



The voice of transport users

Review of the ticket office closures on the London Underground

Appendices

November 2016



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* Due to the size of Appendix CC, it has not been included in this set of appendices. Please contact info@londontravelwatch.org.uk if you would like a copy of this document.

Appendix A – London TravelWatch research summary

1 Survey summary

London TravelWatch prepared a survey using the Survey Monkey website that aimed to assess passengers' feelings about the ticket office closures and associated changes to passenger service on London Underground. The survey was open for a four-week period from Monday 12th September 2016, in which time a total of **4,396** responses were received. The London TravelWatch survey was supplemented by a survey conducted by the Greater London Authority (GLA), and filled in by GLA Talk London Panel members. A summary of this can be found in Appendix C.

The link to the survey was provided to the public through the following platforms:

- On the London TravelWatch website
- Tweets by London TravelWatch
- On posters displayed in London Underground stations for the duration of the review period
- Via emails sent by TfL to a selection of passengers on their mailing list

Demographics

This section summarises the age, gender and ethnicity of the survey participants, as well as whether participants have a disability. These questions were all optional; the breakdown of how many participants responded to each question is also included below. The reason for gathering this data was to establish whether particular groups have felt more affected by the changes than others.

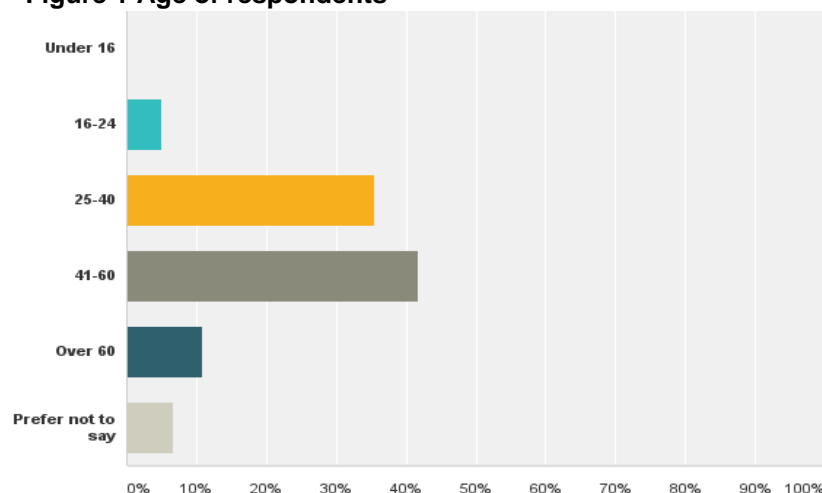
Gender

56% of participants were male and 37% were female. The remaining 7% of respondents chose not to specify.

Age

The chart below shows the age of the participants in the survey. 41-60 year olds made up the highest proportion of responses (42%), followed by 25-40 year olds (36%).

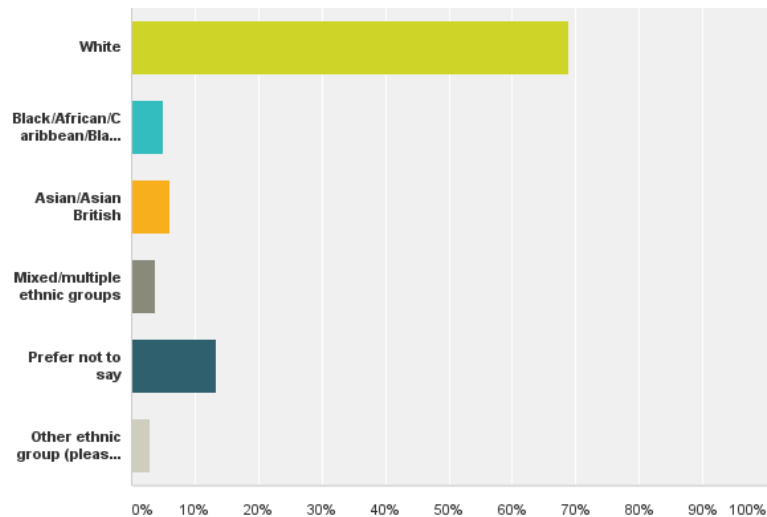
Figure 1 Age of respondents



Ethnicity

A significant proportion of responses received were from participants who would class themselves as being white (68%). This is notable, as it does not resemble the ethnic spread of people living in London, roughly 45% of whom are white.¹

Figure 2 Ethnicity of respondents



Disability

8% of participants stated that they have a disability. Of those who chose to disclose the nature of their disability, there were a range of both hidden and visible impairments. This was of importance to London TravelWatch, as a key part of the review has been assessing whether the passenger service available to disabled passengers has changed since the closure of the ticket offices and whether there are any areas which could be improved upon by London Underground to facilitate journeys by disabled passengers.

¹ 2011 Census data

<http://webarchive.nationalarchives.gov.uk/20160105160709/http://ons.gov.uk/ons/guide-method/census/2011/census-data/2011-census-data-catalogue/index.html>

Main findings

Stations referenced

Every one of the 260 stations on the London Underground network was referenced at least once by respondents as being one of the stations they used most frequently. The most frequently referenced stations were as follows:

- King's Cross St. Pancras – 623 times – 14% of respondents
- Victoria – 483 times – 11% of respondents
- Oxford Circus – 419 times – 9.5% of respondents
- Waterloo – 404 times – 9% of respondents
- Bank – 404 times – 9% of respondents

Respondents were asked to list which stations they used most frequently, and were permitted to list as many stations as they wanted. The fact that the most frequently referenced station was only used by 14% of respondents demonstrates that there was a wide spread of responses across all stations on the network.

Types of journey

The graphs below highlight the types of journey made most often by the respondents to the survey and the frequency of use of the network.

Figure 3 Main journey type

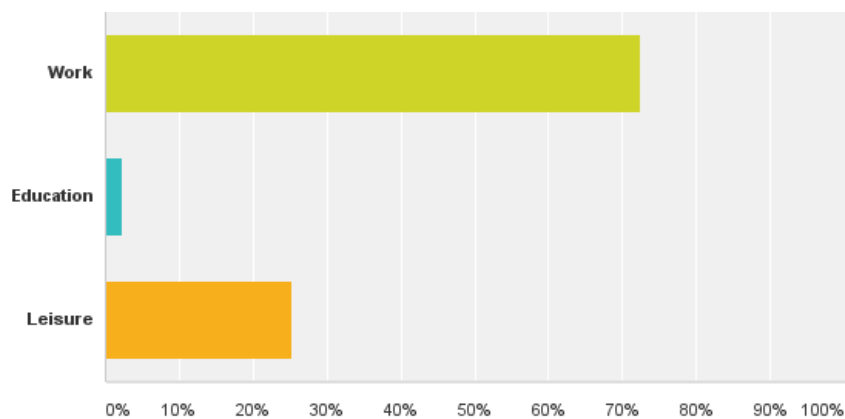


Figure 4 Frequency of London Underground use

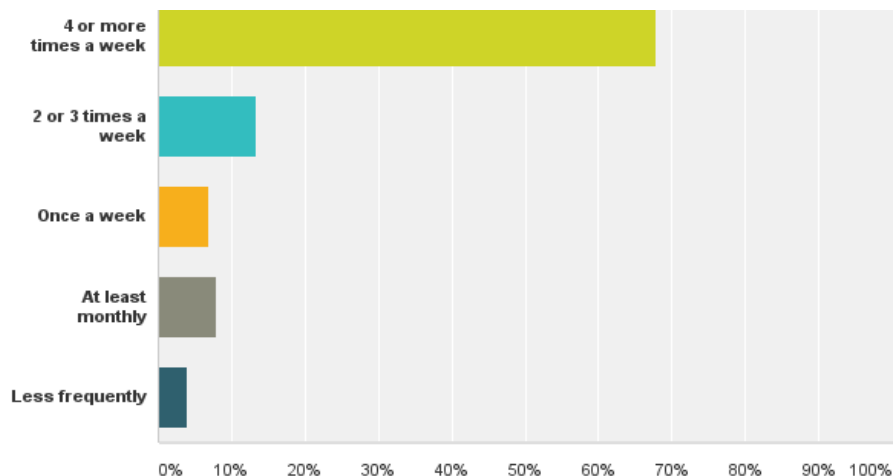


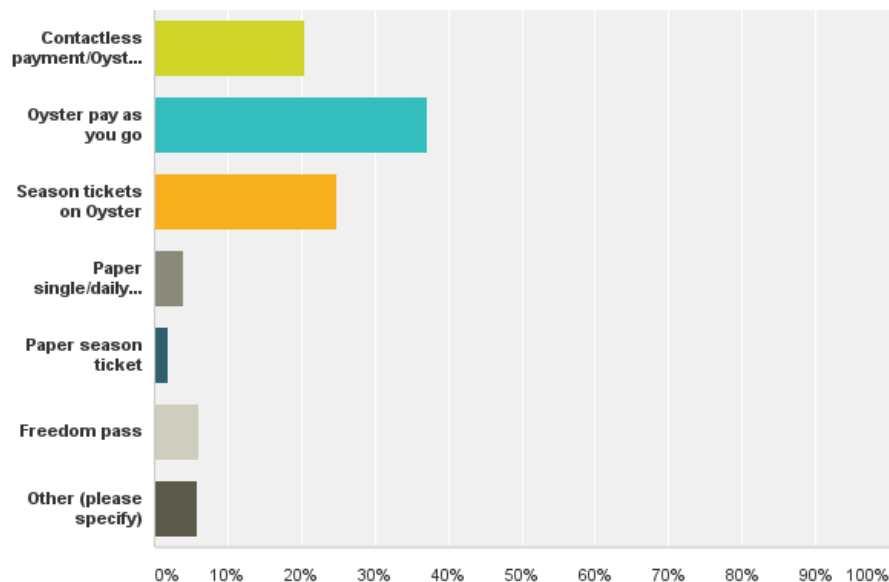
Figure 4 shows that the majority of respondents use the network primarily to travel to and from work (72%) and that well over half use the Underground four or more times a week (68%). An examination of these two elements together showed that 60% of people who completed the survey use the London Underground primarily for work **and** four or more times a week. From this we can infer that 60% of respondents are familiar users of the network, meaning they are generally less likely to require regular assistance at stations.

Purchasing tickets for travel

Methods of payment

The graph below shows the breakdown of the types of payment used by survey respondents.

Figure 5 Methods of payment

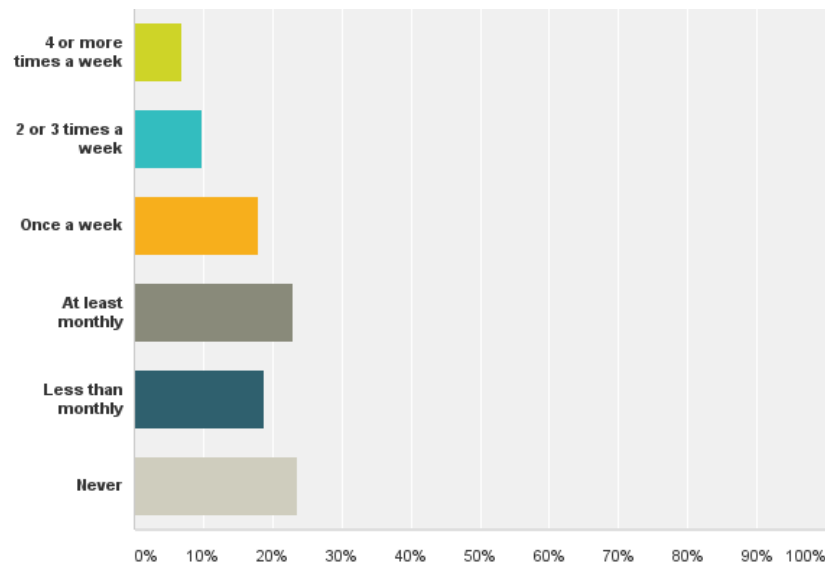


Payments using Oyster and/or contactless payment are shown to be the most popular amongst survey respondents. Again, this is likely to be because a significant proportion of people who completed the survey use the London Underground regularly for travelling to and from work.

Of those who specified 'Other' ways in which they pay for their travel, almost 50% (around 2% of respondents in total) stated that they use a Staff Oyster, a complimentary travel card provided by TfL to their staff members and one family member.

Purchasing tickets at London Underground stations

Figure 6 How often respondents purchase tickets at London

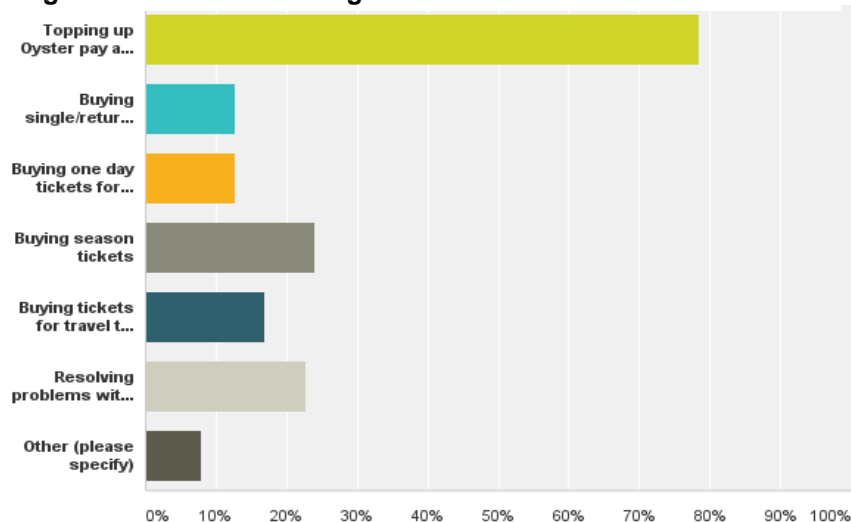


The above graph highlights how often respondents top up their Oyster card or purchase tickets for travel at London Underground stations. The most common response was 'Never' (24%), closely followed by 'At least monthly' (23%) and 'Less than monthly' (19%). The fact that 66% of survey participants purchase tickets at stations either infrequently or never corresponds with the high number of passengers who use Oyster related products and contactless.

Ticket machines

73% of participants stated that they do use London Underground ticket machines. Figure 7 below is a breakdown of the types of transaction undertaken by passengers on these ticket machines.

Figure 7 Reasons for using ticket machines

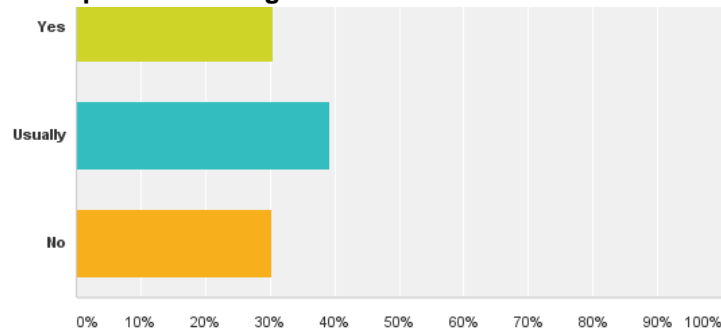


The fact that topping up an Oyster card is the most common type of transaction undertaken (78%) corresponds with the above data concerning the way in which passengers pay for travel.

Responses in the 'Other' category included checking journey history and adding Railcard discounts to Oyster cards (e.g. Senior Railcard or 16-25 Railcard).

The graph below shows the spread of responses relating to whether passengers find ticket machines in London Underground stations easy to use.

Figure 8 Responses relating to whether ticket machines are



The graph shows a fairly even spread of responses. Respondents were then asked to state why they had chosen the response they did. Responses included:

- **Yes** – options are clearly displayed
- **Usually** – ticket machines are easy to use for simple transactions, or ones which passengers carry out regularly. Atypical transactions can be complex.
- **No** – ticket machines are unreliable

Services unavailable at ticket machines

Question 11 of the survey asked participants to list any services which they have been unable to get from ticket machines. Common responses included:

- Purchasing an Annual Season Ticket
- Resolving problems with Oyster cards
- Being unable to obtain refunds on Oyster over the value of £10
- Information about travel or ticket types

Obtaining information

Figure 9 Where passengers obtain information in stations

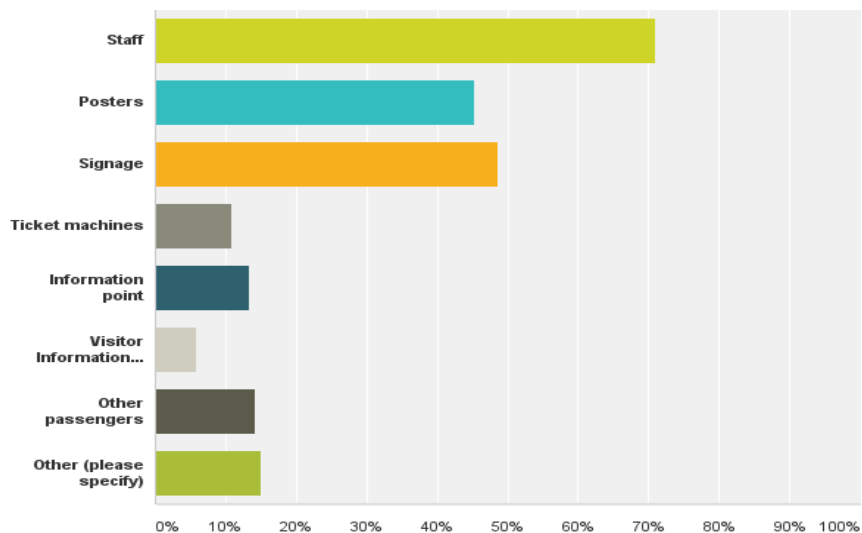


Figure 9 above shows that over 70% of survey participants stated that they look to staff to provide them with information in stations, thereby highlighting the importance of all London Underground stations being manned at all times of the day.

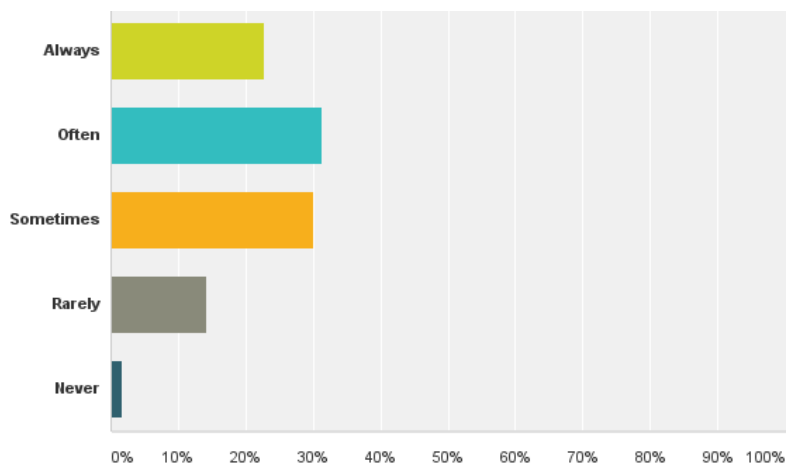
Signage and posters were also popular responses (49% and 45% respectively), which may be linked to the fact that the majority of respondents are regular network users.

The least common response selected was Visitor Centres (6%). This correlates with other research carried out as part of the review, which has shown that there is a low level of knowledge of what Visitor Centres are and the types of products available at them. It is also likely that a significant proportion of respondents are regular users who predominantly use the Underground to commute to work, they are not likely to seek help at a Visitor Centre.

Staff

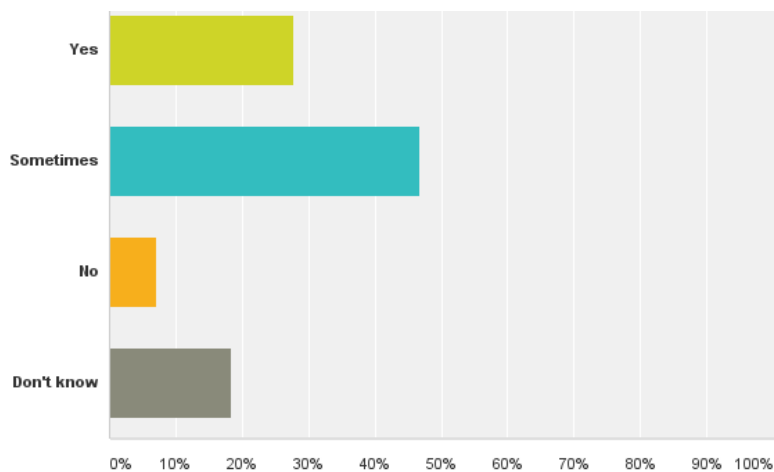
Figure 10 below outlines how often passengers filling in the survey see staff in stations. As passengers highlighted elsewhere in the survey that they tend to look to staff for assistance, it is important that staff are visible to provide this assistance.

Figure 10 How often passengers notice staff in stations



23% of respondents stated that they 'Always' notice staff in stations, with 61% in total stating that they see staff either 'Often' or 'Sometimes'. The remaining 16% stated that they 'Rarely' or 'Never' see staff. This varies on a station-by-station basis, and when examined in conjunction with mystery shops on the network, the results show that stations in outer London tend to be the ones with fewer visible staff. Busy inner London stations, such as King's Cross St. Pancras, are more likely to have visible staff throughout the day – though again this may vary.

Figure 11 Responses relating to whether assistance is available from staff



The above graph shows that respondents feel there is an inconsistent level of assistance available from staff on the London Underground. While 28% felt they could conclusively say that assistance is available, 65% responded either that assistance is available sometimes or that they didn't know. The remaining 7% felt that assistance is not available.

When asked to qualify their responses, respondents gave a range of answers, including:

- “I see staff helping people all the time.”
- “Never had any problems getting assistance when required.”
- “Sometimes very hard to find staff.”
- “Some barriers are open and no staff are visible.”

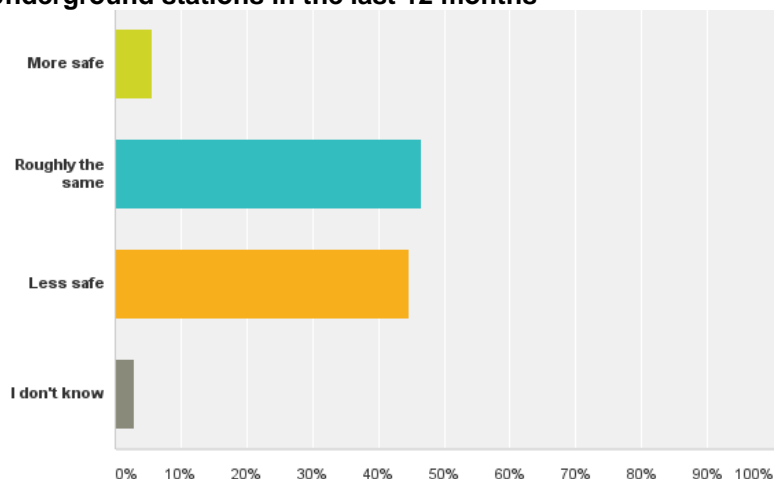
This range of responses corresponds with the data in figure 10 relating to staff presence. It appears there is a lack of consistency across the network with regards to staff being present and proactively assisting passengers, meaning some passengers have positive experiences while others are not receiving the assistance they need.

Availability of staff is particularly important for passengers who require additional assistance – for example, passengers with disabilities or passengers who are unfamiliar with the network. Of the survey respondents, a third stated that they have required extra assistance with travel in the last 12 months.

Safety

Participants were asked to assess how safe they feel when travelling on the tube, as well as to provide any feedback on how London Underground could improve safety.

Figure 12 Levels of safety of respondents in London Underground stations in the last 12 months



Passengers were asked to compare their feelings of safety today with 12 months ago, in order to compare feelings of safety pre- and post-ticket office closures. 47% of respondents stated they felt roughly as safe at stations when compared with 12 months ago. 45% of responses were in the ‘Less Safe’ category and only 6% of participants stated that they feel safer on the Underground now.

The primary response given when asked what could be done to improve safety in stations concerned the presence and availability of staff (63% of responses), which links with earlier responses around staff being present and available to help passengers. Staff presence late at night or at quieter stations was of particular concern.

Around 25% of responses referenced presence of a ticket office of some sort as improving feelings of safety on the Underground.

General comments

Participants were finally asked to give general comments on the ticket office closures and customer service in ticket halls.

Responses were varied, but some key themes were:

- When staff are present in the ticket halls, passengers tend to have positive experiences.
- There is inconsistency in the availability of staff on the network.
- Improvements should be made to ticket machines to reduce queues and make it easier for passengers to purchase the right ticket.
- Respondents often show more concern for unfamiliar users of the network than for themselves.

2 GLA Talk London Panel survey

The Greater London Authority (GLA) set up the Talk London Panel as a forum for Londoners to discuss issues affecting the capital. A survey was sent to Panel members as part of the ticket office closure review and was filled in by **929** respondents. A full summary of this can be found in Appendix B. The key themes arising from this survey are outlined below.

Summary

Journey type and frequency

The main journey type of respondents to the GLA Panel survey was more split than that of the London TravelWatch one, with 52% of participants travelling primarily for work, and 45% travelling primarily for leisure. The remaining 3% travelled for education or other reasons.

84% of respondents travel on the Underground at least once a week, with 43% travelling four or more times a week, meaning it is reasonable to assume that the majority of respondents are familiar users of the network.

Payment methods

36% of respondents use contactless payment, with a further 22% using Oyster pay-as-you-go. 18% of the respondents were also Freedom Pass holders, meaning they have some form of disability.

46% of GLA panel survey respondents stated that they purchase tickets in stations less than monthly. 12% purchase tickets at least weekly, which contrasts with 44% of London TravelWatch survey respondents.

46% stated that they do not use ticket machines on the Underground, with a further 38% saying that they do use them, but irregularly. 16% use ticket machines

frequently. The most common transaction type on machines from this survey is topping up Oyster (77%). Second most popular was buying season tickets (20%) and third was resolving problems with Oyster (16%.)

Queue times

GLA survey responses showed that over half of passengers wait for less than two minutes to use ticket machines (56%). A further 32% generally wait for two to five minutes. 9% of respondents wait for six minutes or longer, and the remaining 3% were unsure as to their wait times.

Ticket machine use

Over half of respondents felt ticket machines were usually easy to use (55%). 34% felt machines are always easy to use, and 11% felt they are not easy to use.

Information

Signage was the most commonly referenced way of obtaining information in stations (70%), which highlights the fact that the majority of respondents can be considered to be regular users of the London Underground. Staff were the second most popular option (57%), showing the importance of staff presence to passengers.

Staff presence

25% of respondents indicated that they always see staff in London Underground stations, with a further 39% saying that they often see staff. 27% of respondents see staff sometimes, and 9% rarely see staff. Less than 1% of respondents stated that they never see staff.

Safety

The majority of respondents indicated that they have felt no change to their perceptions of safety in the last 12 months (73%). 17% indicated that they now feel less safe, while only 8% suggested that they feel safer.

3 Mystery Shopping Summary

Over the course of the review period, London TravelWatch conducted mystery shopping at 29 different London Underground stations.

Method

The mystery shops were carried out from the passenger perspective. London TravelWatch staff carrying out the mystery shops were requested to spend no longer than 10 minutes in any one location to imitate a passenger journey through a station.

People carrying out the mystery shops filled in a feedback form which contained similar information to the survey outlined above. Information collected included:

- Numbers of staff present in the station and where they were located
- Whether staff were assisting customers
- Number of ticket machines, queues at ticket machines and whether any ticket machines were out of service
- Types of information present in the station

Stations assessed

The table below shows the stations where mystery shops were carried out, the time of day the mystery shops occurred, the station type (Gateway, Destination, Metro, Local) as per the TfL classification and whether staff were seen during the mystery shop. See Appendix E for further information on station classifications and detail of the ticket office closure programme.

Table 1 Stations assessed by mystery shopping

Station	Station type	Zone	Date	Time	Staff present?
Euston	Gateway	1	04/10/2016	11:20	Y
Victoria	Gateway	1	30/09/2016	09:00	Y
Paddington	Gateway	1	04/10/2016	10:50	Y
Liverpool Street	Gateway	1	20/09/2016	16:20	Y
King's Cross St. Pancras	Gateway	1	30/09/2016	12:15	Y
London Bridge	Destination	1	03/10/2016	11:20	Y
Leytonstone	Local	3	26/10/2016	12:30	N
Newbury Park	Local	4	20/09/2016	08:30	y
Stratford	Destination	2	20/09/2016	16:45	Y
Baker Street	Destination	1	20/09/2016	15:55	Y
Ladbroke Grove	Local	2	22/09/2016	12:15	N
Latimer Road	Local	2	22/09/2016	12:00	N
Wood Lane	Local	2	22/09/2016	11:50	N

Blackfriars	Destination	1	20/09/2016	09:45	Y
St. John's Wood	Metro	2	20/09/2016	15:40	Y
Harrow-on-the-Hill	Metro	5	11/10/2016	16:00	Y
Wembley Park	Destination	4	11/10/2016	16:20	Y
Waterloo	Destination	1	30/09/2016	09:35	Y
Clapham North	Metro	2	03/10/2016	11:20	Y
Balham	Metro	3	03/10/2016	11:00	Y
Woodford	Local	3	11/10/2016	08:30	y
Embankment	Destination	1	03/10/2016	11:40	Y
Tottenham Hale	Metro	3	11/10/2016	08:10	Y
Blackhorse Road	Metro	3	11/10/2016	08:50	Y
West Ham	Metro	2	11/10/2016	09:10	Y
Southwark	Metro	1	11/10/2016	15:30	Y
Mile End	Metro	2	11/10/2016	16:50	Y
Bethnal Green	Metro	2	11/10/2016	17:00	Y
Westminster	Destination	1	11/10/2016	15:50	Y

Findings

Staff

In just over half of instances (55%), staff were seen assisting passengers in the stations. However, none of these instances were recorded at Local stations.

There were four instances of no staff presence within the station during the mystery shops; all were at Local stations. This represents 67% of Local stations surveyed and 14% of the total number of stations surveyed.

When filling in the mystery shop survey, participants were asked to state where staff were based. Of the staff seen across all mystery shops, the highest proportion were stationed at the gateline (46%). 20% were based by the ticket machines assisting passengers.

Information

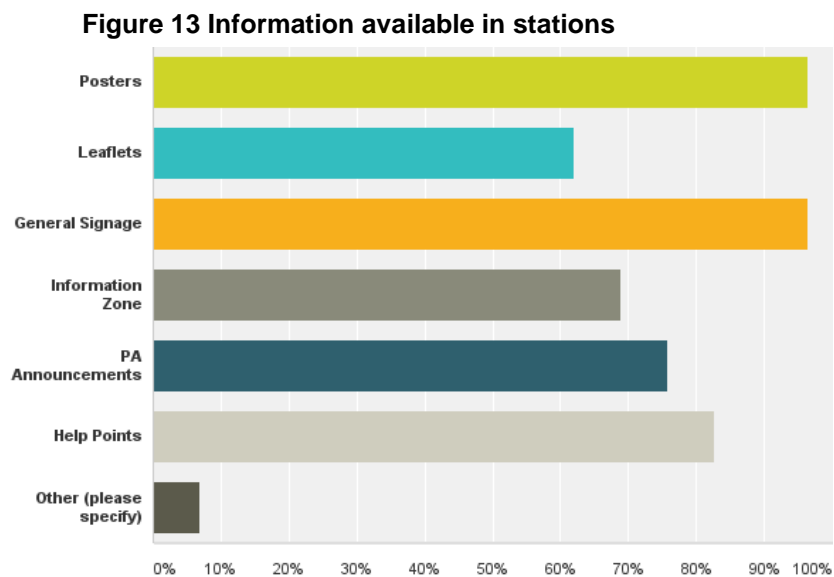


Figure 13 shows the different types of information available to passengers noted during the mystery shops.

At almost all locations, mystery shoppers noted posters and general signage (which, for example, refers to directional signage to platforms and service update boards in ticket halls).

At 17% of stations, help points were not noted by those carrying out mystery shopping. This may have been due to crowding in the station, passengers using the help points blocking them from view, or because the help points at these locations are not well located so as to be visible to passengers. The stations without visible help points were: London Bridge, Victoria, Wood Lane, Blackfriars and Newbury Park.

In the 'Other' category, mystery shoppers noted that the information zone in one of the Paddington ticket halls is an interactive screen, rather than a static map and posters as is the case at the majority of stations.

Although not all the different information types were not noted at each station, that does not necessarily mean they are not present. It may be that the information should be displayed more prominently to allow passengers to see it as they pass through the station.

