Board

Date: **19 July 2017**

Item: **Customer and Operational Performance Report**

This paper will be considered in public

1 Purpose

1.1 The purpose of this paper is to update the Board on TfL's customer and operational performance for Quarter 4 2016/17.

1.2 This report covers the period from 11 December 2016 to 31 March 2017.

1.3 The publication of this report was delayed as a result of the pre-election period.

1.4 The report will be reviewed by the Customer Service and Operational Performance Panel at its meeting on 13 July 2017.

2 Recommendation

2.1 **The Board is asked to note the report.**

3 Customer Reporting to the Board

3.1 This report will be presented at each meeting of the Customer Service and Operational Performance Panel and to the subsequent meeting of the Board.

List of appendices to this report:

Appendix 1: Quarter 4 Customer and Operational Performance Report

List of Background Papers:

None

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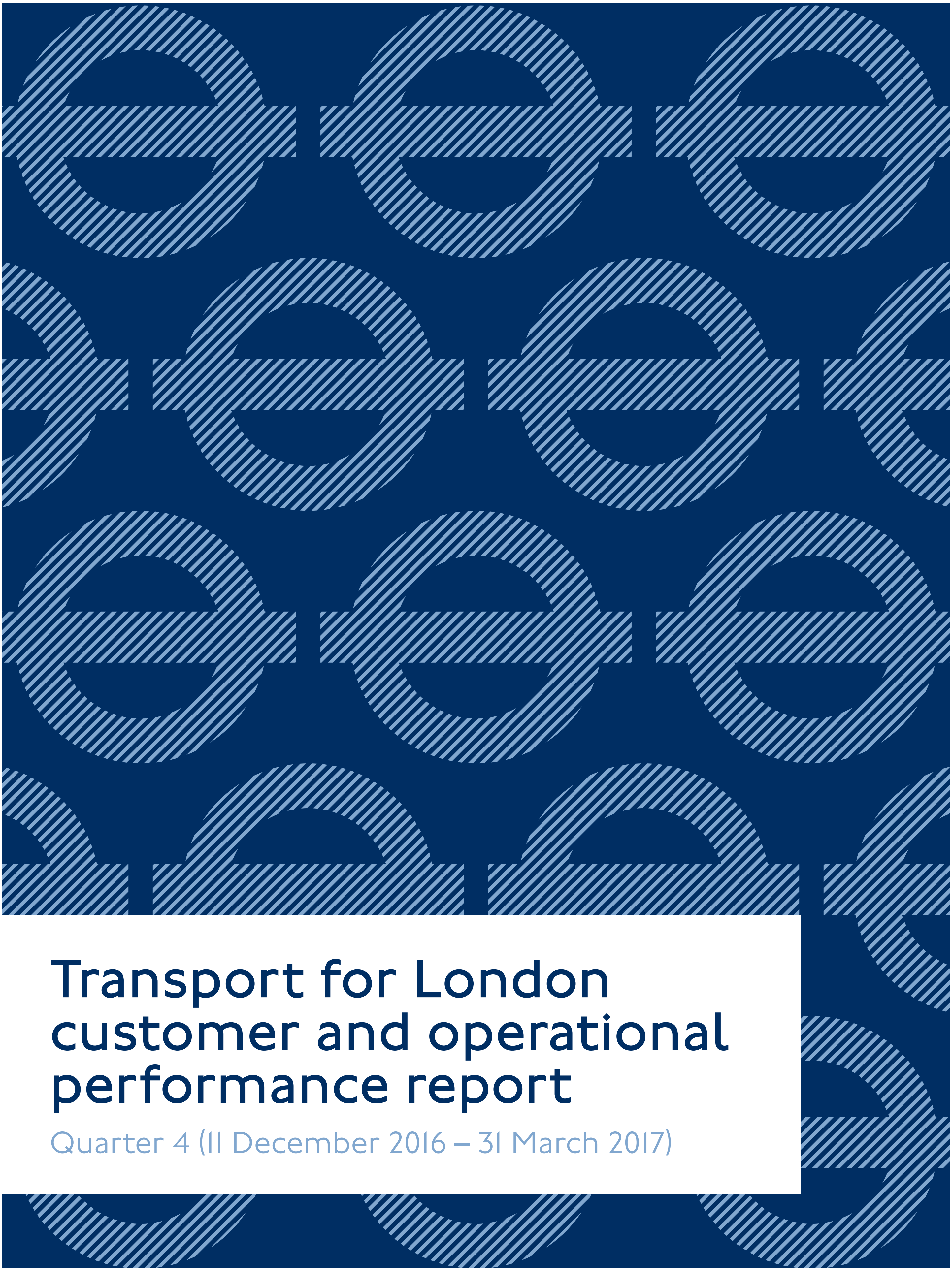

Transport for London customer and operational performance report

Quarter 4 (11 December 2016 – 31 March 2017)

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 safer, modern and affordable for everyone. We play a central role in delivering the Mayor's strategy to improve air quality and public health and to make transport accessible to all.

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 boroughs, 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. Where possible, we are using our 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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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, providing excellent service, and investing to improve journeys. We also focus on tackling our customers' most common day-to-day frustrations to improve their experience.

On London Underground, customers experienced quicker journeys, on average, compared to Quarter 3. We recognise the need to improve reliability to ensure disruption to our customers is kept to a minimum. We have improvement plans focusing on our top five performance priorities, which will drive better reliability and improve customer service.

For the majority of our other public transport services, we have improved or maintained reliability compared with the same quarter last year and in the full year 2016/17. As has been explained to the Board elsewhere, passenger journeys on bus services have fallen by two per cent. In 2017/18 we will take a proactive approach to revitalise the bus network, including being more flexible in delivering our services to address changes in demand and improving journey times and reliability.

We have launched the next phase of 'Report it to Stop it' – our campaign to prevent unwanted sexual behaviour on public transport. Since launch in 2015, there has been a 33 per cent increase in reports to the police and a 40 per cent rise in arrests. The latest campaign shows that every report is important because it helps build a picture of an offender until they are caught, while continuing to break down the barriers to reporting.

Mark Wild
Managing Director, London Underground

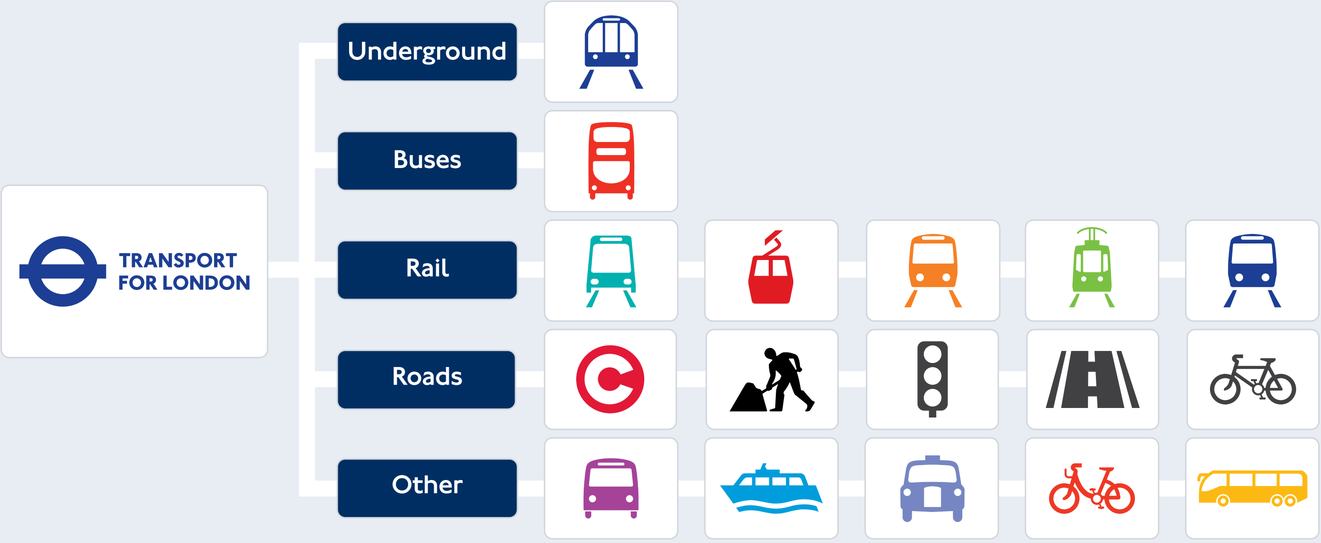
Leon Daniels
Managing Director, Surface Transport

Vernon Everitt
Managing Director, Customers, Communication and Technology

Business at a glance

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

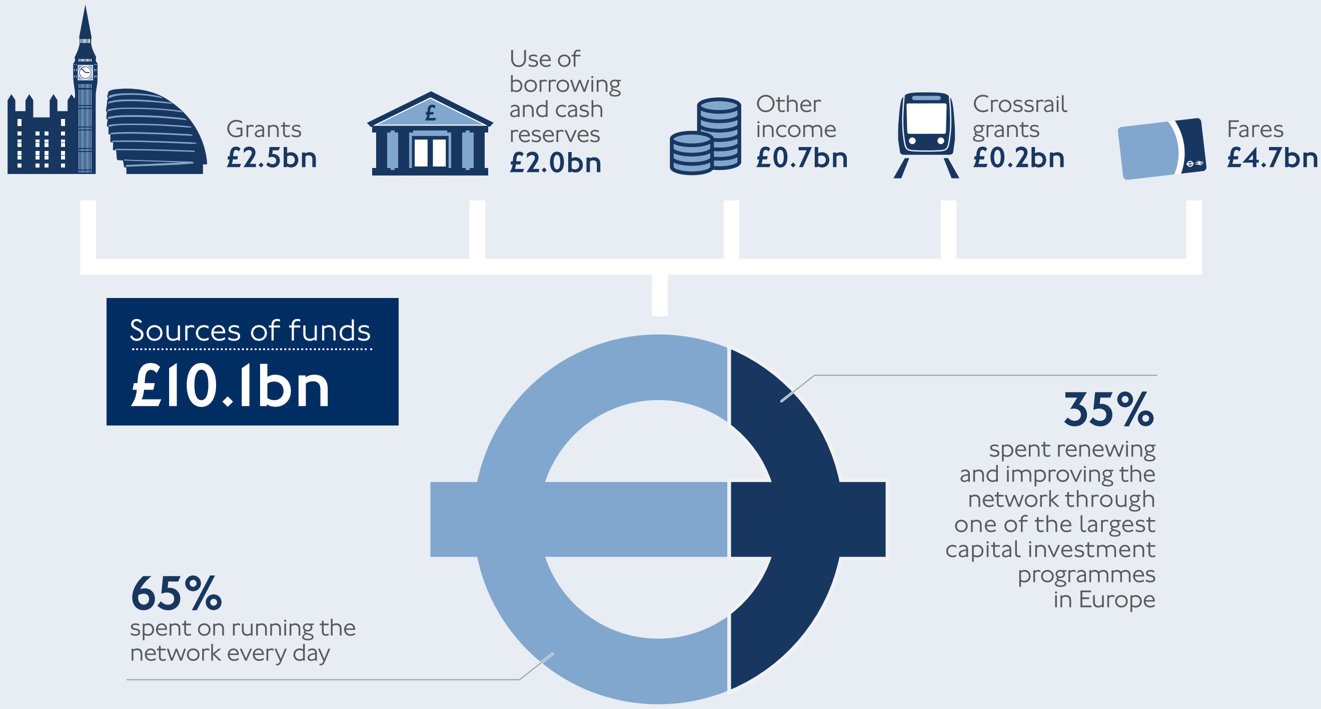
How we report on our business



TRANSPORT FOR LONDON

- Underground
- Buses
- Rail
- Roads
- Other

Finances at a glance*



Grants
£2.5bn

Use of borrowing and cash reserves
£2.0bn

Other income
£0.7bn

Crossrail grants
£0.2bn

Fares
£4.7bn

Sources of funds
£10.1bn

35%
spent renewing and improving the network through one of the largest capital investment programmes in Europe

65%
spent on running the network every day

*Based on full year 2016/17

Facts and figures*

9,600 Buses on the TfL network

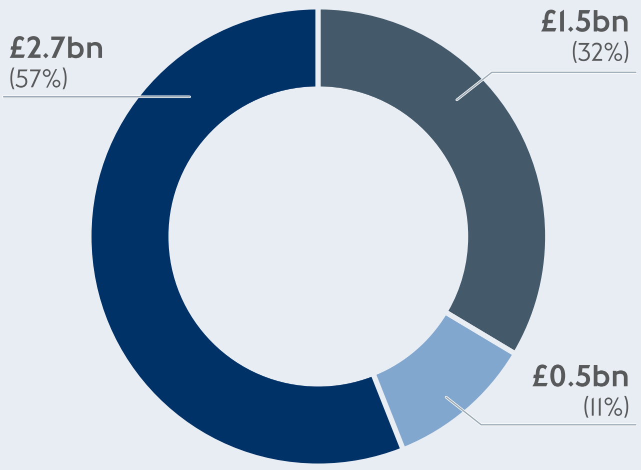
940 Trains on the TfL network

680km TfL-operated Rail and Underground routes

580km TfL-operated highways

6,350 Traffic signals operated by TfL

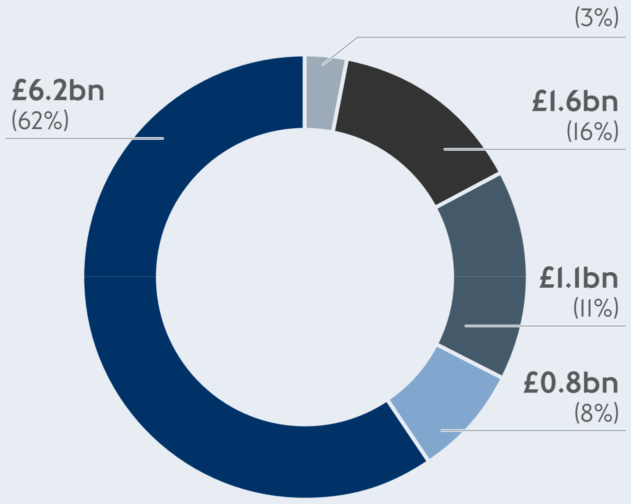
Total fares*



Total: **£4.7bn**

■ Underground ■ Rail ■ Buses

Total costs*
(excluding depreciation)



Total: **£10.1bn**

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

Operational trends

Passenger journeys
Full year 2016/17

4,052m total number of journeys*

1m ▼ total passenger journeys compared to 2015/16

London Underground

1,378m

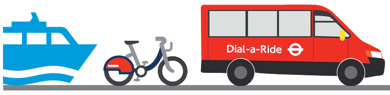
Buses

2,262m

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

390m

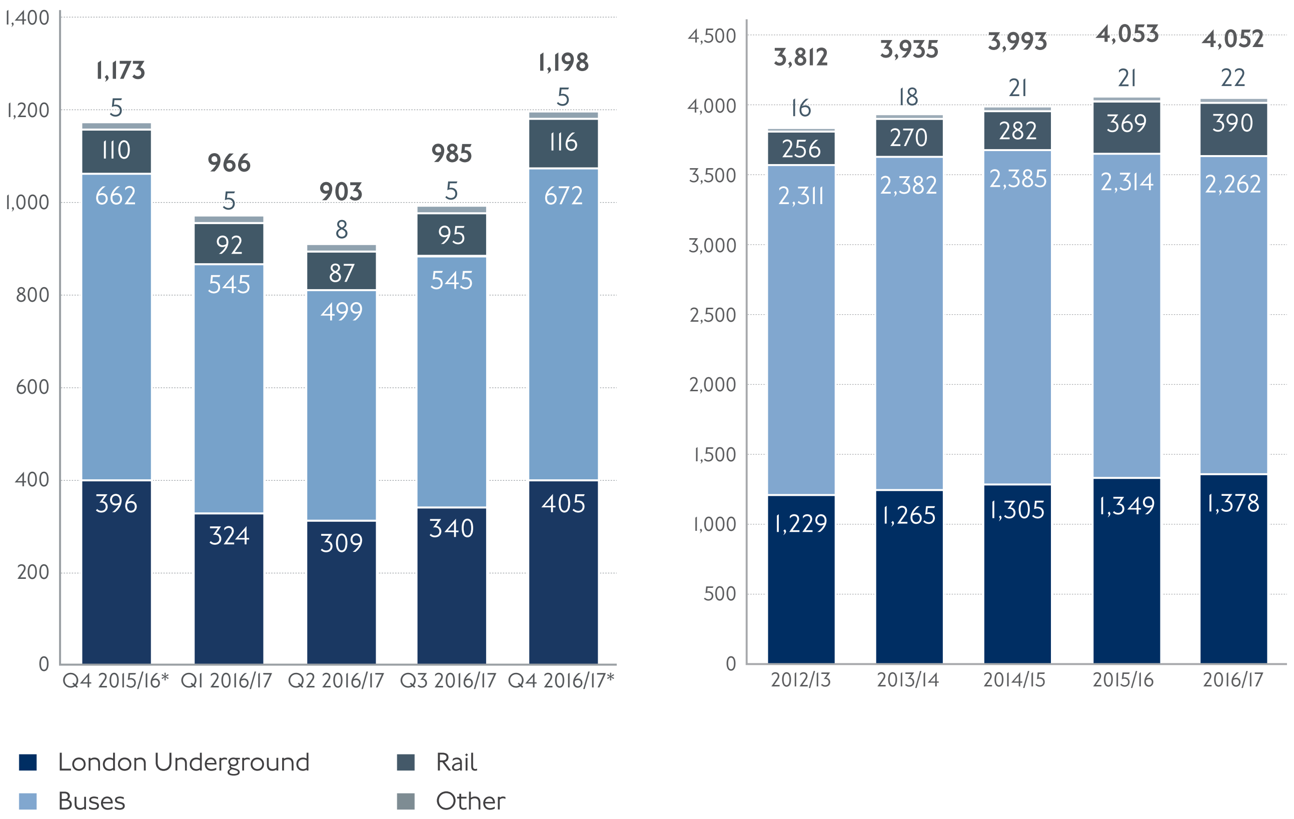
Other (London River Services, Dial-a-Ride, Santander Cycles)



22m

* Excluding road journeys and pedestrians

Passenger journeys (millions)


Quarterly

Five-year trend full year

Passenger journeys on London Underground have been steadily increasing over the past five years. The number of journeys measured quarterly reflects seasonality with journeys reducing in the summer (Quarter 2) but increasing as we move into Quarter 3 and the Christmas period. This was clearly shown by LU recording its busiest week ever in December 2016, with nearly 30 million journeys and its busiest day ever, with five million journeys on Friday 9 December.

