London Overground	85	85	83	83	84	85
London Trams	90	91	90	91	91	89
Emirates Air Line	n/a	93	93	95	93	93
TfL Rail	83	85	83	81	83	83
Transport for London Road Network	72	n/a	70	n/a	n/a	69
London Dial-a-Ride	92	n/a	n/a	n/a	89	91

Customer satisfaction with London Underground and Buses remained stable at 85, while London Trams remained at 91. Scores for the DLR and London Overground increased one point to 88 and 84, respectively. TfL Rail increased two points to 83, while Emirates Air Line decreased two points to 93. London Dial-a-Ride decreased three points to 89 since it was last surveyed in Q1 2017/18.

For London Underground, the proportion of people claiming to have experienced a delay or disruption fell to three per cent. For Buses, most scores remained similar to last quarter, with only 'satisfaction with temperature on bus' falling as a result of the hotter weather.

On DLR, all scores have remained steady at network level. For London Overground, the score for comfort while waiting for the train increased three points. However, some scores relating to finding information fell. London Trams experienced small increases in scores for most measures. Scores for satisfaction with the visibility of staff increased to their highest ever levels. For TfL Rail, increases were seen on all but one measure, and scores generally returned to Q3 levels after a dip last quarter.

Emirates Air Line scores remain very high although they have experienced decreases in most measures, including the 'information in the cabin'. On London Dial-a-Ride, the score for the 'punctuality of the bus arriving' fell three points to 86.

## Past five years

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
London Underground	84	85	85	85	85
Buses	85	86	86	86	85
DLR	89	89	89	88	88
London Overground	83	84	84	84	84
London Trams	89	90	90	91	91
Emirates Air Line	93	93	94	93	93
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	n/a
London River Services	90	90	90	n/a	n/a
Victoria Coach Station	82	81	81	n/a	n/a
London Dial-a-Ride	92	92	91	92	89

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

# Contact Centre

## TfL Customer Services

Past five quarters

	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
Telephone calls	585,824	711,549	744,904	792,189	613,777
Abandonment rate (%)*	8.5	14.9	9.4	9.0	9.0
Correspondence	111,534	126,467	135,141	169,605	128,167
Closed in SLA (%)**	74.3	80.8	91.4	93.9	94.4
Quality score (%)***	90.9	90.8	90.7	92.3	79.6
Average speed of answer (seconds)	79	154	101	99	74

Overall demand has reduced compared to the last quarter. This is because Q4 covers a longer period than any other. Ticketing remains the main driver of telephone calls. While communication about contactless payment continues to grow, Oyster and concessions remain our biggest reasons for contact.

While the performance target for the quarter was met, the quality target was narrowly missed. As part of a long-term drive to improve the overall quality of our service we have introduced higher quality standards and a new monitoring system for quality assurance audits.

Past five years

	Telephone calls		Correspondence		Quality score (%)***
	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	
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	613,777	9.0	128,167	94.4	79.6

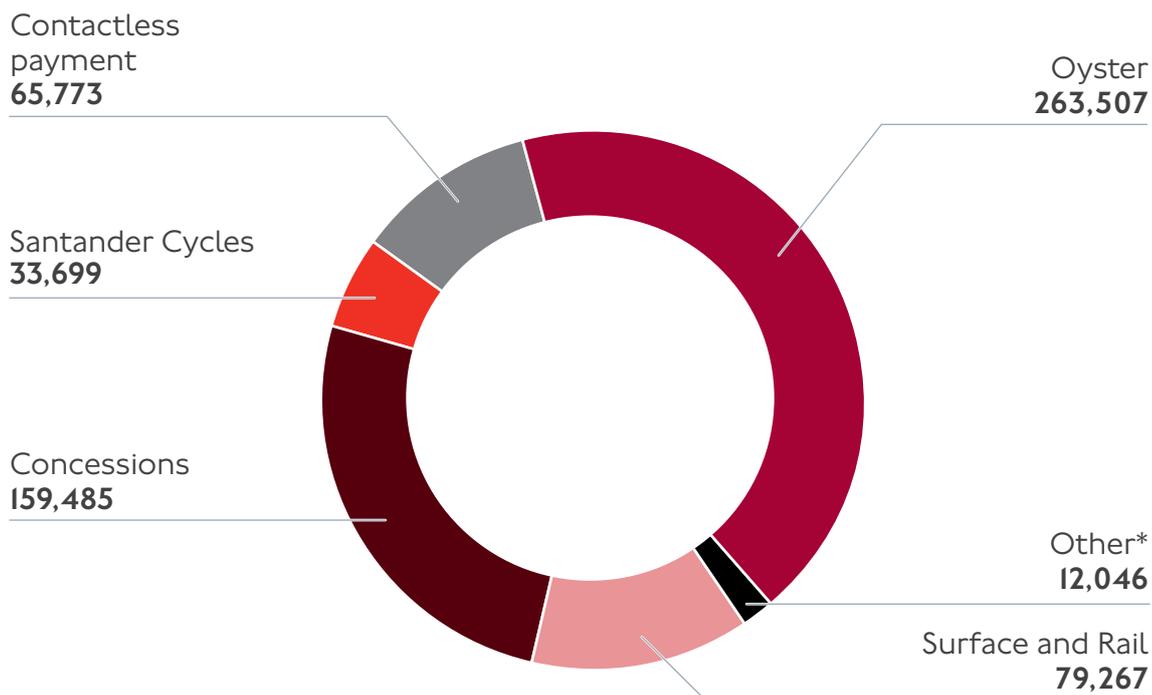
\* Abandonment rate target 15 per cent or lower

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

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

## Telephone calls

This quarter



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

While call demand drivers remain fairly consistent, there has been a 51 per cent increase in calls relating to Santander Cycles compared to the previous quarter. This can largely be attributed to the warmer weather making cycling a more attractive option for travel.

## Other contact centres

### Road user charging

Past five quarters

Phone number 0343 222 2222 (outsourced to Capita)	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
Calls received	353,470	308,701	271,600	312,044	238,797
Calls answered	312,690	287,434	265,130	301,291	230,558
Abandonment rate (%)	11.5	6.9	2.4	3.4	3.5
Average speed of answer (seconds)	126	85	31	45	49

Performance of Capita's Road User Charging Contact Centre continues within the contractual targets. The average speed of answer this quarter was 49 seconds. The percentage of calls abandoned was 3.5 per cent, well

within the target of no more than 12 per cent of calls. T-Charge and Ultra Low Emission Zone-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	238,797	230,558	3	49

\* Data not recorded

## Taxi and Private Hire

### Past five quarters

Phone number 0343 222 4444	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
Calls received	155,729	146,321	177,501	205,353	186,072
Calls answered	140,343	136,503	159,992	186,999	149,640
Abandonment rate (%)	8.9	5.8	9.3	8.5	19.4
Average speed of answer (seconds)	121	80	147	117	326

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

Recognising Q4 covers a longer period than any other quarter, the overall number of calls actually increased for Q1. This was mainly attributed to queries relating to the English language requirement (ELR) and an increase in repeat callers. We aim to answer all calls relating to licensing within 120 seconds. This has not been met due to volumes exceeding our forecasted demand. It is anticipated that the high number of calls relating to the ELR will reduce in Q2

due to an extension to the deadline (until 30 April 2019).

A number of efficiencies are being introduced to help reduce calls and increase capacity; this includes introducing staff training to resolve customer queries at the first attempt. We are also developing online booking functionality, to be introduced later in the year – currently 35 per cent of calls relate to bookings.

We are working closely with our service provider, NSL, and carrying out monitoring activities to ensure performance is returned to contractual requirements as quickly as possible.

### 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	186,072	149,640	19	326

## Dial-a-Ride

### Past five quarters

Phone number 0343 222 7777	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
Calls received	141,911	139,748	142,715	171,787	136,003
Abandonment rate (%)	7.5	10.1	17.3	7.8	6.8
Average speed of answer (seconds)	197	255	441	181	127
Email bookings	9,211	8,658	12,130	15,657	11,215
Fax bookings	1,408	1,317	1,684	1,655	1,314
Passenger services letter	20	31	33	14	16
Passenger services email	86	80	65	45	50

The number of calls received this quarter has decreased by more than four per cent compared to the same quarter last year, and this is in line with the overall decrease in trips requested. However, the total number of email bookings has increased by more than 21 per cent compared to the same quarter last year. Abandonment rate this quarter improved

by 10 per cent compared to Q1 2017/18 and we achieved the target of abandoning no more than 10 per cent of calls. Average speed of answer improved by 32 per cent compared to the same quarter last year and was within the 180 second target. Performance improvement has been achieved by recruitment to fill vacancies, and reduced sickness levels.

### 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	136,003	6.8	11,215	1,314	16	50

# Customer complaints

Complaints per 100,000 journeys	Q1 2017/18	Q1 2018/19	Variance (%)
London Underground	0.70	0.96	37
London Buses	2.29	2.88	26
DLR	0.67	0.76	13
London Overground	1.25	2.30	84
TfL Rail	1.72	2.26	31
London Trams	1.42	1.36	-4
Emirates Air Line	1.83	5.46	198
Congestion Charge	6.50	1.80	-72
Dial-a-Ride	93.22	67.81	-27
London River Services	0.41	1.08	163
Santander Cycles	2.07	5.46	164
Taxis*	5.06	6.52	29
Private Hire*	6.79	2.99	-56
Contactless Payment	0.06	0.19	217
Oyster	0.16	0.15	-6

\* Journeys not recorded; figures based on survey data

Due to the introduction of a new Customer Relationship Management system, fewer complaints were logged in Q1 last year due to settings in the new system that defaulted many contacts to enquiries instead of complaints. Therefore, a direct comparison cannot be drawn between this quarter and the current quarter.

Contactless payment is increasingly popular, coupled with the introduction of new products and services such as the mobile app – this has seen an influx of new customers less familiar with the product.

There were only 376 complaints, which is very low considering that there were more than 195 million customer journeys.

After the successful launch of contactless on the mobile app, users of Android P Beta phones experienced technical problems due to a software issue in the phone.

Both Emirates Air Line and London River Services saw an increase in complaints but this must be taken in the context of very low volumes of complaints.

## Customer complaints

Past five years

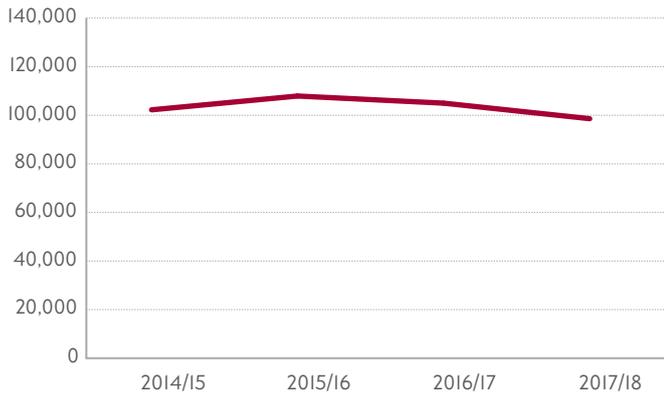
Service	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
London Underground	14,429	13,731	14,546	12,037	3,022
London Buses	65,452	71,268	66,300	64,990	15,016
DLR	2,460	1,318	1,302	980	215
London Overground	3,822	6,660	4,328	3,103	1,013
TfL Rail	n/a	1,338	1,460	1,121	257
London Trams	397	565	627	470	89
Emirates Air Line	52	62	28	33	17
Congestion Charge	1,372	1,368	3,117	959	93
Dial-a-Ride	1,908	1,305	1,088	842	234
London River Services	70	64	58	79	30
Santander Cycles	687	354	359	465	154
Taxis*			3,373	4,918	1,013
Private Hire**	4,255	4,048	2,995	2,692	473
Contactless	566	552	587	989	376
Oyster	6,763	5,283	4,808	4,912	954
Total	102,233	107,916	104,976	98,590	22,956

\* 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)



Over the past three years, there has been a downward trend in overall complaint volumes. This is despite the launch of new services such as TfL Rail, the expansion of existing services such as London Overground and Night Tube, and the growth of contactless payment.

