

Agenda

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

Date: Thursday 13 June 2019

Time: 10.15am

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

Members

Dr Mee Ling Ng OBE (Chair)

Anne McMeel

Dr Alice Maynard CBE (Vice-Chair)

Dr Lynn Sloman

Bronwen Handyside

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.

Further Information

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

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

Howard Carter, General Counsel
Wednesday 5 June 2019

**Agenda
Customer Service and Operational Performance Panel
Thursday 13 June 2019**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

General Counsel

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

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

3 Minutes of the Meeting of the Panel held on 13 February 2019(Pages 1 - 6)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 13 February 2019 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 7 - 56)

General Counsel

The Panel is asked to note the updated actions list.

5 Quarter 4 Customer Service and Operational Performance Report
(Pages 57 - 164)

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

The Panel is asked to note the paper.

- 6 Healthy Streets Check for Designers** (Pages 165 - 168)
Director of City Planning
The Panel is asked to note the paper.
- 7 Borough Engagement** (Pages 169 - 172)
Director of City Planning
The Panel is asked to note the paper.
- 8 London Underground Station Action Plan** (Pages 173 - 178)
Managing Director, London Underground
The Panel is asked to note the paper.
- 9 TfL and Metropolitan Police Vision Zero Action Plan** (Pages 179 - 190)
Director of Compliance, Policing and On-Street Services, Surface Transport
The Panel is asked to note the paper.
- 10 Customer Accessibility Programme - 2018/19 Delivery Update** (Pages 191 - 216)
Managing Director, Customers, Communication and Technology
The Panel is asked to note the paper.
- 11 Assisted Transport Services** (Pages 217 - 250)
Managing Director, Surface Transport
The Panel is asked to note the paper.

12 Review of Bus Services to London's Hospitals - 2019 Update (Pages 251 - 256)

Managing Director, Surface Transport

The Panel is asked to note the paper.

13 Strategic Risk Update - Operational Reliability (Pages 257 - 258)

Managing Director, London Underground

The Panel is asked to note the paper and the supplementary information on Part 2 of the agenda.

14 Member suggestions for future agenda discussions (Pages 259 - 260)

General Counsel

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.

15 Any Other Business the Chair Considers Urgent

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

16 Date of Next Meeting

Thursday 12 September 2019 at 10.15am.

17 Exclusion of Press and Public

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

Agenda Part 2

18 Strategic Risk Update - Operational Reliability (Pages 261 - 266)

Exempt supplementary information relating to the item on Part 1 of the agenda.

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Agenda Item 3

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Committee Rooms 1&2, Ground Floor, Palestra, 197 Blackfriars Road
London, SE1 8NJ

10.15am, Wednesday 13 February 2019

Members

| | |
|----------------------|--------------|
| Dr Mee Ling Ng OBE | Chair |
| Dr Alice Maynard CBE | Vice Chair |
| Bronwen Handyside | Panel Member |
| Anne McMeel | Panel Member |
| Val Shawcross CBE | 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 (for Item 4) |

Staff

| | |
|-----------------|--|
| Mark Evers | Chief Customer Officer |
| Jonathan Fox | Director, Rail and Sponsored Services (for Item 4) |
| Siwan Hayward | Director of Compliance, Policing and On-Street Services, Surface Transport |
| Geoff Hobbs | Director of Public Transport Service Planning (for Item 9) |
| Michael Hurwitz | Director of Transport Innovation (for Item 10) |
| Claire Mann | Director of Bus Operations, Surface Transport |
| Lilli Matson | Director of Transport Strategy (for Items 7 and 8) |
| Will Norman | Walking and Cycling Commissioner (for Item 7) |
| Sue Riley | Secretariat Officer |

01/02/19 Apologies for Absence and Announcements

An apology for absence was received from Dr Nelson Ogunshakin OBE.

02/02/19 Declarations of Interest

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

03/02/19 Minutes of the Previous Meeting

The minutes of the meeting held on 14 November 2018 were approved as a correct record and signed by the Chair, subject to the following amendments:

Minute reference 36/11/18 be changed from “steps” to “slips” and minute reference 38/11/18 to be changed from “dissipated” to “disparate” and delete “organisational structure of the”.

04/02/19 Matters Arising and Actions List

Claire Mann provided an oral update on lessons learnt from the bus safety incidents report (action 32/11/18). Lighting and visibility had been improved at the site of one of the incidents and the junction was being reviewed in terms of traffic light timings.

In relation to the other incident, the bus driver had been arrested for suspicion of the use of drugs. The frequency of random drug and alcohol testing by the bus companies had been reviewed and was higher than other transport industries of around 10 per cent. Members would be provided with the comparison of overall drug and alcohol testing amongst other transport sectors and be advised if bus companies worked with drug and alcohol support agencies. **[Action: Claire Mann]**

Mark Evers updated the Panel on the London Underground Station Action Plan (action 40/11/18). New reversible hi-vis red vests were now being used by station staff to increase visibility and customer information zones were being installed across the network, over a six week period. A final paper would be submitted to the next meeting, including a response from London TravelWatch. **[Action: Mark Evers]**

Gareth Powell and Jonathan Fox provided an update on the Gospel Oak to Barking services (action 35/11/18). New trains were being tested with the software, and driver training was due to start at the end of February 2019. In parallel, the customer service software was being subjected to the verification process until the end of March 2019.

In the interim, four car trains were being used, and from the middle of March 2019, three four car trains would be utilised. This would match current capacity but would reduce frequency and would be supplemented by a rail replacement bus service. The customer experience would be improved by improving access from bus to train and better passenger communication.

The option of using trains from other London Overground services had been considered but the impact on capacity and resilience on the rest of the network outweighed any short term benefits.

Staff would consider how to re-build trust and relationship with customers through a community event, such as sponsorship of the London Overground festival at Crystal Palace. **[Action: Gareth Powell]**

Similar train delivery issues were being encountered on other lines. The Chair requested early warning to Members of any significant service issues.

The Panel welcomed the regular updates being provided by Jonathan Fox to Panel Members.

Issues around the proposed closure of London Overground ticket offices were discussed (action 29/09/18). London TravelWatch had carried out the review on behalf of the Department for Transport and supported the closure of 27 out of 51 stations,

based on volume of ticket sales via the ticket office at each station. Discussions were ongoing between Arriva and the Department for Transport. TfL did not manage operational issues of the service but clearly set out standards for customer service outcomes, and these were embedded in the contracts.

The lessons learnt from the London Underground Station Action Plan had been shared with all partners. New improved ticket machines had been ordered by Arriva to further assist passengers.

Comments raised by Panel Members would be fed into the consultation and a briefing on the issue arranged before the date of the next meeting. **[Action: Gareth Powell]**

Siwan Hayward would provide further information on the trend of physical violence on rail related services. **[Action: Siwan Hayward]**

The Panel noted the Actions List and the oral updates.

05/02/19 Quarterly Customer Service and Operational Performance Report

Vernon Everitt, Siwan Hayward, Claire Mann and Mark Evers jointly presented the Quarter 3 2018/19 Customer Service and Operational Performance Report.

A paper on the joint TfL and Metropolitan Police Vision Zero Action Plan, and how these initiatives were being assessed, would be presented to the next meeting.

[Action: Siwan Hayward]

Members welcomed the volume of crime detections and positive outcomes, resulting in a falling trend on the bus and tram networks. Further data on response times to driver code reds would be provided. **[Action: Siwan Hayward]**

The increase in staff absence caused by assaults was noted, with the primary drivers being revenue disputes and passenger intoxication. TfL had commissioned a review of its current approach to support staff who were victims of crime at work, including hate crime, to determine how to improve responses and reduce risk. Bus drivers had also been briefed on current security threats of knife and acid attacks.

The increase in customer complaints during Quarter 3 was attributed to a number of service issues across the network, including disruption on the London Overground and industrial action on London Underground. The substantial increase in use of contactless payments also led to a rise in the number of contact centre calls.

Members welcomed the use of scorecard data throughout the report and also noted the increase in staff commendations. The Panel congratulated staff on the upward trend in customer satisfaction.

It was agreed that in future reports, narrative explanation be used to explain any significant variations in performance.

Members also welcomed the inclusion of additional step-free access information. The reduction in the use of Dial-a-Ride was partly due to improved access on mainstream

transport, but also reflective of a decline in community provision and the use of online services.

Further details on TfL's travel mentoring service would be included in the Assisted Transport Services update at the next meeting. **[Action: Joyce Mamode]**

All Board Members would be invited to attend Access All Areas, a free public exhibition about disabled and older people's access to transport, being held on 19 March 2019. **[Action: Secretariat]**

Members thanked staff for the improvements made to the report as requested.

The Panel noted the report.

06/02/19 Taxi and Private Hire Vehicle Compliance

Siwan Hayward presented the overview of the work of TfL's taxi and private hire compliance team.

TfL's analysis of the Department for Transport's response to the task and finish group on statutory guidance for taxi and private hire licensing would be circulated to Panel Members. **[Action: Gareth Powell/Helen Chapman]**

Information on accessibility checks and compliance would be sent to Dr Alice Maynard CBE; and an invitation to attend a site visit to see such checks in action would be extended to all Board Members. **[Action: Siwan Hayward]**

The Panel noted the paper.

07/02/19 Strategic Overview of Cycling in London

Lilli Matson and Will Norman introduced TfL's strategy to grow cycling in London.

Levels of cycling increased in areas with new investment, and the numbers of cycle trips in London every day now equated to over 700,000. More work was needed in providing digital information to cyclists as well as pro-active work in hard to reach groups.

Members welcomed the report and the considerable progress in promoting and supporting cycling in London, and the associated benefits, and supported the use of Local Implementation Plans to meet the Mayor's Transport Strategy outcomes. Other benefits realised included increases in local spending.

Members would be invited to experience the cycling infrastructure later in the year. **[Action: Will Norman]**

The approach to promoting cycling in outer London required a different strategy over a longer period of time, but had huge potential for growth.

Members were assured that TfL was working closely with local cycling clubs and that the quality of provision of cycling infrastructure would be maintained across London.

The data for digital mapping of walking and cycling on London routes had been made available by TfL for open sourcing, but non-screen options also needed to be developed, for safety reasons.

Engagement with disability groups had taken place, including Wheels for Well Being and the Royal National Institute of Blind People (RNIB). Members would be advised of the outcome of issues raised by the RNIB to previous cycling schemes.

[Action: Lilli Matson]

An annual update would be scheduled in the Forward Plan.

[Action: Secretariat]

The Panel noted the paper.

08/02/19 Borough Engagement and Active Travel

Lilli Matson presented the paper on TfL's engagement with the boroughs to help achieve the active travel outcomes of the Mayor's Transport Strategy.

The Panel noted the paper.

09/02/19 Bus Strategy Update – Next Steps

Gareth Powell and Geoff Hobbs introduced the paper on progress with TfL's bus strategy. It also provided additional detail to that set out in the Mayor's Transport Strategy.

London's bus services needed to respond to customers' and the capital's changing needs. This required a programme of work covering safety, environmental performance, the customer experience, driver welfare and the nature of the bus network itself.

With regard to network planning, TfL was looking to increase bus ridership and sustainable mode share through faster journey times and improved reliability. The growth was expected to come predominantly in outer London, though the introduction of the Ultra Low Emission Zone could be significant as well.

An annual update would be scheduled in the Forward Plan.

[Action: Secretariat]

The Panel noted the paper.

10/02/19 Future Mobility Business Model

Michael Hurwitz presented the overview on some of the emerging technologies and services impacting on transport in London.

TfL currently had no powers of licensing over dockless bicycles but could enforce parking and street littering regulations where cycles were abandoned or causing

obstruction. It was also engaged in discussions with varying cycle start ups to try and ensure good practice.

TfL's aim was to utilise new initiatives and innovations to enhance the outcomes of the Mayor's Transport Strategy.

The Panel noted the paper.

11/02/19 Member Suggestions for Future Discussion Items

Howard Carter presented the Forward Plan, which would be updated to reflect comments and suggestions made by Members during the meeting.

The paper was noted.

12/02/19 Any Other Business

There was no urgent business.

13/02/19 Date of Next Meeting

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

Chair: _____

Date: _____

Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: Actions List

This paper will be considered in public

1 Summary

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

2 Recommendation

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

List of appendices to this report:

Appendix 1 – Actions List

Appendix 2 – RNIB response on previous cycling schemes

Appendix 3 – Taxi and Private Hire Vehicle Licensing: Protecting Users

Appendix 4 – Code Red data

List of Background Papers:

Minutes of meeting of the Panel on 13 February 2019.

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**Customer Service and Operational Performance Panel Actions List
(reported to the meeting on 13 June 2019)**

Appendix 1

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|---------------------|---|------------------|------------------------|--|
| 04/02/19 (1) | Matters Arising – drug and alcohol testing Members to be provided with the comparison of overall drug and alcohol testing amongst other transport sectors and be advised if bus companies worked with drug and alcohol support agencies. | Claire Mann | 13 June 2019 meeting. | LU, Network Rail and Train Operators generally random test 5 per cent of employees. All major bus companies provide a drug and alcohol help and support service if any employee voluntarily declares a drug or alcohol dependency. Most companies also provide access to an occupational health specialist and referral to related support agencies. |
| 04/02/19 (2) | Matters Arising – LU Station Action Plan A final paper to be submitted to the next meeting, on the London Underground Station Action Plan, including a response from London TravelWatch. | Mark Evers | 13 June 2019 meeting. | Report on agenda. Completed. |
| 04/02/19 (3) | Matters Arising – London Overground relationship with customers Staff to consider how to re-build trust and relationship with customers through a community event, such as sponsorship of the London Overground festival at Crystal Palace. | Gareth Powell | Following the meeting. | This action is under review pending an update discussion with City Hall. |

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|--------------|---|---------------|------------------------------|---|
| 04/02/19 (4) | <p>Matters Arising – Closure of London Overground ticket offices Comments raised by Panel Members to be fed into the consultation on closure of London Overground ticket offices and a briefing arranged, before the date of the next meeting.</p> | Jonathan Fox | Before 13 June 2019 meeting. | Press release circulated on 18 April 2019 and further briefing offered. Completed. |
| 04/02/19 (5) | <p>Matters Arising – crime on TfL Rail Further information on the trend in crime TfL Rail and on rail related services to be provided.</p> | Siwan Hayward | 13 June 2019 meeting. | <p>As per the data provided at the last meeting; Q2 2018/19 the crime rate on TfL Rail (excluding the Paddington – Heathrow Ext so as to compare like to like) shows an increase of 27.7%, we have also seen an increase across the rail network – DLR (16%), London Overground (11%) and London Underground (12.2%) which aligns with BTP national trends of 9.5%</p> <p>The number of crimes reported on TfL Rail is relatively low, so percentage increases can be misleading. For example, criminal damage increases showed 57%, but was only an additional four incidents over a three month period, and robbery increased 150% but only an increase of three incidents in the same period.</p> <p>The rise in Q2 was driven by theft of passenger property and criminal damage, which has been a continued concern, and Crossrail has assigned additional security staff to increase protection and patrol.</p> |

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|---------------------|---|---|------------------------|---|
| 05/02/19 (1) | Quarterly Customer Service and Operational Performance Report – Vision Zero Action Plan A paper on the joint TfL and Metropolitan Police Vision Zero Action Plan, and how these initiatives were being assessed, to be presented to the next meeting. | Siwan Hayward | 13 June 2019 meeting. | Report on agenda. Completed. |
| 05/02/19 (2) | Quarterly Customer Service and Operational Performance Report – Drive code red response times Further data on response times to driver code reds to be provided. | Siwan Hayward | 13 June 2019 meeting. | Information attached at Appendix 4. Completed. |
| 05/02/19 (3) | Quarterly Customer Service and Operational Performance Report Future reports to include narrative explanation to explain any significant variations in performance. | Vernon Everitt/ Gareth Powell/ Brian Woodhead | 13 June 2019 meeting. | Incorporated into report on agenda. Completed. |
| 05/02/19 (4) | Quarterly Customer Service and Operational Performance Report – Assisted Transport Services Further details on TfL's travel mentoring service to be included in the Assisted Transport Services update at the next meeting. | Joyce Mamode | 13 June 2019 meeting. | Report on agenda. Completed. |
| 05/02/19 (5) | Quarterly Customer Service and Operational Performance Report All Board Members to be invited to attend Access All Areas, a free public exhibition about disabled and older | Secretariat | Following the meeting. | Invitation sent on 14 February 2019. Completed. |

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|--------------|--|------------------------|-------------------------------|--|
| | people's access to transport, being held on 19 March 2019. | | | |
| 06/02/19 (1) | Taxi and Private Hire Compliance TfL's analysis of the Department for Transport's response to the task and finish group on statutory guidance for taxi and private hire licensing to be circulated to Panel Members. | Following the meeting. | Helen Chapman | Information circulated on 3 May 2019 and attached at Appendix 3. Completed. |
| 06/02/19 (2) | Taxi and Private Hire Compliance – test purchase Information on accessibility checks and compliance to be sent to Dr Alice Maynard CBE; and an invitation to attend a site visit to see such checks in action to be extended to all Board Members. | Following the meeting. | Siwan Hayward/ Secretariat | Information sent on 18 February 2019 and invitation to all Board Members. Completed. |
| 07/02/19 (1) | Strategic Overview of Cycling in London- cycling infrastructure Members to be invited to experience the cycling infrastructure later in the year. | Will Norman | Summer 2019 | To be programmed. |
| 07/02/19 (2) | Strategic Overview of Cycling in London – RNIB concerns Members to be advised of the outcome of concerns raised by the RNIB to previous cycling schemes. | Lilli Matson | Following the meeting. | Information circulated. See Appendix 2. Completed. |
| 07/02/19 (3) | Strategic Overview of Cycling in London – annual update An annual update to be scheduled in the Forward Plan. | Secretariat | | Scheduled on Forward Plan. |

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|------------|--|-------------|-------------|----------------------------|
| 09/02/19 | Bus Strategy Update – Next Steps An annual update to be scheduled in the Forward Plan. | Secretariat | | Scheduled on Forward Plan. |

Actions from previous meetings

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|--------------|--|----------------|---------------------------|--|
| 36/11/18 (1) | Quarterly Customer Service and Operational Performance Report – passenger intoxication A report on passenger intoxication to be submitted to a future meeting. | Brian Woodhead | 13 June 2019 meeting. | Briefing scheduled following the meeting. Completed. |
| 36/11/18 (2) | Quarterly Customer Service and Operational Performance Report – anti social behavior A deep dive on anti-social behaviour and low level crime to be arranged for a future meeting. | Siwan Hayward | 13 June 2019 meeting. | Briefing scheduled following the meeting. Completed. |
| 36/11/18 (3) | Quarterly Customer Service and Operational Performance Report – Healthy Streets checklists A more detailed report on Healthy Streets checklists to be submitted to a future meeting. | Lili Matson | 13 June 2019 meeting. | Report on agenda. Completed. |
| 28/09/18 | Mapping of Customer Groups A report on the outcomes of the customer gain insights across TfL to be presented to a future meeting. | Vernon Everitt | 27 November 2019 meeting. | To be reported as part of ongoing work on Spotlight on Customer Programme. An item on the Accessibility Delivery Programme is included elsewhere on this agenda. An item on turning customer gain point into action will be presented to the November 2019 meeting of the Panel. |

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Customer Service and Operational Performance Panel



Date: 29 April 2019

Item: Actions Update

At the Panel meeting of 13 February 2019, Members asked to be advised of the outcome of issues raised by the Royal National Institute of Blind People (RNIB) to previous cycling schemes.

Tactile Plans of New Cycle Schemes

RNIB:

Request for tactile plans for new cycling infrastructure in London.

TfL Response:

In reference to the CS4 consultation:

Measures taken to show the plans in different formats and raise awareness with targeted stakeholders:

- (a) identifying and emailing relevant stakeholders, inviting them to respond to the consultation. Organisations included, but were not limited to, the British Dyslexia Association, Age UK London, Guide Dogs, Royal National Institute for the Blind, Action on Hearing Loss and Inclusion London;
- (b) ensuring that the materials were written in plain English, and available on request in different formats, such as Braille, large print or other languages;
- (c) making sure that public events were held in accessible locations and at different times of the day and that large scale materials were available to review; and
- (d) considering how best to reach our target audiences and tailoring the way of communicating with them. For example, by preparing hard copies of our online material for those not able to access our website.

Bus Stop Bypasses

RNIB:

RNIB identified concerns regarding bus stop bypass crossing design recommendations following a TfL sponsored study.

TfL Response:

The initial findings of the TfL sponsored study were shared with the RNIB at the Bus Stop By Pass Working Group in October 2017. However, the RNIB still had some concerns, in particular whether blind and visually impaired people have the confidence to cross the cycle track and address how to find a crossing when alighting from a bus.

The monitoring results from the trial of Zebra crossings at bus stop bypasses were published in July 2018, as part of a new cycle infrastructure monitoring report, which also included analysis of new design techniques associated with signal-controlled junctions.

Recommendations on the design of bus stop bypass crossings built on the results of these findings, which noted that cyclists were more aware that they should give way to pedestrians on the Zebra crossing compared to an uncontrolled crossing, and that the addition of a tactile tail allowed people with visual impairments to more easily find the crossing. We have also met with a number of boroughs, including Waltham Forest and Enfield, to brief them on the findings of this research, and will work closely with boroughs to discuss any future design options.

Bus Stop Boarders

RNIB:

Pedestrian/cyclists interaction concerns at bus stop boarders.

TfL Response:

TfL is conducting research at bus stop boarders in Enfield, Waltham Forest, Kingston and Camden, using video monitoring to observe behaviours of pedestrians and cyclists. The results of this report are expected in summer 2019.

Taxi and Private Hire Vehicle Licensing: Protecting Users

**Transport for London response to the
Department for Transport consultation on
Statutory Guidance for Licensing Authorities**

Introduction

Transport for London (TfL) is a statutory body established by the Greater London Authority Act 1999 and is the licensing authority for London's taxi and private hire industries. It is the largest licensing authority in the country, being responsible for licensing over one third of all taxis and private hire vehicles (PHVs) in England.

Taxis and PHVs play an important role in delivering passenger transport services in London and it is important that standards set by TfL ensure the safety of passengers and other road users and provide appropriate levels of service.

Improving safety and security across the transport network is the key priority for the Mayor of London's Transport Strategy and the Mayor has set out a Vision Zero approach to safety on London's streets whilst ensuring the transport system is safe and secure for all passengers.

We welcome the opportunity to respond to this consultation on the draft Statutory Guidance and have included our thoughts on each of the proposals. In addition to these comments we urge the Government to introduce legislation that will create a statutory definition of plying for hire, place controls on cross border hiring, and allow TfL to cap the number of private hire vehicles.

While we support the Government's commitment to introduce minimum national standards for the taxi and private hire industries and urge the Government to bring forward legislation without delay, we see the Statutory Guidance as an opportunity to raise and harmonise safety standards across the country in the interim, ensuring that passengers have the confidence that any taxi or PHV they use is safe and fit for purpose, and we welcome the opportunity to comment on the draft Statutory Guidance.

It is encouraging to note that much of what is in the draft Statutory Guidance is already within TfL policy and we look forward to working with the DfT to further develop the recommendations in the draft Statutory Guidance where appropriate.

Our responses to the specific questions posed in the online response form are set out below in the format of that form. However, there are some additional aspects of the draft Statutory Guidance that we wish to comment on and these comments are included at the end of this response.

4. Administration of the licensing framework

3. The draft statutory guidance recommends that all those involved in the determination of licensing matters should receive training covering licensing procedures, natural justice, child sexual abuse and exploitation, disability and equality in addition to any other issues deemed locally appropriate (paragraph 2.18).

Do you agree with the recommendation?

Yes ✓

No

No opinion

TfL comments

It is important that all those involved in licensing decisions, at every level, are aware of their responsibilities and the legislative environment in which they make these decisions. Licensing decisions must be properly considered, fair, proportionate and consistent, and decision makers must be appropriately trained to ensure this.

It is important that training does not simply relate to procedures, but also covers the making of difficult and potentially controversial decisions, knowing when to escalate cases, and remembering that through statutory appeals processes, the decisions of licensing authorities are subject to the scrutiny of the magistrates' court. While licensing authorities should deliver such training to their own members and officers, the DfT should provide formal guidance on the content and structure.

We believe the training and formal guidance should be expanded to cover aspects of safeguarding adults at risk and children including child criminal exploitation and other harm.

4. The draft statutory guidance recommends a council structure for dealing with licensing matters (paragraphs 2.20-2.24). Do you agree with this proposed structure?

Yes

No

No opinion ✓

TfL comments

The recommendation is not relevant to Transport for London (TfL) which is not a council but a statutory body established by the Greater London Authority Act 1999 and the licensing authority for London's taxi and private hire industries. Under TfL's Standing Orders, the licensing functions have been delegated, with written consent given to relevant TfL officers to discharge the functions of TfL relating to taxis and private hire vehicles.

TfL is satisfied that this provides an appropriate, transparent and lawful structure for dealing with licensing matters in London. We recognise that a committee structure may be legally possible in London but this would require further exploration.

The Statutory Guidance should acknowledge that TfL, which is responsible for licensing over one third of all taxis and PHVs in England, is structured differently to a unitary authority or district council.

5. Implementing changes to the licensing policy and requirements

5. The draft statutory guidance recommends that all issued licences should be reviewed following changes in licensing policy (paragraph 2.29). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

TfL agrees that new requirements should be applied to both new and existing licensees. This ensures that all licensees are licensed to the same standard. TfL has taken this approach when introducing new requirements for PHV drivers and operators following our review of PHV regulations in 2015 (e.g. English language requirement for PHV drivers; telephone contact requirement for PHV operators).

Where changes in requirements were introduced by way of new licence conditions (applied at the point of re-licensing), a review of existing licences would not be necessary, however we agree that the fitness and propriety of all existing licensees should be reviewed against any newly introduced standards, particularly a new convictions policy. DfT will need to give further consideration to the practicalities of reviewing the fitness of every licensed driver outside of the renewal cycle, particularly the impact on other organisations such as the DBS and police forces. We are happy to discuss these practical issues further with the DfT.

6. The Disclosure and Barring Service

6. The draft statutory guidance recommends that all drivers should be subject to an enhanced Disclosure and Barring Service (DBS) with barred lists check for individuals applying for or renewing taxi and PHV driver licences (paragraph 2.32). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

All applicants for a London taxi or PHV drivers licence are already required to provide an enhanced DBS check that includes checks of the barred lists. This is required with the initial application and every licence renewal application.

In 2010, TfL successfully lobbied Government for a change in legislation that would allow taxi and PHV drivers to be eligible for enhanced checks and checks of the barred lists. The fundamental reason being that taxi and PHV drivers can, by the very nature of their roles, be called upon to carry children or vulnerable adults at any time. To now require any lesser standard would undermine the purpose of that regulatory change and pose a serious risk to taxis and private hire passengers.

In the interests of public safety, unless there are exceptional circumstances, TfL would normally refuse an application where the applicant appears on either barred list. This is stated in our licensing policy.

7. The draft statutory guidance recommends that all licence holders should be required to subscribe to the DBS update service (paragraph 2.38). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

TfL agrees that all licensing authorities should mandate subscription to the DBS update service. Not only would this allow for greater scrutiny of licensees' criminal records but would also offer operational benefits to licensing authorities and reduce the administrative burden on licensees.

8. The draft statutory guidance recommends that appropriate DBS checks are conducted every 6 months (paragraph 2.39). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

TfL would welcome the opportunity to carry out more frequent DBS checks, for example at six monthly intervals, but this would only be practical in conjunction with compulsory subscription to the DBS update service. This would allow TfL to request high volume, automatic checks from the DBS on all drivers.

Consideration will need to be given to what action is appropriate in the event that a driver fails to maintain their subscription to the update service or fails to meet any associated terms and conditions. If the licensing authority is prevented from making a check on these grounds, it could be argued that the driver has failed to satisfy the licensing authority that they are fit and proper, which would be grounds for revoking the licence. We would recommend that this forms part of the fit and proper requirement for licensed driver.

It must be recognised that the DBS does not provide information in respect of most motoring offences. Therefore, in order for licensing authorities to obtain reliable information in respect of traffic offence convictions and endorsements, better access to information held by the DVLA is essential. The DVLA should provide a service similar to that provided by the DBS update service which would enable licensing authorities to be fully aware of licensees' driving convictions and endorsements.

7. Licensee self-reporting

9. The draft statutory guidance recommends that drivers and operators should be required to notify the issuing authority within 48 hours upon arrest and release, charge or conviction of any motoring offence or any offence involving dishonesty, indecency or violence (paragraph 2.41). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

We agree with this requirement but it should not be restricted to certain types of offences. Licensees should be required to notify the licensing authority of all arrests, charges, summonses or convictions for criminal offences within 48 hours.

Licensees are already required to inform TfL of **all** arrests, charges, summonses or convictions and it would be confusing for them if there were different time periods in which to notify the licensing authority dependent on the type of offence.

Prompt reporting of such information is important as it allows licensing authorities to make timely decisions in respect of licensees' fitness to remain licensed.

To support this requirement, the Statutory Guidance should also address what action licensing authorities should take when they receive information about alleged criminal activity that has not resulted in any charge, caution or conviction.

Additionally, consideration should also be given to extending this requirement to medical conditions that affect a licensed driver's fitness to drive a taxi or PHV thereby allowing licensing authorities to continue to assess drivers in line with DVLA Group 2 standards.

8. Referrals to DBS and the police

10. The draft statutory guidance recommends that licensing authorities should make referrals to the DBS when it considers that an applicant or licence holder is thought to present a potential risk of harm to the public (paragraph 2.43). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

In maintaining the effectiveness of the DBS system and to ensure that other licensing authorities are made aware of such information, it is imperative that licensing authorities make referrals to the DBS. This is current TfL policy.

9. Overseas convictions

11. The draft statutory guidance recommends that a check of overseas criminality information or 'Certificate of Good Character' should be required; when an individual has spent a period of more than 3 continuous months outside the UK when over the age of 18 (paragraph 2.47). Do you agree with this recommendation?

Yes ✓ (subject to comments below)

No

No opinion

TfL comments

TfL already requires all applicants to provide a Certificate of Good Conduct (CoGC) if they have spent a period of three or more months in a country outside the UK in the past three years.

In 2018 TfL consulted on a number of issues to improve safety in PHVs. In the consultation we asked respondents to provide their views on how we could establish background better character information for PHV driver licence applicants who have lived outside of the UK for an extended period or come to the UK from another country.

The reason for asking about this was because we were seeking to improve the vetting of PHV driver applicants to ensure a full and comprehensive criminal history is available for consideration as part of the licensing process. We need to have confidence that a full record of criminal behaviour is available to us for all applicants, including those who have lived overseas.

After careful consideration of the responses to the consultation it was clear that a suitable alternative to the CoGC is not available and the CoGC is the only method of establishing information about an applicant's criminal history when overseas.

Nevertheless, we have concerns that there are serious flaws in the system for CoGCs: They are not easily available from all countries and there can be doubts as to their accuracy and authenticity. At the very least, applicants who need to provide a CoCG must be required to provide proof of its authenticity from the UK embassy, consulate or high commission of the country of issue, and a translation must be required if it is not provided in English.

Moreover, only requiring a CoGC from any overseas countries lived in since the age of 18 risks the licensing authority not being made aware of important information about criminal history before the age of 18. At the very least, the requirement should apply from the age of criminal responsibility in the UK.

A third of respondents to the consultation mentioned that character information

would be best established by enforcing a minimum residency period in the UK before licensing someone as a PHV driver. As all drivers are required to provide an enhanced DBS check, this would provide a more guaranteed record of recent criminal history. The most common suggestions for length of UK residency were three or five years. Therefore, in addition to requiring CoGCs, the DfT should consider whether it is appropriate to require a minimum residency period for taxi and PHV drivers.

The Statutory Guidance should state explicitly that overseas convictions checks should be carried out in respect of applicants for driver and operator licences.

10. Other information

12. The draft statutory guidance recommends that licensing authorities should require applicants / licensees to disclose if they have been licensed elsewhere, or have had an application for a licence refused, or have had a licence revoked or suspended by any other licensing authority (paragraph 2.57). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

In ensuring that there is a consistent approach to licensing throughout the country, it is essential that licensing authorities are aware of such information when determining an applicant's fitness to be licensed.

It is TfL policy to ask all applicants for a taxi or PHV driver's licence to declare if they have a current licence; have previously been licensed; have had an application for any licence refused; or a licence revoked or suspended by any other licensing authority. However, any self declaration relies on applicants' honesty. To have a reliable, full picture of individuals' licence history with other authorities, it is vital to have a national database of refused, revoked and suspended drivers against which every application is checked.

13. The draft statutory guidance recommends that licensing authorities should use tools such as the national register of taxi and PHV driver licence refusals and revocations (NR3) to improve information sharing (paragraph 2.58). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

TfL has been an active participant in the creation of the NR3 database and would strongly support the creation of a mandatory national database as proposed in the Licensing of Taxis and Private Hire Vehicles (Safeguarding and Road Safety) Bill 2017-19.

14. The draft statutory guidance recommends that the authority considering the application/renewal should consult and consider other licensing decisions in its assessment, when an applicant/licensee discloses they have had an application refused, or had a licence revoked or suspended elsewhere (paragraph 2.60). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

Current TfL policy is that any information received from another licensing authority is assessed and if the driver fails to meet the standards to be licensed by TfL or there is any threat to the safety of travelling public, consideration will be given to refusing the application.

Again, licensing authorities should not be reliant on applicants' declarations; a national database against which every application is checked would provide a far more robust means of establishing whether an applicant has been refused, revoked or suspended by another licensing authority. Information disclosed by the database would then form the basis for enquires with other licensing authorities to obtain further and better particulars about the decisions they took.

We agree with the recommendation at 2.61 that applicants and licensed drivers who fail to declare such information may not be fit and proper.

Consideration should be given to extending this recommendation to cover all information provided as part of an application to be licensed.

Current TfL policy states that any applicant or licensed driver found to have misled TfL or provided false or misleading information as part of the application process will normally have their application refused or revoked. We will also give consideration to prosecuting under section 14 of the London Hackney Carriages Act 1843 or section 28 of the Private Hire Vehicles (London) Act 1998, as appropriate.

11. Multi-agency safeguarding hub (MASH)

15. The draft statutory guidance recommends that multi-agency safeguarding hubs (or similar) should be established by licensing authorities to improve the sharing of relevant information (paragraph 2.64). Do you agree with this recommendation?

Yes ✓ (subject to comments below)

No

No opinion

TfL comments

TfL has an established process for sharing information with local authorities and the police, helping to ensure relevant safeguarding information relating to licensees is available to professionals making decisions on public safety and the protection of children or adults at risk.

TfL's long-established partnership with the Metropolitan Police Taxi and Private Hire Policing Team provides additional assurance through close working, joint operations and information sharing.

Because of the regional scope of TfL's licensing responsibilities, it would not be possible to have representation at every MASH.

Arrangements for information sharing between the licensing authority and MASH agencies provide a more workable solution. The statutory guidance should make it clear that relevant safeguarding information should be shared between safeguarding boards and licensing authorities.

12. Complaints against drivers and operators

16. The draft statutory guidance recommends that licensing authorities should produce guidance for passengers on making complaints directly to the licensing authority that must be displayed in licensed vehicles (paragraph 2.66). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

TfL takes responsibility for dealing with all complaints about licensed taxis. Accordingly, details of how to contact TfL are displayed in all taxis in London.

Complaints about private hire services are normally dealt with directly by private hire operators and it is therefore important that passengers have the contact details of the operator that accepted the booking and are able to contact them should the need arise.

To support this we have introduced a requirement that operators are required to make a person available for passengers to speak to at all times during operating hours and when a journey is being undertaken in the event that a passenger wants to make a complaint to the operator or discuss any other matter about the carrying out of a booking. We have also introduced a requirement that operators must provide passengers with a booking confirmation that contains details of the vehicle and driver that will undertake their booking; providing contact details for the operator could easily be incorporated into the information provided as part of this confirmation.

Nevertheless, we are committed to taking a more active role in the investigation of complaints about the behaviour of private hire drivers and have dedicated staff available to process all complaints about all licence types. This is to ensure that we have a better understanding about types and nature of complaints in the private hire industry and also allows us to take appropriate action where necessary.

Complaints about private hire operators, driver behaviour, standard of driving, the condition of vehicles or accessibility issues should be reported to TfL so that we can investigate these and take action where appropriate. It is therefore important that private hire passengers know how to contact us.

For both taxi and PHV drivers, it is important and appropriate that complaints about behaviour are taken into account by the licensing authority when considering a driver's fitness to be licensed. TfL has a clear policy on how complaints about

drivers are considered within the licensing system.

We think it is appropriate that complaints or enquiries about private hire fares, bookings and lost property remain the responsibility of the operator.

Evidence from our research and customer satisfaction surveys show that awareness of TfL as being responsible for the licensing of private hire services has been low and users are unaware that they can contact TfL and report issues if they wish to.

In 2018 we undertook a review of what signage should be displayed in PHVs to ensure it remain appropriate and to ensure passenger safety. Details of the review and proposals for change were included in a consultation on improving safety in PHVs.

In the consultation we proposed that new mandatory signage was displayed in PHVs and that this included information advising passengers of how they could contact TfL as well as the existing no-smoking signage plus messages advising passengers to wear their seatbelt and look out for cyclists when getting out of the vehicle. Examples of possible internal signage are displayed on the following page. Further examples are available should the DfT wish to see them and we would welcome the opportunity to work with the DfT to develop signage that would be suitable for all licensed vehicles.

The independent integrated impact assessment of all the proposals in the consultation identified beneficial impacts from the proposals for passengers as it was felt that the proposals could increase both safety and the perception of safety. It was felt that the proposals also had the potential to increase passenger safety as the proposed signage on wearing seat belts would promote safe practices.

It was expected that displaying information inside PHVs advising passengers of how they could contact TfL would have a positive impact on crime and disorder. The crime and disorder impact assessment that accompanied the consultation stated that it is essential that appropriate contact information is provided so that customers know the reporting channels for both TfL and the police. It is important that customers are aware that they can report issues to TfL and/or the police and it will be investigated and actioned as appropriate.

However, there is a risk that there may be potential confusion about who passengers should contact in an emergency. There is also a risk that issues that should be reported to the police are instead reported to the operator or TfL. This risk could be mitigated by signage that makes it clear that in emergency passengers should call 999. It was also proposed that TfL would develop clear processes for dealing with customer complaints, ensuring that relevant information is passed to the police in a timely manner so it can be investigated and acted on.

Support for the proposal to display contact information from respondents in the

private hire trade was low although there were higher levels of support for displaying cycle safety and seatbelt signage. Support for the proposals was higher amongst private hire users.

Some respondents felt that contact information for TfL did not need to be displayed inside PHVs as operators are now required to send passengers a booking confirmation and this will either already include contact information or it could be added.

There were also concerns that a universal proposal for displaying information in PHVs was inappropriate as it did not take into account the range of services within the PHV market. The chauffeur and executive sector was particularly vocal on this subject.

We acknowledge that introducing mandatory signage in all licensed PHVs will have a significant impact on the PHV trade as well as adding a significant cost to the licensing process.

We are currently considering our next steps in light of responses to the consultation.

Paragraph 2.66 of the draft Statutory Guidance also calls for an effective partnership in which operators can share concerns regarding drivers. We support this recommendation.

Since the introduction of PHV licensing it has been a regulatory requirement that London PHV operators inform TfL if a driver becomes unavailable by virtue of that driver's unsatisfactory conduct in connection with the driving of a PHV i.e. they are dismissed or suspended. Operators must inform TfL of the name of the driver and the circumstances of the case within 14 days of the driver's dismissal or suspension. We have provided an online form for this purpose.

All such information received is assessed and is taken into account regarding the driver's continued fitness to be licensed.

Conceptual images of PHV passenger information signage

| | |
|---|--|
|  | <p>Comments, complaints and suggestions</p> <p>If you have a complaint or comments about lost property, fares or vehicle cleanliness please contact the private hire operator directly</p> <p>If you have a complaint or comments about an issue with the private hire operator, driver behaviour, standard of driving, or condition of vehicle, please contact Transport for London (TfL) on 0343 222 4000* or visit tfl.gov.uk/tph-comments</p> <p><small>*service and network charges may apply Lines are open 08:00 to 18:00, Monday to Friday</small></p> |
| <p>No smoking including e-cigarettes</p> | |

| | |
|---|--|
|  | <p>You must wear your seat belt at all times</p> |
|  | <p>This Private Hire Vehicle is pre-book only</p> |

13. Safeguarding awareness

17. The draft statutory guidance recommends that all licensing authorities should require drivers to undertake safeguarding training as a condition of licensing (paragraph 2.72). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

Taxi and PHV drivers have an important role to play in protecting children and adults at risk from harm and abuse. It is therefore essential that all licensees have an awareness of safeguarding issues, how to identify them and what to do when they have concerns.

TfL is currently expanding the range of knowledge and skills that PHV drivers have to demonstrate before being granted a new or renewed licence. As well as safety, regulatory and equality issues, drivers will have to demonstrate an awareness of safeguarding issues and how to deal with them. To support the assessment process, TfL will be providing applicants and licensed drivers with a handbook that gives advice and guidance on safeguarding.

We agree with the recommendation but propose that training should be provided by PHV operators or other training providers and the role of the licensing authority should be to assess applicants' fitness to be licensed. Training should only be delivered by appropriately accredited bodies that are experts in this field. In order to be licensed or re-licensed, drivers should then be required to provide evidence of having completed the training.

Furthermore, given the pivotal role they play in delivering private hire services, where they are not accredited to deliver training, PHV operators should also be required to undergo safeguarding training.

14. Language proficiency

18. The draft statutory guidance recommends that all licensing authorities should consider whether an applicant for a licence is able to communicate in English orally and in writing with customers (paragraph 2.79). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

It is important that all taxi and PHV drivers can communicate in English with their passengers. For example, they may need to discuss a fare or route with their passengers. There may also be occasions when they need to communicate with passengers on a safety issue like the use of a seat belt or talk with them in an emergency situation.

It is also important that drivers can read and understand information provided by the licensing authority, such as the conditions of licensing, letters about their licence, or notices that we issue. Drivers may also need to write to us, for example to let us know about changes in their health or to inform us any criminal convictions.

In 2016 we therefore introduced a requirement for every PHV driver to demonstrate that they have adequate English language skills in reading, writing, speaking and listening as we consider all of these skills are essential for them to carry out their role as a PHV driver in London (no similar requirement was introduced for London taxi drivers as the rigorous Knowledge of London examination process adequately tests English language communication skills). We recognise the challenge this will pose and to allow more time for all drivers to demonstrate that they can meet the required standard, we have extended the date by which they have to meet the requirement to September 2020.