Total bus passenger journeys are two per cent lower than last year. 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.

Passenger journeys were higher than last year for all rail operations, partly as there was an extra day and no Easter in Quarter 4 this year compared with 2015/16. London Trams, in part, saw the largest increase in Quarter 4 because of a week-long central section closure in the same period a year ago.

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

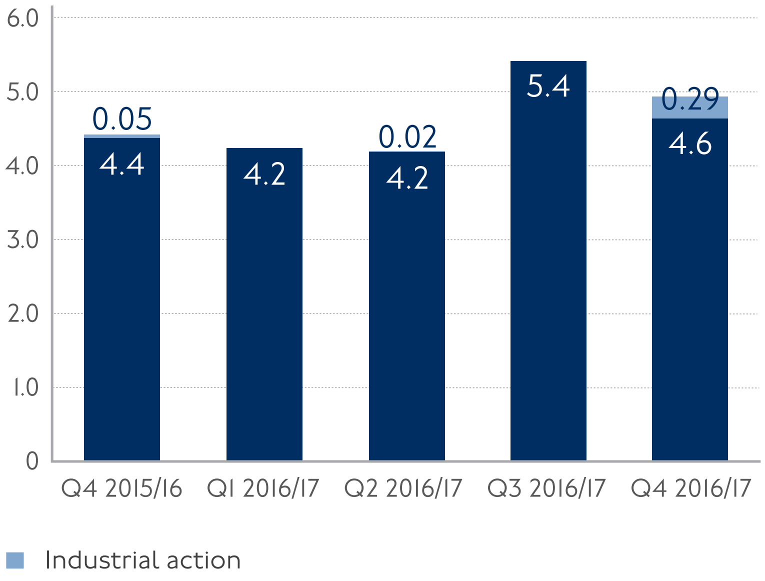
Service information
Date
Time

Underground

London Underground (LU)

Journey times – excess journey time (EJT)

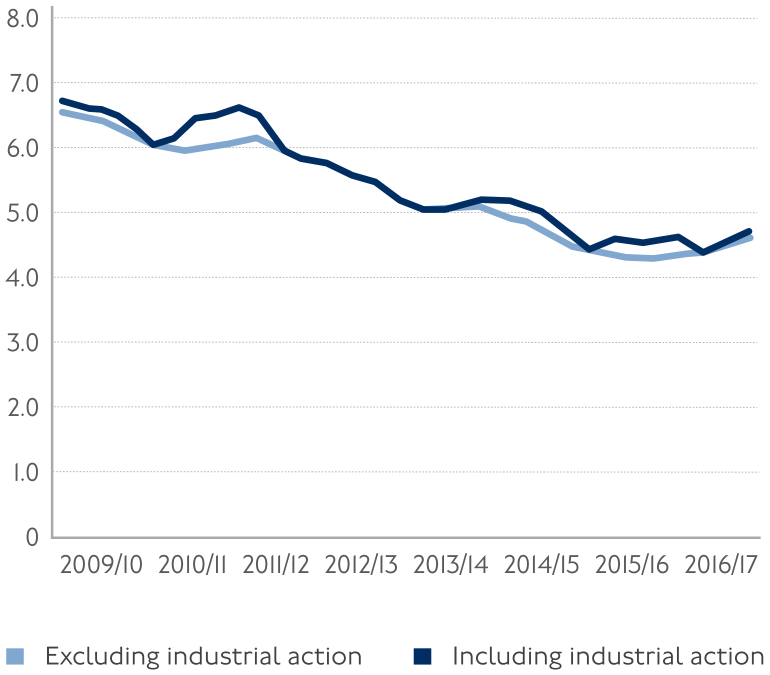
Past five quarters (minutes)



Quarter 4 is an extended quarter (four periods rather than the standard three).

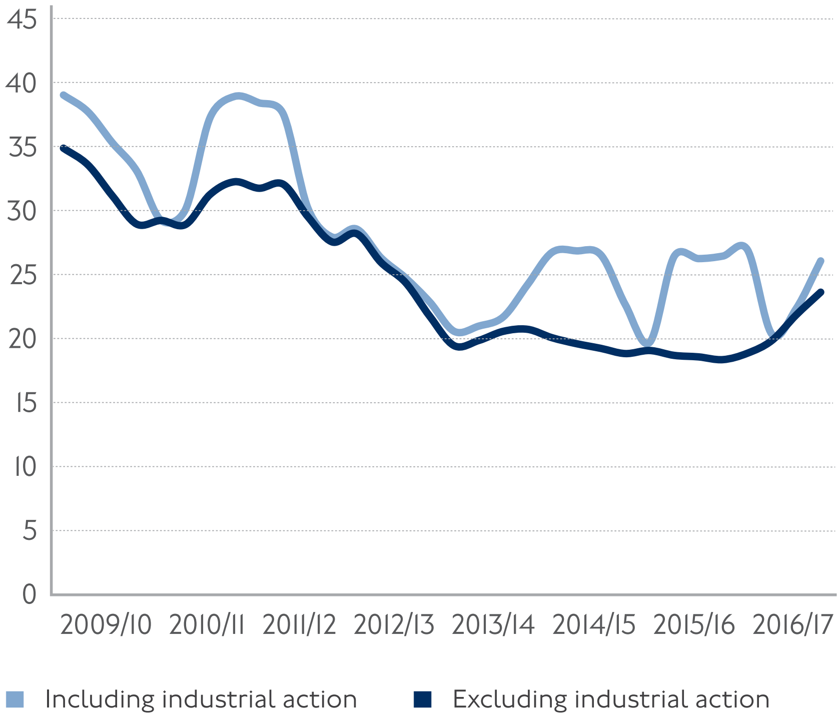
On average, our customers had faster journeys than in Quarter 3.

Moving annual average (minutes)



Lost customer hours (LCH)

Moving annual total (millions)

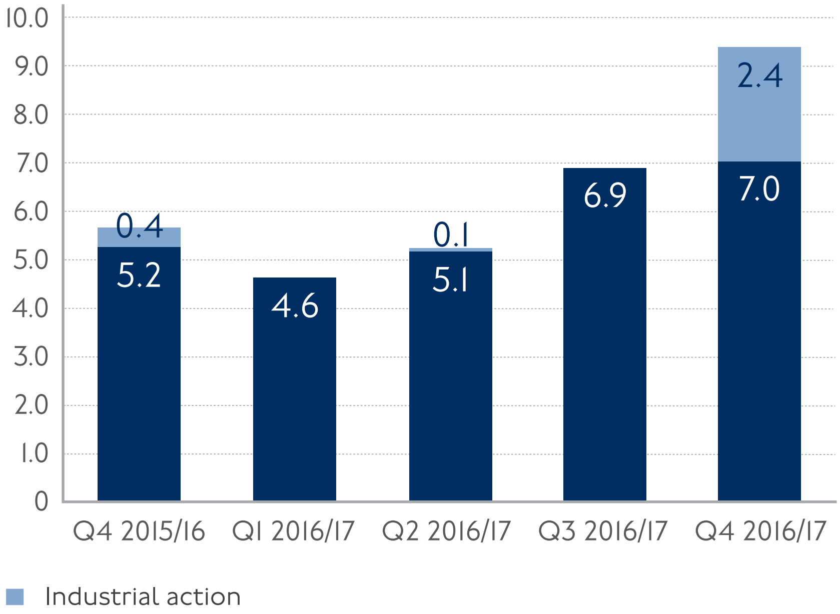


Reliability has consistently improved over the past eight years, reflecting significant investment in capacity enhancements and station modernisations. However, since mid-2016, the trend started to reverse, owing to factors including:

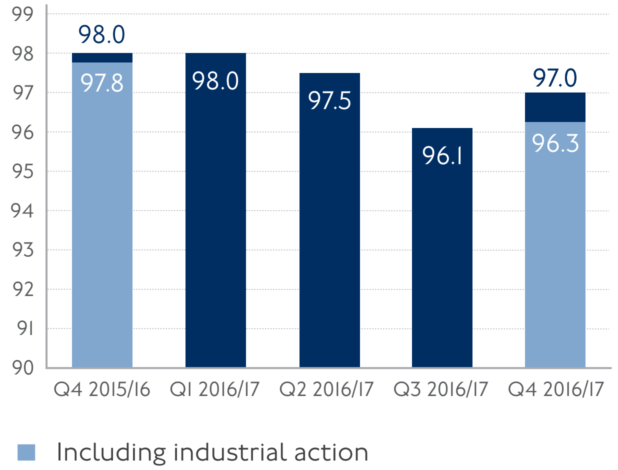
- Staff unavailability
- Customer incidents
- Fleet reliability
- One-off incidents, for example storms

Improvement plans are in place to address core performance and prevent repeat incidents.

Past five quarters (millions)

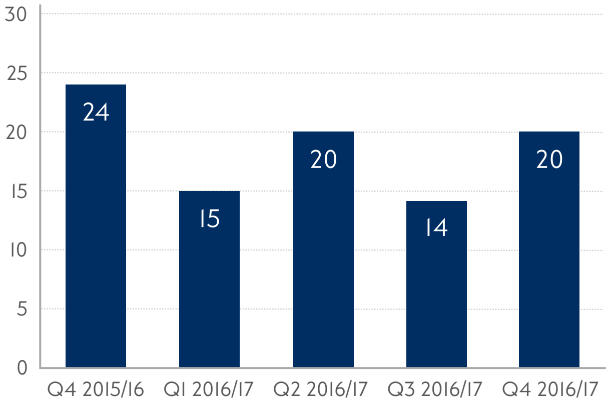


Scheduled kilometres operated
Past five quarters (%)



Scheduled kilometres improved in Quarter 4 despite the challenges of staff unavailability and industrial action.

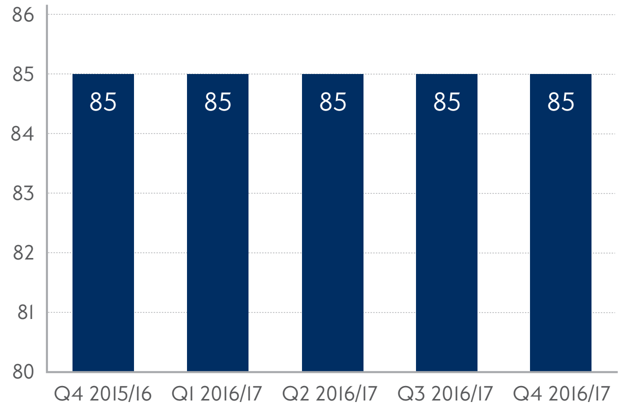
Safety
Customer RIDDORs* past five quarters



Safety initiatives are being trialled to prevent customer incidents on escalators, stairs and between the train and the platform edge, while customer awareness campaigns focus on enhancing announcements and signage.

* Reporting of Injuries, Diseases and Dangerous Occurences Regulations 2013 (see glossary)

Customer satisfaction score (CSS)
Past five quarters (millions)



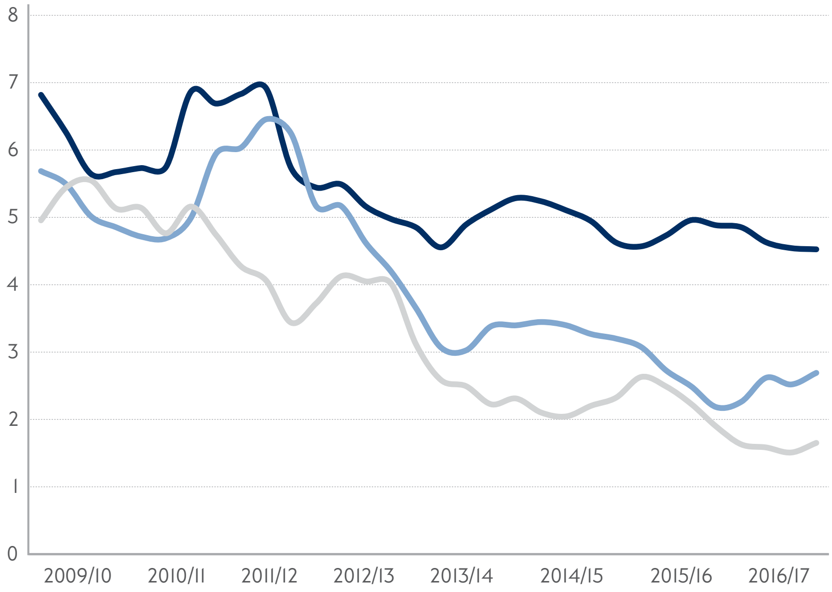
Overall satisfaction held steady at 85 for the ninth consecutive quarter.

Four per cent of customers said they experienced a delay.