Customer expectations continue to rise and we have had to adapt to this by shifting to ever swifter response times to meet their expectations. We have seen a rapid growth in contact from customers on social media.

We have been able to meet these challenges by carefully targeted outsourcing of established business functions to free up capacity to bring additional services in-house. This is most evident in relation to Oyster, where we have now shifted telephony demand to our suppliers to enable us to focus on contactless.

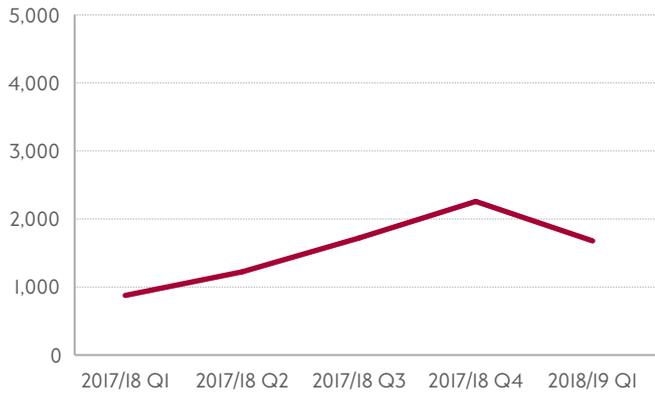
We have made significant savings through improvements and efficiencies across the teams.

# Commendations

## Past five quarters

Service	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
London Buses	554	674	879	1,222	865
London Underground	230	411	464	625	513
London Overground	26	34	51	56	49
DLR	13	25	31	43	41
London Trams	7	4	9	9	4
TfL Rail	33	23	13	25	25
Taxi and Private Hire	n/a	23	71	51	45
TfL Road Network	8	10	20	17	16
Dial-a-Ride	3	8	5	1	2
London River Services	0	3	0	1	3
Emirates Air Line	2	6	4	6	3
Santander Cycles	0	2	3	0	1
TfL Policy	0	0	170	202	111
<b>Total</b>	<b>876</b>	<b>1,223</b>	<b>1,720</b>	<b>2,258</b>	<b>1,678</b>

### Past five quarters



# Ticketing

## Bus and Underground

### Paper tickets

Fare payer journeys per four-week period (millions)



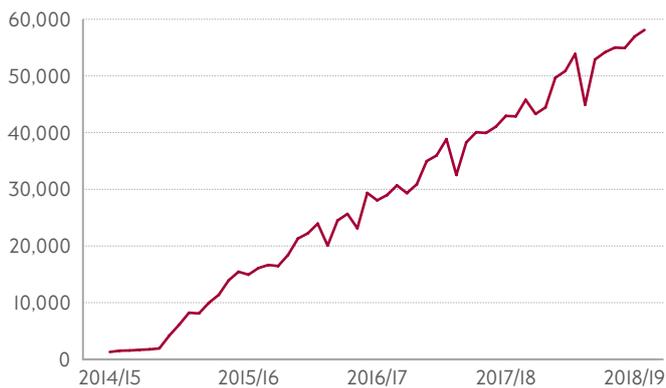
### Oyster

Fare payer journeys per four-week period (millions)



### Contactless payment cards

Fare payer journeys per four-week period (millions)



# 655,642

automated refunds were issued in Q1, with £2.7m refunded



# 38m

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



# 2.3m

contactless journeys are made daily

# 913k

downloads of the TfL Oyster and contactless app since launch, with more than 1.1m transactions being made with the app



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



# Ticketing highlights

## **Pay as you go fares added to Journey Planner and open data feed**

Following recent upgrades to help make planning journeys easier, customers using Journey Planner can now see how much a planned journey on public transport in London will cost. Customers can also view additional information to see how the fare is calculated, enabling them to make more informed choices.

More than 2.5 million people a month use Journey Planner. The tool can calculate the quickest route from more than 225 million possible journey combinations on London's public transport, and automatically factors in any planned engineering works or disruption. Results can also be filtered to show only step-free or accessible journeys or mode-specific journeys depending on customers' own preferences.

Journey Planner also reflects the Mayor's Hopper fare, which offers unlimited bus and tram journeys within an hour for the price of one – helping to encourage more people to opt for buses to travel around the city. Customers wishing to see fares information, including details of discounted fares and Travelcard options, can still do so using our single fare finder.

Information has also been added to our free open data feed so third-party developers can share accurate fares data with the widest range of customers. This includes live travel information for all our services, cycling data and details of planned roadworks and live road incidents. More than 675 mobile phone and online apps are already powered by our open data, providing up-to-the-minute information and helping millions of people plan their journeys around London each day.

Throughout 2018, we will be making further improvements to Journey Planner, and will provide new data to our open data feeds. This will include showing more walking options, and better accessibility information across the network.

### **Fifteen years of Oyster card**

Oyster led the way for the development of ticketing using contactless bank cards, which is now being adopted in New York, Brisbane, Boston and Sydney. More than 100 million people from around the world have benefited from more convenient travel in London in the past 15 years because of Oyster card.

Oyster replaced paper tickets with pay as you go on a smartcard, giving customers greater flexibility when they travel, only paying for journeys they actually take. The system also caps the total cost of journeys, which means never paying more than the cost of the equivalent daily Travelcard, and offers greater protection in case customers' tickets get damaged or lost.

Oyster also provides the platform for the Mayor's Hopper fare, which makes travel more affordable for Londoners by enabling customers to make unlimited journeys on buses and trams within an hour for £1.50.

The success of the Oyster card in dramatically cutting the length of queues to purchase tickets, and having fares capped to provide the cheapest fares, led us towards the wider development of ticketing using contactless bank cards. Since it first launched on buses in December 2012, this way of paying for travel has grown to account for more than half of all pay as you go journeys in London. In total, more than 90 per cent of all Tube, bus and rail journeys are now made using smartcards.

In January 2010, the Oyster system was

expanded to cover all commuter rail services within Greater London, enabling anyone to travel easily by using one card. Since then, it has continued to grow and now covers services to Gatwick Airport, Hertford East, Swanley and Dartford. From December 2019, the system will also be extended to Reading as part of the Elizabeth line.

To make travel more convenient for customers, we improved the Oyster online system and launched the official TfL Oyster and contactless app. This allows customers to top up, or purchase season tickets and bus and tram passes on the go. Customers can then collect their products, 30 minutes after purchase, by simply touching onto a reader as part of their journey. Later this year, 'Monday to Sunday' weekly capping to the Oyster card will be introduced. This major upgrade will mean that customers who regularly travel using an Oyster card will see their travel capped at the equivalent of a weekly Travelcard. This facility is already available to users of contactless bank cards.

# System availability

## Ticketing system availability

	Quarter 1 – 2018/19			Year to date – 2018/19		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
<b>▲ higher is better</b>						
London Underground – ticketing system overall availability	98.86%	0.66% ▲	0.19% ▲	98.86%	0.66% ▲	0.19% ▲
London Buses – bus validations – overall availability	99.79%	0.79% ▲	0.12% ▲	99.79%	0.79% ▲	0.12% ▲

After a strong performance in 2017/18, we exceeded both the London Buses and London Underground targets for this quarter, as well as performing better than last year.

## Internal IT system availability

Past five years (%)

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
	99.43	99.79	99.18	99.59	100.00

Performance this quarter was 100 per cent. There were four high-priority incidents but these had minimal or no impact on services.

# Digital

The number of website visits decreased this quarter, as is traditionally the case, as a result of fewer disruptions than during the winter months.

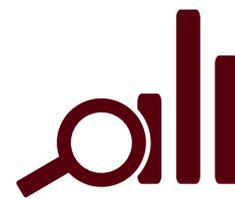
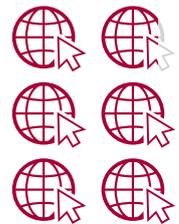
The number of Facebook followers remained broadly the same as the previous quarter, while Twitter feeds increased by two per cent. Feeds that saw above average growth were:

- Elizabeth line (up six per cent versus 10 per cent growth in Q4)
- TfL official feed (up four per cent versus flat in Q4)

Instagram was up nine per cent this quarter while LinkedIn kept growing at a three per cent rate for the same period.

**59m**

Number of visits to the TfL website this quarter  
(31% ▼ against Q4)

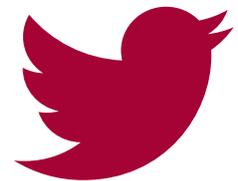


**232m**

Number of website page views this quarter

**7.2m**

Number of Twitter followers this quarter  
(8% ▼ against Q4)



**748,600**

Number of Facebook followers this quarter  
(0% against Q4)

**63,500**

Number of Instagram followers this quarter  
(9% ▲ against Q4)



More than  
**16,100**  
developers  
have used  
our data



**19,900+**  
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
Quietways/Mini-Hollands/ Central London Grid	Q1 2018/19

Data – future release schedule	Date
Bus stops with countdown screens/benches	Q2 2018/19
Cycle Superhighways counter	Q2 2018/19
Enhanced station accessibility	Q3 2018/19
Cycling infrastructure	Q4 2018/19



# Campaigns

## Q4 customer information email volumes



### Past five years

	2014/15	2015/16	2016/17	2017/18	Year to date 2017/18
Customer information emails	263m	273m	190m	187m	49m
Campaigns	1,019	1,216	898	1,043	212

In Q1, we supported General Data Protection Regulation (GDPR) consent confirmation and privacy policy updates, which were needed to ensure we are compliant.

### Off-Peak campaign

Supporting the Mayor’s target for 80 per cent of journeys to be made by sustainable modes by 2041, we recently launched our Off-Peak London campaign. The campaign aims to encourage and inspire Londoners and visitors to the capital to explore ‘off-peak London’, and for public transport to be their mode of choice. Our key message is ‘Tap into the Wonderful World of Off-Peak’, which combines our role as a transport enabler with the inspirational events

that our media partner, Time Out (TO), will promote over 10 months. We have also created print and digital Cultural TfL Maps, to further inspire Londoners to get the most out of our city. Our first TO content piece was in May, focusing on places to go in Zones 2-6, supported by key off-peak and Hopper pricing messages. The Off-Peak London campaign was launched on 7 August 2018, alongside the digital version of the Cultural TfL Map, which is hosted on the TO website.

## London Underground – Kennington works for Northern Line Extension

Work began as planned on 26 May at Kennington station to excavate four new cross passages between the platforms, to improve passenger flow at this busy station ahead of the opening of the Northern Line Extension.

The works affect approximately 46,000 customers on weekdays at Kennington, with the knock-on effect of the Northern and Victoria lines becoming busier, with customers seeking alternative routes.

An extensive Travel Demand Management (TDM) communications campaign ensured affected customers were pre-warned and received real-time updates. Excellent collaboration between frontline staff, project, contingency and closure planning teams, ambassadors and TDM helped to keep the customer message consistent and effective.

The campaign proved successful, with a 41 per cent increase in customers using spare capacity on the Bakerloo line, a six per cent reduction in customers entering Stockwell and Oval at the busiest times and increases in the use of Brixton station, local buses and cycling.

Monitoring customer flows in week one identified additional capacity on the Bakerloo line via Elephant and Castle. Customer communications were increased, promoting this as an alternative option, which resulted in a 49 per cent increase on average in use of the Bakerloo line in week two of the works.

## Customer information campaigns

### Q1 April to June

Surface	Westminster City Council and partner's Baker Street Two-Way project Brent Cross Cricklewood Redevelopment Trinity Square Highbury Corner Bridge Wigmore Street pedestrian improvements Cycle Superhighway II Thames Tideway works
Rail and Underground	Kennington platform closure August Bank Holiday works
Events	Prudential Ride London 2018

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## Customer marketing and behaviour change campaigns

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

### TfL improvements

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

### Value fares

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

### Public transport usage – Bus

Targeted communications continue at an area- and route-specific level, supporting improved reliability.

