

Agenda

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

Date: Thursday 12 September 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 5537; 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 4 September 2019

Agenda
Customer Service and Operational Performance Panel
Thursday 12 September 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 June 2019 (Pages 1 - 10)

General Counsel

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

4 Matters Arising and Actions List (Pages 11 - 20)

General Counsel

The Panel is asked to note the updated actions list.

**5 Quarterly Customer Services and Operational Performance Report
(Pages 21 - 130)**

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

The Panel is asked to note the paper.

6 Gospel Oak to Barking line - update (Pages 131 - 134)

Director, Rail & Sponsored Services

The Panel is asked to note the paper.

7 Strategic Risk Update - Loss of External Stakeholder Trust (SR6)
(Pages 135 - 142)

Managing Director, Customers, Communication & Technology

The Panel is asked to note the paper.

8 Member suggestions for future agenda discussions (Pages 143 - 144)

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.

9 Any Other Business the Chair Considers Urgent

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

10 Date of Next Meeting

Wednesday 27 November 2019 at 10.15am.

11 Strategic Risk Update - Loss of External Stakeholder Trust (SR6)
(Pages 145 - 150)

Exempt supplementary information relating to the item 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 June 2019

Members

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

Executive Committee

Nigel Holness	Managing Director, London Underground (for Minute 26/06/19)
Alex Williams	Director of City Planning

Staff

Bob Blitz	Network Planning Manager, London Buses, Surface Transport (for Minute 25/06/19)
Julie Dixon	Head of Customer Information, Design and Partnerships
Mark Evers	Chief Customer Officer
Brian Gordon	Travel Mentor (for Minute 24/06/19)
Siwan Hayward OBE	Director of Compliance, Policing and On-Street Services, Surface Transport
Natasha Healey	Strategic Problem Solving Manager, TfL Business Strategy, Surface Transport (for Minute 24/06/19)
Claire Mann	Director of Bus Operations, Surface Transport
Peter McNaught	Director of Asset Operations LU (for Minute 26/06/19)

14/06/19 Apologies for Absence and Announcements

The Chair congratulated Siwan Hayward on her award of an OBE in the Queen's Birthday Honours, for outstanding services to transport and policing.

Panel Members were informed that Dr Nelson Ogunshakin OBE had asked to stand down from the Panel. On behalf of the Panel, the Chair thanked Dr Ogunshakin for his contribution to the work of the Panel.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting.

No apologies for absence were received from Members of the Panel. Howard Carter, General Counsel; Vernon Everitt, Managing Director, Customers, Communication & Technology; and Gareth Powell, Managing Director, Surface Transport, sent their apologies and were represented by colleagues.

15/06/19 Declarations of Interest

Members confirmed that their declarations of interests, as 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.

16/06/19 Minutes of the meeting of the Panel held on 13 February 2019

The minutes of the meeting held on 13 February 2019 were approved as a correct record and signed by the Chair.

17/06/19 Matters Arising and Actions List

Claire Mann told the Committee that, in relation to the action against minute 04/02/19 (4) on the closure of London Overground ticket offices, the busiest offices would continue to operate as they currently did and the quieter offices would be open a minimum of 7.30am to 10am, Monday to Friday. The specific times for each station were being finalised and discussed with the trade unions. Members would be updated when this process was completed. Regular email updates on London Overground ticket offices would be provided to Members. **[Action: Jon Fox]**

The results of the research into bus stop bypasses, undertaken at Enfield, Waltham Forest, Kingston and Camden, would be shared with Members once they had been finalised. **[Action: Lilli Matson]**

The Panel noted the Actions List and the oral updates.

18/06/19 Quarterly Customer Service and Operational Performance Report

Siwan Hayward, Claire Mann and Mark Evers jointly presented the Quarter 4 2018/19 Customer Service and Operational Performance Report.

Customer injuries on London Underground (LU) had increased by 8.8 per cent, compared with the same quarter in the previous year. It was thought that this was largely because LU had encouraged greater incident reporting. Initial findings suggested that safety plans had reduced the number of customer injuries on LU but more data was required to confirm a trend. This would be included in the Quarter 1 Customer Service and Operational Performance Report.

Compared with 2017, the greatest increase in the number of people killed or seriously injured in 2018 was among car occupants. The number of cyclists that had been killed or seriously injured had also increased, particularly in collisions involving cars. TfL had undertaken analysis to understand what was driving this trend. The Panel would be presented with the results at its next meeting. **[Action: Gareth Powell]**

TfL had been actively promoting improvement in bus performance and the £1.50 Hopper Fare through emails, to encourage customers to use the bus network. Working

within London & Partners' Domestic Tourism Consortium, TfL was working to encourage tourism into London from the rest of the UK. The ease and good value of travelling in London would be promoted to build on regular campaigns to encourage visiting London by public transport, including the Hopper fare.

Measures to improve safety at 29 of the 73 junctions that had been identified as higher priority had been completed. The Panel asked that consideration be given to how TfL could try to encourage similar work on borough maintained roads.

Since 2016/17, there had been an upward trend in violence experienced by LU staff. The reintroduction of Neighbourhood Policing by the British Transport Police, in 2018, was helping to address violence against staff, particularly regarding customer revenue disputes and alcohol related issues. Hate crime in verbal attacks against staff had become more prevalent, which reflected a London and nationwide trend.

Body worn cameras were being trialled at 12 stations to ascertain how the technology could best be used in the Underground environment and how staff felt when wearing the cameras. Evidence from the trial would be used to inform engagement with staff.

TfL was engaging with operational staff to further establish what measures should be taken to reduce the risk of violence against staff. Work on this would be presented to the Safety, Sustainability and Human Resources Panel. Where staff experienced violence, TfL would act to ensure that the message that it would not be tolerated was clear and explicit.

Members welcomed the work done to decrease the number of serious complaints against LU station staff; a similar approach would be used to monitor complaints about staff on the bus network.

Members requested a note on the performance of the Taxi and Private Hire telephone number, particularly in relation to Quarter 3 of 2018/19, and the steps that had been taken to address the performance. **[Action: Helen Chapman]**

Research into bus driver fatigue and the impact on safety would be submitted to the Safety, Sustainability and Human Resources Panel. The work was aimed to establish whether drivers were getting tired and how this might impact on the number of slips, trips and falls. It was noted that many slips, trips and falls were as a result of harsh braking, which could also be caused by other road users.

'On-demand' buses were being piloted in the London Borough of Sutton. The service allowed customers to book a seat on a minibus through an app, online or by phone for a £3.50 fare and an additional £2 charge per extra person. A trial in the London Borough of Ealing was being considered for later in the year.

There were 22 per cent fewer injuries reported across TfL's other operations, compared with the same quarter last year. Eighty per cent of injuries were as a result of slips, trips and falls and were more likely to occur at busy interchanges. A number of measures had been used to reduce the number of injuries, such as staff posted to escalators, PA announcements and encouraging those with large suitcases to use lifts. The interface between the train and platform also presented a risk, particularly at stations like Baker Street where platforms were curved; the introduction of level train to platform interfaces meant that customers did not consciously step up onto the train, over the gap. A note

on lessons learnt and overview of actions taken, in relation to a fatality at Monument station, would be shared with the Panel. **[Action: Mark Evers]**

Whilst the number of adults and children undertaking cycling training was above target, the percentage of Londoners who reported two 10-minute periods of active travel per day had slightly decreased. The Healthy Streets Check for Designers, discussed at Agenda Item 6, would set out how to maximise the opportunities for active travel. There were some London boroughs that had increased the number of residents choosing active travel, namely the London Boroughs of Enfield and Waltham Forest and the Royal Borough of Kingston upon Thames, which had invested, with the help of TfL, in active travel opportunities. A paper on the difference in active travel between boroughs would be provided to the Panel.

[Action: Alex Williams]

Members asked what the criteria was for a station to be considered for step-free access. Mark Evers told the Panel that TfL wanted all stations to be step-free but the programme was prioritised through consideration of a number of factors including journey time savings, affordability and how often the station is used. Members stated that it was important that TfL communicated why step-free access would not be delivered at a particular station. The Panel would be sent a list of stations and their priority for delivery of step-free access.

[Action: Mark Evers]

The large variance in complaints per 100,000 journeys on London River Services was likely to be as a result of ongoing issues on the Woolwich Ferry; a note would be provided to the Panel. **[Action: Julie Dixon]**

The Panel noted the report.

19/06/19 Healthy Streets Check for Designers

Alex Williams introduced the report, which provided an update on TfL's Healthy Streets Check for Designers (HSCD). The HSCD aimed to ensure that schemes within the Healthy Streets Programme were developed to maximise the opportunities for active, inclusive and safe travel.

From 2019/20, eligibility criteria for projects to be considered in the Healthy Streets Programme were expanded and HSCD was mandated if the project was: located on the Transport for London Road Network or in a Liveable Neighbourhood scheme; and it was expected to have a material change on the street environment. The HSCD was also encouraged to be used for other TfL funded schemes but delivered/implemented by London boroughs, such as borough funded Local Investment Plan schemes, for example mini-Holland schemes.

The Panel requested that the impact of the HSCD be included in the detailed analysis of the difference in active travel between boroughs that was to be provided (minute 18/06/19). **[Action: Alex Williams]**

The HSCD, and Healthy Streets more broadly, had been discussed with private and third-party developers who were encouraged to adhere to Healthy Streets principles when submitting an application; TfL would consider planning applications that it was consulted on through a Healthy Streets approach, paying particular attention to the look

and feel of an application to determine whether it would make active travel an attractive proposition.

The Panel noted the paper.

20/06/19 Borough Engagement

Alex Williams introduced the report, which outlined how engagement with London boroughs and other key community stakeholders was managed.

In 2017, TfL created the Local Communities and Partnerships (LCP) team to streamline and better co-ordinate the planning and delivery of consultations, communication and engagement with its borough partners; the LCP acts as a single point of contact between boroughs and TfL. Where boroughs faced specific challenges, TfL could assist where appropriate, such as in preparation for a Local Implementation Plan submission.

All consultations were channelled through the LCP team and bespoke information was sent to boroughs, who would be informed of the consultation much earlier than they previously had been so that their views could already be taken into account.

London Councils, TfL and the GLA had recently outlined plans to expand the electric vehicle charging points through the Electric Vehicle Infrastructure Taskforce. Members would be sent a note on the taskforce. **[Action: Heather Preen]**

The Panel noted the paper.

21/06/19 London Underground Station Action Plan

Mark Evers presented the report, which provided an update on the delivery of London Underground's (LU) Station Action Plan to address issues raised by London TravelWatch (LTW).

The Chair thanked LTW for its input and assistance. Although this was the last scheduled paper on the LU Station Action Plan, the Panel requested that any exceptional issues to be brought back for consideration.

Customers, Transport for All and the Royal National Institute of Blind People had welcomed the change to LU staff uniform; 74 per cent of those disabled customers who had seen the staff wearing the red high-visibility tabard felt that it made staff more visible. Three hundred and twenty five additional staff had been recruited to help improve visibility of staff, primarily at smaller stations. Regular checks ensured that staff were where they were expected to be at LU stations and reports were given at the LU Executive performance meeting.

The Panel noted the paper.

22/06/19 TfL and Metropolitan Police Vision Zero Action Plan

Siwan Hayward and Chief Superintendent Colin Wingrove introduced the report, which set out TfL and the Metropolitan Police Service's (MPS) action plan for delivering Vision Zero.

The Roads and Transport Policing Command (RTPC) had the lead responsibility in the MPS for roads policing and to deliver on the Mayor's Vision Zero aspirations. The RTPC had responded to a Mayoral request to second 100 officers to the Violent Crime Reduction Taskforce.

Policing approaches from around the world had been analysed and a new, three-tiered approach had been devised:

- (a) Tier 1: A focussed effort to monitor high risk individuals, for example those that had been banned multiple times, for whom individual officers would have responsibility.
- (b) Tier 2: An intelligence-led approach to enhance officers' understanding of where the risks could be greater, driven by data gathered, to inform the policing response.
- (c) Tier 3: High visibility patrols to maximise the deterrent effect, using random deployments. The desired effect of high visibility patrols was to cement the idea that enforcement officers could be on any street. In addition to safety camera enforcement and mobile speed enforcement cameras, officers would visit communities and schools through Community Roadwatch and Junior Roadwatch. The Junior Roadwatch scheme gave primary school students the opportunity to use speedometers to measure the speeds of vehicles on the roads near their schools. Drivers caught speeding would be offered a choice between points on their license and a fine or meeting with the school children to explain why they were speeding. The effect of speaking to the school children had a greater impact than fines and points. Members would be invited to participate in a Junior Roadwatch.
[Action: Siwan Hayward]

Members welcomed the work that had been undertaken on Vision Zero, particularly involving local communities in highlighting and reducing risks. It was noted that RoadSafe-London allowed pedestrians and cyclists to upload images and video to the RoadSafe-London website, which would then form part of the RTPC's risk analysis. Further to this, the Cycle Safety team engaged with the local cycling communities at regular roadshows and by using innovative technology such as virtual reality to highlight risks.

The BikeSafe-London scheme, run by officers from the MPS and partially funded by TfL, taught around 500 courses per year that aimed to raise the standard of road craft of motorcyclists and motorised scooter users. How best to reach scooter users, who were typically younger, to help identify risks on the road was being given further consideration.

RTPC officers could now check insurance details at the side of the road and adverts had been utilised to show that officers could seize vehicles where the driver had no insurance. Further work would go into enforcing the message that driving without insurance was a risk for the driver and for other road users and pedestrians.

The Panel thanked Chief Superintendent Wingrove for his attendance.

The Panel noted the paper.

23/06/19 Customer Accessibility Programme – 2018/19 Delivery Update

Julie Dixon introduced the report, which provided an update on the delivery of the Customer Accessibility Programme. There were now more than 200 step-free stations across the TfL network and an additional 12 step-free Tube stations were scheduled to be delivered by spring 2020.

Members asked that consideration be given to how black cabs fitted into the Customer Accessibility Programme and if they didn't, what the solutions were for those unable to currently move around London efficiently.

The Programme was targeted to address the issues identified through the Accessibility Insight Package and to focus projects on addressing specific customer 'gain points'. A summary of the work that was planned or had been undertaken to address disabled customer gain points and how the gain points connected to the programme priorities would be provided to the Panel. **[Action: Julie Dixon]**

Members would be invited to the Accessibility Stakeholder Forum.

[Action: Julie Dixon]

The Panel noted the paper.

24/06/19 Assisted Transport Services

Claire Mann introduced the report, which provided an update on the progress of the actions outlined in the Assisted Transport Services for Londoners with reduced mobility.

In 2017 and 2018, 300 participants were sought to take part in a pilot aimed to trial ways of improving access to long distance journeys. The pilot had been developed with London Councils and the London Boroughs of Southwark and Hounslow and proposed to give participants a flexible personal budget for the Taxicard scheme. Take up of the scheme has been low and had therefore been discontinued but its objectives would be reviewed to identify other ways in which they might be achieved. Members commended the effort that had gone into developing the pilot scheme and welcomed the proposed review to identify other methods of achieving the objectives.

TfL offered a public transport support service through a travel mentoring scheme. This involved staff providing advice on planning a journey using an accessible route, often in person and at a place that the customer felt comfortable. Assistance to those wishing to use motorised wheelchair and other mobility aids, through the mobility aid recognition scheme (MARS), was also provided. If the mobility aid was suited to bus travel, users would be provided with a card to show to bus drivers, which gave confidence to both the customer and to the bus driver. Staff in the Travel Mentoring team promoted the

needs of mobility aid users to bus drivers and often worked with teams across TfL to find suitable solutions to issues.

Where customers indicated that they proposed to purchase a motorised wheelchair or mobility aid, they were encouraged to purchase those that would comply with MARS. The mentoring service encouraged stores to promote mobility aids that would comply with the scheme and increase the choice of aids to users.

One-to-ones were held with customers with learning difficulties to determine their needs and give them the tools to travel around the transport network. Specific events were held for school groups over 10+ years old, primarily those with learning difficulties, including 'Bus Days' that were aimed at giving confidence to use the bus network independently, through the experience of travelling on a bus in a supportive environment.

Members recommended increasing awareness of the mentoring service and that ways to expand the service should be explored.

The Panel noted the paper.

25/06/19 Review of Bus Services to London's Hospitals – 2019 Update

Claire Mann introduced the report, which provided an update on the progress of the provision of bus services to London's hospitals.

The route 440 from Stonebridge Park to Wembley Eastern Lands was the subject of a consultation in summer 2018, in order to provide better links between Central Middlesex Hospital (Royal Park) and Wembley. This was due to be implemented in 2019, in conjunction with the restructuring of routes 224 and 266.

Route tests for the route 470 extension were held and required infrastructure works on the Epsom Hospital site were identified. Consultation on the extension was expected to take place in 2019 and, depending on the outcome of the consultation, the extended route could open in late 2019.

The extension of route W10 to improve access to North Middlesex University Hospital (Edmonton) was planned to be consulted on in 2019; however a number of feasibility issues would need to be addressed and so implementation was expected to be in 2020.

If no direct link to hospitals could be implemented, it was essential that suitable interchanges were maintained.

The Panel noted the paper.

26/06/19 Strategic Risk Update – Operational Reliability

Nigel Holness introduced the report, which provided an update on how TfL managed the Strategic Risk relating to operational reliability.

The Panel discussed the strategic risk in Part 2 of the meeting.

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

27/06/19 Member Suggestions for Future Discussion Items

At the request of the Chair, a paper would be submitted to a future meeting on noise levels on London Underground and London Overground services (for passengers) and at stations (for passengers and neighbours). **[Action: Secretariat]**

The Panel noted the paper.

28/06/19 Any Other Business

There was no urgent business.

29/06/19 Date of Next Meeting

The next scheduled meeting was due to be held on Thursday 12 September at 10.15am.

Chair: _____

Date: _____

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Customer Service and Operational Performance Panel



Date: 12 September 2019

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

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

2 Recommendation

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

List of appendices to this report:

Appendix 1 – Actions List

List of Background Papers:

Minutes of meeting of the Panel on 13 June 2019.

Contact Officer: Howard Carter, General Counsel
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**Customer Service and Operational Performance Panel Actions List
(Reported to the meeting on 12 September 2019)**

Appendix 1

Actions from meeting of the Panel held on 13 June 2019

Minute No.	Item/Description	Action By	Target Date	Status Note
17/06/19 (1)	Matters Arising and Actions List – London Overground stations The specific [operating] times for each [London Overground] station were being finalised and discussed with the trade unions. Members would be updated when this process was completed. Regular email updates on London Overground ticket offices would be provided to Members.	Jon Fox	September 2019	Members have been provided with an update and offered an informal briefing following the September meeting. Any further updates will be sent via email.
17/06/19 (2)	Matters Arising and Actions List – shared use bus boarders The results of the research into shared use bus boarders, undertaken at Enfield, Waltham Forest, Kingston and Camden, would be shared with Members once they had been finalised.	Andrew Summers	November 2019	TfL is awaiting the results from three types of survey: video surveys; intercept surveys; and views recorded on accompanied visits. The final results will be shared with the Panel.
18/06/19 (1)	Quarterly Customer Service and Operational Performance Report – cyclists KSI analysis The number of cyclists that had been killed or seriously injured had also increased, particularly in collisions involving cars. TfL had undertaken analysis to understand what was driving this trend. The Panel would be presented with the results at its next meeting.	Gareth Powell	September 2019	Completed. Analysis has been carried out which indicates that the number of people killed or seriously injured whilst cycling increased by six per cent. This increase should be seen in the context of the number of journeys cycled in London more than doubling since 2000, to 720,000 journeys cycled each day. Levels of cycling have also increased by five per cent in London and by eight per cent in central London during 2018, compared to 2017 – the highest level on record. This suggests that over time the level of risk to cyclists has reduced but this has been offset by

Minute No.	Item/Description	Action By	Target Date	Status Note
				increases in activity.
18/06/19 (2)	<p>Quarterly Customer Service and Operational Performance Report – Taxi and Private Hire calls</p> <p>Members requested a note on the performance of the Taxi and Private Hire number and the increase in calls and the steps being taken to address this.</p>	Helen Chapman	September 2019	<p>Completed. Q3 saw the highest number of calls attempted over the last twelve months, partly linked to a higher volume of PHV driver applications. Overall capacity was exceeded at peak times, leading to longer call waiting times and ultimately an increase in abandoned calls.</p> <p>We have put a number of measures in place to try and meet this demand without increasing resources as we strive to find efficiencies in the service and reduce the financial challenges. This includes:</p> <ul style="list-style-type: none"> (a) utilising resources from across the business to handle non-technical calls where possible; (b) restructuring IVR messages to encourage more self-service options (e.g. providing key messages, encouraging use of the website); (c) our prioritisation of key tasks to targeting activities which will drive down calls; and (d) overtime. <p>Overall these measures have had a positive impact on the abandonment of calls. We will continue to monitor the performance and determine what additional actions are required to bring the service back into acceptable levels.</p>
18/06/19 (3)	<p>Quarterly Customer Service and Operational Performance Report – Monument station fatality</p> <p>A note on lessons learnt and overview of actions taken, in relation to a fatality at Monument station, would be shared with the Panel.</p>	Mark Evers	September 2019	A note will be circulated prior to the meeting.

Minute No.	Item/Description	Action By	Target Date	Status Note
18/06/19 (4)	<p>Quarterly Customer Service and Operational Performance Report – active travel</p> <p>There were some London boroughs that had increased the number of residents choosing active travel... A paper on the difference in active travel between boroughs would be provided to the Panel.</p>	Alex Williams	November 2019	An item has been scheduled for the meeting of the Panel in November 2019.
18/06/19 (5)	<p>Quarterly Customer Service and Operational Performance Report – step-free access stations list</p> <p>TfL wanted all stations to be step-free but the programme was prioritised through consideration of a number of factors. The Panel would be sent a list of stations and their priority for delivery of step-free access.</p>	Mark Evers	November 2019	A note will be circulated to Panel Members in advance of the November 2019 meeting.
18/06/19 (6)	<p>Quarterly Customer Service and Operational Performance Report – London river services complaints</p> <p>The large variance in complaints per 100,000 journeys on London River Services was likely to be as a result of ongoing issues on the Woolwich Ferry; a note would be distributed to update the Panel.</p>	Claire Mann	September 2019	<p>Completed. The increase in customer complaints per 100,000 for London River Services in Q3 and Q4 (2018/19) was due to a number of factors. The main driver of the increase relate to river bus and river tour boat services, with complaints relating to service performance, fares and ticketing and service information. Service performance was impacted by Thames Tideway Tunnel works, adjustments were made to river boat services timetables to reduce the impact on customers.</p> <p>Complaints in this period were also impacted by the closure of the Woolwich Ferry during December 2018 and February 2019, as well as issues experienced when the service was reintroduced in February 2019</p>

Minute No.	Item/Description	Action By	Target Date	Status Note
				with unplanned services and fewer crossings per hour. The variance for Q1 2019/20 has fallen, albeit an increase on the number of complaints received in Q1 2018/19. We are continuing to carry out work to improve Woolwich Ferry reliability and unplanned service closures, and will continue to work with river boat operators to improve the experience of customers using London River Services.
19/06/19	Healthy Streets Check for Designers The Panel requested that the impact of the HSCD be included in the detailed analysis of the difference in active travel between boroughs (action 18/06/19 (4)).	Alex Williams	November 2019	This will be included in the item that has been scheduled for the meeting of the Panel in November 2019 (stated in action 18/06/19(4))
20/06/19	Borough Engagement London Councils, TfL and the GLA had recently outlined plans to expand the electric vehicle charging points through the Electric Vehicle Infrastructure Taskforce. Members would be sent a note on the taskforce.	Heather Preen	September 2019	A note will be circulated prior to the meeting.
22/06/19	TfL and Metropolitan Police Vision Zero Action Plan: Junior Roadwatch Members would be invited to participate in a Junior Roadwatch.	Siwan Hayward	November 2019	Dates to participate in a Junior Roadwatch session will be offered to Panel Members, once future dates have been confirmed with schools.

Minute No.	Item/Description	Action By	Target Date	Status Note
23/06/19 (1)	<p>Customer Accessibility Programme – 2018/19 Delivery Update – gain points</p> <p>A summary of the work that was planned or had been undertaken to address disabled customer gain points and how the gain points connected to the programme priorities would be provided to the Panel.</p>	Julie Dixon	September 2019	Completed. A note was circulated to Panel Members on 3 September 2019.
23/06/19 (2)	<p>Customer Accessibility Programme – 2018/19 Delivery Update – accessibility stakeholder forum</p> <p>Members would be invited to the Accessibility Stakeholder Forum.</p>	Julie Dixon	August 2019	Completed. All Board Members have been invited to the Forum (4 September 2019). Alice Maynard and Anne McMeel have stated they will take part.
27/06/19	<p>Member Suggestions for Future Discussion Items – noise levels</p> <p>At the request of the Chair, a paper would be submitted to a future meeting on noise levels on London Underground and London Overground services (for passengers) and at stations (for passengers and neighbours).</p>	Secretariat		A paper is on the forward plan for the meeting on 12 February 2020.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
04/02/19 (3)	<p>Matters Arising – London Overground relationship with customers</p> <p>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.</p>	Gareth Powell	Following the meeting.	<p>Completed. The Mayor secured funding from Bombardier Transportation to provide customers who use the Gospel Oak to Barking Line with a month of free travel, which applies to journeys made between 31 August and 1 October 2019, and is administered on a refund basis.</p> <p>Whilst the focus has been on securing the month's free travel, Arriva Rail London (ARL) has in parallel focused its community efforts on the line in response to the prompting of the Panel in supporting community art and engagements projects. This includes commissioning local artist Maud Milton, in support of LB Waltham Forest's Borough of Culture initiative, to complete a series of "roundel mosaics" at key stations along the route. They have also been working in conjunction with the Bee Friendly Trust at Upper Holloway to establish a beehive and associated gardening/landscaping, and their staff have been working to fundraise for their route charities, including Whitechapel Mission who provide shelter and food for homeless people in east London; the Godwin Lawson Foundation – a charity that provides support and guidance for young people who are in danger of being affected by knife crime and gang culture; and Electric Umbrella – a music based charity for people with learning disabilities in Watford.</p>

Minute No.	Item/Description	Action By	Target Date	Status Note
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 (3)	Strategic Overview of Cycling in London – annual update An annual update to be scheduled in the Forward Plan.	Secretariat	February 2020	An item has been scheduled for the February 2020 meeting of the Panel.
09/02/19	Bus Strategy Update – Next Steps An annual update to be scheduled in the Forward Plan.	Secretariat	November 2019	An item has been scheduled for the November 2019 meeting of the Panel.
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: 12 September 2019

Item: Quarter 1 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 1 2019/20.
- 1.2 This report covers the period from 1 April 2019 – 22 June 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 1 Customer Service and Operational Performance Report

List of Background Papers:

None

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Transport for London Customer service and operational performance report

Quarter 1 (1 April 2019 – 22 June 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.

During this quarter, we continued to concentrate on improving the service we provide to London Underground customers. This involved reviewing our reliability improvement plans, our staff training and our response to incidents. In particular, we have provided dedicated specialist training and support to our front line staff, who are the heart and soul of our service, so they feel confident to help those customers who need a little more assistance.

The bus network continues to see improvements in reliability, with bus speeds stabilising and reduced waiting times for customers, as seen in previous quarters. In this report we have introduced the new bus customer journey time metrics, which provide a more rounded picture of the customer journey experience when using our

bus services. During Q1, we have made changes to 295 signals saving over 3,700 customer hours per day for those walking, cycling and using public transport. We have also revised signal phasing during periods of severe congestion along major arterial roads to improve the flow of buses.

In addition, this quarter we have changed how we track the views of our customers, so that we hear from more people over a sustained period of time. This will improve the quality of insights into how we can improve.