	Q4 CSS
Bakerloo line	86
Central line	85
Circle line/Hammersmith & City line	85
District line	86
Jubilee line	88
Metropolitan line	84
Northern line	85
Piccadilly line	85
Victoria line	85
Overall score	**85**

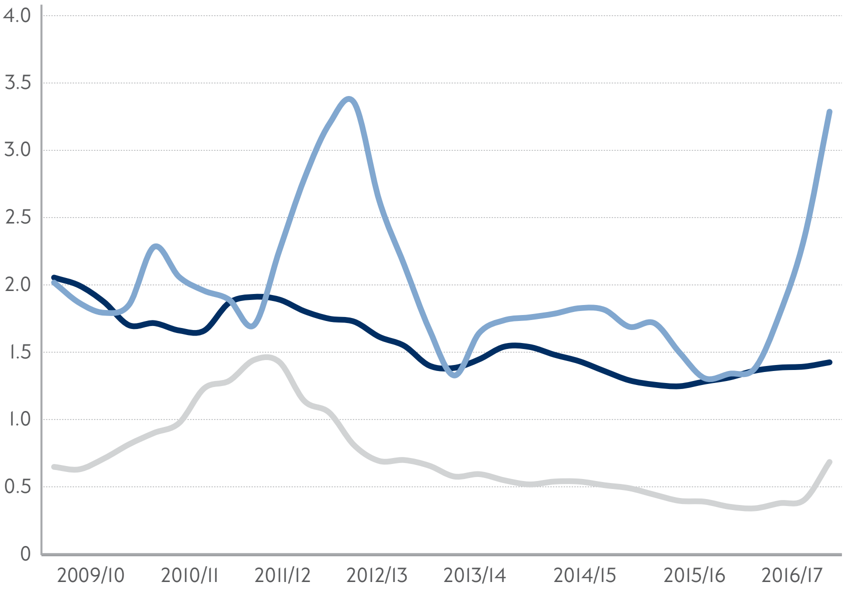
Lost customer hours trends

Asset-related incidents – moving annual total (millions)



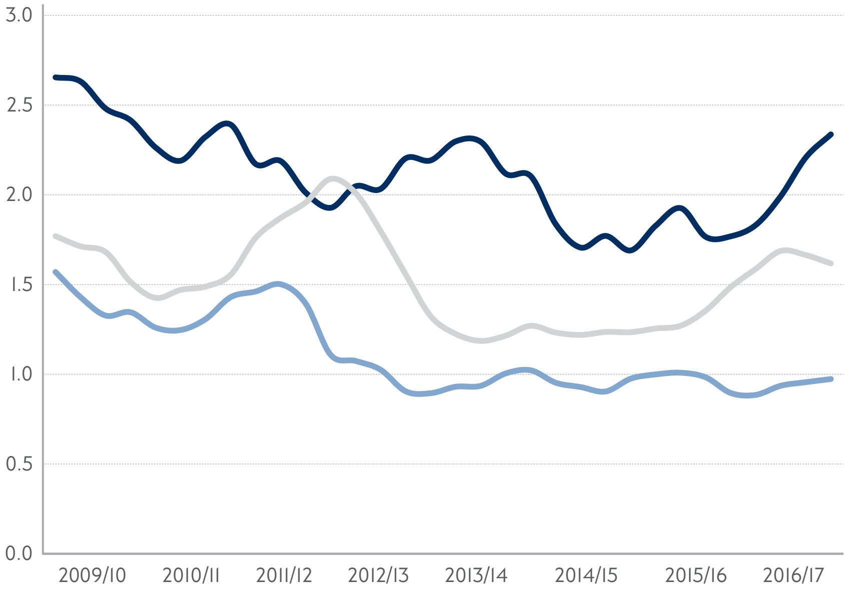
- We have seen improving long-term trends across all asset groupings
- Track and signalling incidents are reducing as a result of the defect reduction programmes and improved incident response
- Fleet reliability is benefiting from the Central line heavy overhaul programme

Staff-related incidents – moving annual total (millions)



Staff availability significantly worsened in 2016/17 owing to issues primarily on the Circle, Hammersmith & City, and Piccadilly lines. While staff availability levels improved on the Circle and Hammersmith & City lines over the past quarter, the Piccadilly line remains a concern.

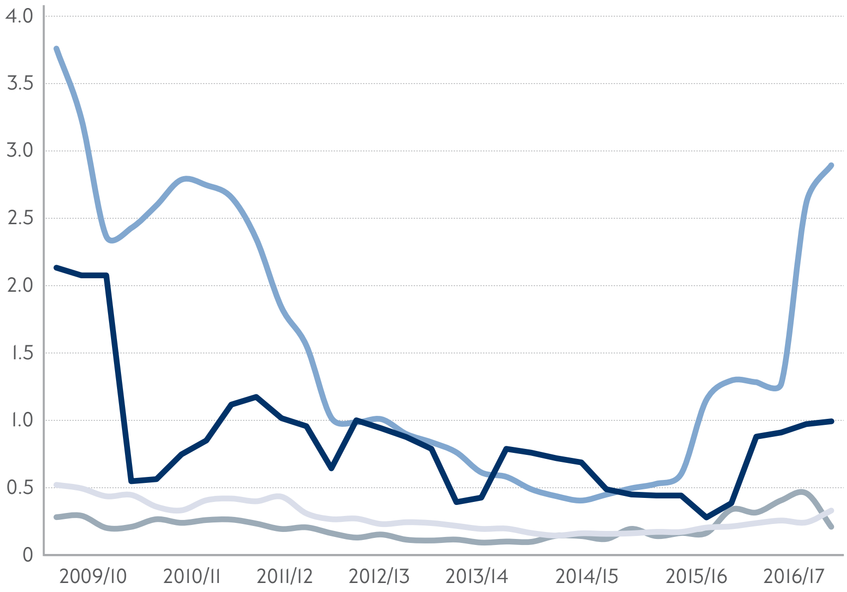
Customer-related incidents – moving annual total (millions)



* Includes boarding and alighting incidents, inappropriate use of a passenger emergency alarm and belongings dropped on the track.

- Customer incidents are trending upwards because there are more passengers on the network
- Local station controls to manage demand along with network-wide safety campaigns are mitigating this while longer-term capacity projects are being delivered
- We are also trialling awareness campaigns focused on customer behaviour, encouraging our passengers to use the network thoughtfully

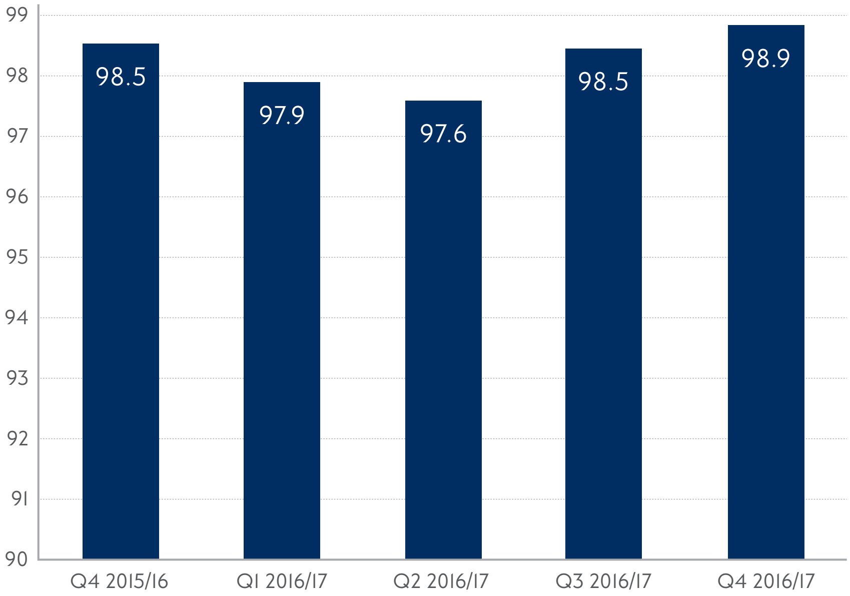
Other incidents – moving annual total (millions)



- Damaged wheels on the Piccadilly line during November and December 2016 caused the 'other operational' LCH trend to increase
- Although the issue has been resolved, plans are being developed to prevent the problem reoccurring

Step-free access (SFA)

Past five quarters



The overall availability of our step-free access stations remains high at 98.9 per cent but within this there are some stations that experience lower availability. We have been developing plans to provide consistent reliability of our SFA lifts.

When an incident does occur, our priority is to ensure that we tell our customers in good time so they can change their route as necessary.

Buses

London Buses

Passenger journey analysis year-to-date

	Full year 2016/17	Full year 2015/16	Variance
Number of passenger journeys (millions)	2,262	2,314	-2%

Passenger journeys

Total passenger journeys are two per cent lower than last year (2.7 per cent lower on a normalised basis). Although bus reliability is starting to improve, volumes continue to be lower due to a lag in passenger demand responding to this improvement.

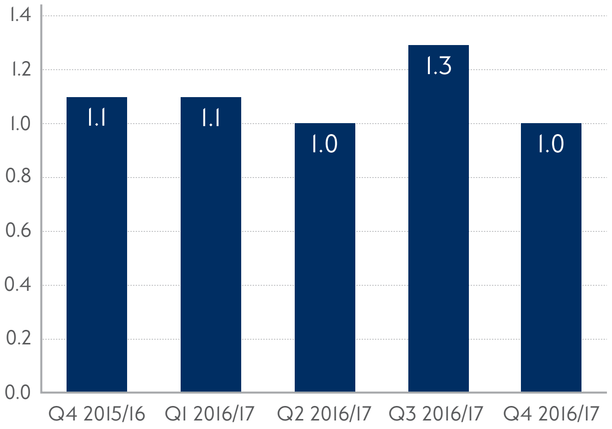
Underlying normalised passenger journeys year-on-year change (%)

2016/17	2.7% ▼
2015/16	3.5% ▼
2014/15	0.9% ▲

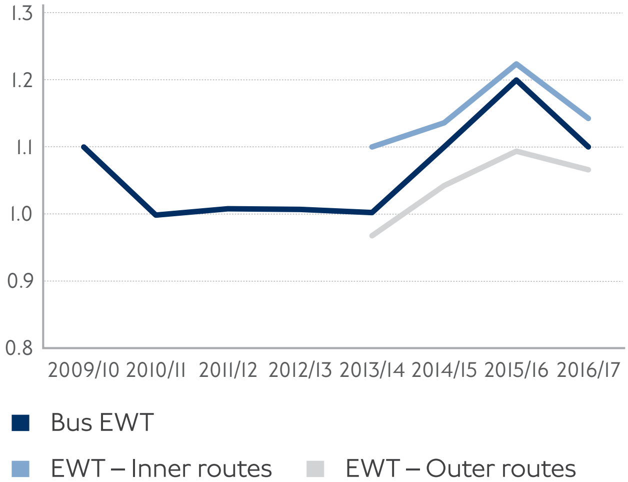
Compares underlying year-to-date passenger journey numbers with those in the previous year. Not actuals – adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Reliability

Excess wait time (EWT) (minutes)

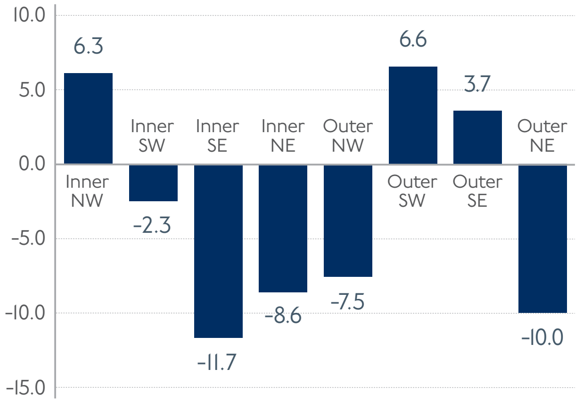


EWT trend (minutes)



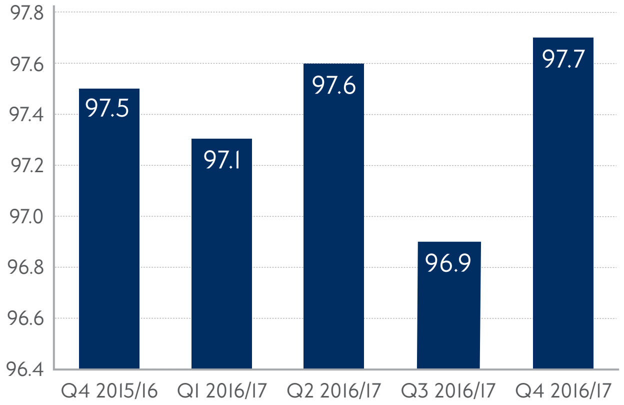
EWT improved to 1.1 minutes in 2016/17, reversing the adverse trend apparent in the previous two years. This was achieved by retaining a range of measures to protect service reliability against increased levels of congestion caused by London's population growth, the introduction of major highway and urban improvement schemes.

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



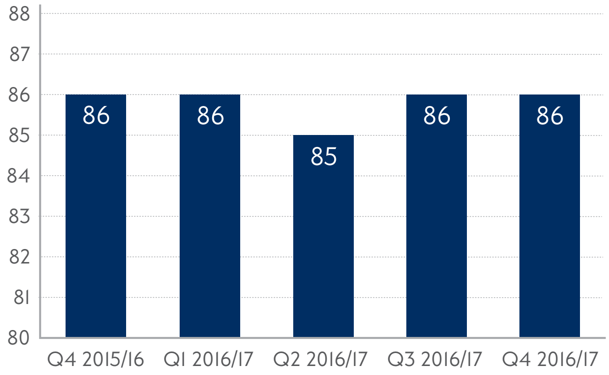
Overall year-on-year EWT has improved in both inner and outer London. The improvement was most apparent in inner areas, following completion of some of the Road Modernisation Plan and Cycle Superhighway schemes.

Scheduled services operated (%)



Performance improved compared with a year ago. A package of measures remains in place to help protect performance against adverse trends in traffic conditions arising from economic growth and from major road schemes.

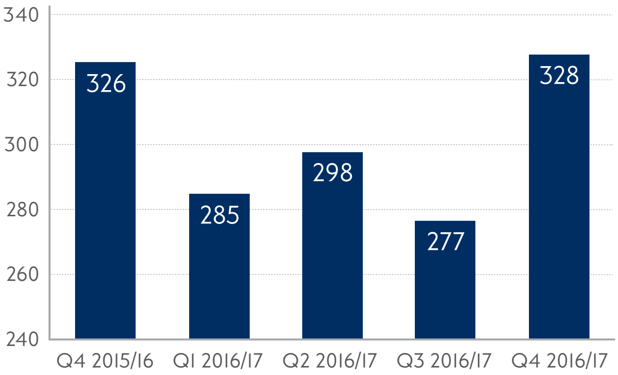
Customer satisfaction score (CSS)



Customer satisfaction in Q4 is 86, in line with Q3. Satisfaction with value for money is up on last quarter, but satisfaction with other aspects of the bus service (comfort, smoothness of ride, on-board safety, the ease of making their journey, exterior cleanliness and state of repair of the bus) has fallen slightly.

Safety

Customer injuries*

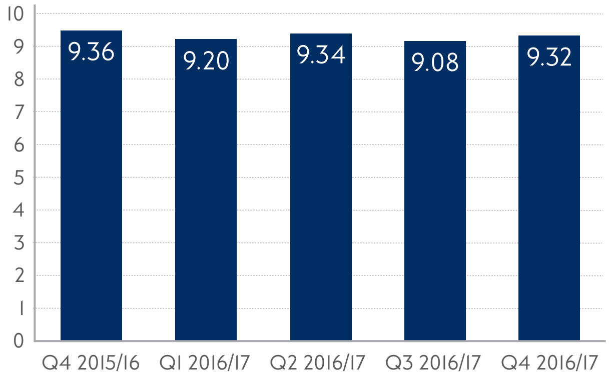


*Customers taken to hospital

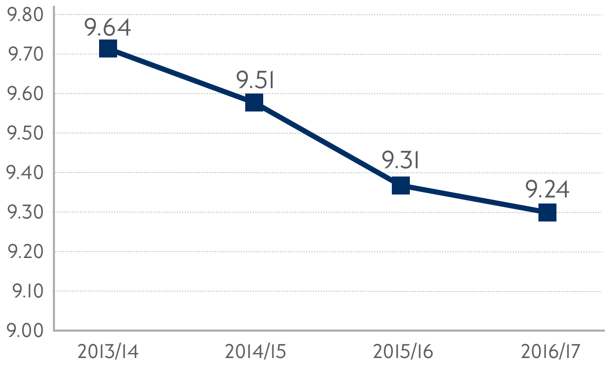
There was one fatality in the quarter which brings the total to seven fatalities for the year, a 56 per cent reduction on 2015/16. Note: Figures from the previous three quarters have been adjusted due to an error in data compilation, which resulted in numbers being overstated by a total of 44 incidents.

Bus speeds – weighted average bus speed

Mileage per hour



Annual



Buses have seen a year on year network wide decrease in average speeds of 0.9 per cent for Q4 2016/17. Quarter 2 experienced marginally better speeds, this is attributed to slightly lower volumes of traffic during the summer period.

