Board

Date: **19 September 2017**

Item: **Customer and Operational Performance Report**

This paper will be considered in public

1 Summary

1.1 This paper updates the Board on TfL's customer and operational performance for Quarter 1 2017/18 (1 April – 24 June 2017).

1.2 The report will be submitted to the next meeting of the Customer Service and Operational Performance Panel, as there has not been a meeting of the Panel since the production of the report.

2 Recommendation

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

3 Customer Reporting to the Board

3.1 The quarterly reports are submitted to the Customer Service and Operational Performance Panel and to the Board.

List of appendices to this report:

Appendix 1: Customer and Operational Performance Report Quarter 1 2017/18

List of Background Papers:

None

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Transport for London customer and operational performance report

Quarter 1 (1 April 2017 – 24 June 2017)

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

Contents

Introduction

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

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

After nine consecutive quarters at 85, overall customer satisfaction for London Underground has risen to an all-time high of 86. Customers experienced quicker journeys, on average, compared to Q4. The number of people claiming to have experienced a delay was three per cent – an all-time low.

Customer satisfaction for the Bus network increased by two points, driven by an improvement in satisfaction with crowding and ease of journeys. For the majority of our other public transport services, we have improved or maintained reliability compared with the same quarter last year.

On 2 June, the Deputy Mayor for Transport opened our first ever Accessibility Digital Partnerships Summit. The summit brought together app developers and representatives from disability groups to look at how we can provide more and better digital information to those who need greater help to access the transport network. Results are already being seen and include the release of a range of new data sets, including those relating to wheelchair-accessible bus stops.

We are also seeing a range of app developers use these to improve their products and services. We are also working with partners and app developers to standardise features for users through consistent guidelines, irrespective of the app.

Mark Wild
Managing Director, London Underground

Leon Daniels
Managing Director, Surface Transport

Vernon Everitt
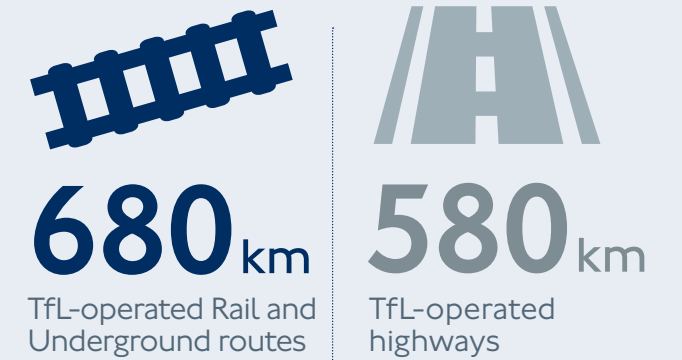Managing Director, Customers, Communication and Technology
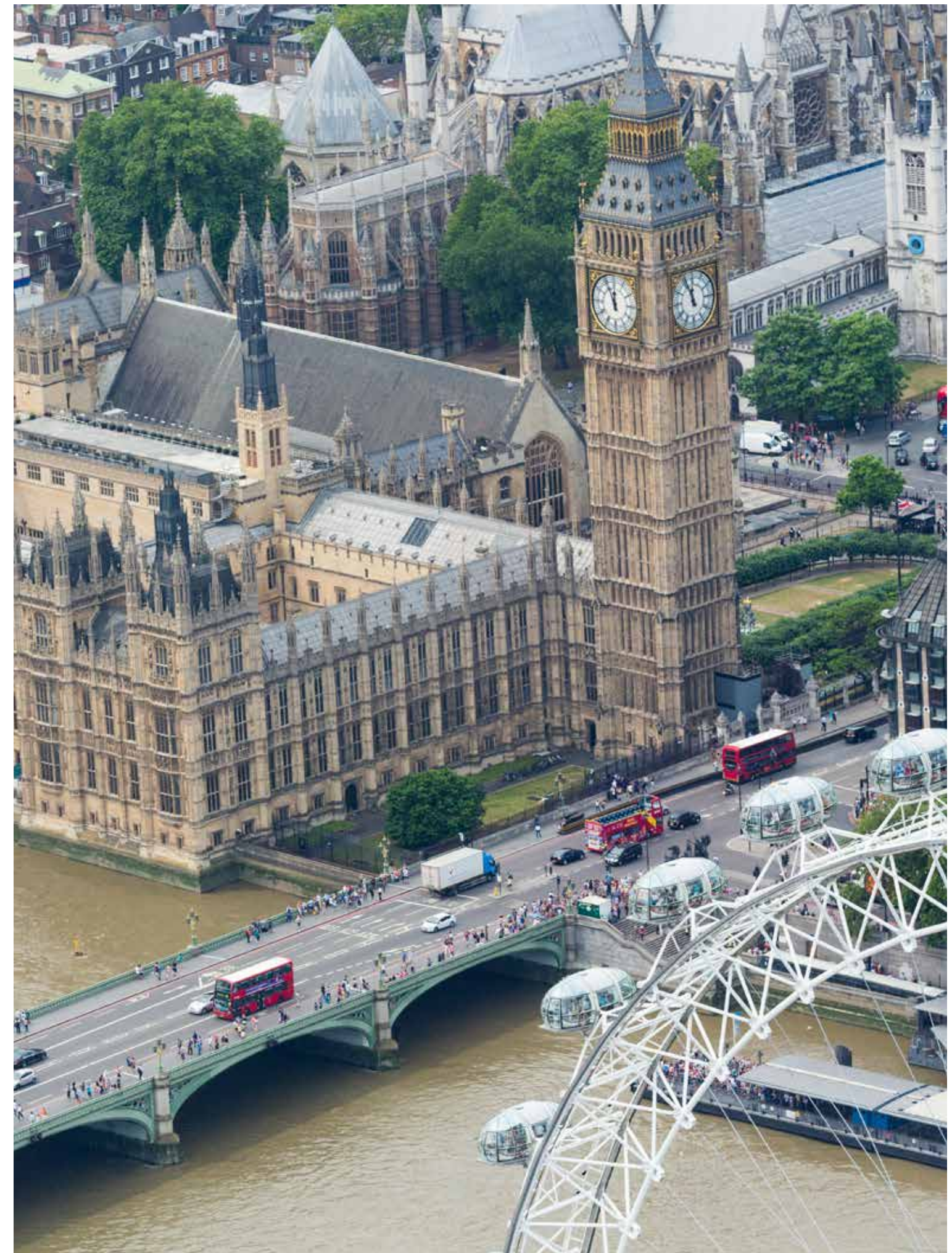
Business at a glance

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

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

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**

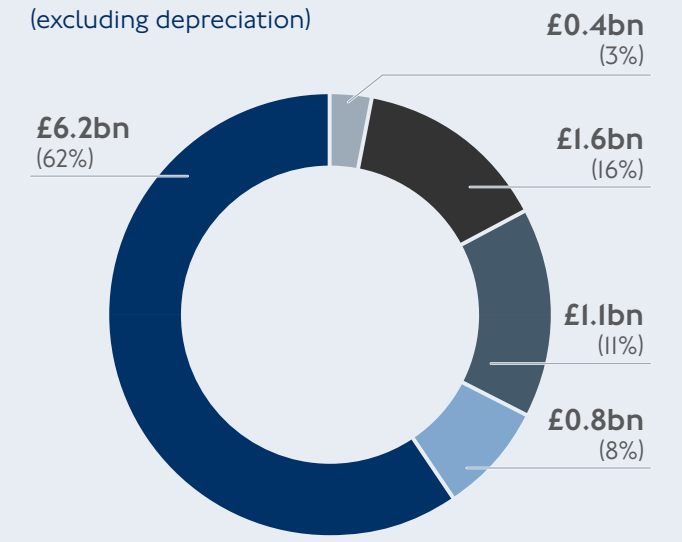**35%** spent renewing and improving the network through one of the largest capital investment programmes in Europe

65% spent on running the network every day

*Based on full year 2016/17

Total fares*

£2.7bn (57%)

£1.5bn (32%)

£0.5bn (11%)

Total: **£4.7bn**
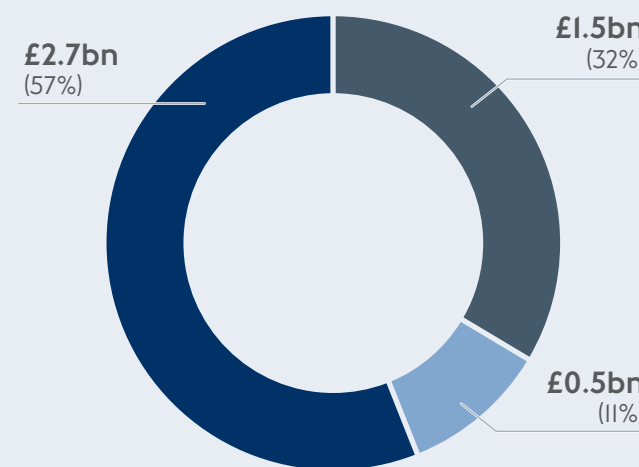
- Underground
- Rail
- Buses

Total costs*
(excluding depreciation)

£6.2bn (62%)

£0.4bn (3%)

£1.6bn (16%)

£1.1bn (11%)

£0.8bn (8%)

Total: **£10.1bn**

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

Operational trends

Passenger journeys
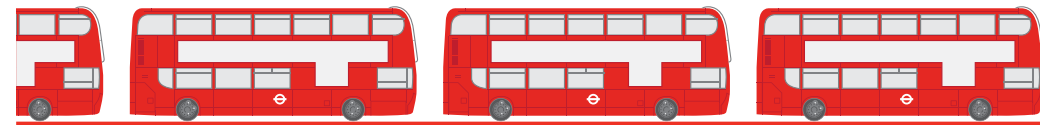### Quarter 1 2017/18

938m total number of journeys*

3%▼ total passenger journeys

London Underground
312m

Buses
530m

Rail (DLR, London Overground, London Trams, Emirates Air Line, TfL Rail)
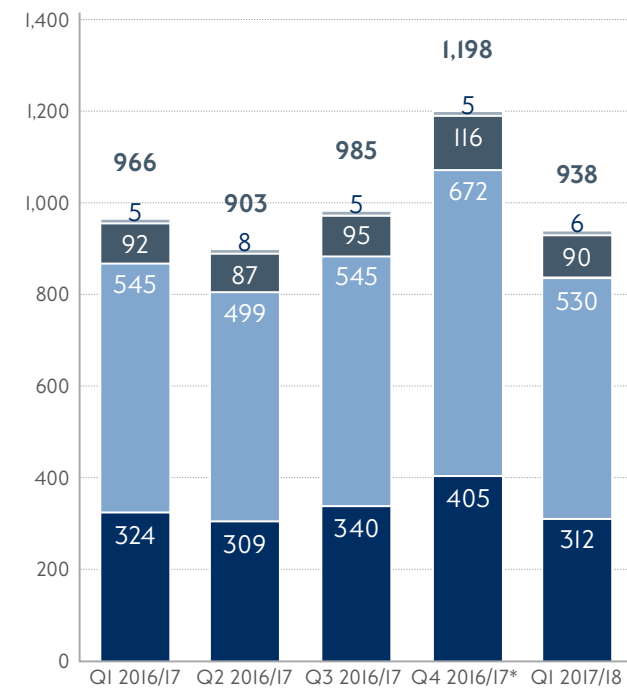90m

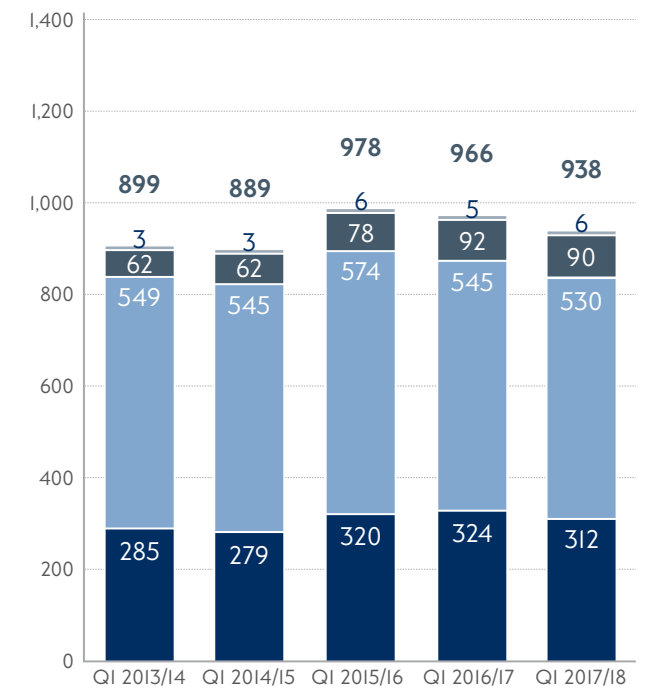### Other (London River Services, Dial-a-Ride, Santander Cycles)
6m

* Excluding road journeys and pedestrians

Passenger journeys (millions)
Quarterly

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17*	Q1 2017/18
Total	966	903	985	1,198	938
Other	5	8	5	5	6
Rail	92	87	95	116	90
Buses	545	499	545	672	530
London Underground	324	309	340	405	312

Five-year trend full year

	Q1 2013/14	Q1 2014/15	Q1 2015/16	Q1 2016/17	Q1 2017/18
Total	899	889	978	966	938
Other	3	3	6	5	6
Rail	62	62	78	92	90
Buses	549	545	574	545	530
London Underground	285	279	320	324	312

■ London Underground ■ Buses ■ Rail ■ Other

LU passenger volumes were 12 million (four per cent) lower over the first quarter in the current year compared with 2016/17. The underlying trend, after adjusting for the later Easter, is just under one per cent lower.

