

Transport for London quarterly performance report

Quarter 2 2016/17

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

About Transport for London (TfL)

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

As a core element in the Mayor's overall plan for London, our purpose is to keep London moving, working and growing, and to make life in our city better. We reinvest all of our income to run and improve London's transport services and to make it more modern and affordable for everyone.

Our operational responsibilities include London Underground, London Buses, Docklands Light Railway (DLR), London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line.

On the roads, we regulate taxis and the private hire trade, run the Congestion Charging scheme, manage the city's 580km red route network, operate all of the Capital's 6,300 traffic signals and work to ensure a safe environment for all road users.

We are delivering one of the world's largest programmes of transport capital investment, which is building the Elizabeth line, modernising Tube services and stations, transforming the road network and making it safer, especially for more vulnerable road users, such as pedestrians and cyclists.

We work hard to make journeys easier through effective use of technology and data. We provide modern ways to pay through Oyster and contactless payment cards and provide information in a wide range of formats to help people move around London.

Real-time travel information is provided directly by us and through third party organisations, which use the data we make openly and freely available to power apps and other services.

We listen to, and act upon, feedback and complaints to constantly improve our services and work with communities, representative groups, businesses and many other stakeholders to shape transport provision in London.

Improving and expanding transport in London is central to driving economic growth, jobs and housing throughout the United Kingdom. Under the Mayor's housing strategy, we are using our surplus land to provide thousands of new, affordable homes. Our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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The financial information included in the report is unaudited and does not constitute TfL's statutory accounts. TfL's last audited **Statement of Accounts** for the year ended 31 March 2016 was published on 28 July 2016.

Definitions of terms used in the report are included in the glossary.

Introduction

We have received a very positive response to the new style of reporting with many of you commenting on the greater transparency and ease of use. You have also provided valuable suggestions as to how we could improve or supplement the report and we will continue to collect this feedback over the next two quarters via FinanceFeedback@tfl.gov.uk. When we look again at design and content in the early months of next year, we will consolidate all of your comments and see how we can incorporate them into future editions.

This issue covers the 12 weeks from 26 June until 17 September 2016 and, because we have now completed two quarters, the trend graphs show both the quarter on quarter analysis over the past 15 months and the cumulative, year-to-date comparative analysis over the past five years.

The financial summary shows a small decrease in total income over the first two quarters compared with last year as increased fares income (+£56m) and business rates retention (+£23m) has only partially offset the decrease in grant income following the reduction in the central government grant (-£102m). Lower total income (-£29m) has been compensated by a greater decrease in operating costs (-£65m) as we work hard to respond to the Mayor's challenge to reduce costs. The year-to-date net operating surplus (before depreciation, amortisation and financing costs) is therefore showing a year-on-year improvement of £36m.

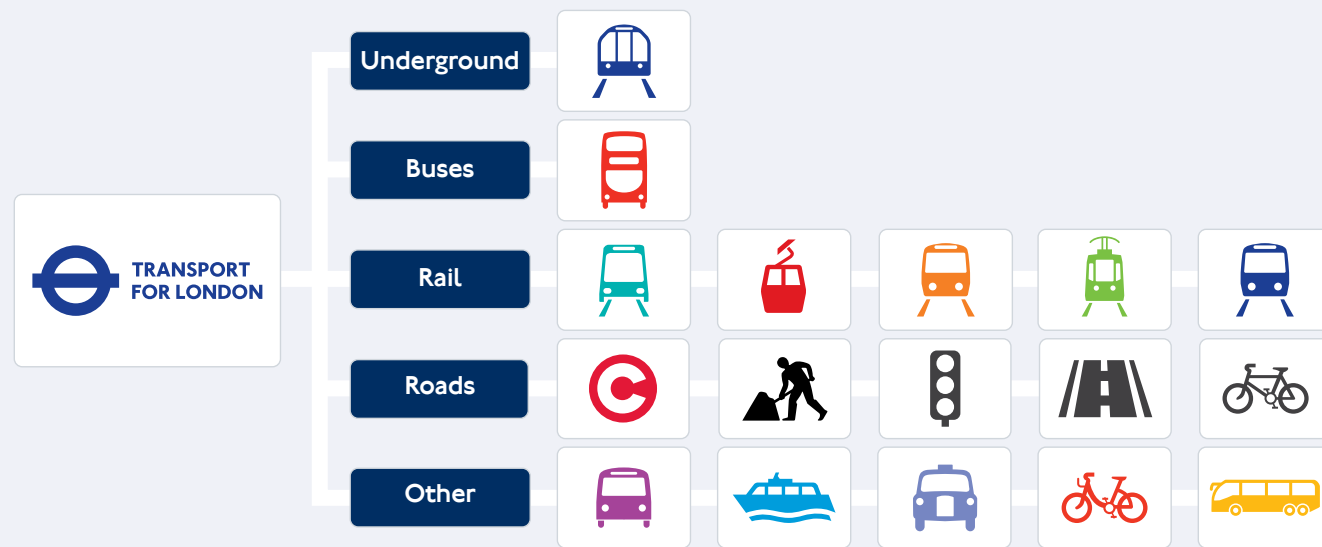
Ian Nunn
Chief Finance Officer



Business at a glance

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

How we report on our business



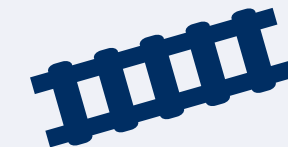
Facts and figures*



9,200 Total number of buses on the TfL network



900 Total number of trains on the TfL network



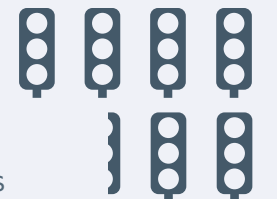
650 km
TfL-operated Rail and Underground routes



580 km
TfL-operated highways

6,300

Total number of traffic signals that TfL operates



Finances at a glance*



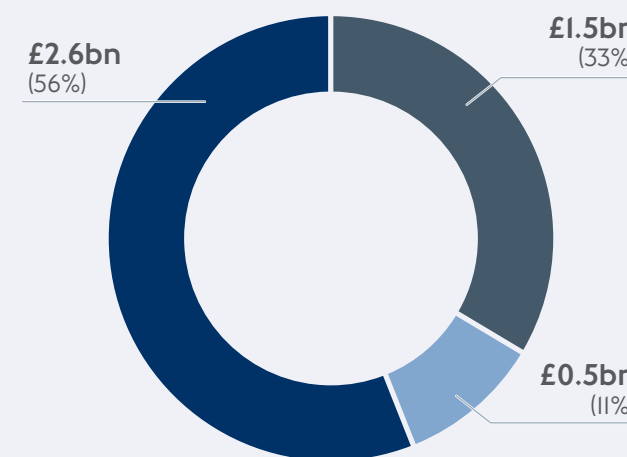
Sources of funds
£10.6bn



63% spent on running the network every day.

37% spent renewing and improving the network through one of the largest capital investment programmes in Europe.

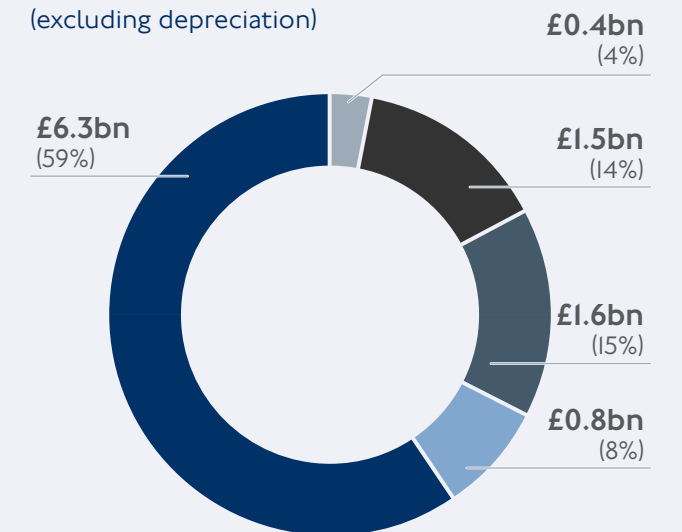
Total fares*



Total: **£4.6bn**

■ Underground ■ Rail ■ Buses

Total costs* (excluding depreciation)



Total: **£10.6bn**

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

*Based on full year 2015/16

Financial summary

Performance in the year-to-date

Operating account

TfL Group (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Fares income	2,161	2,105	3%
Other operating income	320	318	1%
Total operating income	2,481	2,423	2%
General Grant	206	308	-33%
Business Rates Retention	376	353	7%
Other revenue grants	15	23	-35%
Total income	3,078	3,107	-1%
Operating cost	(2,842)	(2,907)	-2%
Net operating surplus	236	200	18%
Depreciation and amortisation	(499)	(492)	1%
Net cost of operations before financing	(263)	(292)	-10%
Net financing costs	(166)	(162)	2%
Net cost of operations	(429)	(454)	-6%

Capital account

TfL Group (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Capital renewals	(365)	(425)	-14%
New capital investment	(475)	(461)	3%
Crossrail	(757)	(690)	10%
Investment in Earls Court development	-	(436)	-100%
Total capital expenditure	(1,597)	(2,012)	-21%
Financed by:			
Investment grant	436	498	-12%
Third-party contributions	19	18	6%
Property transferred to Earls Court joint venture	-	376	-100%
Property income	1	6	-83%
Crossrail funding sources	54	453	-88%
Other capital grants	80	44	82%
Total	590	1,395	-58%
Net capital account	(1,007)	(617)	63%

Cash flow summary

TfL Group (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Net cost of operations	(429)	(454)	-6%
Depreciation and amortisation	499	492	1%
Net capital account	(1,007)	(617)	63%
Borrowing	102	603	-83%
Working capital movements	(257)	(280)	-8%
Decrease in cash balances	(1,092)	(256)	

Passenger journeys analysis

	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Number of passenger journeys (millions)	1,869	1,884	-1%
Average fare income per journey (£)	1.16	1.12	4%
Average total income per journey (£)	1.65	1.65	0%
Operating cost per journey (£)	(1.52)	(1.54)	-1%
Total cost per journey before financing (£)	(1.79)	(1.80)	-1%

Total income for the first half of the year is down slightly on last year. Fares income is £56m higher, principally the result of new services on the Greater Anglia routes from May 2015, and an average fares RPI linked increase of one per cent in January 2016. Increased fares income was offset by the reduction in the General Grant of £102m.

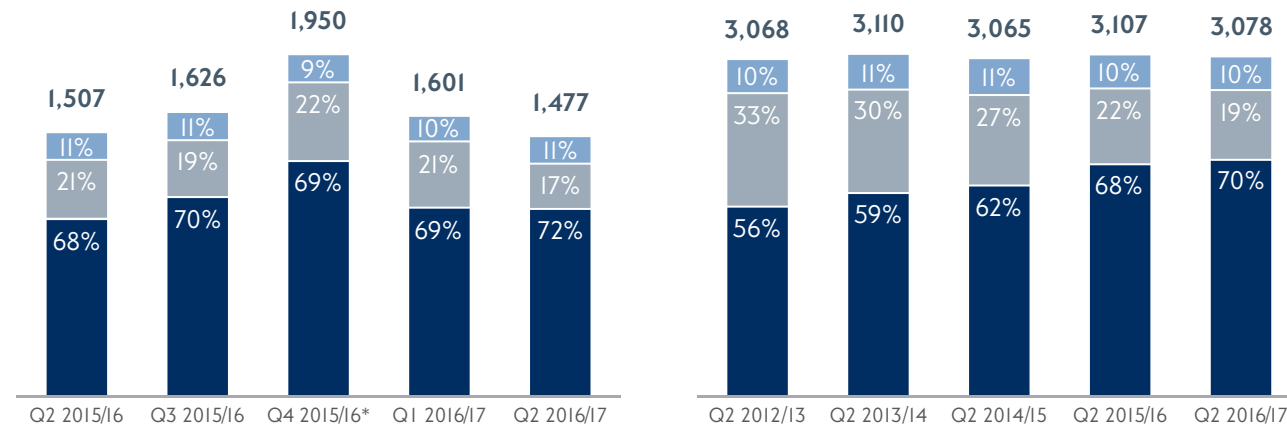
Operating costs in the year-to-date are two per cent lower compared with last year. Additional costs for the provision of new Rail services have been offset by reduced Underground maintenance costs and lower bus contract expenditure. Overall the net cost of operations has decreased by six per cent compared with the first half of 2015/16.