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

Rail

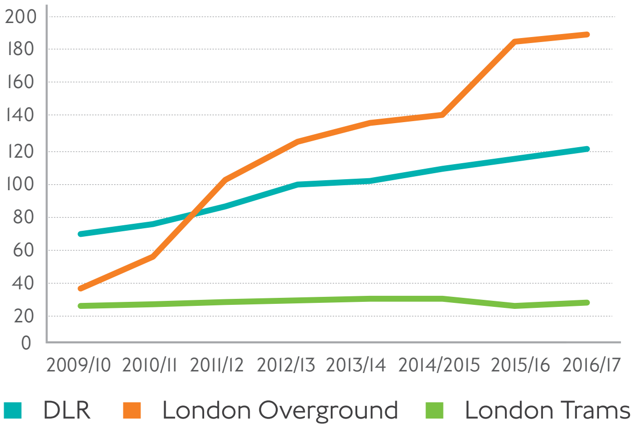
DLR, London Overground, London Trams TfL Rail and Emirates Air Line (EAL)

Passenger journey analysis year-to-date

	Full year 2016/17	Full year 2015/16	Variance
London Overground			
Number of passenger journeys (millions)	189.3	184.1	3%
DLR			
Number of passenger journeys (millions)	122.3	116.9	5%
TfL Rail			
Number of passenger journeys (millions)	47.4	39.2	21%
London Trams			
Number of passenger journeys (millions)	29.5	26.9	10%
Emirates Air Line			
Number of passenger journeys (thousands)	1,479.8	1,546.4	-4%

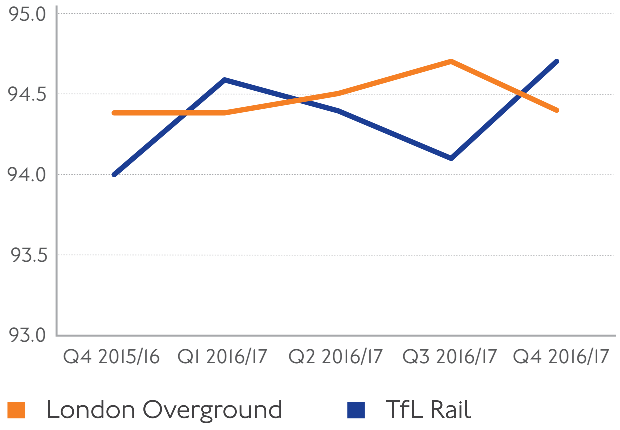
2535

London Rail – passenger journeys trend



For all rail operations, passenger journeys were higher than last year, partly as there was an additional day and no Easter in Quarter 4 this year compared to 2016. London Trams, in part, saw the largest increase in Quarter 4 due to a week's central-section closure in the same period a year ago.

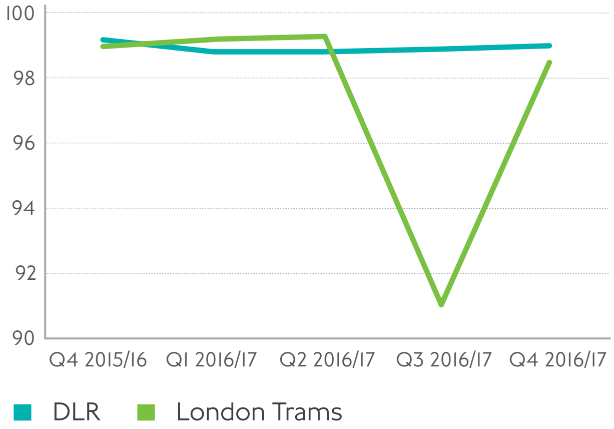
London Overground and TfL Rail – public performance measure (PPM) moving annual average (MAA)



At the end of 2016/17 TfL Rail was the best performing in the industry and London Overground was in fourth position.

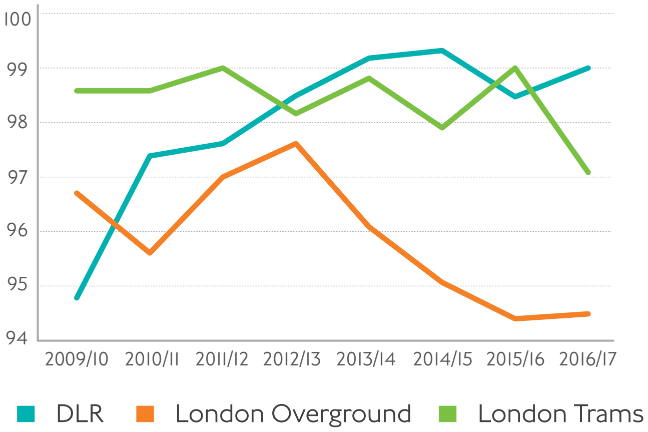
Reliability

DLR and London Trams – scheduled services operated (%)



The figures relating to London Trams reflect the impact of the tragic derailment near Sandilands in Quarter 3. Quarter 4 reliability returned to usual levels. DLR reliability remains strong, improving slightly from the previous quarter.

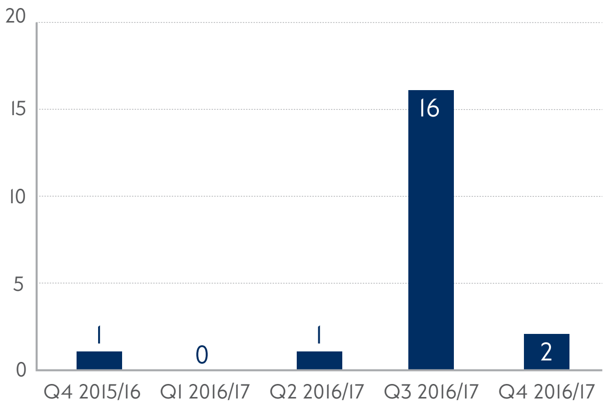
London Rail reliability – trend



London Overground reliability in recent years has been severely affected by poor performance beyond our control. We are working closely with relevant parties to address this, and in late 2016/17 there were signs of gradual improvement. London Trams' performance was affected by the Sandilands derailment in Quarter 3 as the network was shut down and precautionary speed restrictions put in place in Quarter 4.

Safety

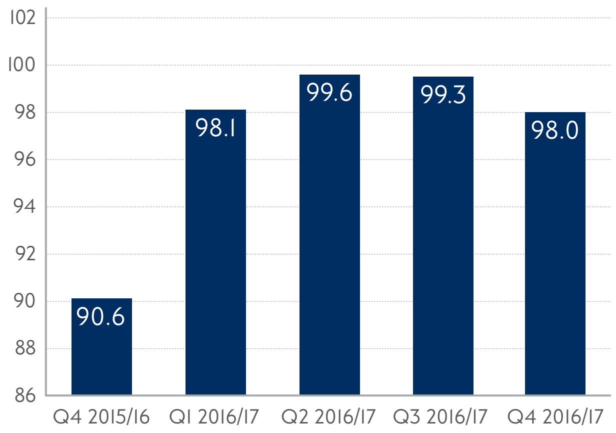
RIDDOR* reportable customer injuries



* Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

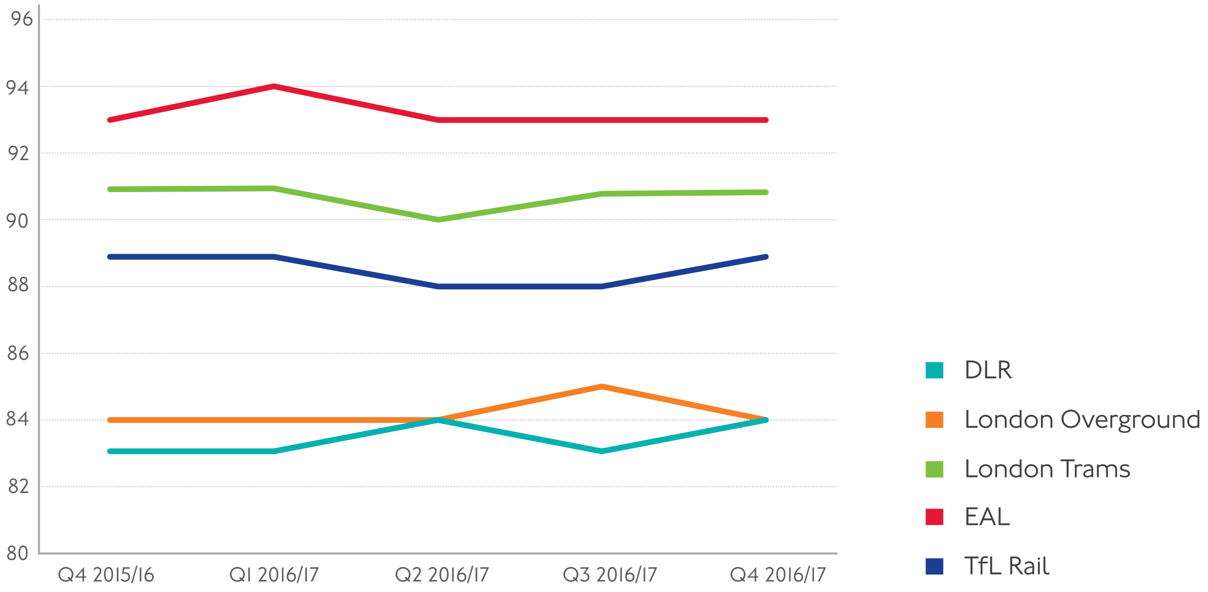
RIDDORs in the quarter returned to within range following Quarter 3, which was dominated by the tragic tram derailment at Sandilands.

Emirates Air Line availability



System availability in Quarter 4 improved year-on-year by 7.4 percentage points (last year's quarter was affected by several instances of high winds), and decreased slightly compared to the previous quarter (due to some instances of high winds).

Customer satisfaction score (CSS)



Customer satisfaction remains stable across the network.

Roads

Transport for London Road Network (TLRN)

Volume analysis year-to-date

	Full year 2016/17	Full year 2015/16	Variance
Congestion Charge volumes (thousands)	16,607	17,091	-3%
Traffic volumes – all London (index)	95.2	95.4	-0.2%
Cycling growth in Congestion Charge Zone (%)*	4.2	3.1	+36%

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

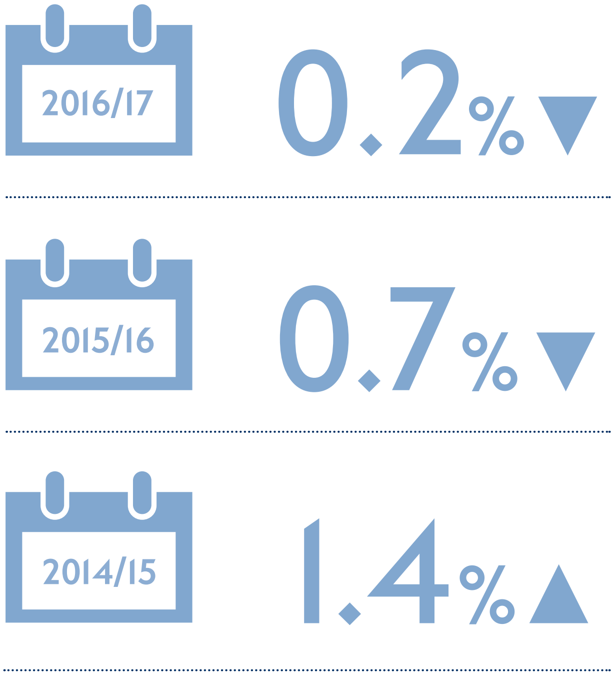
Cycling

During 2016, levels of cycling have increased by 4.2 per cent within central London compared to 2015, to the highest level since measurement began in 2014. This is above the full-year target of a 3.1 per cent increase in cycling between 2015 and 2016.

Traffic flow

The year saw a 0.2% fall in the volume of traffic on London's major roads when compared with 2015/16. London wide traffic speeds (07:00 to 19:00) decreased by 0.3 mph to 16.9mph, a 1.9 per cent drop compared with 2015/16.

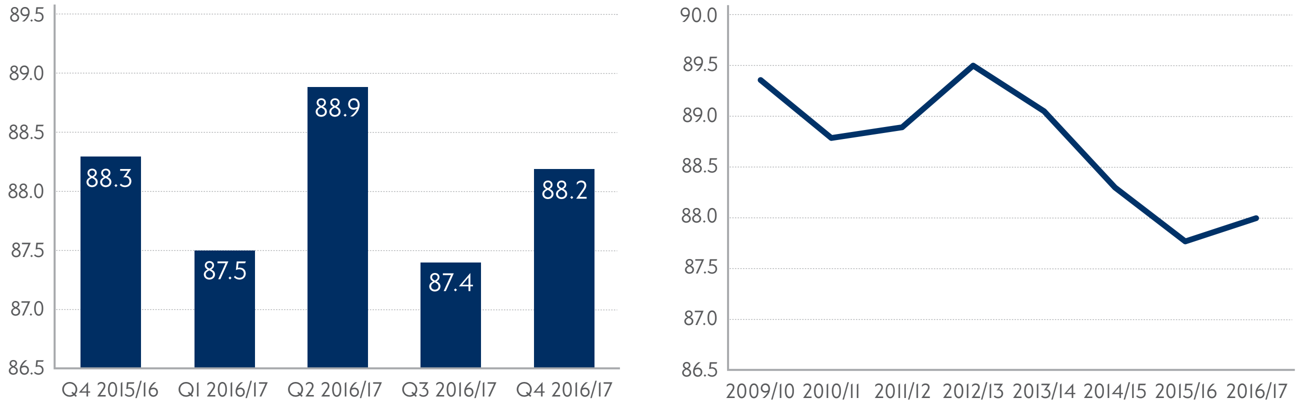
Traffic flow (volume) year-on-year change



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

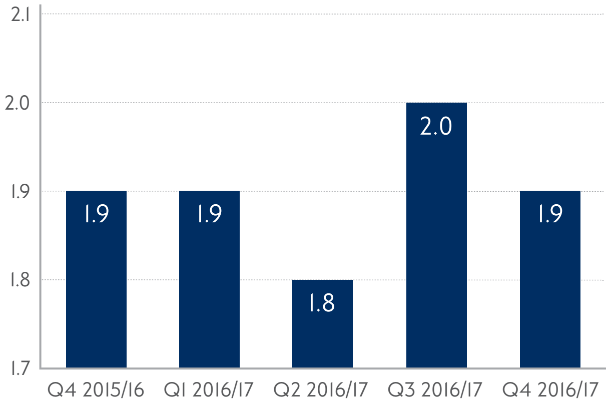
Reliability

Transport for London Road Network journey time reliability (JTR) (%)



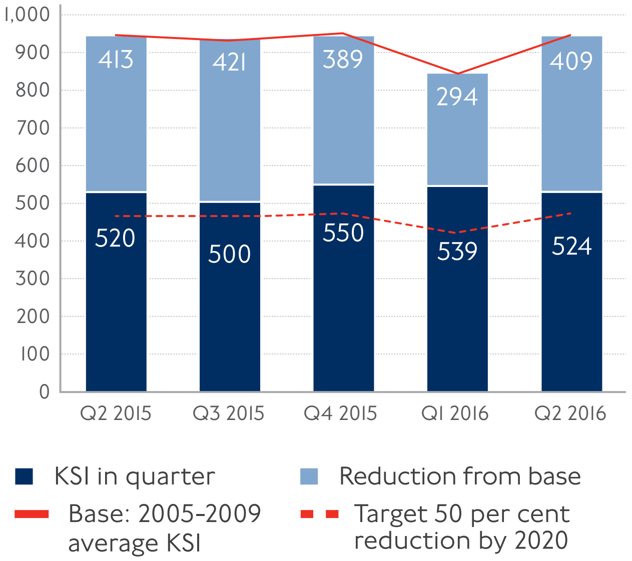
JTR worsened in the final quarter. January saw very poor performance with LU industrial action causing severe delays across the network and the A316 being affected in one week by Thames Water works, a collision and a breakdown. Central London was severely affected by the aftermath of the terrorist incident at Westminster in March. We worked in close collaboration with the police to keep traffic in the area moving.