We determined that the appropriate level for PHV drivers to demonstrate was B1 on the Council of Europe's Common European Framework of Reference for Languages (CEFR). At this level users should be able to cope linguistically in a range of everyday situations which require a largely predictable use of language. PHV drivers licensed by TfL must demonstrate this level in each of the four skills – reading, writing, speaking and listening.

Setting the standard at B1 was reached following extensive research. The B1 standard is consistent with the standard required by other government departments for a variety of purposes, including applying for UK citizenship or to settle in the UK, and working in front line government services.

TfL originally favoured adopting the UK citizenship requirement that exempted nationals of majority speaking English speaking countries from having to demonstrate that they met the English language requirement. However, while this appeared to be a pragmatic solution that would have reduced the regulatory burden on many drivers, it was not legally possible.

Following its introduction, this requirement was the subject of a legal challenge. At the hearing in March 2017, the judge was satisfied that TfL was entitled to require drivers to demonstrate a level of competence in both written and spoken English, and that B1 was an appropriate standard.

The draft Statutory Guidance does not specify an appropriate standard but the examples at 2.79 suggest that the standard proposed is not as high as that required by TfL, particularly with regard to reading and writing. We would urge the DfT to consider being more specific on the standard drivers have to demonstrate.

15. Enforcement

19. The draft statutory guidance recommends that licensing authorities should, where the need arises, jointly authorise officers from other authorities so that compliance and enforcement action can be taken against licensees from outside their area (paragraph 2.81). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

The increased prevalence of cross border hiring makes it essential that licensing and enforcement officers can take action against any licensed taxi or PHV, no matter where it is licensed. Reciprocal authorisation arrangements will be essential in order to deal with this issue until such time as the government meets its commitment to introduce national enforcement powers.

Moreover, while joint authorisation will allow licensing authorities to deal with drivers and vehicles working 'out of area', they will not solve the underlying causes of cross border hiring. Government must urgently bring forward legislation to address these issues.

Joint authorisation must be accompanied by clear and robust mechanisms for reporting information to licensees' home authorities similar to those proposed in Licensing of Taxis and Private Hire Vehicles (Safeguarding and Road Safety) Bill 2017-19. This will allow the home licensing authority to consider information that has come to the attention of another licensing authority and make a decision as to the licensee's fitness to remain licensed.

The Statutory Guidance must recognise that enforcement officers' powers derive from different pieces of legislation. TfL officers are 'Authorised Officers' under the Private Hire Vehicles (London) Act 1998 and 'Public Carriage Examiners' under the Metropolitan Carriage Act 1869. They do not currently have any powers, or detailed knowledge of those powers, granted to enforcement officers elsewhere under the Local Government (Miscellaneous Provisions) Act 1976. Similarly, TfL would need to grant enforcement officers from other authorities powers under the London legislation, which again, they may not be familiar with. This may present practical difficulties in granting reciprocal powers which we are happy to explore further with the DfT.

Licensing authorities will incur costs by taking enforcement action against licensees who pay their licence fees to another authority and having to share information with other licensing authorities and consideration should be given to this point when determining the outcome of this consultation.

16. Criminal record checks for PHV operators

20. The draft statutory guidance recommends that PHV operators (applicants or licensees) should be subject to a basic DBS check (paragraph 2.91). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

Currently, applicants for London PHV operator licences are required to declare any unspent convictions and conditional cautions recorded against them. Any declared convictions and conditional cautions will be considered subject to the Rehabilitation of Offenders Act 1974 (the 1974 Act) and in line with TfL's policy in determining the applicant's fitness to be licensed.

The Statutory Guidance should include separate guidance on the consideration of convictions held by applicants for operator licences.

When assessing the fitness of companies, unregistered firms or partnerships, TfL needs to be satisfied that the individuals who make up that company, unregistered firm or partnership (i.e. the company secretary, executive and non-executive directors, sole trader and partners) are themselves fit and proper. All such persons are required to make a self-declaration of any unspent convictions or cautions.

PHV operators are not eligible for a standard or enhanced DBS check, therefore, until the introduction of the basic DBS check service in 2018, TfL was reliant on applicants self-declaring information about their criminal history.

Now that basic DBS checks are available, TfL agrees that applicants for PHV operators' licences must provide such a check as part of their initial application and every renewal application instead of a self-declaration of their criminal history as this is a more robust check. The requirement would apply to exactly the same individuals who currently have to complete a self-declaration i.e. sole traders, partners, directors, company secretaries and nominated representatives named on the application. Similar to TfL's policy on taxi owners, applicants who are already licensed as PHV drivers could be exempt as they will have already undergone an enhanced DBS check.

By asking applicants to self-declare convictions, it is possible that an operator's licence (including a renewal) may be granted without the relevant criminal history of the applicant being disclosed.

In addition, applicants may fail to correctly specify or struggle to remember the precise details of their convictions. The DBS check provides independent assurance of the criminal history of the applicant.

Requiring applicants for PHV operator's licences to provide a basic DBS check would help ensure that the applicant was a fit and proper person to hold a licence as TfL would be in possession of relevant and necessary facts about an applicant's criminal history when deciding whether to issue a licence.

At 2.92 it is recommended that persons making up the company subscribe to the DBS update service and that licensing authorities then routinely check DBS certificates of licensees, for example every six months. TfL supports this recommendation as it will ensure that the fitness of licensees is monitored throughout the duration of a licence. This is particularly important as operator licences are issued for five years.

In addition to introducing this requirement, we urge Government to pursue adding PHV operators to those occupations eligible for an enhanced, or at the very least a standard, DBS check. Operators are in a position of trust and responsibility, and have access to personal information, and the higher level of check would enhance public safety by providing greater scrutiny when determining the fitness of licensees.

The Statutory Guidance should be quite clear that the guidance for checks on overseas convictions (paragraph 2.47) is applicable to applicants for operator licences.

17. PHV operators - ancillary staff

21. The draft statutory guidance recommends that PHV operators should, as a condition of licensing, be required to keep a register of all staff that will take bookings or dispatch vehicles (paragraph 2.97). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

While TfL supports this recommendation, further consideration must be given to who would be included on the register.

Many members of an operator's staff, not just vehicle controllers and despatchers, will have access to sensitive personal information in respect of passengers, including their home addresses and the journeys they make in PHVs.

Furthermore, the ways by which taxis and PHVs are engaged has changed significantly in recent years with many companies now taking bookings and despatching vehicles using technology. Consideration must be given as to who in these companies will need to be included on the register.

22. The draft statutory guidance recommends that PHV operators should be required to evidence that they have had sight of a basic DBS check on all individuals listed on the above register (paragraph 2.97). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

Since 2016, TfL has recommended that operators request that any employee who is likely to have face to face contact with the public (e.g. despatcher in a private hire operating centre to which the public has access) provides them with a basic disclosure from the DBS. Making this a mandatory requirement through the Statutory Guidance is a more robust approach which we would support.

23. The draft statutory guidance recommends that PHV operators should be required to provide to the licensing authority their policy on employing ex-offenders that will take bookings or dispatch vehicles as a condition of licensing (2.98). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

TfL currently encourages operators to have a policy on employing ex-offenders and the consideration of criminal records when carrying out criminal records checks. We would support making this a condition of the operator's licence to strengthen the requirement. This would allow a licensing authority not to license any operator that does not have such a policy and to review the fitness and propriety of any operator that did not apply their policy and take appropriate licensing action.

As the Statutory Guidance applies to licensing authorities and not licensees, it would also be appropriate for the Statutory Guidance to require licensing authorities to give operators guidance on employing ex-offenders.

18. PHV operators - use of passenger carrying vehicles (PCV) licensed drivers

24. The draft statutory guidance that a PHV operator may not use a driver who does not hold a PHV licence (but may hold a PCV licence) to use a public service vehicle to carry out a PHV booking. This would be a condition of the operator's licence (paragraph 2.100). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

We agree that only PHV operators must not use PCV drivers or PSVs to undertake PHV bookings. The PHV licensing system is designed to give passengers the assurance that the vehicle and driver who fulfils the booking are safe and fit for purpose. Accordingly, when making a booking for a PHV a passenger will have the expectation that the driver and vehicle are fully and appropriately licensed.

Section 4 of the Private Hire Vehicles (London) Act 1998 only allows London PHV operators to use London PHVs driven by licensed London PHV drivers, or London taxis driven by licensed London taxi drivers to carry out bookings they have accepted.

We would expect a similar restriction in the rest of England.

It is also a cause for concern that section 79A(3) of the Public Passenger Vehicles Act 1981 excludes certain vehicles from regulation as PHVs. This provision allows certain operators of large PSVs to use a small vehicle (eight passenger seats or fewer) under their PSV operator's licence, without the requirement to charge separate fares i.e. as a PHV. The use of a small vehicle must be only a small part (considered to be less than 10 per cent) of the operator's business of carrying passengers by motor vehicles.

We maintain that where any vehicle is acting as a PHV, the full requirements of the PHV licensing system must be applied.

19. PHV operators – record keeping requirements

25. The draft statutory guidance recommends that PHV operators should, as a condition of licensing, be required to record the information detailed in paragraph 2.101. Do you agree with this recommendation?

Yes ✓ (subject to comment below re retention periods)

No

No opinion

TfL comments

While section 56 of the Local Government (Miscellaneous Provisions) Act 1976 requires operators in controlled districts to keep records of bookings, section 4(3)(b) of the Private Hire Vehicles (London) Act 1998 places a similar requirement on operators in London. The draft Statutory Guidance fails to recognise this.

Regulations made under the 1998 Act prescribe the information that operators must keep in respect of private hire bookings. Specifically:

- a) the date on which the booking is made and, if different, the date of the proposed journey
- b) the name of the person for whom the booking is made or other identification of them, or, if more than one person, the name or other identification of one of them
- c) the agreed time and place of collection, or, if more than one, the agreed time and place of the first
- d) the main destination specified
- e) the agreed fare or an accurate estimate of the fare with the person making the booking
- f) the name of the driver carrying out the booking or other identification of them
- g) if applicable, the name of the other operator to whom the booking has been sub-contracted and
- h) the registered number of the vehicle to be used or such other means of identifying it as may be adopted

We consider that this provides a comprehensive record of the booking with an appropriate level of detail which satisfies the underlying thrust of the legislation to protect the public and to demonstrate that the journey was pre-booked.

Comprehensive records also aid the resolution of customer complaints and assist enforcement officers to confirm that operators are satisfying the terms of their licence.

At 2.102 it is suggested that booking records should be retained for six months. We do not believe that this is long enough. The Private Hire Vehicles (London) (Operators Licences) Regulations 2000 prescribe that all records that operators are required to keep are retained for 12 months. When the regulations were first made the period was six months but following consultation in 2016 this was increased to 12 months, the longer period being more appropriate to assist compliance checks. The change also harmonised all the record keeping requirements within the Regulations.

We accepted that there may be some additional cost to operators to implement this proposal but that the public safety benefits were considered to outweigh that, particularly given modern, digital means of recording information.

20. In-vehicle visual and audio recording - CCTV

26. The draft statutory guidance recommends that licensing authorities should carefully consider potential public safety benefits and potential privacy issues when considering mandating that taxis and PHVs have CCTV installed (paragraphs 2.104 to 2.109). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

We recognise that CCTV in licensed vehicles can provide a safer environment for the benefit of the taxi/PHV driver and passengers. TfL does not currently mandate CCTV in taxis and PHVs but we agree with the recommendation that, should we consider doing so, we will undertake a comprehensive review of the related costs, benefits and issues. Any such proposal would also be subject to consultation where the finding of the review would be open to public scrutiny.

Public safety benefits and privacy issues will need careful assessment. As the draft Statutory Guidance acknowledges (2.114), a Data Protection Impact Assessment (DPIA) is required, by the GDPR, to be carried out on any proposal of this kind and should be used to consider the privacy implications, the public safety benefits and the risks and mitigations available. If the DPIA identifies high privacy risks which cannot be mitigated, the Information Commissioner's Office (ICO, responsible for regulating compliance with privacy legislation in the UK) must be consulted.

While TfL does not currently mandate CCTV, many vehicle owners have chosen to have it fitted. To ensure that CCTV systems installed in taxis and PHVs are properly managed we have published clear and robust guidelines regarding system requirements, installation, retention and security of recordings, and signage. We would recommend that this is standard practice for all licensing authorities.

The TfL guidance is at:

<https://tfl.gov.uk/cdn/static/cms/documents/approved-cctv-and-incident-recording-devices.pdf>

<https://tfl.gov.uk/cdn/static/cms/documents/guidelines-for-cctv-in-taxis-and-phvs.pdf>

Further to the recommendation at 2.116, this guidance requires signage in any licensed vehicle that is equipped with CCTV. The prescribed sign includes the name and contact details of the data controller. We agree that this is a necessary and important safeguard.

Further careful consideration will need to be given as to how data is held and by

whom. We recognise that there is merit in both the licensing authority and vehicle owners/operators being responsible for data captured by CCTV in licensed vehicles and would welcome the opportunity to discuss this further. Nevertheless, if the data controller is not the licensing authority, the person responsible would need to be under an obligation to provide data to the police or the licensing authority when it may add investigative value.

27. The draft statutory guidance recommends that CCTV recordings in taxis and PHVs should be encrypted and accessible only by licensing authority officials (if acting a data controller), the police or when subject to a data subject access request (paragraph 2.114). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

We agree that data should be encrypted and access to it limited to those with a legitimate need. This will include the police or the licensing authority when it may add investigative value. We also consider that the data should be stored in the UK, for a limited time period only.

21. Stretched limousines

28. The draft statutory guidance recommends that licensing authorities should consider licensing vehicles with an Individual Vehicle Approval certificate, even if the passenger capacity is unclear, but under the strict condition that the vehicle will not be used to carry more than 8 passengers (paragraph 2.118). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

TfL will consider licensing vehicles with an Individual Vehicle Approval but only in line with appropriate standards designed to protect passengers and other road users.

We accept that blanket policies to exclude limousines from being licensed as a matter of principle are not desirable, but any vehicle licensed as a PHV must be safe and suitable for carrying passengers.

Although the draft Statutory Guidance suggests that public safety considerations are best supported by policies that allow respectable, safe operators to obtain licences, there are features in some of these vehicles that may put passengers at risk. Inappropriate interior design features, side facing seats, lack of appropriate seat belts, and insufficient exits are examples of features in stretched limousines that may be inconsistent with passenger safety.

Following a significant number of fatalities in stretched limousines in the USA and in the context of the Mayor's Vision Zero approach to reducing road danger, TfL will be looking to review the standards of such vehicles. We plan to consult on potential changes in the coming months.

22. Previous convictions guidance

29. The draft statutory guidance recommends that the Department for Transport should issue guidance on the assessment of previous convictions (paragraph 2.50). Do you agree with this recommendation?

Yes ✓

No

No opinion

TfL comments

Without guidance on the assessment of previous convictions, the current inconsistencies between licensing authorities will continue.

Similar to the way DVLA medical guidelines are maintained, the guidance should be continually reviewed and updated by a panel of experts in licensing.

30. Annex A of the draft statutory guidance provides a list of offences to aid consistency in the 'fit and proper' assessment for licences. Do you think that the list provides enough detail to do this?

Yes

No ✓

No opinion

TfL comments

The convictions guidelines included at Annex A are vague and far too high level. They provide insufficient detail or nuance to provide a robust policy that treats each case on its merits. Annex A lists offence categories rather than offences: Each category will include a range of offences of varying degrees of seriousness which should be taken into account when making a licensing decision. For example, 'offences involving violence' covers a very wide range of offences and it would not be appropriate to treat a conviction for a minor public order offence in exactly the same way as one for Grievous Bodily Harm with intent.

Failure to provide more detailed guidance will inevitably result in variations in application by licensing authorities and perpetuate the existing inconsistent approach the Statutory Guidance seeks to address.

Along with many other licensing authorities, TfL's driver licensing policy already contains far more detail than that provided in Annex A.

We would be happy to work with the DfT to develop more appropriate guidelines.

31. Are there any offences that should be added to the list in Annex A?

Yes ✓

No

No opinion

TfL comments

Each offence category should detail the most common offences within that category and give detailed licensing guidance.

TfL's Taxi and PHV Driver Licensing Policy does just that and helps officials make considered, consistent and proportionate licensing decisions.

23. Other offences

32. If you answered yes, please list the offence(s) and the period you consider appropriate to prevent the granting of a licence under most circumstances.

TfL comments

This information is contained within TfL's existing Taxi and PHV Driver Licensing Policy.

24. Impact assessment

33. Do you have data relating to alleged offences committed in licensed vehicles either against or by passengers? If you have and are prepared to share this with us please add to your response.

TfL comments

TfL will have this information in respect of taxi and PHV drivers where it has been disclosed to us by the police. We also have a bespoke process for dealing with sexual offences against fare paying passengers.

Information about taxis and PHV related sexual offences is published here: <https://tfl.gov.uk/corporate/safety-and-security/security-on-the-network/tph-related-sexual-offences>.

As there is no standard category of crime for TPH offences committed by passengers we do not have reliable data for offences.

34. If have any comments or other data that may be relevant to the Impact Assessment please provide this.

TfL comments

Additional Comments

Throughout

The draft Statutory Guidance only references the legislation that applies to controlled districts in England. There are no references to the legislation that governs the taxi and private hire industries in London, where over one third of all taxis and PHVs in England are licensed.

In the interests of consistency and inclusiveness, the Statutory Guidance should reference all relevant legislation. Failure to do so could lead to an impression that the Statutory Guidance does not apply to taxi and PHV licensing in London.

2.51 – Common Law Police Disclosure

It is a common complaint by licensing authorities that there are failings in the flow of information from the police to licensing authorities. Our experience has shown that close day-to-day liaison with our policing partners ensures that all relevant information is passed from the police to TfL in a timely manner to allow it to be used in the licensing decision making process.

This benefits public safety as it allows decisions to be made in the full knowledge of all relevant information.

2.69 – Duration of licences

The Statutory Guidance fails to recognise that section 8 of the Metropolitan Public Carriage Act 1869 specifies that, unless suspended or revoked, London taxi driver licences remain in force for three years. Unlike for PHV licences in London and taxi and PHV licences elsewhere, there is no power to issue licences for a shorter period.

To issue London taxi driver licences for shorter periods as proposed by the draft Statutory Guidance would require a change to primary legislation.

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Code Red Data

Code Reds – emergency calls required immediate attention from Network Management Control Centre (NMCC) staff: 6,930

Codes Blues – calls providing information or intelligence from drivers: 25,114

Staff in our network management control centre register all calls, assess the risk and pass on to the Met Police Control room. TfL has a dedicated line into the MPS Command and Control Centre, which allows calls from the bus network to be prioritised and dealt with by informed police operators.

Between January – March 2019, 809 Code Red direct reports were passed over as Emergency (999) calls – 1087 priority (non emergency) and the remaining referred for information only.

Calls to the MPS are graded (with target times) as immediate (15 min response time), Significant (60mins response times) and Extended/Referred.

The MPS have set criteria for the bus network to assist with the triage process in NMCC:

PRIORITY (999)

999 Emergency calls:

- Violence or threats of violence against the person (including driver)
- Safeguarding concern for a vulnerable adult or child passenger
- Collisions where a party is injured
- A suspect is still on scene

Non-priority 101 call

- Highway obstruction / broken down vehicles
- Failure of temporary Assisted Transport Services
- Failing to disembark the bus (asleep)
- Payment dispute (civil dispute)
- Manhole covers/potholes in the road
- Revenue Inspector assistance
- Drunk person (unless it escalates; then priority)
- Spitting suspect has left scene

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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: Quarter 4 Customer Service and Operational Performance Report

This paper will be considered in public

1 Purpose

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 4 2018/19.
- 1.2 This report covers the period from 9 December 2018 – 31 March 2019.
- 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.

2 Recommendation

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

List of appendices to this report:

Appendix 1 – Quarter 4 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 4 (9 December 2018 - 31 March 2019)

About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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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.

In 2018/19, London Underground saw a record number of 1.384bn journeys made across the network and 27m more than in 2017/18. We also saw an improvement in the time it took customers to complete their journeys.

As part of our commitment to deliver a more accessible Tube network, we delivered step-free access at five new stations, including Victoria which supports nearly 80m journeys a year. We now have 78 step-free access stations, with a further eight scheduled for 2019/20.

While injury numbers decreased across TfL services overall, it was disappointing that London Underground saw an increase in the number of customer injuries. This was partly because we are encouraging more reporting of incidents, which is positive because we are now capturing events that may have previously gone unrecorded. We are taking action to reduce customer injuries and have refreshed safety plans, including for stairs and escalators at hotspot locations across the network.

The performance of the bus network continues at an all-time high. Improvements have been seen in excess waiting time over the past three years and bus speeds are stabilising. On the road network, the decline in serious and severe disruption in previous quarters has continued, with a noticeable decline this year compared to Q4 a year ago. We have also saved more than 16,900 customer hours per day for people choosing sustainable modes of travel as a result of changes made to almost 800 traffic signals.

This report includes a spotlight on our Access All Areas exhibition, London's largest and most accessible transport event hosted in March. More than 1,500 people attended, with many more people engaging over social media. We showcased the latest accessible transport innovations, design and services, which will make it easier for people to make the most of everything London has to offer.

We have successfully achieved a major reduction in the number of high and very high severity complaints received about London Underground station staff, due to increased focus on the issue. There are plans to examine this on other services as well.

Nigel Holness

Managing Director, London Underground

Gareth Powell

Managing Director, Surface Transport

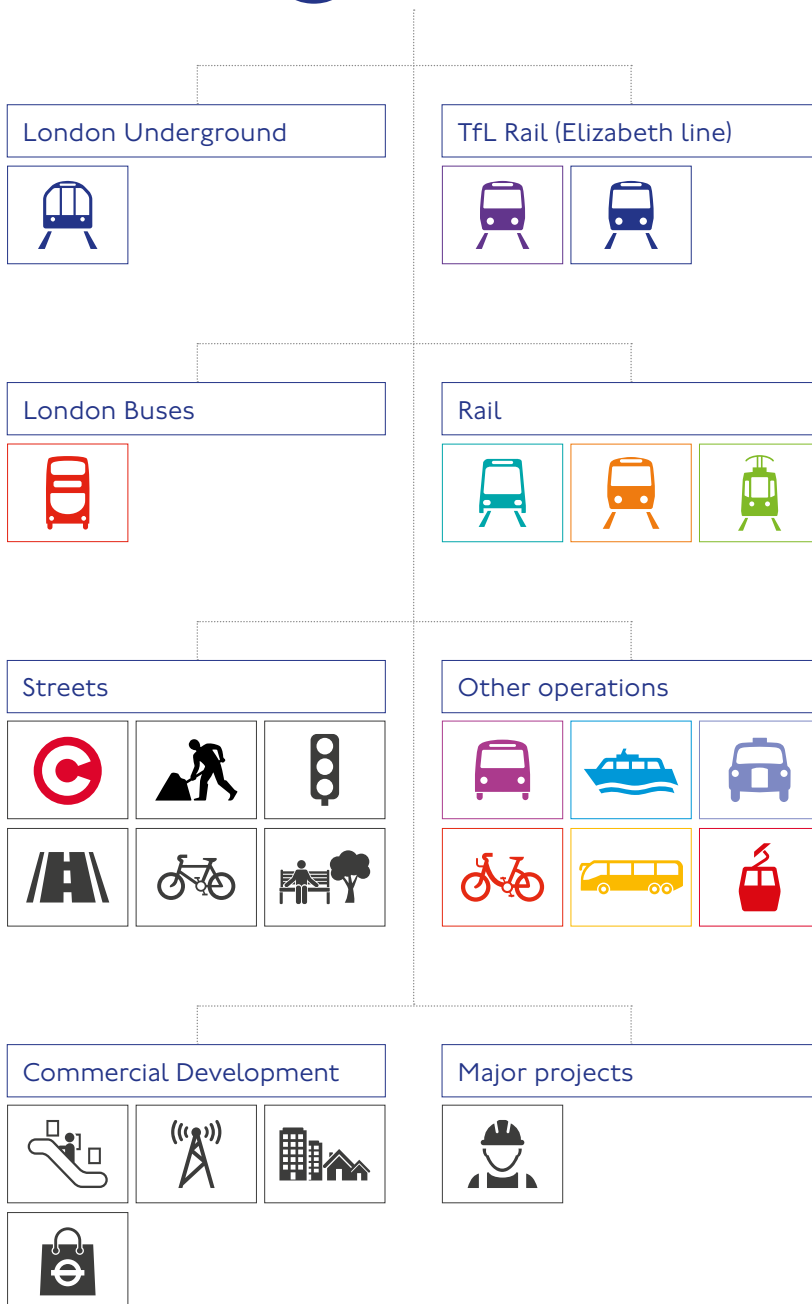
Vernon Everitt

Managing Director, Customers,
Communication and Technology

Business at a glance

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

How we report on our business



Facts and figures*

945 Trains on the TfL network



580km

TfL-operated highways



720km

TfL-operated Rail and London Underground routes



9,330

Buses on the TfL network



6,356

Traffic signals operated by TfL

* Based on full year 2018/19

Mayor's Transport Strategy themes in this report

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

We are providing more trains on our busiest services, and investing in

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

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

Healthy Streets and healthy people



A good public transport experience

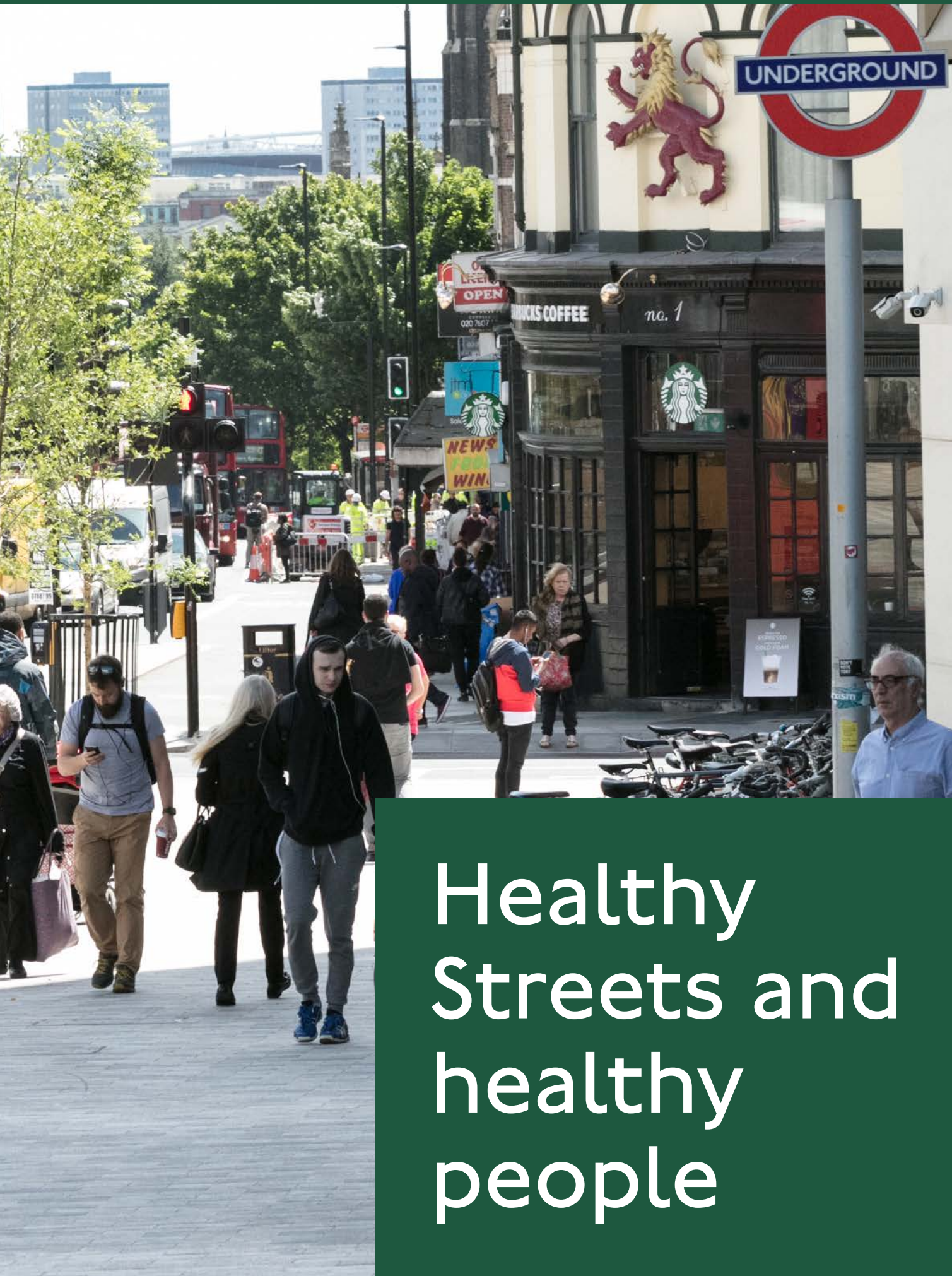


Scorecard measures

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



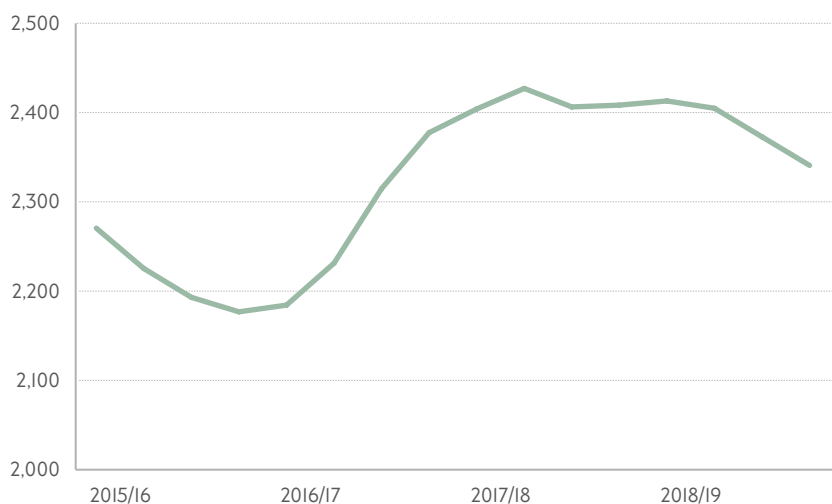




Healthy Streets and healthy people

London's transport system will be safe

Customer injuries Moving annual average



Across our public transport network, a total of 2,600 customers were injured in Q4; this is 4.7 per cent fewer than the same quarter last year.

Buses experienced the biggest improvement, with 13.7 per cent fewer injuries reported compared to the same quarter last year. London Underground customer injury numbers saw an increase of 8.8 per cent compared to the same quarter last year.

Provisional data indicates there were 8,122 injuries on London roads.

1,170



Number of injuries on the London Underground network this quarter (8.8%▲ against Q4 2017/18)

1,281



Number of injuries on the bus network this quarter (13.7%▼ against Q4 2017/18)

128

Number of injuries on the rail network this quarter (9.2%▼ against Q4 2017/18)

21

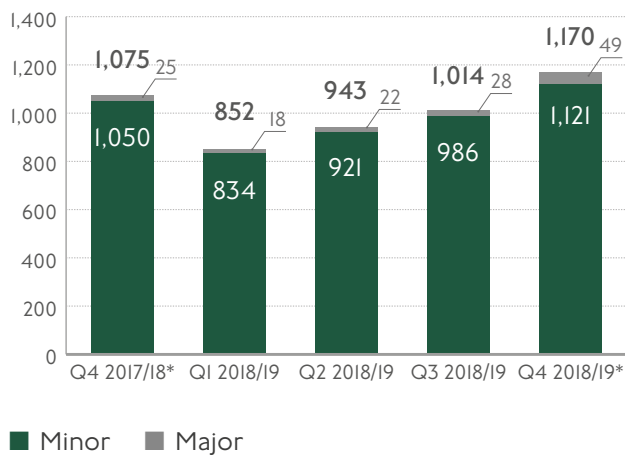
Number of injuries within our other operations this quarter (22.2% ▼ against Q4 2017/18)



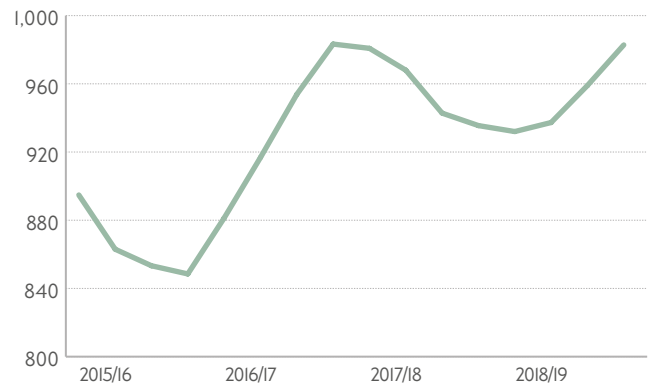


Underground

Customer injuries Past five quarters



Moving annual average



Top three causes of injury (%)

| | |
|--------------------------------------|----|
| Slips, trips and falls | 89 |
| Hit by doors, gates or other objects | 9 |
| Other | 1 |

There was one fatality following a customer falling on the stairs at Monument station. Slips, trips and falls remain the biggest cause of injury on London Underground and five per cent of these are major injuries. Customer injuries increased by 8.8 per cent compared with the same quarter last year. In part, this is because we have encouraged greater incident reporting. Our safety plans involve posting staff at key slip, trip and fall locations and this has led to recording incidents not previously captured.

We have extended our Escalator Excellence programme to all stations and Stair Excellence was rolled out at 36 stations to improve management of this risk. These programmes set the standard for good safety management practices.

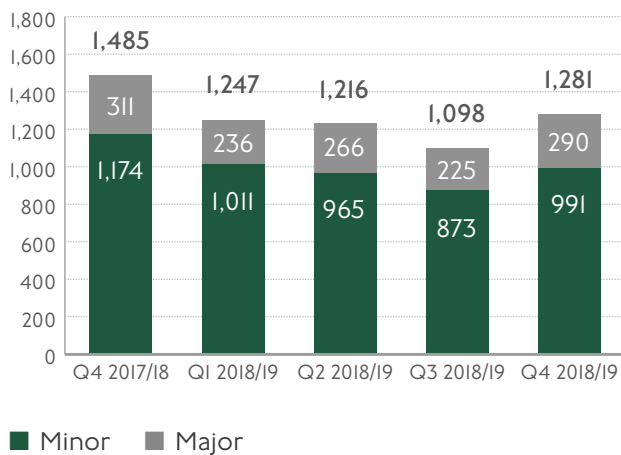
These local initiatives have the same criteria: excellent public announcements, eg, specific announcements about risks on stairs or escalators, made at the right times; posters in suitable locations highlighting the risks of slipping on the stairs or escalators during adverse weather; and encouraging our staff to help vulnerable customers to reduce the likelihood of accidents.

* Q4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

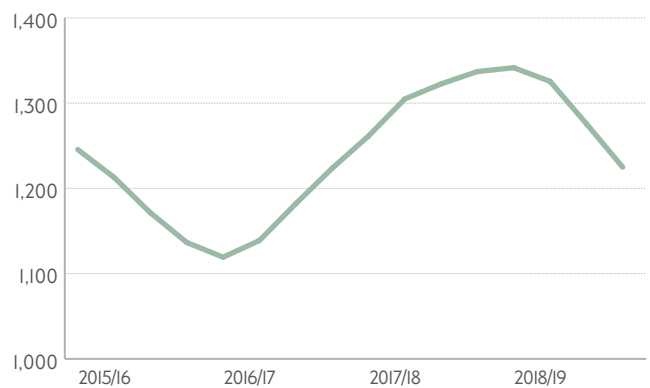
Buses

Customer injuries

Past five quarters



Moving annual average



Top four causes of injury (%)

| | |
|--------------------------|----|
| Slips, trips and falls | 62 |
| Struck by/against object | 13 |
| Trapped fingers/limbs | 8 |
| Collisions | 5 |

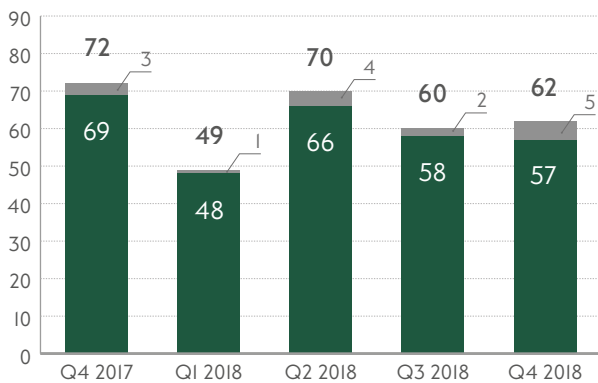
There were 13.7 per cent fewer customer injuries on buses compared with the same quarter last year. Twenty-three per cent were classed as major as they required hospital treatment. Slips, trips and falls remain the biggest cause of bus customer injuries, with the majority happening in bus aisles, with sudden bus movement being the key contributory factor.

There were customer safety campaigns in all bus operator depots throughout December and January, resulting in a 12 per cent reduction in injuries compared with same period last year. The campaigns covered driver's hazard perception, understanding blind-spots to allow time for customers to board/alight and take a seat, promoting safe travel in schools, and sharing learning from incidents across depots.



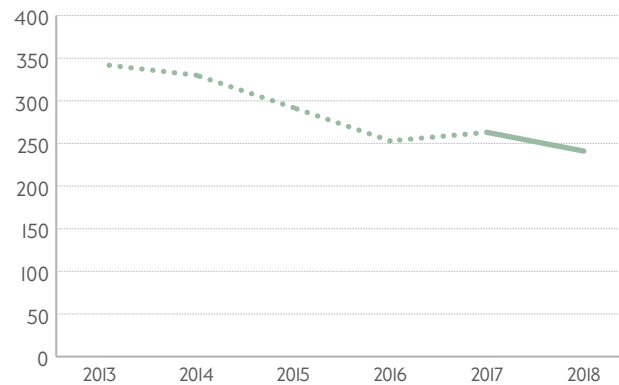
People killed or seriously injured in collisions involving a bus* (provisional)

Past five quarters



■ Seriously injured ■ Killed

Annual totals*



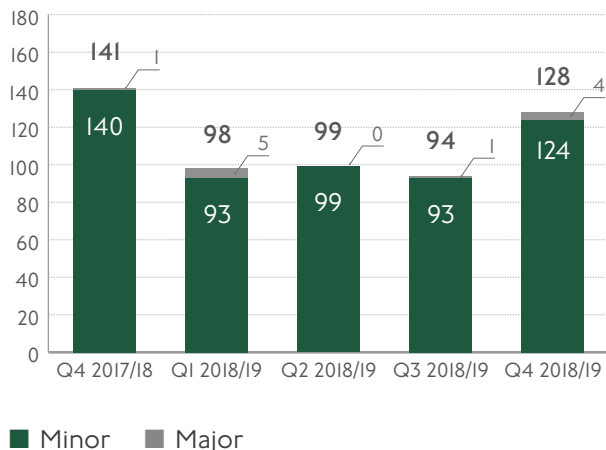
Provisional figures for 2018 show that 241 people were killed or seriously injured in collisions involving a London bus. This is 58.9 per cent reduction from the 2005-09 baseline and ahead of the 2018 target needed to meet the Mayor’s Vision Zero target of a 70 per cent reduction in the number of people killed or seriously injured involving a London bus by 2022.

Provisional figures show that 62 people were killed or seriously injured in collisions involving a London bus during Q4 of 2018. This is a 14 per cent reduction compared to Q4 of 2017.

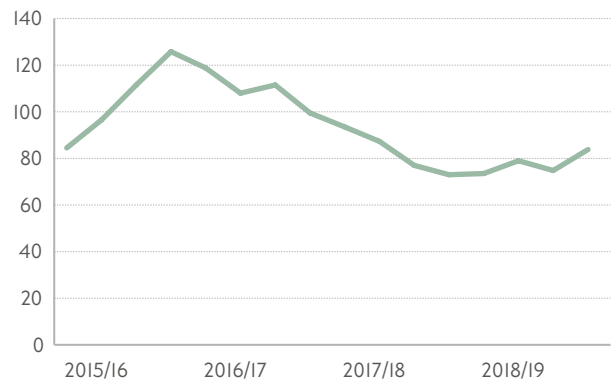
* Figures from the end of 2016 have been reported using a new system (COPA). The dotted line in the graph for calendar years 2013-16 denotes back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how many collisions would have been reported under this system in previous years

Rail

Customer injuries Past five quarters



Moving annual average



Injuries by service

| | |
|-------------------|----|
| London Overground | 58 |
| DLR | 25 |
| TfL Rail | 38 |
| Trams | 7 |

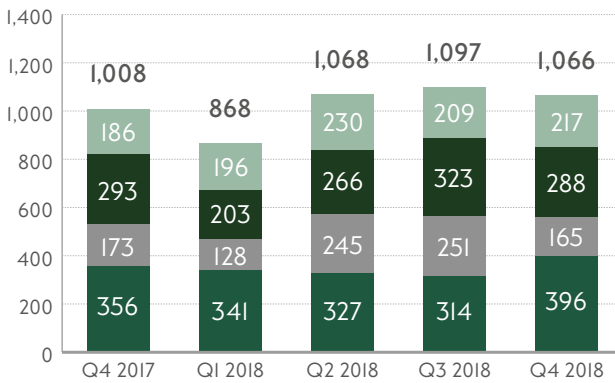
There were nine per cent fewer Rail customer injuries compared to Q4 last year, with a significant improvement on DLR services around slip, trip and fall incidents. Two safety-related initiatives helped reduce the number of incidents: a poster and a public announcement campaign warning passengers moving around stations of the hazards associated with adverse weather, for example, to take care on damp and/or slippery surfaces. Introducing and fitting red comb plates at the top and bottom of escalators following a similar initiative on London Underground has reduced the number of falls on escalators.

We continued to implement the recommendations from the Rail Accident Investigation Branch investigation into the overturning of a tram at Sandilands Junction in 2016. We have fitted a new, higher specification film to all tram doors and windows and are working hard to complete all of the commendations from our regulator, the Office of Rail and Road.

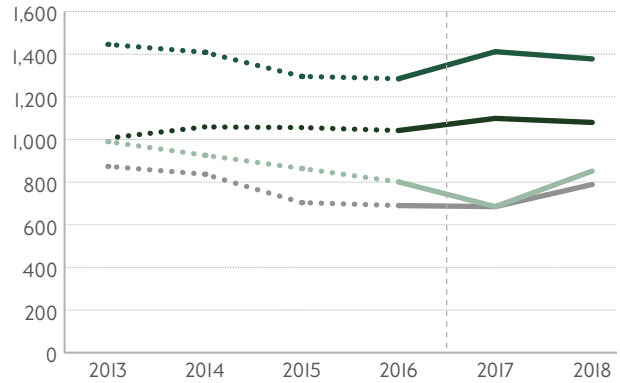
We have helped to set up the new Light Rail Safety and Standards Board, which now has confirmed Government funding. TfL is represented on the board.