Bus passenger volumes were 2.8 per cent lower than Q1 2016/17, owing to the Easter weekend falling within the quarter this year. Underlying journeys show growth of 0.4 per cent year-on-year. This increase can be attributed to improvements in bus performance, with some bus speeds and excess wait times improving.

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

Underground

London Underground (LU) 🚇

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


- ■ Industrial action

EJT improved in Q1, with customers on all lines experiencing quicker average journeys than in Q4. The Circle and Hammersmith & City lines were partially closed between Wood Lane and Edgware road for nine days following the Grenfell Tower fire.

**EJT moving annual average (minutes)**

- ■ Excluding industrial action ■ Including industrial action
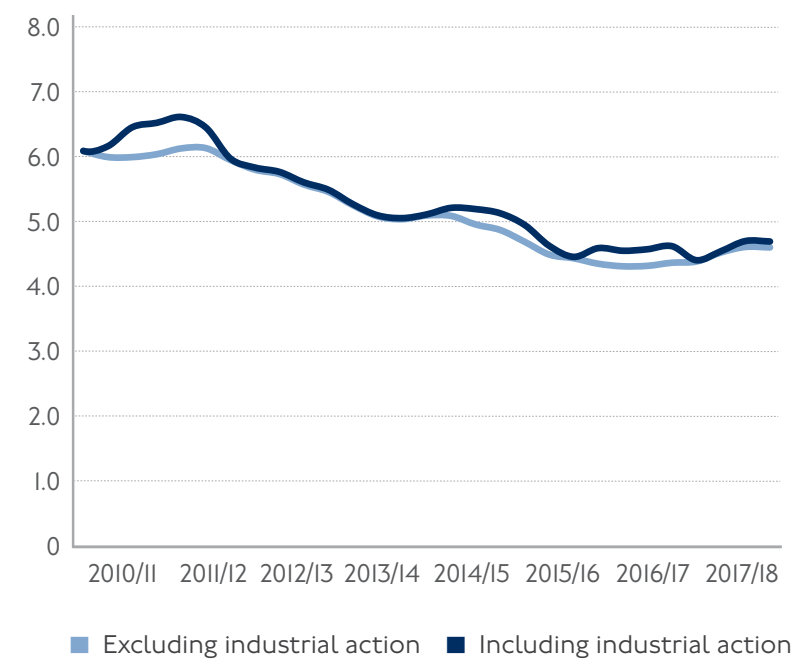
Lost customer hours (LCH)
Moving annual total (millions)
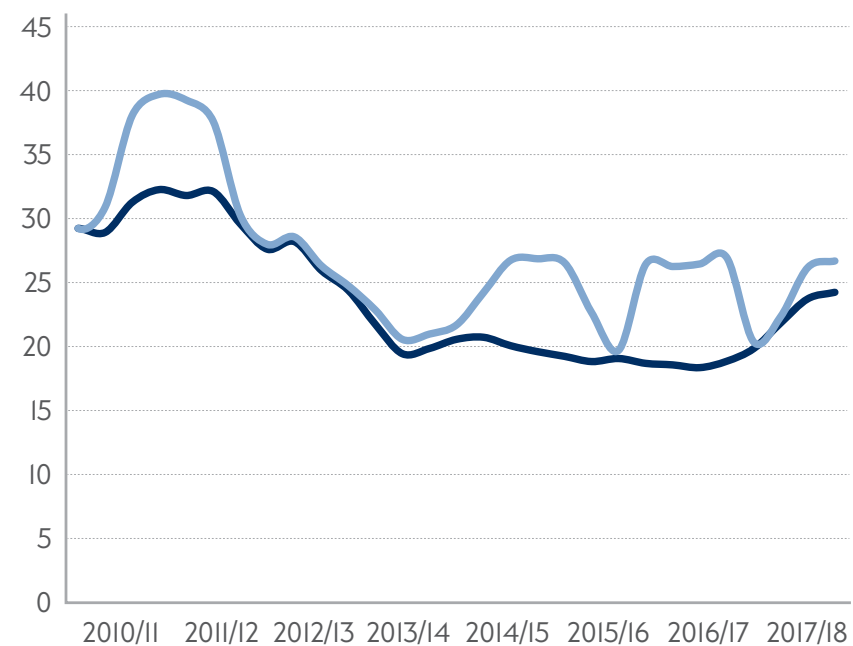
In Q1 we began to see some improvement in our overall performance, reversing the worsening position from mid-2016. We continue to embed plans to address the main issues: staff availability, customer incidents and Central line fleet reliability.
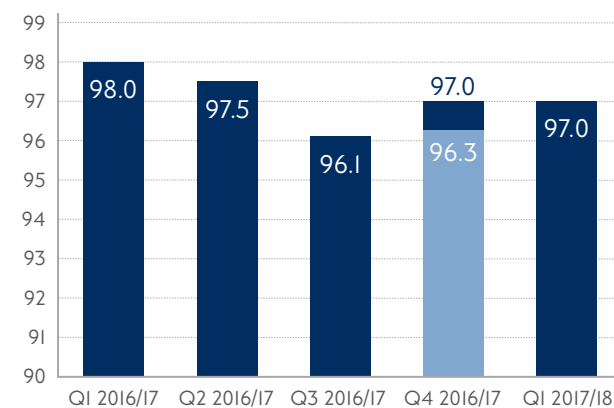
■ Including industrial action   ■ Excluding industrial action

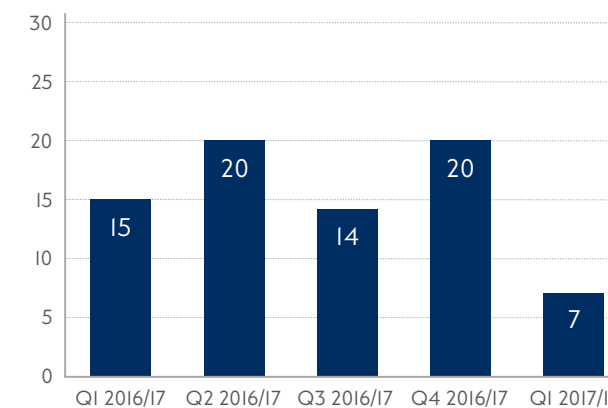### Past five quarters (millions)
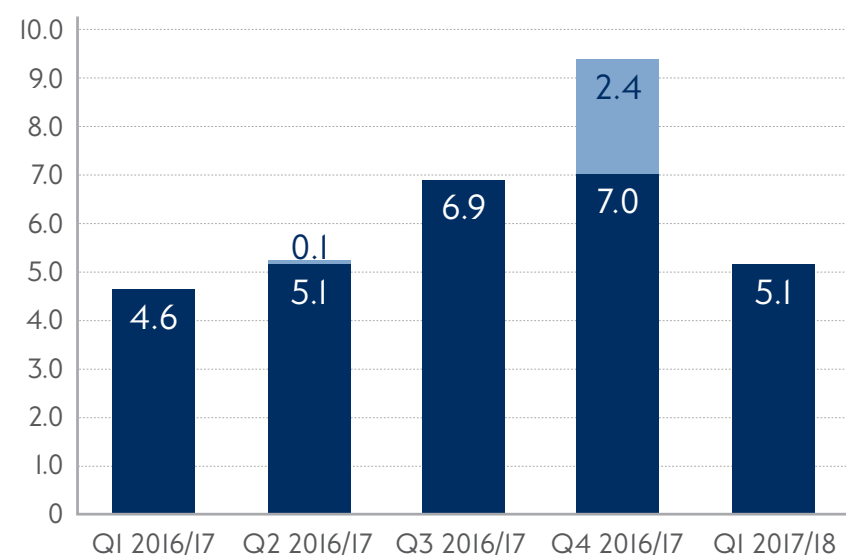
■ Industrial action

Scheduled kilometres operated
Past five quarters (%)

■ Including industrial action

Performance improved for the second successive quarter. As with EJT, all lines improved in Q1 compared to Q4.
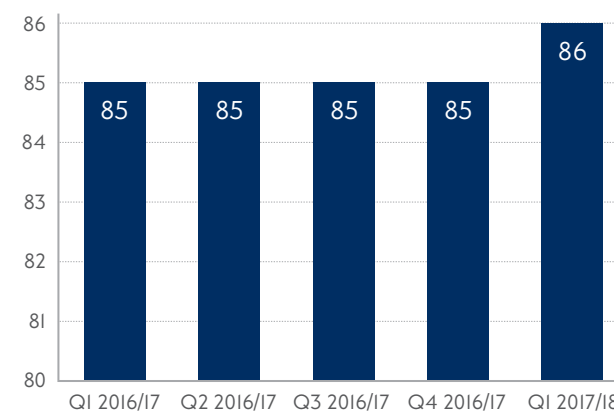
Customer satisfaction (CSS)
Past five quarters (millions)

After nine quarters at 85, overall satisfaction hit 86 in Q1. The number of people claiming to have experienced a delay was three per cent – an all-time low. Satisfaction with train crowding has risen with the seasonal drop in demand. Most scores were stable, although hot weather caused a drop in satisfaction with temperature from 82 to 75.

Safety
Customer RIDDORs* past five quarters

More than 40 per cent of customer accidents happen on escalators, so we are targeting stations with the highest number of incidents with hold the rail signage and blue feet on escalator steps. All measures are supported with extra customer information through posters and announcements at hotspot locations.