TLRN resolution time disruption hours per event



Safety

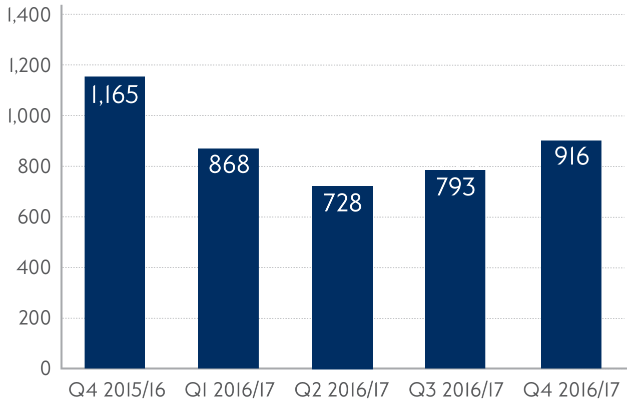
Number of people killed or seriously injured (KSI)



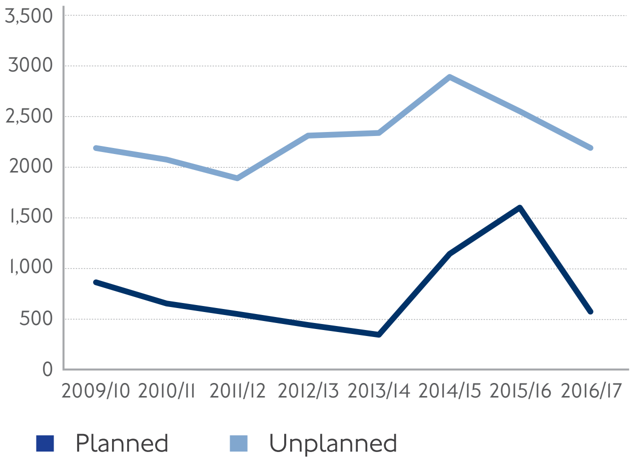
NB: The above data is based on calendar quarters, ie Quarter 2 is April – June and is the latest available data

London-wide serious and severe disruption

Year-to-date (hours)



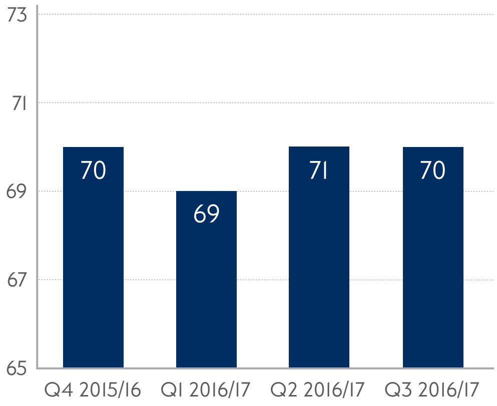
Eight-year trend



Total London wide serious and severe disruption for planned & unplanned events at Q4 2016/17 was 916 hours which represents a 21 per cent decrease compared to the same quarter in the previous year. Planned events were 176 hours this quarter spread across 46 separate events (an average of 3 hours 49 minutes per event). This compared to 451 hours spread across 56 events (an average of 8 hours 3 minutes duration per event) in Quarter 4 2015/16.

Customer satisfaction score (CSS) (%)

Year-to-date hours



The TLRN CSS, which was previously reported quarterly, will be reported twice in 2017/18 (in Quarter 1 and Quarter 3), before reverting to being an annual measure in 2018/19. It is down a point from Q2, but a point higher than the Q3 2015/16 score. Overall satisfaction among car drivers decreased by one point from Q2 and commercial vehicle drivers by three points, but there is no significant change among other TLRN users including pedestrians, cyclists, powered two-wheeler riders and bus passengers.

Other operations

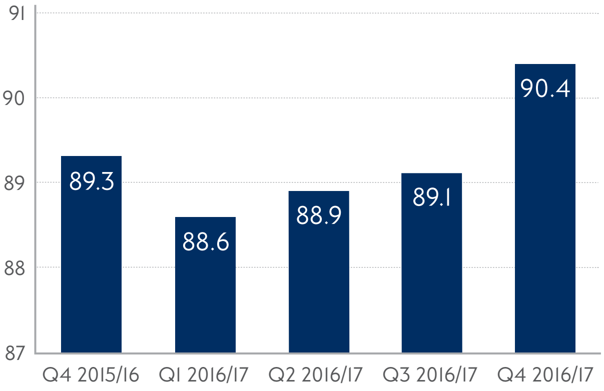
London Dial-a-Ride, London River Services (LRS), Taxi & Private Hire (TPH), Santander Cycles, Victoria Coach Station (VCS) and others

Volume analysis year-to-date

	Full year 2016/17	Full year 2015/16	Variance
Santander Cycles			
Number of hires (millions)	10.5	9.9	7%
Victoria Coach Station			
Number of coach departures (thousands)	238.1	233.1	2%
London River Services			
Number of passenger journeys (millions)	10.6	10.3	3%
London Dial-a-Ride			
Number of passenger journeys (thousands)	1,175.5	1,245.1	-6%
Taxi & Private Hire			
Number of private hire vehicle drivers	117,712	100,709	17%
Taxi drivers	24,487	24,888	-2%

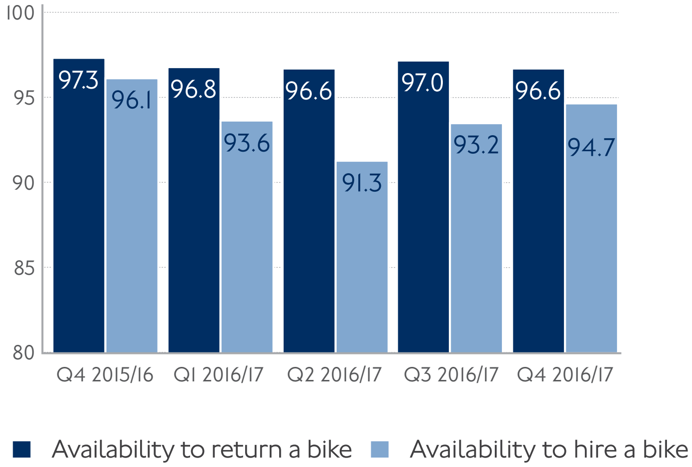
Reliability

Dial-a-Ride schedule services operated (%)



Quarter 4 saw an improvement in the proportion of requests scheduled, against both last year and previous periods in 2016/17. Improving scheduling efficiency is an ongoing focus for Dial-a-Ride.

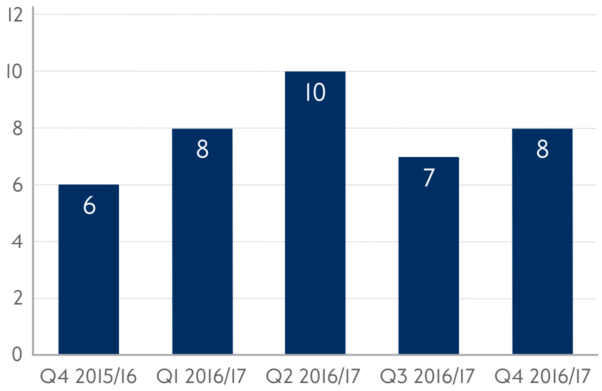
Santander Cycle hire docking station availability (%)



The year saw a record number of hires since launch in 2010. Customer hires for the quarter bettered any since the scheme's inception. Allied with an increase in customer satisfaction scores the scheme continues to thrive.

Safety

Customer injuries* (Dial-a-Ride, Santander Cycles, Victoria Coach Station and London River Services)

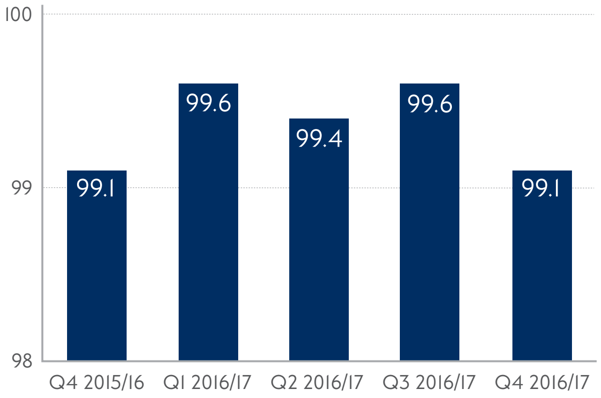


* Customers taken to hospital during the quarter

Although there were more customer major injuries in the quarter compared with the same quarter of 2015/16, the year saw an overall improvement from 48 in 2015/16 to 33 in 2016/17. Falls of various types were the main cause of these injuries.

Schedule services operated

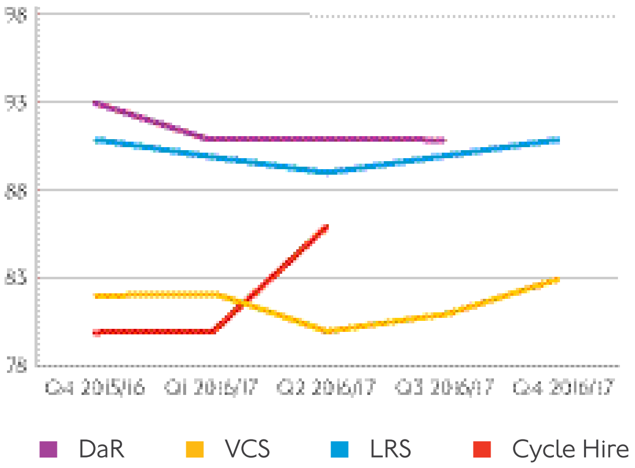
LRS



Schedule services operated for London River Services declined in Q4 2016/17 compared to Q3 2016/17, due to Woolwich Ferry service availability but consistent with Q4 2015/16.

Customer

Customer satisfaction

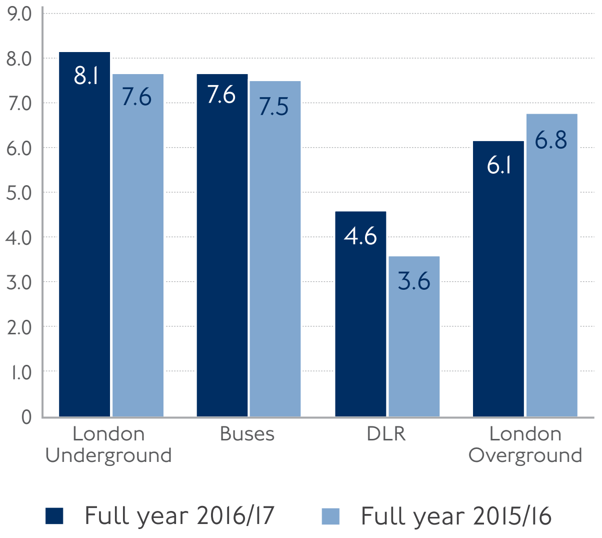


Victoria Coach Station achieved record levels of customer satisfaction, with a score of 83, the highest score ever achieved. London River Services customer satisfaction is 91. Perceptions of value for money have improved and satisfaction with LRS reliability is high, following a dip caused by timetable disruptions.

Crime trends

Recorded crime rate

Number of recorded offences per million passenger journeys



Number of recorded crimes

	Full year 2015/16	Full year 2016/17	Variance
LU	10,299	10,817	5%
Buses	17,367	17,011	-2%
DLR	420	545	30%
London Overground	1,253	1,153	-8%

Increases in recorded crime on London Underground and DLR are primarily driven by rises in reported sexual offences and other violent crimes, including serious public order. The rise is largely due to an increase in low level violence, pushing and shoving, verbal disputes and threatening behaviour at busy commuter times when services are at peak capacity. Concerted action is under way to address this trend but it remains challenging given the sporadic

Number of recorded crimes: LU

	Q4 2015/16	Q4 2016/17	Variance
Violence Against the Person and Serious Public Order	3,400	3,952	16%
Theft of passenger property	4,121	3,758	-9%
Violence Against the Person	2,631	2,171	-17%
Serious Public Order *	769	1,781	132%
Sexual offences	868	996	15%
Criminal damage	717	958	34%
Motor vehicle/ Cycle offences	431	408	-5%
Drugs	180	242	34%
Serious fraud	183	131	-28%
Theft of railway property / burglary	183	151	-17%
Robbery	84	89	6%
Other serious offences	70	67	-4%
Line of route**	62	65	5%
Total notifiable	**6,614**	**7,258**	**10%**

* The rise in Serious Public Order offences is partly due to the change in the way some offences were recorded by the British Transport Police.

** Offences involving line obstructions where damage is caused that endangers life such as maliciously obstructing, or placing objects on, the line.

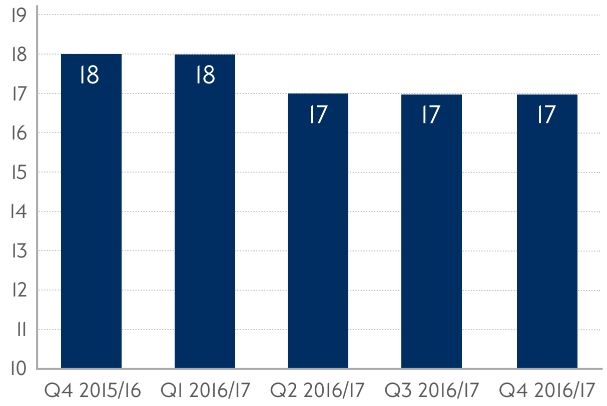
Number of recorded crimes: buses

	Q4 2015/16	Q4 2016/17	Variance
Theft and handling	7,468	7,235	-3%
Violence Against the Person offences	6,404	6,402	0%
Criminal damage	1,156	1,154	0%
Sexual offences	755	850	13%
Robbery	939	873	-7%
Other notifiable offences	302	251	-17%
Drugs	294	199	-32%
Burglary	44	38	-14%
Fraud or forgery	5	9	80%

nature of offences. Despite this rise the number of offences remains low in the context of the 1.4 billion passenger journeys made on the Tube network in 2016/17 with 2.8 violence/serious public order offences for every million passenger journeys.

Reported sexual offences on the transport system continued to rise in 2016/17. This was anticipated and is considered a positive result of efforts to tackle unwanted sexual behaviour on public transport as part of the ground-breaking Project Guardian initiative and Report It To Stop It campaign. Project Guardian aims to increase confidence in reporting on the Capital's public transport network, reduce the risk of becoming a victim, challenge unwanted sexual behaviour and target offenders. This important work continues.

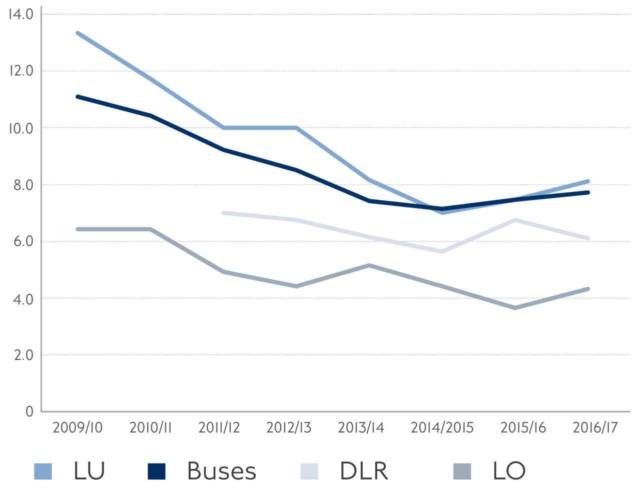
Attitudes to safety and security (%)



Based on a recent survey 17 per cent of Londoners have experienced a time when they felt worried about their personal security on public transport in the last three months. This level has remained stable over the past six quarters.

Crimes per million passenger journeys

Trends



Listening to customers

Contact centre

TfL Customer Services
Phone number 0343 222 1234

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Telephone calls	681,208	723,299	750,817	787,155
Abandonment rate (%)*	11.4%	12.9%	13.2%	12.5%
Correspondence	108,872	109,369	121,277	156,598
Closed in SLA (%)**	90.4%	77.3%	80.8%	82.7%
Quality score***	88.8%	89.8%	90.5%	90.0%
Average speed of answer (seconds)	136	162	151	133

Following last quarter's rise in calls to renew Zip and 18+ Student Oyster Photocards, demand reduced in Quarter 4. Most other daily call volumes also decreased during the quieter festive period. Quarter 4 covers a longer period which accounts for the increase in the total call demand.

The majority of our outsourced Contact Centre contracts, which largely involve a straightforward payment or other simple transaction, stipulate a target to answer calls within an agreed timeframe. This provides financial incentive to ensure calls are answered promptly. The TfL Customer Services contact centre handles more complex queries relating to refunds and complaints. The staffing structure and roster are designed to support high-quality customer service, with an abandonment rate target of 15 per cent or lower.