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

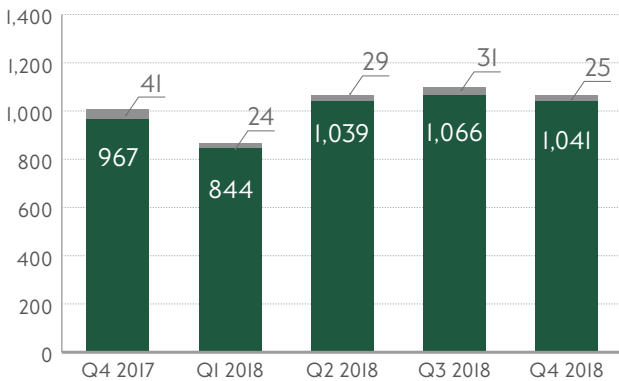


Annual totals*



■ Pedestrians ■ Cyclists ■ Motorcycles ■ Other motorised vehicles

Past five quarters
(Killed or seriously injured)



■ Killed ■ Seriously injured

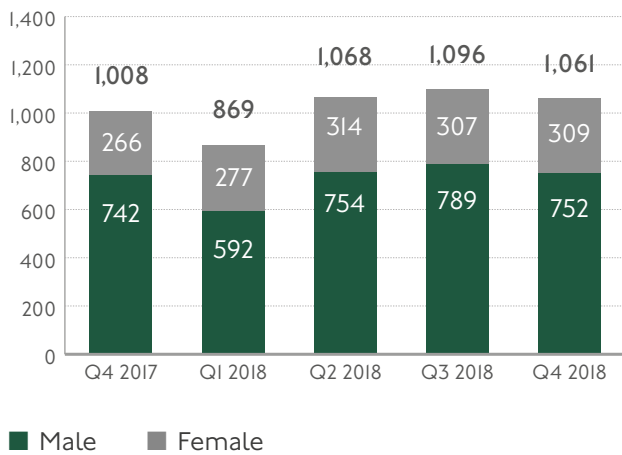
Provisional figures for 2018 show that 4,099 people were killed or seriously injured on London's roads. This is a 36 per cent reduction from the 2005-09 baseline, but behind the 2018 target required to meet the Mayor's Vision Zero target of a 65 per cent reduction in the number of people killed or seriously injured by 2022.

The number of people killed or seriously injured while cycling and motorcycling fell during Q4 of 2018 when compared to the same quarter in 2017. However, the number of people seriously injured while walking increased, in particular in collisions involving cars.

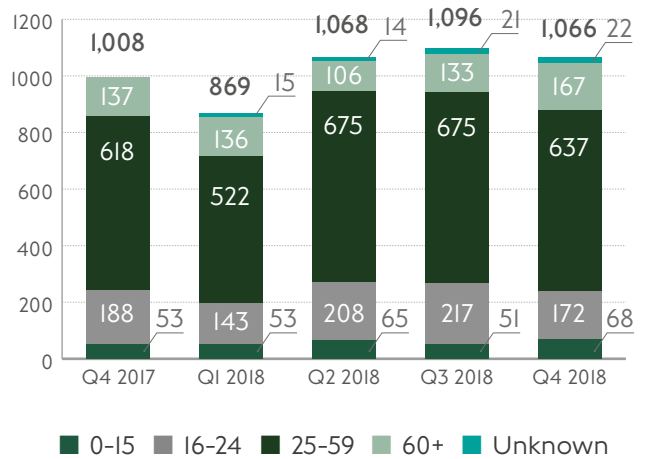
During the whole of 2018 the greatest increase in the number of people killed or seriously injured was among car occupants, compared to 2017. The number of people killed or seriously injured while cycling also increased, in particular in collisions involving cars. We are undertaking further analysis to understand these concerning trends.

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

Past five quarters (gender where known)



Past five quarters (age)



We have now completed work at 29 out of the 73 junctions identified as some of the most dangerous, introducing mitigation measures to reduce road danger. Our initial review of the completed projects has found an average 25 per cent decrease in collisions, across all locations.

Operation Goldstein with the Roads and Transport Policing Command deployed a combination of enforcement, engagement and engineering interventions to make a lasting change to road user behaviour. In January, we launched a crackdown on illegal, dangerous and careless behaviours. Eighty-four drivers were arrested for offences including drink, drug, dangerous and disqualified driving. We continue to work closely with the Metropolitan Police Service (MPS) to implement a Vision Zero policing strategy and to deliver active problem-solving at high-risk locations.

To support borough road danger reduction, a tailored 2017 dashboard summary and factsheet was sent to each borough at the end of December 2018. This outlined key casualty trends, risks and issues in that borough.

We now have confirmation that the European Union has raised no objection to our Direct Vision Standard for HGVs, allowing us to continue implementing the scheme. The standard will enable better detection of all vulnerable road users, including cyclists, pedestrians and motor cyclists, and help continue the trend of reducing the number of people killed or seriously injured on London's transport network.

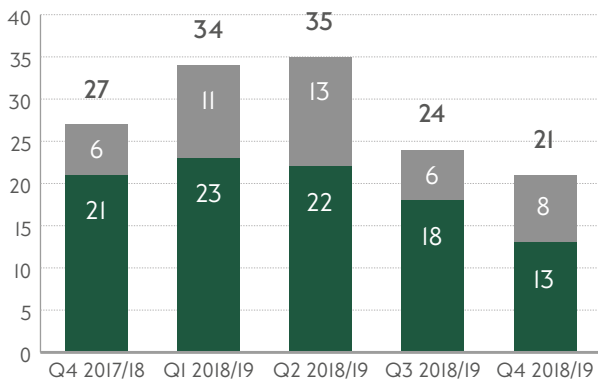
To help inform our future plans, we are working with the charities RoadPeace and Brake, and meeting with people affected by road trauma, to understand what more we can do to provide more support. The discussions have been highly productive and we are using some of the suggestions to identify actions in response.

Other operations



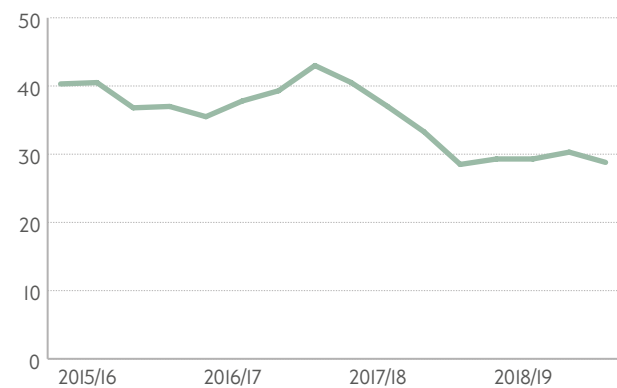
Customer injuries

Past five quarters



■ Minor ■ Major

Moving annual average



Top three causes of injury (%)

| | |
|------------------------|----|
| Slips, trips and falls | 71 |
| Collisions | 5 |
| Personal injury | 24 |

There were 22 per cent fewer injuries across our other operations, compared with the same quarter last year. Nineteen were on Dial-a-Ride and two at Victoria Coach Station. All major injuries occurred on Dial-a-Ride, of which five were while boarding. New vehicles with lower floors that are easier for customers to get on and off are being introduced across the fleet.

Through the Thames Partnership Group, we continued our joint working with the Port of London Authority, the Maritime Coastguard Agency and the River Police on river safety.



Safety – feedback from customers

Number of complaints

| | Q4 2017/18 | Q4 2018/19 |
|-----------------------|---------------|---------------|
| London Underground | 306 | 408 |
| London Buses | 1,106 | 1,656 |
| DLR | 32 | 37 |
| London Overground | 35 | 42 |
| TfL Rail | 18 | 18 |
| London Trams | 11 | 12 |
| Emirates Air Line | 1 | 2 |
| Congestion Charge | 0 | 0 |
| Dial-a-Ride | 3 | 3 |
| London River Services | 2 | 0 |
| Santander Cycles | 1 | 1 |
| Taxis* | 6 | 11 |
| Private Hire* | 2 | 0 |
| Total | 1,523 | 2,190 |

There was an increase in safety contacts compared to last year, this is because of the introduction of a new web feature that allows our customer relationship management (CRM) system to capture safety issues more effectively. All safety critical contacts are actioned within 24 hours.

Buses remain the area with the most safety complaints, with passenger falls, collisions or near misses with other road users the main concerns. London Underground also saw an increase in customers reporting faulty train doors and escalators, which are logged as safety feedback and acted upon.

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

Incident support

Sarah Hope Line



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

The Sarah Hope Line has been supporting people, including witnesses and their families, in relation to a number of incidents on London Underground, London Overground, DLR and bus services. The team is also working with the Suicide Prevention team to support witnesses and families.

The Sarah Hope line received 161 calls during Q4, resulting in 19 new cases of people needing our help. These were split as follows:

| | |
|--|-----------|
| London Underground/ London Overground/DLR | 14 |
| London Buses | 4 |
| Streets | 1 |
| Total | 19 |



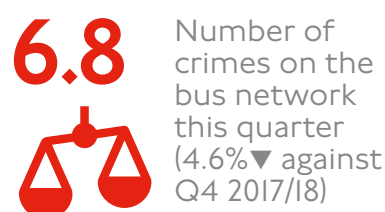
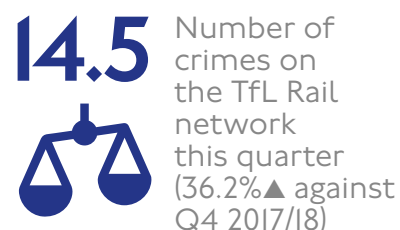
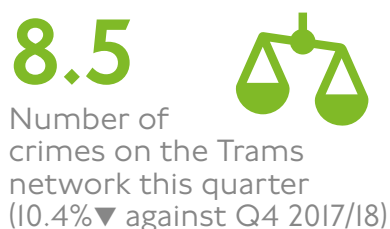
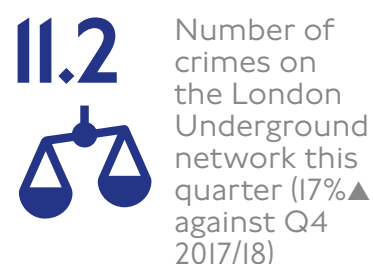
London's transport system will be secure

We are committed to keeping customers safe and secure. Neither crime, nor the fear of crime, should deter people from using London's streets and transport system. We work closely with the 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 address the risk of terrorism and to support the Mayor's Vision Zero ambitions.

Overall, the volume of crime on London's transport network is slightly higher than a year ago. Bus-related crime continues to decline, while rail networks, with exception of London Trams, have all seen an increase in reported crime. To address this, the BTP, at our request, has reinstated local policing teams on our network. The BTP has also re-established a staff assaults team to work with us to deal with issues related to low-level violence.

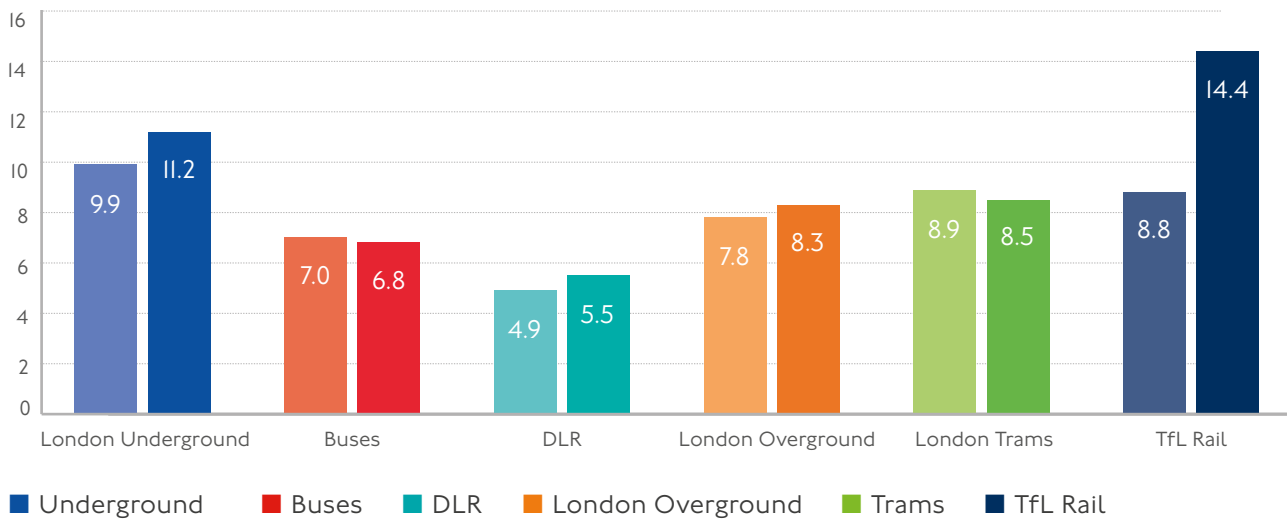
Over the last year we have been working with the police and other partners to safeguard children and adults at risk, keeping them safe from harm and abuse. This includes specific measures to help people who sleep rough on our network. We are funding a transport focused outreach team and issued refreshed guidance to front-line staff about reporting rough sleeping and making referrals to outreach services in order to provide the help people need.

All figures below are per million journeys

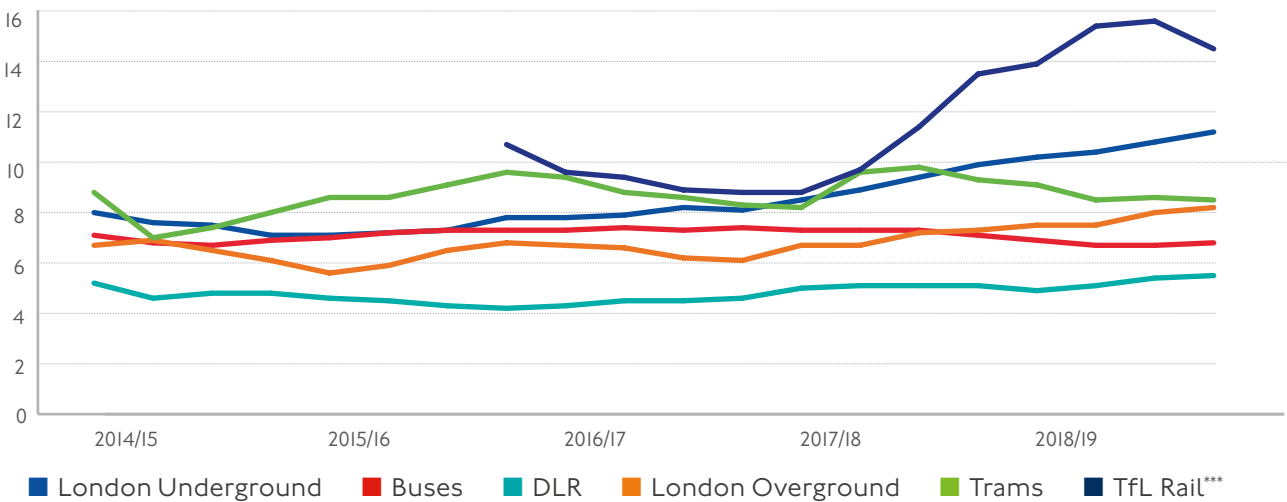


Recorded crime rate*

Recorded crimes by service per million passenger journeys (Q4 2017/18 vs Q4 2018/19)



Annual trend (moving average)**



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

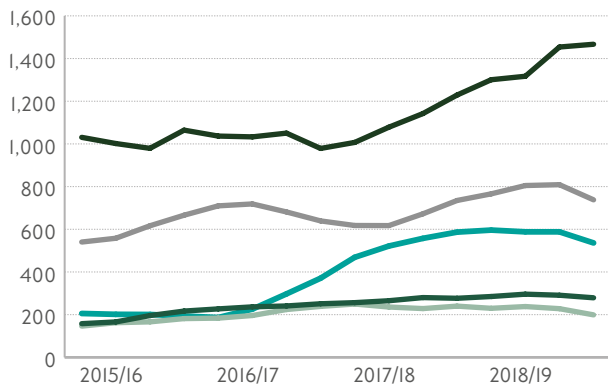
** Crime information used in the annual trend moving average for Q4 2018/19 includes only January and February 2019, whereas all previous quarterly information is based on three months of data. This is owing to the availability of crime information at the time this report was produced, and does not affect the long-term trend

***The large volume and percentage rise in crime is partly due to the fact that the figures include offences reported on the Paddington to Heathrow service introduced during May 2018

Recorded crimes by service

| | Full year 2017/18 | Full year 2018/19 | Variance % |
|--------------------|-------------------|-------------------|------------|
| London Underground | 12,175 | 14,241 | 17.0 |
| London Buses | 14,447 | 13,788 | -4.6 |
| DLR | 561 | 618 | 10.2 |
| London Overground | 1,277 | 1,431 | 12.1 |
| London Trams | 251 | 225 | -10.4 |
| TfL Rail | 542 | 738 | 36.2 |

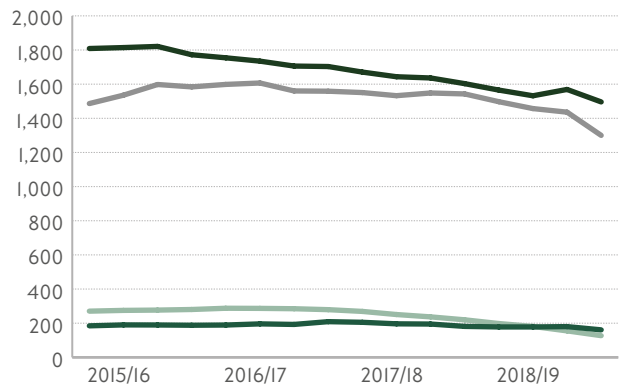
London Underground – top five categories of crime (moving annual average)



- Theft of passenger property
- Violence against the person
- Serious public order
- Sexual offences
- Criminal damage

Violence against the person and serious public order have followed a rising trend, which fell slightly in Q4 2018/19, while theft of passenger property has continued to rise. Sexual offences and criminal damage have risen slightly in the long term and remained relatively static throughout 2018/19.

Buses – top four categories of crime (moving annual average)



- Theft of passenger property
- Violence against the person
- Sexual offences
- Criminal damage

Over the long term, theft and criminal damage have followed a falling trend. Violence against the person has remained relatively static in the long term and has begun to fall in 2018/19. Sexual offences have remained relatively static in the long term.

Recorded crimes by service

London Underground

| | Full year 2017/18 | Full year 2018/19 | Variance % |
|------------------------------------|-------------------|-------------------|-------------|
| Violence against the person | 2,629 | 2,951 | 12.2 |
| Sexual offences | 1,030 | 1,117 | 8.4 |
| Criminal damage | 872 | 795 | -8.8 |
| Line of route* | 66 | 43 | -34.8 |
| Theft of passenger property | 4,400 | 5,867 | 33.3 |
| Motor vehicle/cycle offences | 359 | 401 | 11.7 |
| Robbery | 144 | 181 | 25.7 |
| Theft of railway property/burglary | 197 | 191 | -3.0 |
| Serious public order | 2,153 | 2,145 | -0.4 |
| Serious fraud | 80 | 105 | 31.3 |
| Drugs | 158 | 317 | 100.6 |
| Other serious offences | 87 | 128 | 47.1 |
| Total notifiable offences | 12,175 | 14,241 | 17.0 |

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 instances of low-level violence, theft and robbery.

High-visibility policing operations are being focused on key transport hubs, and the BTP and MPS are working in partnership to tackle theft by organised gangs. There have also been targeted patrols on sections of the London Underground network to identify known suspects and disrupt their activity.

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

London Buses

| | Full year 2017/18 | Full year 2018/19 | Variance % |
|--------------------------------------|-------------------|-------------------|-------------|
| Burglary | 35 | 21 | -40.0 |
| Criminal damage | 816 | 507 | -37.9 |
| Drugs | 170 | 114 | -32.9 |
| Fraud or forgery | 1 | 1 | 0.0 |
| Other notifiable offences | 180 | 179 | -0.6 |
| Robbery | 1,080 | 1,139 | 5.5 |
| Sexual offences | 658 | 645 | -2.0 |
| Theft and handling | 5,872 | 5,983 | 1.9 |
| Violence against the person offences | 5,635 | 5,199 | -7.7 |
| Total notifiable offences | 14,447 | 13,788 | -4.6 |

The overall decrease in reported bus-related crime was driven by decreased violence against the person, criminal damage and decreased reporting of sexual offences.

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 the London Underground. Robbery and theft and handling have seen an increase with high-visibility patrols and joint operations with the BTP to tackle organised gangs.

DLR

| | Full year 2017/18 | Full year 2018/19 | Variance % |
|------------------------------------|----------------------|----------------------|---------------|
| Violence against the person | 139 | 184 | 32.4 |
| Sexual offences | 21 | 38 | 81.0 |
| Criminal damage | 25 | 34 | 36.0 |
| Line of route* | 9 | 3 | -66.7 |
| Theft of passenger property | 170 | 156 | -8.2 |
| Motor vehicle/ cycle offences | 27 | 21 | -22.2 |
| Robbery | 15 | 26 | 73.3 |
| Theft of railway property/burglary | 24 | 16 | -33.3 |
| Serious public order | 108 | 113 | 4.6 |
| Serious fraud | 13 | 1 | -92.3 |
| Drugs | 7 | 16 | 128.6 |
| Other serious offences | 3 | 10 | 233.3 |
| Total notifiable offences | 561 | 618 | 10.2 |

Reported crime on DLR remains low and is very similar to last year, with minor changes in some categories. The DLR network is similarly affected by low-level violence compared to last year.

London Overground

| | Full year 2017/18 | Full year 2018/19 | Variance % |
|------------------------------------|----------------------|----------------------|---------------|
| Violence against the person | 267 | 340 | 27.3 |
| Sexual offences | 77 | 79 | 2.6 |
| Criminal damage | 141 | 112 | -20.6 |
| Line of route* | 5 | 3 | -40.0 |
| Theft of passenger property | 222 | 292 | 31.5 |
| Motor vehicle/ cycle offences | 133 | 117 | -12.0 |
| Robbery | 18 | 25 | 38.9 |
| Theft of railway property/burglary | 36 | 13 | -63.9 |
| Serious public order | 343 | 392 | 14.3 |
| Serious fraud | 5 | 6 | 20.0 |
| Drugs | 19 | 42 | 121.1 |
| Other serious offences | 11 | 10 | -9.1 |
| Total notifiable offences | 1,277 | 1,431 | 12.1 |

Reported crime on London Overground remains low in volume. Increases have been seen in violence against the person, serious public order and theft of passenger property, but the level remains low.

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

London Trams

| | Full year 2017/18 | Full year 2018/19 | Variance % |
|------------------------------------|-------------------|-------------------|--------------|
| Violence against the person | 94 | 81 | -13.8 |
| Sexual offences | 5 | 9 | 80.0 |
| Criminal damage | 27 | 18 | -33.3 |
| Line of route* | 14 | 5 | -64.3 |
| Theft of passenger property | 18 | 29 | 61.1 |
| Motor vehicle/cycle offences | 10 | 5 | -50.0 |
| Robbery | 13 | 10 | -23.1 |
| Theft of railway property/burglary | 6 | 0 | -100.0 |
| Serious public order | 49 | 48 | -2.0 |
| Serious fraud | 6 | 2 | -66.7 |
| Drugs | 8 | 18 | 125.0 |
| Other serious offences | 1 | 0 | -100.0 |
| Total notifiable offences | 251 | 225 | -10.4 |

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

TfL Rail

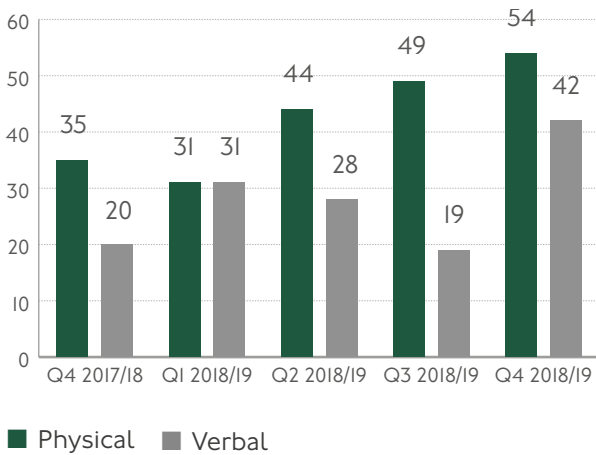
| | Full year 2017/18 | Full year 2018/19 | Variance % |
|------------------------------------|-------------------|-------------------|-------------|
| Violence against the person | 164 | 193 | 17.7 |
| Sexual offences | 31 | 31 | 0.0 |
| Criminal damage | 35 | 69 | 97.1 |
| Line of route* | 1 | 2 | 100.0 |
| Theft of passenger property | 94 | 135 | 43.6 |
| Motor vehicle/cycle offences | 50 | 93 | 86.0 |
| Robbery | 8 | 20 | 150.0 |
| Theft of railway property/burglary | 27 | 19 | -29.6 |
| Serious public order | 109 | 139 | 27.5 |
| Serious fraud | 2 | 3 | 50.0 |
| Drugs | 15 | 25 | 66.7 |
| Other serious offences | 6 | 9 | 50.0 |
| Total notifiable offences | 542 | 738 | 36.2 |

Reported crime on TfL Rail remains relatively low in volume. However, numbers have increased since we took over Heathrow Connect services between Paddington and Heathrow. This makes comparison with a year ago difficult.

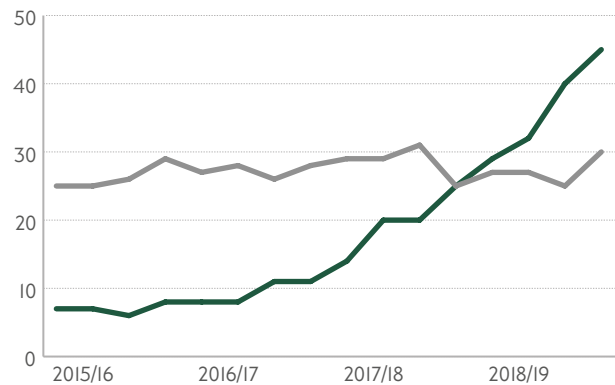
Analysis comparing the same network year-on-year, irrespective of whether or not the Heathrow Connect section was in operation, indicates a small rise, driven by theft of passenger property, violence against the person and criminal damage. The BTP is applying similar approaches used for London Underground.

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

Staff* absence caused by assaults Past five quarters



Moving annual average



Since 2016/17, there has been an upward trend in violence experienced by London Underground staff. The main causes are customer revenue disputes at around 40 per cent, followed by alcohol-related issues at around 15 per cent. Most revenue issues relate to people jumping over or forcing their way through gates. The reintroduction of Neighbourhood Policing by the BTP is helping address this.

In March we held a workplace violence summit at City Hall, attended by the BTP and trade unions. The outcomes from this event will form the basis of a new strategic approach, including staff support and training, and a clear message that we will not tolerate any abuse, aggression or threats against staff. We are trialling body worn cameras at 12 stations; if successful the cameras will be rolled out further.

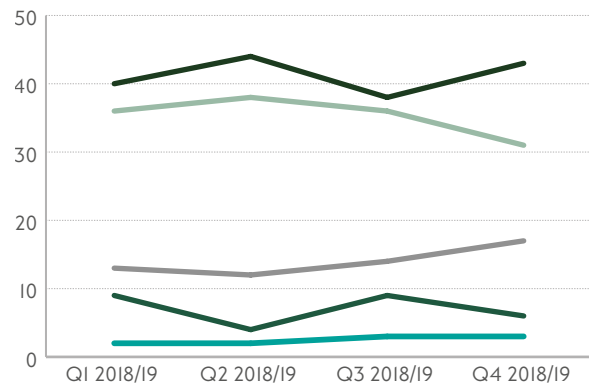
* TfL-employed staff

Personal security perception Q4

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

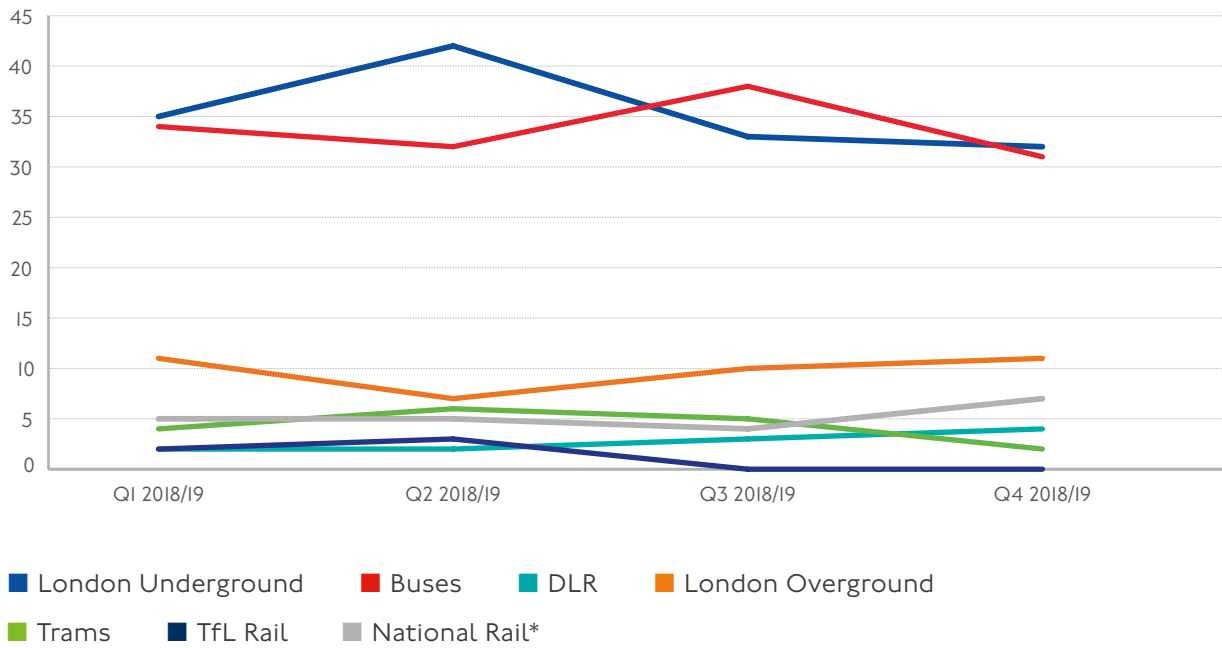
This quarter, more than 25 per cent of Londoners surveyed are worried about their personal security on public transport, with incidents on London Underground and bus networks causing the most worry. Incidents that have caused worry generally relate to other people's language and threatening behaviour, drunken passengers (including those drinking alcohol), a busy environment including overcrowding and passengers pushing/shoving each other. We have launched initiatives with the BTP to address these issues, including high-visibility patrols, poster campaigns and the promotion of byelaws and penalties.

Impact of worrying personal security incident on usage of service on which it occurred (%)



- Don't know
- No, did not put me off
- Yes, put me off but I still travel
- Yes, stopped me temporarily
- Yes, stopped me completely

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



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

Positive outcomes and detections

The BTP and MPS have different measures of how cases are resolved:

- The BTP records a broad range of outcomes (some restorative or reparative)
- The MPS records cases resolved through police-generated detections (sanction detections)

We look at positive outcomes and sanction detections as:

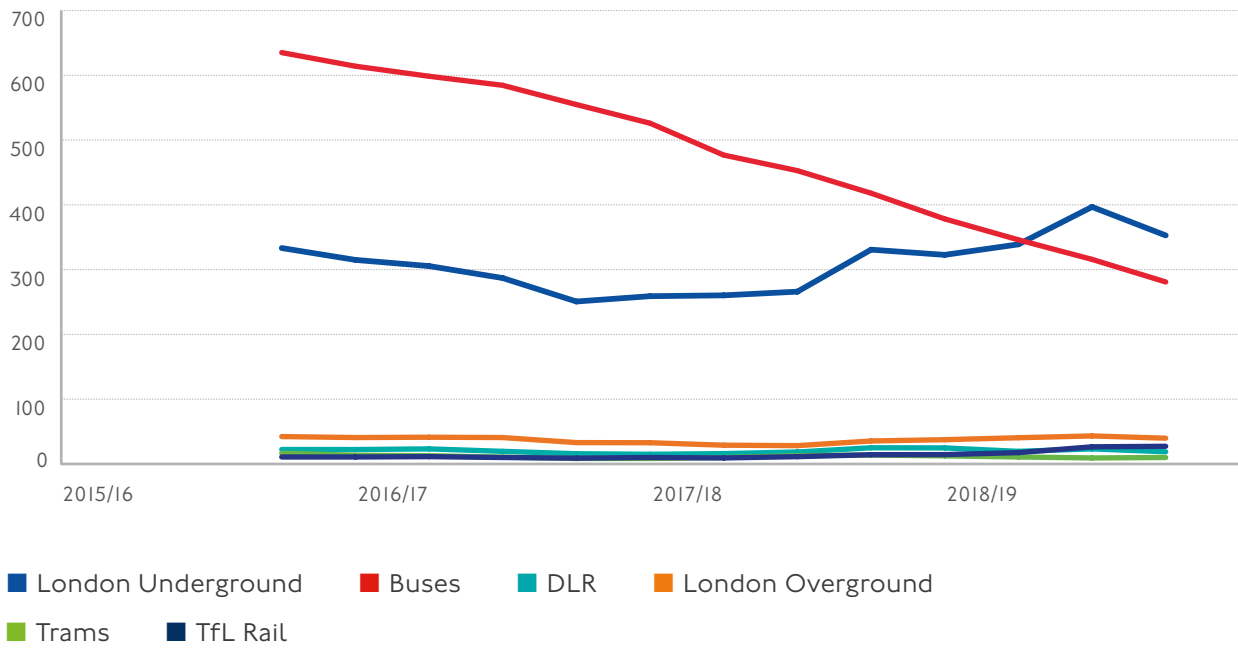
- A total number (or volume)
- A percentage (or rate) of the number of resolved cases against all recorded crimes in the year (the outcome / detection may not be in the same year as the crime)

The number of detections and positive outcomes is:

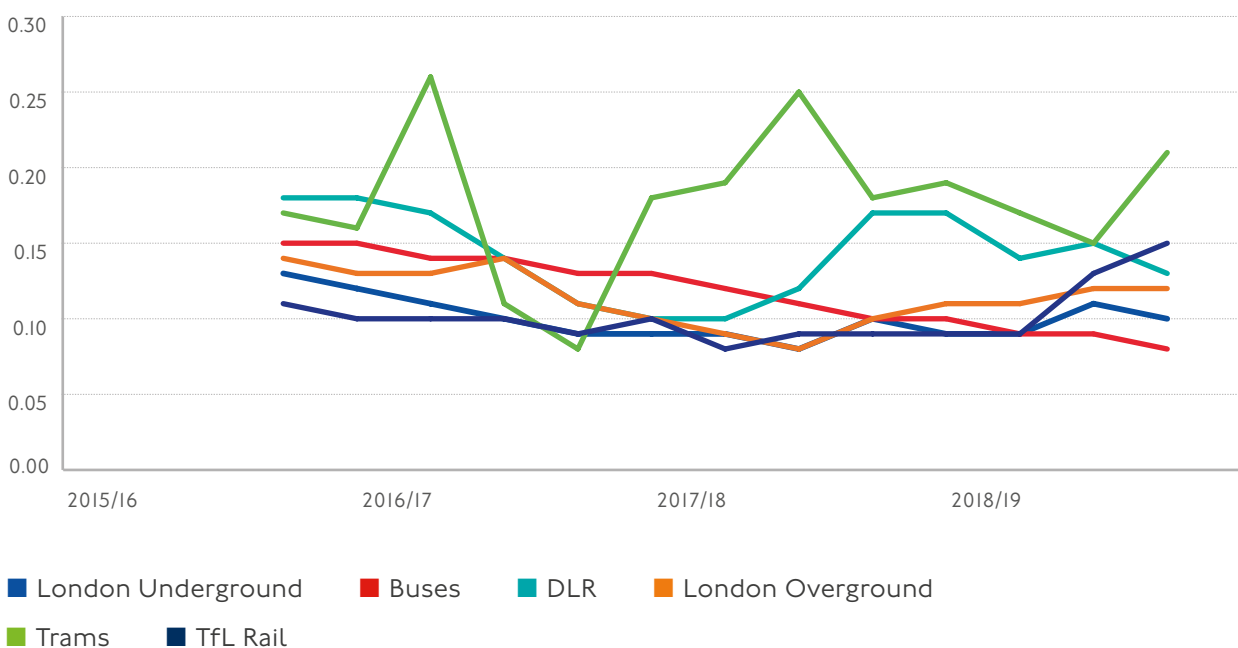
- Falling on buses
- Rising on the Tube and TfL Rail
- Relatively static on the DLR, London Overground and London Trams throughout 2018/19

The percentage of detections and positive outcomes has fluctuated over the long term. Currently all services are experiencing a slight rise except of buses.

Positive outcomes and detections (moving annual average)



Positive outcomes and detections rate (moving annual average)





More active travel



Healthy Streets Check for Designers

Healthy Streets scheme assessment

The Healthy Streets Check for Designers (the Check) is a tool that reviews whether proposed changes to the street will result in improvements towards the 10 Healthy Streets Indicators. It aids designers in aligning to the Healthy Streets Approach.

The use of the Check is mandatory for projects of more than £200k on the TfL Road Network and Liveable Neighbourhood schemes within the Healthy Streets investment portfolio.

We encourage it to be used for schemes we fund but that are implemented by London boroughs (eg Local Implementation Plan schemes).

The Check provides a score for both the existing street layout and proposed design, with the uplift demonstrating the scale of the improvement of the street for people's health. It was introduced in 2018/19, with a target of 10 percentage points average improvement across all eligible schemes.

Number of checks on the TfL Road Network

| | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 | Full year |
|--|------------|------------|------------|------------|-----------|
| Schemes with a completed Check | 2 | 6 | 3 | 1 | 12 |
| Average percentage point uplift across schemes | 7 | 11 | 16 | 2 | 11 |

Scheme average RAG rating

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

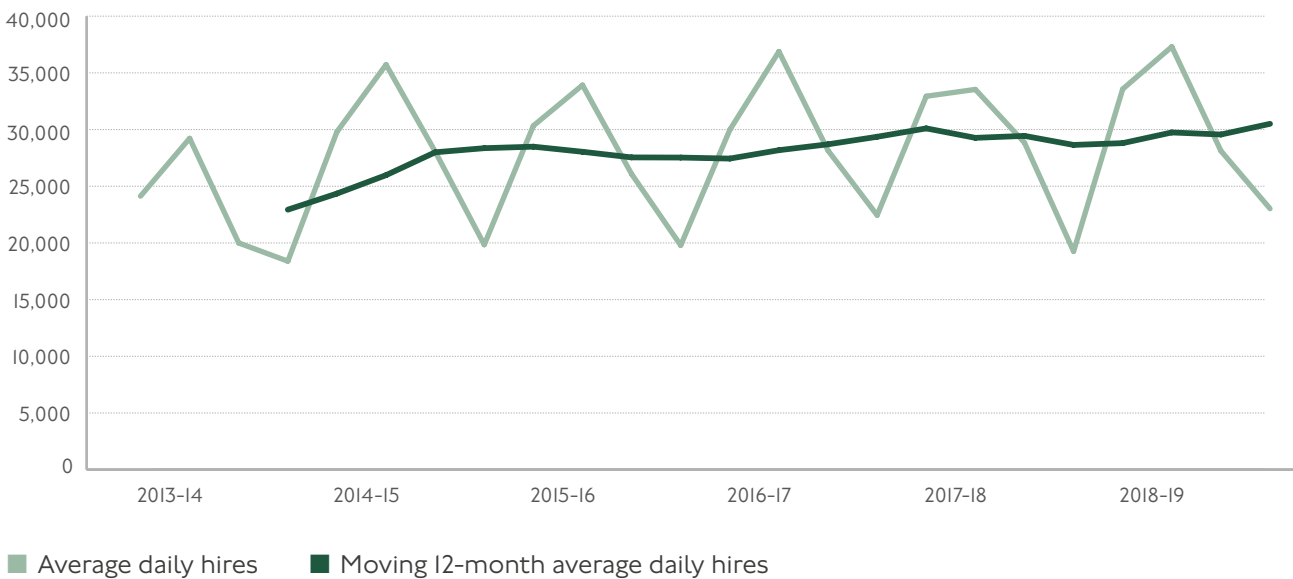
A total of eligible 12 projects completed the Check in 2018/19. The average uplift was 11 percentage points, which exceeded the target. The scope of the Check has been expanded in 2019/20 to include the TfL Road Network and Liveable Neighbourhood projects within the Healthy Streets portfolio regardless of Estimated final cost (EFC), and which make a material change to the street environment. This means, for example, that schemes proposing to change traffic signal timings are excluded. This should also increase the number of projects for which the Check is applicable in 2019/20

Santander Cycles usage

Santander Cycles is London's cycle hire scheme. It was launched in summer 2010 with 330 docking stations and more than 8,400 docking points. Since then it has more than doubled in size. Currently it

has 781 docking stations, just under 21,000 docking points and more than 11,700 cycles, with 1.29 million Londoners living within 400 metres of a docking station.