Finally, we have seen a significant reduction in calls relating to contactless payment cards, due to our focus on enabling customers to access better online services.

Vernon Everitt

Interim Managing Director
London Underground and TfL Engineering

Gareth Powell

Managing Director
Surface Transport

Alex Williams

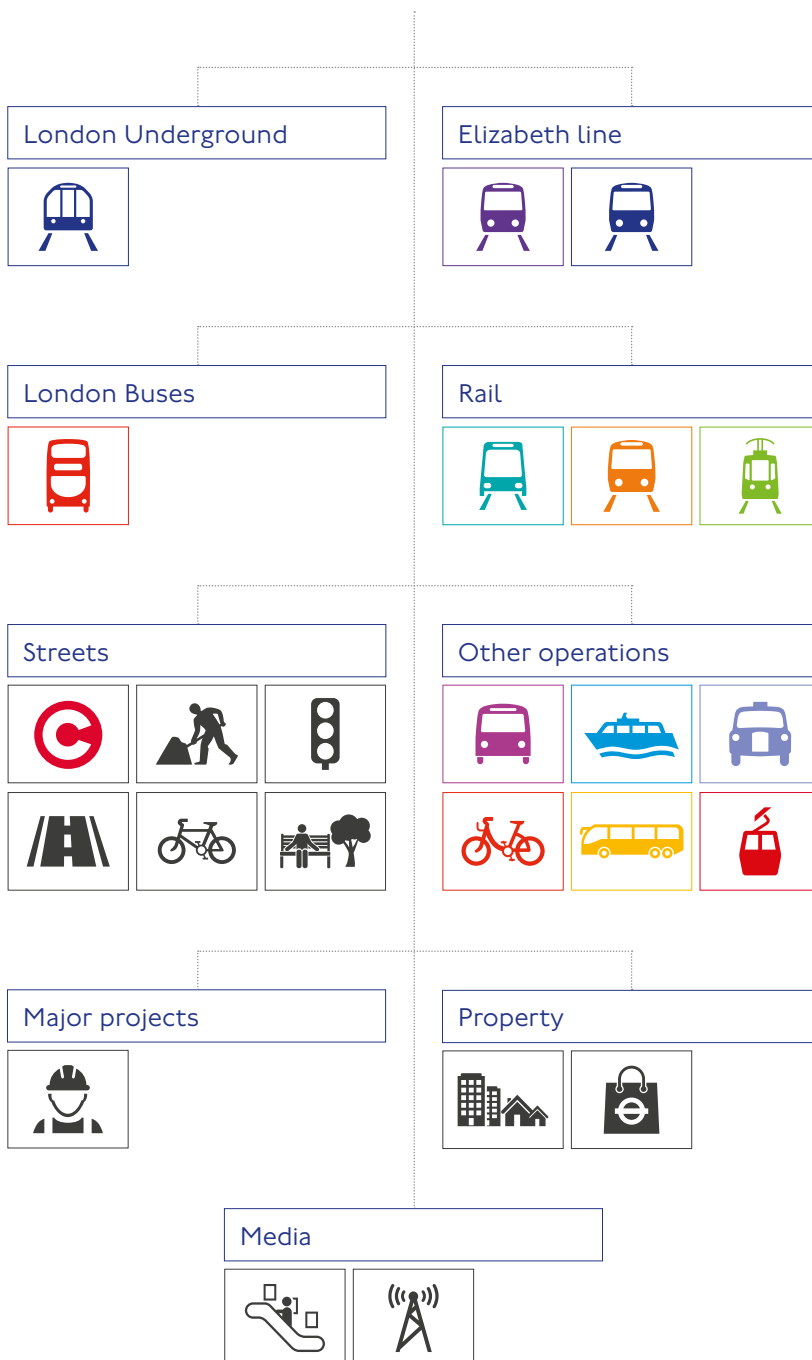
Interim Managing Director
Customers, Communication
and Technology



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



6,365

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

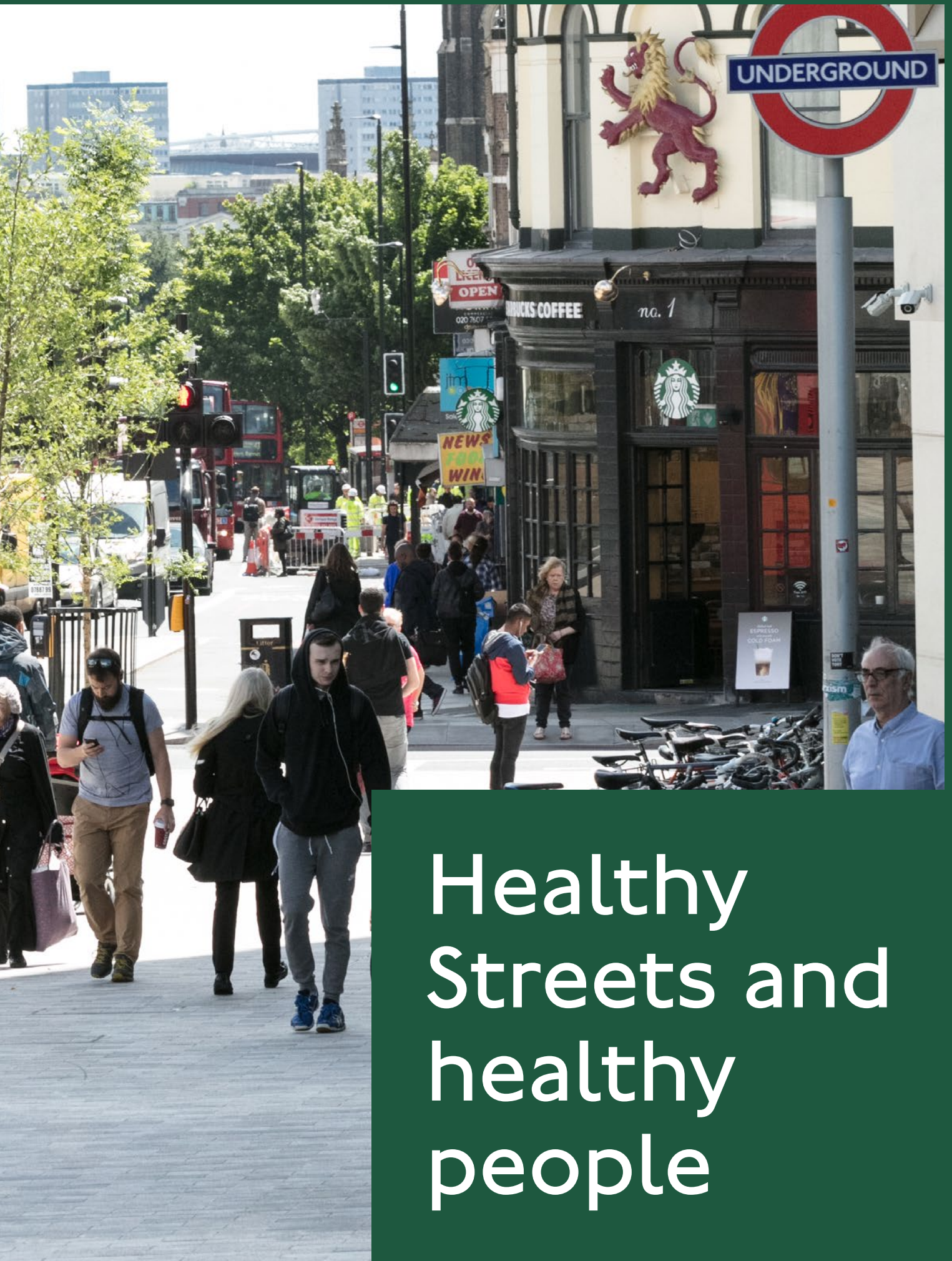


Scorecard measures

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







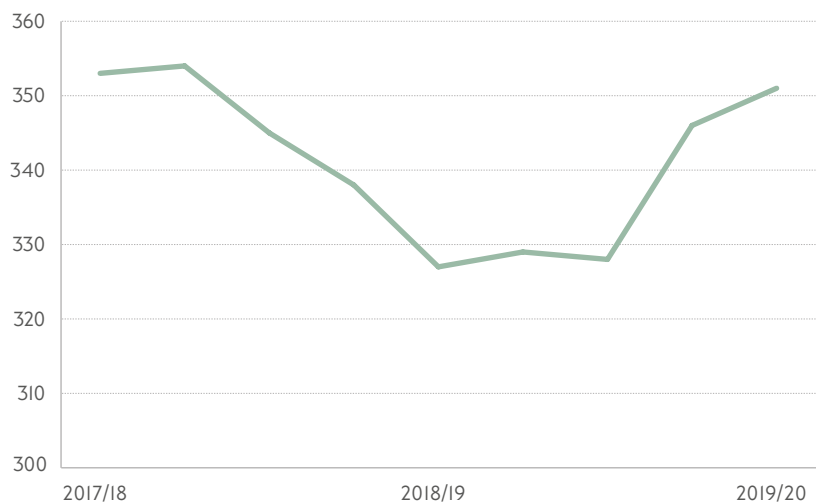
Healthy Streets and healthy people

London's transport system will be safe



People killed or seriously injured*

Moving annual average



Across our public transport network, a total 313 customers were killed or seriously injured on our public transport network, an increase of seven per cent when compared to Q1 2018/19.

Provisional data indicates 30 people have been killed and 882 people seriously injured on London roads from January to March 2019.

Killed and seriously injured: definition and data sources – As part our ongoing arrangements to improve data quality and embed a consistent approach to the classification of injuries across all modes of transport, we have adopted a consistent measure of killed and seriously injured, with the definition of serious injury derived from the relevant regulatory frameworks for the environment.

A recent review of the data has identified that we have overestimated the number of people seriously injured. We are currently completing a data cleansing exercise in line with the correct definitions, to confirm the level of overestimation. We will then back cast the data. This may have implications on our target for reducing the number of people killed or seriously injured. The number of seriously injured people over reported is in the range of 60 to 90 per cent.

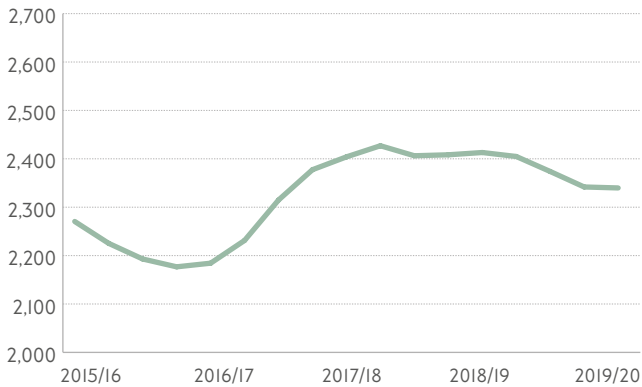
Although we have had fewer people seriously injured on our transport network the main areas of concern remain unchanged and we will continue to implement our improvement plans in these areas. In this report we use police-recorded data when reporting customers killed and seriously injured on our streets and in collisions with our buses.

This data is reported in calendar months and years, rather than four-weekly periods as elsewhere in the report. This is noted in the relevant sections. Where figures are combined, as in the graph above, we have aligned all reporting to the financial year.

* Injuries to members of the public who are not bus customers are included in the killed or seriously injured figures within the streets section

Customer injuries

Moving annual average



During Q1, there were a total of 2,068 customer injuries across our public transport network, which is an eight per cent improvement on the same quarter last year.

This was largely due to a reduction of 348 injuries (28 per cent) on London Buses when compared with Q1 last year. Unfortunately London Underground has seen an increase of 169 injuries (20 per cent) compared with Q1 last year.

Provisional figures for Q1 2019 indicate there were 6,868 injuries on London roads. This is an improvement on the number of injuries (7,098) in the same quarter last year of 3.3 per cent.

1,020



Number of injuries on the London Underground network this quarter (20%▲ against Q1 2018/19)



913

Number of injuries on the bus network this quarter (28%▼ against Q1 2018/19)

95

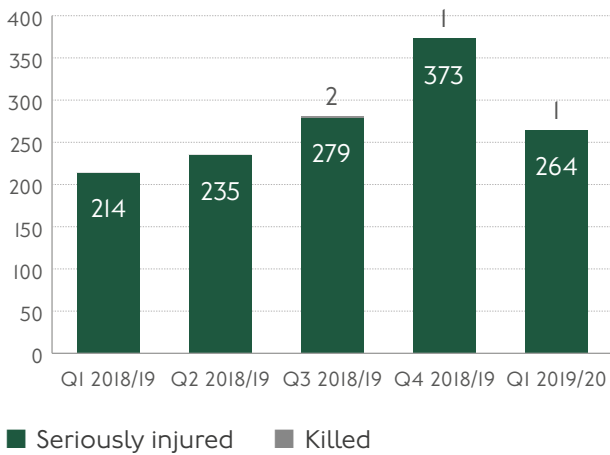
Number of injuries on the rail network this quarter (0% against Q1 2018/19)

40

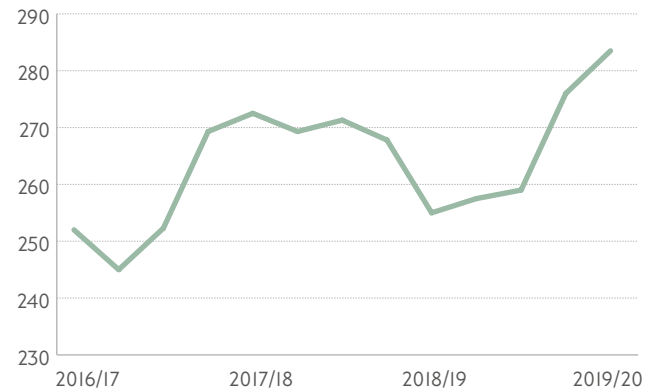
Number of injuries within our other operations this quarter (25%▲ against Q1 2018/19)

Underground

People killed or seriously injured Past five quarters*



Moving annual average



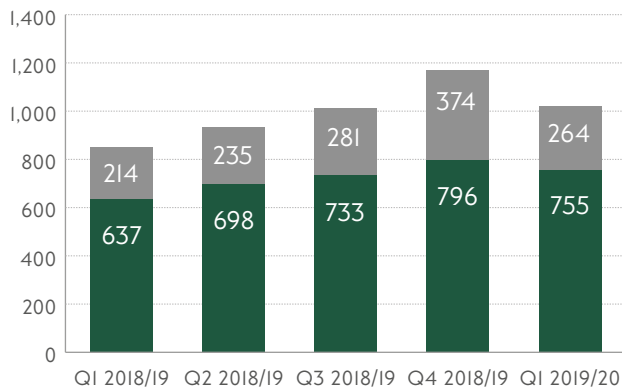
In Q1, there was one fatal incident on London Underground infrastructure where a trespasser was struck by a train at Theydon Bois. There were 264 customers seriously injured. This is an increase of 51 people killed or seriously injured, compared to Q1 2018/19.

This accounts for 26 per cent of all injuries on the London Underground network. The biggest contributing cause of serious injury remains slips, trips and falls, which account for 87 per cent.

* The above figures overestimate the number of people seriously injured

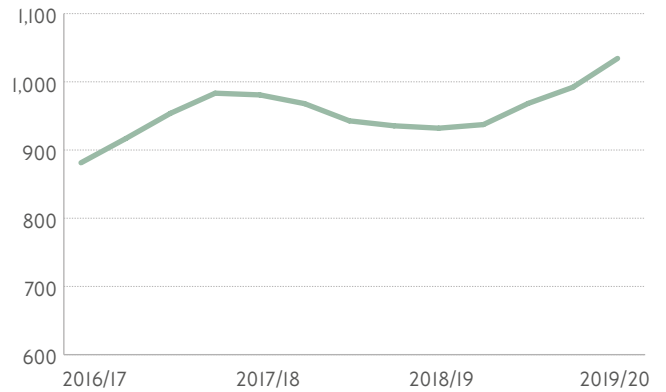
Customer injuries

Past five quarters*



■ Minor injury ■ Serious injury

Moving annual average



Top four causes of injury (%)

Slips, trips and falls	77
Machinery / Equipment / Powered Tools	13
Assault	8
Other	1

In Q1, London Underground recorded a total of 1,020 customer injuries, which equates to 47 per cent of all customer injuries sustained across TfL modes. This is an increase of 169 injuries (20 per cent) compared to Q1 last year.

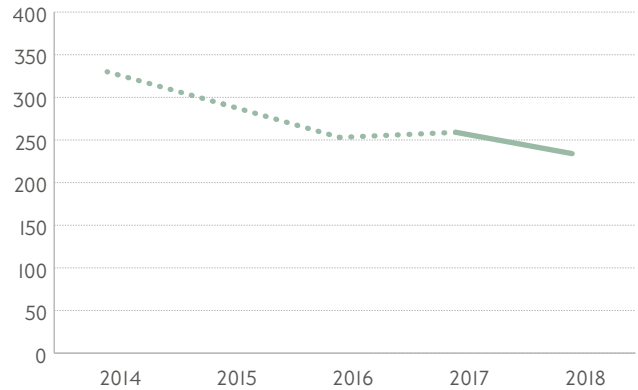
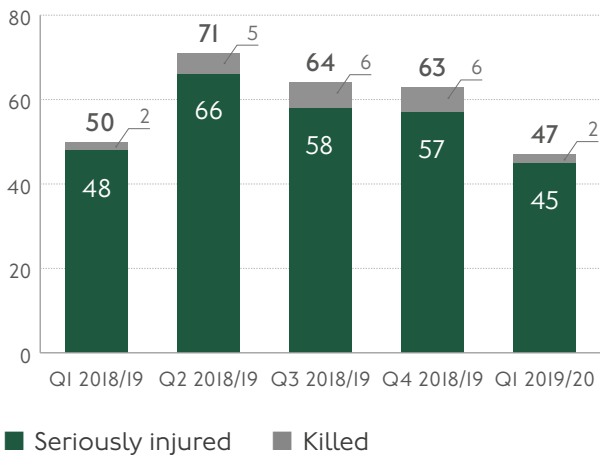
Slips, trips and falls cause 77 per cent of all customer injuries. The highest number are on escalators with 398 injuries (50 per cent), followed by stairs (185 injuries). This quarter, 265 (26 per cent) of London Underground customer injuries were categorised as killed or seriously injured, an increase of 51 when compared to Q1 2018/19.

The moving annual average has continued to increase in Q1 2019/20 and currently stands at 1,014, which is an increase 82 on the same quarter last year.

* The above figures overestimate the number of people seriously injured

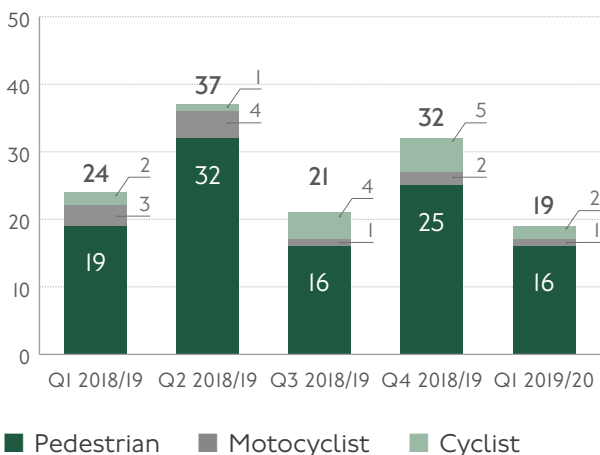
Buses

People killed or seriously injured in collisions involving a bus* (provisional) Past five quarters* Moving annual average**



Figures for 2018 show that 248 people were killed or seriously injured in collisions involving a London bus. This is a 60.1 per cent reduction from the 2005-09 baseline and ahead of what's needed to meet the Mayor's Vision Zero target of a 70 per cent reduction by 2022.

Vulnerable road users Past five quarters

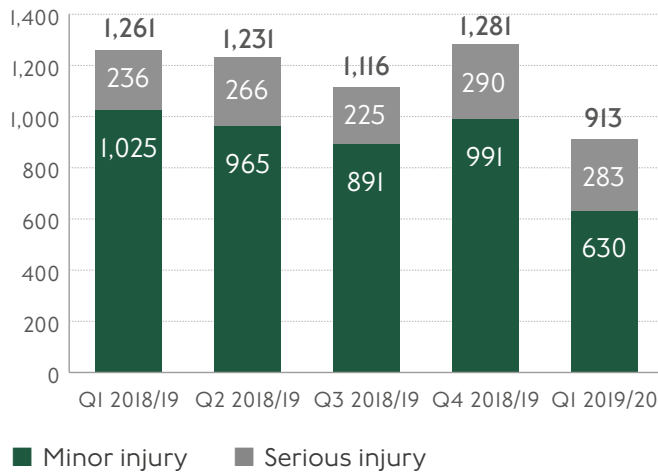


In Q1, 19 vulnerable road users were killed or seriously injured in collisions involving buses, a 21 per cent improvement from last year. Pedestrians continue to make up the largest proportion, accounting for 84 per cent. Incidents involving motorcyclists improved on last year but there has been no change in the number of cyclists killed or seriously injured.

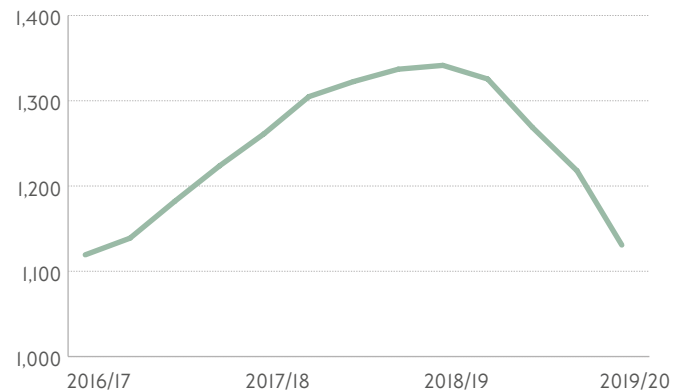
* Data presented on this page is for personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the STATS 19 national reporting system

**The dotted line for 2013-16 shows estimates from Transport Research Laboratory

Customer injuries* Past five quarters**



Moving annual average



Top four causes of injury (%)

Slips, trips and falls	57
Struck by / against object	12
Collision	7
Cut or abrasion	5

London's buses have reported 348 (28 per cent) fewer injuries when compared to the same quarter last year. As well as a reduction in injuries, there has also been a reduction of five per cent in passenger journeys, from 530m down to 504m. Based on the figures for this quarter, there were 1.8 injuries per million journeys.

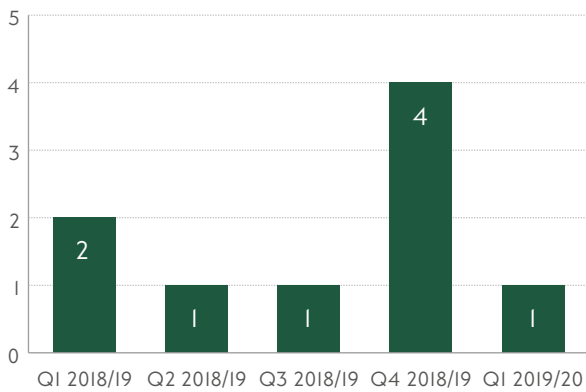
Slips, trips and falls continue to be the main cause of injury on London buses with 57 per cent (520 injuries).

* Data presented on this page is for all personal injury events reported by or to TfL

**As part of our ongoing arrangements to improve data quality and embed a consistent approach to the classification of injuries across all modes of transport, we have adopted a consistent measure of Killed and Seriously Injured, with the definition of serious injury derived from the relevant regulatory frameworks for the environment. We are completing a data cleansing exercise in line with these definitions, which will result in amendments to previously published data

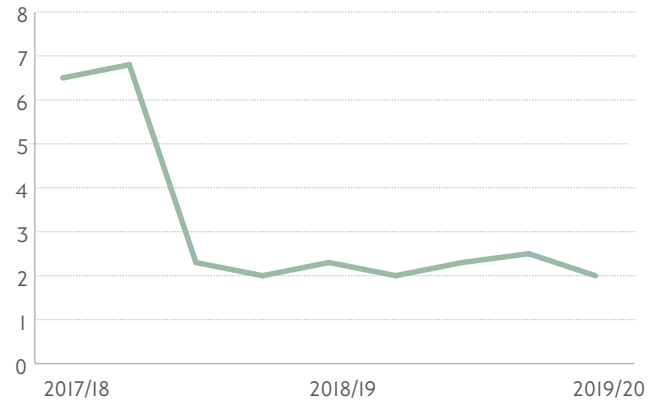
Rail

People killed or seriously injured Past five quarters*



■ Seriously injured

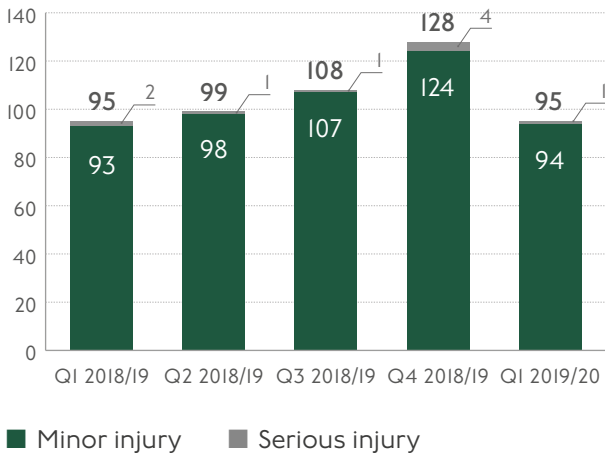
Moving annual average



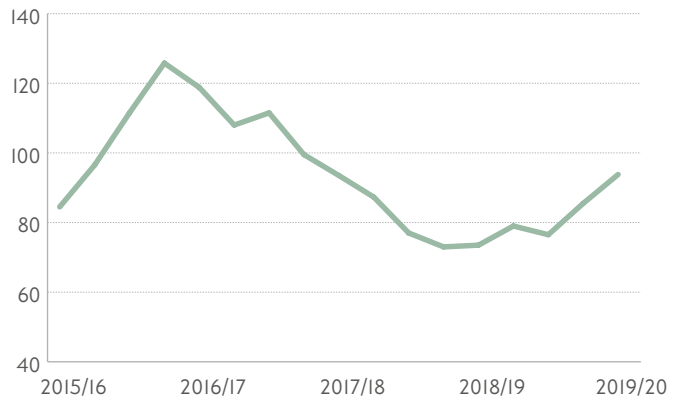
One customer was seriously injured on our rail network this quarter. A trespasser broke their leg while accessing a locked Sydenham station and was taken from the station to hospital for treatment for their injury.

* As part of our ongoing arrangements to improve data quality and embed a consistent approach to the classification of injuries across all modes of transport, we have adopted a consistent measure of those killed and seriously injured, with the definition of serious injury derived from the relevant regulatory frameworks for the environment. We are completing a data cleansing exercise in line with these definitions, which will result in amendments to previously published data.

Customer injuries Past five quarters



Moving annual average



Top four causes of injury (%)

London Overground	39
DLR	14
TfL Rail	37
Trams	5

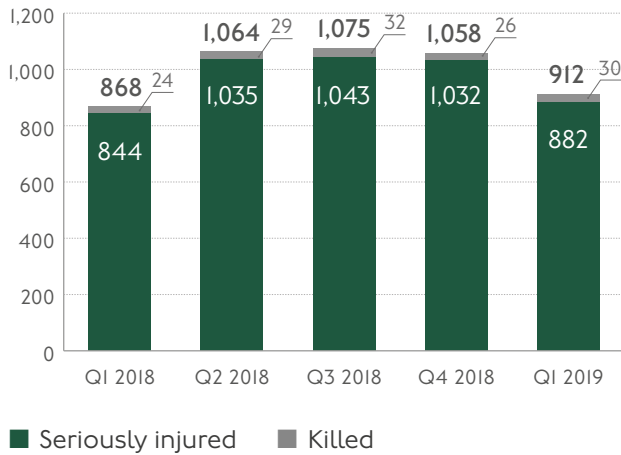
One of our customers was seriously injured this quarter on the London Overground network. There has been a seven per cent reduction in injuries compared to Q1 in 2018/19.