Ticket machines

Queuing

Figure 14 Number of passengers queuing to use ticket machines

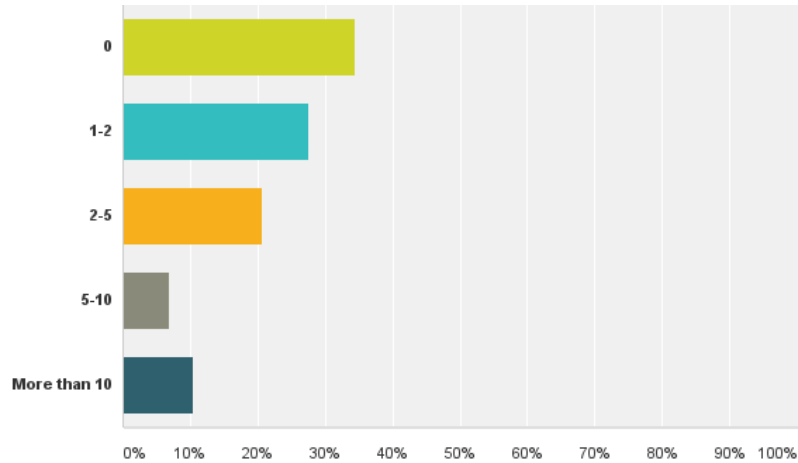
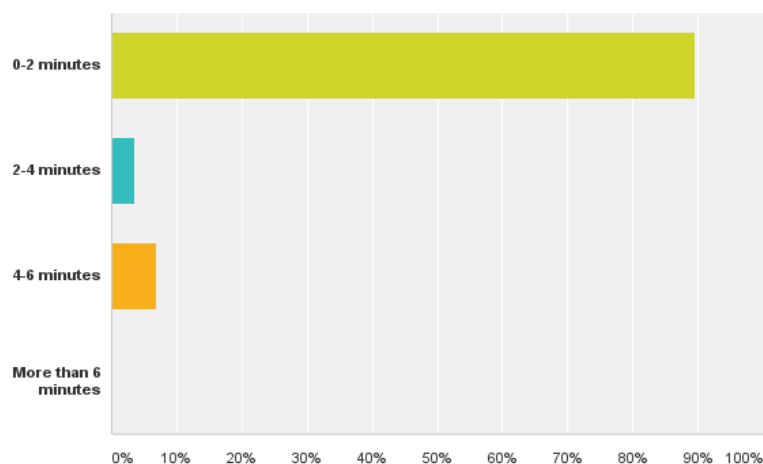


Figure 14 shows the numbers of passengers queuing to use ticket machines across the mystery shops. 83% of stations had fewer than five people waiting to use a ticket machine, with 7% having more than five but less than ten in the queue.

The three stations at which there were more than ten people queuing to use a ticket machine (10% of stations surveyed) were either Gateway or Destination stations in central London which are prone to high levels of tourists and tend to have longer queues at ticket machines.

Figure 15 Length of time spent queuing for a ticket machine

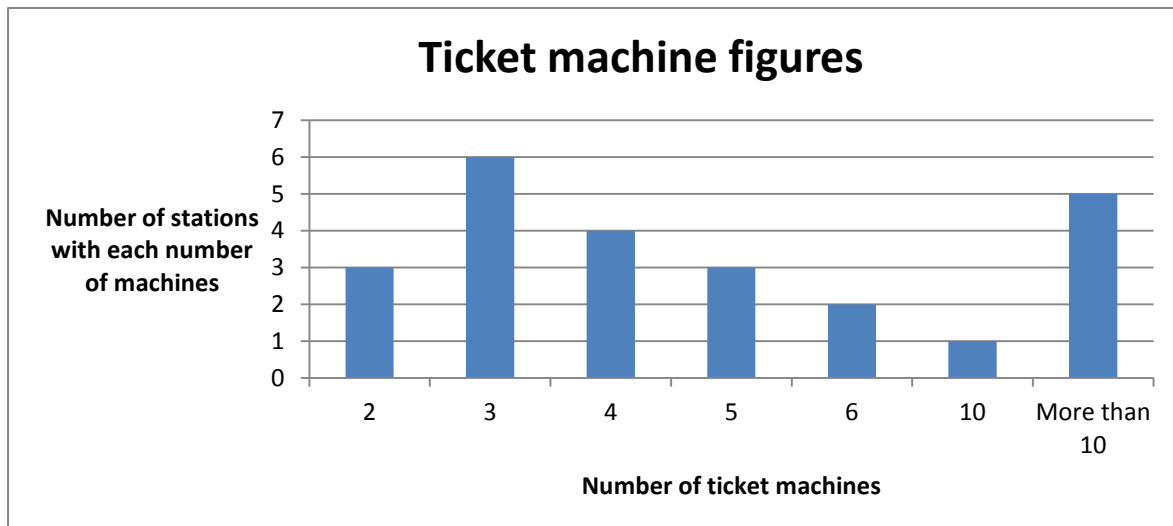


The above graph shows that a significant number of passengers had to wait for no longer than two minutes to use a ticket machine, with no passengers waiting for longer than six minutes. Two of the stations with more than ten people queuing to

use a ticket machine had queues of around five minutes; the third had a wait time shorter than two minutes as the high number of machines available allowed the queue to move quickly.

Ticket machine availability

Figure 16 Graph of ticket machine numbers



The graph in figure 16 shows the number of ticket machines available at each of the stations surveyed. The most common number of machines at each station surveyed was three. Five stations had more than ten machines; these were all central London stations with high footfall.

Of the stations surveyed, there were six instances of ticket machines out of service and 17 were partially in service, meaning 23 were operating with varying degrees of reduced functionality. This inconsistency in the availability of machines has also been reflected in survey responses and at focus group sessions. Data relating to ticket machine availability has been provided to us by TfL and can be seen in Appendix T.

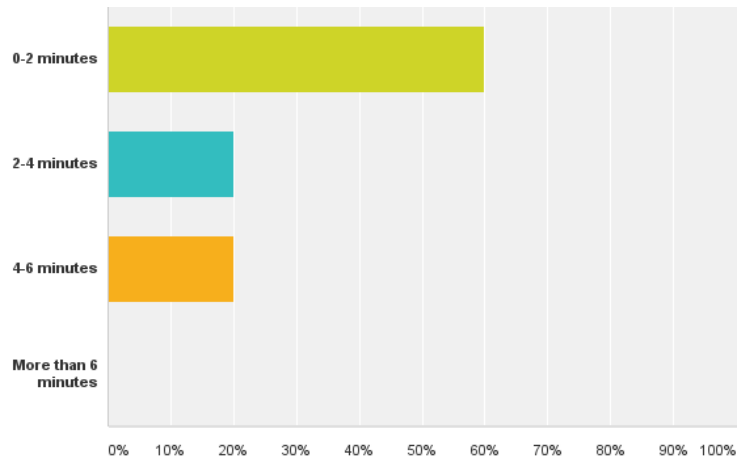
Visitor Centres

Of the stations surveyed, five have Visitor Centres (Euston, Victoria, King's Cross St. Pancras, Paddington and Liverpool Street.)

Three of these were well signposted, with the other two being difficult to find due to poor signage. This inconsistency and difficulty in finding Visitor Centres has also been flagged up by focus group participants.

All of the Visitor Centres were open at the time of the mystery shops. The graph below shows the waiting times of passengers at each of the Visitor Centres.

Figure 17 Queue times at Visitor Centres



This graph shows that waiting times at Visitor Centres are not significant, with passengers generally waiting for under two minutes. The one instance of passengers waiting for between four and six minutes was at King's Cross, which had the largest queue at the Visitor Centre (of ten people).

4 Assisted mystery shopping summary

Assisted mystery shops were carried out with disabled passengers who use the London Underground to see how easily they can travel on the network, particularly since the changes to ticket offices.

Method

Over a three-week period, six mystery shop sessions were carried out with seven passengers with disabilities.

Unlike the mystery shopping carried out by London TravelWatch staff (outlined above) which assessed the passenger experience on a station by station basis, these mystery shops were based around a route or routes, and aimed to assess the level of assistance available from London Underground staff to passengers who may require additional support when using the network.

During the mystery shop, informal, unstructured interviews with the participants were carried out by London TravelWatch staff to:

- Gain an understanding of the types of journeys undertaken by participants
- Establish whether passengers obtain the assistance they require when travelling on the Underground
- Assess participants' feelings of safety when using the London Underground
- Discuss the ticket office closures and their impact on disabled passengers using the Underground

All passengers who participated in assisted mystery shopping as part of the review travel using Freedom Passes, which enable them to travel on the Underground free of charge.

Routes assessed

The table below outlines the stations assessed along these routes, the station type (Gateway, Destination, Metro, Local), the zone the station is in and the date and time of the mystery shop.

Table 2 Stations assessed during assisted mystery shopping

Station	Zone	Station Type	Date	Time	Staff present?
Uxbridge	6	Local	24/10/2016	10:00	Y
Hammersmith (D&P)	2	Metro	24/10/2016	10:45	Y
Hammersmith (H&C)	2	Local	24/10/2016	10:50	Y
Baker Street	1	Destination	24/10/2016	11:20	Y
Becontree	5	Local	25/10/2016	15:00	N
Liverpool Street	1	Gateway	25/10/2016	15:40	Y
Stratford	2	Destination	26/10/2016	11:30	Y

Leytonstone	3	Local	26/10/2016	11:40	Y
Snaresbrook	4	Local	26/10/2016	11:55	N
Buckhurst Hill	5	Local	26/10/2016	12:10	N
South Woodford	4	Local	26/10/2016	12:20	N
Hounslow West	5	Local	02/11/2016	13:00	Y
Heathrow Terminal 4	6	Metro	02/11/2016	13:15	Y
Heathrow Terminals 1,2,3	6	Gateway	02/11/2016	13:30	Y
Finsbury Park	2	Metro	03/11/2016	10:15	Y
Euston	1	Gateway	03/11/2016	10:30	Y
London Bridge	1	Destination	03/11/2016	10:45	Y
Victoria	1	Gateway	04/11/2016	13:30	Y
King's Cross St. Pancras	1	Gateway	04/11/2016	14:00	Y

The spread of stations examined for the assisted mystery shops was based on agreement of a start location with participants. Routes were then determined by London TravelWatch staff based on gaining information on a range of locations and station types, as well as covering stations which had shown up as having low staff presence both through previous mystery shops and TfL data.

Findings

The below findings combine assisted mystery shop survey findings with passenger feedback given during the mystery shop.

Staff

Presence

All participants in the mystery shop stated that the presence of staff varied from location to location and at different times of day. Data collected during the mystery shops confirmed this, with 21% of stations examined on the assisted mystery shops having no staff present. At nearly all stations with no staff present, the gatelines had been left open to allow passengers to pass through. All instances of no staff presence were at Local stations, which was the same for the unassisted mystery shops (see above.)

Participants cited staff presence as being of utmost importance for all passengers on the Underground, but particularly those who are unfamiliar with the network and those who are disabled. Passengers who participated in the mystery shop feel that staff presence has become more inconsistent since the ticket office closures, meaning they are not always guaranteed to receive assistance. In some cases, this has reduced participants' willingness to travel on the Underground, with some preferring instead to take the bus, despite the increased journey time.

Even in instances of participants feeling confident with using the tube network, they still cited staff presence as key.

Assistance

Both passenger feedback and experiences during the mystery shops demonstrated a mixture of levels of assistance obtained from staff.

Staff proactively assisting passengers on the network was generally low, both during solo and assisted mystery shops. For some participants in the assisted mystery shops, this was a particular concern as they felt uncomfortable approaching staff. There were five situations during the assisted mystery shops where a member of London Underground staff proactively approached a passenger, which represents 26% of the stations surveyed.

Quality of assistance also varied during these mystery shops. For instance, one passenger was assisted on a journey with an interchange, obtaining help from staff at each point of the journey. However, at another inner London location, a mystery shop volunteer was provided with poor customer service from a staff member after approaching them to ask for directions to a nearby station. This mixed level of assistance has been frequently referenced across all types of research carried out as part of the London TravelWatch review.

Ticketing

Despite not having to use ticket machines or a ticket office for ticket purchasing as they travel with Freedom Passes, all participants expressed concern at the loss of the ticket offices in relation to other users of the network being able to get both tickets and assistance.

Additionally, passengers noted that if there was ever a problem with their Freedom pass, they may be required to purchase a ticket. Passengers who cited this also noted that they would feel uncomfortable using a ticket machine as they were unsure how to use them.

Accessibility

All participants felt that an insufficient number of stations were step-free. They also stated low levels of staff presence as a concern, particularly where staff were required to assist passengers onto the train from the platform, for example using a Manual Boarding Ramp, or with luggage/pushchairs.

Some also noted that stations should be better equipped for visually impaired passengers. They cited more consistent painting of steps in luminous paint, and consistency of tactile paving in key areas (i.e. at the bottom of stairs).

Information

Signage

One of the elements assessed as part of these mystery shops was the availability and accessibility of signage for passengers with disabilities.

All participants noted that while there was a good amount of signage in stations, it was often not in easy-read format, making it difficult for passengers with visual impairments or certain learning difficulties to read. Passengers on the mystery shops suggested that PA announcements and signage in easy-read font sizes and styles would be much more accessible to all passengers.

Help Points

None of the passengers on the mystery shop use help points on London Underground, preferring instead to try and resolve issues themselves or trying to find a staff member to assist them.

Some did express concerns about how the help points were answered, and how often, and cited passengers in wheelchairs as potential users of help points.

Visitor Centres

As with survey respondents and focus group participants, there was a low level of knowledge of the Visitor Centres amongst mystery shopping participants.

None of the mystery shop participants used Visitor Centres to obtain information, but felt they were generally a good idea, especially for unfamiliar users of the network.

Safety

57% of participants stated they were generally comfortable travelling alone on the London Underground. However, the remaining 43% of participants stated they were uncomfortable travelling alone on the network and that this was primarily due to concerns for their own safety. Some said they only ever used the Underground when travelling with other people, preferring to use the buses when travelling alone.

All participants referenced a need for staff to be visibly present in stations throughout the day – particularly at night – to ensure passengers feel safe on the network.

Participants also felt it was important to have a point where staff can be found in stations – this did not necessarily have to be a ticket office, but had to be an area of the station where passengers can seek assistance from staff.

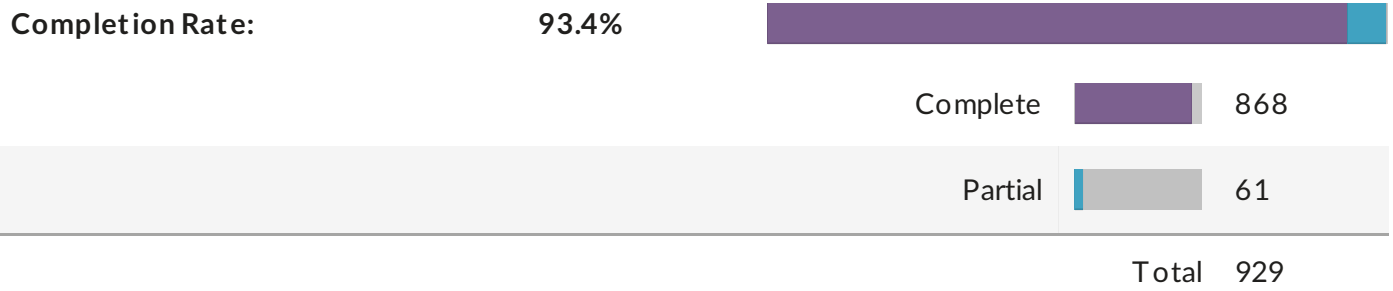
Appendix B

GLA Talk London Panel

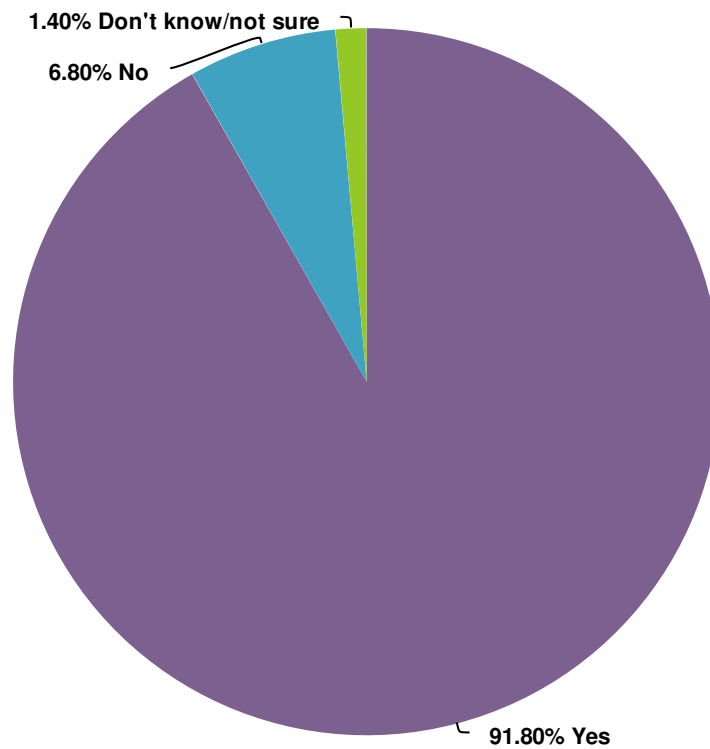
Survey Summary

Report for Ticket office closures

1. Response Counts

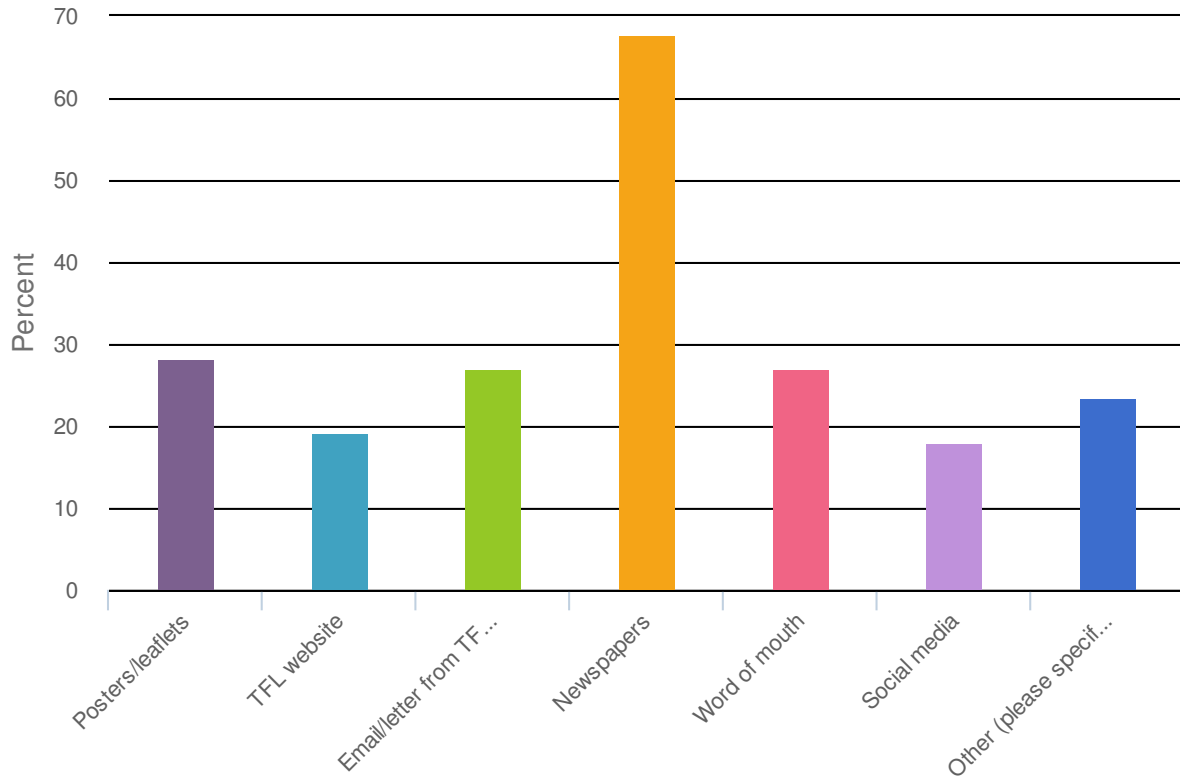


2. Prior to completing this survey, were you aware that London Underground were closing ticket offices from 2015?



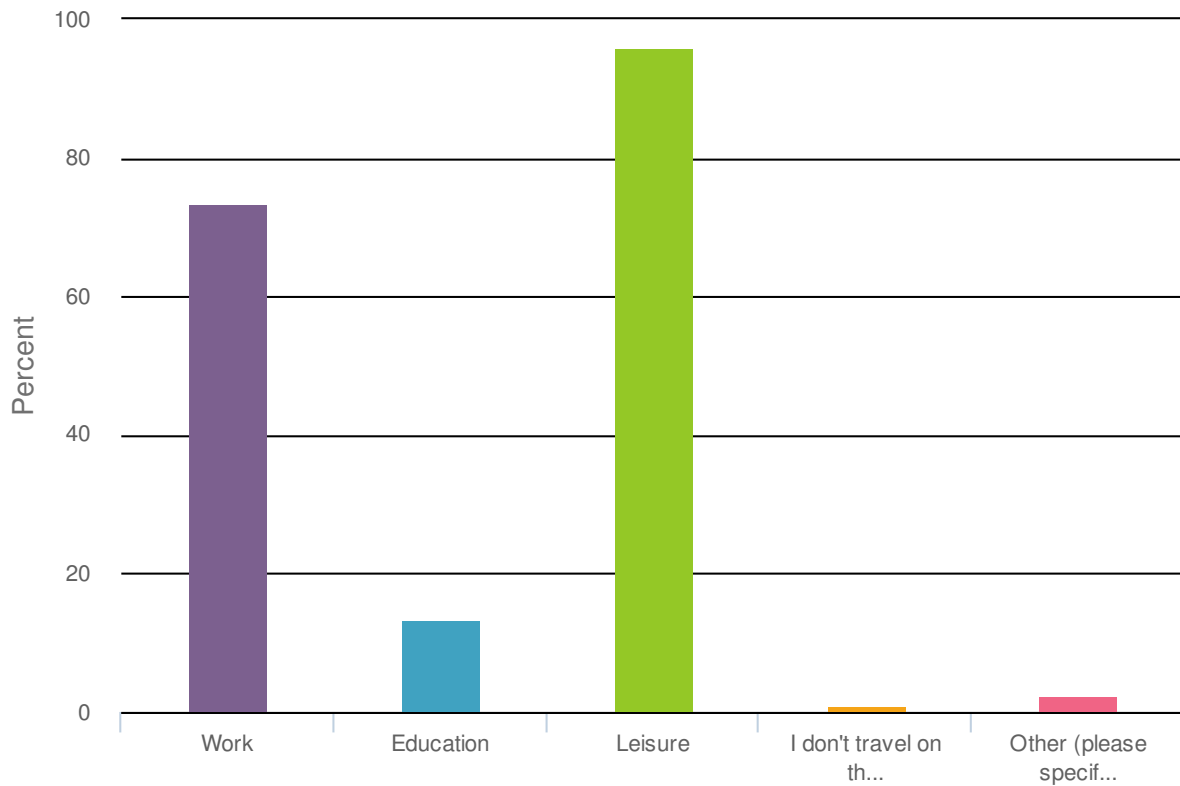
Value	Percent	Count
Yes	91.8%	836
No	6.8%	62
Don't know/not sure	1.4%	13
Total		911

3. If so, how did you hear about the changes (please tick all that apply)



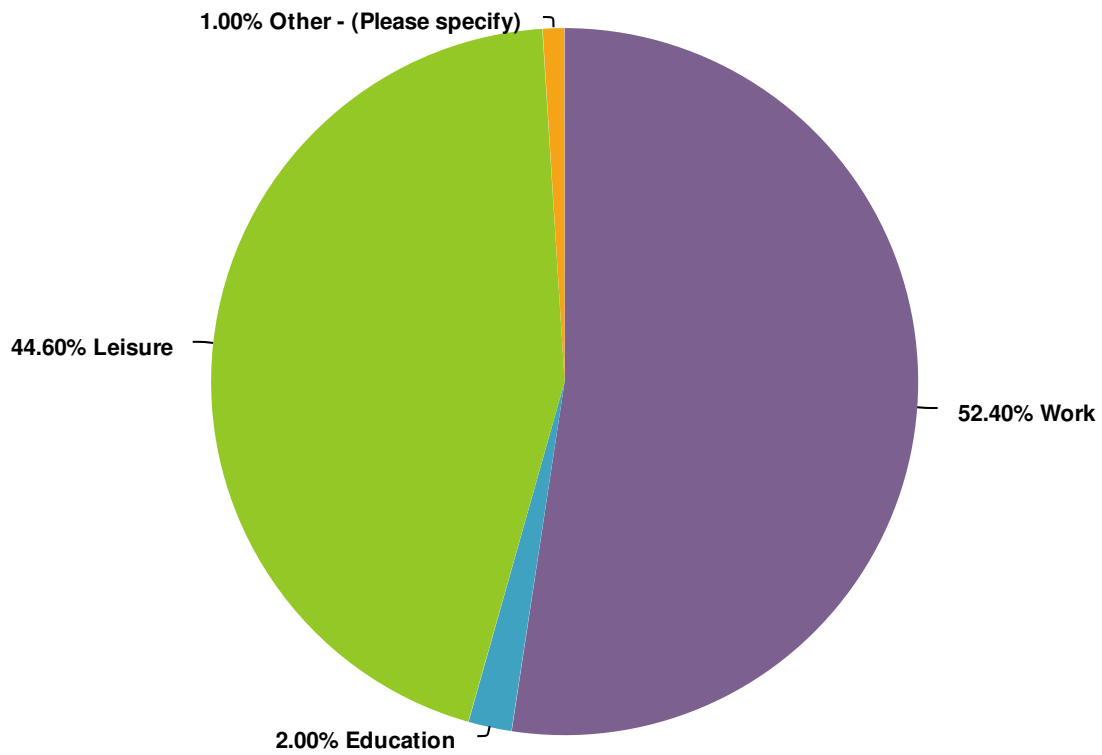
Value	Percent	Count
Posters/leaflets	28.2%	235
T FL website	19.3%	161
Email/letter from T FL	27.1%	226
Newspapers	67.8%	565
Word of mouth	27.1%	226
Social media	18.0%	150
Other (please specify)	23.6%	197

4. What types of journey do you make on the London Underground? (please tick all that apply)



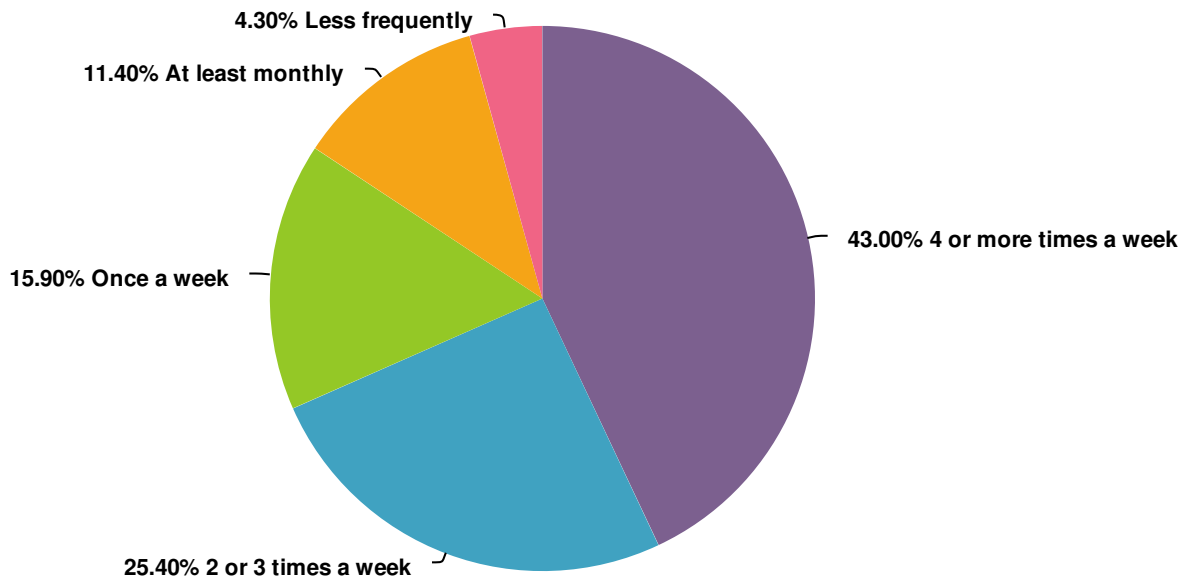
Value	Percent	Count
Work	73.5%	666
Education	13.4%	121
Leisure	96.0%	870
I don't travel on the London Underground	0.8%	7
Other (please specify)	2.3%	21

5. What is the main journey type that you have made on London Underground in the last year?



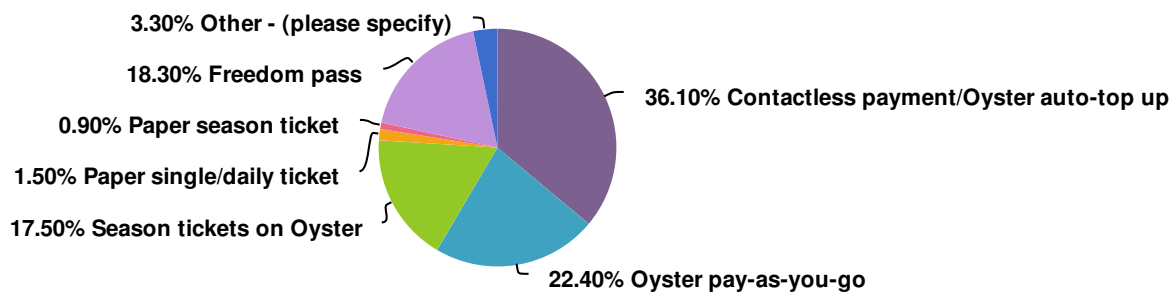
Value	Percent	Count
Work	52.4%	464
Education	2.0%	18
Leisure	44.6%	395
Other - (Please specify)	1.0%	9
Total		886

6. On average, how often do you travel on London Underground?



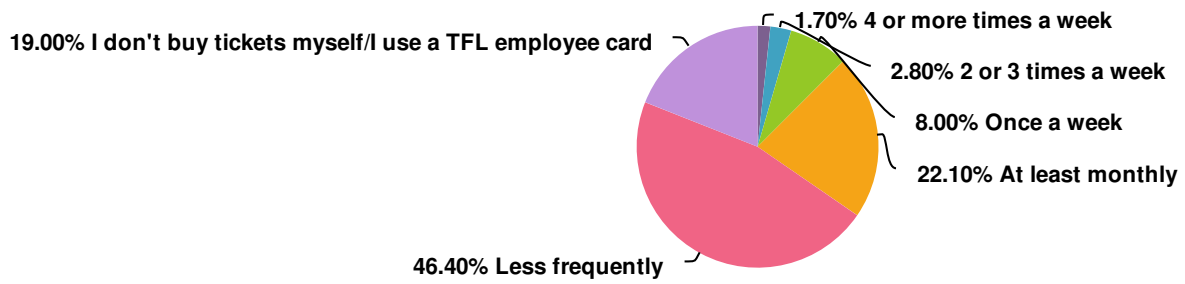
Value	Percent		Count
4 or more times a week	43.0%		384
2 or 3 times a week	25.4%		227
Once a week	15.9%		142
At least monthly	11.4%		102
Less frequently	4.3%		38
Total			893