Santander Cycles Average daily hires



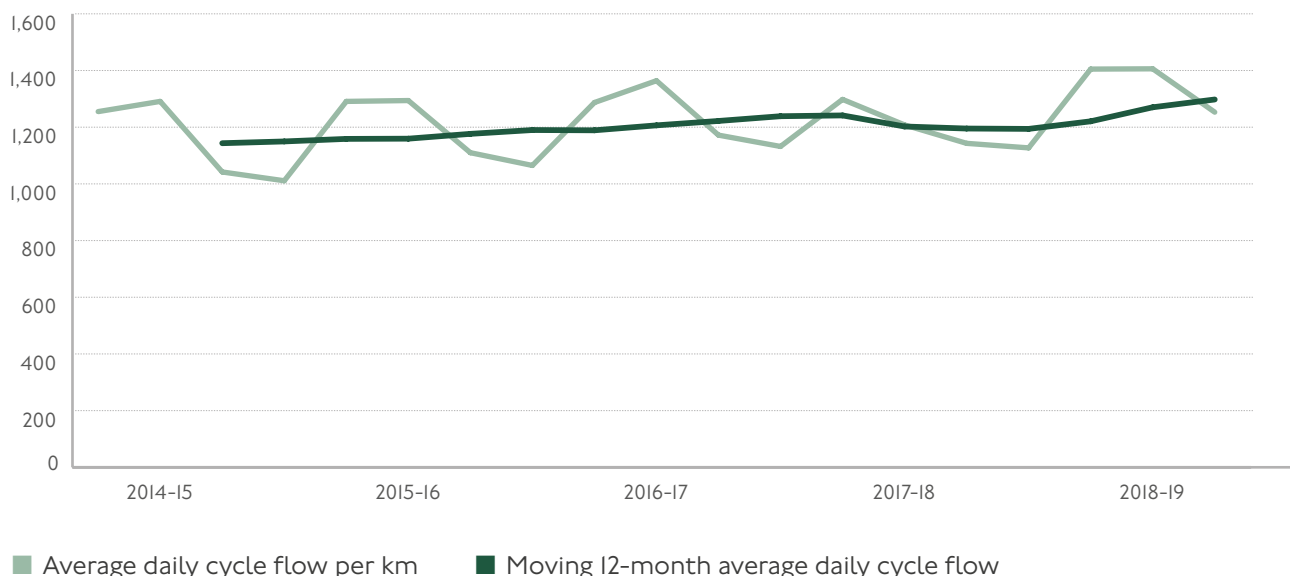
Santander Cycles use varies seasonally. The moving 12 month average shows a general increase since the scheme began.

In Q4 2018/19, the average daily number of cycle hires was the highest it has ever been, with 23,026 average daily hires. This is an increase of 25 per cent on the first ever Q4 (2013/14) data and an increase of 20 per cent on last year's Q4 (2017/18) data.

The 2018/19 financial year represents a record-breaking year for Santander Cycles with the scheme reaching more than 10.9 million annual hires for the first time.

Central London cycle volumes are calculated quarterly from manual counts at 200 sites which are representative of the central London area.

Central London daily cycle flow*



The quarterly cycle flows are shown to be seasonal. In Q3 2018/19 the central London area average daily cycle flow was the highest it has ever been since monitoring began.

The rolling 12 month average demonstrates that the average daily central London cycle flow is the highest it has ever been. A slight dip can be observed between Q1 2017/18 and Q4 2017/18, however, the data from the most recent four quarters suggests that central London daily cycle flows are on the increase again.

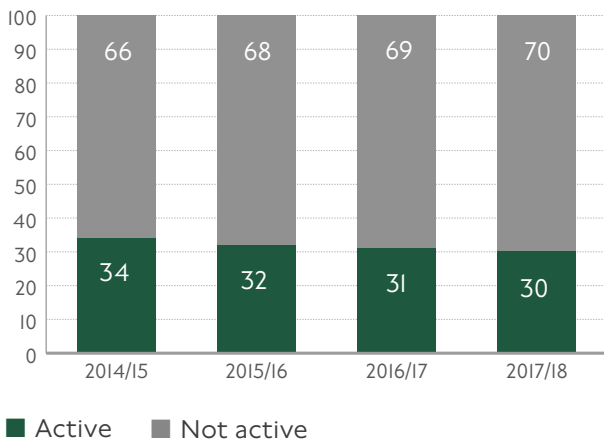
Studies have shown significant increases in cycling levels in Mini-Holland boroughs. Continued investment in high-quality infrastructure is required to enable more people to cycle. This in turn will help reach the target set out in the Cycling action plan which is 1.3 million daily trips by 2024. As well as investing in new infrastructure a range of additional measures will be required to break down all barriers to cycling in the capital. The Cycling action plan, published in December 2018, sets out in more detail the evidence-based barriers to cycling, and the action TfL and boroughs are taking to overcome them.

* Cycling data is based on calendar quarters rather than financial quarters, so Q3 is July to September and is the latest available data. It is presented as a percentage change from the previous year.

The London Travel Demand Survey

The London Travel Demand Survey provides a snapshot of daily travel behaviour. For future scorecards we are exploring a more immediate and direct measure of the impact of our investments on the proportion of people who are ‘active’.

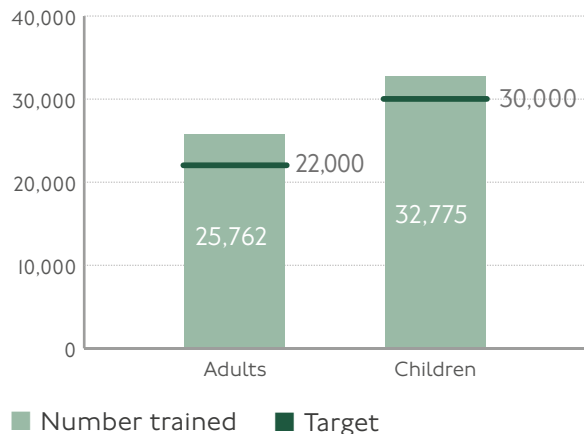
Percentage of Londoners who report two 10-minute periods of active travel per day (2014-2018)



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

Our Active People Plan sets out a range of actions we are taking to help reverse this decline. The actions in the London Walking Plan and the investment in the Healthy Streets Portfolio should also help to reverse this decline.

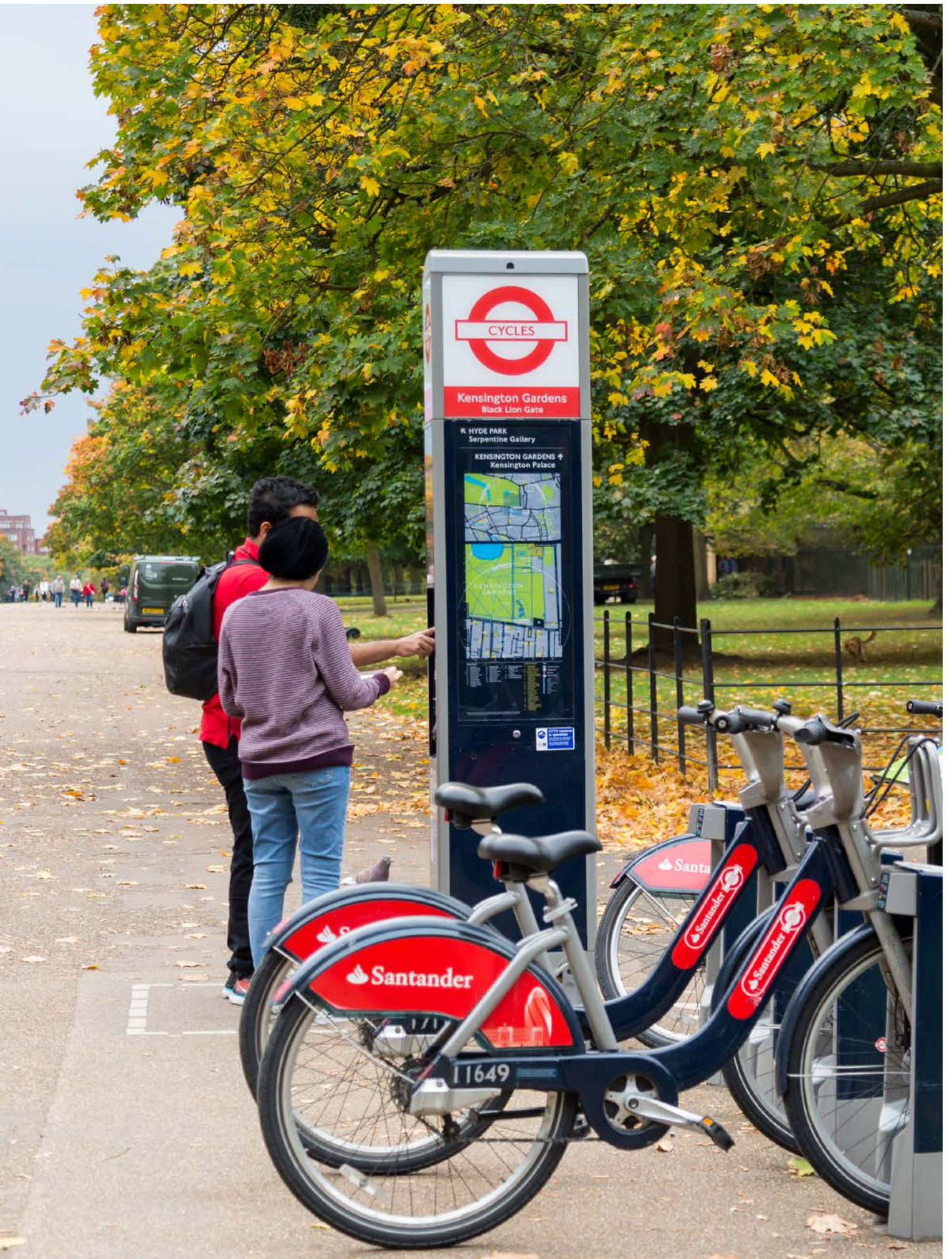
Cycle training Year to date



We are working with London boroughs to provide cycle training to adults, children and families to help give Londoners the confidence they need to start cycling.

The chart shows the most recent data we have for the number of adults and children trained in 2018/19. For adults, the financial year target was 21,500 and the actual number of adults trained exceeded target at 25,762.

For children, the financial year target was 30,000 trained. Several boroughs had not submitted data at the time this report was being collated. However, the number of children trained still exceeds the target at 32,775.





A good public transport experience



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

Passenger journeys

Year to date

3,999m total number of journeys

 London Underground
1,384m

 Buses
2,220m

 DLR
122m

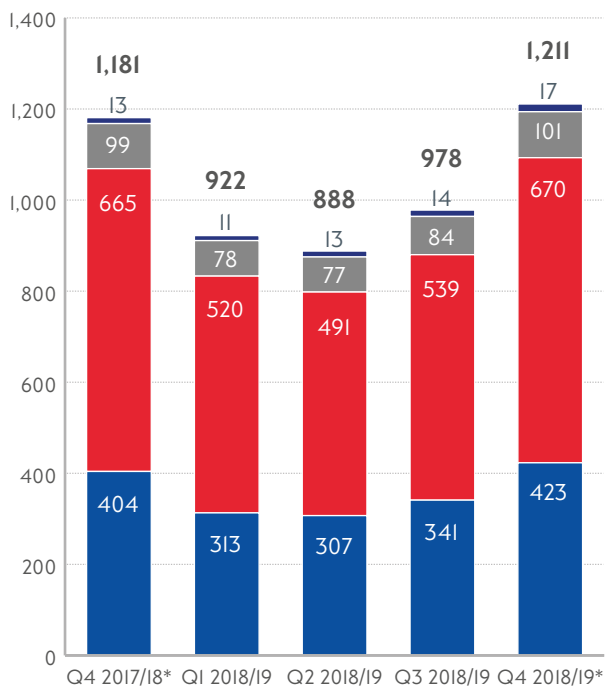
 London Overground
189m

 London Trams
29m

 TfL Rail
55m

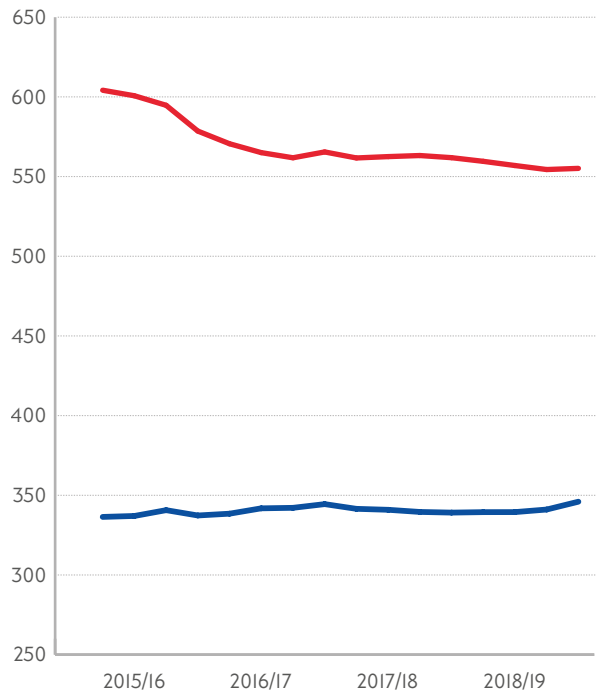
Passenger journeys

Past five quarters (millions)



■ London Underground ■ Buses
■ Rail ■ TfL Rail

Annual trend – moving quarterly average (millions)



■ London Underground ■ Buses

London Underground passenger volumes are 32m higher than budget and 27m higher than those in 2017/18, with customer journeys continuing to increase following suppressed demand in the previous year.

Bus passenger journeys are one per cent lower than the previous year. Reshaping of the bus network continued, with a redistribution of services from inner to outer London, while overall bus network mileage decreased by two per cent in 2017/18. Initial analysis shows a reduction mainly in off-peak travel.

Rail passenger journeys in 2018/19 are in line with budget and up one million on the previous year. Underlying rail demand is broadly flat when adjusted for the 48-hour DLR strike in Q4 2017/18.

*Q4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

Underground

Passenger journeys

| | Full year 2017/18 | Full year 2018/19 | Variance (%) |
|---|----------------------|----------------------|--------------|
| Number of passenger journeys (millions) | 1,357 | 1,384 | 2.0 |
| Number of passenger journeys (normalised) | 1,368 | 1,385 | 1.3 |

Passenger journeys

London Underground recorded the highest ever ridership during 2017/18. Passenger journeys are 32m higher than budget and 27m higher than last year as underlying demand recovered from the downturn seen last year.

Underlying normalised passenger journeys year-on-year change



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

Buses

Passenger journeys

| | Full year 2017/18 | Full year 2018/19 | Variance (%) |
|---|----------------------|----------------------|--------------|
| Number of passenger journeys (millions) | 2,247 | 2,220 | -1.2 |
| Number of passenger journeys (normalised) | 2,264 | 2,224 | -1.5 |

Bus journey numbers declined by 1.2 per cent, for the 2018/19 full year, compared to 2017/18. The decline is due to a number of economic factors and lifestyle changes as well as some transfer to rail following capacity upgrades.

Over the past year we have been enhancing signal timings to expedite buses passing through busy junctions, alongside control room measures to improve performance. We have been promoting this through emails to customers, as well as actively promoting the £1.50 Hopper fare.

These interventions will continue through 2019/20 to help encourage more people to use buses.

Underlying normalised passenger journeys year-on-year change



Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Rail

Passenger journeys

| | Full year 2017/18 | Full year 2018/19 | Variance (%) |
|---|----------------------|----------------------|--------------|
| London Overground Number of passenger journeys (millions) | 188.6 | 189.5 | 0.47 |
| DLR Number of passenger journeys (millions) | 119.6 | 121.9 | 1.9 |
| TfL Rail Number of passenger journeys (millions) | 45.3 | 55.3 | 22.08 |
| London Trams Number of passenger journeys (millions) | 29.1 | 28.7 | 1.37 |

London Overground

Passenger demand slightly increased due to major events taking place near London Overground stations and an increase in passengers using Night Overground services.

DLR

The delay in opening the Elizabeth line and a focus on increasing off-peak demand has contributed to the increase in passenger numbers on the DLR.

TfL Rail

Passenger demand is lower than expected as a result of the Elizabeth line opening delay and 22 per cent higher than last year as a result of new services from Paddington to Hayes & Harlington and Heathrow that started in May 2018, as well as a reduction in the number of closures this year and the timing of Easter.

London Trams

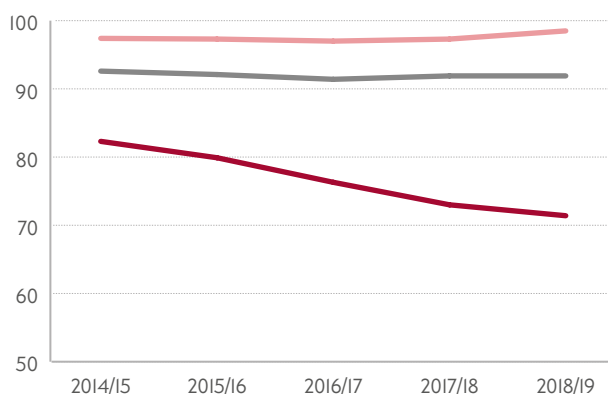
Passenger demand on London Trams was lower than expected, in part due to a major fire in a large self-storage centre in December 2018. This meant that services were suspended for a week between Mitcham Junction and Church Street until early January 2019.

Volume

| | Full year 2017/18 | Full year 2018/19 | Variance (%) |
|---------------------------------------|-------------------|-------------------|--------------|
| Congestion Charge volumes (thousands) | 15,241 | 14,125 | -7.32 |

Traffic flow volume

Annual trend (moving quarterly average – index)



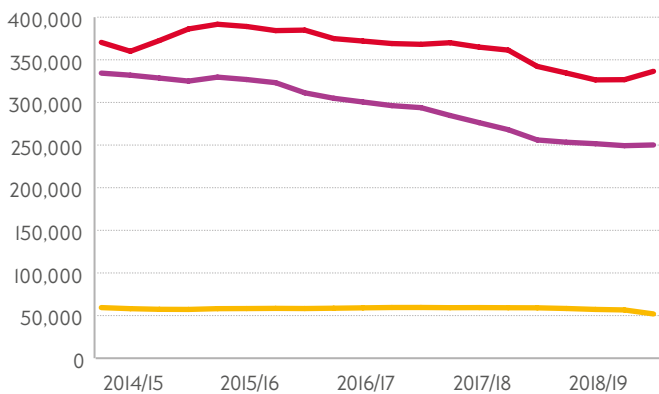
■ Central London ■ Inner London
■ Outer London

Q4 2018/19 continued the general trend throughout the year of growth in outer London, causing pan-London growth, with the inner rate relatively flat and a slowing decline in central London. For inner London this is a long-term trend, while for central London this reflects a recent slowing in the long-term reduction. Pan-London growth appeared slightly higher in Q4 than the rest of the year due to unexpectedly low flows in February to March last year.

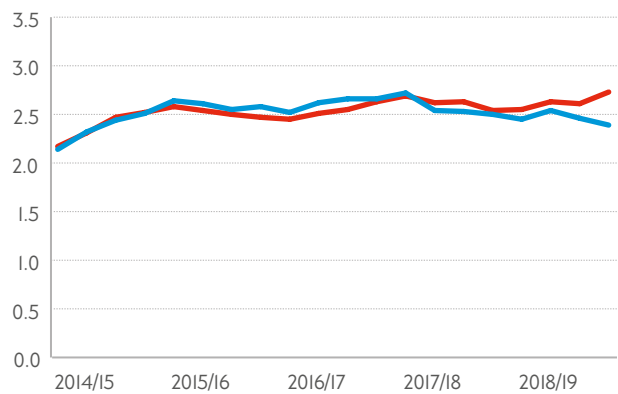
Other operations



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



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



■ Victoria Coach Station
 ■ Dial-a-Ride

■ Emirates Air Line
 ■ Santander Cycles
 ■ River Services*

The decline in Dial-a-Ride usage flattened out over the past year. This is due to members making more journeys, rather than member numbers increasing. Departure numbers from Victoria Coach Station have remained stable across the past five years. However, we have seen coach operators increasingly adopting larger vehicles which are able to carry more passengers and this may influence future departure numbers.

Availability of the Emirates Air Line fell by 1.9 per cent in Q4 of 2018/19 due to high winds. However, this has increased in comparison to Q4 2017/18, where demand was also severely affected by poor weather. Santander Cycles saw almost a three per cent increase in both member and casual hires in Q4 as compared to the previous quarter, with the numbers steadily rising. Passenger volume on river bus services has increased in Q4 of 2018/19 due to the favourable weather in the earlier part of the year.

* 2018/19, Woolwich Ferry not included

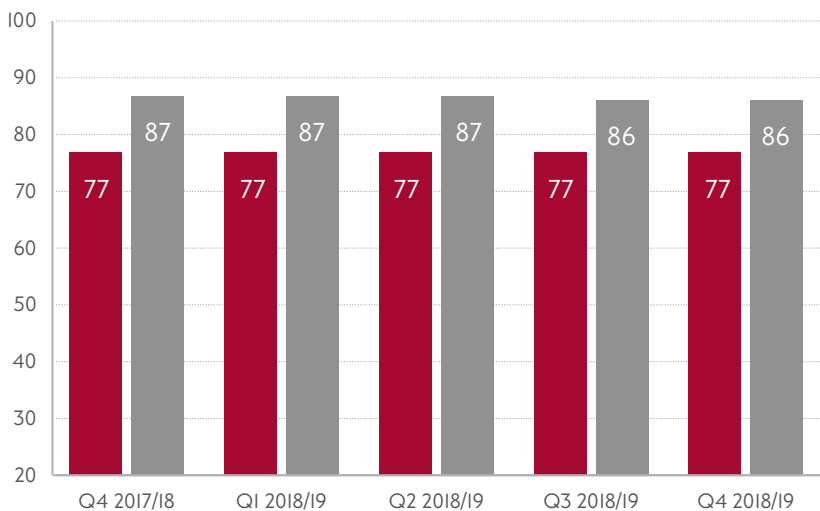




Public transport will be accessible to all



Additional time to make step-free journeys Past five quarters (minutes)



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

Our vision is to deliver a fully integrated transport network that provides inclusive, accessible and seamless end to end journeys. All our staff have a vital role to play in achieving this vision. In Q4 we extended our disability equality training, which is delivered by trainers with varied accessibility requirements and includes accompanied journeys.

In Q4, two London Underground stations became step free – Finsbury Park and South Woodford. Over the next 12 months, we will be completing eight more stations. We have developed our accessibility signage standards to deliver better signage at wide-aisle gates, lifts and level access humps. These improvements have been made at five stations (Kings Cross, London Bridge, Green Park, Westminster and Waterloo) and will be continued across the network in 2019/20. In Q1, we will paint the level access humps across the Victoria, Northern and Piccadilly lines blue to give them greater visual prominence.

We engaged with disabled and older customers via the Access All Areas event at ExCeL, which was a huge success and attracted more than 1,500 participants, with sold out workshops. We also continued to engage through our independent disability advisory group, the Valuing People group – which had the highest ever turnout of more than 70 adults with learning difficulties in February.

We completed our root and branch review of our Equality Impact Assessment (EqIA) process and have introduced new forms, guides and training. More than 400 people have now been trained and we have 30 new EqIA superusers to support the quality improvements.

78

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



98.9%

step-free access availability on London Underground (0.1%▼ against Q4 2017/18)



98.9%

step-free access availability on TfL Rail (0.2%▲ against Q4 2017/18)

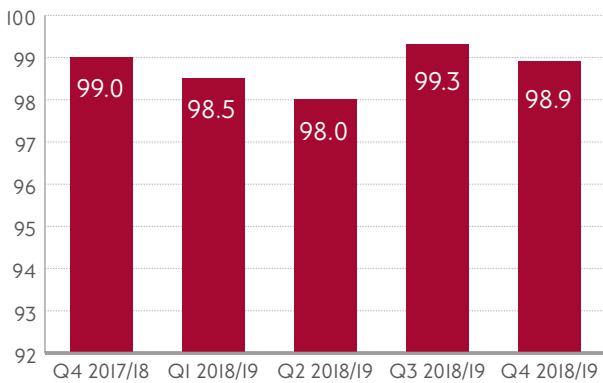


91.6%

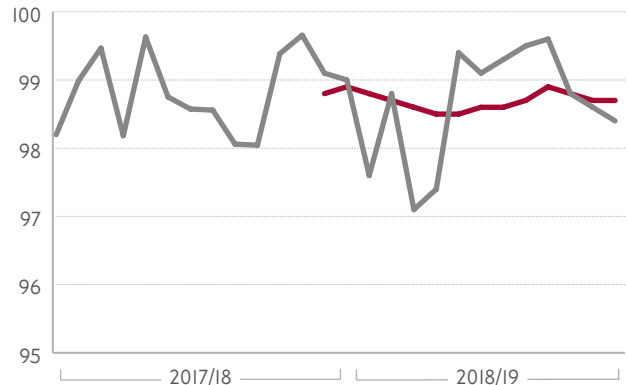
Dial-a-Ride journey requests scheduled (0.9%▲ against Q4 2017/18)



London Underground step-free availability Past five quarters (%)



Annual trend* (moving average)



■ Period result ■ Annual trend (moving average)

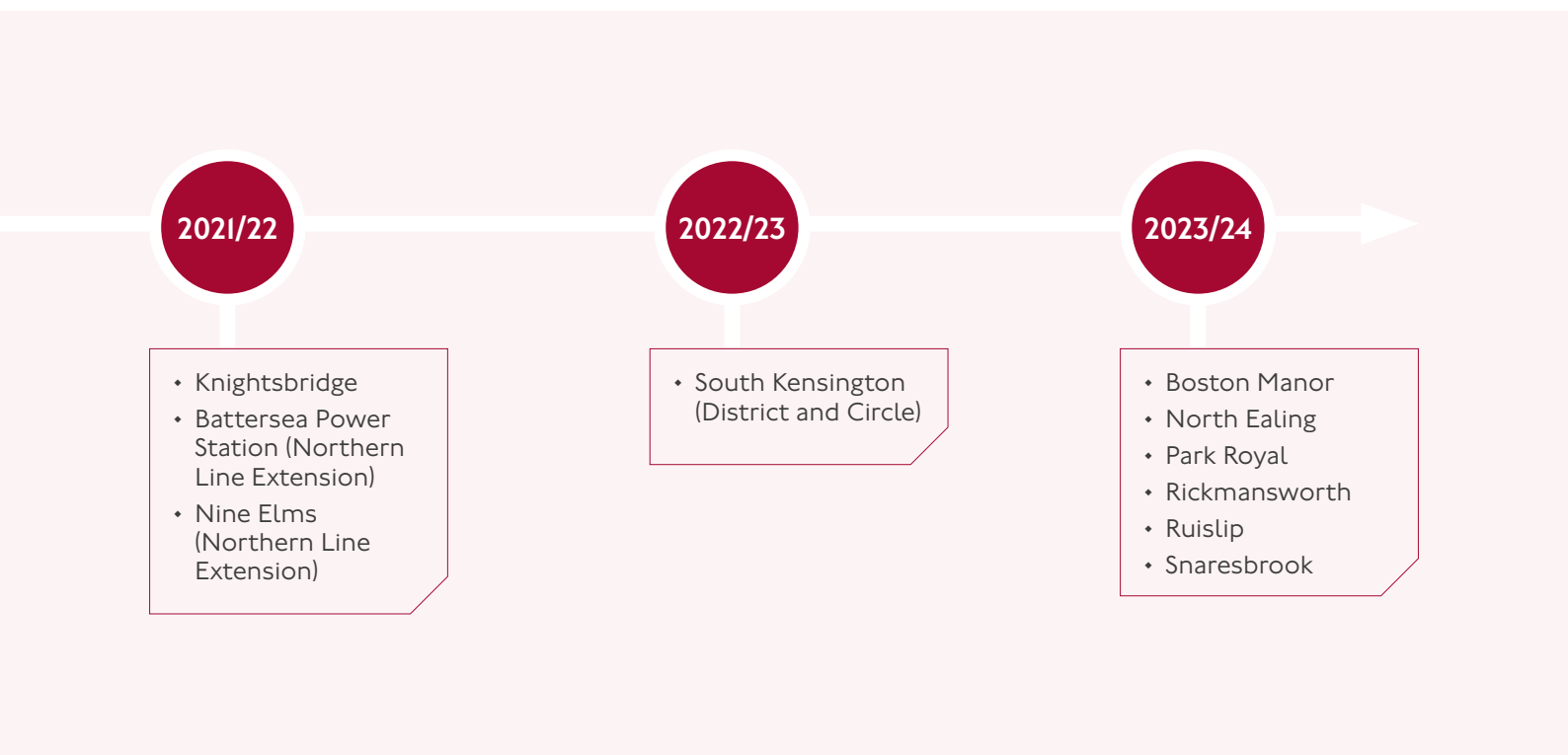
We exceeded our annual target of 98.5 per cent availability, despite a slight dip in performance in Q4, primarily due to issues with Network Rail managed lifts. As a trial from 1 April, we are taking over management of two of its worst performing lifts, Wembley Central and Willesden.

London Underground step-free access

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



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



2021/22

- Knightsbridge
- Battersea Power Station (Northern Line Extension)
- Nine Elms (Northern Line Extension)

2022/23

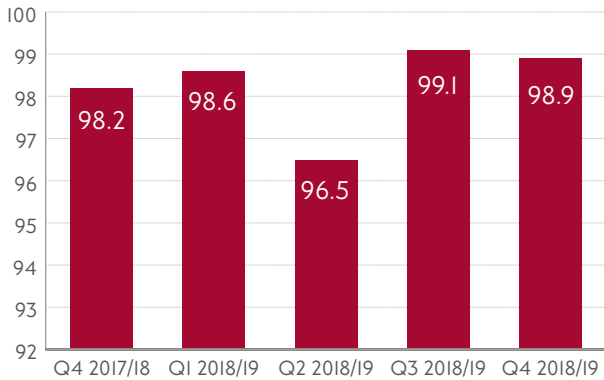
- South Kensington (District and Circle)

2023/24

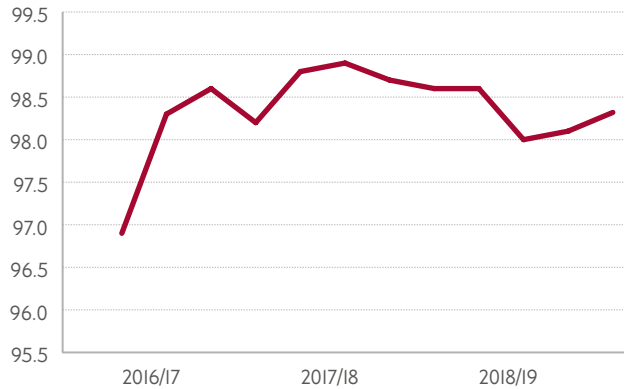
- Boston Manor
- North Ealing
- Park Royal
- Rickmansworth
- Ruislip
- Snaresbrook

TfL Rail step-free access

Past five quarters (%)



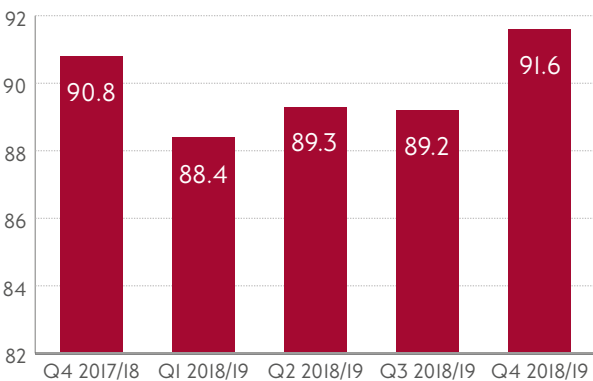
Annual trend (moving average)



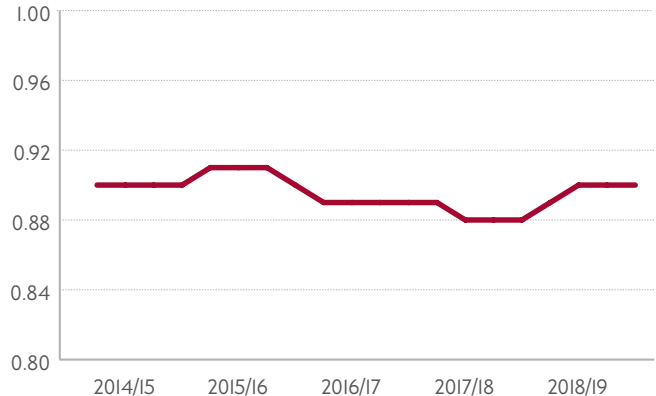
There was a slight dip in TfL Rail step-free access availability in Q4. Three out of four periods in the quarter achieved more than 99 per cent availability, but the final period was affected by vandalism to a lift at Maryland, which has since been repaired by the manufacturer.

Dial-a-Ride journey requests scheduled

Past five quarters (%)



Annual trend (moving average)



Dial-a-Ride exceeded 89 per cent target for the third quarter running and nearly one per cent higher than the same quarter last year. Improvements in booking and scheduling along with continual review of bus routing have all contributed to performance, compensating for fewer drivers due to budget constraints.

Access All Areas

The Access All Areas exhibition was London's biggest and most accessible transport event, held at ExCeL London on 19 March. The event brought together members of the public, charities, transport professionals, planning authorities, businesses and academics. For us, this was a chance to talk to our customers, showcase accessibility improvements to our network, listen and gain valuable feedback while helping customers improve their confidence in using our services. The event was attended by 1,500 people and was also livestreamed with more than 12,000 people joining remotely.

The event included workshops, panel discussions and an exhibition of just under 50 exhibitors. Auditorium sessions covered topics such as innovation, Healthy Streets for everyone and working towards an inclusive transport network. Attendees heard from industry experts such as Joanna Wooten, Chair of TfL's Independent Disability Advisory Group, Will Norman, Walking and Cycling Commissioner, and Paul Goulden, Chief Executive of Age UK London - all contributing to diverse, engaging and meaningful discussion. British Sign Language, speech to text on screen in all sessions along with integrated hearing loops ensured all attendees could take part.

Exhibitors from all our transport services were represented, giving customers a chance to provide feedback, try out new vehicles and learn about the support available to them. We were also joined by a large number of external suppliers, charities and organisations to capture the wider picture of accessible transport:

- Bikeworks brought 12 mobility bikes for test rides
- Guests tried Aurrigo's electric driverless vehicle
- University College London ran an interactive exercise exploring how sound can aid navigation of public transport system
- A number of innovative app-based services were also present including AccessAble, an interactive directory of accessible venues in the UK and Signly, an award-winning app which displays sign language videos on a user's mobile



The event was a huge success with lots of positive comments on Twitter. Initial feedback from our survey (baseline 194 people) showed that:

- Around half of all attendees at the event considered themselves to have a disability
- 77 per cent rated the event as good or excellent
- 81 per cent of attendees said they learned something new at the event
- 82 per cent felt that TfL is investing to improve the transport network for disabled people
- 49 per cent of attendees said that as a result of attending the event, they now feel more confident to travel in London using TfL services
- When surveyed before and after the event, the number of people that believe TfL is making it easier for disabled people to get around is up from 67 per cent to 80 per cent (+13 per cent)



Journeys by public transport will be fast and reliable

Q4 London Underground performance, as measured by excess journey time, improved significantly over the previous quarter. This was due to improvements in reliability across all asset-related areas. In particular, we have seen a five per cent improvement in the number of signalling incidents and eight per cent improvement in track incidents compared to last year. Fleet reliability, especially on the Central and Jubilee lines, remains a challenge, although we have started to see improvements due to plans implemented earlier in the year.

The effective operation of the road network, through disruption management and resolution, and through permanent changes made to the traffic light timings, are directly supporting improved bus reliability and reducing excess wait time for bus passengers.



minutes of excess journey time on the Tube this quarter (12.5%▼ against Q4 2017/18)



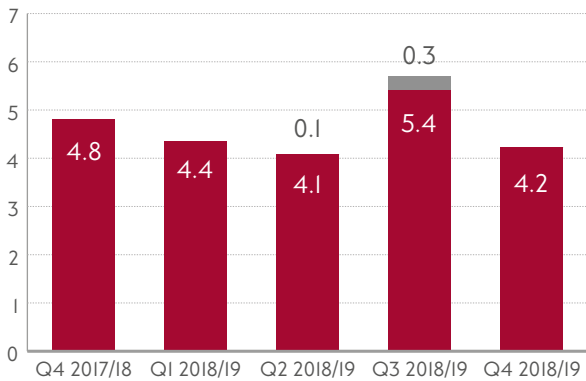
minute of excess wait time on the bus network this quarter (7.4%▼ against Q4 2017/18)



resolution hours on the TLRN, per event (12.5%▼ against Q4 2017/18)

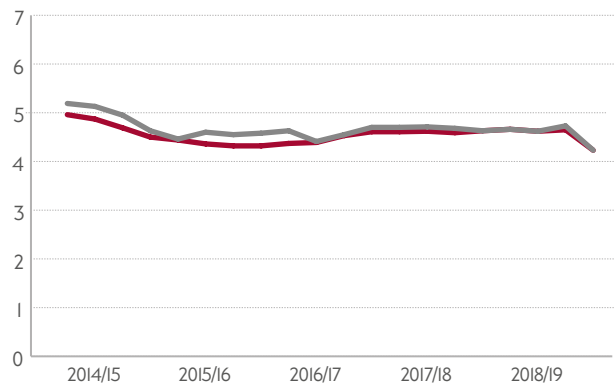
Underground

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



■ Including industrial action
■ Excluding industrial action

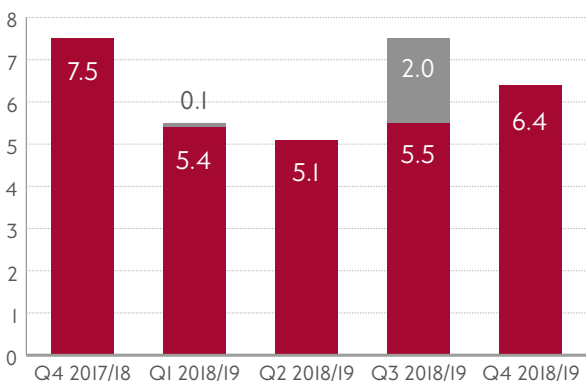
Annual trend (moving average – minutes)



■ Including industrial action
■ Excluding industrial action

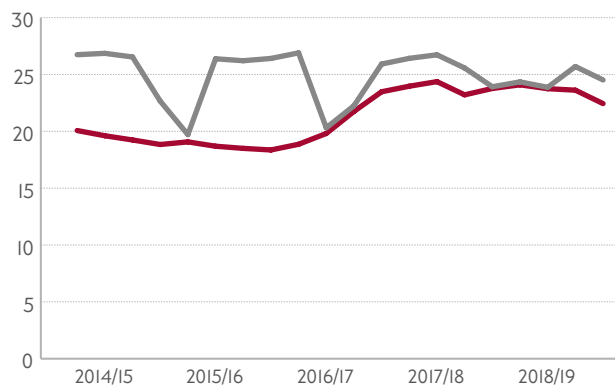
Our customers' journeys were quicker in Q4, due to an improvement in reliability, driven by fewer asset-related delays. This positive performance meant we achieved our year-end target of 4.5 minutes, delivering a year-on-year improvement in the time it takes to make a journey.

Lost customer hours Past five quarters (millions)



■ Including industrial action
■ Excluding industrial action

Annual trend (moving average – millions)

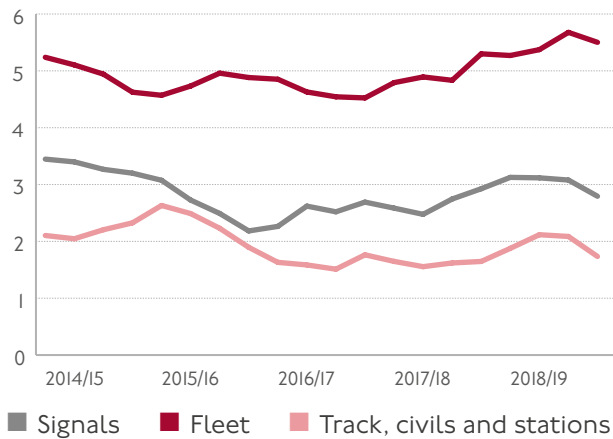


■ Including industrial action
■ Excluding industrial action

There were fewer delays in Q4, reversing the increase in Q3. This was due to improved reliability across fleet and signals. Disappointingly, we missed our year end lost customer hours target (22.3m) by 0.8 per cent, but did deliver a year-on-year improvement of five per cent (excluding industrial action).

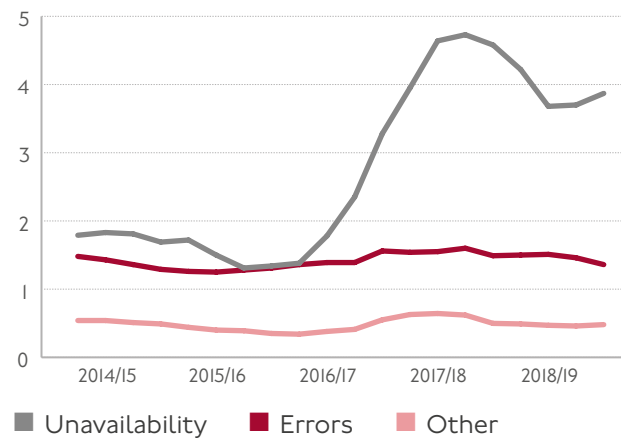
Lost customer hour trends

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



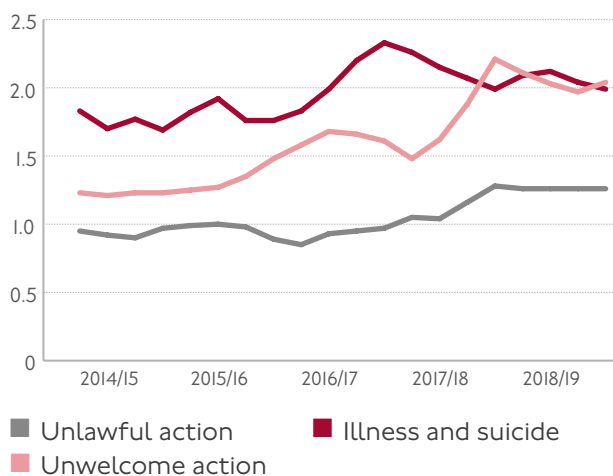
Although performance in Q4 and year-on-year has been a challenge, our improvement plans have started to give positive results.

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



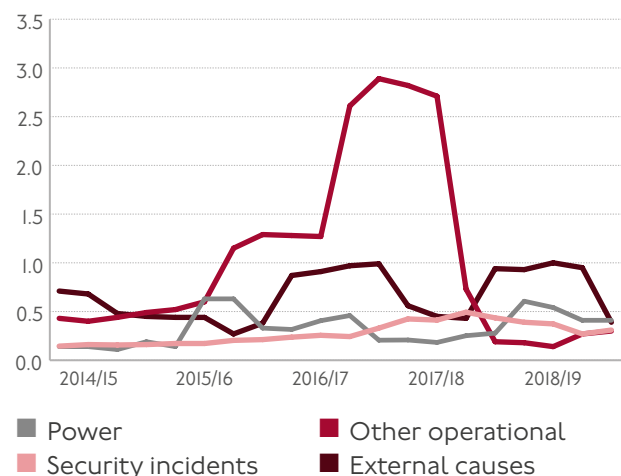
During 2018/19 our staff availability improved by 14 per cent, reflecting the staff availability plan begun at the end of last year.

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



We have rolled out targeted training for staff to support customers in distress, resulting in 425 interventions – a 69 per cent increase from 2017/18.