DLR reported an 18 per cent reduction in customer injuries in Q1 2019/20 compared to the same quarter in 2018/19. TfL Rail injuries reported an increase of 12 per cent*.

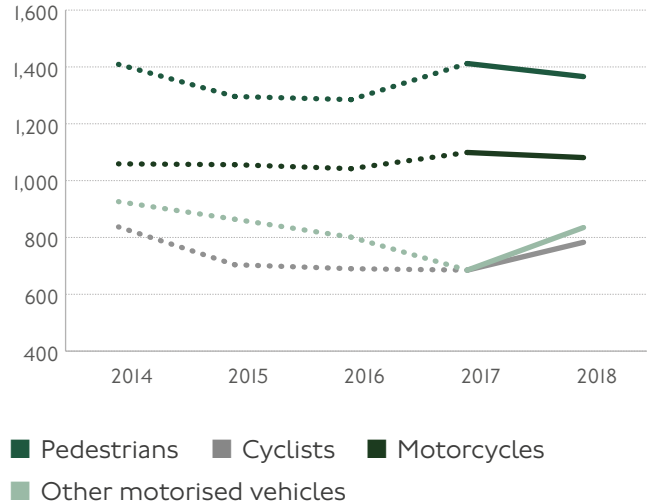
* TfL Rail safety data is late reported therefore exclude Period 3 in the quarterly figures, and is not broken down by category so included in overall injury figures only

People killed or seriously injured* (provisional)

Past five quarters

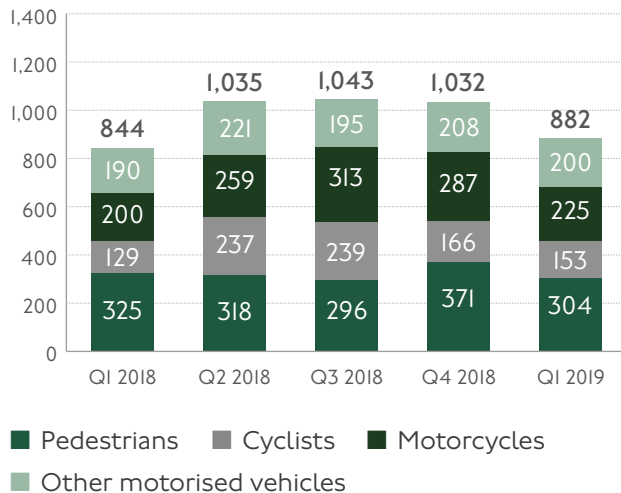


Annual totals*



Vulnerable road users

Past five quarters

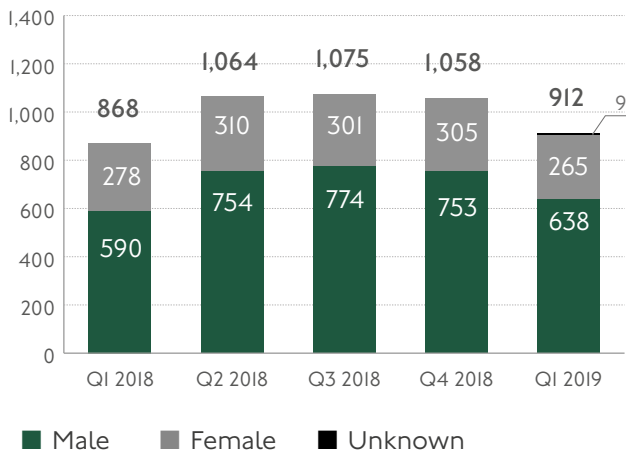


Figures for 2018 show that 4,065 people were killed or seriously injured on London's roads. This is a 37 per cent reduction from the 2005-09 baseline, but behind the 2018 target required to meet the Mayor's Vision Zero target of a 65 per cent reduction by 2022. During 2018 the number of people killed fell to the lowest level on record.

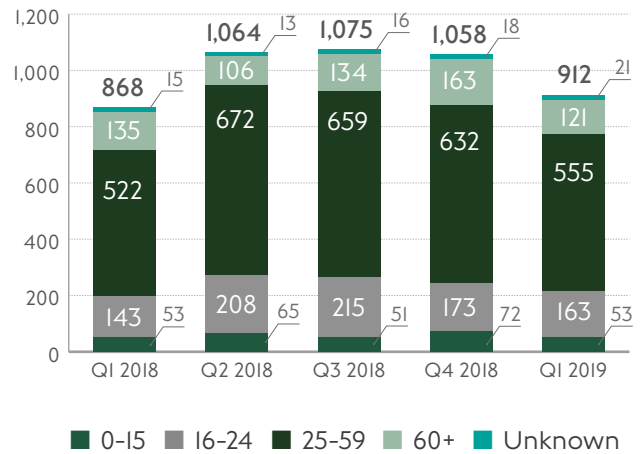
The number of people seriously injured while walking, in particular, in collisions involving goods vehicles, fell during Q1 2019 when compared to the same quarter in 2018. However, the number of people seriously injured while cycling or riding a motorcycle increased, in particular, in collisions involving cars.

* 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)



Older pedestrians have a significantly higher representation among fatal casualties involving heavy goods vehicles (HGVs). To improve older road user safety we have launched a programme to reduce the risk that older users experience. Simple tips to older people on how to keep safe around large vehicles have included a leaflet, email marketing to over 60s Oyster card holders and partnership activities with Age UK, raising the awareness of the dangers of vehicle blind spots.

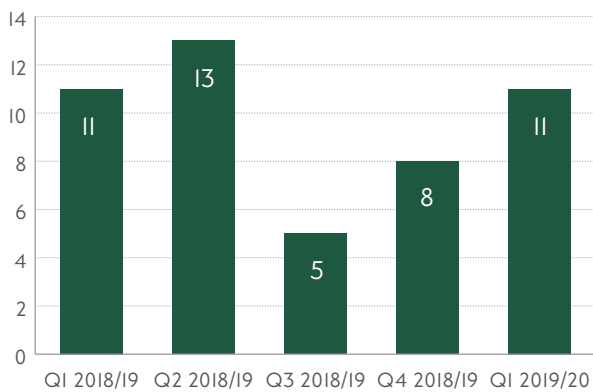
HGV drivers have been contacted through the Fleet Operator Recognition Scheme newsletter and partner communications to raise awareness of the issue and alert them to high risk locations at Earl's Court Road, Lea Bridge Road, Elephant & Castle, Brixton, Southall and Blackheath.

To target young male motorcyclists we provide a free online course known as Pre-Compulsory Basic training. This is an alternative to the formal theory test which new riders taking their Compulsory Basic Training are not required to do. The programme supports the Vision Zero approach to safe behaviours focusing on tackling the source of road danger. A review of all the programmes that support people who ride motorcycles is currently ongoing and will be updated later in the year.

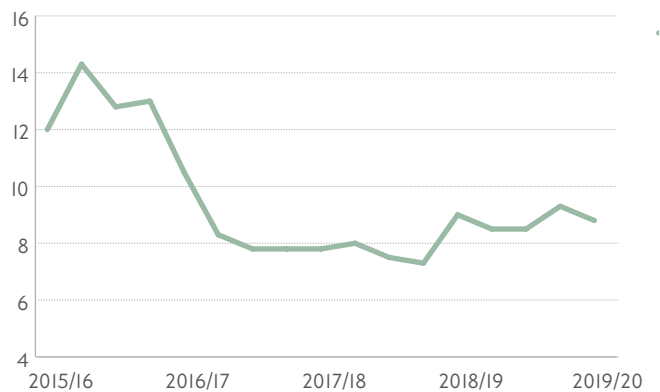
Other operations



People killed or seriously injured Past five quarters*



Moving annual average



■ Seriously injured

Eleven incidents have been classified as serious injuries in Q1. This is the same as Q1 last year. There has been a quarter-on-quarter increase since Q3 last year. While the increase has been seen in the quarterly figures, the moving annual average is showing a downward trend in Q1 2019/20.

Santander Cycle Hire had a total of six customers seriously injured in the quarter, this is an increase of one on Q1 last year.

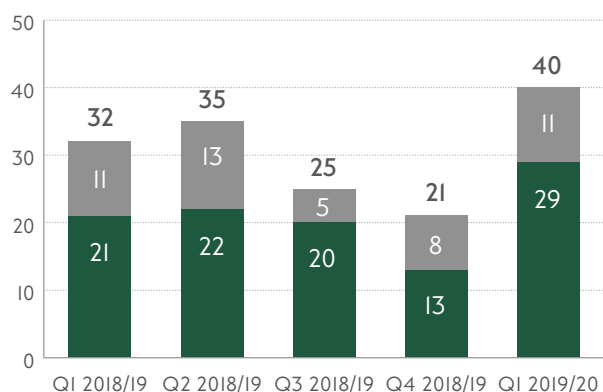
Dial-a-Ride reported five serious injuries, which represents a reduction of two on last year.

There were no incidents which resulted in someone being killed or seriously injured on the London River Service or at Victoria Coach Station.

* The above figures overestimate the number of people seriously injured

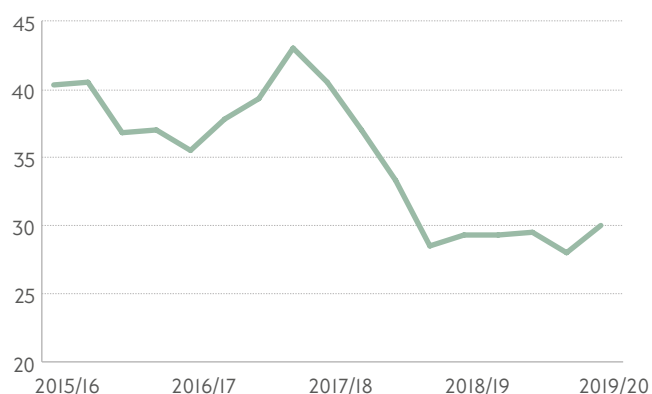
Customer injuries

Past five quarters



■ Minor injury ■ Serious injury

Moving annual average



Top three causes of injury (%)

Slips, trips and falls	40
Cuts / abrasion	25
Struck by object	13

Forty customers were injured as a result of our other operations in the quarter:

- Eleven customers were injured on Dial-a-Ride (reduction of one on Q1 2018/19)
- Ten customers were injured on Cycle Hire (increase of five on Q1 2018/19)
- Ten customers were injured on London River Services (increase of six on Q1 2018/19)
- Six customers were injured on Victoria Coach Station (reduction of one on Q1 2018/19)
- Three customers were injured on Emirates Air Line (reduction of one on Q1 2018/19)

This is a 25 per cent increase (eight minor injuries) compared with the same quarter last year, largely due to an increase in injuries on Cycle Hire and London River Services. London River Services has been encouraging more openness with safety on the river, which in turn has improved the volume of safety incidents reported.

Safety – feedback from customers

Number of complaints

	Q1 2018/19	Q1 2019/20
London Underground	245	233
London Buses	998	1,034
DLR	22	24
London Overground	18	23
TfL Rail	12	15
London Trams	3	11
Emirates Air Line	0	0
Congestion Charge	0	0
Dial-a-Ride	3	2
London River Services	4	0
Santander Cycles	0	0
Taxis*	2	2
Private hire*	0	1
Total	1,307	1,345

Complaints to TfL about safety increased slightly due to the new and improved way we record them.

The majority of feedback relates to London Buses with the main reasons being accidents and injury claims, accidents with other vehicles and property damage. Overall 29.7 per cent of London Underground complaints relate to incidents with doors and 12.6 per cent relate to escalators. London Trams safety feedback increased due to speeding and sharp braking resulting in injuries.

Feedback from customers helps inform our safety improvements and we have programmes to reduce risk and injury across our transport networks. On London Underground our platform train interface and Escalator Excellence programmes are addressing concerns about being trapped in doors and escalator safety. On the bus network we are working in partnership with our bus operators to deliver improved driver safety training. We are progressively rolling out a range of new safety features for buses through the Bus Safety Standard, which will reduce harm to passengers and other road users. The rollout of iTram across the whole tram fleet introduces driver over-speed warnings across the network.

All safety critical feedback is acted upon within 24 hours.

* 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 offering emotional support and covering accommodation and transport costs for victims and their families. This in relation to a number of incidents on London Underground, TfL Rail, Streets and bus services.

The Sarah Hope Line received 86 calls during Q1, resulting in 12 new cases of people needing our help. These were split as follows:

London Underground	7
London Buses	1
Walking	2
TfL Rail	2
Total	12



London's transport system will be secure

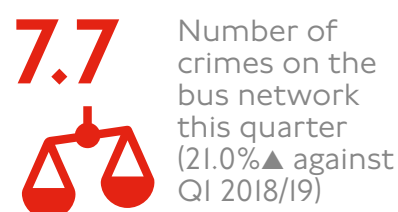
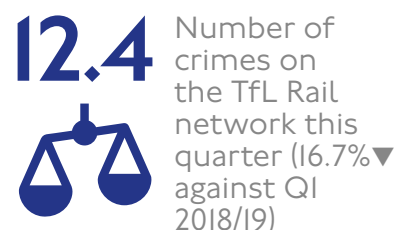
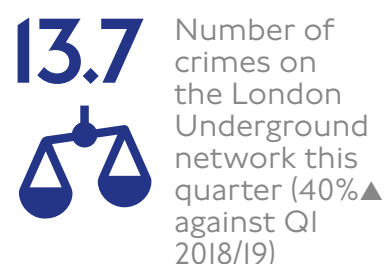
We are committed to keeping our customers safe and secure. Neither crime, nor the fear of crime, should deter people from using London's streets and transport system. We work closely with the Metropolitan Police Service (MPS), the British Transport Police (BTP) and the City of London Police to tackle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

Overall, the volume of crime on London's transport network is higher than a year ago. All modes of transport have seen an increase, except on TfL Rail, the DLR and London Trams networks where the volumes have decreased. We are working with the MPS and BTP to reverse these trends with a focus on violence against the person, theft and robbery. Action plans are being implemented to address these issues. These include a focus on violent offences serious violence, workplace violence and low-level aggression between passengers. The focus on theft includes the targeting of organised criminal networks and improved crime prevention. The focus on robbery on the bus network includes targeted police activity in hotspot locations and joint operations with the MPS Borough Operational Command Units and the BTP.

Work continues on the development of a pan-TfL strategy to tackle workplace violence and aggression (WVA) in response to increasing concern from our operational and customer-facing people and trade unions about the levels of violence they face at work. We are engaging with operational and customer-facing staff and the trade unions in the development of the strategy. This is due to be published in the autumn.

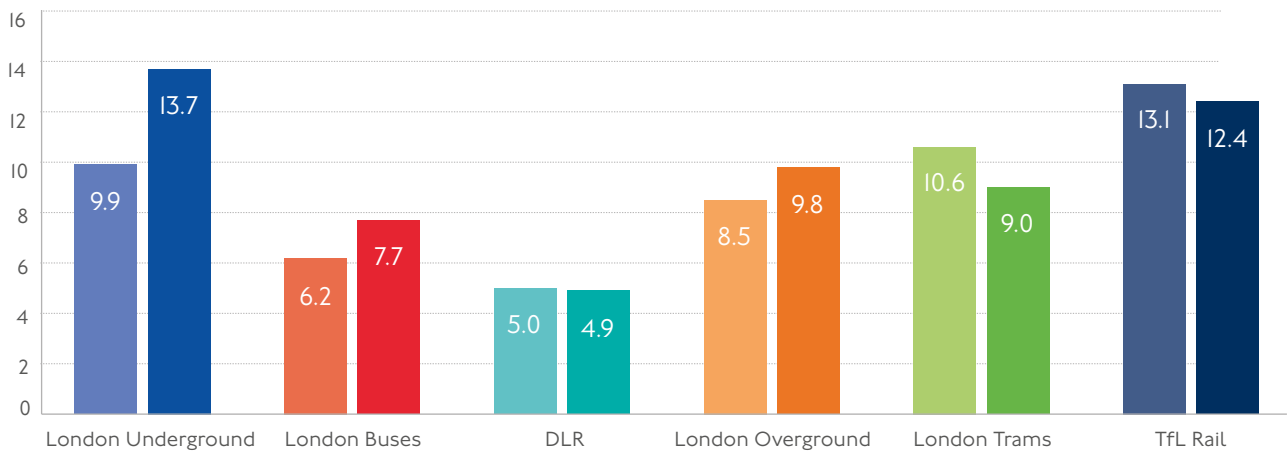
We are in the final stages of developing a programme plan to build on our work to tackle fare evasion and ticket fraud. This includes a range of activities covering technology and innovation, fraud prevention and behaviour change initiatives.

All figures below are per million journeys

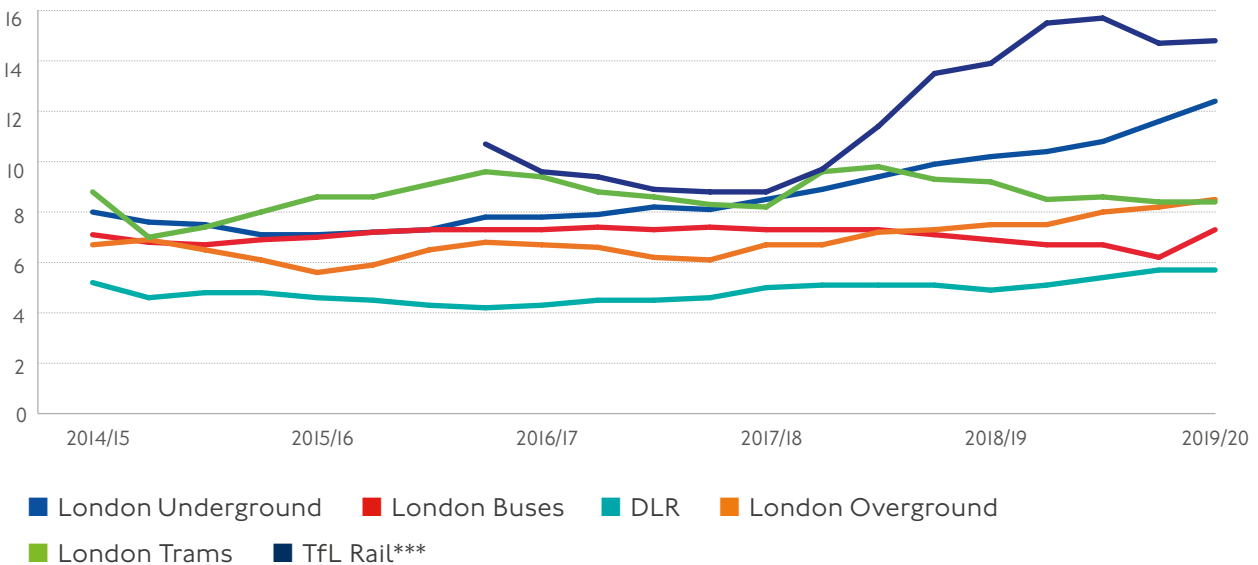


Recorded crime rate*

Recorded crimes by service per million passenger journeys (Q1 2018/19 vs Q1 2019/20)



Annual trend (moving average)**



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

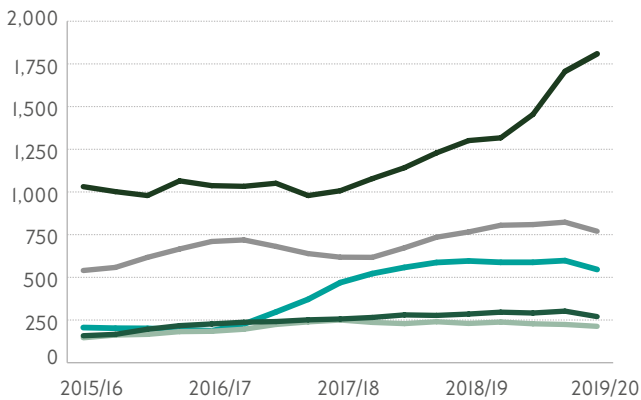
** Crime information used in the annual trend moving average for Q1 2019/20 includes only April and May 2019, whereas all previous quarterly information is based on three months of data. This is owing to the availability of crime information at the time this report was produced, and does not affect the 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

	Q1 2018/19	Q1 2019/20	Variance %
London Underground	2,245	3,142	40.0
London Buses	2,305	2,788	21.0
DLR	104	100	-3.8
London Overground	266	304	14.3
London Trams	49	41	-16.3
TfL Rail	102	119	16.7

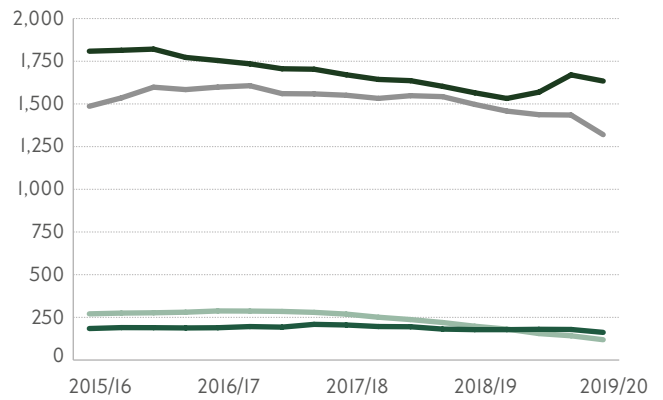
London Underground – top five categories of crime (moving annual average)



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

Violence against the person and serious public order offences have fallen slightly in Q1 2019/20. Theft of passenger property has continued to rise. Sexual offences and criminal damage remain low volume and relatively static.

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, levels of violence against the person and criminal damage have fallen. Levels of theft have begun to rise in the short term after experiencing a long-term decline. Sexual offences have remained relatively stable over the long term.

Recorded crimes by service

London Underground

	Q1 2018/19	Q1 2019/20	Variance %
Violence against the person	486	524	7.8
Sexual offences	202	173	-14.4
Criminal damage	129	142	10.1
Line of route*	4	5	25.0
Theft of passenger property	812	1,666	105.2
Motor vehicle/ cycle offences	60	54	-10.0
Robbery	35	49	40.0
Theft of railway property/burglary	24	46	91.7
Serious public order	402	388	-3.5
Serious fraud	17	11	-35.3
Drugs	52	67	28.8
Other serious offences	22	17	-22.7
Total notifiable offences	2,245	3,142	40.0

Theft continues to be the highest volume offence on London Underground and is, in large part, linked to organised criminal gangs. We are working to reduce this while maintaining our focus on higher-harm offences. Targeted police operations are underway to apprehend known suspects and disrupt their activity. The upward trend in violence against the person in 2018/19 has lessened. The overwhelming majority of this is low-level aggression, pushing and shoving between passengers in the peak times. A number of prolific offenders have been arrested and charged as part of these operations.

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

London Buses

	Q1 2018/19	Q1 2019/20	Variance %
Burglary	1	7	600.0
Criminal damage	110	69	-37.3
Drugs	29	33	13.8
Fraud or forgery	0	1	100.0
Other notifiable offences	28	33	17.9
Robbery	160	314	96.3
Sexual offences	110	106	-3.6
Theft and handling	941	1,298	37.9
Violence against the person offences	926	927	0.1
Total notifiable offences	2,305	2,788	21.0

The MPS Roads and Transport Policing Command (RTPC) continues to maintain low levels of bus-related crime.

Violence and theft continue to be the highest volume crimes on the bus network, and robbery is on a rising trend. The reduction in violent offences is a result of sustained intelligence-led high-visibility operations. The increase in theft on the bus network is also linked to organised criminal gangs. The RTPC is coordinating activity with the BTP.

DLR

	Q1 2018/19	Q1 2019/20	Variance %
Violence against the person	25	29	16.0
Sexual offences	7	1	-85.7
Criminal damage	5	3	-40.0
Line of route*	0	2	100.0
Theft of passenger property	28	34	21.4
Motor vehicle/cycle offences	3	1	-66.7
Robbery	3	3	0.0
Theft of railway property/burglary	4	1	-75.0
Serious public order	23	22	-4.3
Serious fraud	0	0	0.0
Drugs	2	1	-50.0
Other serious offences	4	3	-25.0
Total notifiable offences	104	100	-3.8

Crime on DLR remains low in volume and is very similar to last year, with minor changes in some offence categories. The DLR network is similarly affected by low-level violence as seen in the other modes.

London Overground

	Q1 2018/19	Q1 2019/20	Variance %
Violence against the person	69	69	0.0
Sexual offences	12	17	41.7
Criminal damage	35	22	-37.1
Line of route*	0	0	0.0
Theft of passenger property	39	72	84.6
Motor vehicle/cycle offences	13	19	46.2
Robbery	8	9	12.5
Theft of railway property/burglary	4	9	125.0
Serious public order	75	74	-1.3
Serious fraud	3	0	-100.0
Drugs	4	8	100.0
Other serious offences	4	5	25.0
Total notifiable offences	266	304	14.3

Crime on London Overground remains low in volume. Increases have been seen in theft of passenger property, but the levels remain low.

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

London Trams

	Q1 2018/19	Q1 2019/20	Variance %
Violence against the person	15	10	-33.3
Sexual offences	2	7	250.0
Criminal damage	4	1	-75.0
Line of route*	1	0	-100.0
Theft of passenger property	5	2	-60.0
Motor vehicle/ cycle offences	2	1	-50.0
Robbery	6	3	-50.0
Theft of railway property/burglary	0	0	0.0
Serious public order	12	13	8.3
Serious fraud	0	0	0.0
Drugs	2	4	100.0
Other serious offences	0	0	0.0
Total notifiable offences	49	41	-16.3

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

TfL Rail

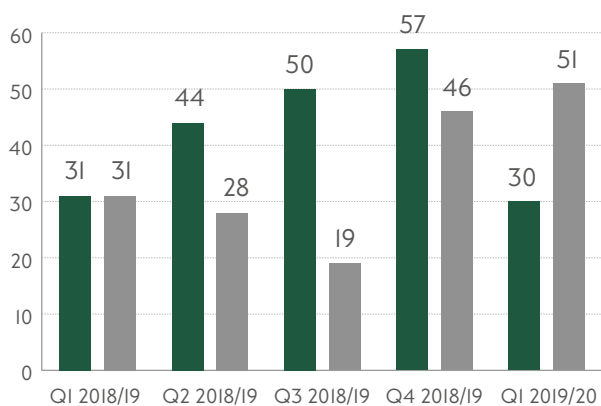
	Q1 2018/19	Q1 2019/20	Variance %
Violence against the person	28	34	21.4
Sexual offences	5	3	-40.0
Criminal damage	10	16	60.0
Line of route*	1	0	-100.0
Theft of passenger property	17	25	47.1
Motor vehicle/ cycle offences	8	11	37.5
Robbery	3	4	33.3
Theft of railway property/burglary	5	4	-20.0
Serious public order	20	17	-15.0
Serious fraud	2	0	-100.0
Drugs	1	2	100.0
Other serious offences	2	3	50.0
Total notifiable offences	102	119	16.7

Crime on TfL Rail remains relatively low in volume, with minor changes in some offence categories.

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

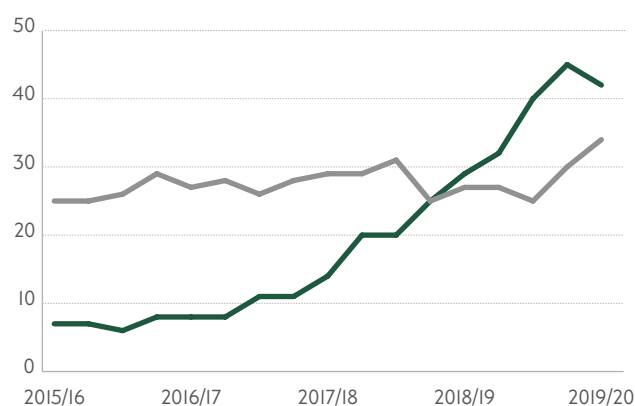
Staff* absence caused by assaults

Past five quarters



■ Physical ■ Verbal

Moving annual average



Following the workplace violence summit at City Hall in March, work is underway to develop TfL's first organisation-wide workplace violence and aggression strategy. The strategy aims to reduce workplace violence and aggression and better support our people when incidents do occur. A common trigger of workplace violence and aggression is ticket disputes at stations.