* See glossary

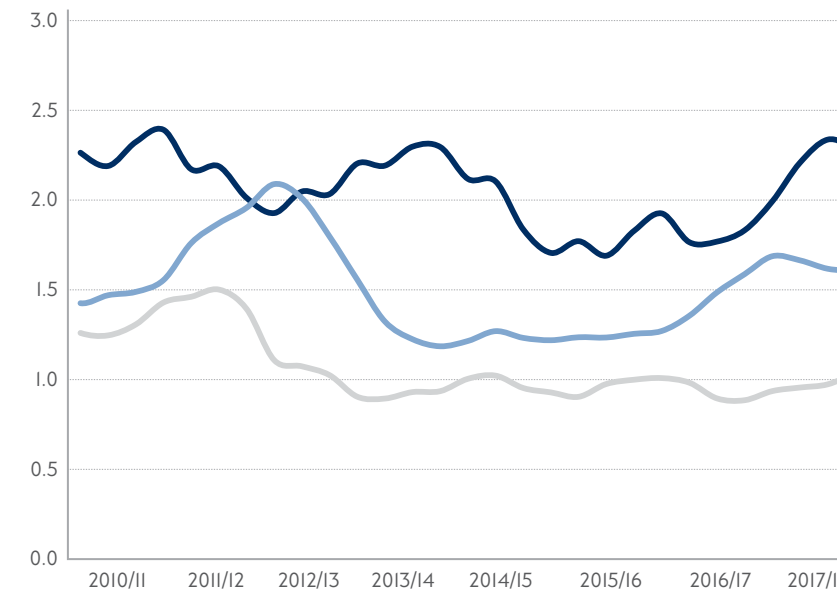|	Q1 CSS
Bakerloo line	84
Central line	84
Circle line/Hammersmith & City line	88
District line	87
Jubilee line	88
Metropolitan line	85
Northern line	86
Piccadilly line	85
Victoria line	85
Total	**86**

LCH trends
Asset-related LCH – moving annual total (millions)
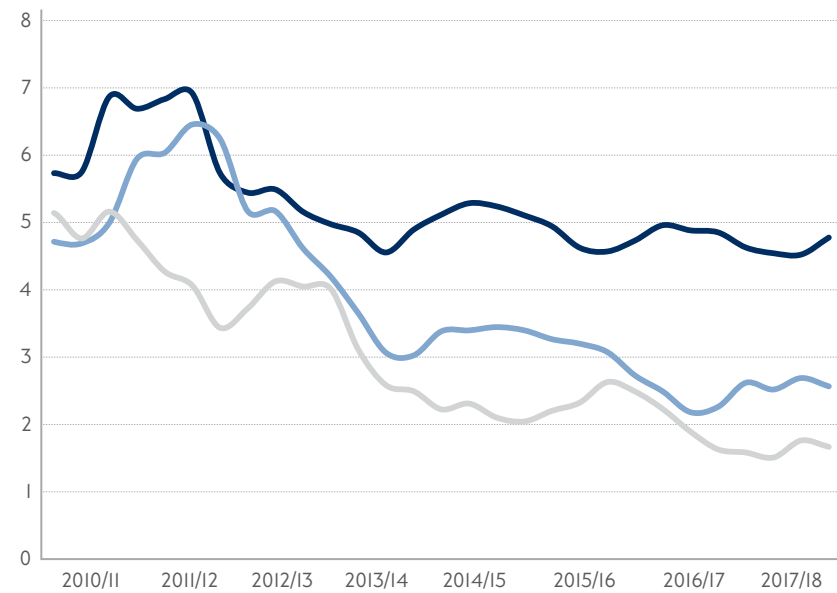
The performance of our assets has consistently improved over the past five years, but the trend has levelled off, primarily driven by reliability issues with Central line trains. A number of initiatives are under way to address the trains' reliability and we have started to see better performance, but in QI this was offset by a spate of air conditioning and traction issues.

- Track, civils, stations
- Signals
- Fleet

Staff-related LCH – moving annual total (millions)

Staff unavailability has increased significantly. A plan is in place and we are seeing improvements in staff availability.

- Errors
- Unavailability
- Other

Customer-related LCH moving annual total (millions)
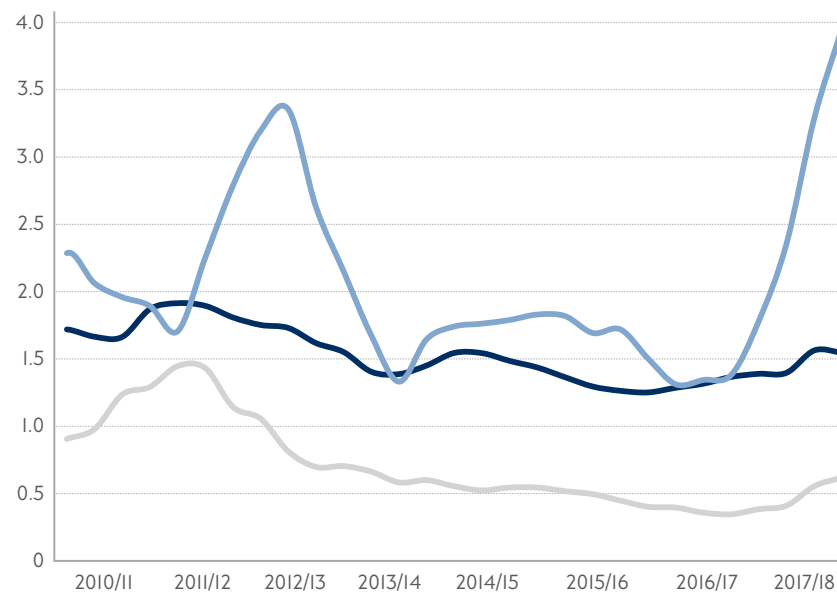

Delays owing to customers falling ill on the train are being monitored. We relaunched our campaign to encourage people to carry water during summer and supplied water at selected stations. We are also training staff on the most effective ways to respond quickly when an incident occurs.

- Unwelcome action*
- Unlawful action
- Illness & suicide

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

Other LCH – moving annual total (millions)

The increase in 'other operational' incidents relates to service disruption on the Piccadilly line at the end of 2016. The issue is isolated to the leaf fall season and plans are in place to prevent a recurrence in 2017.

- Security incidents
- Power
- Other operational
- External causes

Step-free access (SFA)
Past five quarters
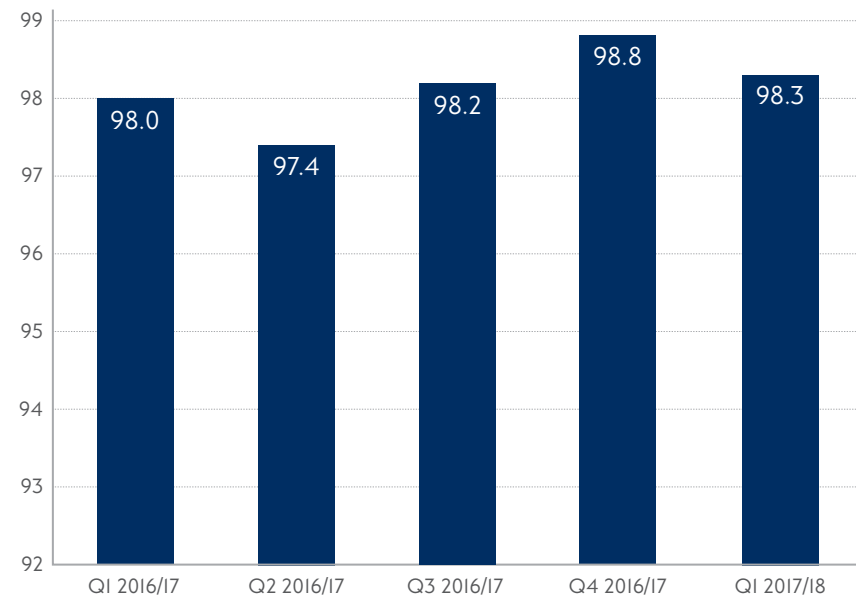
Availability of our step-free stations remains high at 98.3 per cent although it decreased slightly from Q4. There are still some stations experiencing lower availability, particularly key interchange stations where there are typically higher passenger volumes. We have a review of lift performance at these stations, which will inform our improvement plans to provide consistent lift availability.

Buses

London Buses 🚌

Passenger journey analysis

	Q1 2017/18	Q1 2016/17	Variance
Number of passenger journeys (millions)	530	545	–3%

Passenger journeys

Total passenger journeys are three per cent lower than last year, mostly owing to the quarter having one fewer day than last year and Easter falling in April. On a normalised basis passenger journeys were 0.4 per cent higher as a result of some increases in bus speeds, particularly in central London.

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

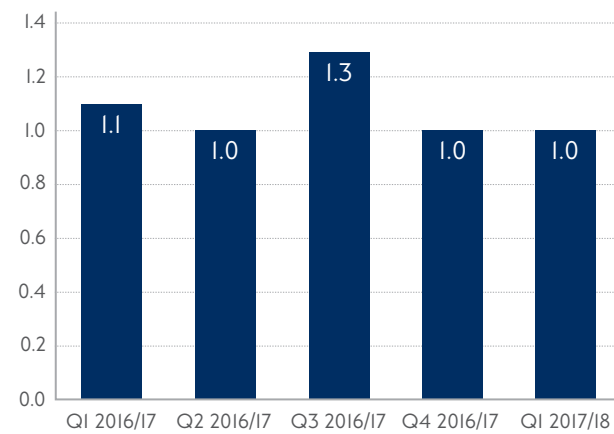Q1 2017/18   0.4% ▲

Q1 2016/17   2.7% ▼

Q1 2015/16   3.5% ▼

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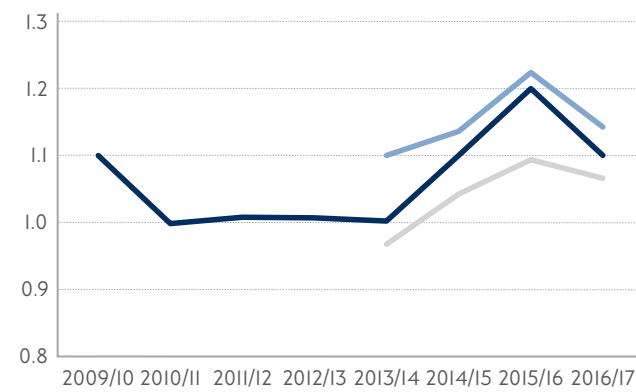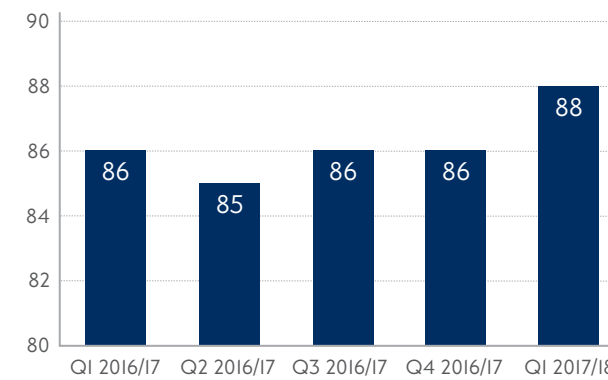
Reliability
Reliability EWT

EWT remained at 1.0 minute in Q1 2017/18 but continues to reverse the trend from the previous year. This has been achieved through measures to protect service reliability against increased levels of congestion on London's roads.

EWT annual trend (minutes)

- Bus EWT
- EWT – Inner routes
- EWT – Outer routes

Customer satisfaction score (CSS)

The two point increase in the score was driven by an improvement in satisfaction with crowding and smoothness. A methodological change to the survey contributed one point to the increase in the overall satisfaction score.

Safety
Customer injuries*
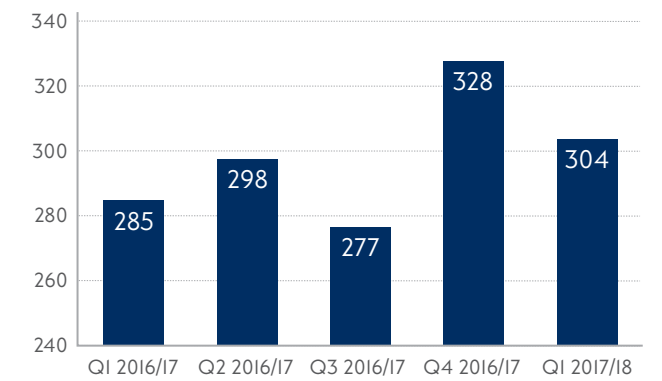
Tragically, a passenger died from injuries sustained in a fall and a pedestrian was killed in a collision with a bus in Q1. In the quarter, 65 per cent of the injuries resulted from slips/trips/falls. This aspect is receiving additional attention to identify further steps that will help reduce casualties.

*Customers taken to hospital

Analysis of year-on-year EWT change by area (%)
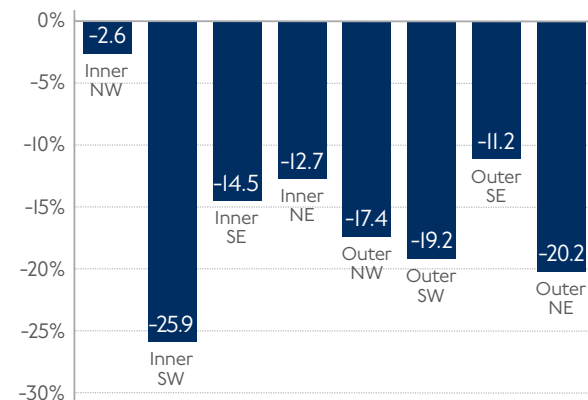
Compared with a year ago, results improved for both inner and outer London, although inner south west London was adversely affected by a number of disruptive roadworks. Measures remain in place to protect service reliability against worsening traffic congestion.