7. When travelling on London Underground, what method of payment or ticket type do you usually use?



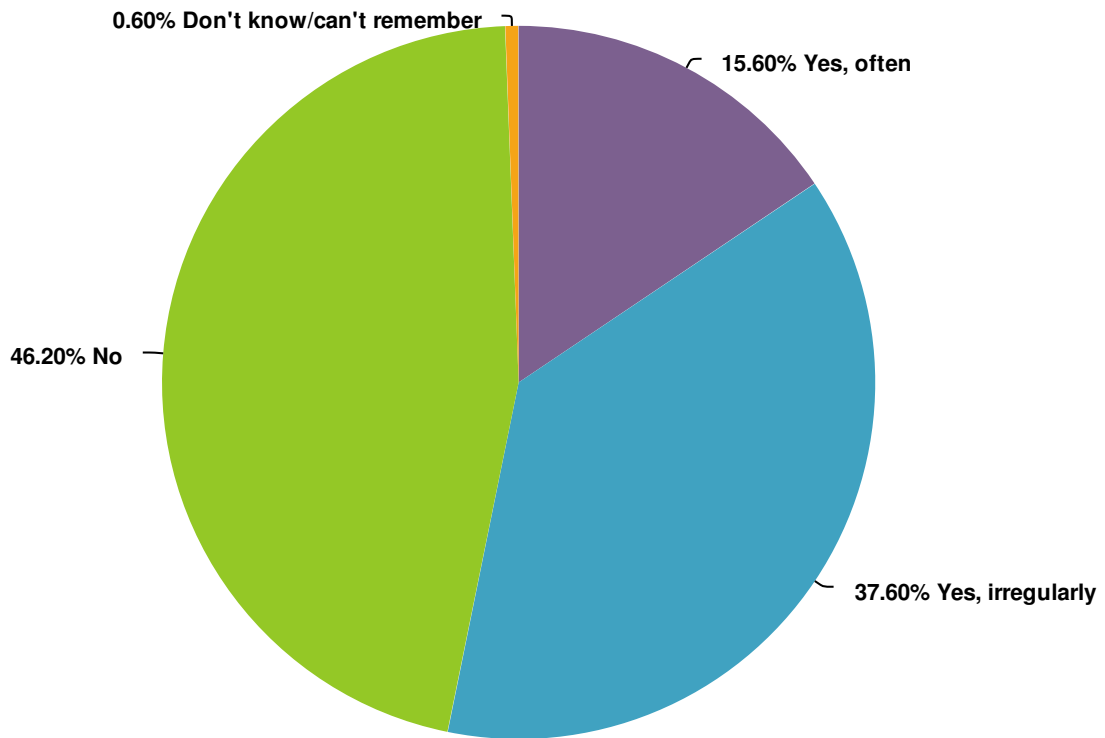
Value	Percent	Count
Contactless payment/Oyster auto-top up	36.1%	321
Oyster pay-as-you-go	22.4%	199
Season tickets on Oyster	17.5%	156
Paper single/daily ticket	1.5%	13
Paper season ticket	0.9%	8
Freedom pass	18.3%	163
Other - (please specify)	3.3%	29
	Total	889

8. How often do you buy tickets/top up your Oyster in London Underground stations?



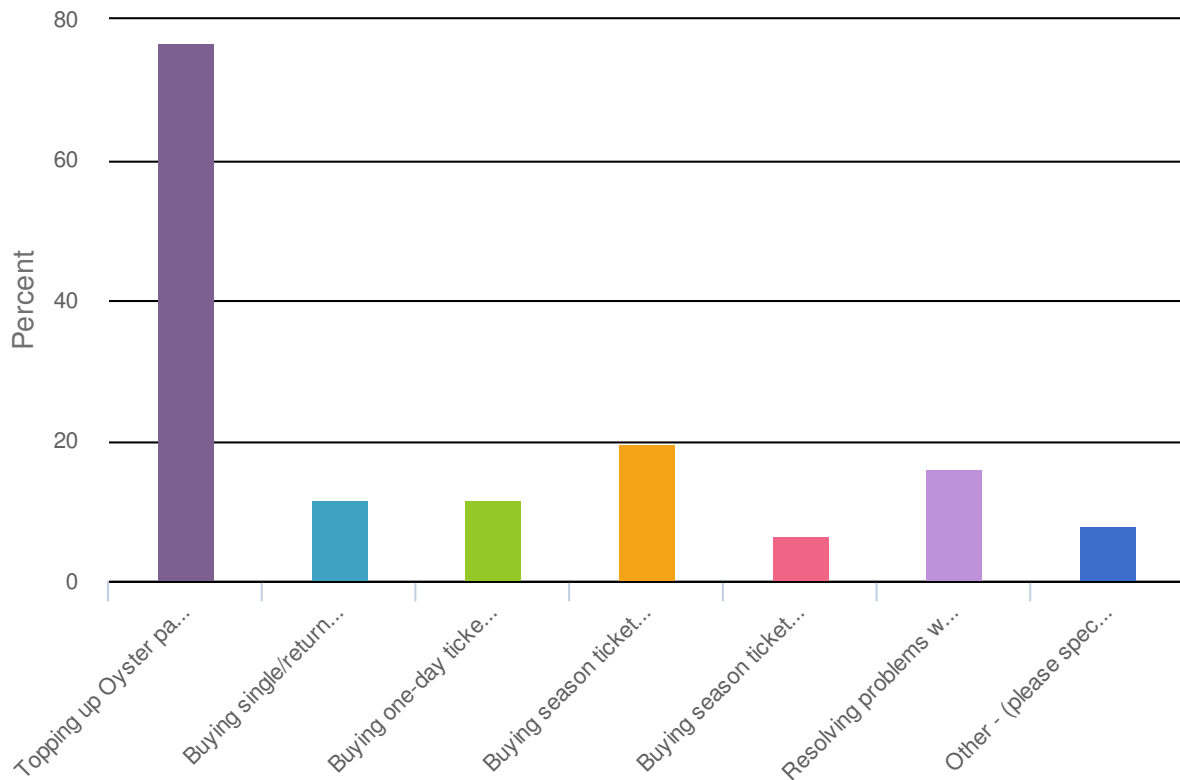
Value	Percent	Count
4 or more times a week	1.7%	15
2 or 3 times a week	2.8%	24
Once a week	8.0%	69
At least monthly	22.1%	192
Less frequently	46.4%	402
I don't buy tickets myself/I use a TFL employee card	19.0%	165
Total		867

9. Do you ever use ticket machines on the London Underground?



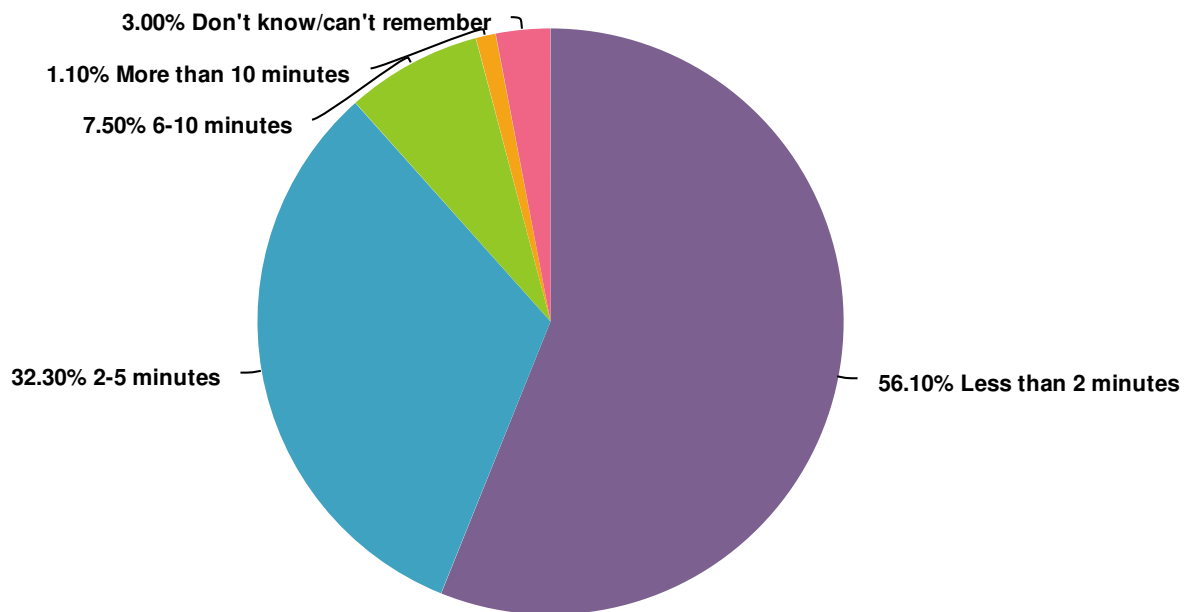
Value	Percent	Count
Yes, often	15.6%	139
Yes, irregularly	37.6%	334
No	46.2%	411
Don't know/can't remember	0.6%	5
	Total	889

10. If you use ticket machines on the Underground, what do you use them for? (please tick all that apply)



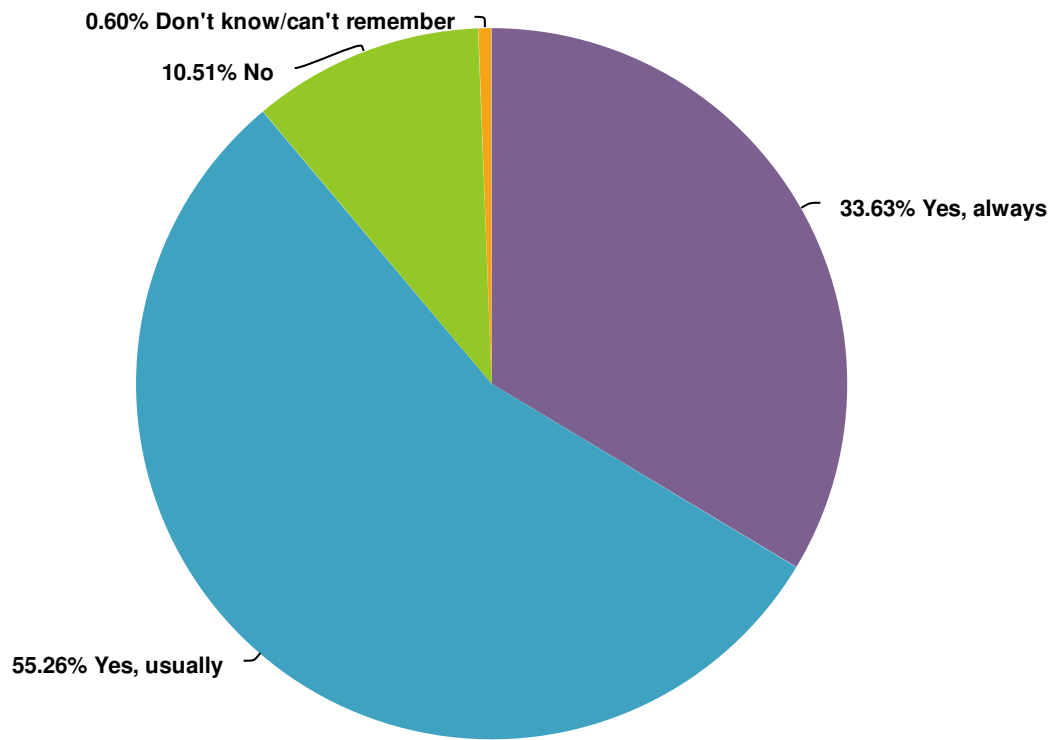
Value	Percent	Count
Topping up Oyster pay-as-you-go credit	76.8%	357
Buying single/return tickets on the underground	11.8%	55
Buying one-day tickets for travel on the Underground	11.8%	55
Buying season tickets	19.6%	91
Buying season tickets for travel to destinations on the National Rail network	6.5%	30
Resolving problems with your Oyster card or ticket	16.1%	75
Other - (please specify)	8.0%	37

11. How long do you usually have to wait to use a ticket machine?



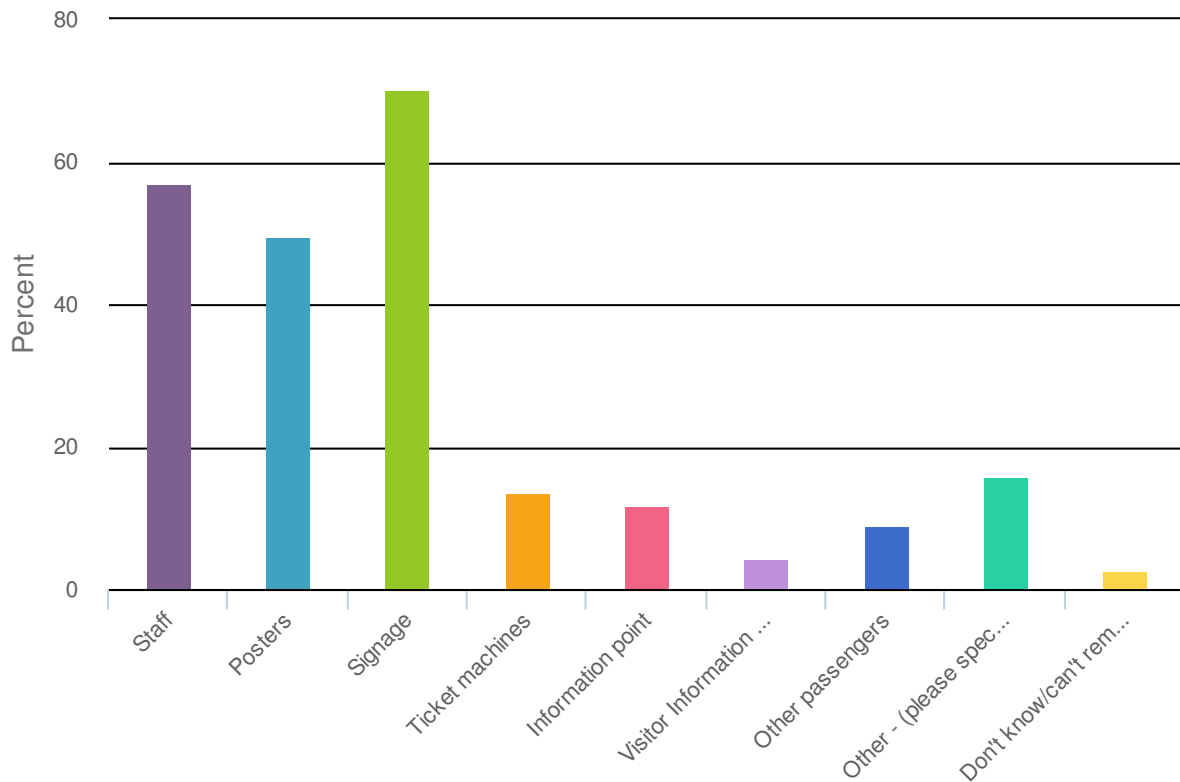
Value	Percent	Count
Less than 2 minutes	56.1%	262
2-5 minutes	32.3%	151
6-10 minutes	7.5%	35
More than 10 minutes	1.1%	5
Don't know/can't remember	3.0%	14
Total		467

12. Do you find the ticket machines on London Underground easy to use?



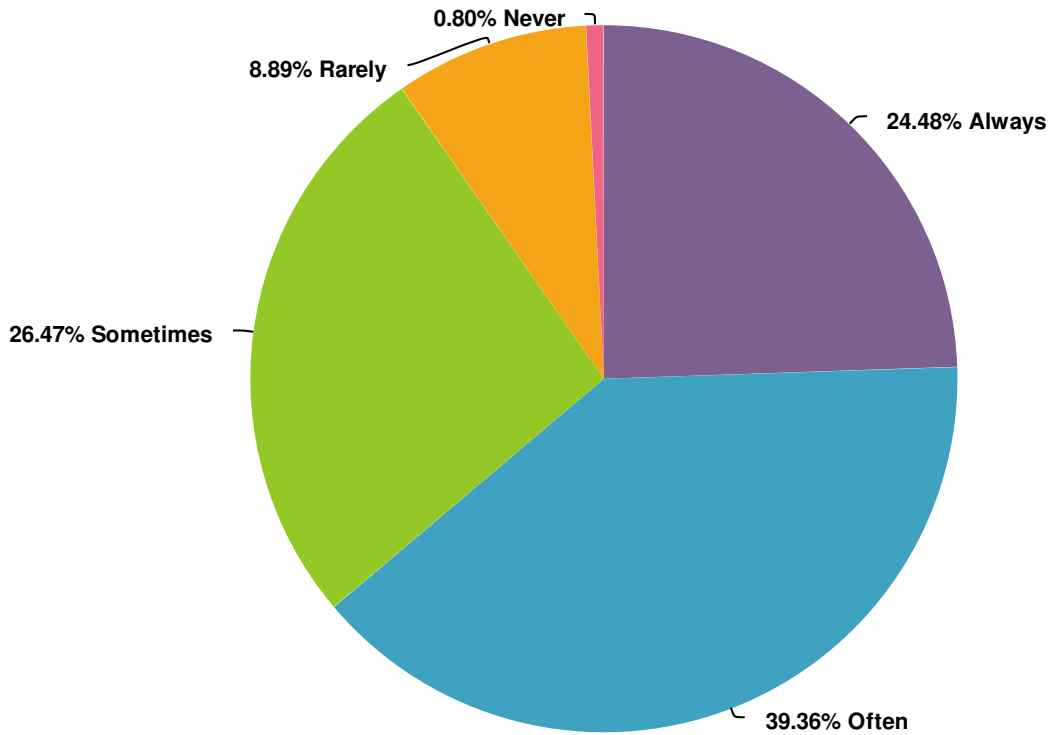
Value	Percent	Count
Yes, always	33.6%	157
Yes, usually	55.2%	258
No	10.5%	49
Don't know/can't remember	0.6%	3
	Total	467

13. Where do you get information you need at London Underground stations? (please tick all that apply)



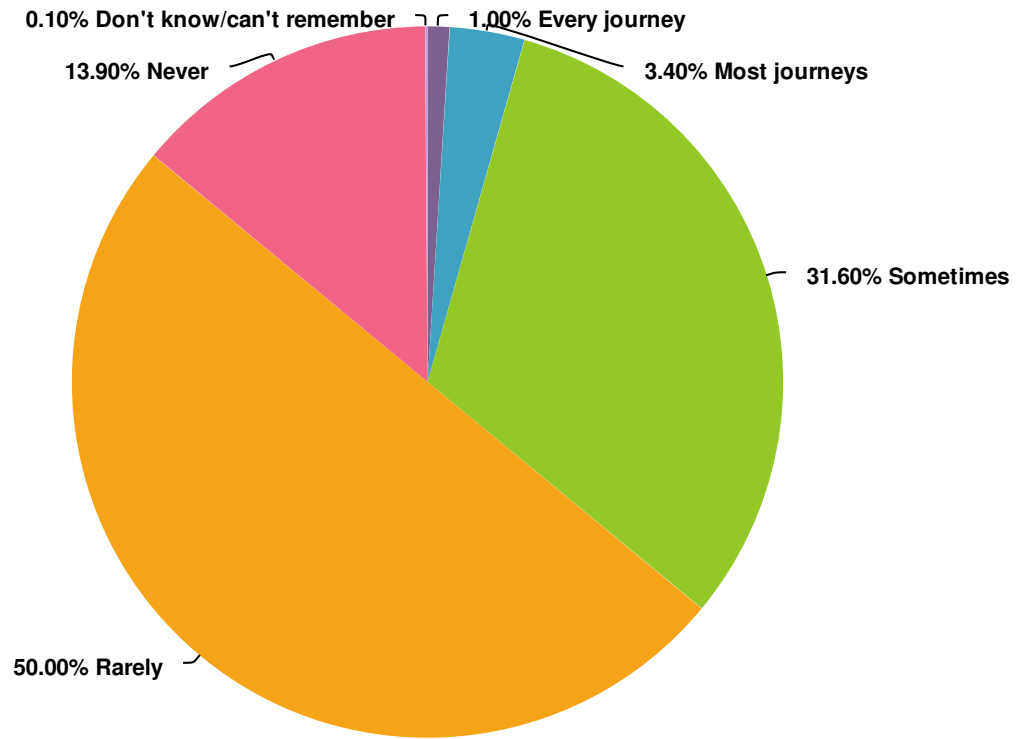
Value	Percent	Count
Staff	56.9%	500
Posters	49.6%	436
Signage	70.3%	618
Ticket machines	13.5%	119
Information point	11.7%	103
Visitor Information Centre	4.4%	39
Other passengers	8.8%	77
Other - (please specify)	15.8%	139
Don't know/can't remember	2.6%	23

14. How often do you notice staff in London Underground ticket halls? (e.g. by ticket machines, at ticket gates)



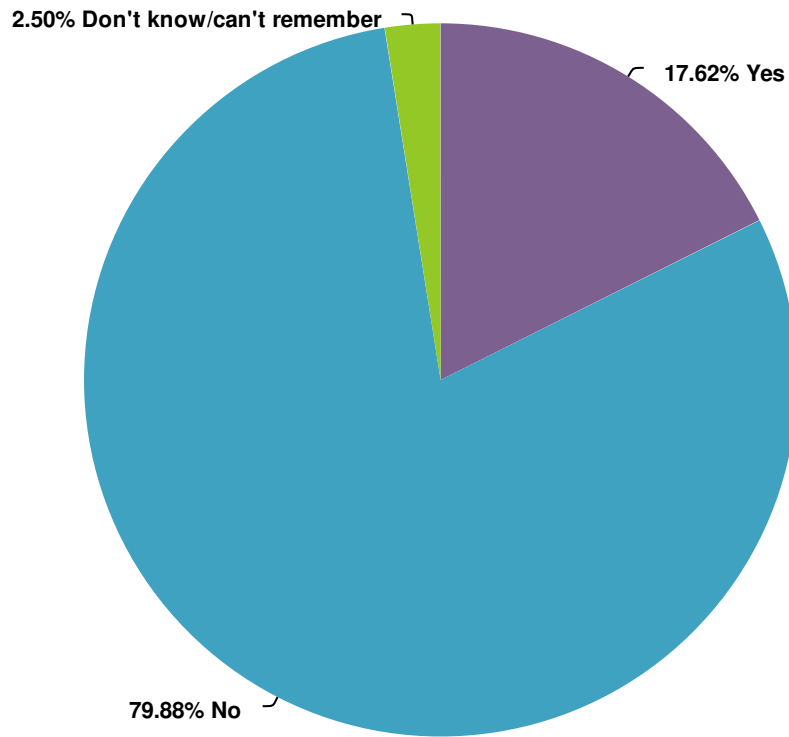
Value	Percent		Count
Always	24.5%		215
Often	39.4%		346
Sometimes	26.5%		233
Rarely	8.9%		78
Never	0.8%		7
Total			879

15. How often do you interact with or need assistance from staff in London Underground ticket halls? (e.g. by ticket machines, at ticket gates)



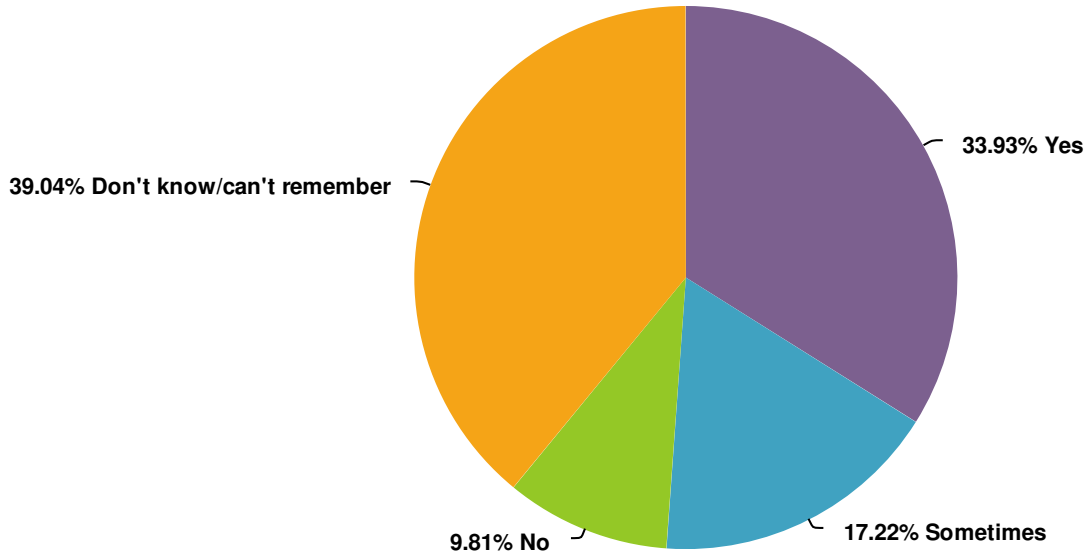
Value	Percent	Count
Every journey	1.0%	9
Most journeys	3.4%	30
Sometimes	31.6%	278
Rarely	50.0%	440
Never	13.9%	122
Don't know/can't remember	0.1%	1
Total		880

16. In the last 12 months, have you ever needed extra assistance when travelling on the London Underground? (e.g. due to a disability/when travelling in a large group/with heavy luggage)



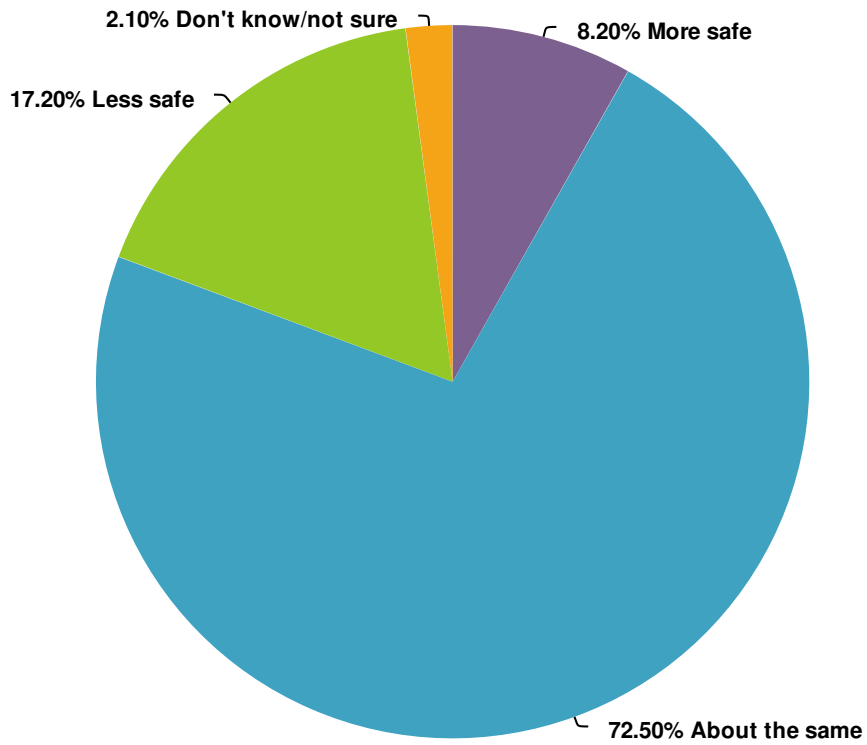
Value	Percent	Count
Yes	17.6%	154
No	79.8%	697
Don't know/can't remember	2.5%	22
Total		873

17. Has assistance been available from London Underground staff when you've needed it?



Value	Percent	Count
Yes	33.9%	283
Sometimes	17.2%	144
No	9.8%	82
Don't know/can't remember	39.0%	326
Total		835

18. Since this time last year, do you feel more safe or less safe in London Underground ticket halls?



Value	Percent	Count
More safe	8.2%	72
About the same	72.5%	634
Less safe	17.2%	150
Don't know/not sure	2.1%	18
Total		874

Appendix C

2CV Research Summary



LU Ticket Office Closures: Review

Debrief prepared for London Travel
Watch

October 2016



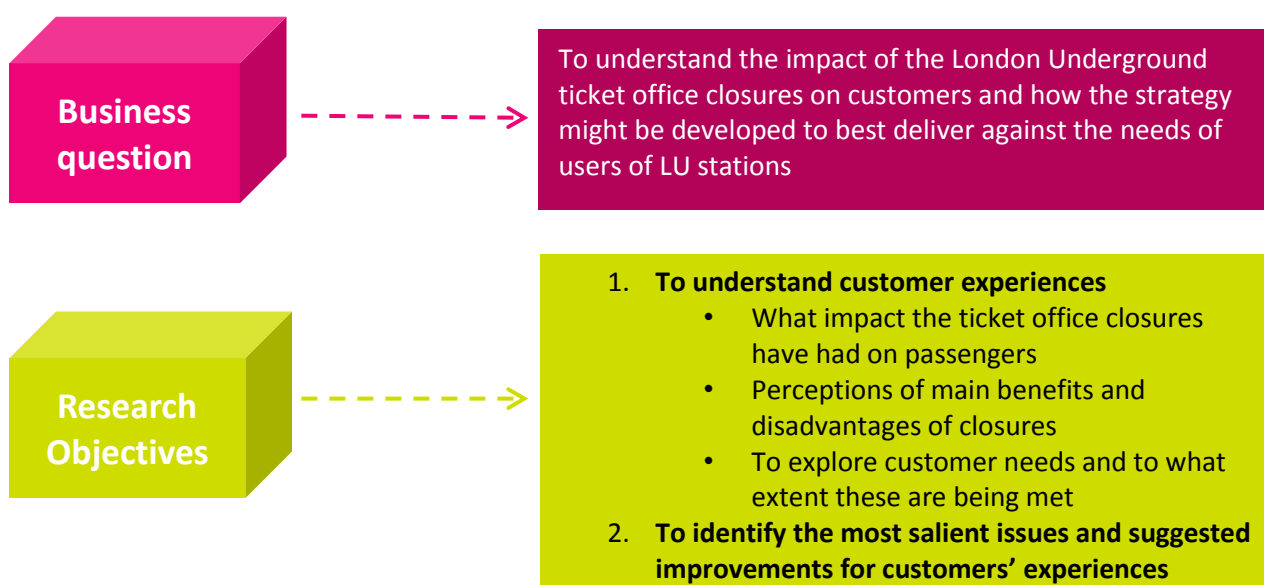
Document Overview

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RESPONSES TO LU TICKET OFFICE CLOSURES	10-25
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Visitor centres	
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1. Background

- Part of TfL's 'Fit for the Future – Stations' programme was for the provision of more visible and available staff and the closure of ticket offices
 - The idea is for staff to be stationed in ticket halls, including next to ticket machines, ready to assist customers
- Following the steady roll out of ticket office closures across London Underground since 2015, a review to investigate how the ticket office closures have affected passengers has been commissioned by the Mayor's office
- The review will draw conclusions and make recommendations for action to be taken, if necessary, to enable the delivery of the best possible customer experience
- The review format will involve a mix of consultations. This debrief focuses on qualitative feedback with LU customers and staff

Objectives



Methodology



- All customers taking part in the research fit the following criteria...
 - **Use of ticket offices:** at least ¼ of respondents had previously used ticket offices
 - **Use of ticket machine:** at least ¾ to have used a Ticket Vending Machine (TVM) recently
 - **Require assistance at stations:** a range of less to more confident customers based on attitudinal questions: *I often require assistance / advice from staff when I travel; I sometimes require assistance / advice from staff when I travel; I rarely require assistance / advice from staff when I travel*
 - **Ticket type:** A mix of Oyster cards (pay as you go vs season ticket) and paper tickets (single, return, Travelcard). 1 x group of Freedom Pass users. Contactless users were excluded from the research

The customer sample was deliberately focused on those who used payment methods and ticket types that could be dealt with by a ticket office window to fully understand the impact of closures. The research sample, therefore, may not be representative of the wider LU customer universe.



Glossary

- *Customer Service Adviser (CSA)* LU Station Staff
- *Customer Service Manager (CSM)* LU Station Managers
- *Fit for the Future – Stations (FftFS)* TfL's plan for modernising the Underground
- *Ticket Vending Machine (TVM)* Ticket machines located in stations
 - *Multi Fare Machines (MFM): Self-service machines with touch-screens for all destinations on the London Underground network, offering a very wide range of tickets and Travelcards.*
 - *Advance Fare Machines (AFM): Self-service machines with touch-screens. They have most of the functionality of a Multifare machine save Oyster purchase and refunds*
 - *Queue Buster Machines (QBM): These accept credit and debit cards, but not cash.*
- *Visitor Centres (VC)* Offer advice on tickets and a range of services



2. Research summary

Headlines

When discussing LU, ticket office closures are not as top of mind for customers as other issues (service improvements and problems such as overcrowding and air con)

When prompted to discuss their experiences of ticket office closures customers fall into three broad groups of attitudes and experiences of ticket office closures:

1. Have not been affected and do not care about the closures
2. Have not been affected but do feel a loss and frustration at the closures
3. Have been affected and do feel loss and frustration

From the qualitative research there were no obvious demographic or usage profile that affected which group customers fell into

Problems customers have encountered generally centre around core issues:

- Ticketing issues (eg annual cards, refunds)
- Staff availability (eg unmanned stations)
- Disorder / flow (eg tourists and visitors creating longer feeling queues at machines)

Staff, on the other hand, have witnessed many customer issues and felt that their ability to perform their role has been significantly affected by the closures. They are feeling torn between Gateline and ticketing duties and that understaffing is leaving them in a position where they feel customer frustration, as well as their own, is mounting.