Other – annual trend (moving total – millions)

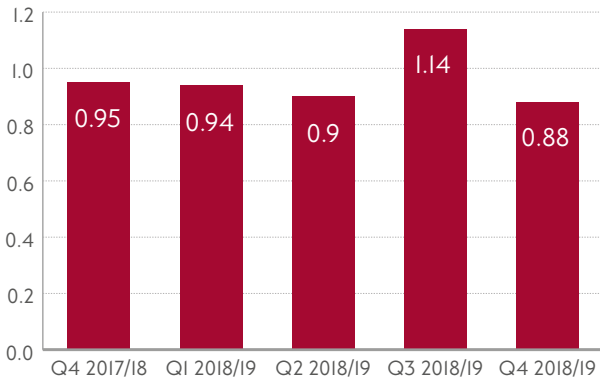


The quarter was dominated by the extreme weather in February, causing a range of incidents across the network.

Buses

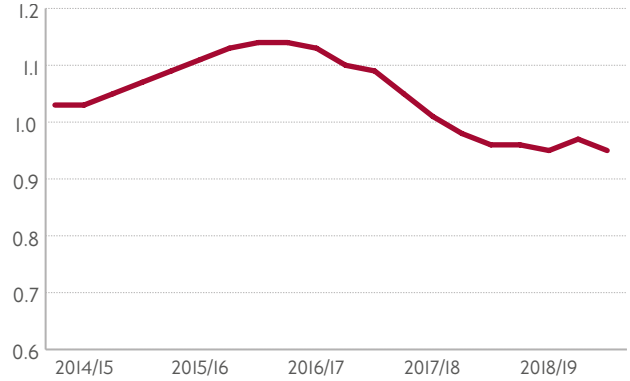
Excess wait time

Past five quarters (minutes)



Performance continues at an all-time high, with Q4 2018/19 better than Q4 2017/18. This is largely due to reduced traffic disruption, enhanced signal timings and control measures for reliability.

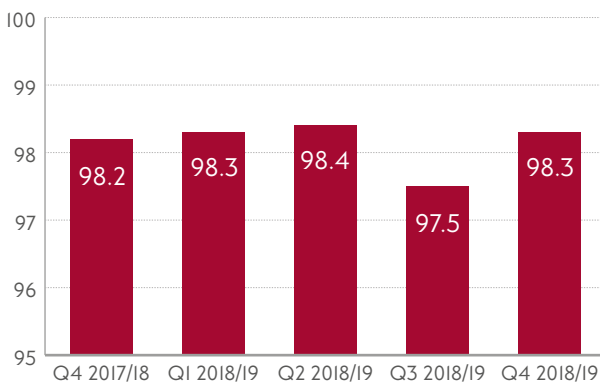
Annual trend (moving average)



Excess wait time has continually improved over the past three years. This is due to better operating conditions, enhanced signal timings to expedite bus services and control room measures.

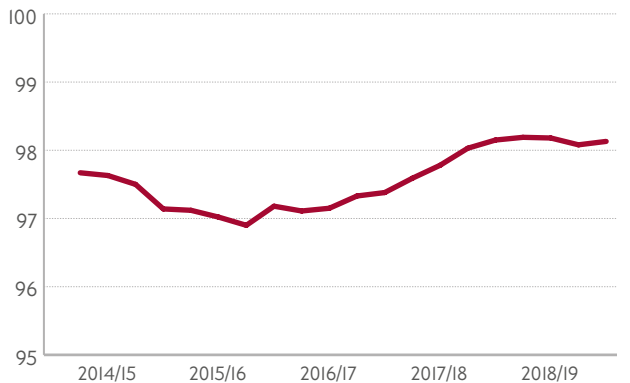
Scheduled services operated

Past five quarters (%)



Q4 was affected by events, including demonstrations and protest marches, but performance was better than Q4 2017/19. Q3 tends to be the worst performing quarter as road disruption is seasonally higher.

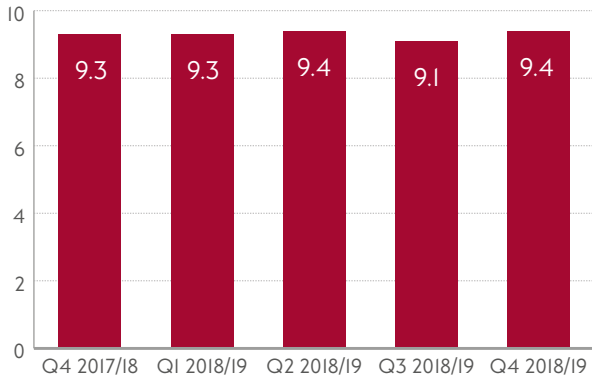
Annual trend (moving average)



With the exception of Q3 2018/19, operated mileage has improved over the past two years due to reduced disruption and enhanced signal timings to expedite buses passing through busy junctions.

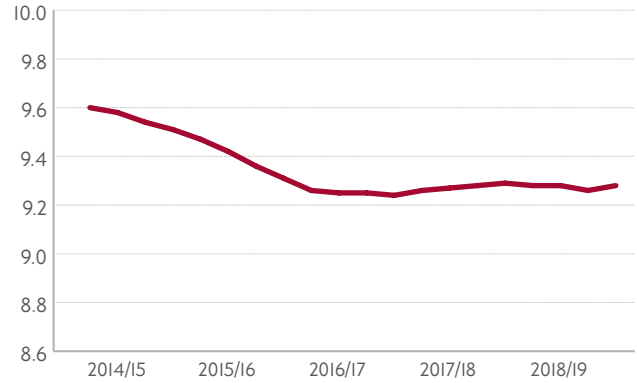


Weighted average speed Past five quarters (mph)



Average bus speeds have stabilised and given passengers more journey time consistency. Q4 performance was better than Q4 2017/18.

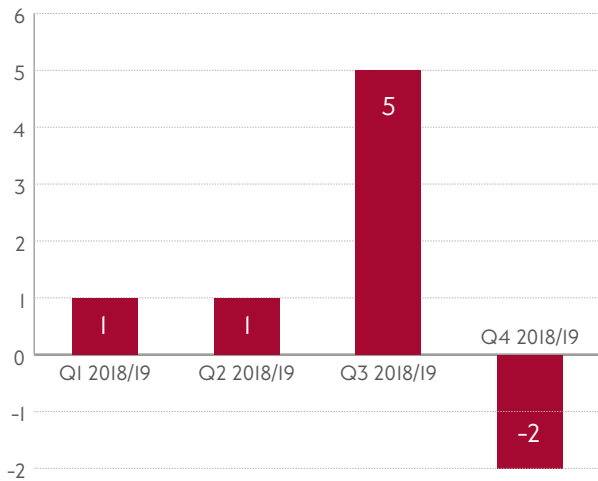
Annual trend (moving average)



Bus speeds have stabilised through a combination of signal prioritisation and reduced roadworks after several years of decline. These interventions continue to help us build customer confidence in reliability.

Roads disruption*

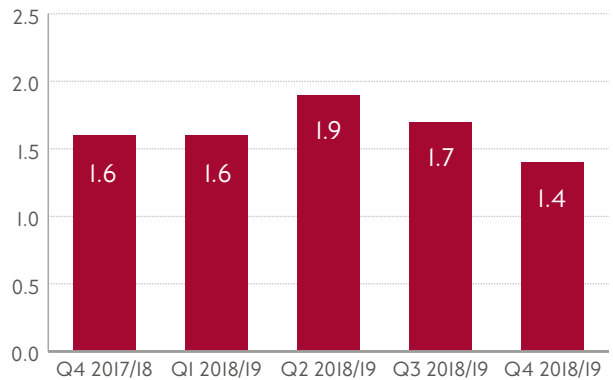
Past three quarters (%)



Q4 disruption was two per cent better than last year, despite demonstrations (climate change, Brexit, taxi and private hire vehicle drivers), roadworks and some heavy rain. The weather was overall better than last year.

TLRN resolution time

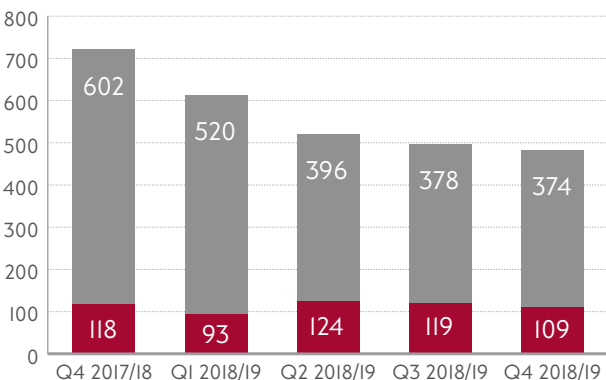
Past five quarters (disruption hours per event)



Q4 disruption hours per unplanned event improved again to 1.4 hours compared to a target of 1.85 hours.

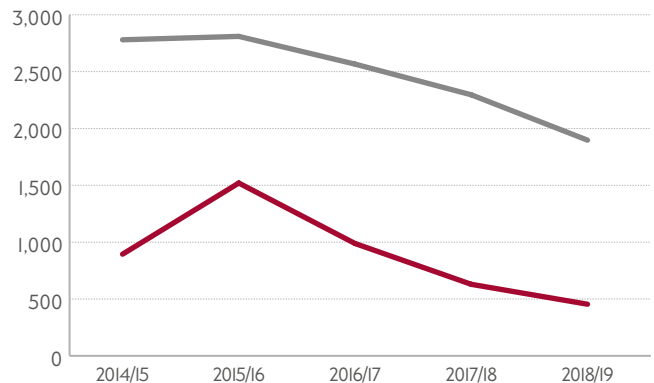
London-wide serious and severe disruption

Past five quarters (hours)



■ Planned ■ Unplanned

Annual trend (moving total)



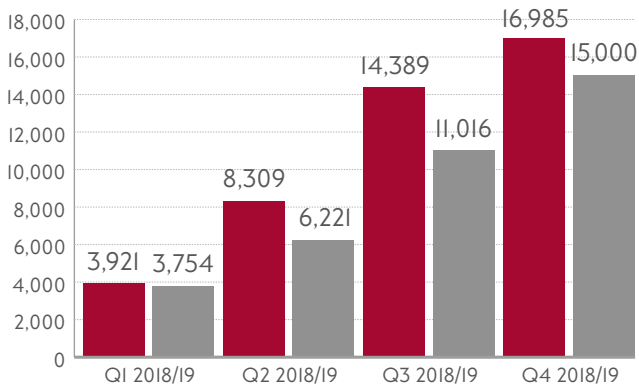
■ Planned ■ Unplanned

Q4 serious and severe disruption hours were better than previous quarters and the previous year. While the number of events rose compared to last quarter, the duration per event was down.

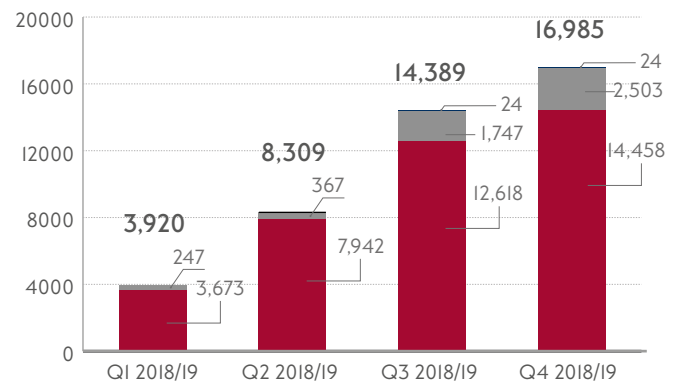
* This replaces the former metric of TLRN journey time reliability (as reported in the Q1 2018/19 Report). Data is only available for three quarters as this is a new metric, introduced in Q1 2018/19



Traffic signal time savings This year (hours)



■ Actual ■ Target

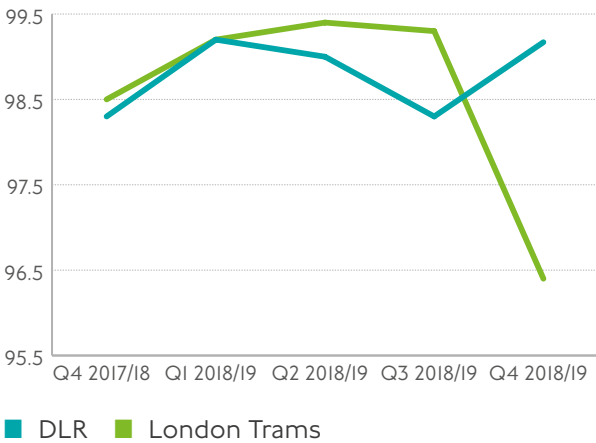


■ Buses ■ Pedestrians ■ Cyclists

Changes made at 799 signals have saved 16,985 customer hours per day for people choosing sustainable modes. Changes include lowering cycle time, improved linking at staggered crossings and re-timing signals to improve bus progression along a route.

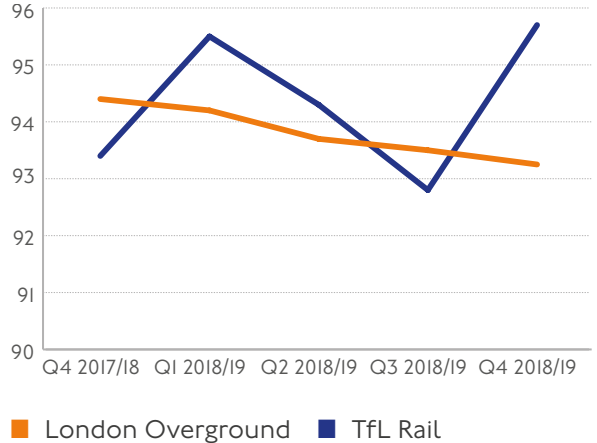
Rail

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



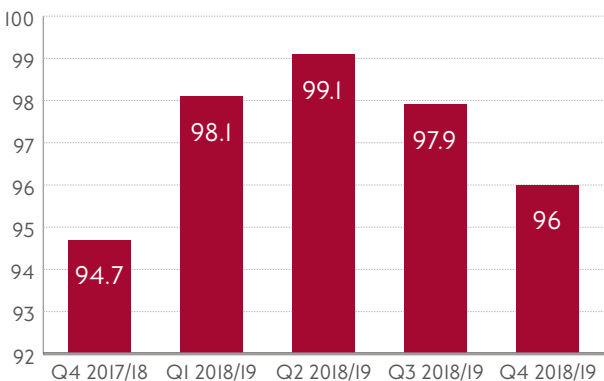
Performance on the DLR has significantly improved in Q4 due to fewer incidents on the network. London Tram performance declined due to a rise in incidents, including disruption caused by a major fire at a large self-storage centre.

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



Performance declined primarily due to Network Rail infrastructure delays. We have agreed a range of improvement initiatives and continue to work with Network Rail.

Emirates Air Line availability Past five quarters (%)



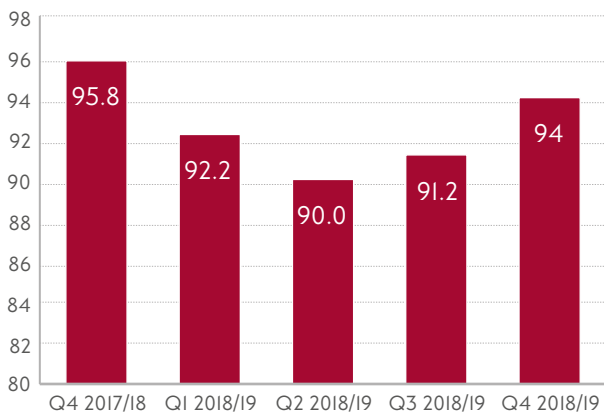
Availability of the Emirates Air Line fell by 1.9 per cent in Q4 due to high winds. However, this has improved in comparison to Q4 2017/18.

Other operations



Santander Cycles availability

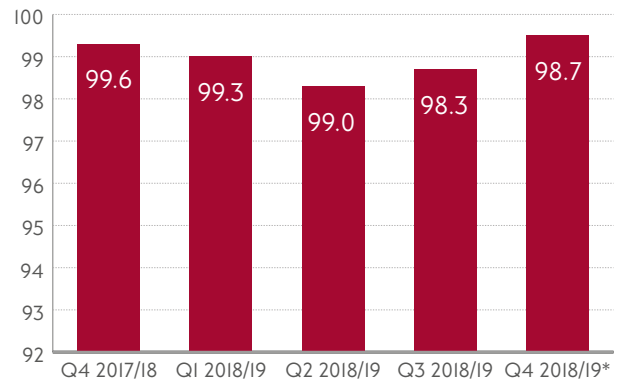
Past five quarters (%)



There was an almost three per cent increase in both member and casual hires in Q4 as compared to the previous quarter, with the numbers steadily rising.

London River Services scheduled services operated

Past five quarters (%)



Passenger volume has increased in Q4 due to the favourable weather in the earlier part of the year.

* Woolwich Ferry not included

Journeys by public transport will be pleasant

Customer care

In 2018/19, 49 per cent of Londoners agreed that TfL cares about its customers.*

This is the highest annual score since measurement began in 2012 and reflects improvements resulting from various initiatives to improve the customer experience over the last year. Highlights from 2018/19 include:

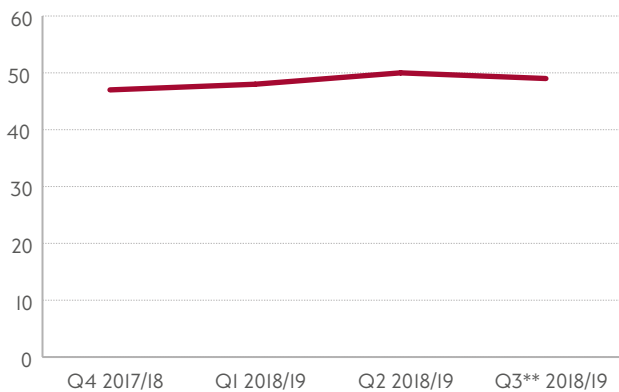
- Value for money: where we have made progress due to the fares freeze, Hopper Fare and accompanying promotional campaigns

- Staff are being viewed more positively as a result of staff training and empowerment. Recent actions include embedding bus driver customer training (Hello London) and the introduction of the 'Here to Help' red tabards on the London Underground to improve staff visibility
- Actions to improve support for customers when things go wrong through information including better communication of lift unavailability on the London Underground

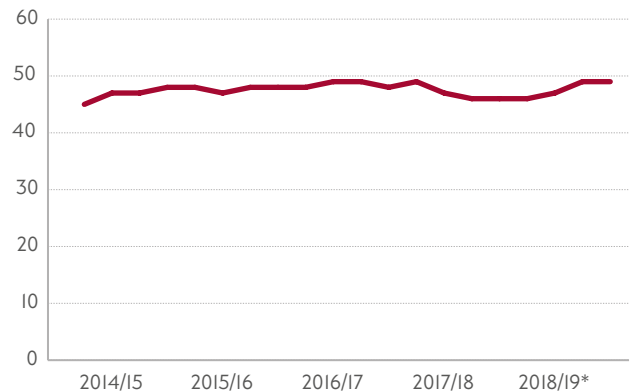


TfL cares about its customers

Past five quarters (%)



Annual trend (moving average)



* TfL scorecard provisional results subject to approval by the Audit and Assurance Committee

**Q3 is longer than the other quarters (16 weeks instead of 12)



Customer satisfaction

Past five quarters

| | Q4 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19* | Q4 2018/19 |
|-----------------------------------|---------------|---------------|---------------|----------------|---------------|
| London Underground | 85 | 85 | 83 | 84 | 85 |
| London Buses | 85 | 85 | 85 | 86 | 86 |
| DLR | 87 | 88 | 87 | 88 | 87 |
| London Overground | 83 | 84 | 83 | 83 | 82 |
| London Trams | 91 | 91 | 90 | 90 | 90 |
| Emirates Air Line | 95 | 93 | 90 | 93 | 94 |
| TfL Rail | 81 | 83 | 82 | 84 | 86 |
| Transport for London Road Network | n/a | n/a | n/a | 71 | n/a |
| London Dial-a-Ride | n/a | 89 | n/a | n/a | n/a |

TfL Rail increased two points to 86. The London Underground and the Emirates Air Line both increased one point to 85 and 94 respectively. Buses and London Trams remained stable at 86 and 90, while the DLR and London Overground both fell one point to 87 and 82.

TfL Rail's score of 86 was the highest to date, with both East and West sections recording their highest scores.

The London Underground's train service attributes (length of journey, time waited for train and ease of journey) improved in Q4 and the proportion of people who experienced a delay or disruption fell from four to three per cent. Emirates Air Line's increase was driven by the helpfulness and friendliness of its staff.

While London Trams' overall score was stable, there were improvements in a number of journey service measures, including, comfort and crowding.

On the DLR, scores for value for money and availability of seats dropped two points. London Overground's score dropped to 82. A number of scores relating to stations increased, including information on service disruption and cleanliness /condition.

* Q3 is longer than the other quarters (16 weeks instead of 12)

Past five years

| | 2015/16 | 2016/17 | 2017/18 | Full year 2018/19 | Full year target |
|-----------------------------------|---------|---------|---------|-------------------|------------------|
| London Underground | 85 | 85 | 85 | 84 | 85 |
| London Buses | 86 | 86 | 86 | 85 | 86 |
| DLR | 89 | 89 | 88 | 87 | 88 |
| London Overground | 84 | 84 | 84 | 83 | 85 |
| London Trams | 90 | 90 | 91 | 90 | 89 |
| Emirates Air Line | 93 | 94 | 93 | 92 | 93 |
| TfL Rail | 83 | 83 | 83 | 84 | 83 |
| Cycle Hire – members | 80 | 80 | 80 | n/a | n/a |
| Cycle Hire – casual | 86 | 86 | 85 | n/a | n/a |
| Transport for London Road Network | 70 | 70 | 70 | 71 | 69 |
| London River Services | 90 | 90 | n/a | n/a | n/a |
| Victoria Coach Station | 81 | 81 | n/a | n/a | n/a |
| London Dial-a-Ride | 92 | 91 | 92 | 89 | 91 |

The TfL Road Network exceeded its target by two points, with a score of 71 against a target of 69. London Trams and TfL Rail both exceeded their targets by one point, with scores of 90 and 84 against targets of 89 and 83 respectively.

Four services missed their targets by one point: London Underground (84 against target of 85), Buses (85 against target of 86), DLR (87 against target of 88) and Emirates Air Line (92 against target of 93). In all cases, the annual scores were affected by a lower performance in Q2 and likely affected by the high temperatures experienced.

London Overground and Dial-a-Ride were two points below their targets, with scores of 83 and 89 against targets of 85 and 91 respectively. London Overground's scores have been affected by engineering works and fleet management issues relating to the delayed new trains. Dial-a-Ride's overall score was affected by lower scores for punctuality.

There were no Cycle Hire, River Services or Victoria Coach Station surveys in 2018/19.

Contact Centre

TfL Customer Services

Past five quarters

| | Q4 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Telephone calls | 792,189 | 613,777 | 665,330 | 697,107 | 720,324 |
| Abandonment rate (%)* | 9.0 | 9.0 | 12.0 | 11.2 | 11.1 |
| Correspondence | 169,605 | 128,167 | 137,660 | 148,914 | 194,663 |
| Closed in SLA (%)** | 93.9 | 94.4 | 73.7 | 72.5 | 87.5 |
| Quality score (%)*** | 92.3 | 79.6 | 81.2 | 82.3 | 85.4 |
| Average speed of answer (seconds) | 99 | 74 | 99 | 142 | 138 |

Telephone demand increased three per cent, largely due to Q4 consisting of four periods rather than three. Careful management of our team's resources enabled us to control and reduce abandonment rate, increase quality scores and improve average speed of answer.

We saw a significant rise in correspondence demand (up 31 per cent) with an increase in the number of people contacting us about buses. Our team delivered a 21 per cent increase in performance during the period.

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 full year | 2,696,538 | 10.9 | 609,404 | 82.0 | 81.8 |

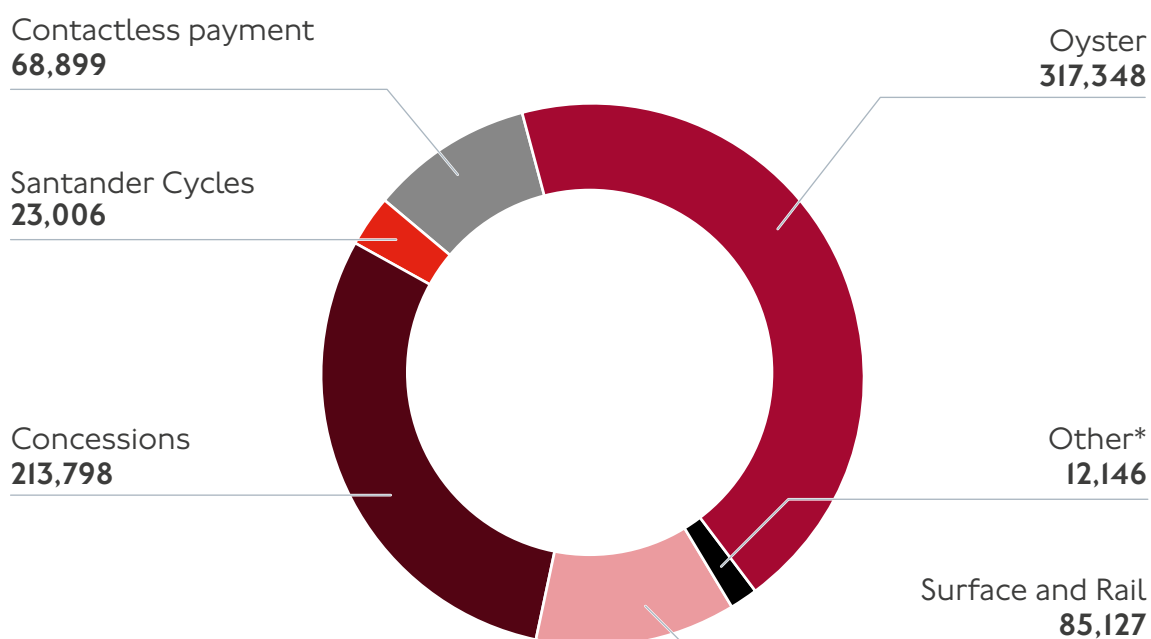
* Abandonment rate target 15 per cent or lower

** 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 more 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.

Calls about Buses and Rail increased by 26 per cent this quarter, the main driver being Buses. Staff issues were the main reason for contact within this area. However, the increases reflect the longer Q4, which covers four periods, rather than three.

Calls relating to ticketing have also increased with both Oyster (15 per cent) and Contactless (nine per cent) up on last quarter. Concessions dropped 16 per cent, largely due to the seasonal spike in demand tailing off from the start of the quarter.

Other contact centres

Road user charging

Past five quarters

| Phone number 0343 222 2222 (outsourced to Capita) | Q4 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |
|--|---------------|---------------|---------------|---------------|---------------|
| Calls received | 312,044 | 238,797 | 258,084 | 259,501 | 324,455 |
| Calls answered | 301,291 | 230,558 | 246,407 | 251,147 | 315,765 |
| Abandonment rate (%) | 3.4 | 3.5 | 4.5 | 3.2 | 2.7 |
| Average speed of answer (seconds) | 45 | 49 | 53 | 36 | 37 |

Capita's Congestion Charge Contact Centre continues to show steady performance well within the contractual targets. The average speed of answer for Q4 was 37 seconds, while the percentage of calls abandoned is 2.7 per cent, well

within the target of abandoning no more than 12 per cent of calls. The increase in calls offered for Q4 was driven by the launch of the Ultra Low Emission Zone (ULEZ) on 8 April and the renewal of the exemption for private hire vehicles.

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 full year | 1,080,837 | 1,043,877 | 3 | 43 |

* Data not recorded

Taxi and Private Hire

Past five quarters

| Phone number 0343 222 4444 | Q4 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Calls received | 205,353 | 186,072 | 183,060 | 218,784 | 252,262 |
| Calls answered | 186,999 | 149,640 | 135,347 | 118,587 | 178,448 |
| Abandonment rate (%) | 8.5 | 19.4 | 25.7 | 45.6 | 27.4 |
| Average speed of answer (seconds) | 117 | 326 | 528 | 1,484 | 732 |

Figures combine call volumes for licensing, answered by the taxi and private hire team and booking of vehicle inspections, carried out by our outsourced provider, NSL.

We saw a 13 per cent increase on Q3. This was partly due to driver queries relating to the English language requirement (ELR) as well as the DVLA vehicle registration change. An announcement was made during this period to extend the transitional arrangements for ELR, which we predict will significantly reduce the number of queries received.

Additional training to increase first call resolution and reduce call handling duration contributed to the number of

calls answered increasing 34 per cent. We continue to focus on the reasons for calls being made as well as the reason for repeat callers. It is anticipated the percentage of calls abandoned will decrease in Q1 following this approach.

High call volumes regarding vehicle queries, including bookings, remain. Service provider performance has started to improve and average handling time and abandonment rate are beginning to reduce.

The abandonment rate and average speed of answer were both below target. The introduction of online booking services in Q1 should ensure service level agreements are met in Q2.

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 full year | 840,178 | 582,022 | 30 | 733 |

Dial-a-Ride

Past five quarters

| Phone number 0343 222 7777 | Q4 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Calls received | 171,787 | 136,003 | 127,499 | 135,188 | 165,701 |
| Abandonment rate (%) | 7.8 | 6.8 | 9.0 | 11.69 | 14.11 |
| Average speed of answer (seconds) | 181 | 127 | 203 | 276 | 315 |
| Email bookings | 15,657 | 11,215 | 9,817 | 11,427 | 13,491 |
| Fax bookings | 1,655 | 1,314 | 1,254 | 1,451 | 1,305 |
| Passenger services letter | 14 | 16 | 18 | 36 | 27 |
| Passenger services email | 45 | 50 | 49 | 59 | 68 |

Call volumes were 3.5 per cent lower than the same quarter last year but 18.5 per cent higher than Q3 due to the added length of Q4 and seasonal trends. This corresponds with higher numbers of trip requests over the holiday periods.

The call abandoned rate for the quarter exceeded our 10 per cent target, at 14.11 per cent due to a shortage of staff. We are currently recruiting further staff to cover our busier periods. Email bookings accounted for 8.5 per cent of all bookings.

Past five years

| | Calls received | Abandonment rate (%) | Email bookings | Fax bookings | Passenger services letter | Passenger services email |
|-------------------|-------------------|-------------------------|-------------------|-----------------|---------------------------------|--------------------------------|
| 2014/15 | 662,097 | 9 | - | - | 137 | 199 |
| 2015/16 | 661,978 | 7 | - | - | 117 | 281 |
| 2016/17 | 646,060 | 9 | 36,700 | 7,946 | 110 | 251 |
| 2017/18 | 596,161 | 10.5 | 45,655 | 6,064 | 98 | 276 |
| 2018/19 full year | 564,391 | 10.6 | 45,950 | 5,324 | 97 | 226 |

Customer complaints

| Complaints per 100,000 journeys | Full year 2017/18 | Full year 2018/19 | Variance (%) |
|---------------------------------|-------------------|-------------------|--------------|
| London Underground | 0.89 | 0.98 | +10 |
| London Buses | 2.89 | 3.17 | +10 |
| DLR | 0.82 | 0.78 | -5 |
| London Overground | 1.68 | 2.05 | +22 |
| TfL Rail | 2.47 | 2.39 | -3 |
| London Trams | 1.62 | 1.28 | -21 |
| Emirates Air Line | 2.40 | 4.11 | +71 |
| Congestion Charge | 4.04 | 1.59 | -61 |
| Dial-a-Ride | 82.23 | 69.86 | -15 |
| London River Services | 0.79 | 1.49 | +89 |
| Santander Cycles | 4.56 | 4.00 | -12 |
| Taxis* | 7.28 | 7.22 | -1 |
| Private Hire* | 3.92 | 2.95 | -25 |
| Contactless | 0.14 | 0.21 | +50 |
| Oyster | 0.18 | 0.15 | -17 |

* Journeys not recorded; figures based on survey data

Contacts relating to Contactless payments increased 50 per cent, due to Contactless being used to pay for travel across the network. There were issues affecting some card suppliers but we received just 2,000 complaints from the 923m Contactless journeys made, demonstrating the simplicity and reliability of the system overall.

Bus complaints rose by 10 per cent compared to 2017/18, mainly relating to reliability concerns and the on-board temperatures in hot weather. We are working with bus operators to improve customer experience, focusing on poor performing routes.

Complaints for London Underground increased by 10 per cent on a normalised basis compared to the previous year. The main drivers were complaints related to service performance in Q3. Strike action and threat of action was prevalent during this quarter. We also implemented a 'leaf fall' timetable on the Piccadilly line, which delivered a reduced service.

London Overground complaints were driven by delayed delivery of new trains and the effect of this on service. Funding has been secured from Bombardier to offer free travel to affected customers.

Customer complaints

Past five years

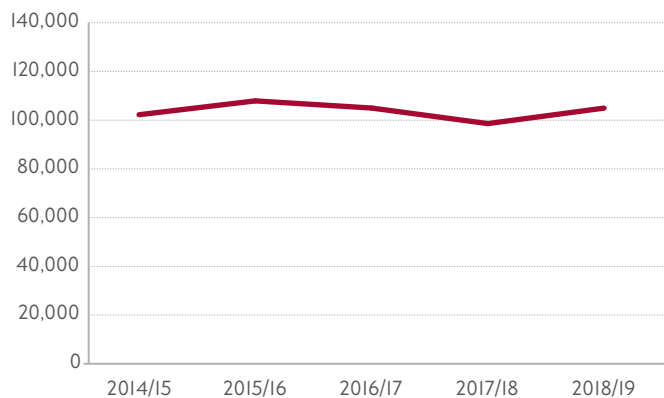
| Service | Full year 2014/15 | Full year 2015/16 | Full year 2016/17 | Full year 2017/18 | Full year 2018/19 |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| London Underground | 14,429 | 13,731 | 14,546 | 12,037 | 13,578 |
| London Buses | 65,452 | 71,268 | 66,300 | 64,990 | 70,366 |
| DLR | 2,460 | 1,318 | 1,302 | 980 | 955 |
| London Overground | 3,822 | 6,660 | 4,328 | 3,103 | 3,899 |
| TfL Rail | n/a | 1,338 | 1,460 | 1,121 | 1,319 |
| London Trams | 397 | 565 | 627 | 470 | 368 |
| Emirates Air Line | 52 | 62 | 28 | 33 | 54 |
| Congestion Charge | 1,372 | 1,368 | 3,117 | 959 | 350 |
| Dial-a-Ride | 1,908 | 1,305 | 1,088 | 842 | 699 |
| London River Services | 70 | 64 | 58 | 79 | 145 |
| Santander Cycles | 687 | 354 | 359 | 465 | 437 |
| Taxis* | | | 3,373 | 4,918 | 4,874 |
| Private Hire** | 4,255 | 4,048 | 2,995 | 2,692 | 2,026 |
| Contactless | 566 | 552 | 587 | 989 | 1,964 |
| Oyster | 6,763 | 5,283 | 4,808 | 4,912 | 3,914 |
| Total | 102,233 | 107,916 | 104,976 | 98,590 | 104,948 |

* 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)



Overall customer complaints were up slightly in 2018/19, driven by increases in overall journey numbers across our services.

Focus on London Underground

There has been a major reduction in serious complaints about our station staff following a specific focus on the issue this year.

While we know that from time to time customers encounter frustrating delays or disruption to their journeys, they should never experience poor customer service.

The initial work built on data gathered from Q2 last year, which split complaints into severity ratings. These ranged from low severity issues (which might include difficulties in locating a member of staff or being given incomplete or incorrect information) to high and very high severity complaints which covers protected characteristics, aggressive behaviour and safety concerns.

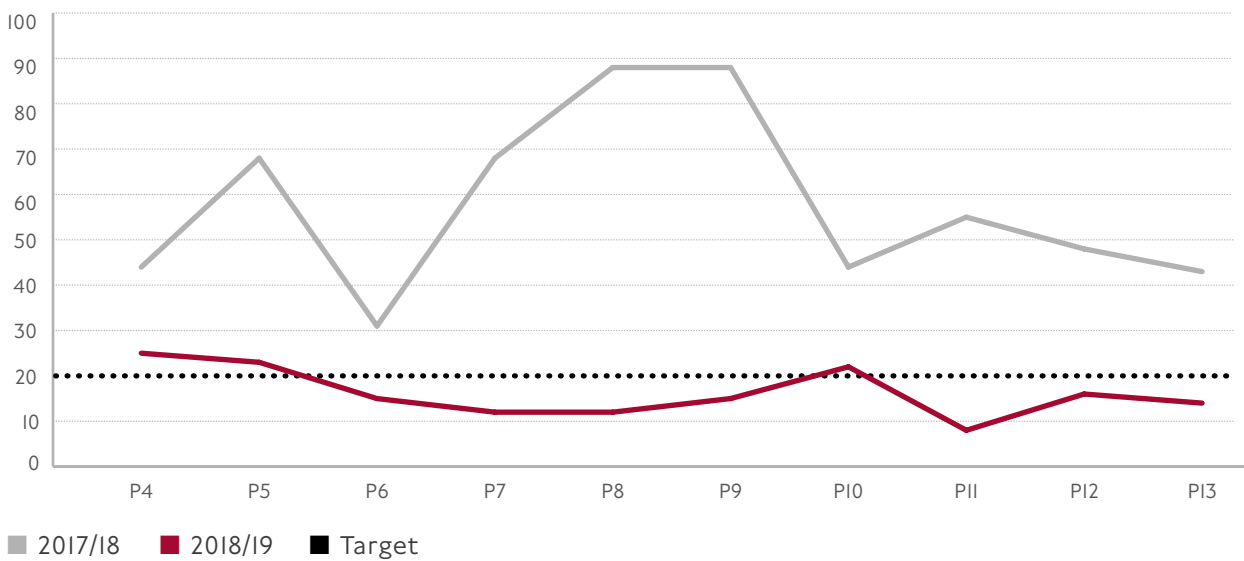
These ratings are based purely on customers' perception/description of events and while our follow up investigations may show that the member of staff had acted correctly, we can still use this feedback to find ways to improve the way our staff

handle difficult situations in future.

To help bed-in this new process and approach to customer complaints, an internal taskforce was set up to work across all aspects of how we handle these complaints. This led to staff from various areas and at all levels gaining an insight into how their colleagues work directly with customers, through job shadowing as well as following the journey of a customer complaint. The aim of this work was to help ensure that best practice and information are shared as widely as possible to help drive improvements in our customer service.

High and very high severity station staff complaints

Annual trend



Comparing the current year performance against last year's (excluding Q1 as we did not have data for the previous financial year) we have seen:

- 72 per cent decrease in high and very high severity complaints
- 87 per cent decrease in very high severity complaints

Overall, there was a drop of 24 per cent in all severity types so the focus on high and very high cases has been successful, with decreases in these categories outperforming the overall trend by significant margins.

We are continuing the programme for the coming year to ensure we challenge ourselves to continuously improve our customers' experiences.

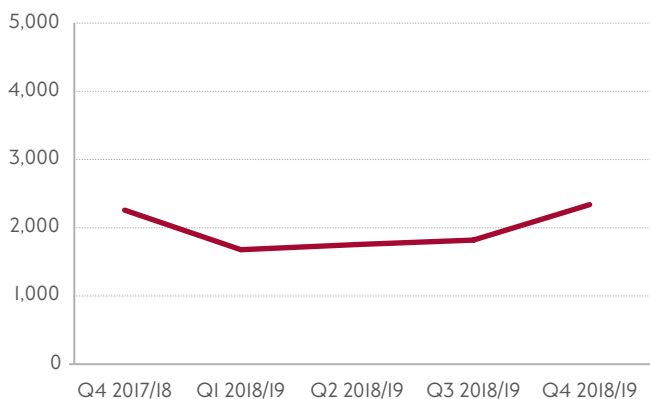
We are also close to launching a new approach to monitoring staff complaints to the bus network.

Commendations

Past five quarters

| Service | Q4 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |
|-----------------------|---------------|---------------|---------------|---------------|---------------|
| London Buses | 1,222 | 865 | 880 | 951 | 1,295 |
| London Underground | 625 | 513 | 548 | 541 | 660 |
| London Overground | 56 | 49 | 46 | 51 | 55 |
| DLR | 43 | 41 | 38 | 41 | 33 |
| London Trams | 9 | 4 | 8 | 3 | 8 |
| TfL Rail | 25 | 25 | 20 | 25 | 54 |
| Taxi and Private Hire | 51 | 45 | 34 | 33 | 29 |
| TfL Road Network | 17 | 16 | 28 | 10 | 13 |
| Dial-a-Ride | 1 | 2 | 5 | 1 | 6 |
| London River Services | 1 | 3 | 3 | 3 | 3 |
| Emirates Air Line | 6 | 3 | 3 | 6 | 4 |
| Santander Cycles | 0 | 1 | 1 | 1 | 2 |
| TfL Policy | 202 | 111 | 140 | 153 | 177 |
| Total | 2,258 | 1,678 | 1,754 | 1,819 | 2,339 |

Past five quarters



Commendations are up 29 per cent on last quarter, and up four per cent on the same quarter last year.

TfL Rail again showed the most significant improvement (up 116 per cent) reflecting the expansion of their services.

London Underground also saw increased positive customer feedback. As with the slight increases in complaints, this reflects rises in customer journeys.

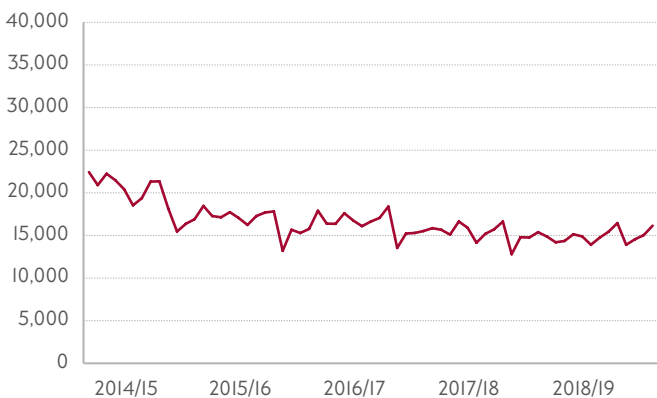
Dial-a-Ride and River Services also saw large increases (500 per cent in the case of Dial-a-Ride), either on last quarter or on the previous year. However, as with complaints the lower volume of customers on these services means small gains can lead to dramatic percentage shifts.