### Buses not stopping

A customer campaign encouraging passengers to help bus drivers by making it obvious that they want to board or alight and to help keep them safe when a bus has pulled away. This supports a bus driver engagement campaign following on from the Hello London driver training, with a driver engagement video focusing on the importance of stopping for passengers.

### Road investment

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

### Hoardings

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

### Better behaviours

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

### Road danger reduction

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

### **Air quality (ULEZ and T-Charge rapid charging)**

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

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

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

### **Travel Demand Management (TDM)**

Consolidated public transport and roads TDM campaigns, encouraging short- and long-term behaviour change for planned works, events and unplanned disruption (see item on Kennington works above).

The campaign leverages existing behaviours, such as checking the weather, to prompt customers to also check their travel using our travel tools.

### **Public transport safety**

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

### **Personal safety**

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

### **New Active Travel campaign**

The new Active Travel communications campaign launched on 4 June. It aims to create a step-change in the way Londoners travel around the city, by celebrating the pleasures and experiences that can be enjoyed when you walk or cycle instead of taking the car. The activity runs on posters, radio, online and social media.



# Consultations

## **We launched one consultation in Q1 with proposals for the following:**

- Bus service proposal: Walthamstow gyratory changes to bus stopping arrangements for route 97 and 357

The number of consultations was lower than usual due to the Borough pre-election period.

We also undertook 56 London Service Permit statutory consultations relating to changes to commercial bus and coach services that are not part of the TfL bus network.

## **We are planning six consultations in Q2 (these are subject to change):**

- Tooting town centre – pedestrian and junction improvements
- A21 Bromley North – pedestrian crossing improvements between Bromley North station and Tweedy Road
- Proposed signalised pedestrian crossing at Blackheath Hill junction with Greenwich South Street

Bus service proposals:

- Route 27 curtailment at Hammersmith and rerouting of service 440
- Route 224 cut back to Alperton and extension of route 440 to Wembley
- Rerouting of service 339 in the Queen Elizabeth Olympic Park

# Glossary

Measure	Unit	Description
Additional time to make step-free journeys	Minutes	<p>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.</p> <p>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.</p>
Cumulative reduction in the number of people killed or seriously injured (KSI) London-wide	%	<p>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.</p>
London Buses: excess wait time	Minutes	<p>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.</p> <p>It is the key measure of reliability of high-frequency bus services as experienced by passengers, and is also used to calculate operator performance bonuses or penalties.</p>



Measure	Unit	Description
London Overground and TfL Rail: public performance measure	%	<p>The public performance measure shows the percentage of trains that arrive at their destination on time.</p> <p>It combines figures for punctuality and reliability into a single performance measure and is the rail industry standard measurement of performance.</p> <p>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.</p> <p>In London and the South East, a train is defined as being on time if it arrives at the destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.</p> <p>Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a public performance measure failure.</p>
London Underground: lost customer hours	Hours	<p>The total extra journey time, measured in hours, experienced by Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more lost customer hours because a greater number of customers are affected.</p> <p>For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of lost customer hours than an incident of the same length in Zone 6 on a Sunday morning.</p> <p>As we review incidents, we may need to change the figures retrospectively.</p>

Measure	Unit	Description
LU: excess journey time	Perceived minutes	<p>Journey time is a way of measuring London Underground's service performance. We break down journeys into stages and give each one:</p> <ul style="list-style-type: none"> <li>• A scheduled length of time, so we can say how long a given journey should take if everything goes as planned</li> <li>• 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</li> </ul> <p>These are the stages of a journey:</p> <ul style="list-style-type: none"> <li>• Time from station entrance to platform</li> <li>• Ticket queuing and purchase time</li> <li>• Platform wait time</li> <li>• On-train time</li> <li>• Platform to platform interchange</li> <li>• Time from platform to station exit</li> </ul> <p>In each period, actual journey times are measured then compared with the schedule. The difference between the two is the measure of lateness – referred to as 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.</p>

Measure	Unit	Description
Operational improvements to sustainable travel	Hours	<p>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.</p> <p>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.</p> <p>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.</p>
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	<p>A score out of 100 showing how satisfied customers are with their journey on the TLRN in the past month. Each customer rates their journey on a scale of 0-10, which is then multiplied by 10 to give a score out of 100. This includes journeys by car, walking between transport modes, cycling, bus, powered two-wheelers, taxis and private hire vehicles.</p> <p>TLRN 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.</p> <p>From 2010 to Q4 2015, scores had been artificially inflated as a follow-up question was used inappropriately. From Q1 2016, we removed this question.</p>
TLRN: serious and severe disruption	Hours	This KPI measures the numbers of hours of serious and severe disruption on the TLRN as a result of planned and unplanned interventions.

# Our customer commitments

## Every journey matters

### 1. Safety

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

### 2. Help, contact and complaints

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

### 3. Fares, payments and refunds

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

### 4. Keeping you informed

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

### 5. Accessibility and disabled passengers

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

### 6. Reliability

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

### 7. Environment

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

### 8. Sustainability

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

### 9. Reinvesting in transport

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

### 10. Our customer service performance

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

To find out more, visit [tfl.gov.uk/commitments](https://tfl.gov.uk/commitments).



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August 2018  
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PUB18\_047

## Customer Service and Operational Performance Panel



**Date:** 11 September 2018

**Item:** Mapping of Customer Groups

---

### **This paper will be considered in public**

#### **1 Summary**

- 1.1 The paper explains how and why customer insight is used to develop and evaluate the effectiveness of our marketing communications. It has been prepared in response to a specific request from the Panel.

#### **2 Recommendation**

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

#### **3 Background**

- 3.1 TfL is a customer service business first and foremost. Our customers constitute everyone who lives in, works in or travels in London.
- 3.2 TfL's purpose is to keep London moving, working and growing, and to make life in London better.
- 3.3 This breadth of purpose and diverse customer base must be considered in terms not only of our service delivery but our marketing and communications. However, our customers have key things in common.
- 3.4 Our customer's mode choice and their attitudes to transport are deeply rooted in who they are: their lives, personality, attitudes to life, aspirations and personal preferences as individuals.
- 3.5 How customer's use our transport network is also impacted by their automatic, system: instinct, habit and inherent biases will unconsciously affect the choices they make.
- 3.6 They want to feel that we care about them. Chief amongst the drivers of care are communicating openly and honestly and supporting customers when things go wrong – both of which are key functions of marketing communications.

#### **4 How Customer Insight is Applied to Marketing Communications**

- 4.1 Customer insight is the bringing together of all relevant information about customers on a given subject in order to create holistic findings and recommendations which are actionable, creating value and driving positive change.

- 4.2 Insight helps us balance customer needs with operational considerations and resource optimisation. Delivering our purpose and the Mayor's Transport Strategy means that it is more important than ever to be customer-focused.
- 4.3 In particular, the need to generate additional revenue and attract new customers makes it even more important to have a deep understanding of those customers.
- 4.4 Customer insight comes from a range of sources, including:
- (a) research in the form of continuous or regular studies, such as those monitoring our reputation and customer satisfaction. These are derived from large studies with representative samples of users of our services, conducted online in the case of the reputation survey, or face to face for customer satisfaction;
  - (b) individual surveys where required, on specific subjects. These include observation of and interviews with customers on London Underground and rail stations about safety; examining reasons for loyalty to the car amongst drivers; assessing the potential for initiatives such as the Please Offer Me a Seat badge, and many others;
  - (c) a range of qualitative and quantitative methods are used, including sample surveys, focus groups and ethnography (observing or accompanying customers); and
  - (d) other data, including benchmarking, best practice from experts, and analytics, are also used as part of a set of integrated insights.
- 4.5 Marketing uses customer insight to produce briefs for campaigns, guide creative and media strategies, and evaluate marketing effectiveness. This can be pre-campaign to test concepts, or post-campaign to measure progress against key performance indicators.
- 4.6 The current Active Travel campaign, launched in June 2018 and focusing on encouraging people to walk more and take up cycling, is the result of key customer insights (described in the Active Travel section of the quarterly report). These insights concluded that we need to alter the perceptions of cycling and walking to make them feel like things people want to do, rather than things they should do. The campaign shows early signs of success in that the percentage of TfL campaign recognisers who specifically stated they think our advertising makes them want to walk or cycle more has risen from 41 in March 2018 to 53 in July 2018.
- 4.7 The attached appendix explains how customer insight was used to inform the TfL Customer Strategy, two campaigns (Active Travel and Public Transport Safety), and how it is being applied to key Mayor's Transport Strategy priorities.

**List of appendices to this report:**

Appendix 1 – How Customer insight informs and evaluates our marketing communications

**List of Background Papers:**

None.

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Appendix 1

# How Customer insight informs and evaluates our strategy

Customer Insight and Research

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# Contents

- Strategic context
- How insight is applied
- Case studies



# Strategic context: TfL's purpose, our customers and the MTS



## A diverse customer base but with a lot in common

- We are a customer service business first and foremost
- Our customers constitute everyone who lives in, works in or travels in London
- Customers' use of transport is based on how they live their lives – not the other way round



# People are at the heart of everything we do



Bus



Underground



London Overground



Car



Walk



Cycle



Taxi/Private hire vehicles



Tram



Motorcycle



Dial-a-Ride



River



Docklands Light Railway (DLR)



Coach



Freight



Emirates Air Line



# How we create and use customer insight

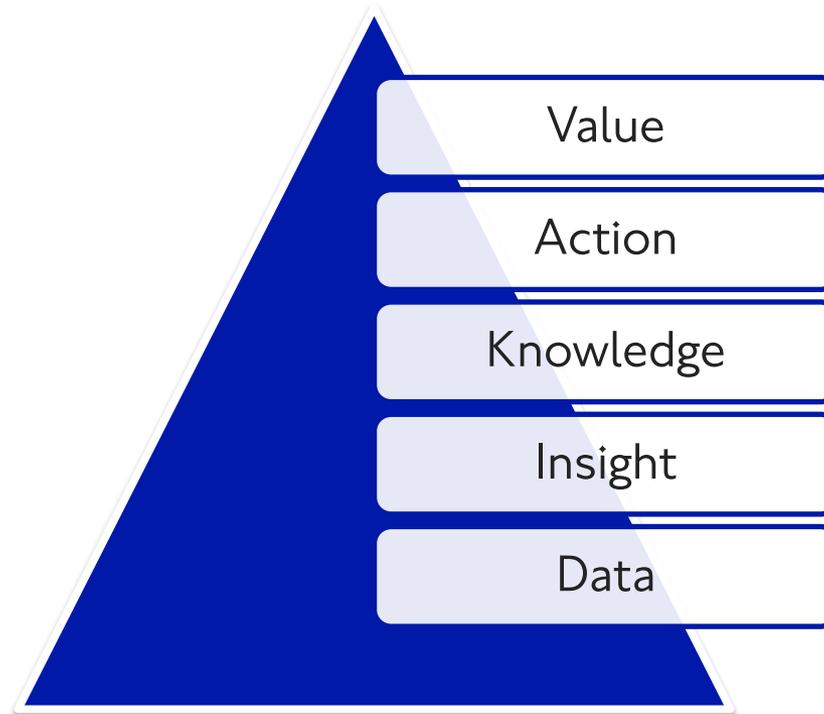


# What do we mean by customer insight?

- Customer insight is the result of bringing together all the relevant information on a given subject in order to create a holistic set of findings and recommendations which are actionable by the business, creating value and positive change
- Insight is required in order for all areas of the business to balance customer needs with operational considerations and the need to optimise resources
- The increasing complexity of and rate of change in our business environment, together with the need to think and act more commercially, make customer insight more important than ever to TfL
- In particular, the need to create more revenue by attracting more customers makes it more important than ever to have a deep understanding of those customers