We have a number of initiatives already underway, including:

- BTP deployment focused on stations with a high level of violence against staff
- More joint operations between BTP and our revenue control team
- All our revenue control staff have body-worn video and in April we distributed it to 12 stations. Over the summer, we will roll out body-worn video to a further set of stations
- A new tool, developed internally, which looks for irregular travel patterns, is being successfully used to identify fare evasion hotspots and catch persistent fare evaders

We will continue to engage with trade unions on the development of a strategy. A steering group has been established, chaired by Vernon Everitt Managing Director of London Underground and attended by Bronwen Handyside, TfL Board member. A further meeting with the unions will take place in September before finalising the strategy.

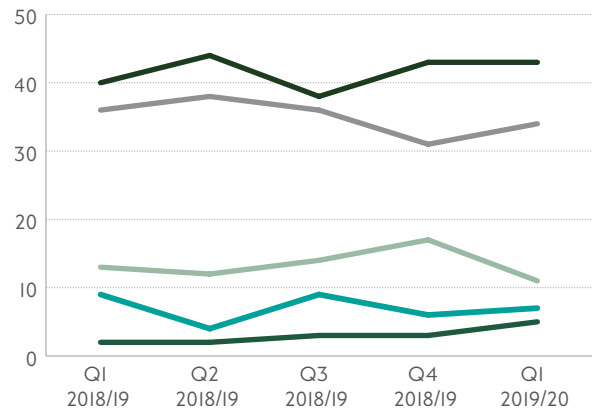
* TfL-employed staff

Personal security perception Q1

This quarter's survey shows that almost one third of Londoners surveyed are worried about their personal security on public transport, with incidents on the London Underground and Bus networks causing the most worry.

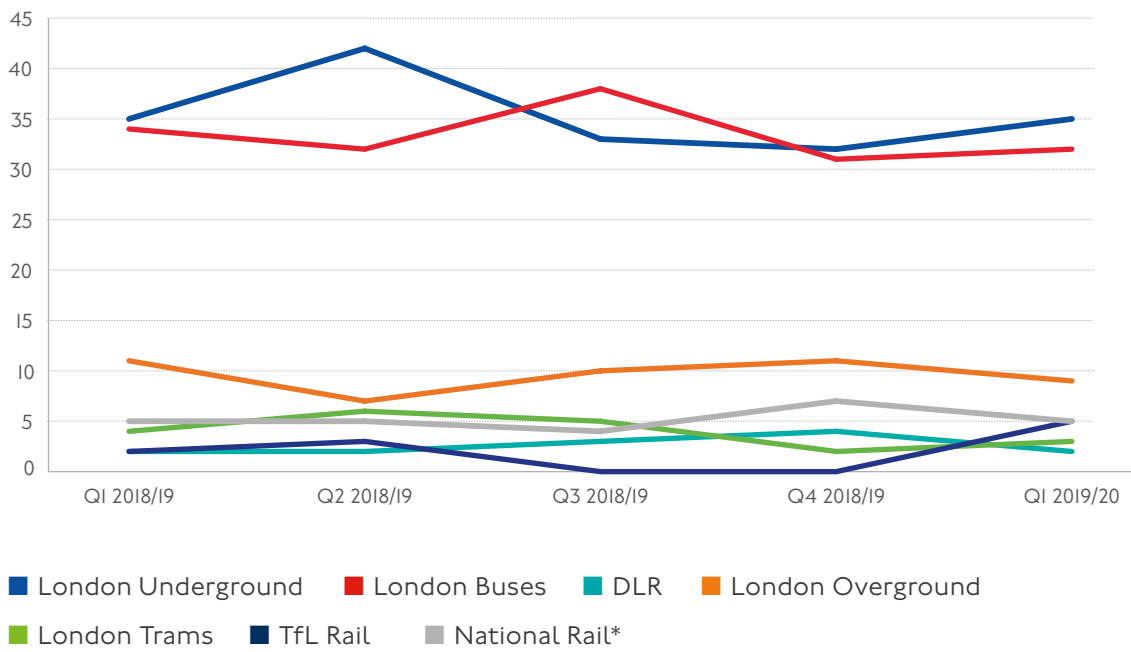
Incidents that have caused worry generally relate to other people's language and threatening behaviour, drunken passengers (including those drinking alcohol), a busy environment including overcrowding, youth and school antisocial behaviour, lack of a police/staff presence and passengers pushing/shoving each other. We have launched initiatives with the police 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

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:

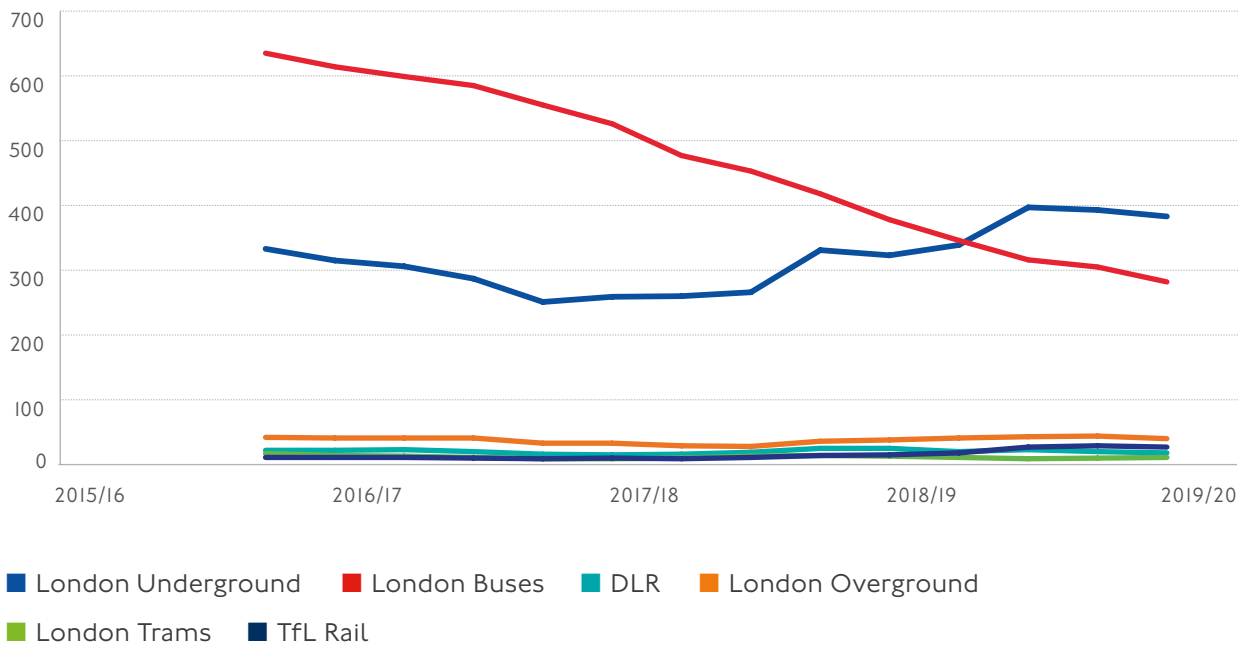
- A total number (or volume)
- A percentage (or rate) of the number of resolved cases against all recorded crimes in the year (the outcome/ detection may not be in the same year as the crime)

The number of detections and positive outcomes is:

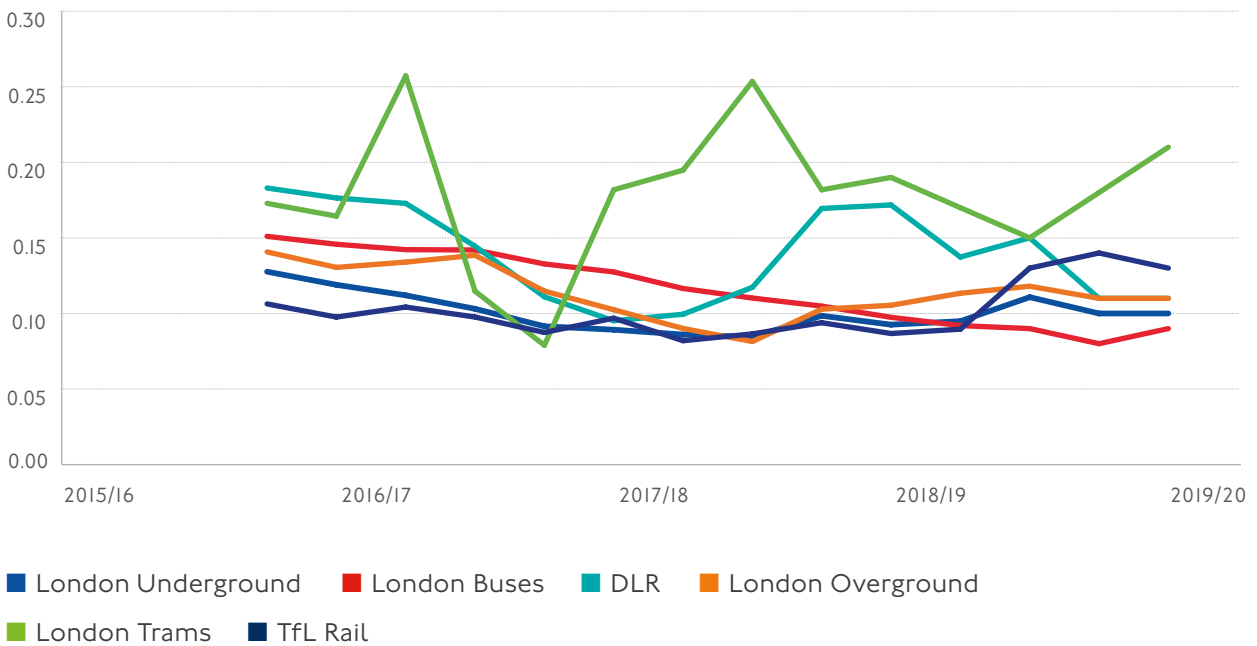
- Falling on London Buses
- Rising on London Underground
- Relatively static on TfL Rail, DLR, London Overground and London Trams

The percentage of detections and positive outcomes has fluctuated over the long term. The Tram network is experiencing a slight rise, while most other networks remain relatively static.

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 against the 10 Healthy Streets Indicators. It aids designers in aligning to the Healthy Streets Approach. The tool gives a score for both the existing street layout and proposed design, with the uplift demonstrating the scale of the improvement of the street for people's health.

The Check was introduced in 2018/19 as an interim active travel performance metric on the TfL scorecard, with a target of 10 percentage points average uplift across all eligible schemes. While the Check tool was being embedded in 2018/19, only eligible projects with an estimated final cost in excess of £200k were included.

The scope of the Check has been expanded in 2019/20 to include all TfL Road Network and Liveable Neighbourhood projects within the Healthy Streets portfolio, regardless of estimated financial cost, and which make a material change to the street environment. This scope was changed in 2019/20 with the aim of boosting the number of schemes eligible to complete the Check.

At the end of Q1 2019/20, 10 eligible schemes completed a Check at Detailed Design. The average uplift across the 10 projects was 15 percentage points, which exceeded the scorecard target of 10. Over the same period for 2018/19 only two eligible schemes had completed a Check.

Uplift as result of the Check

	Q1 2019/20	Year end target
Schemes with a completed Check	10	N/A
Average percentage point uplift across schemes	15	10

Green >10 Amber 7-9 Red <7

TfL will continue to work to ensure schemes in subsequent quarters achieve the highest uplift scores possible to facilitate the largest improvements to London's streets

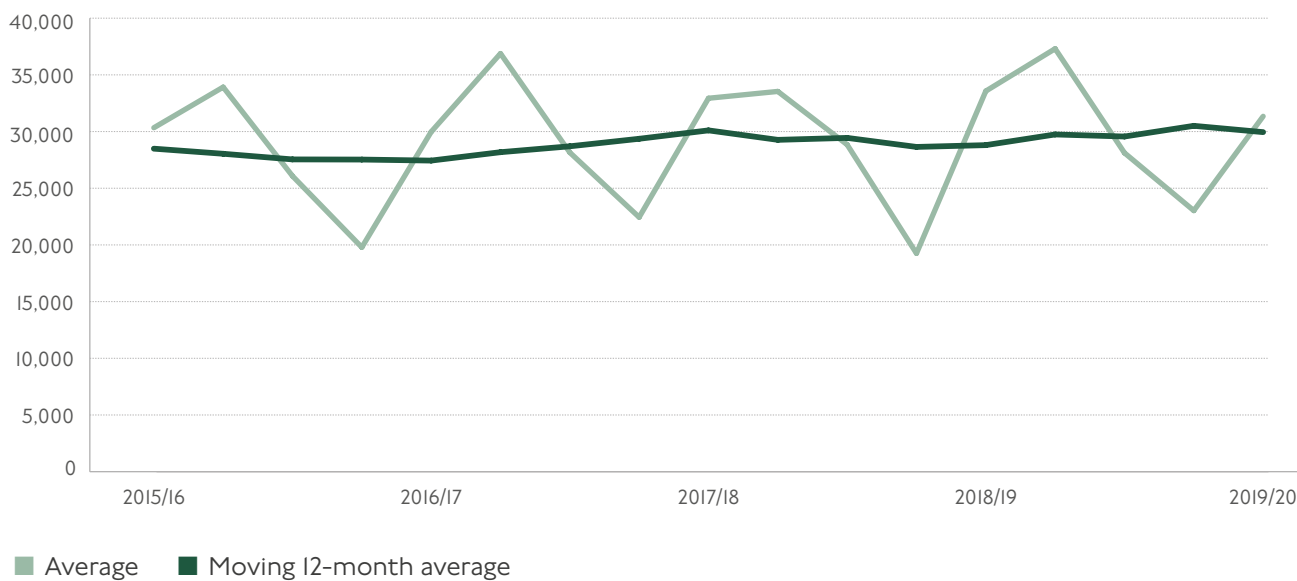
Santander Cycles usage

Santander Cycle Hire was launched in summer 2010 with 330 docking stations and more than 8,400 bicycles. 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. Around 1.29 million Londoners live within 400 metres of a docking station.

Santander Cycles

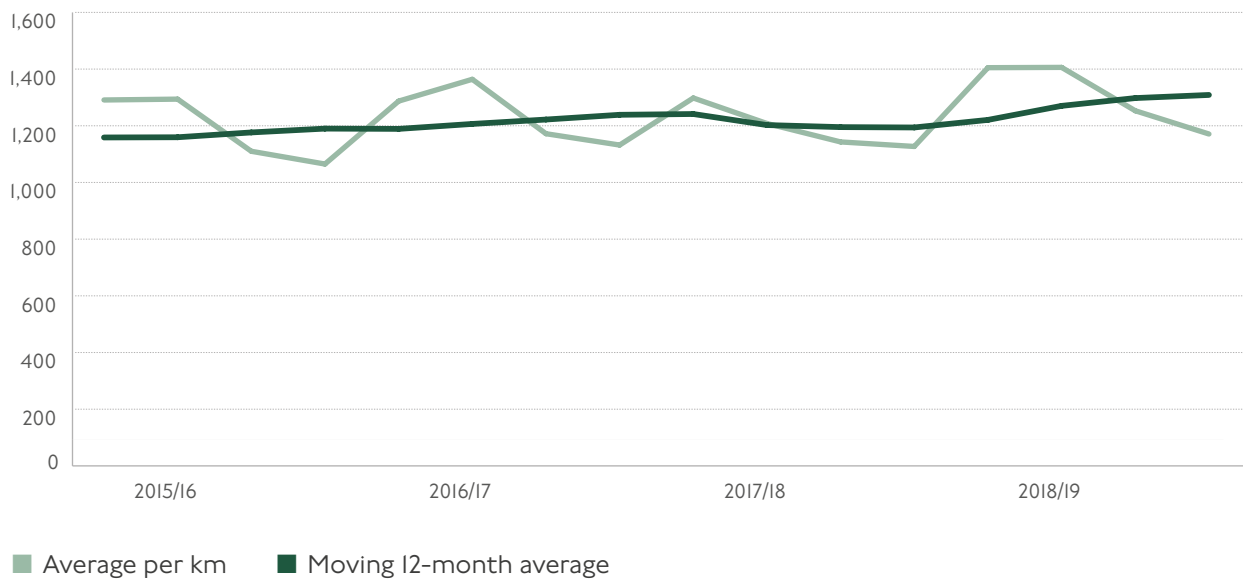
Daily hires



Santander Cycle use varies seasonally, however, the moving 12-month average shows a general increase since the scheme began. There was a slight dip in Q1 2019/20 after a record year in 2018/19, where use was the highest since the scheme began. In Q1 2019/20, the average daily number of cycle hires was still the third highest it has ever been in Q1, with 31,344 average daily hires.

Santander Cycle Hire encourages more Londoners to cycle as part of their everyday routine. Encouraging cycling in London is crucial for increasing physical activity levels and helping tackle congestion and air pollution.

Central London* Daily flow



Central London cycling flows are calculated by manually collecting data quarterly at 200 sites throughout central London. The figures represent the central London average total cycle kilometres travelled per kilometre per day, between 06:00 and 22:00.

Cycle flows are shown to be seasonal. In Q4 2018/19, the central London 12-month average daily cycle flow was the highest it has been since monitoring began. A slight dip can be observed between Q1 2017/18 and Q4 2017/18. However, data from the most recent four quarters suggests that central London daily cycle flows are on the increase again.

We have seen cycling increase in areas where cycling investment has been concentrated to date, including central London. Continued investment in high quality and safe infrastructure is required to enable more people to cycle and help reach the target set out in the Cycling action plan which is 1.3 million daily trips by 2024. The Cycling action plan also sets out other measures required alongside new infrastructure to break down all our customers' barriers to cycling in London.

* Cycling data is based on calendar quarters rather than financial quarters, so Q4 is October to December and is the latest available data. It is presented as a percentage change from the previous year

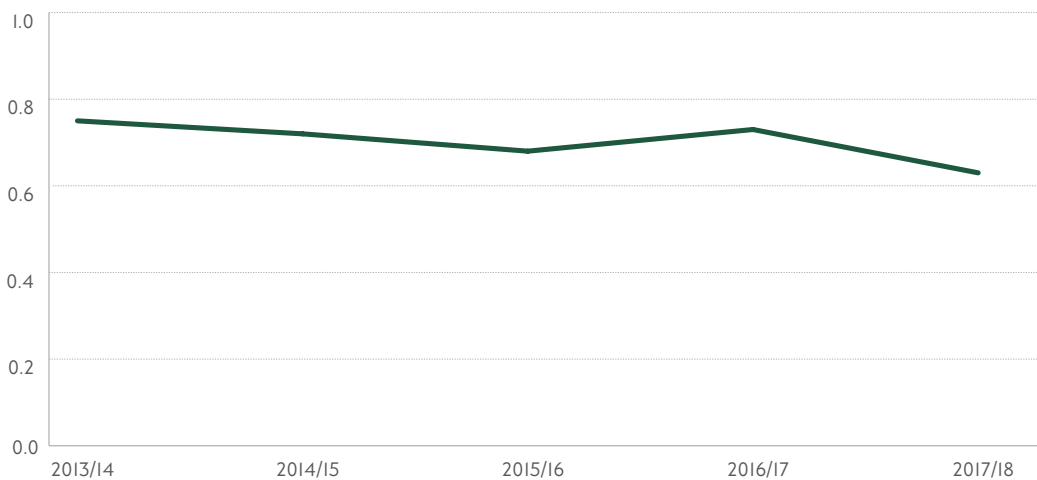
Walking rates

Achieving an increase in walking trip rates in London is integral to achieving some of the Mayor's Transport Strategy's key aims. This includes the main aim for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041, as well as the Active People Target for all Londoners to do at least 20 minutes of active travel every

day by 2041. This is because walking makes up a higher proportion of active travel than cycling.

The trend in walking trip rates is calculated using London Travel Demand Survey data. The figures represent the average number of walking trips by Londoners on an average day.

Walk trips per resident aged 5+ per day* Three-year rolling average



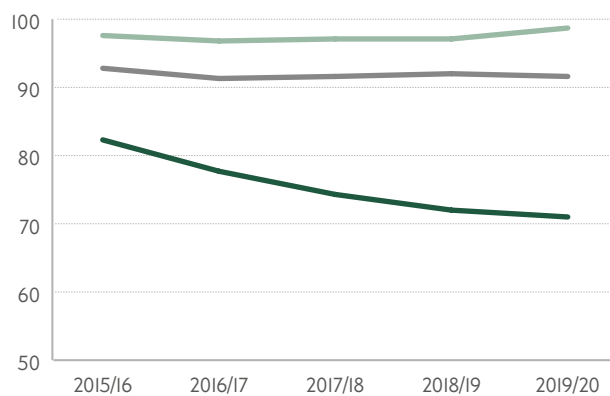
Over the past 10 years walk trip rates have fallen slowly but consistently, reaching 0.7 walk trips per day in the past two years.

By working together – across TfL, the boroughs, schools, business improvement districts, businesses, public sector organisations and community groups – we can increase the number of people walking and improve the experience of walking on London's streets.

* Walking trips are reported once every three years

Traffic flow volume

Annual trend (moving quarterly average – index)



■ Central London ■ Inner London
■ Outer London

Growth in traffic flows has remained robust in outer London for the past year, while growth in inner London has again remained relatively stable. Central London flows continue to drop, but at a much lower rate than over preceding years.

Mini-Holland – key findings

The Mini-Holland programme was designed to transform three outer London boroughs – Enfield, Kingston and Waltham Forest – by creating a network of local cycle routes and making their local environments more friendly areas for walking and cycling. To evaluate the effectiveness of this investment, a monitoring programme has been established to capture the change in travel behaviour. One component of this monitoring is a longitudinal research study of residents in the Mini-Holland boroughs, which assesses, year on year, the direct impact of the investment on travel behaviour and attitudes to transport and the local environment. The baseline study was conducted in May and June 2016 when only limited Mini-Holland infrastructure was in place. The most recent follow-up data was collected in May and June 2018.

Results

The most recent results showed an increase in time spent travelling actively relative to the 2016 baseline surveys among those living in areas which have seen substantial changes in walking and cycling infrastructure through Mini-Holland interventions (deemed ‘high-dose’ areas). Living in these ‘high-dose’ areas was associated, on average, with 44 minutes extra active travel per person per week compared with people living in non Mini-Holland outer London boroughs.

In addition, recent monitoring conducted in Enfield demonstrated an average increase of 52 per cent in the number of cycle trips between 2016 and 2018 across six count locations.

Implications

Investment in the Mini-Holland programme demonstrates that it is possible to increase the amount of active travel that people do in London.

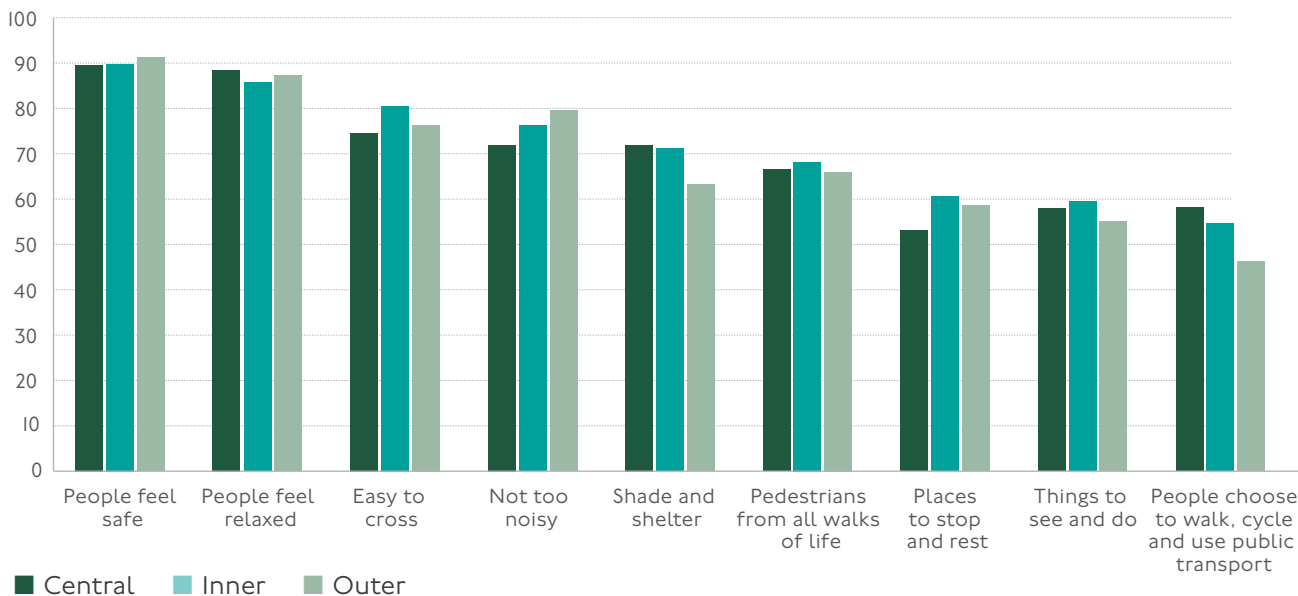
Mystery Shopper Survey

The Healthy Streets Mystery Shopper Survey has been designed to track on-street performance against the Healthy Streets Indicators across London at a strategic level. The aim of this metric is to facilitate better and more effective decision-making through the gathering and interpretation of robust and relevant evidence. A secondary aim of the survey is to track scheme-level benefits, providing a common method to measure and evaluate TfL’s contribution to overall change. Please refer to the Travel in London II report for more information on the methodology.

We have not been collecting Mystery Shopper Survey data for long enough, in a statistically meaningful way.

However, based on the first two quarters of data (Q3 and Q4 2018/19, sample size 760 sites) we can provide a snapshot of how London’s streets are performing.

Cumulative Mystery Shopper Survey results



The highest scoring indicators are People feel safe, People feel relaxed, and Easy to cross, indicating that streets fulfil their functional roles well. However, scores are lower for indicators that would encourage greater usage and enhance accessibility, such as People choose to walk, cycle and use public transport, Places to stop and rest and Things to see and do. Outer London streets are more likely to feel safe and are less noisy. Streets in central and inner London are more likely to encourage people to travel by sustainable modes, have higher scores for provision of shade and shelter and things to see and do, and are more likely to make people feel relaxed.