Scheduled services operated (%)
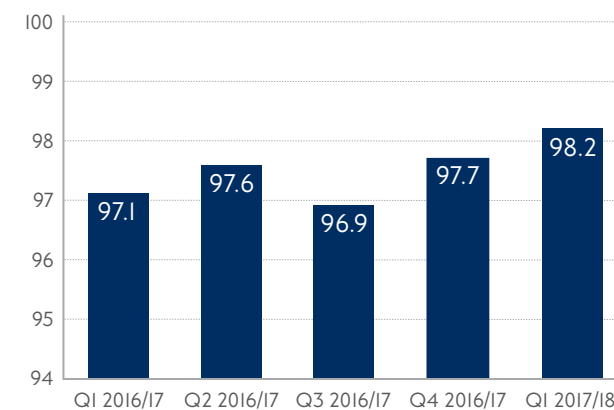
Performance has continued to improve. A package of measures remains in place to help protect against adverse trends in traffic conditions arising from economic growth and major road schemes.

Bus speeds – weighted average bus speed
Mileage per hour
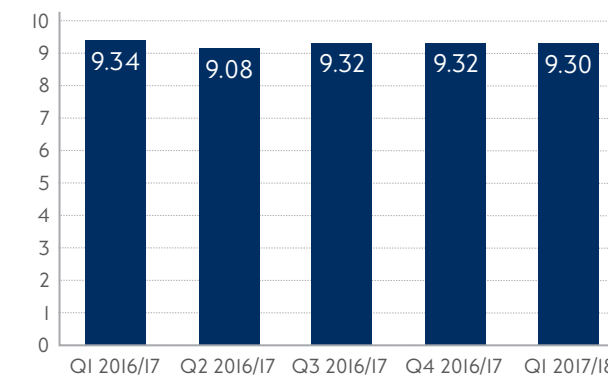
Annual

Bus speeds have been consistently slower than previous quarters. However, there is evidence of the deterioration decreasing recently.
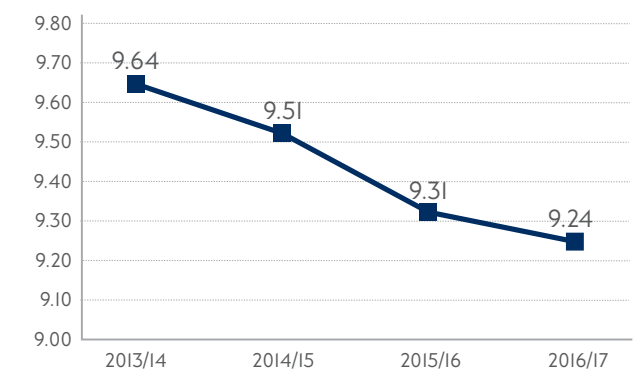
Rail

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

Passenger journey analysis

	QI 2017/I8	QI 2016/I7	Variance
London Overground			
Number of passenger journeys (millions)	43.8	43.9	0%
DLR			
Number of passenger journeys (millions)	28.6	29.1	–2%
TfL Rail			
Number of passenger journeys (millions)	I0.1	II.2	–10%
London Trams			
Number of passenger journeys (millions)	6.6	7.I	–7%
Emirates Air Line			
Number of passenger journeys (thousands)	382.3	38I.8	0%

London Rail – annual passenger journeys trend

Legend: DLR, London Overground, London Trams
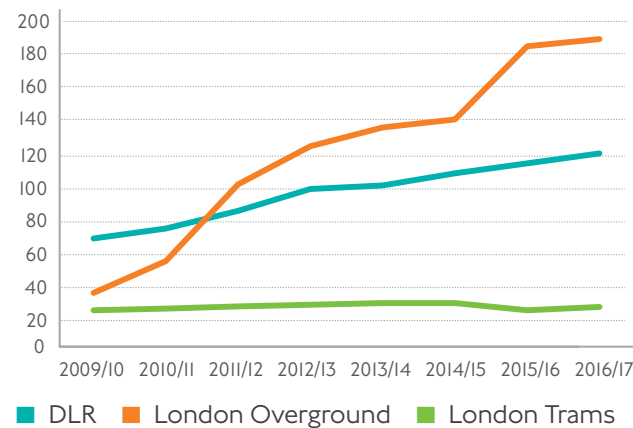
There was an extra day in QI last year as a result of Easter. Journeys were lower on London Trams and TfL Rail this year owing to engineering closures. Journeys were higher than last year on London Overground.

Reliability
DLR and London Trams – scheduled services operated (%)

Legend: DLR, London Trams
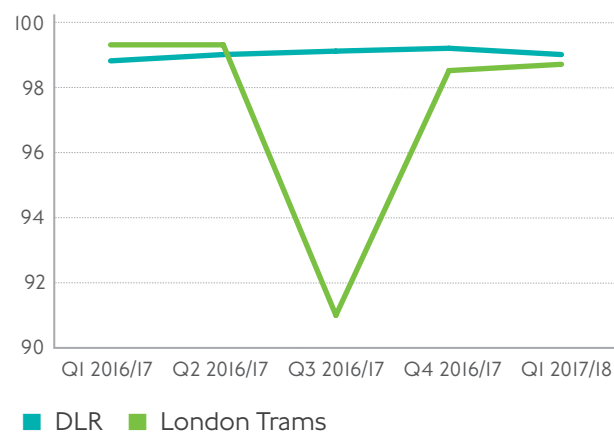
London Trams' reliability continues to improve steadily. DLR reliability remains strong.

Safety
RIDDOR* reportable customer injuries
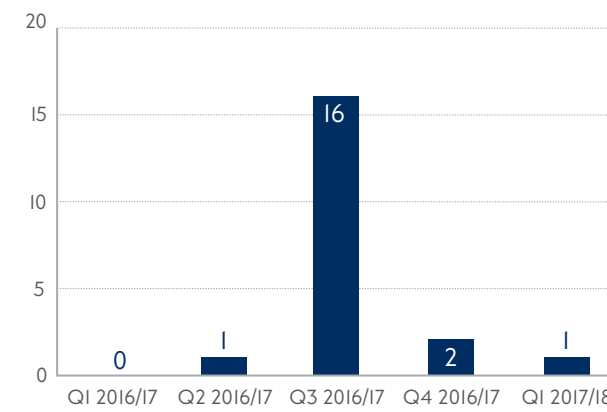
In QI, a customer suffered a dislocated shoulder following an incident with a moving, out-of-service tram.

* See glossary

Emirates Air Line availability
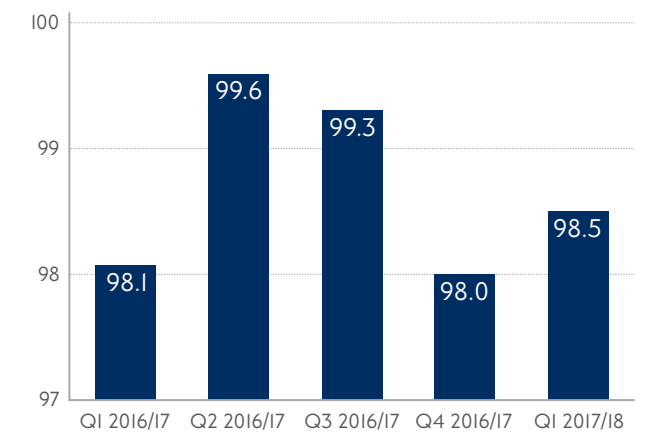
Availability in QI is consistent with the same quarter last year, and remained in line with Q4. The quarter was affected by the Tall Ships event in May and by several instances of high winds in June.

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

Legend: London Overground, TfL Rail
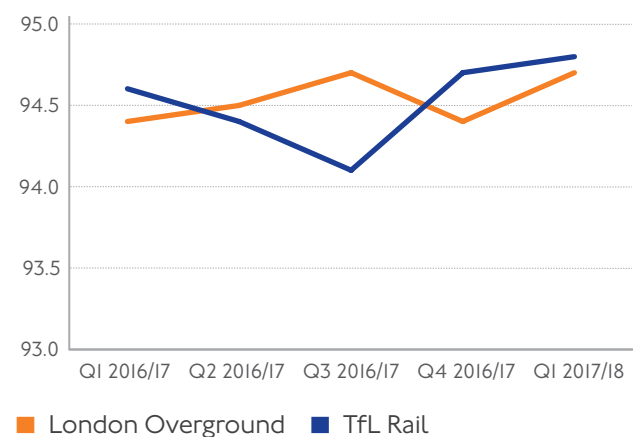
A focus on improving performance is showing results. At the end of QI, TfL Rail was the second best performing rail operator in the industry and London Overground was in third position.

London Rail reliability – annual trend

Legend: DLR, London Overground, London Trams
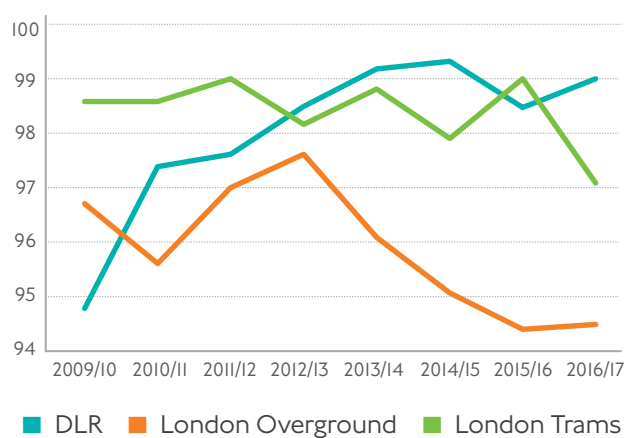
London Overground reliability in recent years has been severely affected by poor performance beyond our control. We are working closely with relevant parties to address this, and in late 2015/16 there were signs of gradual improvement. London Trams' performance was affected by the Sandilands derailment in Q3 as the network was shut down and precautionary speed restrictions put in place in Q4.

Customer satisfaction score (CSS)

Legend: DLR, London Overground, London Trams, TfL Rail
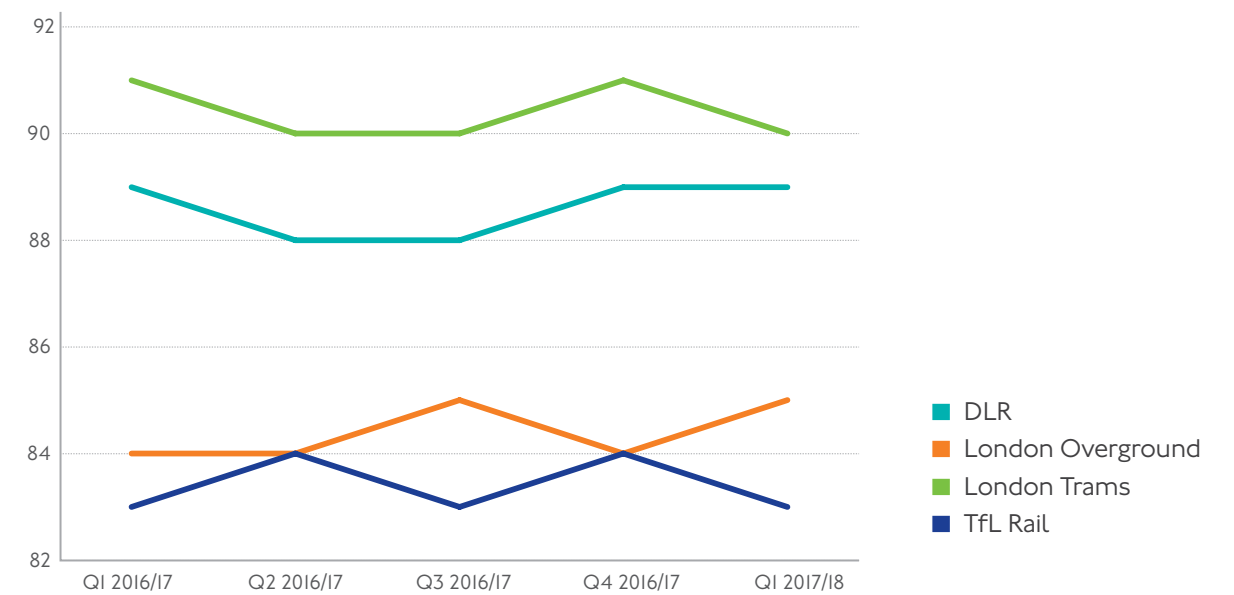
Customer satisfaction generally remains stable across the network, however, QI saw a one point reduction in TfL Rail's CSS owing to delays. There was also a one point increase for London Overground reflecting operational improvements. DLR satisfaction remains stable.