- Staff do acknowledge that those customers who are not having any problems are unlikely to be visible to them

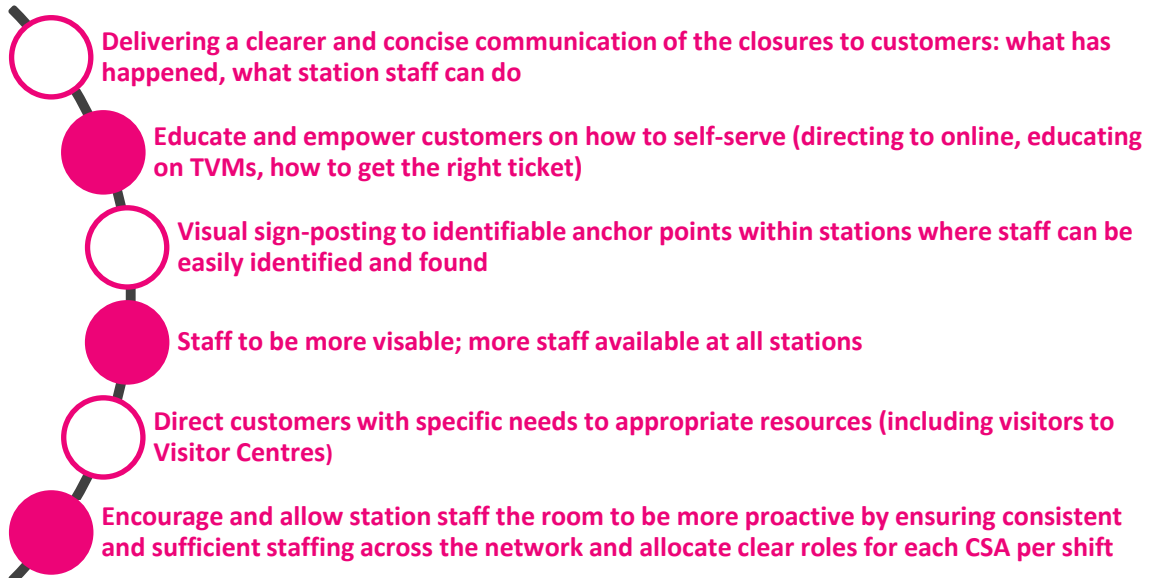
Ticket office closures: Affected customers

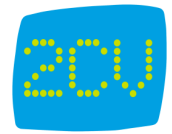
- These customers feel that the removal of the ticket offices can make stations....
 - Feel less organised because there is no focus / central hub for customers to direct queries (ticketing or otherwise)
 - Feel less safe (particularly Local Stations) because there is no longer an obvious place they know staff will be located and they feel they are experiencing unmanned stations
- Some customers are also unconfident and unfamiliar with the TVMs
 - They find the interface hard to interact with / navigate
 - They are unfamiliar with the range of functions available – eg buying or returning Oyster cards for refunds
- Because of low awareness of station staff's expanded role to cover most of the activities that customers used to carry out at a ticket office window, many in this audience feel that they have lost something



Areas for consideration - customers' solutions

- Consideration should be given to the following key areas:





3. Customers' experiences of LU Stations

- Before discussing ticket office closures specifically, customers in the sessions had a broad discussion regarding their experiences of LU stations
- Overall, customers' experiences are positive (particularly when compared to the recent past)
- There is a general belief that TfL is striving towards overall improvement across many areas but particularly in-station ...
 - Cleaner and more modern stations
 - Better and clearer travel information and updates via a range of LU touchpoints (staff, digital and analogue resource)
 - Better and clearer information and signage to assist in-station navigation
 - Improved customer service from LU (better staff)
 - Extended services - Night Tube

I find it better, I think they've improved things. On the Circle and Met line they have modernised the trains. They are much airier. And they are slowly modernising the stations
Post Family (Freedom Pass User), Leisure, Outer London

The staff are better, they come out and help you. Before, they very rarely came out from behind the window, now they do. They didn't come out, now they are there. They tell you that if you touch your bank card, it's just as cheap. I find them very helpful. If they see me looking, they will come over to me and say: "where do you want to go"?
Post Family (Freedom Pass User), Leisure, Outer London

The stations feel cleaner, and there were people standing around and helping at Kings Cross which can be a nightmare. Staff were directing people and there were bins to put newspapers in
Post-family, Commuter, Inner London

Once you find the person, I cannot say enough thanks to those guys, because I think most of them are very passionate in helping you and I think that's been an amazing change. The last year I would say, the passion and also the training they have had, I'm assuming, they guide you in a manner appropriate for someone with sight difficulties.
Accessibility customer



LU stations are easy, there is definitely enough information. I bought my Oyster at Stansted and haven't topped it up since. I've needed help from the staff once. They were very helpful and the man was in the right place. I approached him and had no trouble in doing this

Visitor, Leisure, Oxford Circus

In my hometown, you don't need to validate your ticket every time, only if staff want to see it. Here you have to tap in for every journey you make every time I think the way London does it is much better as then less people can get away with travelling for free

Visitor, Leisure, Oxford Circus

- In addition to general positive experiences, on balance, customers do not report any difficulty in being able to travel
- But there are still some negative pain points that are identified...
 - Overcrowding that can make the experience uncomfortable and stressful
 - Busy tourist hotspots
 - Lack of air con
 - Staff stretched very thin

The tourists and I'm sorry but they get on my nerves. They stand and crowd around the machines. All the staff are helping them so you end up having to wait and then they get agitated with you. They've put all this nice new stuff in but it's not helping us, the people that are going into work every day

Post-family, Commuter, Inner London

The staff are there but they look really stressed when you approach them. I don't think there are enough of them. They are very helpful when you get to speak to them but you look at them and can tell this dude is really stressed and you don't want to approach them.

Post-family, Commuter, Inner London

- Perceptions and experiences of LU stations largely depend on a variety of factors including...
 - How regularly people use the network
 - What time of the day they travel
 - How self-reliant they are and what tools they use to solve problems



- Customers' reasons for travel (Commuters' mind-set is very different to leisure users and visitors who can be far more 'forgiving', they are typically pressured and time-poor)

I've just got an app on my phone now that gives you your start destination and your finish destination and tells you the quickest way to get there. That cuts down on having to ask the geezer in the kiosk. I use that all the time.

Pre-Family, Leisure, Outer London

- It is apparent, however, that customers' experiences are incredibly varied across the network. As a whole, many customer needs are being met, but they can feel that TfL is being inconsistent in its delivery of the positive customer experience they want

You go to some stations and there are 8-10 staff and then you go to others and there are 1-2. There used to always be someone at the ticket office when it was open

Post-family, Commuter, Inner London

I use automatic top up, you set it up online then it comes off your credit card. I don't need to talk to anyone really.

Pre-family, Commuter, Inner

Over the years, it is very variable, some people have good days and some have bad days. You allow that sometimes but for me the system is pretty good. It varies at the stations

Post-family, Commuter, Inner London

The further out you go the less help there is. You've got to have more people where there's more people. When it's further out, it's generally going to be a home station for most people, it's where they go from somewhere or to somewhere: going home to there..

Pre-Family, Leisure, Outer London

- A range of factors are identified by customers as to why experiences are inconsistent, including...
 - The time of day travelled (rush hour vs off peak)
 - The type of station used (Gateway vs Destination vs Metro vs Local) and the different environments they present
 - Varied and inconsistent levels of engagement of staff across LU

Just today there was a delay at Russell Square. There was a woman on the platform who was really nice like, 'Come on everyone move along, there's another train in one minute, don't squeeze yourselves in.' It was just personable, it was nice. But it's very variable. One of the staff was going psycho and one was calmly explaining the situation. One was pointing out the solution, rather than just saying 'get off the concourse'.

Post-family, Commuter, Inner London

Outer stations is where the greatest problem is. There's not enough staff anywhere. If that guy's gone somewhere, break, who knows where he is, you're really relying on passengers, other customers to help you
Accessibility customer

I would say North Greenwich at the start of the journey is fine but as soon as you get to central it gets congested.
Pre-family, Commuter, Inner London

4. Responses to LU Ticket Office closure

OVERVIEW

- Spontaneous references to the Ticket Office Closures as impacting on the LU station experience are not particularly widespread (though a minority do bring it up as a recent change to LU stations)
- But on prompting, customers express a range of attitudes and vocalise how the closures have impacted on their day to day experiences



CUSTOMER AWARENESS OF CLOSURES

- Awareness of the closures is patchy across the sample
 - Some have a clearer idea of the closures including the rationale that supported them
 - Typical sources of information on closures are media (especially coverage of LU staff strike action) and some had been informed by TfL staff
 - Others are aware of the closures but lack knowledge of the scale and scope
 - While many are completely unaware of the news and have not noticed any changes

I heard that if they come out from behind the window they will be more approachable and helpful.

Post-Family (Freedom Pass User), Leisure, Outer London

I have a confession to make, I didn't know the ticket offices had closed.

Family, Commuter, Outer London



I'm not happy about that. I didn't know they were closing down.

Pre-Family, Leisure, Outer London

Are they all closed? Really? I thought they were keeping the ones at big stations open

Family, Leisure, Inner London

- What soon becomes apparent is many feel there has been no clear and consistent narrative of closures with a lack of information regarding...
 - When closures will be effective from
 - How widespread closures will be across the network
 - What / who will replace the ticket office staffs' functions and how *Fit For Future Stations* will impact on customers

There could be more posters referencing the sorting out of issues. Something like 'Oyster issues, call this number, do this, speak to the man with the Oyster t-shirt on'. Until tonight we had no idea what was supposed to happen

Family, Commuter, Outer London

IMPACT OF CLOSURES ON CUSTOMERS' STATION EXPERIENCES AND BEHAVIOURS

- Those less amenable to the changes feel that there has been an impact on the LU station experience and identify the following unmet needs and pain points...
 - An inconsistent application of LU station staff's expanded role across the network (some proactively taking on ticketing role, others less so)
 - A lack of an identifiable place / anchor point to go to for queries / problems
 - Insufficient staff to cover the work ticket office staff undertook
 - Lower staff visibility / presence as they struggle to cover increased / multiple roles
 - Staff unable in some places to efficiently cover extended role and taking longer to respond to incidents
 - And for accessibility customers, this can be particularly frustrating when they require assistance
 - Perceptions that staff are more stressed, challenged, less approachable / deliberately 'hiding' or clustering to avoid customers
 - Perceptions of safety can be negative (particularly at quieter, local stations)
 - Accessibility needs being met by members of the public



But it's scary that they're emergency points and then sometimes they don't pick up, and then you get a recording saying, all staff are busy. And you're, 'what do I do now? Do I just sit here?'

Accessibility customer

I feel vulnerable if it's late at night and there's no one around. When the ticket office was open you could actually see them. You knew there was always somebody there.

Accessibility customer

At the outer suburb stations, you can't find anybody there and they're all very different, different times and no one is regular, no regular staff. So for me when I'm travelling to a different destination, I have to request help and even just when I come into the station, to find the station guard or staff is itself a problem. You can't find them in the ticket office. Where are they?

Accessibility customer

- Difficultly resolving specific ticketing problems including...
 - Closing incomplete journeys
 - Refunds on Oyster cards
 - Renewing Annual tickets and getting Gold Card
 - Ticket extensions
 - Arranging discounted tickets (particularly Freedom Pass holders wanting to take advantage of National Rail discounts)
 - Linking Oyster cards to National Rail railcards
- Longer queuing times at TVMs and increased sense of frustration
- There is a general sense from these customers that LU stations can feel a more chaotic experience because ticket offices symbolised...
 - A designated place for help
 - An ordered system / a queue
 - A place to filter off high need customers
 - A place to complain
 - Always able to help, if open - ticket machines break but the ticket office does not



- 'Special powers' to resolve issues

When the ticket office was open the queue was much more orderly. Now it's a free for all and people are arguing. It really is a free for all now. They are under a lot of stress. There is just a sea of people and everyone has a moan about something.
Family, Commuter, Outer London

- It is worth noting that many, who are more negative towards the closures, are less aware of station staff's expanded roles and their ability to assist / resolve many ticketing and journey planning issues
 - And in addition, some do not have confidence that station staff have the ticketing expertise the ticket office staff had

The authorising of incomplete journey, I just don't believe that's happening. Maybe that's what they [TfL] intended to do but I'm not sure they're doing it at the moment. That for me is a big reason to have a desk open.
Accessibility customer

- And while a significant number of customers do not feel their day to day experiences have been negatively impacted on, the overwhelming majority feel that stations would benefit from having a central, identifiable anchor point for queries

I really don't think we need ticket offices in the station, but we do need to know where they are when I need a problem solving. I would expect them [staff] to be in the main concourse, but I checked and they weren't there. We need the person to be in a consistent place in every station so you know where to go for help. A person that knows what they are talking about. That one person, the solution person. There are three people in the same uniform but are they all doing that job.
Family, Commuter, Outer London

- The closures have led some customers to adopt new behaviours because they feel the lack of ticket offices has inevitably resulted in problem resolution at stations taking longer. New behaviours include...
 - Topping up online (including Auto Top Ups)
 - Using Oyster Ticket Stops in newsagents
 - Increasing top up amounts



- Carrying 'Contactless' as backup

CUSTOMERS USE OF TVMS

- Few customers report difficulties when using LU TVMs though and they compared more favourably to National Rail equivalents
 - A belief that they are relatively intuitive and quick, especially if you are doing the same transactions
 - Though not as straight forward as other self-service transaction points (eg supermarkets)
 - That help / support from staff is available if needed (staff tend to 'dwell' nearby machines)
 - Though staff can be preoccupied by and prioritise high need customers (tourists, older users)
- Some visitors are less confident in using TVMs and report some problems
 - Most commonly mentioned issues are related to a lack of familiarity with the LU network& ticketing but also issues with language
 - And some who used machines reported that staff are not always on hand to support them

You have to try and fail on the machines and no one is there to help you. You have to use common sense and normally that fails. There's no information close and no one to help. They're alright if you're sensible

Visitor, Leisure, Kings Cross

Where do I even buy an Oyster card from? It would have been good to know about Oyster and contactless, but we didn't know and I've had to pay £4.90 for a trip to Holborn which should have cost £2.40

Visitor, Leisure, Kings Cross

- A significant number of visitors report pre-ordering Oyster cards prior to travel (or buying at airports) and therefore avoid having to interact with them at all

We pre-brought our Oysters before we left and had them delivered home. I've never used the machines.

Visitor, Leisure, Kings Cross

- While most customers are aware that there are different types machines, few know of *how* they differ and the functionality of each type

- Some low level awareness of some machines not accepting different payment formats
- Crucially, most customers claim not to read / notice the function descriptors at the top of the machines and say that their focus is on the screens
- As noted, customer experiences of the machines are typically positive but there are some issues identified, namely
 - Longer queues and waiting times
 - Queuing up for 'wrong' machine
 - Not enough machines (esp. at busy stations)
 - Machines not working (a belief that they are not regularly maintained)



They're either not working or I've lost money in them. This happens a lot in the stations I'm using.
Accessibility customer

- When discussing whether they feel they are getting the best value travel options, most customers are confident they are (particularly those with season tickets)
- *Pay as you go* customers are less assured and either...
 - Claim they have to trust TfL and the Oyster system is charging them appropriately
 - Wonder whether they are always charged the right amounts

VISITOR CENTRES

- Awareness of Visitor Centres (VCs) is low across all audiences, though all are positive towards them as an abstract idea and are pleasantly surprised by the range of services they offer
 - They are viewed in a positive way to filter specific high need passengers away from the LU station concourses
- Customers who live and work in London initially assume VCs are not relevant to them as users, though on reflection, a handful think they might use them as an alternative to station staff if they had a specific query or need

- Visitors as a whole are unclear as to who VCs are for but once they are made aware of their function assume they are relevant for them (particularly for journey planning queries)
 - A handful express a preference for the centres to have a more clear/defined transport focus (ticket and journey planning with some finding the multi-discipline approach unnecessary)

I'd be unlikely to use the visitor centre for tickets and things. My daughter sorts the theatre tickets out
 Visitor, Leisure, Kings Cross

- The assumption is that these should be located at all major tourist hub stations and customers are surprised they are not more widely available
- The positioning of VCs within stations provokes some comment; some feel they are difficult to find as they are on Main Line station concourses rather than in a LU station
- Customers also comment that the service VCs offer should also be communicated much more clearly



It's not really clear. Is it [Visitor Centres] for tourists or is it for anyone?
 Family, Commuter, Outer London

If it's not near the ticket hall, I won't want to make that journey to go to one. Is it clear you can buy tickets from there? I haven't noticed it, wasn't clear to me.
 Family, Commuter, Outer London



The visitor centre would be very handy when new to London. It's good to have one point. I wasn't aware of it [VC] though. I would have used it if I had known about it?
Visitor, Leisure, Kings Cross

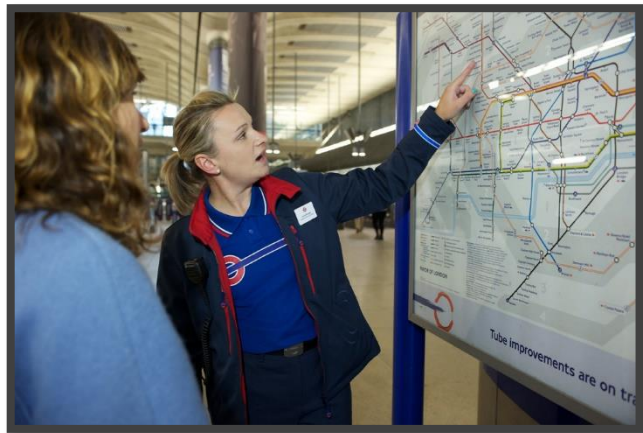
The visitors centre would have been useful but I didn't know it was there. Also, why do we have to trek so far to find it
Visitor, Leisure, Kings Cross

STAFF PERCEPTIONS OF HOW THE CLOSURES HAVE IMPACTED ON CUSTOMERS

Since the ticket office closures staff reported a number of issues for both customers and staff.

When compared to customers, staff report having experienced a larger range and frequency of issues than customers.

This is, in part, due to their exposure to customer issues – they are aware that the majority of customers are not experiencing the negative impact of closures, but they see the customers experiencing issues and frustrations. It is also, in part, due to their sensitivity to the resourcing and morale issues they have experienced with the closures.



Staff feel stretched too thin, stations feel under-staffed, and they feel overworked. They also feel unable to do their jobs to a satisfactory level (due to issues with equipment and customer demand) and that their managers are not able to provide the leadership or reassurance required to reset this.

Feedback from staff has, therefore, been split between two areas:

- **Customer pain points:** problems reported by staff that they see customers facing around the network
- **Staff pain points:** problems staff are experiencing 'behind the scenes' that is affecting their ability to deliver good customer service

Customer pain points

Staff report customers facing issues across a range of areas:



Ticket Machines and Ticketing errors

The biggest recurring type of issue witnessed by staff is with the ticket machines. These issues are wide-ranging:

- Not enough ticket machines at many stations to meet demand and not enough MFMs which have the functionality customers and staff require
- Not receiving the new machines they were promised
- Issues with maintenance of machines – reactive issue resolution not proactive MOTs and preventative action



- Issues with functionality of machines – eg cannot refund more than £10 fares, 48 hour rule

"[Customers having problems with] buying a ticket; general refunds, Oyster refunds an issue, that's because there's no MFMs on the station... they have to go to a different station to get the refund even though they bought the ticket there."

"Stations that have lost ticket offices haven't increased in machines. They've got less machines."

"There's not enough proper MFMs. There's loads of AFMs, but not enough MFMs to do the job."

"Don't forget, the machines were there to supplement the ticket office. They're now the main focus and they're getting more heavily used than ever before."

"There's not enough quality machines. If the machines were better, we may be able to cope, and I think that we would be able to cope."

"Customers with the machines, there's still a fear of technology. Older people don't like technology and a lot of the younger people don't either."

"I had a woman who was here for a week, she'd been buying travel cards every day for a week. She was visiting. She could have had an Oyster card. She spent over £100 on travel."

Torn between Gateline and ticket machines

Staff feel that they are unable to meet customer needs at both these points in stations.

- They feel that they are best placed to maintain flow through barriers - that this is the most useful place to be
- They are aware of the need to support customers at ticket machines. However, this can feel like a difficult role to fill with current staffing levels.
 - Giving support at ticket machines generally takes a very long time
 - It becomes one customer after another and makes them feel anxious about other parts of their role

"Getting information, giving good quality assistance has suffered. It's, taking longer now, because you're having to do the machine, if someone's on a meal break they're doing the machine, so there's a customer who can't get through the gate line, it takes longer."



“Because of lower numbers, as a CSA managing the station, I’ve told my staff, I need you by the gates, could you go and give customers who are actually travelling assistance, and the ones who want to buy the tickets, it’s a loss for them. The priority is at the gate line, so there’s a loss of customer service direct to the customer, owing to the change”

“She just walked up to a machine, there was no one to give her any advice. There’s no staff support really. I work on my own all the time even at Hammersmith which is a terminal station. So if someone asks me for help, I go over to them, I help them then leave immediately, because I’ve got to deal with something else that’s going on.”

“It’s not just on single man stations, even on Oxford Circus it’s a problem with staff numbers. You are stretched, because you’re managing a complicated line, you’re trying to help someone without a ticket office, you’ve got somebody who’s already gone through the gate who’s asking for directions. The numbers of people you’re dealing with, even at the busy stations that have more staff, it’s impossible to provide world class service.”

Loss of anchor point

Staff feel that stations have been badly affected by the loss of a point of focus for customers:

- Customers no longer know where to go to get help
- Loss of focus for station
- Makes stations feel less welcoming and easy to navigate
- Hard to position staff in some stations in a way that works for LU and customers
 - Visible spot for customers may not work for managers wanting staff in view

“When the ticket office was there, it always gave people a point of focus. It might not always have been they wanted to buy a ticket, but they might not be able to see the member of staff working on the gate line, but they’d come up to the window – how do I get to Kings Cross, etc. They offered information.”



Confusion and frustration

Due to the issues outlined above staff report a rise in confusion and frustration from customers

- Customers are not sure how the system works anymore – where to seek help, where to buy tickets
- Not educated on how to use machines and not aware of the full functionality
- Errors particularly high amongst tourists and less confident travellers

“Customers are seemingly at a loss, frustrated. There’s no obvious areas [to find staff] as the windows are missing”

“It’s confusing a lot of passengers, because they’re missing human interaction. They prefer to have a human deal with their ticket problems, things like that, and sometimes it’s better having a human hand”

Accessibility customers

Staff report a range of issues they are encountering with regards to meeting the needs of accessibility customers. They feel that the level of service they offer to these customers is not to the standard they want or should deliver. And that it can leave customers vulnerable

- Hearing loop was helpful at ticket window
- Unresponsive to help points – do not feel they can man these anymore
- Hard to meet customer needs with low staff levels – but have a strong desire to do this and do prioritise these customers where they can
- Rely more on members of the public to help customers with accessibility difficulties
- Some customers also just lack confidence in self-serving (eg older customers)

“He said that the staff can’t leave to assist them across the road, so now they have to look for another route to get to their destination. How is that fair on them, because there’s just one person there.”

“It wasn’t only the ticket office that we lost, and the ability to assist customers, also we lost the ability for control rooms, because they’re just there. If someone hits a help point, usually it’s in their hour of need, and if we’re not manning that area, then that has a direct effect. Like at London Bridge, we constantly man the control room with a customer services supervisor. That means we haven’t got a second one out and about doing customer services. So it’s lose-lose.”

“There was a boy who was quite high on the spectrum with autism, and he turned around to a CSA and said to him, ‘because you’ve helped me please, I need to go through the station, because you helped me every day for the last few months’. We’ve lost that member of staff. We’ve lost the ability to do that for the public, and that’s the saddest thing about this change.”



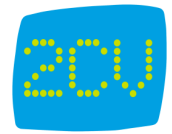
"People with disabilities, they need assistance. The cracks are being papered over by members of the public or staff neglecting... they're not neglecting their duties because they're helping another member of the public, which is fine, but you're helping one person, you're neglecting another hundred. It was never that case before. I've had issues with Kings Cross before fit for the future, and they are terrible as a station, but most of the time they'll either suffer it and find another way, don't go, or a member of the public will help them. So we're not always capturing the effect that it's having, because they're gone"

"At my station, it's me on my own. There used to be three members of staff. It's a terminus station, people change to the Piccadilly line. Visually impaired passengers get off and a member of staff would walk them over to the station and then they'd go on their way. Now they turn up and I'm on my own. I can't help them. I can't leave the station.

"When there were ticket offices, if you couldn't read and write, you had hidden disabilities, the ticket offices had hearing loops in them. There's none of that available now"

"If there's a CSM working in a zonal station where we used to have a controller operating, now we have to leave them unmanned during the peak because we are assisting our staff on the gate line, which means we can't deal with the help points on the platforms when the VIPs turn up. So customers are trying to find alternative ways of getting from A to B. they'll come to a help point, hit the button and there's nobody to answer it, because we have to be out assisting on other issues."

"A visually impaired person (VIP) was going from Bermondsey to London Bridge, then to Kings Cross. We phoned the patrol covering, said there's a VIP on the way, are you all right to assist? Yes, that's fine. She got to London Bridge, got turned back to Bermondsey, because there were no assistants at Kings Cross, not enough staff, and she was starting a job today and couldn't get there.... it's particularly shocking at a place like Kings Cross, an international link, and a national link...they've invested a lot of money in accessibility, but it hasn't got the resources to be able to delivery. It puts pressure on"



Safety issues

Staff feel that the new staffing model can leave the system and customers more vulnerable. When it is working well they feel able to do their jobs and maintain order, but they have worries about the safety of the system when capacity is stretched

“If there’s an emergency and there’s only 2 members of staff, one’s got to go to the rendezvous point, one’s got to help the customer, the person who’s not there’s got to phone the ambulance...And someone’s got to be in the control room. If you’ve only got 2 staff jobs, how are you going to cover 4 people? It’s actually quite dangerous.”

“When things go wrong, it’s unsafe.”

Staff issues:

Staff are also experiencing issues a range of that affect how they feel about their jobs and have a knock on effect to customers:

Low staffing levels

Changing stations / loss of 'home' station

System work arounds

Increased WPV

Low morale

Low staffing levels

Across the board all felt that the low levels of staffing were causing issues:

- Not being able to deliver what was promised for LU customers
- Having to work harder, have more shifts and more extreme shifts eg early mornings / nights
- Means many stations are left unmanned, or if a staff member is managing solo, they experience issues

“Staffing numbers have dropped so dramatically that they’re pulling in other members of staff, not station staff, but DRMs, things like that, first thing in the morning. Service managers at Baker Street that sit with line controllers, they have to come down to Baker St tube station to be there so the station can open. To keep to minimum numbers. It’s not working.”

“Staff availability, lower numbers of staff has affected the availability, which it has.”



"We're super stretched. We open on minimum numbers, so if we miss someone, if someone's sick, we can't open, then there's an effect on customers using the service. So we need more numbers across the whole company. And every day stations are closing because they haven't got enough staff."

"Over-time is papering over the cracks and there are massive cracks. If people didn't do overtime, you would really see the effects."

"The idea was that we'd have staff in the zones on the station planning for the future with the closures. So when customers had a member of staff at the machines to assist, that was fine. That's not been the reality. Because of the cut in staff there's no one there to give the service that we promised them"

"An example of numbers. This is just a little station, Uxbridge, before fit for the future came in, you had a 7 o'clock supervisor, 2 CSA's were booked on by 7.15. By 7.30, you had 2 SAMFs. So you've got 5 morning staff busy covering the morning peak up till one o'clock. Now you have 3. So now you only have the supervisor and 2 CSAs. The 2 SAMFs, that, we're going to take them out of the office and make them more visible – they no longer exist"

Changing stations / loss of 'home' station

This change also causes a whole host of issues:

- Do not know the station as well
- Do not know the area as well, eg bus information when customers ask
- Management also inconsistent and not familiar
- Cannot help customers as they would like to
- Have a lot to learn and then have to move on

"We've all been moved from our home stations to stations we don't really know and we've all had to learn again, and that's had an effect on the customers as well."

System problems

- Cannot get direct access to call centre anymore
- Limits as to what they can do on the machines
- Training not as fulfilling or useful as previous classroom based activity

"We used to have a staff line, and we would get priority. Now we have to join the queue and can be waiting for 15 minutes. And when you do get through and tell them who you are, they will call you back to make sure you're who you say you are. And the customers say, can't you do it, because it'll be quicker for you to get through on the phone? And we say no, we're in the same queue as you."

"They don't give you any time to do the learning, you've got to do it in your own time. That's not right either."

“They’ve taken the training away for example. Its Ezone courses and you get mentored if the staff are available. Get back to that classroom based training. People feel a lot more valued, more confident, and they can deliver. That’s been taken away. Short term fix. In the classroom you can ask somebody if you don’t understand. There’s no point in going on the computer and reading up about this, and you have a lack of understanding on it. But if someone explains it to you, it’s always a lot better...”

Increased WPV

- Customer frustrations rising and resulting in more incidents of WPV
- Staff also recognise that with tensions frayed and under pressure they are more likely to lash out

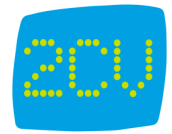
“Frustrations of customers waiting for the staff, especially in the rush hour, everyone thinks they’re more important than the next person. But when you’re on your own you can only deal with one person and unfortunately some people don’t realise that”

“I’m helping you because you need help with the ticket in the machine, gentleman here, his oyster card’s not working for some reason, he’s getting the hump, swearing and screaming, I’m sorry, mate, it’s just me. I can’t be in two places at once. By the time I’m walking over to him I’ve been stopped by another customer.”

“I’ve had many occasions when I’ve been approached and asked where the window is. And I say, they’re closed. Why? I explained the company’s changed its policy on the ticket office opening time. Then they get quite annoyed at me. I’ll receive verbal abuse. Then again, they’re angry because we haven’t got a ticket office any more. If it was there, we wouldn’t have that.”

“Keeping up staff morale which affects customers – you’re being pulled from pillar to post, you get the hump, you’re being screamed at a bit more, the next customer comes along, you’re going to bite their head off.”

“There was another incident as West Ham with a CSS who was the only man at West Ham, so he got verbally or physically assaulted. So he went to a place of safety and a VIP turned up – he couldn’t help them.”



Low morale

- Staff are feeling that morale is low and that little is being done to increase this
- They ultimately feel like LU have not delivered what they were promised in order to handle the closures

"They used to have the duty staff managers who were properly trained in a people management role. Now basically that's been put upon supervisors who have to be trained in that role through these Ezone courses etc. which I don't think is right. You've got to be experienced in mentoring to be the best individual. It's the only way the customers will benefit in the long term"

"My cab picks me up at 3.30am, which means I've got to get up at 2.45 because I've been moved, and it's an hour and 15 minutes to get to work"

"From the staff perspective we're suffering from an extreme case of low morale, because whatever we've done in the past, or however well we did or didn't do something in the past, I think most people are feeling that where we are now isn't what was promised or where it was supposed to be according to the managerial spin. It isn't physically where we want to be, and staff in delivery trying to deliver what they can, actually have 42 weeks rosters, I'm doing more extreme shifts than ever before."

"Sometimes you get a bit frustrated yourself. This is something that's not your fault, and you wouldn't mind selling them the ticket, but you can't do it. We had the capacity to do that with a ticket office [sell annual card], obviously now we don't, and it does seem arbitrary to say, we can do monthly, weekly, but we can't do annual."

"They need to have a serious look at the rosters. Ours is an 18 week roster, and a couple of those weeks, it's 5 days on, one day off, 5 days back on, 2 days off at the end."

Ticket machines from staff perspective

From a staff perspective there are a number of issues with ticket machines. They are experiencing a lot of frustration serving customer needs and working with the system:

"Just got the ticket sellers' ID which is great for variety, but a totally insane and inefficient way of dealing with machines, tickets and refunds. I'm enjoying it, but it's absolute nuts."



Not able to do the same role as ticket offices

- Were never meant to be primary point of sale
- Not enough MFMs
- Staff struggle to provide the human support necessary for less confident users

"Don't forget, the machines were there to supplement the ticket office. They're now the main focus and they're getting more heavily used than ever before."

"There's not enough proper MFMs. There's loads of AFMs, but not enough MFMs to do the job."

Oyster cards if they don't work anymore and they've completely stopped, we've got to tell the customer they've got to pay for another Oyster card and then phone up customer services to get the money. Now I find that very insulting that I'm going to have to tell you your card's not working, you've got £100 on there and you've got to spend £10 to buy a new Oyster card. So if the ticket office had been open in that scenario if your card failed we'd make a phone call and as long as we could read the number on the back, we'd tell them the information that's on there, transfer it onto a new Oyster card. There you go

Breaking down

- Reactive rather than proactive cycle of care
- They are being used more, so they break down more frequently

"You used to have preventative maintenance on the gates and machines. They've stopped doing that, because they haven't got the resources because of the contract. Now they just troubleshoot, when a problem is raised they come and fix that."

