

## Agenda

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

**Date: Thursday 27 February 2020**

**Time: 10.15am**

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

### Members

Dr Mee Ling Ng OBE (Chair)

Anne McMeel

Dr Alice Maynard CBE (Vice-Chair)

Dr Lynn Sloman

Bronwen Handyside

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

### Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Jamie Mordue, Secretariat Officer; telephone: 020 7983 5537; email: [JamieMordue@tfl.gov.uk](mailto:JamieMordue@tfl.gov.uk).

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

Howard Carter, General Counsel  
Wednesday 19 February 2020

**Agenda**  
**Customer Service and Operational Performance Panel**  
**Thursday 27 February 2020**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interest**

General Counsel

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

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

**3 Minutes of the Meeting of the Panel held on 27 November 2019**

(Pages 1 - 8)

General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 27 November 2019 and authorise the Chair to sign them.**

**4 Matters Arising and Actions List**

(Pages 9 - 18)

General Counsel

**The Panel is asked to note the updated actions list.**

**5 Quarterly Customer Services and Operational Performance Report - Quarter 3, 2019/20**

(Pages 19 - 128)

Managing Directors, London Underground and TfL Engineering; Customers, Communication and Technology; and Surface Transport

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

**6 Bus Strategy - Next Steps**

(Pages 129 - 154)

Managing Director Surface Transport

**The Panel is asked to note the presentation.**

**7 Customer Journey Modernisation**

(Pages 155 - 160)

Managing Director, Surface Transport

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

**8 Noise levels on Public Transport**

(Pages 161 - 166)

Managing Directors London Underground and TfL Engineering

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

**9 Accessibility and the Step Free Tube Challenge**

(Pages 167 - 172)

Managing Director London Underground and TfL Engineering

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

**10 Member suggestions for future agenda discussions**

(Pages 173 - 176)

General Counsel

**The Panel is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.**

**11 Any Other Business the Chair Considers Urgent**

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

## **12 Date of Next Meeting**

Wednesday 1 July 2020 at 10.15am.



# Agenda Item 3

## Transport for London

### Minutes of the Customer Service and Operational Performance Panel

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

10.15am, Wednesday 27 November 2019

#### Members

Dr Mee Ling Ng OBE	Chair
Dr Alice Maynard CBE	Vice Chair
Bronwen Handyside	
Anne McMeel	

#### Executive Committee

Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Andy Lord	Managing Director, London Underground and TfL Engineering

#### Staff

Mark Evers	Chief Customer Officer, Customers, Communication and Technology
Jonathan Fox	Director, Rail & Sponsored Services, Surface Transport
Siwan Hayward OBE	Director of Compliance, Policing and On-street Services (up to minute 45/11/19, inclusive)
Joyce Mamode	Head of Assisted Transport, Passenger Services Dial-a-Ride (for minute 47/11/19)
Danny Price	General Manager, Sponsored Services, Surface Transport (for minute 46/11/19)
Jamie Mordue	Secretariat Officer

#### Others in attendance

Lisa Garrett	Chief Inspector, British Transport Police (for minute 45/11/19)
Andy Wright	Police Inspector (Station Commander, Central London), British Transport Police (for minute 45/11/19)

### 40/11/19 Apologies for Absence and Announcements

The Chair welcomed everyone to the meeting, particularly Andy Lord, Managing Director London Underground, who was attending his first meeting of the Panel.

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

Apologies had been received from Dr Lynn Sloman.

## **41/11/19 Declarations of Interest**

Members confirmed that their declarations of interests, as provided to the Secretariat and published on [tfl.gov.uk](http://tfl.gov.uk), were up to date and there were no interests to declare that related specifically to items on the agenda.

## **42/11/19 Minutes of the Previous Meeting**

The minutes of the meeting held on 12 September 2019 were approved as a correct record and signed by the Chair.

## **43/11/19 Matters Arising and Actions List**

On safety, TfL had made active announcements to remind customers to be aware of the potential for slips, trips and falls, particularly in wet weather, and to keep clear of train doors. Staff safety and wellbeing remained a priority for TfL; posters had gone up at all stations, including London Overground stations, to remind customers that abuse of staff would not be tolerated.

**The Panel noted the Actions List.**

## **44/11/19 Quarterly Customer Service and Operational Performance Report – Quarter 2, 2019/20**

Andy Lord presented the Quarter 2 2019/20 Customer Service and Operational Performance Report. There had been two fatalities on London Underground, as a result of criminal activity, at Elephant and Castle and Hillingdon stations. A fatality had also occurred as a result of a customer falling down stairs at Waterloo station. There was no fault in TfL infrastructure and the Office of Rail and Road and the Rail Accident Investigation Branch had been informed. TfL's thoughts were with the family and friends of the deceased.

At Oxford Circus station, a medical incident had caused a customer to fall onto the track, five to ten seconds before the train approached the platform. Immediate action was taken and a member of the public, a trained medical professional, helped at the scene. Overcrowding was not believed to be an issue but the corporate safety team would look into the incident and response, as a matter of course. TfL continued to liaise with the appropriate authorities. The wellbeing of the driver and platform staff was also a continuing priority for TfL.

TfL's suicide prevention programme was delivering benefits and would continue to be enhanced.

The escalator programme continued and lessons from accidents at London Bridge and Waterloo stations would be incorporated into ongoing work. A trial of safety enhancements to the train/platform interface would take place at Ealing Common Depot, before potentially being installed at Baker Street station. Members were invited to view the enhancements. **[Action: Andy Lord]**

TfL was working to ensure that customers with greater accessibility needs were provided with the necessary information at the right time during their journey, particularly for those that required lifts, and that alternative options were clearly provided. Refresher training on using manual boarding ramps was provided to staff to support TfL's aim to make public transport more accessible.

Three unrelated payment processing issues had caused an increase in the number of customers querying their journey and refund information. A further increase was caused by customers contacting TfL following attempts to access Oyster online accounts. A small number of customers had their Oyster online accounts accessed after their login details were compromised on a non-TfL website; few of those accounts accessed saw fraudulent activity. While no customer payment details were accessed, TfL temporarily closed online Contactless and Oyster accounts and reduced some refund options as a precautionary measure. The majority of self-service refund options were reinstated and customers were advised to change their Oyster online account passwords. Incidents of fraud were regularly reported to the Audit and Assurance Committee, which had a strong focus on ensuring that work on fraud prevention was not kept within siloes. A note would be provided to the Audit and Assurance Committee.

**[Action: Vernon Everitt]**

A speed awareness campaign, including prime time TV adverts, had been introduced as part of the Vision Zero strategy. At the time of the meeting, the Managing Director Surface Transport was at a Bus Safety Summit, where he would speak to operators on making improvements to the bus fleets to improve safety.

Automatic speed controls had been fitted on 35 trams, which amounted to close to 50 per cent of trams, and all trams were planned to be fitted with the speed controls by the end of 2019.

Additional safety measures were looked at during the winter months, when more accidents tended to occur. The number of customer slips, trips and falls was reviewed on a weekly basis and there was a specific focus on near miss reporting and minor trends. TfL spoke with various stakeholder groups, including elderly customer groups, and staff encouraged elderly customers to use lifts or offered assistance at the tops of escalators. This would particularly be the case in the run up to Christmas, as more elderly customers used TfL and Network Rail interchanges.

The anti-Semitic abuse that had been videoed on an Underground train had led to an arrest by the British Transport Police (BTP). TfL was making contact with the victim, to apologise directly, and the member of the public who had intervened. It was noted that the incident had not been reported to station staff and TfL was only made aware of the incident when it was posted on social media. Siwan Hayward told the Panel that there was a huge amount of proactive work to ensure that customers know that hate crime would not be tolerated and TfL had strong support from its policing partners. It was encouraging that other customers feel able to challenge hate crime and filming was helpful for BTP when making arrests.

Members asked that more analysis of the data be included in future quarterly reports and that the icons used better represent the data they are simplifying.

**[Action: Report Authors]**

Members would be provided with a note on what measures TfL took to promote accessible public transport on car free day. **[Action: Vernon Everitt]**

A greater percentage of injuries were recorded on TfL Rail, rather than London Overground, DLR and Trams; this was likely to be due to TfL Rail services being extended to Heathrow during this period. TfL continued to work with BTP colleagues as a number of injuries were as a result of criminal activity. The numbers did not reflect a safety issue with the railway and TfL would speak to Great Western Railway to compare its injury statistics. The Panel would be provided with a note, once the reason had been ascertained. **[Action: Jonathan Fox]**

Violence against the person on TfL Rail had increased by 40.5 per cent from Q2 2018/19 to Q2 2019/20. While violence against the person was a relatively broad category and a lot of the cases were low level and without injury, the vast majority of the increase was as a result of public order offences, including verbal offences.

TfL would look at whether the TravelBot could be used to update customers about roadworks and provide an update to the Panel. **[Action: Mark Evers]**

The Panel discussed the performance data for the taxi and private hire contact centre. Members asked if the key performance indicators (KPIs) reflected what was important for the customer. A paper would be provided to a future meeting on potential changes to the KPIs for the quarterly report. **[Action: Helen Chapman]**

Members noted that the walk trips per resident aged over five had remained relatively constant between 0.6 and 0.8 trips per day, with a slight decrease from 2016/17 to 2017/18. The Panel would be provided with a note on what measures TfL was taking to improve the walk trips per resident. **[Action: Alex Williams]**

**The Panel noted the report.**

## **45/11/19 Tackling Theft Offences on TfL Networks**

The Chair welcomed Lisa Garrett and Andy Wright from the British Transport Police (BTP). Siwan Hayward introduced the report, which provided a summary of the work undertaken by TfL and policing partners to reduce theft on TfL's network.

TfL had a strong relationship with the BTP and extra funding had been given for additional policing on the network. A recent television documentary had highlighted how well TfL and its policing partners worked together and Vernon Everitt praised BTP colleagues for their assistance in tackling crime.

The approach to policing would continue to focus on the highest harm crimes, such as knife crime, hate crime or sexual crimes. This approach supported those with the highest needs, such as those with mental health issues.

The increase in crime was largely driven by theft, .theft was incredibly organised and not restricted to London; rather it was an international operation that moved from city to city. There was active engagement on reducing the amount of crime across TfL and these efforts aimed at ensuring that the risk would not be worth the reward for organised crime on TfL networks.

Further, there was a pattern of targeting the most vulnerable, such as the elderly. TfL and its policing partners were working with banks and building societies to ensure they were doing their part to protect customers.

Lisa Garrett told the Panel that there were five proactive units, within a branch of Criminal Investigation Department, to detect offenders. In January 2019, one team arrested 233 people for theft, of which 231 were foreign born nationals with links to organised crime. Tackling theft was very resource intensive, particularly as customers did not necessarily know when the theft had occurred, or even if they had accidentally left their property somewhere. Once a crime hotspot had been identified and policing partners moved to the location, the criminals would simply move elsewhere on the network.

Operation Farrier was a multi-faceted approach to tackling theft, which had involved early morning raids, tactics to drive criminals onto certain lines and crime prevention techniques. It was an addition to the effort to tackle the high harm crimes as a priority. Andy Wright told the Panel that, in August 2019, 200 uniformed and 60 plain clothed officers were deployed in Operation Farrier. This led to 21 total arrests, of which 17 were for theft and tied to organised crime.

The Panel noted that, from October 2018, there was an increase in the report of thefts on the Underground. This was largely attributed to the introduction of a new online system for reporting thefts. Since June 2019, there had been consistent decreases in the number of thefts on the Underground.

It was envisaged that more work could be done in the future with other organisations, such as HMRC, but there were distinct profile differences between offenders. BTP had also hosted Romanian and Bulgarian police officers to share their experience and learn from BTP colleagues.

TfL would look at how it could work with organisers of events, such as Christmas events, to ensure that the level of security was appropriate. The posters that were used to remind customers to be vigilant had been adapted for digital screens and shared with local businesses and on social media. Methods used by other sectors, such as aviation, to deter crime would be reviewed to see which practices could be transferred to the TfL network.

**The Panel noted the paper.**

## **46/11/19 River Operations**

Jonathan Fox introduced the paper, which updated the Panel on the work to develop river services and encourage greater use of the river by passengers.

The river had not previously been a priority for TfL, which was reflected in the passenger numbers of five to ten million customers a year, and TfL has operated as more of a promoter of services than an operator of piers. Work was ongoing to determine how TfL could move river operations away from a loss making service to a service that broke even.

Danny Price told the Panel that the London Passenger Pier Strategy (LPPS) had been published on 7 November 2019, in collaboration with the Port of London Authority. The

LPPS set out the strategy for maximising the use of the river to transport people in a safe and environmentally sustainable way, in line with Proposal 72 of the Mayor's Transport Strategy. The LPPS would seek to: put safety at the core of pier design and operations; investigate opportunities to maximise capacity and encourage off-peak usage; make piers easy to find and accessible; and enable the use of environmentally cleaner vehicles. Safety was a priority for TfL and the Vision Zero approach was embedded into the ways of working. Any accident was investigated and there was no room for complacency in achieving Vision Zero.

The Woolwich Ferry had reopened in late January 2019 using two hybrid powered boats to replace the 55 year old fleet; this had provided a more environmentally sustainable and comfortable experience. While the service had experienced intermittent issues with its power and communications technology, the new vessels had made a positive impact on cleaner air in the area. The new ferries had created a number of jobs, such as in repair and maintenance. There had been an improvement in the relationship between staff and the new operator and work would continue to improve the relationship further.

While TfL did not currently have the in-house expertise to manage the ferry service directly, it would be possible to procure the expertise necessary in the future. The Panel requested an update paper to its next meeting on the future options for the operation of the service, which was due to end at the end of March 2020, including the work that had been undertaken to mitigate reliability risks. **[Action: Jonathan Fox]**

A technical advisor was due to be appointed to work on the feasibility of the Rotherhithe to Canary Wharf Crossing. There were options on which piers to use, on each side of the crossing, and on the method of propulsion. An update would be provided to the Panel in early 2020 on future key dates and options for the crossing. **[Action: David Rowe]**

**The Panel noted the paper.**

## **47/11/19 Assisted Transport Services**

Joyce Mamode introduced the paper, which provided an update on the progress made since June 2019 in delivering against the actions in the Assisted Transport Services (ATS) roadmap.

The Panel noted that the most recent figures for answer times on the Dial-a-Ride telephone line had shown positive changes, with a two minute answer time at off-peak times and a three and a quarter minute answer time during peak times. Owing to the relatively long length of the calls, there was a target of three minutes to answer calls. An upgrade to the operating system used to book journeys and the rescheduling of staff's peak working hours had had a positive impact on the time taken to answer calls. The introduction of a new booking and scheduling system for ATS was targeted for implementation in July 2021 and was expected to decrease answer times further.

TfL remained diligent in recording any injury. Dial-a-Ride services had an increase in minor customer injuries due to accidents while boarding and alighting vehicles. This was being mitigated by new vehicles having a guard rail added to the ramp and feedback was garnered from drivers if they recognised that a customer might benefit from a particular mobility aid. TfL was looking at how it could work with social services'

fall prevention teams to give customers the necessary information on how to protect themselves from slips, trips and falls.

TfL would look at ways it could increase the circulation of 'In Touch' magazine, which provided updates on Dial-a-Ride and TfL's other accessible services, in particular to BAME groups and hospitals.

The Panel requested that the biannual update paper on Assisted Transport Services include: what TfL was doing on accessibility in the context of London's wider development; status updates on ongoing projects; what provisions were in place for when things did not go to plan, whether the issue was with TfL or the customer; and what was being done on buses and taxis not stopping for customers.

**[Action: Gareth Powell]**

The Panel requested that the annual paper on 'Bus Services to London's Hospitals' include the links between buses, assisted transport services and hospitals, with analysis on how people use the services and where there were gaps. The paper would also address how TfL might improve the experience for customers that tried to book services but the booking system would not allow them to book if incorrect information had been accidentally input.

**[Action: Gareth Powell]**

**The Panel noted the paper.**

## **48/11/19 Member Suggestions for Future Discussion Items**

Howard Carter introduced the Forward Plan.

Members requested that further updates on the Customer Journey Modernisation Programme be provided twice a year.

**[Action: Jonathan Fox]**

**The Panel noted paper.**

## **49/11/19 Any Other Business**

There was no urgent business.

## **50/11/19 Date of Next Meeting**

The next scheduled meeting was due to be held on Thursday 27 February 2020 at 10.15am.

The meeting closed at 12:28 pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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## Customer Service and Operational Performance Panel



**Date:** 27 November 2019

**Item:** Matters Arising and Actions List

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### **This paper will be considered in public**

#### **1 Summary**

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

#### **2 Recommendation**

2.1 The Panel is asked to note the Actions List.

#### **List of appendices to this report:**

Appendix 1: Actions List

#### **List of Background Papers:**

Minutes of meeting of the Panel on 12 September 2019.

Contact Officer: Howard Carter, General Counsel  
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**Customer Service and Operational Performance Panel Actions List  
(Reported to the meeting on 27 February 2020)**

**Appendix 1**

**Actions from meeting of the Panel held on 27 November 2019**

<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status Note</b>
<b>44/11/19 (1)</b>	<p><b>Quarterly Customer Service and Operational Performance Report – Platform Train Interface</b> A trial of safety enhancements to the train/platform interface would take place at Ealing Common Depot, before potentially being installed at Baker Street station. Members were invited to view the enhancements.</p>	Andy Lord	July 2020	The trial is ongoing and Members will be invited to view the enhancements once this is completed.
<b>44/11/19 (2)</b>	<p><b>Quarterly Customer Service and Operational Performance Report – Oyster online accounts</b> A small number of customers had their Oyster online accounts accessed after their login details were compromised on a non-TfL website. Incidents of fraud were regularly reported to the Audit and Assurance Committee, which had a strong focus on ensuring that work on fraud prevention was not kept within siloes. A note would be provided to the Audit and Assurance Committee.</p>	Vernon Everitt	March 2020	Completed. An email was sent to Audit and Assurance Committee and Customer Service and Operational Performance Panel members on 30 January 2020.

Minute No.	Item/Description	Action By	Target Date	Status Note
44/11/19 (3)	<p><b>Quarterly Customer Service and Operational Performance Report – Use of icons in report</b></p> <p>Members asked that more analysis of the data be included in future quarterly reports and that the icons used better represent the data they are simplifying.</p>	Report authors	February 2020	Completed. Further analysis of the data presented will be provided in quarterly reports from February 2020 onwards.
44/11/19 (4)	<p><b>Quarterly Customer Service and Operational Performance Report – Car free day</b></p> <p>Members would be provided with a note on what measures TfL took to promote accessible public transport on car free day.</p>	Vernon Everitt	February 2020	Completed. A note was sent to Members on 3 February 2020.
44/11/19 (5)	<p><b>Quarterly Customer Service and Operational Performance Report – Injuries on TfL Rail</b></p> <p>A greater percentage of injuries were recorded on TfL Rail, rather than London Overground, DLR and Trams... The Panel would be provided with a note, once the reason had been ascertained.</p>	Jon Fox	July 2020	Work on this action is ongoing.

Minute No.	Item/Description	Action By	Target Date	Status Note
44/11/19 (6)	<p><b>Quarterly Customer Service and Operational Performance Report – TravelBot</b></p> <p>TfL would look at whether the TravelBot could be used to update customers about roadworks and provide and update to the Panel.</p>	Mark Evers	February 2020	Completed. The ambition for the TravelBot is to focus on customer contact queries and integration on the website. While it is technically possible to integrate the roadworks data feed, this would require significant work. It is not proposed to pursue this, given the ambition for the TravelBot, the size of the audience and lack of customer demand.
44/11/19 (7)	<p><b>Quarterly Customer Service and Operational Performance Report – Taxi and Private Hire KPIs</b></p> <p>Members asked if the key performance indicators reflected what was important for the customer. A paper would be provided to a future meeting on potential changes to the KPIs for the quarterly report.</p>	Helen Chapman	July 2020	On forward plan. Work is ongoing consider how KPIs could reflect better issues that were important to customers.
44/11/19 (8)	<p><b>Quarterly Customer Service and Operational Performance Report – Trips made by walking</b></p> <p>The Panel would be provided with a note on what measures TfL was taking to improve the walk trips per resident.</p>	Alex Williams	February 2020	Completed. A note was sent to Members on 18 February 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
46/11/19 (1)	<p><b>River Operations – future options on Woolwich Ferry</b></p> <p>The Panel requested an update paper to its next meeting on the future options for the operation of the service, which was due to end at the end of March 2020, including the work that had been undertaken to mitigate reliability risks.</p>	Jon Fox	July 2020	On forward plan. TfL has confirmed its intention to bring the operation and maintenance of the Woolwich Ferry in-house by the end of 2020. The aim of bringing the service in-house is to focus on improving performance, ultimately providing better service for the two million customers who use it every year.
46/11/19 (2)	<p><b>River Operations – Rotherhithe to Canary Wharf crossing</b></p> <p>An update would be provided to the Panel in early 2020 on future key dates and options for the Crossing.</p>	David Rowe	July 2020	On forward plan.
47/11/19 (1)	<p><b>Assisted Transport Services – Biannual update paper</b></p> <p>The Panel requested that the biannual update paper on Assisted Transport Services include: what TfL was doing on accessibility in the context of London’s wider development; status updates on ongoing projects; what provisions were in place for when things did not go to plan, whether the issue was with TfL or the customer; and what was being done on buses and taxis not stopping for customers.</p>	Gareth Powell	July 2020	On forward plan.

Minute No.	Item/Description	Action By	Target Date	Status Note
47/11/19 (2)	<p><b>Assisted Transport Services – Bus services to London’s hospitals</b>            The Panel requested that the annual paper on ‘Bus Services to London’s Hospitals’ include the links between buses, assisted transport services and hospitals, with analysis on how people use the services and where there were gaps. The paper would also address how TfL might improve the experience for customers that tried to book services but the booking system would not allow them to book if incorrect information had been accidentally input.</p>	Gareth Powell	July 2020	On forward plan.
48/11/19	<p><b>Member Suggestions for Future Discussion Items – Customer Journey Modernisation</b>            Members requested that further updates on the Customer Journey Modernisation Programme be provided twice a year.</p>	Jon Fox	February 2020	On agenda and on the Panel’s forward plan.

## Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
34/09/19 (6)	<p><b>Quarterly Customer Service and Operational Performance Report – safety, health and environment data streams</b></p> <p>The Chief Safety, Health and Environment Officer was leading work to draw together activity across TfL on safety, health and environment data streams, with the aim of ensuring clearer insight and consistency. This would be included, where relevant, in future quarterly reports, with a particular focus on analysing data in reference to customer service safety and other issues that fall within the Panel’s remit, as distinct from reports to the Safety Sustainability and Human Resources Panel.</p>	Lilli Matson	February 2020	Completed. This data will be included, where relevant, in the quarterly reports to the Panel, from the 27 February 2020 meeting.
36/09/19 (3)	<p><b>Strategic Risk Update - Loss of External Stakeholder Trust (SR6) – Key relationship holders</b></p> <p>Members would be provided with a summary of the relationship holders within TfL and an update on the progress on implementing the early engagement model.</p>	Andy Brown	<p>October 2019</p> <p>November 2020</p>	<p>Completed. A summary of relationship holders was circulated to the Panel on 2 October 2019.</p> <p>An update on the progress on implementing the early engagement model is on the forward plan.</p>



<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status Note</b>
<b>36/09/19 (4)</b>	<p><b>Strategic Risk Update - Loss of External Stakeholder Trust (SR6) – Feedback on ULEZ</b></p> <p>The Panel requested that data on feedback from the public and boroughs on the ULEZ and its expansion be shared, when available.</p>	Andy Brown	November 2019	Completed. A note was sent to Members on 21 November 2019.
<b>18/06/19 (4)</b>	<p><b>Quarterly Customer Service and Operational Performance Report – active travel</b></p> <p>A paper on the difference in active travel between boroughs would be provided to the Panel.</p>	Alex Williams	June 2020	<p>On forward plan. TfL continues to collect data on the differences between boroughs on active travel and the impact of the Healthy Streets Check for Designers</p> <p>An update will be provided in June 2020, once sufficient data is available, with all future updates included in the annual update to the Safety, Sustainability and Human Resources Panel.</p>
<b>17/06/19 (2)</b>	<p><b>Matters Arising and Actions List – shared use bus boarders</b></p> <p>The results of the research into shared use bus boarders, undertaken at Enfield, Waltham Forest, Kingston and Camden, would be shared with Members once they had been finalised.</p>	Andrew Summers	April 2020	TfL is awaiting the results from three types of survey: video surveys; intercept surveys; and views recorded on accompanied visits. The results will be shared with the Panel prior to the meeting in July 2020.

<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status Note</b>
<b>19/06/19</b>	<b>Healthy Streets Check for Designers</b> The Panel requested that the impact of the HSCD be included in the detailed analysis of the difference in active travel between boroughs (action 18/06/19 (4)).	Alex Williams	June 2020	Please refer to action 18/06/19 (4)).
<b>22/06/19</b>	<b>TfL and Metropolitan Police Vision Zero Action Plan – Junior Roadwatch</b> Members would be invited to participate in a Junior Roadwatch.	Siwan Hayward	November 2019	Members have been invited to attend a Junior Road Watch in March 2020. Subject to availability, Members will also be invited to a date later in the year.
<b>27/06/19</b>	<b>Member Suggestions for Future Discussion Items – noise levels</b> At the request of the Chair, a paper would be submitted to a future meeting on noise levels on London Underground and London Overground services (for passengers) and at stations (for passengers and neighbours).	Secretariat	February 2020	On agenda? If forward plan, update the date column.
<b>07/02/19 (3)</b>	<b>Strategic Overview of Cycling in London – annual update</b> An annual update to be scheduled in the Forward Plan.	Secretariat	July 2020	On forward plan. This is scheduled for July 2020, when a more comprehensive update will be available
<b>09/02/19</b>	<b>Bus Strategy Update – Next Steps</b> An annual update to be scheduled in the Forward Plan.	Secretariat	February 2020	Complete. On agenda.

Minute No.	Item/Description	Action By	Target Date	Status Note
28/09/18	<b>Mapping of Customer Groups</b> A report on the outcomes of the customer gain insights across TfL to be presented to a future meeting.	Vernon Everitt	July 2020	To be reported as part of ongoing work on Spotlight on Customer Programme. An item on turning customer gain point into action is included on the Panel's Forward Plan.

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## Customer Service and Operational Performance Panel



**Date:** 27 February 2020

**Item:** Customer Service and Operational Performance Report – Quarter 3, 2019/20

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### This paper will be considered in public

#### 1 Purpose

- 1.1 The purpose of this paper is to update the Panel on TfL's customer service and operational performance for Quarter 3 2019/20.
- 1.2 This report covers the period from 15 September to 7 December 2019.
- 1.3 The format of this report continues to align with the Mayor's Transport Strategy and clearly highlights TfL scorecard measures. It also provides additional information requested by Members at the previous meeting. The report will continue to be updated to better reflect reporting information requested by the Panel.

#### 2 Recommendation

- 2.1 The Panel is asked to note the report.

#### List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Report - Quarter 3, 2019/20

#### List of Background Papers:

None

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# Transport for London customer service and operational performance report

Quarter 3 (15 September 2019 – 7 December 2019)

## About Transport for London (TfL)

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

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

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

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

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

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

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

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

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



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## 104 Glossary

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# Introduction

Our customers and users expect a safe and reliable transport network, offering value for money and innovation to make journeys easier. We put customers at the heart of everything we do. We are committed to listening to our customers and investing to improve journeys. We also focus on tackling our customers' most common day-to-day frustrations.

We are sad to report that there have been a number of terrible incidents this quarter. A young man, Tashan Daniel, was murdered in an unprovoked attack at Hillingdon station on 24 September. Two suspects have been arrested and charged. There was a second tragic murder on our network on 10 October. Two victims were stabbed on a bus in east London, with one, Baptista Adjei, suffering fatal injuries. Two 15-year-old males have been charged.

There were two accidents that sadly led to the death of colleagues. On 18 September, Christian Tuvi, working for a contractor at Waterloo station, was involved in a fatal accident while carrying out maintenance. On 31 October, Kenneth Matcham, a bus operator colleague, died in a fatal collision. We are working closely with the investigations to understand the causes of these incidents and to make safety improvements.

During this quarter, London Underground reliability was affected by repairs necessary after routine maintenance revealed cracking on some Jubilee line trains. All but one of the worst affected trains has now returned to service. We are collaborating closely with our supplier to address the difficulties we have had with the introduction of the

latest phase of new signalling as part of the modernisation of the Circle, District, Metropolitan and Hammersmith & City lines.

On the roads, we have changed 808 traffic signals, saving 13,433 customer hours per day for people walking, cycling and using public transport. This is supporting our bus network, which has had a challenging quarter due to road traffic conditions. On the London Overground, there are now four trains per hour from Euston to Watford and we continue to roll out new class 710 electric trains.

For the eighth consecutive year, our Customer Contact Centre ranked in the UK Top 50. We improved our position significantly, moving up from 37th place to 27th, driven by improvements in the overall quality of service.

Having collected depersonalised Wi-Fi data from more than 260 London Underground stations (2.7 billion pieces of data), we have updated our Journey Planner to more accurately reflect journey times through 55 key stations.

**Andy Lord**  
Managing Director  
London Underground and TfL Engineering

**Gareth Powell**  
Managing Director  
Surface Transport

**Vernon Everitt**  
Managing Director  
Customers, Communication  
and Technology







# Business at a glance

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

## How we report on our business



## Facts and figures\*

**945** Trains on the TfL network



**580km**

TfL-operated highways



**720km**

TfL-operated Rail and London Underground routes



**9,330**

London Buses on the TfL network



**6,356**

Traffic signals operated by TfL

\* Based on full year 2018/19

# Mayor's Transport Strategy themes in this report

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

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

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

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

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## Healthy Streets and healthy people



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## A good public transport experience



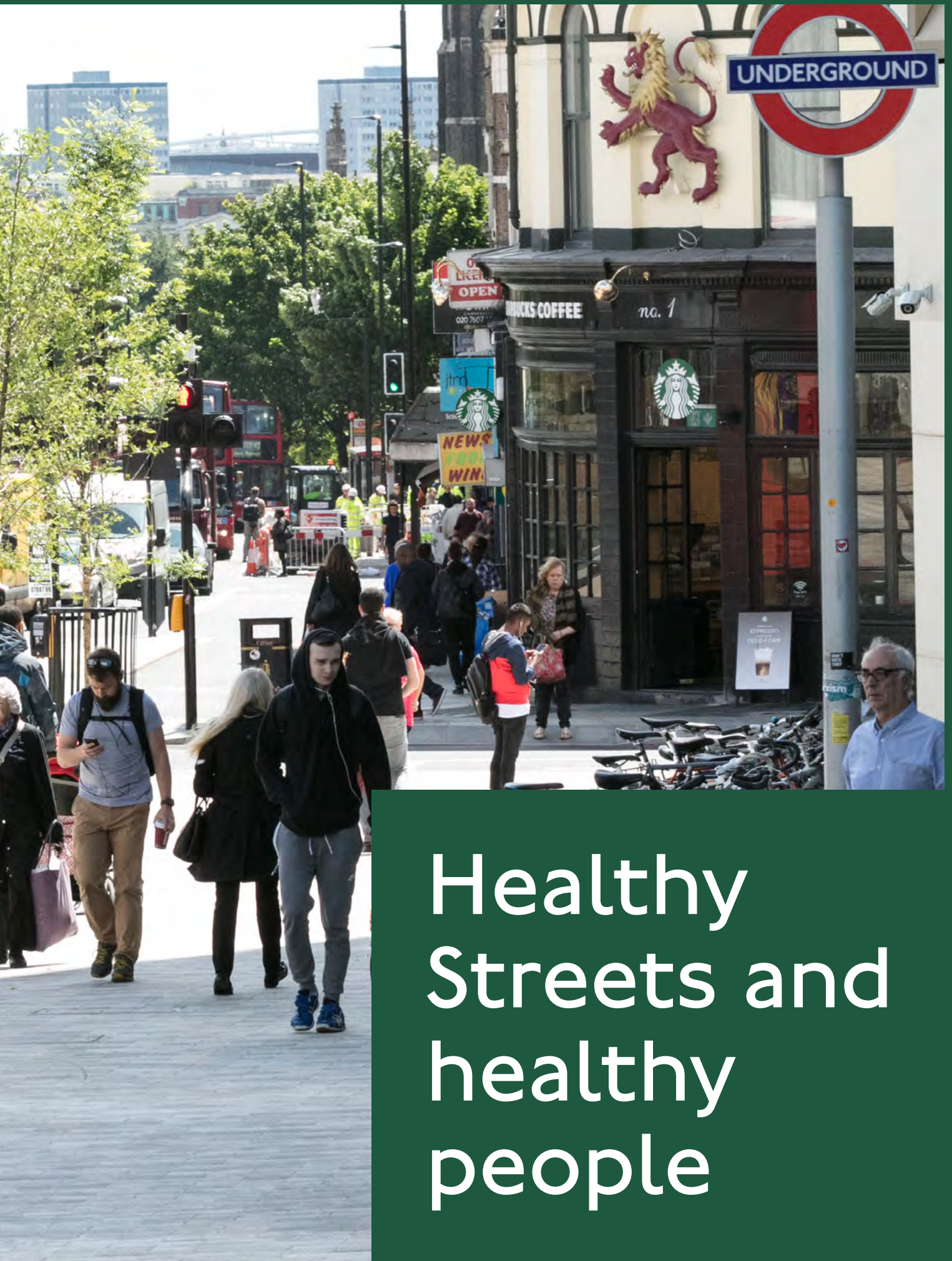
### Scorecard measures

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





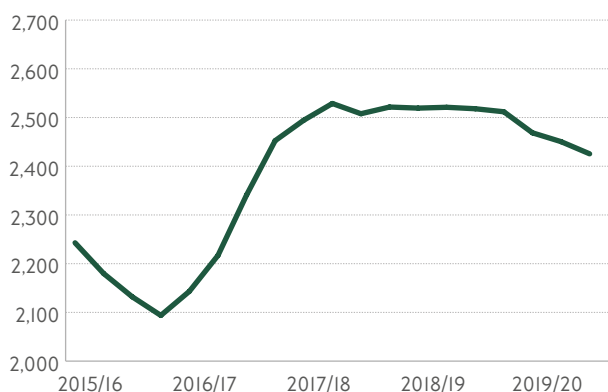




# Healthy Streets and healthy people

# London's transport system will be safe

## Customer injuries Moving annual average




During Q3 there were a total of 2,341 customer injuries across the public transport network, which is a decrease of 100 (4.1 per cent) compared with the same quarter last year.