# Customer insight brings together data sources, integrating them to add value



# Sources of insight are integrated to get the full picture

## Customer research

- Performance monitoring e.g customer satisfaction
- Single studies, as required, in specific subjects
- Methods used include
  - Quantitative (large samples presented statistically)
  - Qualitative (small samples going in depth)
  - Ethnography (observing or accompanying customers)

## Other

- Benchmarking against other organisations
- Best practice from experts in fields such as behavioural economics
- Industry reports
- Media
- Expert interviews
- Analytics, e.g Oyster data



# Applications of insight

## TfL's customer strategy

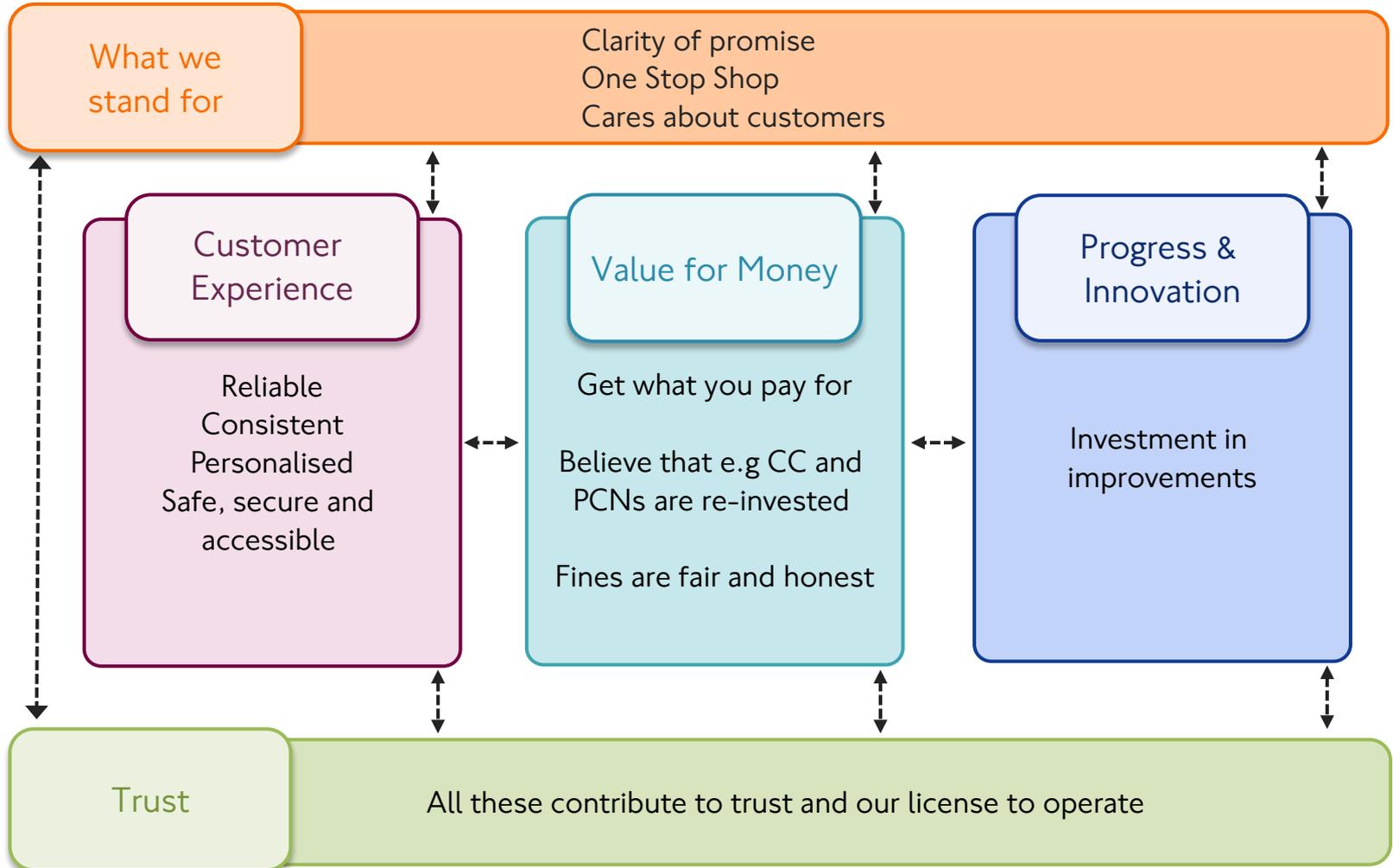


# Creating an insight-based customer strategy

- The TfL customer strategy brings together insights from a very large number of surveys and external sources, ranging from extensive continuous quantitative tracking through to in-depth qualitative research, also encompassing external data e.g benchmarking and best practice
- The following slides' content is gleaned from multiple sources rather than single specific surveys
- The story the insights tell us point clearly to a strategy based on consistently getting the basics right and removing the everyday sources of frustration (converting “pain points” into “gain points”)
- It also points to five key drivers of our ultimate customer metric - CARE



# Our framework for what customers want



## Care is customers' perception of whether we deliver against their whole journey and make 'Every Journey Matter'

It's our scorecard measure - "*TfL Cares about its customers*" is the best reflection of how we meet customer expectations during *every* interaction with us, not just last journey



- Measures overall perception and influenced by all journeys
- The few bad journeys linger in the memory more than the uneventful good ones
- Care also gives a measure of non-journey interaction with us (e.g. contact centre, experience of streets, awareness of improvements, stories about safety issues in the news)

It also has a role to play in generating demand and revenue



# ‘Supporting customers when things go wrong’ is the greatest driver of Care

**1. Supporting customers when things go wrong is the greatest driver of Care and an area where we need to improve.**

This includes supporting customers with real-time information, showing empathy and learning from our mistakes.

*“They always inform us with delays and issues and helps to suggest other routes for customers to continue their journey.”*

*“Staff show contempt for customers particularly when there are problems on the system. Never available when needed.”*

This is followed by...

**2.  
Communicates  
open and  
honestly**

**3. Provides good  
Value for money  
for fare payers**

**4. Is investing  
to improve my  
journeys**

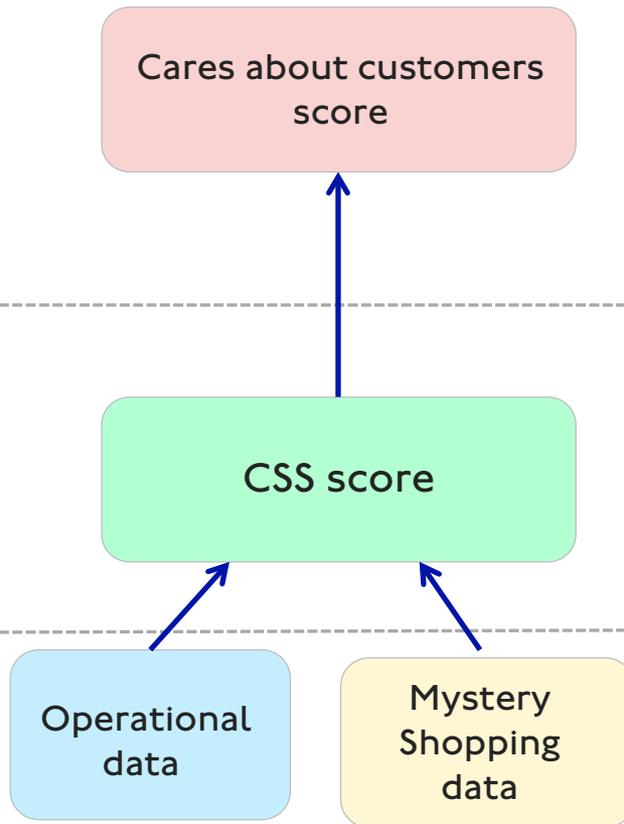
**5. Has friendly  
and helpful  
staff**

How we prioritise is dependent on our current performance, and the level of importance in driving the Care score.



## Breaking this down further, Care and Customer satisfaction are complementary elements in determining if we are improving

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Customers' and Londoners' perception of whether we make Every Journey Matter. This encompasses:

- Whether we consistently meet their journey expectations
- Whether we support customers when things go wrong
- How open and honest they think we are
- Whether we add value and make it easy for them

In the moment customer view – their perception of how well we met their expectations on the last journey

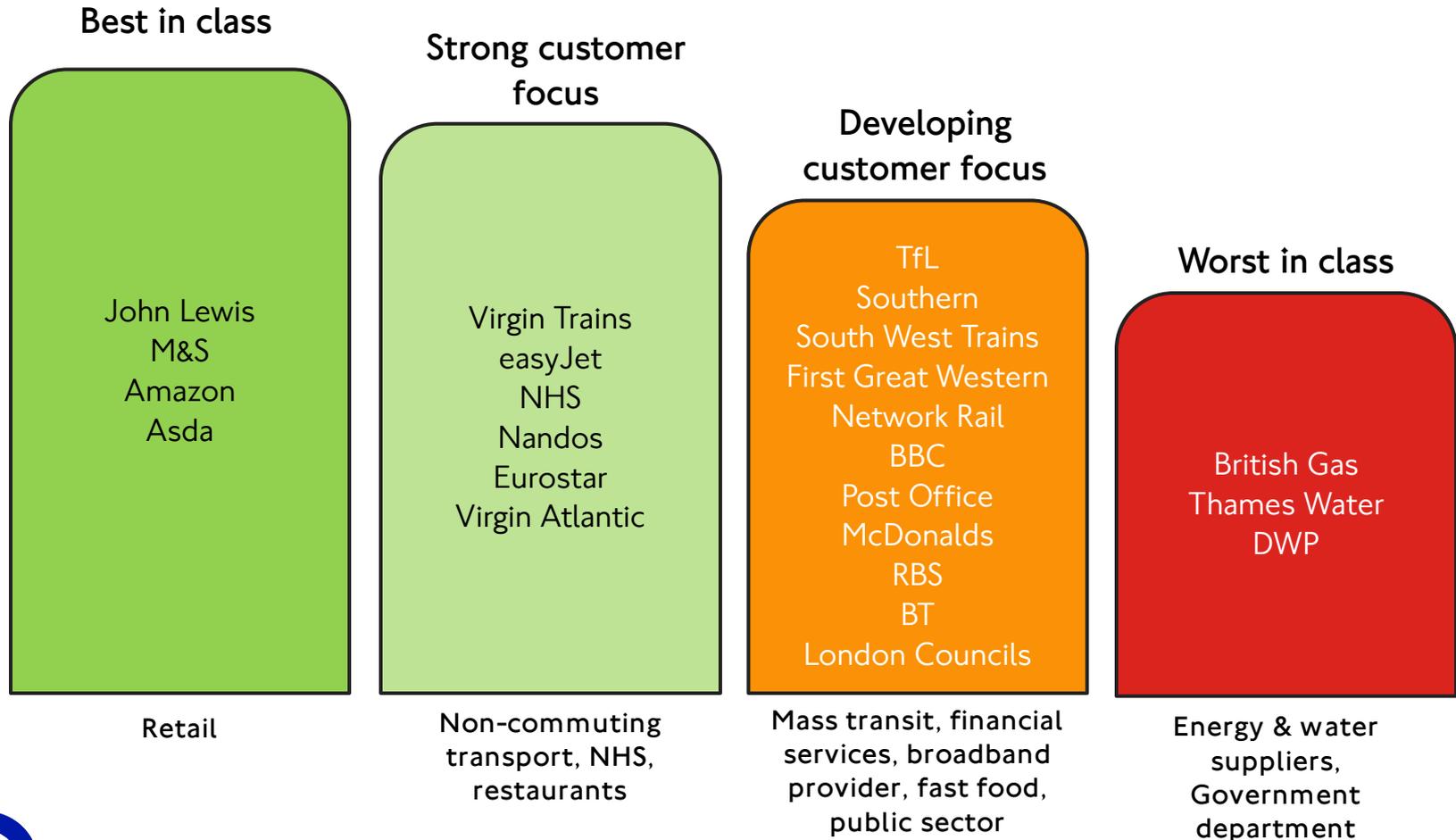
Objective measures of how well we are performing against targets and standards. We measure things that are important to customers, eg reliability, or staff helpfulness

Used in Business cases



# Benchmarking shows our customer experience does not always meet expectations set by other services

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# Our challenge: inconsistency

## Pockets of excellence

Customers say we are making amazing progress: improving reliability, information, upgrades, new innovations. But our inconsistency is frustrating for them.