Not easy to use for many customers

- Issues for foreign language and weekend visitor customers in particular
- Hard to navigate / use
- Hard to get right ticket
- Cannot buy in advance

"If you've got tourists, weekenders, then they're going to struggle. They'll need a bit of time and attention, with any machine. They're not regular" commuters, they're leisure users or weekenders."

"People have difficulty because there is a multitude of choices in terms of the type of tickets and concessions that are available, the times of day to travel, the zones that you've got to go in now. There's a serious amount of information that they don't know about fully."



Loss of ticketing expertise

- Staff feel that the ticket office staff had more specific and better knowledge to deal with ticketing requests and issues

“Staff training, serving and refunds are a problem. TFL didn’t really forward think, getting rid of all the ticket staff and then training CSAs up. They got rid of all the ticket staff and then thought, oh, we’d better train people”

IMPROVING CUSTOMERS SERVICE – THE STAFF VIEW

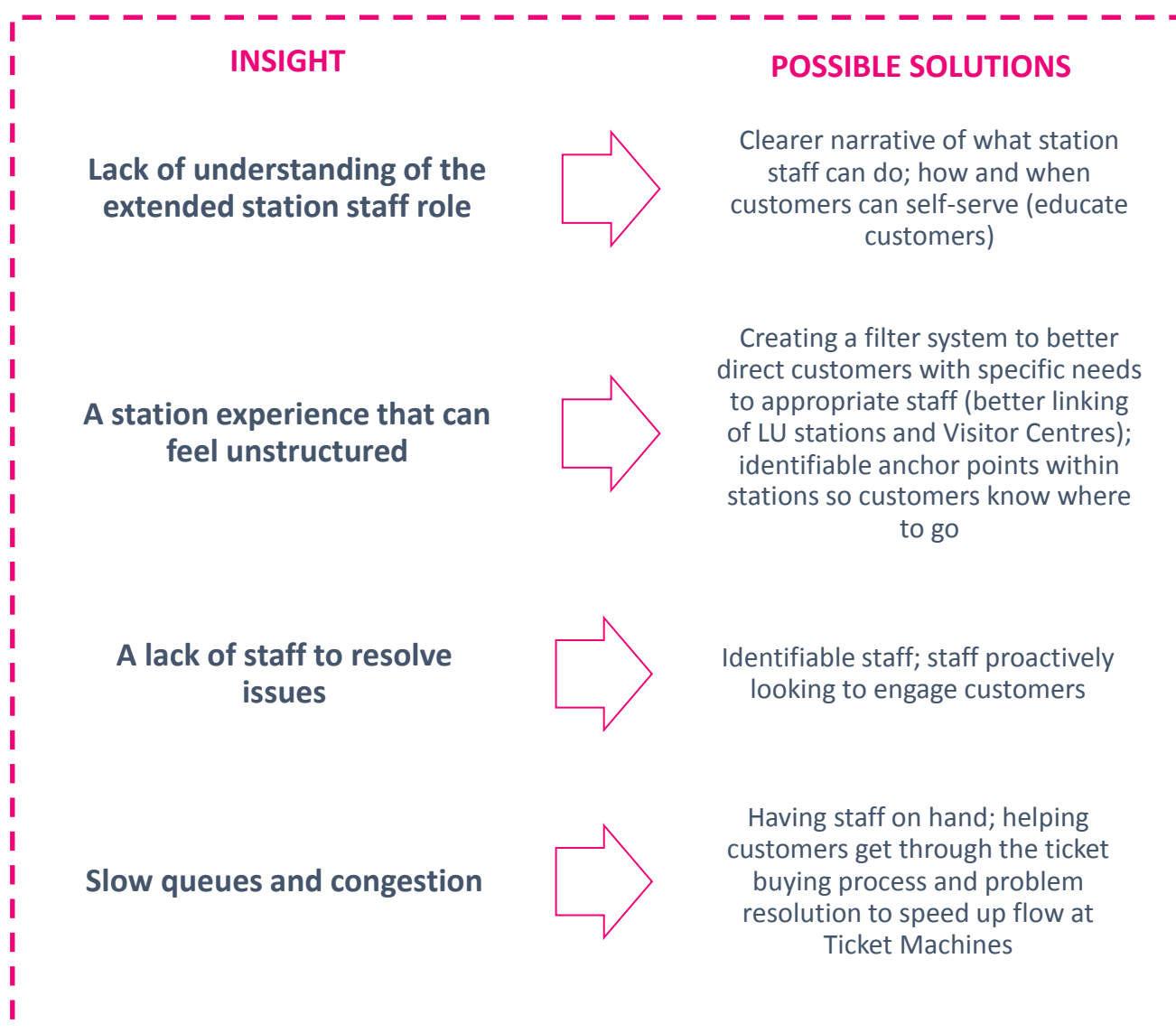
- 1. More staff, ie CSAs**
 - Plan the shift and give CSAs a clear role for that shift, ie one on ticket machines, one or two at the Gateline
- 2. Educate customers on ticketing and fares and what they can do on the machines**
- 3. Better management / support**
- 4. Consultation of stations to better plan flow at ticket machines and Gateline and establish appropriate anchor points**



5. Moving forwards

WHAT CUSTOMERS WANT

- Customers respond positively to TfL's *Fit for the Future - Stations (FftFS)* rationale and what was meant to be delivered in the absence of LU Ticket Offices; the rationale offers the customer service and support that people want
- And while customers feel TfL has delivered against some of the *FftFS* strategy, there are unmet needs not being catered for
- Customers identified the following areas and solutions to meet the gaps they feel the closures have left





I'd like to see at least 2 or more [staff] in each station, both at peak and off-peak and Nigh Tubes. Customers should see the staff more visibly. So badges, brighter uniforms like the Visitor Centre guys. I think if people had a badge that said 'customer advice' and these guys would be there to specifically to help customers. And we need somewhere to go – a designated area where there's a help point
Accessibility customer

Have more staff at the machines, specifically for people who may need help. Staff to actually offer help rather than just wait to be asked. Especially because some people might not be confident in approaching them.
Pre-Family, Leisure, Outer London

The person is in a consistent place in every station, so you know where to go for help. A person that knows what they are talking about. That one person, the solution person. There are three people in the same uniform but are they all doing that job
Family, Commuter, Outer London

Staff being more active in offering assistance. Being more approachable. At the moment they are standing at barriers so it seems like security rather than 'how can I help you', it's more like they're checking if I have a ticket. Posters offering rough journey costs and times, say if you're going from here to here. Posters advising where your nearest visitors centre is if you're at a station that doesn't have one.'
Pre-Family, Leisure, Outer

At least one near the machines so you can shout at them when they don't work. As much as we use it sometimes we want a quick answer, if someone is there it makes it easier. Especially if you are doing a different route'
Family, Leisure, Inner London

At least one near the machines so you can shout at them when they don't work. As much as we use it sometimes we want a quick answer, if someone is there it makes it easier. Especially if you are doing a different route
Family, Leisure, Inner London



6. Appendix

SAMPLE SUMMARY

Customers

Group	Lifestage	SEG	LU use	Location	Ticket type	Accessibility issue
1	Pre-family	BC1	Commuter	Inner	Mix	N/A
2	Family	BC1	Commuter	Outer	Mix	N/A
3	Post-family (to be in work)	BC1	Commuter	Inner	Mix	N/A
4	Pre-family	C1C2	Leisure	Outer	Mix	N/A
5	Family	BC1	Leisure	Inner	Mix	N/A
6	Post-family (Freedom Pass user)	BC1	Leisure and utility	Outer	Freedom pass	N/A
7	To fall out	BC1	To fall out	To fall out	Mix	Mix (mobility/visual/ and learning difficulties)

Groups 1-6 recruitment criteria:

- **Journey type:** Commuter vs Leisure
- **Location:** Inner vs Outer
- **Life-stage / Age:** spread of age across the sample (aligned with life-stage)
 - Group 6 to be Freedom Pass user
- **Station type: mix of:**
 - Gate / Destination / Metro / Local inc National Rail hub stations
 - **Gateway** - These stations are the **main visitor entry points** to London, with high volumes of customers and a high proportion of people unfamiliar with the Tube network. At these stations new Visitor Information Centres will be in place. An example of a Gateway station would be King's Cross St. Pancras or Heathrow 1, 2, 3.
 - **Destination** - These are busy **stations in Central London, have high volumes of customers and include commuter rail termini** and tourist destinations. An example of a destination station would be Embankment.
 - **Metro** - These stations serve **predominantly inner London communities** with many regular users. An example of a metro station would be Clapham South
 - **Local** - These smaller **stations, in outer London or beyond**, have lower customer numbers and serve mainly regular customers, familiar with the Tube network. An example of a local station would be Rickmansworth
- **Gender:** Equal mix of gender in each group
- **SEG:** BC1
 - Group 4: C1C2

Group 7 recruitment criteria:

- A range of accessibility issues including: *Mobility, Hearing, Visual, Learning difficulties*
- All self-selected as *'needing assistance when they travel on public transport'*



Staff

Role	Length of employment	Station type	Line
CSA2	Post -change	Gateway	C&H
CSA1	Post-change	Destination	Victoria
CSM	Promotion	Local	Metropolitan
CSS2	Promotion	Local	District
CSM	Promotion	Metro	Northern
CSA	Pre-change	Gateway	Piccadilly
CSA	Pre-change	Destination	Bakerloo
CSS2	Pre-change	Local	C&H
CSM	Pre-change	Metro	Central
CSM	Pre-change	Gateway	Metropolitan
CSM	Pre-change	Destination	Jubilee



STIMULUS MATERIAL USED

PUTTING CUSTOMERS AT THE HEART OF THE TUBE

The Tube is constantly trying to improve to meet the needs of its customers and for London as a whole. Here are our main priorities for delivering a better service.

- **Visible and available staff at all stations** during hours of service, with more staff 'on the front line' available to passengers in public areas of the station where they can offer the most assistance, rather than behind closed doors or glass. Our customers want more staff out front to help them, so that is what we will provide, and **we will never compromise safety.**
- **Improved customer service at stations**, with more customer service training for staff, who will be equipped with handheld devices so they can access the information and services they need to help customers on the go most effectively.
- We are making it easier to do business with us, with **more ticket machines, contactless payment, a new website** optimised for use on the move, a **simpler way of contacting us** for information and advice, **quicker and easier refunds**, and the **automatic completion of journeys** when customers forget to swipe out.
- Demand at ticket offices has fallen. This means that **ticket offices will not be a feature of our stations.** Every single activity that customers used to carry out at a ticket office window will still be easily carried out – and there will be more staff available face-to-face to help.

Appendix D

Stakeholders contacted

regarding the review

Appendix D Stakeholders contacted with regards to the review

Summary

Role	Number contacted
London Assembly members	25
Local Borough Council transport leads	33
Local Council transport leads outside London	5
London MPs	73
MPs outside London whose constituents likely to use London Underground interchange stations	6
Police contacts	3
Business and tourism groups	4
User groups	52
Total contacted	201

Breakdown by organisation

Political stakeholders

1. Members of the London Assembly
2. Members of Parliament for London Constituencies
3. Representatives from all 33 London Boroughs
4. Representative from Kent County Council
5. Representative from Surrey County Council
6. MPs outside London whose constituents are likely to use London Underground interchange stations

Business and tourism groups

1. Golden Keys
2. Visit Britain
3. Baroness Valentine

User Groups

1. Brighton Line Commuters
2. West London Line Group
3. Cherwell Rail Users Group
4. Sussex Community Rail Partnership
5. Watford Rail Users Group
6. Ashwell & Morden Rail User Group (AMRUG)
7. Watford Rail Users Group
8. Southwark Rail Users Group
9. Bedford-Bletchley Rail Users Association
10. Windsor Lines Passenger Association
11. Bishops Stortford Rail Travellers Association
12. RailFuture
13. Bedfordshire Railway & Transport Association
14. Hatfield Association of Rail Travellers

15. Chiltern Line Association
16. Association of Dunstable Area Passenger Trains (ADAPT)
17. Welham Green Rail Users Group
18. Saunderton Rail Users Group
19. Edenbridge and District Rail Travellers Association
20. East West Rail Consortium
21. Cambridge Heath & London Fields Rail Users
22. Sutton Rail Users Forum
23. Sevenoaks Rail Travellers Association
24. Essex Rail Users Federation
25. Welwyn North Rail Users' Group
26. Rugby - Brighton Rail Action Group
27. Windsor & Slough Passenger Association
28. North Chiltern Rail Users Group
29. Norwood Rail Users Group (NRUG)
30. Hertford North Loop Rail Users Group
31. Denham Rail Users
32. Marlow & Maidenhead Passenger Association
33. London Underground Railway Society
34. Solihull & Leamington Rail User Association (SALRUA)
35. Bedfordshire Railway & Transport Association
36. West Ruislip Commuters Association
37. Friends of Bat and Ball Station
38. Bedford Commuters Association
39. Bedford Commuters Association
40. Enfield Commuter Club
41. Metropolitan Line Users Group
42. Norwood Rail Users Group (NRUG)
43. Fen Line Users Association
44. Harlow Rail User Group
45. The Barking - Gospel Oak Line User Group
46. Rainham Rail Users Group
47. Abbey Flyer Users Group
48. Marylebone User Travellers Association
49. Chingford Line Users' Association
50. Rail Safety and Standards Board Ltd (RSSB)
51. Oxon and Bucks Rail Action Committee
52. Stevenage and Knebworth Rail User Group

Other groups

1. Representatives of the Metropolitan Police Service
2. Lambeth Public Transport Group

Appendix E

Supporting Table of Information

Origin: TfL

Data Source	Function	Relevance to Review
London Underground Customer Satisfaction Survey	Performance measure to monitor customer service satisfaction levels in the ticket hall, platforms and on trains.	Overview the London Underground customer experience including information, safety and ticketing.
London Underground Ticketing Customer Satisfaction Survey	Performance measure to monitor customer satisfaction with all elements of the ticket purchasing process at stations.	In depth survey of all elements of ticket purchasing and broken down by station category and customer type
Visitor Centre Customer Satisfaction Survey	Performance measure to monitor customer profile and service satisfaction levels at Visitor Centres	This survey was carried out before the Travel Information Centre transformation to Visitor Centres and illustrates the up lift in satisfaction scores following this change.
Staff and Information Mystery Shopping Survey	Measures key aspects of ticket hall staff performance, including staff presence, staff attentiveness and staff helpfulness	These have been key metrics throughout the FftFS programme and will be monitored in the future to ensure staff behavioural changes becomes embedded.
POM queuing and transaction timing data	Provides queue and transaction times.	It provides a useful comparison between the queuing and transaction times at the ticket office and the ticket machines during and after the transformation process.
British Transport Police crime data	Monthly figures for all reported crimes in the ticket hall	Illustrative of the impact of increased staff visibility in the ticket hall
Pay as you go – contactless and Oyster	Percentage of pay as you go journeys starting or ending at station made by Contactless and Oyster Four weeks worth of data between February and August 2016	Illustrates growth in Contactless as a pay as you go method removing significant demand from ticket halls

Appendix F

Customer Impact Review

Fit for the Future - Stations

Customer Impact Review



EVERY JOURNEY MATTERS

Executive Summary

In November 2013 we announced our modernisation plans for the Tube, including the Fit for the Future – Stations (FftFS) programme. The objectives were to deliver a significant improvement to the way our customers experience our services. Following extensive consultation with stakeholders, staff and trade unions, the phased transformation of stations began in February 2015.

Through this programme we have closed ticket offices and adopted a new staffing model that puts more staff out in our ticket halls, at ticket machines, at gate lines and on platforms where they are more readily available to help customers. Our staff have received comprehensive customer service training to support them to deliver a world-class service to all our customers. Staff have been equipped with new uniforms and the latest handheld technology, giving them immediate access and up-to-the-minute information to assist with customer queries. We have also improved station environments with upgraded ticket machines available in 17 languages and better customer information.

Before the new staffing model was introduced, we worked closely with staff to ensure they were fully briefed on the changes that we would be implementing. We developed a comprehensive staff engagement plan which included training 'Change Champions' to provide peer support, the production of bespoke briefing materials, videos, blogs, and a dedicated intranet to communicate our changes to staff. Having station staff support for the new station model was a key part of the programme as they would be delivering the world-class customer service to our customers.

We recognise that the new operating model is still settling in. As it does, challenges will continue to arise. We are committed to addressing these issues and continuing to provide a very high standard of experience for all of our customers.

We welcome the opportunity for independent scrutiny into the customer impact of ticket office closures, and of the change in operation model. This document provides an overview of the programme objectives and their impact on customers, structured in accordance with the terms of reference for the review. Key evidence from customer surveys is highlighted in the body of this document, with more detailed supporting material provided in the appendix.

Overview of Programme

Since London Underground (LU) first began operating in 1863, we have consistently innovated and adapted to meet the ever changing needs of our customers and support the growth of London. This continues to be the case, with us needing to keep pace with customers, harness the benefits of new technology, and control costs to ensure we deliver value for money for fare-payers.

In response to these challenges, the Fit for the Future - Stations (FftFS) programme was designed to deliver the biggest transformational change to London Underground (LU) in a generation. These fundamental cultural, organisational, technological and operational changes included introducing a new operating model for the first time in 24 years, restructuring every station team, bringing staff out from behind ticket office windows, getting the most out of new technology, and providing enhanced customer service training to every member of staff.

The FftFS programme objectives were:

1. Improve the Customer Experience
2. Reduce Operating Costs
3. Implement the new Operating Model effectively

The primary Programme benefits were:

- Increased quality of customer service
- Simpler ticketing for staff and customers
- Increased staff availability and visibility
- Improved station ambience
- Reduced station operation costs
- Increased staff effectiveness and accountability
- Bring staff and customers with us through the change

The programme has introduced a new station operating model that is tailored to the varying requirements of different station types and matches resources more accurately to the needs of our customers whilst ensuring a safe, reliable and secure network. The programme is also delivering significant cost savings of £50m per year to 2022/23. These cost savings are being reinvested to improve transport for our customers.

In order to meet the needs of our customers within the new station model, the programme was broken down into the following areas:

- **New station staffing model** – a model which puts our staff where our customers need them most and ensures staff are better supported with a more effective line management structure and clearer accountabilities.
- **Ticketing transformation** – transactions have been moved from ticket offices into: a) ticket halls with staff available to help customers at ticket machines if required and b) online or via the customer contact centre. Contactless payment methods, which now comprise around a third of pay as you go transactions, are also helping to facilitate these changes by significantly reducing demand for services at ticket machines.
- **Rationalisation and improvement of station processes** – re-designed processes enabling our staff to be more visible to our customers whilst allowing them to work more efficiently and effectively.

- **Enabling technology** – supporting process changes with new technology solutions which enable staff to serve our customers throughout the station environment with increased access to the relevant information. All staff have been issued a handheld device.
- **Station environment changes** – Customer information plans which make the best use of available space and make the ticket halls easy to navigate, convenient and welcoming for customers to use.

Our customers have different needs, at different stations. For example, the large numbers of visitors arriving at King’s Cross St. Pancras have different needs to the regular commuters passing in and out of their local station in outer London. Equally, the operational requirements of a busy, complex station like Bank/Monument – with lots of platforms, escalators and lifts – requires a different response than a less complex operational station such as East Ham.

To address this we have classified all Underground stations into four different categories depending on the volume and type of customers that use them, and their operational complexity. This has enabled us to tailor our offering to the specific demands of different station types.

The new station staffing model reflects the different types of Tube station and ensures that each station has the staff needed to provide world class customer service. We have also created new roles to bring all staff closer to customers.

The programme has introduced the following classification for all our stations:

- **Gateway stations** – these stations are the main visitor entry points to London, such as King’s Cross St. Pancras and Heathrow Terminals, and are used by a high proportion of people unfamiliar with the Tube network. These stations have designated Visitor Centres (VCs) that provide travel and tourism information to customers. They are at:
 - Paddington, Heathrow, King’s Cross St Pancras, Liverpool Street, Euston, Victoria, Gatwick Airport and Piccadilly Circus
- **Destination stations** – these stations, such as Embankment, are typically located in central London, have high volumes of customers, and include commuter rail termini and tourist destinations.
- **Metro stations** – these stations, such as Clapham South and Southwark, serve predominantly inner London communities and therefore predominantly frequent users.
- **Local stations** – these smaller stations, such as Chiswick Park and Rickmansworth, are in outer London or beyond, have lower customer numbers and serve mainly frequent customers.

The needs of our customers have been central to the development and implementation of our plans. We have also held in-depth and frequent discussions with our stakeholders - including disability groups and trade unions - to ensure their views have been included in the planning and subsequent delivery of this programme. This included over 250 meetings with our trade unions. A full summary of our stakeholder and customer engagement is available in the appendix.

The following sections summarise the impact of these changes on customers. This document has been structured to reflect London Travelwatch review’s areas of focus, as set out in the Mayoral Review “Terms of Reference”.

I. Ticket Purchasing

Areas of focus for the Review:

- Ticketing and payment options, including the ease of purchasing the correct ticket for travel
- How quickly passengers can buy a ticket or get information, including queue length at ticket machines and station congestion

TICKETING AND PAYMENT OPTIONS

As part of this programme we planned and delivered wide-ranging improvements to ensure customers can purchase the correct ticket for their journeys, save time and solve more issues in stations.

With the introduction of contactless payment cards and mobile devices, the growth of online transactions and an increasing desire for customers to self-serve, we needed to adjust our ticketing offer to meet customer needs and maintain excellent customer satisfaction. We recognise that customers want to be able to resolve aftersales problems at the station, and that infrequent customers need support when buying a ticket for the first time.

The key changes we made through this programme included:

- Enhancements to the functionality of our existing ticket machines to support customers to self-serve. A key improvement is the ability to surrender their Oyster card for a refund of low value “pay as you go” (PAYG) credit.
- We improved the purchasing process at ticket machines by creating a more navigable process and a more intuitive on-screen layout. We added a new guide to buying the best ticket, and included more information on ticket selection and options.



Improved signage and more intuitive screens

- We installed clearer ticket machine signage to help customers select ticket machines with the functionality that can best support their needs.
- We also made improvements to our Oyster and Contactless Payment service:
 - Online services – all Oyster and Contactless services are available online on the TfL website, including all Oyster sales, after-sales and non-sales services
 - A simpler online registration process for Oyster and integration with online Oyster protection
 - An improved concessions authorisation process – to ensure all concession entitlements can be easily loaded to an Oyster card in stations

- Online Season Tickets - All Travelcard season ticket sales and aftersales processes are now available online, including all refunds and exchanges
- We have increased alternative ways for visitors to pay. This has been achieved by increased Visitor Oyster cards sold before arrival and the promotion of Contactless payment methods to the visitor market. Visitors still needing to purchase a ticket on arrival are benefitting from increased staff presence at Gateway stations to offer advice and support, with ticket machines offering advice in 17 languages.
- Many services have now been moved online or through our Contact Centre. For example, customers can now get a product refund online for their PAYG balance, Season Ticket & deposit online. The refund is calculated automatically and paid to the customer via a bank transfer
- Through this programme we have also improved the process to report Oyster cards as lost, stolen, failed or damaged. This can now all be done online or through the Contact Centre. Customers wishing to report a problem card are able to choose from one of the following options:
 - Get a refund
 - Transfer to another Oyster card
 - Get a replacement Oyster sent in the post

In addition, we have also introduced the following features to the online account

- Customers with a Jobcentre plus discount on their card are able to purchase Travelcards online with the appropriate discount applied
- Odd period Travelcards are now available to purchase online. Customers can select any custom period from one month to one year in one day increments
- A new design for the online account with better customer messaging

Students & Under 18s

The following customer types are now able to top up via the concessions website

- 5-10 – PAYG only
- 11-15, 16+, 18+ & Apprentice - PAYG & Travelcards
- 18+ & Apprentice are also able to purchase PAYG and/or Travelcards during the application process. This allows their new Oyster photocard to arrive pre-loaded with their selected products

Evidence:

- Overall customer satisfaction with purchasing tickets has remained at a consistently high score of 87 during the ticket office closure and station operating model implementation process
- The percentage of customers experiencing a problem when buying a ticket in the ticket hall reduced from 7 per cent pre-transformation to 6 per cent post-transformation
- Customer's perception of our staff's ability to assist them at ticket machines has improved from 36 per cent before the transformation programme started to 50 per cent since the model has been implemented
- The growth of contactless reduces the need for customers to purchase tickets and queue for refunds. 31 per cent of pay as you go journeys at Gateway and Destination stations use Contactless and 23 per cent at Metro and Local stations. The shift towards Contactless continues to grow week on week.

- Contactless is also relevant to the visitor market. Contactless is promoted as the primary product for domestic visitors and is being introduced as an option for overseas visitors. Around 4 per cent of unique cards seen on the network are non-domestic issue from over 90 different countries. Over one third of PAYG journeys at Liverpool Street and Euston are made with Contactless.
- In addition we sell on average over 72,000 Visitor Oyster cards globally every month helping to remove some demand from the ticket hall. Sales of Visitor Oyster card in 2015/16 increased by over 30 per cent from 2014/15.

SPEED OF ACCESSING TICKETS

We know that customers value being able to buy tickets quickly and easily. Straight forward access to tickets and information, where and when customers need it, has been a key deliverable for this programme.

To enable this we:

- rolled out 150 additional ticket machines across the network to ensure we meet customer demand. This was completed at the end of 2015
- improved ticketing information available to staff so they can better support customers
- provided improved information directly to customers to allow them to self-serve
- provided local solutions to reflect the specific needs of that station. Examples include splitting different ticket machine types at Victoria into separate banks to enable more familiar customers to access machines with the functionality they require quicker, and numbering the ticket machines at Euston to help staff direct customers to machines

Evidence:

- The satisfaction scores for the ease and speed of buying a ticket remained very high throughout the transformation process (93 score pre and post transformation)
- The average Ticket Office queue time for the year before the transformation process started was 118 seconds. The average queuing times for the ticket machines varies from 6 to 37 seconds depending on machine's functionality. While the queue and transaction times have risen by a few seconds, as more involved processes can now be carried out on the machines, this is significantly less than the Ticket Office timings.

2. Access to Information

Areas of focus for the Review:

- The quality of information available to passengers from staff, including examining the impact of the new handheld devices used by staff
- The availability of information to infrequent passengers, at stations with a Visitor Centre open, with a Visitor Centre that is closed, and at other stations.
- Visitor Centre opening hours

QUALITY OF INFORMATION FOR CUSTOMERS FROM STAFF

We know that customers appreciate and want well-informed, visible and helpful staff across the network. Our station staff are incredibly knowledgeable and dedicated to providing a world-class standard of customer service, but, in the past, they haven't always had the tools to deliver it. With millions of customers using the Tube each day, our staff sometimes found that they lagged behind customers in terms of technology. To address this, we equipped all our station staff with handheld mobile devices, containing up-to-date travel and ticketing information.

- From November 2014 to Spring 2016 we equipped over 5,000 station staff with handheld mobile devices (iPads), containing useful links to up-to-date travel and ticketing information in order to assist customers in ticket halls. These are used regularly by staff with 85% on average being used over the past month.
- Previous Tube station administration processes were time intensive and had to be completed in the back office, keeping staff from customers. In many cases, our staff had to use long-standing paper processes. To ensure staff had more time to assist customers, we re-engineered 16 station processes to make them simpler, quicker and more efficient.
 - For example, new Cash Handling Devices have been installed at stations to count and store bank notes and coins from our ticket machines; freeing up staff time from manually counting cash
 - We also created eight new innovative mobile apps for the iPads. This means that station administration, checks and logging can be completed in real-time



Some back office activity still needs to take place in Station Control Points. To ensure customers are still able to speak to these staff members when they are out of the ticket halls, we have installed Voice Transfer Units at 16 stations so that customers can contact members of staff at all times.

These new processes and applications now allow all members of staff to be more mobile around the station and able to assist customers with confidence knowing they are supported by technology and their improved customer service skills from the training programme.

Evidence:

- Our most recent LU Ticketing Report shows that customer perceptions of staff helpfulness has improved from 84 to 87 since ticket offices has closed and the new station operating model has been introduced
- Staff presence score has remained high following the transformation with a score of 96. This is a decrease from the pre-transformation score of 98. We recognise that further attention is required to improve staff visibility, particularly at local stations. There were issues at several of these stations even before ticket offices closed. There is a programme of activity underway that is designed to address this problem. This includes a roster review, efforts to fill vacancies, detailed reporting and intensified local management (see 'Future Challenges' section).

STATION INFORMATION

We know accurate information that is easy to access reassures customers and makes them feel in control of their journey, especially when something goes wrong. Providing easy to find information zones with clear content is important to maintaining trust and customer satisfaction.

We reviewed customer information provision in each ticket hall to make best use of space and to minimise any 'dead areas'. The work was focused on ticket hall information displayed in poster frames, although the position of other information sources such as Help Points were also considered when undertaking the zoning exercise. To minimise disruption to customers any change in poster frame provision was carried out at the same time as the ticket office closure at each station.

These changes delivered:

- a primary information zone in each location, decluttering of duplicated information and redundant poster frames. Where space permitted, we zoned information on the unpaid side of the gate-line to provide customers the opportunity to access all the information required before committing to travel
- a review of exterior information space at every station to ensure customers have access to relevant journey planning information when the station is closed (please note, exterior space is not available at all stations)
- a customer information hierarchy to create consistency across stations and improved effectiveness of information. This approach has now been reflected in new London Underground Customer Service Standards.



Pimlico Station



Euston Station

Evidence:

The Customer Satisfaction score for the usefulness of visual information in the ticket hall has remained consistently high throughout the transformation process, between 83 and 85.

SUPPORT FOR VISITORS AND INFREQUENT USERS

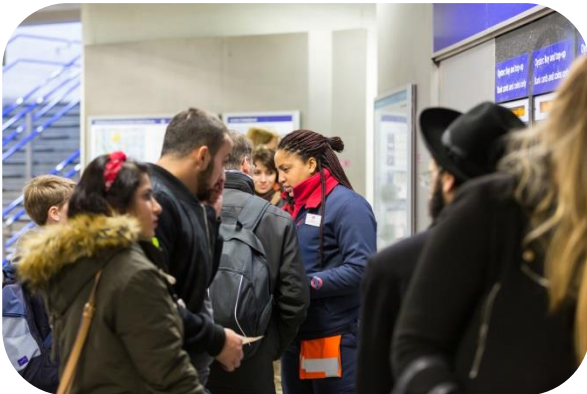
Almost every visitor to London uses our network at some point in their trip. Ninety two per cent of visitors say that their public transport experience affects their perception of London and of those, 82 per cent said their perception had improved or remained the same. We recognise that the service we offer is a critical part of the visitor experience and London's reputation as a tourist destination. We know that visitors need to build confidence quickly and feel supported on arrival. They want to have the essentials of the system communicated in ways that are relevant to them and their needs.

A major part of the FftFS programme was the delivery and transformation of six existing Travel Information Centres (TICs) into Visitor Centres to provide a tailored service to visitors. Two further Visitor Centres were built to create a network of eight that opened at Gateway stations (Paddington, Heathrow, King's Cross St Pancras, Liverpool Street, Euston and Victoria, Gatwick Airport and Piccadilly Circus). The purpose of the Visitor Centres is to provide transport and visitor information, as well as tickets, to first-time and infrequent customers. This benefits customers and supports the smooth operation of the station. This service for visitors allows them access to impartial advice on purchasing the right ticket for their trip, how best to get around London, access to tourist services and to get refunds for pay as you go credit over £10. At Gateway stations the Visitor Centres are located either in the LU ticket hall or on the Rail concourse.

The location criteria for the Visitor Centres was based on several factors, key among which being the proportion of infrequent and first-time visitors using the station and their familiarity with the network, based on their proximity to London. Gatwick Airport was selected in order to support Victoria and London Bridge stations. Piccadilly Circus has had a travel information centre for many years and has also been transformed into a Visitor Centre.

National Rail interchange stations, such as Waterloo and Charing Cross, were not selected as locations for a Visitor Centre as customers at these stations tend to be more familiar with London. Instead, at these Destination stations, Customer Service Assistants (CSA2s) are rostered to assist customers who are less familiar with the network.

The core opening hours for the Visitor Centres are 08:00 to 18:00. These hours reflect the visitor demand, historical sales and footfall data from the station, as well as knowledge and local feedback from staff and managers at each location. Visitor Centre employees collectively speak 16 languages. Outside of these hours visitors still have access to assisted ticket purchase at the ticket machines, refunds under £10 and information from knowledgeable London Underground staff.