Ticketing

Bus and London Underground

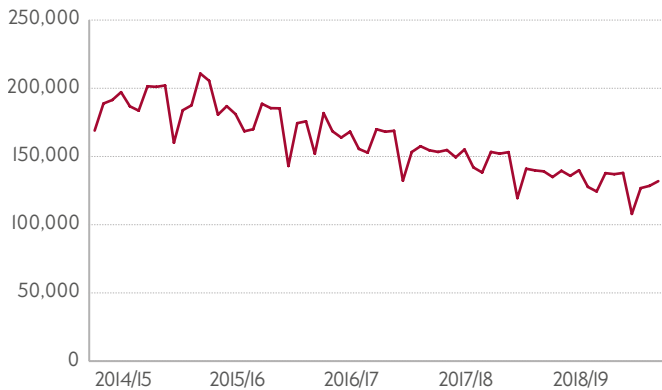
Paper tickets

Fare payer journeys per four-week period (millions)



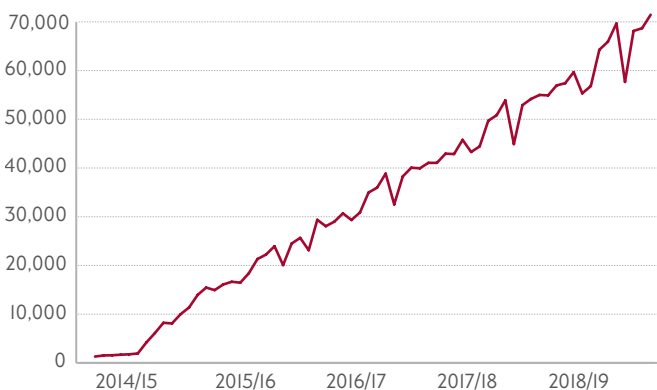
Oyster

Fare payer journeys per four-week period (millions)



Contactless payment cards

Fare payer journeys per four-week period (millions)



624,000

automated refunds were issued in Q4, with £2.95m refunded



52m

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

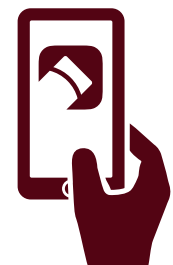


2.8m

contactless journeys are made daily

1.6m

downloads of the TfL Oyster and contactless app since launch, with more than 3.5m transactions being made with the app



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

System availability

Ticketing system availability

| | Q4 – 2018/19 | | | Full year – 2018/19 | | |
|--|--------------|--------------------|-----------------------|---------------------|--------------------|-----------------------|
| | Actual | Variance to target | Variance to last year | Actual | Variance to target | Variance to last year |
| ▲ higher is better | | | | | | |
| London Underground – ticketing system overall availability (%) | 98.64 | 0.44 ▲ | 0.10 ▲ | 98.65 | 0.45 ▲ | 0.04 ▼ |
| London Buses – bus validations – overall availability (%) | 99.78 | 0.78 ▲ | 0.03 ▲ | 99.79 | 0.79 ▲ | 0.04 ▲ |

The results for both Bus and London Underground ticketing system availability exceeded target for the whole year, even with greater reader functionality and higher use. The ability to collect refunds at any station or on any bus was extended to include concession Oyster card holders in Q3 this year.

Internal IT system availability

Past five quarters (%)

| | Q4 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 |
|--|---------------|---------------|---------------|---------------|---------------|
| | 99.93 | 100.00 | 99.97 | 99.78 | 99.76 |

Performance this quarter was 99.76 per cent, against the target of 99.6 per cent. The main impact was due to a radio network issue that meant operators were unable to speak to drivers for a short period of time.

Annual trend (%)

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Full year 2018/19 |
|--|---------|---------|---------|---------|----------------------|
| | 99.43 | 99.79 | 99.18 | 99.59 | 99.87 |

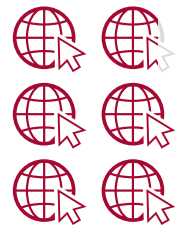
Digital

The growth rate for Twitter and Facebook continues at a rate of three per cent and one per cent respectively.

LinkedIn and Instagram, with a relatively smaller following, keep growing at high rates. LinkedIn followers increased 22 per cent, while Instagram achieved 55 per cent growth compared to the same quarter last year.

76m

Number of visits to the TfL website this quarter (11%▼ against Q4 2017/18)

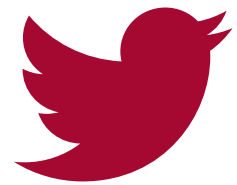


313m

Number of website page views this quarter (7%▼ against Q4 2017/18)

7.3m

Number of Twitter followers this quarter (3%▲ against Q4 2017/18)



755,400

Number of Facebook followers this quarter (1%▲ against Q4 2017/18)

90,900

Number of Instagram followers this quarter (55%▲ against Q4 2017/18)



More than
17,700
developers
have used
our data



27,900+
unique visitors to
the TfL TravelBot on
Facebook Messenger



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

| Data – released | Date |
|---------------------|------------|
| Historic timetables | Q4 2018/19 |

| Data – future release schedule | Date |
|--|------------|
| Cycling Infrastructure Database | Q1 2019/20 |
| Updated Congestion Charge, ULEZ boundary | Q1 2019/20 |

Travel demand management: tackling congestion

Crowding and congestion are an ongoing challenge for London's transport network, causing delays and preventing a good customer experience. Two in three public transport customers cite crowding as a primary factor preventing them travelling more often in London.

On London's roads, 75 per cent of congestion is caused by excess demand, not incidents or road works, in turn contributing to poor air quality, road danger and delays.

Using insights from previous work and considering the challenges ahead, we have recently refreshed our congestion programme, based on the following foundations:

- Significant behaviour change is required to achieve the Mayor's 80 per cent sustainable mode share target
- At specific times and places it is very busy, but we have capacity outside these busy times
- 'Always on' congestion messaging needs to be enhanced by operational mitigations, engagement with business and servicing industries and through policy and infrastructure decisions

Moving forward, projects will target different audiences based on their origin, route and destination, building new and making use of existing customer insights.



10%

of customers planned to continue using the alternative Tube routes they used while Bank Branch trains did not stop at Kennington last year

13-17%

of drivers retimed their journeys at two hotspot locations, following a trial with Waze



5%

of Tube customers retimed their journeys when we provided busiest times information at key stations, using a range of channels

Platform congestion trial - January 2019

A two-week, 12-station trial aimed to establish the most effective way of influencing customer behaviour at some crowded London Underground, DLR and London Overground stations, and provide outputs to inform other congestion projects.

We tested whether customers changed behaviour more after receiving a targeted email, and/or 'comparative messages' for example:

'Many Londoners are already changing their travel. Why not join them to find quicker or more comfortable journeys?'

This type of messaging up to now had been untested as part of our travel demand management activity.

We counted customers left behind on platforms before and during the trial to evaluate different channels and messages. The insights gained, summarised to the right, will inform our approach to all congestion and disruption projects moving forward.

| | Results |
|---------|--|
| Channel | <p>Customer emails had a high 58 per cent open rate (compared to the TfL average of 33 per cent)</p> <p>Three-quarters of customers found emails useful with two-thirds planning to retime their journey as a result</p> |
| Message | <p>Comparative messages led to an average 28 per cent greater reduction in customers left behind (compared to non-comparative).</p> <p>At five stations, we asked customers to move along the platform; these stations saw an average 13 per cent reduction in customers left behind.</p> <p>At all stations with both a comparative message and a customer email we saw a reduction in customers left behind.</p> |

Other projects

Planned congestion demand management projects for 2019 will target journey time, customer satisfaction and accessibility, and include:

- Long-term congestion mitigation on and around busy stations and services
- Encouraging use of quieter routes through central London and better interchanges
- Using data to give customers real-time information on crowding and journey times
- Congestion-related travel advice on network infrastructure, helping customers to make informed journey choices

Campaigns

Q4 customer information email volumes



54m

Customer information emails

255

Campaigns



Past five years

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Full year 2018/19 |
|-----------------------------|---------|---------|---------|---------|-------------------|
| Customer information emails | 263m | 273m | 190m | 187m | 189m |
| Campaigns | 1,019 | 1,216 | 898 | 1,043 | 930 |

In addition to bringing our customer database in-house, which has resulted in cost savings across the business, we also produce 99 per cent of our email or marketing campaigns with our in-house team. This enables massive cost savings and time to deployment has decreased. The new database has made increased segmentation possible.

Customer marketing and behaviour change campaigns

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

TfL improvements

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

- In January 2019, Finsbury Park was the 77th London Underground station to become step free with the installation of two new lifts. The launch of the new lifts was supported by a press release, an improvements poster at Finsbury Park station, customer emails to Finsbury Park users, lapsed users and accessibility groups plus stakeholder emails to local borough contacts, Assembly members and Members of Parliament
- In early February Limehouse DLR station introduced escalators. WiFi was introduced on 11 February on the new 345 reduced length trains on the East and West side of TfL Rail service. Promotion of this new service includes in-train vinyls and PR, while wider on-platform messaging will be used once all trains have WiFi across TfL Rail

Value fares

These include the Hopper, pay as you go, off-peak, touch in/touch out and pink reader messages. These campaigns encourage customer to use the best value tickets and to use the ticket machines as much as possible.

On 10 December, weekly capping was introduced on Oyster for adult rate pay as you go bus & tram journeys. The campaign, launched through CRM, social media and a press release, aimed to increase awareness of TfL value for money fares and let customers who travel regularly on our network know they could benefit from weekly capping.

The £1.50 Hopper fare launch

The new fares campaign showcases our best value fares and most compelling price points. The bold, eye-catching creative informs customers about our lowest fares and encourages them to use our services, particularly off peak. The new Hopper creative was the first message of the new campaign, which launched on 11 March and follows other pricing and product messages across various channels, including large format bus advertising.

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 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 video focusing on the importance of stopping for passengers.

Road investment

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

The Baker Street two way project is being delivered by Westminster City Council and TfL. It will offer users in the area wider pavements, new cycling facilities, reduced street clutter and improved street lighting to help create a more pleasant environment for everyone. The campaign, including PR, digital advertising, email and stakeholder engagement, will raise awareness of the works and encourage drivers and bus users in the area to check their travel and re-route around the area to avoid delays.

Hoardings

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

Better behaviours

TfL Travelkind campaign encourages customers to be more considerate to other passengers and staff, for a smoother, more pleasant journey. The campaign tackles behaviours that negatively affect customer experience, together with those that negatively affect service reliability. These include making space for others on the road, helping passengers off the train when they feel ill and being respectful of staff on the network.

Public transport safety

The public transport safety campaign is designed to address key safety issues across services and encourage passengers to take extra care when travelling around the network. Posters are live within stations across the TfL network.

Road danger reduction

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

A leaflet was produced to warn road users of behaviour that contributes to collisions on London's streets. It will be distributed by the MPS and City of London police during their on street operation of Vision Zero.

Off-peak campaign and cultural maps

The off-peak campaign continued to support the Mayor's Transport Strategy to deliver 80 per cent sustainable mode share by 2041 by encouraging customers to 'tap into the wonderful world of off-peak' - using our lowest off-peak fares from £1.50, the Hopper fare and free travel for children under 11.

In March 2019 we launched the third seasonal burst of the Off-Peak London campaign with refreshed spring/summer creative. Building on from the summer and winter bursts, this campaign encourages customers to go and discover London off peak using public transport. Our media partnership with Time Out continues to use off-peak messaging and focus on promoting inspirational off-peak activities across London using the cultural moments in time such as family-friendly activities in the run up to Easter, Waltham Forest the London Borough of Culture (LBC) 2019 and the District line 150th anniversary.

We continue to promote cultural maps, with new maps for London Borough of Culture Waltham Forest and Santander Cycles launched in January and March respectively. We have also updated the digital cultural map with more than 350 locations and improved functionality. Large scale cultural maps have been installed in high profile locations at Waterloo, Canning Town, Canary Wharf, Canada Water, Westminster and Baker Street.

Air quality (ULEZ, bus improvements and rapid charging)

ULEZ activity targeting private and commercial drivers, framing the contribution that road traffic is making to London's poor air quality. The activity started in May 2018, supported by more detailed and targeted messaging educating those affected ahead of the ULEZ launch in April 2019. At 10 December there has been more than 1.3m vehicle checks using our online compliance checker.

We continue to actively promote ULEZ with the recent development of new advertising featuring vehicles with a single message to improve understanding of the key scheme facts (hours, area, and launch date) and to encourage further checking. At the same time communications to encourage take up of the scrappage scheme amongst van and minibus owners ran across various channels including radio.

Travel demand management

Since 17 September 2018, new restrictions have been introduced to ensure that Rotherhithe Tunnel's ventilation system can continue to safely operate with vehicles using the tunnel. We are raising awareness of, and compliance with, the restrictions to help goods vehicle drivers travelling around the area through a press release, social media, CRM, online and stakeholder communication.

Schools and education programmes

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

District 150

On 24 December 2018 the District line celebrated its 150th anniversary. In order to mark this anniversary artwork and heritage were displayed at key stations along the line, a press event was held at Victoria station, a steam train ride was made available to customers as well as tours of district line stations. These activities were supported with integrated communications aiming to raise awareness of the anniversary, the activities and ultimately encouraging customers to make additional journeys on the lines.

Access All Areas exhibition

TfL held its second Access All Areas exhibition on 19 March 2019. The event raised awareness of innovations and improvements made to all TfL's services, which enable more disabled people, people with impairments and older people to use the network.

Electric buses 150 milestone

TfL introduced electric buses addressing the need to 'make London greener' and help improve London's poor air quality. The 2019 campaign celebrated that there are now more than 150 electric buses on London's roads. This message ran from February to the end of March, with targeted local conversion messaging on routes C1, 70, 46.



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Consultations

We launched 13 consultations in Q4, with proposals for the following:

- Direct Vision Standard – detailed implementation proposals
- Kew Bridge, Kew Bridge Road and Duke Road (Chiswick) – walking and cycling improvements
- Southwark Park Road junction with Jamaica Road – revised proposals
- A21 Tweedy Road, Bromley North – changes to road layout
- New pedestrian crossing and public space improvements for Warwick Road (Kensington Row)
- Demand Responsive Bus Trial in Sutton and Croydon
- Taxi age limit – reducing maximum age
- Bricklayers Arms Roundabout, New Kent Road and Old Kent Road improvements

- A24 Morden Road/Jubilee Way crossing improvements
- A10/Lincoln Road – walking and cycling improvements
- Bus service proposals:
 - Route 30 – changes to routing in Hackney
 - Route 339 – changes to routing in Tower Hamlets
 - Routes 404 and 434 – changes to routes in Coulsdon town centre

We also undertook 54 London Service Permit statutory consultations

We are planning 19 consultations in Q1 - 2019/20 (these are subject to change):

- Direct Vision Standard – statutory TRO and full scheme consultation
- Improving safety in private hire vehicles – Part 2
- Taxi fares review 2018/19
- Private hire vehicle operator licence fees review
- East Sheen road safety and streetscape improvements scheme
- Wood Lane to Notting Hill Gate – walking and cycling improvements
- Harrington Square – walking and cycling improvements
- A41 Finchley Road (Hendon Way to College Crescent) – bus priority scheme
- Peckham town centre – pedestrian safety improvements
- Clapham Road/Union Road safer junction scheme
- Edgware Road improvements – Phase 2
- Walking design guidance
- Clapham High Street safety scheme – widened crossings, central reservations, changes to parking and loading, relocated crossing, possible traffic restrictions
- A3 Kennington Park Road/Braganza Street safer junction scheme
- Bus service proposals:
 - Route 112 extension to North Finchley. Proposal to no longer run school route 611
 - Route 386 – reroute in Woolwich town centre
 - Routes 18 and 68 – reroute at Churchway/Euston Road
 - Routes 428 and 492 – rerouting in Crayford and Dartford
- Route 335 – new route from Kidbrooke Village to North Greenwich

London Assembly scrutiny

London Assembly scrutiny in Q4:

| Date | Title | Type of scrutiny |
|------------------|---|------------------|
| 21 December 2018 | Transport Committee – Crossrail | Open meeting |
| 8 January 2019 | Budget and Performance Committee – TfL Business Plan | Open meeting |
| 9 January 2019 | Transport Committee – Crossrail | Open meeting |
| 5 February 2019 | Transport Committee – Freight | Open meeting |
| 7 February 2019 | Plenary Session – Transport | Open meeting |
| 14 February 2019 | Budget and Performance Committee – Response to report into TfL finances | Written response |
| 28 February 2019 | Transport Committee – TfL Response to Broken Rails report | Written response |
| 12 March 2019 | Economy Committee – TPH investigation | Open meeting |
| 20 March 2019 | Budget Monitoring Sub Committee – Roads maintenance | Open meeting |
| 26 March 2019 | Housing Committee – Build to Rent | Open meeting |

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

| Date | Title | Type of scrutiny |
|---------------|--|-------------------------|
| 9 April 2019 | Transport Committee – Response to Freight recommendations | Written response |
| 15 April 2019 | Garden Bridge Trust Working Group | Open meeting |
| 25 April 2019 | Transport Committee – Q&A with Commissioner | Open meeting |
| May 2019 | Budget monitoring sub committee – Follow up actions from roads maintenance session | Written response |
| 10 May 2019 | Transport Committee – Response to Healthy Streets recommendations | Written response |
| 13 May 2019 | Garden Bridge Trust Working Group | Open meeting |
| 15 May 2019 | Transport Committee – Tram & Bus safety | Open meeting |
| 16 May 2019 | Crossrail 2 – Informal briefing for all Members | Closed meeting |
| 31 May 2019 | Economy Committee – Follow up actions from TPH session | Written response |
| 3 June 2019 | Transport Committee – Response to TPH recommendations | Written response |
| 27 June 2019 | Environment Committee – Tube dust investigation | Open meeting |



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 services (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 London-wide | % | <p>The percentage reduction in the number of people killed or seriously injured 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 the number of people killed or seriously injured on London's roads compared with the baseline average number of 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 London 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 |
|----------------------|------|---|
| Sanctioned detection | n/a | <p>A sanctioned (or sanction) detection is a case resolved through a police-generated detection, when:</p> <ol style="list-style-type: none"> 1. A notifiable offence (crime) has been committed and recorded 2. A suspect has been identified and is aware of the detection 3. The CPS evidential test is satisfied 4. The victim has been informed that the offence has been detected, and 5. The suspect has been charged, reported for summons, or cautioned, been issued with a penalty notice for disorder or the offence has been taken into consideration when an offender is sentenced <p>Source: data.gov.uk</p> |

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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: Healthy Streets Check for Designers

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to provide an update to the Panel on TfL's Healthy Streets Check for Designers (HSCD). The check aims to ensure schemes within the Healthy Streets Programme are being developed to maximise the opportunities for active, inclusive and safe travel in order to meet the Mayor's Transport Strategy (MTS) targets on mode share and active people. It is also on the TfL Scorecard.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 The HSCD is one of a suite of tools to help embed the Healthy Streets Approach across London. The Healthy Streets Approach underpins the MTS and a greater focus on Healthy Streets is essential to enable us to achieve our MTS targets, in particular the target by 2041 for 80 per cent of all trips in London to be made on foot, by cycle or using public transport and for all Londoners do at least the 20 minutes of active travel each day they need to stay healthy.
- 3.2 To meet these targets we need to design streets that invite people to walk, cycle and use public transport (instead of private cars) by providing a safe and pleasant environment. Project briefs and subsequent design solutions need to be ambitiously centred on this objective. The HSCD supports this objective by shaping the design brief and improving the quality of street design.
- 3.3 The HSCD enables designers to assess an existing street and a proposed design for that street to ensure new scheme designs are delivering improvements towards the 10 Healthy Streets Indicators. The HSCD only measures factors within the gift of the designer to influence, for example it includes footway widths but it does not include cleanliness or café seating.
- 3.4 The HSCD is carried out at several points in the project lifecycle. The first step is to review the existing street environment to aid the designer in shaping their design solution (Option Selection). The second step is to review the proposed redesign of the street at Concept Design and Detailed Design stages. Designers and sponsors are also encouraged to carry out the HSCD on the street after a

project has been delivered, to ensure that the end result was consistent with what was planned.

- 3.5 The HSCD is composed of 31 metrics, with an even distribution of metrics for walking, cycling and public transport users. Ten of the metrics relate to road danger, these are flagged up in the results to ensure designs are delivering improved Vision Zero performance. Any project that impacts negatively on bus priority measures is also flagged in the results.
- 3.6 The HSCD score will only increase if the street has been redesigned to address road danger issues and prioritise people walking, cycling and spending time on the street (e.g. waiting for a bus). If a project is only making a very modest change to the street design that affects only one or two metrics then a significant change in the score will not be seen.
- 3.7 When the HSCD was initially adopted in 2017/18, designers were only expected to apply the HSCD to projects from the Healthy Streets Programme with an Estimated Final Cost (EFC) over £200,000 and where the project was expected to have a significant impact on the experience of people walking, cycling and accessing public transport. Smaller projects could however use the HSCD at the designer's discretion.
- 3.8 Use of the HSCD is only mandated on Transport for London Road Network (TLRN) Healthy Streets Programme projects. Projects delivered by boroughs using Local Implementation Plan (LIP) or other TfL funding (aside from Liveable Neighbourhoods) are currently not expected to apply the HSCD but they are encouraged to and training and support is provided on request.

4 Use of the HSCD in 2018/19

- 4.1 In 2018/19 the uplift in HSCD score was adopted as a TfL Scorecard Measure, as a proxy for measuring the progress that we are making towards enabling a wider range of people to be physically active. The target was for an average uplift of 10 percentage points in HSCD scores across eligible projects at Detailed Design stage.
- 4.2 We have conducted a review of the use of the tool and its effectiveness as a Scorecard Measure. In 2018/19 there were a total 388 projects in the Healthy Streets Programme. One hundred and fifty two (39 per cent) had an EFC under £200,000 and were therefore not required to carry out a HSCD. Seventy-three (18 per cent) were excluded because the designer considered that they were not making a significant change to the street design (e.g. changes to bus lane operating hours). Of the remaining 163 (42 per cent), 34 (9 per cent) were at Detailed Design stage within this financial year, however only 12 (three per cent) had sufficiently progressed so that a Detailed Design Healthy Street Check could be completed during the year.
- 4.3 For the 12 projects that met the inclusion criteria for the application of HSCD the average uplift in scores was 11 percentage points, thereby exceeding the 10 percentage point target.

5 Improvements to the application of the HSCD in 2019/20

- 5.1 The review of the use of the tool identified that a large number of projects were excluded from undergoing a HSCD in 2018/19. From 2019/20 the eligibility criteria are expanded and a HSCD is mandated for a Healthy Streets scheme if the following criteria are met:
- (a) it is located on the TLRN or it is a Liveable Neighbourhood scheme; and
 - (b) it is expected to have a material change on the street environment (e.g. this would not include signal timing changes or bus lane operational hour changes).
- 5.2 The HSCD is also encouraged to be used for other schemes funded by us but delivered/implemented by London boroughs/third parties (e.g., borough funded LIP schemes).
- 5.3 The review also identified that making less expensive projects eligible for the HSCD would result in a decrease in the average uplift in scores (because lower-value projects are less likely to achieve high levels of score uplift). Therefore the contribution of the score uplift from each individual project will be 'weighted', with score uplifts from larger-value projects (which due to their scale are likely to benefit a larger number of Londoners) being given a greater weighting and therefore a greater influence on the average score which is reported in the TfL Scorecard.
- 5.4 It is estimated that the above changes will lead to a six-fold increase in projects eligible for the HSCD.

6 Programme of HSCD work for 2019/20

- 6.1 Throughout 2018/19 work was completed within TfL by project sponsors and designers to build the use of the HSCD into their standard processes. There is now a widespread understanding within the organisation of the need to use the HSCD to assess projects, and the review identified that the next step is to ensure it is consistently used as a prompt for improving project designs.
- 6.2 The level of HSCD score uplift that can be achieved on a particular scheme is however not entirely within the gift of the designer. The ambitions of the project sponsor, the project brief and the tolerances for negative impacts on general traffic (which often has buses mixed in with it) will shape the overall scope for raising the score. A cautious approach to road space reallocation by sponsors and designers needs to be challenged so that the potential benefits from HSCD can be realised.
- 6.3 It is therefore recognised that to increase the uplift in HSCD scores there is a need for a further and ongoing programme of support, training and engagement with sponsors and designers, and continuous directives from senior leaders that the expectation is for eligible projects to go further in delivering improvements against the ten Healthy Streets Indicators.

6.4 In 2019/20 the following actions will be taken to ensure more effective use of the HSCD:

- (a) discussions with senior management in Surface Transport about how the Healthy Streets Programme can become more aligned with the Healthy Streets Approach by increasing the proportion of projects with multi-modal project objectives;
- (b) communication with sponsors and designers that the HSCD should be used to review layouts, options and act as a dialogue between sponsor and designer, not just used as a tool for retrospective review;
- (c) provision of regular updates to sponsors and designers on scheme successes and what features and changes have proven to increase scores, with a particular focus on projects with low EFC or a narrow scope in order to share best practice on how to raise the HSCD score; and
- (d) work with senior managers in delivery teams to understand how value engineering can impact on HSCD scores and communicate the importance of minimising changes that reduce HSCD scores.

List of appendices to this report:

None

List of Background Papers:

Mayor's Transport Strategy
Healthy Streets Check for Designers
Guide to the Healthy Streets Indicators

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Customer Service Operation and Performance Panel



Date: 13 June 2019

Item: Borough Engagement

This paper will be considered in public

1 Purpose

1.1 This paper outlines how engagement with London's boroughs, and other key community stakeholders, is now managed.

2 Recommendations

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

3 Background

3.1 In March 2017, a survey of borough stakeholders showed a high level of dissatisfaction with the way we communicated and engaged with elected and non-elected stakeholders at borough and community level. There was particular criticism of a lack of coordination in our communications.

3.2 In response, we created the Local Communities & Partnerships (LCP) team to streamline and better co-ordinate the planning and delivery of consultations, communication and engagement with borough partners.

3.3 The LCP team consists of:

- (a) three teams organised geographically (East, West and South) each looking after 11 London boroughs;
- (b) a strategic engagement team supporting local delivery of key priorities, including Healthy Streets and Vision Zero and managing our work with London Councils; and
- (c) a consultation team delivering local and major project consultations in line with best practice to ensure a broad spectrum of views is heard.

3.4 This allows LCP to act a single point of contact and clear gateway in to TfL. The team was able to use the May 2018 borough elections to forge new positive working relationships with borough Leaders and transport Cabinet leads, other senior elected officials, borough officers and local community groups.

4 Example of our new approach: Bus service consultation

4.1 Ensuring local communities and their representatives have the opportunity to influence change is a fundamental part of what the team does. An example of how

this engagement is handled differently is the work on the central London Bus Consultation.

- 4.2 The team developed a comprehensive engagement plan to explain our rationale to stakeholders and the detail of the changes ahead of launching the formal consultation. During this pre-consultation phase they briefed all 17 boroughs affected and engaged with key transport groups such as London Travelwatch, business groups and local politicians (councillors, Assembly Members and MPs).
- 4.3 They held a Bus Summit to discuss our proposals and future plans for the bus network. Sixty stakeholders attended, including from boroughs, accessibility and older people's groups, bus operators and transport bodies. Summit attendees fed back it was a productive, useful and transparent session allowing effective engagement on the planned changes.
- 4.4 The feedback was used to address any immediate stakeholder concerns and improve the proposed changes before public consultation. This engagement model is now being used on a wide range of other projects, programmes and policies such as changes to town centre bus services including in Croydon and Richmond, on planning of local cycling schemes and the delivery of the safer junctions programme.

5 Borough Survey results

- 5.1 Our bi-annual borough survey, which closed at the beginning of May 2019, comprises an online survey and telephone interviews, and seeks to understand from our stakeholders how they view their relationship with us.
- 5.2 At the close of the consultation, there were 394 responses from all boroughs. The final report is due on 26 June 2019. The early top-line results, which are subject to change, indicate:

| | 2019 | 2017 | Change |
|---|------|------|--------|
| TfL cares about its customers | 60 | 59 | +1 |
| TfL is an organisation I can trust | 59 | 57 | +2 |
| TfL invites me to contribute to consultations on the future of London's transport network where appropriate | 58 | 49 | +9 |
| TfL takes too long to respond to my enquiries | 47 | 37 | -10 |
| I have a main contact at TfL with whom I tend to engage on most matters | 36 | 23 | +13 |

- 5.3 We are pleased to see an increase in respondents who felt they had been able to participate in consultations, and engage with a single point of contact, as well as maintaining our care metric. We need to further understand what is happening in our response to enquiries, and we hope this is something we can pull out from the telephone interviews, the outputs of which are not yet available.

5.4 Once full results of the survey are available at the end of June 2019, the team will develop a full action plan in response to the feedback and report back to borough representatives.

5.5 The team is also drafting up a community engagement strategy, which will be ready in the autumn, taking into consideration the survey outcomes.

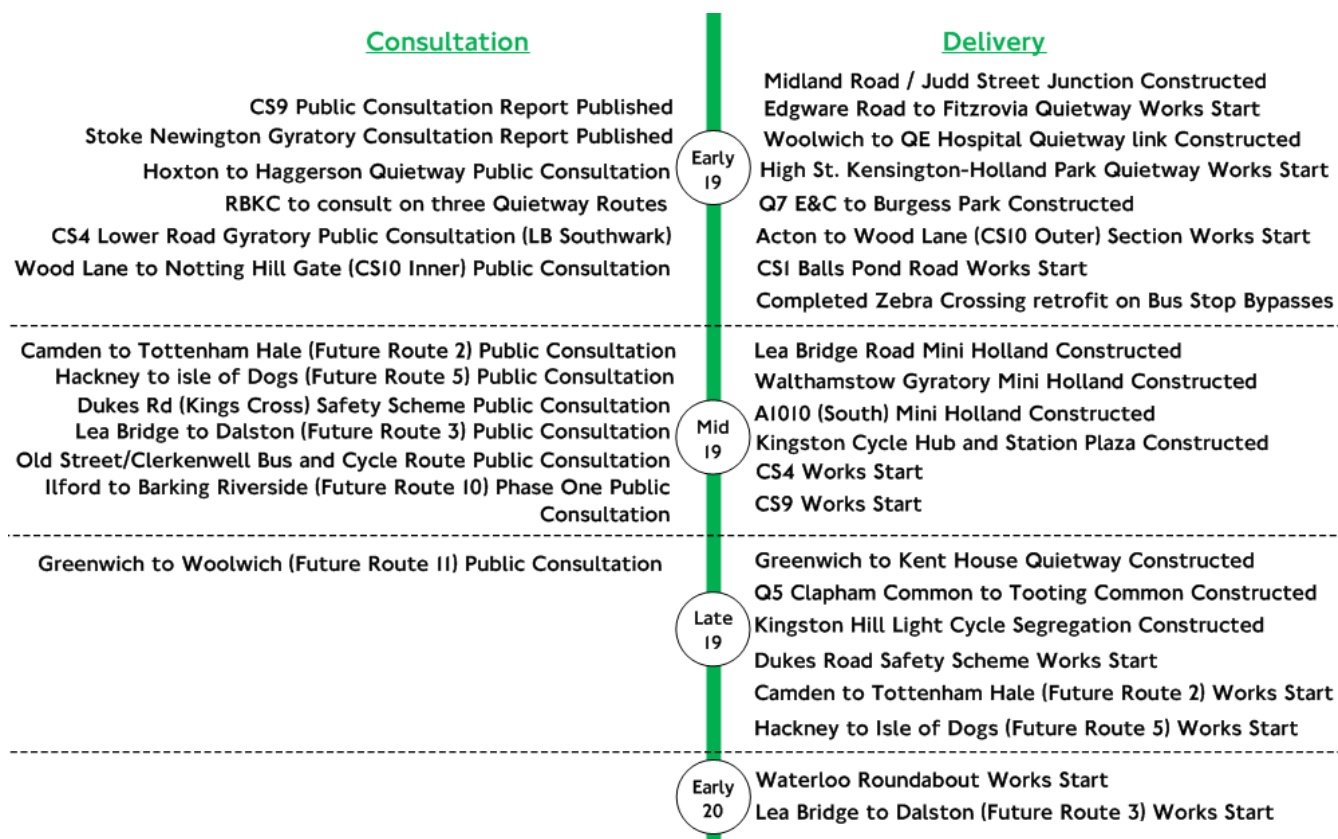
6 Priorities for 2019/20

Borough case Work

6.1 Through the relationship management of the boroughs, the team have single points of contact for each borough and deal with a substantial amount of case work. Over the last financial year more than 1,180 members' correspondence queries were resolved in addition to individual requests raised during meetings, site visits or via email. Where necessary they escalate to the relevant senior staff if issues are not being resolved as quickly as they should be.

Cycling delivery

6.2 To accelerate the delivery of cycling infrastructure, LCP are delivering a fully coordinated consultation and engagement programme. This has included undertaking early engagement with stakeholders on routes prior to consultation, trialling this on the first four cycle future routes earlier this year. The plan is to move this engagement phase even earlier, so it is undertaken during Outcome Definition and refined after moving to Sponsorship. The diagram outlines the wider programme of activity:



Local Implementation Plans

- 6.3 The boroughs have been finalising their Local Implementation Plans (LIPs). These set out how each borough will use the LIP funding to deliver the objectives set out in the Mayor's Transport Strategy. Most boroughs have now had their LIPs either approved or they will be approved very shortly. The team will continue to support the boroughs in submitting, and then in delivering, their LIPs to deliver key Mayor's Transport Strategy objectives.

Bus service changes

- 6.4 Following the publication of the results of the central London consultation, we are following a model of continual engagement to communicate the finalised changes, and to support stakeholders.

Commissioner meeting programme

- 6.5 The Commissioner has regular meetings with borough representatives including meeting one borough a month, which the LCP team support. LCP also support the Commissioner's meetings with London Councils Transport and Environment Committee.

Major project and policy delivery

- 6.6 Alongside these core priorities, the team continues to give support on engagement to a number of key projects including: Vision Zero, Healthy Streets, Ultra Low Emission Zone, Silvertown Tunnel, Bakerloo line Upgrade and Extension, Barking Riverside, Sutton Link, Rotherhithe to Canary Wharf, and Old Street.

List of appendices to this report:

None

List of Background Papers:

None

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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: London Underground Station Action Plan

This paper will be considered in public

1 Summary

- 1.1 This paper updates the Panel on the delivery of London Underground's (LU) Station Action Plan, which was developed to address the issues raised by London TravelWatch (LTW) in their review into ticket office closures.
- 1.2 As all actions are either complete or in delivery, we propose that this is the final update to the Panel on the plan.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 As part of LU's station modernisation programme, all ticket offices on the Tube network were closed in 2015 and 2016, with the exception of 11 stations on the Bakerloo and District lines, which are regulated by the Department for Transport¹.
- 3.2 The Mayor made a commitment in his manifesto to conduct an independent review of the impact on customers of the ticket office closure programme. LTW completed this review on behalf of the Mayor in late 2016.
- 3.3 LTW's review recommended improvements in the following three areas:
 - (a) staff visibility and availability;
 - (b) customer assistance; and
 - (c) purchasing tickets for travel.
- 3.4 An Action Plan was developed to address each of these areas. The Panel was previously updated on progress at its meeting on 14 November 2018.

4 London Underground Action Plan Delivery

- 4.1 This paper provides an overview of all the improvements delivered as part of the plan in response to the review.

¹ Ticket offices at these regulated stations were subsequently closed as part of an associated programme of work that was completed in May 2019.

(a) **Staff visibility and availability:**

- (i) We recruited people to fill 325 additional roles, which were primarily deployed to smaller stations where visibility was most problematic.
- (ii) Local action plans were developed for stations with the poorest visibility scores. Plans included roster adjustments and ticket machine refresher training for staff.
- (iii) A reversible, tear-away tabard was introduced in February 2019 to make staff more visible, especially in crowded ticket halls (figure 1). It features a red 'here to help' design on one side and the existing orange operational hi-vis design on the other. A customer survey conducted a few weeks after the launch indicated that three-quarters (74 per cent) of disabled customers who had seen staff wearing the red high visibility tabard felt that it made staff more visible. Stakeholders, including Transport for All and the Royal National Institute of Blind People, have also welcomed the change.



Figure 1: Reversible red tabard

- (iv) Staff visibility is now tracked periodically as part of LU's visualisation process and reported to the LU executive performance meeting. Staff visibility has tracked to its target over the past 12 months.
- (b) **Customer assistance:**
- (i) Mystery shopping to assess staff attentiveness and helpfulness is a core aspect of the Customer Service directorate's scorecard. It is monitored as part of LU's visualisation process and reported to the LU executive performance meeting.
 - (ii) New starter induction materials have been updated to give greater focus to customer service.

- (iii) Over 450 frontline staff and 230 senior managers have completed Disability and Equality Training. This training programme uses escorted journeys to highlight barriers to travel and continues throughout 2019/20.
- (iv) Our Turn Up and Go process has been reviewed and updated. A new app has been developed for staff iPads to make it easier to log customer travel information and to coordinate support for customers' journey.
- (v) Portable hearing loops were trialled, but ultimately discounted based on customer feedback. Instead customers preferred to use the speech to text functionality which is available on staff iPads. This is now available on all staff devices.
- (vi) Clearer signage has been installed at six stations with Visitor Centres.

(c) Purchasing tickets for travel:

- (i) We reduced the time to claim a refund for unused credit on Oyster cards from 48 hours to 24 hours.
- (ii) Boundary extension tickets and discounted National Rail through tickets have been made available to customers on our ticket machines.
- (iii) Other improvements to ticketing, not directly associated with the plan, have made it easier for customers to purchase tickets and manage their accounts. These include the launch of the TfL Oyster and Contactless app and improvements to online purchasing that means tickets or Oyster credit bought online can be collected 30 minutes after purchase at any gate-line.

4.2 Activity in some of these areas will continue as part of continuous improvement programmes. These include Disability and Equality Training, improvements to customer service, and enhancements to the turn up and go service proposition.

5 Outstanding activity from the plan

5.1 The LTW review noted that following ticket office closures, stations lacked a clear focal point for customers to seek assistance and that in busy ticket halls staff can be difficult to pick out. The following interventions are currently in delivery.

Focal Points

5.2 We have added new signage and design enhancements to create focal points in targeted central London stations (figure 2). These increase the prominence of Customer Information Zones, enabling our customers to easily find information such as Tube maps and "continuing your journey" information. These also emphasise that our staff are available to help too.

- 5.3 Seventeen central London locations were originally identified; however, three sites have been discounted following site surveys. Installation works began in January 2019, with focal point work now completed at eight stations (as at 22 May 2019) and the remainder due for completion by June 2019. Installation has been slower than anticipated, with the vinyl not properly adhering to some surfaces and requiring follow-up work.



Figure 2: Focal point signage at Warren Street, Regent's Park, Bayswater and Leicester Square

Help Point visibility

- 5.4 Signage has been developed to improve the visibility and clarify the functionality of Help Points (figure 3). Surveys have been completed for the 31 stations where installation is proposed; however, initial attempts at installation have been problematic, with the vinyl not adhering properly to the various surfaces surrounding the device. The programme has been paused while the suitability of the material is reviewed.



Figure 3: Help point signage enhancement

Clarifying ticket machine functionality

- 5.5 Customer and staff feedback regarding new signage to clarify the functionality of ticket machines has been positive (figure 4). Signage has now been installed at three locations, with a further 31 locations due for completion by the beginning of the summer. This signage has been added to the station standard and will be considered as a part of future changes to station ticket halls.



Figure 4: Ticket vending machine signage (Waterloo)

Uniform visibility

- 5.6 The reversible red tabards, introduced in February 2019, are an interim solution. We are exploring opportunities to improve the visibility of the core components of the uniform.

6 Next Steps

- 6.1 The programme to install focal point and ticket machine signage will be completed. We will look at other options to improve the visibility and clarify the function of help points if we are unable to overcome issues with the current proposal.
- 6.2 The LTW Board received a final update on the Action Plan at their meeting in January 2019. We will continue to collaborate with LTW on matters affecting customer experience and meet with their officers at quarterly review meetings.

List of appendices to this report:

None

Background papers:

None

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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: TfL and Metropolitan Police Vision Zero Action Plan

This paper will be considered in public

1 Summary

- 1.1 Chief Superintendent Colin Wingrove of the Metropolitan Police Roads and Transport Policing Command (RTPC) and Siwan Hayward, TfL's Director of Compliance, Policing and On-street Services (CPOS) will outline the policing approach, priorities and key performance indicators for delivering Vision Zero.

2 Recommendation

- 2.1 **The Panel is asked to note the contents of this paper.**

3 Background

- 3.1 The Mayor's Vision Zero Action Plan sets out an ambitious programme of activity to reduce fatal and serious injury collisions on London's roads and includes a number of policing, enforcement and criminal justice actions.
- 3.2 The RTPC, which is part funded by TfL, has lead policing responsibility in the Metropolitan Police Service (MPS) for roads policing and delivering on the Mayor's Vision Zero aspirations. The RTPC is working closely with CPOS to deliver a step change in road danger reduction through intensifying police focus on the most dangerous drivers and riders; intelligence-led activity targeting specific locations, times and offences; and through high-visibility patrols to maximise coverage across London and amplify the deterrent effect.
- 3.3 The activity will be supported by robust performance management and evaluation of policing and enforcement activity. The presentation will highlight examples of key measures that will be used to monitor and improve performance and delivery.