A good public transport experience



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

Passenger journeys

Q1 2019/20

909m total number of journeys



London Underground

315m



London Buses

505m



DLR

28m



London Overground

42m



London Trams

6m

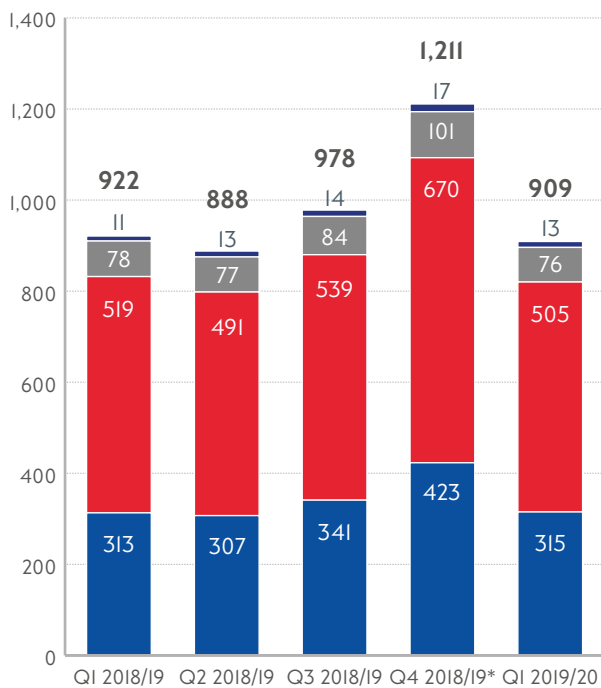


TfL Rail

13m

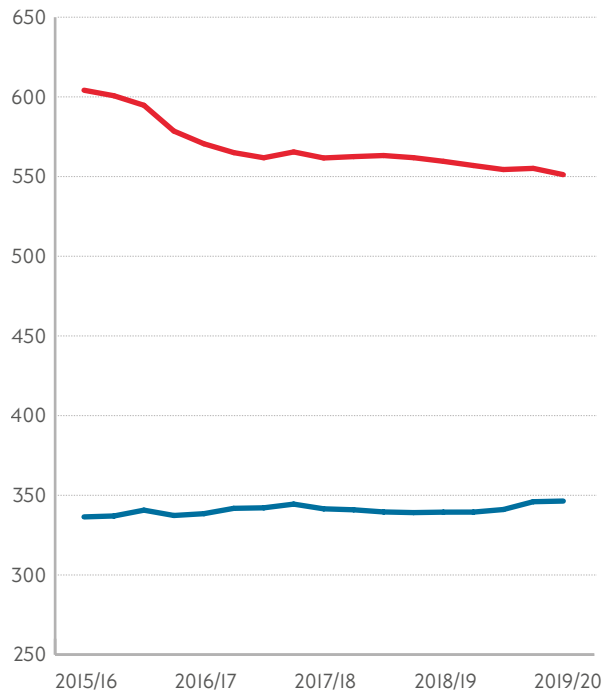
Passenger journeys

Past five quarters (millions)



■ London Underground ■ London Buses
■ Rail ■ TFL Rail

Annual trend – moving quarterly average (millions)



■ London Underground ■ London Buses

London Underground passenger volumes are two million better than last year, showing positive growth, despite this quarter having one day less and an extra bank holiday compared to Q1 2018/19.

Bus passenger journeys in the quarter are seven million higher than budget owing to an increase in off-peak demand.

Overall rail passenger journeys are broadly in line with budget, with increases on the DLR and London Overground offsetting a decrease in London Trams.

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

Underground

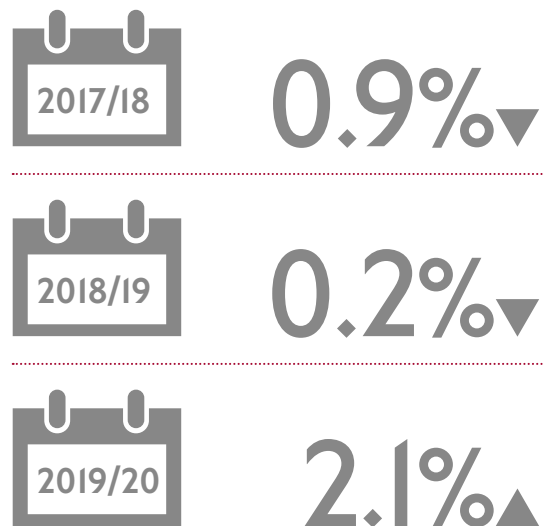
Passenger journeys

	Q1 2018/19	Q1 2019/20	Variance (%)
Number of passenger journeys (millions)	313	315	1
Number of passenger journeys (normalised)	311	317	2.1

London Underground

Passenger journeys are nine million better than budget and two million higher than last year as underlying demand is showing positive growth. This year Easter was later, with one more bank holiday in the quarter, and there was one day less compared to Q1 last year, reducing demand.

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

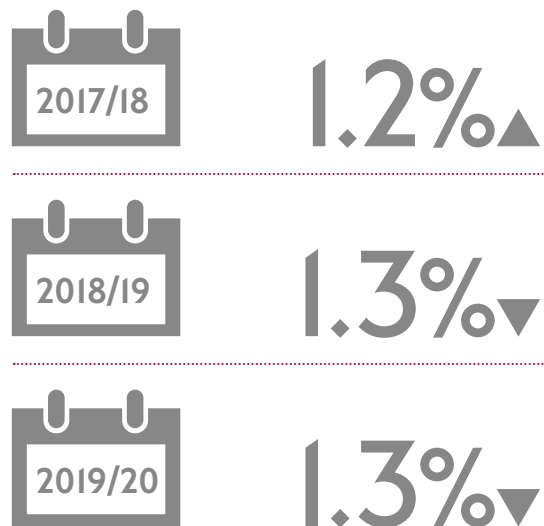
	Q1 2018/19	Q1 2019/20	Variance (%)
Number of passenger journeys (millions)	519	505	-2.7
Number of passenger journeys (normalised)	523	516	-1.3

London Buses

Total passenger journeys are one per cent higher than budget and three per cent lower than the previous year. This was mostly owing to the quarter having one less day than the previous year. On a normalised basis, passenger journeys were one per cent lower.

We have continued to improve signal timings to assist buses passing through busy junctions, alongside control room measures. These included improving the flow of buses with revised signal phasing when there is severe congestion along major arterial roads. We also continue to promote these through emails to customers, as well as promoting the £1.50 Hopper fare.

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

	Q1 2018/19	Q1 2019/20	Variance (%)
London Overground Number of passenger journeys (millions)	43.4	41.9	-3.5
DLR Number of passenger journeys (millions)	28.4	27.9	-1.8
TfL Rail Number of passenger journeys (millions)	11.4	13.1	14.9
London Trams Number of passenger journeys (millions)	6.5	6.4	-1.6

London Overground

London Overground customer journeys decreased due to the later than planned introduction of the new four-car Class 710 electric trains.

DLR

DLR passenger journey figures were broadly stable compared to last year, with a small decrease due to fewer days in Q1 this year than last year.

TfL Rail

TfL Rail journeys were five per cent better than budget owing to underlying demand growth. This year marks the first full year of the Paddington to Hayes & Harlington and Heathrow services and one more Easter bank holiday.

London Trams

Services on the London Tram network were affected by industrial action in March.

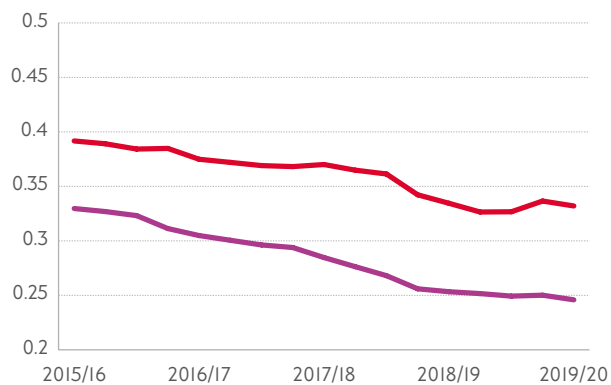
Streets

Volume

	Q1 2018/19	Q1 2019/20	Variance (%)
Congestion Charge volumes (thousands)	3,344	3,415	2.12

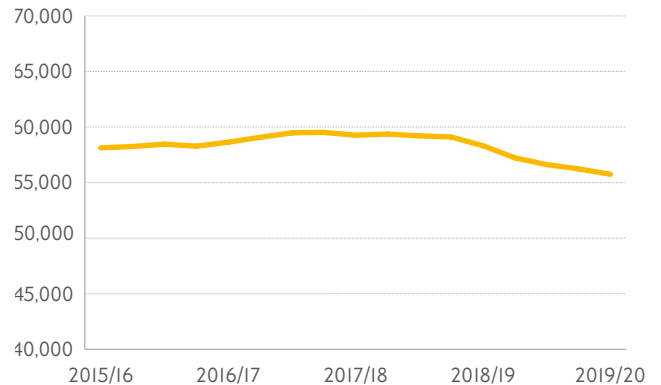
Other operations

London Dial-a-Ride and Emirates Air Line
Annual trend (moving quarterly average)



■ Emirates Air Line ■ Dial-a-Ride

Victoria Coach Station
Annual trend (moving quarterly average)



■ Victoria Coach Station

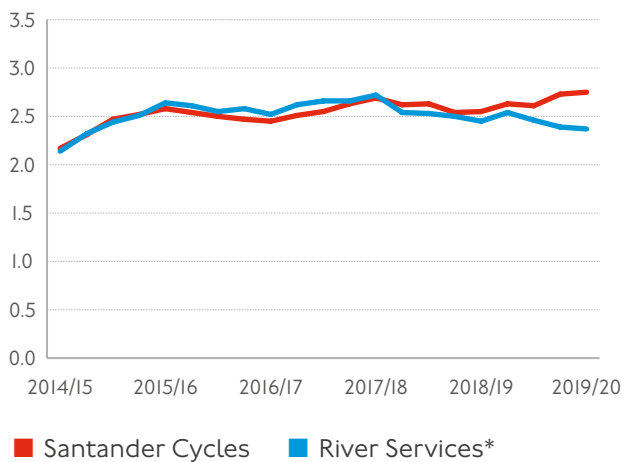
The overall trend of declining journey numbers for Dial-a-Ride continues, though the rate of reduction has slowed. This is owing to a combination of factors including the increasing accessibility of the transport network, the growth of online shopping and the closure of day centres.

Emirates Air Line journeys fell by five per cent compared to Q1 2018/19, owing to unseasonably warmer temperatures driving higher demand in 2018.

Victoria Coach Station departures are seeing an overall decline in volume which is mainly due to coach operators using longer vehicles.

Santander Cycles and London River Services

Annual trend (moving quarterly average)



Tour operator promotional activity during Easter and school half term holidays contributed to an overall increase of three per cent in river journeys.

Cycle hire growth remains strong with a rolling average of more than 2.5 million journeys each quarter. More than 300,000 customers used Santander Cycles in Q1 2019/20.

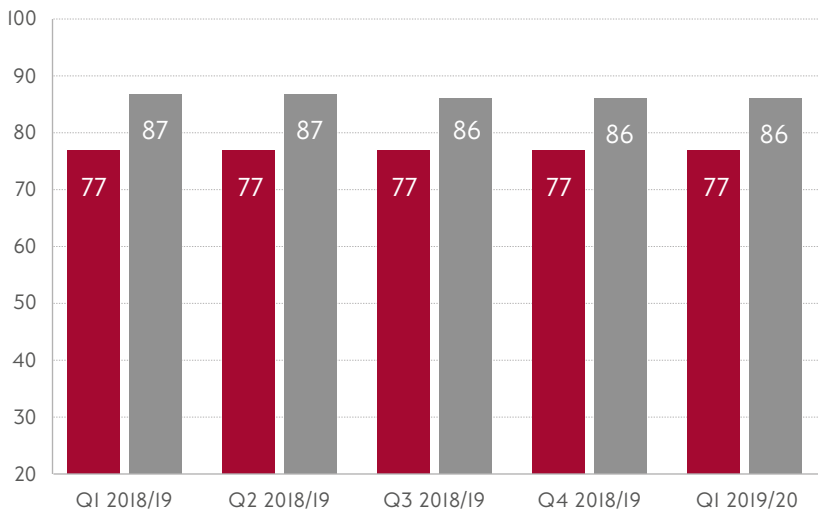
* 2018/19, Woolwich Ferry not included



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 a fully integrated transport network that provides safe, inclusive, affordable and seamless end-to-end journeys. Our diversity, inclusion and accessibility strategy will set out how we will deliver this.

During Q1 more than 1,000 of our people completed accessibility-related training. We've also improved our Equality Impact Assessments process.

We continued to engage with our most vulnerable customers, who have helped us improve accessibility signage in London Underground stations.

For Dementia Action Week in May, we held our first summit in partnership with the Alzheimer's Society.

We have produced our Understanding Diverse Communities report – a compendium of research on the travel experience of customers.

We improved the real time information we give London Underground staff, this has enabled them to support around 10,000 customer journeys in Q1. In Q2 we will enhance our Journey Planner to improve ease of use and ensure real time step-free access information is included.

78

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



99.3%

step-free access availability on London Underground (0.8%▲ against Q1 2018/19)



97.8%

step-free access availability on TfL Rail (0.8%▼ against Q1 2018/19)



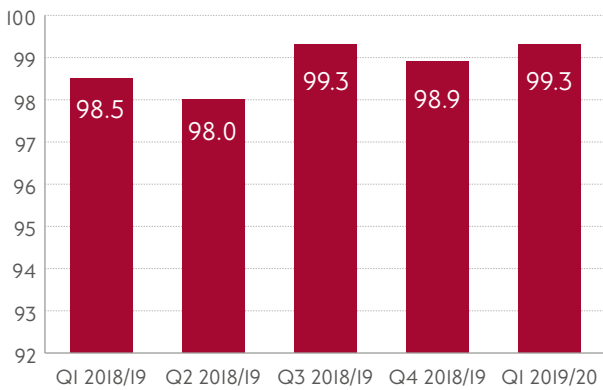
90.5%

scheduled services operated on Dial-a-Ride (2.1%▲ against Q1 2018/19)

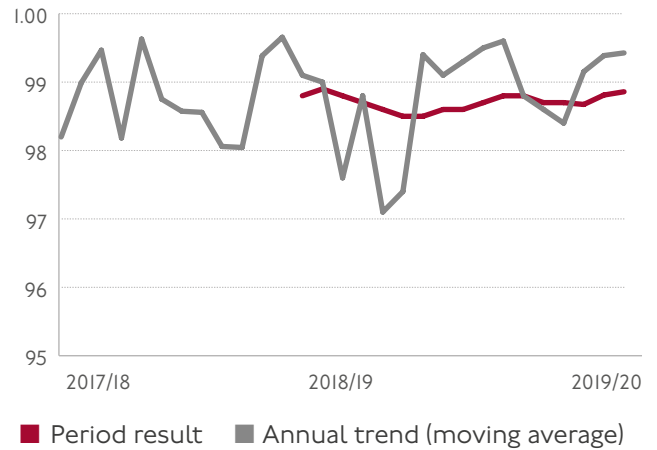


London Underground step-free availability

Past five quarters (%)



Annual trend* (moving average)



Availability has continued to be better than target throughout Q1, recovering after the dip in Q4 last year. Since we took over Network Rail's worst performing lifts on 1 April, we have carried out remedial works and availability is already better at Wembley Central station and is expected to improve at Willesden Junction station.

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)
- Moorgate
- Whitechapel
- Ealing Broadway
- Bank (Northern and DLR interchange)

2022/23

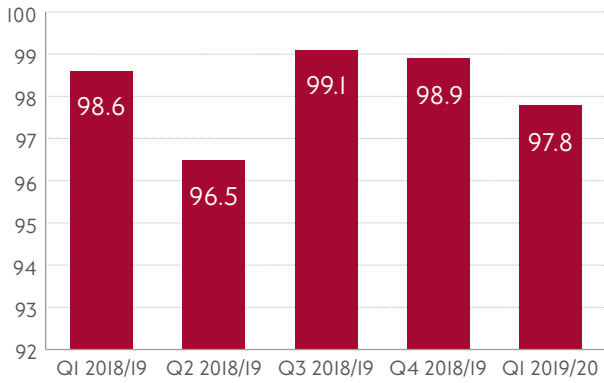
- South Kensington (District and Circle)
- Colindale

2023/24

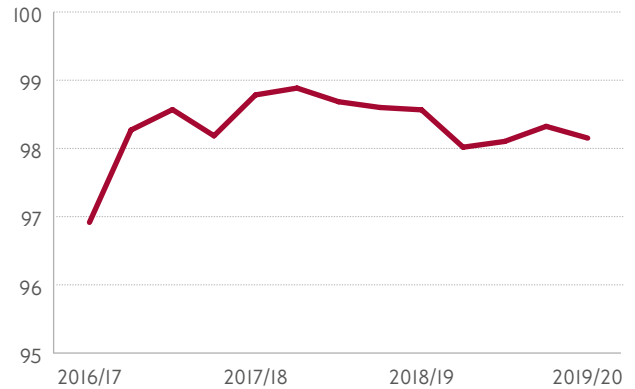
- Boston Manor
- North Ealing
- Park Royal
- Rickmansworth
- Ruislip
- Snaresbrook

TfL Rail step-free access

Past five quarters (%)



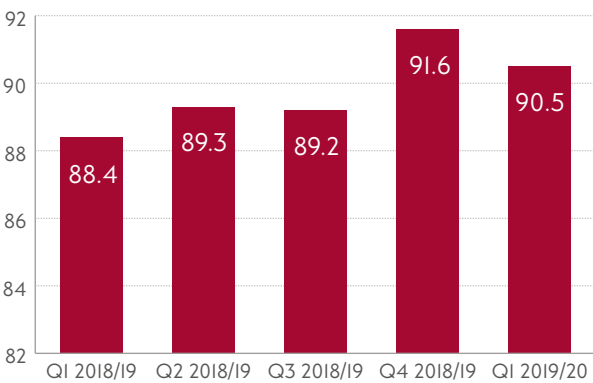
Annual trend (moving average)



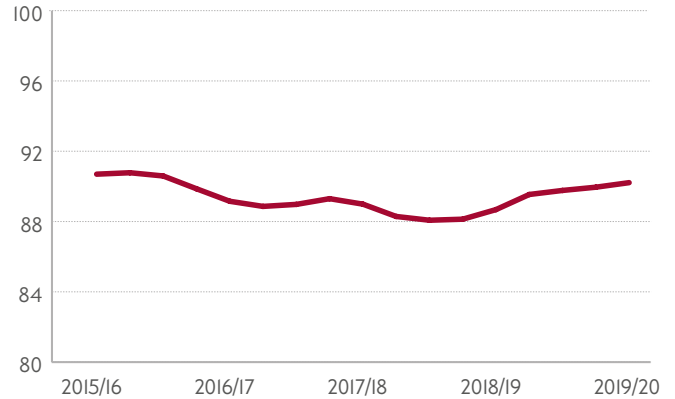
Step-free access availability reduced this quarter, largely as a result of ongoing reliability issues at the three lifts at Maryland station, flooding at Seven Kings station and several outages at Abbey Wood station. The contractor who built the lifts is being held responsible for addressing the reliability issues at Maryland.

Dial-a-Ride journey requests scheduled

Past five quarters (%)



Annual trend (moving average)



Dial-a-Ride exceeded the 89 per cent target for journey requests scheduled for the fourth quarter in a row, marking a full year of meeting the target. Booking and scheduling improvements have clearly had a positive impact.





Journeys by public transport will be fast and reliable

London Underground performance in Q1, as measured by excess journey time, worsened compared to the previous quarter. This was due to longstanding challenges from staff availability (we are currently recruiting additional train operators), fleet asset failure on the Jubilee and Central lines, littering and customers becoming ill on trains. We continue to concentrate on preventing these delays, and have also begun a review of how we respond to incidents and the time it takes us to restore a full service.



minutes of excess journey time on the Tube this quarter (2.0%▲ against Q1 2018/19)

Our targeted training for staff to support customers in distress led to 408 interventions last year, a 63 per cent increase from 2017/18. In Q1 of this year there have been 116 interventions, compared to 76 last year. Although it is too early to draw conclusions, the number of people killed or seriously injured by suicide so far this year is lower than 2018/19. We continue to make sure our front line staff are able to identify vulnerable individuals and feel confident making interventions.



minute of excess wait time on the bus network this quarter (0.6%▼ against Q1 2018/19)

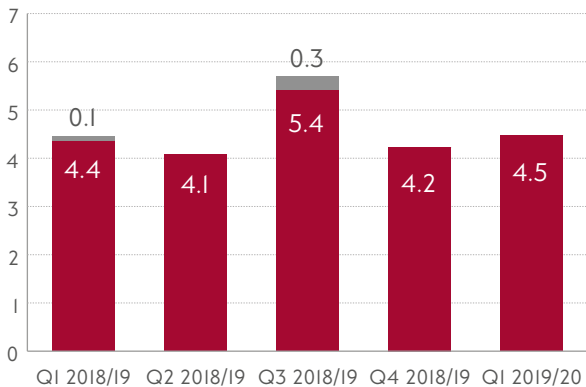
During Q1 we have continued to refine traffic signal timings, including our control room measures, to effectively manage disruption and improve journey times for those using sustainable modes of travel. These are directly supporting our bus operations with improved reliability, stabilising bus speeds and reducing waiting times for customers. This year, we have introduced the Bus Customer Journey Time metric, which gives a more all-round picture of the bus customer journey experience.



resolution hours on the TfL Road Network, per event (18.8%▲ against Q1 2018/19)

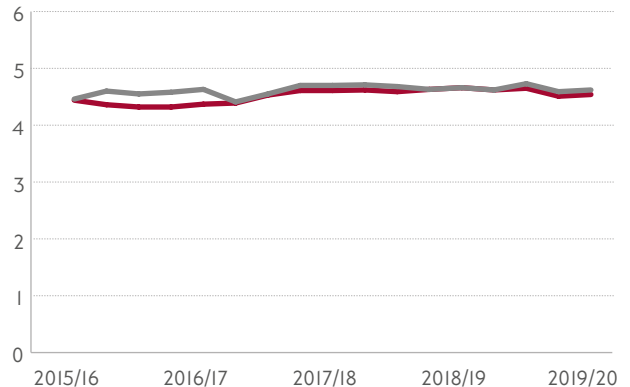
Underground

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



■ Including industrial action
■ Excluding industrial action

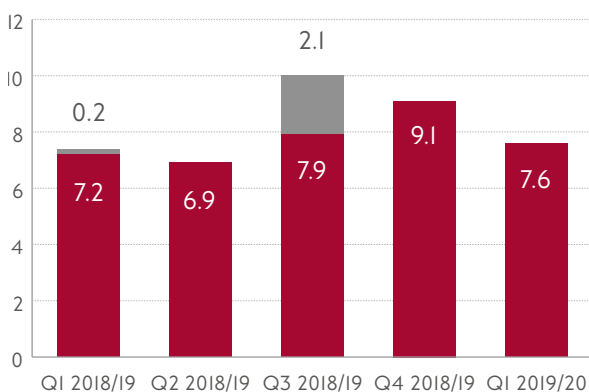
Annual trend (moving average – minutes)



■ Including industrial action
■ Excluding industrial action

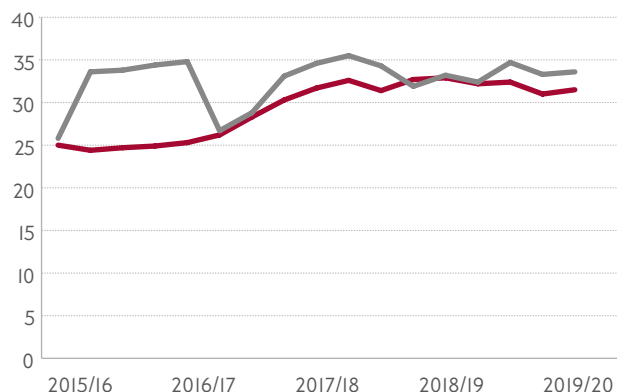
Our customers' journeys were slower in Q1. Staff availability, fleet issues and customers ill on trains remain the significant contributors. Our fleet is improving and we continue to focus on staff engagement and customer communications.

Lost customer hours* Past five quarters (millions)



■ Including industrial action
■ Excluding industrial action

Annual trend (moving average – millions)



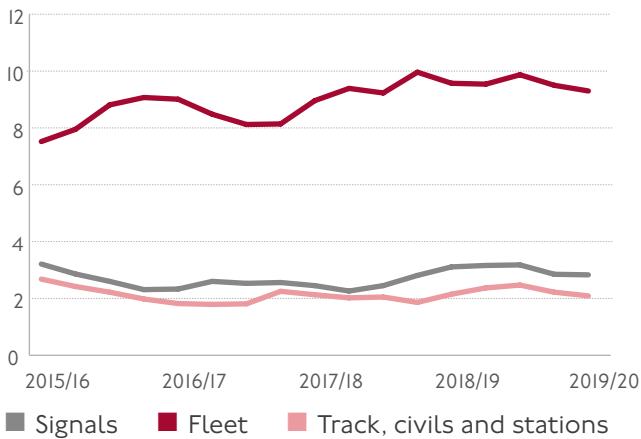
■ Including industrial action
■ Excluding industrial action

Reliability in Q1 declined compared to the same time last year, with staff, fleet and customer issues causing most of the delays.

* We have updated lost customer hours calculations to account for increases in demand and major changes to the network and station layouts. These calculations were last updated in 2008

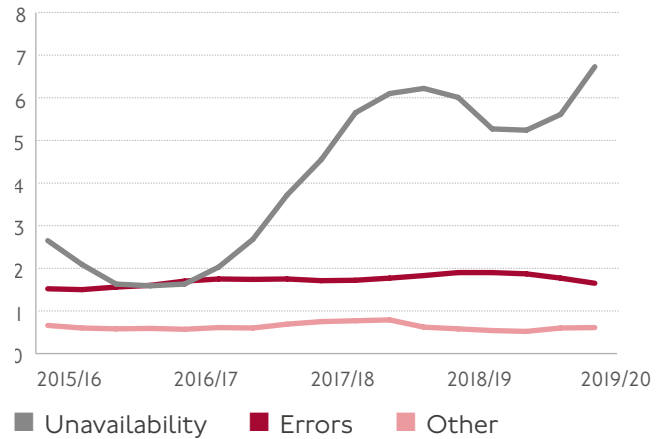
Lost customer hour trends

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



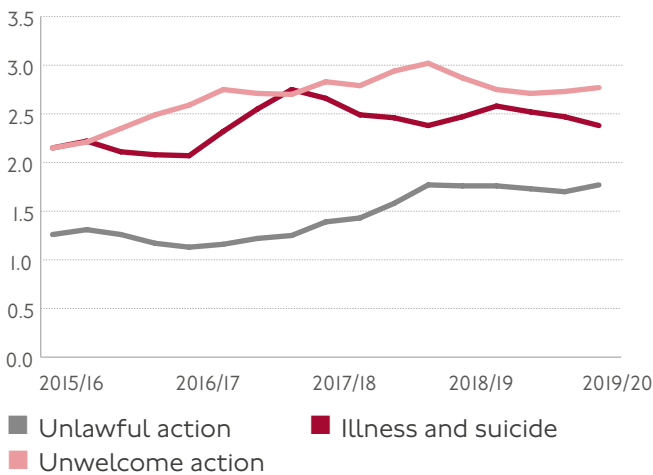
Fleet continued to be the main cause of asset-related delays, but we have seen gains in reliability due to improvements, including component replacement. There were some one-off signal failures.

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



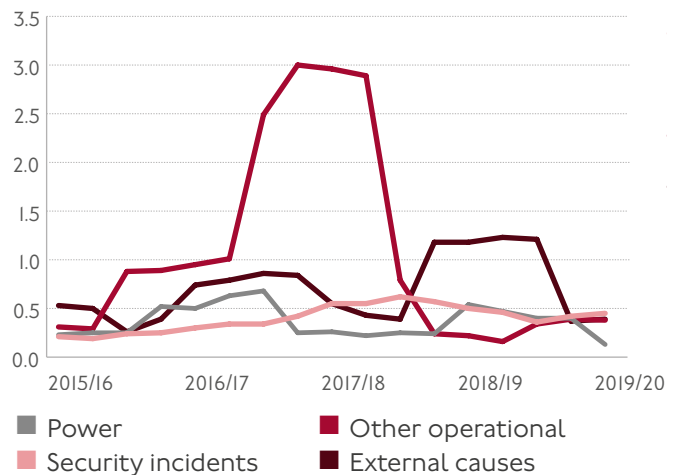
We continue to work on improving staff availability as the main challenge to our service. Our focus on staff engagement is central to this.

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



Since the end of last year the effects of crowding and customers ill on trains have reduced. We are now focused on lessening the effects of litter, via staff awareness, door modifications and recycling.