King's Cross St. Pancras Station ticket hall



King's Cross St. Pancras Station Visitor Centre

Through the FftFS programme we have also made the following improvements for visitors and infrequent customers:

- Agreed customer service plans at each relevant location to provide a more coordinated customer service between the LU station and Visitor Centres staff
- Introduced a welcome function at 27 high visitor foot flow stations - carried out by the CSA2 role
- Tailored customer information for visitors available online through a new Visiting London section on the TfL website, and offline via a new visitor leaflet at LU stations and Visitor Centres
- Introduced a visitor brand to make it easier for visitors to find tailored travel information throughout their journey

Evidence:

- The overall visitor satisfaction score for the Visitor Centres has risen to 92 from the previous score of 91 (when they were Travel Information Centres). Research indicates that a score of over 90 by customers represents “excellent” service.
- All individual Visitor Centre customer satisfaction measures have increased since the transformation from TICs. These cover customer service levels, provision of information, range of products and the physical appearance of the Visitor Centres. Scores range from very good to excellent.
- Visitors are positive about their ticket purchasing experience at all key stations, with scores above 80.
- There is no significant difference in the satisfaction levels for ease and speed of purchasing tickets at Gateways and National Rail interchange stations, such as Waterloo and London Bridge (not categorised as Gateways). The vast majority of visitors had a problem-free experience at all these stations.

- Visitors were slightly less satisfied with ticketing information at London Bridge, Stratford, Waterloo and Charing Cross compared to Gateway stations, although the satisfaction level was still high. This is not surprising as Gateways have the dedicated Visitor Centre facility. Visitors were more confident they had bought the right ticket than at Gateways but were less likely to perceive there to be a member of staff available for assistance. We continue to promote active engagement by our station staff and the CSA2 function provides additional tailored support for visitors at stations without Visitor Centres.

3. Journey Experience

Areas of focus for the Review:

- The quality of customer service provided at stations
- The impact on passenger perception of safety at stations
- The ease and availability of accessibility and customer service for all passengers, including those with disabilities or hidden disabilities, such as communications problems or learning disabilities

QUALITY OF CUSTOMER SERVICE

Our aim is to give our customers the best experience, from the moment they start to plan their journey to the moment they reach their destinations. Providing high levels of customer service in a consistent manner is important to customers. To support this we designed and delivered the largest training programme ever completed by LU involving every member of station staff. The training programme encouraged staff to listen to customers and treat them as individuals; to use their knowledge and add a personal touch; and to go out of their way to help customers in every way they can.

Our plans have built on our experience and learning from the London 2012 Olympic and Paralympic Games, when more people used the Tube than ever before, and our staff provided millions of customers with excellent customer service.

- This training was interactive and involved practice-based learning, designed to equip staff with the skills, attitudes and behaviours they need to provide world-class customer service. The course included:
 - An overview of the new roles in stations and customer service
 - Resilience and techniques for handling difficult customers
 - Introduction to their handheld devices (iPads)
 - Operational tasks and activities and how this enables customer service
 - Supporting vulnerable customers and those with access needs
 - Techniques for improving interactions with customers and ticketing knowledge
- All 5,000 station staff underwent this training programme – over 25,000 days of training were delivered.
- The training was based on the four commitments which form the basis of the Tube's unique approach to customer service:
 - Every Customer Matters
 - We let our personalities shine through
 - We do everything we can
 - We share what we know



Euston Station



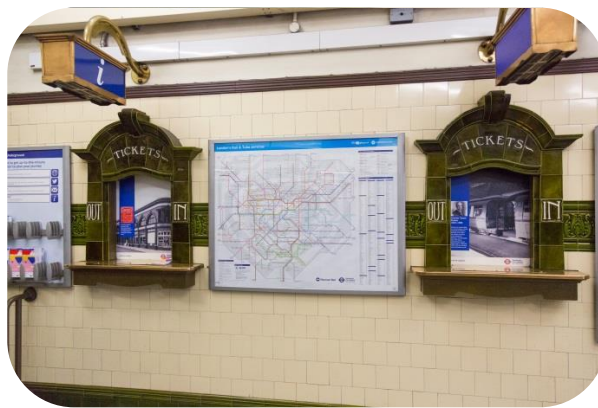
Customer service staff training

We invested in maintaining customer service levels during the transformation works by providing additional face to face support to assist customers and notify them of changes at their station.

The ticket hall experience was further enhanced through the protection and celebration of London Underground’s heritage. The wrapping of the ticket office windows to commemorate and conserve both the network and local history.



Southwark Station



Hampstead Station

Evidence

- Staff Helpfulness measured through our Mystery Shopping Scores has increased two points to 95
- Staff Attention to customers measured through our Mystery Shopping Scores has increased one point to 96
- Overall Customer Satisfaction Score has remained consistent at 85 throughout the programme
- Over 80 per cent of staff who took place in the training felt their ability to provide excellent customer service was improved by this training

ACCESSIBILITY

Customers with accessibility needs have told us that inconsistency in our service creates complexity, which can create anxiety and dissatisfaction. Ensuring that all parts of this programme works for customers with accessibility needs has been central throughout the development and delivery stages.

The improvements made through this programme have included:

- All staff received improved accessibility training delivered by Transport For All and Inclusion London to ensure they are more proactive in assisting disabled customers. This was integrated into customer service training and includes how to approach and assist customers with both visible and non-visible disabilities
- 'Turn up and Go' services, which allow disabled customers access to assistance without the need to book in advance (this will continue and we are working to standardise our approach)
- We are installing Help Points with induction loops. By the end of the FftFS programme, approximately 99% of LU stations will be fitted with a Help Point with an induction loop

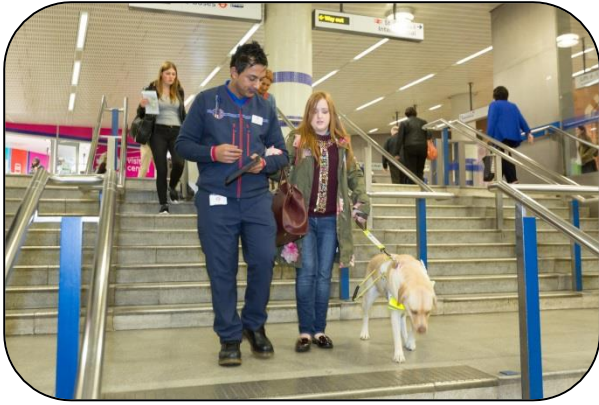
An Accessibility Working Group (AWG) was established as a key forum for engaging with accessibility stakeholders on the FftFS programme. The aim of this group was to ensure inclusion and engagement with key disability groups prior to and during the programme of station transformation changes. The group also offered an opportunity for members to provide ideas or feedback on planned changes to customer information, station environment and ticketing that may well be incorporated into the programme in the future.

The FftFS proposals were also presented to each of the TfL Sub-Regional Mobility forums that took place during 2014/15. We use these Sub-Regional forums to provide a strategic level channel of communication between us and disabled and older people in London on all matters affecting their use of public transport and therefore their mobility.

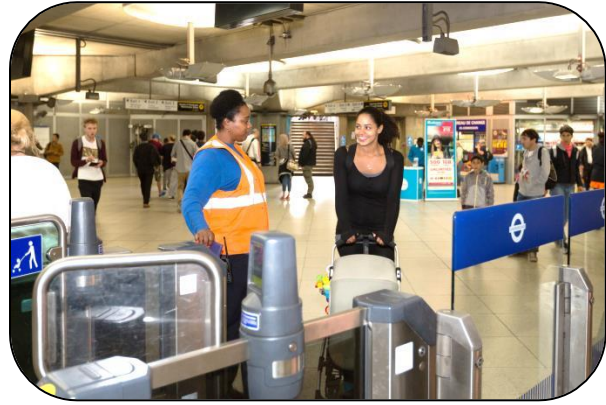
Feedback was incorporated from these groups and used to ensure that the plans worked for disabled customers. For example, initial changes were made to customer information to make this more accessible. During the transformation process this included producing an Easy Read version of the literature for customers following feedback from accessibility groups.

For customers with hidden disabilities, staff assistance at the ticket machines ensures they can continue to purchase a ticket with ease. We have previously implemented a number of initiatives to support customers with hidden disabilities, such as the introduction of a Travel Support Card. This card can be used to discreetly highlight the customer's disability to staff if a customer does not feel comfortable explaining how their disability affects their ability to use ticket machines.

We will continue to prioritise personal assistance for those who need help. We are continuing our wide-ranging work to make the network more accessible – with redeveloped stations, increased use of manual boarding ramps and raised platform sections, better signage and other measures, such as the trial of the 'please offer me a seat' badge for passengers with hidden disabilities or illnesses.



King's Cross St Pancras Station



Westminster Station

Evidence:

Our Accessibility Mystery Shopping Survey rates disabled customer's experiences out of 100. Scores since ticket offices have closed show that:

- More customers are being offered assistance in ticket halls (50.4 to 58.6)
- Staff ability to answer questions has increased (81.7 to 91.5)
- While the ability to find a member of staff has dipped from 87.1 to 80.7, customers report that the reason they are unable to find a member of staff is now more likely to be that they are busy with another customer, and less likely to be that there is no staff present
- Staff helpfulness has increased from 77.1 to 79.1
- Staff helpfulness has improved by eight points since the closure of ticket offices

Our bespoke training course has been well received by stakeholders, customers and staff. Age UK featured the training course recently in their London Age magazine, and we have hosted multiple visits from stakeholders including WhizzKidz and our Accessibility Working Group.

- Over 90 per cent of staff felt that after attending the customer service training course they were more confident in dealing with customers with accessibility needs

Future Challenges:

Delivering the Fit for the Future Stations Programme represented a major shift in service delivery for our customers and a significant transformational milestone for London Underground. The Programme objectives were to:

- Improve Customer Experience – customer satisfaction scores have remained consistently high throughout the transformation process and staff helpfulness and attention scores have increased
- Reduce Operating Costs - the business will realise a circa £50m net reduction in operating expenditure each year to 2023 (the term of the TfL Business Plan)
- Implement the new Operating Model effectively – we engaged a wide range of user groups, all London MPs, Assembly Members, Borough Leaders and relevant cabinet members. We engaged customers through social media, events and in stations. We also undertook extensive consultation with our Trade Unions throughout this process

These objectives have been achieved and the improvements to customer service, staff visibility and ticketing resolution at stations is being experienced by customers at stations. However, the implementation of the new operating model is still at an early stage and we recognise that there are a number of issues that still require working through. These challenges include:

- Improving staff visibility at certain local stations
- Providing greater consistency in proactive assistance to customers with accessibility needs
- Communicating some of the new arrangements for discounts and concessions

We continue to work with staff to improve customer service and we review staffing numbers and rosters on an ongoing basis to reflect the changing nature of demand on the network. Working with the Trade Unions, we will carry out a post-implementation review in 2017 that will focus on staffing numbers and rosters.

We have set out a package of indicators so we continue to monitor and in turn improve our performance and customer impact. It has been a complex programme to plan and implement, but it has created considerable momentum to continually improve customer service. Responsibility for this work has now been transferred and integrated into our daily operations.



EVERY JOURNEY MATTERS

Appendix G

Customer Impact Review -

Evidence Data Sets



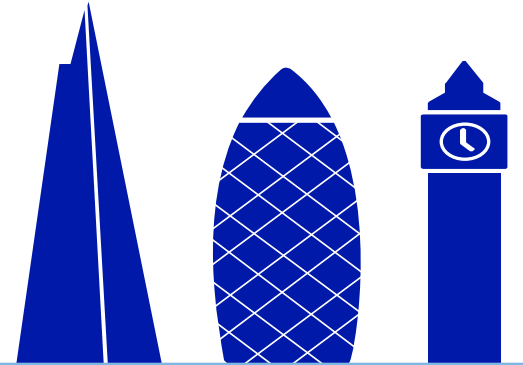
SEPTEMBER 2016

Fit for the Future – Stations Customer Impact Review

Appendix

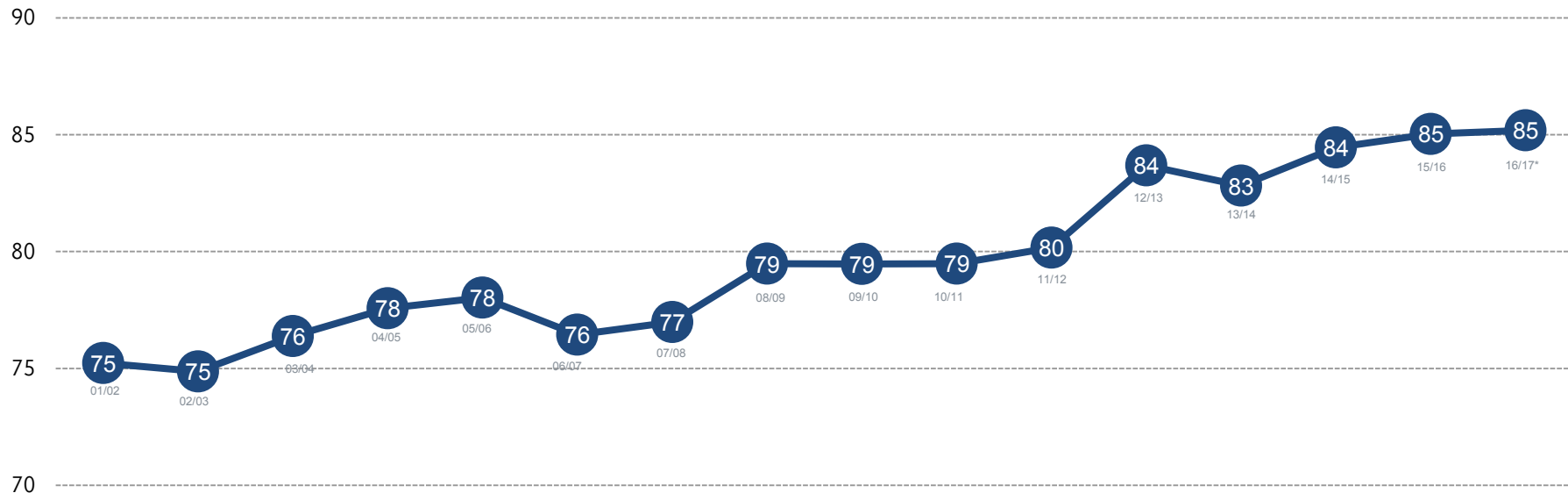


London Underground Customer Service Satisfaction Survey *Q1 2016/17*



It has been a strong start to 2016/17 with a year-to-date overall satisfaction score of 85

Annual scores

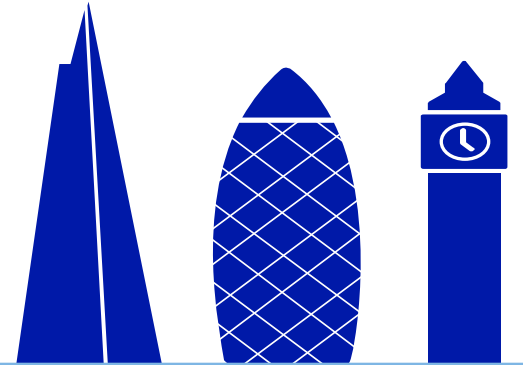


**2016/17 annual score includes Q1 only*



London Underground Staff and Information Mystery Survey

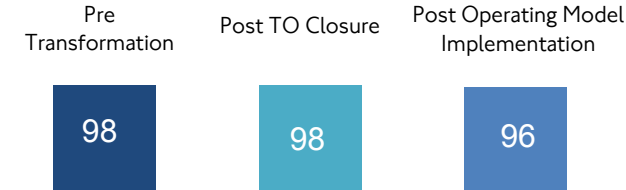
Period 4 2016/17



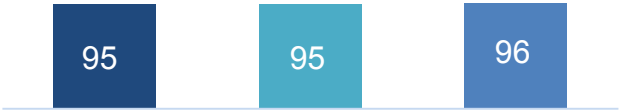
Staff presence has dipped to slightly to 96 since the operating model has been implemented.
Staff attention to customers has improved to 96 and staff helpfulness remains at 95

Customer Service
Performance Summary
Period 04 Final

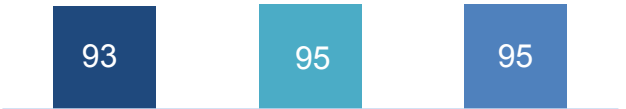
Staff Presence
SIS



Staff Attention to Customers
SIS



Staff Helpfulness
SIS

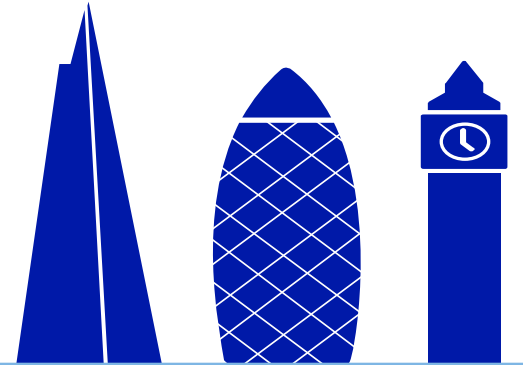


The following plans have been implemented to address this small reduction in presence:

- Rosters are being reviewed
- Vacancies are being filled
- Line managers are promoting staff visibility at stations with a recurring issue



**London Underground
Ticketing Customer
Service Satisfaction
Survey**
Spring 2016



1.

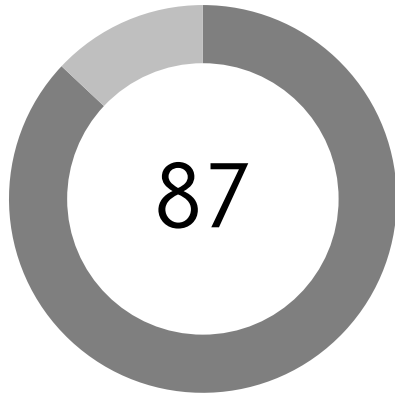
Are customers responding positively?

Overall satisfaction has remained unchanged throughout the transformation.

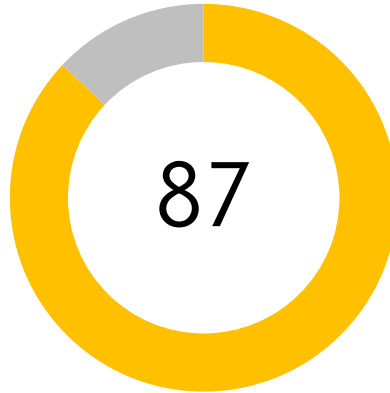
Overall satisfaction - Network

Mean score out of 100

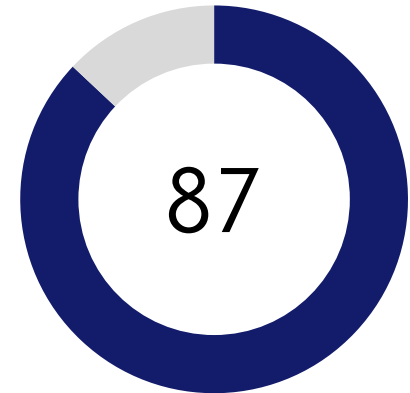
Pre transformation



Post ticket office closure



Post operating model implementation



Base: Pre-transformation (2261), Post-transformation (1523), Post operating model implementation (1016)

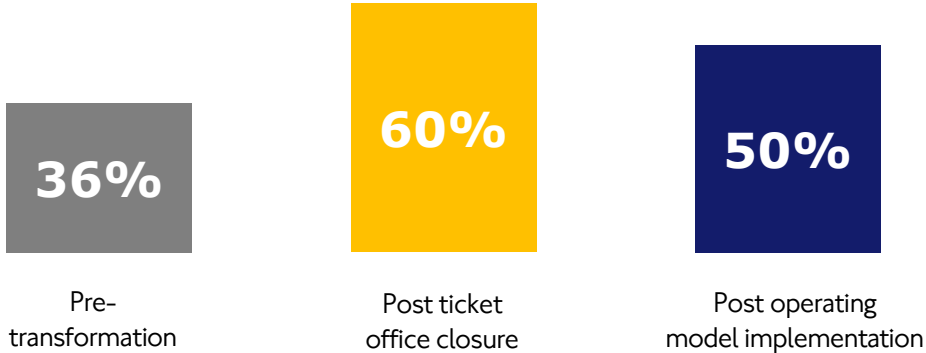
In 2014, pre transformations, the target was set to maintain satisfaction at 85 (or over) during the transformation programme



Customers perceive there to be significantly more members of staff available at ticket machines compared to pre-transformation.

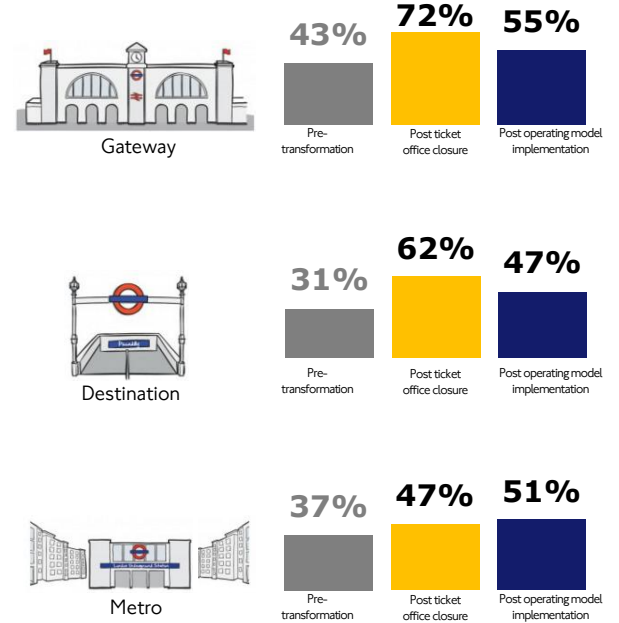
Staff available at ticket machines to help if needed (%)

Base: Pre-transformation (2261), Post-transformation (1523), Post operating model implementation (1016)



Staff visibility has increased at all station types. There was a spike in visibility immediately after ticket office closures, as staff leaving via voluntary severance were still in post.

Staff available at ticket machines to help if needed by station type (%)

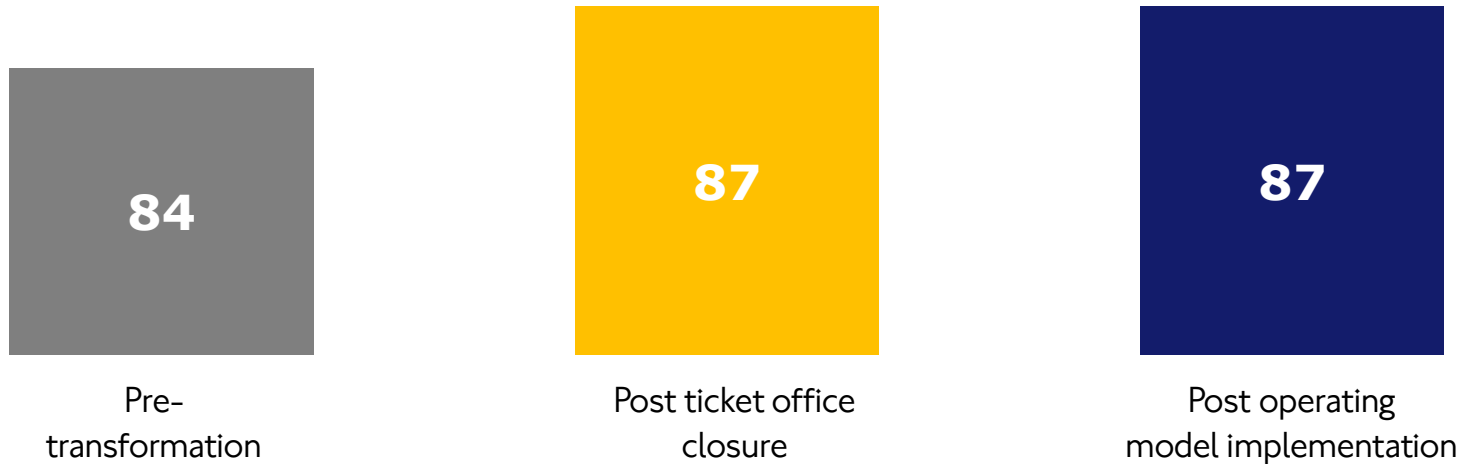


The improvement in staff helpfulness has been sustained – a reflection that staff training is embedding.

Staff helpfulness*

*High level of 'Don't know' between 39% and 56%;

Base: Pre-transformation (2261), Post-transformation (1523), Post operating model implementation (1016)



2.

Are customers receiving the assistance they need?

There has been a shift in where customers seek assistance. More customers are seeking help at ticket machines. The quality of the assistance received has not changed significantly

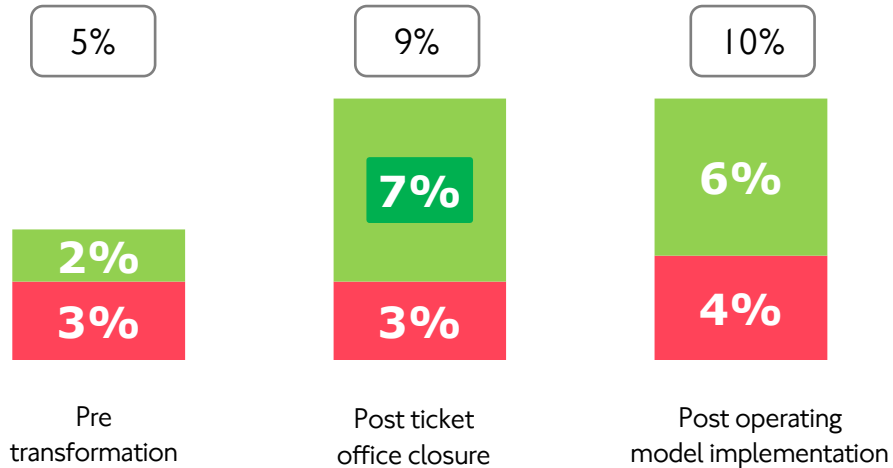
Needed assistance when buying ticket (%) [Lower is better]

Base: Pre-transformation (2261), Post-transformation (1523), Post operating model implementation (1016)

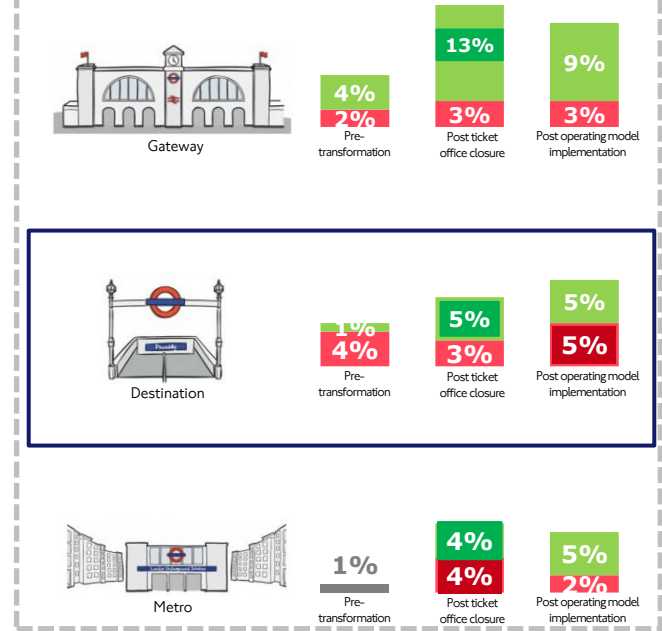
Received assistance

Did not receive assistance

% needed assistance:



Needed assistance when buying ticket by station type (%)



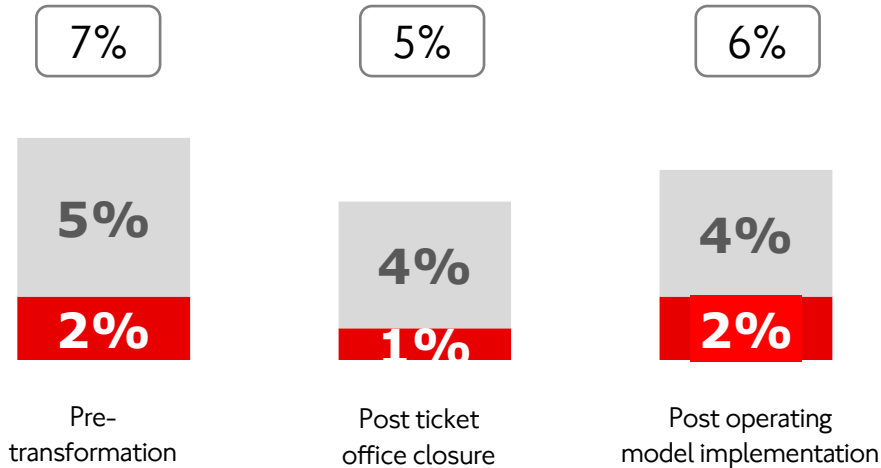
The proportion of customers experiencing problems that could not be resolved remains very low.

Experienced problem when buying ticket (%) [Lower is better]

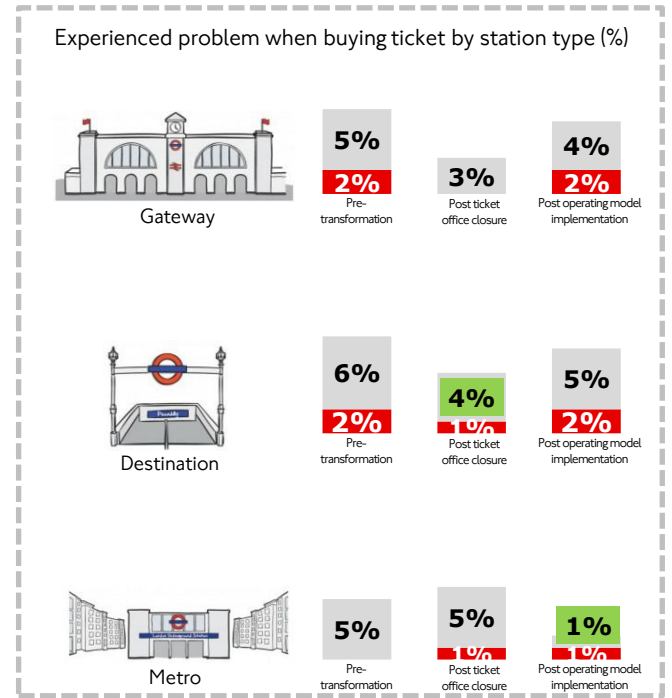
Base: Pre-transformation (2261), Post transformation (1523), Post operating model implementation (1016)

Problem resolved
 Problem not resolved

% experienced a problem:



Experienced problem when buying ticket by station type (%)



3.

Are customers needs being satisfied?

Customers value being able to buy their ticket quickly and easily. Information has become more important to Gateway and Destination customers since the ticket offices have closed.

Key drivers of overall satisfaction - Post operating model implementation



Able to buy ticket quickly



Ease of buying ticket



Ticketing information seen/given

(More important compared to a year ago)

Key drivers of overall satisfaction – post operating model implementation by station type



Gateway

- Able to buy ticket quickly
- Ease of buying ticket
- Ticketing information seen/ given



Destination

- Able to buy ticket quickly
- Ticketing information seen/ given
- Ease of buying ticket
- Felt confident what to do or say



Metro

- Able to buy ticket quickly
- Ease of buying ticket



Satisfaction with the key drivers of the customer experience have remained high.

Satisfaction with key drivers – Network

Mean score out of 100

Base: Pre-transformation (2261), Post-transformation (1523), Post operating model implementation (1016)



Able to buy ticket quickly

Pre-transformation

93

Post ticket office closure

93

Post operating model implementation

93



Ease of buying ticket

93

92

93



Ticketing information seen/given

91

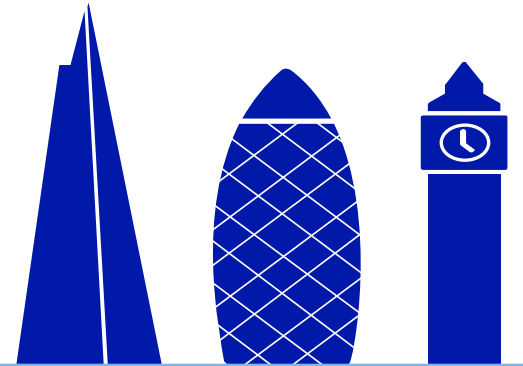
90

90



London Underground Ticketing Customer Service Satisfaction Survey

*Spring 2016 - visitor ticket purchase
experience at Gateway and Destination
Stations*



Speed and ease of purchase are key drivers of Visitor satisfaction. Visitors want to feel confident when buying a ticket and so value clear information about ticketing.