Roads

Transport for London Road Network (TLRN)

Volume analysis year-to-date

	QI 2017/18	QI 2016/17	Variance
Congestion Charge volumes (thousands)	3,622	3,950	–8%
Traffic volumes – all London (index)	96.0	95.9	0.2%
Cycling growth in CCZ (%)*	6.3%	5.3%	

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

Cycling

The latest Central London Cycling metric shows that a daily average of 461,751 kilometres, or an estimated 151,000 journeys, was cycled in the congestion charging zone during QI 2017. This is the highest level of cycling recorded during QI in central London since measurement began in 2014.

Traffic flow

The pan-London traffic flow index stands at 96.04; this is 0.2 per cent above the same quarter last year. In Quarter I average traffic speeds for the 12 hours between 07:00 and 19:00 across London were 16.8 mph, a 0.1 mph (0.3 per cent) increase year-on-year, compared with 16.7 mph in QI 2016/17.

Traffic flow (volume) year-on-year change

QI 2017/18	0.2% ▲
QI 2016/17	1.5% ▼
QI 2015/16	0.1% ▲
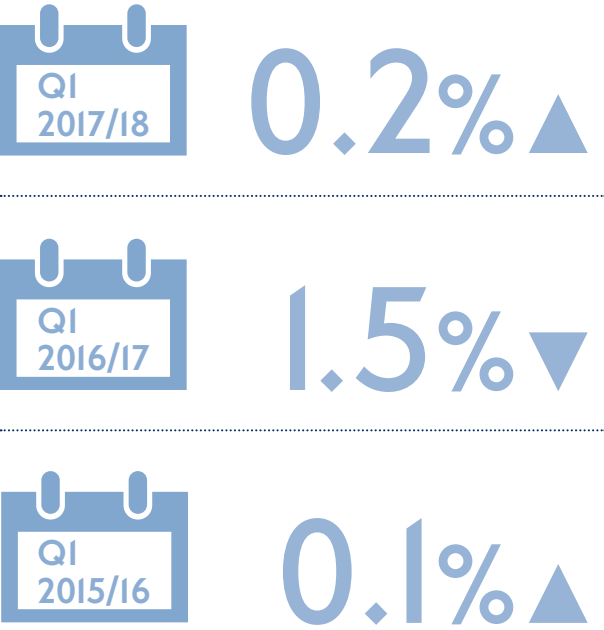
Compares traffic flow volume for the year-to-date with the corresponding quarters in the previous year.

Reliability

TLRN journey time reliability (JTR) (%)
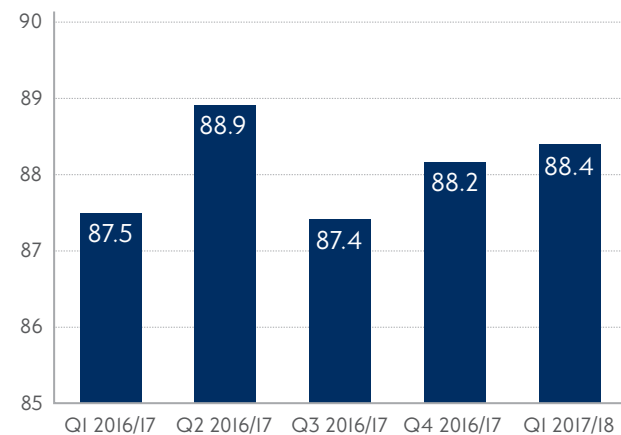
Eight-year trend
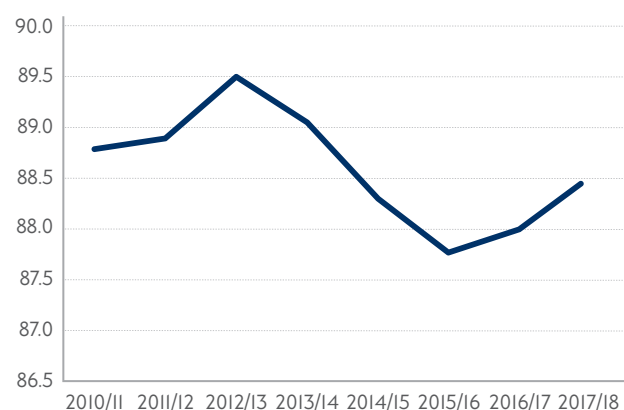
Despite a collision at the Blackwall Tunnel and the terrible fire at Grenfell Tower affecting performance in the quarter, journey time reliability increased.

Roads – reported fatalities

Quarterly (number of people)
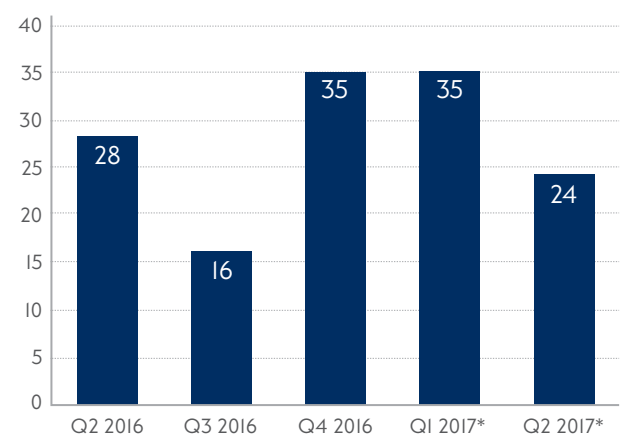
Five-year trend YTD (number of people)
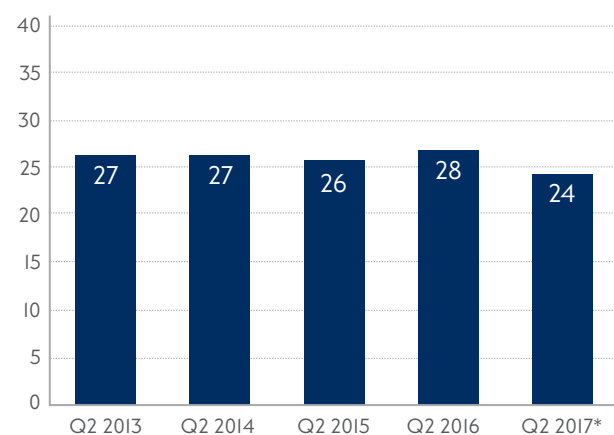
24 fatalities on London's roads

Lowest number of fatalities on record for Q2 compared with previous five years.

* The figures for 2017/18 are provisional
NB: The above data is based on calendar quarters rather than financial quarters, ie Q2 is April – June.

London-wide serious and severe disruption

Year-to-date (hours)

Eight-year trend

■ Planned ■ Unplanned

Total London-wide serious and severe disruption for planned and unplanned at Q1 2017/18 was 713 hours which represents an 18 per cent decrease compared to the same quarter in the previous year. Planned events were 176 hours this quarter spread across 37 separate events (an average of 4 hours 45 minutes per event). Unplanned events were 537 this quarter spread across 309 separate events (an average of one hour and 55 minutes per event). This compared to 868 hours spread across 392 events in Q1 2016/17 for planned and unplanned.

Customer satisfaction score (CSS) (%)

Year-to-date hours
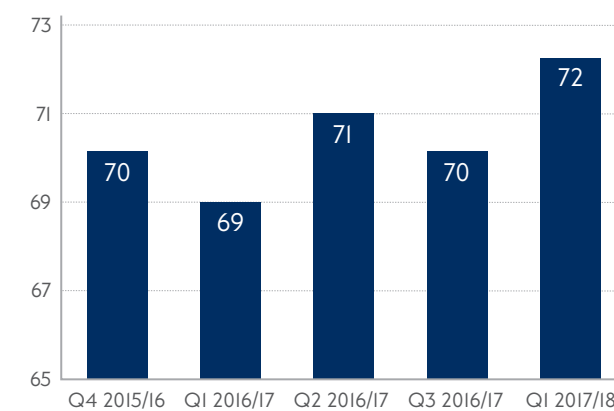
Overall satisfaction is at the highest level for two years. Satisfaction has improved across the whole journey experience (except for road surfaces and air quality), and particularly around speed and congestion.

The TLRN Customer Satisfation Survey, which was previously reported quarterly, will be reported twice in 2017/18 (in Q1 and Q3), before reverting to being an annual measure in 2018/19.

Other operations

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

Volume analysis year-to-date

	QI 2017/18	QI 2016/17	Variance
Santander Cycles			
Number of hires (millions)	2.8	2.6	9%
Victoria Coach Station			
Number of coach departures (thousands)	56.2	57.2	-2%
London River Services			
Number of passenger journeys (millions)	3.0	2.7	10%
London Dial-a-Ride			
Number of passenger journeys (thousands)	251.0	287.8	-13%
Taxi & Private Hire			
Number of private hire vehicle drivers	116,775	106,351	10%

The reduction in Dial-a-Ride passengers carried from QI 2016/17 to QI 2017/18 has been a partial consequence of the business plan objective of reducing drivers and overtime, and the halving of the taxi budget. Despite the reduction, the target for passengers carried has been exceeded by 3.3%. Supplementary timing factors are that there was one fewer day in QI this year compared to last year, and in QI 2016/17 there was no impact of the Easter break as it fell in March.

Reliability

Dial-a-Ride schedule services operated (%)
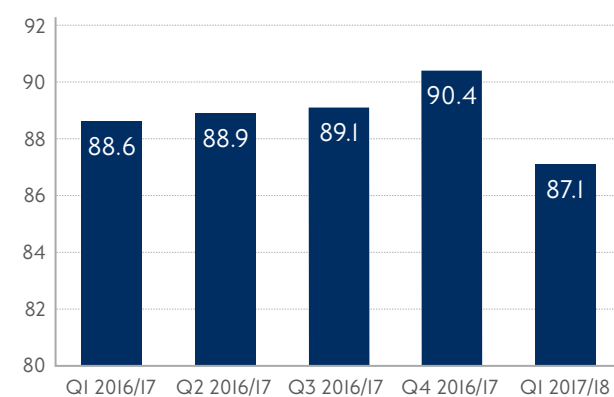
Total trips for QI were higher than expected (target) in spite of a decline in scheduled trip requests. Dial-a-Ride is continuing to adjust driver schedules to increase efficiency with the aim of reaching the 89 per cent target.

Santander Cycles docking station availability (%)

- Availability to return a bike
- Availability to hire a bike
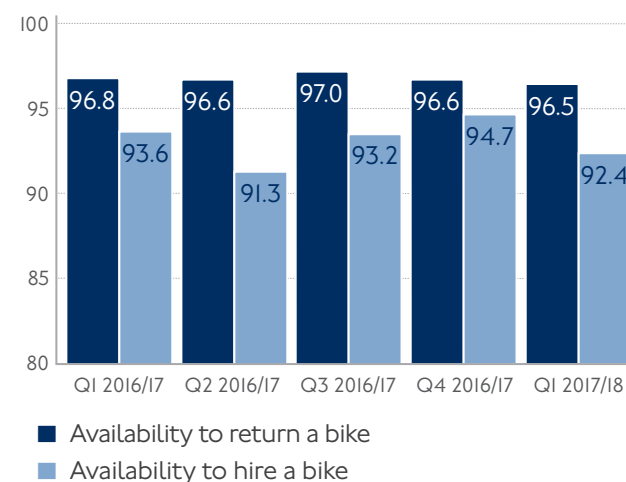
QI saw hire numbers rise to record levels. The ability to return a bike remains broadly consistent with the previous quarter and bike availability remains good.

Safety

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

* Customers taken to hospital during the quarter

The number of injuries this quarter is the lowest reported in two years. They were a result of four slips/trips/falls and a road traffic collision with a cycle hire user.

Scheduled services operated

London River Services (LRS)
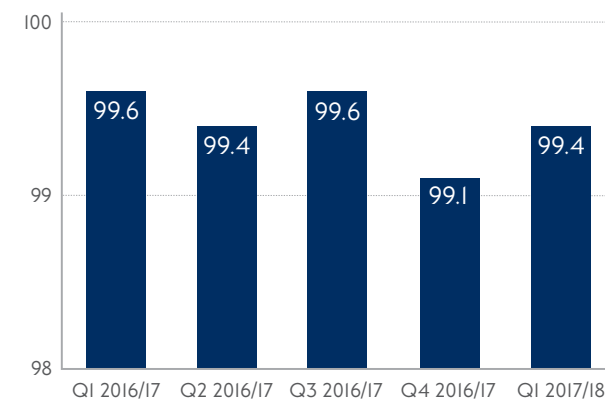
Scheduled services remain stable this quarter.