Other – annual trend (moving total – millions)

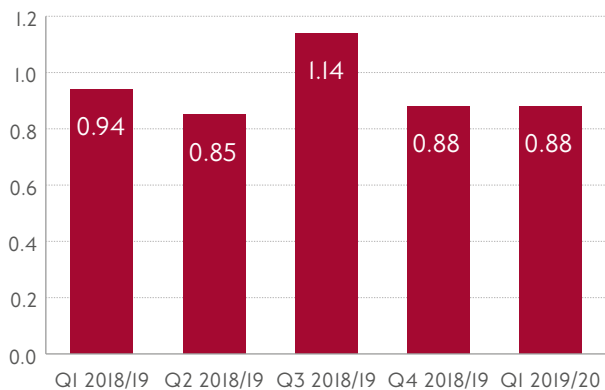


There were a number of small one-off incidents in the quarter, without a major impact on service.

Buses

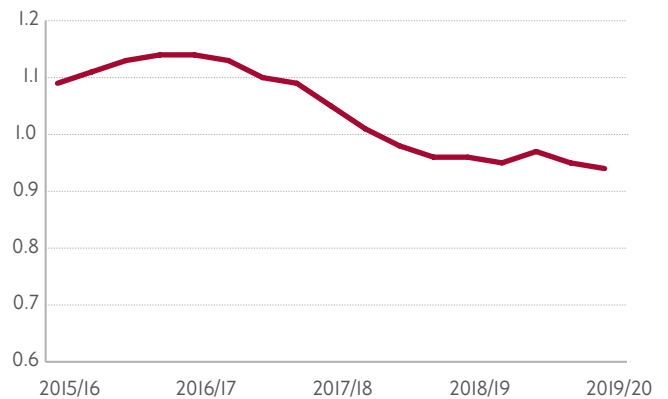
Excess wait time

Past five quarters (minutes)



Performance continues at an all-time high, with Q1 2019/20 better than the same quarter a year ago. Q3 always tends to be seasonally the worst quarter.

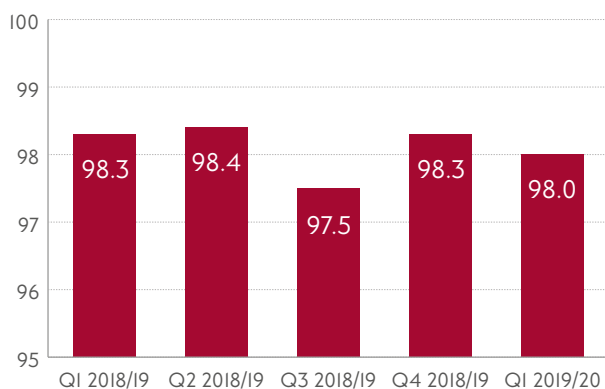
Annual trend (moving average)



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

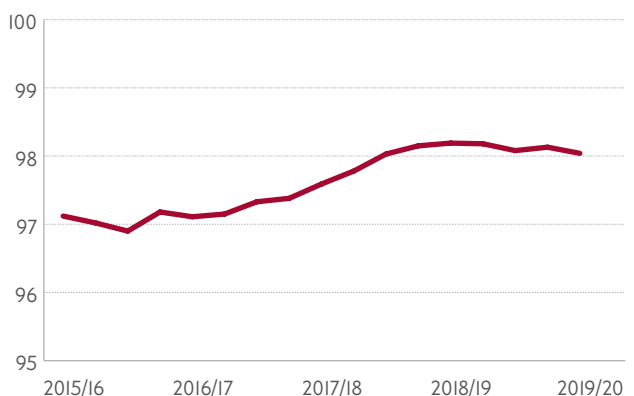
Scheduled services operated

Past five quarters (%)



Despite Q1 2019/20 being impacted by a number of events and demonstrations, such as the Extinction Rebellion protests, performance was only slightly worse than the same quarter last year.

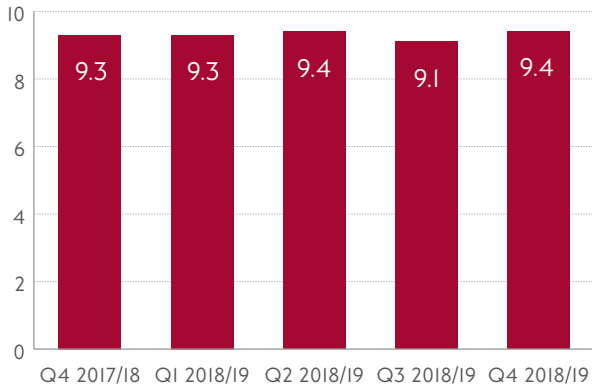
Annual trend (moving average)



Operated mileage has improved and stabilised over the past two years, with the exception of Q3 2018/19, which was impacted by higher than expected levels of disruption.



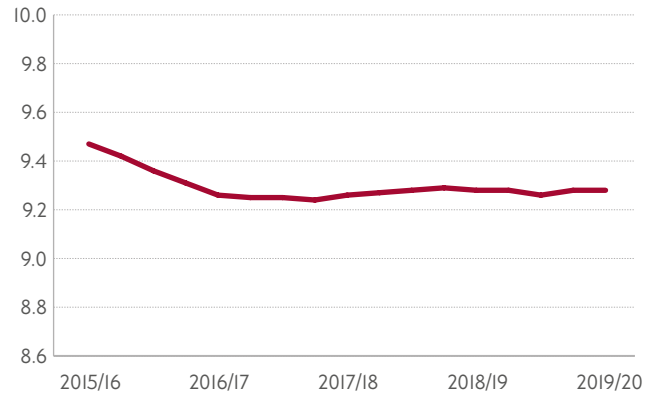
Weighted average speed Past five quarters (mph)



Average bus speeds have stabilised and given passengers more journey time consistency.

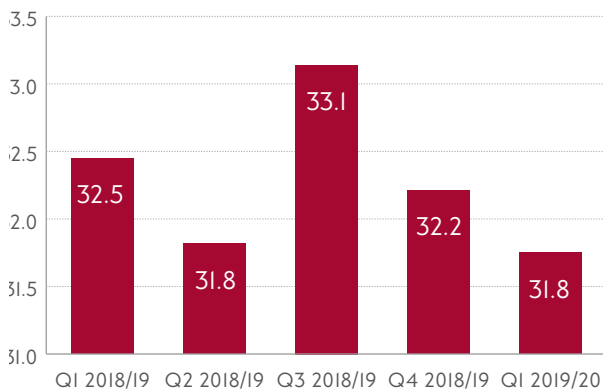
Q1 performance matched that of Q1 2018/19.

Annual trend (moving average)



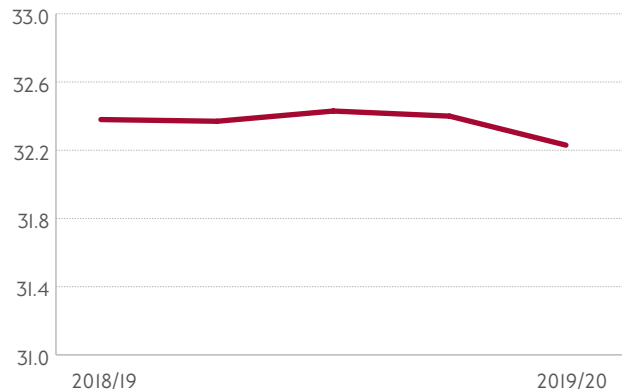
Bus speeds have stabilised due to reduced road disruption, enhanced traffic signal timings and bus priority after several years of decline. Inner and outer London are both comparable to last year.

Weighted bus customer journey time Past five quarters (mph)



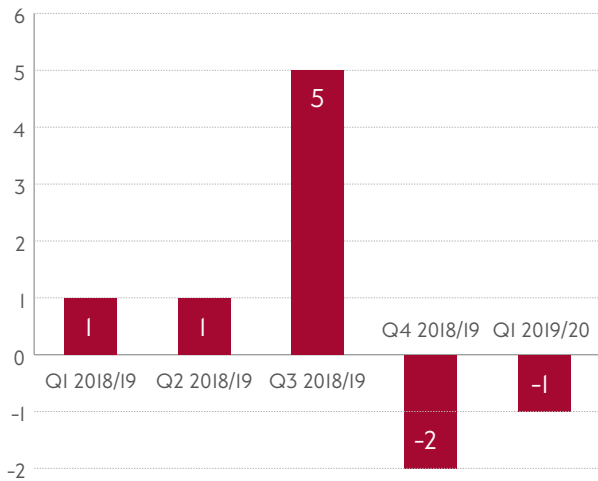
While service changes have increased average wait time, increased reliability means in-vehicle time and buffer times are lower than Q1 2018/19. Crowding and customer interchange have also decreased.

Annual trend (moving average)



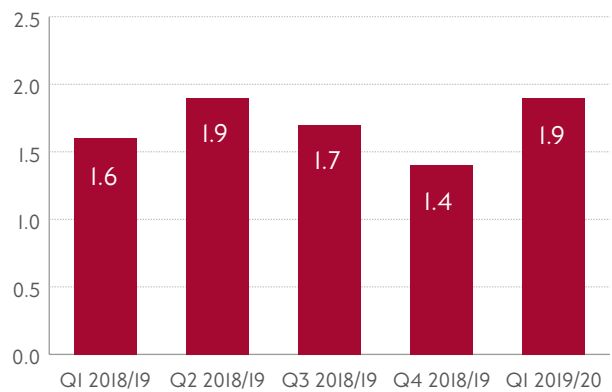
Results have shown improvement through 2018/19 and into 2019/20. This is correlated with improvements seen in excess wait time and the stabilisation of bus speeds because of better operating conditions.

Roads disruption*
Past three quarters (%)



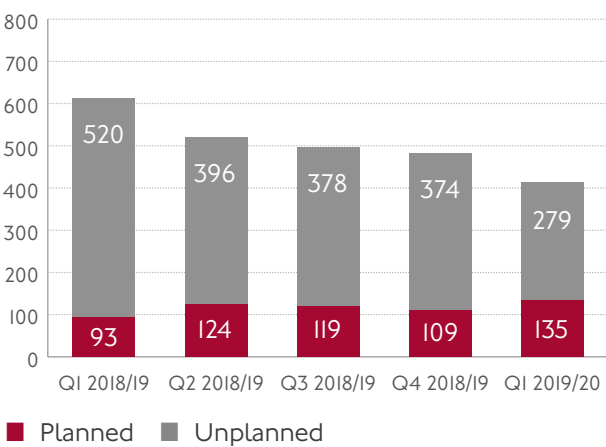
Q1 disruption was one per cent better than last year, despite the impact of the Hammersmith Bridge closure since April 2019, which has affected roads in south and west London.

TfL Road Network resolution time
Past five quarters (disruption hours per event)

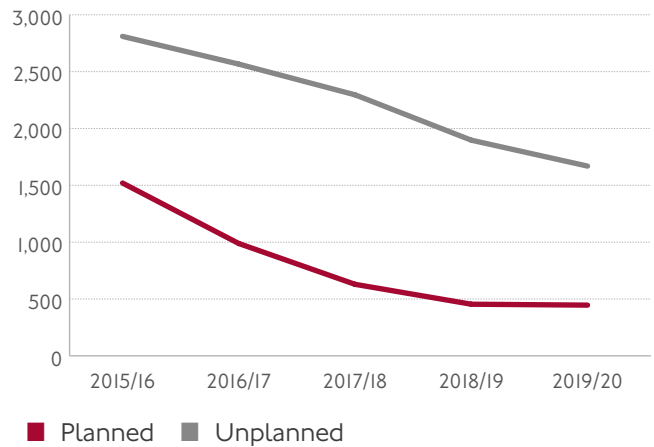


Q1 disruption per unplanned event increased to 1.9 hours compared to a target of 1.85 hours and was attributed to a number of disruptive incidents on the network.

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



Annual trend (moving total)

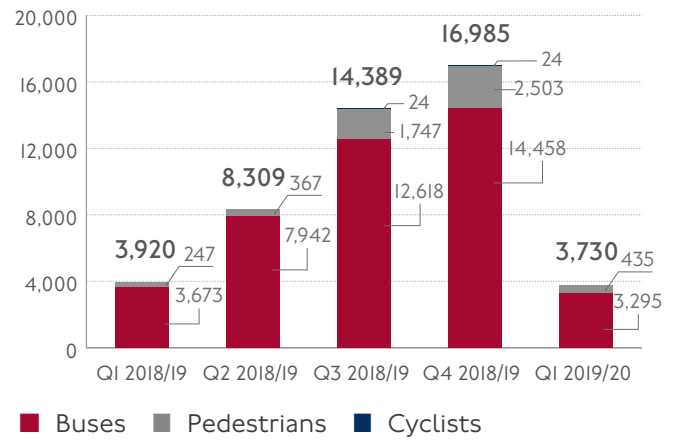
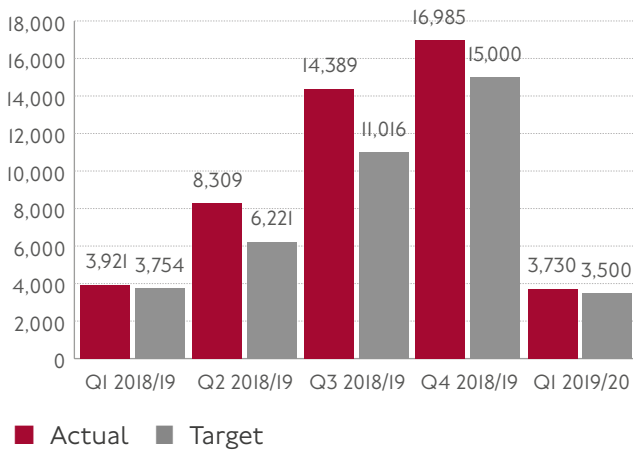


Overall, disruption in Q1 2019/20 was better than previous quarters and the previous year, although planned disruption hours were higher. However, this has been offset by a large reduction in unplanned disruption hours

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



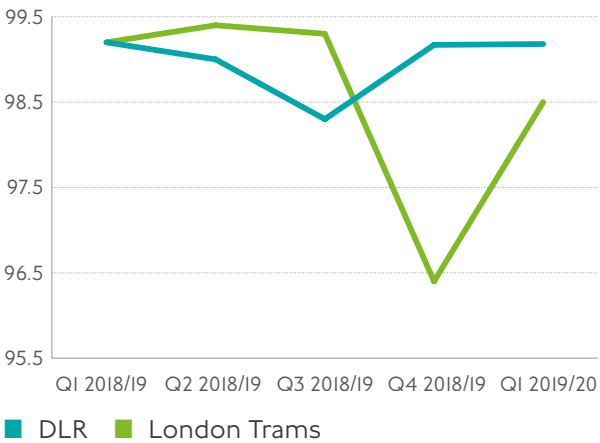
Traffic signal time savings This year (hours)



Changes made at 295 signals have saved 3,730 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 routes.

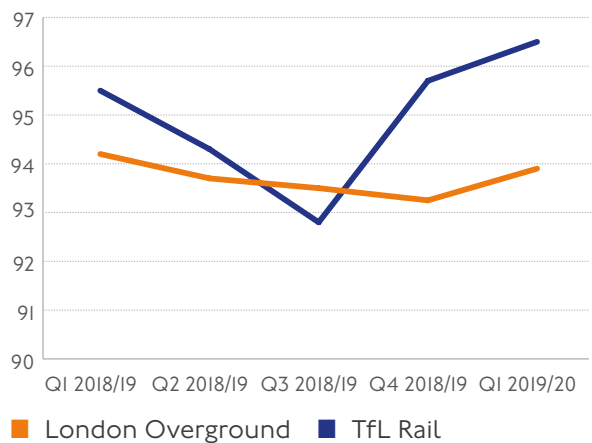
Rail

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



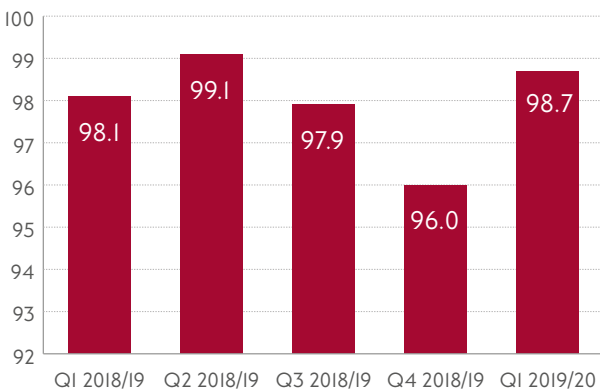
DLR performance remains strong and above target. London Tram performance improved during Q1, despite reduced services during a day of industrial action.

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



TfL Rail performance has consistently improved over the past two quarters, but London Overground performance was impacted by fleet issues and several large incidents. The largest incident was on 13 June due to a power defect at Kensal Green Junction. This resulted in severe delays to the London Overground network.

Emirates Air Line availability Past five quarters (%)



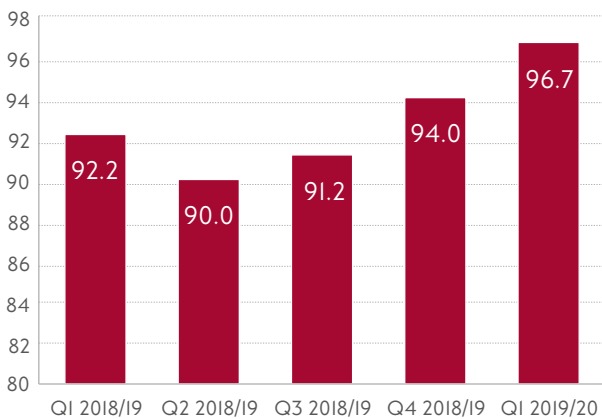
Emirates Air Line system availability improved by 2.7 per cent from the previous quarter, which had more days of extended downtime due to high wind. Availability this quarter also improved compared to Q1 2018/19.

Other operations



Santander Cycles availability

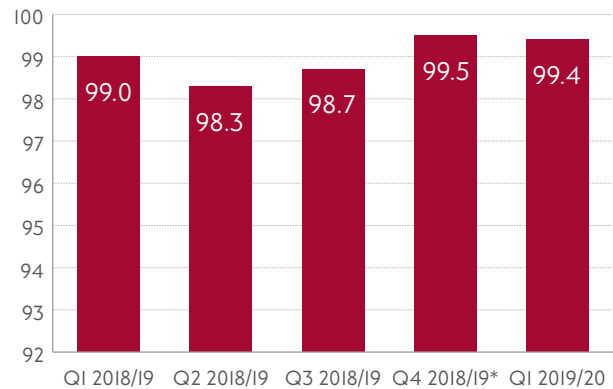
Past five quarters (%)



Availability declined slightly from Q1 to Q2 in 2018/19, but we have been working with our provider to improve the availability of cycles and available spaces across the network to best meet user demand. This has resulted in a steady upward trend to almost 98 per cent in Q1 2019/20.

London River Services scheduled services operated

Past five quarters (%)



London River Service reliability was consistent with the previous quarter and has improved as compared to Q1 2018/19.

* Woolwich Ferry not included

Journeys by public transport will be pleasant

Customer care*

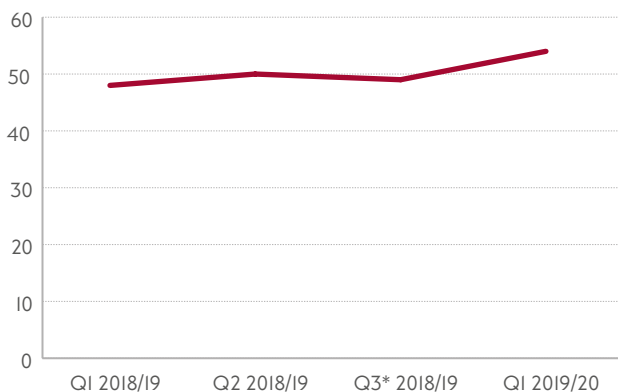
We have changed the way we track customer perceptions, including 'TfL Cares about its customers', to improve the quality of our insights. Our new methodology asks more Londoners about their perceptions of TfL each quarter,

providing us with more data and enabling us to better understand our performance and areas for improvement. The transition means we are unable to make direct comparisons to previous scores and will review trends from Q1 2019/20 onwards.

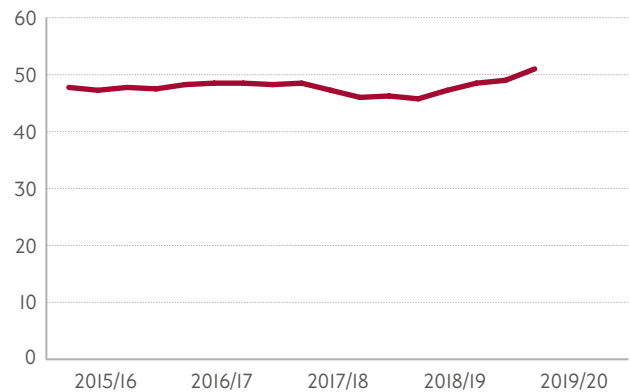


TfL cares about its customers

Past five quarters** (%)



Annual trend (moving average)



In Q1 2019/20 54 per cent of Londoners agreed that 'TfL Cares about its customers'. This is higher than previous scores due to the changes to the methodology. Because of this, Q1 2019/20 scores are not directly comparable to previous scores and we will continue to monitor our performance on the key aspects of the customer experience going forward. Relative performance of the key drivers of Care remains the same, with Supporting customers when things go wrong and Communicating openly and honestly the top priorities for improvement.

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

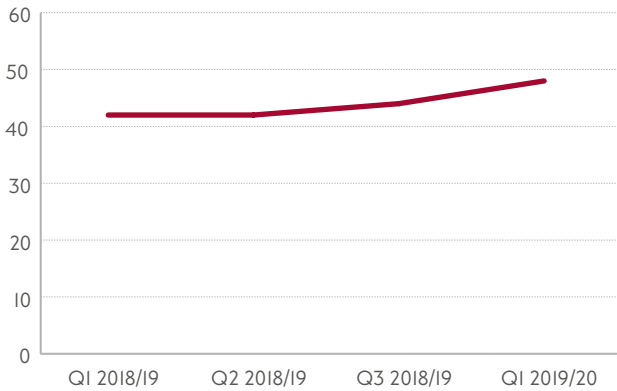
** Q4 2018/19 data not available due to data validity issues

*** New methodology from Q1 2019/20

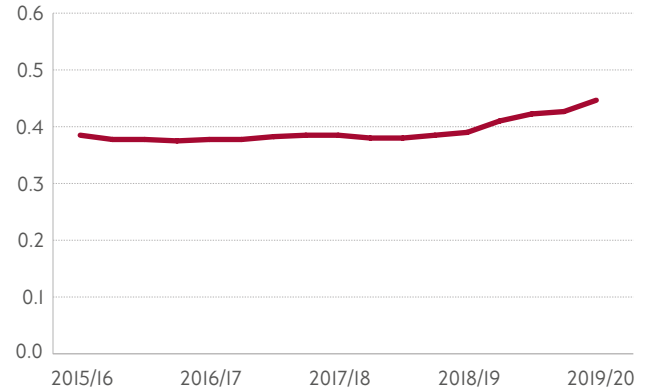


TfL provides good value for money to fare payers

Past five quarters (%)



Annual trend (moving average)

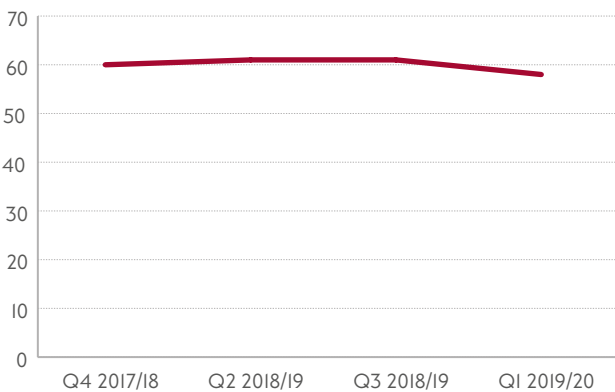


In Q1 2019/20, 48 per cent of Londoners agreed that 'TfL provides good value for money for fare payers'. We made positive progress in 2018/19 and consistently hit all-time highs across the year, with the fares freeze and promotional fares such as Hopper, £1.50 fares, and off-peak promotions positively influencing perceptions. Perceptions of value for money for London Buses remain strong.

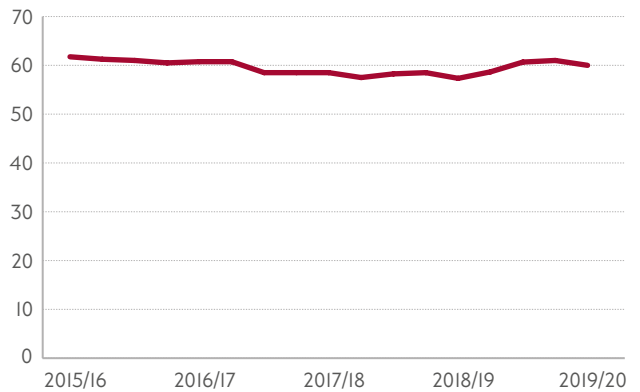


TfL is an organisation I can trust

Past five quarters (%)



Annual trend (moving average)



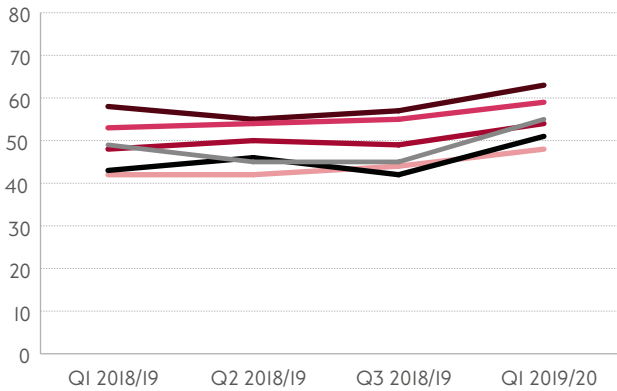
In Q1 2019/20, 58 per cent of Londoners agreed that 'TfL is an organisation I can trust'. Londoners cite running a safe, reliable service and providing up-to-date, accurate information during journeys as reasons they trust us. Improving our consistency in these areas will help to improve perceptions.

Customer supporting metrics trend

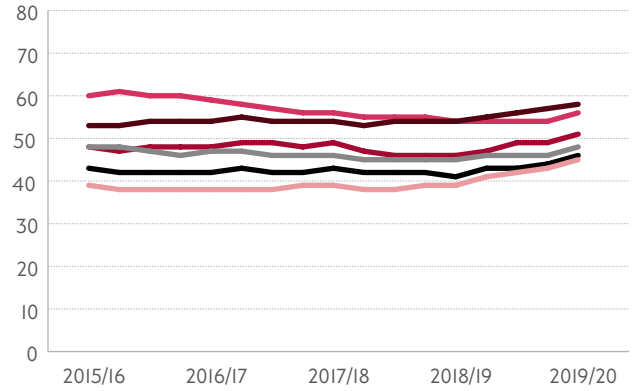


Overall

Past five quarters (%)



Annual trend (moving average)

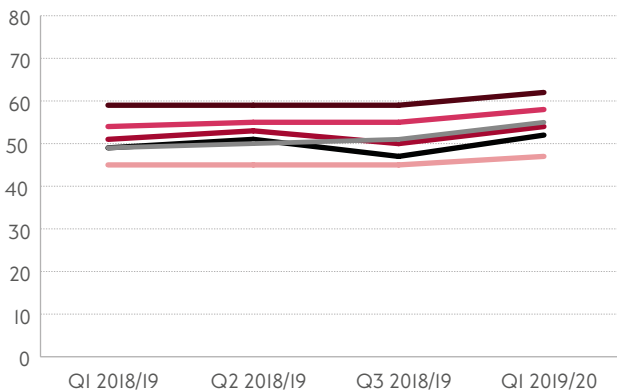


- Care ■ Supports customers when things go wrong ■ Communicates openly and honestly
- Is investing to improve my journeys ■ Has friendly and helpful staff
- Provides good value for money for fare payers

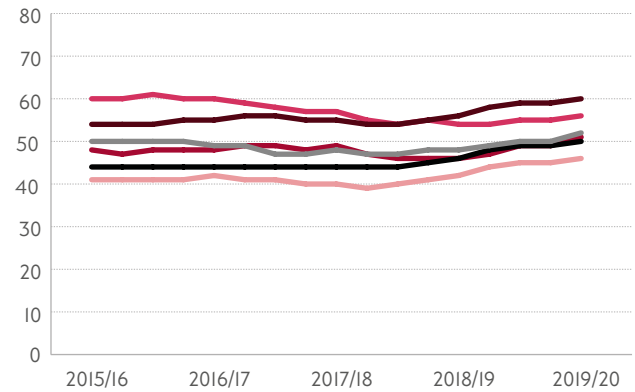
Relative performance of the key drivers of TfL Cares about its customers remains the same as 2018/19 with Support when things go wrong and Communicate openly and honestly our key priorities for improvement. Last year saw the highest score since measurement began and reflected progress in a number of areas, particularly Value for money, Friendly and helpful staff and Support when things go wrong.



London Underground Past five quarters (%)



Annual trend (moving average)



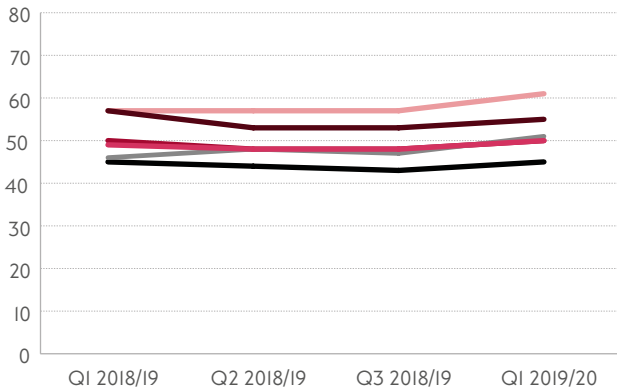
- Care ■ Supports customers when things go wrong ■ Communicates openly and honestly
- Is investing to improve my journeys ■ Has friendly and helpful staff
- Provides good value for money for fare payers

In Q1 2019/20 54 per cent of Londoners agreed London Underground cares about its customers. This is higher than previous scores, due to the change in methodology, rather than improvements to the customer experience. Supporting customers when things go wrong and Communicating openly and honestly remain our top priorities for improvement as we build on progress made to improve the customer experience last year. These included initiatives to ensure staff have the information they need to support customers eg via the real-time information app.

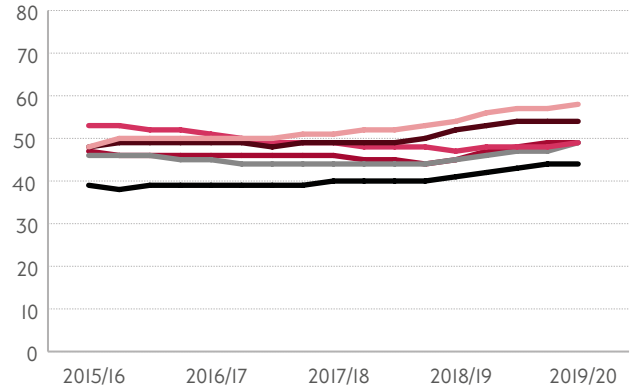


London Buses

Past five quarters (%)



Annual trend (moving average)



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

In Q1 2019/20 50 per cent of Londoners agreed “London Buses cares about its customers”. This is higher than previous scores, due to changes in methodology, rather than improvements to the customer experience.

For London Buses, Supporting customers when things go wrong and Friendly and helpful staff are the top priorities for improvement. We made positive progress in these areas last year, which is likely a result of initiatives such as Hello London bus driver training to improve staff interaction with customers.



Customer satisfaction

Past five quarters

	Q1 2018/19	Q2 2018/19	Q3* 2018/19	Q4 2018/19	Q1 2019/20
London Underground	85	83	84	85	85
London Buses	85	85	86	86	86
DLR	88	87	88	87	88
London Overground	84	83	83	82	84
London Trams	91	90	90	90	n/a
Emirates Air Line	93	90	93	94	93
TfL Rail	83	82	84	86	85
Transport for London Road Network	n/a	n/a	71	n/a	n/a
Dial-a-Ride	89	n/a	n/a	n/a	90

Q1 delivered broadly positive results for customer satisfaction. London Overground increased two points to 84. DLR and Dial-a-Ride both increased one point, to 88 and 90 respectively. London Underground and Buses remained stable at 85 and 86. TfL Rail and Emirates Air Line both decreased one point, to 85 and 93, although in the case of TfL Rail this was from a record high 86 in Q4.

London Overground's increase was driven by improvements in the linked scores related to perceptions of trains running on time, crowding, availability of seats and number of trains per hour. On the DLR, the ease of getting to the platform increased two points and value for money increased one point. For

Dial-a-Ride, scores for punctuality and cleanliness both increased one point, to 87 and 95.

London Underground remained stable at 85 and most scores remained stable, despite the proportion of people claiming to have experienced a disruption or delay rising one point to four per cent. For London Buses, most scores were stable from Q4 but higher than Q1 last year.

For TfL Rail, despite the slight overall decrease, most attribute scores remained stable, and those for the condition and cleanliness of trains both increased. On Emirates Air Line, scores for all but one of its measures fell by one point.

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

Past five years

	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20	Full year target
London Underground	85	85	85	84	85	85
London Buses	86	86	86	85	86	85
DLR	89	89	88	87	88	89
London Overground	84	84	84	83	84	85
London Trams	90	90	91	90	n/a	89
Emirates Air Line	93	94	93	92	93	93
TfL Rail	83	83	83	84	85	83
Cycle Hire – members	80	80	80	n/a	n/a	n/a
Cycle Hire – casual	86	86	85	n/a	n/a	n/a
Transport for London Road Network	70	70	70	71	n/a	69
London River Services	90	90	n/a	n/a	n/a	n/a
Victoria Coach Station	81	81	n/a	n/a	n/a	n/a
Dial-a-Ride	92	91	92	89	90	90

Of the seven modes to undertake surveys in Q1, five are currently on track against their annual targets. Based on only one quarter's worth of data, TfL Rail and London Buses look set to exceed their targets. TfL Rail achieved 85 in Q1 against its target of 83, and London Buses achieved 86 against its target of 85.

London Underground, Emirates Air Line and Dial-a-Ride achieved their targets of 85, 93 and 90 respectively in Q1.

DLR achieved 88 in Q1, against its annual target of 89. Similarly, London Overground achieved 84, aiming for a target of 85.

No surveys were carried out on London Trams, Cycle Hire, the TfL Road Network, London River Services or Victoria Coach Station in Q1.

Contact Centre

TfL Customer Services

Past five quarters

	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20
Telephone calls	613,777	665,330	697,107	720,324	542,934
Abandonment rate (%)*	9.0	12.0	11.2	11.1	15.2
Correspondence	128,167	137,660	148,914	194,663	156,054
Closed in SLA (%)**	94.4	73.7	72.5	87.5	81
Quality score (%)***	79.6	81.2	82.3	85.4	85.5
Average speed of answer (seconds)	74	99	142	138	163

Our strategic drive to move contactless demand towards online self-service has led to a significant reduction in these calls this quarter. Correspondence was up 22 per cent on Q1 last year, though down 20 per cent on the past quarter (due to Q4 being longer than Q1). This was partly due to increases in contactless demand.

A technical issue between our supplier (Cubic) and the banks, led to record levels of demand for contactless at the end of the quarter. This additional demand drove the increases in speed of answer and abandonment rate, and heavily impacted our Twitter demand.

Past five years

	Telephone calls		Correspondence		Quality score (%)***
	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	
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	2,696,538	10.9	609,404	82.0	81.8
2019/20 year to date	542,934	15.2	156,054	81.0	85.5

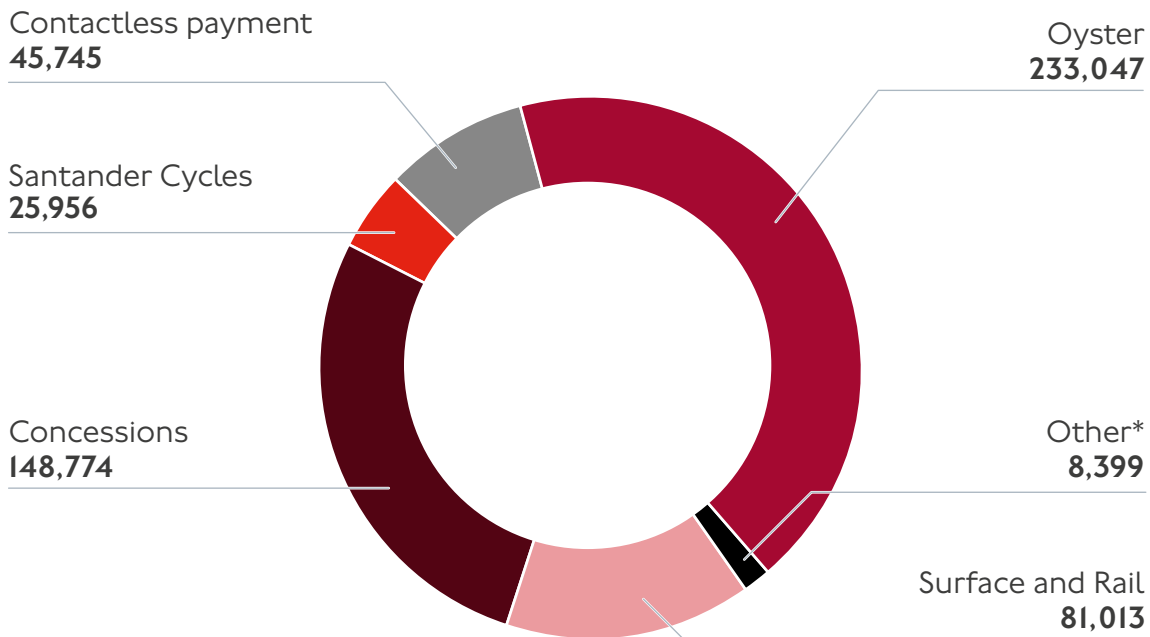
* Abandonment rate target 15 per cent or lower

** 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

Overall telephone-based demand is down this quarter. Contactless calls are down more than 30 per cent on both the previous quarter and the same time last year. This is a result of our strategy to encourage customers towards resolving their refunds online – without the need to contact us.

Santander Cycles calls are up 13 per cent on the previous quarter; this is primarily due to the improved weather making cycling more attractive for customers.

Surface and Rail demand also increased, the standout reasons for this were the Hammersmith Bridge closure and central London bus changes.

Other contact centres

Road user charging and ULEZ

Past five quarters

Phone number 0343 222 2222 (outsourced to Capita)	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20
Calls received	238,797	258,084	259,501	324,455	411,540
Calls answered	230,558	246,407	251,147	315,765	387,480
Abandonment rate (%)	3.5	4.5	3.2	2.7	5.8
Average speed of answer (seconds)	49	53	36	37	85

Capita's Congestion Charge Contact Centre continues to show steady performance well within the contractual targets, despite a spike in calls following the launch of the Ultra Low Emission Zone (ULEZ) and removal of the private

hire vehicle exemption on 8 April. The average speed of answer for Q1 is 85 seconds and the call abandon rate is 5.8 per cent, which is well within the target of abandoning no more than 12 per cent of calls.

Past five years

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
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	1,080,837	1,043,877	3	43
2019/20 year to date	411,540	387,480	6	85

* Data not recorded

Taxi and private hire

Past five quarters

Phone number 0343 222 4444	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20
Calls received	186,072	183,060	218,784	252,262	219,467
Calls answered	149,640	135,347	118,587	178,448	129,615
Abandonment rate (%)	19.4	25.7	45.6	27.4	40.8
Average speed of answer (seconds)	326	528	1,484	732	1,188

Figures combine call volumes for licensing, answered by the Taxi and Private Hire team; and the booking of vehicle inspections, carried out by our outsourced provider, NSL.

Call volumes decreased compared to Q4, largely due to the extended transitional arrangements for the English language requirement. Increased vehicle queries were received following the removal of the Congestion Charge exemption for private hire vehicle owners and the introduction of ULEZ.

Changes were made to the Interactive Voice Response to provide more focused messaging. This led to a higher

abandonment rate but also successfully reduced the need for customers to speak to an administrator.

Training to increase first time call resolution and reduce call duration continues for both contact centres.

The average speed of answer was below target, but by comparison to similar call volumes seen in Q3, more calls are being answered in Q1 and at a quicker rate. The introduction of online booking services for vehicles in May and for topographical assessments later this year should assist in meeting service level in Q3.

Past four years

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2016/17	608,398	553,233	9	104
2017/18	684,904	623,837	8	118
2018/19	840,178	582,022	30	733
2019/20 year to date	219,467	129,615	41	1,188

Dial-a-Ride

Past five quarters

Phone number 0343 222 7777	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20
Calls received	136,003	127,499	135,188	165,701	127,201
Abandonment rate (%)	6.8	9.0	11.69	14.11	13.5
Average speed of answer (seconds)	127	203	276	315	341
Email bookings	11,215	9,817	11,427	13,491	20,041
Fax bookings	1,314	1,254	1,451	1,305	1,076
Passenger services letter	16	18	36	27	26
Passenger services email	50	49	59	68	51

Call volumes were 6.9 per cent lower than the same quarter last year and 23.2 per cent lower than Q4, which also included an additional period. The call abandoned rate for the quarter is 3.5 per cent above our 10 per cent target but just over half a per cent lower than last period. Recruitment

of additional staff to cover our busier periods is currently in the final stages. The noticeable increase in the number of email bookings was due to previous reports not properly recording email booking requests we received from group organisers. This has now been rectified.

Past five years

	Calls received	Abandonment rate (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
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	564,391	10.6	45,950	5,324	97	226
2019/20 year to date	127,201	13.5	20,041	1,076	26	51

Customer complaints

Complaints per 100,000 journeys	Q1 2018/19	Q1 2019/20	Variance (%)
London Underground	0.96	0.91	-5
London Buses	2.88	2.87	0
DLR	0.76	0.72	-5
London Overground	2.30	1.45	-37
TfL Rail	2.26	1.76	-22
London Trams	1.36	1.56	+15
Emirates Air Line	5.46	2.14	-61
Congestion Charge	1.80	4.08	+127
Dial-a-Ride	67.81	72.51	+7
London River Services	1.08	1.24	+15
Santander Cycles	5.46	3.84	-30
Taxis*	6.52	9.65	+48
Private hire*	2.99	1.84	-38
Contactless	0.19	0.32	+66
Oyster	0.15	0.11	-27

* Journeys not recorded; figures based on survey data

Contactless complaints continue to grow along with customer take up and usage. A technical issue between the banks and our suppliers (Cubic) caused a major surge in complaints in late June, this has since been rectified and actions have been taken to prevent a recurrence.

Both TfL Rail and London Overground saw significant reductions in complaints this quarter. TfL Rail saw reductions in staff

complaints, combined with increases in passenger numbers to deliver a 22 per cent reduction.

London Overground saw a 37 per cent decrease, thanks in large part to improved reliability following the introduction of new, higher capacity trains to the service.

Customer complaints

Past five years

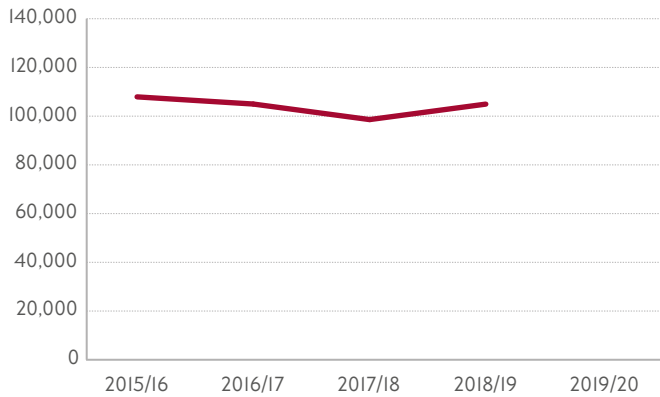
Service	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20
London Underground	13,731	14,546	12,037	13,578	2,884
London Buses	71,268	66,300	64,990	70,366	14,510
DLR	1,318	1,302	980	955	201
London Overground	6,660	4,328	3,103	3,899	608
TfL Rail	1,338	1,460	1,121	1,319	231
London Trams	565	627	470	368	99
Emirates Air Line	62	28	33	54	7
Congestion Charge	1,368	3,117	959	350	185
Dial-a-Ride	1,305	1,088	842	699	162
London River Services	64	58	79	145	33
Santander Cycles	354	359	465	437	100
Taxis*		3,373	4,918	4,874	1,482
Private hire**	4,048	2,995	2,692	2,026	288
Contactless	552	587	989	1,964	739
Oyster	5,283	4,808	4,912	3,914	631
Total	107,916	104,976	98,590	104,948	22,160

* Taxi and private hire split not available for 2013/14 to 2015/16

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

Customer complaints

Annual trend (annual total)



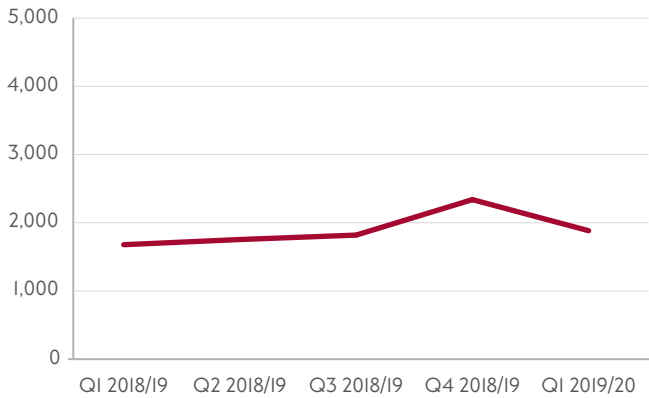
We continue to make improvements across all areas, for example, for buses we have started rollout of Destination Zero, a one-day course for bus drivers aimed at improving safety awareness, using virtual reality. This, coupled with closer scrutiny of staff complaints in general, should help us maintain and improve on this trend.

Commendations

Past five quarters

Service	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20
London Buses	865	880	951	1,295	1,035
London Underground	513	548	541	660	516
London Overground	49	46	51	55	42
DLR	41	38	41	33	34
London Trams	4	8	3	8	4
TfL Rail	25	20	25	54	40
Taxi and private hire	45	34	33	29	38
TfL Road Network	16	28	10	13	10
Dial-a-Ride	2	5	1	6	7
London River Services	3	3	3	3	6
Emirates Air Line	3	3	6	4	1
Santander Cycles	1	1	1	2	1
TfL policy	111	140	153	177	149
Total	1,678	1,754	1,819	2,339	1,883

Past five quarters



Our commendations trend continues to rise, up 12 per cent on the same period last year.

London Buses leads the way for commendations this quarter with the highest overall number, as well as a 20 per cent increase on Q1 last year.

On London Underground we have made staff more visible by changing their uniform. This along with a concerted focus on customer service in our recruitment and training has enabled us to maintain the momentum for commendations.

TfL Rail commendations rose 60 per cent on the previous year, thanks in part to an expansion of its network which began in March 2018.

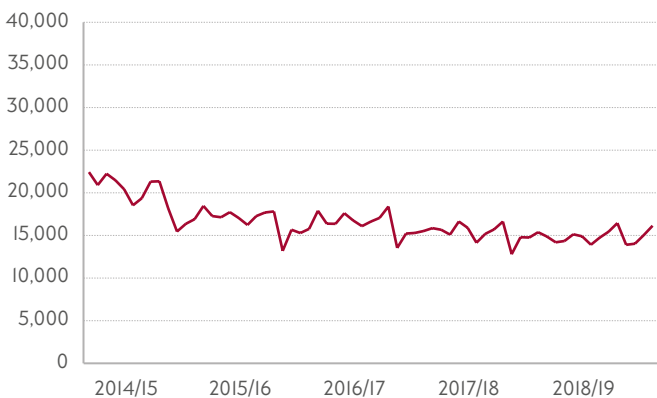
Significant increases were also seen on Dial-a-Ride and London River Services, though these services see much lower demand and so relatively small changes in the number of commendations can lead to significant percentage increases.

Ticketing

Bus and London Underground

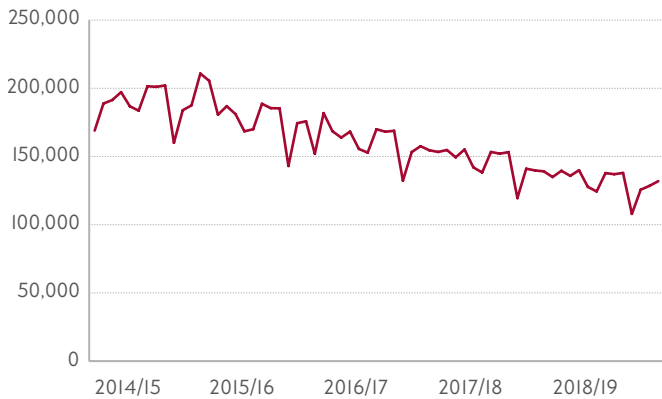
Paper tickets

Fare payer journeys per four-week period (millions)



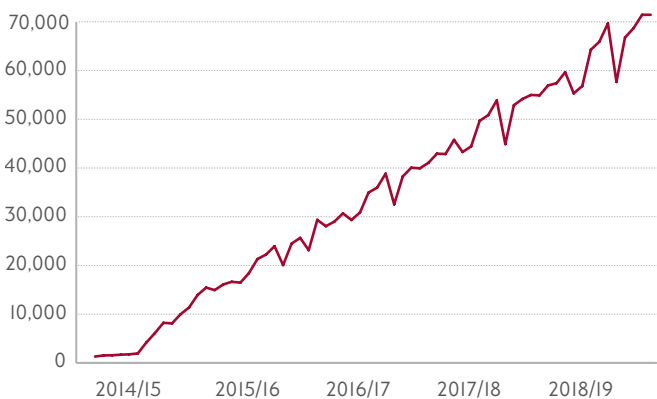
Oyster

Fare payer journeys per four-week period (millions)



Contactless payment cards

Fare payer journeys per four-week period (millions)



555k

automated refunds were issued in Q1, with £2.75m refunded



57.1m

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

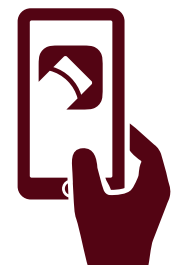


2.9m

contactless journeys are made daily

1.8m

downloads of the TfL Oyster and contactless app since launch, with more than 4.3m transactions made with the app



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

System availability

Ticketing system availability

	Quarter I – 2019/20			Year to date – 2019/20		
	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 (%)	98.76	0.56 ▲	0.07 ▼	98.76	0.56 ▲	0.07 ▼
London Buses – bus validations – overall availability (%)	99.75	0.75 ▲	0.04 ▼	99.75	0.75 ▲	0.04 ▼

Both London Buses and London Underground ticketing system availability exceeded target in Q1. Improvements are planned for both Rail and London Bus readers in August and October 2019 respectively.

Internal IT system availability

Past five quarters (%)

	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20
	100.00	99.97	99.78	99.76	99.85

The year 2019/20 started well; performance for Q1 was 99.85 per cent. This is higher than our target for the quarter, which was 99.6 per cent.

Past five years (%)

	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20
	99.79	99.18	99.59	99.87	99.85

Digital

The number of visits to the TfL website declined this quarter by five per cent. This drop is driven by the introduction of the cookie consent tool, which enables customers to opt out of us tracking them if they wish.

The growth rate for Twitter and Facebook continues at one per cent for both channels.

Instagram keeps growing at a high rate; a 60 per cent growth was achieved when compared to last year.

57m

Visits to the TfL website this quarter (5%▼ against Q1 2018/19)



224m

Website page views this quarter (3%▼ against Q1 2018/19)

7.3m

Twitter followers this quarter (1%▲ against Q1 2018/19)



757,500

Facebook followers this quarter (1%▲ against Q1 2018/19)

101,600

Instagram followers this quarter (60%▲ against Q1 2018/19)



More than
19,800
developers
have used
our data



15,000+
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	Q1 2019/20
Cycling infrastructure database	Q1 2019/20

Data – future release schedule	Date
Updated taxi ranks data	Q2 2019/20
Enhanced accessibility data	Q3 2019/20

Travel demand management: tackling congestion

Safe, clean and efficient freight and servicing is vital to keeping London working and its businesses thriving.

In London, 90 per cent of all goods are transported by road. The kilometres travelled by freight and servicing vehicles in London have increased by 39 per cent over the past 25 years. Numbers are highest at the busiest times of day for other users, particularly during the morning peak.

This exacerbates congestion, and increases exposure to road danger and poor air quality – issues seen acutely in central London. The Mayor has set a target of reducing freight traffic entering central London in the morning peak by 10 per cent by 2026.

It's vital then that freight operators, businesses and consumers change the way they make and receive deliveries – alongside the planned changes to infrastructure and roads.

Key to achieving this change is partnering with freight companies and business to raise awareness of the challenges, while supporting behaviour changes that achieve efficiencies in delivery and servicing activity.

3

Toolkits available:
Waste Consolidation,
Re-timing Deliveries,
Reducing Personal
Deliveries



£457k

To match fund
local projects
that influence a
behaviour change



44

Businesses with a plan or
commitment to making a change
resulting from a TDM workshop



30-40%

Average of total
deliveries to
workplaces in London
for personal use

More efficient freight and servicing through behaviour change

Our work to improve efficiency involves four core areas:

- Engagement and partnership with businesses around work schemes that will transform London's streets. This includes workshops and toolkits to help businesses and suppliers to optimise their operations during and after works
- Healthy Streets Fund for Business to match-fund business with initiatives supporting this behaviour change, including using one preferred supplier, electric delivery or waste compactors. The fund provides a network to share experience and learn from one another
- Demonstrator projects evaluating different approaches to consolidation of goods – where the same amounts are delivered using fewer vehicle trips. Undertaken with a diverse range of partners including Business Improvement Districts, local authorities, freight operators and academics, the projects and their evaluation including recommendations will be completed in August 2019
- Releasing data and products for the freight industry and its customers, including data on current road restrictions and traffic conditions, to software used by operators and supporting new products generated by London's thriving tech and start up community

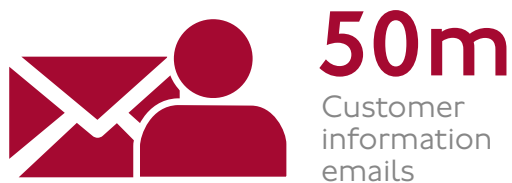
With the year-on-year growth of ecommerce and associated deliveries and returns, we're expanding our focus to explore communication with individual consumers, encouraging them to consider their purchasing habits.

Change is possible

- Somerset House Trust reduced food and beverage deliveries by 16 per cent through restaurants sharing suppliers and consolidating deliveries
- Using a TfL-part funded waste compactor, businesses in the Heart of London Business Alliance reduced waste collections by 47 per cent or 988 fewer vehicle movements per year
- Following a TfL led workshop for businesses in the Old Street area, Pinsent Masons LLP worked with its suppliers to reduce its number of waste collections by 40 per cent
- Consolidating deliveries at a facility outside the Congestion Charge/ULEZ zone, Grosvenor Estates cut total vehicle movements to its head office by 40 per cent, reducing an average of 21 diesel powered deliveries per day into a single delivery by electric van
- Vehicles travelled up to 30 per cent less distance, spent up to 65 per cent less time parked and up to 71 per cent less time driving when meeting with porters at rendezvous points as part of our demonstrator project in partnership with the universities of Westminster, Lancaster, Southampton and UCL and parcel carriers Gnewt Cargo Ltd

Campaigns

Q1 customer information email volumes



Past five years

	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20
Customer information emails	273m	190m	187m	189m	50m
Campaigns	1,216	898	1,043	930	157

We now produce all email campaigns through our internal teams. We are continuing to work to enhance and develop the data we have access to. This will allow to us to provide more relevant communications for our customers and to further implement efficiency savings.

Customer marketing and behaviour change campaigns

TfL Improvements

This campaign highlights how we are improving our infrastructure and services. This quarter, new trains were introduced onto the Gospel Oak to Barking London Overground line in May, with the full rollout complete and normal frequency resumed in July 2019. This will deliver a frequent and reliable service to customers on one of the busiest London Overground routes. This was supported by a four-stage communications campaign, culminating in telling customers about a free travel month in September 2019.

Other improvements include the re-opening of the York Road entrance at Waterloo Station, and the extension of Wi-Fi services at North Greenwich station to supply the bus station upstairs.

Active travel

Our active travel campaign aims to keep encouraging Londoners to use active modes of transport as part of their journey or for whole trips. Our Create Desire phase of the campaign continues to make Londoners want to walk and cycle. This phase will be supported by the launch of Cycleways and a partnership with Headspace.

This year, all cycle routes have been brought into a single, unified, London-wide network. We continue to promote our Cycleways, with a 'Summer of Cycleways' launch event in June, and a short film to educate Londoners on the new Cycleways in August. Location-specific communication activities support the launch of each route to encourage use.

Value fares

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

We've continued to expand our fares campaign leading with our most compelling price messages, the £1.50 Hopper fare. The campaign now includes other pricing and product messages, including off-peak fares, fares freeze, daily capping, and more.

Public transport usage – London Buses

This campaign focuses on targeted communications at an area- and route-specific level, supporting improved reliability. This quarter, changes to 29 routes mean reducing services where multiple routes overlap, curtailing routes and reducing frequency. The campaign helps bus passengers understand if their journeys are affected and to help them plan as they may need to interchange when they have not had to previously to continue their journey.

This quarter we have also promoted the Demand Responsive Bus trial in Sutton, and celebrated the 10 year anniversary of iBus; the system that provides real-time data and enables audio and visual announcements on board buses. Recent iBus improvements include visual notifications that the driver is making an announcement which is particularly helpful for deaf passengers who may be unaware that this is happening.

Buses not Stopping

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

Road investment

Our road investment campaign raises awareness of work on London's roads and encourages customers to avoid disruption.

We're working with Islington and Hackney councils to remove the outdated 1960s gyratory system at Old Street and create a new cycling and walking friendly environment for everyone living in, working in or visiting the area. In May, Old Street roundabout changed to two-way traffic. Subsequent

works will also have an impact on the road network. We increased our customer communications and aim to minimise the impact on bus passengers, pedestrians and cyclists and to give drivers advance warning to reroute and change mode as required.

The London Borough of Camden is delivering the West End Project, part funded by TfL. The project will provide safer, wider footways for pedestrians and new public spaces which will benefit those living, working and visiting the area. During the Easter bank holiday weekend, buses currently servicing Gower Street / Bloomsbury Street permanently switched to Tottenham Court Road. Communications raised awareness of the works and encouraged drivers and bus users in the area to check their travel and re-route around the area to avoid delays; reschedule; and reduce deliveries and servicing to the area.

Hoardings

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

Better behaviours

TfL's 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 the 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 towards staff on the network.

We have conducted a trial across the London Overground – Dalston Junction to West Croydon/Crystal Palace route to help support beggars and rough sleepers in London. The trial, which has so far raised £4,480 for Whitechapel Mission, has generated some excellent customer feedback as it enables customers to donate in their own time. Activity includes customer information posters, station announcements, audio visual messages on trains, social and local press activity and fundraising/food bank collections.

In April, we supported Priority Seating Week 2019 with bursts of activity encouraging considerate customer behaviour. The campaign aimed to educate and encourages customers to look up and see if anyone needs their seat more than they do. As part of the campaign, we have begun rolling out new priority seat moquettes on the Jubilee line.

During the week, we also announced Mothercare and Babyzen became the official partners of the Baby on board badge. After the initial announcement we continued to engage with customers through a variety of co-created social media content and activity throughout the year.

Dementia Action Week

In May, we supported Dementia Action Week, a national awareness week led by the Alzheimer's Society to encourage people to take action and help to improve the lives of people living with dementia. We hosted a Dementia Summit to share best practice on how to support people with dementia among transport operators and also carried out fundraising in stations. Santander Cycles showed its support through new creative content on some mudguards and donating £1 for the first 40,000 cycles hired during the week.

Road danger reduction

This campaign spotlights activity on 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.

During Child Safety Week, TfL showcased our Junior Roadwatch scheme. The scheme delivered in partnership with the MPS, City of London Police and London boroughs gives primary school children the opportunity to take part in speed awareness engagement near their school. Significant press and social coverage was received as a result of the activity.

Off-peak campaign and cultural maps

The off-peak campaign continues 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. Q1 saw a sustained burst of activity including Time Out partnership content, advertising, cultural maps and Experience London Blog to encourage Londoners to make the most of what London has to offer.

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

ULEZ – activity continues targeting private and commercial drivers, framing the contribution that road traffic is making to London's poor air quality. The ULEZ campaign started in May 2018, supported by more detailed and targeted messaging educating those affected ahead of the ULEZ launch in April 2019. In June 2019, we saw a 75.1 per cent vehicle checks using our online compliance checker. We continue to explain how the scheme operates and how to pay for those drivers wishing to 'stay and pay'. To coincide with the launch of ULEZ, all TfL buses running contracted routes operating in the central London ULEZ now meet Euro VI emission standards. The campaign informs customers that every TfL bus they catch in the central London ULEZ meets the highest emission standards.

This quarter we also delivered an air quality education campaign to help drivers understand the issue of poor air quality in London, how their car use contributes to the problem and what the health impacts are. This is designed to encourage them to drive less.

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'.



Consultations

We launched 14 consultations in Q1, with proposals for the following:

- London HGV safety permit scheme
- Southwark over-station development
- Safe speeds for central London – introducing 20mph speed limits

Cycling and walking improvements

- Between Hackney and the Isle of Dogs
- Between Wood Lane and Notting Hill Gate
- Harrington Square, Camden

Safer junction proposals

- Clapham Road and Union Road and Clapham Road and Stirling Road
- East India Dock Road, Canton Street and Birchfield Street
- Edgware Road and Harrow Road
- Kennington Park Road and Braganza Street
- Kingsland Road and Balls Pond Road

Bus service proposals

- New route 335 from Kidbrooke Village to North Greenwich
- Changes to route 128 in Romford town centre
- Changes to routes 186, 223, 258, 395, H9, H10, H14 and H17 in Harrow town centre

We also undertook 52 London Service Permit statutory consultations

We are planning 16 consultations in Q2 (these are subject to change)

- Taxi fares review 2019/20
- Planning for walking toolkit
- Trafalgar Avenue junction with A2 Old Kent Road – proposed safer and better facilities for pedestrians, cyclists and bus passengers

Cycling

- Cycling Future Route 3 – Lea Bridge to Dalston (phase 1)
- Cycling Future Route 3 – Lea Bridge to Dalston (phase 2)
- Cycling Future Route 10 (Barking Riverside to Ilford)

Safer junction proposals

- Holloway Road / Drayton Park safer junction scheme
- Camden Road

Bus service proposals

- Route 470 – extension to Epsom Hospital
- Routes 96, 428 and 492 – rerouting in Dartford and Crayford
- Demand responsive bus trial (Ealing)
- Routes 386 and 161 – rerouting in Woolwich town centre
- Routes 45, 46, 63, 214 and N63 – changes in Pancras Road
- Route W10 – extension to North Middlesex Hospital
- Route NI09 – extension to Marble Arch
- Route 30 – rerouting in Homerton (Wick Road)

London Assembly scrutiny

London Assembly scrutiny in Q1:

Date	Title	Type of scrutiny
15 April 2019	Garden Bridge working group	Open meeting
25 April 2019	Transport Committee – Q&A with Commissioner	Open meeting
10 May 2019	Transport Committee – written response to recommendations – Healthy Streets	Written response
13 May 2019	Garden Bridge working group	Open meeting
15 May 2019	Transport Committee – Tram and Bus safety in London	Open meeting
16 May 2019	Informal briefing for Assembly – Crossrail 2	Closed meeting
21 May 2019	Budget Monitoring Sub Committee follow up actions – roads maintenance funding	Written response
21 May 2019	Budget and Performance Committee – Capital Projects Delivery (I)	Open meeting
3 June 2019	Transport Committee – written response to recommendations – Taxi and Private Hire	Written response
31 May 2019	Economy Committee – follow up actions – Taxi and Private Hire	Written response
12 June 2019	Budget Monitoring Sub Committee – GLA Borrowing	Open meeting
19 June 2019	Budget Monitoring Sub Committee – follow up actions – GLA Borrowing	Written response

London Assembly scrutiny for future Q2 (these may be subject to change):

Date	Title	Type of scrutiny
27 June 2019	Environment Committee – Tube dust	Open meeting
10 July 2019	Transport Committee – London’s transport now and in the future	Open meeting
11 July 2019	Budget and Performance Committee – Capital Projects Delivery (II)	Open meeting
15 July 2019	Budget and Performance Committee – follow up actions – Capital Projects Delivery (I)	Written response
19 July 2019	Transport Committee – Rotherhithe to Canary Wharf	Open meeting
24 July 2019	Environment Committee – Heathrow	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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PUB19_032COPR_Q1_AW

Customer Service and Operational Performance Panel



Date: 12 September 2019

Item: Gospel Oak to Barking Line – Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the delivery of the new Class 710 electric trains on the London Overground network, and specifically on the Gospel Oak to Barking line.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 We have invested over £300m to provide 54 new, state-of-the-art British designed and-built electric Class 710 London Overground trains to help boost capacity on some of the busiest and, at times, most overcrowded lines. We started this with the role out on the Gospel Oak to Barking line.
- 3.2 Unfortunately, the delivery of the new trains was delayed by over a year due to the manufacturer, Bombardier Transportation (Bombardier), experiencing ongoing software issues which needed to be fixed before the trains could be introduced into service. To mitigate this delay, we twice extended the lease on the Class 172 diesel trains already running on the line and subsequently modified three existing Class 378 electric trains, used as spares elsewhere on the London Overground network, for temporary use. This enabled us to maintain a full timetable on the Gospel Oak to Barking line until March 2019. Bombardier also delivered an enhanced maintenance programme on these modified Class 378 trains to ensure maximum reliability in this interim period.
- 3.3 Regrettably, the new Class 710 trains were still not ready for passenger services when the last of the three Class 172 diesel trains was released for use elsewhere in the country in March 2019. This meant that from mid-March 2019 we had to temporarily reduce the services to two trains per hour, at regular 30-minute intervals, using the maximum number of spare Class 378 trains available to us. These four car trains carried twice as many passengers as the diesel trains, so we were able to manage overall capacity to the same levels. We also provided additional bus services during this period to help fill the gaps in the train services, as well as automatically refunding the additional costs to regular customers of this line who chose to take alternative routes via Zone 1 as a result of the timetable changes.

- 3.4 The first of the new Class 710 electric trains entered passenger service in late May 2019, allowing us to gradually restore the full service over the summer with a combination of old and modified four car trains. The full service was restored with all new trains on 6 August 2019, which coincided with a media event involving the Deputy Mayor for Transport.
- 3.5 Customers were supported with a comprehensive package of communications to ensure they were kept informed of their travel options during the disruption. This included on-station posters, PA announcements and timetable information being provided on our website. We also set up a dedicated webpage to provide station-by-station travel advice and several meetings took place to update key stakeholders in person.
- 3.6 The late delivery of the new trains on the Gospel Oak to Barking line however continues to have an impact elsewhere on the London Overground network. For example, the planned frequency uplift (from three to four trains per hour) on the Watford to Euston line from May 2019 could not be achieved due to the lack of available trains by the time of this paper, although is expected to be up and running in September. We continue to work closely with Bombardier and Arriva Rail London (our operator) to bring new trains into services on this line and other London Overground lines to enhance services as soon as possible.

4 Current position

- 4.1 Since 6 August 2019, services on the Gospel Oak to Barking line have been exclusively operated by the new electric 710 trains, boosting capacity and restoring a 15-minute frequency and reliability improvements for our customers. The new walk-through, four-car trains feature free Wi-Fi, real time information screens, air-conditioning, USB charging points and additional wheelchair spaces. They can carry almost 700 passengers and are also much better for air quality and the environment.
- 4.2 To celebrate this delivery milestone, and to thank customers for their patience during the delay in delivering the new trains, we are giving customers a month of free travel on the line. The free travel applies to journeys made between 31 August and 1 October 2019, inclusive on London Overground services on the Gospel Oak to Barking line and is based on a refund system. The month of free travel was secured by the Mayor and is being funded by Bombardier.

5 Next steps and lessons learnt

- 5.1 We have regularly expressed to our customers and stakeholders that we are sorry for the inconvenience and disruption the delayed delivery of the new trains has caused to our customers, and we are committed to learning the lessons from this.
- 5.2 We have also regularly briefed our stakeholders, often in person, including Assembly Members and MPs, to explain what we are doing to alleviate the problem.
- 5.3 The benefits the new Class 710 trains bring, including higher performance, better passenger amenities, better energy efficiency and lower maintenance costs are, in common with other new generation trains, only realised by an increase in technical complexity, including a step change in the use of sophisticated software driven control systems. The train manufacturing industry is committed to improving the

'right-first-time' quality of control software, and the lesson learnt – and applied as soon as delays became apparent – was the need for TfL, Bombardier (as manufacturer) and Arriva Rail London (our operator) to work closely together to find practical solutions to the problems encountered during the train's development and testing. Without ever compromising on the extent of safety and reliability testing, this collaboration has helped ameliorate some significant problems and introduce the new trains into passenger service at the earliest possible opportunity.

- 5.4 After the rollout of new trains on the Watford – Euston line (as described above) we know there remain challenges for Bombardier in completing the software development and testing for operation in 8-car rather than just 4-car formation, which is a key milestone in being able to run services out of Liverpool Street to Chingford, Cheshunt and Enfield Town. We and Arriva Rail London continue to work closely with Bombardier to overcome the remaining hurdles and expect this next stage to be delivered before the end of 2019.
- 5.5 As the new trains are rolled out and key improvements are delivered across the London Overground network, we have an opportunity to re-engage with customers and stakeholders, reinforcing London Overground's position as a critical enabler of the local communities and economies served. Critical to this is enhancing the reputation of the service and raising awareness of the future vision for London Overground within the wider public transport network to ensure continued support for investment in improvements.
- 5.6 The free month of travel on the line will be key to this and we have been promoting it, alongside City Hall colleagues, and will continue to do so as we look to rebuild passenger volumes on the line for which the new trains were designed in the first place.
- 5.7 Passenger feedback on the travel experience so far has been very positive.

List of appendices

None

List of background papers:

None

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Customer Service and Operational Performance Panel



Date: 12 September 2019

Item: Strategic Risk Update – Loss of External Stakeholder Trust (SR6)

This paper will be considered in public

1 Summary

- 1.1 On 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 6 (SR6) – ‘Loss of External Stakeholder Trust’.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Changes to Risk Assessment

- 3.1 Since the November 2018 update to the Panel, the Overall Control Effectiveness Rating has changed from ‘Requires Improvement’ to ‘Adequately Controlled’.
- 3.2 This assessment recognises the growing maturity of our stakeholder management and engagement processes. It also includes a lowering of the overall probability of the risk materialising from medium likelihood (25-50 per cent) to low likelihood (5-25 per cent), because while the potential impacts are very high, the likelihood of a single event or systemic failure leading to significant breakdown in stakeholder trust is less than 25 per cent.

4 Consequences, Causes and Controls

- 4.1 SR6 assesses the potential causes and consequences that would arise were TfL to suffer a loss of the trust of our primary external stakeholders.

Consequences

- 4.2 TfL operates in a highly political environment and relies upon strong relationships with key stakeholders to provide day-to-day operations, deliver its five-year Business Plan and realise the long-term vision described in the Mayor’s Transport Strategy.

- 4.3 TfL requires the support of key stakeholders to deliver almost all of the investment described in the Business Plan. Smaller infrastructure schemes and commercial developments cannot be delivered without permission from local authorities; larger scale initiatives and schemes require more complex consents that often involve multiple wide-reaching public consultations and/or approval by Government ministers or departments. Advocacy and case-making from our strong network of third party stakeholders is essential in building and achieving our funding ambitions to deliver our Business Plan.
- 4.4 TfL also receives nearly £2bn per annum (approaching 20 per cent of its annual income) from business rates that have been devolved to London, in addition to direct funding support from the Government for specific capital projects. Maintaining these sources of income is dependent on a strong relationship with the Greater London Authority (GLA) and the Government.
- 4.5 These relationships and the broader political, economic and social context are more challenging than they have been for some time. At a national level, there are calls for reduced investment in London and the south east in favour of investment in the rest of the country. And while the new Government appears to be more supportive of funding new infrastructure, London transport will still have to compete for a share of the limited funding available – both with other regions of the UK and with other spending priorities (such as policing or housing) within London. At a local level, London’s boroughs continue to feel the strain of the extended period of pressure on local authority finances, and at the same time some of our most important political relationships will inevitably be tested as we approach the Mayoral and London Assembly elections in May 2020.
- 4.6 The potential for a breakdown in trust with those key stakeholders is therefore relatively high, and the impact of such a breakdown would be significant. This would be felt across the strategic risk assessment areas of finance, customers and stakeholder confidence. There would be a minimal impact on Health, Safety and Environment outside the potential secondary effects of any increased pressure on TfL’s finances.

Causes

- 4.7 Relationships with our key stakeholders are typically built and degraded over time through the course of day-to-day interactions. Single events with enough significance to lead on their own to a breakdown in trust are rare, but can occur (such as the sudden closure of Hammersmith Bridge to vehicles or the delay to the opening of the Elizabeth line) and are the greatest test of our relationships with key stakeholders.
- 4.8 Whether a breakdown in trust occurs gradually over time or as a result of a single significant event, there are five primary factors which lead to a weakening of our relationships:
- (a) **Poor correspondence and casework management:** TfL receives a very large volume of correspondence and casework from key stakeholders (from MPs and London Assembly Members alone we receive on average more than 60 new correspondence cases each week). We aim to respond substantively to all cases within 20 working days. However, for complex cases this can take

longer. Slow responses contribute over time to a weakening of our key relationships.

- (b) **Inadequate end communication product:** There is no benefit in responding quickly to our stakeholders if our communication is unclear, incomplete or does not solve the problem at hand. Our stakeholder relationships are weakened if our stakeholders do not believe, or understand how, we have responded to what matters to them.
- (c) **Lack of understanding of stakeholders' perspectives and needs:** If we are unable to recognise our stakeholders' priorities and requirements then we cannot ensure that we are taking them into account. This makes it impossible to deliver high quality communications and engagement.
- (d) **Failure to engage and explain:** It is not always possible for us to solve a stakeholder's problem or to reflect their interests in our prioritisation. In those instances it is critical that we explain why that is the case, in a way which the stakeholder can understand and accept.
- (e) **No clear demonstration of how engagement has shaped policy:** Some of our strategic stakeholders feel that they are engaged too late in the process, and presented with proposals with little room for change, particularly not when substantial changes are considered necessary. Sometimes our stakeholders feel that we listen, we engage, but we do not hear. We must embark on a process, which requires trust on both sides, to engage our range of strategic stakeholder 'partners' much earlier in the policy-making process. This should improve our policies, gain advocacy earlier and therefore aid successful scheme delivery through reducing challenges and costly delays at the end of the process.

Controls

- 4.9 Over the last 12 months we have implemented new controls and strengthened our existing processes for managing our key relationships.
- 4.10 Our controls recognise that day-to-day engagement with our stakeholders is critical. By building strong and meaningful relationships with stakeholders over time, we grow mutual trust and both parties gain a better understanding of each other's respective priorities. It will be too late to start building that relationship if we wait until we need it most.
- 4.11 Our primary controls include:
 - (a) **Mayor's Office and GLA family:** We have always operated a structured programme of engagement within the GLA family. A rhythm of formal meetings is in place with the Mayor, the Deputy Mayor for Transport and the Mayor's Press Office, alongside separate meetings as needed. Regular progress updates are provided to the Mayor on our contribution to delivering his manifesto, and to the Board on delivery of the Mayor's Transport Strategy. We are also directly involved at senior level in various GLA family initiatives; for example, the Commissioner sits on the Mayor's Homes for Londoners Board, we are very actively involved in the collaboration and shared services initiative being led centrally by the Mayor's Chief of Staff, and we regularly

attend key thematic forums to discuss matters such as planning issues and air quality delivery.

- (b) **Mayor's Questions:** The Mayor's Questions process is a significant contributor to our relationship with the Mayor's Office, as well as with the London Assembly. Ten times a year the Assembly submits questions for answer by the Mayor. On average the Assembly submits 400-500 questions, of which 130-180 will typically be allocated to TfL for answer as soon as possible. We have a rigorous management process in place that draws on knowledge and expertise from across the business to answer these questions within very short deadlines. On average we respond to 75-80 per cent of questions within 10 days.
- (c) **External stakeholder engagement programmes:** In the last year we have significantly enhanced our regular engagement with key stakeholders outside the GLA family, including national, international, London and local politicians; Government departments; local authorities; businesses and business groups; and campaign and not-for-profit organisations.

We now have in place direct relationships with all of these key stakeholders, in a way which has not existed before in TfL. We have been successful in using those new relationships to develop and deliver important campaigns such as for Vision Zero (including specific initiatives such as the Direct Vision Standard), the wide programme of changes to the bus network which we successfully delivered using a new approach to consultation earlier in 2019, and our work to prepare for the upcoming Government Spending Review.

- (d) **Correspondence management:** Our more proactive approach to engagement has driven a significant increase in the volume of correspondence we receive: over the last two years the volume of casework we directly receive from MPs and London Assembly Members has increased by 81 per cent. As described above, correspondence management is one of the key drivers of success or failure in key relationships, particularly with political stakeholders. We have therefore improved our handling processes for correspondence from MPs and Assembly Members, and in the last year have reduced the average time taken to resolve correspondence cases by 67 per cent. On average we now close correspondence cases in eight days, well within our 20 day target.
- (e) **Election planning and monitoring:** Elections (at every level – local, London, national and European) are key events which have the potential to change the make-up of our political stakeholder landscape and, even if the stakeholders do not themselves change, elections will typically create new or change existing policy commitments. We have processes in place to monitor all election activity with the potential to impact on TfL's strategic goals and we establish specific election management processes for elections which directly affect TfL.
- (f) **Advertising policy:** We own and operate one of the most valuable advertising estates in the world, making up 20 per cent of the UK's outdoor advertising by value. While the majority of advertising carried on our estate is from third parties, decisions on what messages to allow in that advertising

can impact on our reputation with our stakeholders and customers. We have agreed a clear policy with the GLA on material that we will and will not accept for advertisements on our estate, and we work closely with our advertising partners to enforce that policy fairly and consistently.

- 4.12 The Panel also received a detailed update on our approach to borough engagement at its meeting on 13 June 2019. Since then we have received the results from our latest survey of elected and non-elected stakeholders in the London Boroughs. The results show that since the survey was last carried out, in 2017, levels of trust have increased slightly (from 57 per cent to 59 per cent) and there has been a small increase in the number of borough stakeholders who agree that TfL is an organisation that cares about its customers. The survey also identified a number of areas where we can make improvements, such as how stakeholders can navigate around our organisation. An action plan is being devised to address these issues and work will begin in the autumn.

5 Next Steps

- 5.1 There are number of activities underway to improve our management of key stakeholders over the next year:

- (a) **Spending Review:** The Government has confirmed that previous proposals for a three-year comprehensive review of spending priorities have been replaced with a one-year review of departmental budgets. However, the new Government is clearly adjusting its priorities alongside that budget review and intends to make significant changes to spending. For example, significant funding has already been announced for additional police officers across the country and a review has been launched into the nature and future of the High Speed 2 project. It is therefore essential that we make the strongest possible case to Government for investment in London.

Work is already underway with colleagues in the GLA to design and deliver a campaign that works with our key stakeholders to make the case for steady and sustained investment in London's transport network, so that we can continue to operate a safe and reliable system and deliver new infrastructure to support London's growth. In the current political climate, it should not be underestimated how challenging this campaign will be; but it is vital that we do secure continued funding (both for our operations and for capital investment in the transport network) in order to maintain the trajectory of improvement we have successfully delivered over the last two decades.

- (b) **Enhanced election management processes:** Elections for the Mayor of London and the London Assembly have arguably the greatest impact on TfL of any elections. The next GLA elections will take place in May 2020.

We are already tracking activity relating to these elections (such as confirmation of candidates and policy announcements). Specific arrangements are being put in place to ensure that TfL takes a consistent and fair approach to engagement with candidates in these elections.

- (c) **Strategic communications functions:** The current Transformation Programme workstream in Customers, Communication and Technology will strengthen our approach to strategic communications and engagement. The refocused Stakeholder Advocacy & Engagement (formerly National and Regional Partnerships) and new Corporate Communications teams will improve how we understand our stakeholders' needs and concerns; use this knowledge to inform our decision making and policy development, making them more reflective of all Londoners; mobilise stakeholders to demonstrate support and active third party endorsement for our priorities; and proactively identify and respond to communications risks and opportunities, protecting and enhancing our and the Mayor's reputation.

The new teams have already begun to work in this way and are expected to formally stand up their new structures before the end of September.

- (d) **Continued improvement in day-to-day engagement:** Core relationship holders have now been identified for all of our key stakeholders and proactive engagement programmes are in place to build those relationships over time. This will drive continuous improvement in our engagement with these stakeholders.

Three particular areas of focus for the next six months will be ensuring communication with key stakeholders only takes place with the knowledge and involvement of the appropriate relationship holder (providing a joined-up approach); taking targeted action in response to the results of our latest borough engagement survey; and a joint review by the Corporate Communications and Assembly Relations teams to identify further opportunities for improving correspondence and Mayor's Questions management processes.

- (e) **Boosting our policy-making and reputation through the introduction of a pilot programme to demonstrate the effectiveness of the Early Engagement model of stakeholder engagement:** We are developing a new approach to engagement which has the potential to hugely improve our reputation as well as our delivery of schemes and policies. The core element is focused on far earlier engagement with our strategic stakeholders, treating them as partners in the policy development process rather than interested bystanders. This new approach will also review our tools for engagement, ensuring we are able to harness the views of the widest range of Londoners and broader stakeholder groups.

- 5.2 The potential impact of a breakdown in stakeholder trust is significant and it may never be possible to bring overall risk rating within the tolerance levels set centrally for the risk framework. However, the actions underway to improve our controls are expected to bring down the likelihood of a risk event further.

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

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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 and Dr Lynn Sloman.

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

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
Active travel difference between boroughs (inc. impact of HSCD)	D City Planning	Minutes 18/06/19(4) and 19/06/19
Strategic Risk: TBC		
River Operations	MD ST (Director Rail & Sponsored Services)	Member request
Assisted Transport Services Update	MD ST (Director of Bus Operations)	

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		
Noise levels on London Underground and London Overground services	MD CCT/MD LU/MD ST	Member request

Customer Service and Operational Performance Panel Forward Planner 2019/20

Regular items:

- Quarterly Customer Services and Operational Performance Report (MD CCT/MD LU/ MD ST) (Quarterly)
- TfL International Benchmarking Report – Annual
- Bus Services to London’s Hospitals – Annual (June)
- Assisted Transport Services Update (every six months)

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

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of the Local Government Act 1972.

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