Primary drivers of overall satisfaction among visitors



Able to buy ticket quickly



Ease of buying ticket

Secondary drivers of overall satisfaction among visitors



Problem-free experience



Clear ticketing information



Felt confident about what to do

Base: Total Spring 2016 Visitors (656)



Compared to Gateway stations, visitors at London Bridge, Stratford, Waterloo and Charing Cross were equally satisfied with the speed of purchasing their tickets. Visitors are very satisfied at all these stations, but slightly more satisfied with the ease of purchase at Gateways

Primary drivers of overall satisfaction among visitors



Able to buy ticket quickly

Gateway

90

London Bridge, Stratford,
Waterloo, Charing Cross

90



Ease of buying ticket

92

90

Base: Total Spring 2016 Visitors (656)



The vast majority of visitors had a problem-free experience and found ticketing information clear at all these stations; however, performance at Gateways was marginally better.

Secondary drivers of overall satisfaction among visitors



Problem-free experience

Gateway

92%

London Bridge, Stratford,
Waterloo, Charing Cross

90%



Clear ticketing information

91

85

Base: Total Spring 2016 Visitors (656)



Visitors had more confidence they had bought the right ticket at London Bridge, Stratford, Waterloo and Charing Cross than at Gateways.

Secondary drivers of overall satisfaction among visitors

Gateway
London Bridge, Stratford,
Waterloo, Charing Cross



Confident bought the right ticket

92

94

Base: Total Spring 2016 Visitors (656)



Visitors are positive about their overall experience at all key. The lower satisfaction score at Waterloo is likely due to problems with the ticket machines at the time of the survey.

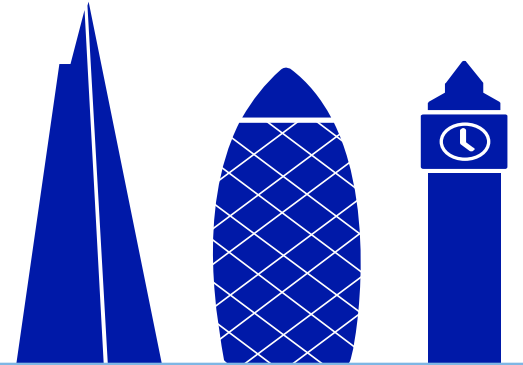
Overall satisfaction with the ticket purchase experience
 Mean score out of 100



*Charing Cross sample size too small to be shown individually

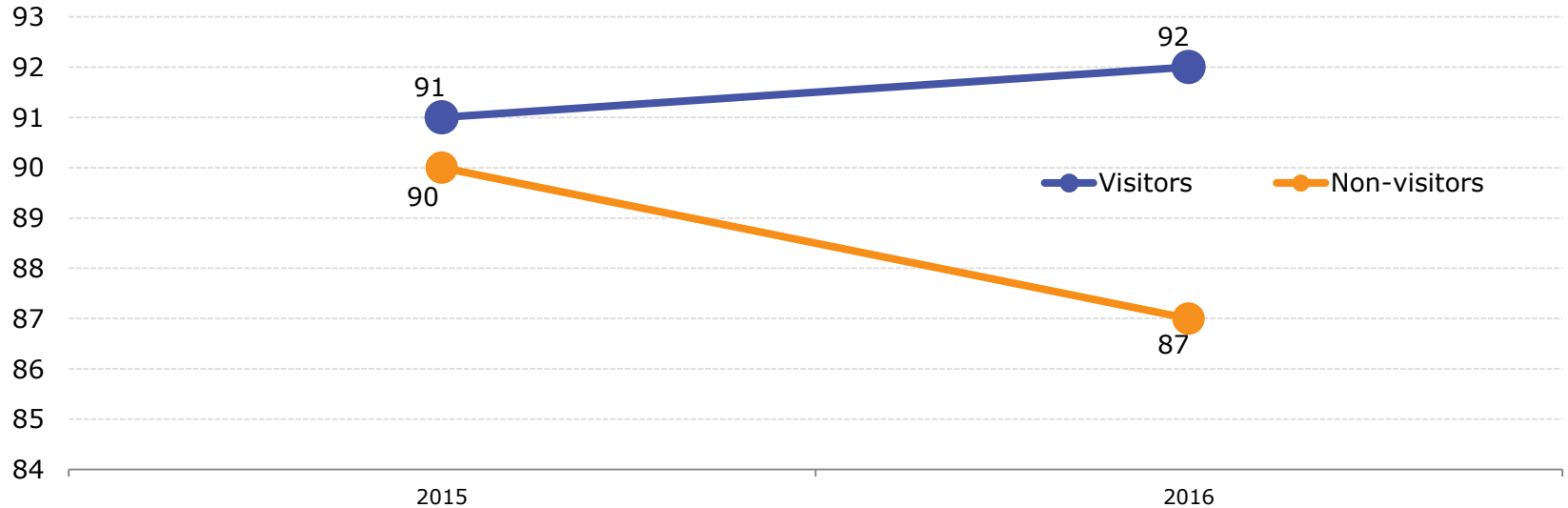


Visitor Centre Customer Satisfaction Survey 2016



Since the transformation of Travel Information Centres to Visitor Centres, visitors are more satisfied with their experience, while non-visitors are less satisfied. This likely reflects the change in focus of the centres.

Overall satisfaction of visitors



Q4. Thinking of this particular visits you've just made at this Visitor Centre, how satisfied were you on a scale of 0 to 10 (where 10 is extremely satisfied and 0 is extremely dissatisfied) with the **overall service** you experienced today:

Base: Visitors 565, Non-visitors 216



Visitor satisfaction has improved across a number of measures compared to last year

Satisfaction: individual measures Visitor and Non-visitor
Mean scores

	Visitor	
	2015	2016
Overall satisfaction	91	92
Staff availability	93	93
Queuing time	93	93
Staff Helpfulness and appearance	91	93▲
Travel information	91	92
Range of travel services and products	90	92
Visitor information	90	92▲
Range of tourist services and products	88	91▲
Cleanliness	87	89▲
Condition and state of repair	86	89▲

▲ 2016 significantly higher than 2015

▼ 2016 significantly lower than 2015

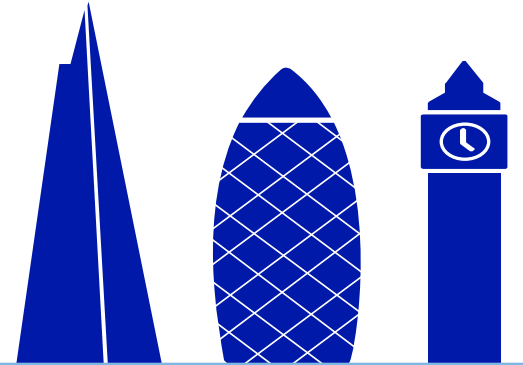
The darker the blue, the higher the score

Q6. Now I would like you to think about the **service** at this Visitor Centre today. As a score out of 10, how satisfied were you with?

Base: Visitor (565); Non-visitor (216)

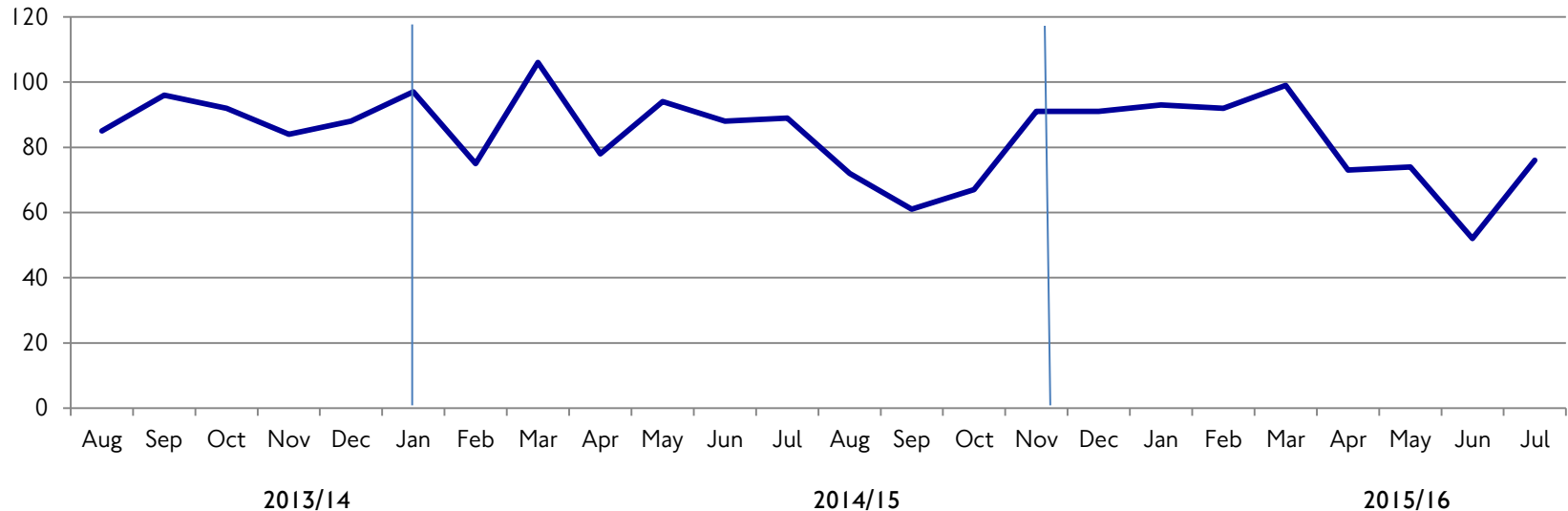


**Reported crime data
British Transport
Police**



Despite rising demand, there has been no appreciable change in the number of incidents reported in ticket halls, at ticket machines and at ticket barriers

Total number of crimes in ticket halls



Appendix H

Stakeholder and customer

engagement summary

Stakeholder engagement

At the time of the announcement of our modernisation plans in November 2013, we wrote to all our stakeholders setting out our proposals and offering to discuss them in further detail either at a scheduled upcoming meeting or at a separate briefing. These stakeholders included:

- Every London Borough leader, Cabinet member for Transport, Chief Executive and Transport Director (or equivalent)
- A wide range of user groups, disability organisations, local mobility forums and business groups/forums
- All London MPs and all members of the London Assembly.

Since the announcement of the programme we met with a wide range of local stakeholders and authorities, passenger and accessibility groups and elected representatives to discuss our plans and listen carefully to any concerns or issues they might raise. We also discussed the FftFS programme at all the public transport liaison meetings we attend with London's councils, at all other regular meetings with our stakeholders, as well as at a large number of meetings set up specifically to talk about the changes being made by the programme. We have additionally sought suggestions from existing stakeholders as to other groups that should be included in our engagement.

Ahead of any ticket office changes we wrote to local stakeholders at each Tube station providing a briefing on changes at the station. This included the MP, AM, local councillors and local user groups.

Email copy example

Dear all

Further to Transport for London's announcement in December regarding modernisation of the Tube network, we will be carrying out improvement works at Heathrow Terminals 123 station from 5 October for up to three months.

The works will take place in the ticket hall and will include changes to the way customers will be able to buy tickets. The station will remain open while we make these improvements and it will be possible for customers to purchase tickets from ticket machines, with our staff on hand to help. Tickets will also be available from our contact centre, online, and customers can also choose to use contactless payment. The ticket office will not reopen after the work is complete.

We will do our best to minimise any disruption or noise during the work. Where possible we will carry out the works during the day, but for customer safety reasons, some elements of the work may be undertaken overnight.

For your information, please find attached a copy of the letter and leaflet that is being distributed to local residents and businesses in close proximity of the station notifying them in advance of the planned improvement works.

For more information on our modernisation plans please visit www.tfl.gov.uk/futuretube or if you have any queries regarding the works, please do let me know.

Accessibility Working Group

An Accessibility Working Group (AWG) was established as a key forum for engaging with accessibility stakeholders on the Fit for the Future – Stations programme. The aim of this ‘task and finish’ group was to ensure inclusion and engagement with key disability groups prior to and during the programme of station transformation changes. The group also offered an opportunity for members to provide ideas or feedback on planned changes to customer information, station environment and ticketing that may well be incorporated into the programme in the future.

The forum also enabled an opportunity for groups to feedback on the communications plan relating to the changes at stations during 2015.

Initial sessions were held in July and November 2014 prior to the commencement of the works, and two further sessions took place during the introduction of changes at stations in 2015, including a station visit to Cannon Street to see the trial changes first-hand.

The working group had a wide range of participants including representatives from:

- Transport for All
- Inclusion London
- TfL’s Independent Disability Advisory Group
- Leonard Cheshire Disability
- Scope
- Joint Committee on Mobility for Disabled People
- Whizz-Kidz
- London Visual Impairment Forum (incorporating RNIB, RLSB, Guide Dogs and others)
- Action on Hearing Loss
- Age UK London
- Greater London Forum for Older People
- National Pensioners’ Convention
- Alzheimer’s Society
- National Autistic Society
- TfL’s Valuing People learning disability group
- Suzy Lamplugh Trust
- London TravelWatch

TfL Sub-Regional Mobility Forums

The Fit for the Future – Stations proposals were presented to each of the TfL Sub-Regional Mobility forums that took place during 2014 and 15. TfL use these Sub-Regional forums to provide a strategic level channel of communication between TfL and disabled and older people in London on all matters affecting their use of public transport and therefore their mobility.

The forums serve to:

- Help TfL, the Boroughs and transport operators to understand the needs and priorities of both Londoners and visitors to London who are classed as disabled and/or elderly;
- Provide a sounding board for consultation and discussion of new transport proposals, projects and schemes;
- Provide a channel for action on agreed priorities and developments;
- Promote mobility solutions across London;
- Challenge TfL and other transport providers on their performance and/or future proposals where appropriate.

Follow up sessions with the five Sub-Regional Mobility forums took place during 2015 to ensure that specific issues raised are addressed and also to provide further details as the changes take place at stations.

TfL Independent Disability Advisory Group (IDAG)

The Fit for the Future – Stations proposals were first presented to the group during 2014, and communication by means of follow up sessions has been taking place throughout 2015. IDAG will continue to be updated on the progress of FftFS as the programme continues towards the end of the year and enters the final stages in 2016.

The Group has been instrumental in informing the proposals for improvements to ticketing at stations. The Group contributed to the development of the new Ticket Machine screen design which now has a much more customer friendly interface.

Customer Communications

We followed a consistent communications process to ensure local residents and stakeholders were informed of the changes at their stations, including the timing of closure of ticket windows.

A range of communications channels were in place to inform customers including:

- 2 weeks before
 - Email sent to ticket office users
 - Posters communicating ticket office closure live in ticket hall
 - Station announcements about ways to pay
 - Letters are sent to local residents,
 - Stakeholder briefings to local councillors, accessibility groups, Business Improvement Districts and MP's

- 2 days before
 - Face to face staff in high priority stations for 5 days, to provide information to customers on the changes
 - Leaflets handed to customers

- Day of closure
 - Email sent to ticket office users
 - New poster live communicating improvement works

We published full details of our proposals on our website at www.tfl.gov.uk/futuretube, including the answers to regularly asked questions and have displayed posters at all Tube stations clearly setting out our commitments to Londoners.

We have also engaged continuously with our customers through our Twitter feeds and Facebook pages and responded to their queries through our correspondence and customer feedback channels.

CRM – to station ticket office users, 2 weeks before the ticket office closure

Dear XXXX,

From 5 October, we will be carrying out improvement work at Heathrow Terminals 123 Tube station; this is part of our plans to modernise the Tube. As a result, we are making changes to the ticket hall and the ticket windows will be permanently closed.

We are moving our staff into the ticket hall where they can assist you more effectively; the station will continue to be staffed between the first and last train times.

The station now has smarter ticket machines, offering guidance in 17 languages, making paying for travel easier; staff will be on hand to show you how much more these machines can do.

To pay for travel, you can now:

Use the smarter ticket machines

Use your contactless payment card. It's the same fare as Oyster and no need to top up

Buy tickets or top up your Oyster card online or at nearby Oyster Ticket Stops

Work to the ticket hall and improvement to facilities is expected to continue for up to three months. The station will remain open during this period.

To find out more, please visit tfl.gov.uk/futuretube

Yours sincerely,

Nick Brown
Managing Director, London Underground

CRM – to station ticket office users on the day of the ticket office closure

Heathrow Terminals 123 on-the-day post-closure email copy example

Dear XXXX,

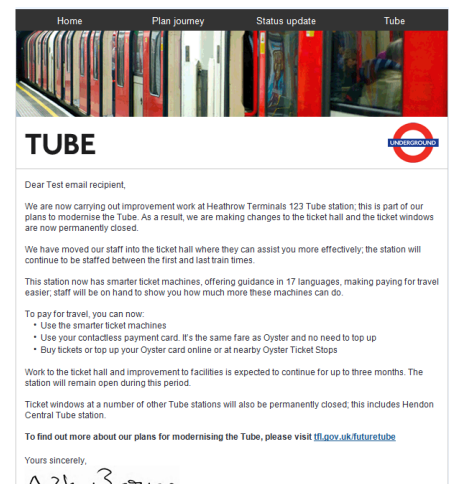
We are now carrying out improvement work at Heathrow Terminals 123 station; this is part of our plans to modernise the Tube. As a result, we are making changes to the ticket hall and the ticket windows are now permanently closed.

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Work to the ticket hall and improvement to facilities is expected to continue for up to three months. The station will remain open during this period.

For full details and to find out more, please visit tfl.gov.uk/futuretube

Poster – pre-closure

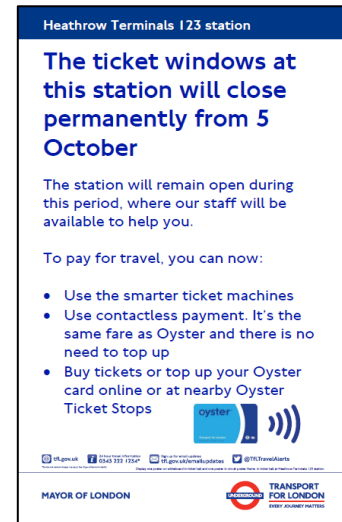
The posters are designed to tell customers what changes they are about to see in their ticket hall, and why.

Customer research demonstrates that it is important to be transparent with customers; they want to know and understand what is happening. The response to ‘cashless bus’ is a proof point for this approach

Poster to be live in affected ticket hall two weeks before closure.

Locations:

- DR (circuit) frame
- Ticket office window
- ‘Paid for’ media site(s)
- Station whiteboard



Poster – post-closure

Poster to be live in affected ticket hall from the day of ticket office closure. Locations:

- DR (circuit) frame
- Ticket office window
- Station whiteboard

This poster focuses on the changes customers will be seeing throughout the ticket hall transformation, referencing the fact that the ticket office will not be reopening to ensure customers are fully informed.

Local resident letters

Letters to local residents delivered approximately two weeks in advance:

Heathrow Terminals 123 - improvement works October 2015

As part of our plans to modernise London Underground, we will be carrying out improvement works at Heathrow Terminals 123 Underground station. The improvement work starts on 5 October, when the ticket windows will close at this station. Work will take place in the ticket hall and will last for up to three month. The ticket windows will not reopen when the work is complete.



We will be improving facilities including:

- **Better ticketing facilities** – the existing ticket machines at the station will be improved before the work and will give better flexibility, for example by allowing staff to offer refunds. Our people will be on hand to help you with any ticketing enquiries.
- **Enhanced customer service** – we will be giving you better travel information, leaflets, maps and signage within the station to help you find what you need. When the ticket windows close, staff will move out from the back office areas of the station to the ticket hall, where they will be more available to serve you.

If you normally use the ticket office at Heathrow Terminals 1 2 3 Tube station to pay for your travel, the enclosed leaflet will explain the variety of improved ticketing options available to you, during and after completion of the works.

Working hours

We will do our best to minimise any disruption or noise during the work. Work times may vary during week days and at weekends. However, work will mostly take place at night to minimise disruption to customer journeys.

In the meantime, if you have any queries about our plans, please contact our 24-hour helpline on 0343 222 2424. You can also write to London Underground Community Relations, 5th floor, Palestra, 197 Blackfriars Road London, SE1 8NJ; or email us at communityrelations@tfl.gov.uk
For more information on our modernisation plans please visit tfl.gov.uk/futuretube

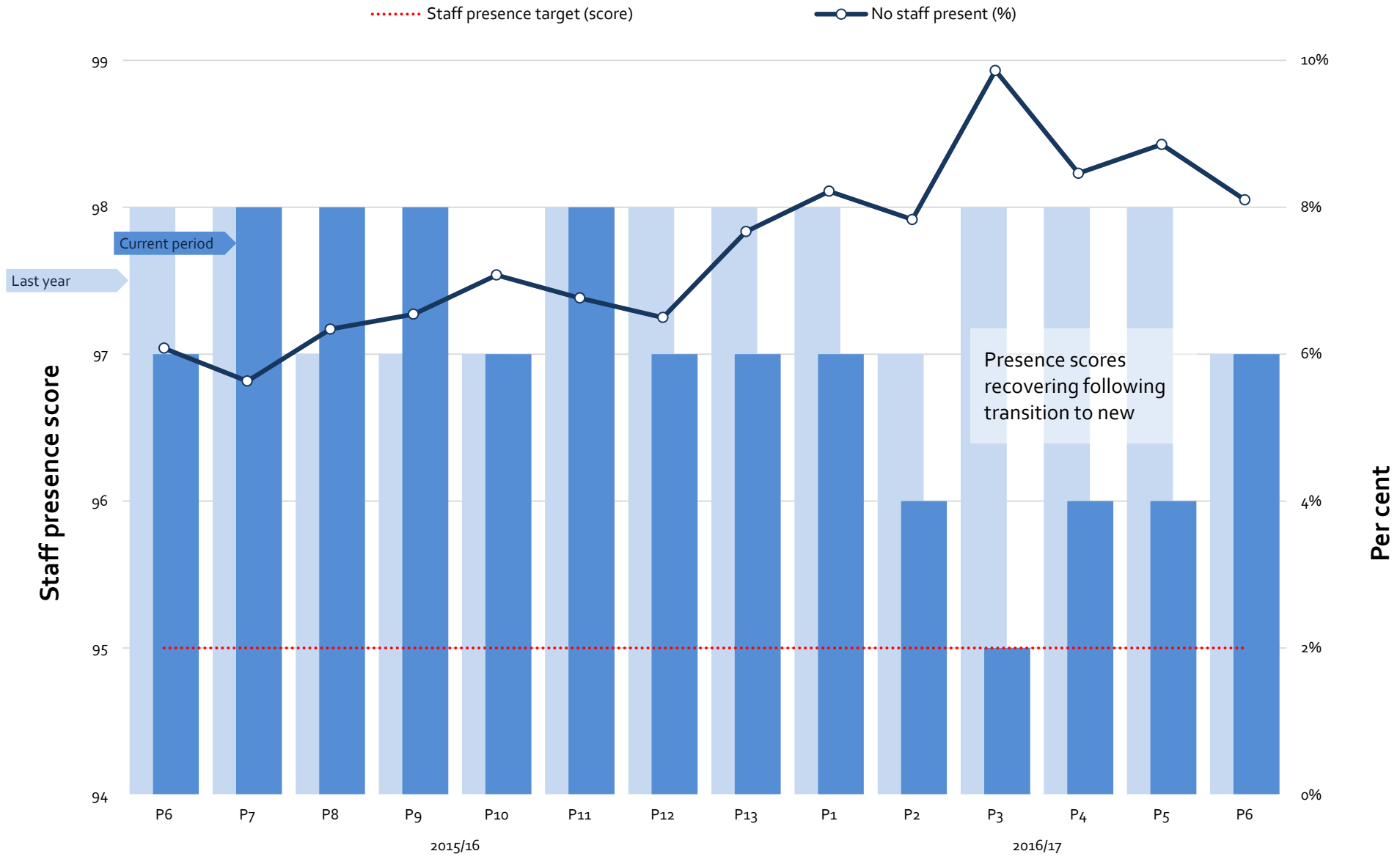
Yours faithfully

Appendix I

Pre and post transformation

Mystery Shopping Survey staff

presence data



Staff Presence Data - Pre and Post Transformation

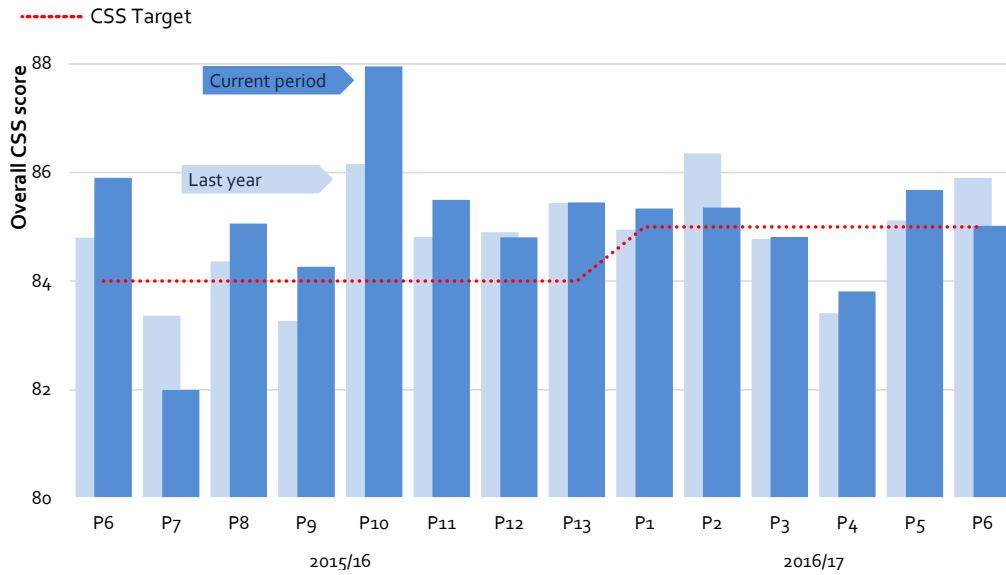
Based on Mystery Shopper Scores

					Start of Ticket office Closure Programme										Post Ticket Office Closure			Staffing Model Implementation									
Period:					14/15 P12	14/15 P13	15/16 P01	15/16 P02	15/16 P03	15/16 P04	15/16 P05	15/16 P06	15/16 P07	15/16 P08	15/16 P09	15/16 P10	15/16 P11	15/16 P12	15/16 P13	16/17 P01	16/17 P02	16/17 P03	16/17 P04	16/17 P05	16/17 P06		
P'd Start Date:					08/02/15	08/03/15	05/04/15	03/05/15	31/05/15	28/06/15	26/07/15	23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16	03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16		
P'd End Date:					07/03/15	04/04/15	02/05/15	30/05/15	27/06/15	25/07/15	22/08/15	19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16	30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16		
Station	Station Type	Zone	Pre-Transformation 12 Month	Post-Transformation																							
Acton Town	M		100	100										100	100	100	100	100	100	100	100	100	100	100			
Aldgate	M		89	95										80	100	80	100	80	100	100	100	100	100	100	100		
Aldgate East	M		100	99		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	80	100	100	100		
Alperton	L		91	91						100	100	100	100	100	100	100	80	80	100	80	100	80	100	80	60		
Amersham	L		91	89							80	100	80	100	80	80	100	100	80	100	100	80	80	80	100		
Angel	M		100	100											100	100	100	100	100	100	100	100	100	100	100		
Archway	M		100	100										100	100	100	100	100	100	100	100	100	100	100	100		
Arnos Grove	M		100	98											100	100	100	80	100	100	100	100	100	100	100		
Arsenal	M		98	100											100	100	100	100	100	100	100	100	100	100	100		
Baker Street	D		100	100										100	100	100	100	100	100	100	100	100	100	100	100		
Balham	M		98	100											100	100	100	100	100	100	100	100	100	100	100		
Bank & Monument	D		97	98					100	90	100	100	94	100	100	89	100	100	100	100	100	100	100	93	100		
Barbican	M		95	85					80	100	100	60	100	80	100	100	100	80	100	100	80	40	40	80	100		
Barkingside	L		70	92							100	100	80	100	100	100	60	100	100	100	80	60	100	100	100		
Barons Court	L		97	86											100	100	100	100	80	80	80	80	60	80	80		
Bayswater	M		100	100									100	100	100	100	100	100	100	100	100	100	100	100	100		
Becontree	L		79	85									100	80	80	80	80	100	100	100	80	60	60	80	100		
Belsize Park	M		100	100											100	100	100	100	100	100	100	100	100	100	100		
Bermondsey	M		94	95		100	100	100	100	100	100	60	75	100	100	80	100	100	80	100	100	100	100	100	100		
Bethnal Green	M		100	100		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Blackfriars	M		100	100							100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Blackhorse Road	M		100	99										100	100	100	100	100	100	100	100	80	100	100	100		
Bond Street	D		100	100											100	100	100	100	100	100	100	100	100	100	100		
Borough	M		100	100						100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Boston Manor	L		92	91							100	100	100	100	80	80	100	80	100	100	60	100	80	100	80		
Bounds Green	M		100	100											100	100	100	100	100	100	100	100	100	100	100		
Bow Road	M		100	100										100	100	100	100	100	100	100	100	100	100	100	100		
Brent Cross	L		83	83							100	100	80	100	80	60	100	80	100	60	80	60	80	80	80		
Brixton	M		100	100		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Bromley-by-Bow	L		70	45										80	60	60	100	80	60	40	40	25	40	20	0	0	20
Buckhurst Hill	L		72	62										100	80	80	20	40	60	60	60	60	40	60	80	60	
Burnt Oak	L		94	89							100	80	100	80	100	80	100	100	80	80	100	80	60	100	100		
Caledonian Road	M		98	100											100		100	100	100	100	100	100	100	100	100		
Camden Town	D		100	100				100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Canada Water	D		98	100										100	100	100	100	100	100	100	100	100	100	100	100		
Canary Wharf	D		98	100										100	100	100	100	100	100	100	100	100	100	100	100		
Canning Town	M		98	96											100	100	100	100	100	100	80	100	80	100	100		
Cannon Street	M		100	99							100	100	100	100	80	100	100	100	100	100	100	100	100	100	100		
Canons Park	L		95	89			100	80	100	60	100	80	100	100	100	100	100	80	100	100	80	80	80	80	60		

Wanstead	M		98	98			100	100	100	100	100	100	100	100	80	100	100	100	100	80	100	100	100	100	100
Warren Street	M		100	100											100	100	100	100	100	100	100	100	100	100	100
Warwick Avenue	M		100	100				100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Waterloo	D		100	100				100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Watford	L		79	91											100	100	60	100	80	100	100	80	80	100	100
Wembley Central	M		100	100														100	100	100	100	100	100	100	100
Wembley Park	D		100	100											100	100	100	100	100	100	100	100	100	100	100
West Acton	L		88	85											100	100	80	100	40	100	100	100	100	60	60
West Brompton	L		92	93				100	100	100	80	100	100	100	80	100	80	80	80	100	100	100	80	100	100
West Finchley	L		92	79			100	80	100	80	60	100	80	40	100	60	60	80	20	100	80	100	100	80	80
West Ham	M		95	98					100	100	100	100	100	100	100	100	100	100	100	100	100	100	80	80	100
West Hampstead	L		95	64											100	60	80	60	60	60	40	60	40	60	80
West Harrow	L		84	83				80	100	100	80	80	100	80	100	80	80	80	40	80	80	100	80	60	100
West Kensington	L		95	83				100	100	100	100	100	100	100	100	100	80	100	60	100	60	60	20	40	80
West Ruislip	L		83	82				100	60	100	60	100	80	60	80	100	100	100	60	80	100	80	80	60	80
Westbourne Park	L		55	70				100	60	60	40	40	40	100	60	80	80	60	60	60	100	60	80	100	80
Westminster	D		100	100					100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
White City	L		100	100				100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Whitechapel	M		100	100												100	100	100	100	100	100	100	100	100	100
Willesden Green	L		94	94			100	80	80	100	100	100	100	100	80	100	80	100	100	80	80	100	100	100	100
Wimbledon Park	L		78	74					80	80	80	60	80	80	80	60	80	100	80	20	80	80	20	100	100
Wood Green	M		100	100						100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Wood Lane	L		100	97										100	100	100	100	100	100	100	100	100	100	100	60
Woodford	L		91	93					100	100	100	100	80	100	100	60	80	100	100	80	100	100	100	100	80
Woodside Park	L		83		80	60	80	100	100	100	80	80	60	80	80	100	80	80							