Customer

Customer satisfaction

- DaR
- VCS
- LRS
- Cycle Hire
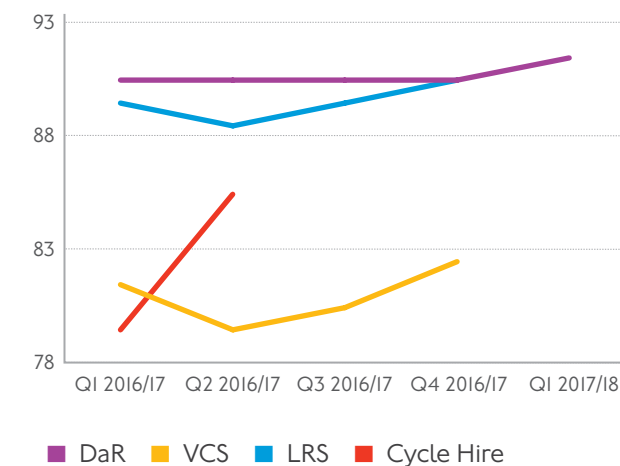
Only Dial-a-Ride conducted a survey in QI, in line with the usual reporting schedule, which returned a score of 92. Helpfulness of the driver, punctuality and smoothness of ride improved.

Crime trends

Recorded crime rate
Number of recorded offences per million passenger journeys

Legend: ■ QI 2017/18 ■ QI 2016/17

Number of recorded crimes

Year-to-date	QI 2017/18	QI 2016/17	Variance
London Underground	1,936	1,621	19%
Buses	2,562	2,849	-10%
DLR	124	77	61%
London Overground	232	152	53%

QI crime figures are based upon data from April to May
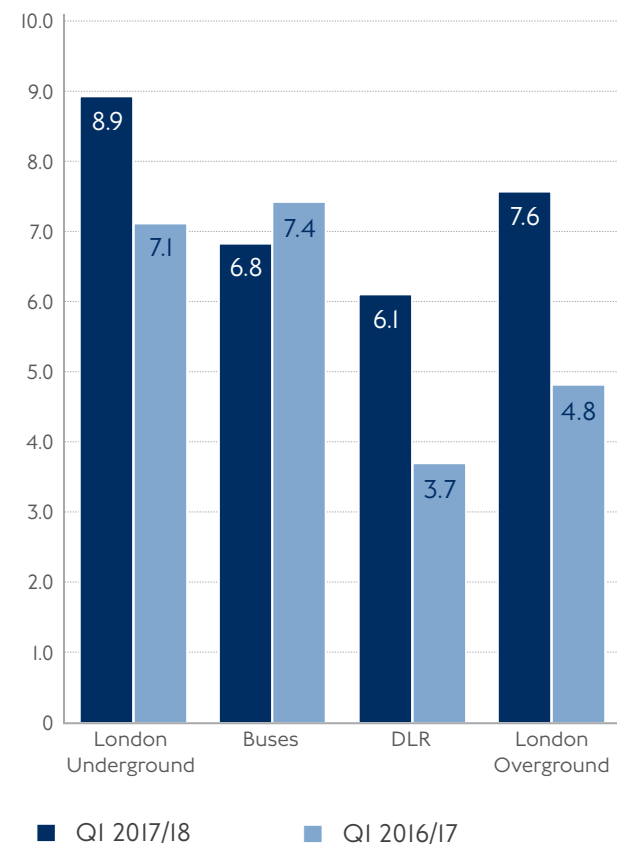
All forms of transport, with the exception of Buses, experienced a rise in crime and a higher rate of crime per million passenger journeys compared with the previous year.

Increases in recorded crime on LU, DLR and London Overground are primarily driven by rises in reported sexual offences, theft of passenger property and other offences involving violence, including serious public order. The majority of violent offences are not serious, with the rise 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. We are addressing these incidents but it remains challenging given the sporadic nature of offences.

Reported sexual offences on the transport system have continued to rise. This was anticipated and is considered a positive result of the 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. Sexual offences have been historically under-reported. 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.

Buses

	QI 2017/18	QI 2016/17	Variance
Burglary	12	12	0%
Criminal damage	154	206	-25%
Drugs	27	39	-31%
Fraud or forgery	0	3	-100%
Other notifiable offences	37	49	-24%
Robbery	163	118	38%
Sexual offences	126	142	-11%
Theft and handling	1,063	1,211	-12%
Violence against the person offences	980	1,069	-8%
Total notifiable offences	**2,562**	**2,849**	**-10%**

London Underground

	QI 2017/18	QI 2016/17	Variance
Violence against the person and serious public order	756	558	35%
Violence against the person	401	447	-10%
Sexual offences	181	165	10%
Criminal damage	153	111	38%
Line of route	17	8	113%
Theft of passenger property	647	582	11%
Motor vehicle/cycle offences	73	61	20%
Robbery	21	9	133%
Theft of railway property/burglary	38	27	41%
Serious public order	355	111	220%
Serious fraud	17	33	-48%
Drugs	15	53	-72%
Other serious offences	18	14	29%
Total notifiable offences	**1,936**	**1,621**	**19%**

London Overground, DLR

	QI 2017/18	QI 2016/17	Variance
Violence against the person and serious public order	917	674	36%
Violence against the person	473	512	–8%
Sexual offences	193	178	8%
Criminal damage	185	127	46%
Line of route	22	14	57%
Theft of passenger property	718	630	14%
Motor vehicle/cycle offences	107	72	49%
Robbery	26	13	100%
Theft of railway property/burglary	62	33	88%
Serious public order	444	162	174%
Serious fraud	17	34	–50%
Drugs	25	61	–59%
Other serious offences	20	14	43%
Total notifiable offences	**2,292**	**1,850**	**24%**

Attitudes to safety and security (%)

We have modernised our survey method, moving from telephone interviews to online, to capture a more representative sample of Londoners. The first round of online interviews is under way and we should be able to report a new set of figures next quarter, but they will not be directly comparable to previous years. We have carried out some testing to understand how the new method alters findings.

Crimes per million passenger journeys
Trends

- London Underground
- Buses
- DLR
- London Overground
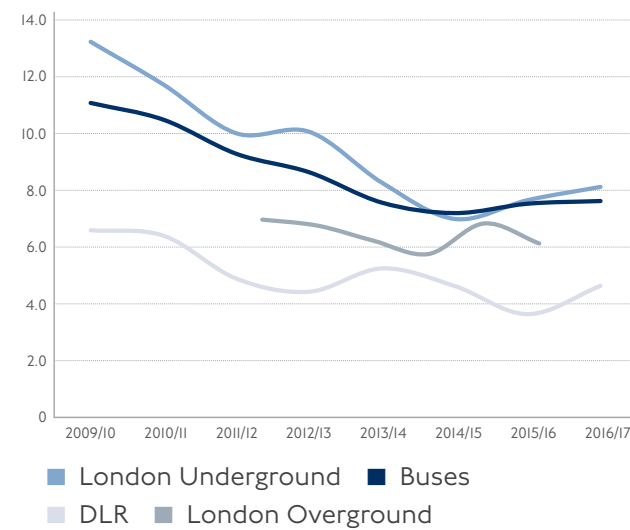
Listening to customers

Contact centre
TfL Customer Services
Phone number 0343 222 1234

	QI 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	QI 2017/18
Telephone calls	687,467	732,183	761,276	797,522	585,824
Abandonment rate*	11.3%	12.8%	13.0%	12.5%	8.5%
Correspondence	108,872	109,369	121,277	156,598	111,534
Closed in SLA**	90.4%	77.3%	80.8%	82.7%	74.3%
Quality score***	88.8%	89.8%	90.5%	90.0%	90.9%
Average speed of answer (seconds)	133	159	149	132	79

Call demand reduced in QI, but was only two per cent down compared to Q4 (which has an extra period). This was partly owing to the average speed of answer improving and fewer abandoned calls.

Similarly, correspondence demand reduced in QI by five per cent compared to Q4 following the transition to our new customer relationship management system. Correspondence performance was below target owing to the transition. Plans are in place to bring performance within target and are showing positive results.

TfL Customer Services annual performance

Financial year	Telephone calls		Correspondence		
	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	Quality score***
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%
QI 2017/18	585,824	8.5%	111,534	74.3%	90.9%

* Abandonment rate target 15 per cent or lower

** Cases responded to within the agreed timeframe. Our target is 80 per cent answered within 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 1

Santander Cycles (3,098)
and Other (11,809)*
14,907

Contactless
payment
55,649

Concessions
158,301

Oyster
268,996

Surface
and Rail
87,971
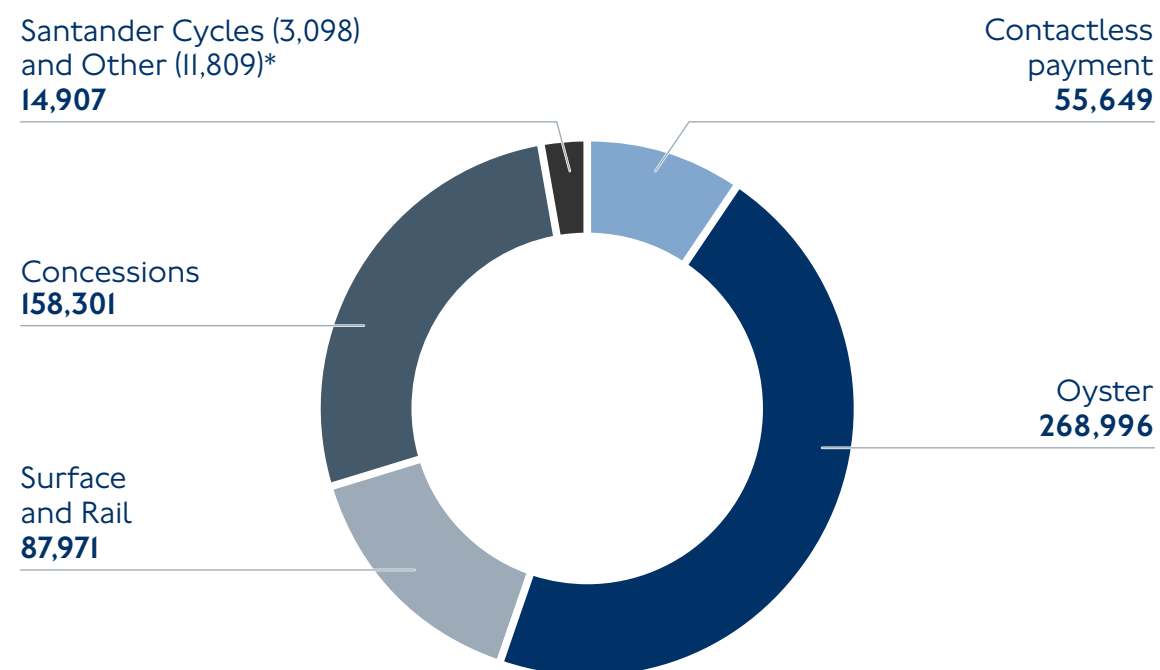
* Other includes Public Help Points, Taxi and private hire, Ticketing App,
Sarah Hope Line and Street-related.

Towards the end of the Q1 we began managing Santander Cycles calls and correspondence within our in-house Contact Centre. The first day for taking calls was 20 June – five days before the quarter end.

Oyster demand continued to reduce with a further six per cent drop on average from last quarter. This continues to coincide with more incoming Oyster correspondence – up 2.3 per cent on average from last quarter and 7.1 per cent on Q1 last year.

This quarter, we provided travel advice and support for people affected by the tragic fire at Grenfell Tower. We distributed 646 Oyster cards at the site and have set up a dedicated phone line to offer any additional support required.

**Other contact centres
Santander Cycles**
Phone number 0343 222 6666

Santander Cycles	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1* 2017/18
Calls received	45,717	29,286	29,153	34,341
Calls answered	41,287	26,347	26,116	30,928
Abandonment rate	9.7%	10.0%	10.4%	10.0%
Average speed of answer (seconds)	20	11	9	14

*Q1 up until 19 June

The number of calls for the quarter increased as we moved into the busy summer season. In general, our tourist market increases in Q1, which leads to more calls from those unfamiliar with the service. The number of abandoned calls remains in line with previous performance. Q1 saw the end of the current operating contract with Serco and the move of all calls being handled in-house for the last five days of the quarter.