TfL Customer Services annual performance

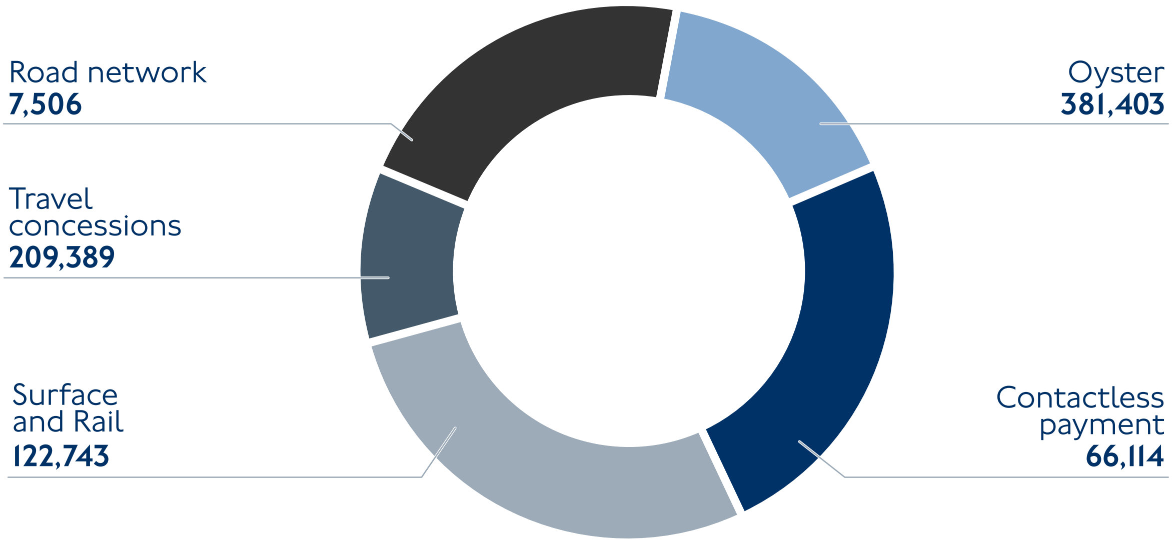
	Telephone calls		Correspondence		
Financial year	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	Quality score***
2012/13	2,440,801	NA	NA	90.5%	87.8%
2013/14	2,791,271	11.7%	327,369	81.2%	84.8%
2014/15	2,919,467	10.4%	404,201	83.2%	85.8%
2015/16	3,195,430	13.0%	478,166	81.7%	86.8%
2016/17	2,942,589	12.5%	496,116	82.7%	89.8%

* Abandonment rate target 15 per cent or lower

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

*** Quality score for both calls and correspondence as measured by rigorous internal assessment and external mystery shopping

Telephone calls Quarter 4



There was an increase of 36,338 in telephone calls in Quarter 4 largely due to the quarter covering a longer period of time. Calls about Oyster decreased compared with Quarter 3 coinciding with the introduction of our new customer relationship management system enabling contacts to be resolved quicker and more efficiently for our customers.

Use of contactless cards has increased by more than 60 per cent, and continues to be the biggest reason for customers to correspond with us. We received more than 42,000 items of correspondence, a 78 per cent increase on the same quarter last year.

Other contact centres

Road user charging (outsourced to Capita)

Phone number 0343 222 2222

Road user charging	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Calls received	354,961	363,735	457,664	521,855
Calls answered	327,040	334,014	294,373	451,877
Abandonment rate (%)	7.9%	8.2%	35.7%	13.4%
Average speed of answer (seconds)	86	92	508	183

The performance of Capita's Congestion Charge Contact Centre has seen significant improvements during Quarter 4. The average speed of answer has improved to 183 seconds, which is in line with the contractual requirements of 240 seconds. The percentage of calls abandoned has improved to 13.4 per cent, which is marginally above the contractual requirements of 12 per cent.

A number of improvements have been made by Capita to deliver this: stabilising the core systems that process vehicle images; payments and discounts; recruiting and re-organising Contact Centre resources; changing the Interactive Voice Response telephony system following customer feedback; and improving functionality, enabling customers to view their statement online.

Annual figures

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2012/13	1,766,682	1,726,713	2%	*
2013/14	1,822,783	1,736,459	5%	*
2014/15	1,564,500	1,432,462	8%	*
2015/16	1,562,628	1,417,825	9%	*
2016/17	1,698,215	1,407,304	17%	207

* Data not recorded

Santander Cycles (outsourced to Serco)

Phone number 0343 222 6666

Santander Cycles	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Calls received	38,287	45,717	29,286	29,153
Calls answered	34,903	41,287	26,347	26,116
Abandonment rate %	8.8%	9.7%	10.0%	10.4%
Average speed of answer (seconds)	18	20	11	9

The number of calls to the Contact Centre is in line with the previous quarter. The targets stipulate answering 80 per cent of calls within 20 seconds and answering 95 per cent of calls after they have reached the operator queue before they are abandoned. Ninety per cent of the calls abandoned happen during the automated options where customers choose to listen to recorded information about the service before getting through to an operator. The abandonment rate data in the table above includes calls abandoned during the automated options and the operator queue. We are continuing to look at this to make it easier for customers to speak to a team member.

Santander Cycles annual figures

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2012/13	295,547	286,172	3%	16
2013/14	249,173	237,607	5%	17
2014/15	180,848	175,101	3%	16
2015/16	160,890	147,729	8%	34
2016/17	142,443	128,653	10%	15

Taxi & Private Hire

Phone number 0343 222 4000

Taxi & Private Hire	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Calls received	128,316	124,426	168,450	187,206
Calls answered	120,925	117,140	139,863	175,305
Abandonment rate %	5.4%	5.4%	16.5%	5.5%
Average speed of answer (seconds)	58	53	225	72

Despite the number of calls increasing, average speed of answer and call abandoned rates improved this quarter, as a result of recruiting people to manage phone lines. There are a range of targets in place depending on the nature of the call. We aim to answer all calls relating to licensing within 120 seconds.

The total number of final driver licensing decisions has reduced due to the additional stages in the assessment process. This includes the need to pass a topographical assessment and additional scrutiny of medical information and Disclosure and Barring Services (DBS) disclosures. In turn, this has led to an increase in telephone enquiries from applicants about the progress of their applications.

Taxi & Private Hire annual figures

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2015/16	536,344	475,051	11%	134
2016/17	608,398	553,233	9%	104

Dial-a-Ride quarterly figures

Phone number 0343 222 7777

Dial-a-Ride	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Calls received	156,893	147,813	157,287	184,067
Abandonment rate %	7.3%	7.3%	10.9%	8.6%
Average speed of answer (seconds)	158	150	238	208
Email bookings	8,176	7,714	9,442	11,368
Fax bookings	2,673	1,536	1,822	1,915
Passenger services letter	23	23	25	39
Passenger services email	57	60	53	81

Quarter 4 typically sees a quiet start into January with calls increasing in spring. The call abandonment rate improved from Quarter 3 (although this is still above target of eight per cent), while the proportion of email to fax bookings has increased. The targets for call answering vary depending on the time of day but can be summarised as an average speed of answer within 180 seconds. Absences owing to illness and maternity leave meant overall staffing was reduced by 14 per cent compared with the previous quarter, preventing a greater improvement in the call abandonment rate. Short-term illness remained relatively stable over the quarter, with a spike seen in long-term illness. We are working closely with Occupational Health to manage these cases and hope to see an improvement when Q1 2017/18 is reported.

Dial-a-Ride annual figures

Year	Calls received	Abandonment rate (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
2012/13	639,408	4%	-	-	125	49
2013/14	635,733	6%	-	-	92	100
2014/15	662,097	9%	-	-	137	199
2015/16	661,978	7%	-	-	117	281
2016/17	646,060	9%	36,700	7,946	110	251

Complaints

Customer complaints

Complaints per 100,000 journeys Full year	2015/16	2016/17	Variance
London Underground	1.02	1.06	4%
London Buses	3.07	2.93	-5%
DLR	1.13	1.06	-6%
London Overground	3.82	2.28	-40%
TfL Rail	3.76	3.09	-18%
London Trams	2.05	2.13	4%
Emirates Air Line	4.01	1.89	-53%
Congestion Charge	8.01	14.73	84%
London Dial-a-Ride	104.81	92.56	-12%
London River Services	0.61	0.52	-15%
Santander Cycles	3.53	3.40	-4%
Taxis*	n/a	5.01	-
Private Hire*	n/a	4.37	-
Contactless	0.19	0.13	-32%
Oyster	0.16	0.16	0%

* Journeys not recorded; figures based on survey

Following the tragic Sandilands derailment, contacts from customers about Trams increased. The majority were people seeking reassurance about new safety measures. A poster campaign was launched encouraging customers to report any potential safety issues. These cases are prioritised and handled in liaison with Trams Operations Limited to ensure each instance is properly investigated and the customer receives a detailed reply.

Congestion Charge complaints have increased significantly as our new contract provider, Capita, has experienced operational difficulties. Most complaints are in relation to the wait times when calling customer services (see page 39). There was some improvement seen during Quarter 4 and we are working to ensure this continues.

Complaints to Dial-a-Ride are lower than last year. This is partially due to fewer journeys being allocated to taxis, which generate disproportionately more complaints than journeys delivered with our own vehicles.

London Overground complaints have fallen owing to an improved service on the West Anglia lines, which experienced a high number of service failures in Quarter 4 last year.

Overall, the number of customer complaints has decreased year on year on most services.

Customer complaints - five-year trend

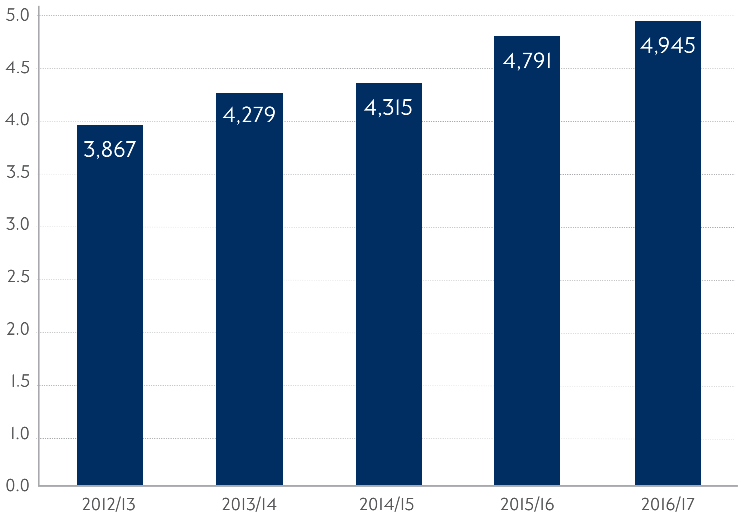
Service	2012/13	2013/14	2014/15	2015/16	2016/17
London Underground	15,632	14,594	14,429	13,731	14,546
London Buses	54,078	57,560	65,452	71,268	66,300
DLR	2,497	2,961	2,460	1,318	1,302
London Overground	3,833	3,901	3,822	6,660	4,328
TfL Rail	NA	NA	NA	1,338	1,460
London Trams	694	524	397	565	627
Emirates Air Line	21	63	52	62	28
Congestion Charge	2,526	2,316	1,372	1,368	3,117
London Dial-a-Ride	1,481	1,760	1,908	1,305	1,088
London River Services	4	1	70	64	58
Santander Cycles	346	441	687	354	359
Taxi & Private Hire*	4,015	3,562	4,255	4,048	6,368
Contactless	NA	4	566	552	587*
Oyster	11,493	9,575	6,763	5,283	4,808

* Taxi and Private Hire split not available for historical data. This will be included in future reports.

Quarterly commendations 2016/17

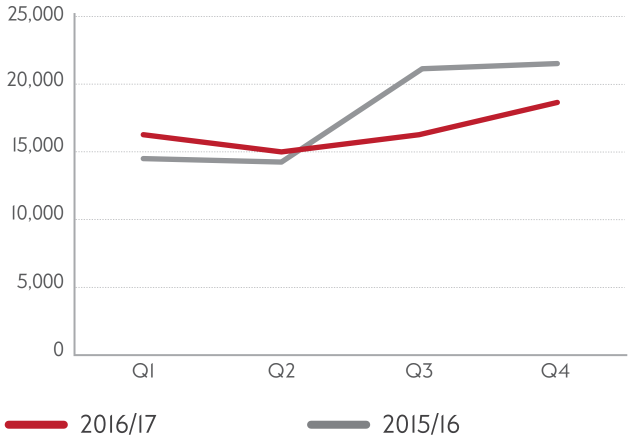
Service	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Total
London Buses	617	563	549	725	**2,454**
London Underground	334	358	375	406	**1,473**
Oyster	121	107	106	83	**417**
London Overground	4	8	24	55	**91**
DLR	32	26	21	30	**109**
London Trams			1	12	**13**
TfL Rail	20	21	15	10	**66**
TfL Road Network	2	n/a	6	8	**16**
Travel information	18	13	13	6	**50**
London Dial-a-Ride	17	10	3	4	**34**
Contactless Payment Card	29	25	8	3	**65**
London River Services				2	**2**
Emirates Air Line	3	1	1	2	**7**
Santander Cycles	6			1	**7**
Total	**1,203**	**1,132**	**1,122**	**1,347**	**4,804**

Annual commendations



Quarter 4 bus complaints

Buses contacts – last eight quarters

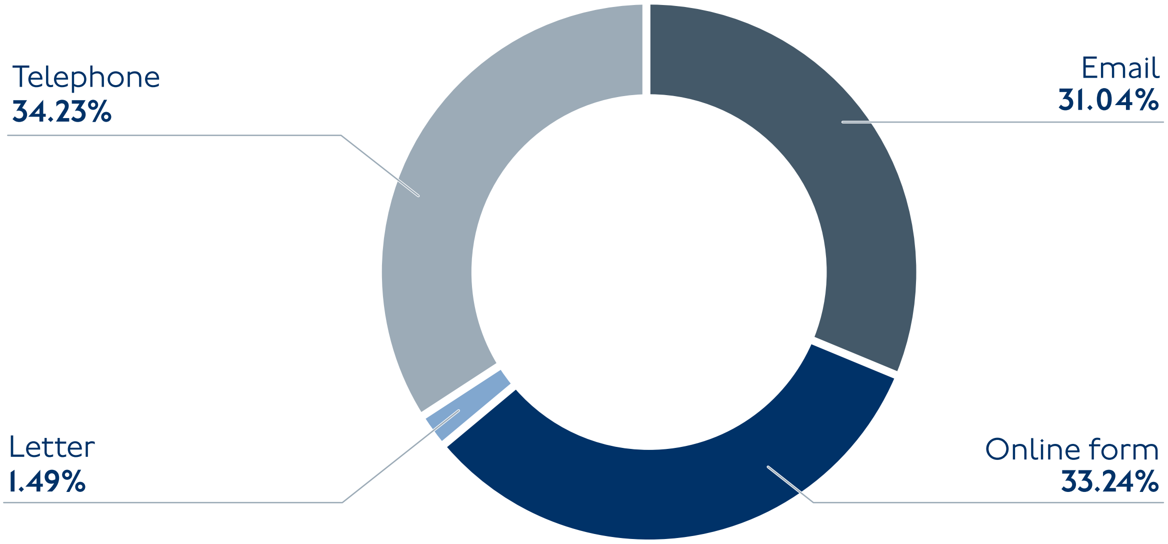


In Quarter 4, we received a total of 22,868 bus-related contracts which includes enquiries, commendations, journey planning and general information. Of these, we received a total of 18,638 complaints.

The total number of complaints about bus services in 2016/17 is lower than in Quarter 4 2015/16. We expect complaints via the internet to increase as a result of our new and improved website forms making it easier for customers to contact us.

Method of contact

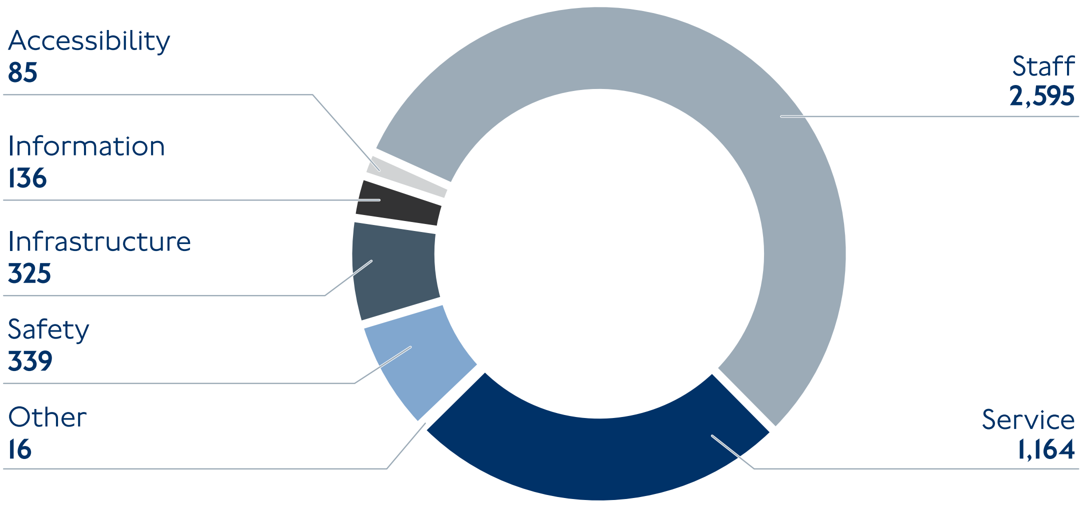
Q4



We saw a slight decrease in Twitter engagement with our @TfLBusAlerts address during the quarter. A total of 6,618 customers contacted the address on average each period compared to 7,622 in Quarter 3. Complaints received through our Twitter channels are included in the online form section of the chart above. Customers also use other TfL Twitter addresses to contact us.