## Everyday frustrations

Customers suffer day-to-day frustrations, eg lack of information during disruption, poor customer service from bus drivers, unfair fines and max fares, sitting in traffic etc

## Inconsistent understanding about TfL

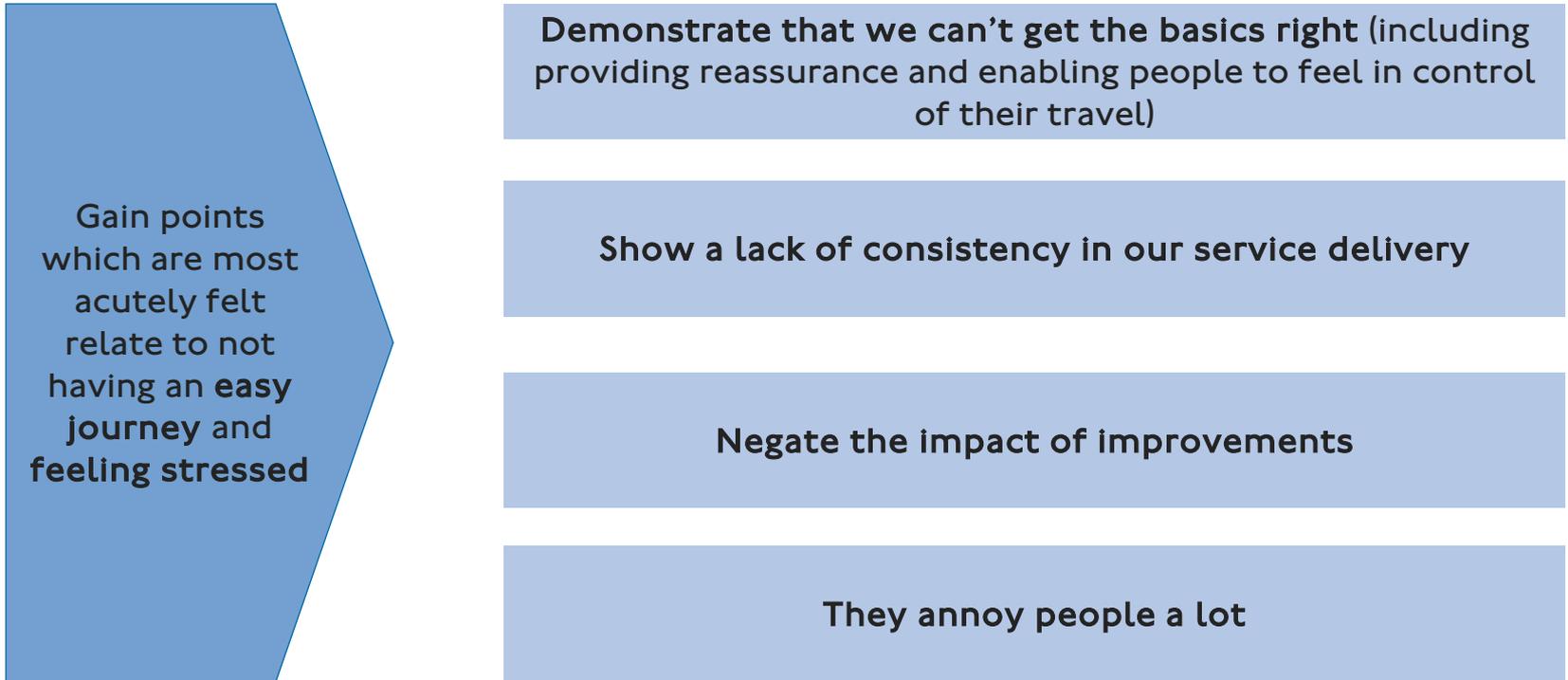
Many customers do not understand our purpose or our priorities. This leaves them with little sense that we put the needs of our customers first.

## A perception that we could be more open and transparent

Customers think we could be more open in our dealings with them and more honest about our mistakes.

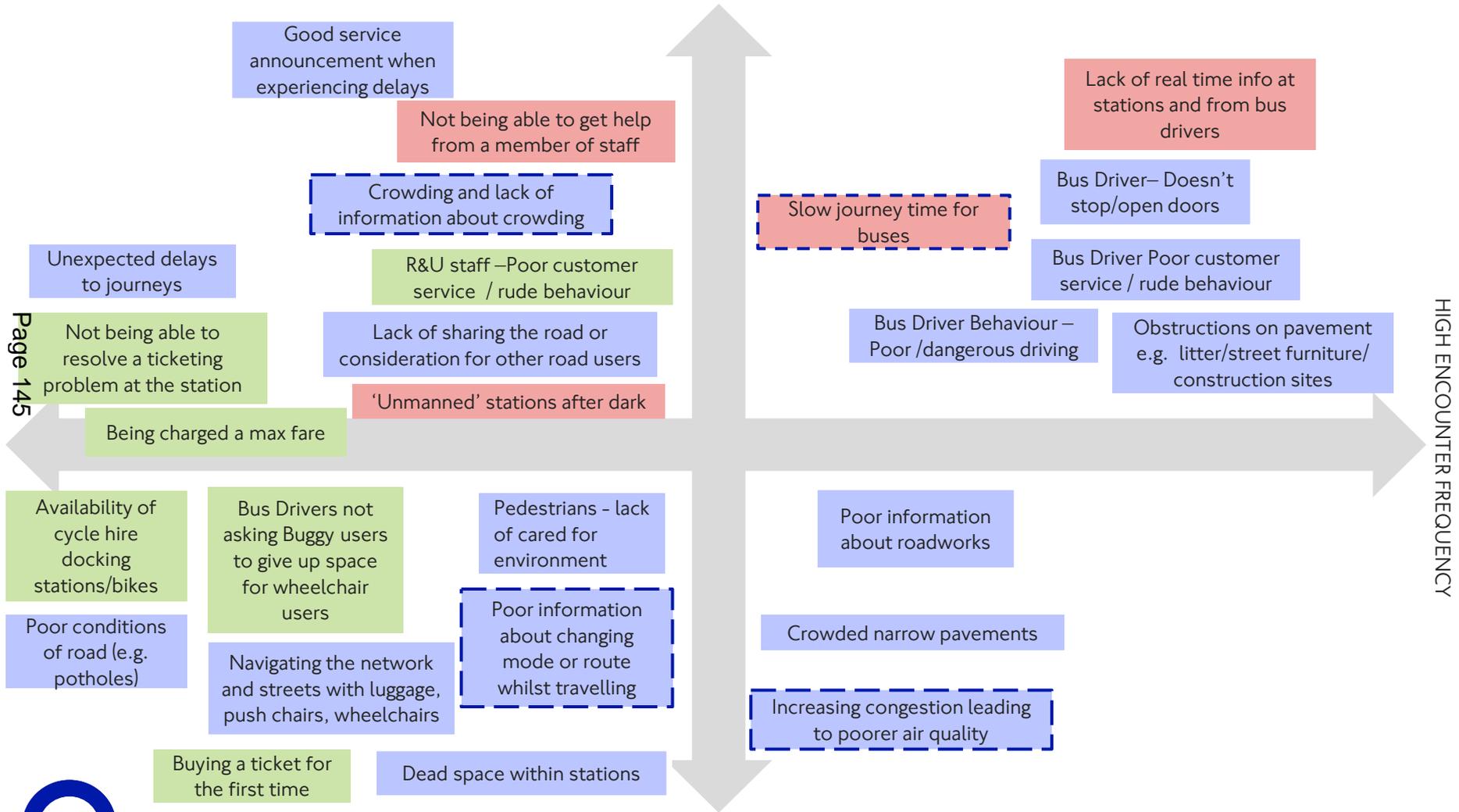


# Customer Gain points hold us back and demonstrate a lack of care about our customers' daily experiences



# 19 Customer Gain Points - updated (August 2017)

VERY ANNOYING



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HIGH ENCOUNTER FREQUENCY

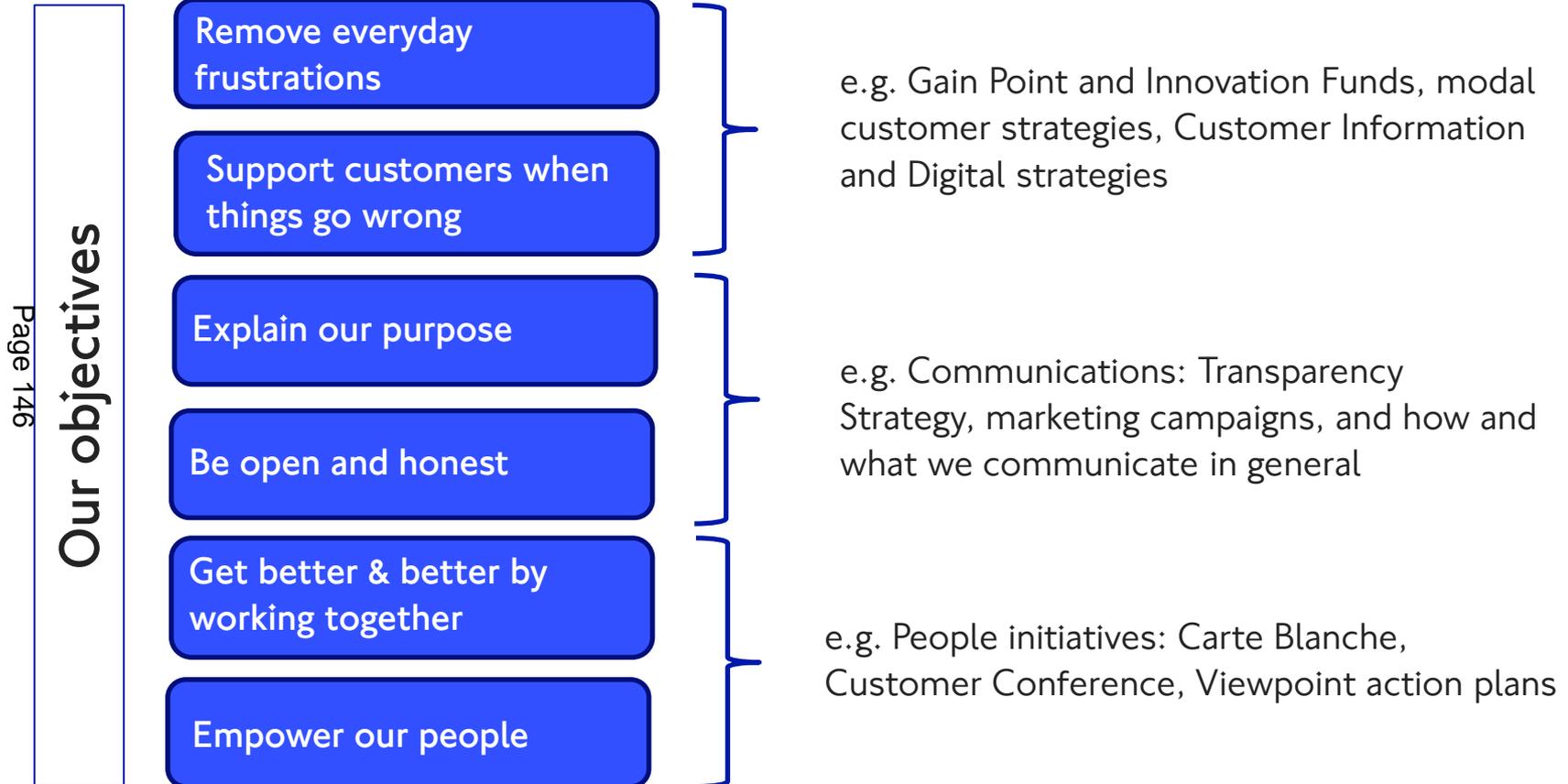


Key: Little change Worsening Improving New

EVERY JOURNEY MATTERS

# Our strategy: to remove inconsistencies

So we can demonstrate customer focus and make sustainable transport the way people choose to travel