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
2017/18	34,341	30,928	10%	14

Other contact centres
Road user charging (outsourced to Capita)
Phone number 0343 222 2222

Road user charging	QI 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	QI 2017/18
Calls received	354,961	363,735	457,664	521,855	353,470
Calls answered	327,040	334,014	294,373	451,877	312,690
Abandonment rate	7.9%	8.2%	35.7%	13.4%	11.5%
Average speed of answer (seconds)	86	92	508	183	126

The volume of calls received this quarter is close to QI the previous year.

The performance of Capita's Congestion Charge Contact Centre has continued to improve this quarter. The average speed of answer has improved to 126 seconds and remains within target of answering calls within 240 seconds. The percentage of calls abandoned has reduced to 11.5 per cent, in line with the contractual requirements of 15 per cent. We continue to work with Capita on further improvements to the service.

Road user charging annual figures

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
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
2017/18 year to date	353,470	312,690	11.5%	126

* Data not recorded

Taxi & Private Hire
Phone number 0343 222 4444

Taxi & Private Hire	QI 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	QI 2017/18
Calls received	128,316	124,426	168,450	128,316	155,729
Calls answered	120,925	117,140	139,863	120,925	140,343
Abandonment rate	5.4%	5.4%	16.5%	5.4%	8.9%
Average speed of answer (seconds)	58	53	225	58	121

In QI there was a slight increase in call volumes compared with QI last year. This is owing to calls from new applicants to book the topographical assessments now required for new private hire drivers.

The overall number of calls related to driver and operator enquiries has remained high this quarter owing to the additional scrutiny of medical information and Disclosure and Barring Services checks. This has led to an increase in the number of enquiries about the progress of applications.

We aim to answer all calls relating to licensing within 120 seconds.

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
2017/18 year to date	155,729	140,343	8.9%	121

Dial-a-Ride
Phone number 0343 222 7777

Dial-a-Ride	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18
Calls received	156,893	147,813	157,287	184,067	141,911
Abandonment rate	7.3%	7.3%	10.9%	8.6%	7.5%
Average speed of answer (seconds)	158	150	238	208	197
Email bookings	8,176	7,714	9,442	11,368	9,211
Fax bookings	2,673	1,536	1,822	1,915	1,408
Passenger services letter	23	23	25	39	20
Passenger services email	57	60	53	81	86

The call abandonment rate has improved in Q1 compared to Q4 and remains within the target of eight per cent. The average speed of answer remains over the target of 180 seconds but is continuing in a downward trend. We remain focused on improving call handling skills and efficiency to provide a high level of service to our customers, who may need more help when booking a trip or requesting information.

Despite the average speed of answer being higher than in Q1 2016/17, the abandonment rate for the first quarter is broadly in line with Q1 2016/17.

Dial-a-Ride annual figures

Year	Calls received	Abandonment rate (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
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
2017/18 year to date	141,911	7.5%	9,211	1,408	20	86

Customer complaints

Complaints per 100,000 journeys	Q1 2017/18	Q1 2016/17	Variance
London Underground	0.70	0.96	-27%
London Buses	2.29	2.98	-23%
DLR	0.67	1.27	-47%
London Overground	1.25	2.81	-56%
TfL Rail	1.72	2.66	-35%
London Trams	1.42	1.76	-19%
Emirates Air Line	1.83	0.79	132%
Congestion Charge	6.50	4.89	33%
Dial-a-Ride	93.22	117.80	-21%
London River Services	0.41	0.41	0%
Santander Cycles	2.07	4.03	-49%
Taxis*	5.06	5.42	-7%
Private Hire*	6.79	4.26	59%
Contactless	0.06	0.16	-63%
Oyster	0.16	0.15	7%

* Journeys not recorded; figures based on survey

A drop in complaints in London Buses and Rail is partly owing to the Contact Centre's transition to the new customer relationship management system. The new system enables improved coding to better separate complaints from general enquiries.

For Dial-a-Ride, driver conduct remains the largest source for complaints, but the number has reduced compared with last year. This reflects improvements following staff training, and regular complaints forums to identify service and process improvements.

The rise for Emirates Air Line must be taken in the context of a very low volume. The number rose from three to seven in Q1.

The increase for private hire journeys is mainly due to a significant rise in driver behaviour complaints, with one of the most frequent being private hire vehicles using taxi ranks.

Santander Cycle Hire complaints are lower than last year following improvements in bike redistribution at key stations.

Customer complaints – five-year trend

| Service	2013/14	2014/15	2015/16	2016/17	Year to date 2017/18
London Underground	14,594	14,429	13,731	14,546	2,199
London Buses	57,560	65,452	71,268	66,300	12,142
DLR	2,961	2,460	1,318	1,302	192
London Overground	3,901	3,822	6,660	4,328	547
TfL Rail	n/a	n/a	1,338	1,460	175
London Trams	524	397	565	627	94
Emirates Air Line	63	52	62	28	7
Congestion Charge	2,316	1,372	1,368	3,117	365
Dial-a-Ride	1,760	1,908	1,305	1,088	234
London River Services	1	70	64	58	12
Santander Cycles	441	687	354	359	58
Taxi & Private Hire	3,562	4,255	4,048	6,368	1,881
Contactless	4	566	552	587*	81
Oyster	9,575	6,763	5,283	4,808	1,066

We are now producing new daily reports to provide important customer feedback for our teams on the bus network. Daily reports are also issued to each bus operator. This, along with the recent introduction of our safety and complaints procedure, helps ensure customer feedback is acted upon.

Quarterly commendations 2017/18

Service	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18
London Buses	617	563	549	725	554
London Underground	334	358	375	406	230
Oyster*	121	107	106	83	n/a
London Overground	4	8	24	55	26
DLR	32	26	21	30	13
London Trams	0	0	1	12	7
TfL Rail	20	21	15	10	33
Transport for London Road Network	2	n/a	6	8	8
Travel information*	18	13	13	6	n/a
Dial-a-Ride	17	10	3	4	3
Contactless Payment Card*	29	25	8	3	n/a
London River Services	0	0	0	2	0
Emirates Air Line	3	1	1	2	2
Santander Cycles	6	0	0	1	0
Total	**1,203**	**1,132**	**1,122**	**1,347**	**876**

* Grouped within the relevant service from Quarter 1 onwards

Annual commendations
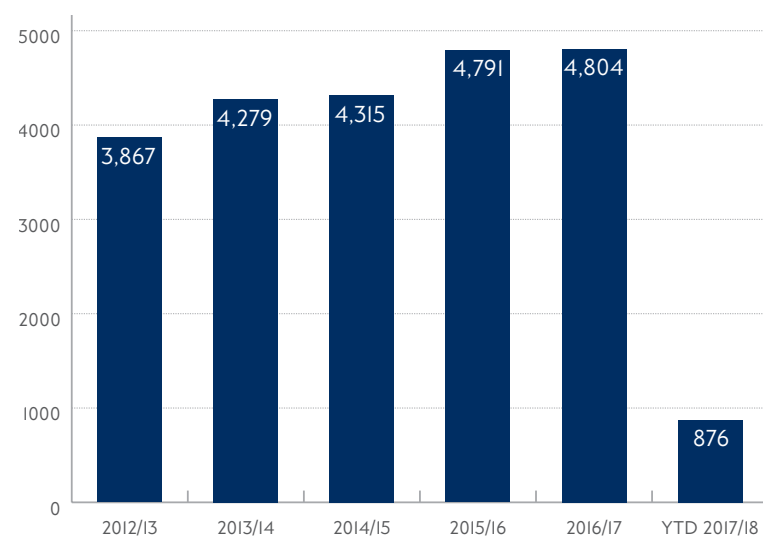
Customer satisfaction
Past five quarters

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	2017/18 full-year target
London Underground	85	85	85	85	86	85
Buses	86	85	86	86	88	86
DLR	89	84	83	84	89	88
London Overground	84	84	85	84	85	84
London Trams	91	90	91	91	90	89
Emirates Air Line	94	93	93	93	n/a	93
TfL Rail	83	88	88	89	83	83
Cycle Hire	83	88	n/a	n/a	n/a	n/a
Transport for London Road Network	69	71	70	n/a	72	70
London River Services	n/a	89	90	91	n/a	n/a
Victoria Coach Station	n/a	80	81	83	n/a	n/a
London Dial-a-Ride	n/a	n/a	91	n/a	92	n/a

We have maintained our high customer satisfaction scores this quarter. Satisfaction with LU has risen to an all-time high of 86. London Overground scored 85, TfL Rail 83, and DLR and Trams continue to be very high at 89 and 90 respectively.

Customer satisfaction
Annual

	2013/14	2014/15	2015/16	2016/17	Year to date 2017/18
London Underground	83	84	85	85	86
Buses	83	85	86	86	88
DLR	87	89	89	89	89
London Overground	82	83	84	84	85
London Trams	89	89	90	90	90
Emirates Air Line	93	93	93	93	n/a
TfL Rail	n/a	n/a	83	83	83
Cycle Hire – members	78	81	80	80	n/a
Cycle Hire – casual	82	85	86	86	n/a
Transport for London Road Network	74	74	70	70	72
London River Services	89	90	90	90	n/a
Victoria Coach Station	79	82	81	81	n/a
London Dial-a-Ride	92	92	92	91	92

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.

Since the launch in March 2016, the Sarah Hope Line has been contacted 756 times. In Q1 it received 415 calls, resulting in 29 new cases:

Non-transport-related	1
London Trams	12
Buses	7
London Underground	9
Total	**29**

There has been more interest from external stakeholders in the service and its ethos. The team has been invited to a number of major trauma centres, hospital trusts and law firms to discuss how the line offers a voice of kindness during extremely difficult situations.

Following the Grenfell Tower fire, the team has been able to support those affected by the tragedy. The relationships we have developed with trauma counselling services have enabled us to coordinate drop-in counselling sessions for community workers in the area. Further sessions will be scheduled. We have also arranged access to individual counselling sessions for those who preferred them.

Transport for All

One of our major accessibility stakeholders, Transport for All, raised concerns in Q1 about how we learn from bus complaints and how well we respond. We have introduced a number of actions to resolve the issues. These include:

- A better method of identifying the nature of the complaint or enquiry, using new coding when logging complaints and commendations to better understand the travel experiences of disabled customers
- Support for both Contact Centre managers and agents, with training in accessibility issues so they have more confidence managing and responding to complaints
- Revising the bus operators' code of practice for handling complaints and encouraging positive bus driver behaviour by highlighting commendations
- Introducing league tables with the number of complaints received by operator and the action taken against drivers

Transport for All has been invited to work with us on this and we hope these measures will make a difference to how we respond to complaints and give greater assurance to our customers and stakeholders.

Please offer me a seat badge

We launched the 'Please offer me a seat' badge and card on 28 April 2017 and have distributed more than 21,000 packs and posted badges and cards for customers who have requested them.

Although feedback has been positive, some users feel more needs to be done to promote the scheme. We will be including 'Please offer me a seat' in future marketing campaigns, and will look for further opportunities to promote it through social media.