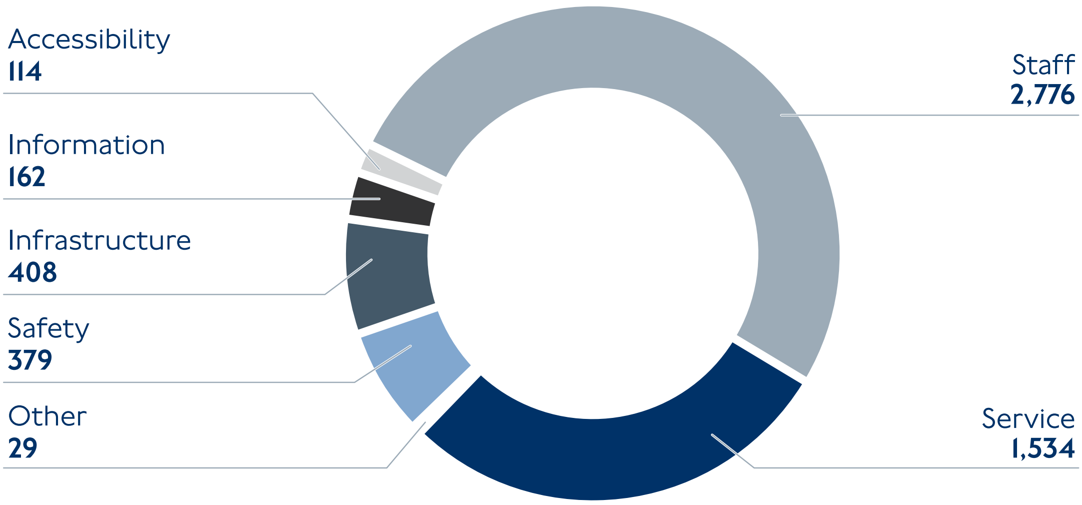
Four weekly average bus complaints by reason

Quarter 4 2016/17



Four weekly average bus complaints by reason

Quarter 1 2015/16 to Q3 2016/17



In Quarter 4, complaints about service performance reduced by 24 per cent compared to the average of the previous seven quarters (370 fewer complaints a period). This coincides with an improvement in service performance across the network. Excess Wait Time (EWT) reduced by five per cent compared to Quarter 4 of last year and by 20 per cent compared to Quarter 3 of this year. To further address complaints about service performance, we continue to focus on improving reliability on poor performing routes.

In Quarter 4 we received a total of 18,638 complaints about the bus service. More than half related to staff. A total of 38 per cent of complaints about staff (3,994 of 10,376) related to drivers not stopping or not opening the doors. The top five staff complaint reasons were:

Cause	Number of complaints	Percentage of staff complaints (%)
Refusal to stop/open doors	3,994	38.5%
Poor/dangerous driving	2,057	19.8%
Offensive behaviour	1,687	16.3%
Customer service	1,246	12.0%
Time to board/alight	440	4.2%

We recognise that drivers do a tough job and we are taking steps to support them through a two-year programme of driver training, called Hello London. The programme encourages drivers to improve their customer engagement, inform customers about delays, and raises awareness of the behaviour that customers appreciate, based on commendations of drivers. We have established a Hello London Champion in every garage, made up of bus drivers, garage managers and controllers. In total there are 80 Hello London Champions who will be a point of contact for drivers when they are seeking advice on delivering good customer service. In mid-March, training was delivered to all Champions to equip them with the skills they need to fulfil their role.

Accessibility complaints made up just under two per cent of the total complaint volume. Every complaint is taken seriously and has led to a number of actions including revisions to the buttons used to alert drivers to stop and deploy the wheelchair user ramp, and information and advice provided to drivers about wheelchair priority space occupied by buggy users.

Safety-related complaints are prioritised for immediate action. An overnight report of all safety complaints is distributed to relevant operational teams to ensure each issue is tackled quickly.

2 journeys for the price of one within one hour
MAYOR OF L
109 Brixto
2497 BC
BUSES
No smoking
CCTV cameras in operation

Complaints and commendations

Trends by bus operator – Quarter 4

Bus operator	Contacts	Trend	Journeys (m)	Complaints per 100,000 journeys
Abellio	950 complaints 54 commendations	▼	35.8	2.5
Abellio West	319 complaints 18 commendations	▼	8.8	3.4
Arriva London North	1,975 complaints 64 commendations	▼	87.1	2.2
Arriva London North	919 complaints 40 commendations	▲	34.9	2.5
Blue Triangle	356 complaints 14 commendations	▼	8.5	4.0
CT Plus	309 complaints 8 commendations	🔺	5.1	5.9
Docklands	131 complaints 3 commendations	▼	5.6	2.3
East London	1,101 complaints 46 commendations	▼	56.7	1.9
London Central	1,177 complaints 46 commendations	▼	46.3	2.4
London General	1,656 complaints 117 commendations	▼	69.3	2.2
London Sovereign	244 complaints 3 commendations	▼	9.2	2.6
London United	1,397 complaints 63 commendations	▼	51.6	2.6
Metrobus	605 complaints 34 commendations	▼	15.7	3.6
Metroline	2,055 complaints 64 commendations	▼	92.6	2.2
Metroline West	846 complaints 24 commendations	▼	38.4	2.1

Bus operator	Contacts	Trend	Journeys (m)	Complaints per 100,000 journeys
Quality Line	288 complaints 12 commendations	▲	3.6	7.7
Selkent	998 complaints 45 commendations	▼	34.0	2.8
Sullivan Buses	35 complaints 0 commendations	▲	0.4	8.6
Tower Transit	740 complaints 22 commendations	▼	33.6	2.1
Uno	8 complaints 0 commendations	▲	0.1	8.6

Historically, low frequency routes generate more complaints relative to the number of passenger journeys. Consequently, operators with more low frequency routes are often at the lower end of the operator league table. Uno Buses, Quality Line and Sullivans operate only low frequency routes. CT Plus has five low frequency routes and eight high frequency routes. Its complaints figures rose every period throughout Quarter 4, both for reliability and driver issues. One in six of its complaints were for route W19, which it started operating in November. A temporary schedule was introduced in February to mitigate delays due to the Walthamstow 'Mini Holland' scheme on the route. As a result, the reliability of the route has since improved, and the number of complaints has reduced.

Customer satisfaction

Past four quarters

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	2016/17 full-year target
London Underground	85	85	85	85	85
Buses	86	85	86	86	86
DLR	89	88	88	89	89
London Overground	84	84	85	84	84
London Trams	91	90	90	91	90
Emirates Air Line	94	93	93	n/a	93
TfL Rail	83	84	83	84	83
Cycle Hire - members	83	80	n/a	n/a	80
Transport for London Road Network	69	71	70	n/a	70
London River Services	n/a*	89	n/a	91	90

We have maintained our customer satisfaction scores this quarter, with London Buses equalling its all-time high score of 86. London Underground remains high, scoring 85 for the ninth consecutive quarter. London Overground scored 84, TfL Rail 84, DLR 89 and Trams 91.

Customer satisfaction

Annual

	2012/13	2013/14	2014/15	2015/16	2016/17
London Underground	83	83	84	85	85
Buses	82	83	85	86	86
DLR	87	87	89	89	89
London Overground	82	82	83	84	84
London Trams	89	89	89	90	90
Emirates Air Line	93	93	93	93	93
TfL Rail	n/a	n/a	n/a	83	83
Cycle Hire - members	85	78	81	80	80
Cycle Hire - casuals	85	82	85	86	86
Transport for London Road Network	76	74	74	70	70
London River Services	89	89	90	90	90
Victoria Coach Station	80	79	82	81	81
Dial-a-Ride	92	92	92	92	91

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 team 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 managed 410 inbound calls in Quarter 4. This represents a decrease in calls of 49 per cent on the previous quarter. Eighty per cent of contacts were with people affected by the tragic Sandilands derailment. The decrease in demand this quarter is owing to fewer calls relating to the derailment as people begin to have their longer-term requirements addressed through formal claims.

The team has continued to provide long-term support to families affected by serious incidents on the network. We continue to help the parents of one young man who was seriously injured on his bicycle in November 2016. The injuries sustained resulted in him spending several weeks in intensive care. The team has supported his family with the cost of transatlantic flights, transportation to visit their son and living expenses. He is now in a rehabilitation centre and is expected to be released from hospital shortly.

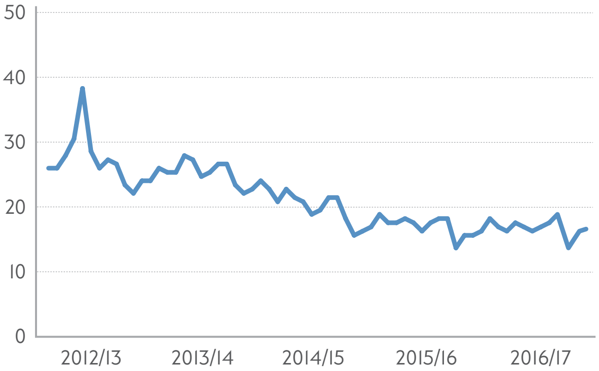
We are also providing support to an Italian man who was struck by a bus, sustaining life-changing injuries. We are providing his parents with help to repatriate him.

There has been more interest from external stakeholders in the Sarah Hope Line and its ethos. This month the team presented at the Clinical Governance Day at the Royal London Hospital to surgeons, paramedics, student doctors and air ambulance staff from across the Capital. As a result the team has been invited to a number of major trauma centres, hospital trusts and law firms to discuss how the Sarah Hope Line offers a voice of kindness during extremely difficult situations.

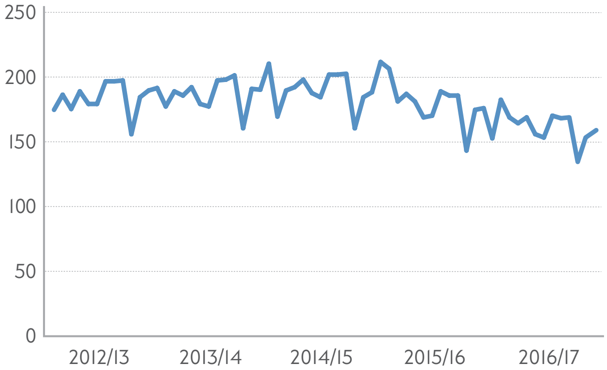
Making life easier for customers

Ticketing

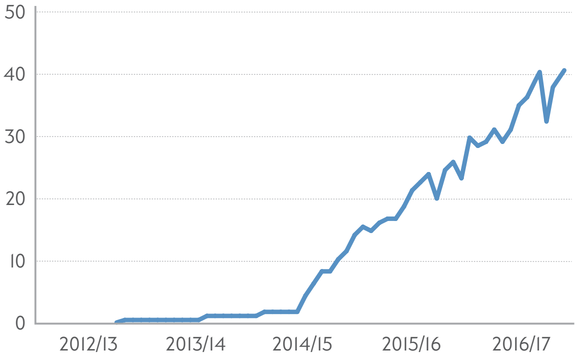
Bus and Underground fare payer journeys per four-week period – paper tickets (millions)



Bus and Underground fare payer journeys per four-week period – Oyster (millions)



Bus and Underground fare payer journeys per four-week period– Contactless payment cards (millions)



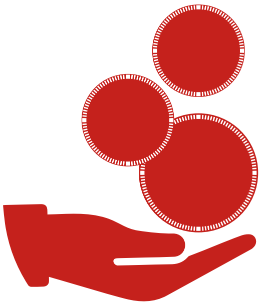
53m

Bus Hopper journeys since launch

Pricing policies are encouraging more people to use pay as you go.

These include:

- Daily and weekly capping on contactless (September 2014), plus the restructuring of most daily caps to 20 per cent of the equivalent weekly Travelcard price to help part-time workers (January 2015)
- The Hopper fare on buses and tram services (September 2016)
- Freezing TfL-set pay as you go fares (January 2016)



1.3m

Automated refunds were issued in the last quarter (January to March 2017), with £5.5m refunded. This is in addition to refunds through our online and Contact Centre services

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

Tickets
Oyster: Buy and top-up
Bank cards and coins only
Oyster: Buy and top-up
Bank cards and coins only
Oyster: Buy, top-up and refund
Bank cards, notes and coins accepted
No Change Given
No Change Given

Ticketing system availability

	Quarter 4 – 2016/17			Full year – 2016/17		
	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	98.33	-0.07▼	-0.50	98.52	+0.12▲	-0.20
London Buses – bus validations – overall availability	99.31	-0.19▼	–0.18	99.48	-0.02▼	+0.10

London Underground ticketing system availability was below target for Quarter 4 owing to a card reader memory performance issue. More than 350 individual readers have been replaced. For the full year, the target was exceeded.

Bus validation availability for the Quarter 4 and full year was below target owing to reader hardware and software issues which are being addressed. Our ticketing contractor accepts responsibility and, in line with our contract, performance penalties have been applied, offsetting partially the revenue losses from poor reader. performance.

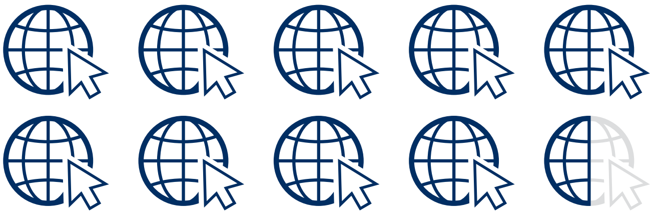
Internal IT system availability

Our IT systems are vital to our operations. Over the past four years we have worked hard to consistently exceed our availability target, which this year is 99.6 per cent, and were on target until an outage of our core storage system resulted in a loss of many of our systems. The problem was a result of human error by one of our support partners. Although we recovered quickly, with most systems being available again after four hours, the outage resulted in us failing to meet the period and annual target.

	2013/14	2014/15	2015/16	2016/17
Annual scores	99.36%	99.43%	99.79%	99.18%

95.1m

Total number of visits to the TfL website this quarter (36%▲ against Q3)



1.18bn

Total number of website page views for 2016/17

5.7m

Total number of followers this quarter (27%▲ against Q3)

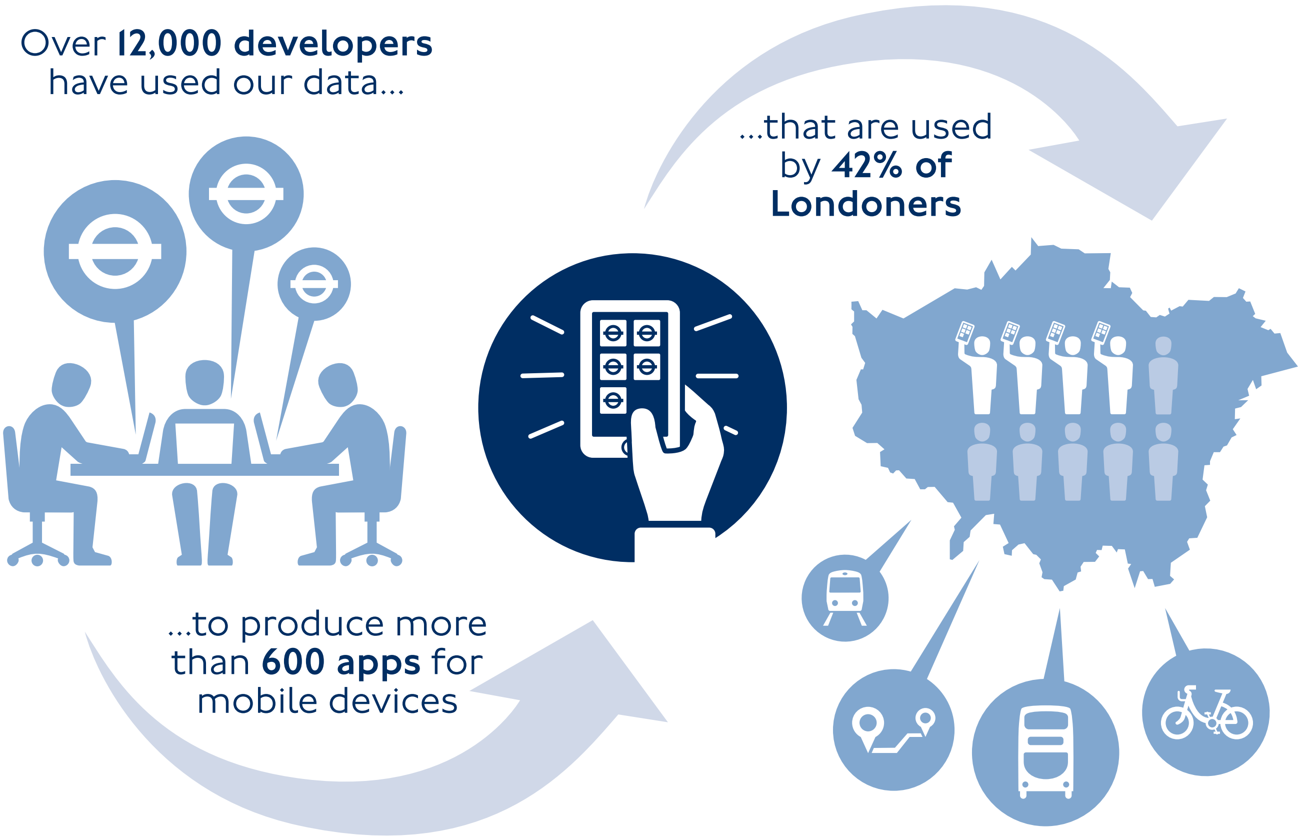
725,200

Total number of Facebook followers this quarter (3%▲ against Q3)

36,200

Total number of Instagram followers this quarter (20%▲ in Q3)

Open data



Over **12,000 developers** have used our data…

…to produce more than **600 apps** for mobile devices

…that are used by **42% of Londoners**

	Q4 2014/15 March 2015	Q4 2015/16 March 2016	Number of developers Q4 2016/17
Developers	4,400	8,200	12,000
Apps	361	462	628

Owing to Quarter 4 covering a longer time period it is expected that website traffic levels will be higher than the previous quarter. However, year-on-year website visits have increased by 24 per cent. This has been driven by a number of factors, including greater use of mobile devices and a small number of occasions where industrial action affected services, resulting in more requests for real-time travel information. Our social media followers continue to grow with 5.7m Twitter followers and 725,200 Facebook fans. We also have 12,000 developers signed up to our free open data.