This was largely due to a decrease of 94 customer injuries (eight per cent) on London Buses when compared with Q3 last year.


There was a reduction of 35 customer injuries on London Underground (3.1 per cent), which reduced from 1,132 in Q3 last year to 1,097 this year.

Other operations also saw a reduction in customer injuries of two (8.3 per cent). The only transport area across the network that saw an increase in the number of injuries was within rail operations (31 injuries, a 28.7 per cent increase on the 2018/19 figure). This increase relates to slips, trips and falls arising from wet weather.

## All figures below are per million passengers

**3.2**   
number of injuries on the London Underground network this quarter (3.7%▼ against Q3 2018/19)

**2.1**   
number of injuries on the bus network this quarter (8.0%▼ against Q3 2018/19)

**1.4**   
Number of injuries on the rail network this quarter (27.6%▲ against Q3 2018/19)

**3.2**   
Number of injuries within our other operations this quarter (3.1%▼ against Q3 2018/19)



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### **Note on methodology**

The methodology used to identify serious injuries to our customers in this report has been identified as requiring a review to improve accuracy. Our existing definition included all injuries resulting in a visit to hospital, which has meant that previously a high number of minor injuries have been erroneously included in our reporting of serious injuries.

We have completed an initial review using a new methodology that identifies types of injury defined as serious.

For consistency, we are showing the results of the existing methodology alongside the new proposed methodology where relevant. This is labelled in each graph accordingly.

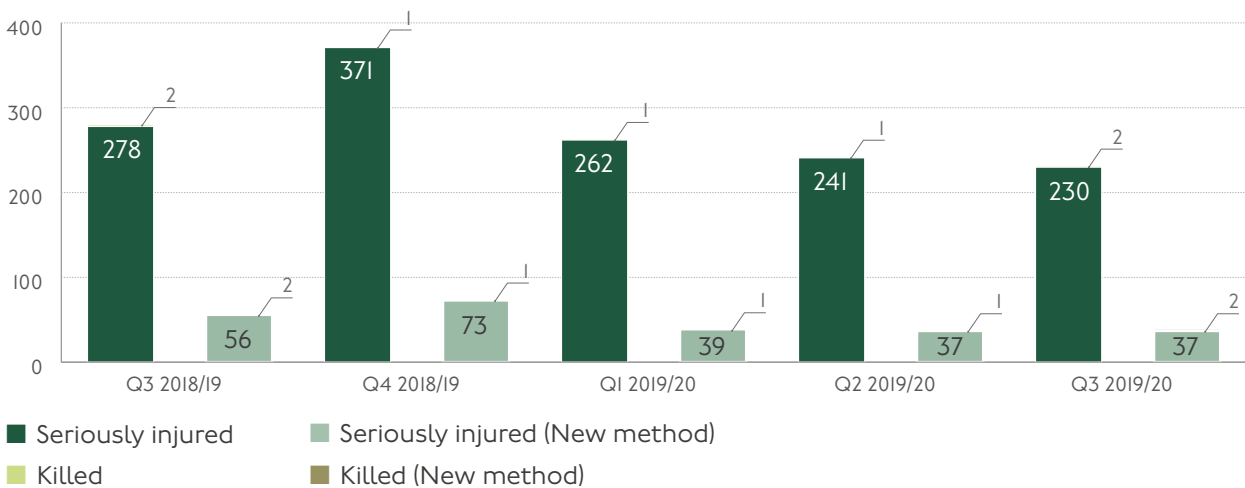
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### **Calendar and financial year**

Most data in this report covers the financial quarter (15 September – 7 December 2019). The exceptions to this are in the Buses and Streets sections of pages I4 and I8. For some graphs here, we rely on data presented by the Metropolitan Police Service (MPS) in calendar months. We note this next to relevant graph/chart.

# Underground

## People killed or seriously injured Past five quarters\*



During Q3 two of our customers died while using London Underground services. On 23 September, 20-year-old Tashan Daniel sadly died after a fatal stabbing incident at Hillingdon station. The British Transport Police (BTP) launched a murder investigation and have arrested and charged two people.

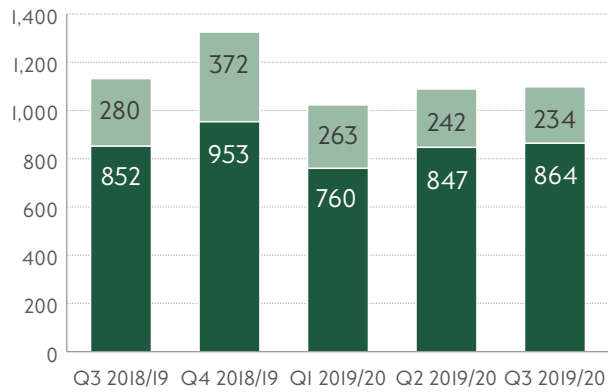
On 24 October 2019, a customer sadly died following a fall on the stairs to the Northern line platforms at Waterloo station.

This quarter 230 customers were seriously injured. This is a reduction of 48 (17.3 per cent) when compared to Q3 2018/19. The biggest contributing cause of serious injury to customers remains slips, trips and falls, which accounted for 87.8 per cent of all serious injuries in Q3.

In Q3, 20.9 per cent of London Underground customer injuries were serious, which is down from 24.7 per cent in the corresponding quarter last year.

\* As explained on page 11 this chart uses existing and new methodologies for identifying serious injuries

## Customer injuries Past five quarters



■ Minor injury ■ Serious injury

There were 3.2 customer injuries per million journeys in Q3 compared to 3.3 injuries in the same quarter last year, showing a reduction of 35 customer injuries.

Passenger journeys have increased to 342.9m in Q3 from 340.7m in the same quarter last year. Slips, trips and falls continue to be the biggest cause of all customer injuries with 829 reported during Q3. Of these, 203 (24.5 per cent) injuries resulted in the customer visiting hospital.

Compared to Q3 2018/19, the number of injuries resulting from slips, trips and falls has decreased by 5.3 per cent.

## Top four causes of injury (%)

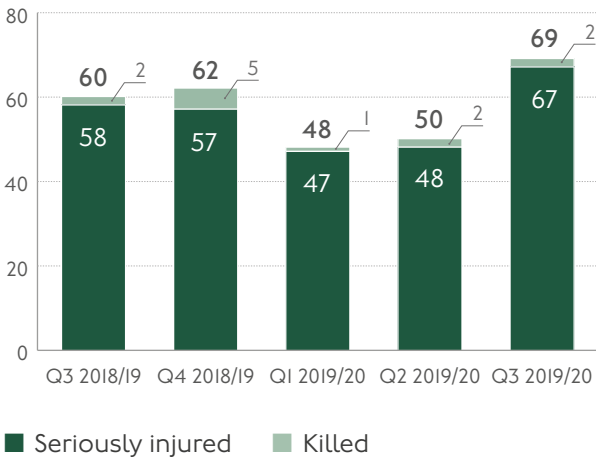
Slips, trips and falls	76
Contact fixtures and fittings	13
Assault	9
Other	2

The common themes in customer accidental injuries on London Underground continue to be:

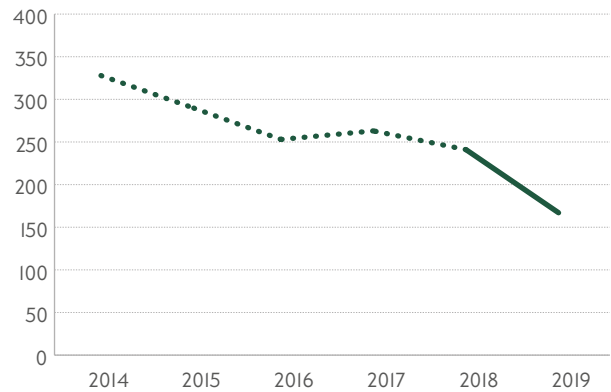
- Intoxication
- Behaviour including rushing and horseplay
- Carrying heavy or large objects, for example, luggage, shopping bags, etc
- Incidents involving older customers

# Buses

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

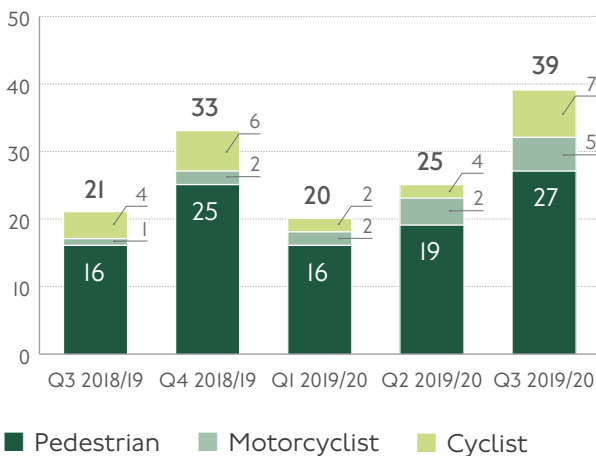


## Moving annual average\*\*



## Vulnerable road users

### Past five quarters\*

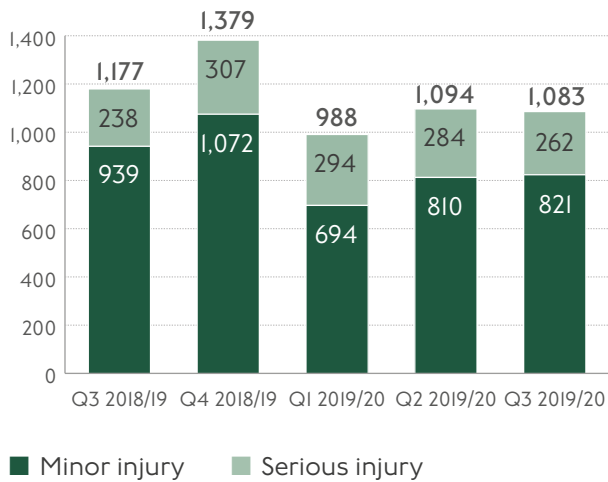


Incidents that caused serious or fatal injuries involving a London bus have increased by 15 per cent compared with last year. For the most recent quarter available, July – September 2019, two people were killed in collisions involving a bus, the same as this quarter last year. At the end of the quarter the number of people killed or seriously injured in collisions involving a bus had fallen by seven per cent compared to last year.

\* As explained on page 11 the quarters here are based on calendar months rather than the usual reporting periods

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

## Customer injuries Past five quarters\*



## Top four causes of injury (%)

Slips, trips and falls	67
Struck by/against object	17
Collision	9
Cut or abrasion	5

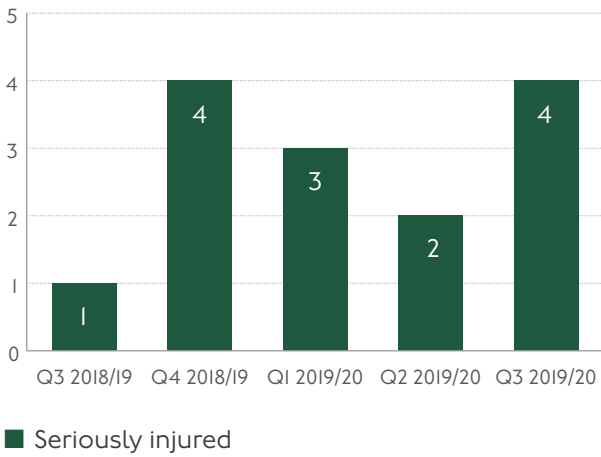
There were 94 (eight per cent) fewer customers injured on London Buses this quarter compared to Q3 2018/19. Even though there have been a million fewer passenger journeys compared with the same quarter last year, injury rates have dropped, from 2.2 to 2.1 injuries per million passenger journeys over the same period.

To support the reduction in the top causes of injuries, all our bus operators are taking positive action, including Metroline, who operate 16 per cent of our bus network. They have recently launched a campaign to actively encourage drivers to give additional time for passengers to settle on board before moving off.

\* As explained on page 11, the quarters here are based on calendar months rather than the usual reporting periods

# Rail

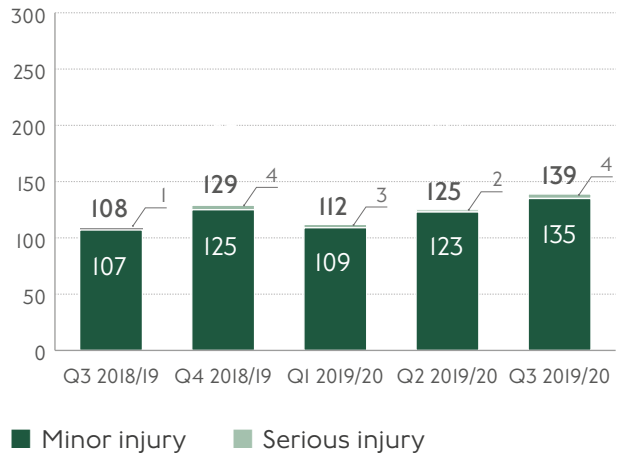
## Customers killed or seriously injured Past five quarters



Overall customer injuries on our rail networks have increased by 31 compared to Q3 last year, an increase of 28.7 per cent. This represents the continuation of an overall increasing trend in customer injuries. Forty-five per cent of injuries occur on London

Overground, 39 per cent on TfL Rail, and 16 per cent on DLR.

## Customer injuries Past five quarters



We are working to improve the travel environment for all our customers by introducing new trains on London Overground and refurbishing stations. General design improvements and improved lighting will help prevent injuries from slips, trips or falls and deliver overall safety improvements.

In Q3, there were four serious injuries sustained by our customers on TfL Rail (two) and DLR (two). This is an increase of three from the same quarter last year. Overall injuries increased by 31 over the same period last year.

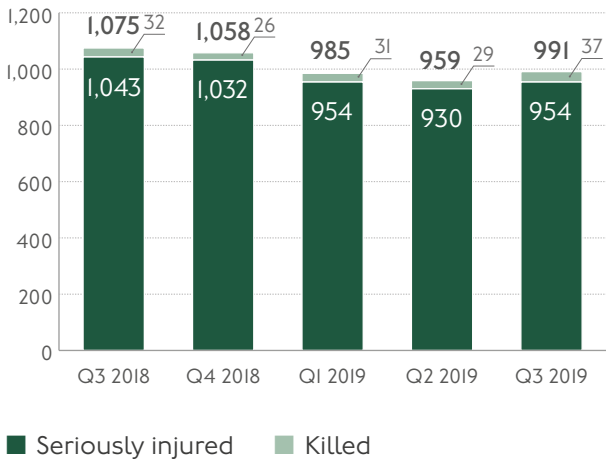
The first TfL Rail serious injury was at Maryland Station, when a customer fell on the stairs and sustained a fractured ankle. The second was due to an intoxicated customer falling between a train and platform at Romford resulting in a head injury and loss of consciousness.

The first DLR serious injury involved a customer slipping on a very wet metal grid at the bottom of the steps going up to the platform at East India station and suffering a fractured wrist. The second involved a customer reporting that a child had fallen on an escalator at Woolwich Arsenal station resulting in a broken wrist.

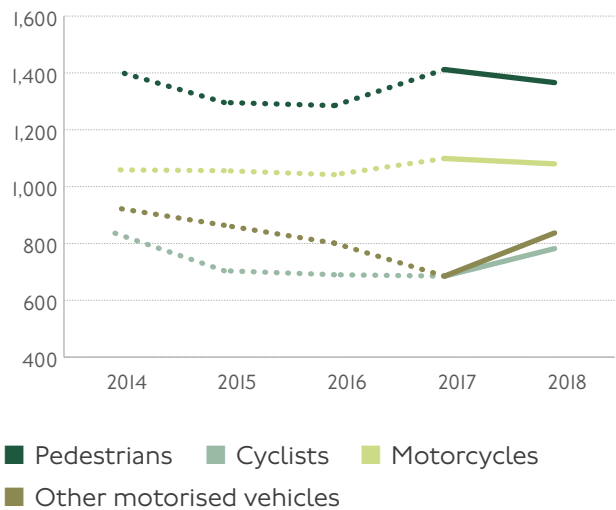
#### Injury by mode (%)

London Overground	45
DLR	16
TfL Rail	39
Trams	0

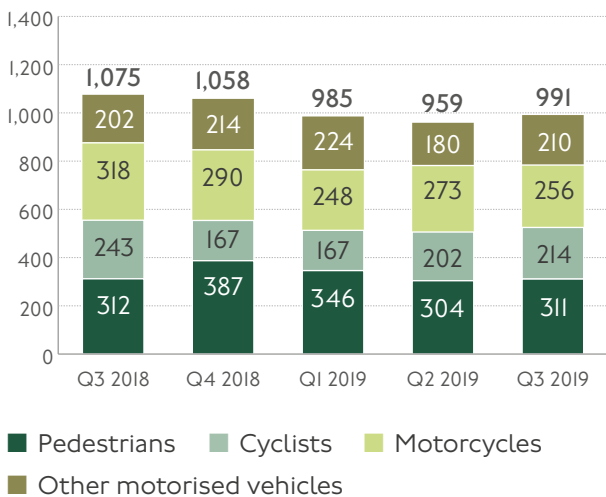
**People killed or seriously injured (provisional)**  
Past five quarters\*



Moving annual average



**Type of user**  
Past five quarters\*

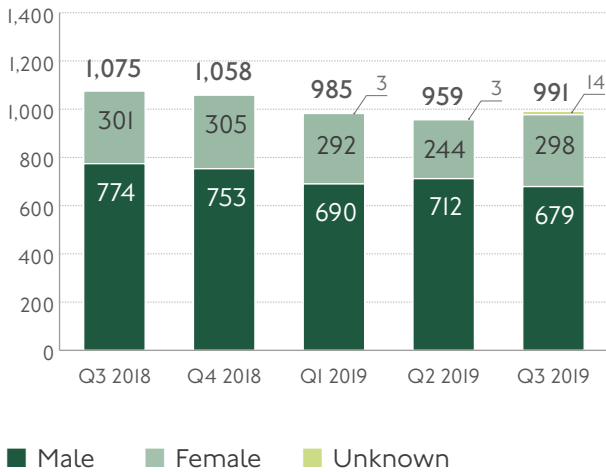


Good progress has been made in reducing serious injuries, although the number of fatalities on London's streets remains a concern. For the most recent quarter available, July to September 2019, 37 people were killed on London's roads, which is up from the 32 people killed during this period in 2018. The provisional figures for this quarter show that the number of people killed or seriously injured fell by eight per cent when compared to the same quarter last year, to 991 people.

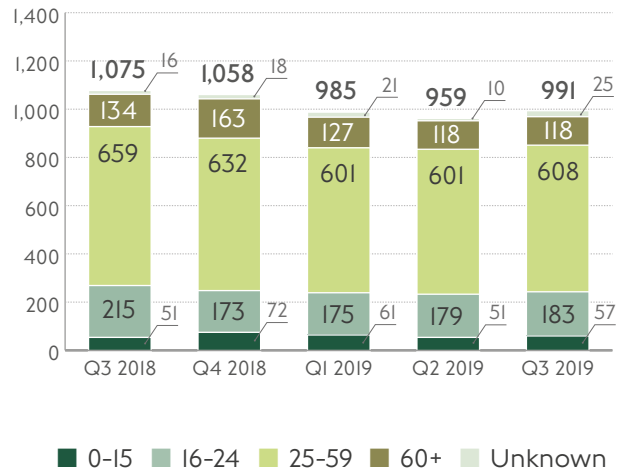
\* As explained on page 11 the quarters here are based on calendar months rather than the usual reporting periods



Past five quarters\*  
(gender where known)



Past five quarters\* (age)



Provisional figures show that the number of men killed or seriously injured fell by 12 per cent and the number of women killed or seriously injured fell by one per cent, when compared to the same period last year. However, men still made up over two thirds (69 per cent) of casualties and were at greater risk of injury per journey than women.

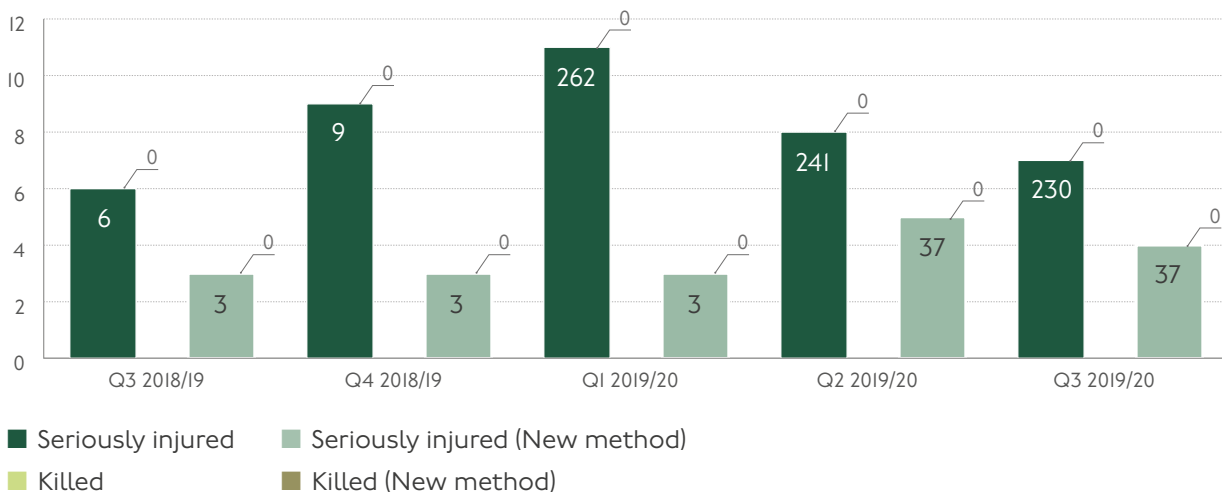
Men accounted for 94 per cent of motorcyclist casualties, making around 98 per cent of journeys by motorcycle. Men also made up 81 per cent of cyclist casualties and around 72 per cent of journeys by bicycle. Of people walking, men made up 49 per cent of casualties and around 48 per cent of journeys by foot. Gender was known for over 99 per cent of casualties.

\* As explained on page 11 the quarters here are based on calendar months rather than the usual reporting periods

# Other operations



## People killed or seriously injured Past five quarters\*



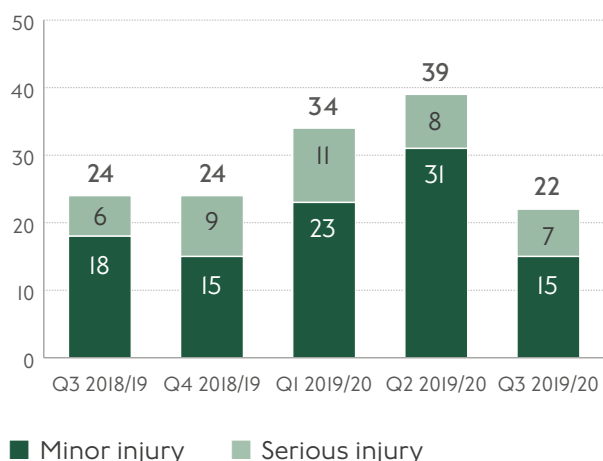
In Q3 there were no customer fatalities on our Other operations, however, seven customers were seriously injured:

- Dial-a-Ride (five), all of which were as a result of slips, trips and falls
- Cycle Hire (two), both caused by collisions

This was a decrease of one on the previous quarter. There were six customers seriously injured in the same quarter last year.

\* As explained on page 11 this chart uses existing and new methodologies for identifying serious injuries

## Customer injuries Past five quarters



## Top four causes of injury (%)

Slips, trips and falls	59
Struck by object/against object	18
Collision	18
Cut or abrasion	5

The breakdown is as follows:

- Dial-a-Ride (68)
- Cycle Hire (14)
- London River Services (nine)
- Victoria Coach Station (nine)

There were 22 customer injuries on our other operations during Q3, of which 15 were minor injuries. This is a reduction of two (eight per cent) when compared to the same quarter last year.

Dial-a-Ride saw an increase in minor customer injuries due to accidents while boarding and alighting vehicles. This is being mitigated by new vehicles having guard rails added to the ramp arrangement, enabling customers to hold onto a handlebar while boarding.

## Safety – feedback from customers

### Number of complaints

	Q3 2018/19	Q3 2019/20
London Underground	387	475
London Buses	1,437	1,430
DLR	24	37
London Overground	67	56
TfL Rail	21	25
London Trams	8	4
Emirates Air Line	0	0
Congestion Charge	0	0
Dial-a-Ride	9	2
London River Services	1	0
Santander Cycles	0	1
Taxis*	2	5
Private hire*	2	0
<b>Total</b>	<b>1,958</b>	<b>2,035</b>

There was a slight increase in safety complaints compared to the same quarter last year. Safety complaints for London Underground increased, mostly due to publicity around the cracking on some Jubilee line trains. There was also an increase in DLR safety complaints, mainly relating to accidents with doors.

While there was a reduction in safety complaints on buses, it remains the area with the most safety complaints, with accidents and dangerous driving at the top of safety concerns. There was an increase in taxi safety complaints, including for dangerous driving.

All safety critical contacts are actioned within 24 hours.

To support our understanding of the nature and context of safety complaints, we are exploring advanced analytical techniques. We are focusing on where customers have given detailed feedback, to assess where it can provide insight.

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

# Incident support

## Sarah Hope Line



The Sarah Hope Line offers comprehensive help and support to anyone involved in, or affected by, a serious incident on our network. Our dedicated team, based within our Contact Centre 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.

Email: [shl@tfl.gov.uk](mailto:shl@tfl.gov.uk)  
Phone: 0343 222 5678

The Sarah Hope Line received 129 calls in Q3, resulting in 20 new cases. The largest number of calls related to incidents on London Underground, resulting in 13 new cases. These London Underground cases included supporting three bereaved families, including one knife crime incident at Hillingdon station. In total, the team have provided support following six fatalities this quarter.

Overall, the Sarah Hope Line provided the funds for three funerals, international travel and accommodation for next of kin, and counselling services.

The number of new cases were split as follows:

London Buses	4
DLR	1
London Underground	13
National Rail	1
Taxi and private hire	1
<b>Total</b>	<b>20</b>





# London's transport system will be secure

We are committed to keeping our customers safe and secure. Neither crime, nor the fear of crime, should deter people from using London's streets and transport system. We make a significant investment in the MPS, the BTP and the City of London Police to tackle crime and antisocial behaviour. Our policing partners also work with us to address wider security risks such as terrorism and to support the Mayor's Vision Zero ambitions.

Overall, the volume of crime on London's transport network is higher than a year ago. This increase has been driven by theft offences on the bus and London Underground networks. Theft on London Underground has the most significant increase, with almost double the number of reports of theft this year compared to last year. The police are using a range of tactics to deter, detect and disrupt criminal activity including plain clothes and uniformed officer patrols, large-scale operations and investigations. We have been supporting this significant police effort by promoting crime prevention advice to our customers. As part of Operation Farrier, the BTP and MPS have made some significant arrests leading to notable custodial sentences.

Our policing partners continue to prioritise serious violence and keeping knives and weapons off the public transport network. Targeted high-visibility patrols and the use of weapon detection arches provide a visible deterrent to violent offenders, and regular weapons sweeps at transport hubs have taken place. We will soon be launching a TfL-wide strategy to tackle work-related violence and aggression in response to increasing concern from our operational and customer-facing people and trade unions about the levels of violence they face.

All figures below are per million journeys (year to date quarters 1-3)

13.7



crimes on the London Underground network (34.3%▲ against year to date 2018/19)

10.1



crimes on London Trams network (21.7%▲ against year to date 2018/19)

13



crimes on the TfL Rail network (20.7%▼ against year to date 2018/19)

8.6



crimes on the London Overground network (6.1%▲ against year to date 2018/19)

7.8

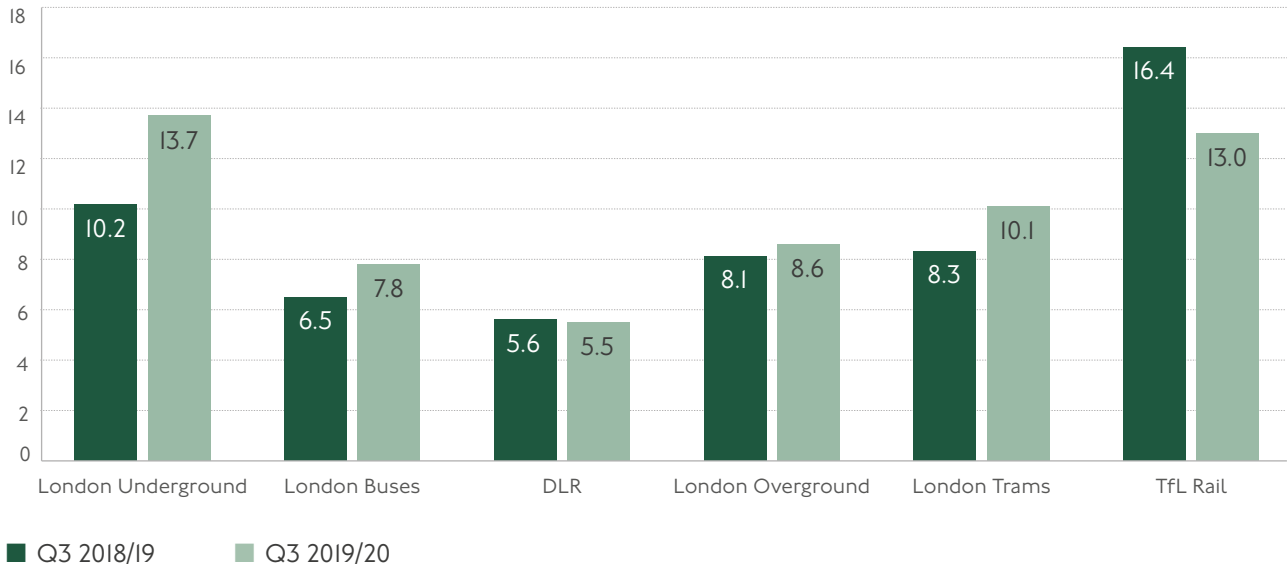


crimes on the bus network (20%▲ against year to date 2018/19)

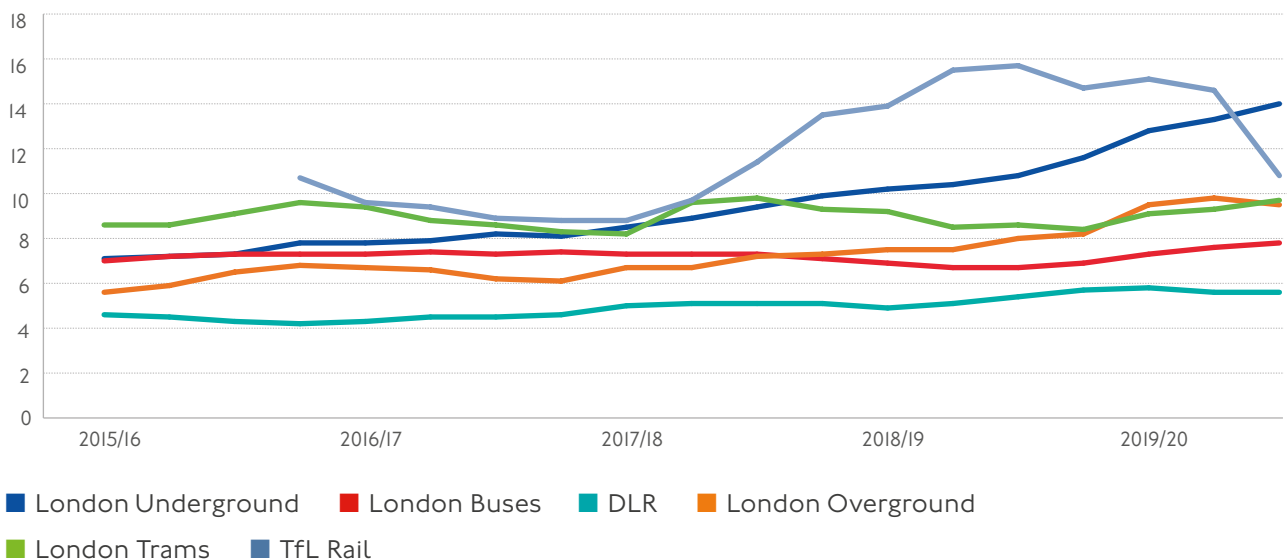
Note: All figures in this section are for year to date (April to November, 2018/19 and 2019/20), unless stated otherwise

## Recorded crime

Rate per million passenger journeys (Q3 2018/19 vs Q3 2019/20) year to date



## Annual trend\* (year to date)\*\*



\* The large volume and percentage rise in crime in 2017/18 and 2018/19 on TfL Rail is partly because the figures include offences reported on the Paddington to Heathrow service introduced in May 2018

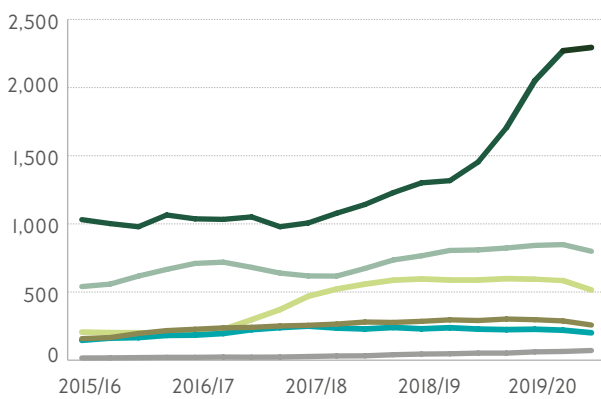
\*\* In this graph, Q3 2019/20 figures include only two months, October and November, all previous figures are based on three months of data. This is because of the availability of crime information at the time of production and does not affect the long-term trend



## Number of recorded crimes by service

	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance %
London Underground	9,492	12,908	36.0
London Buses	9,843	11,510	16.9
DLR	459	454	-1.1
London Overground	1,030	1,105	7.3
London Trams	163	187	14.7
TfL Rail	575	517	-10.1

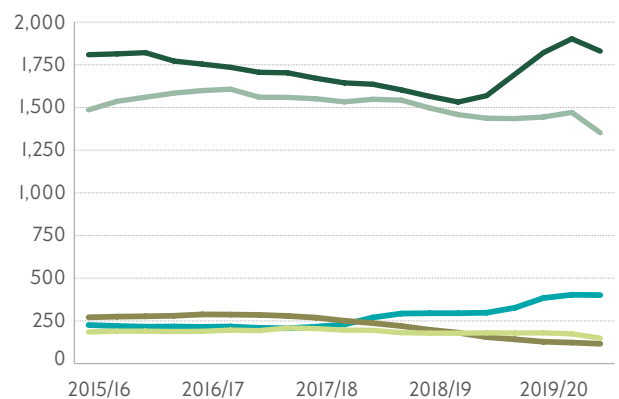
### London Underground – top five categories of crime (moving annual average)



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

Violence against the person and serious public order offences have fallen slightly. Theft of passenger property has continued to rise. Sexual offences and criminal damage remain low.

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



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

Over the long term, violence against the person and criminal damage have fallen. Recently, theft has risen after a long-term decline. Sexual offences have remained few in number.

## Number of recorded crimes by service London Underground

	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance %
Violence against the person	2,093	2,291	9.5
Sexual offences	839	753	-10.3
Criminal damage	482	500	3.7
Line of route*	26	20	-23.1
Theft of passenger property	3,534	6,794	92.2
Motor vehicle/cycle offences	302	351	16.2
Robbery	128	224	75.0
Theft of railway property/burglary	139	121	-12.9
Serious public order	1,550	1,424	-8.1
Serious fraud	76	44	-42.1
Drugs	231	312	35.1
Other serious offences	92	74	-19.6
<b>Total</b>	<b>9,492</b>	<b>12,908</b>	<b>36.0</b>

The rise in theft may be partly due to the launch of online crime reporting in October 2018, revealing offences that previously went unreported. The upward trend in violence in 2018/19 has lessened: most is low-level aggression in peak hours.

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

## London Buses

	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance %
Criminal damage	400	326	-18.5
Fraud or forgery	1	1	0.0
Robbery	722	1,153	59.7
Sexual offences	484	425	-12.2
Theft and handling	4,199	5,393	28.4
Violence against the person	3,808	3,948	3.7
Burglary	14	18	28.6
Drugs	84	123	46.4
Other notifiable offences	131	123	-6.1
<b>Total</b>	<b>9,843</b>	<b>11,510</b>	<b>16.9</b>

Violence against the person and theft continue to be the highest volume crimes on buses. Most are violence without injury. Robbery is a rising trend. The increase in theft is also linked to organised criminal gangs and the RTPC is coordinating activity with the BTP to address this.

There has been a significant rise in robbery which mirrors the wider trends across London. It is largely a street robbery problem that is affecting the bus network, particularly at bus stops. We are addressing this through targeted police operations.

## DLR

	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance %
Violence against the person	136	127	-6.6
Sexual offences	31	11	-64.5
Criminal damage	20	23	15.0
Line of route*	3	4	33.3
Theft of passenger property	108	126	16.7
Motor vehicle/cycle offences	17	13	-23.5
Robbery	21	29	38.1
Theft of railway property/burglary	14	9	-35.7
Serious public order	87	85	-2.3
Serious fraud	1	0	-100.0
Drugs	13	21	61.5
Other serious offences	8	6	-25.0
<b>Total</b>	<b>459</b>	<b>454</b>	<b>-1.1</b>

Crime on DLR remains low in volume and is very similar to last year, with minor changes in some offence categories.

## London Overground

	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance %
Violence against the person	249	279	12.0
Sexual offences	58	52	-10.3
Criminal damage	63	42	-33.3
Line of route*	1	1	0.0
Theft of passenger property	200	240	20.0
Motor vehicle/cycle offences	100	90	-10.0
Robbery	17	34	100.0
Theft of railway property/burglary	8	24	200.0
Serious public order	292	295	1.0
Serious fraud	5	0	-100.0
Drugs	28	36	28.6
Other serious offences	9	12	33.3
<b>Total</b>	<b>1,030</b>	<b>1,105</b>	<b>7.3</b>

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

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

## London Trams

	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance %
Violence against the person	56	64	14.3
Sexual offences	8	17	112.5
Criminal damage	13	8	-38.5
Line of route*	2	4	100.0
Theft of passenger property	20	22	10.0
Motor vehicle/cycle offences	5	6	20.0
Robbery	7	15	114.3
Theft of railway property/burglary	0	1	400.0
Serious public order	40	35	-12.5
Serious fraud	2	1	-100.0
Drugs	10	12	20.0
Other serious offences	0	2	100.0
<b>Total</b>	<b>163</b>	<b>187</b>	<b>14.7</b>

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

## TfL Rail

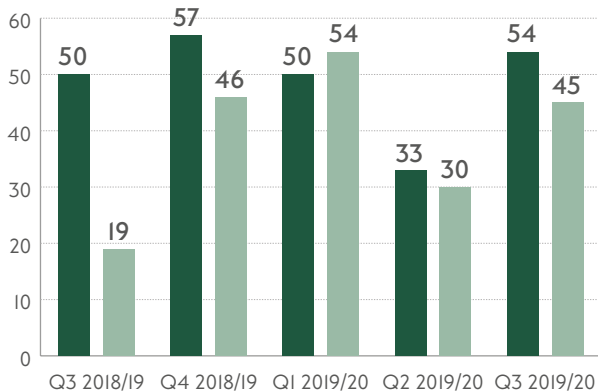
	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance %
Violence against the person	153	136	-11.1
Sexual offences	23	29	26.1
Criminal damage	50	38	-24.0
Line of route*	2	3	50.0
Theft of passenger property	106	79	-25.5
Motor vehicle/cycle offences	79	80	1.3
Robbery	11	7	-36.4
Theft of railway property/burglary	14	10	-28.6
Serious public order	111	113	1.8
Serious fraud	3	1	-66.7
Drugs	16	16	0.0
Other serious offences	7	5	-28.6
<b>Total</b>	<b>575</b>	<b>517</b>	<b>-10.1</b>

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

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

## Absence\* caused by assaults

Past five quarters

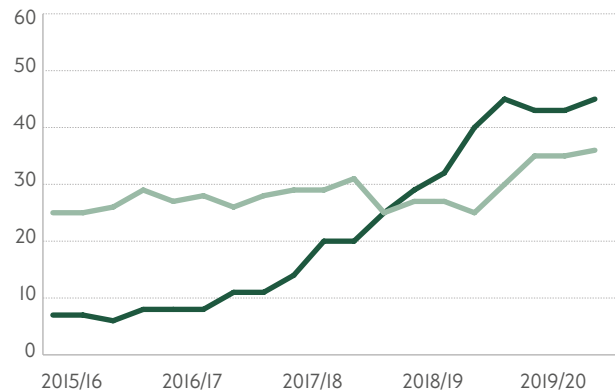


■ Physical ■ Verbal

So far this year there have been 261 assaults that led the absence of London Underground colleagues. Of these, 126 (48 per cent) were due to physical violence and 135 (52 per cent) were the result of verbal violence. This is an overall increase of 22 per cent on the same time last year.

There is now an average of 14 physical assaults per period (up from an average of 11 per period at Q2). There is an average of 15 verbal assaults per period, up from 14 at Q2 and an average of nine per period last year.

## Moving annual average



■ Physical ■ Verbal

In Q3, we launched a workplace violence and antisocial behaviour strategy to tackle antisocial and threatening behaviour toward our colleagues. This includes strengthening our teams to prevent revenue fraud/avoidance; recruiting a team to prevent work-related violence, aggression and antisocial behaviour; funding more BTP officers; doubling the size of the workplace violence team, and providing improved tools.

In Q4, we will start making body-worn cameras available to London Underground station staff to reduce incidents of work-related violence. This started in early December and we plan for every colleague to have one by mid-2020. We are also trialling body-worn cameras with our staff at Stratford bus station.

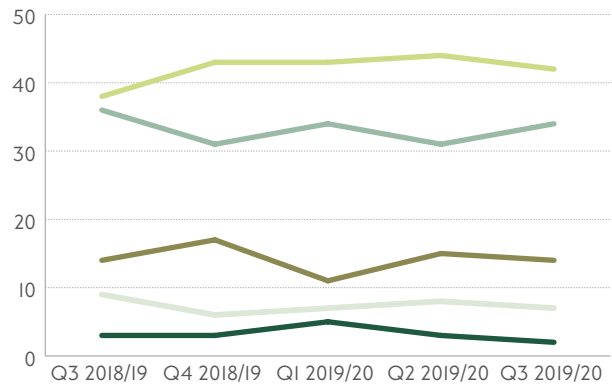
\* TfL-employed staff

### Personal security perception Q3

This quarter's survey shows a third of Londoners experienced an incident where they felt worried about their personal security in the past six months, with most worrying incidents occurring on the London Underground and Bus networks. This is the same level as the previous two quarters.

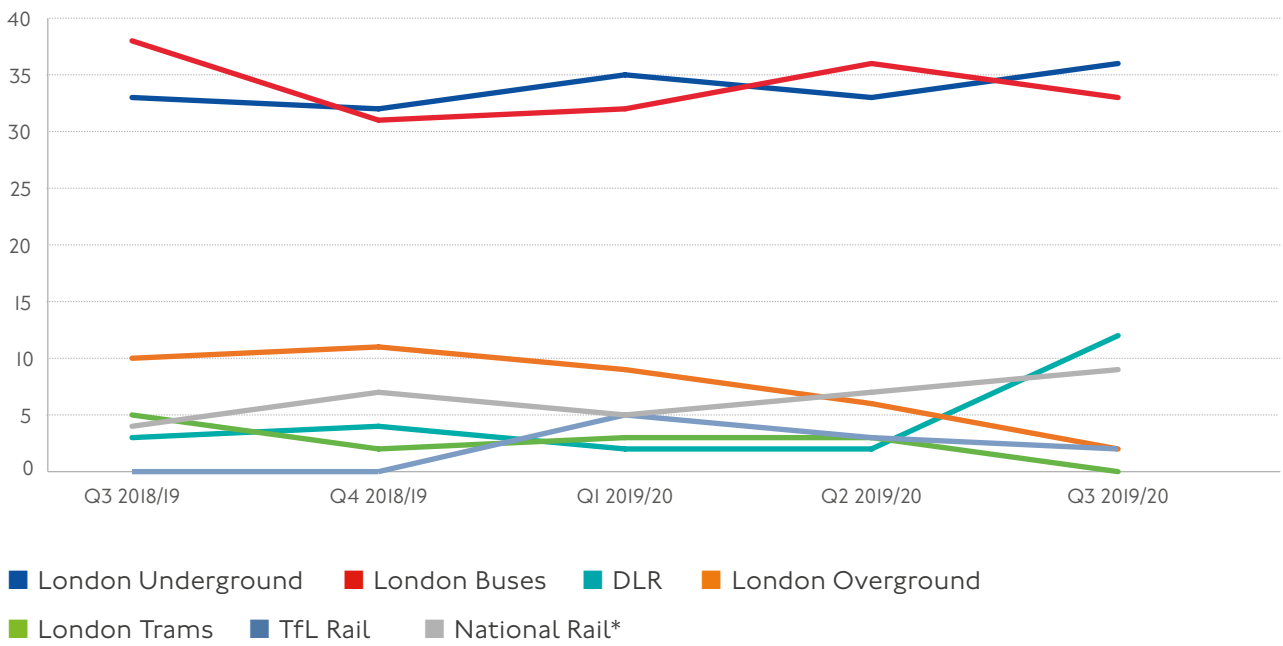
The most worrying type of incident experienced was threatening behaviour and language of others, followed by youth and school antisocial behaviour, drunken passengers and people drinking alcohol, along with pushing and shoving. We have launched initiatives with the police to address these issues, including high-visibility patrols, public campaigns and promoting byelaws and penalties.

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



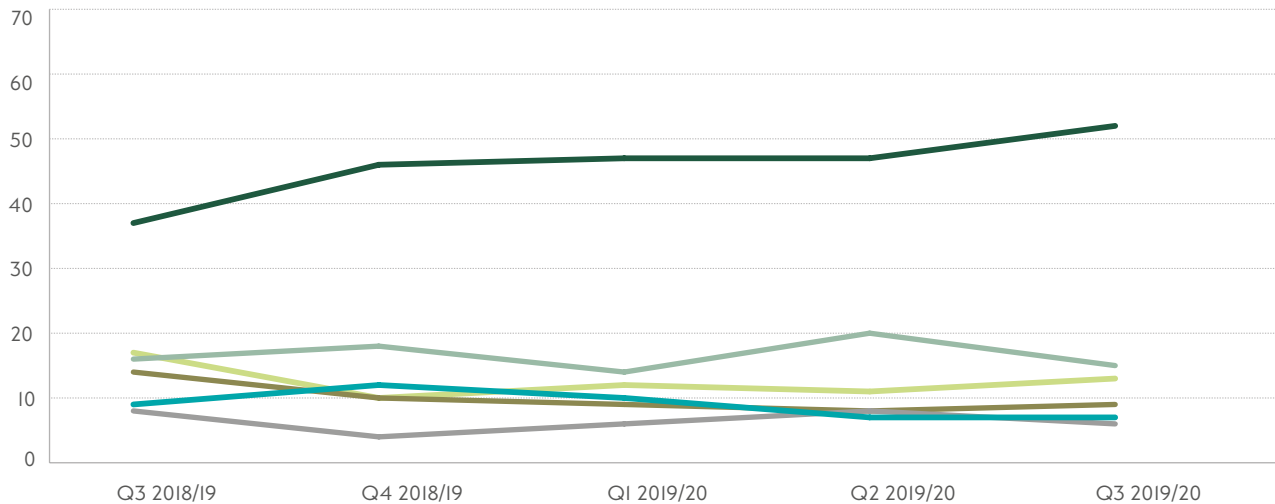
- Yes, put me off but I still travel
- No, did not put me off
- Yes, stopped me temporarily
- Yes, stopped me completely
- Don't know

Customers worried about personal security on public transport (%)



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

## Experience of a worrying incident (%)



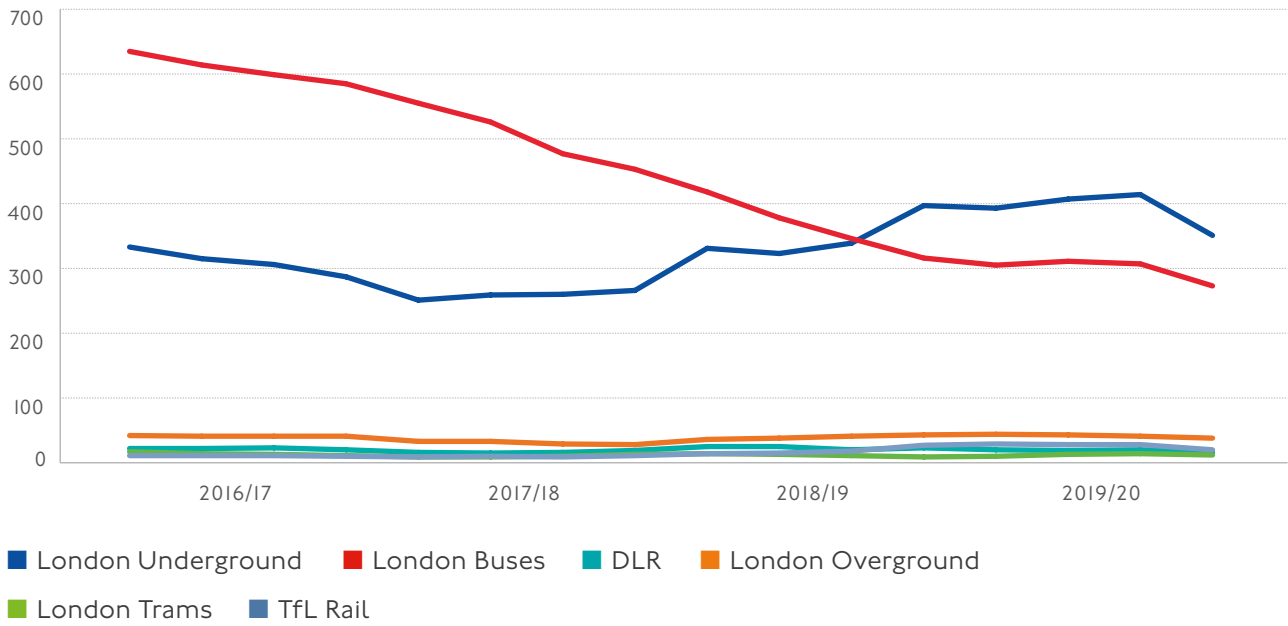
- Crime-related (witnessed or worried about victimisation)
- Lack of a visible police/staff presence
- Other (including rough sleepers)
- Threat of terror attacks/terrorism
- Busy environment/overcrowding
- Antisocial behaviour (inc passengers threatening/pushing, alcohol-related and youth antisocial behaviour)

Of those who experienced a worrying incident in the past six months, over half felt worried about the antisocial behaviour of others. This includes threatening behaviour and language of others, youth/school antisocial behaviour, drunken behaviour or people drinking alcohol and pushing and shoving. This is a three per cent increase on the previous two quarters.

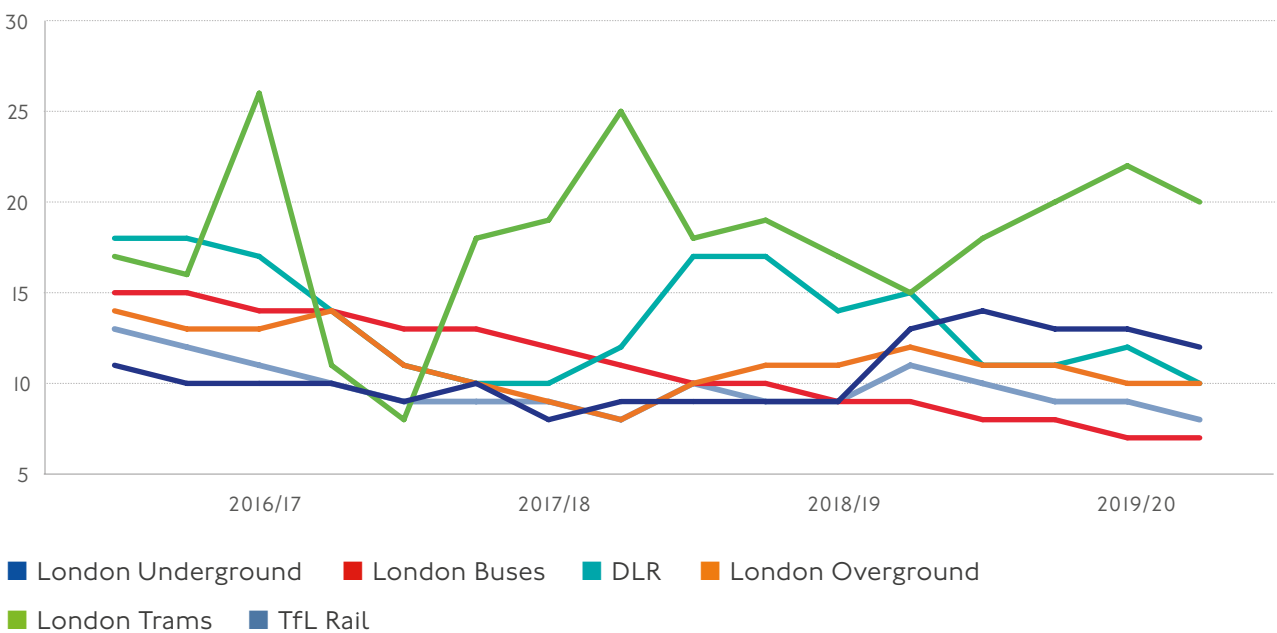
Crime-related (witnessed or worried about victimisation) is the second highest category with 15 per cent. However, this is a five per cent decrease compared to the previous quarter. The busy environment and overcrowding increased as reasons by two per cent since Q2 2019/20 and is now at 13 per cent.



Positive outcomes and detections (number – moving annual average)



Positive outcomes and detections rate (% – moving annual average)









# More active travel



## Healthy Streets Check for Designers

Healthy Streets scheme assessment

The Healthy Streets Check for Designers (the Check) reviews whether proposed changes will result in improvements against the 10 Healthy Streets Indicators. It aids designers in aligning to the Healthy Streets Approach. The Check provides a score for both the existing street layout and proposed design, with the uplift demonstrating the scale of the improvement for people's health.

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

In 2019/20, we have expanded its scope to boost the number of schemes eligible to complete the Check.

At the end of Q3 2019/20, 36 eligible schemes completed the Check at Detailed Design. The average uplift across the 13 projects in Q3 was five percentage points. This lower percentage uplift is due to an increase in small scale and cost-effective schemes being developed over the past quarter, which have targeted positive detailed interventions rather than wholesale changes to the street environment.

### Uplift as result of the Check

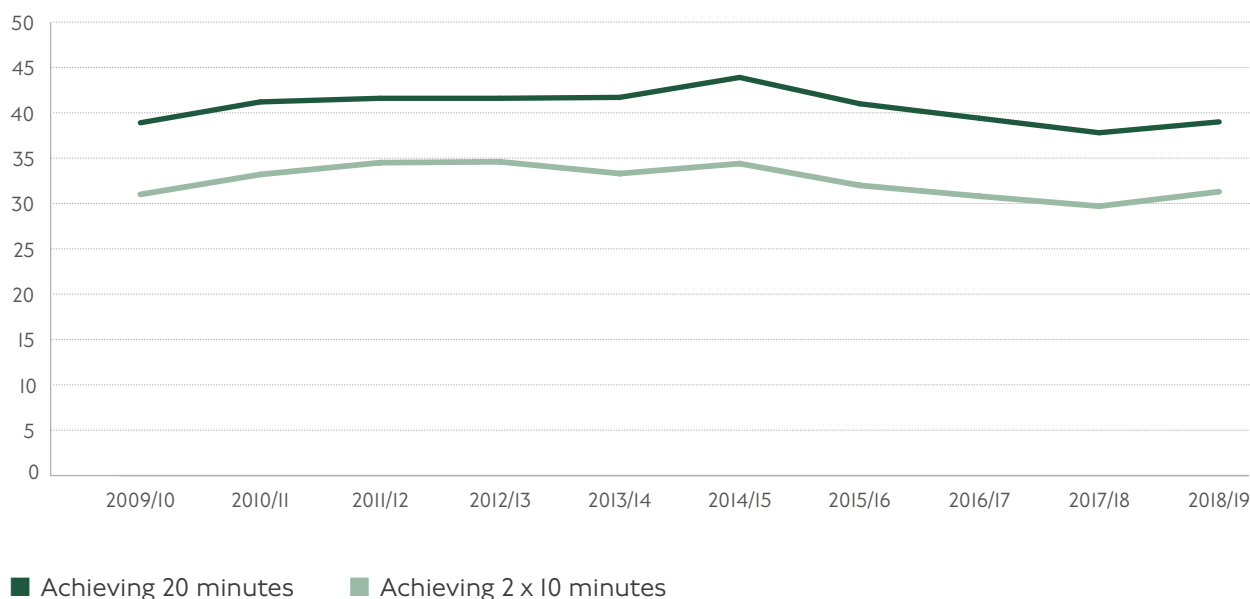
	Q1 2019/20	Q2 2019/20	Q3 2019/20	Year to date	Year end target
Schemes with a completed Check	10	13	13	36	n/a
Average percentage point uplift across schemes	15	13	5	13	10

### Active travel per day

Active travel has a vital role to play in solving London's inactivity crisis. Reporting the percentage of Londoners who say they have 20 minutes of active travel per day is a good indicator of levels of routine physical activity in London.

The London Travel Demand Survey gives the best data on active travel that we currently have available, providing a snapshot of daily travel behaviour of London's residents aged 20+.

At least 20 minutes v 2 x 10 minute periods of active travel per day (%)



New guidelines on physical activity were released by the UK Chief Medical Officers in September 2019. They reflect the latest scientific evidence, which shows that physical activity does not need to be in minimum bouts of 10 minutes to have health benefits. As a result of this, we have changed the way we report active travel. We are moving away from measuring whether people are achieving 2 x 10 minutes per day, to a simpler focus on whether they are

accumulating a total of 20 minutes of active travel per day.

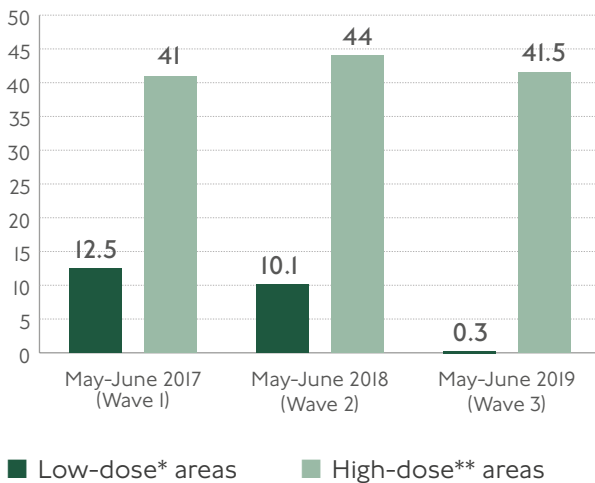
Over recent years, approximately one third of Londoners have reported achieving 2 x 10 minute periods of active travel on a given day. Those accumulating 20 minutes of active travel across the day is consistently around 10 percentage points higher and the trends mirror each other over time.

## Mini-Hollands and changes to active travel

We designed the Mini-Holland programme to transform three outer London boroughs – Enfield, Kingston and Waltham Forest – by creating a network of local cycle routes and making local

environments more friendly for walking and cycling. To evaluate its effectiveness, we are monitoring the change in travel behaviour in these areas.

### Change in minutes walking or cycling



A recent study found that living in a 'high dose' Mini-Holland area was associated with increased active travel in the previous week, compared to the control group, by 41.5 extra minutes of active travel per week.

This is consistent with earlier findings and provides further evidence that these interventions are associated with

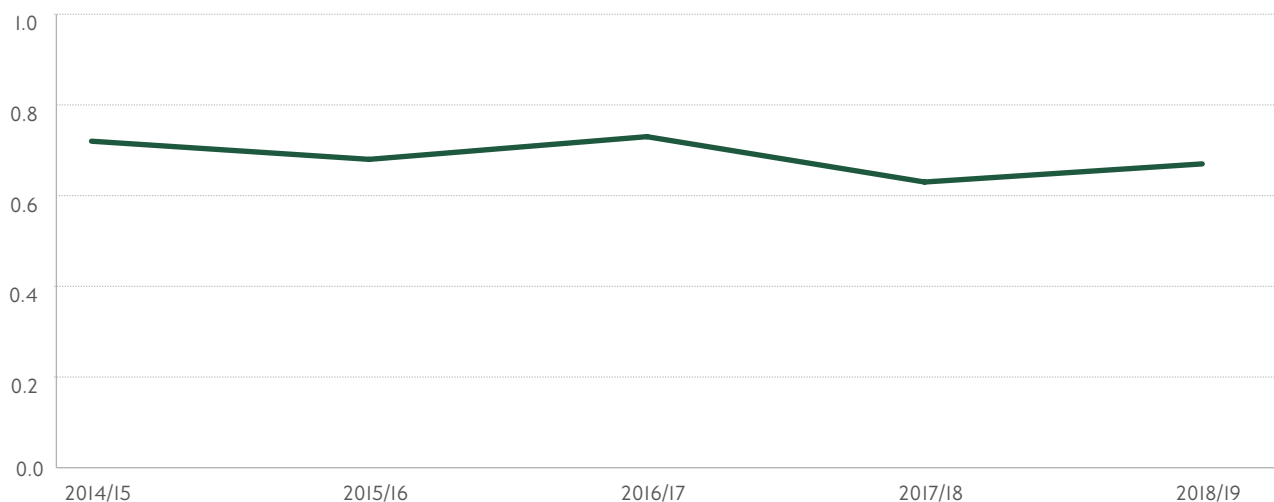
people spending more time walking or cycling. The Mini-Holland programme demonstrates that targeted investment can have a significant impact on increasing levels of active travel.

For a more detailed analysis of the Mini-Holland evaluation, please refer to *Travel in London 12*, published in December 2019.

\* Low dose refers to those who are considered to have been exposed mostly to the marketing and behavior change campaigns and only indirectly to the infrastructure improvements

\*\* High dose refers to residents of the three boroughs who are considered to have been directly affected by the interventions

## Walk trips per day Three-year rolling average



Between 2012/13 and 2018/19 (the most recent available data) walking trips per resident aged 5+ have shown a general gentle decline.

This is a cause for concern as an increase in walking trip rates is integral to achieving some of the Mayor's Transport Strategy's key aims, including the main aim that 80 per cent of all trips in London should be made by walking, cycling or using public transport by 2041. This is because walking makes up a higher proportion of the active travel modal share than cycling.

By working together – particularly with the boroughs, schools, business improvement districts, businesses, public sector organisations and community groups – we can increase the number of people walking and improve the experience of London's streets by taking the Healthy Streets Approach and ensuring the actions in the Walking action plan get delivered.

### Insight into pedestrian activity in central London\*

Measuring walking through travel diary-based surveys such as the London Travel Demand Survey has limitations, notably respondents' recall of the details of their walking trips. There is a tendency, for example, to under-report very short or (the respondent may think) inconsequential walking trips or more lengthy walks between shops or services in the same town centre.

Our new survey of pedestrians has been running for a year. It is designed to measure quarterly changes in walking in central London. Fieldwork began in October 2018 and we now have data for four quarters (Q3 2018/19 to Q2 2019/20).

Each quarter, we survey the same 600 sites between 06:00 and 20:00 for a two-hour period, rotated across the day. We define central London as the area within the Congestion Charge zone.

### Pedestrian flows by area



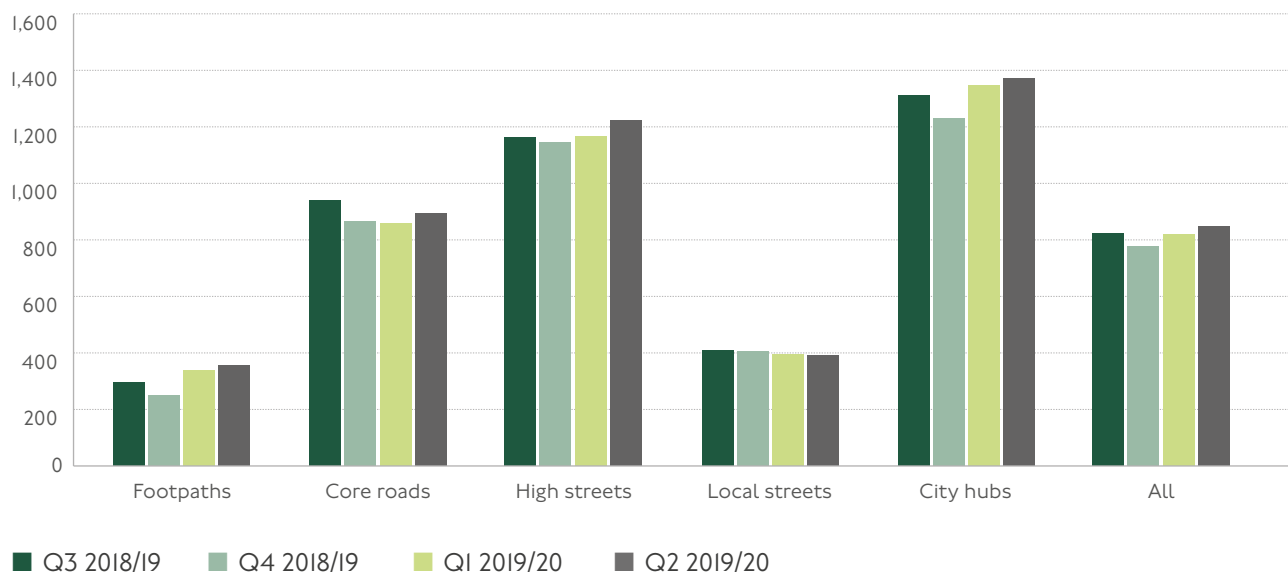
Pedestrian flows are highest in the West End and the City. More residential areas of London, tend to have lower pedestrian densities, such as south of the Thames and particularly north of the City. Some noticeable features include high

pedestrian flows in the west end in Q3 2018/19, reflecting the shopping and leisure activity in December. The biggest seasonal change was to the south of the West End, due to the warm weather events taking place in this part of central London.

\* Pedestrian data is based on calendar quarters rather than financial quarters

## Pedestrian flows by street type

Average hour flow per site

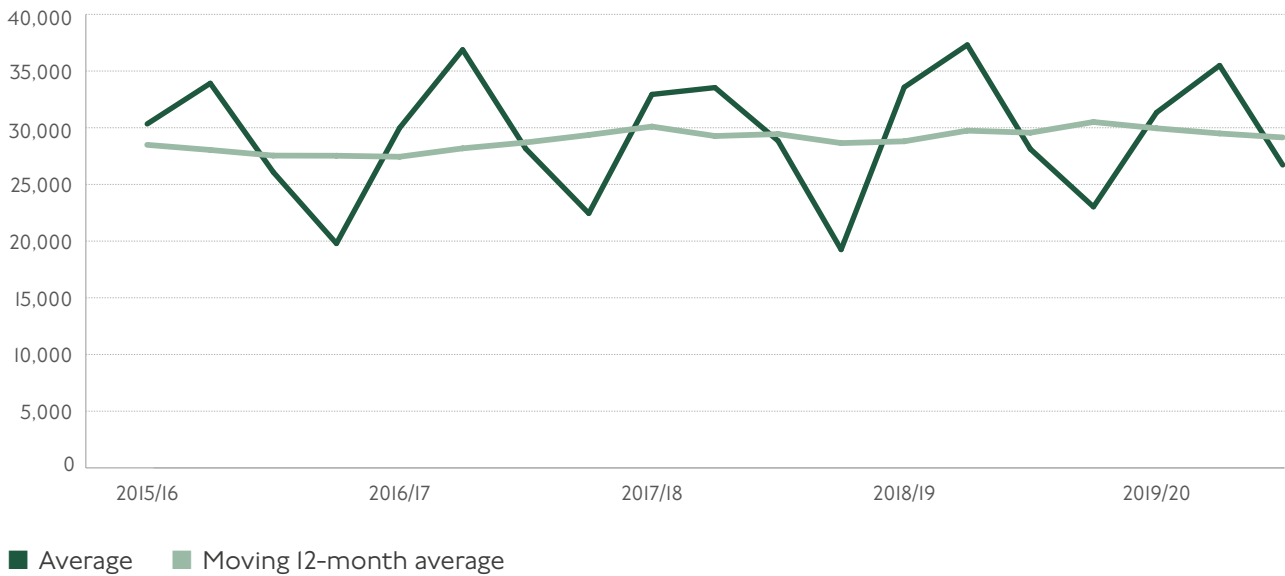


Pedestrian flows vary by street type and across central London. Pedestrian flows are higher on high streets and city streets. Flows tend to be lower on local streets and footpaths.

There is a gradual increase in overall flows from the start of the year to the summer, with flows in Q2 this year 8.9 per cent higher than in Q4 last year. However, pedestrian flows were almost as high in Q3 last year, presumably reflecting an increase in pedestrian activity for shopping and leisure related to Christmas. Overall, however, the seasonal variation is relatively modest.



## Santander Cycles Daily hires

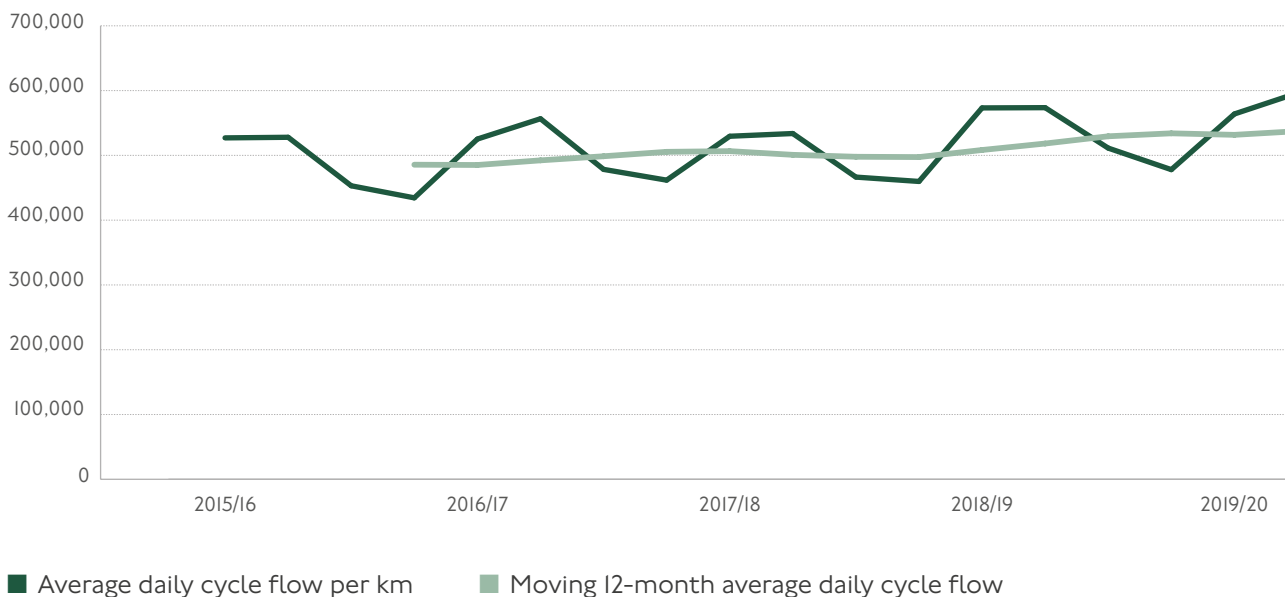


Santander Cycle Hire encourages more Londoners to cycle as part of their everyday routine. Encouraging cycling is crucial for increasing physical activity and tackling congestion and air pollution.

Use varies according to the season. The trend shows a general increase over the past five years. There was a slight dip in Q1, Q2 and Q3 2019/20, after a record year in 2018/19 where usage was the highest ever since the scheme began. In Q3 2019/20, the average daily number of cycle hires was the fourth to highest it has ever been at 26,717 average daily hires.

The slight decrease this year is due to fewer casual customers, defined as people who hire at the terminal on the street and are not a registered 24-hour or annual members. This might in part be explained by poorer weather in 2019 compared to 2018. Met Office data shows that, on average, 2019 had fewer hours of sunshine, a lower mean temperature and more rainfall.

## Central London cycling\* Daily flow



TfL cycle count data for central London is the only quarterly measure on cycling levels in London.

We carry out quarterly manual counts at 200 sites throughout central London. Quarterly cycle flows are shown to be seasonal. In Q2 2019-20 the central London 12-month average daily cycle flow was the highest it has been since monitoring began. The general trend of daily cycle flow shows a steady increase over the past five years.

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

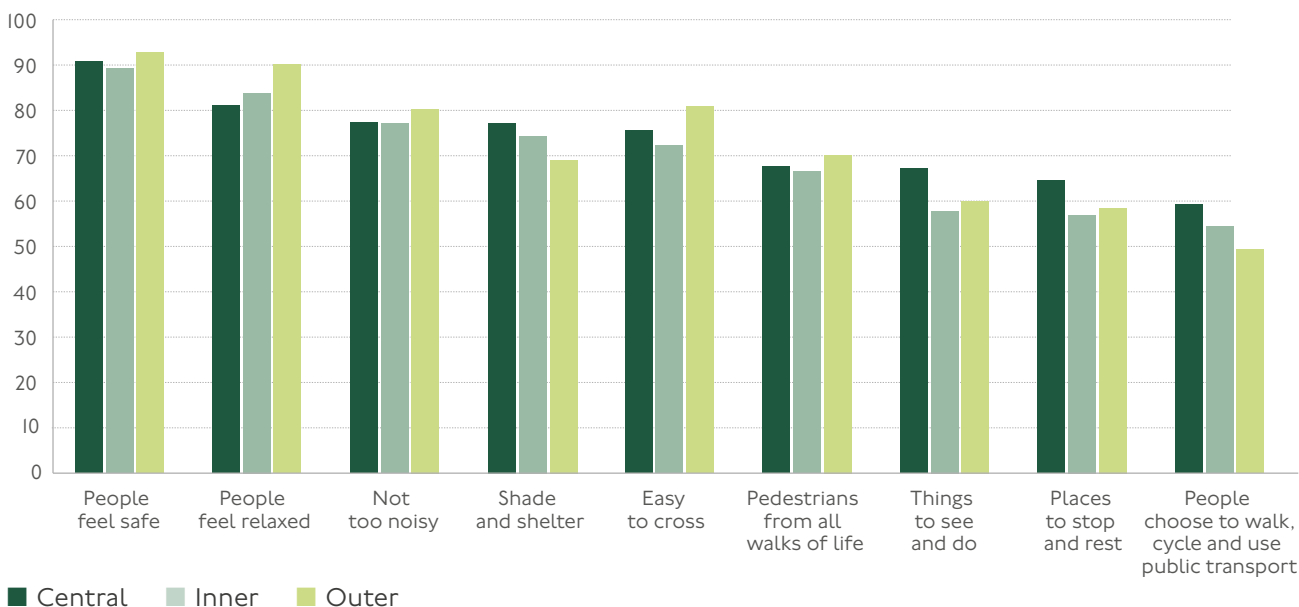
\* Cycling data is based on calendar quarters rather than financial quarters

### Mystery shopper survey\*

The Healthy Streets mystery shopper survey has been designed to track on-street performance against the Healthy Streets Indicators across London. The aim is to facilitate better decision making by looking at robust evidence. A secondary aim is to track scheme-level benefits, providing a common method to measure and evaluate TfL's contribution to overall change.

We have not been collecting mystery shopper survey data for long enough to assess changes in performance in a statistically meaningful way. However, from the first four quarters of data (Q3, Q4 2018/19 and Q1, Q2 2019/20 sample size 1,520 sites), we can give a snapshot showing the cumulative results of how London's streets are performing.

### Healthy Streets: how well streets are performing (score out of 100)



Central London has the highest scoring streets overall, followed by outer London. Central London scores highest for shade and shelter; things to see and do; places to stop and rest; and people choosing to walk, cycle and use public transport.

Outer London scores highest for people feeling safe; people feeling relaxed; not being too noisy; ease of crossing; and pedestrians from all walks of life.

\* Mystery shopper survey data is based on calendar quarters rather than financial quarters



# A good public transport experience





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

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## Passenger journeys


Year to date

**2,767m** total number of journeys

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 London Underground  
**972m**

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 London Buses  
**1,519m**

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 DLR  
**85m**

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 London Overground  
**131m**

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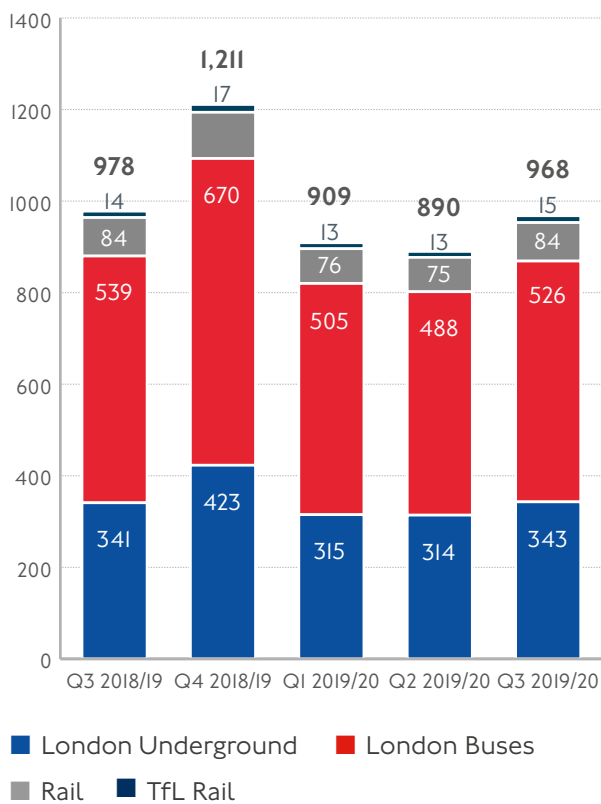
 London Trams  
**19m**

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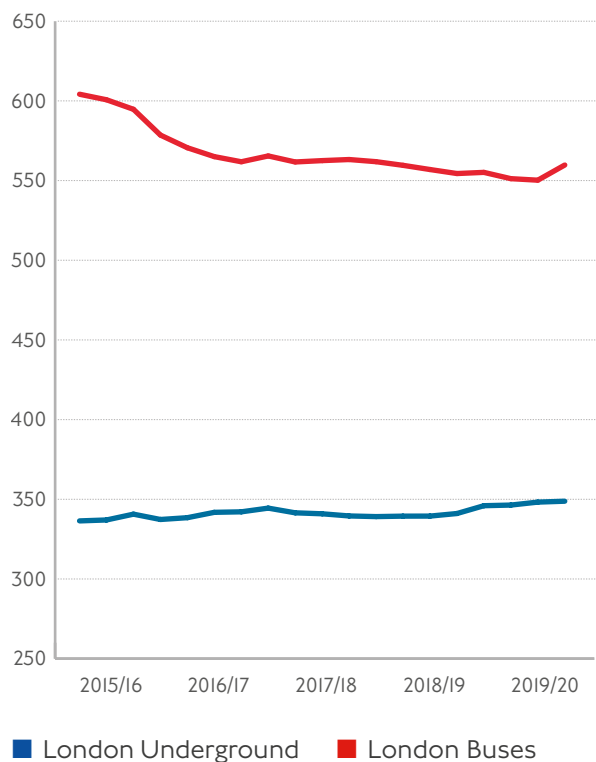
 TfL Rail  
**41m**

## Passenger journeys

Past five quarters\* (millions)



Annual trend – moving quarterly average (millions)



Underlying demand on London Underground remains up on last year. The first week of December was the busiest week of the year, with almost 30 million journeys. Friday 29 November was the busiest day in the history of London Underground, with 5.054 million journeys in a single day.

Low economic growth, Extinction Rebellion protests and road congestion led to a weakening in bus demand, but the rate of decline improved towards the end of the quarter.

Rail passenger journeys are lower than anticipated, affected by fewer journeys on DLR and unplanned service disruptions on London Trams.

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

# Underground

## Passenger journeys

	Q3 2018/19	Q3 2019/20	Variance (%)
Number of passenger journeys (millions)	961	972	1.1
Number of passenger journeys (normalised)	959	975	1.7

### London Underground

Passenger journeys are 13 million lower than the target we revised after underlying demand improved last quarter, and 11 million higher than last year.

Underlying normalised passenger journeys year-on-year change



1.0%▼



0.8%▲



1.6%▲

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



# Buses

## Passenger journeys

	Q3 2018/19	Q3 2019/20	Variance (%)
Number of passenger journeys (millions)	1,550	1,519	-2
Number of passenger journeys (normalised)	1,555	1,531	-1.6

### London Buses

Total passenger journeys are one per cent lower than the revised target and two per cent lower than the previous year. This was partly because Q1 was one day shorter than the previous year. On a normalised basis, passenger journeys were 1.6 per cent lower.

Underlying normalised passenger journeys year-on-year change



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

# Rail

## Passenger journeys

	Q3 2018/19	Q3 2019/20	Variance (%)
<b>London Overground</b> Number of passenger journeys (millions)	133.4	131.6	-1.4
<b>DLR</b> Number of passenger journeys (millions)	85.3	84.7	-0.7
<b>TfL Rail</b> Number of passenger journeys (millions)	38.1	40.6	6.56
<b>London Trams</b> Number of passenger journeys (millions)	20.2	19.1	-5.45

### London Overground

Passenger demand has been affected by new West Anglia and Gospel Oak to Barking line closures not seen in the same period last year.

### DLR

DLR has had additional weekend closures in 2019/20 related to Crossrail works.

### TfL Rail

Passenger demand is one per cent better than the revised target, owing to underlying demand growth. This year had a full Q1 of the Paddington to Hayes & Harlington and Heathrow services, as well as one extra Easter bank holiday compared to last year.

### London Trams

Patronage has declined slightly, due to change of land use, building occupancy in Croydon and pressures on high street retail. Service disruptions have also affected numbers and we have plans in place to address this.

**Volume**

	Q3 2018/19	Q3 2019/20	Variance (%)
Congestion Charge volumes (thousands)	10,086	11,402	13
Traffic volumes – all London (index)	97.1	96.6	-0.5

The number of vehicles paying the Congestion Charge is one per cent higher than in the previous quarter. Compared with Q3 2018/19, volumes have increased significantly despite overall traffic

volumes in London reducing. This is due to the removal of the Congestion Charge exemption for private hire vehicles in April 2019.

**Traffic flow volume**

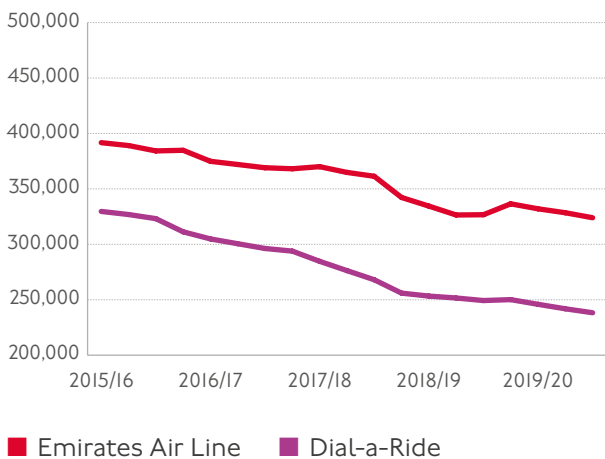
Annual trend (moving quarterly average – index)



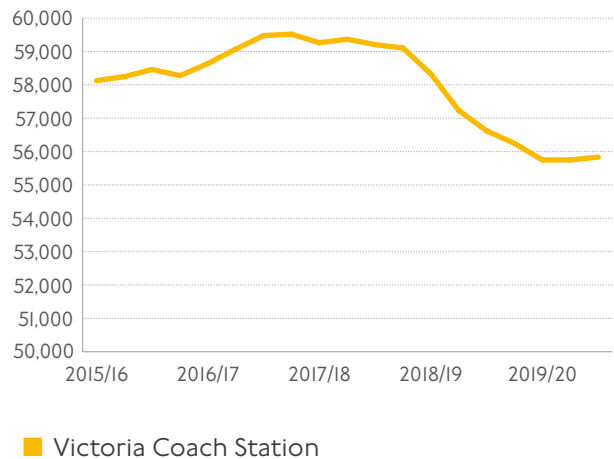
London-wide traffic flows are slightly below those of last year. Traffic flows in central London continue to remain subdued, owing to the introduction of the Ultra Low Emission Zone (ULEZ), which has particularly dampened demand outside Congestion Charging zone hours. Traffic flows in outer London, which had grown for 18 months, dropped over the past quarter, meaning, for the year to date, they are now similar to last year.

## Other operations

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



**Victoria Coach Station departures**  
Annual trend (moving quarterly average)



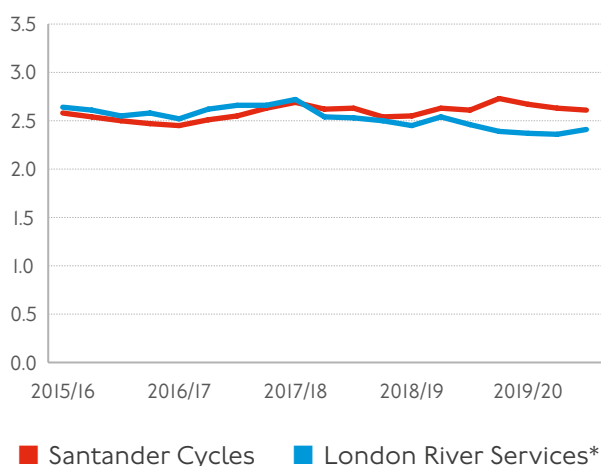
The long-term trend of declining demand for London Dial-a-Ride continues, with overall trip numbers around seven per cent below the same period last year. Evidence suggests that contributing factors include the increasing accessibility of public transport in general, along with a declining number of group bookings, the latter perhaps due to changing social and shopping activities.

Emirates Air Line journeys fell by six per cent as compared to Q3 last year. We continue to face the challenge of driving passenger demand, and we are addressing this through dedicated consumer marketing.

While the number of coach departures from Victoria Coach Station has declined year on year, coach passenger numbers have increased as coach operators are using longer, higher-capacity vehicles on their passenger services. A long vehicle fee introduced in April 2019 will remain throughout 2020.

## Santander Cycles and London River Services trips

Annual trend (millions – moving quarterly average)



Hires reduced by five per cent compared to the same quarter last year. A reduction in casual usage was the main contributor. We continue to face challenges due to poorer weather in comparison to last year.

River passenger journeys were higher in Q3 2019/20 as compared to Q3 2018/19 when the ferry was closed for upgrades.

\* 2018/19, Woolwich Ferry not included

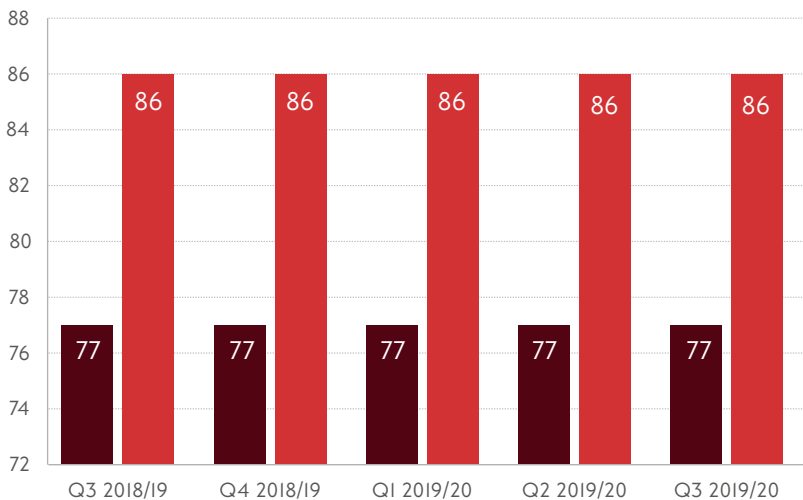




# Public transport will be accessible to all



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



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

Our vision is a fully integrated transport network that is safe, inclusive, affordable and seamless. This quarter, West Hampstead (London Overground) and Goodmayes (TfL Rail) stations became step free.

Our Independent Disability Advisory group met three times. Our Valuing People group of adults with learning difficulties spent a day helping to make transport more accessible by discussing new bus driver training and looking at how we ensure all vulnerable road users are considered by TfL road works. Equality impact assessments are driving change: we are identifying accessibility issues earlier and putting mitigations in place. We have also begun to embed inclusive design.

We continue accessibility and inclusion training across TfL. All new frontline Tube colleagues in Q3 had Disability Equality training. By the end of Q4, 1,000 people in Professional Services had completed this training.

# 79

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



# 98.5%

step-free access availability on London Underground (0.8%▼ against Q3 2018/19)



# 99.3%

step-free access availability on TfL Rail (0.5%▼ against Q3 2018/19)

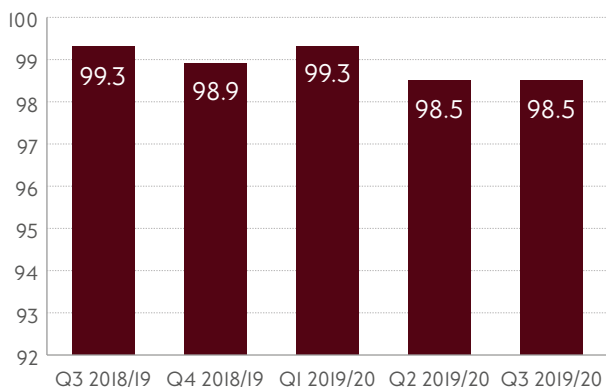


# 88.1%

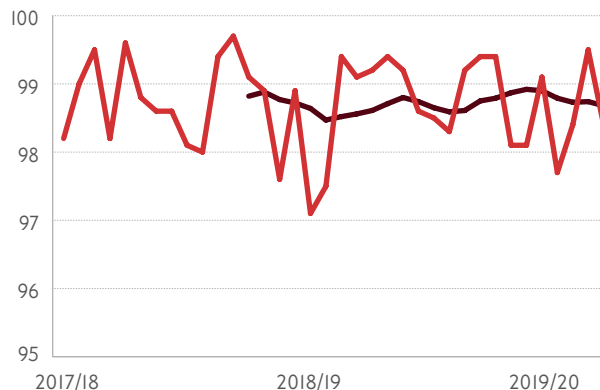
scheduled services operated on Dial-a-Ride (1.23%▼ against Q3 2018/19)



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



## Annual trend\* (moving average)



■ Period result ■ Annual trend (moving average)

Step-free access availability has remained stable and is on target for the year. Failures at Westminster are now resolved.

We are improving performance consistency and will bring a separate presentation on that to the Panel.

## London Underground step-free access

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



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



## London Underground signage, customer information and assistance

We introduced a new accessible signage standard designed to improve accessibility wayfinding at complex stations, especially those with several interchanges. This includes much clearer step-free access and platform signage, leading to level access boarding points, greater prominence of wide-aisle ticket gates and enhanced customer information within lifts.

We implemented the draft standard at six trial stations (Waterloo, London Bridge, Westminster, Green Park, King's Cross and Westminster), which we are now bringing into line with the final standard.

Seven more are in development and due for completion at the end of March 2020 (Finsbury Park, West Ham, Tottenham Court Road, Victoria, Canada Water, Canning Town and Hammersmith). We will implement the standard across the network.

2021/22

- Knightsbridge
- Battersea Power Station (Northern line extension)
- Nine Elms (Northern line extension)
- Moorgate
- Whitechapel
- Ealing Broadway

2022/23

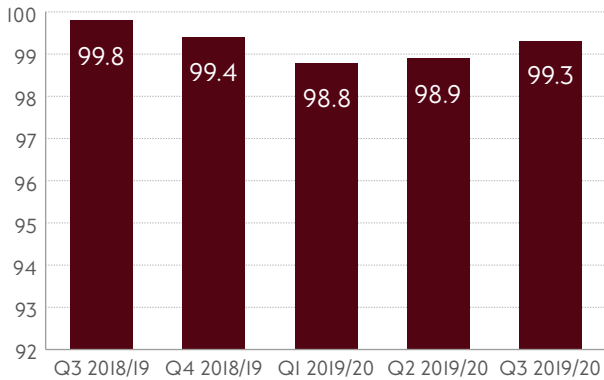
- South Kensington (District and Circle)
- Colindale
- Bank (Northern line and DLR interchange)

2023/24

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

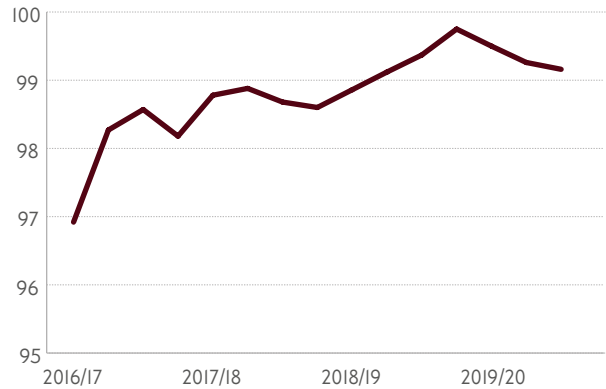
### TfL Rail step-free access

Past five quarters (%)



TfL Rail step-free access availability improved to 99.3 per cent, exceeding the target of 98.6 per cent.

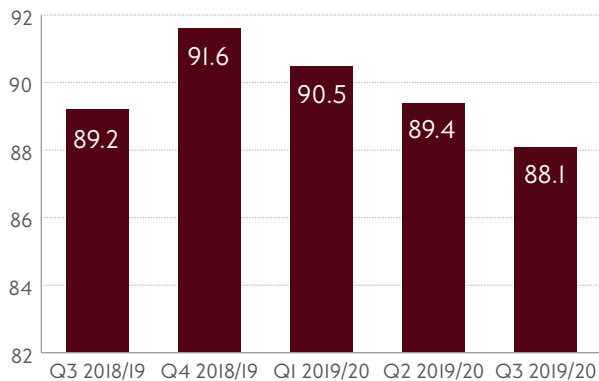
Annual trend (moving average)



The moving annual average for TfL Rail step-free access availability has exceeded 99 per cent for the sixth successive quarter.

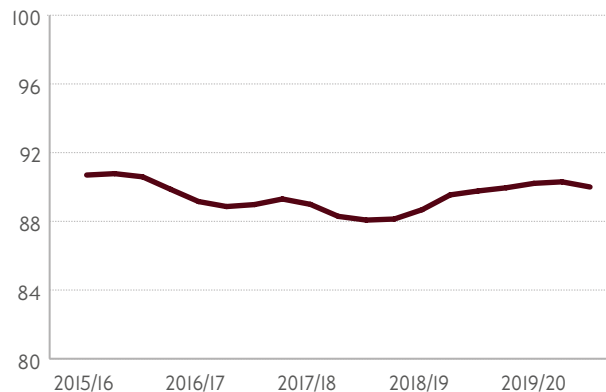
### Dial-a-Ride journey requests – percentage of trip requests completed

Past five quarters (%)



Dial-a-Ride scheduled 88.1 per cent of trips requested in the quarter, against a target of 89 per cent. Eight new drivers joined in Q3, although due to our

Annual trend (moving average)



comprehensive training programme it will be Q4 when we will see the real impact of the additional drivers.









# Journeys by public transport will be fast and reliable

London Underground performance in Q3, measured by excess journey time, was worse than the quarter before. Routine maintenance revealed cracking on Jubilee line trains, some of which had to be removed from service. Our teams worked hard to repair trains quickly and safely. While this happened, the diminished size of the train fleet caused delays and frustration to our passengers and to businesses. We communicated the nature of the problem and said sorry for the disruptions. We took particular care to explain the situation to Canary Wharf Group, given the strategic role the Jubilee line plays for its tenants.

Overall bus reliability continues to improve, although we saw a slight increase in wait times reflecting the poorer weather and busier road conditions in the lead up to Christmas. London Overground and the DLR continued to perform well. We have now made timing changes at 808 road traffic signals. This has almost doubled (to 13,433 customer hours) the time saved per day for people choosing sustainable forms of transport.

TfL Rail had its best Q3 since it began operating services in both east and west of the Capital. Santander Cycles ended the calendar year on a high, with its second busiest year, just 1.35 per cent down on 2018. There were 35,000 hires on Christmas Day alone.



minutes of excess journey time on the Tube this quarter (9.3%▲ against Q3 2018/19)



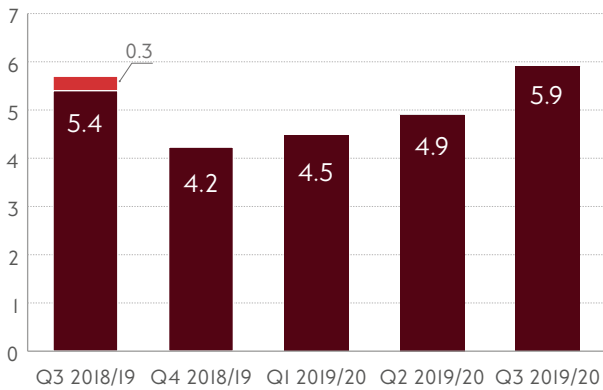
minutes of excess wait time on the bus network this quarter (4.4%▲ against Q3 2018/19)



resolution hours on the TfL Road Network, per event (5.8%▲ against Q3 2018/19)

# Underground

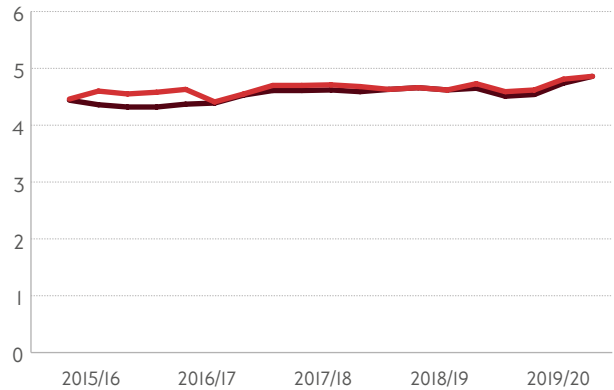
## Journey times – excess journey time Past five quarters (minutes)



- Including industrial action
- Excluding industrial action

Journeys were slower in Q3, primarily due to fleet issues on the Jubilee line and the availability of our drivers. We have

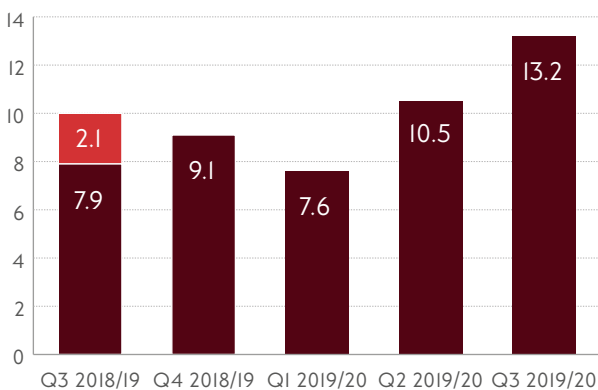
## Annual trend (moving average – minutes)



- Including industrial action
- Excluding industrial action

improved Jubilee line reliability and are focused on supporting colleagues who are unwell and accommodating holiday.

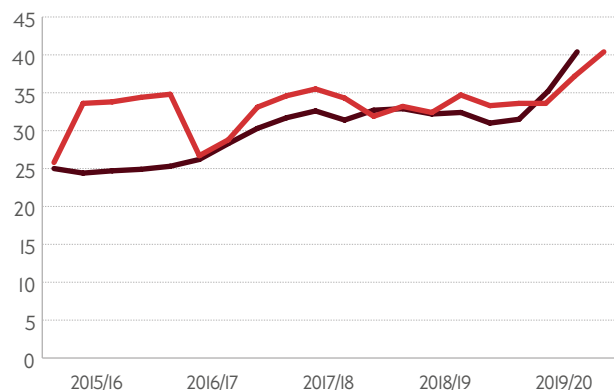
## Lost customer hours Past five quarters (millions)



- Including industrial action
- Excluding industrial action

Reliability in Q3 declined compared to the same time last year. The main

## Annual trend (moving average – millions)

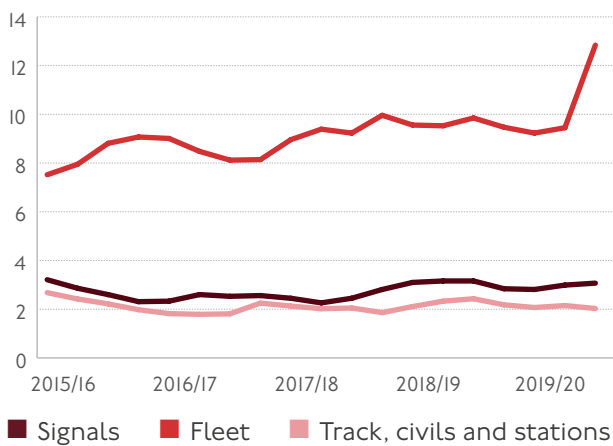


- Including industrial action
- Excluding industrial action

contributors were Jubilee line trains and attendance.

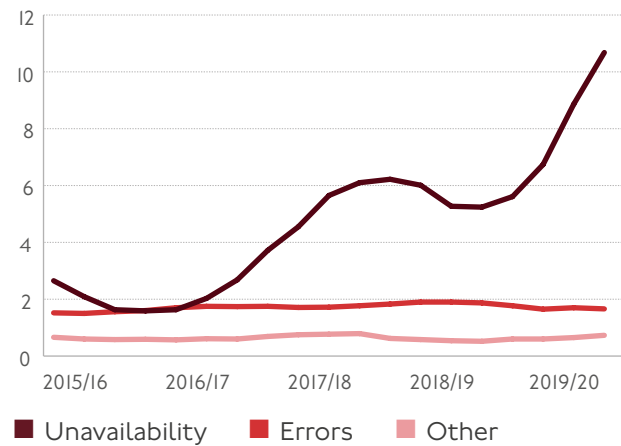
### Lost customer hour trends

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



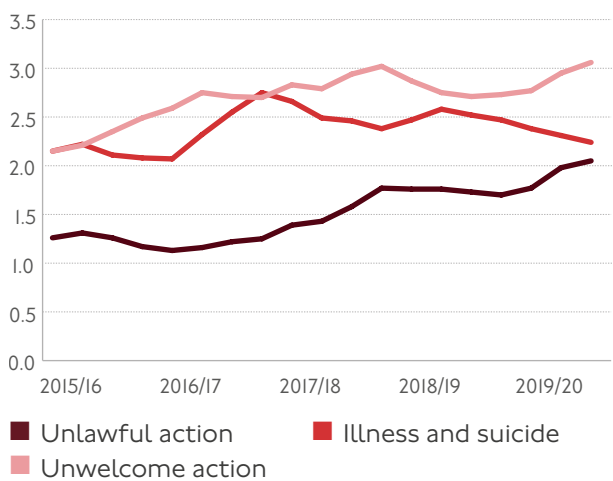
Routine maintenance found cracks on Jubilee line trains. Immediate action to fix these affected reliability.

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



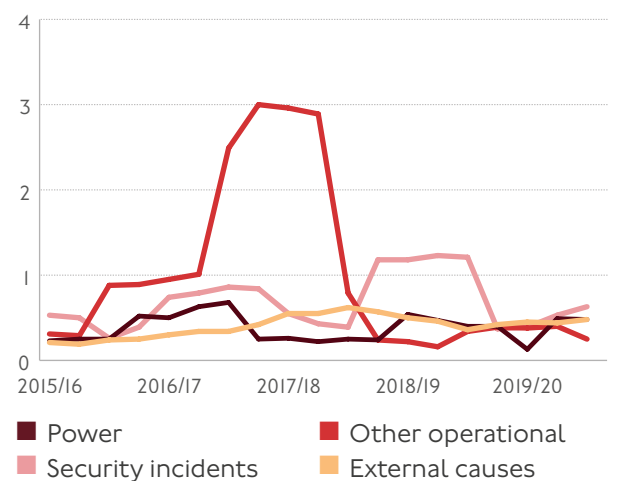
Train operator availability is a priority. We are working to improve attendance and support colleagues more effectively.

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



Improvements to prevent trespass have been offset by unlawful action including fights and theft, and unwelcome action, including boarding and alighting incidents.

Other – annual trend (moving total – millions)



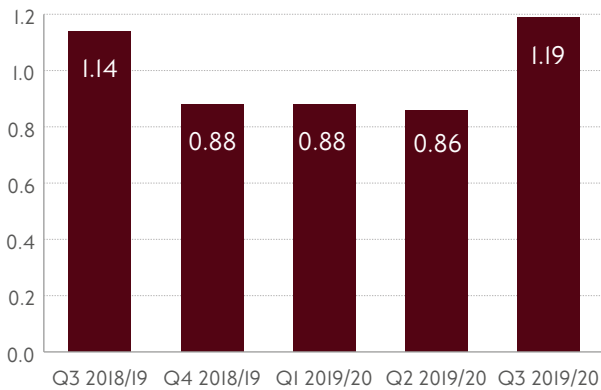
The performance of our power supply remained stable. The slightly rising trend in external causes reflects bad weather and Network Rail incidents in Q2.



# Buses

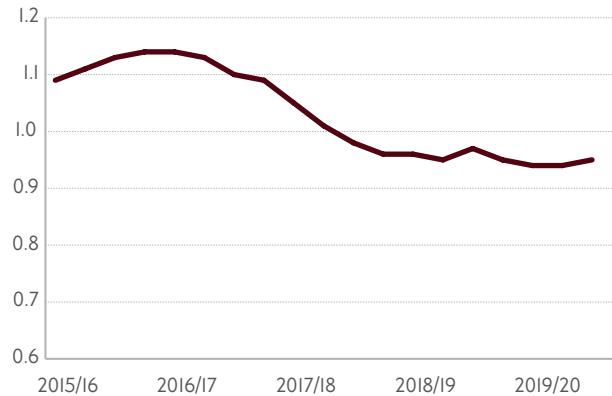
## Excess wait time

Past five quarters (minutes)



Q3 is generally the worst performing quarter with poorer weather and busier roads leading up to Christmas. Q3 2019/20 has deteriorated compared to 2018/19 with higher levels of traffic disruption.

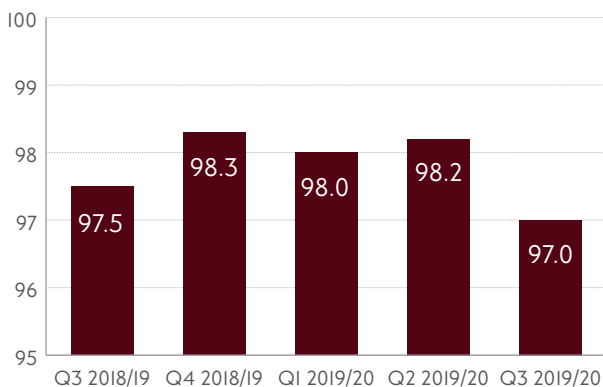
Annual trend (moving average)



Waiting times are at a record low, following improvement over the past three years. This is due to better operating road conditions and enhanced signal timings to help improve bus services.

## Scheduled services operated

Past five quarters (%)



Q3 was affected by emergency utility works, as well as an increased number of central London demonstrations and protest marches, in particular by Extinction Rebellion.

Annual trend (moving average)

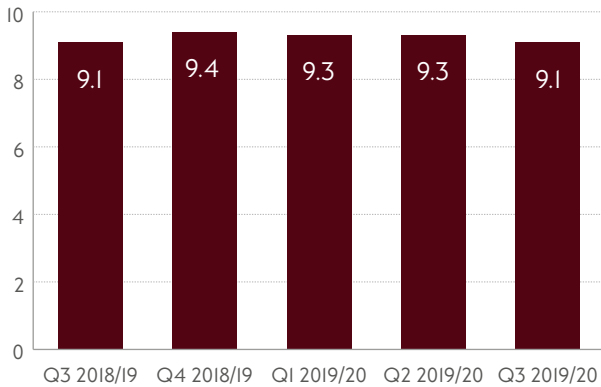


Operated mileage stabilised in 2018/19 due to reduced disruption and signal timing changes. In 2019/20, it has declined due to several factors, including an increased number of demonstrations.





**Weighted average speed**  
Past five quarters (mph)



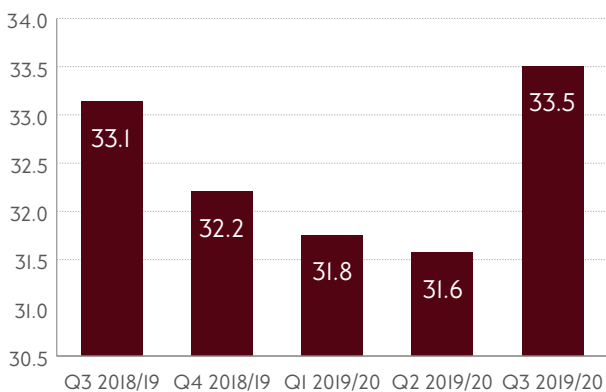
Bus speeds have stabilised and provided more journey time consistency to customers. Q3 performance, which we expect to be slower due to seasonal factors, matches Q3 last year.

**Annual trend (moving average)**



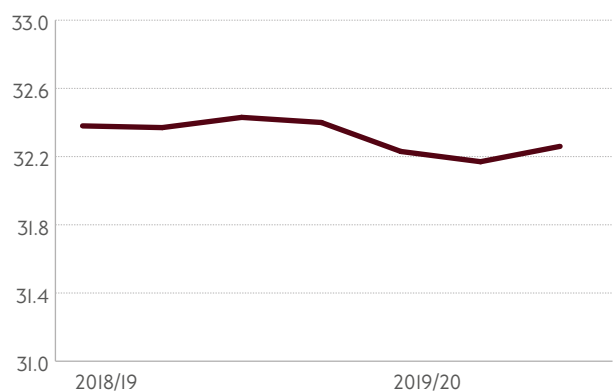
While bus speeds have stabilised through reduced road disruption, enhanced traffic signal timings and bus priority after several years of decline, outer London has seen a decline in Q3 2019/20.

**Weighted bus customer journey time**  
Past five quarters (mph)



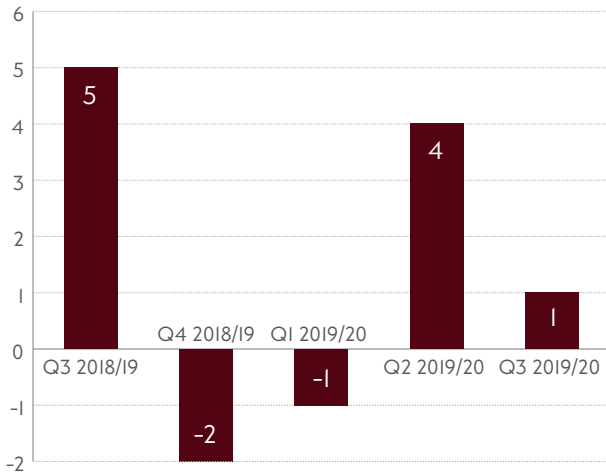
In Q3 the impact of the central London service changes has increased average wait time, but better efficiency means in-vehicle time is lower than Q3 last year.

**Annual trend (moving average)**



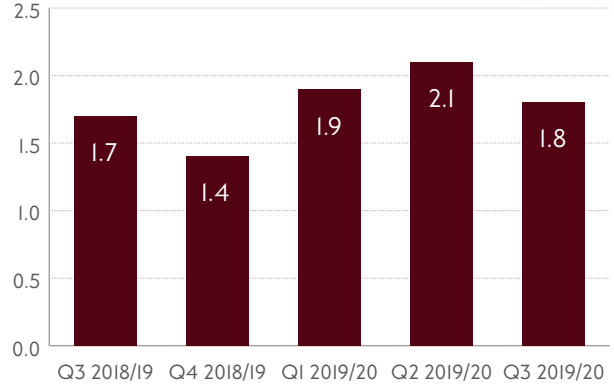
The annual trend has turned upward in the past two most recent quarters as a result of an increase in waiting time, and with it crowding.

**Roads disruption\***  
Past three quarters (%)



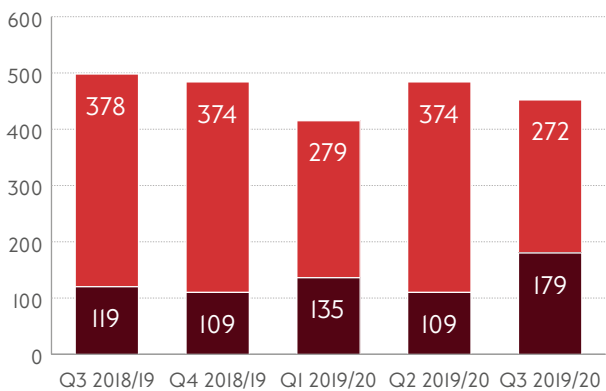
Wet weather at the start of the quarter and the ongoing closure of Hammersmith Bridge affected performance.

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



The increase from Q3 2018/19 is associated with 11 hours of disruption caused by the London Bridge terrorist attack.

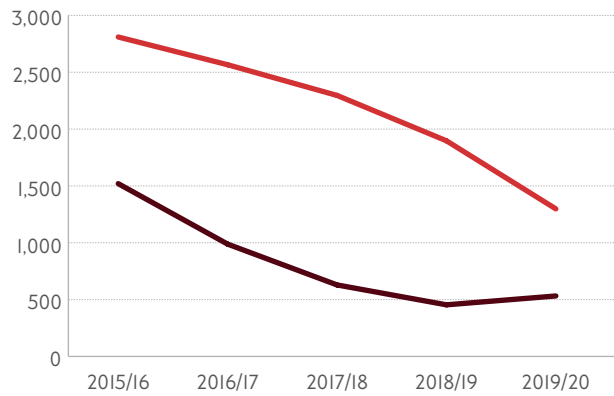
**London-wide serious and severe disruption**  
Past five quarters (hours)



Planned Unplanned

Serious and severe planned disruption rose slightly.

**Annual trend (moving total)**



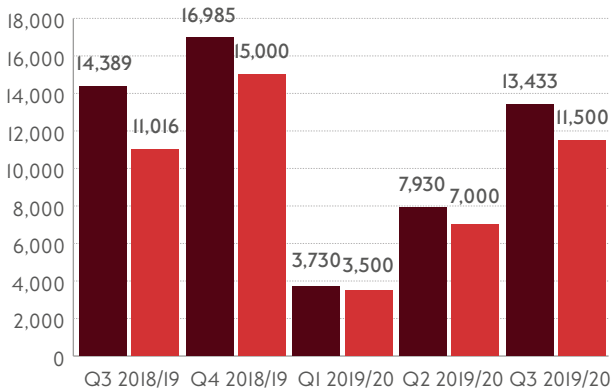
Planned Unplanned

Unplanned disruption has continued to drop relative to previous years.

\* This replaces the former metric of TfL Road Network journey time reliability (as reported in the Q1 2018/19 report) and was introduced in Q1 2018/19

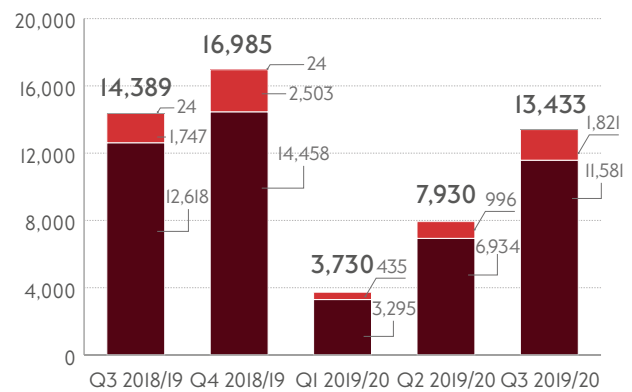


### Traffic signal time savings This year (hours)



■ Actual ■ Target

Timing changes at 808 traffic signals have saved 13,433 customer hours per day for people choosing sustainable modes of transport. Changes include lowering cycle time, improved linking at staggered crossings and re-timing signals to improve bus progression along a route.

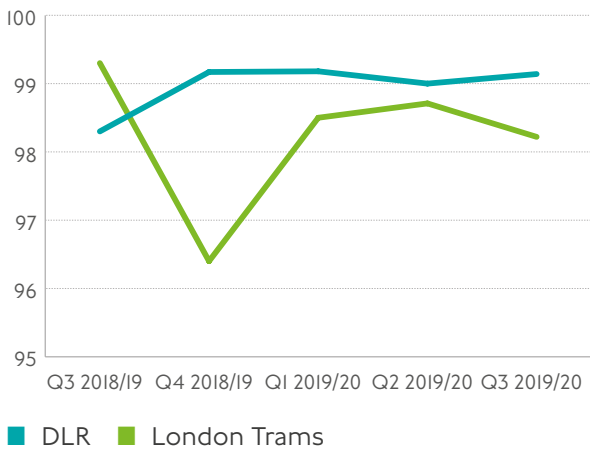


■ Buses ■ Pedestrians ■ Cyclists

By targeting network locations with higher volumes of travel by bus, bicycle or walking we are currently on track to meet our stretch target of saving 17,500 hours by the end of the year.

# Rail

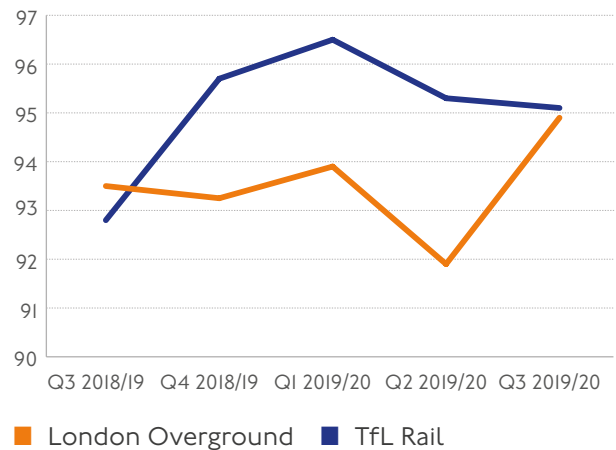
## DLR and London Trams – scheduled services operated Past five quarters (%)



DLR performance remained strong through the quarter with relatively few major disruptive incidents. Reduced access to the concourse at Bank station to facilitate the Bank Station Capacity Upgrade project has been well managed with extra staff recruited to assist with passenger flow.

For London Trams Q3 performance was slightly lower than Q2 due to a number of service disruptions on the network.

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

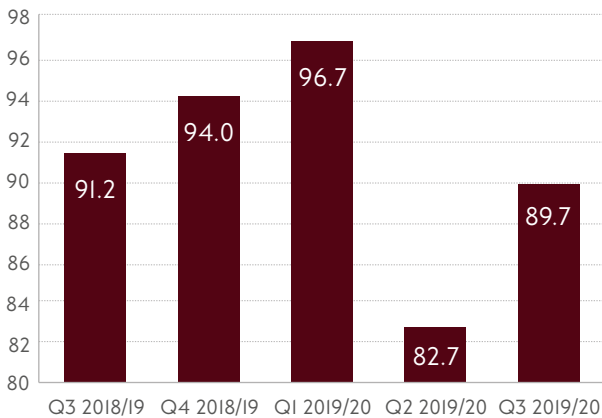


London Overground continued to perform well and now has four trains per hour on the Euston to Watford Junction line. We continue to roll out new class 710 electric trains. Reliability on TfL Rail showed a marked improvement year on year. It had its best Q3 since taking on both east and west services.

# Other operations

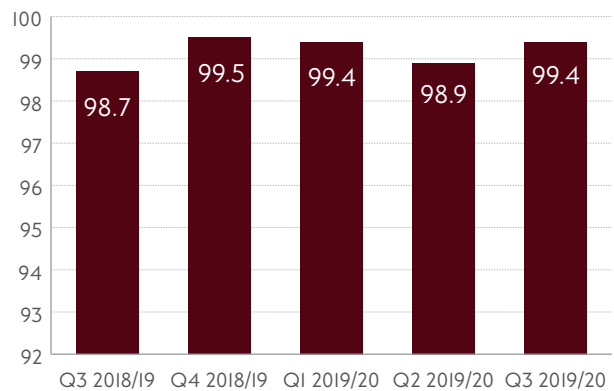


## Santander Cycles availability Past five quarters (%)



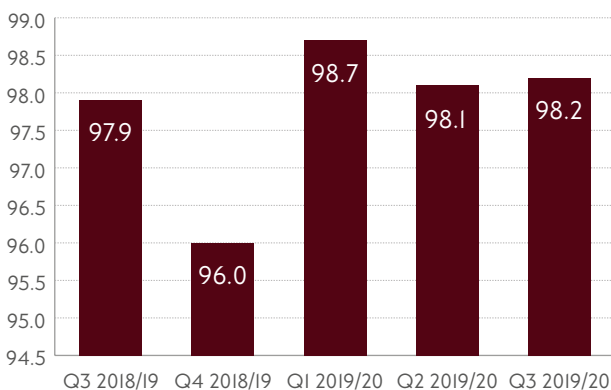
Availability has improved in comparison to Q2 2019/20 although slightly below Q3 2018/19 and remains above the 80 per cent target. Total hire numbers for 2019 for Santander Cycles were 10,427,640. This was the second busiest calendar year for the scheme and just 1.35 per cent down in comparison to 2018.

## London River Services\* scheduled services operated Past five quarters (%)



River service reliability remained consistent over the past year and showed improvement when compared to both last quarter and Q3 last year.

## Emirates Air Line availability Past five quarters (%)



Emirates Air Line system availability for Q3 was marginally similar to Q2 and modestly improved from Q3 last year.

\* For Q4 2018/19, Woolwich Ferry not included

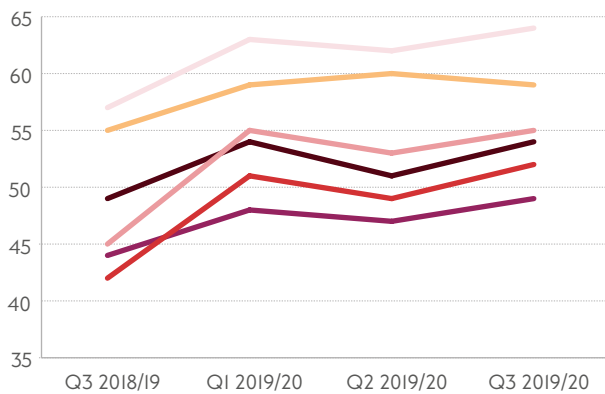
# Journeys by public transport will be pleasant

## Customer care\* and key drivers trend

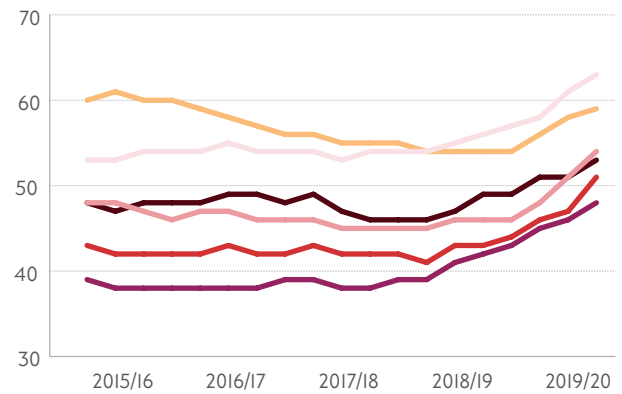


TfL

Past five quarters\*\* (%)



Annual trend (moving average)



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

The percentage of Londoners agreeing 'TfL cares about its customers' has returned to the Q1 score of 54 per cent in agreement. Our year-to-date score remains on the target of 53 per cent.

Customers cited positive experiences of staff being approachable, helping those in need and supporting when problems arise as reasons that we care about our customers.

We have seen positive progress in all areas over the past couple of years with the percentage of Londoners agreeing that we support them when things go wrong, provide good value for money and have friendly and helpful staff reaching annual highs in Q3.

\* New methodology from Q1 2019/20

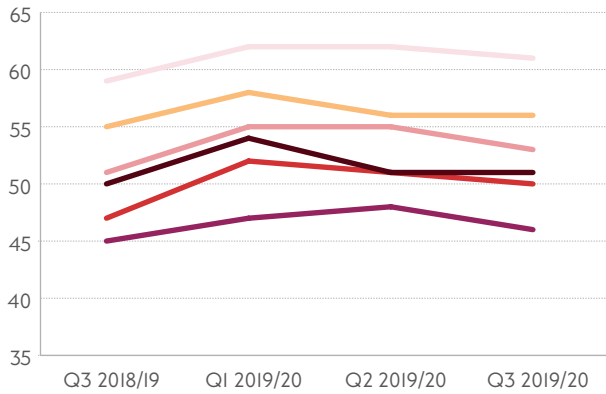
\*\* Q4 2018/19 data not available due to data validity issues. Q3 is longer than the other quarters (16 weeks instead of 12)



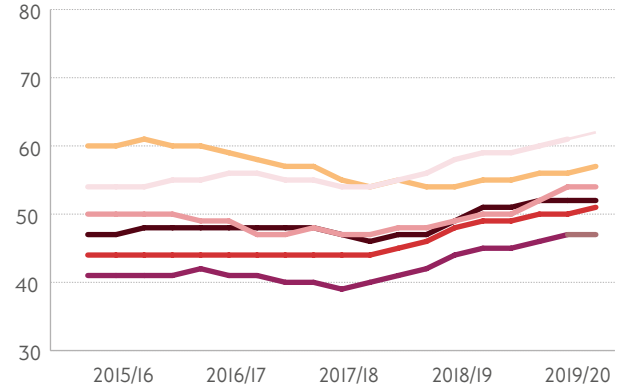




## London Underground Past five quarters\* (%)



## Annual trend (moving average)



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

The percentage of Londoners agreeing that 'London Underground cares about its customers' has remained stable at 51 per cent.

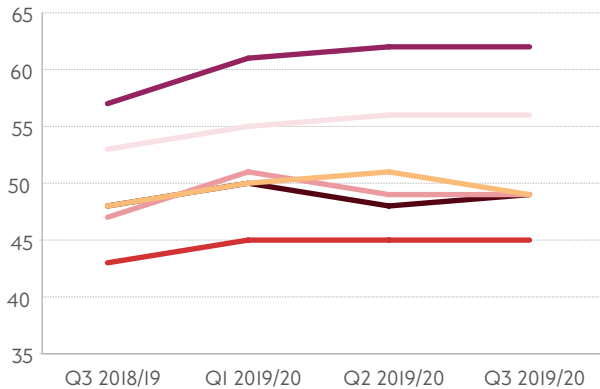
Our performance has dipped since Q1 this year. This is likely due to the Jubilee line fleet and Metropolitan lines signalling affecting reliability.

Customers continue to provide positive examples of colleagues providing up-to-date information on how services are running, updates on delays, as well as supporting customers with accessibility needs. These areas remain a priority for further work and we continue to focus on improving the consistency of our performance. We have made progress, rolling out programmes including Disability Equality Training and training to improve the quality of real-time information.

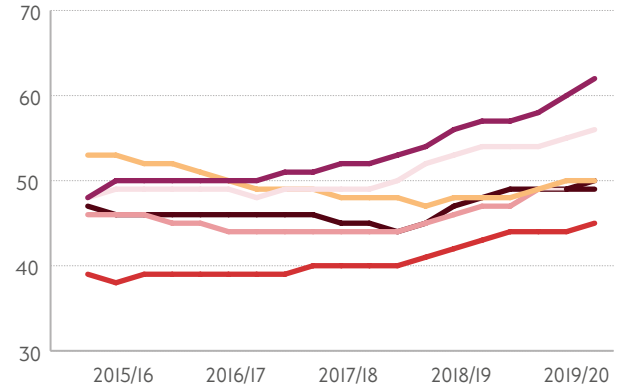
\* Q3 is longer than the other quarters (16 weeks instead of 12)

## London Buses

### Past five quarters\* (%)



### Annual trend (moving average)



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

The percentage of Londoners agreeing that 'London Buses cares about its customers' has increased by one percentage point to 49 per cent.

Value for money continued at an annual high of 62 per cent this quarter and stands out as a key strength for buses, with the £1.50 and Hopper fares positively affecting perceptions. Friendly and helpful staff also continued at an annual high, with customers citing considerate behaviour from bus drivers as having a positive impact on their journeys.

Investing to improve customers' journeys is the only category to show a small decline this quarter, with some customers citing issues including crowding, and reliability. Other customers are also positive about new, greener fleets, reflecting the launch of London's first electric double decker buses on routes 43 and 134.

Overall the key drivers of care for buses continue to improve.

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

# Customer satisfaction

## Past five quarters

	Q3* 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3* 2019/20
London Underground	84	85	85	83	84
London Buses	86	86	86	84	84
DLR	88	87	88	88	88
London Overground	83	82	84	83	81
London Trams	90	90	n/a	n/a	90
Emirates Air Line	93	94	93	92	93
TfL Rail	84	86	85	84	85
Transport for London Road Network	71	n/a	n/a	n/a	71
Dial-a-Ride	n/a	n/a	90	n/a	90

London Underground's increase was driven by seasonal improvements in temperature and comfort of journey. TfL Rail's increase was the result of the east section recording its highest scores for overall satisfaction and trains running on time.

London Overground recorded its lowest score of the past seven years. Every score decreased and key scores for trains running on time fell to their lowest levels. Together with Network Rail and the operator, we have developed a plan to tackle the performance issues affecting the London Overground network.

Although overall satisfaction scores for the other services remained stable, there were changes to some measures. For London Buses, scores related to the level of crowding and journey time fell, but satisfaction with temperature returned to normal levels. For the DLR, the availability of seats fell and for London Trams, crowding on the tram, smoothness and freedom from jolting improved. The TfL Road Network had key measures around traffic congestion and air quality decline. London Dial-a-Ride, satisfaction with the booking process improved but satisfaction with helpfulness and courtesy of the driver. The standard of driving all declined slightly.

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

## Past five years

	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20	Full year target
London Underground	85	85	85	84	84	85
London Buses	86	86	86	85	84	85
DLR	89	89	88	87	88	89
London Overground	84	84	84	83	83	85
London Trams	90	90	91	90	90	89
Emirates Air Line	93	94	93	92	93	93
TfL Rail	83	83	83	84	85	83
TfL Road Network	70	70	70	71	71	69
London Dial-a-Ride	92	91	92	89	90	90

Five of the nine services are on track to achieve or exceed their annual targets, while four look set to fall slightly short.

London Underground score is currently 84. It is unlikely to achieve the score required in Q4 to achieve our target of 85 and forecast to end the year on 84. London Buses also sits on 84 year to date. However, it is still possible to achieve our annual target of 85, based on historical Q4 performance.

DLR looks set to end the year on 88, unlikely to achieve a high enough score in Q4 to meet the annual target of 89. London Overground is on 83 year to date and will not achieve its target of 85.

London Trams achieved 90 in Q3, and as an annual survey and has exceeded its target of 89. Similarly, the TfL Road Network achieved 71 in its yearly survey and also exceeded its target of 69. London Dial-a-Ride ends the year on 90, meeting its target.

TfL Rail looks set to exceed its target, with a year to date score of 85 against a target of 83. Emirates Air Line is on target on 93 year to date.

# Contact Centre

## TfL Customer Services

Past five quarters

	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Telephone calls	697,107	720,324	542,934	644,870	712,948
Calls abandoned (%)*	11.2	11.1	15.2	19.7	14.8
Correspondence	148,914	194,663	156,054	180,253	190,349
Cases closed (%)**	72.5	87.5	81	63.5	81.2
Quality score (%)***	82.3	85.4	85.5	85.3	80.7
Average speed of answer (seconds)	142	138	163	351	316

Telephone and correspondence demand were up on the previous quarter and financial year. Despite this, we managed the demand well and saw abandoned calls drop 4.9 per cent on Q2, beating the target measure.

The increases were partly due to the expected seasonal increase in contacts from students returning for the start of the academic year. However, there were also increases in both Oyster card and Contactless demand.

These increases were partly driven by disruptions on the network. We also saw demand rise following technical issues with late processing of Contactless payments, interest in outstanding balances remaining on old Oyster cards and changes to the Auto top-up threshold.

Our Contact Centre has ranked in the UK top 50 Contact Centres for the eighth consecutive year. We significantly improved our position, moving from 37th place to 27th place in the country.

\* Calls abandoned target 15 per cent or lower

\*\* Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues which require investigation

\*\*\* Quality score target 80 per cent or more for both calls and correspondence as measured by rigorous internal assessment and external mystery shopping

## Past five years

	Telephone calls		Correspondence		Quality score (%)***
	Calls received	Calls abandoned (%)*	Demand	Closed in SLA (%)**	
2015/16	3,195,430	13.0	478,166	81.7	86.8
2016/17	2,942,589	12.5	496,116	82.7	89.8
2017/18	2,834,466	10.5	542,760	85.7	91.3
2018/19	2,696,538	10.9	609,404	82.0	81.8
2019/20 year to date	1,900,752	16.5	526,656	77.7	84.3

\* Calls abandoned target 15 per cent or lower

\*\* Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues which require investigation

\*\*\* Quality score target 80 per cent or more for both calls and correspondence as measured by rigorous internal assessment and external mystery shopping

## Telephone calls\*

This quarter

Contactless payment  
**54,900**

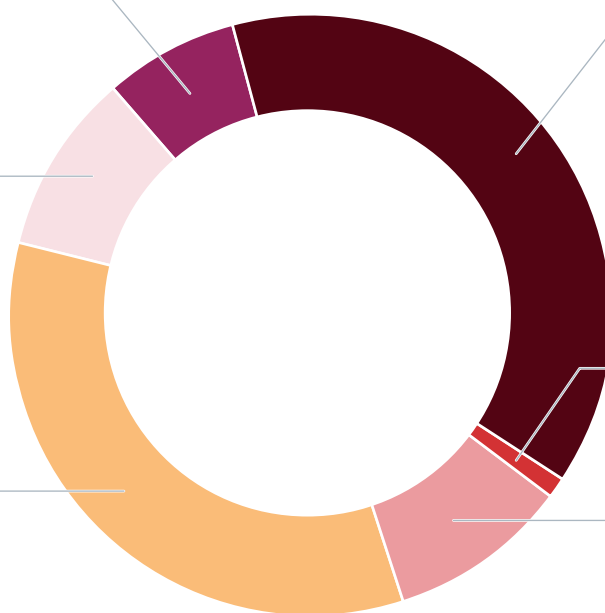
Santander Cycles  
**21,187**

Concessions  
**260,240**

Oyster  
**295,591**

Other  
**6,921**

Surface and Rail  
**74,109**



Overall telephone demand was up 11 per cent on the previous quarter. The biggest driver was concessions (up 31 per cent). This seasonal increase coincides with students returning for the new academic year seeking to renew their concessionary cards.

Both Oyster and Contactless calls increased by five per cent on Q2.

A number of factors contributed to this, including technical issues with Contactless and stories about outstanding funds held on Oyster cards.

Santander Cycles demand also returned to normal levels, following the peak over the summer, as the weather turned cooler.

\* Other telephone calls include public help points, taxi and private hire, ticketing app, Sarah Hope Line and street-related calls





## Other contact centres

### Road user charging and ULEZ

Past five quarters

Phone number 0343 222 2222 (outsourced to Capita)	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Calls received	259,501	324,455	411,540	349,208	335,089
Calls answered	251,147	315,765	387,480	343,316	325,497
Calls abandoned (%)	3.2	2.7	5.8	1.7	2.9
Average speed of answer (seconds)	36	37	85	22	36

Capita's Congestion Charge and ULEZ Contact Centre continues to show steady performance well within contractual targets. The average speed of answer for Q3 was 36 seconds and the call abandon rate was 2.9 per cent, which is also well

within the target of abandoning no more than 12 per cent of calls. The volume of calls has reduced and now remains stable following the spike in Q1, which was caused by the introduction of ULEZ and the Congestion Charge changes.

Past five years

	Calls received	Calls answered	Calls abandoned (%)	Average speed of answer (seconds)
2015/16	1,562,628	1,417,825	9	*
2016/17	1,698,215	1,407,304	17	207
2017/18	1,245,815	1,166,545	6	73
2018/19	1,080,837	1,043,877	3	43
2019/20 year to date	1,095,837	1,056,293	4	49

\* Data not recorded

## Taxi and private hire

### Past five quarters

Phone number 0343 222 4444	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Calls received	218,784	252,262	219,467	181,348	183,141
Calls answered	118,587	178,448	129,615	127,582	125,526
Calls abandoned (%)	45.6	27.4	40.8	29.6	31.3
Average speed of answer (seconds)	1,484	732	1,188	775	793

Calls received in Q3 are comparable to Q2. The number of calls answered has remained consistent in 2019/20. Since Q1, there has been an improvement in average speed of answer, so customers are waiting less time to speak to an administrator, and a reduction in percentage of calls abandoned.

Call volumes remain high, with many repeat calls for the same issue, despite advice being given on the first call.

A work plan is in place to prioritise calls and we seek to use targeted intervention activities aimed at reducing repeat callers. Training continues due to the high turnover in staff, which reduces the capacity of the team and takes trained administrators away from key tasks.

Channel shift has remained low for online booking solution for inspections for single vehicle owners. Continued efforts are being made to promote the service as this is an opportunity to reduce calls further.

### Past four years

	Calls received	Calls answered	Calls abandoned (%)	Average speed of answer (seconds)
2016/17	608,398	553,233	9	104
2017/18	684,904	623,837	8	118
2018/19	840,178	582,022	30	733
2019/20 year to date	583,956	382,723	34	921

## Dial-a-Ride

### Past five quarters

Phone number 0343 222 7777	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Calls received	135,188	165,701	127,201	126,526	134,485
Calls abandoned (%)	11.69	14.11	13.5	12.23	9
Average speed of answer (seconds)	276	315	341	339	257
Email bookings	11,427	13,491	20,041	19,915	21,055
Fax bookings	1,451	1,305	1,076	978	998
Passenger services letter	36	27	26	34	44
Passenger services email	59	68	51	68	73

There was a six per cent increase in call volumes compared to Q2, which is in line with the same quarter last year. With new staff successfully trained, the calls abandoned are now below the 10 per cent target at nine per cent and the average speed of answer has been lowered by 82 seconds compared to last quarter.

This is a significant improvement over both previous quarters and the same quarter last year. Refresher training on the new booking process and the introduction of a new quality call standard is planned over the coming months to further improve performance.

### Past five years

	Calls received	Calls abandoned (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
2015/16	661,978	7	-	-	117	281
2016/17	646,060	9	36,700	7,946	110	251
2017/18	596,161	10.5	45,655	6,064	98	276
2018/19	564,391	10.6	45,950	5,324	97	226
2019/20 year to date	257,327	12.8	39,956	2,054	94	192

## Customer complaints

Complaints per 100,000 journeys	Year-to-date Q3 2018/19	Year-to-date Q3 2019/20	Variance (%)
London Underground	1.03	1.14	+11
London Buses	3.17	3.19	+1
DLR	0.80	0.84	+5
London Overground	2.10	1.54	-27
TfL Rail	2.48	2.05	-17
London Trams	1.19	1.70	+43
Emirates Air Line	3.92	2.66	-32
Congestion Charge	1.50	2.78	+85
Dial-a-Ride	69.40	79.79	+15
London River Services	1.27	1.38	+9
Santander Cycles	4.24	3.53	-17
Taxis*	6.65	9.09	+37
Private hire*	3.06	2.51	-18
Contactless	0.19	0.39	+104
Oyster	0.16	0.16	0

Complaints about Contactless payments rose 104 per cent. This was driven by technical issues. We have had seven incidents with delayed payments, driving customers to contact us directly. Operational performance has also caused higher demand for refunds due to delays on the Jubilee and Metropolitan lines (explained earlier in this report).

\* Journeys not recorded; figures based on survey data



## Customer complaints

Past five years

Service	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20
London Underground	13,731	14,546	12,037	13,578	11,112
London Buses	71,268	66,300	64,990	70,366	48,447
DLR	1,318	1,302	980	955	709
London Overground	6,660	4,328	3,103	3,899	2,028
TfL Rail	1,338	1,460	1,121	1,319	819
London Trams	565	627	470	368	326
Emirates Air Line	62	28	33	54	26
Congestion Charge	1,368	3,117	959	350	391
Dial-a-Ride	1,305	1,088	842	699	529
London River Services	64	58	79	145	109
Santander Cycles	354	359	465	437	276
Taxis*		3,373	4,918	4,874	4,221
Private hire**	4,048	2,995	2,692	2,026	1,186
Contactless	552	587	989	1,964	2,907
Oyster	5,283	4,808	4,912	3,914	2,693
<b>Total</b>	<b>107,916</b>	<b>104,976</b>	<b>98,590</b>	<b>104,948</b>	<b>75,779</b>

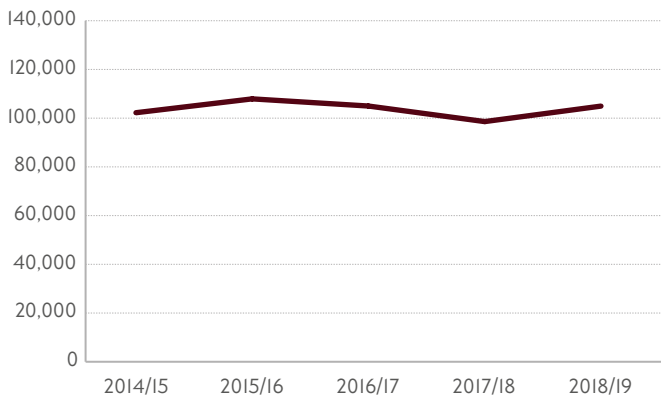
\* Taxi and private hire split not available for 2013/14 to 2015/16

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

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## Customer complaints

### Annual trend (annual total)



Based on our projections, we are anticipating ending the year with a slight decrease in overall complaints on last year.

However, Contactless payment is likely to buck this trend and we expect to see increases of almost 100 per cent in complaint volumes compared to last year. This is due to a number of factors: the increasing numbers of customers using Contactless, technical issues and the knock-on effects of delays and disruption on our services, which generally impact more noticeably on Contactless users.

London Underground is on course for a nine per cent increase in complaints on last year. This has been driven by reliability issues described earlier in this report.

TfL Rail, London Overground and Buses should all see complaints drop against last year if current levels of performance are maintained.



# Commendations

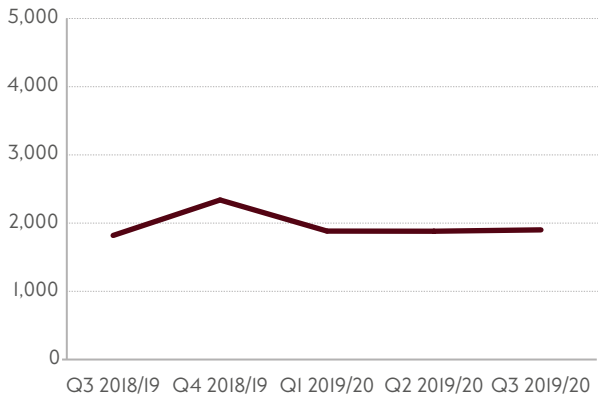
## Commendations

Past five quarters

Service	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
London Underground	541	660	516	484	553
London Buses	951	1,295	1,035	952	1,012
London Overground	51	55	42	43	43
DLR	41	33	34	36	27
London Trams	3	8	4	6	2
TfL Rail	25	54	40	41	33
Taxi and private hire	33	29	38	43	37
TfL Road Network	10	13	10	16	11
Dial-a-Ride	1	6	7	1	3
London River Services	3	3	6	1	2
Emirates Air Line	6	4	1	3	1
Santander Cycles	1	2	1	2	1
TfL policy	153	177	149	253	176
<b>Total</b>	<b>1,819</b>	<b>2,339</b>	<b>1,883</b>	<b>1,881</b>	<b>1,901</b>

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## Past five quarters



Commendations were up one per cent on last quarter and up five per cent on last year. The most significant increases were on London Underground and buses (up 14 per cent and six per cent respectively). In both these areas the percentage increase in commendations exceeded the increase in complaints.

Our colleague Natalie Gordon (pictured right) has been honoured with an MBE in the Queen's New Year's Honours for services to transport in London and the community.

Natalie has been recognised for her dedication to providing outstanding customer service and working collaboratively with other organisations in the aftermath of the tragic incident at Grenfell Tower in 2017. Natalie went above and beyond in ensuring TfL was able to successfully support those affected by the tragedy.

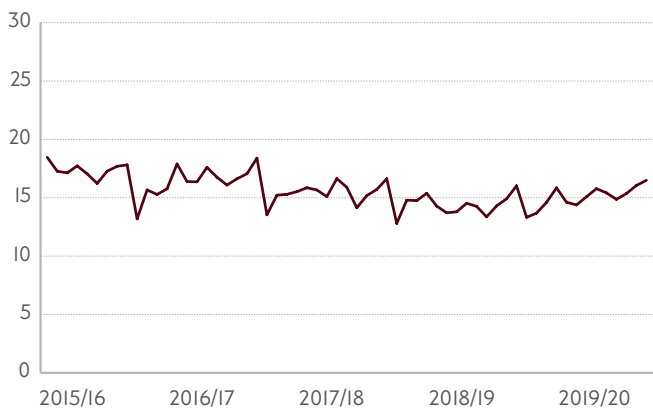


# Ticketing

## Bus and London Underground\*

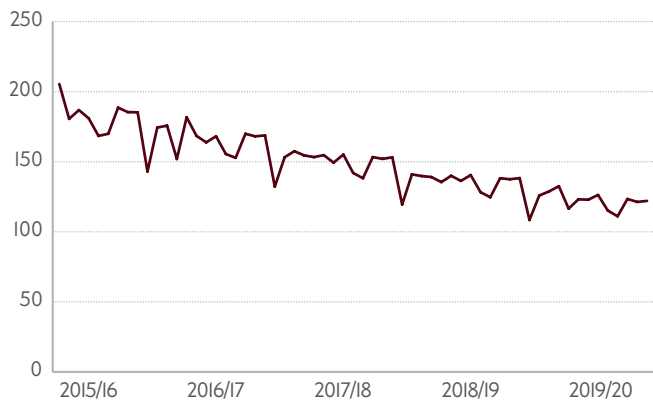
### Paper tickets

Fare payer journeys per four-week period (millions)



### Oyster

Fare payer journeys per four-week period (millions)



### Contactless payment cards

Fare payer journeys per four-week period (millions)



# 604k

automated refunds were issued in Q3, with £3m refunded



# 67.6m

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

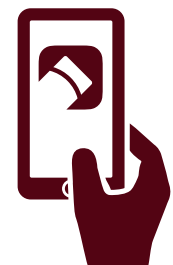


# 3.4m

contactless journeys are made daily

# 2.2m

downloads of the TfL Oyster and contactless app since launch, with more than 6m transactions made with the app



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

# System availability

## Ticketing system availability (%)

	Quarter 3 – 2019/20			Year to date – 2019/20		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
<b>▲ higher is better</b>						
London Underground – ticketing system overall availability	98.47	0.27 ▲	0.02 ▼	98.58	0.38 ▲	0.07 ▼
London Buses – bus validations – overall availability	99.70	0.70 ▲	0.04 ▼	99.71	0.71 ▲	0.08 ▼

Both bus and London Underground ticketing system availability exceeded their targets this quarter and year to date. Bus performance remains stable. London

Underground is marginally lower than the same quarter last year. Contractor time to fix faults has increased on average by an hour per device.

## Internal IT system availability

Past five quarters (%)

	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
	99.78	99.76	99.85	99.95	99.95

Performance this quarter exceeded the target of 99.6 per cent and was 99.95 per cent. The year to date target was 99.91.

## Annual trend (%)

	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20
	99.79	99.18	99.59	99.87	99.91

## Digital

There has been a decline in website visits and page views over the past few years. We expect website traffic to decline at the rate of approximately five per cent every year. The number of visits and page views declined this quarter by 10 per cent and 11 per cent respectively. This drop is driven by the introduction of the cookie consent tool which invites customers to opt out from tracking if they wish. Our revised digital strategy will look to boost customer engagement in other ways.

There has been an increase in social media followers overall. The number of Facebook and Twitter followers increased by one per cent and Instagram followers by 62 per cent.

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**57m**

visits to the TfL website this quarter (10%▼ against Q3 2018/19)



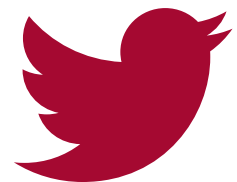
**220m**

website page views this quarter (11%▼ against Q3 2018/19)

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**7.3m**

Twitter followers this quarter (1%▲ against Q3 2018/19)



**763,200**

Facebook followers this quarter (1%▲ against Q3 2018/19)

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**123,800**

Instagram followers this quarter (62%▲ against Q3 2018/19)



More than  
**21,500**  
developers  
have used  
our data



**10,100+**  
unique visitors to  
the TfL TravelBot on  
Facebook Messenger



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

Data – released	Date
Tunnel and bridge height data	Q3

Data – future release schedule	Date
Scoot realtime traffic data	Q4
London buses real time positioning data	Q1 2020/21
London Underground enhanced accessibility data	Q1/Q2 2020/21

# Travel demand management: tackling congestion

The Travel Demand Management (TDM) team delivers strategies to manage disruption, crowding and congestion.

To support customer journeys and effectively manage demand, each strategy uses data to inform what we say, when and how we say it.

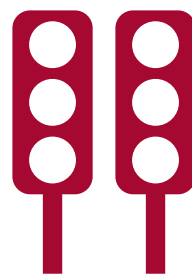
Data such as live traffic levels, depersonalised Wi-Fi data and Oyster card entries and exits help us understand actual or potential disruption. We then develop plans to counteract this, improving Londoners' experience of travelling.

The challenges that London faces and the innovative information offerings from the tech sector are evolving quickly. Therefore, improving our dataset and making them available openly – both in their raw form and as customer information – is key to managing demand effectively.



depersonalised pieces of Wi-Fi data analysed by TfL data scientists, feeding customer information benefits

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Less than  
**4,000**

traffic signals in London showing typical levels of delay at the junction

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## Data releases

### Bridge height data

In October, in partnership with Ordnance Survey, we published the height restrictions and locations of 877 bridges and tunnels in Greater London to enable better journey planning.

When oversized vehicles like cranes and other heavy goods vehicles strike bridges, it causes hours of delays and leads to significant disruption to both road and rail users.

By promoting the best routes and reducing kilometres travelled, we will achieve safer roads, less congestion and fewer emissions, reducing delays for the travelling public.

### Wi-Fi data

TDM is helping to get the greatest customer information benefit from the collection of depersonalised Wi-Fi data on the Tube network.

The data – which is collected when a device connects to Wi-Fi in over 260 Wi-Fi enabled London Underground stations – gives us a greater understanding of customer routes, interchanges and waiting times.

This enabled us to update our Journey Planner in November 2019 to more accurately reflect journey times through 55 key stations, where time to travel through a station was greater than previously allocated.

The new journey times have also been added to our free unified application programming interface – a data feed that others can use to deliver ever-improving information to our customers on other platforms.

We are exploring other ways to use the data to improve customer experience.

We are not able to identify individuals from the data collected. We have designed the process to identify patterns and to avoid identifying individuals. We are trying to understand how customers as a whole use the network, not how specific individuals do so.

Customers can opt out by turning off Wi-Fi on their device, turning their device off or putting their device into airplane mode while at our stations.

# Campaigns

## Q3 customer information email volumes



**42m**  
customer  
information  
emails

**225** campaigns



## Past five years

	2015/16	2016/17	2017/18	2018/19	Year to date 2019/20
Customer information emails	273m	190m	187m	189m	145m
Campaigns	1,216	898	1,043	930	583

We have implemented a new testing and analytics platform. To ensure emails render across all major email services and will also give us a better understanding of how customers are using our emails.

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## Customer marketing and behaviour change campaigns

We conduct a range of information campaigns to help customers save money and to make life easier for them.

### Transport improvements

This raises awareness of investment to improve infrastructure and services. In October TfL, 33 per cent of Londoners were aware of over six improvements. Improvements in Q3 included: the new trains on the Watford Junction to Euston London Overground line; increased frequency on the Victoria line; and improvements to West Hampstead and White Hart Lane stations.

### Public transport and active travel reappraisal

We continued to run our campaign, 'What Matters', which supports the Mayor's Transport Strategy to deliver 80 per cent sustainable mode share by 2041. This encourages London drivers to reappraise public transport and active travel, so that they positively choose these over the car. It reassures customers that the transport system is improving and that using public transport and active travel is a more sustainable way to travel. The campaign includes advertising in cinemas, on video, on demand and on posters. It launched in September 2019 and by October in London, it had achieved 38 per cent recognition.

### Active travel

In November, 60 projects were awarded funding from our Walking and Cycling Grants programme. These will help

people connect with their local communities, learn new skills, get active and improve their physical and mental health. Programmes are due to be delivered in 2020, with some supported for two to three years.

The active travel campaign, which aims to make people want to walk and cycle, continued in Q3. We supported four new cycleways with local communications and engagement including a short online film on social media, local press and targeted email communications.

The Santander Cycles festive campaign to encourage hires and app downloads, ran on posters and in Time Out advertorials. The campaign included a discount for a free day's cycle hire throughout December 2019.

### Public transport usage – Bus

We continue targeted communications at an area and route-specific level to encourage bus usage. In Q3, four new bus routes were launched – X140 from Harrow to Heathrow, 278 from Ruislip High Street to Heathrow Airport, 306 from Acton Vale to Sands End and the 218 from Hammersmith to North Acton. These were supported with local communications, including press, posters, email, digital advertising and leafleting. We also supported route changes and frequency increases with communications including press, digital and email.

We supported the second phase of central London bus changes. Communications supported the frequency increases on routes 26, route change on route 55, route extension on the 388 and the withdrawal of the 48. For service enhancements, we ran advertising in the press and on digital displays, Google text ads and emails. For other service changes we provided face-to-face communications and leafleting, with information on alternative routes.

#### **Off-peak promotional campaign**

The off-peak campaign continues encouraging customers to 'Tap into the Wonderful World of Off-Peak' using our lowest off-peak fares from £1.50, the Hopper fare and free travel for children under 11. Advertorials in Time Out in December encouraged off-peak travel with a series of discounts including Santander Cycles, Emirates Air Line and London Transport Museum. By October, 45 per cent of Londoners recognised the campaign.

#### **Public transport is open – Festive**

We ran a campaign in December to inform customers that public transport is open over the festive period and encouraged them to make the most of our off-peak fares. Most London Underground lines and the DLR were running on most days except Christmas Day, and for the first time London Overground ran on Boxing Day. The campaign was supported with posters, social media, email and Time Out advertorials.

#### **Value fares**

This campaign promotes the £1.50 Hopper fare, off-peak fares, the fare freeze and daily capping. It also encourages customers to download the Contactless app. It informs customers about the lowest fares and encourages them to use our services more. In October, 61 per cent of those who recognised this advertising agreed that it makes them feel TfL provides good value for money to fare-payers.

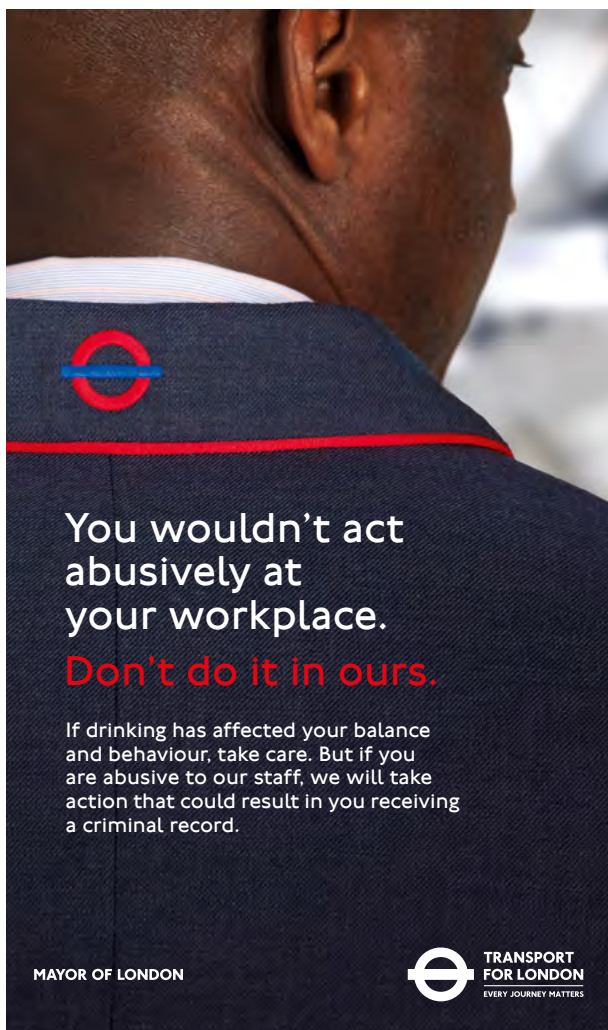
#### **Hoardings**

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

#### **Better behaviours**

Our Travelkind campaign encourages customers to be more considerate to other passengers and staff, to tackle behaviours that negatively affect customer experience and service reliability. These include encouraging customers to use the bins, move down inside trains and help passengers off the train when they feel ill.

We continue to support priority seating with communications. In November, we worked with Trekstock, a charity that supports young people with cancer, and produced social media videos featuring its ambassadors explaining why they need a seat even though they look healthy, to help raise awareness of invisible disabilities.



### Public transport safety

Our public transport safety campaign is designed to address key safety issues across all services and encourage passengers to take extra care when travelling around the network.

We have launched a new campaign (poster pictured left) with the support of the BTP to support our staff and deter would-be offenders from committing workplace violence and aggression. We promoted high-profile prosecutions in the press, alongside posters and PA announcements that made clear that we look for the strongest possible penalties for those who assault our staff. We also highlighted the use of bodyworn cameras.

### Road danger reduction

To help meet the Mayor's Transport Strategy objective of eliminating death and serious injury on London's roads, we launched a new campaign in October aimed at drivers to encourage them to slow down. This aims to change social attitudes towards driving at inappropriate speeds by showing them through the perspective of their friends and family that they are driving too fast.

The campaign ran in TV, radio, posters, social media and on the Metro travel page. We also published a groundbreaking survey showing that over 60 per cent of people have felt uncomfortable as a passenger with the speed of the driver. A second promotion will run in February 2020.

## Air quality

Our air quality education campaign continues to inform drivers about poor air quality in London and the contribution driving makes, including monthly advertorials in the Metro and radio adverts and video interviews with Global Radio.

In September, we completed the eleventh and twelfth Lower Emission Bus Zones (LEBZ), delivering all 12 LEBZ earlier than planned with over 3,300 low emission buses. A London-wide campaign ran to raise awareness of this, supported by local messaging in Chiswick and Uxbridge – the last two LEBZs to be completed.

In October, a campaign started to prepare owners of lorries, vans, and other specialist vehicles over 3.5 tonnes, as well as buses and coaches over five tonnes, for the tougher emissions requirements being implemented from 26 October 2020.

The campaign aims to raise awareness of the change and encourage operators to use cleaner vehicles and help them understand their options. The campaign runs in the specialist press, radio and emails with stakeholder engagement. From January 2020, we will start to issue letters via the DVLA to owners of non-compliant vehicles seen in the zone.

In October, we also launched the new ULEZ car and motorcycle scrappage scheme, targeting owners of non-compliant vehicles who receive means-tested and non means-tested benefits with a cash incentive to scrap their polluting vehicle. The campaign includes radio, posters, local press, email and leafleting as well as stakeholder engagement.

In December, we launched a campaign to raise awareness of the suspension of the ULEZ on Christmas Day and to improve knowledge amongst all drivers of the hours of operation and where the ULEZ operates. We also ran messaging to remind drivers that the Congestion Charge was suspended during the festive period. Posters, radio and emails were used.

## Two fewer journeys

Following Car Free Day in September, we launched our 'swap that trip' behaviour change campaign that encouraged drivers to reduce their car journeys and emphasised the alternative modes of transport available. Road vehicles are a major contributor to poor air quality and, following on from the air quality education campaign, Londoners are more aware of this.

Online content and email supported behaviour change, creating a sense of unity by providing evidence of Londoners who have committed so far. In October, 33 per cent of drivers strongly agreed that 'I need to do my part by driving less', versus a target of 31 per cent.

### **Schools and education programmes**

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

### **Healthy Streets Officers**

We have introduced a team of Healthy Streets Officers to work with borough officers and help with tasks that support mode shift. Sustrans is working on this project alongside TfL. The 18 Healthy Streets Officers are now in place and delivering with the local boroughs.

### **International Day of Persons with Disability**

We supported International Day of Persons with Disability by showcasing some of the key assisted travel services that we offer. This was delivered through a video on social media and content on the Metro travel page.

### **Elizabeth line**

In December TfL Rail took over the stopping service between Paddington and Reading in the latest stage of the Elizabeth line rollout. This campaign launched the service by informing customers of the benefits of TfL Rail taking over the line, including free travel for children aged 5-11, staffed stations from the first to last train of the day and individual station improvements. We targeted regular users of the service and families with children under 11 living along the route. The campaign ran in posters, press, digital display and email.



# Consultations

## **We launched eight consultations in Q3, with proposals for the following:**

- Bakerloo line extension
- Bollo Lane (Ealing) redevelopment
- London lane rental scheme
- Southwark over station development

### Cycling and walking improvements

- Lea Bridge and Dalston (phase 2) between Clapton and Lea Bridge

### Safety improvements

- A3 Tolworth Road roundabout

### Bus service proposals

- New bus route 456 between Crews Hill and North Middlesex hospital
- Route 92 – rerouting to serve new housing estate in Ealing

## **We are planning 19 consultations in Q4 (these are subject to change)**

- Bollo Lane redevelopment – second stage consultation

### Walking and cycling improvements

- Cycling future route II – Greenwich town centre to Woolwich

### Safety improvements

- York Road roundabout
- Peckham town centre
- A316 London road roundabout

- A205 Cavendish Road/ Clapham Common southside – new pedestrian crossing
- East Sheen road safety and streetscape improvements
- A23 Streatham Tesco crossing scheme
- A3 Clapham high street
- A24 Stonecot Hill – new pedestrian crossing
- A23 Streatham Hill/Sternhold road and Morrish road
- A205 Upper Richmond Road West/ Sheen Lane and along the A205 Upper Richmond Road West between Sheen Lane and Roehampton Lane

### Bus service proposals

- Route 92 – rerouting to serve new housing development
- Routes E1 and H28
- Routes 386 and I61- rerouting in Woolwich town centre
- A41 Finchley road (Hendon Way to College Crescent) – bus priority scheme
- South Newham bus changes (routes I01, 241, 262 and 325)
- Goresbrook road – bus priority scheme and reroute of bus 287
- Route W19 – rerouting and extension in Walthamstow

# London Assembly scrutiny

## London Assembly scrutiny in Q3:

Date	Title	Type of scrutiny
24 September 2019	Transport Committee – bus and tram safety investigation – visit to Sarah Hope Line	Closed meeting
30 September 2019	Transport Committee – bus and tram safety – follow up actions	Written response
9 October 2019	Transport Committee – accessibility	Open meeting
6 December 2019	Transport Committee – accessibility follow up actions	Written response

## London Assembly scrutiny for future Q4 (these may be subject to change):

Date	Title	Type of scrutiny
10 December 2019	Garden Bridge working group – response to recommendations	Written response
17 December 2019	Transport Committee – Crossrail	Open meeting
6 January 2020	Budget and Performance Committee – TfL budget	Open meeting
8 January 2020	Transport Committee – accessibility	Open meeting
15 January 2020	Environment Committee – climate change and extreme weather	Open meeting
30 January 2020	Transport Committee – future transport in London	Open meeting
4 February 2020	Transport Committee – Commissioner Q&A	Open meeting
5 March 2020	Plenary session – Mayor and Commissioner	Open meeting
12 March 2020	Plenary session – Review of Mayor’s Transport Strategy	Open meeting







# Glossary

Measure	Unit	Description
Additional time to make step-free journeys	Minutes	<p>This metric measures the time it takes to travel from each area in London (defined in the Rail plan zoning system, which splits London into 3,288 zones) to all other areas by the quickest route using public transport services (Rail, London Underground, bus, DLR, Tram). It compares this to the travel times from a network consisting of just the fully accessible routes, which excludes station walk links that include steps. The difference between the two provides the additional journey time measure.</p> <p>The aim is to halve the additional journey time required by those using the step-free network only by 2041, so that journey times on the step-free network become comparable to those on the wider public transport network.</p>
Cumulative reduction in the number of people killed or seriously injured London-wide	%	<p>The percentage reduction in the number of people killed or seriously injured KPI relates to personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system. The KPI measures the percentage change in the number of people killed or seriously injured on London's roads compared with the baseline average number of casualties between 2005 and 2009.</p>
Customer-related lost customer hours	Unlawful action	Includes trespassing, vandalism and antisocial behaviour
	Unwelcome action	Includes littering, crowding, boarding and alighting issues and activating alarms inappropriately
London Buses: excess wait time	Minutes	<p>Excess wait time represents the amount of time that a passenger has had to wait, beyond the time that they should expect to wait, if buses ran as scheduled.</p> <p>It is the key measure of reliability of high-frequency bus services as experienced by passengers, and is also used to calculate operator performance bonuses or penalties.</p>

Measure	Unit	Description
London Overground and TfL Rail: public performance measure	%	<p>The public performance measure shows the percentage of trains that arrive at their destination on time.</p> <p>It combines figures for punctuality and reliability into a single performance measure and is the rail industry standard measurement of performance.</p> <p>It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before. It is therefore the percentage of trains 'on time' compared with the total number of trains planned.</p> <p>In London and the south east, a train is defined as being on time if it arrives at the destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.</p> <p>Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a public performance measure failure.</p>
London Underground: lost customer hours	Hours	<p>The total extra journey time, measured in hours, experienced by London Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more lost customer hours because a greater number of customers are affected.</p> <p>For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of lost customer hours than an incident of the same length in Zone 6 on a Sunday morning.</p> <p>As we review incidents, we may need to change the figures retrospectively.</p>

Measure	Unit	Description
Sanctioned detection	n/a	<p>A sanctioned (or sanction) detection is a case resolved through a police-generated detection, when:</p> <ol style="list-style-type: none"> <li>1. A notifiable offence (crime) has been committed and recorded</li> <li>2. A suspect has been identified and is aware of the detection</li> <li>3. The CPS evidential test is satisfied</li> <li>4. The victim has been informed that the offence has been detected, and</li> <li>5. The suspect has been charged, reported for summons, or cautioned, been issued with a penalty notice for disorder or the offence has been taken into consideration when an offender is sentenced</li> </ol> <p>Source: data.gov.uk</p>
Santander Cycle Hire		<p>London's cycle hire scheme was launched in summer 2010 with 330 docking stations and over 84,00 docking points. Since then it has more than doubled size. Currently, it has 781 docking stations, just under 21,000 docking points and covers 100 square kilometres with more than 12,000 bikes.</p>
Walking rates		<p>The trend in walking trip rates is calculated using London Travel Demand Survey data. The figures represent the average number of walking trips by Londoners on an average day.</p>

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## Customer Service and Operational Performance Panel



**Date:** 27 February 2020

**Item:** Bus Strategy – Next Steps

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### This paper will be considered in public

#### 1 Summary

1.1 This paper provides an update to the Panel on TfL's Bus Strategy, adding detail to the direction laid out in the Mayor's Transport Strategy (MTS), noting:

- (a) the importance of the bus network in meeting a range of objectives in the MTS, including mode shift, air quality, safety and supporting housing and development; and
- (b) the financial constraints under which TfL operates, as laid out in 2019/20 business plan.

1.2 The update to the strategy focuses on delivery over the next year. This paper was requested by members following the previous paper on this topic at the Panel meeting on 13 February 2019.

#### 2 Recommendation

2.1 The Panel is asked to note the presentation in Appendix 1.

#### List of appendices to this report:

Appendix 1: Bus Strategy – Next Steps

#### List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 13 February 2019 relating to Bus Strategy Update - Next Steps.

Contact Officer: Geoff Hobbs, Director of Public Transport Service Planning  
Number: 020 3054 8200  
Email: [GeoffHobbs@tfl.gov.uk](mailto:GeoffHobbs@tfl.gov.uk)

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# Appendix I

## Bus Strategy Update

Customer Service and  
Operational Performance Panel  
27 February 2020

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## Outline for this document

This pack provides an update to the strategy presented in February 2019. It will:

1. Summarise our strategy and priorities for the bus network for the next 2 years, noting:
  - The importance of the bus network in meeting a range of the Mayors' Transport Strategy, including mode shift, air quality, safety and supporting housing and growth.
  - The financial constraints under which we operate, as laid out in the TfL Business Plan.
2. Provide a detailed update on each of our six priorities, with a summary of progress to date and vision for the coming years.
3. Summarise expected activities for 2020/21 and 2021/22.



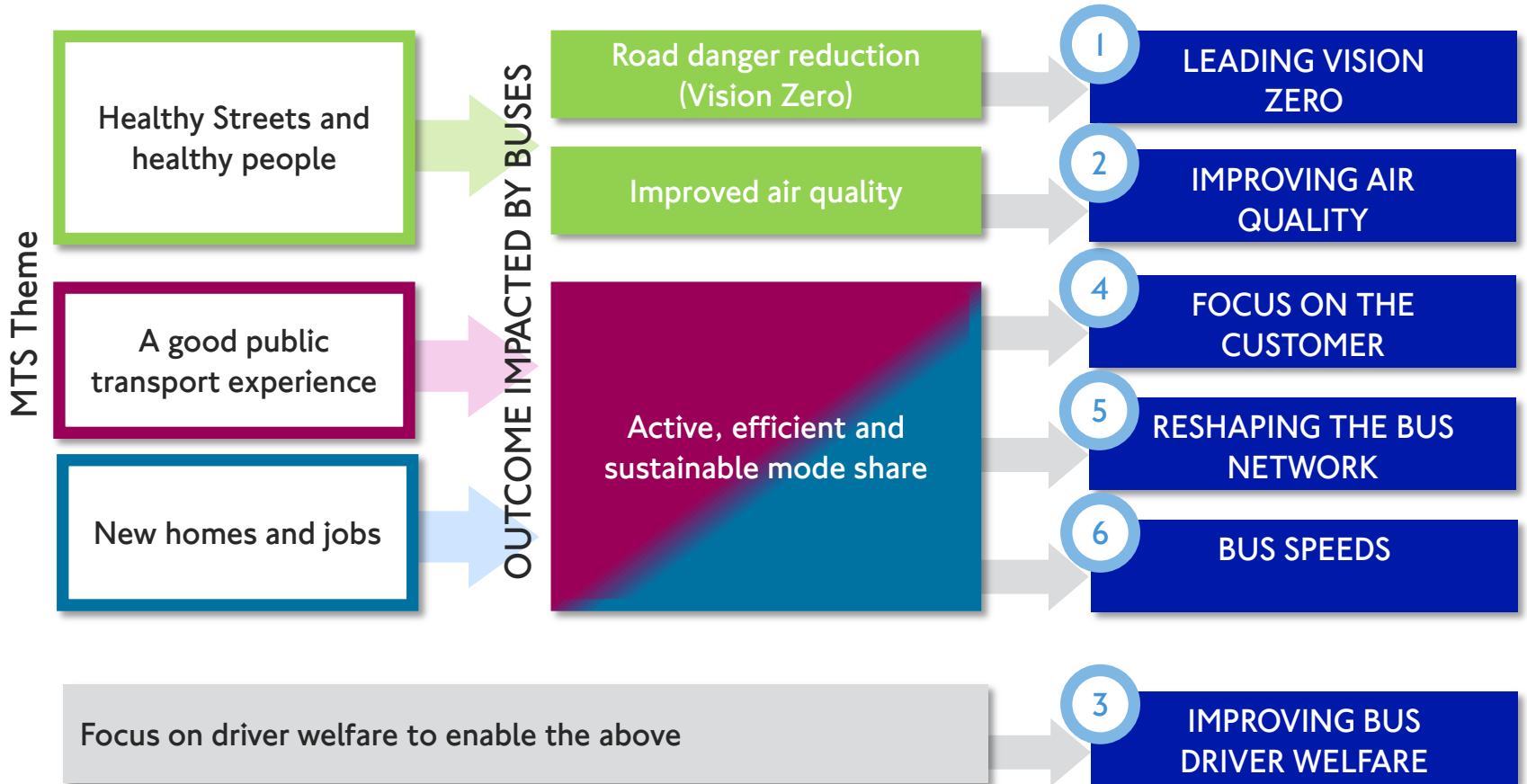
# We have six key priorities for the bus network

- 1 LEADING VISION ZERO**  
*Including the Bus Safety Programme*
- 2 IMPROVING AIR QUALITY**  
*Including Zero Emission Buses*
- 3 IMPROVING BUS DRIVER WELFARE**  
*Reviewing driver fatigue and facilities*
- 4 FOCUS ON THE CUSTOMER**  
*Better Experience*
- 5 RESHAPING THE BUS NETWORK**  
*Better Connections*
- 6 BUS SPEEDS**  
*Better Journey Times*



# These priorities are directly linked to the aims of the Mayor’s Transport Strategy

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## A summary of our progress to date:

Priority	Delivered in 2018	Delivered in 2019
<b>1. Leading Vision Zero (&amp; Bus Safety Programme)</b>	<ul style="list-style-type: none"> <li>• 400 buses enabled with Intelligent Speed Assistance (ISA)</li> <li>• Launched the Bus Safety Standard Road Map for new buses</li> </ul>	<ul style="list-style-type: none"> <li>• The first Bus Safety Standard (BSS) bus went into service in August 2019 and will apply to all new buses</li> <li>• Now 1100 buses enabled with ISA</li> <li>• Speed compliance tool developed.</li> <li>• Started Acoustic Vehicle Alerting System (AVAS) trial.</li> </ul>
<b>2. Air Quality (&amp; Zero Emission Buses)</b>	<ul style="list-style-type: none"> <li>• 6 more LEBZs (5 launched Nov 18)</li> <li>• Additional 70 electric buses in fleet</li> <li>• 60 per cent fleet meets Euro VI emissions</li> </ul>	<ul style="list-style-type: none"> <li>• All 12 LEBZ now in operation</li> <li>• All buses in central London (and in LEBZs) now meet Euro VI emissions or better</li> <li>• 220 electric buses now in service</li> </ul>
<b>3. Improving Bus Driver Welfare</b>	<ul style="list-style-type: none"> <li>• Delivered 'Licence for London' (&gt;100 new starters in first 6 months alone)</li> <li>• Health Bus Retrofit underway</li> <li>• Continued to provide toilets as routes change</li> <li>• Development of driver training module commenced.</li> <li>• Security Training Completed</li> </ul>	<ul style="list-style-type: none"> <li>• Health Bus launched</li> <li>• Completed delivery of driver facilities for 45 priority routes.</li> <li>• Added meal relief requirements to bus contract ITTs.</li> <li>• Launched fatigue research plan</li> </ul>
<b>4. Customer Service</b>	<ul style="list-style-type: none"> <li>• Tri-axle bus in operation</li> <li>• Demand Responsive Bus (DRB) trial operators chosen</li> <li>• Customer service incentives for operators.</li> <li>• Completed 'Hello London'</li> </ul>	<ul style="list-style-type: none"> <li>• Introduced the new Bus Customer Journey Time measure</li> <li>• Started two DRB trials</li> <li>• USB chargers now specified as part of standard for new vehicles</li> <li>• Launched revised Bus Customer Experience Survey</li> </ul>
<b>5. Reshaping the Bus Network</b>	<ul style="list-style-type: none"> <li>• Continued focus on capacity reductions in inner / central London</li> <li>• Start of programme to review parts of outer London</li> <li>• Keeping to budget on finances, incl. staff, tendering efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Restructured Central London bus services</li> <li>• Restructured services in Croydon, Hammersmith and Harrow</li> <li>• Delivered year on year growth in outer London bus network</li> <li>• Introduced 7 new routes including express X140</li> </ul>
<b>6. Bus Speeds</b>	<ul style="list-style-type: none"> <li>• Speeds stabilised</li> <li>• Declining patronage limited to around 2 per cent year-on-year</li> </ul>	<ul style="list-style-type: none"> <li>• 100 Physical Bus Priority Schemes.</li> <li>• 470 signal/junction timing improvements.</li> <li>• Bus speeds maintained</li> <li>• New processes to embed consideration of bus impacts further into highway scheme development</li> </ul>





# 1. Leading Vision Zero

## *Our Bus Safety Programme takes a comprehensive, safe system approach*

For 2020 we plan to continue roll out of initiatives and evaluate success

	In 2019/20 we have:	In 2020/21 we will:
Safe Speeds	<ul style="list-style-type: none"> <li>Achieved 1100 buses fitted with ISA. ISA is fitted to all new buses entering the fleet</li> <li>Developed a speed compliance tool to enable TfL and the bus operators to monitor bus speeds using iBus data</li> </ul>	<ul style="list-style-type: none"> <li>Begin the ISA retrofit programme.</li> </ul>
Safe Streets	<ul style="list-style-type: none"> <li>Commenced pedestrian behaviour research to understand behaviour around buses and bus infrastructure (e.g. contraflow bus lanes) and evaluate potential technological and infrastructure solutions</li> </ul>	<ul style="list-style-type: none"> <li>Undertake an evaluation exercise of the proposed solutions in the pedestrian behaviour research and look to trial those which score highly for predicted casualty reduction</li> </ul>
Safe People	<ul style="list-style-type: none"> <li>Began 'Destination Zero' bus driver training in May 2019. This will run to October 2020</li> <li>Published world leading bus driver fatigue research</li> <li>Awarded funding to 5 operators as part of the second Bus Safety Innovation Challenge and will see results of the trials towards the end of 2020</li> </ul>	<ul style="list-style-type: none"> <li>Develop fatigue management training for all managers at bus operators</li> <li>Invite bids for an fatigue innovation fund</li> <li>Contractually require a Fatigue Risk Management System from all bus companies operating routes in London</li> </ul>
Safe Vehicles	<ul style="list-style-type: none"> <li>Delivered the first Bus Safety Standard (BSS) bus into service in August 2019. The standard now applies to all new buses.</li> <li>Started a trial of Acoustic Vehicle Alerting System (AVAS) for electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Monitor success of BSS</li> <li>Undertake a feasibility study for retrofit of AVAS</li> <li>Begin the development of BSS Phase 2</li> </ul>
Post Collision	<ul style="list-style-type: none"> <li>Incident Support Service is now BAU activity</li> </ul>	<ul style="list-style-type: none"> <li>Focus now on working with operators to improve the quality of incident investigation</li> </ul>



## 2. Improving Air Quality

*We are reducing emissions from London's bus fleet*

**We have reduced bus fleet NOX emissions by more than 60% in the last three years.**

- All buses in the central London ULEZ and along LEBZs meet Euro VI emission standards or better
- We have been tackling the worst pollution hotspots by concentrating cleaner buses on the dirtiest routes outside central London. In 2019 five more LEBZs delivered, bringing total to twelve, and completing the programme year early
- There are already over 220 electric buses in the London bus fleet
- We have launched our bus electrification project

**We will continue to go even further to improve London's air:**

- Up to 4,200 buses in scope to be retrofitted with NOx abatement equipment, and the whole bus fleet will meet Euro VI emission standards or better.
- Therefore from October 2020 the whole of London will be a Low Emission Bus Zone.
- From October 2020, all new single deck buses procured will be zero-emission at the tailpipe.
- 200 electric buses (both single and double deck) are on order for delivery in 2020
- By the end of 2020, there will be around 400 electric buses in the fleet
- We are working on our roadmap to ensure the bus fleet is zero emission no later than 2037.



## 3. Improving Bus Driver Welfare

*We are making changes to improve our drivers' experience*

### Driver welfare, toilets and facilities

- We have delivered new toilets on 45 priority routes. Some of these new facilities are temporary and we are working to convert these to permanent arrangements (including utility connections).
- In 2019 we exceeded our target of providing toilets for 42 priority routes
- We have ensured, and we will continue to ensure, that driver facilities are in place before changing routes or introducing new routes.
- We are starting a project to refurbish older facilities.
- We have clarified the requirement for there to be suitable facilities available for drivers at the beginning and end of shifts to sign on and off, and during breaks and rest periods, in tenders.

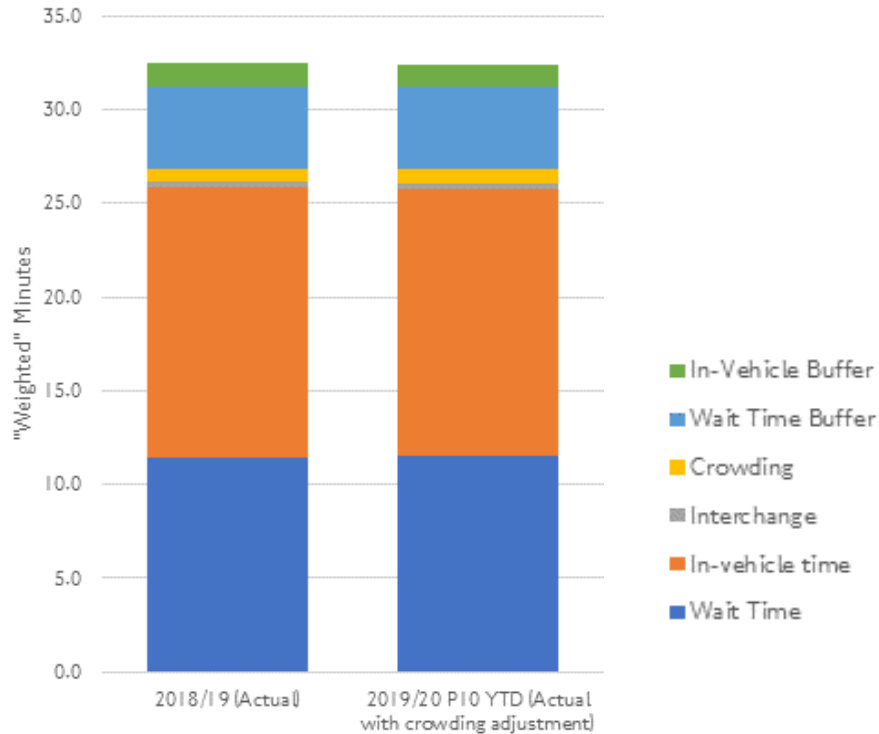
### We are championing wellbeing and fatigue management for drivers.

- In 2019 we rolled out new 'Destination Zero' driver safety training, including support on managing fatigue.
- We launched the Health Bus in November 2019 with a focus on fatigue and wellbeing. Starting at Metroline's garages and it will tour across London's bus garages until at least summer 2020.
- We are stepping up our resource to support drivers who have been victims of workplace violence (which applies as well to our front line staff)



## 4. Focus On The Customer

*In 2019 we launched the Bus Customer Journey Time Metric*



The measure better represents the whole customer experience. It covers time spent waiting for a bus, on a bus, and time spent changing between buses.

It also includes additional 'minutes' to reflect the level of crowding passengers experience, and a 'Buffer time' increases with variability and reflects additional time passengers need to allow to arrive on time.

The measure will be on Surface Scorecard for 2020/21 and we will use it to assess the effectiveness of our programme – especially our focus on bus speeds.

As a measure of the average customer experience, the small net improvement reflects:

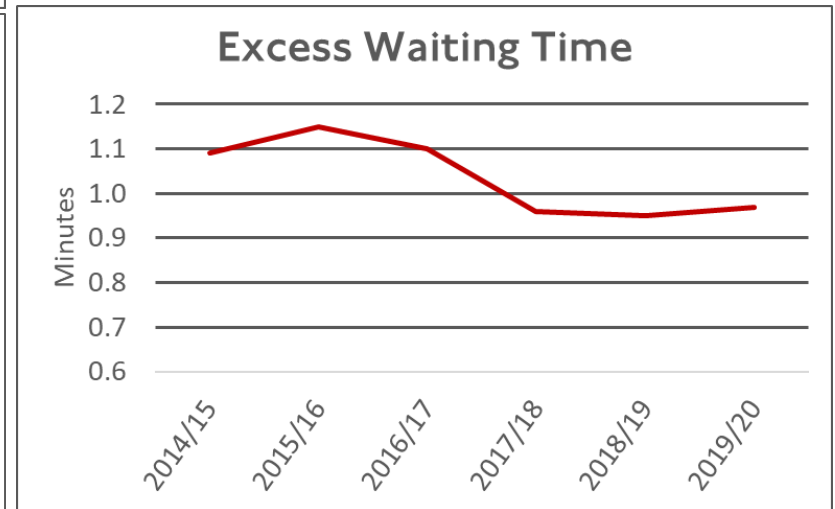
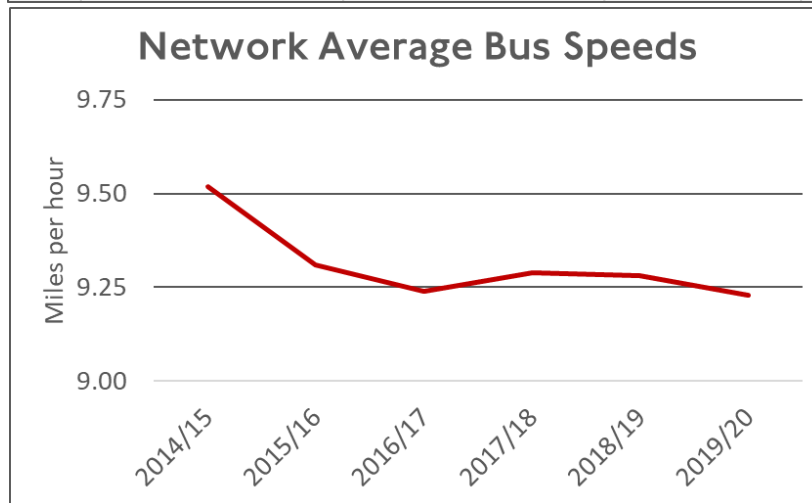
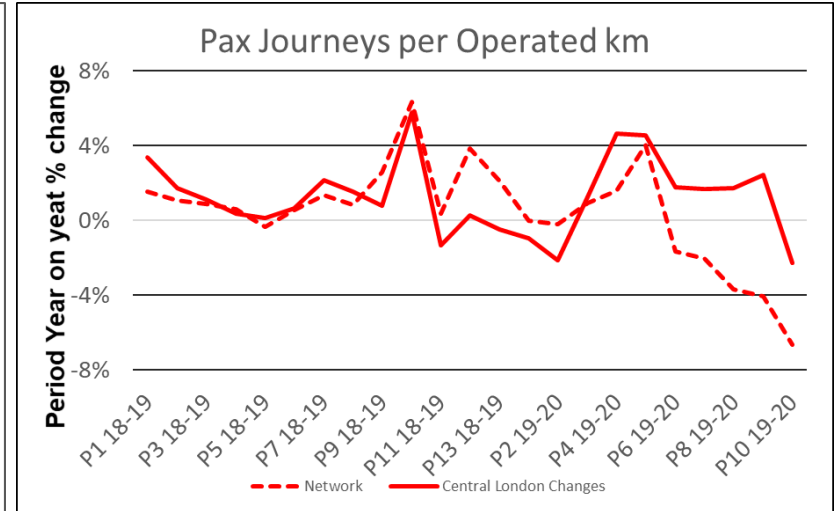
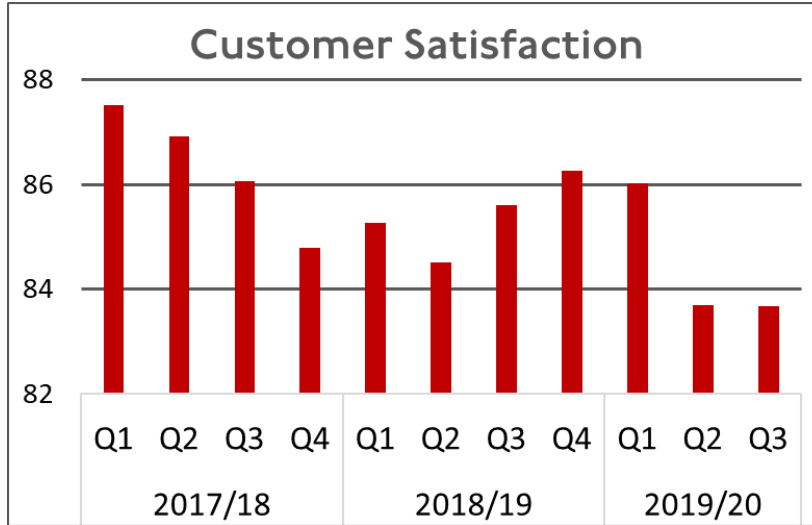
- Increased crowding and interchange time on central London routes affected by central London changes
- Improvements on other routes – often in outer London – either new routes or routes that have experienced increased frequencies.



## 4. Focus On The Customer

### Performance so far in 2019/20

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## 4. Focus On The Customer

London's bus network needs to be attractive to both existing and potential customers. Hello London delivered a two-day customer focussed training sessions to c. 23,000 bus drivers between 2016 & 2018, which led to a significant rise in driver commendations.

### In 2019 we have:

- Provided Bus Operators with a training “toolkit” to allow the ‘Hello London’ message to be delivered to new drivers and garage support staff, and to ensure they remain central to driver training. Many garages have Hello London have champions to continue to embed a customer focussed culture
- Ensured a clear focus on customer complaints which has helped us establish pain points and relevant interventions at local and network level
- Introduced an incentive scheme to encourage better driver-customer interaction, smoothness of driving and information during disruptions

### In 2020 we will:

- Use our refined customer experience survey, and our focussed approach to reporting, to continue to improve customer experience
- Deliver USB chargers in all new buses
- Continue to trial other ideas to establish whether they should become standard specification items



## 4. Focus On The Customer

Between now and early summer this year we plan to convert New Routemaster buses to front door only boarding. We trialled this arrangement on route 8 last year and were able to collect useful customer feedback.

### Reasons for change:

- We're making this change to ensure everyone pays the right fare
- To bring New Routemasters in line with how customers board other buses in London



Board bus  
via front  
door



Please use  
card reader  
by driver



Board bus  
via front  
door



Please use  
card reader  
by driver



**Front door  
boarding only**

This bus has been modified  
to allow for front door  
boarding only

Do not board this bus via  
any other door

Middle & rear door stickers



**Reader not  
in use**

Please board bus via  
front door and use  
reader by driver

Validator signage

This will require technical modifications and signage changes.

In order to communicate the changes we will use all relevant channels to on each route as it happens.

Communication activity:

- Press briefing
- CRM emails and iBus announcements (before and on day of boarding changes)
- TfL.gov.uk
- Stakeholder communications
- Contact centre briefing
- Driver briefing





## 4. Focus On The Customer Demand Responsive Bus Trials

In 2019/20 we launched two trials of Demand Responsive Bus services.

Go Sutton:

- In partnership with ViaVan and operated by Go Ahead London.
- Launched in May 2019
- Expanded area in August 2019.

Slide Ealing:

- In partnership with RATP Dev, operated by London Sovereign (part of RATP group) and technology company Moia
- Started in November 2019
- Operates until 1 am.

We will review the findings of the trials in 2020 and consider the next steps.



## 5. Reshaping the Bus Network

### *Our vision for the future*

We know that buses need to be a more appealing and practical choice for many more journeys in London, to achieve our sustainable mode share targets.

To achieve this, we have set the following vision:-

A network that serves all Londoners

We will **maintain network coverage** and **deliver more frequent services**, so that buses serving local communities can continue to provide access to services, health & education.

We will deliver more routes that **provide direct and quick connections**, via orbital and express buses.

Fast, reliable direct and pleasant bus services

We will **improve journey times** by better segregating buses from general traffic on key links and through town centres.

We will **enhance interchange**, facilitated by the Hopper fare, with a focus on accessibility, comfort, and information.

We will **continue ongoing investment** in reliability.



## 5. Reshaping the Bus Network

### What this means for London

Inner and outer London are different environments, with different transport needs:

*The degree to which individual places match this will vary.*

#### CENTRAL AND INNER LONDON

- Investment in rail has increased capacity
- Public transport usage in general usage is already high
- Walking and cycling are used for many trips
- Road speeds have stabilised, but are lower than they were before due to congestion
- Cars represent a small proportion of overall transport (Central 5-10%, Inner 20-30%)



#### OUTER LONDON

- Public transport has a much lower proportion of mode share
- Options are more limited and are often not fast or direct, with limited network coverage
- Cars represent a large proportion of overall transport (>40%)
- Public transport needs to be more competitive in this environment

To deliver our vision, we must consider these differences when evolving the bus network.

In inner and central London, we will:

- Continue to provide network capacity where rail cannot, and where there is growth
- Respond as customers take up new rail options by removing bus capacity, reducing congestion
- Improve customer experience (esp. journey times)

In outer London, we will:

- Grow our coverage, providing new links where people want to travel
- Maintain existing network coverage
- Be faster, more direct and overall more attractive to target mode shift
- Between 2018/19 and the end of our current business plan the outer London network will grow by 5m KM



## 5. Reshaping the Bus Network

Our Business Plan:

Bus KMs Operated (millions)	2018/19 (actual)	2019/20 (forecast)	2020/21 (plan)	2021/22 (plan)	2022/23 (plan)	2023/24 (plan)	2024/25 (plan)
Inner London	148	142	141	140	140	139	138
Outer London	323	324	325	326	326	327	328

<http://content.tfl.gov.uk/tfl-business-plan-2019.pdf>

In 2019/20 we have:

- Delivered the central London changes
- Delivered year on year increase in bus KM in outer London
- Introduced 7 new routes\*, including new X140 limited stop service in outer London
- Increased frequencies on 23 routes# in outer London
- Completed 7 area studies



\* 301, 335, 278, 218, 306, X140, 497.

# H13, 66, 175, 232, 318, 127, 130, 158, 314, 432, 117, 296, 249, 289, EL1, 60, 154, 466, W19, 192, H12, 118, 250.

## 5. Reshaping the Bus Network

### In 2019/20 we have:

#### *Bus Services to Hospitals:*

*A detailed update was provided to June 2019 CSOPP on Bus Services to Hospitals\*. In 2019/20 we have:*

- Extended route 440 to provide better connections to Central Middlesex Hospital (Park Royal).*
- Changed routes H9 & H10 to give new links to Northwick Park and St Mark's Hospitals*
- Developed proposals to provide new connections to North Middlesex Hospital*
- Identified a scheme to provide improved bus links to Royal National Orthopaedic Hospital (which we will consult on in 2020)*
- Identified a scheme to provide a direct link into Finchley Memorial Hospital (which we will consult on in 2020)*

#### **2019/20 studies completed:**

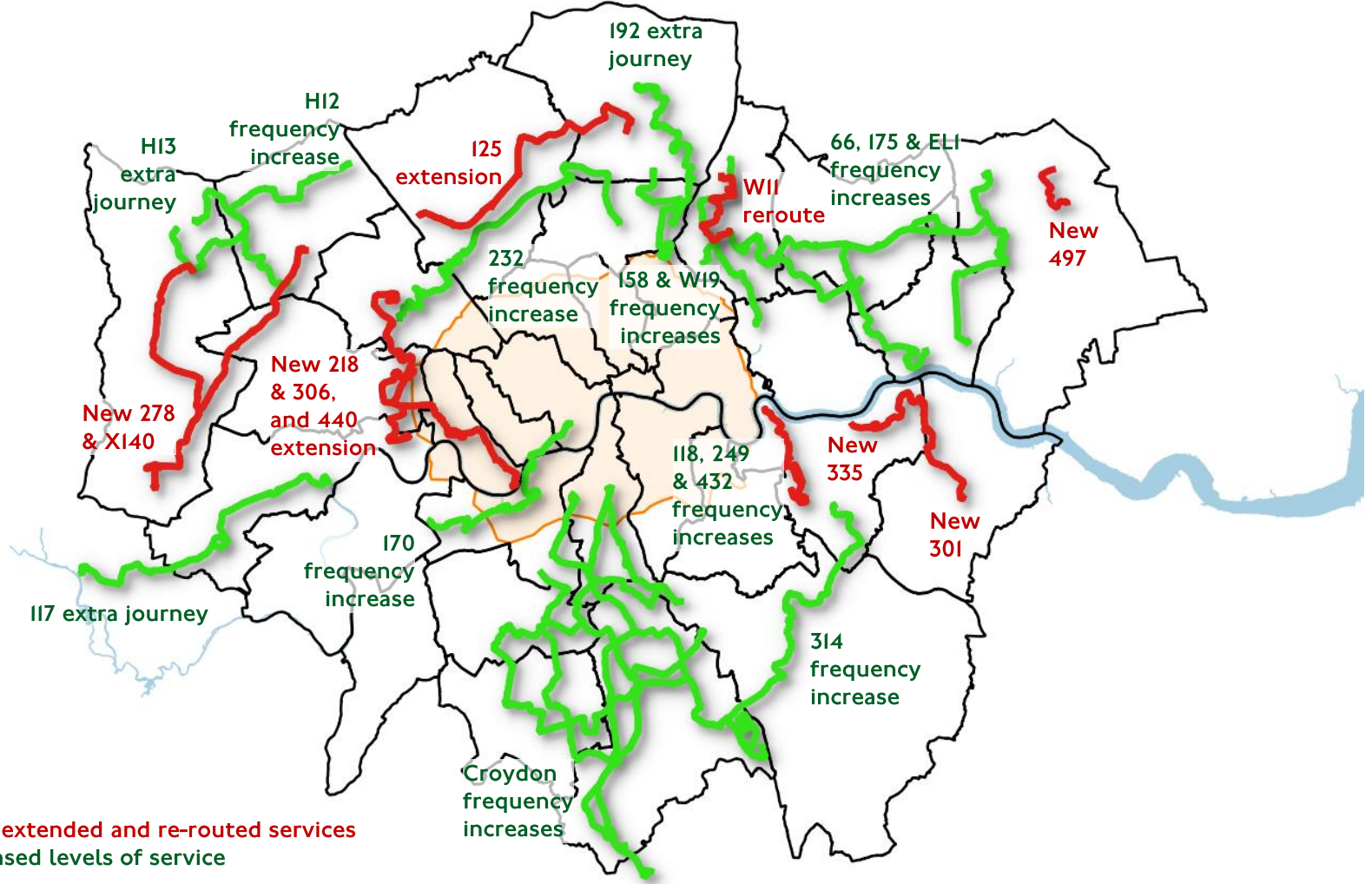
- Croydon North and South
- Sutton
- London Riverside East
- Royal Docks
- Harrow
- Uxbridge town centre
- Isle of Dogs post-change review

#### **Case Study: Croydon Town Centre**

*Restructuring routes in Croydon town centre has produced a simpler and more efficient bus network. This has allowed us to increase frequencies on 8 routes in the borough and we will extend the 404 to serve Cane Hill early 2020.*

# 5. Reshaping the Bus Network

*In 2019 we have introduced enhanced services across London*



New, extended and re-routed services  
Increased levels of service





## 5. Reshaping the Bus Network

### *Next steps*

In 2020/21 we will:

- Announce the findings of the consultation on our proposals for bus services in Richmond & Twickenham
- Finalise our proposals for improved services to North Middlesex Hospital
- Announce the findings of the consultation on our proposals for bus services in the Royal Docks
- Build on our previously announced route 95 scheme and develop further plans for serving Southall Canalside development
- Consult on new proposals to improve connections to Finchley Memorial Hospital and Royal National Orthopaedic Hospital
- Develop and implement a package of bus measures (alongside enhancements to other modes such as cycling) to support the rollout of the extended London ULEZ.
- Continue to review the network periodically for opportunities, including removing excess capacity where appropriate, so that we can provide buses where they are needed the most.
- Conduct at least 7 more area reviews





## 6. Bus Speeds

### *Road Space Allocation – progress in 2019*

- Bus revenue is a critical element in the success of the TfL Business Plan. In 2019/20 the impact of the project construction works on Bus Revenue has been less than forecast, contributing to better than budget revenue performance
- Our Bus Priority Programme has delivered one hundred physical bus priority schemes, as well as signal timing improvements at 470 signals (including ‘Call Cancel’ technology at 70 pedestrian crossings)
- In 2019 we have developed an implementation plan for the Central London Bus Grid (next slide)
- We have identified the roads which form the strategic bus network for now and for the future (Slide 21). This will inform a more strategic approach to our bus priority programme as well as input into the development and assessment of all schemes across the Healthy Streets programme
- We have refined our approach to planning surface investment schemes in order to protect the bus network. We are conducting “Bus Checks” for schemes in advanced development. Our future schemes increasingly go through a multi-modal outcome planning in order to ensure that investment has the maximum impact on the 80% mode share objective



## 6. Bus Speeds

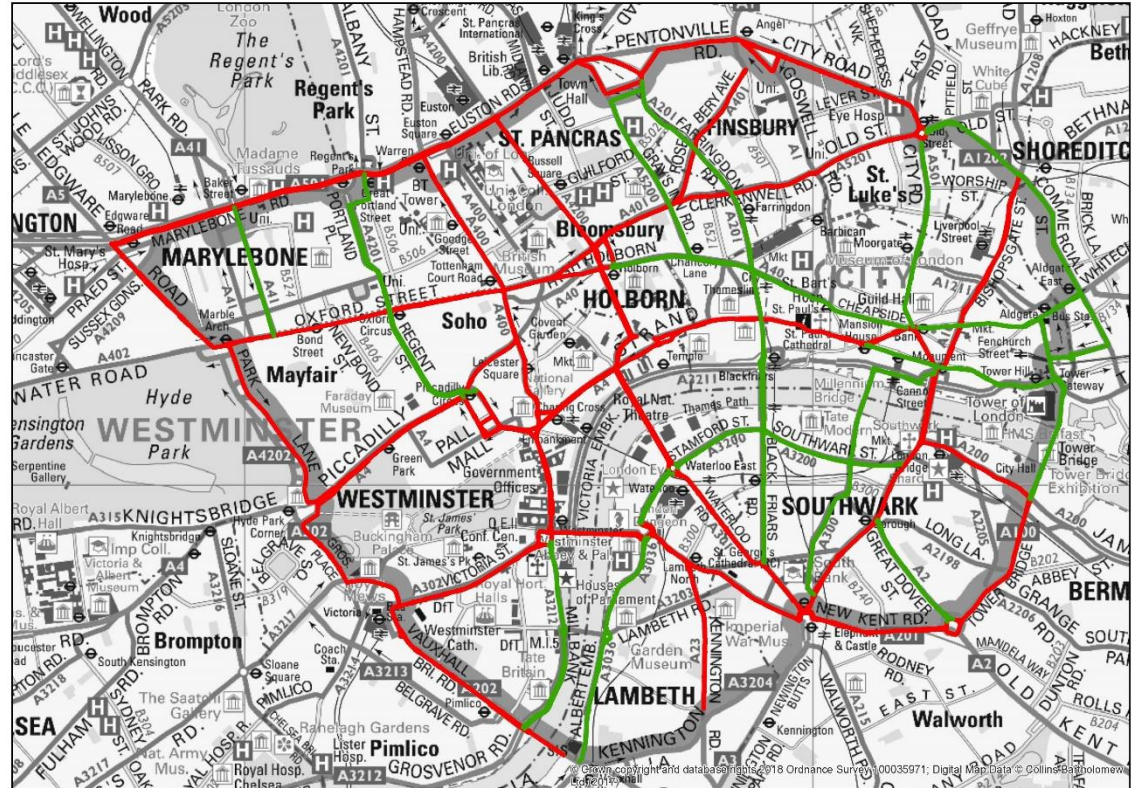
### Central London Grid

In 2019 have worked closely with central London boroughs and outcome analysis has been completed for each corridor.

Plans have been produced for six corridors including:

- Tower Bridge Road and New Kent Road
- City Road and Rosebery Avenue
- Grosvenor Place and Vauxhall Bridge Road

A number of ‘quick win’ and longer terms opportunities have been identified including extending bus lane hours, introducing new bus lanes and removing parking and loading.



- The Central London Bus Priority corridors (from MTS): A core network of reliable bus services in central London, where the provision of bus priority will be focused
- The Central London Bus connector corridors: Other bus corridors in central London where bus movements are a high priority.



## 6. Bus Speeds

### *Future Bus Road Space Categorisation*

- We have categorised all the streets on which buses move according to their importance to the efficient operation of the bus network both now and in the future.
- We will use this information to prioritise our investment in bus priority and to plan enhancements to walking and cycling which do not disproportionately impact on bus customers



20% of roads used by buses have been categorised as core/strategic

25% of TLRN is core/strategic for bus

#### Legend - Routes

##### Bus Routes

- Core / Strategic
- Connector
- Local



## Summary

### *Progress to date*

In 2019/20, we have:

- Completed previously planned central London changes
- Restructured bus services in Croydon town centre, Hammersmith, Acton and Harrow areas
- Increased frequencies on 23\* routes in outer London.
- Introduced 7<sup>#</sup> new routes
- Delivered year-on-year growth in bus mileage in outer London
- Completed 160 bus priority schemes
- Delivered a bus fleet that complies with the central London ULEZ standards
- Completed all twelve Low Emission Bus Zones
- Delivered two double-deck pure electric routes (43 and 134)
- Delivered the first buses that meet the Bus Safety Standard specification
- Started the AVAS trial
- Introduced new customer incentive scheme targeting areas our customers care about
- Delivered two demand responsive bus trials
- Completed installation of bus driver facilities for all priority locations





## Summary

### *Our next steps*

In 2020/21, we will:

- Begin the Intelligent Speed Assistance retrofit programme
- Complete 'Destination Zero' bus driver training
- Develop fatigue management training for all managers at bus operators
- Complete the London wide Euro VI Retrofit Programme in 2020
- Require all new single deck vehicles to be zero emission at tailpipe from October 2020
- Undertake a feasibility study for retrofit of AVAS
- Roll out the conversion of NRMs to implement front door boarding
- Have brought a total of 400 electric buses into service by the end of 2020
- Deliver year on year growth in the outer London bus network
- Undertake at least 7 more area studies
- Develop a package of bus enhancements to compliment ULEZ expansion
- Maximise the bus benefits of the Liveable Neighbourhood phase 3 bids



## Customer Services and Operational Performance Panel



**Date:** 27 February 2020

**Item:** Customer Journey Modernisation

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper sets out the work that TfL has undertaken in conjunction with Arriva Rail London (ARL) with regards to Customer Journey Modernisation on the London Overground network.

#### **2 Recommendation**

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

#### **3 Background**

- 3.1 The London Overground is operated on our behalf by Arriva Rail London (ARL).
- 3.2 In September 2017, TfL called an option in the contract with ARL to embark on a Customer Service Modernisation programme.
- 3.3 This programme was devised in response to the way customers pay for travel as they embrace new technology and created an opportunity to improve the way stations are managed and how staff serve customers.
- 3.4 It has been clear for some time that transactions at ticket offices have been reducing extensively due to the growth of Oyster and Contactless transactions. Currently less than two per cent of London Overground journeys involve a ticket sale from a London Overground ticket office, with sales through ticket offices having reduced by a million compared with 2016.
- 3.5 ARL's proposals included making staff more visible and available at stations, providing assistance and information where it is most needed, and modernising the process for selling tickets to reflect changes in how people are paying for their travel. The programme also included converting the wide number of agency staff into permanent staff.
- 3.6 As part of this, it consulted with rail industry bodies and London TravelWatch (LTW) about closing ticket offices on stations where there are fewer than 12 ticket sales per hour.

- 3.7 ARL met with its staff and trade unions to discuss a range of initiatives, including making London Overground staff more visible and available at stations, providing assistance and information where it is most needed, and modernising the process for selling tickets to reflect changes in how people are paying for their travel.
- 3.8 The proposals made clear that we would not compromise on safety, and all stations would continue to be staffed from 15 minutes before the first train of the day until 15 minutes after the last.
- 3.9 This is a continuing commitment which makes London Overground stations stand out on the national rail network.
- 3.10 ARL also carefully considered learnings from London Underground's Fit for the Future programme as it developed its plans.

## **4 London TravelWatch consultation**

- 4.1 ARL consulted with LTW, the Department for Transport and rail industry bodies on the proposals to close 51 ticket offices on the London Overground network as part of its Customer Journey Modernisation (CJM) programme.
- 4.2 LTW also conducted a three-week public consultation from 20 September until 12 October 2018 to give customers and stakeholders the opportunity to inform its response to ARL. LTW received over 6,000 responses and over 3,000 signatures on petitions to the consultation.
- 4.3 LTW's formal response to the statutory consultation objected to the proposed closure of 23 ticket offices on the basis that the number of transactions per whole hour at these stations, including non-regulated products such as Oyster, exceeded the Secretary of State's guidance of more than 12 per hour.
- 4.4 LTW's agreement to closures of the other 28 ticket offices consulted on was subject to the implementation of mitigation measures to inform passengers and staff of the functionality of ticket machines, and also to consistent delivery of services such as Passenger Assist / Turn up and go for people with reduced mobility.

## **5 Current status**

- 5.1 The Mayor and TfL listened to concerns raised by the trade unions, and worked with ARL, who conducted a station-by-station review of the network, including consulting its staff for their views.
- 5.2 Following this, a decision was taken to keep the majority of ticket offices staffed during those times of day when customers need them most.
- 5.3 For 14 of the busiest stations across the network, such as New Cross Gate, Walthamstow Central, Willesden Junction and Crystal Palace, there will be no changes to the operating hours of ticket offices. Given the higher number of ticket office transactions, these stations will continue to have a staffed ticket office for the majority of the day.



- 5.4 There are a further 21 stations that will have a more tailored solution. This includes some busier ticket offices on the network, such as Camden Road and Hackney Central, which will have their hours adjusted to meet customer demand. This means not only providing a ticket office service to customers in the morning peak, but also, as required, in the afternoon and into the evening during the week, and at weekends. For stations with less busy ticket offices, such as Honor Oak Park and Carpenders Park, as well as having a staffed ticket office every weekday in the morning peak, they will also be available for at least one day over the weekend.
- 5.5 The 25 quietest ticket offices, such as Bruce Grove and Penge West, will retain a staffed ticket office every weekday in the morning from 7:30am until 10am, so that they are staffed when customers need them most, ensuring a consistent set of hours across the network.
- 5.6 The details of these stations are set out in Appendix 1.
- 5.7 The details were publicised at the local stations, on the TfL website. Customers who opted to receive customer information were also emailed ahead of these changes.
- 5.8 White Hart Lane station ticket office closed in August 2019 as part of the rebuilding of the station. In December 2019 we formally closed Stamford Hill and Theobalds Grove permanently given the long-term building conditions.
- 5.9 A press release was issued on 7 January 2020 setting out the ticket office opening hours changes. TfL also ensured affected elected stakeholders were contacted directly and provided with information relating to their specific boroughs and constituencies.
- 5.10 Following the press release, TfL confirmed that Brondesbury ticket office will not immediately close while Access for All works are developed further. Instead, the hours will be reduced temporarily to 07:30-10:00 Monday to Friday from Tuesday 3 March 2020, until works to create step-free facilities commence.

## **6 Ticket machines**

- 6.1 In parallel with the discussions on changes to tickets offices, the Mayor allocated £1m to invest in new technology to improve London Overground stations and make it even easier for customers to get help when they need it.
- 6.2 A twelve-week Ticket Vending Machine remote teller trial took place at Bruce Grove, Camden Road, Crystal Palace and Woodgrange Park stations with positive feedback received from staff and customers.
- 6.3 At stations managed by London Overground, all self-service ticket machines have been upgraded or replaced.
- 6.4 Ninety eight per cent of sales at London Overground ticket offices can be made using a ticket machine.
- 6.5 Customers can buy tickets to all National Rail destinations, Oyster and paper weekly and Oyster monthly Travelcards.

6.6 Ticket machines can also be used for Oyster top-up, collecting tickets ordered online and advance tickets.

## **7 Review of programme**

7.1 Whilst it has only been a matter of days since the change of hours has been in effect, early indications are positive.

7.2 At the time of writing, only two formal complaints have been received, which we believe has been the product of extensive consultation undertaken.

7.3 Further discussions continue on the details of staff arrangement, but it is hoped this will be concluded so as to enable conversion of temporary posts into permanent ones and to harvest the benefits that this will bring for our customers.

### **List of Appendices to this report:**

Appendix 1: London Overground New Ticket Office opening times

### **List of Background Papers:**

[Papers submitted to the London TravelWatch Board meeting, on 20 November 2018](#)

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London Overground New Ticket Office opening times

\*All dates are in 2020

\*\* Stations that are also open on the weekends

Station	*From	Monday-Friday
Acton Central	06-Feb	07:30 - 10:00
Anerley	23-Jan	07:30 - 10:00
Brondesbury Park	06-Feb	07:30 - 10:00
Bush Hill Park	30-Jan	06:45 - 10:00
Caledonian Road & Barnsbury	06-Feb	07:30 - 10:00
**Camden Road	06-Feb	06:30 - 10:00 / 15:00 - 19:00
Canonbury	06-Feb	07:30 - 10:00
**Carpenders Park	06-Feb	06:30 - 10:00
Clapton	30-Jan	07:30 - 10:00
**Dalston Junction	23-Jan	07:30 - 10:00
**Dalston Kingsland	06-Feb	07:00 - 18:15
Finchley Road & Frognal	06-Feb	07:30 - 10:00
Gospel Oak	06-Feb	07:30 - 10:00
**Hackney Central	06-Feb	07:15 - 10:00 / 13:00 - 18:00
Hackney Downs	30-Jan	07:30 - 10:00
Hackney Wick	06-Feb	07:30 - 10:00
Haggerston	23-Jan	07:30 - 10:00
Hampstead Heath	06-Feb	07:30 - 10:00
Hatch End	06-Feb	07:30 - 10:00
Headstone Lane	06-Feb	07:30 - 10:00
**Homerton	06-Feb	06:30 - 18:30
**Honor Oak Park	23-Jan	06:45 - 10:00
Hoxton	23-Jan	07:30 - 10:00
**Imperial Wharf	06-Feb	07:30 - 12:00 / 16:15 - 18:15
Kensal Rise	06-Feb	07:00 - 10:00
Kensington (Olympia)	06-Feb	07:30 - 10:00
Kentish Town West	06-Feb	07:30 - 10:00
Kilburn High Road	06-Feb	07:30 - 10:00
Penge West	23-Jan	07:30 - 10:00
Rectory Road	30-Jan	07:30 - 10:00
Rotherhithe	23-Jan	07:30 - 10:00
St James Street	30-Jan	07:00 - 10:00
Shadwell	23-Jan	07:30 - 10:00
**Shepherd's Bush	06-Feb	07:30 - 10:00 / 13:30 - 18:30
**Shoreditch High Street	23-Jan	07:30 - 10:00
Silver Street	30-Jan	06:30 - 10:00
South Hampstead	06-Feb	07:30 - 10:00
Southbury	30-Jan	06:30 - 10:00
Stoke Newington	30-Jan	07:30 - 10:00
Surrey Quays	23-Jan	07:00 - 10:00
**Turkey Street	30-Jan	06:30 - 10:00
Wapping	23-Jan	07:30 - 10:00

**Watford High Street	06-Feb	07:30 - 10:00
**West Hampstead	06-Feb	07:00 - 11:00 / 16:00 - 18:45
Wood Street	30-Jan	06:30 - 10:00

## Customer Service Operational and Performance Panel



**Date:** 27 February 2020

**Item:** Noise on Public Transport

**This paper will be considered in public**

### 1 Summary

1.1 The purpose of this paper is to update the Panel on the impact of noise generated by the public transport network – in terms of both residential noise and in-carriage noise, which impacts both our staff and passengers. The paper also sets out how we handle noise related complaints; and mitigations we are putting in place to counter the worst instances of noise.

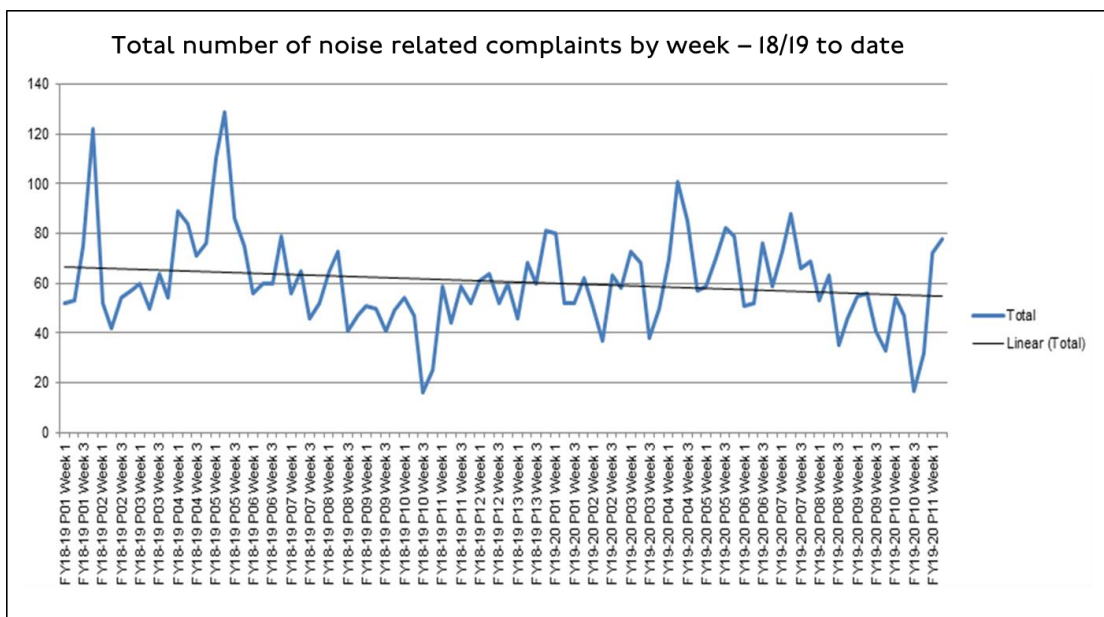
### 2 Recommendation

2.1 The Panel is asked to note the paper.

### 3 The impact of noise

3.1 Relative to the number of journeys on our network, which number in the millions every day, there are a relatively small number of complaints about noise. However, in certain locations and for some people, noise is a very significant issue and one that we take very seriously.

3.2 The number of complaints received about noise since 2018/19 is broadly flat (Figure 1).

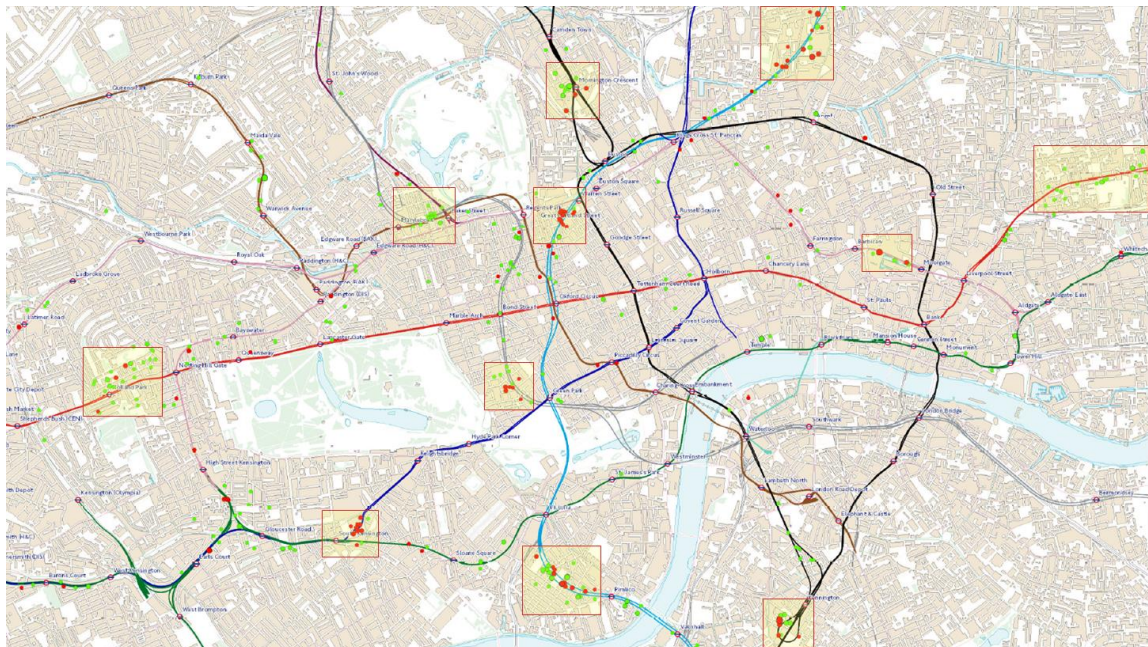


**Figure 1: Noise related complaints over time**

- 3.3 The estimated amount of stakeholder and press coverage is also broadly the same this year as last, though the issue of noise affecting Tube drivers (discussed in more detail in Section 4) is generating additional coverage. Tube Noise is a significant area of attention for London Assembly Members and is often raised via Mayor’s Questions (and other correspondence).
- 3.4 Noise takes different forms across our public transport services, but the most common complaint we get in relation to noise is the sound trains make passing over tracks. This can affect both nearby residents in their homes and customers travelling on our services. Complaints generated by London Buses, for example, are negligible in comparison. In this paper we will focus on London Underground and London Overground.
- 3.5 Despite being irritating and uncomfortable, noise customers experience while travelling on the Tube does not pose a health risk unless exposed to it for a significant length of time. The typical Tube journey length means that customers are not exposed to the noise for long enough for it to be a risk. While safe, Train Operators have expressed concern about Tube noise, so we are addressing this as a priority.

## 4 London Underground

- 4.1 Although the total number of complaints on London Underground is low, there are some notable ‘hotspots’ where a number of residents living above or in close vicinity to Tube lines have complained about ground borne noise and vibration (Figure 2). This has become more of an issue since the launch of Night Tube.



**Figure 2: Noise and vibration ‘hotspots’**

- 4.2 Most of the issues are in deep Tube areas where stiff flat bottom rail on concrete sleepers has caused noise and vibration. Additionally, corrugation has occurred on some curves, which also increases noise and vibration.



- 4.3 To address these issues, we have implemented a number of interventions to reduce vibration and/or address the build up of corrugation, which contributes to noise. This includes fitting resilient track fastening devices to reduce the vibration of the track, carrying out a targeted – and recently intensified – programme of rail grinding to address rail corrugation, and replacing rails with different track forms less prone to generating noise.
- 4.4 We continue to work hard to reduce noise as far as is reasonably practicable. Given the age of our infrastructure and the demands of running an incredibly frequent Underground service, this is of course challenging. We are determined to do all we can, and are investigating further innovative solutions, for example noise cancelling technology and alternative rail fastening products.
- 4.5 Pandrol Vanguard (PV, see Figure 3) is an engineering solution that has reduced ground-borne noise experienced by residents in close proximity to certain parts of the network.
- 4.6 However, an unintended consequence of PV has been to increase in-carriage noise, which has affected both our customers and Train Operators in some locations.



**Figure 3: Balancing residential and in-carriage noise**

- 4.7 Given the drawbacks of PV, we are looking for alternative ways of reducing ground borne vibrations without significantly increasing the level of airborne noise. We are currently exploring alternatives to PV, including the testing of alternative Delkor rail fastenings at Baker Street. Similarly, tuned mass dampers fitted to rail feet, designed to reduce vibration and the rate of rail corrugation growth, have yielded positive initial test results – a larger trial is planned for mid-2020. We have also offered Tube drivers ear protection in the interim.



## **5 Our approach to handling noise-related complaints on London Underground**

- 5.1 Recognising the significant concerns of some residents and customers, we conducted a review of our complaints progress on London Underground to ensure we are as responsive as possible, and proactive in implementing mitigations in known problematic areas.
- 5.2 Consolidating our approach, we have set up a single database of complaints and will shortly appoint a dedicated officer to oversee our noise and vibration strategy, demonstrating our focus on this issue.
- 5.3 A more robust complaints procedure has helped us to address complaints as quickly as possible, prioritising according to actual noise levels and the volume of complaints being generated.
- 5.4 Our engineers regularly visit residents' properties to take noise readings when 'hotspots' of complaints emerge. Since April 2016, approximately 633 properties have been visited. The team that carries out this work will also shortly be growing in size, enabling us to carry out more noise monitoring and helping us to build a fuller picture to understand where we need to target efforts.

## **6 London Overground**

- 6.1 London Overground does not generate as many complaints as London Underground, but noise issues do emerge sporadically in hotspot locations.
- 6.2 Noise complaints have been generated from different sources and our approach is to attend to the issue as soon as possible and put in mitigations by best practicable means. We do this by working collaboratively with Arriva Rail London (ARL), which operates the stations and trains, and with Cleshar Contract Services, which carries out the maintenance on London Overground Managed Infrastructure.
- 6.3 Some residents living near our stations complained that the announcements were too loud when our Public Address (PA) system was upgraded. We have worked on reducing the volume to a more acceptable level, whilst maintaining audibility for customers. ARL has explored more advanced PA systems that are better at directing sound to specific areas, but these are currently cost prohibitive. Overall, though, complaints have reduced as we have found a better balance between keeping our customers informed via PA announcements and respecting the local residents.
- 6.4 Airborne noise (wheel squeal) can be a problem on the Holywell Curve in Shoreditch where the track has to curve tightly around a listed building on an elevated structure. To mitigate the effects of noise we: utilise advanced lubricants and apply these to both the gauge face (side) and top of rail; put up barriers to protect local residents from the noise; utilise acoustic tiles; and adjust the track geometry; and install damped rail to reduce the noise.
- 6.5 These mitigations have made a significant improvement. Additionally, we have installed a permanent noise monitoring system to alert us when noise levels are

creeping above acceptable levels. We can then alert the maintenance teams, who will check lubrication levels and, when required, grind the rails to reduce corrugation proactively. As a consequence, complaints are at a much lower level now than they were five years ago.

- 6.6 Chingford is another area where noise has been an issue for customers during the night when on-board compressors are used to maintain pressure on the train brakes. We have engaged with the local community, and attended a meeting with residents, ARL representatives, the local Assembly Member, and the Deputy Mayor for Transport in summer 2019. We have subsequently worked collaboratively with ARL to find solutions to residents' concerns in this area. The introduction of the new class 710 trains on this branch of the Overground will also result in noise improvements for residents, as these new trains do not need to remain "switched on", with compressors make noise, overnight. .
- 6.7 In the New Cross Gate Depot, as well as using extensive noise barriers, we have installed an acoustic enclosure around the train wash to block out noise and meet the criteria agreed with the Local Council. Noise complaints from the operations at the depot are rarely received.

## **7 Summary**

- 7.1 It is not possible to operate without some degree of noise, but, at the same time, we recognise the impact it has on people who experience it in the 'hotspots'.
- 7.2 We have become more agile at responding to complaints and are constantly finding ways to mitigate the impact of noise, not just for local residents, but for passengers and Tube drivers as well.
- 7.3 As we become more attuned to the causes of noise and how best to reduce it, we will design out noise as best we can when bringing in new infrastructure, for example with lighter trains and track design that minimises noise. Teams working on noise issues will continue to share best practice across the organisation.

### **List of appendices to this report:**

None

### **List of Background Papers:**

None

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## Customer Service and Operational Performance Panel



**Date:** 27 February 2020

**Item:** Accessibility and the Step Free Tube Challenge

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 The purpose of this paper is to share London Underground's Accessibility Improvement Programme: Accessibility, Every Journey Matters 2020, and to show how insights and learning from December 2019's "Step Free Tube Challenge" have been used to drive consistency in our customer service provision for disabled customers, and, in particular, customers with mobility requirements.
- 1.2 The learning and associated actions will be considered across the rest of the TfL network as part of TfL's Customer Accessibility Programme, which has been shaped through feedback from customers and stakeholders, collaborative workshops, and advice from our Independent Disability Advisory Group (IDAG).
- 1.3 The paper also introduces TfL's Action on Inclusion strategy.

#### **2 Recommendation**

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

#### **3 Background**

##### **Internal Problem-Solving Activity on Consistency of Step Free Access Provision**

- 3.1 In November 2019, TfL started a cross-functional problem-solving activity to investigate why our assistance to customers requiring step-free access and the provision of information on step-free lift outages is inconsistent. Through a working group, we used a systematic approach to define the problem, map accountabilities and internal processes, analyse our customer feedback and data, and do a strength, weakness, opportunities and threat (SWOT) analysis to identify the best course of action to address the accessibility problems and improve our overall customer service.

##### **Customer Complaints**

- 3.2 Across London Underground, between December 2018 and October 2019, there were 114 complaints relating to accessibility. This equated to seven per cent of all complaints received during that time. Sixty-one complaints were directly related to a specific journey experience rather than general accessibility concerns.

## **Stakeholders' Step-Free Tube Challenge**

- 3.3 On 3 December 2019, Dr Jon Rey-Hastie, CEO of DMD (Duchenne Muscular Dystrophy) Pathfinders, and Alan Benson, Chair of Transport for All, took part in their own “Step-Free Tube Challenge” initiative to raise awareness of the daily challenges faced by wheelchair users and showcase the step-free journeys that can currently be completed on the London Underground network. This activity took place in recognition of, and to celebrate, the International Day of Disabled Persons which takes place globally every year on 3 December.
- 3.4 Jon and Alan visited all 78 step-free Tube stations in one day, splitting up and doing half each – an ambitious exercise which took over 11 hours each to complete. The challenge broadly went well and the feedback was positive, however it highlighted several areas for improvement, including:
- (a) staff knowledge of designated boarding/alighting points on trains;
  - (b) station signage, including the complexities of routes and interchanges and the opportunity to improve wayfinding;
  - (c) staff training and how our station staff support and interact with disabled customers; and
  - (d) use and availability of manual boarding ramps.
- 3.5 Jon and Alan were accompanied by two of our Station Area Managers from Stratford and Tottenham Court Road respectively, both of whom are accessibility leads and part of our accessibility working group. This experience provides the programme and our frontline colleagues direct and invaluable insight into the challenges of wheelchair users travelling on the Tube.

## **Using Accessibility Insights and Learnings**

- 3.6 Insights gained from the step-free challenge, together with feedback from other customers and stakeholders, are being used to help inform the accessibility work we are developing to improve the quality and consistency of our customer service. The outputs will also assist in enhancing the systems and technology we currently use to enable staff and customers to access real-time information when lifts are out of service. The insights are being shared with station colleagues to improve their understanding of the importance of their knowledge of step-free routes and providing support and guidance to our customers with mobility requirements.
- 3.7 Insights will also feed into the TfL Customer Accessibility Programme work, which already includes extending the availability of the Real Time Information App to all London Overground, TfL Rail and DLR staff to support consistent lift outage reporting and more connected assistance across modes. Accessibility signage improvements rolling out across the network, Disability Equality Training continuing across all modes and diversity and inclusion training being developed for all 25,000 bus drivers. Lift out of service toolkits, which includes posters and guidance to our front line colleagues), will be delivered to all step-free stations across TfL.

- 3.8 An action plan has now been developed to address the weaknesses identified through the “Step-Free Tube Challenge”, which supports the findings of our accessibility working group. This builds on the work being delivered as part of the rolling Customer Accessibility Programme, which was previously presented to the Panel in June 2019.

## **4 Accessibility Action Plan**

### **Employee Engagement and Training**

- 4.1 Key to a consistent approach to our customer service provision is our training and engagement with our frontline colleagues. Our engagement programme focuses on sharing real customer experience, both good and bad, and the impact on individuals when journeys don't go to plan. We have dedicated accessibility training for our customer service colleagues through our Disability Equality Training course, which involves travelling on the network with a disabled customer. To date over 400 front line and 1000 back office colleagues have undertaken the training. We have also included the training in the customer service induction, for all new frontline colleagues. We are confirming with all colleagues that they have all the accessibility information they need at their station, are confident in providing assistance on step-free journeys, and know how to use our 'Turn Up and Go' App.

### **Staff Tools and Guidance**

- 4.2 We have refreshed the tools, guidance and information available to our station staff, including:
- (a) the use of manual boarding ramps, written guides to accessible boarding and alighting points on Tube lines going through their stations;
  - (b) verifying that 'lift fault poster toolkits' are available at all stations with lifts; and
  - (c) we have also begun a new initiative to ensure that our train operators make timely on-train announcements when step-free access is not available.

### **Improving Lift Fault Reporting**

- 4.3 To make sure we communicate lift outages to our customers in real time, we are reviewing the efficiency of our lift fault reporting processes through our digital and manual channels, including the use of a Real Time Information (RTI) app to record lift outages as soon as they happen. As part of this, we are completing a separate survey to confirm that Wi-Fi is working as required in key areas of the station, aiming for 100 per cent reporting via the app.

### **Improving 'Turn Up and Go' Journeys**

- 4.4 On 10 February 2020, we launched a new feature on our 'Turn Up and Go' station real-time information app, which delivered new incoming journey notification messages for station staff. Our 'Turn Up and Go' service means customers do not have to book assistance for their journeys in advance. This new feature helps staff by improving the quality and consistency of our service,

reducing instances of staff being unaware a customer needs assistance when they arrive at their station.

### **April 2020: Accessibility Focus Month**

4.5 In April 2020, we are planning an Accessibility Focus month with the objective of briefing all 5,000 London Underground frontline staff on:

- (a) why the assistance staff provide is so critical, and the impact a poor journey has on our customers;
- (b) what we expect from our staff and how we will support them to provide consistently good quality customer service (toolkits, processes, briefings etc.); and
- (c) working collaboratively with staff and accessibility groups to continuously improve accessibility customer information and customer experience.

### **Signage Improvements**

4.6 We will continue to improve accessibility signage in stations based on new Accessible Signs Standards. These standards have been developed in collaboration with accessibility stakeholders and customers, and define the latest best practice in accessible signage. We will retrofit the accessible signs to our five test stations (King's Cross St Pancras, Waterloo, London Bridge, Green Park and Westminster), and will be rolling the new signage out to eight 'Phase 2' stations: Finsbury Park, West Ham, Tottenham Court Road, Hammersmith, Earl's Court, Victoria, Canada Water and Canning Town.

### **Rail Vehicle Accessibility Regulations Compliance**

4.7 The Rail Vehicle Accessibility Regulations (RVAR) 2010 set out the accessibility standards to which all new trains – and older trains as and when they are refurbished – must comply. The Regulations provide for a number of features including handholds, passenger information displays, priority seats and provision for wheelchairs. The Jubilee, Northern, Victoria, Metropolitan, Circle, District and Hammersmith & City line trains are compliant with the exception of a small number of agreed derogations, such as the length of the door chime sound.

4.8 We are working towards compliance on the Central line trains with the upgrade to this fleet delivering compliance by 2025. The Piccadilly line trains will become compliant by 2027, with the new trains scheduled to enter service in preceding years.

## **5 Action on Inclusion across TfL**

5.1 More broadly, our new Action on Inclusion strategy will outline our plans to address the challenges Londoners with protected characteristics face when using our transport network and streets. The strategic vision of the Action on Inclusion strategy will be to make London's transport system, inclusive, accessible, safe and affordable, with a focus on end-to-end journeys that maximise the opportunities available to all Londoners. The strategy is due for publication in the summer of 2020, subject to Mayoral agreement.



- 5.2 It will also demonstrate how we are working to meet our Public Sector Equality Duty (PSED) as set out in the Equality Act 2010, focusing on all protected characteristics and other vulnerable groups, such as those on low incomes. The strategy also sets out how we deliver our customer vision by harnessing the talents of a diverse workforce through inclusive culture, leadership, systems, policies and behaviour.
- 5.3 Our Action on Inclusion strategy will help us build on our existing customer facing work on:
- (a) accessibility to focus more on creating spaces and places that work better for everyone through inclusive design;
  - (b) wider accessibility concerns experienced by disabled people, beyond step-free accessibility, for example signage, lighting, consistency, predictability and legibility;
  - (c) modal accessibility to focus more on end-to-end journeys;
  - (d) addressing the barriers we know deter many other minority groups like crime, fear of crime, anti-social behaviour, overcrowding, safety, and affordability; and
  - (e) accessible journeys to think more about connectivity and inclusive city planning, tackling one of the biggest barriers for many Londoners of poverty and inequality.
- 5.4 In addition to setting out our new strategic approach to meeting our PSED in more detail, the strategy will also cover:
- (a) Customer outcomes – delivered through accessibility and inclusion objectives focused on:
    - (i) an inclusive city;
    - (ii) inclusive transport spaces and places; and
    - (iii) inclusive customer experiences.
  - (b) Workforce outcomes – delivered through diversity and inclusion objectives focused on:
    - (i) an inclusive workplace;
    - (ii) a diverse workforce; and
    - (iii) a diverse leadership team.
  - (c) Community outcomes – delivered through responsible procurement and partnering objectives focused on:
    - (i) a diverse supply chain and inclusive procurement processes;
    - (ii) inclusive partner employer practices and service delivery; and

(iii) inclusive engagement processes with stakeholders.

5.5 For each of our key pillars we will outline the existing evidence base and inequalities. This includes those set out in 'Understanding Diverse Communities', our summary of research we have undertaken or commissioned to identify the different barriers faced by London's communities when accessing transport. We will then describe the current work we are delivering and any new items / actions that will be delivered.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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## Customer Service and Operational Performance Panel



**Date:** 27 February 2020

**Item:** Members' Suggestions for Future Discussion Items

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

#### **2 Recommendation**

- 2.1 **The Panel is asked to note the forward programme and invited to raise any suggestions for future discussion items.**

#### **3 Forward Plan Development**

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel this is the Quarterly Customer Service and Operational Performance Report.
  - (b) Regular items (annual, half-year or quarterly) which are for review and approval or noting.
  - (c) Matters reserved for annual approval or review: Examples include benchmarking report.
  - (d) Programmes and Projects at a level requiring Committee approval or review prior to Board approval. These are scheduled following advice from the operating businesses.
  - (e) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

#### **4 Current Plan**

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

**List of appendices to this report:**

Appendix 1: Customer Service and Operational Performance Panel forward plan

**List of Background Papers:**

None

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## Customer Service and Operational Performance Panel Forward Planner 2019/20 and 2020/21

**Membership:** Dr Mee Ling Ng OBE (Chair), Dr Alice Maynard CBE (Vice Chair), Bronwen Handyside, Anne McMeel and Dr Lynn Sloman.

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

<b>1 July 2020</b>		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Strategic Risk: Technological or Mark Developments	MD CCT	
Assisted Transport Services	MD ST	Every six months
Bus Services to London's Hospitals	MD ST	Annual
Woolwich Ferry future options	MD ST	Member request
Strategic Overview of Cycling in London	MD ST	Annual item
Key Performance Indicators for Taxi and Private Hire in Quarterly Report	Director Licensing and Road User Charging	Member request
Implementing early engagement model	Head of Corporate & Public Affairs	Minutes 36/09/19 (3)

<b>23 September 2020</b>		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Strategic Risk: Operational Reliability	MD LU	
Customer Journey Modernisation	MD ST	Every six months

<b>18 November 2020</b>		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Strategic Risk: Loss of External Stakeholder Trust	MD CCT	

<b>24 February 2021</b>		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing Item
Assisted Transport Services	MD ST	Every six months

## Customer Service and Operational Performance Panel Forward Planner 2019/20 and 2020/21

TfL International Benchmarking Report	MD CCT	Annual
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### Regular items:

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

### Items to be scheduled:

- Understanding London’s diverse communities.
- Customer Excellence Plan in London Underground
- Bus Consultation
- TfL Benchmarking
- Customer Insight

### Informal Briefings/Visits on the following topics (from a customer perspective and how TfL impacts and addresses):

- Trams
- Docklands Light Railway
- Junior Road Watch