List of appendices to this report:

Appendix 1 – Joint MPS and TfL Presentation

List of Background Papers:

None

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Delivering Vision Zero

Chief Superintendent Colin Wingrove
Roads and Transport Policing Command
Metropolitan Police Service

Siwan Hayward
Director
Compliance Policing On-Street Services



Delivering Vision Zero

- MPS is a key delivery partner
 - TfL/MPS jointly funded Roads and Transport Policing Command
 - Unique and successful partnership
 - Scale and range of activity is unparalleled
- Vision Zero is a shared priority across the Command – all resources have a role to play
 - 2,000 officers
 - Roads Policing Teams
 - Specialist road safety teams – Cycle and Motorcycle Safety Teams, Commercial Vehicle Unit
 - Safer Transport Teams
 - Serious Collision Investigation Unit

Our Policing Approach

Highly-targeted activity
focused on high risk
individuals/vehicles

Tier 1

Intelligence-led activity
focused on known
problems

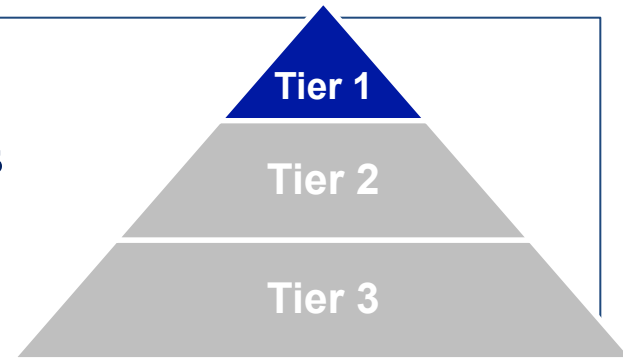
Tier 2

Highly-visible
patrols

Tier 3

High Risk Offenders

- Removing most dangerous offenders from the roads
- High risk offenders:
 - Disqualified drivers
 - recent history of dangerous driving or failing to stop
 - regular drink / drug driving
 - moped-enabled crime
 - continued dangerous driving despite intervention
 - wanted on warrant
 - involvement in multiple collisions
 - linked to violent crime / transport crime
- Investigation and disruption tactics
- Operations
 - Hunter (targeted action against known high risk offenders}
 - Challenge (enhanced ANPR capability)
 - Venice (moped crime)
 - Revoke (licence revocation on medical grounds)



Man jailed for driving offences following joint Met and Transport for London operation

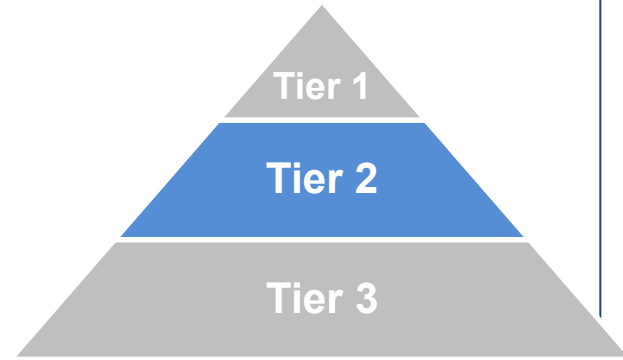
News • Apr 02, 2019 07:00 BST

He was found guilty of:

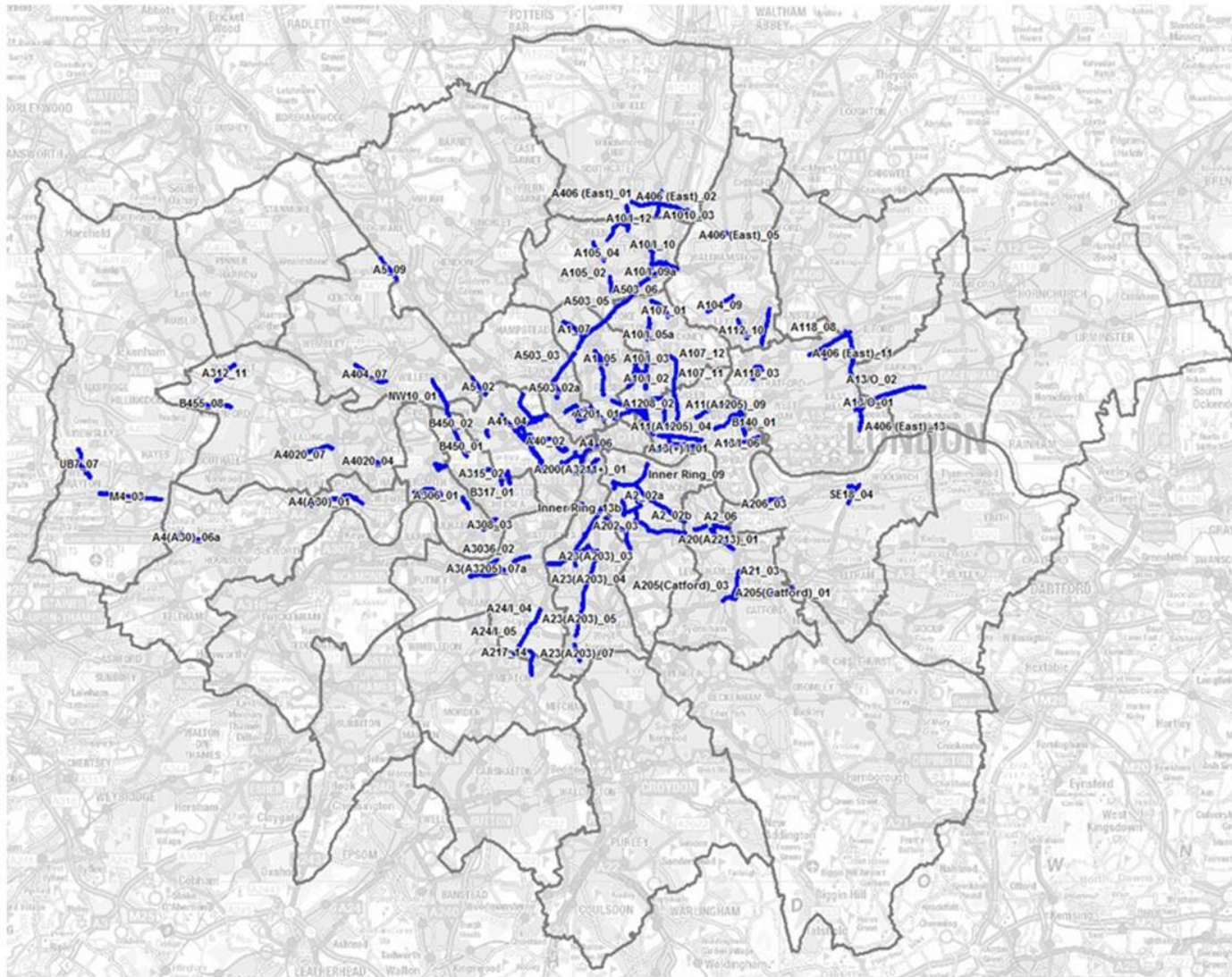
- Dangerous Driving
- Driving whilst disqualified
- Driving with no insurance
- Failing to stop for police
- Possession of class B drug, namely cannabis

Intelligence-led

- Data-driven enforcement
- Location/time/user/offence
- Road danger tasking and coordination meeting
- Identification of risky roads which informs policing response
- Problem-solving approaches at priority locations
- Enhanced and targeted enforcement (e.g. A10 and A12)
- Regular Command-wide enforcement action (incl. national policing operations)
- Engagement and education

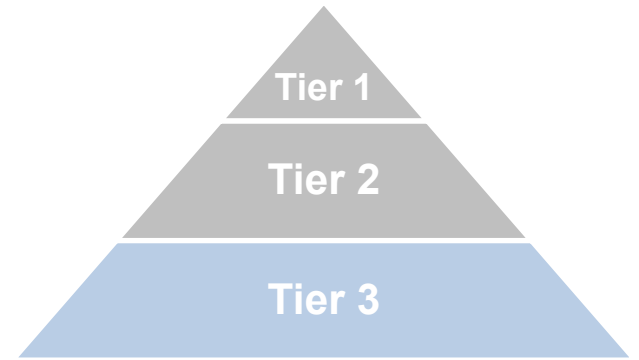


Overview Map



High visibility patrols

- Maximising deterrent effect
- Randomised, short term deployments
- Safety camera enforcement
- Mobile speed enforcement cameras
- Community Roadwatch and Junior Roadwatch scheme



Vision Zero Policing Priorities for 2019/20

- Implementing programme plan
- High risk offenders – maximising impact on road danger /violent crime
- Embedding approach for risky roads
- Delivering significant increase in speed enforcement (camera and on-street) and working closer with local authorities
- Renewed programme of roads policing operations
- Supporting communications strategy
- Collision investigation and victim support
- Evaluation and learning – to improve activities and assess impact on reducing risk and harm

Measuring activity and impact

Outcome measures

Reduction in harm

Reduction in KSIs with high risk contributory factors (e.g. speed, careless driving)

Improved compliance

Increased compliance with speed limits (measured by automatic traffic counters / camera activations)

Increased deterrent effect

Increased perception of getting caught for traffic offences (survey measure)

Output measures

Apprehension of high risk offenders

Increase number of disqualified uninsured, unlicensed drivers apprehended and prosecuted

Focussing enforcement on priority offences

Over 65% of all Traffic Offence Reports, Fixed Penalty Notices and arrests for priority offences (e.g. speed, mobile phone)

Increased volume of speed offences dealt with

Increase number of offences processed and resulting in FPNs, prosecution or speed awareness courses

Activity measures

Problem-solving on risky roads

Progress against problem-solving plans / Environmental Visual Audits

Increased visibility and Activity

Increase in the number of enforcement hours and tactics on priority road segments

Identification and action against risk

Operation Revoke - number of licences removed from unfit drivers (on medical grounds)

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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: Customer Accessibility Programme – 2018/19 Delivery Update

This paper will be considered in public

1 Summary

1.1 This paper and accompanying presentation are to provide an update following the previous presentation to the Panel on 1 November 2017.

2 Recommendation

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

3 Background

3.1 TfL is investing to make our transport network more accessible. There are now more than 200 step-free stations across the network, including 78 Tube stations, 58 Overground stations, 10 TfL Rail stations and all DLR stations and Tram stops.

3.2 An additional 12 step-free Tube stations will be delivered by spring 2020. This will increase the number of stations to 90, meaning that more than a third of the Underground network will be step-free. This will increase even further to 103 stations or more by 2024.

3.3 The 2018/19 Customer Accessibility Programme has been developed to complement this investment by improving the wider customer experience and accessibility of the network.

3.4 The programme was developed based on: customer research and insight; stakeholder engagement; collaborative workshops; advice from the Independent Disability Advisory Group; and priorities from key strategic documents including the Mayor's Transport Strategy and Action on Equality.

3.5 An Accessibility Delivery Group (ADG) was established in February 2018 to manage the delivery of the programme. ADG meetings are held monthly and attended by colleagues across all areas of TfL.

4 Delivery Update

4.1 Six priority areas were identified:

- (a) Staff training – increase the knowledge and awareness of customers' accessibility needs among staff.
- (b) Promote services – promote our Accessible Travel Services, increase awareness of the needs of disabled passengers and encourage considerate behaviour.
- (c) Customer engagement – undertake engagement with our customers and stakeholders, with early inclusion in scheme and project development.
- (d) Digital experience – improve the quality and delivery of our accessibility datasets to customers and share them with external third party developers.
- (e) Real-time access updates – improve real-time step-free access updates (i.e. lifts and escalators), both on network and digitally.
- (f) Accessibility signage – ensure that signage across our entire network is accurate, accessible, consistent and intuitive.

4.2 These priority areas align to the strategic objectives set out in the Mayor's Transport Strategy (proposals 53-56); Inclusive London: The Mayor's Equality, Diversity & Inclusion Strategy; Action on Equality: TfL's Commitments to 2020; and the TfL Customer Strategy.

4.3 Over 30 improvement projects have been delivered against these priority areas, which are highlighted below and detailed in Appendix 1.

4.4 Staff training

- (a) Disability Equality Training (DET) delivered to London Underground front-line and TfL Professional Services staff.
- (b) New Equality Impact Assessment Training (EqIA) to enable staff to complete best practice impact assessments across TfL.
- (c) New Inclusive Design e-Learning and interactive training seminars delivered by the Design Council.

4.5 Promote services and educate customers

- (a) Annual 'Priority Seat Week' launched in April 2018, raising awareness of priority seating across the network.
- (b) New 'Look Up' campaign asking customers to look up to see if anyone needs their seat (supporting the campaign initiated by Corry Shaw).
- (c) New Accessible Travel in London leaflet and associated design improvements to the TfL accessibility webpages.

4.6 Customer engagement

- (a) 'Access All Areas' exhibition held to showcase best practice in accessible transport and engage directly with our customers.
- (b) New 'Accessibility Insight Package' compiled to bring together detailed research and insight and learn from what customers tell us about the accessibility of our transport network.
- (c) New Accessibility Stakeholder Forum held quarterly to engage with subject matter experts from 15+ disability organisations and charities.

4.7 Digital experience

- (a) Completed a comprehensive review of all TfL accessibility data, identifying the requirements to develop a new and improved dataset in 2019.
- (b) Working in partnership with third party app developers to support the use of TfL accessibility data.
- (c) Accessibility audit of the entire TfL digital estate (webpages and apps) to improve service and meet new Government regulations.

4.8 Real-time access updates

- (a) Launched new 'Real-Time Information' (RTI) app to enable London Underground front-line staff to capture the real-time service status of lifts and escalators in their stations, and other stations.
- (b) Launched new 'Turn up and Go' (TUAG) functionality within the RTI app, to enable staff to log TUAG journeys and provide improved service to customers.
- (c) Development of new 'lift out of service toolkit' to enable station staff to display more detailed customer information on alternative step-free routes when lifts are out of service.

4.9 Accessibility signage

- (a) Comprehensive signage audit completed at all step-free access stations.
- (b) New Accessibility Signage Standards developed to upgrade future provision (based on the findings of the signage audit).
- (c) Installation of new signage at first phase of 5 priority stations (Kings Cross, London Bridge, Waterloo, Westminster and Green Park).

5 2019/20 Programme Planning

- 5.1 The ADG held a planning workshop on 4 December 2018 to compile the long-list of potential projects to take forward in 2019/20. A follow-up workshop was held on 15 January 2019 to prioritise the programme.

5.2 Projects were identified based on customer insight from the latest Accessibility Insights Package, stakeholder insight from the Stakeholder Accessibility Forum and operational insight from ADG members.

5.3 The new programme will build upon the delivery in 2018/19, expanding the rollout of successful projects and delivering new initiatives across all six priority areas to address further customer gain points. Details highlighting the planned projects for delivery in 2019/20 are set out in the attached presentation.

List of appendices to this report:

Appendix 1 – Customer Accessibility Programme: 2018/19 Delivery Update

List of Background Papers:

None

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Customer Accessibility Programme: 2018/19 Delivery Update

Presentation to CSOPP

13 June 2019



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Contents

- Our strategic objectives
- Accessibility Programme development
- 18/19 delivery highlights
- 19/20 programme
- Appendices

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Why do we need an accessible transport network?

- There are 13.9 million Disabled people in UK (22% of the population) and 1.3 million living in London (15%)
- 84% of disabled Londoners report that being Disabled limits their ability to travel¹
- The 'Social Model of Disability' explains how society puts in place physical, attitudinal, social, organisational, economic and communication barriers which 'disable' people from participating fully and from having the same opportunities as others
- Removing the barriers which prevent equal access to our services will help to enable:
 - ✓ More Londoners to make use of the transport network for spontaneous independent travel
 - ✓ A better customer experience for all, including older Londoners, those travelling with children, customers with long-term health conditions and customers travelling with bags or heavy luggage
 - ✓ Improved social integration by allowing more people to participate in the opportunities that London has to offer, leading to more passengers, a larger workforce and more customers for local businesses. UK households with a disabled person living in them had a spending power of £249 billion in 2014/15 and this spending power will increase as the population ages²

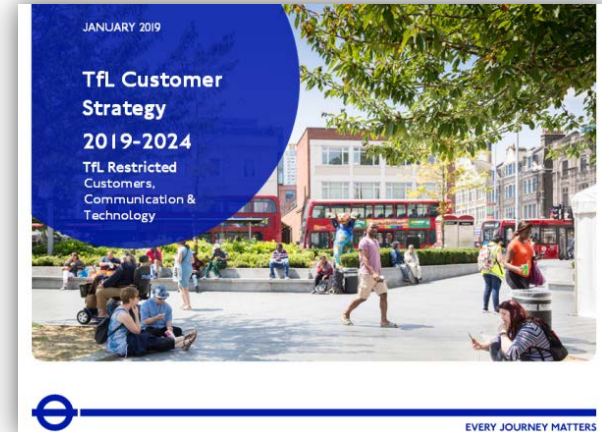
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Our Strategic Objectives

- The Customer Accessibility Programme completed its first year of delivery in 2018/19.
- The Programme has been developed to deliver against TfL's strategic objectives as set out in the following documents:
 1. Mayor's Transport Strategy
 2. Inclusive London – The Mayor's Equality, Diversity and Inclusion Strategy
 3. Action on Equality: TfL's Commitments to 2020
 4. TfL Customer Strategy

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TfL Customer Strategy: 2019 – 2024

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Vision

To make public transport, walking and cycling the first choice

Objectives

- Consider the needs of all our customers
- Remove inconsistencies in the customer experience
- Build a shared sense of responsibility with customers to make travel on the network safer, more reliable and pleasant
- Tell Londoners the benefits of the MTS
- Protect public transport patronage
- Target those most likely to switch from car to public transport and drive up fares income with a focus on Outer London
- Drive down costs by improving the efficiency of the customer experience

Desired outcomes

- Customer experience becomes more inclusive, unlocking opportunities for all
- Customers buy into the MTS vision and feel more emotionally engaged with TfL
- A more consistent experience and a clearer understanding of our role makes customers feel more valued
- More respect among customers leads to safer, more pleasant travel with less fare evasion
- The quality of the PT, walking and cycling experience increases its appeal vs the car
- Londoners' quality of life improves
- Road space freed for essential services, right vehicles for the right needs
- Fares income increased
- Costs managed

Fruitful territories for action

- Staff engagement
- When things go wrong, inform and reassure, take ownership and put it right
- Visible improvements especially to buses in outer London and AQ
- Data to improve the customer experience and our efficiency
- Build on our customer respect initiatives, eg share the road, POMAS, safety behaviours etc
- Improve the experience at interchanges
- Communicate our role, how we are funded and localised improvements
- Be consistently transparent about our decisions and in day-to-day interactions with customers
- Deliver our customer promise on value
- Revenue initiatives
- Process improvements to reduce cost

Underpinned by safety and operational excellence

Outcomes key:

Supports MTS goals

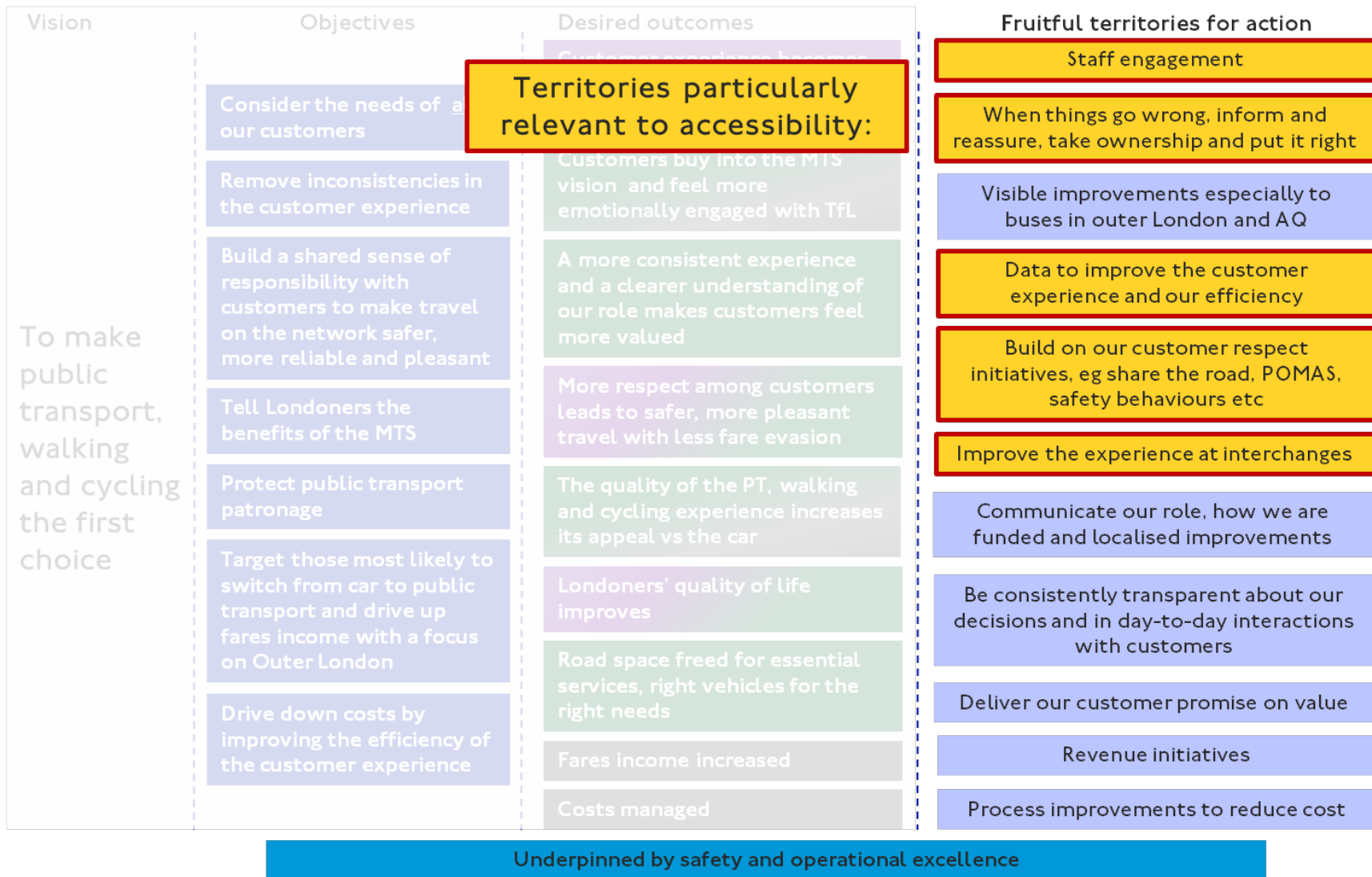
Supports financial goals

Supports D&I goals



TfL Customer Strategy: 2019 – 2024

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Accessibility Programme Development

A number of key inputs, workshops and customer and stakeholder insights were considered to develop the 18/19 Accessibility Programme:

- Accessibility Insight Package (AIP) – see *slide 9*
- Disabled Customer ‘Gain Points’ – see *slide 11*
- Advice from our Accessibility Stakeholder Forum – see *slide 12*
- Action on Equality objectives for 2016 – 2020
- Accessibility Customer Group (CERG) actions
- London Underground accessibility programme
- Bus accessibility programme
- Customer information and engagement workshops
- Customer and stakeholder workshops on SFA signage at LU stations
- Digital partners accessibility summit
- Advice from our Independent Disability Advisory Group (IDAG)
- Advice from our Disability Staff Network Group (SNG)

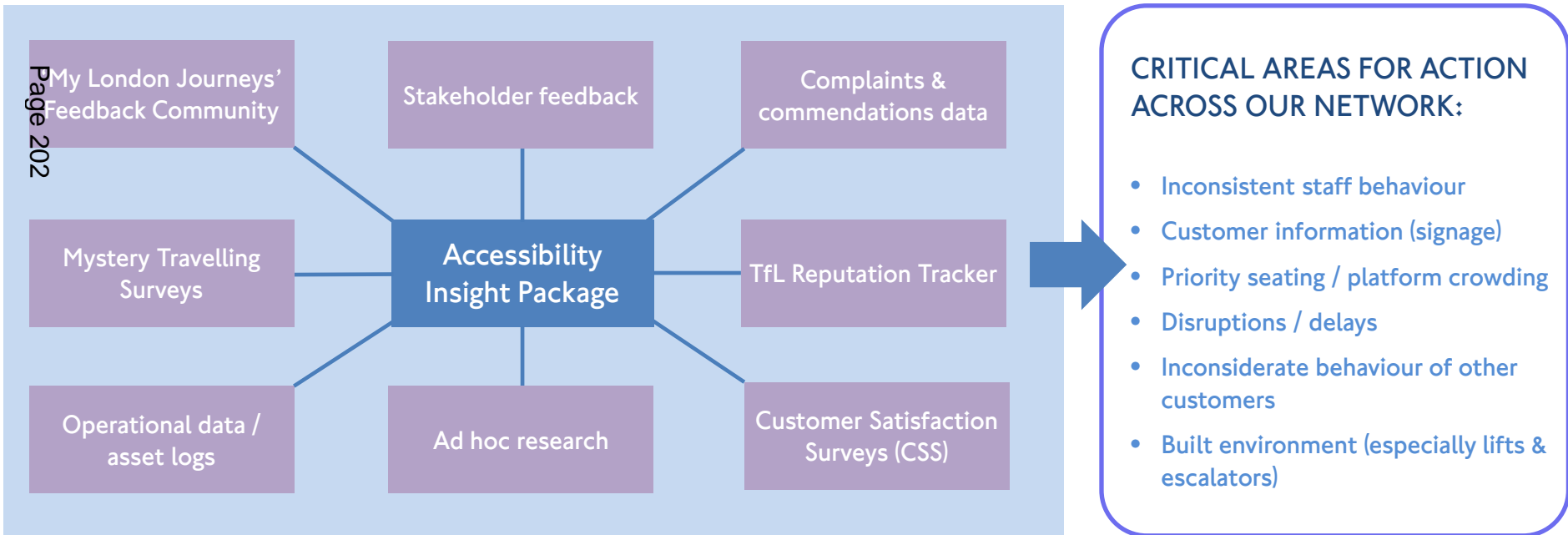
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Accessibility Insight Package

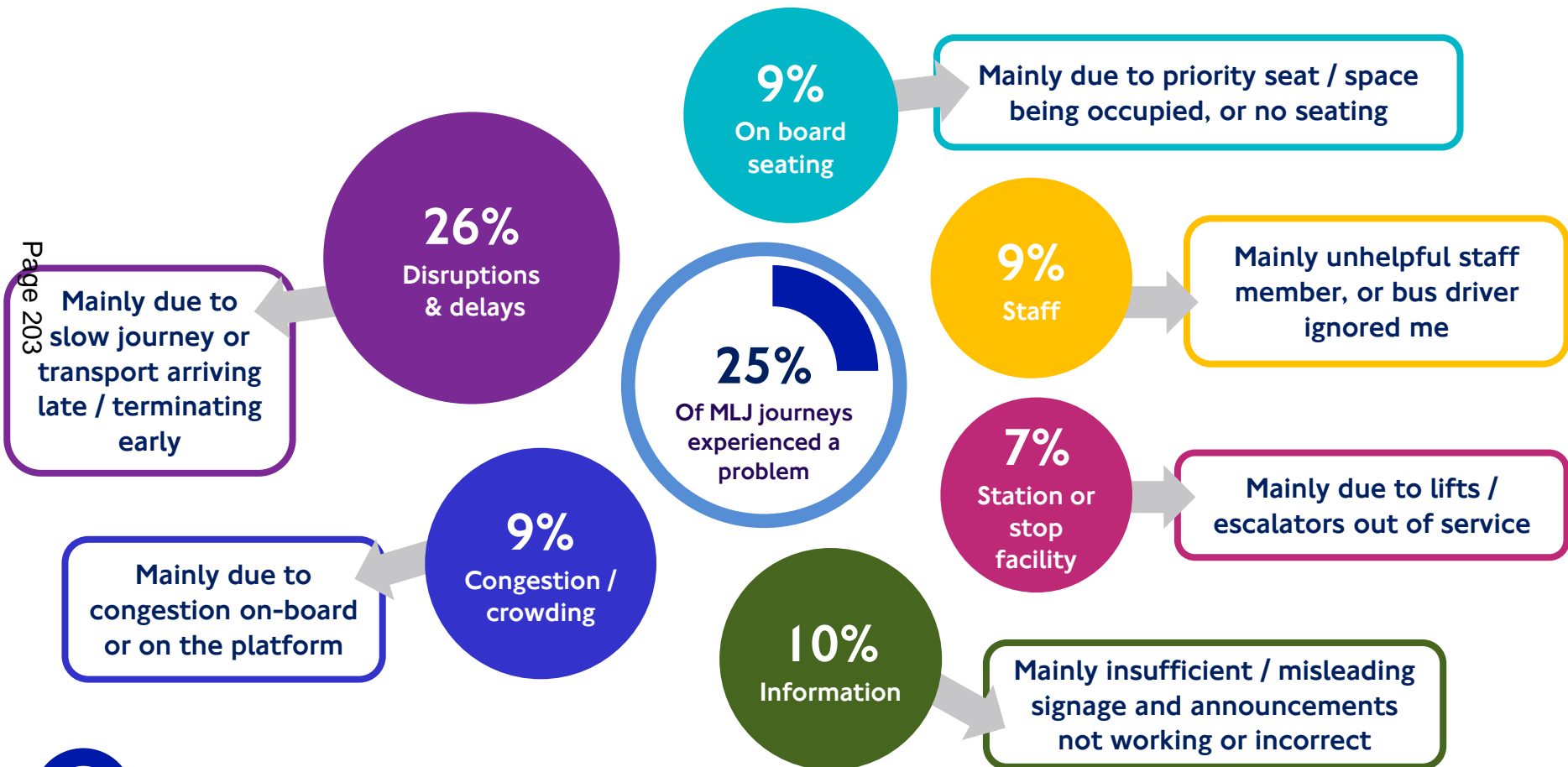
The programme has been developed and refined through customer insight provided directly from our customers through our 'Accessibility Insight Package' (AIP)

- The AIP brings together a broad range of accessibility related insights to track the accessibility of our transport network for disabled customers
- This includes the 'My London Journey' community of 434 active members, who provide us with feedback on their day to day journeys



My London Journey Community (MLJ)

- The MLJ community made 1,493 journeys between 1 April and 30 September 2018
- 1,118 of these journeys were completed without an incident, but 375 (25%) experienced a problem
- The main problems could be alleviated through improved signage / information, better service from staff and more consideration from other customers



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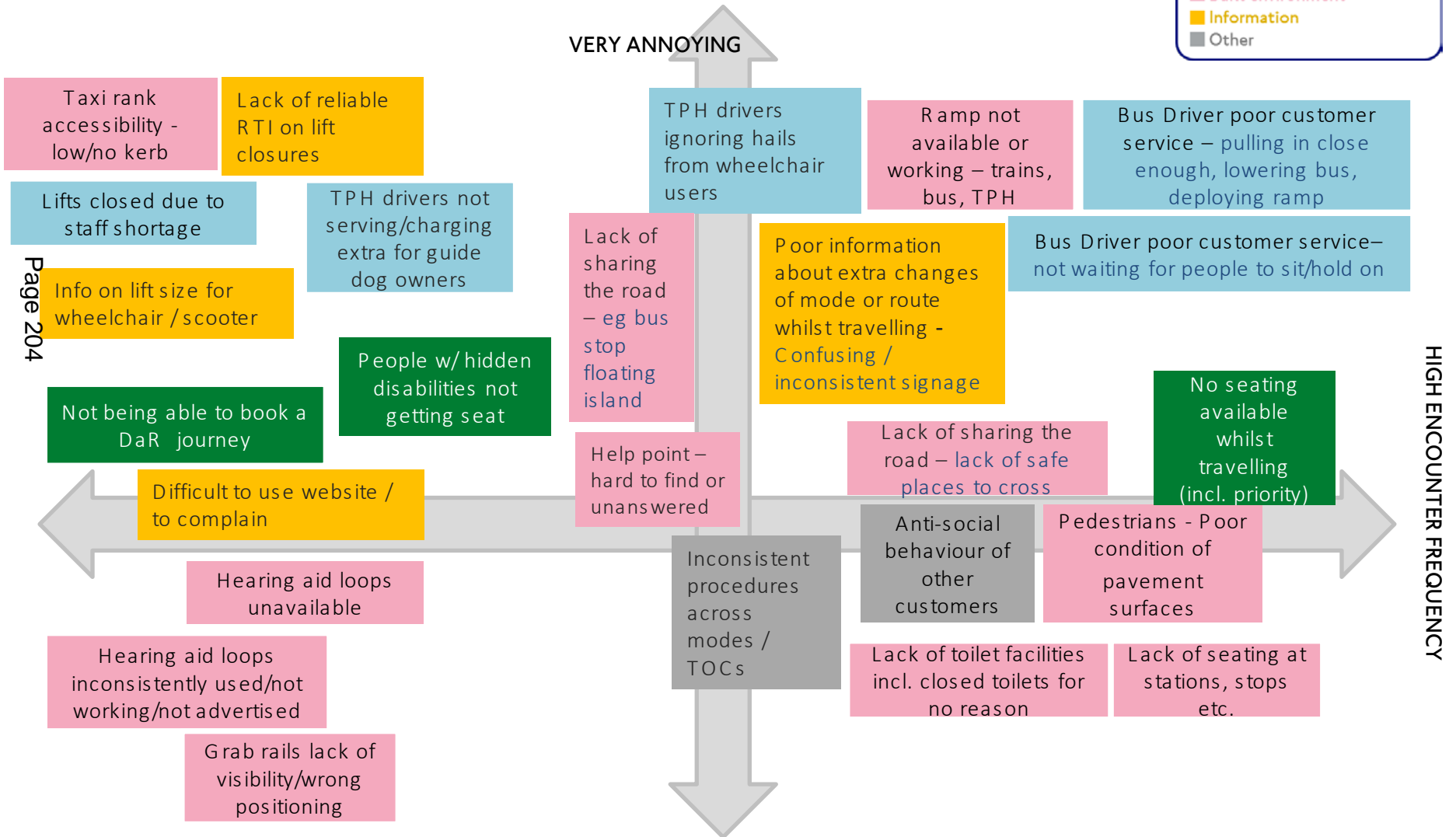


Disabled Customer Gain Points

The Programme has been targeted to address the issues identified through the AIP and to focus projects on addressing specific customer 'gain points'

KEY

- Staff
- Priority seating, crowding and disruptions/delays
- Built environment
- Information
- Other



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HIGH ENCOUNTER FREQUENCY

- The programme has been further developed through our Accessibility Stakeholder Forum
- The Forum was established in August 2018 and is run on a quarterly basis
- Attended by 15+ groups, including RNIB, TfA, Age UK and Alzheimer's Society



- Forum meetings have included workshops to:
 - Review programme priorities
 - Identify key stakeholder issues for attention
 - Discuss local issues
 - Receive feedback on proposed activities and recent delivery



Programme Priorities

Programme development led to the identification of six priority areas:

Staff Training

- Increase staff knowledge and awareness of customers' accessibility needs (both frontline and back office)

Promote Services

- Promote our Accessible Travel Services, increase awareness of the needs of disabled passengers and encourage considerate behaviour

Customer Engagement

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

Digital Experience

- Improve the quality and delivery of our accessibility datasets to customers and share them with external third party developers

Real-Time Access Updates

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

Accessibility Signage

- Ensure signage across our entire network is accurate, accessible, consistent and intuitive



Staff Training

- **‘Disability Equality Training’** is being delivered to 1,000 professional services staff and a further 450 LU front-line staff:
 - An inclusive procurement process was undertaken to ensure disabled businesses could participate
 - All trainers have 'lived' experience of disability and all ‘accompanied journeys’ are led by disabled guides, to give first hand experience of using our transport network
 - More than 230 professional services staff have been trained to date, from a broad range of teams including Customer, Transport Strategy, Strategy & Network Development, Transport Infrastructure, Contact Centre and Transport Planning
- **‘Equality Impact Assessment Training’** has been delivered to more than 400 professional services staff, giving them the tools to carry out effective Equality Impact Assessments
- **Inclusive Design Training** has been developed with the Design Council, providing a permanent online training programme and a series of interactive training sessions for 500 TfL staff in April 2019
- **‘Dementia Friends’ online training** developed with the Alzheimer’s Society and available to all TfL staff, with over 800 people taking the course (500 currently completed)

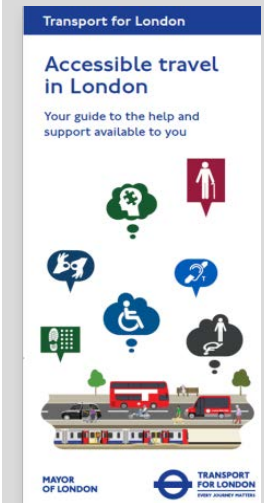
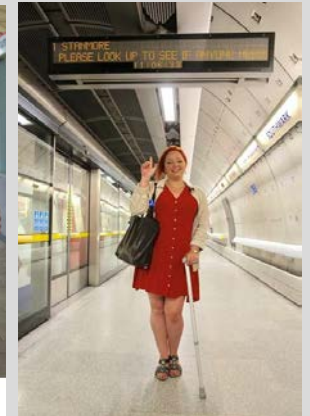


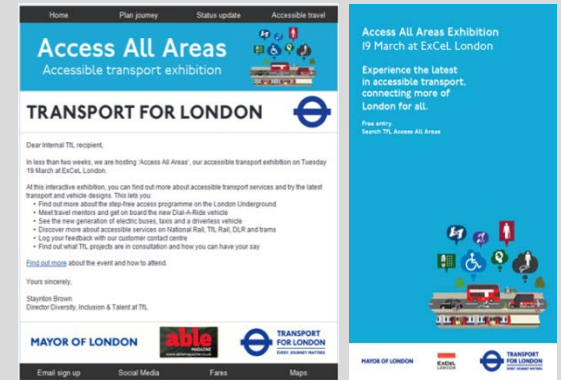
Developed for London Underground by Inclusion London and Transport for All.



Promote Services

- **'Please offer me a seat' badges** – more than 44,000 badges distributed since launch in April 2017, averaging 2,000 each month
- **'Priority Seat Week' April 2018 and April 2019**
 - Activities included circuit posters, social media, station announcements and special edition vinyls above priority seats on selected Overground, Underground and TfL Rail trains
- **'Look Up' Campaign** – July 2018 and February 2019
 - Supporting the campaign initiated by Corry Shaw asking customers to "Look Up" to see if anyone needs their seat
 - Activities include announcements on London Underground, customer information posters, social and press activity
- **Accessible travel in London leaflet & website** – more user-friendly leaflet produced with improved distribution to promote and signpost all of our accessible services. TfL webpages also updated to mirror the leaflet content and provide consistency for customers
- **Jubilee line priority seat moquette** – new design launched in April 2019 and being rolled out to improve the visibility of priority seats
- **Education and engagement activity** to raise customer awareness of our Assisted Travel Services using national disability awareness days throughout 2019

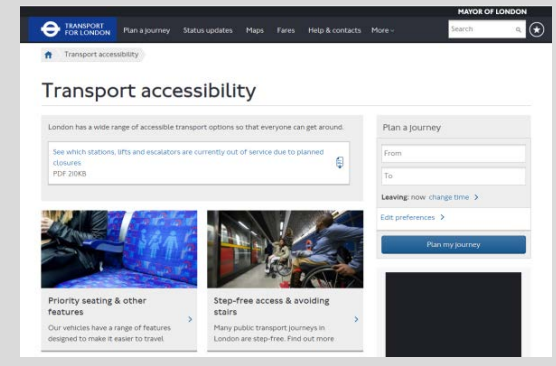
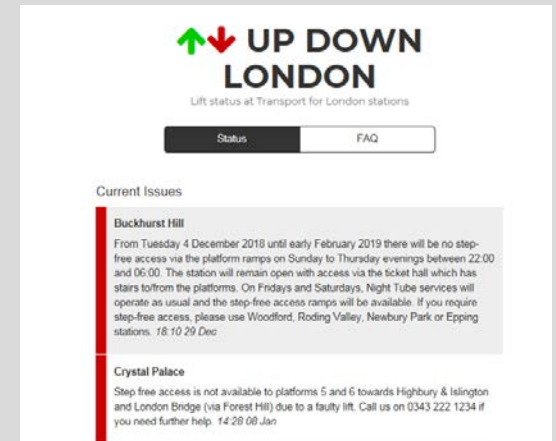




- **Accessibility Insight Package** – launched and integrated as a key insight into accessibility programme development
- **Accessibility Stakeholder Forum** – established in August 2018 and run on a quarterly basis, with attendance from 15+ disability groups and charities
- **‘Access All Areas’** exhibition held on 19 March 2019 at ExCeL London, showcasing the latest in design, services, technology, engineering and best practice in accessible transport
 - 1,500 attendees including customers, City Hall, London boroughs, independent disability groups and charities, academia, design experts, TfL departments and the media
 - 38 stands exhibiting and engaging with customers
 - 12,000 customers ‘livestreaming’ the event
 - 49% of general attendees identified as having a disability
 - 76% rated the event as good or excellent
 - 80% of attendees said they learned something new
 - 82% felt that TfL is investing to improve the transport network for disabled people
 - 49% of attendees said that as a result of attending the event, they now feel more confident to travel in London using TfL services
 - The number of attendees who believe “TfL is making it easier for disabled people to get around” went up from 67% to 80% (+13%) when surveyed before and after the event

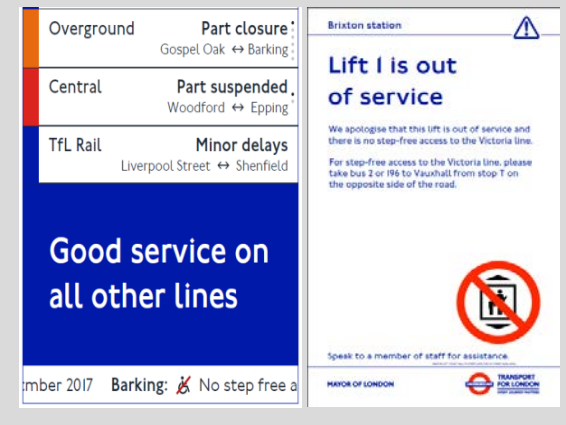
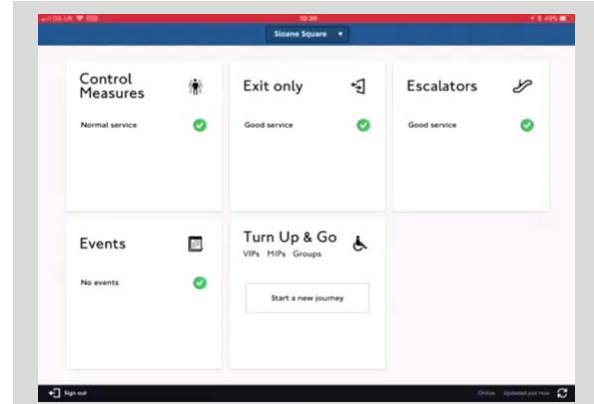


- **New and improved accessibility data** – our current data is being consolidated and audited, with updated datasets to be published as open data in 2019. This will include:
 - Station data i.e. step free interchange, accessible toilets, baby change facilities, blue badge parking, accessible bus interchanges
 - Platform data i.e. level access details, raised platform humps, manual boarding ramps
 - Link data i.e. interchange details, lift and escalator details
- **Promoting and supporting accessibility features in third party apps** – working in partnership to promote new features and improvements e.g. helping 'Up Down London' to utilise our lift status data
- **Accessibility audit of all TfL webpages and apps**
 - The entire TfL digital estate must be audited and updated to comply with latest government regulations
 - Roll out and testing schedule compiled by March 2019, with updates in 19/20 & 20/21, in line with government deadlines



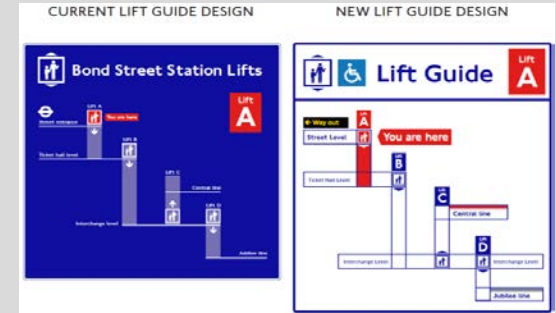
Real-Time Access Updates

- **‘Real-Time Information’ (RTI) App** – launched in May 2018
 - Allows LU staff to capture real-time updates of station specific information, such as the status of lifts and escalators
 - Gives staff latest step free access information to help customers make timely travel decisions and avoid potential delays
- **‘Turn Up and Go’ (TUAG) app development** – new TUAG ‘tile’ launched within the RTI app in January 2019
 - Enables staff to log TUAG journeys, share customer details with staff at interchange and destination stations and track journeys through to completion
 - Additional app functionality is in development to launch in 2019:
 1. Incorporating ‘Trackernet’ to give station staff an accurate arrival time for TUAG customers and flag journey disruption
 2. Flagging if SFA is unavailable at the destination station - to inform staff when helping customers plan their route
- **Electronic Service Update Board (ESUB) redesign** – new design to launch in 2019, with the inclusion of a step free access live ‘ticker’ permanently scrolling across the bottom of the screen
- **‘Lift Out of Service’ Toolkit** – Step free access stations now display a tailored pack of information posters to advise customers of alternative step-free routes when lifts are out of service



Accessibility Signage

- **Station Signage Audit** – carried out across all step-free access stations to ensure that signage is accurate, accessible, consistent, visible and intuitive. Independent Disability Advisory Group (IDAG) members attended the audit at 4 of the stations
- **New accessible signage standards** – these have been compiled based on the findings of the signage audit and will be implemented as BAU across the network (see appendix 8 for new signage standards)
- **Installation of additional blue step-free access signage** – first stage of signage improvements completed in Autumn 2018 at Kings Cross, London Bridge, Waterloo, Westminster and Green Park
- **Installation of wider station signage improvements** – rolled out at the above 5 stations in March 2019, including new signage for wide aisle gates, high level signage, lift schematics and level access boarding information
- **Improved visibility of platform humps** – new blue floor markings and hanging signage being installed across the Victoria, Northern and Piccadilly lines, to improve the visibility of platform humps, especially during crowding



19/20 Programme

- A new programme of activity is now in delivery for 20 19/20
- The programme has been developed to build upon successful delivery in 18/19 and to address further customer gain points as identified through our Accessibility Insight Package
- Work will take place across all six priority areas:

Staff Training

- New TfL 'Inclusive Design Manifesto' to be written with the Helen Hamlyn Centre for Design, to inform our staff, policies and strategies
- New 4-year framework contract to be procured, enabling the delivery of further DET & EQIA training across the business



Promote Services and Educate Customers

- Wider promotion of accessible public transport, including the turn up and go service (TUAG) and mobility aid recognition scheme (MARS)
- Further bursts of considerate behaviour campaign to increase awareness of the needs of disabled passengers, particularly for hidden disabilities



Customer Engagement

- New programme of customer out-reach and engagement through attendance at local community and stakeholder events
- Enhanced programme of customer engagement 'Bus Days' and bus garage 'Roadshows' led by the TfL Travel Mentors



Digital Experience

- Comprehensive programme of web testing and development to upgrade the accessibility of all TfL customer facing websites and apps in line with new Government regulations
- Publication of new TfL accessibility dataset and incorporation into our digital customer channels



Real-Time Access Updates

- Further upgrades to the functionality of the 'Real Time Information' (RTI) staff app and the quality of data collection relating to lift and escalator service
- Integration of the RTI app data to automatically display through our digital customer channels



Accessibility Signage

- Roll out of new accessibility signage upgrades at the next phase of 9 priority stations (Brixton, Blackfriars, Hammersmith, Kilburn, Bermondsey, Borough, Canada Water, Caledonian Road, Stratford)
- Updated design to improve the Step-Free Access Tube Map





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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: Assisted Transport Services

This paper will be considered in public.