We will work with the Independent Disability Advisory Group to monitor the success of the scheme. We will also measure if customers feel more confident using our services and if they have more comfortable journeys as a result.
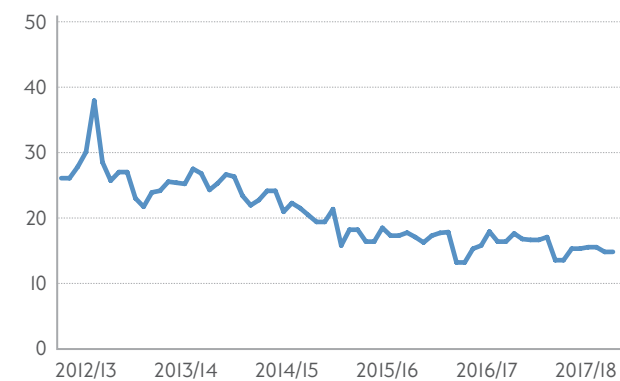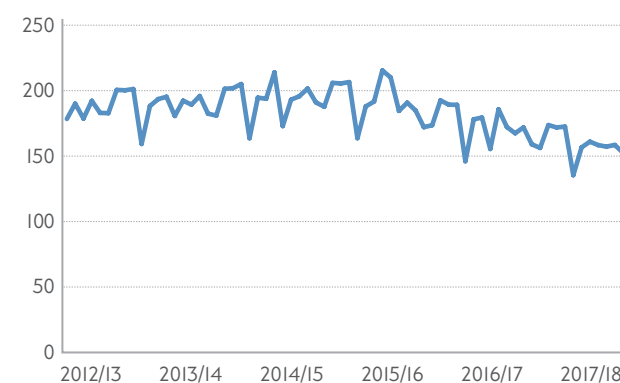
Making life easier for customers

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)

Graphs for bus and Underground fare payer journeys use figures based on 13 financial periods a year.
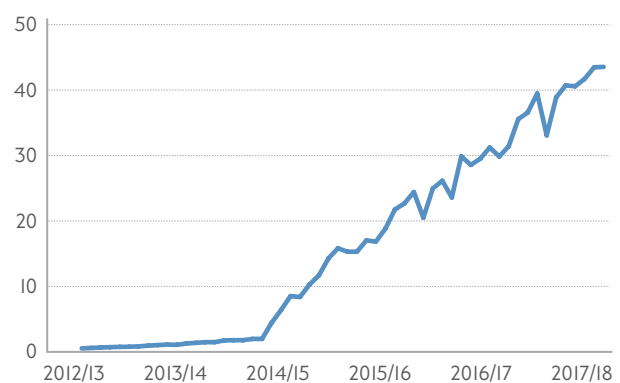
83m
Bus Hopper journeys since launch

1.1m
Automated refunds were issued in QI (April to June 2017), with £3.4m refunded

23m
cards and mobile devices have been used on bus, Tube and rail services

2m
contactless journeys are made daily

Ticketing system availability

	Quarter I – 2017/18			Year to date – 2017/18		
	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	98.65	+0.45 ▲	–0.06	98.65	+0.45 ▲	+0.12
London Buses – bus validations – overall availability	99.67	+0.67 ▲	+0.09	99.67	+0.67 ▲	+0.20

London Underground and London Buses' ticketing systems were above target for QI. This is largely owing to improvements such as replacing machines and updating software.

Internal IT system availability

	2013/14	2014/15	2015/16	2016/17	QI 2017/18
Annual scores	99.36%	99.43%	99.79%	99.18%	99.87%

IT performance improved slightly this quarter following the implementation of better monitoring to anticipate issues before they have an effect. Performance remains above the target of 99.6 per cent.

One billion journeys made by contactless payment

There have been more than one billion pay as-you-go journeys made by contactless payment cards, as the new payment option has substantially changed the way customers pay for their travel. Forty per cent of all pay-as-you-go journeys are now paid for using contactless payment cards – up from around 25 per cent a year ago. More than 23 million cards and mobile devices have been used on bus, Tube and rail services in London since the system launched in December 2012. On average, two million contactless journeys are made daily.

Customers from more than 100 countries have now used contactless payment cards and mobile devices to make journeys on the Capital's public transport network, with more than 20 new countries, including Estonia, Morocco and Peru, having been seen for the first time in the past year.

Contactless payments were launched on London's buses in December 2012 and were expanded to cover the city's Tube and rail services in September 2014. The system automatically calculates the best value fare based on the customer's journey history and then charges them at the end of the day – ensuring they always pay the lowest fare in the easiest and most convenient way. This means that customers could save money compared to buying a Travelcard, and travel around London more affordably.

In the future, contactless will also be expanded to cover the Elizabeth line, which will see services running from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east by December 2019.

Samsung Pay accepted for pay-as-you-go travel in London

Customers can now use Samsung Pay on their mobile phone to travel on the Capital's transport network as part of its wider UK launch.

To help make it easier for customers, Samsung has worked with us to help users to set a payment card specifically as a transport card to use on all our services and most National Rail services in London. Customers just need to add their payment card to the app and nominate it as a transport card.

20+ new countries, including Estonia, Morocco and Peru, have used contactless for the first time on our network in the past year

Customers from more than **100** countries have now used contactless payment cards and mobile devices to make journeys

Innovation through time

- Annual and monthly seasons on Oyster

2003

2004
- Pay-as-you-go launched on Oyster

- Daily capping
- Weekly paper tickets move to Oyster

2005

2006
- Oyster pay-as-you-go becomes cheaper than cash

- Oyster pay-as-you-go introduced on National Rail

2010

2012
- Contactless on bus

- Cash-free bus
- Contactless on Tube and rail services

2014

2015
- Fit for the Future – Stations
- Pay-as-you-go extended to Gatwick Airport
- Barclaycard Pay introduced – July
- Apple Pay introduced – July

- Pay-as-you-go to Swanley – March
- Contactless on river service – May
- Android Pay introduced – May

2016

2017
- Samsung Pay introduced – April

63m

Number of visits to the TfL website this quarter

243m

Number of website page views Q1 2017/18

6.2m

Number of followers this quarter (8%▲ against Q4)

728,385

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

42,400

Number of Instagram followers this quarter (17%▲ in Q4)

In QI website traffic volumes have stabilised. We expect Q2 volumes to decline in line with seasonal trends. The increase in website traffic in Q4 was in part due to Tube strikes.

There was a surge in website users on the evening of Thursday 27 April owing to Easter weekend travel and then reduced traffic from Easter Friday to Bank Holiday Monday.

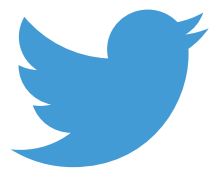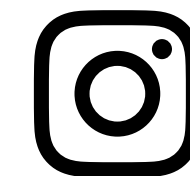The number of our social media followers continues to grow with 6.2 million Twitter followers and 728,385 Facebook fans. This was enhanced by the launch of the TfL TravelBot towards the end of the quarter. We also have 12,800 developers signed up to our free open data.

Over **12,800 developers** have used our data...

We are working hard to make new datasets available through our open data policy. The list summarises 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
LU crowding data to show customer volumes and movements in stations and train occupancy	Quarter 4 2016/17
Locations of WiFi 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
New like-for-like cycle hire feed	Quarter 1 2017/18
Manual boarding ramps	Quarter 1 2017/18
Busiest times at Blackwall Tunnel (A102) –	Quarter 2 2017/18
Busiest times at Blackwall Tunnel (A102) – Northbound tunnel on a weekday and on the weekend	Quarter 2 2017/18
Improved step-free access information – lift availability across TfL network (internal process)	Quarter 2 2017/18

Data – Future release schedule	Date
Electric vehicle charging points and live availability	Quarter 2 2017/18
Bus stops with Countdown screens and/or benches	Quarter 3 2017/18
Like-for-like historic cycle hire trip data	Quarter 2 2017/18
Customer flow/taps data	Quarter 3 2017/18
Cycling infrastructure database data	Quarter 4 2017/18
Improved step-free access information – lift availability across TfL network (Telent)	Quarter 3 2017/18
Temperature on the Tube	Quarter 3 2017/18

TravelBot

We launched the TfL TravelBot on Facebook Messenger in June. It is our first conversational bot with the ability to understand natural language queries, such as 'When is the next bus?' and respond using artificial intelligence. In addition to bus arrival times, customers can find out the status of Tube lines and bus routes, access Tube maps or continue the conversation with a customer service agent. As we learn more about our customers' needs we can adapt the TravelBot and add new functionality.

With our open data and unified Application Programming Interface (API) already helping to provide live information via third-party apps and Twitter alerts, this is another innovative approach to customer service on a popular digital platform.

After a soft launch, 5,400 unique users have already sent 61,000 messages to the bot. It has also generated significant interest in the press; especially some of the more humorous bot responses. New journey planning functionality is being considered in preparation for a full launch later in the year.

Accessibility: digital partnerships summit

Fourteen per cent of Londoners have some form of disability, and our own digital channels play a vital role in providing customers with the right information about step-free access routes, lift availability and crowding levels. On 2 June, the Deputy Mayor for Transport opened the Digital Partnerships Summit, which looked at how our open data and information can be leveraged to improve the services on offer.

Building on a number of apps already using our open data, major technology organisations, app developers and representatives from disability groups worked on a number of challenges together.

Results are already being seen:

- New data has been released, including for wheelchair accessible bus stops
- Moovit, used by more than 60 million users in 1,200 cities, has introduced features including comprehensive VoiceOver/TalkBack support for visually impaired people as well as larger buttons

This month, Moovit announced a comprehensive route planning service for people with restricted mobility, such as step-free access routes from street level to the train and lift availability on the transport network. We are also actively working with partners and app developers to standardise features for users through consistent guidelines, irrespective of the app.

Keeping customers informed

Quarter 1 customer information email volumes

37.4m
Total number
of customer
information emails

227
Total number
of email
campaigns
in Q1 2017/18

Annual figures

	2013/14	2014/15	2015/16	2016/17	Q1 2017/18
Total number of customer information emails	111m	263m	273m	190m	37.4m
Total number of campaigns	438	1,019	1,216	898	227

We have run fewer campaigns in Q1 as we have refined our targeting to send customers more relevant, personalised travel information.

Customer Service Innovation Programme

We seek to harness the many excellent ideas that our employees produce to improve customer service. Almost 250 ideas were submitted as part of this programme. Eight projects secured support to go ahead, and seven of these have either been completed or are at trial stage:

• **Recycling:** Vinyls of Mr Tickle at Southwark and London Bridge Tube stations have helped to persuade customers to use our recycling bins

• **Customer feedback:** Instant feedback devices on bus route 363 and two feedback kiosks at Stratford bus station

• **Event planning:** An analysis tool that captures road closures and shares the information with the public via their personal smart devices and satellite navigation providers

• **Easier journey planning:** Steps and walking distance data for two trial stations successfully integrated into a demo in-station Journey Planner

• **Improved customer information:** TfL's new TravelBot (see page 62)

• **Better customer experience:** Integrating sound with advertising to create a unique customer experience

• **Addressing crowding:** A 'green lane' on the southbound Victoria line platform at King's Cross St. Pancras station to help reduce crowding on the platform

Managing demand and reducing incidents at Blackwall Tunnel

We have launched targeted communications of localised travel information to help address congestion and the causes of disruption at the Blackwall Tunnel, one of the busiest locations on London's roads.

Providing information on the very busiest times on weekdays and weekends through targeted emails and social media is designed to help customers who have flexibility to alter their travel times. From feedback, to date 78 per cent of customers found the information useful, with 89 per cent saying they would like to receive personalised information on predicted road congestion.

Many incidents that cause disruption, such as running out of fuel on the approach or in the tunnel and over-height vehicles trying to enter, are avoidable. Working with WAZE, the real-time navigation app, we are reminding drivers to ensure they have enough fuel through digitally targeted messaging and re-routing options to local petrol stations. This advert has been served more than 80,000 times and the click-through rate was five times the normal average among WAZE users.

We are working with prospective partners at Eurotunnel and Highways England to help better communicate the tunnel's height restrictions and provide drivers of large vehicles with information on alternatives before arriving in London.

Enhanced communications trial with utility companies

We are working with utility companies to provide customers, road users and local communities with enhanced information. By working with utility provider SGN ahead of works we were able to reach more customers who were affected and provided specific travel advice to ensure they had the information they needed.

Mobility Accelerator Programme

A partnership with Nitrous is helping to speed up the development of six promising startup products that aim to improve journeys by tackling congestion and promoting walking and cycling.

The nine-week programme provided the startups with mentoring, expertise and insights from across TfL and senior FTSE 250 leaders. The programme culminated in a showcase evening, at which the start-ups pitched to the mentors and potential investors. The highlights included a smart cycling 'bell' that gives the rider enhanced navigation, and captures and communicates danger hotspots when used, plus advanced information that captures bus crowding levels through CCTV analysis.

The programme illustrated the importance of cross-sector working to ensure technological innovations benefit individuals and the city as a whole. It gave us the opportunity to try new ways of working to encourage development of new products that improve our customer's transport experience.

Customer information campaigns this quarter

Q1 April to June

Surface	Surface Thames Tideway works
	Parliament Square Works
	Westminster Bridge South
	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	Tall Ships Regatta 2017
	London Marathon 2017
	State Opening of Parliament 2017
	F1 Event
	London Triathlon 2017
	Women's Tour
	Prudential Ride London 2017
	World Athletics and ParaAthletics
	Notting Hill Carnival 2017
	Lumiere 2018

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 are summarised below.

Service improvements

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

Value fares

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

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 have 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.

Accessibility

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

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.

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.

Travel demand management

Encouraging customers to check before they travel, especially before works and closures, major road works and public events.

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
Transport for London Road Network (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. |
| TLRN: serious and severe disruption | Hours | This KPI measures the numbers of hours of serious and severe disruption on the TLRN as a result of planned and unplanned interventions. |

Our customer commitments
Every journey matters

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

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS