

Date: 10 July 2014

Item 5: Managing Director's Report – Rail and Underground

This report will be considered in public

1 Purpose

- 1.1 This purpose of this paper is to provide commentary on the performance of Rail and Underground and present updates on the status and progress of major investment projects and items of special interest particularly in Period 13 of 2013/14 (2 March 2014 to 31 March 2014) and Periods 1 and 2 of 2014/15 (1 April 2014 to 24 May 2014).

2 Recommendation

- 2.1 The Panel is asked to note this report.

3 London Underground (LU) Performance

Industrial Relations Update

- 3.1 LU was affected by Industrial Action between 28 and 30 April relating to the proposed changes under Fit for the Future – Stations. The net financial impact of the strike was a loss of £2.8m; this comprises an LU revenue loss of £4.0m, adjusted for additional London Rail and Surface income, plus the cost of hiring additional buses (£0.6m) and miscellaneous costs relating to mobile devices, communications, etc. (£0.1m) offset by lower salaries paid to staff on strike (£1.5m), lower use of traction power (£0.4m).
- 3.2 Since then, the trades unions in LU abandoned plans for a 72 hour strike and agreed to come back to the table to discuss our plans, without any concessions having been offered by LU. LU and the trades unions are currently in detailed discussions about how our proposals will affect the staffing of each station on the network.

Service Performance 2013/14

- 3.3 The financial year, which ended 31 March 2014, was another record year for LU performance, both in terms of passenger volume and reliability. Reliability as measured by the Lost Customer Hour (LCH) measure was 0.8 million better than target at 24.2 million for the year. Performance in 2013/14 was the best since this measure began in 1999, continuing the strong improving trend in the number of LCHs recorded on LU which has seen reliability improve year-on-year for each of the last four years. 3.5 million LCHs were caused by

Industrial Action which took place in Period 12; without this impact the underlying reliability figures for the year are 4.3 million better than target.

		2013/14 Full Year	Variance to Target	Variance to Target excl. I.A.
Lost Customer Hours	Millions	24.2	-0.8 □	-4.3 □
Excess Journey Time	Minutes	5.21	-0.28 □	-0.40 □
Percentage of Scheduled kilometres operated	%	97.5	0.3 □	0.7 □
Passenger Journeys	Millions	1,264.6	25.6 □	30.6 □

- 3.4 LU carried almost 1,265 million passengers in 2013/14, 2.1 per cent better than budget and exceeding the record of 2012/13 by 36 million.
- 3.5 Network excess journey time (EJT) for 2013/14 was also better than both target and the previous year. EJT was 5.21 minutes for the year 2013/14, beating target by 0.28 minutes and beating the previous year by 0.06 minutes.
- 3.6 Over the course of 2013/14, LU operated a record high of 76.2 million train kilometres, 0.6 million kilometres up on the previous record of 2012/13. This equated to a percentage of scheduled kilometres operated of 97.5 per cent versus a target of 97.2 per cent. The target would have been further exceeded, 0.7 per cent better, had the effects of the industrial action been excluded. This strike resulted in two 48 hour strikes which impacted all performance measures in Period 12 (2013/14) and Period 2 (2014/15).
- 3.7 The full year Customer Satisfaction Survey (CSS) score was 83, 2 points better than budget.

Service Performance 2014/15 to Period 2

		2014/15 Period 2 YTD	Variance to Target	Variance to Target excl. I.A.
Lost Customer Hours	Millions	5.6	2.4 □	-0.7 □
Excess Journey Time	Minutes	4.94	0.16 □	-0.57 □
Percentage of Scheduled kilometres operated	%	95.7	-2.3 □	0.3 □
Passenger Journeys	Millions	180.9	-8.5 □	-4.6 □

- 3.8 The strong performance has continued in to the current financial year, with underlying figures – those not including the effects of the strike – showing further improvement. While all measures have been affected by the strike on 28 and 30 April, the impact of this action was less than that in Period 12 of last year. Underlying performance at 2.5 million is 0.7 million better than budget.

- 3.9 EJT to date has averaged 4.94 minutes, 0.16 minutes worse than target. Excluding the impacts of the strike in April, a result of 4.21 minutes would have been achieved, 0.57 minutes better than target.
- 3.10 In the first two Periods of 2014/15, 11.2 million kilometres were operated by LU, which equates to 95.7 per cent of scheduled kilometres operated. Underlying performance of 98.3 per cent was recorded (excluding the strike, 0.3 per cent better than target).
- 3.11 Passenger journeys in Periods 1 and 2 of 2014/15 were 180.9, 8.5 million less than budget. (Approximately 3.9 million fewer journeys were made during the strike). During Period 3 passenger numbers improved with demand during the first weeks of the period being approximately 3 per cent higher than the previous year.

4 Capital Programmes

Sub-surface Railway (SSR)

- 4.1 Passengers using the Circle and Hammersmith and City lines are now benefiting from our new fleet of air conditioned, walkthrough S Stock trains which, on these two lines, add over 20 per cent more capacity than the old rolling stock provided. 51 of the 55 new seven car trains have been delivered to London as replacements for the C Stock. A further ten have now been brought into service, meaning that a total of 37 are now operational on the network. On the 3 June 2014, the last C Stock service ran on London Underground between Wimbledon and Edgware Road. Replacement of the District line's D Stock will begin later in 2014 and by 2016 the whole of the SSR will be serviced by the new trains.
- 4.2 Following the termination of the contract with Bombardier for the supply of the Automatic Train Control (ATC) signalling system in December 2013, LU received expressions of interest from other signalling contractors, and their Pre-Qualification Questionnaires have been evaluated. As a result of this process, Thales has been invited to the next level of the tendering process to supply the ATC signalling for the Sub-surface Upgrade Programme (SUP). It is anticipated that a new contract will be awarded in the Autumn and will be a significant step towards ensuring LU deliver the upgrade by 2018.

Northern Line Upgrade

- 4.3 On Sunday 1 June, the Edgware branch became the last section of the Northern line to be switched over to the new signalling system. This milestone, which in common with other recent migrations, was achieved around six months ahead of programme and within budget ending the era of old fashioned signalling on the Northern line.
- 4.4 The new signalling system will allow LU to safely run more trains, closer together and at higher average speeds. This has allowed the line to introduce a new timetable with more frequent services on 22 June, with a further frequency increase scheduled for December 2014 once track improvements

have been completed. The modernisation is, therefore, on course to meet the Department for Transport's (DfT) capacity uplift target of 20 per cent.

- 4.5 LU's in house programme management team has achieved the Northern line upgrade with substantially fewer closures than originally planned under the Public Private Partnership (PPP), and for much less money than spent on the Jubilee line upgrade. The upgrade was delivered by LU with the use of no full line closures and with several partial line closures being handed back to revenue service early. This contrasts with the PPP plans which consisted of 20 full line closures and 16 months of early closing Mondays to Thursdays. Comparing costs per track kilometre, the Northern line upgrade has been delivered for less than half the cost of the Jubilee line upgrade.

Northern Line Extension (NLE)

- 4.6 The public enquiry ended on 20 December 2013, and the report has been delivered to the Secretary of State for Transport. Approval is expected to be either in advance of the summer recess or in early autumn once Parliament reconvenes.
- 4.7 The tender evaluation of the four bids received on 17 March 2014 was completed to programme and it was agreed to 'down-select' to two companies on 15 May 2014. Negotiations are now being conducted with both companies to establish a compliant contract and to achieve the most favourable commercial and technical outcome. Meetings with these companies have been scheduled weekly to discuss progress on all issues. Completion of this exercise is anticipated in early July, proceeding towards contract award with the selected company shortly after.
- 4.8 Battersea Power Station Development Company is currently proposing changes to the design of Battersea Station. LU is reviewing any revision to the designs and assessing any cost and programme implications.
- 4.9 Acquisition of property is now underway to support the construction process and protect the programme timescales.

New Tube for London (NTfL)

- 4.10 Mobilisation for the design and specification phase continues, with the formal procurement process for the purchase of rolling stock having been launched via a notice in the Official Journal of the European Union and through the issue of the pre-qualification questionnaire.
- 4.11 The informal early contractor engagement process is proceeding in parallel and the draft technical specification has been issued to suppliers. NTfL rolling stock procurement is being coordinated across the whole of London Underground and London Rail to exploit opportunities presented by concurrent procurements and to ensure consistency when appropriate, an approach consistent with our ongoing drive to provide value for money.

Baker Street to Bond Street Tunnel Relining

- 4.12 Work to remedy 215 metres of concrete tunnel lining rings between Baker Street and Bond Street continue to progress with 88 of the 359 tunnel rings requiring replacement having been completed at the end of Period 2.



Ring segment being removed

Track Renewals

- 4.13 The Track Partnership has installed the first 'Modular' points on London Underground at Ruislip. Modular points are a major change in design and construction methodology that offer significant benefits in both the speed of installation and the quality of the end product.
- 4.14 The new track is divided into discrete panels with rail and sleepers already fitted together. These are then brought into place and the rails are welded together. This enables the track to be delivered directly from the factory as panel segments that can be reassembled on site.
- 4.15 Previously, new points were usually provided as a collection of loose smaller components to be rebuilt on site. However, the modular concept will be particularly important as LU deliver the very significant track remodelling work required for the Sub-surface Upgrade Programme in the next few years.



Modular point installation

- 4.16 LU's in-house Track Delivery Unit (TDU) continues to deliver well. During the early May bank holiday weekend the TDU successfully completed 35.5km of rail re-profiling between West Ruislip and White City on the Central line, the longest section ever delivered on the LU network in a single weekend. This was possible with significant collaboration of LU planners, the project team and suppliers all working together.

Major Stations Improvement

Bond Street

- 4.17 The project has amended the delivery strategy for the over-site development above 354-358 Oxford Street to provide additional value. The project will now deliver additional shell and core works on the building before handing this over to a developer, enabling us to let it on a long lease basis to provide a substantial additional revenue stream to the business.
- 4.18 The pre-cast column installation has been completed on the over site development and the step-free access passageway has been successfully constructed over the Jubilee line southern running tunnel without any disruption to passengers. Cooling the Tube works have now been incorporated into the main contract works. The Jubilee line crash deck, used to protect trains and track from construction debris, has been successfully erected.

- 4.19 The Central line platforms reopened at the end of June and the Jubilee line platforms are closed from July until December to allow for major works including construction of the shafts for the new lifts to the platform level.



Progress on the over-site development at Bond Street

Tottenham Court Road

- 4.20 The construction of Tottenham Court Road's new ticket hall took a significant step forward earlier in the year when more than 30 roof beams, each weighing more than 10 tonnes, were installed.
- 4.21 The beams will bear the concrete ground-level roof slab which will support the new public plaza outside Centre Point. Passengers will be able to access the station via two new entrances in front of the Grade II listed building from early 2015. The new ticket hall will be six times the size of the existing one and is due to open for Northern line passengers in early 2015, and will be fully open in late 2016. Work is now progressing on the internal fit-out of the new ticket hall and its basement as well as the escalators down to the Northern line platforms.

Bank

- 4.22 The Bank Station Capacity Upgrade project will relieve current and expected congestion in one of the busiest stations on the network. A new southbound running tunnel and platform are to be constructed to allow the existing platform to be used to form a new concourse area which will improve interchange between Northern line and DLR and other areas of the station. There will also be a new station entrance on Canon Street.

- 4.23 A planning application for the over site development has been submitted to the City of London and station designs have been frozen ahead of the Transport and Works Act Order submission in the summer of this year. Another period of public consultation is now underway and will close on 6 July. As part of this, a two day public exhibition was held on 12 and 13 June at St Mary Abchurch.

Victoria

- 4.24 The jet grouting work at Victoria has been the largest and most complex programme of jet grouting ever seen in this country and LU has been at the forefront of bringing this innovative technique to the UK, indeed LU is the first to have used jet grouting as a basis for conducting spray concrete lined tunnel works and have proven the concept with this successful project. The South Ticket Hall piling is now fully completed and the first section of ticket hall level slab (164m³) has been successfully poured. More than 95 per cent of the jet grout columns have now been placed in the areas around the station.
- 4.25 At the north ticket hall the second concrete pour for the roof slab has been successfully completed.
- 4.26 The need for Thames Water to address previously unforeseen condition issues with the water main in Victoria Street will delay the completion of the final 54 jet grout columns, as these cannot be installed until this work is completed. This means that LU is unlikely to achieve the 'Ground Treatment Complete' milestone in November as originally planned. This will not impact subsequent milestones or the project end date.

Vauxhall

- 4.27 The demolition and strip-out works within subway 5 are progressing to plan. The installation of phase two hoarding within the ticket hall has been completed. The revised spray concrete lined (SCL) tunnel design and KONE detailed designs have been completed and are under review. The SCL assurance documentation for enabling works has also been submitted.
- 4.28 A key milestone has been recently achieved with the station's new control facility being brought into use. This provides a brighter and more spacious working environment with a wider view of the ticket hall.



New station control room at Vauxhall

4.29 The construction of the new lift shaft at Vauxhall has required some impressive civil engineering, with the project team having to move the foundation supports for the Vauxhall gyratory in order to excavate the shaft and create new back-of-house rooms. Reinforced concrete walls, in place to hold the road up, have been removed and replaced with slimmer steel supports without causing disruption to road users or damage to the road and station.

5 London Rail Performance

London Overground (LO)

		2013/14 Full Year	Variance to Target
Passenger Journeys	Millions	135.7	6.3 □
Public Performance Measure (MAA)	%	96.1	1.9 □
Customer Satisfaction Survey	Score	82	2 □

5.1 LO carried 135.7 million people in 2013/14, 4.9 per cent above target and representing a year-on-year demand growth of 8.9 per cent. During Periods 1 and 2 of 2014/15, 20.3 million passengers were carried, slightly lower than target as a result of line closures for the London Overground Capacity Improvement Programme and Crossrail works which suppressed weekend patronage.

		2014/15 Period 2 YTD	Variance to Target
Passenger Journeys	Millions	20.3	-0.1 □
Public Performance Measure (MAA)	%	96.2	0.2 □

- 5.2 LO's operational performance, as measured by the Public Performance Measure, averaged 96.1 per cent for the year 2013/14, which was 1.9 per cent better than target. Performance has improved further this year with the PPM Moving Annual Average rising to 96.2 per cent, 0.2 per cent better than target and more than enough to maintain LO's second place ranking in the national PPM league.
- 5.3 LO's CSS scores ended the year 2013/14 at 82, also exceeding target.

LO Capacity Improvement Programme

- 5.4 Works to prepare the Silwood stabling site are progressing well. Track installation has been completed; signals have been installed and they are now powered up ready for pre-testing. The remaining signalling equipment installation is in progress.
- 5.5 At New Cross Gate depot, significant progress has been made on the concrete substructure for the maintenance facility building extension, ensuring that remaining works will progress without disrupting on-going train maintenance. Site set up has been completed at the Willesden Depot and 'C' Sidings, ready for preliminary works to begin.
- 5.6 The extension of the North London Line platforms has commenced at Hoxton, Haggerston, Acton Central and South Acton, as well as piling for the platform extension at Willesden Junction (High Level). Works have been completed at Canonbury platforms 1 and 2.

Docklands Light Railway (DLR) Performance

		2013/14 Full Year	Variance to Target
Passenger Journeys	Millions	101.6	1.5 □
Departures	%	99.2	1.2 □
Service Reliability	%	99.3	2.3 □
Customer Satisfaction Survey	Score	87	5 □

- 5.7 DLR passenger journeys for the year 2013/14 totalled 101.6 million, which is 1.5 per cent better than budget and also 1.5 per cent higher than the previous year.

		2014/15 Period 2 YTD	Variance to Target
Passenger Journeys	Millions	15.9	-0.4 □
Departures	%	99.2	0.4 □
Service Reliability	%	99.4	n/a

- 5.8 Passenger numbers this year are 15.9 million to period 2, 0.4 million lower than target but 2 per cent higher than the corresponding position last year.
- 5.9 DLR Departures and Service Reliability performance for the year 2013/14 was 99.2 per cent and 99.3 per cent respectively, well ahead of the targets for both measures. During Period 11 of the year, record-breaking performances were reported – 99.8 per cent for Departures and 99.7 per cent for Service Reliability and, for the first time ever, a period completely free of 20 minute delays. In addition, a new record was set when 100 per cent of schedule was operated on nine days during the Period.
- 5.10 This excellent level of service has continued into the current year with Departures at 99.2 per cent, 0.4 per cent above target.
- 5.11 DLR CSS score for the year 2013/14 was 87, five points better than budget.
- 5.12 The three remaining bidders for the DLR operating and maintenance franchise have provided Best and Final Offers, these are in the final stages of evaluation and they will be informed of the outcome following Board approval.

DLR Twin-tracking

- 5.13 Good Friday (18 April) saw the start of a 10 day blockade of the DLR on its North Route in order to complete the new Pudding Mill Lane station. This work was a necessary condition of Crossrail construction in the area, and has enabled us to build a bigger and better station in a new position.
- 5.14 The works included connecting the double track at both ends of the site to the rest of the network and making sure the station was ready for passengers.
- 5.15 Following this intense period of activity, and after by five years of planning, development and construction, the new Pudding Mill Lane Station opened to the travelling public on 28 April.



Trams

		2013/14 Full Year	Variance to Target
Passenger Journeys	Millions	31.20	0.01 □
Percentage of Scheduled kilometres operated	%	98.8	0.8 □
Customer Satisfaction Survey	Score	89	3 □

5.16 Passenger journeys for the year 2013/14 were in excess of 31.2 million, 0.1 per cent better than budget and 3.8 per cent higher than the previous year.

		2014/15 Period 2 YTD	Variance to Target
Passenger Journeys	Millions	4.6	-0.1 □
Percentage of Scheduled kilometres operated	%	99.1	0.1 □

5.17 Current year passenger journeys are 4.6 million to Period 2, slightly lower than target.

5.18 During 2013/14, performance for Trams, measured by the percentage of scheduled service kilometres operated, was 98.8 per cent, bettering the target by 0.8 per cent. In Period 13, service levels were at their highest for over two years.

5.19 Current year performance stands at 99.1 per cent, 0.1 per cent better than target.

5.20 CSS scores in 2013/14 were three points above target at 89.

Emirates Air Line (EAL) Performance

		2013/14 Full Year	Variance to Target
Passenger Journeys	Millions	1.51	0.01 □
Customer Satisfaction Survey	Score	93	8 □

5.21 For the year 2013/14, EAL passenger journeys were approximately 1 per cent higher than budget at 1.51 million.

		2014/15 Period 2 YTD	Variance to Target
Passenger Journeys	Millions	0.25	-0.02 □

- 5.22 Current year demand is 0.25 million passenger journeys with EAL passenger revenues remaining in excess of operating expenditure.
- 5.23 2013/14 full year CSS scores of 93 exceeded target by eight points.

6 Customer

Open letters to Customers and Staff

- 6.1 During April two open letters were addressed to our customers by the Managing Director, Rail and Underground, Mike Brown. The first outlined his vision for the future of LU.
- 6.2 This vision includes a 24-hour 'Night Tube' at weekends from 2015, offers customer service which emulates that delivered during the London 2012 Games, with more staff than is the case today visible and available to help customers buy tickets, plan journeys and maintain our strong safety record. It also includes modernising and improving our stations to introduce new services such as 'click and collect' shopping and new retail outlets.
- 6.3 The second letter emphasised LU's commitment to treating staff fairly and with respect, which includes his pledge to make these changes without any compulsory redundancies.

Improved access to Queen Elizabeth Olympic Park

- 6.4 The new Pudding Mill Lane DLR station, (see 5.15 above), was built to make way for the Crossrail route. It is able to handle large crowds with ease, making it an ideal route for big events at the neighbouring Queen Elizabeth Olympic Park and Stadium.
- 6.5 Customers are now enjoying the other benefits of the new station which has more seating areas, better weather protection, a longer platform and an improved station environment over its predecessor.
- 6.6 The increased amount of double track on the North Route also enables a more frequent service and help to further enhance reliability.

Going to Heathrow campaign refreshed



- 6.7 New leaflets and posters for the “Going to Heathrow” campaign have been distributed to all stations across the LU network. Piccadilly line trains are also fitted with in-car panels carrying the same designs. The refreshed campaign ties in with the phased opening of Terminal 2, which began on 4 June.
- 6.8 Our Heathrow related communications have not been refreshed since Terminal 5 opened in 2008, so LU has taken the opportunity to update the look and feel of this artwork. The featured aircraft include the Airbus A380 and a Boeing Dreamliner, aircraft now in scheduled use at Heathrow. Crucially, a representation of a Piccadilly line train has been reintroduced in order to reinforce the link between the Tube and the airport.
- 6.9 This campaign highlights that the Piccadilly line provides the most comprehensive service to all Heathrow terminals, runs every few minutes and is the cheapest, easiest way to make the journey to most parts of central London.

7 People

Keeping London Moving

- 7.1 During April’s strike, approximately 1,000 members of staff from across TfL, volunteered to keep London moving. They undertook licensed and unlicensed Travel Ambassador duties supporting operational staff and asset teams at stations, cycle hire areas, on the river side and at strategic points on the bus network.

Senior Managers seek direct feedback from Station staff

- 7.2 To better understand staff views around the refined Fit for the Future – Stations proposals, senior managers within the LU Operations team personally visited as many station teams as possible during the period covered by this report and at all times of the day and night.

- 7.3 Over 375 visits took place, reaching 880 people across our 10 lines during one six day period.
- 7.4 Managers submitted feedback forms after each visit, which give a sense of what's on our people's minds. This information has allowed the prioritisation of actions as a result.

'Unsung heroes' of LU capital programmes praised at the ICE Awards

- 7.5 In May, three LU engineering projects jointly received the highest accolade, 'The Greatest Contribution award', at the prestigious 2014 Institute of Civil Engineers (ICE) London Civil Engineering awards. These celebrate outstanding engineering achievements by companies across the UK.
- 7.6 Baker Street to Bond Street tunnel relining, the Track Partnership and the Victoria line upgrade were all praised by the judging panel: 'These projects by London Underground and their partners – all happening unseen by the travelling public, are quite remarkable and a true demonstration of teamwork, dedication and continuous improvement – these teams are the unsung heroes of the Underground, keeping our Capital moving.'



Baker Street to Bond Street tunnel relining



Track Partnership works



Victoria line upgrade

- 7.7 Mayor Boris Johnson also congratulated the winning projects saying 'This is recognition of a body that has been operating solidly for 151 years, and has pulled off triumphant success in the recent upgrades. I am absolutely thrilled that ICE London is recognising the fantastic work by London Underground, a body that gives us, in my view, the best metro system anywhere in the world.'
- 7.8 I have highlighted the incredibly important work undertaken in all of these areas over the course of my last three reports to the Board, and it gives me enormous pleasure to see these teams receive official recognition from their industry body.

List of Appendices to this Report:






Appendix 1 – Performance Charts

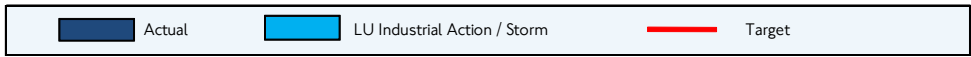
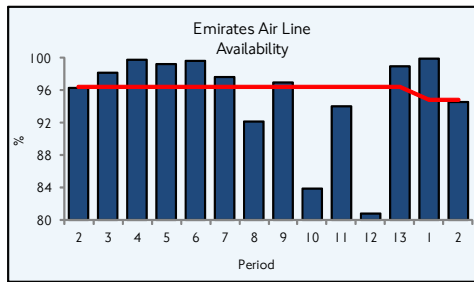
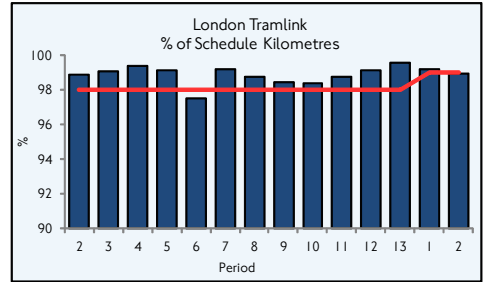
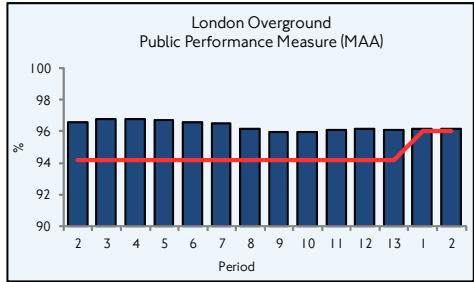
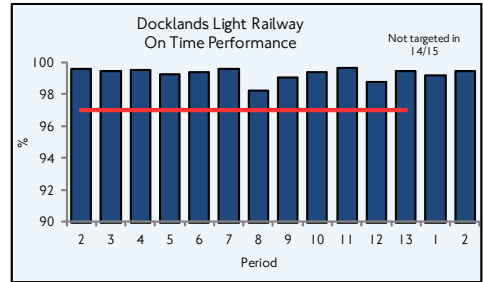
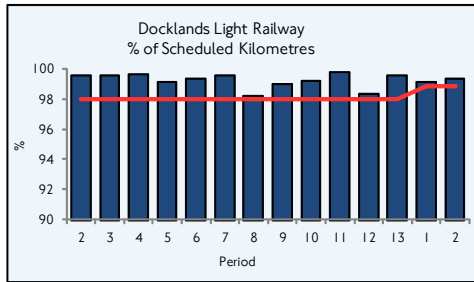
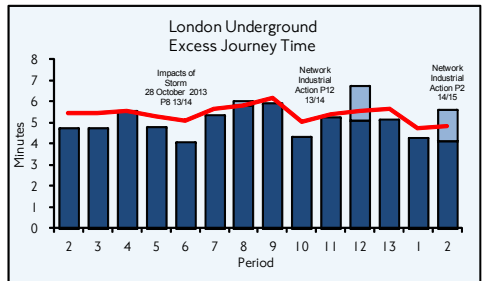
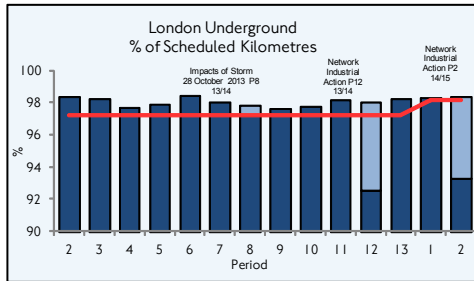
List of Background Papers:

None

Contact Officer: Mike Brown, Managing Director, Rail and Underground
Number: 020 3054 4308
Email: MikeBrown@tfl.gov.uk


Appendix 1 – Performance Charts

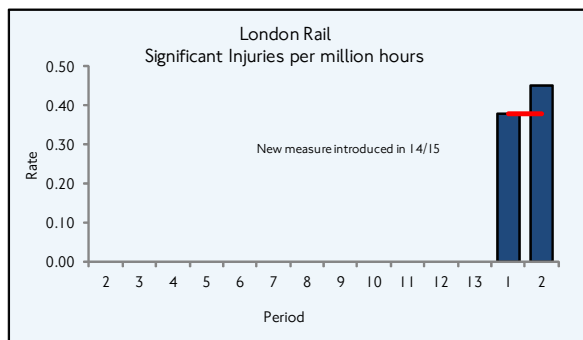
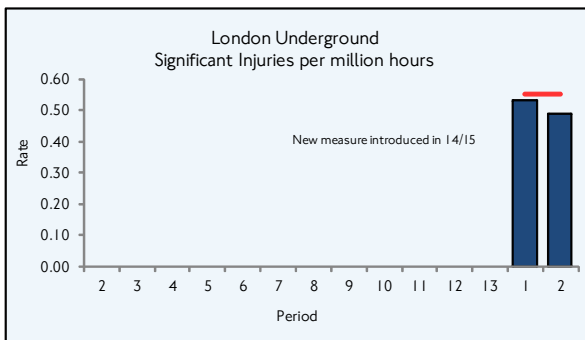
London Rail and Underground					
Service Reliability - Period 2 2014/15					
			YTD Actual		YTD Variance
 London Underground	% of Scheduled Kilometres	%	95.7	■	(2.3)
	Excess Journey Time	Minutes	4.94	■	0.16
 Docklands Light Railway	Departures % of Scheduled Kilometres	%	99.2	●	0.4
	On Time Performance	%	99.4	Not Targeted in 14/15	
 London Overground	Public Performance Measure (MAA)	%	96.2	●	0.2
 London Tramlink	% of Scheduled Kilometres	%	99.1	●	0.1
 Emirates Air Line	Availability	%	97.3	●	2.5



- Meeting or better than target
- ▲ Worse than target but within defined tolerance: 2% for Excess Journey Time, 1 percentage point for all others
- Worse than target and outside defined tolerance

London Rail and Underground
Safety Performance - Period 2 2014/15

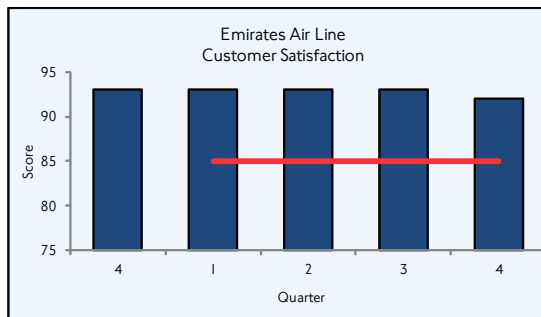
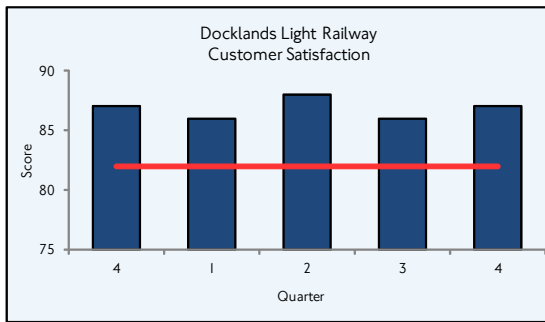
			Actual	Target		Variance
 London Underground	Significant Injuries per million hours	Rate	0.49	0.55	●	0.06
London Rail	Significant Injuries per million hours	Rate	0.45	0.38	■	(0.07)








- Meeting or better than target
- Worse than target

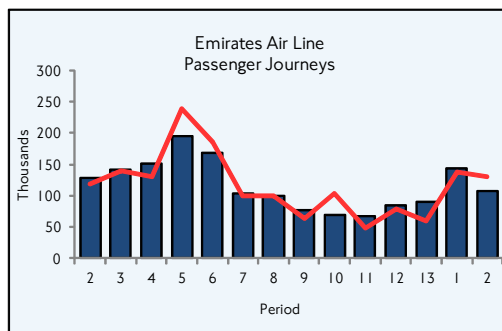
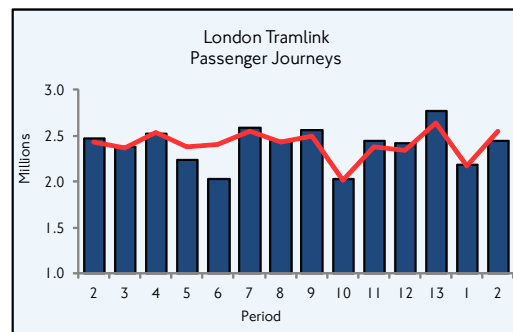
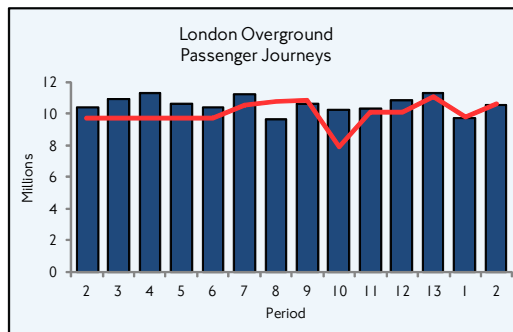
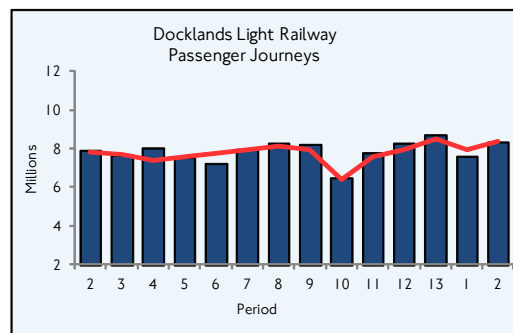
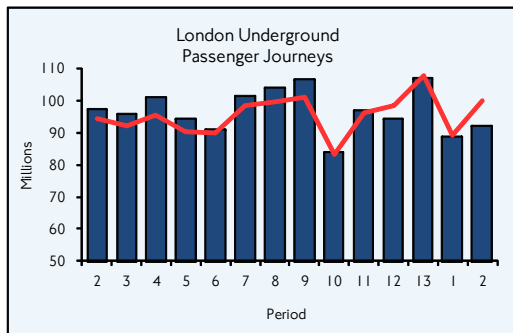
London Rail and Underground
Customer Performance - Period 13 2013/14




			2013/14 Target	YTD		YTD Variance
 London Underground	Customer Satisfaction	Score	81	83	●	2
 Docklands Light Railway	Customer Satisfaction	Score	82	87	●	5
 London Overground	Customer Satisfaction	Score	80	82	●	2
 London Tramlink	Customer Satisfaction	Score	86	89	●	3
 Emirates Air Line	Customer Satisfaction	Score	85	93	●	8



- Meeting or better than target
- ▲ Worse than target by up to 2 points
- Worse than target by more than 2 points

London Rail and Underground Customer Demand - Period 2 2014/15					
			YTD Actual		YTD Variance
 London Underground	Passenger Journeys	Million	180.9	■	(8.5)
 Docklands Light Railway	Passenger Journeys	Million	15.9	■	(0.4)
 London Overground	Passenger Journeys	Million	20.2	▲	(0.2)
 London Tramlink	Passenger Journeys	Million	4.6	■	(0.1)
 Emirates Air Line	Passenger Numbers	Thousand	252.5	■	(16.6)



-  Meeting or better than target
-  Worse than target by up to 2%
-  Worse than target by more than 2%

**London Underground
Lost Customer Hours - Period 2 2014/15**

	YTD Actual '000		YTD Variance '000
Asset Performance	1,173	●	(356)
Capital Programmes	150	●	(37)
Operations	4,314	■	2,845
Total	5,636	■	2,452