Supported by a constant focus on reliability and safety



# Applications of insight

## Marketing and behaviour change



# How we apply customer insight to marketing and behaviour change

- All marketing briefs are informed by the full range of relevant insights, which are used to help guide the creative and media strategy
- They are also used to help create key performance indicators for each campaign
- Most campaigns now require minimal pre-testing due to the amount of customer insight available, but where required, pre-testing takes place via focus groups or “hall tests” (short sessions to assess responses to ideas or concepts)
- Post-launch, all campaigns are subject to evaluation via a single integrated quarterly tracker measuring campaign recognition, customer responses and behaviour change



## The “Walk, Cycle, Discover” campaign – informed by customer insights

- The evidence informing the strategy for this campaign comes from a wide range of research spanning the past decade, including:
  - Annual quantitative surveys on attitudes to walking and cycling
  - Major market segmentation studies
  - Focus groups exploring motivators and barriers to cycling and walking amongst the near market (people who say they intend to walk or cycle more, but do not) and rejectors
  - In-depth qualitative research (focus groups, depth interviews and ethnography) on specific aspects of active travel, including urban realm, wayfinding and safety



We based the marketing brief on the TfL behaviour change framework, which incorporates insight throughout



# TARGET – whose behaviour to change?

## Walking

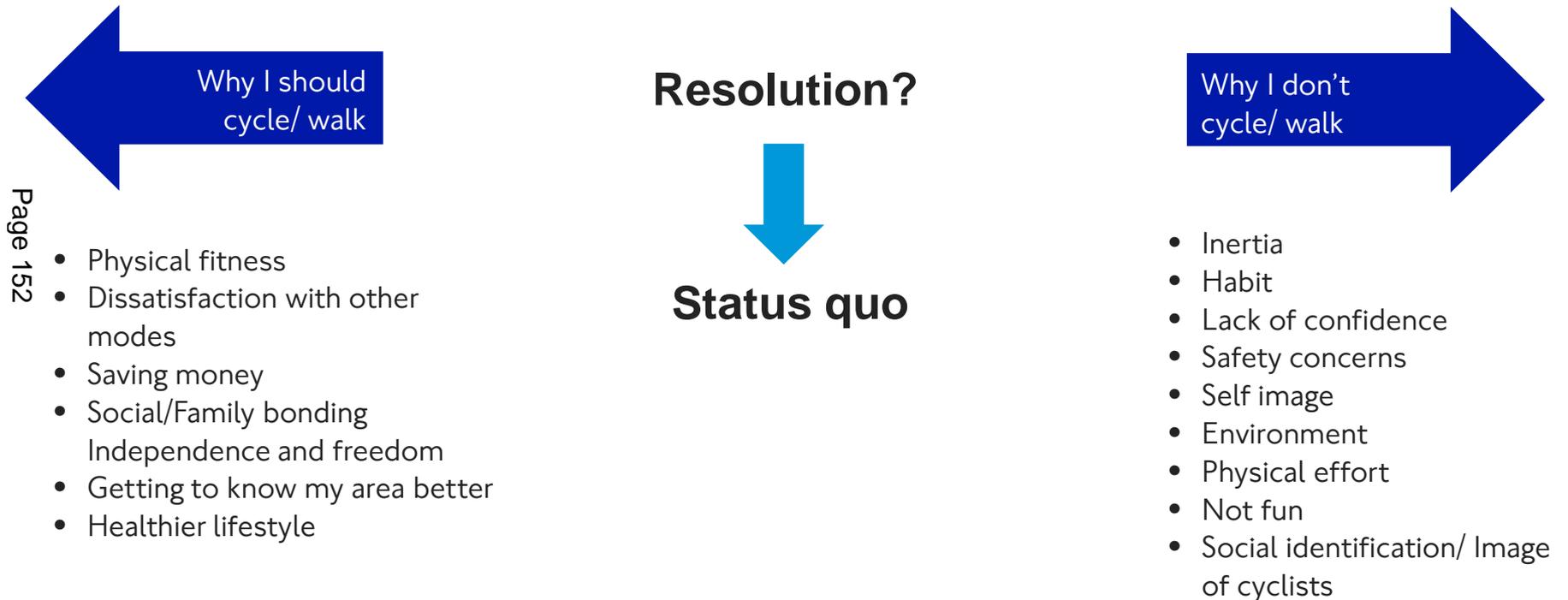
- Almost everyone walks
- To achieve MTS targets, the long-standing share of all trips needs to rise from 24% to 29%
- In particular, people in Outer London walk far less as a proportion of all trips
- So we need to get people to walk more

## Cycling

- Much recent growth has come from existing cyclists cycling more often
- They are mainly male, white, 25-44 and ABC1 social grades
- People considering cycling are much more representative of the population of London
- So we need to recruit new cyclists from more diverse backgrounds



## UNDERSTAND: motivators and barriers to active travel often co-exist in the same people, leading to a status quo



# Key conclusions from the insights

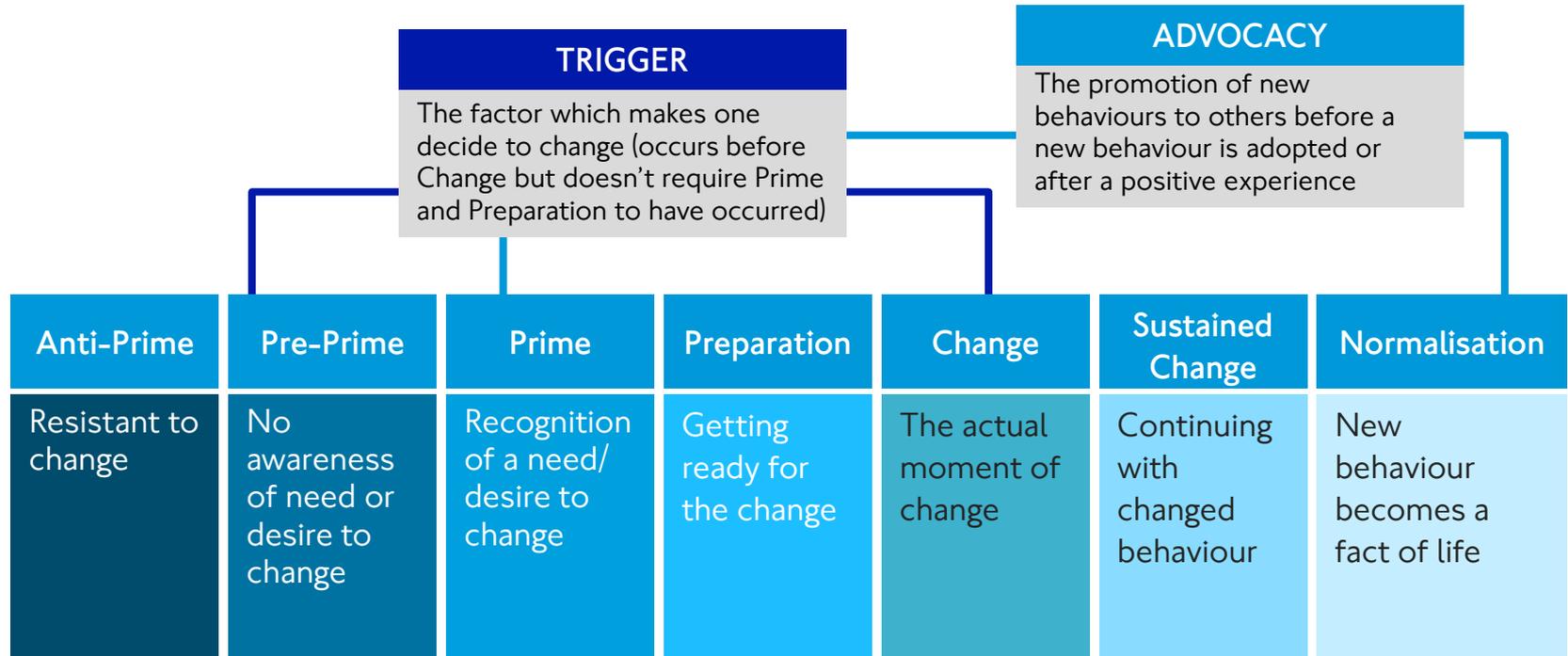
- Current perceptions of walking and cycling in the city need to be addressed
- The benefits are clear, but behaviour change is hard to achieve because people do not always make logical calculations when it comes to mode choice
- We need to make people feel good about walking
- We need to make people feel cycling is for people like them



## The TfL model of behaviour change

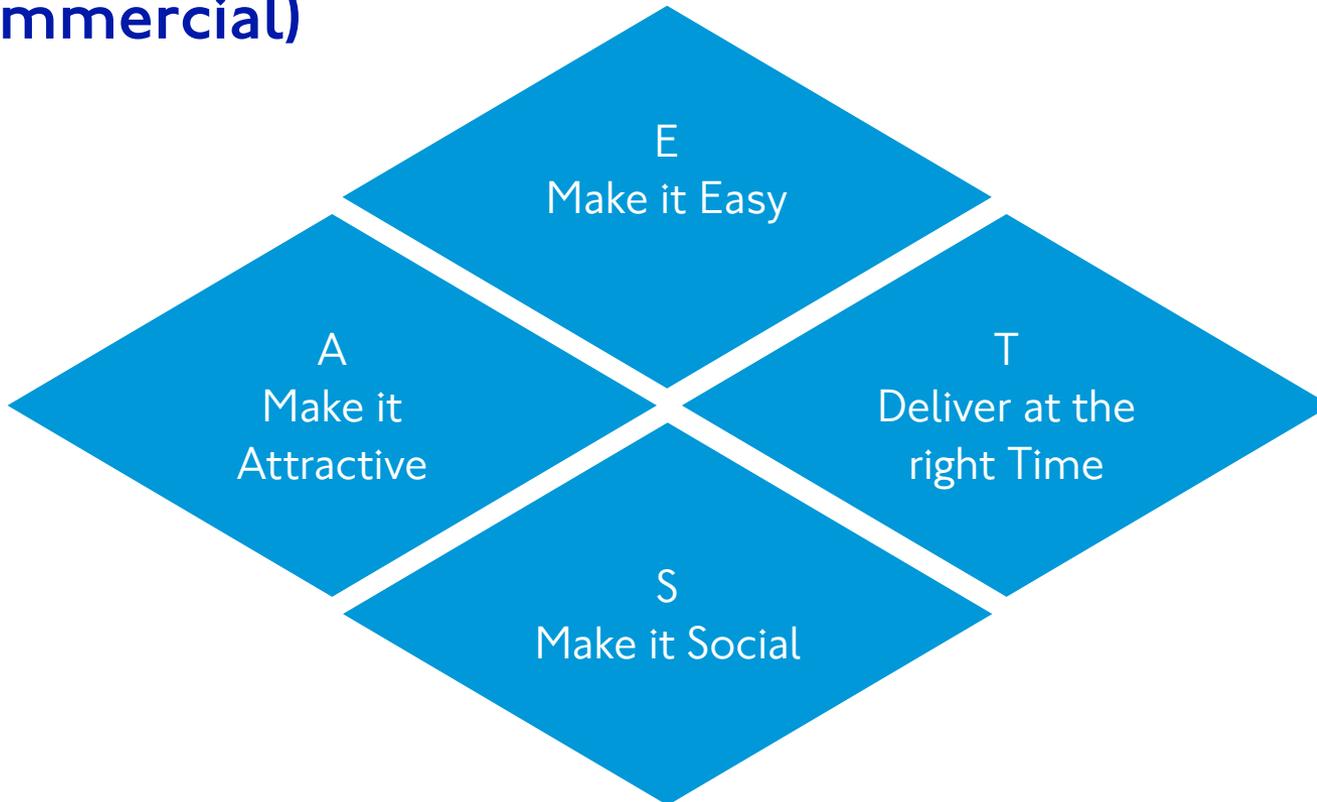
The conflicts described in the previous slide prevent some people making the journey to change

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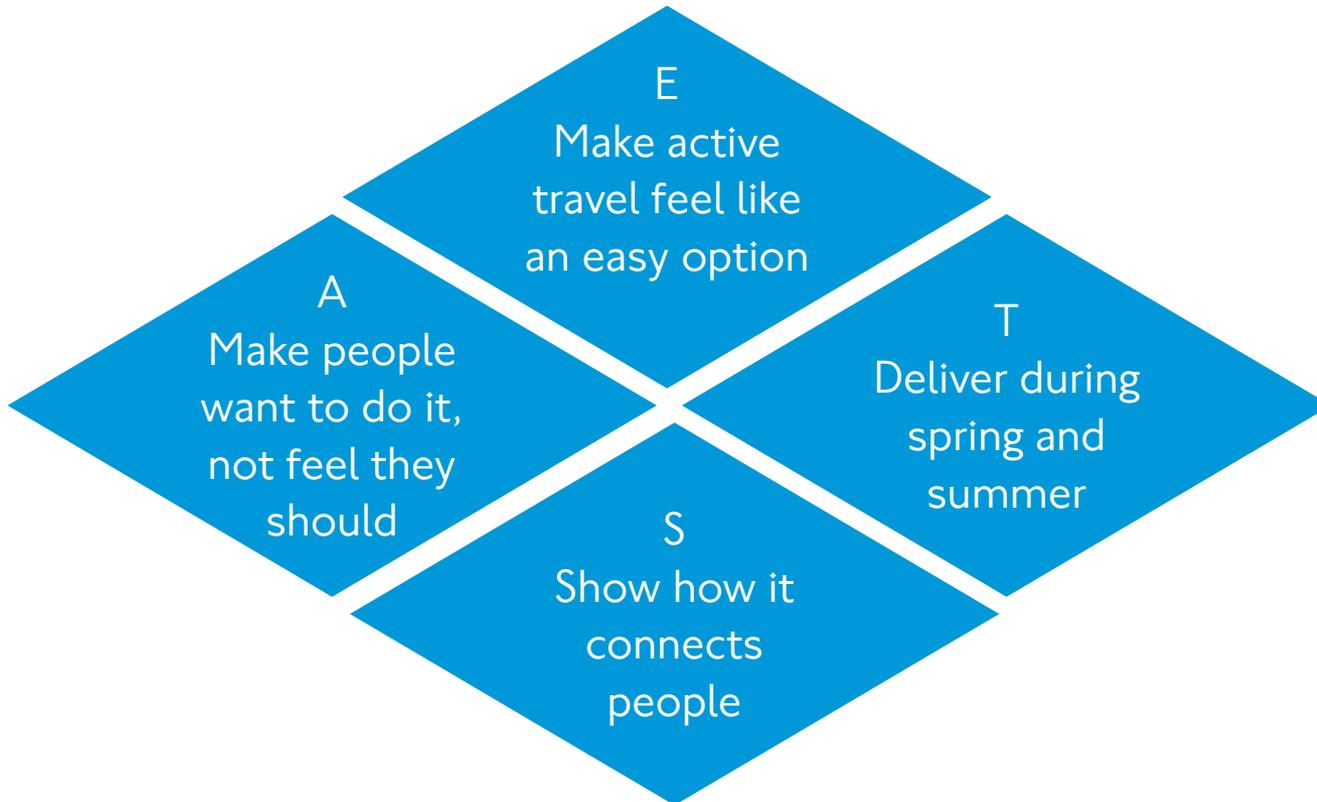


**ACT: We briefed the agency with the help of the EAST model, developed by the Behavioural Insight Team (formerly a public body, now commercial)**





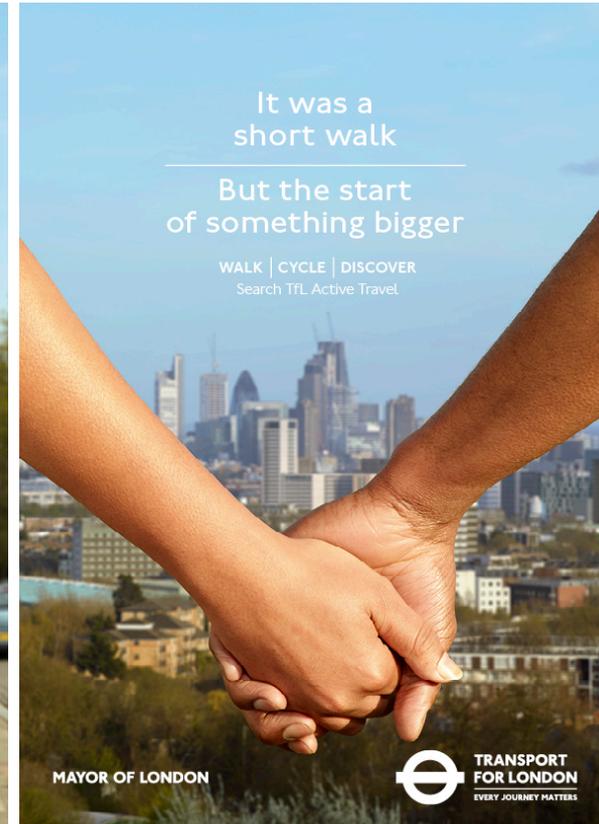
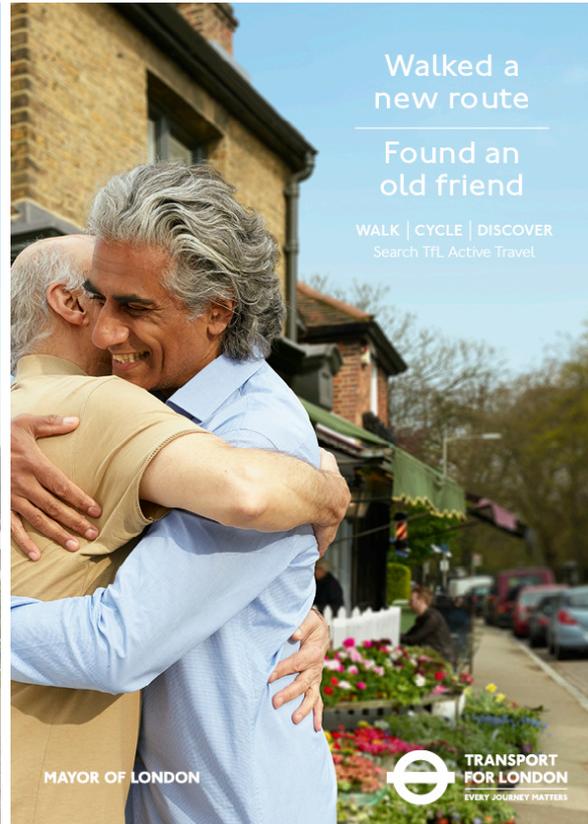
# EAST when applied to the Active Travel brief



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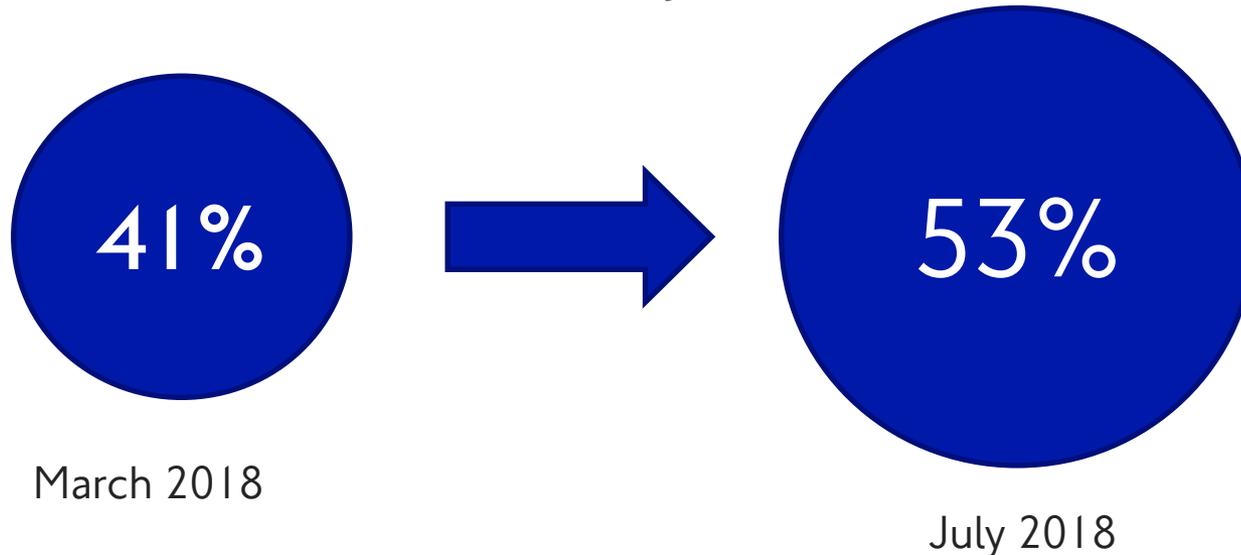


The visuals reflected the need to make the activity attractive and mirrored the wide and diverse target market. Radio added to the coverage, making this a truly pan-London campaign



## EVALUATE: Launched in June the campaign has had an immediate effect

% of recognisers of TfL advertising saying the advertising made them want to walk or cycle more in London:



(Source: TfL advertising evaluation tracker. A campaign recogniser is someone recognising any TfL campaign on the quarterly advertising tracker. The question specifically refers to the effect that seeing the advertising had, and a similar effect was not observed between the two periods last year. It is reasonable therefore to hypothesise that the advertising is affecting the propensity to walk or cycle more. However, propensity does not always result in actual behaviour change – see slide 26).



## Safety – applying behaviour change insights to comms and customer information

- A key priority is to prevent slips, trips and falls on the network
- Safety is notoriously difficult to research using conventional primary research methods, as people are often bad at calculating risk and are inaccurate narrators of their own risk-taking behaviour. We used a combination of observing customers on the network, with intercept interviews at hotspots e.g escalators. We also rigorously applied our TfL behaviour change framework to the issue, using the work of behavioural economics experts such as Daniel Kahneman, Richard Thaler and Robert Cialdini, as well as the Behavioural Insight Team (aka “Nudge Unit”)



## Key insight: the need to cut through the inertia

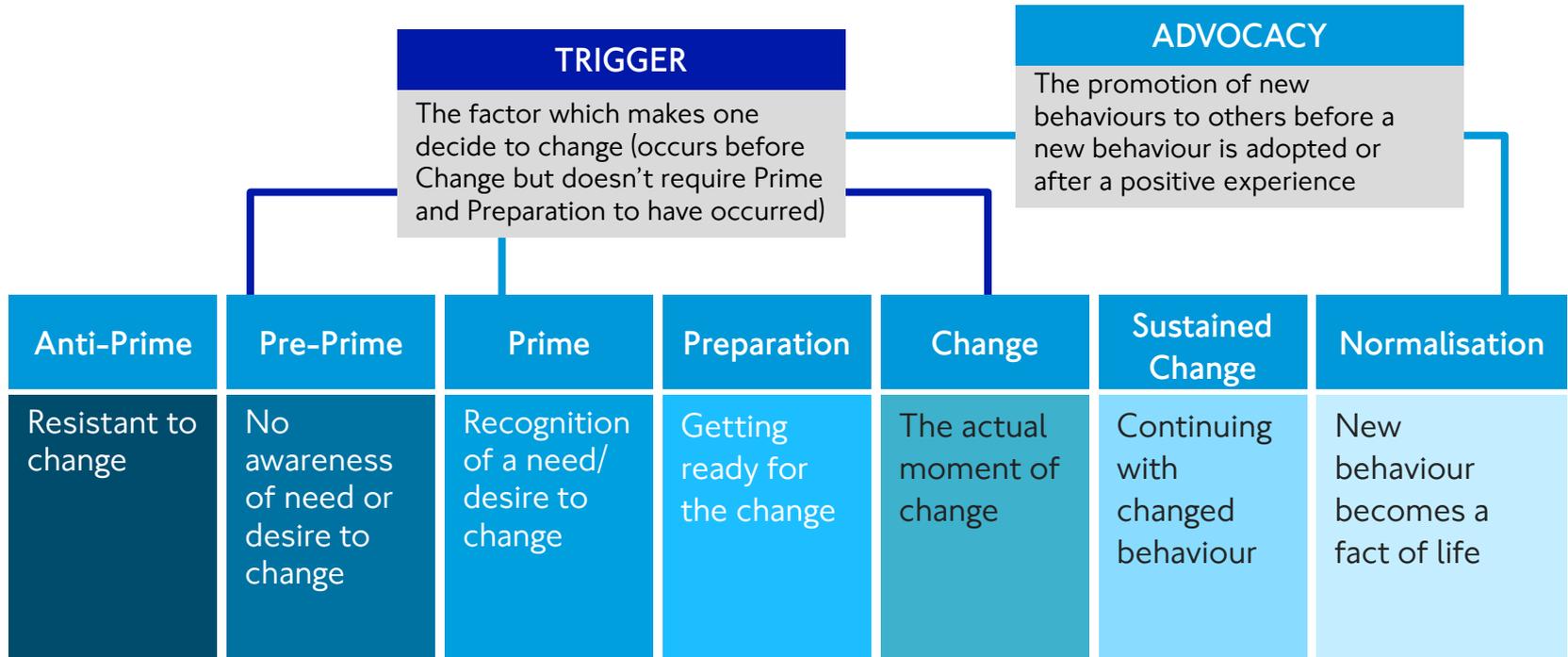
- The root cause of most slips, trips and falls is simple lack of awareness of the risks people take when travelling, e.g.
  - Rushing
  - Using escalators when carrying luggage
  - Being distracted, e.g by mobile phones
  - Travelling while intoxicated
- People take risks on the network knowingly and unknowingly, but are very bad at calculating their chances of being injured
- When travelling, they are focusing on themselves, the moment and the need to get where they are going as quickly as possible
- And often they're on autopilot



## Applying the model to safety

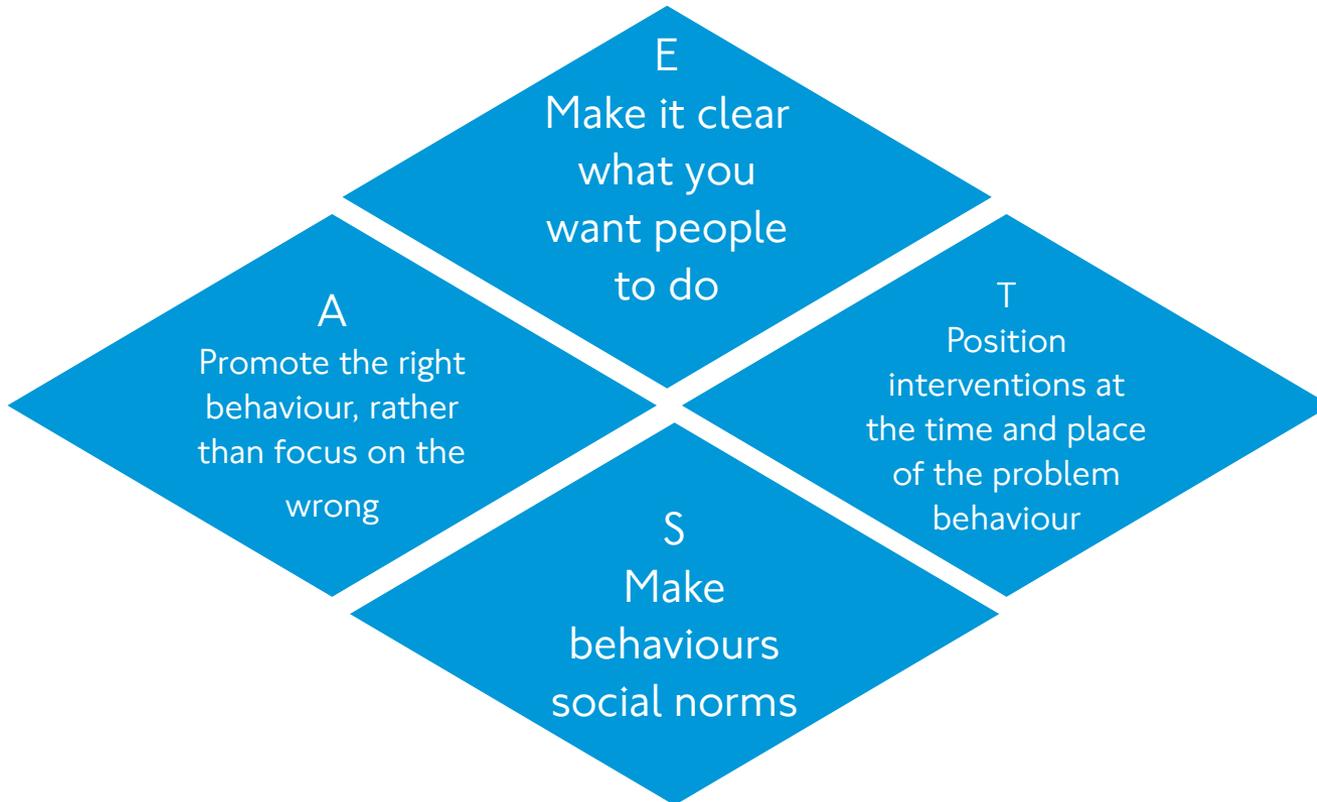
When it comes to safety most people are in anti-prime or pre-prime. Our job is to nudge them straight to change

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# EAST when applied to the safety brief

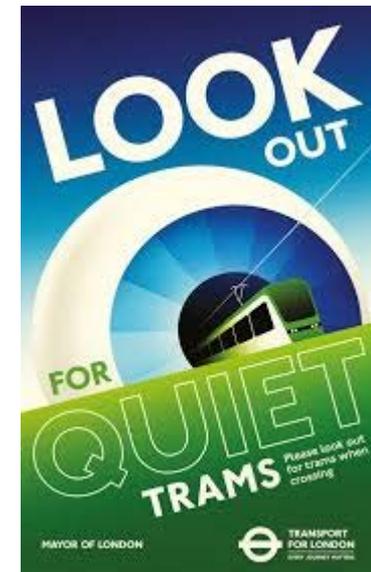
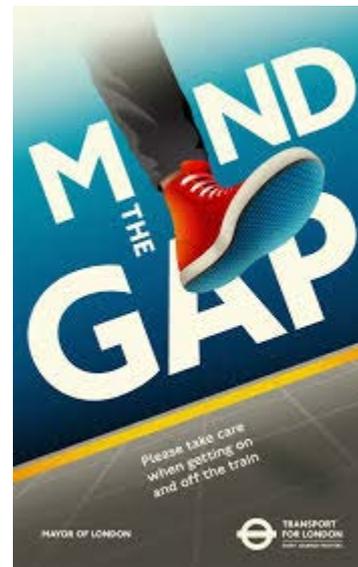
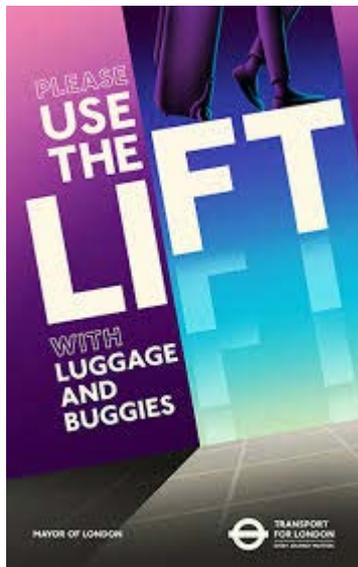


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## The information was hard-hitting without being accusatory

Visual information was placed at or near hotspots and went hand-in-hand with effective staff announcements. Staff are reporting significant reductions in accidents at hotspots



# How we are using customer and behaviour change insight to address ongoing key issues

- Vision zero
  - Drivers overrate their ability
  - There is hostility between road user groups
  - Awareness of risks on the road is unrealistically low
  - Challenge: to address these deep-seated attitudes through a range of interventions using all elements of the behaviour change mix, including enforcement and engineering
- Mode shift
  - People see the car as a highly attractive form of transport, especially in outer London
  - People will often choose their destination for trips based on their preference for the car over PT
  - Challenge: to render alternative forms of transport not just as attractive as the car, but more attractive



## Customer Service and Operational Performance Panel



**Date:** 11 September 2018

**Item:** Member Suggestions for Future Discussion Items

---

### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

#### **2 Recommendation**

- 2.1 **The Panel is asked to note the forward programme and is invited to raise any suggestions for future discussion items.**

#### **3 Forward Plan Development**

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel this is the Operational Performance Report and the Customer Service Report.
  - (b) Regular items (annual, half-year or quarterly) which are for review and approval or noting.
  - (c) Matters reserved for annual approval or review: Examples include benchmarking report.
  - (d) Programmes and Projects at a level requiring Committee approval or review prior to Board approval. These are scheduled following advice from the operating businesses.
  - (e) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

## 4 **Current Plan**

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

### **List of appendices to this report:**

Appendix 1: Customer Services and Operational Performance Forward Plan.

### **List of Background Papers:**

None

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Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

## Customer Service and Operational Performance Panel Forward Planner 2018/19

**Membership:** Dr Mee Ling Ng OBE (Chair), Dr Alice Maynard CBE (Vice Chair), Bronwen Handyside, Anne McMeel, Dr Nelson Ogunshakin OBE, Dr Lynn Sloman and Val Shawcross CBE.

Abbreviations: Managing Director (MD), Customer, Communication and Technology (CCT), London Underground (LU), Surface Transport (ST)

<b>14 November 2018</b>		
Quarterly Customer Services & Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
London Underground Station Action Plan Update	MD LU	Standing Item
Bus Strategy Update	MD ST	Action 27/07/18
TfL International Benchmarking	MD ST	Action 34/07/17 Annual Item
Stakeholder Engagement	MD CCT	Requested by Vice-Chair
Assisted Transport Services Update	MD ST	Six Monthly
Strategic Risk Update	MD CCT	Board request
<b>13 February 2019</b>		
Quarterly Customer Services & Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Future Mobility Models - Update	MD CCT	Action 32/07/17

Regular items:

- Quarterly Customer Services & Operational Performance Report (MDCCT/MD ST & MD LU)
- London Underground Station Action Plan Update (MD, LU)
- TfL International Benchmarking Report – Annual (June/July)
- Bus Services to London’s Hospitals – Annual (June/July)

Items to be scheduled:

- Understanding London’s diverse communities.
- Customer Excellence Plan in London Underground

Informal Briefings/Visits on the following topics (from a customer perspective and how TfL impacts and addresses):

- Trams
- Docklands Light Railway

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