We are working hard to make new datasets available through our open data policy. The list summarises the recent and future data releases.

Data – Released	**Date**
Taxi rank locations	Quarter 3 2016/17
Geographic boundary of the Greater London Authority road network	Quarter 3 2016/17
Congestion Charge and Low Emission Zone boundaries	Quarter 4 2016/17
London Underground crowding data to show customer volumes and movements in stations and train occupancy	Quarter 4 2016/17
Locations of Wi-Fi access points in LU stations	Quarter 4 2016/17
Superhighways and Quietways (Quarter 1) routes	Quarter 1 2017/18
Walking times between stations	Quarter 1 2017/18
Wheelchair accessible bus stops added to the Journey Planner API	Quarter 1 2017/18

Data – Future release schedule	**Date**
Quietways (Quarter 2 – Quarter 7) routes	Ongoing
New like-for-like cycle hire feed	Quarter 2 2017/18
Like-for-like historic cycle hire trip data	Quarter 2 2017/18
Improved step-free access information	Quarter 2 2017/18
Electric vehicle charging points and live availability	Quarter 2 2017/18
Bus stops with Countdown screens and/or benches	Quarter 3 2017/18
Customer flow/taps data	Quarter 3 2017/18
Cycling infrastructure database data	Quarter 4 2017/18

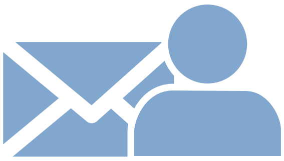
Exit
Way out

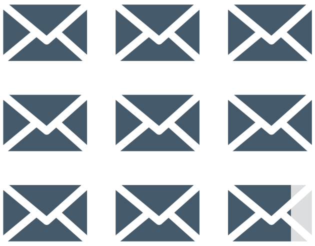
Keeping customers informed

Quarter 4 customer information email volumes

13.6m

Total number of customer information emails sent in Q4 2016/17





86

Total number of email campaigns in Q4 2016/17

Annual figures

	2012/13	2013/14	2014/15	2015/16	2016/17
Total number of customer information emails	185m	111m	263m	273m	190m
Number of campaigns	423	438	1,019	1,216	898

We have run fewer campaigns this year as we have refined our targeting to send customers more relevant, personalised travel information.

Crowding data release

We are working hard to reduce congestion to accommodate London’s growing population and provide good journey experiences. We know that customers like information to help them choose less crowded services, and research shows that 51 per cent of London Underground customers would consider changing their journey to avoid congestion. Our pilot projects show that providing crowding information enables customers to make informed travel choices and can help move demand away from the busiest times and places.

As mentioned earlier, a significant part of our strategy is to make our data freely available to app developers. There are now more than 600 travel planning apps and tools powered by our open data and this number continues to grow. In March, we released data about typical daily levels of crowding on all parts of the Underground network. We are also adding this information into our customer and journey planning tools, including tfl.gov.uk, posters and social media. This information highlights the busiest services and alternatives.

Walking Tube Map

We launched updated versions of the popular Walking Tube map that include estimated walking time and steps for Zone 3 and National Rail stations. This is giving more people information about walking and helps during travel disruptions.

Almost 300,000 customers have downloaded the current Walking Tube map and the Steps map has been downloaded nearly 45,000 times since its launch in September 2016. A quarter of Londoners are aware of the Walking Tube map, four in ten said their perception of the distances between stations has changed. And, more than a third (36 per cent) would now walk instead of taking the Tube because of the map.

As part of the launch, an email was sent which generated 103,000 new customer 'opt-ins' to the walking database – doubling the number of customers available to email service messages about walking in London.

Festive period 2016 and Easter 2017

During holiday periods customer numbers and traffic levels fall by around a quarter, so we take these opportunities to do essential and routine maintenance works, such as testing signalling systems.

Last year planned works, closures and service changes took place on London's public transport and road networks from Friday 23 December 2016 to Monday 2 January 2017.

We work with Network Rail, train operating and utility companies to minimise disruption, coordinate works and ensure customers are informed about plans. The monthly pan-public transport industry Travel Demand Management Board looks at plans to make sure customers have the best possible service and information about disruption.

Compared with previous years, this festive season had fewer closures. There were a number of significant works and seasonal service changes during other parts of the year.

Disabled Access Day

Between 10-12 March, we supported Disabled Access Day (DAD) – a UK-wide initiative encouraging disabled people to try something new – by giving out accessibility information at 30 London venues, including Victoria Coach Station, as part of its 85th anniversary. Venues and event organisers were invited to speak to us about how we can support their customers. The weekend was also an opportunity to raise awareness of our accessible services through other communication channels, including our Metro Travel page and social media. We will work with DAD organisers to evaluate the weekend and establish more opportunities to work together.

Customer information campaigns this quarter

Q4 December to March	
Surface	Thames Tideway works Hammersmith Bridge closure Westminster Bridge South London Trams southbound closure of Wellesley Road Westminster City Council's Baker Street two-way project Brent Cross Cricklewood redevelopment HS2
Rail and Underground	Easter 2017 Gospel Oak to Barking closure National Rail Thameslink closures August and December 2017 National Rail Waterloo closure 2017 Festive 2017 HS2 King's Cross remodelling 2020 Northern line closure – Bank Upgrade 2020
Events	New Year's Eve New Year's Day Parade Chinese New Year Winter Run North London Half Marathon St Patrick's Day Tall Ships Regatta 2017 London Marathon 2017 London Triathlon 2017 Women's Tour Prudential Ride London 2017 World Athletics and ParaAthletics Notting Hill Carnival 2017

Marketing campaigns

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

Service improvements

Raising awareness that we are investing to improve services and how we are doing this.

Value fares including the Hopper, pay as you go, off peak, pink reader, Oyster extensions

Encouraging customers to choose the best value tickets and to use the ticket machine as much as possible.

Use of public transport

New information on selected central London bus routes and two geographic areas to assess the impact that the additional information and marketing has on ridership and revenue. This includes new bus livery, advertising and emails.

Road modernisation

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

Public transport better behaviours

Promoting better behaviour to improve service reliability on rail and buses.

Public transport safety and security

Minimising incidents that lead to serious injuries or deaths across the network.

Air quality

Raising awareness of new policy measures – the Emissions Surcharge and Ultra Low Emission Zone.

Hoardings

Informing customers of the improvements they will receive as a result of the disruption they are experiencing.

Hoardings are used across our network to ensure the safety of our workforce and to protect our customers. They enable us to showcase why we are carrying out the work and highlight the benefits that will be delivered to our customers, while also helping to brighten the environment as the work takes place. Our new hoarding strategy employs a cost effective and flexible approach to meet a variety of individual business needs. The pan TfL branding also means that customers will be able to identify a range of improvement projects across the network.

Accessibility

Increasing accessible journeys and make customers aware of how accessible the network is.

Oxford Street consultation

Responses to the consultation to pedestrianise Oxford Street.

Travel demand management

Encouraging customers to check before they travel, especially prior to works and closures over Easter and during the London Marathon.

Project Guardian

Encouraging more people to report unwanted sexual behaviours on public transport.

Glossary

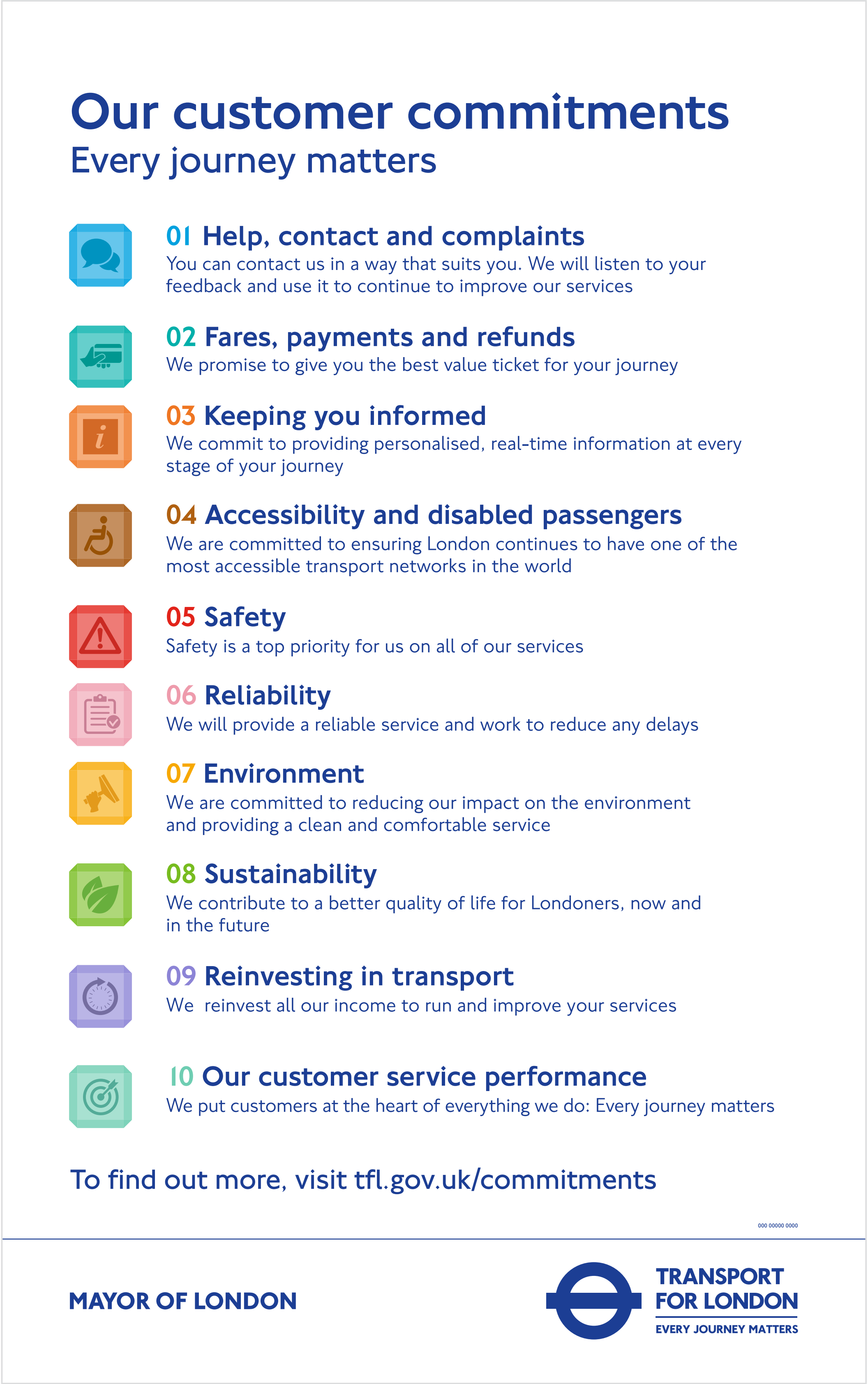
Measure	Unit	Description
Cumulative reduction in the number of people killed or seriously injured (KSI) London-wide	%	The percentage reduction in the KSI. KPI relates to personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system. The KPI measures the percentage change in KSI casualties on London's roads compared with the baseline average number of KSI casualties between 2005 and 2009.
London Buses: excess wait time (EWT)	Minutes	EWT represents the amount of time that a passenger has had to wait, beyond the time that they should expect to wait, if buses ran as scheduled. It is the key measure of reliability of high-frequency bus services as experienced by passengers, and is also used to calculate operator performance bonuses or penalties.
London Overground and TfL Rail: public performance measure (PPM)	%	The PPM shows the percentage of trains that arrive at their destination on time. It combines figures for punctuality and reliability into a single performance measure and is the rail industry standard measurement of performance. 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. It is therefore the percentage of trains 'on time' compared with the total number of trains planned. In London and the South East, a train is defined as being on time if it arrives at the destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time. Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a PPM failure.

Measure	Unit	Description
LU and London Rail RIDDOR reportable customer injuries	RIDDORs	The number of serious injuries to customers, employees and contractors using or working on LU and London Rail. It covers injuries that are classified under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Injuries arising from criminal acts, alleged suicide attempts, and medical conditions are excluded.
LU: lost customer hours (LCH)	Hours	The total extra journey time, measured in hours, experienced by Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more LCH because a greater number of customers are affected. For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of LCH than an incident of the same length in Zone 6 on a Sunday morning. As we review incidents, we may need to change LCH figures retrospectively.

Measure	Unit	Description
London Underground: excess journey time (EJT)	Perceived minutes	Journey time is a way of measuring LU's service performance. We break down journeys into stages and give each one: • A scheduled length of time, so we can say how long a given journey should take if everything goes as planned • A value of time (VOT) based on how customers feel about that part of their journey, for example going up an escalator has a VOT of 1.5, whereas walking up stairs has a VOT of four, because it increases the perceived journey time These are the stages of a journey: • Time from station entrance to platform • Ticket queuing and purchase time • Platform wait time • On-train time • Platform to platform interchange • Time from platform to station exit In each period, actual journey times are measured then compared with the schedule. The difference between the two is the measure of lateness – referred to as EJT. It 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.
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.

Measure	Unit	Description
TLRN: journey time reliability (JTR) (morning peak)	%	The key measure for monitoring traffic flow is 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	A score out of 100 showing how satisfied customers are with their journey on the TLRN in the past month. Each customer rates their journey on a scale of 0-10, which is then multiplied by 10 to give a score out of 100. This includes journeys by car, walking between transport modes, cycling, bus, powered two-wheelers, taxis and private hire vehicles. TLRN CSS is conducted online. It is estimated that, if it were conducted face-to-face (like other TfL CSSs), the score would be higher by between five and 10 points. From 2010 to Q4 2015, scores had been artificially inflated as a follow-up question was used inappropriately. From Q1 2016, we removed this question.
Transport for London Road Network (TLRN): serious and severe disruption	Hours	This KPI measures the numbers of hours of serious and severe disruption on the TLRN as a result of planned and unplanned interventions.

Customer commitments



Our customer commitments

Every journey matters

01 Help, contact and complaints

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

02 Fares, payments and refunds

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

03 Keeping you informed

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

04 Accessibility and disabled passengers

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

05 Safety

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

06 Reliability

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

07 Environment

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

08 Sustainability

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

09 Reinvesting in transport

We reinvest all our income to run and improve your services

10 Our customer service performance

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

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

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MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

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