Total capital expenditure was £1,597m, of which £757m is investment in Crossrail, which is now 78 per cent complete. Capital renewals are £60m some 14 per cent lower than last year. This is largely a result of the completion of major roads schemes in 2015/16, including strengthening works on the Hammersmith Flyover. Crossrail funding sources are now significantly reduced as all grant funding has been received in line with the agreed schedule.

At the end of Quarter 2, £102m of the £731m planned incremental borrowings for the year had been drawn down. It is anticipated that the balance will be drawn down by 31 March 2017.

Financial trends

Total income



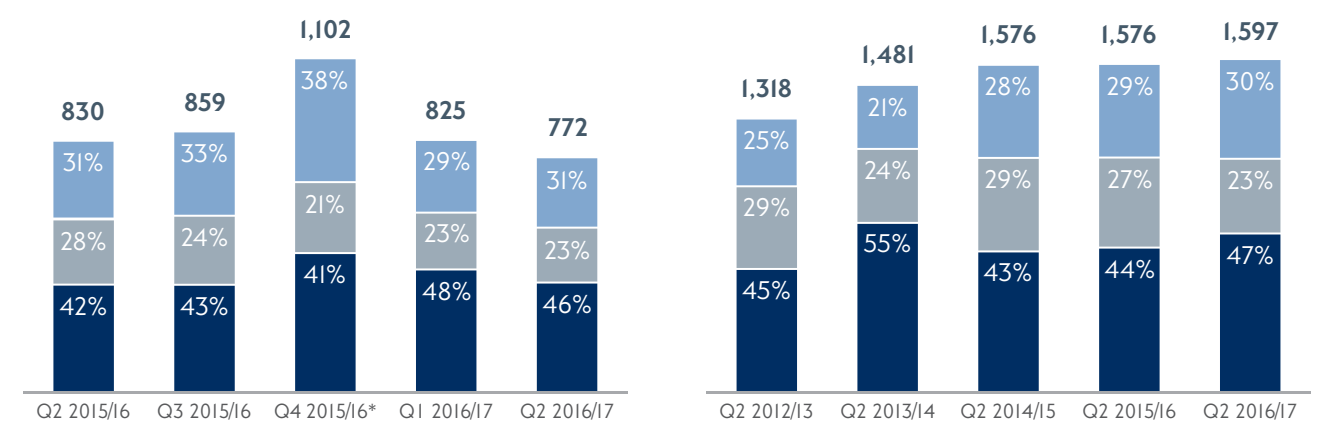
- Fares income
- Grants
- Other income

Total income slightly down year-on-year

3%▲ in fares income

Fares income is three per cent higher, driven by increased volume from new services on the Greater Anglia routes from May 2015 and the fares increase in January. Grant income is reduced by £87m – 13 per cent – over the first two quarters, principally a result of the government Spending Review in 2015.

Total capital expenditure (excluding Earls Court)



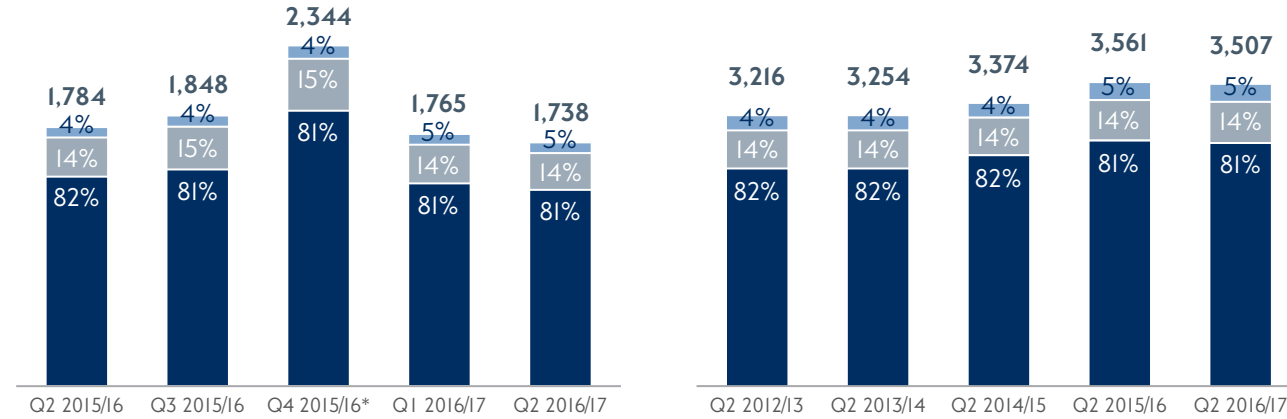
- Crossrail
- Renewals
- New capital investment

Investment at record levels

1%▲ in capital expenditure

£1.2bn invested on new capital investment and Crossrail, accounting for 77 per cent of capital expenditure. Capital renewals are 14 per cent less than last year, as some major renewals were completed in 2015/16 and as ongoing renewals are delivered at lower cost.

Total costs



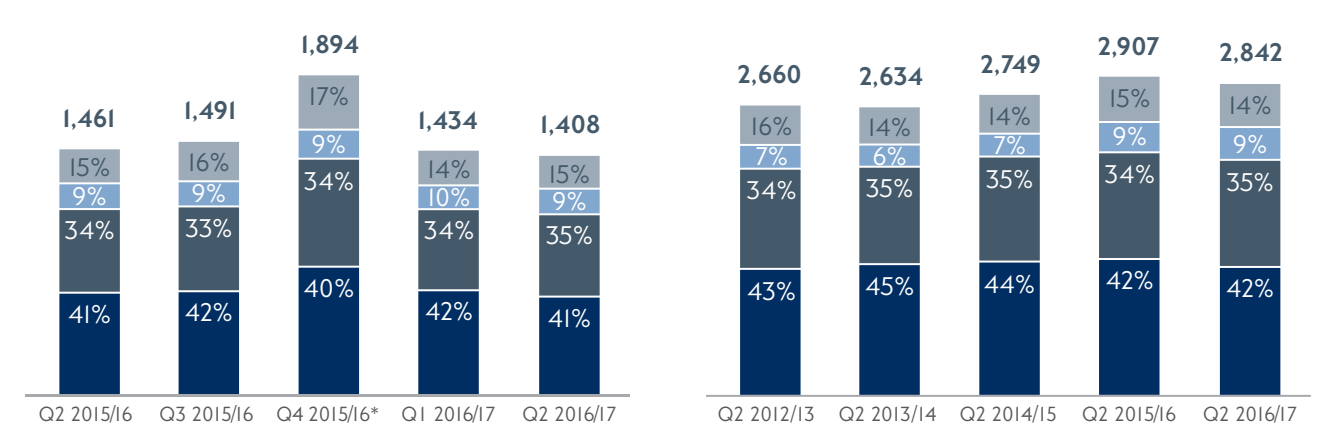
- Operating costs
- Depreciation
- Net financing costs

Total costs reducing year-on-year

1.5%▼ in total costs

Total costs are down £54m in the first two quarters, principally driven by lower operating costs, the result of a continuing drive to reduce inefficiency and duplication.

Operating costs



- Underground
- Buses
- Rail
- Roads and other operations

Cost reductions despite new Rail services

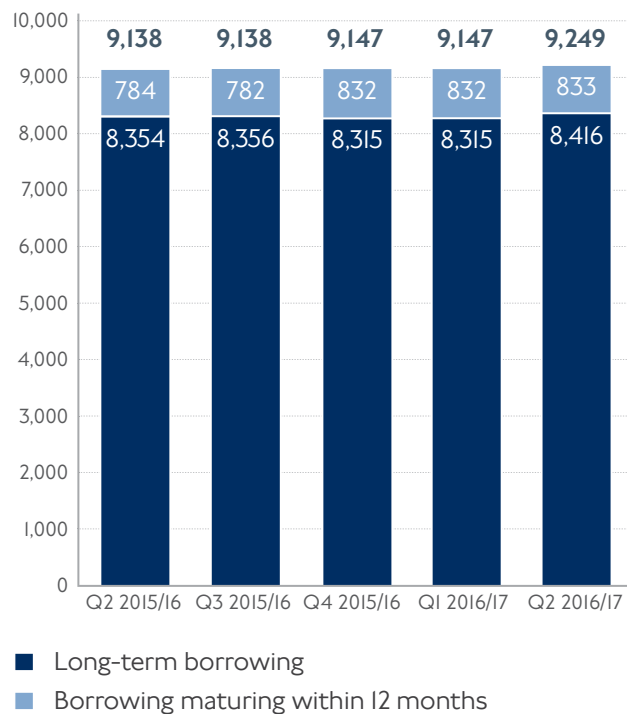
£65m▼ in operating costs

Operating costs are down by 2.2 per cent on last year despite increased scope as new London Overground and TfL Rail services have been introduced.

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

Borrowing and cash

Total nominal value of borrowing (£m)



Financing costs and income (£m)

Year-to-date	Q2 2016/17	Q2 2015/16	Variance
Financing costs	(172)	(174)	-2%
Interest income	6	12	-50%

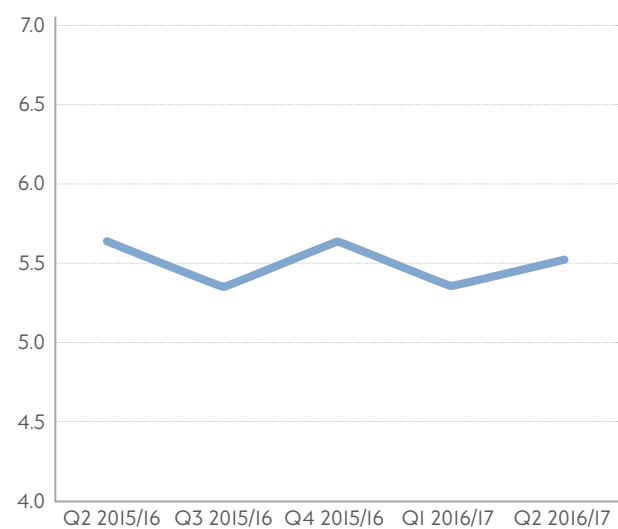
Borrowing

Additional incremental borrowing agreed with the Government as part of the 2015 Funding Settlement for 2016/17 is £730.5m, of which £102m has been drawn down at the end of Quarter 2 2016/17.

The total nominal value of borrowings outstanding at the end of Quarter 2 has therefore risen to £9,249m, of which £8,416m is long-term.

Interest income fell against Quarter 2 2015/16, reflecting lower cash balances.

Financing costs as a percentage of total income (%)

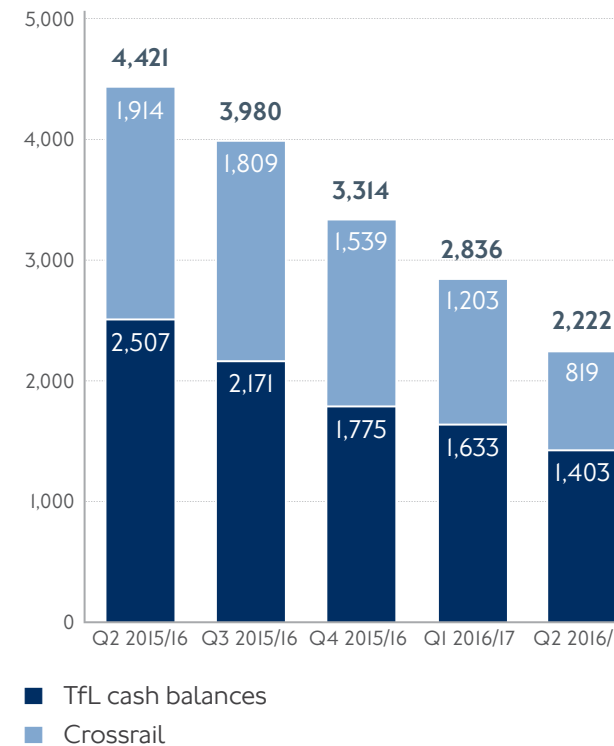


The ratio of financing costs to total operating revenue is expected to reach approximately six per cent when this year's incremental borrowing has been fully drawn down.

Credit ratings	
Moody's	Aa2 negative outlook
Standard & Poor's (S&P)	AA negative outlook
Fitch	AA- negative outlook

Following the UK vote to leave the European Union, all three major rating agencies took action on the UK Sovereign credit rating. As a result, S&P and Fitch downgraded TfL's credit rating by one notch (plus negative outlook) and Moody's amended the outlook to negative.

Cash balances (£m)



Cash balances

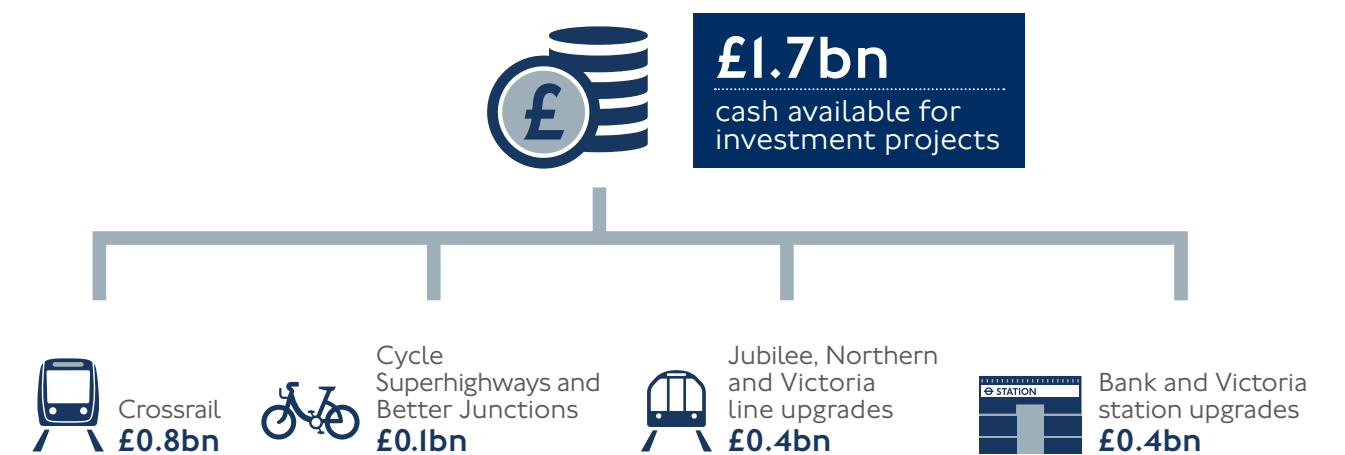
As at the end of Quarter 2, £1,092m of our cash reserves had helped fund capital renewals and investment on the network. This has resulted in a 33 per cent decrease in cash balances since 31 March 2016.

Total cash balances stand at £2,222m, of which £819m is ring-fenced to deliver the Crossrail project. A prudential minimum level of cash – approximately £500m – is held for exceptional circumstances and to maintain a high credit rating with our investors. This level is consistent with an organisation of TfL's scale and level of indebtedness. Available cash balances at the end of Quarter 2, taking into account the prudential minimum, are £1.7bn.

We will use these balances to fund the improvements outlined in the **2016/17 Budget and Business Plan**. Cash balances, excluding cash ring-fenced for the Crossrail project, are expected to reduce close to the prudential minimum by the end of 2017/18.

£1.1bn 33%▼
Decrease in cash in the year to date

Funding for investment projects



Operational trends

Passenger journeys

Quarter 2 year-to-date 2016/17

1,869m total number of journeys*

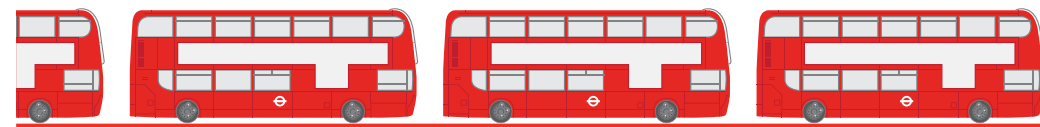
1% total passenger journeys

London Underground



633m

Buses



1,044m

Rail (DLR, London Overground, London Trams, Emirates Air Line, TfL Rail)



179m

Other (London River Services, Dial-a-Ride, Santander Cycles)

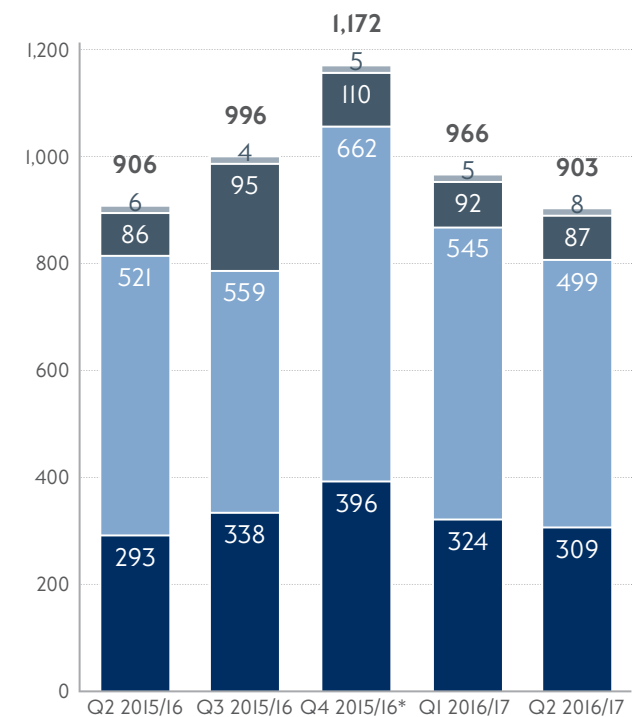


13m

* Excluding road journeys and pedestrians

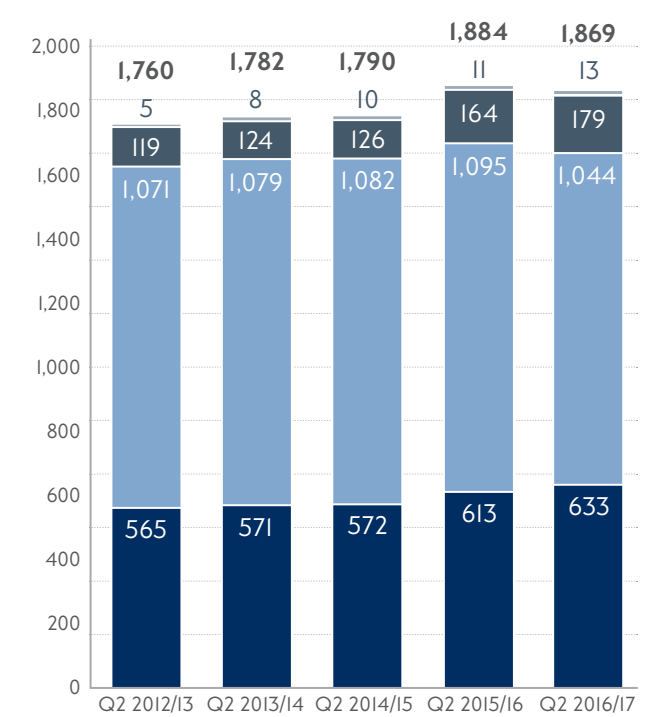
Passenger journeys (millions)

Quarterly



■ London Underground ■ Rail
■ Buses ■ Other

Five-year trend year-to-date



Total passenger journeys were one per cent down on last year over the first two quarters.

London Underground passenger volumes were 20m (3.3 per cent) higher over the first two quarters, compared with 2015/16. The numbers were around 10m lower in 2015/16 owing to industrial action in July and August. After adjusting for the industrial action and the timing of the Easter holidays (which were earlier in 2016), the underlying growth was 1.9 per cent.

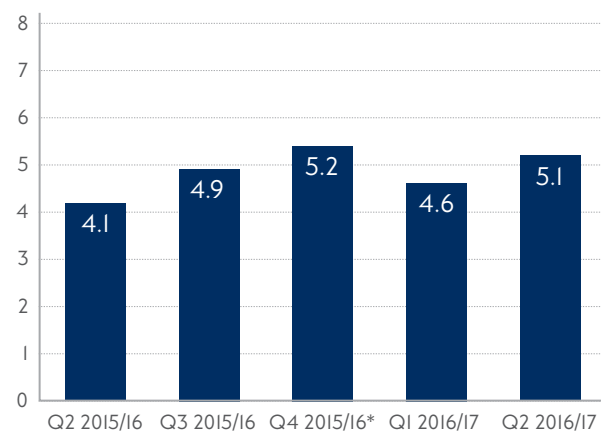
Rail passenger volumes continue to increase. Volumes are up 9.1 per cent over the first two quarters, principally as a result of volume growth from new rail services.

Bus passenger volumes were 4.2 per cent lower than Quarter 2, 2015/16. Over the first two quarters, volumes are 4.7 per cent down on last year. Volumes are affected by the increased congestion from London's population growth and from the impacts of major highway construction and urban improvement schemes.

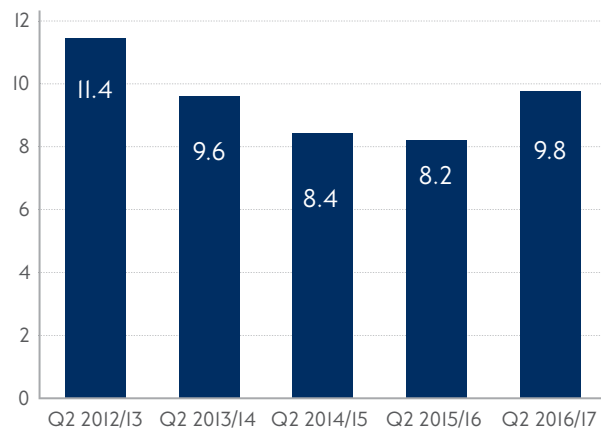
* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

London Underground reliability** – lost customer hours (LCH)

Quarterly (millions of hours)



Five-year trend YTD (millions of hours)



5.1m lost customer hours in Q2 2016/17

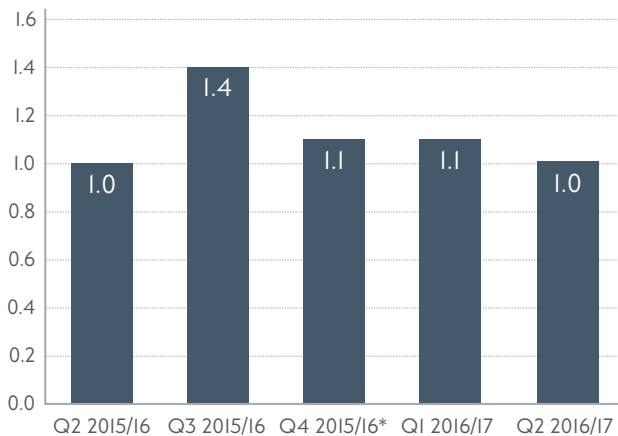
20% ▲ in delays year-on-year

LCH has deteriorated owing to one-off incidents and poorer performance levels. We are making improvements to address these issues. Customer satisfaction remains at an all-time high and excess journey time is improving.

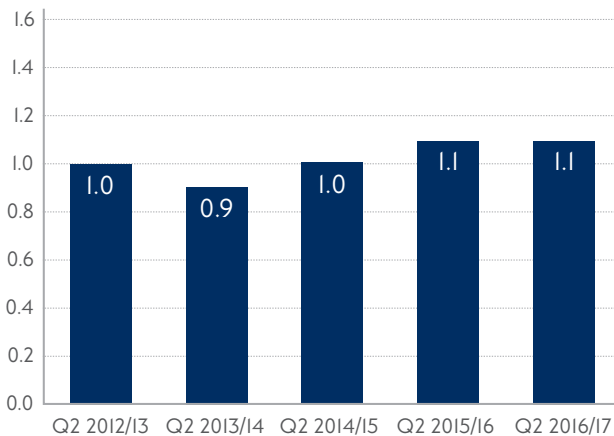
** excludes the impact of industrial action

Bus reliability – excess wait time

Quarterly (minutes)



Five-year trend year-to-date (minutes)



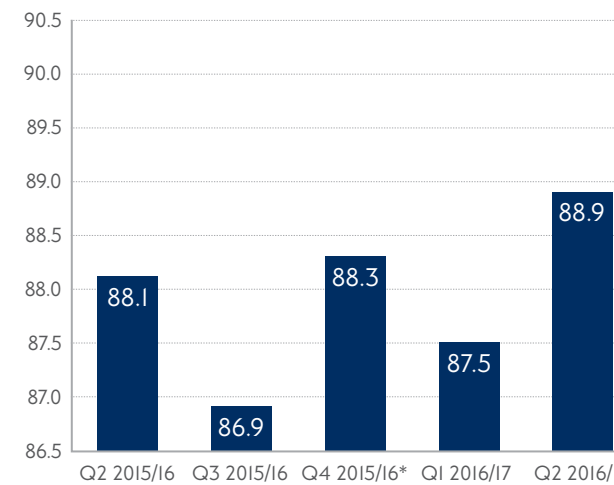
1.0 minute in Q2

Congestion on the roads continues to impact bus reliability. Highway and urban construction projects, combined with London's population growth are the principal causes.

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

Roads – journey time reliability

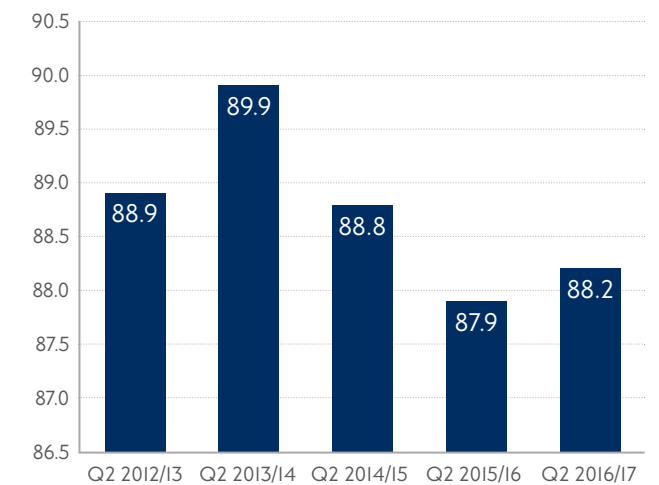
Quarterly (%)



88.9% journey time reliability

There is some improvement in journey time reliability on the roads this quarter as some highways construction has completed, although traffic volumes remain high.

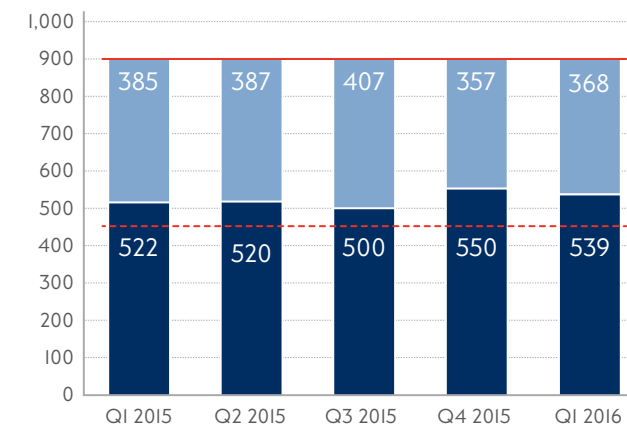
Five-year trend year-to-date (%)



0.3% ▲ in reliability year-on-year

Roads – users killed or seriously injured (KSI)

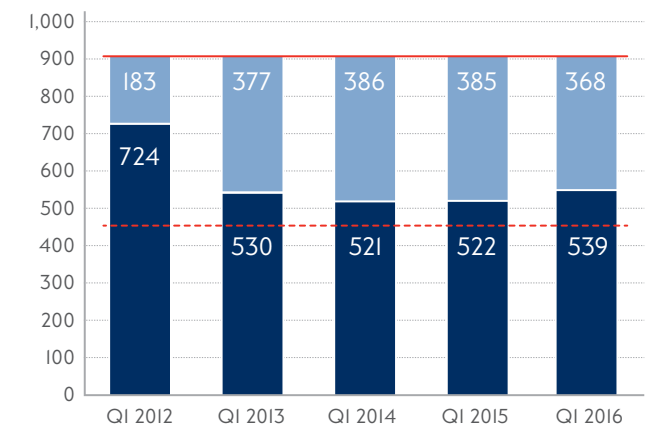
Quarterly (number of people)



■ KSI in quarter ■ Reduction from base — Base: 2005–2009 average KSI — Target 50 per cent reduction by 2020

50% ▼ long-term target to reduce KSIs by 2020

Five-year trend YTD (number of people)

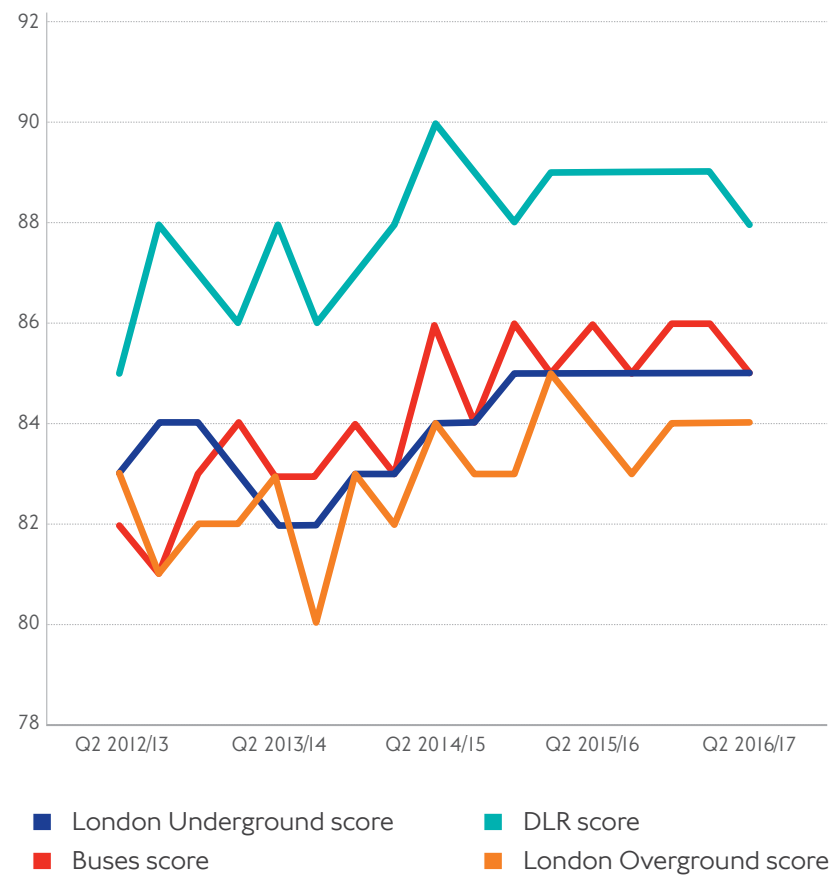


These graphs are unchanged from the last report as new data is not yet available.

NB: The above data is based on calendar quarters rather than financial quarters, ie Q1 is January – March

Customer trends

Customer satisfaction score based on TfL surveys



London Underground customers felt the effects of the heat during the summer, but overall satisfaction held steady at 85 for the seventh consecutive quarter.

Customer satisfaction with London Buses dropped one point from Quarter I to 85 out of 100. The hot weather resulted in a fall in satisfaction with many aspects of the bus journey affected.

Overall satisfaction with DLR is high at 88, though it was down a point this quarter, with small declines for information provided at the station and the availability and helpfulness of staff.

Satisfaction with London Overground remains at 84.

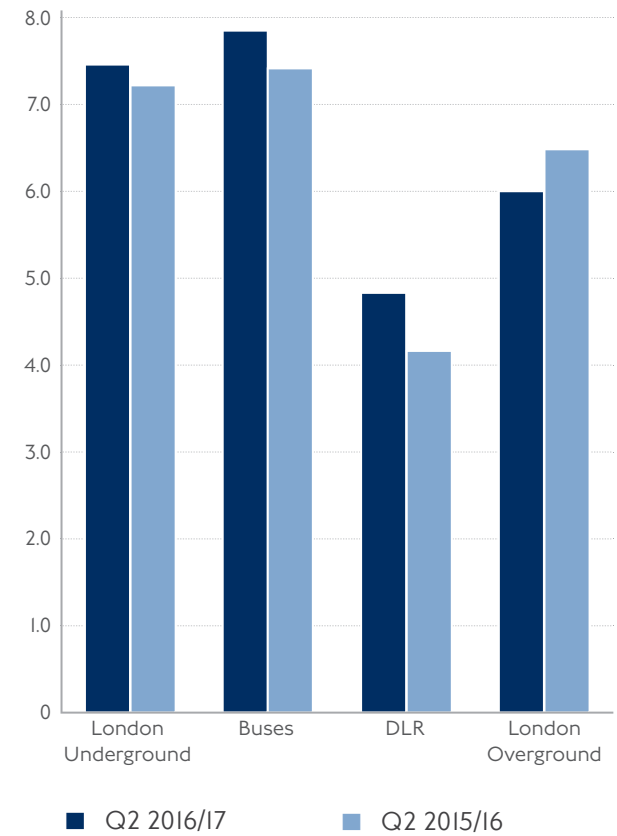
85
 Tube customer satisfaction at record levels

3▲
 in customer satisfaction on buses since Q2 2012/13

3▲
 in customer satisfaction on the DLR since Q2 2012/13

1▲
 in customer satisfaction on the London Overground since Q2 2012/13

Recorded crime rate Number of recorded offences per million passenger journeys year-to-date



Increases in recorded crime on London Underground, DLR and the bus network are primarily driven by rises in reported sexual and other violent offences.

Hate crime represents five per cent of crime on the network. We continue to reassure passengers and our colleagues that hate crime will not be tolerated. In July the #WeStandTogether campaign to tackle hate crime was launched in partnership with the police. This is part of Operation Safer Travel for All, which seeks to reassure passengers and provide practical information about what to do should people ever witness, or are a victim of, hate crime.

Project Guardian was launched in July 2013 to reduce unwanted sexual behaviour on public transport in London which historically has been under-reported. The initiative aims to encourage more people to report sexual offences, reduce the risk of becoming a victim, challenge unwanted sexual behaviour and target offenders. The rise in the number of recorded sexual offences was expected and is considered to be a positive result of Project Guardian.

Number of recorded crimes

Year-to-date	Q2 2016/17	Q2 2015/16	Variance
London Underground	4,283	3,956	8%
Buses	7,291	7,192	1%
DLR	240	198	21%
London Overground	469	475	-1%

The rise in recorded violence is a national phenomenon recently reported by the Office of National Statistics (ONS), owing to the expansion of the violence against the person category to include new harassment offences, and improvements in crime recording processes. We are working with our policing partners to deal with the rise in violent crime and to better understand the causes. The vast majority of offences seen on the network do not involve serious violence.

Q2 crime figures are based upon data from April to August

Customer complaints

Complaints per 100,000 journeys year-to-date	Q2 2016/17	Q2 2015/16	Variance
London Underground	1.01	1.04	-3%
London Buses	3.00	2.62	15%
DLR	1.18	1.08	9%
London Overground	2.62	3.46	-24%
TfL Rail	2.37	3.11	-24%
London Trams	1.89	1.83	3%
Emirates Air Line	1.44	3.36	-57%
Congestion Charge	5.36	8.48	-37%
London Dial-a-Ride	103.71	91.97	13%
London River Services	0.39	0.59	-34%
Santander Cycles	3.12	2.70	16%
Taxis*	5.77	n/a	-
Private Hire*	4.58	n/a	-
Contactless	0.16	0.23	-30%
Oyster	0.16	0.16	0%

The rise in bus complaints is a result of 1,200 complaints in August due to the unfounded perception that batteries used in our electric buses contain lithium mined in Tibet. Falls in complaints about reliability have coincided with the completion of some major road schemes.

Dial-a-Ride complaints in Quarter 2 reduced compared to last quarter following an improvement in the process of not accepting journeys during busy periods. Proactive work with contractors to further improve the quality of service has also reduced the number of complaints.

Complaints to Santander Cycles have reduced compared to Quarter 1 levels. This follows an improvement in the redistribution of bikes by focusing more on key stations. Refund requests remain the main cause of complaints where customers (primarily casual users) have not understood the pricing structure. We continue to explain pricing on the terminals and our website to mitigate this issue.

A new complaints procedure has been established for Congestion Charging which has resulted in more complaints being resolved first time without being escalated.

* Journeys not recorded; figures based on survey

Website and social media Website visits (millions)



Customer services Communications and correspondence

Year-to-date	Q2 2016/17	Q2 2015/16	Variance
Correspondence service level agreement	83.9%	72.3%	16%
Mystery shopper quality assessment scores	89.9%	86.5%	4%
Calls answered	87.8%	87.2%	1%

Correspondence performance has significantly improved as changes implemented in the spring take effect. We have moved more people into correspondence roles after outsourcing a significant proportion of our Oyster telephony demand to our partners Journeycall.

Ticketing Ticketing system availability

Year-to-date	Q2 2016/17	Q2 2015/16	Variance
London Underground – ticketing system overall availability	98.7%	98.8%	-0.1%
London Buses – bus validation overall availability	99.6%	99.2%	0.4%

Underground

London Underground (LU)

Financial summary

The net operating surplus in London Underground has improved significantly year-on-year. A combination of increased fares income and lower operating costs, has set the business on a rapidly improving trajectory.

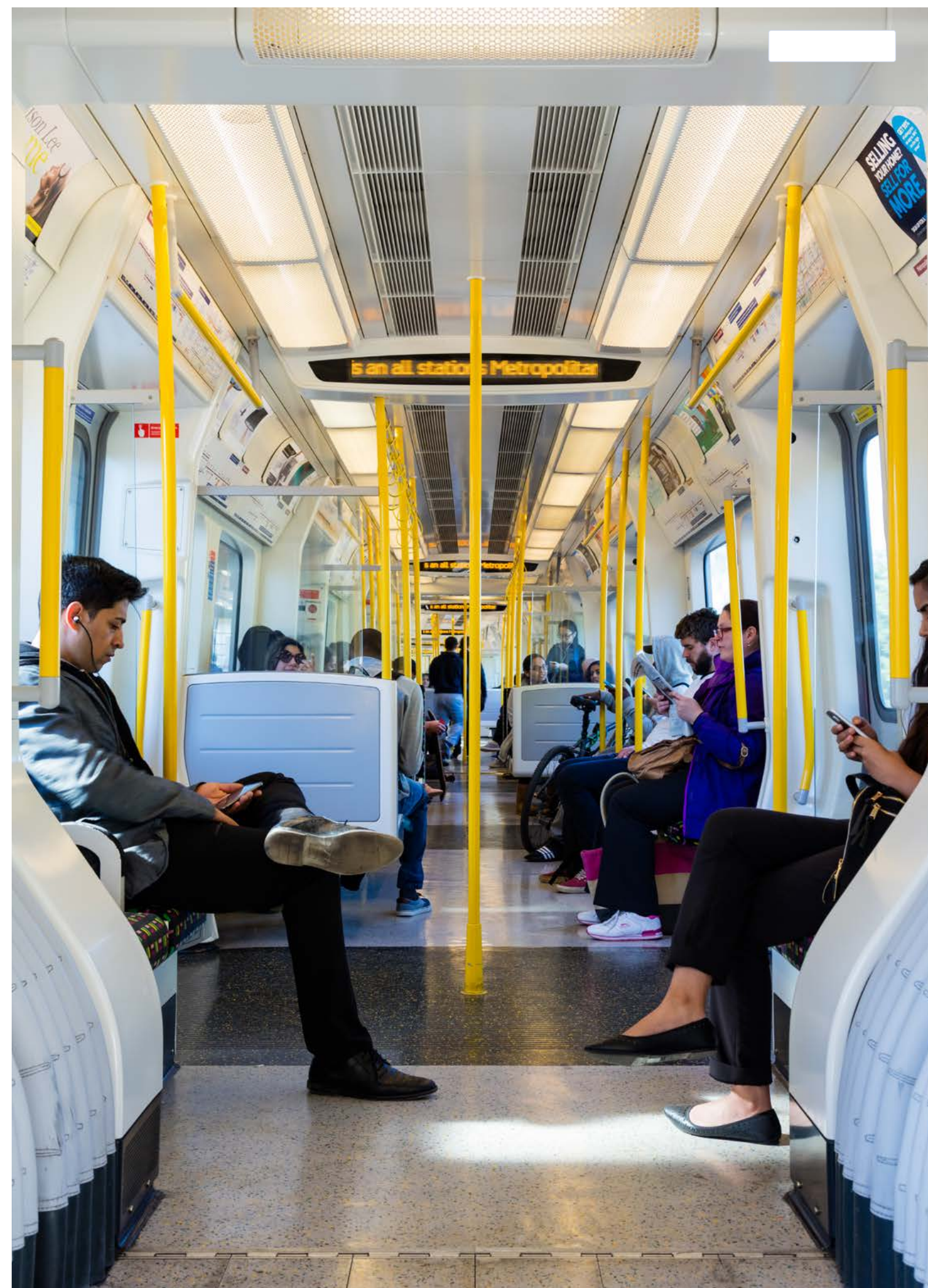


London Underground (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Fares income	1,211	1,167	4%
Other operating income	72	73	-1%
Total operating income	1,283	1,240	3%
Direct operating cost	(1,003)	(1,036)	-3%
Indirect operating cost	(180)	(194)	-7%
Net operating surplus	100	10	900%
Depreciation and amortisation	(317)	(302)	5%
Net cost of operations before financing	(217)	(292)	-26%
Capital renewals	(247)	(252)	-2%
New capital investment	(271)	(246)	10%
Total capital expenditure	(518)	(498)	4%

Fares income has grown by £44m compared with last year, a result of increased passenger journeys and average fares rises in January 2016. Fares income last year was lower following industrial action in July and August.

Direct operating costs have fallen £33m, reflecting principally the change in the cost and profile of track maintenance.

Capital expenditure is higher than last year, as the Northern line extension project moves into construction. The upgrades to the Circle, District, Hammersmith & City and Metropolitan lines continue.



Passenger journey analysis year-to-date

	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Number of passenger journeys (millions)	633	613	3%
Average fare income per journey (£)	1.91	1.90	1%
Operating cost per journey (£)	(1.87)	(2.01)	-7%
Total cost per journey before financing (£)	(2.37)	(2.50)	-5%

Passenger journeys

Underlying passenger journeys were up 1.9 per cent after adjustments, which takes account of industrial action in July and August last year.

Fare income per journey (yield)

Fare income per journey has improved compared with the equivalent period last year, although this is moderated by the rezoning of stations, an increase in the number of journeys made using 60+ Oyster photocard, and the extension of automatic refund rules on contactless and pay as you go.

Operating cost per journey

Operating cost per journey has fallen by seven per cent compared with the same period last year reflecting the increased passenger journeys and some early success in our drive to reduce costs.

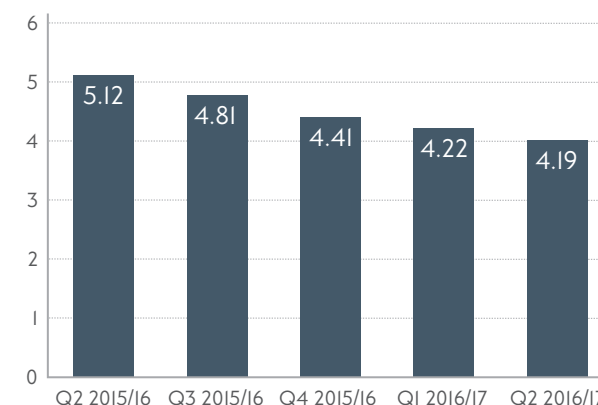
Underlying normalised passenger journeys year-on-year change (%)



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.

Reliability

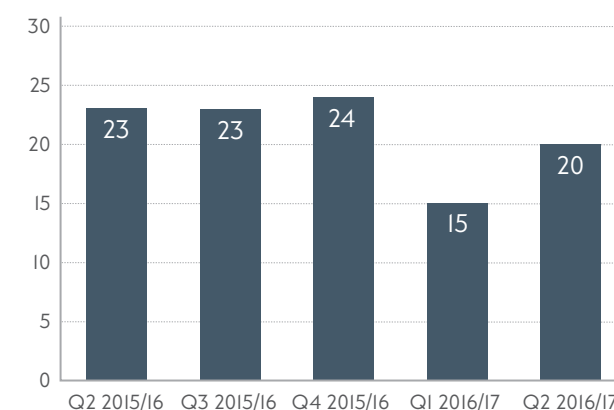
Excess journey time (minutes)



EJT improved for the fourth successive quarter as a result of fewer lift and escalator closures improving passenger flow. Journey time is the biggest driver of customer satisfaction, which remains high at 85. Industrial action affected performance in Quarter 2 2015/16.

Safety

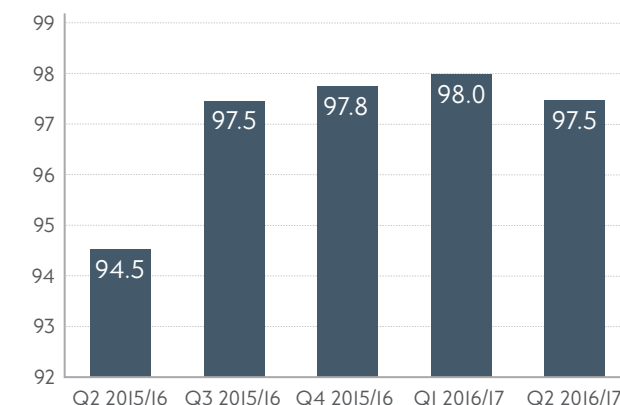
RIDDOR* reportable customer injuries



* Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

Slips, trips and falls on stairs, escalators and on platforms are the main causes of customer injury. Safety advice is promoted via posters and announcements, and employees are stationed at hotspot locations.

Scheduled kilometres operated (%)



Scheduled kilometres operated were affected by signal failures, and customer and employee incidents and illness. The Jubilee, Northern, District and Waterloo & City lines improved on the previous quarter. Industrial action affected performance in Quarter 2 2015/16.

Customer

Customer satisfaction score (CSS)

	Q2 CSS
Bakerloo line	85
Central line	83
Circle line/Hammersmith & City line	86
District line	86
Jubilee line	86
Metropolitan line	88
Northern line	83
Piccadilly line	86
Victoria line	84
Overall score	85

The overall score remains at 85 for the seventh consecutive quarter. Customers were less satisfied about information on delays and seasonally higher train temperatures, although responses showed that more seats were available.



Buses

London Buses

Financial summary

Reduced fares income driven by a four per cent decrease in the number of passenger journeys has been compensated by higher advertising income and lower operating costs leaving the net operating deficit at the same level as last year.



Buses (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Fares income	698	715	-2%
Other operating income	22	18	22%
Total operating income	720	733	-2%
Direct operating cost	(954)	(963)	-1%
Indirect operating cost	(30)	(33)	-9%
Net operating deficit	(264)	(263)	0%
Depreciation and amortisation	(19)	(15)	27%
Net cost of operations before financing	(283)	(278)	2%
Capital renewals	(9)	(7)	29%
New capital investment	(32)	(47)	-32%
Total capital expenditure	(41)	(54)	-24%

Lower bus fares income is primarily caused by fewer fare-paying passenger journeys – an underlying decline of approximately four per cent. This is owing to continued congestion caused by London's population growth and the construction of major highway and urban improvement schemes. The impact of these reduced volumes has been partly offset by an average fares increase of 0.8 per cent across all bus ticket types.

Direct operating costs were higher last year owing to bus subsidies given to operators in relation to the Euro III buses replacement programme. The programme is now complete.

Capital expenditure is also lower as a result of fewer new buses being directly purchased by TfL in 2016/17.

Passenger journey analysis year-to-date

	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Number of passenger journeys (millions)	1,044	1,095	-5%
Average fare income per journey (£)	0.67	0.65	3%
Operating cost per journey (£)	(0.94)	(0.91)	3%
Total cost per journey before financing (£)	(0.96)	(0.92)	4%

Passenger journeys

Total passenger journeys are five per cent lower than last year although on a normalised basis this is slightly lower (3.8 per cent). Although bus reliability is starting to improve, volumes continue to be lower than expected due to a lag in passenger demand responding to this improvement.

Fare income per journey (yield)

The average yield improved by 2p between Quarter 2 2015/16 and Quarter 2 2016/17. This is mainly a result of the January 2016 fares revision.

Operating cost per journey

Bus operating costs have reduced year-on-year although the five per cent fall in passenger journeys means that the operating cost per journey has increased.

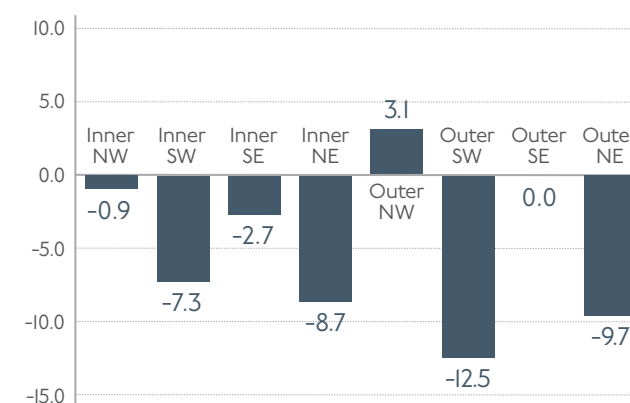
Underlying normalised passenger journeys year-on-year change (%)



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.

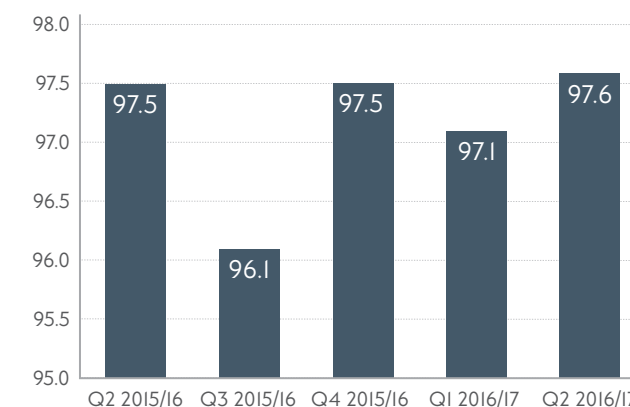
Reliability

Analysis of year-on-year excess wait time (EWT) change by area (%)



Overall year-on-year EWT has improved, reflecting the completion of some of the Road Modernisation Plan and Cycle Superhighway roadworks. EWT improved in both inner and outer London, with year-on-year reductions most apparent in north east and south west London.

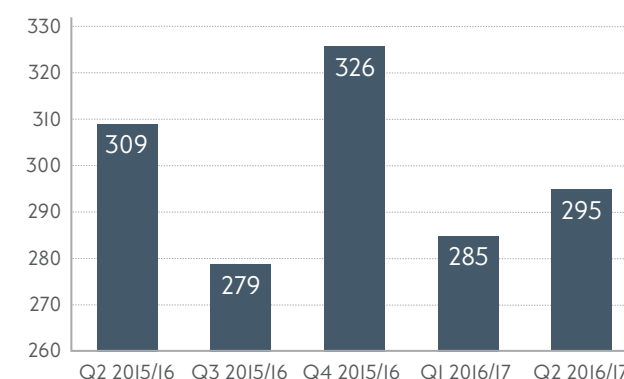
Scheduled services operated (%)



Losses owing to traffic delays have reduced following the introduction of measures to protect against disruption from a series of major roadworks. Events causing significant disruption this quarter included the Network Rail works at London Bridge, gas main replacement works in Newgate Street and three, one-day strikes by drivers at Tower Transit.

Safety

Customer injuries*

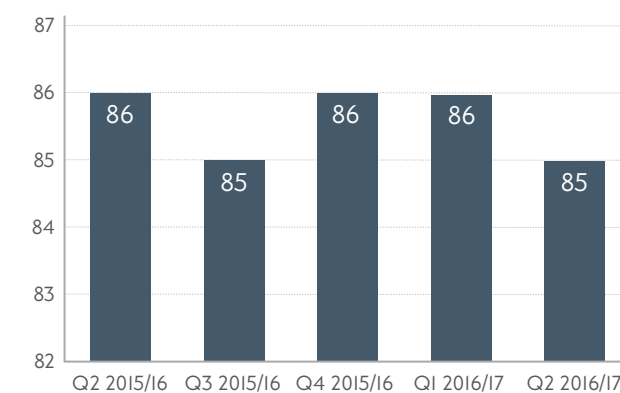


*Customers taken to hospital

Falls on buses remains the main cause of customer injuries that require a hospital visit. The quarter saw one pedestrian killed in a road traffic collision with a bus. The incident is still under investigation.

Customer

Customer satisfaction score



Hot weather led to a large drop in satisfaction with high temperatures on buses impacting scores. There has been an increase in levels of satisfaction with bus interchange, which is linked to the introduction of the bus Hopper fare.

Rail

DLR, Emirates Air Line (EAL), London Overground, London Trams and TfL Rail 

Financial summary

Higher fares income and increased operating expenditure in Rail this year is primarily owing to the transfer of West Anglia rail services. As this business grows it moves closer to breakeven at the operating level.



Rail (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Fares income	235	209	12%
Other operating income	12	10	20%
Total operating income	247	219	13%
Direct operating cost	(252)	(242)	4%
Indirect operating cost	(14)	(16)	-13%
Net operating deficit	(19)	(39)	-51%
Depreciation and amortisation	(60)	(52)	15%
Net cost of operations before financing	(79)	(91)	-13%
Capital renewals	(29)	(34)	-15%
New capital investment	(92)	(84)	10%
Crossrail construction costs	(757)	(690)	10%
Total capital expenditure	(878)	(808)	9%

There has been an increase in fares income and direct operating costs in Rail which is primarily owing to the devolution of West Anglia rail services into London Overground and the transfer of other Greater Anglia services into TfL Rail. The devolution of these services came into effect on 31 May 2015, resulting in nine weeks of additional income and cost in 2016/17 compared with 2015/16.

The reduction in capital renewals relates to exceptional expenditure incurred on twin tracking on the Wimbledon branch of the tram network in 2015/16, while the increase in new capital investment is from the Crossrail project moving into the build phase on the rolling stock and depot contract.

The Crossrail construction project is now 78 per cent complete and remains on schedule in terms of construction and funding.



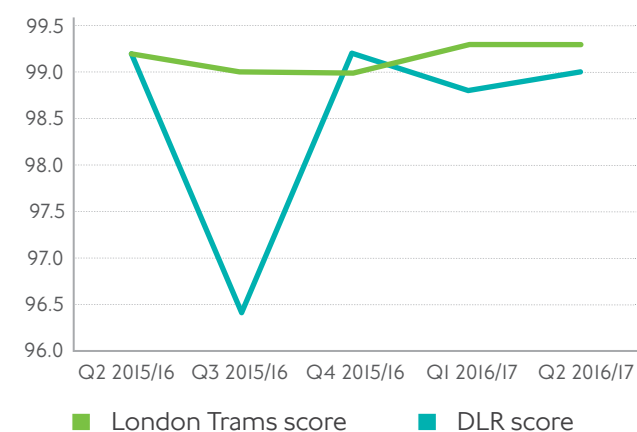
Passenger journey analysis year-to-date

	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
London Overground			
Number of passenger journeys (millions)	86.5	82.7	5%
Average fare income per journey (£)	1.20	1.13	6%
Operating cost per journey (£)	(1.55)	(1.67)	-7%
Total cost per journey before financing (£)	(1.67)	(1.76)	-5%
DLR			
Number of passenger journeys (millions)	56.2	54.8	3%
Average fare income per journey (£)	1.35	1.41	-4%
Operating cost per journey (£)	(1.09)	(1.13)	-4%
Total cost per journey before financing (£)	(1.55)	(1.58)	-2%
TfL Rail			
Number of passenger journeys (millions)	22.1	13.7	61%
Average fare income per journey (£)	1.78	1.79	-1%
Operating cost per journey (£)	(2.22)	(2.66)	-17%
Total cost per journey before financing (£)	(3.16)	(3.90)	-19%
London Trams			
Number of passenger journeys (millions)	13.6	12.2	11%
Average fare income per journey (£)	0.91	0.88	3%
Operating cost per journey (£)	(1.34)	(1.49)	-10%
Total cost per journey before financing (£)	(1.43)	(1.58)	-9%
Emirates Air Line			
Number of passenger journeys (thousands)	832.8	891.4	-7%
Average fare income per journey (£)	4.20	4.04	4%
Operating cost per journey* (£)	(2.21)	(1.65)	34%
Total cost per journey before financing* (£)	(2.25)	(1.65)	36%

*Costs of Emirates Air Line are shown net of sponsorship income

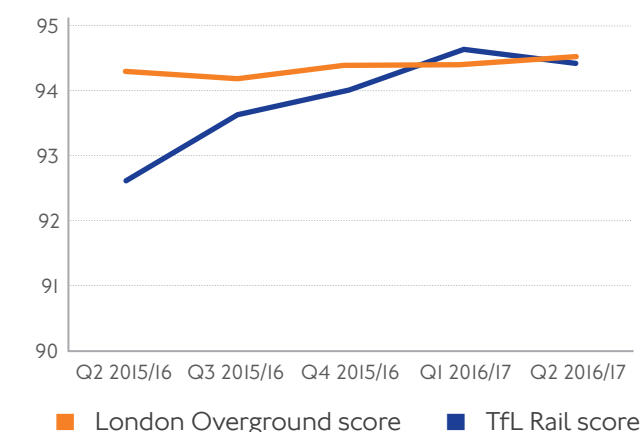
Reliability

DLR and London Trams – scheduled services operated (%)



London Trams and DLR reliability remains strong. DLR reliability was lower in Quarter 3 2015/16 as a result of industrial action.

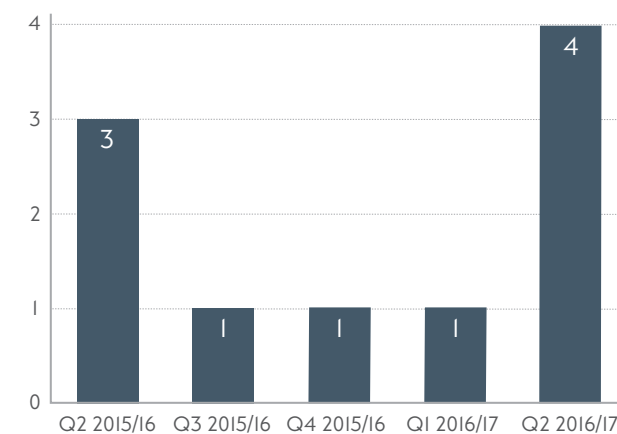
London Overground and TfL Rail – public performance measure (PPM) moving annual average (MAA)



Performance of London Overground continues to improve following the implementation of the performance improvement plan. Despite good performance in June, putting TfL Rail fourth in the industry, the MAA has dropped marginally to 94.4 per cent.

Safety

RIDDOR* reportable customer injuries

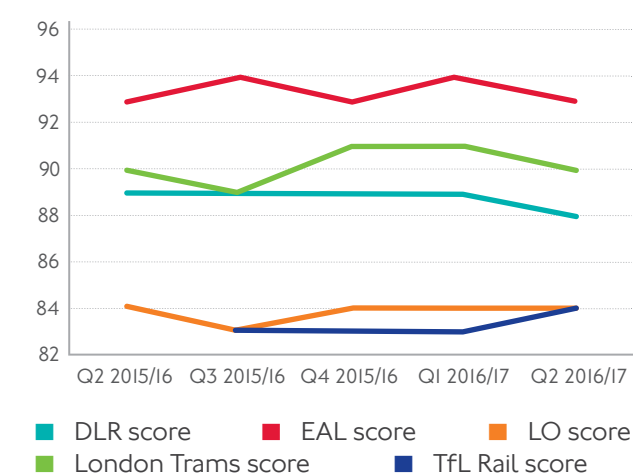


* Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

There were four customer RIDDOR incidents in Q2 2016/17. Three occurred on the DLR, two of which were on the platform. The fourth incident was on London Overground.

Customer

Customer satisfaction score



DLR, London Trams and EAL all saw a one point decrease. London Overground sustained its score of 84 and TfL Rail increased one point after a strong operational performance and a seasonal increase in availability of seats.



Roads

Transport for London Road Network (TLRN)



Financial summary

Operating income is stable year-on-year, although there has been a small reduction in operating costs in Q2. The net cost to TfL of operating and maintaining London's roads is running at some £450m per annum.

Roads (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Fares income	–	–	0%
Other operating income	156	157	-1%
Total operating income	156	157	-1%
Direct operating cost	(278)	(286)	-3%
Indirect operating cost	(35)	(38)	-8%
Net operating deficit	(157)	(167)	-6%
Depreciation and amortisation	(58)	(77)	-25%
Net cost of operations before financing	(215)	(244)	-12%
Capital renewals	(58)	(116)	-50%
New capital investment	(59)	(62)	-5%
Total capital expenditure	(117)	(178)	-34%

Roads operating income has decreased marginally as lower congestion charge volumes have been offset by higher enforcement income. This overall volume decline ties in with the introduction of the road space management programme to improve the road network, the introduction of Cycle Superhighways reducing road capacity and the objective to reduce congestion in London by 10 per cent.

Capital renewals are lower this year compared with last year largely owing to spend on the Highways capital renewals programme being brought forward into 2015/16 from 2016/17, and the completion of major strengthening works on the Hammersmith flyover last year.

Volume analysis year-to-date

	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Congestion Charge volumes (thousands)	8,072	8,436	-4%
Congestion Charge and enforcement income (£m)	118.9	124.1	-4%
Average Congestion Charge including enforcement income (£)	14.73	14.71	0%
Other enforcement income (£m)	37.2	33.4	11%
Traffic volumes - all London (index)	95.7	96.7	-1%
Cycling growth in CCZ (%)*	-0.3%	3.0%	

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

Cycling

Cycling growth in the Congestion Charge Zone (CCZ) is presented as a percentage change from the previous year. There was a 0.3 per cent decrease in cycling compared with 2015/16. Cycling is influenced by weather conditions and Quarter 2 was considerably wetter than the same quarter last year, with levels of rainfall being almost three times higher as a result of heavy rain and thunderstorms during late May and June 2016.

Traffic flow

2016/17 saw a one index point fall in the year-to-date volume of traffic on London's major roads when compared with 2015/16. London-wide traffic speeds (07:00 to 19:00) decreased by 0.1 mph to 17.4 mph, a 0.8 per cent drop compared with 2015/16.

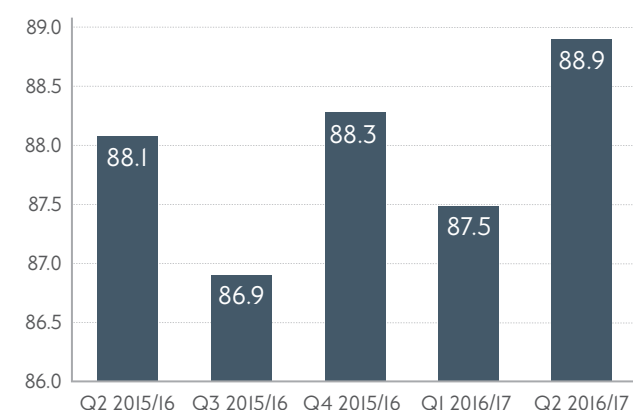
Traffic flow (volume) year-on-year change



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

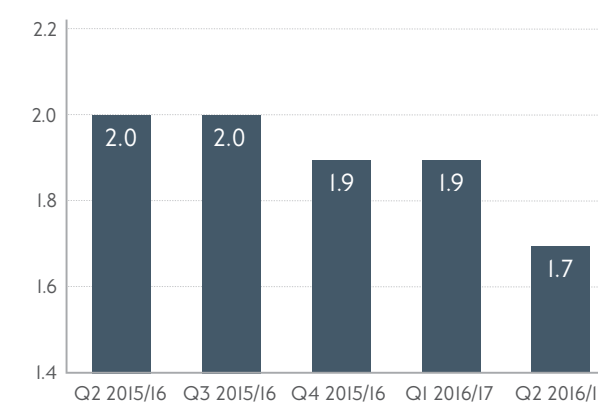
Reliability

Journey time reliability (JTR) (%)



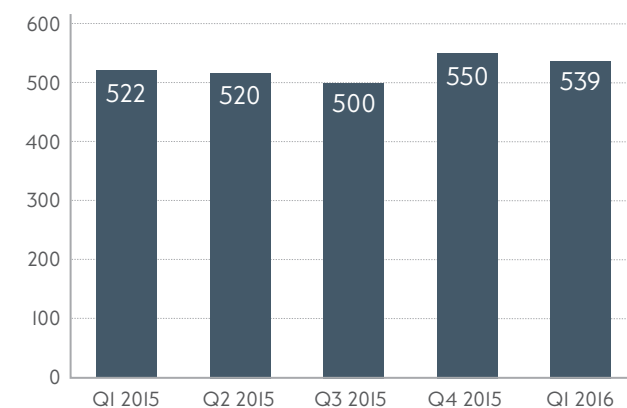
The worst day for JTR was on Friday 16 September, the final weekday of the quarter. This was the result of the post-heat wave storm causing flooding and disruption on the M25, M4, M40 and railways which put extra demand on our network. This led to widespread delays and the impact is estimated to have affected JTR by between 0.5 and 0.7 percentage points.

TLRN resolution time-disruption hours per event



Safety

Number of people killed or seriously injured

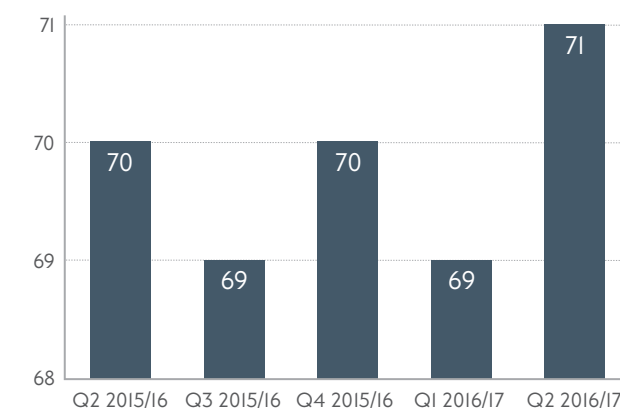


NB: The above data is based on calendar quarters rather than financial quarters, ie Q1 is January-March and is the latest available data

In September the Mayor announced proposals to ban the most unsafe Heavy Goods Vehicles (HGVs) from London's streets by 2020, transforming road safety in London.

Customer

TLRN user satisfaction score



Overall satisfaction among TLRN users is 71, the highest score in the past 18 months. The increase is driven by higher satisfaction levels (overall, and across most journey aspects) for car drivers, bus passengers and cyclists.



Other operations

London Dial-a-Ride, London River Services (LRS), Taxi & Private Hire (TPH), Santander Cycles, Victoria Coach Station (VCS) and others



Financial overview

As well as the operations named above, we include the costs of the Crossrail 2 project team and the Commercial Development team, together with certain group items in this category.

Other (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Fares income	17	14	21%
Other operating income	58	60	-3%
Total operating income	75	74	1%
Direct operating cost	(89)	(92)	-3%
Indirect operating cost	(7)	(7)	0%
Net operating deficit	(21)	(25)	-16%
Depreciation and amortisation	(45)	(46)	-2%
Net cost of operations before financing	(66)	(71)	-7%
Capital renewals	(22)	(16)	38%
New capital investment	(21)	(22)	-5%
Investment in Earls Court development	-	(436)	-100%
Total capital expenditure	(43)	(474)	-91%

The performance of other operations has remained stable. Small increases in the costs of running the Commercial Development and Crossrail 2 teams have been offset by efficiency savings in other areas, resulting in an overall reduction in direct operating costs of 3 per cent.

Depreciation and amortisation costs remain in line with 2015/16 and relate to assets – primarily ticketing equipment and information technology – that provide services across the TfL Group. New capital investment includes

expenditure on ticketing machines for the Elizabeth line.

Total capital expenditure for 2015/16 includes the Group's investment in equity Loan Notes issued by Earls Court Partnership Limited, a joint venture property partnership established to deliver 7,500 new homes at the Earls Court site in West London. The TfL Group holds a 37 per cent holding in the partnership. This investment was largely offset in cash terms in 2015/16 by the receipt of monies for the sale of a long leasehold over the land into the partnership.

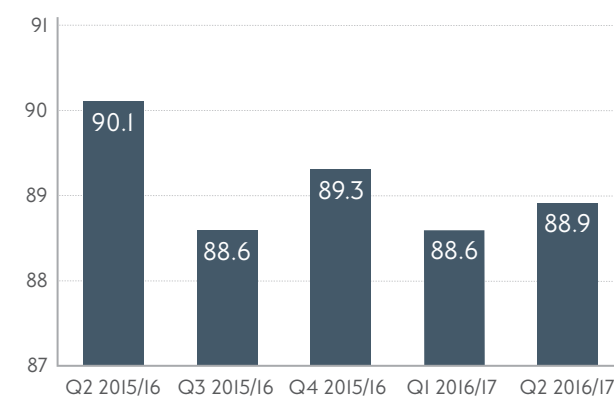
Volume analysis year-to-date

	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Santander Cycles			
Number of hires (millions)	5.7	5.6	2%
Average income per hire (£)	1.25	1.24	1%
Operating cost per hire* (£)	(1.52)	(1.83)	-17%
Total cost per hire before financing* (£)	(2.30)	(3.36)	-32%
Victoria Coach Station			
Number of coach departures (000s)	114.1	110.9	3%
Average income per departure (£)	40.58	42.08	-4%
Operating cost per departure (£)	(32.89)	(35.23)	-7%
Total cost per departure before financing (£)	(33.85)	(36.20)	-6%
London River Services			
Number of passenger journeys (millions)	6.4	6.2	3%
Average income per journey (£)	0.22	0.21	5%
Operating cost per journey (£)	(0.90)	(1.24)	-27%
Total cost per journey before financing (£)	(1.11)	(1.38)	-20%
London Dial-a-Ride			
Number of passenger journeys (thousands)	558.3	613.5	-9%
Total cost per trip before financing (£)	(30.92)	(27.91)	11%
Taxi & Private Hire			
Number of private hire vehicle drivers	111,731	87,734	27%
Taxi drivers	24,703	25,049	-1%
Total income (£m)	12.2	11.9	3%
Total costs (£m)	(10.5)	(8.1)	30%

* Costs of Santander Cycles are shown net of sponsorship income

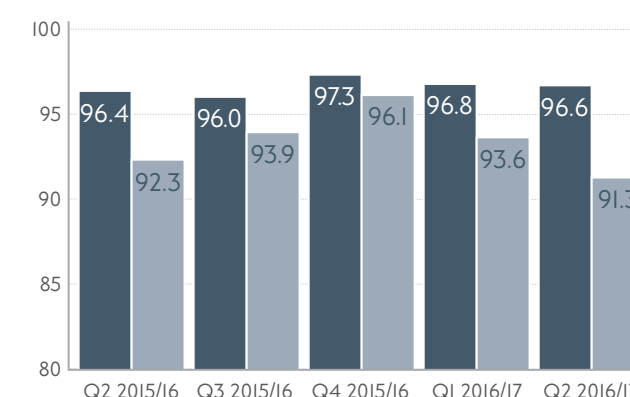
Reliability

Dial-a-Ride schedule services operated (%)



Dial-a-Ride continues to operate at below the required number of drivers owing to delays with the Enhanced Disclosure and Barring Service check (the criminal records check at enhanced disclosure level).

Cycle hire docking station availability (%)

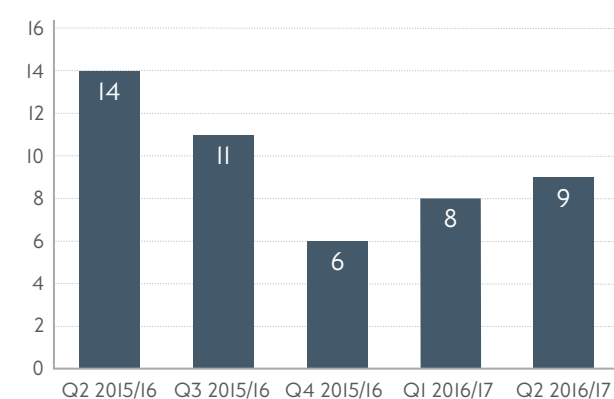


■ Availability to return a bike
■ Availability to hire a bike

The ease of hiring a bike has reduced slightly. This is owing to the agreed strategy to leave fewer bikes at city stations to provide space for the high number of returns in the morning peak.

Safety

Customer injuries* (Dial-a-Ride, Santander Cycles, VCS and LRS)

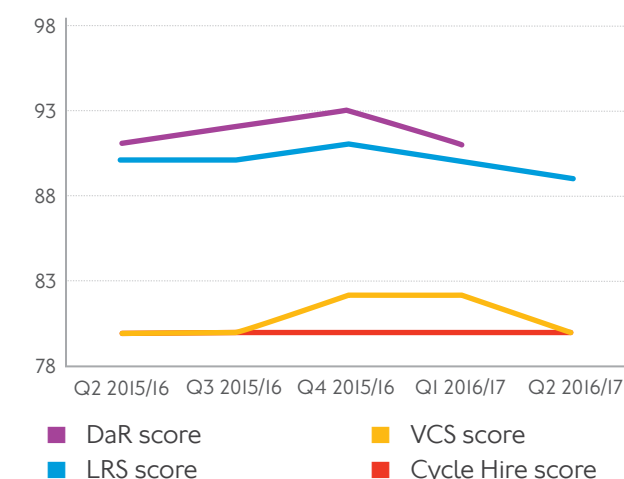


* Customers taken to hospital during the quarter

Nine injuries (five cycle hire, two Dial-a-Ride and two VCS) required customers being taken to hospital. Falls were the main cause of injuries.

Customer

Customer satisfaction



LRS has seen a drop in satisfaction for River Bus services, with changes to schedules owing to the extension of Westminster pier and higher demand over the summer. CSS for Dial-a-Ride is not available for this quarter as it is a biannual measure.

Capital investment programme

New capital investment (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Crossrail	757	690	10%
Station upgrades	106	105	1%
Rail enhancements	92	84	10%
Northern line extension	76	46	65%
Other LU, including signalling and transformation	89	95	-6%
Roads	59	63	-6%
Buses	31	46	-33%
Other capital investment	22	22	0%
Total new capital investment	1,232	1,151	7%

Crossrail overall is 78 per cent complete. Progress this quarter included:

- The award of one of the last major contracts for a maintenance facility at Plumstead
- The central section construction programme remains focused on fitting out the tunnels, shafts and portals
- Track-laying is now more than 60 per cent complete

As part of new capital investment within Rail, the first Crossrail train has started high-speed testing at the Rail Innovation Development Centre (RIDC) in Leicestershire. The second and third trains have been assembled in Derby and the fourth and fifth are being built. The train cab simulator for driver training has been delivered.

On our major station upgrades:

- Work is progressing at Tottenham Court Road station. Charing Cross Road has been returned to its original layout, having been diverted over the past five years to allow for the redevelopment
- The installation of two new escalators continues at Bond Street station
- The construction site over the ticket hall at Victoria station was handed back to the developer, Land Securities, and we continue to work closely with our main contractor to ensure the successful opening of the new northern ticket hall in December 2016

On the Northern line extension, work continued on the excavation of the station 'boxes' at Battersea and Nine Elms. At Kennington, two 14m wide shafts have been sunk that will eventually provide ventilation to the tunnels, as well as emergency access.

Cycle Superhighway route 1 (Tottenham to the City) and the North-South route (Elephant and Castle to King's Cross) are now in full use by cyclists.

In addition, highway works were substantially completed at Stockwell Cross.

Capital renewals (£m)	Q2 YTD 2016/17	Q2 YTD 2015/16	Variance
Track renewals	90	89	1%
Upgrade of Circle, District, Hammersmith & City and Metropolitan line	85	90	-6%
Roads	58	116	-50%
LU renewals	49	56	-13%
Rail infrastructure	29	34	-15%
Lift and escalator renewals	22	18	22%
Other capital renewals	32	22	45%
Total capital renewals	365	425	-14%

As part of the London Underground track programme, two sets of points were replaced at Camden during three weekend closures. This means trains can now travel faster through the area.

As part of work to modernise the Circle, District, Hammersmith & City and Metropolitan lines, 72 (out of a total of 80) new trains for the District line have been delivered. All 80 will be in service by the end of 2016.

On the roads, 68,000 square metres of carriageway were resurfaced and 1,700 square metres of footway was relaid. Lighting was renewed in the Blackwall Tunnel southbound.

Improvement work on three out of seven escalators has been completed at Canary Wharf, while at Bermondsey, we have completed work on all three escalators. Major escalator renewal works were also completed at Paddington, Green Park and Euston, and work has started at Holborn and Liverpool Street.

Lambeth North station is closed while two lifts are replaced. It will reopen in early February 2017. Step-free access to the Northern line was returned at London Bridge following the completion of lift refurbishment, and similar work started at Westminster.



Appendices

I. TfL Group balance sheet

Balance sheet (£m)	17 September 2016	31 March 2016	Variance
Intangible assets	116	123	(7)
Property, plant and equipment	35,554	34,402	1,152
Investment properties	518	518	-
Investment in associate entities	410	473	(63)
Long term derivatives	10	7	3
Long term debtors	326	692	(366)
Non current assets	36,934	36,215	719
Stocks	75	71	4
Short term debtors	1,791	1,262	529
Short term derivatives	12	5	7
Cash and short term investments	2,222	3,314	(1,092)
Current assets	4,100	4,652	(552)
Short term creditors	(2,180)	(2,188)	8
Short term derivatives	(9)	(21)	12
Short term borrowings	(833)	(832)	(1)
Short term lease liabilities	(67)	(94)	27
Short term provisions	(161)	(221)	60
Current liabilities	(3,250)	(3,356)	106
Long term creditors	(75)	(80)	5
Long term borrowings	(8,382)	(8,281)	(101)
Long term lease liabilities	(550)	(565)	15
Long term derivatives	(97)	(95)	(2)
Other provisions	(51)	(46)	(5)
Pension provision	(3,206)	(3,208)	2
Long term liabilities	(12,361)	(12,275)	(86)
Total net assets	25,423	25,236	187
Capital and reserves			
Usable reserves	2,352	3,233	(881)
Unusable reserves	23,071	22,003	1,068
Total capital employed	25,423	25,236	187

2. Headcount

Full Time Equivalents (FTEs) including Non-Permanent Labour (NPL)

	31 March 2016 Actual	YTD Net (leavers)/joiners	End of Q2 Actual
Underground	21,613	(1,001)	20,612
Rail	378	76	454
Buses	566	(5)	561
Roads	2,416	(120)	2,296
Other operations	877	23	900
Professional services*	4,381	(151)	4,230
Crossrail	983	(72)	911
Total	31,213	(1,250)	29,964

At the end of Quarter 2, headcount was 29,964 FTEs, 1,250 less than at the end of the last financial year.

London Underground has reduced headcount by 1,001 since 31 March 2016, largely reflecting leavers under the Fit for the Future – Stations programme and tighter headcount controls.

Professional services* headcount includes 132 new joiners from the annual intake of graduates, apprentices and Year in Industry students; this is offset by continued reductions across the business.

Buses headcount excludes individuals employed by third party bus operating companies eg bus drivers.

* Professional Services comprises functions within TfL including Legal, Finance, Human Resources, Ticketing, Commercial and Customers, Communications & Technology where services are provided on a shared basis across all TfL divisions.

Non Permanent Labour (NPL)

Temporary workers are used for time-limited projects and where the competitive market for the right skills means that we have no other options to secure the people we need to deliver services and investment such as the modernisation of London Underground, building Crossrail and improving the road network. For example, there is an acute shortage of people with the necessary engineering skills which means that

there is a relatively small pool of suitably qualified candidates who often prefer to work on an agency basis.

We have instigated tighter headcount controls across the group and sign-off is now required at managing director level before NPL can be hired or their contracts extended. At the end of Quarter 2, we employed 2,430 NPL. This is a reduction of 662 since December 2015, equating to a weekly saving of £1.2m.

Date	Number of NPL	Weekly Cost (£)	Reduction since December	
			Number of NPL	Weekly saving (£)
15 December	3,092	5,249,002		
26 June	2,785	4,670,372	(307)	578,631
23 July	2,585	4,338,660	(507)	910,342
20 August	2,503	4,164,678	(589)	1,084,324
17 September	2,430	4,022,128	(662)	1,226,874

The above table shows the saving made from actions taken to reduce NPL costs. The weekly cost assumes seven hours a day and five days a week worked.

NPL by length of service

Length of service	Total number
0-6 months	295
6-12 months	600
1-2 years	676
2-3 years	337
3-5 years	295
5+ years	227
	2,430

There are a large number of non-permanent contractors who have been working at TfL for more than two years. Additional tighter controls have been introduced, targeted at reducing the large number of longer-term NPL.

Glossary

Measure	Unit	Description
Call response rate	%	The percentage of customer calls that are not answered. The target is to keep this below 15 per cent.
Capital renewals		Capital renewals are required to keep our capital assets – stations, track, buses, roads, trains – in a good state of repair. We need to maintain a level of capital renewals for business as usual. Our capital renewals programme replaces current assets with newer, more reliable ones, providing a better service to the customer and reducing maintenance costs.
Correspondence service level agreement	%	<p>The percentage of correspondence we close within agreed response rates from the date it is received from the customer.</p> <p>Agreed response rates differ between functions – three working days for fast resolution teams, five working days for the refunds team and 10 working days for the investigations teams. The target is 80 per cent.</p>
Cumulative reduction in the number of people killed or seriously injured (KSI) London-wide	%	The percentage reduction in the number of people killed or seriously injured (KSI) KPI relates to personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system. The KPI measures the percentage change in KSI casualties on London's roads compared with the baseline average number of KSI casualties between 2005 and 2009.
Customer satisfaction	Score	<p>One of our most important performance measures is customer satisfaction; this helps us understand what the people who use our services really think.</p> <p>An independent research company interviews around 10,000 customers every year, as they complete their trip. They are asked to make an 'overall evaluation' of their journey experience, by giving a score out of 10. We take the average of everybody's scores and multiply it by 10, to give a final result out of 100.</p>

Measure	Unit	Description
London Buses - bus validation overall availability	%	The percentage availability of readers (for validation 'touching in') on London Buses.
London Buses: excess wait time (EWT)	Minutes	<p>Excess wait time (EWT) represents the amount of time that a passenger has had to wait in excess of the time that they should expect to wait if buses ran as scheduled.</p> <p>EWT 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>
London Overground and TfL Rail: public performance measure (PPM)	%	<p>The public performance measure (PPM) shows the percentage of trains which arrive at their destination on time.</p> <p>The PPM combines figures for punctuality and reliability into a single performance measure. It is the rail industry standard measurement of performance.</p> <p>PPM 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. PPM 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 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 PPM failure.</p>

Measure	Unit	Description
London Underground and London Rail RIDDOR reportable customer injuries	Major injuries	<p>The number of serious injuries to customers, employees and contractors using or working on London Underground and London Rail.</p> <p>A major injury is one classified as 'major' under schedule I of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Injuries arising from criminal acts, alleged suicide attempts, and medical conditions are excluded.</p>
London Underground: lost customer hours (LCH)	Hours	<p>The total extra journey time, measured in hours, experienced by Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more 'lost customer hours' because more 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 LCH figures retrospectively.</p>

Measure	Unit	Description
London Underground: excess journey time (EJT)	Perceived minutes	<p>Journey time is a way of measuring London Underground's service performance. We break down journeys into stages and give each one:</p> <ul style="list-style-type: none"> • A scheduled length of time, so we can say how long a given journey should take if everything goes as planned • A value of time (VOT) based on how customers feel about that bit of the journey, for example going up an escalator has a VOT of 1.5, whereas walking up stairs has a VOT of four, because it makes the perceived journey time longer <p>These are the stages of a journey:</p> <ul style="list-style-type: none"> • Time from station entrance to platform • Ticket queuing and purchase time • Platform wait time • On-train time • Platform to platform interchange • Time from platform to station exit <p>In each period, actual journey times are measured and then compared with the schedule. The difference between the two is the measure of lateness – referred to as excess journey time (EJT). EJT is therefore a measure of how efficiently LU is providing its scheduled or 'stated' service: the more reliable the service the lower the EJT. The calculation includes the impact of planned closures.</p>
London Underground – ticketing system overall availability	%	The percentage availability of revenue collection equipment on London Underground stations, London Overground stations (where gated) and TfL operated Visitor Centres.
Mystery Shopper quality assessment scores	%	The percentage quality score our agents receive for their customer service. This combines scores from correspondence and telephony. The target is 85 per cent.

Measure	Unit	Description
New capital investment	£	New capital investment provides an entirely new service, or provides a significant enhancement of existing services. This investment helps grow the business, providing more volume and capacity.
Passenger journeys	Number	A single journey by an individual (adult or child) on a particular mode of transport run by TfL.
Recorded crime rate	Per million passenger journeys	The number of recorded (or notifiable) crimes per million passenger journeys on the appropriate network.
Scheduled services operated	%	The number of services that TfL actually operated, compared with the scheduled plan – comparing peak and off-peak times. Peak times are 07.00 – 10.00 and 16.00 – 19.00 Monday – Friday. This helps us check whether the service we operate at the busiest times of day is as good as during quieter periods.
TLRN: journey time reliability (morning peak)	%	The key measure for monitoring traffic flow is journey time reliability (JTR). It is defined as the percentage of journeys completed within an allowable excess of five minutes for a standard 30-minute journey during the morning peak.
TLRN user satisfaction score	Score	<p>A score out of 100 of how satisfied customers are with their journey on the TLRN in the past month. Each customer rates their journey on a scale of 0-10, which is then multiplied by 10 to give a score out of 100. This includes journeys by car, walking between transport modes, cycling, bus, powered two-wheeler (P2W), and taxi and private hire vehicles.</p> <p>TLRN CSS is conducted online, it is estimated if it were conducted face-to-face (like other TfL CSSs) the score would be higher by between five and 10 points.</p> <p>From 2010 to Q4 2015 scores had been artificially inflated, as a follow-up question was used inappropriately. From Q1 2016 we removed this question.</p>

Measure	Unit	Description
Transport for London Road Network (TLRN): serious and severe disruption	Hours	The KPI measures the numbers of hours of serious and severe disruption on the Transport for London Road Network (TLRN) as a result of planned and unplanned interventions.

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Windsor House
42–50 Victoria Street
London SW1H 0LT

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