1 Summary

- 1.1 At its meeting on 14 November 2018, the Panel considered a paper outlining progress made to date in delivering improvements to Assisted Transport Services (ATS) for Londoners with reduced mobility.
- 1.2 This paper provides an update to the Panel on progress since November 2018 in delivering the actions outlined in the ATS roadmap.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the proposal to discontinue the ATS pilot.**

3 Background

- 3.1 ATS refers to assistance provided to customers with limited mobility who require additional help getting around. Services available include door-to-door transport services, such as Dial-a-Ride and Taxicard, alongside enablers to using general public transport, including travel mentoring.
- 3.2 Customer research and data have continued to inform work on the ATS roadmap, which is aimed at improving the following customer priorities:
 - (a) increasing customers awareness of the range of ATS available;
 - (b) simplifying the customer service offering by helping customers to make the right choices about which service to use and by ensuring consistency in the information we provide; and
 - (c) improving accessibility of general public transport to increase customer independence where possible and providing ATS customers with information about public transport.
- 3.3 The Mayor's Transport Strategy commits TfL to delivering ATS customer experience improvements (see Appendix 1). A full outline of progress is detailed in Appendix 2.

4 Increasing Integration of ATS

Integrated branding

- 4.1 A single brand identity for ATS covering both the TfL run services (Dial-a-Ride, Capital Call and Travel Mentoring) and the London Councils run service (Taxicard) has been developed. The agreement between TfL and London Councils is to use the single identity branding in relation to initiatives and projects piloting innovation or integration in ATS (see Appendix 3).

Customer information

- 4.2 To raise awareness of the range of accessible transport options available, we attended the Access All Areas event on 19 April 2019, which received positive customer feedback. At the event, we promoted a new leaflet that integrates customers' information on all accessible journey options, which is now available on the TfL website (Appendix 4). We are also including on our website more information on accessible and assisted journey options to mirror the hierarchy in the leaflet. The new information will be made available by the end of June 2019.

Travel mentoring

- 4.3 The Travel Mentoring team is responsible for providing customers with travel training and demonstrating the accessibility options available on the TfL network (see Appendix 5).

5 Improvements to the Taxicard Scheme

- 5.1 On 1 January 2019, the Taxicard scheme came under new contractual arrangements arising from a joint procurement involving both TfL and London Councils. TfL funds the majority of the Taxicard budget, and London Councils operates the scheme. The joint procurement also includes the taxi and Private Hire Vehicle (PHV) supply that supplements the Dial-a-Ride service.
- 5.2 In response to the consultation of Taxicard members in 2017, the new contract provides a number of benefits for customers, including:
- (a) Taxicard customers can now decide whether to receive a door-to-door or kerb-to-kerb assistance option;
 - (b) a maximum agreed fare for journeys, which gives Taxicard customers greater price certainty before they undertake their journey;
 - (c) drivers undertake more rigorous quality training, which ensures that training standards of taxi and PHV drivers align with Dial-a-Ride services; and
 - (d) improvements in customer service and complaint handling, including an expanded customer service operation.
- 5.3 There are currently performance reliability issues under the new contract, as the driver fleet adjusts to the new arrangements. The performance of the contract is also adversely impacted upon by changes in the taxi and PHV industry, including a declining number of licensed taxi drivers.

- 5.4 Improving the operational performance of our services is a priority, as this underpins the ATS roadmap and our ability to provide customers with services which suit their needs. We are working closely with the contract supplier and a performance improvement plan has been implemented. Whilst performance is improving, we continue to work with London Councils to closely manage the service provider.
- 5.5 The Capital Call scheme is currently delivered by third party providers. Although Capital Call typically provides fewer than 80 trips per week, performance has not met our expectations. We have been integrating new, local PHV operators to deliver trips in some areas, and will continue to look for new partners.

6 Assisted Transport Pilot

- 6.1 In 2017 and 2018, we developed a pilot to test the practicalities of giving customers a flexible personal budget for the Taxicard scheme. The pilot aimed to trial ways of improving access to longer distance journeys. The format and technicalities of the pilot were developed in partnership with London Councils, who manage Taxicard, and the two pilot boroughs, Southwark and Hounslow.
- 6.2 The pilot sought to recruit 300 participants and we directly contacted members from our Dial-a-Ride and Taxicard membership base. Recruitment of participants in the two boroughs has been difficult and by April 2019 approximately 30 participants had been recruited. This is due to challenges contacting participants, a lack of interest amongst the largely elderly customer base and a reluctance to sign the data sharing agreement.
- 6.3 The ATS pilot steering group, involving participants from both TfL and London Councils, proposed that the pilot be discontinued and a review of the pilot's objectives be carried out to identify other ways in which they can be achieved.

7 Medium Term Actions

Booking and scheduling system

- 7.1 The key enabling item in the roadmap is the implementation of an integrated booking and scheduling system for ATS. Early market engagement for the procurement of this system has begun, which includes an exploration of ways in which TfL can deliver a digital 'one stop shop' for customers. A recent Industry Day we hosted attracted more than 30 potential suppliers. The target implementation date for the system covering TfL operated services is July 2021.

Demand Responsive Bus trial

- 7.2 The Demand Responsive Bus (DRB) trial is a new public transport pilot service, which commenced on 28 May 2019. The DRB service is accessible and includes wheelchair access in all vehicles. The trial will enable us to understand how different customers use a demand responsive service, including customers with accessibility requirements and existing ATS customers. The trial will be publicised to existing ATS customers in the pilot areas and we have begun engagement with local hospital trusts.

Hospital transport

- 7.3 A new strand of work has been initiated to improve our alignment with hospital transport providers. This is a key concern for ATS customers, who generally are also eligible for non-emergency patient transport services. We have begun engagement with Barts Health NHS Trust and Guy's and St Thomas' NHS Trust. The engagement meetings have established that the number of journeys provided through NHS patient transport services is significant and any action to deliver them would require a significant increase in funding. However, we are working with the GLA health team and the NHS Trusts to identify opportunities for joint working and to promote the DRB Trial to hospital patients.

8 Next Steps

- 8.1 We will update the Panel on progress again in six months.

List of appendices to this report:

Appendix 1 – ATS Vision

Appendix 2 – The journey towards the vision for a world class ATS

Appendix 3 – ATS single identity branding

Appendix 4 – Accessible Travel in London leaflet

Appendix 5 – Travel mentoring

List of Background Papers:

Assisted Transport Services Update, CSOPP (14 November 2018)

Contact Officer: Claire Mann, Director of Bus Operations, Surface Transport

Number: 020 3054 9465

Email: ClaireMann@tfl.gov.uk

Appendix 1: A roadmap for spontaneous and independent Assisted Transport Services

October 2017 (updated April 2019)

Executive Summary

The Mayor's Transport Strategy (MTS) sets out the Mayor's ambition to improve the overall accessibility of the transport network in London.

The vision as outlined in the MTS is:

"The Mayor, through TfL and the boroughs, and working with stakeholders, will seek to enhance London's streets and public transport network to enable disabled and older people to more easily travel spontaneously and independently, making the transport system navigable and accessible to all and reducing the additional journey time that disabled and older users can experience." (Policy 14)

To achieve this vision, the MTS outlines an Accessibility Implementation Plan that will improve mainstream transport accessibility in London. It includes a commitment to deliver the Assisted Transport Services (ATS) Roadmap by 2020.

This document outlines the ATS Roadmap which sets a path through which London could establish world leading Assisted Transport Services (ATS). It proposes improvements to the range of services and concessions that provide transport choices for Londoners who face mobility barriers whilst travelling. It proposes a new vision and a new identity for these services - targeted at the needs and convenience of all present and future customers.

This vision is based around the following five design principles:

1. Consistently **safe and reliable** journeys, with a customer focus, including highly trained staff across the whole network;
2. Providing **convenience** through information and support, to improve user confidence in journey planning and independent travelling;
3. Allowing users **flexibility and choice** in their preferred mode, time of travel, booking approach and level of assistance;
4. Providing a seamless and **integrated** multi-modal service, single user platform and personalised account, that incorporate all public transport modes including dedicated assisted transport services;
5. Utilising the latest technological **innovation** in bookings, payments, service routing, customer care and performance monitoring, to ensure the system is convenient, efficient and provides value for money.

To ensure the vision is fit for purpose, the roadmap and design principles will be refined and implemented with continued engagement with stakeholder and customer groups representing disabled people who regularly use ATS and those, such as the younger generations, who use it less.

Once fully implemented, this could provide a single integrated service that gives customers seamless access to a range of transport options including London's public transport and core ATS.

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Appendix 2: The journey towards the vision for a world class ATS

June 2019

| Objective | Improvement Initiative | Detail of initiative | Status in September 18 | Current Status - June 19 | Expected Delivery Date |
|--|--|--|--|---|------------------------|
| Create an integrated umbrella identity for ATS | 1. ATS umbrella identity | Develop a new umbrella identity for ATS to build joint identity across the existing delivery partnerships. | As part of the internal TfL approval process, commitment to use the joint branding when appropriate is being sought from London Councils. Discussions ongoing with London Councils. | Complete - ATS single umbrella identity has been developed. We have agreed with London Councils to use this identity for initiatives or projects piloting innovation or integration across ATS. | N/A - Complete |
| | 2. Joint taxi and PHV procurement | TfL/London Councils Joint framework for the procurement of taxi and PHV elements of Taxicard, Dial-a-Ride and Capital Call services. Set up common customer service standards and performance management structures. | Contract has been awarded to City Fleet and contract mobilisation is being progressed. Customer and stakeholder communications were planned to build up to 1 Oct launch but launch date not yet confirmed due to ongoing discussions with TPH over 'agreed fare' proposal. | Complete - The joint contract has been awarded to City Fleet and is in operation. | N/A - Complete |

| | | | | | |
|--|--|--|---|--|---|
| One stop shop platform for Assisted Transport Services | 3. Dial-a-Ride and Capital Call alignment | DAR and Capital Call merged booking centre. | Complete - Delivered 2nd July. | Complete - Merged booking system in operation. | N/A - Complete |
| | 4. Integrated customer feedback | Integrated customer feedback for Capital Call, Dial-a-Ride and Taxi services. | Capital Call complaints integration delivered. Greater integration of TfL TPH driver complaints being introduced as part of new contract and mobilisation is progressing. | Complete - The joint contract has been awarded to City Fleet and mobilisation is in progress. | N/A - Complete |
| | 5. Use Dial-a-Ride delivery partners to provide delivery of services to suit customer needs | Use taxis and community transport to support Dial-a-Ride services where suitable for customers' needs. | City Fleet have been awarded the taxi and PHV contract and along with Community Transport providers are delivering significant numbers of passenger journeys | City Fleet taxi supply issues need to be resolved. Whilst performance is improving, we will continue to work with London Councils to closely manage the service provider. Community Transport is working well, but do not currently have capacity to undertake further journeys. | Underway, however this will not be fully delivered until City Fleet supply issues are resolved. |
| | 6. Integrated booking and scheduling system | Develop a one stop shop integrated booking platform for TfL ATS services, which includes capacity management, scheduling, booking and cancellations. | Project to develop DAR online form now to be included in specification for the new booking and scheduling tender. | Functional requirements for the integrated booking and scheduling system have been identified. Industry day held with more than 30 potential suppliers attending. Early market engagement has begun, with MSQ's taking place in June 19. | Implementation: July 2021 |

| | | | | | |
|--|--|--|--|---|--|
| | <p>7. Integrate third parties with the one stop shop (e.g. hospital providers)</p> | <p>Following pilots and DRT, use lessons learned to further develop the ATS one stop shop platform beyond TfL/London Councils to include NHS funded services, third sector services and new forms of public transport where appropriate.</p> | <p>Desktop research being scoped by researcher looking at DRT applied to current door to door journeys serving health locations.</p> <p>Early stage discussions over potential synergies between ATS services and NHS transport provision being pursued.</p> | <p>Vision of the one stop shop included in the specification of the new Assisted Transport Services booking and scheduling system.</p> <p>Engagement with hospital providers has begun as part of the Demand Responsive Bus trial.</p> | <p>TBC – Following launch of booking and scheduling system</p> |
| <p>Increase awareness of the range of transport options available to customers</p> | <p>8. Integrated customer information and marketing of ATS and public transport options</p> | <p>Increase awareness of the full range of transport options, with integrated customer information about ATS and accessible public transport options.</p> | <p>Work is being progressed to develop generic printed information covering ATS and public transport options. Boroughs have agreed in principle to circulate marketing leaflet to Blue Badge and Freedom Pass Holders.</p> <p>Aims of this action also being discussed regularly at the Accessibility Delivery Group to identify opportunities arising from other projects for further promotional work.</p> | <p>The ATS leaflet has been launched at the Access All Areas event. We are now establishing how to further promote this information to customers.</p> <p>The website has had initial stakeholder feedback. User testing and wider stakeholder feedback is required.</p> <p>The 'In Touch' customer magazine will be prepared in August.</p> <p>Discussion is ongoing at the Accessibility Delivery Group to identify opportunities arising from other TfL projects.</p> | <p>Leaflet: N/A – Complete</p> <p>Website launch: 28 June</p> |

| | | | | | |
|---|--|--|--|--|---|
| | 9. Travel mentoring strategy | Create a new strategy to increase usage of the travel mentoring scheme. | Not started. | A review of Travel Mentoring and a new strategy for the scheme has started to be developed. | Proposal to be identified by September 19 |
| Improve TfL's understanding of the ATS market | 10. Personal budgets pilot | Conduct a pilot in two London Boroughs to understand customer choices between the different ATS services. | Delay due to ongoing discussions between London Councils and LB Hounslow Information Governance team regarding approval to write to Taxicard members in the boroughs. Being chased through LB Hounslow equality team and TfL Local Communities and Partnerships. Timings to be reviewed in consultation with Deputy Mayor's office. | It is recommended that we do not proceed with the pilot due to low participation numbers. | N/A – Recommendation not to proceed |
| | 11. Demand responsive transport | Research opportunities to harness Demand Responsive Bus innovations to contribute to core Assisted Transport services. | DRB trial objectives and data gathering requirements include ATS perspectives. | DRB trial launched in May 2019. ATS will sit on the DRB Steering Group and have access to data and technology opportunities identified in the trial. | Trial 1 (Sutton): Delivery start May 19 Trial 2: Delivery start Nov 19 |
| | 12. Customer data analysis | Conduct data analysis and customer engagement to understand customer choice between ATS | Data sharing agreements have been sent to London Councils and are awaiting approval in order to | As the Personal Budgets Pilot is not proceeding, a proposal is being created to identify ways to source customer data to understand | Proposal to be identified by September 19 |

| | | | | | |
|--|--|--------------------------|--|-----------------------|--|
| | | and mainstream services. | proceed with the Assisted Transport Pilot. These will provide a basis from which future, ongoing data analysis will be able to take place more generally across ATS services and linking ATS travel patterns with those on mainstream modes. | customer travel usage | |
|--|--|--------------------------|--|-----------------------|--|

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Appendix 3: ATS single identity branding



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Accessible travel in London

Your guide to the help and support available to you





Welcome to Transport for London's (TfL's) guide to travelling around the city.

We are continually making improvements across the capital to help make it more accessible for all. For instance, did you know that 95% of bus stops are now accessible to wheelchair users, or that the DLR and Tram network are entirely step free? Changes like these help to make London more open for everyone, whether you've used public transport before but are wary of new routes, or you haven't tried it.

In this leaflet you will find information that will help you to understand what support is available for you to make and plan a journey. From online and printed maps and guides to mainstream public transport, through to door-to-door transport services.

Visit tfl.gov.uk/accessibility or call **0343 222 1234*** to find out more and see if you could take more journeys than you think.

Alice Maynard

Board member, Transport for London

*Service and network charges may apply.
See back page for details.

1

Planning your journey

2

Help from staff at stations and on buses

3

Discounted travel across the network

4

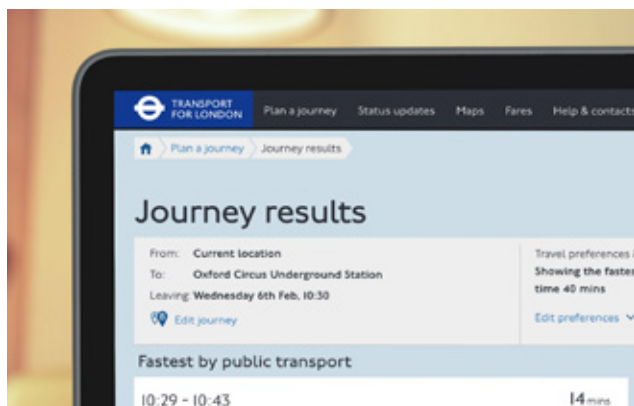
Wheelchair spaces and priority seats

5

Assisted travel services including Travel Mentoring, Mobility Aid Recognition Scheme and Travel Support Card

6

Door-to-door services including Dial-a-Ride, Community Transport and Taxicard



Journey Planner

Journey planner is an online tool to help you plan your journey. It gives you a wide range of travel options to choose from. This includes step-free and journeys with and without stairs and escalators. It will help you find the best routes between stations, stops, addresses or postcodes.

Visit tfl.gov.uk/plan-a-journey or call us on **0343 222 1234*** to find the most convenient route for you.

You can also check planned works, closures or disruptions on lifts, escalators or stations by visiting tfl.gov.uk/station-closures

*Service and network charges may apply. See back page for details.



On the network

There's lots of information to help you on your journey:

- Maps and timetables
- Real time service announcements and live arrival countdown timers
- Clear wayfinding signs at stations
- Hearing aid induction loops at most stations (look out for the T-loop symbol)
- Tactile paving (available at most platforms)
- Staff at most stations
- Interchange options including buses and taxis from some stations

You can also find out when your next bus is coming by searching online for 'TfL live bus arrivals' or texting **87287*** with the black five-digit number at the bus stop on the sign above the timetable, or ask @TfLTravelBot on Facebook Messenger.



Maps and guides

Tube map in large print, black and white and audio, showing Tube, TfL Rail, DLR, London Overground, Tram and Emirates Air Line services.

Step-free Tube guide showing the gap and step size between the train and platform, step-free access and interchange options on the Tube, TfL Rail, DLR, London Overground, Tram and Emirates Air Line services.

Avoiding stairs guide[†] showing lifts, escalators and ramps between street and platform on the Tube and DLR.

[†]Please note maps marked with this symbol are available to download only.

Tube toilet map[†] showing the locations of toilets and baby changing facilities on the Tube, TfL Rail, DLR, London Overground, Tram and Emirates Air Line services.

Tube tunnels map[†] showing which parts of the network are largely underground across Tube, TfL Rail, DLR and London Overground.

Translated Tube maps[†] can be found on our website in 15 languages.

Visit tfl.gov.uk/accessguides, or call us on **0343 222 1234*** to get your copy of a map or guide.

Local bus maps[†] are also available showing all the individual bus routes serving a particular area.

Visit tfl.gov.uk/maps/bus to view or download.

*Service and network charges may apply. See back page for details.



Help from staff at stations

All TfL staff are trained to help customers who require extra assistance. You don't need to book in advance, as we operate a **turn-up-and-go** service. Simply ask any member of staff for the help you need.

You can expect that we will:

- Help you to get to the platform
- Help you board the train
- Arrange for you to be met at interchange stations and at the end of your journey
- Deploy a ramp where available
- Let you know if there are delays on the network and suggest alternative routes

Please note most stations, but not all stations are staffed when services are running. Call 0343 222 1234* to find out more.



Help from staff on buses

You can expect the bus driver to:

- Pull in close to the kerb to reduce the gap
- Lower the bus to reduce the step up
- Deploy the wheelchair ramp if needed
- Require customers to make space for wheelchair users, unless it is unreasonable for them to do so

*Service and network charges may apply. See back page for details.



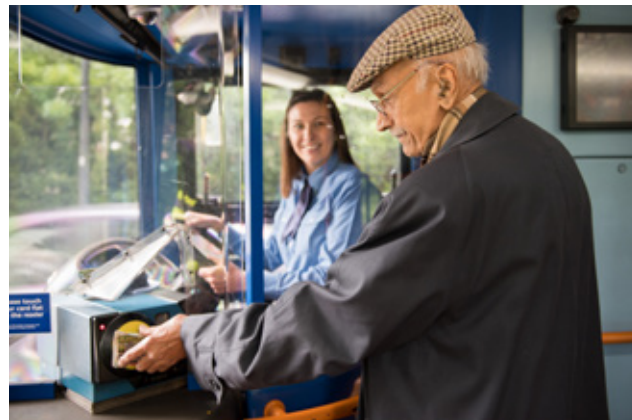
Assistance dogs

Assistance dogs can travel on all our services, including taxis and private hire vehicles, at no extra charge. Some dogs are trained to use escalators but if your dog is not, please speak to a member of staff for help.

“

Turn-up-and-go is a wonderful assistance service which allows me to travel independently. For me, the biggest benefit is that I don't need to pre-book assistance and can travel when I want to. ”

Amit, a Diversity and Accessibility Consultant who is visually impaired



Freedom Pass

The Freedom Pass allows older and disabled people living in London to travel free on the Tube, TfL Rail, DLR, London Overground, Tram, bus and some National Rail services in London.

Visit [londoncouncils.gov.uk/services/freedom-pass](https://www.londoncouncils.gov.uk/services/freedom-pass) to apply online, download the form to apply by post or call **0300 330 1433***.

Disabled Persons Railcard

If you have a Disabled Persons Railcard you can get one-third off pay as you go fares in London and rail fares across Britain.

Visit [disabledpersons-railcard.co.uk](https://www.disabledpersons-railcard.co.uk) for more details, ask at a mainline National Rail station or call **0345 605 0525***.

*Service and network charges may apply. See websites provided for more details.

4 Wheelchair spaces



Wheelchair spaces

Wheelchair spaces are available across TfL vehicles. Every bus has one and most trains have at least two.

Find them by looking for the wheelchair symbol on the outside of the carriage or bus. This symbol also tells you where step-free access is available.

All black cabs have space for wheelchairs and also offer an intermediate step and grab handles, plus most have a swivel seat.

Wheelchair spaces on TfL vehicles can be used by mobility buggies and mobility scooters too. However not all are suitable for use on all public transport vehicles. Please refer to the Mobility Aid Recognition Scheme in section 5 for more details, or ask the driver of your black cab if there is space to safely secure your mobility aid.

Priority seats



Priority seats

There are dedicated priority seats on all buses, Tube, TfL Rail, DLR, London Overground and Trams. They are located near the doors and have easy access to grab poles.

'Please offer me a seat' badge

If you struggle to stand on public transport and find it difficult to get a seat, you can apply for a free 'Please offer me a seat' badge, to make it easier to let other passengers know that you need a seat.

Visit tfl.gov.uk/pleaseoffermeaseat, or call us on **0343 222 1234*** to order your badge.

*Service and network charges may apply. See back page for details.



Travel Mentoring

If you have a mobility requirement or a disability and would like to try out the accessible transport options but are unsure how to do it, TfL's free Travel Mentoring service can give you guidance and support to help you get around London.

We offer telephone advice to help plan an accessible route and we can provide a mentor to accompany you for your first few practice journeys to help you learn how to travel the network, gaining confidence to become an independent traveller.

Our travel mentors can help anyone who lives or travels in London. We cover all journeys taken on TfL transport including the bus, Tube, TfL Rail, DLR, London Overground, Tram, Thames Clipper River boats and Emirates Air Line.

Email travelmentor@tfl.gov.uk, or call **020 3054 4361*** between 9:00-16:00 Monday to Friday to book an appointment.

If your journey is only on the DLR you may prefer to use the DLR Travel Ambassadors who offer advice on the network and can accompany you on a journey too.

Email ambassadors@keolisameydlr.co.uk to to book an appointment.

“

Since I've taken the TfL Travel Mentoring service my world has opened up. It has increased my confidence and allowed me to travel independently across London. ”

Natasha, a member of Havering Association for people with Disabilities (H.A.D) and mobility aid user

*Service and network charges may apply. See back page for details.



Mobility Aid Recognition Scheme

If you use a mobility aid on the bus, you can apply for a Mobility Aid Recognition card. This lets bus drivers know your aid has been approved and to let the ramp down for you.

When you apply for a card, a travel mentor will accompany you on a journey to check the size of your mobility aid. They will also provide useful tips for how to get safely on and off the bus and plan your journeys.

You can apply for the card if you use a mobility scooter, walking aid or wheelchair buggy. Please note not all mobility aids are suitable for travel on public transport.

Email us at travelmentor@tfl.gov.uk or call us on **020 3054 4361*** between 9:00-16:00 Monday to Friday to book an appointment.



Travel support card

Travel support cards help you communicate with staff. You can write down what assistance or information you need and show this to staff to help you when you're travelling on any part of the TfL network and at Victoria Coach Station.

Anyone who finds travelling difficult can have the travel support card.

Visit tfl.gov.uk/travel-support or call **0343 222 1234*** to get yours.

*Service and network charges may apply. See back page for details.

6 Door-to-door services



Dial-a-Ride

Dial-a-ride is TfL's free door-to-door transport service for those who cannot always use the bus, train or Tube. It is mostly suitable for getting around locally to do your shopping, attend events and visiting family or friends. You will share your journey with other Dial-a-ride users.

Membership is available to older London residents and those with long term or permanent disabilities.

You can print a membership application form at tfl.gov.uk/dialaride, request one to be sent to you by emailing dar@tfl.gov.uk or calling **0343 222 1234***.

Door-to-door services



Taxicard

Taxicard offers subsidised travel in licensed taxis and private hire vehicles to London residents with serious mobility or visual impairments, enabling them to make social trips such as shopping and visits to friends and family.

Visit londoncouncils.gov.uk/services/taxicard, email taxicard@londoncouncils.gov.uk or call **0207 934 9791*** to join Taxicard.

Community Transport

This is an independent, community based door-to-door transport service for those who are unable to use public transport. It offers transport for groups as well as individuals.

Visit tfl.gov.uk/door-to-door to find out how it works in your local area.

*Service and network charges may apply. See website provided for more details.

Contact us

Visit us at: tfl.gov.uk/accessibility

Write to us at:

TfL Customer Services, 4th floor,
14 Pier Walk, London SE10 0ES

Call us on 0343 222 1234*

For service updates and news follow us
[@TfLAccess](https://twitter.com/TfLAccess) on Twitter

To get in touch, provide feedback, make
a suggestion or complaint visit
tfl.gov.uk/help-and-contact/accessibility

*Service and network charges may apply. Most providers offer call packages that allow calls free of charge at certain times. 020 and 034 numbers are usually included in these packages. Calls from landlines are typically charged between 2p and 10p per minute and calls from mobiles typically cost between 10p and 40p per minute. Connection charges may apply. SMS charges may vary.

All information correct at time of going to print.
February 2019.

 tfl.gov.uk

 24 hour travel information
[0343 222 1234*](https://tfl.gov.uk/0343-222-1234)

 Sign up for email updates
tfl.gov.uk/emailupdates

   tfl.gov.uk/socialmedia

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JUNE 2019

Appendix 5

Travel Mentoring

Brian Gordon
Travel Mentor Team Leader



Travel Mentoring Overview

We support customers with mobility requirements and disabilities, helping them to become independent users of London's public transport

- Last year we saw 3,000 customers and provided:
 - Assisted one-to-one training
 - Mobility Aid Recognition Scheme support and checks, to enable customers with mobility aids to use buses
 - Taxicard and Dial-a-Ride appeals
 - Bus days, to allow disabled customers to experience travel in a safe environment



Travel Mentoring and Guidance

- Our free Travel Mentoring service gives customers training and support to help them get around London
- We assess their needs and show them accessibility options available on the TfL network, to help them gain confidence and become an independent traveller
- We can offer customers with telephone advice to help them plan an accessible route
- We cover all journeys taken on TfL transport including the bus, Tube, TfL Rail, DLR, London Overground, Tram, Thames Clipper River boats and Emirates Air Line



Big Red Bus Days

We collaborate with local authorities, disability organisations and health and social care professionals to raise awareness of accessible public transport:

- Bus days are a way for disabled Londoners to experience travel on a London bus in a safe environment
- These include a number of special education needs and disability (SEND) schools, boroughs and organisations, such as Mencap
- An out of service bus follows a pre-planned route and participants board and alight the bus along the route accompanied by Travel Mentors and members of the local Safer Transport Teams



Mobility Aid Recognition Scheme (MARS)

The mobility aid recognition scheme helps those with mobility aids that wish to use our buses

- Recognised mobility aids can travel on buses with a MARS card. The card demonstrates to the driver that the mobility aid suits our guidelines
- The scheme is aimed at people with mobility scooters but can also be used by people with wheelchairs and mobility walkers
- When a customer applies for a card, a travel mentor will accompany them on a journey to check their mobility aid and provide them with tips for how to safely use public transport



Mobility Aid Recognition Scheme (MARS)

London Buses

Is your mobility aid bus-friendly?



You're probably already aware that London's buses are fully accessible to wheelchair users.

Did you know many other mobility aids – scooters, adapted buggies, walkers and shopping trolleys – can also board buses via the ramp.





Contact

Brian Gordon
Travel Mentor Team Leader

Travelmentor@tfl.gov.uk



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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: Review of Bus Services to London's Hospitals – 2019 Update

This paper will be considered in public

1 Summary

1.1 This paper gives an update on progress on the provision of bus services to London's hospitals following on from TfL's 2017 review and the 2018 update.

2 Recommendation

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

3 Background

3.1 Good access to hospitals is vital for communities and a key part of what the bus service is there to provide. In 2017, in line with the Mayor's aim of improving access to health services in London, TfL undertook a strategic overview of the delivery of bus services to London's hospitals. This was reported to the Panel at its meeting on 13 July 2017. An update on progress was reported to the Panel at its meeting on 6 June 2018.

3.2 The overview considered links to London's 37 general hospitals, as well as two specialist and two community hospitals. Key potential actions for the bus network around each hospital were identified and these were given one of three priorities for action. The priority levels were based on the following factors:

- (a) value for money to customers and to TfL;
- (b) feasibility, including infrastructure and other necessary support;
- (c) the likely level of stakeholder support; and
- (d) availability of funding.

3.3 Given that those who wish to attend hospitals will include a significant proportion of people with relevant protected characteristics, and in particular the relevant protected characteristics of disability, age, or pregnancy and maternity, as well as the factors set out immediately above, TfL has a public sector equality duty under section 149 of the Equality Act 2010, to have due regard to various needs. Of particular relevance here is the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, by minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic, and taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.

3.4 The progress on each of the top priority actions is detailed in this paper together with any updates on the lower priority actions.

4 Progress on top priority actions

4.1 There were seven top priority actions identified; these are listed in table 1 together with any updates. Three of the suggested schemes have now been introduced and good progress made on two more.

| Hospital | Action | Status | Update |
|--|--|-------------|--|
| Central Middlesex Hospital (Park Royal) | Provide better direct links to Wembley | In Progress | The proposed extension of route 440 from Stonebridge Park along Harrow Road to the Wembley Eastern Lands was the subject of consultation in summer 2018. This is due to be implemented in late 2019 in conjunction with the restructuring of routes 224 and 266. |
| Darent Valley Hospital (Dartford, Kent) | Divert route 96 to directly serve the hospital | Implemented | Route 96 was diverted to serve the hospital via Fastrack (bus-only) roads from 16 December 2017. Latest analysis of users shows the stop at the hospital is now used by up to 700 passengers per day on route 96, of which 37 per cent are to or from the London Borough of Bexley and 10 per cent to or from Royal Borough of Greenwich. |
| Epsom Hospital (Epsom, Surrey) | Direct links to Sutton via route 470; requires new stand at hospital | In Progress | A route test was held and some infrastructure works on the hospital site were identified which were necessary to facilitate the route 470 extension. These are being undertaken. Consultation on the extension will be required and this is expected to take place later in 2019. Depending on its outcome and satisfactory operating costs it is hoped to introduce the new service by the end of 2019. |
| North Middlesex University Hospital (Edmonton) | Direct new bus links to Winchmore Hill and Enfield | In Progress | A scheme for the extension of route W10 is currently being progressed and it is hoped to commence consultation on this later in 2019. There are a number of feasibility issues to be addressed so implementation is expected to be during 2020. |

| Hospital | Action | Status | Update |
|---------------------------------|--|-------------|---|
| Queen's Hospital (Romford) | Provide new links to Barking via route 5 | Implemented | A zero cost scheme was negotiated with the operator with a very slight drop in frequencies in the less busy AM off-peak period. This allowed quick implementation, with route 5 diverted to serve the hospital from 26 August 2017. There are now about 1,500 passengers per day boarding or alighting on route 5 at the hospital, with about 50 per cent of these going to or from the LB Barking & Dagenham area. |
| Queen Mary's Hospital (Sidcup) | Increase R11 frequency | Implemented | Route R11 frequency was increased from 26 August 2017. There are about 270 passengers per day boarding or alighting on route R11 at the hospital. |
| Whittington Hospital (Highgate) | Extend an existing bus route to the hospital | On Hold | Sources of funding for infrastructure costs still to be identified, and it is likely that any scheme would be dependent on a redevelopment of part of the hospital site. Implementation unlikely in the near future, and subject to consultation. |

Table 1: Top priority actions

5 Progress on lower priority actions

5.1 The lower priority actions where there have been updates since the last paper are shown in table 2.

| Hospital | Action | Status | Update |
|---|---|-------------|--|
| Barnet Hospital (Barnet) | Improves links to the south of London Borough of Barnet (e.g. Edgware, Mill Hill) | In Progress | A proposal to extend route 384 to Mill Hill and Edgware was the subject of a public consultation in 2018. This will provide a direct link between these locations and Barnet hospital. Route 107 operates a similar routeing but serves stops on Wood Street that are over 400m from the hospital entrance. The consultation findings are currently being considered and results will be published soon. |
| Central Middlesex Hospital (Park Royal) | Provide direct links to Northwick Park Hospital | In Progress | As outlined in previous updates a new direct link would not be value for money, but the extension of route 440 to Wembley will create a simpler, quicker and more direct |

| Hospital | Action | Status | Update |
|---------------------------------------|--|-------------|---|
| | | | route between the two hospitals. One change will still be required to/from route 182, but this improves the current situation whereby two changes or a long circuitous routing with one change is required. The 440 change is due to be implemented in late 2019. |
| Finchley Memorial Hospital (Finchley) | Consider direct bus links to the main entrance of the hospital | On Hold | The main entrance is on a cul-de-sac off Granville Road and is therefore physically difficult to serve by buses. As usage grows at the site the demand for a link also grows, which the hospital and borough would be fully supportive of. However, it is not yet at a point where a TfL service can be justified. Stops on nearby North Finchley High Road are served by routes 263 and 382 at a total of 20 buses per hour but are about 400m walk from the hospital. |
| Newham University Hospital (Plaistow) | Implement route restructuring to provide links to the Elizabeth line | In Progress | New route 304 linking Manor Park, East Ham and Custom House, and serving Newham Hospital, will be introduced alongside the opening of the Elizabeth line to Custom House. The new route is a response to expected travel demand changes resulting from the new railway, so will not be implemented earlier than this. |
| Northwick Park Hospital (Harrow) | Provide direct links to Harlesden and Central Middlesex Hospital | In Progress | This relates to the action for a link from Central Middlesex Hospital above. In addition to the simpler, quicker and more direct links between the two hospitals afforded by the route 440 extension to Wembley, a restructuring of a number of routes serving the hospital is being investigated. This would provide new direct links to South Harrow. This is due to be consulted on later in 2019. |
| Queen Elizabeth Hospital (Woolwich) | Provide direct links to parts of Kidbrooke Village | Implemented | The 178 was re-routed to run via Tudway Road to better serve the east part of Kidbrooke Village in June 2018. The route was also converted to ultra-low emission double deck buses in December 2018, increasing capacity. |

| Hospital | Action | Status | Update |
|---------------------------------|---|-------------|--|
| Royal Marsden Hospital (Sutton) | Ensure that there is sufficient bus capacity to the London Cancer Hub development | In Progress | A wider review of bus links in the Sutton area has now started; this includes looking at routes to the Hub area. In addition, a 12-month demand responsive bus trial will operate in the Sutton area from May 2019. Relevant insights from this trial will feed into future bus planning work. |
| St Helier Hospital (Sutton) | Provide direct links to Epsom Hospital | Implemented | The Hospital Trust has now opened their inter-site shuttle bus service linking St Helier, Sutton and Epsom Hospitals to the public. However it is not part of the TfL network so TfL fares do not apply. |

Table 2: Lower priority actions

List of appendices to this report:

None

List of background papers:

Review of Bus Services to London's Hospitals – Submitted to the Customer Service and Operational Performance Panel, 13 July 2017

Review of Bus Services to London's Hospitals - Update – Submitted to the Customer Service and Operational Performance Panel, 6 June 2018

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Customer Service and Operational Performance Panel



Date: 13 June 2019

Item: Strategic Risk Update – Operational Reliability

This paper will be considered in public

1 Summary

- 1.1 On the 14 November 2018, the Panel received an update on TfL's new Enterprise Risk Management Framework, the Enterprise Risk Assessment Matrix and the TfL strategic risks, including the three risks that fall within the remit of this Panel and would be reported to it in future.
- 1.2 This paper provides an update on how TfL manages Strategic Risk 13 – 'Operational Reliability' across its business units.
- 1.3 A paper is included on Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dive. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL's commercial position. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper and the exempt supplementary information provided on Part 2 of the agenda.**

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

Paper on Strategic Risk Management Update submitted to the Panel on 14 November 2018

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Customer Service and Operational Performance Panel Forward Planner 2019/20

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

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

| 12 September 2019 | | |
|--|--------------------|-----------------|
| Quarterly Customer Services and Operational Performance Report | MD CCT/MD LU/MD ST | Standing Item |
| River Operations | MD ST | Members request |
| Strategic Risk 6 – Loss of External Stakeholder Trust | MD CCT | |

| 27 November 2019 | | |
|--|--------------------|-----------------|
| Quarterly Customer Services and Operational Performance Report | MD CCT/MD LU/MD ST | Standing Item |
| Turning Customer Gain Point into Action | MD CCT | Minute 28/09/18 |
| Bus Strategy | MD ST | Annual |
| Strategic Risk: TBC | | |

| 27 February 2020 | | |
|--|--------------------|---------------|
| Quarterly Customer Services and Operational Performance Report | MD CCT/MD LU/MD ST | Standing Item |
| Strategic Cycling Overview | D City Planning | Annual |
| Strategic Risk : TBC | MD CCT | |

Regular items:

- Quarterly Customer Services and Operational Performance Report (MD CCT/MD LU/ MD ST)
- TfL International Benchmarking Report – Annual
- Bus Services to London’s Hospitals – Annual
- Assisted Transport Services Update

Customer Service and Operational Performance Panel Forward Planner 2019/20

Items to be scheduled:

- Understanding London's diverse communities.
- Customer Excellence Plan in London Underground
- Bus Consultation

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

- Trams
- Docklands Light Railway