PERIODIC DATA		SIS		CSS		
Year	Period	Staff presence	Staff presence	NB. Unweighted data		
		Actual	Target	Instances staff r	LU CSS periodic	LU CSS periodic
				Actual	Actual	CSS Target
2012/13	P1	98			82.6027	
	P2	98			81.7713	
	P3	98			81.9794	
	P4	98			80.654	
	P5	99			85.021	
	P6	99			85.1359	
	P7	99			85.2444	
	P8	98			83.0655	
	P9	98			83.372	
	P10	98			84.9878	
	P11	98			84.5328	
	P12	98			83.2988	
	P13	98			84.1389	
2013/14	P1	98	95		82.3385	82
	P2	98	95		83.1641	82
	P3	99	95		83.8278	82
	P4	99	95		81.4808	82
	P5	98	95		81.8172	82
	P6	99	95		83.3088	82
	P7	98	95		82.2545	82
	P8	98	95		82.4095	82
	P9	98	95		80.3705	82
	P10	98	95		82.0628	82
	P11	98	95		83.5228	82
	P12	98	95		83.001	82
	P13	98	95		83.6205	82
2014/15	P1	98	95		82.5181	83
	P2	97	95		83.6611	83
	P3	98	95		84.1986	83
	P4	99	95		84.6501	83
	P5	98	95		83.9431	83
2014/15	P6	98	95	6.06%	84.8019	83
	P7	98	95	6.06%	83.3618	83
	P8	97	95	6.46%	84.3635	83
	P9	97	95	6.55%	83.2686	83
	P10	97	95	6.08%	86.1544	83
	P11	98	95	6.50%	84.8122	83
	P12	98	95	5.06%	84.9034	83
	P13	98	95	5.27%	85.4391	83
2015/16	P1	98	95	5.02%	84.9498	84
	P2	97	95	6.45%	86.3488	84
	P3	98	95	5.95%	84.7806	84
	P4	98	95	5.89%	83.4114	84
	P5	98	95	5.82%	85.1176	84
2015/16	P6	97	95	6.08%	85.9036	84
	P7	98	95	5.63%	81.9986	84
	P8	98	95	6.34%	85.059	84
	P9	98	95	6.54%	84.2662	84
	P10	97	95	7.08%	87.9556	84
	P11	98	95	6.76%	85.496	84
	P12	97	95	6.50%	84.8085	84
	P13	97	95	7.67%	85.451	84
2016/17	P1	97	95	8.22%	85.336	85
	P2	96	95	7.83%	85.3541	85
	P3	95	95	9.86%	84.8153	85
	P4	96	95	8.46%	83.8123	85
	P5	96	95	8.85%	85.6792	85
	P6	97	95	8.10%	85.017	85
	P7		95			85
	P8		95			85
	P9		95			85
	P10		95			85
	P11		95			85
	P12		95			85
	P13		95			85

QUARTERLY DATA		CSS		CARE			
Year		LU CSS quarter Actual	LU CSS quarter Target	LU Cares Actual	LU Cares Target	LU Cares Disagree	LU Cares Neutral
2012/13	Q1		82		34		23
	Q2		83		40		15
	Q3		84		37		17
	Q4		83.9758		41		14
2013/14	Q1		83.0777		42		13
	Q2		82.1666		40		13
	Q3		81.7037		43		13
	Q4		83.3847		44		14
2014/15	Q1		83.4793		49	42	14
2014/15	Q2		84.492		49	42	10
	Q3		84.2722		46	42	11
	Q4		85.0473		46	42	12
	2015/16	Q1		85.2699		46	50
2015/16	Q2		84.8382		48	50	16
	Q3		84.8159		48	50	13
	Q4		85.216		46	50	17
	2016/17	Q1		85.1944		50	50
Q2						50	
Q3						50	
Q4						50	



Appendix J

Lift availability data

Lift Availability on Bakerloo, Central, Victoria, District, Hammersmith & City, Metropolitan Lines

R = Lift Refurbishment or replacement

		Financial year 2015/16								Financial year 2016-17					
Period:		Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
P'd Start		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16	03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16
P'd End		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16	30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16
Station	Lift Unit Number	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability
BANK	6	81.66	99.72	100	93.02	99.21	100	100	100	98.14	99.09	99.68	99.27	99.67	100
BANK	7	99.73	99.66	99.85	99.73	99.32	94.55	95.67	100	99.81	93.28	98.53	98.99	94.97	98.25
BANK	2	0	69.91	99.61	99.24	99.42	98.26	99.79	99.72	99.39	98.2	98.72	100	100	99.28
BANK	3	99.25	98.2	99.07	99.04	98.62	98.91	99.79	98.88	99	99.88	98.72	99.6	99.55	100
BANK	4	100	99.21	98.46	100	99.88	98.93	95.36	100	99.72	100	99.68	98.79	99.75	100
BANK	5	99.02	100	99.36	99.76	99.3	99.72	99.64	100	100	100	99.59	100	98.98	98.39
Blackfriars	6	100	98.46	100	99.43	100	100	100	100	100	100	100	99.61	100	98.88
Blackfriars	8	100	90.3	88.24	100	100	100	100	100	100	100	100	99.7	100	100
BRIXTON	1	100	98.91	92.67	99.85	99.74	100	100	100	100	99.8	99.39	98.44	99.47	99.69
BRIXTON	2	94.15	97.82	99.45	100	99.7	100	100	100	100	100	99.54	99.45	87.9	99.66
Cannon Street	1	100	100	99.57	100	100	100	99.91	100	100	100	100	99.88	100	100
Cannon Street	2	100	100	100	100	100	99.7	100	100	98.79	99.72	100	100	100	99.94
Earls Court	5	99.8	100	99.83	100	100	100	100	100	100	92.53	100	100	100	100
Earls Court	6	100	100	100	98.77	100	93.08	100	99.75	100	100	100	100	100	99.71
Earls Court	3	99.43	100	99.15	96.64	100	98.97	100	100	100	100	99.9	100	100	100
Earls Court	4	100	98.65	100	99.74	99.34	100	100	99.44	100	100	100	99.83	99.75	96.36
EAST HAM	1	100	100	96.9	97.44	99.68	100	99.68	100	100	100	100	100	98.97	100
EAST HAM	2	99.53	99.55	99.95	99.57	100	99.67	100	100	99.77	99.29	98.18	83.91	99.42	99.67
EDGWARE ROAD	1	100	100	100	100	94.49	100	99.58	100	100	91.97	100	100	99.25	100
EDGWARE ROAD	2	99.13	99.75	100	100	100	100	99.43	99.73	99.71	100	100	100	100	100
ELEPHANT & CASTLE	1	99.89	99.53	R	R	R	R	R	R	R	R	99.49	100	100	100
ELEPHANT & CASTLE	3	R	99.69	99.65	99.83	100	100	100	100	100	100	100	98.21	100	76.09
ELEPHANT & CASTLE	4	R	99.82	99.66	100	99.89	100	100	100	99.66	91.91	100	98.22	100	96.5
ELEPHANT & CASTLE	5	99.27	99.76	88.74	99.55	99.45	97.67	98.86	92.5	88.33	97.26	99.59	41.61	99.49	100
ELEPHANT & CASTLE	6	100	100	R	R	R	R	R	93.91	99.29	97.63	94.71	99.08	95.14	100
Euston Square	1	100	99.76	100	99.69	100	100	97.74	100	100	100	100	100	100	100
Euston Square	2	100	99.77	100	99.69	99.82	100	99.69	100	97.24	100	100	100	100	100

Farringdon	1	100	100	100	100	100	99.65	99.58	97.06	100	100	100	100	100	99.4
Farringdon	2	99.81	100	100	100	100	100	100	100	100	100	100	100	100	100
Farringdon	3	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Farringdon	4	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Farringdon	5	100	100	100	100	100	100	100	99.79	99.76	100	100	100	100	100
FULHAM BROADWAY	1	100	99.47	100	99.24	93.98	100	99.57	94.19	99.16	99.15	99.05	96.73	100	100
FULHAM BROADWAY	2	100	100	100	100	100	100	100	99.73	99.78	100	100	99.7	99.61	97.98
GLOUCESTER ROAD	3	100	99.38	100	100	100	100	100	100	100	100	99.68	100	100	100
GLOUCESTER ROAD	4	99.63	100	100	100	100	100	100	100	100	100	98.61	100	100	100
Greenford	1			100	100	94.01	95.85	83.66	98.92	98.38	98.54	98.74	100	98.87	98.96
HAINAULT	1	100	100	100	100	100	100	100	100	100	100	100	100	100	100
HAINAULT	2	100	100	100	100	100	100	100	100	100	100	100	88.91	99.32	100
HAINAULT	3	99.55	99.71	100	100	100	99.67	98.04	100	100	87.38	100	100	100	98.02
HAMMERSMITH	1	100	100	100	100	100	100	100	100	100	100	100	100	100	100
HAMMERSMITH	2	100	100	100	98.81	100	100	100	100	100	100	64.29	100	100	100
HILLINGDON	1	99.66	100	100	100	100	100	100	100	99.48	99.44	100	99.49	99.66	100
HILLINGDON	2	99.46	100	100	100	100	100	100	100	100	100	100	98.79	42.08	59.67
HOLLAND PARK	1	100	98.93	99.25	99.76	100	R	R	R	R	R	R	R	100	98.75
HOLLAND PARK	2	98.701	100	100	100	99.34	R	R	R	R	R	R	R	100	98.48
Kings Cross	1	94.9	100	100	99.6	99.79	99.52	99.63	96.42	99.37	99.61	99.71	99.81	99.57	94.76
Kings Cross	2	100	99.81	96.92	100	100	100	99.86	98.42	99.73	99.7	100	99.05	100	100
Kings Cross	3	86.24	99.64	99.17	100	100	100	100	99.85	100	100	99.8	96.61	100	100
Kings Cross	5	99.18	99.7	99.54	100	99.1	99.28	100	100	99.91	98.24	97.58	99.76	99.24	99.46
Kings Cross	6	99.66	99.32	100	100	100	100	99.39	100	99.72	99.36	99.86	99.81	100	96.84
Kings Cross	7	99.63	100	100	100	100	100	99.68	100	100	98.67	100	100	100	99.69
Kings Cross	8	99.7	100	99.77	100	100	100	99.03	100	100	98.35	99.55	100	99.7	100
Kings Cross	10	100	100	100	100	100	100	99.91	99.1	100	100	100	100	100	87.09
Kings Cross	11	99.8	100	100	100	100	100	100	100	100	100	100	100	100	100
LAMBETH NORTH	1	99.39	99.76	100	100	100	99.43	100	98.76	99.6	92.83	19.24	R	R	100
LAMBETH NORTH	2	R	R	R	100	100	97.67	98.58	93.25	83.08	98.25	98.86	R	R	100
LANCASTER GATE	1	99.71	99.25	99.54	100	100	100	100	100	95.58	100	98.85	99.82	99.86	99.72
LANCASTER GATE	2	98.83	99.61	100	99.7	100	100	100	100	99.78	100	81.95	99.18	100	99.9
Paddington	3	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Paddington	4	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Pinner	1	100	100	100	100	100	100	100	99.55	100	100	100	97.9	100	100

Pinner	2	100	100	100	100	100	100	100	99.61	100	99.6	97.06	98.79	100	100
PLEIADES HOUSE	1	100	100	100	100	100	100	100	100	100	100	100	100	100	100
QUEENSWAY	1	100	100	99.71	99.91	100	100	99.71	100	100	100	100	99.75	99.48	100
QUEENSWAY	2	99.28	99.35	100	99.69	98.96	99.43	97.16	98.28	100	100	100	100	97.8	98.99
REGENTS PARK	1	99.48	99.83	99.83	99.76	100	100	100	100	53.03	99.73	99.53	98.3	99.65	100
REGENTS PARK	2	99.84	100	100	99.35	100	97.77	100	99.4	98.35	90.46	100	94	90.97	99.58
Southfields	1	100	100	100	98.84	100	100	100	100	100	99.27	100	99.49	91.04	100
TOTTENHAM HALE	1	98.97	100	100	100	100	100	87.87	88.77	97.14	100	100	98.66	100	88.71
Tower Hill	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100	100
Tower Hill	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	99.53	100
Walthamstow Central	1	99.57	100	100	99.52	40.34	99.64	100	100	99.55	99.19	100	96.48	100	99.62
Walthamstow Central	2	97.59	100	98.42	100	100	100	100	100	100	100	99.58	100	97.42	99.74
Wood Lane	1	100	100	100	99.39	99.72	76.65	100	99.47	100	99.43	100	99.89	99.3	100
Wood Lane	2	100	100	100	100	100	99.7	100	100	100	99.59	100	100	98.31	100
Wood Lane	3	100	100	100	100	100	100	100	100	99.63	100	100	100	100	100
Wood Lane	4	100	100	100	100	100	100	100	100	99.58	100	100	100	100	100
Average		97.8	99.2	99.3	99.7	98.8	99.2	99.3	99.2	98.6	98.9	97.8	98.3	98.5	98.4

Lift Availability on Jubilee, Northern & Piccadilly Lines

R = Lift Refurbishment or replacement

		Financial year 2015/16								Financial year 2016-17					
Period:		Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
Period Start Date:		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16	03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16
Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16	30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16
Station	No of Lifts on Station	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability	% Availability
Bermondsey	1	100.00%	100.00%	98.71%	99.55%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.92%	100.00%	99.54%	100.00%
Canada Water	3	99.90%	99.45%	100.00%	100.00%	99.00%	100.00%	99.79%	100.00%	99.27%	99.37%	98.95%	99.45%	100.00%	99.38%
Canary Wharf	3	99.86%	99.53%	100.00%	96.82%	100.00%	99.76%	100.00%	100.00%	100.00%	97.11%	100.00%	99.88%	99.79%	99.89%
Canning Town	3	100.00%	100.00%	99.10%	99.94%	99.88%	97.24%	99.71%	99.91%	99.68%	100.00%	99.03%	100.00%	100.00%	99.84%
Kilburn	1	99.55%	100.00%	99.28%	100.00%	100.00%	98.45%	99.40%	99.30%	99.90%	100.00%	100.00%	100.00%	100.00%	99.36%
Kingsbury	2	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.43%	100.00%	100.00%
London Bridge	3	97.94%	99.46%	99.01%	99.76%	100.00%	99.92%	100.00%	99.15%	100.00%	99.91%	100.00%	100.00%	91.74%	100.00%
North Greenwich	4	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.94%	100.00%	99.89%	99.76%	99.92%	99.75%	100.00%	100.00%
Southwark	2	100.00%	100.00%	100.00%	99.76%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.43%	100.00%	100.00%
Stratford	7	99.92%	99.88%	99.81%	99.05%	99.74%	99.56%	99.81%	99.85%	100.00%	99.66%	98.16%	97.62%	99.14%	100.00%
Waterloo	3	99.93%	95.95%	100.00%	99.77%	99.44%	99.86%	99.57%	100.00%	99.57%	99.86%	100.00%	100.00%	99.72%	99.83%
Wembley Park	5	99.50%	96.59%	99.54%	99.85%	99.95%	100.00%	99.34%	98.77%	99.87%	98.95%	99.41%	97.62%	99.17%	98.89%
West Ham	3	99.79%	99.84%	95.91%	100.00%	99.82%	95.60%	100.00%	99.87%	95.44%	99.47%	99.11%	98.98%	96.40%	98.36%
Westminster	5	99.84%	99.87%	97.95%	99.60%	99.34%	99.65%	99.49%	98.96%	100.00%	98.63%	99.42%	99.78%	99.02%	99.93%
Belsize Park	3	99.88%	99.94%	99.78%	99.68%	98.90%	99.94%	99.14%	99.34%	98.90%	99.14%	98.33%	99.62%	99.91%	99.76%
Borough	2	97.60%	99.83%	96.85%	97.10%	99.21%	99.92%	98.49%	98.01%	98.23%	99.53%	99.69%	99.02%	98.61%	97.92%
Chalk Farm	2	99.86%	99.54%	99.24%	99.80%	99.57%	97.76%	97.52%	99.68%	96.60%	99.84%	99.10%	98.96%	97.69%	98.11%
Edgware	2	100.00%	100.00%	98.73%	100.00%	100.00%	100.00%	99.23%	100.00%	99.66%	99.76%	99.79%	100.00%	100.00%	99.78%
Finchley Central	2	99.65%	100.00%	98.54%	100.00%	100.00%	99.11%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	98.39%	99.82%
Golders Green	2	98.59%	99.59%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.55%	100.00%	100.00%	99.85%	97.39%
Goodge Street	4	99.70%	99.77%	98.68%	99.03%	99.82%	99.78%	99.70%	99.13%	99.26%	99.67%	98.32%	98.58%	99.54%	99.22%
Hampstead	4	99.43%	99.29%	99.51%	98.75%	99.50%	98.21%	98.57%	98.86%	99.51%	98.04%	99.65%	99.30%	99.70%	99.91%
Hendon Central	1	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.76%	100.00%	100.00%
Kennington	2	99.94%	100.00%	100.00%	99.73%	99.83%	99.72%	99.73%	99.87%	98.59%	98.80%	99.79%	99.71%	98.25%	99.93%
Morden	2	100.00%	99.54%	99.73%	100.00%	99.76%	99.66%	99.55%	100.00%	100.00%	100.00%	100.00%	99.90%	97.55%	99.33%
Mornington Crescent	2	99.63%	99.86%	99.92%	99.84%	99.80%	99.89%	98.89%	98.96%	99.54%	95.56%	99.90%	99.95%	99.36%	100.00%
Tufnell Park	2	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	99.66%	98.87%	99.20%	99.75%	99.44%	99.98%	99.23%
Acton Town	2	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.32%	98.53%	100.00%	99.81%	100.00%	100.00%	100.00%
Caledonian Road	2	98.92%	99.31%	79.75%	97.26%	81.45%	83.73%	99.68%	98.54%	99.16%	98.08%	99.70%	98.22%	99.63%	99.59%
Covent Garden	4	99.96%	99.71%	99.69%	99.04%	99.82%	98.89%	99.23%	99.69%	100.00%	99.57%	99.80%	99.31%	99.12%	98.96%
Green Park	5	100.00%	99.95%	99.34%	98.75%	99.44%	99.66%	100.00%	99.93%	99.72%	98.93%	94.23%	99.90%	99.37%	99.85%
Heathrow Terminals	2	100.00%	98.74%	100.00%	99.55%	99.14%	99.12%	95.81%	99.77%	100.00%	100.00%	99.71%	100.00%	99.70%	100.00%
Holloway Road	2	99.74%	99.71%	99.88%	99.10%	99.14%	96.84%	97.53%	98.43%	100.00%	99.10%	100.00%	98.98%	99.83%	99.91%
Hounslow East	2	100.00%	100.00%	99.68%	99.72%	99.31%	98.48%	91.37%	100.00%	99.22%	99.86%	99.60%	100.00%	98.95%	99.83%
Oakwood	1	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.43%	100.00%	100.00%	99.62%	100.00%	99.62%	100.00%	100.00%
Russell Square	3	99.60%	99.40%	99.85%	99.22%	100.00%	97.62%	99.68%	99.32%	99.74%	100.00%	98.35%	98.82%	99.38%	99.80%
Average		96.91%	96.80%	96.07%	96.69%	96.44%	96.07%	99.18%	99.56%	99.42%	99.36%	99.43%	99.47%	99.15%	99.55%

Appendix K

Pay as you go and contactless data

CPC Boardings by scheme and day

CHART DATA

Date	TfL Rail Jnys		NR Jnys		Bus Jnys		TfL+NR Rail	Analytics	
	Day	7 Day Av	Day	7 Day Av	Day	7 Day Av		Rail	7 day av
04/01/2014	0		0		30,626	30,626		0	
05/01/2014	3		2		22,457	26,542	5	0	
06/01/2014	44		10		39,926	31,003	54	0	
07/01/2014	39		9		37,810	32,705	48	0	
08/01/2014	33		10		37,710	33,706	43	0	
09/01/2014	48		9		38,808	34,556	57	0	
10/01/2014	42		3		42,241	35,654	45	0	
11/01/2014	7	31	3	7	34,019	36,139	10	0	0
12/01/2014	5	31	2	7	23,010	36,218	7	0	0
13/01/2014	44	31	8	6	40,231	36,261	52	0	0
14/01/2014	45	32	8	6	38,776	36,399	53	0	0
15/01/2014	75	38	11	6	39,386	36,639	87	0	0
16/01/2014	66	41	20	8	40,304	36,852	86	0	0
17/01/2014	51	42	7	8	45,022	37,250	58	0	0
18/01/2014	8	42	1	8	34,203	37,276	9	0	0
19/01/2014	22	44	7	9	23,441	37,338	29	0	0
20/01/2014	68	48	10	9	39,851	37,283	78	0	0
21/01/2014	65	51	10	9	39,513	37,389	75	0	0
22/01/2014	78	51	14	10	40,318	37,522	92	0	0
23/01/2014	52	49	12	9	42,127	37,782	64	0	0
24/01/2014	43	48	10	9	46,474	37,990	53	0	0
25/01/2014	7	48	0	9	34,623	38,050	7	0	0
26/01/2014	9	46	2	8	23,061	37,995	11	0	0
27/01/2014	62	45	14	9	41,693	38,258	76	0	0
28/01/2014	65	45	11	9	41,532	38,547	76	0	0
29/01/2014	72	44	10	8	44,364	39,125	82	0	0
30/01/2014	88	49	13	9	43,357	39,301	101	0	0
31/01/2014	81	55	25	11	48,486	39,588	106	0	0
01/02/2014	9	55	5	11	37,165	39,951	14	0	0

CPC Boardings by scheme and day

02/02/2014	2	54	4	12	25,375	40,282	6	0	0
03/02/2014	67	55	13	12	41,738	40,288	80	0	0
04/02/2014	71	56	18	13	42,415	40,414	89	0	0
05/02/2014	25	49	17	14	45,059	40,514	42	0	0
06/02/2014	22	40	25	15	49,344	41,369	47	0	0
07/02/2014	55	36	7	13	50,531	41,661	62	0	0
08/02/2014	13	36	4	13	37,426	41,698	17	0	0
09/02/2014	7	37	4	13	25,862	41,768	11	0	0
10/02/2014	98	42	16	13	43,423	42,009	114	0	0
11/02/2014	54	39	10	12	43,551	42,171	64	0	0
12/02/2014	73	46	6	10	43,442	41,940	79	0	0
13/02/2014	70	53	12	8	45,570	41,401	82	0	0
14/02/2014	103	60	27	11	50,642	41,417	130	0	0
15/02/2014	19	61	1	11	37,791	41,469	20	0	0
16/02/2014	10	61	3	11	27,232	41,664	13	0	0
17/02/2014	72	57	17	11	41,579	41,401	89	0	0
18/02/2014	60	58	19	12	41,545	41,114	79	0	0
19/02/2014	107	63	26	15	42,211	40,939	133	0	0
20/02/2014	100	67	28	17	43,477	40,640	128	0	0
21/02/2014	67	62	20	16	47,535	40,196	87	0	0
22/02/2014	13	61	13	18	38,617	40,314	26	0	0
23/02/2014	8	61	7	18	25,488	40,065	15	0	0
24/02/2014	98	65	18	19	43,690	40,366	116	0	0
25/02/2014	97	70	13	18	44,721	40,820	110	0	0
26/02/2014	178	80	26	18	45,014	41,220	203	0	0
27/02/2014	100	80	11	15	47,396	41,780	111	0	0
28/02/2014	90	83	12	14	53,940	42,695	102	0	0
01/03/2014	23	85	1	12	40,370	42,946	24	0	0
02/03/2014	18	86	0	11	28,217	43,335	18	0	0
03/03/2014	89	85	15	11	46,688	43,764	104	0	0
04/03/2014	100	85	16	11	45,693	43,903	116	0	0
05/03/2014	123	78	22	11	46,099	44,058	145	0	0
06/03/2014	119	80	24	13	47,270	44,040	143	0	0
07/03/2014	81	79	12	13	51,210	43,650	93	0	0
08/03/2014	13	78	6	14	41,018	43,742	19	0	0
09/03/2014	18	78	4	14	30,962	44,134	22	0	0

CPC Boardings by scheme and day

10/03/2014	108	80	21	15	45,773	44,004	129	0	0
11/03/2014	108	81	23	16	46,095	44,061	131	0	0
12/03/2014	141	84	22	16	46,796	44,161	163	0	0
13/03/2014	126	85	23	16	48,277	44,304	149	0	0
14/03/2014	114	90	29	18	52,901	44,546	143	0	0
15/03/2014	32	92	1	18	41,645	44,636	33	0	0
16/03/2014	13	92	3	17	30,286	44,539	16	0	0
17/03/2014	104	91	27	18	46,941	44,706	131	0	0
18/03/2014	134	95	35	20	47,275	44,874	169	0	0
19/03/2014	142	95	31	21	47,995	45,046	173	0	0
20/03/2014	172	102	34	23	50,463	45,358	206	0	0
21/03/2014	152	107	26	22	54,491	45,585	178	0	0
22/03/2014	49	110	9	23	42,312	45,680	58	0	0
23/03/2014	25	111	7	24	28,996	45,496	32	0	0
24/03/2014	169	121	49	27	48,097	45,661	218	0	0
25/03/2014	196	129	42	28	50,194	46,078	238	0	0
26/03/2014	217	140	38	29	50,408	46,423	255	0	0
27/03/2014	219	147	42	30	51,148	46,521	261	0	0
28/03/2014	184	151	36	32	55,738	46,699	220	0	0
29/03/2014	76	155	14	33	43,511	46,870	90	0	0
30/03/2014	44	158	12	33	30,310	47,058	56	49	7
31/03/2014	232	167	61	35	48,860	47,167	293	261	44
01/04/2014	260	176	60	38	49,521	47,071	320	289	86
02/04/2014	283	185	63	41	50,014	47,015	346	310	130
03/04/2014	271	193	58	44	51,210	47,023	330	299	173
04/04/2014	249	202	48	45	55,825	47,036	298	325	219
05/04/2014	66	201	53	51	44,032	47,110	118	110	235
06/04/2014	49	201	11	51	30,974	47,205	60	56	236
07/04/2014	250	204	49	49	50,595	47,453	299	270	237
08/04/2014	273	206	45	47	49,363	47,430	319	293	238
09/04/2014	288	207	49	45	49,788	47,398	337	311	238
10/04/2014	256	205	48	43	50,628	47,315	304	279	235
11/04/2014	261	206	44	43	55,184	47,223	305	282	229
12/04/2014	120	214	27	39	43,539	47,153	147	135	232
13/04/2014	101	221	23	41	31,422	47,217	124	111	240
14/04/2014	284	226	66	43	48,063	46,855	350	320	247

CPC Boardings by scheme and day

15/04/2014	409	246	88	49	49,907	46,933	497	446	269
16/04/2014	405	262	78	54	51,140	47,126	483	439	287
17/04/2014	397	282	100	61	55,473	47,818	497	438	310
18/04/2014	136	264	43	61	38,987	45,504	178	157	292
19/04/2014	134	266	29	61	39,362	44,908	163	143	293
20/04/2014	77	263	21	61	26,626	44,223	98	87	290
21/04/2014	117	239	32	56	31,863	41,908	149	136	264
22/04/2014	375	234	105	58	52,879	42,333	480	429	261
23/04/2014	446	240	120	64	51,932	42,446	566	506	271
24/04/2014	504	255	133	69	52,752	42,057	637	565	289
25/04/2014	479	304	129	81	59,954	45,053	608	534	343
26/04/2014	190	312	54	85	47,231	46,177	244	214	353
27/04/2014	131	320	48	89	32,775	47,055	179	124	358
28/04/2014	455	368	137	104	53,685	50,173	592	519	413
29/04/2014	239	349	122	106	57,688	50,860	361	319	397
30/04/2014	276	325	156	111	61,925	52,287	432	380	379
01/05/2014	555	332	153	114	64,793	54,007	708	629	388
02/05/2014	522	338	150	117	63,111	54,458	672	597	397
03/05/2014	188	338	77	121	49,570	54,792	265	238	401
04/05/2014	134	338	41	120	39,385	55,737	175	162	406
05/05/2014	164	297	71	110	34,987	53,066	235	202	361
06/05/2014	487	332	141	113	57,434	53,029	628	551	394
07/05/2014	475	361	117	107	56,896	52,311	592	536	416
08/05/2014	568	363	149	107	60,951	51,762	717	639	418
09/05/2014	573	370	163	108	63,224	51,778	736	677	429
10/05/2014	195	371	78	109	49,969	51,835	274	245	430
11/05/2014	179	377	57	111	33,719	51,026	236	207	437
12/05/2014	567	435	139	121	55,551	53,963	706	631	498
13/05/2014	668	461	196	128	57,976	54,041	864	761	528
14/05/2014	692	492	203	141	57,308	54,100	895	847	572
15/05/2014	664	506	196	147	58,762	53,787	860	780	593
16/05/2014	623	513	188	151	63,980	53,895	811	717	598
17/05/2014	275	524	89	153	50,784	54,011	364	325	610
18/05/2014	187	525	52	152	37,206	54,510	239	222	612
19/05/2014	625	533	211	162	55,786	54,543	836	745	628
20/05/2014	728	542	214	165	58,380	54,601	942	843	640

CPC Boardings by scheme and day

21/05/2014	739	549	232	169	59,623	54,932	971	875	644
22/05/2014	759	562	242	175	61,074	55,262	1001	893	660
23/05/2014	674	569	206	178	65,816	55,524	880	791	671
24/05/2014	267	568	67	175	50,411	55,471	334	311	669
25/05/2014	239	576	51	175	41,617	56,101	289	268	675
26/05/2014	214	517	52	152	37,536	53,494	266	239	603
27/05/2014	720	516	237	155	62,537	54,088	957	857	605
28/05/2014	863	534	258	159	61,515	54,358	1121	1,006	624
29/05/2014	901	554	257	161	60,707	54,306	1158	1,046	645
30/05/2014	876	583	237	166	65,830	54,308	1113	1,016	678
31/05/2014	411	603	149	177	53,944	54,812	560	498	704
01/06/2014	259	606	76	181	38,092	54,309	335	307	710
02/06/2014	854	698	255	210	58,415	57,291	1109	997	818
03/06/2014	951	730	283	217	61,182	57,098	1234	1,097	852
04/06/2014	1,166	774	331	227	62,593	57,252	1497	1,369	904
05/06/2014	1,061	797	301	233	62,155	57,459	1362	1,230	931
06/06/2014	935	805	304	243	68,218	57,800	1239	1,113	944
07/06/2014	394	803	138	241	53,546	57,743	532	475	941
08/06/2014	296	808	102	245	36,424	57,505	399	344	946
09/06/2014	904	815	297	251	55,514	57,090	1201	1,068	957
10/06/2014	990	821	288	252	56,357	56,401	1278	1,158	965
11/06/2014	1,014	799	291	246	56,313	55,504	1305	1,184	939
12/06/2014	1,076	801	314	248	58,178	54,936	1390	1,238	940
13/06/2014	954	804	313	249	62,653	54,141	1267	1,135	943
14/06/2014	431	810	159	252	50,812	53,750	590	529	951
15/06/2014	273	806	92	250	34,457	53,469	366	336	950
16/06/2014	937	811	266	246	55,479	53,464	1203	1,088	953
17/06/2014	975	809	293	247	57,343	53,605	1268	1,143	950
18/06/2014	1,049	814	319	251	59,251	54,025	1368	1,222	956
19/06/2014	996	802	277	246	60,908	54,415	1273	1,166	946
20/06/2014	954	802	283	241	63,588	54,548	1237	1,124	944
21/06/2014	438	803	140	239	51,668	54,671	578	523	943
22/06/2014	338	812	70	236	36,125	54,909	408	380	949
23/06/2014	942	813	293	239	56,933	55,117	1235	1,111	953
24/06/2014	960	811	294	239	59,109	55,369	1254	1,133	951
25/06/2014	1,061	813	274	233	59,217	55,364	1335	1,210	950

CPC Boardings by scheme and day

26/06/2014	1,017	816	301	236	60,957	55,371	1318	1,197	954
27/06/2014	979	819	306	240	66,243	55,750	1285	1,134	955
28/06/2014	404	814	145	241	50,306	55,556	549	492	951
29/06/2014	301	809	67	240	36,832	55,657	368	339	945
30/06/2014	937	808	285	239	59,797	56,066	1222	1,116	946
01/07/2014	1,052	821	306	241	60,641	56,285	1358	1,227	959
02/07/2014	1,104	828	303	245	62,247	56,718	1407	1,272	968
03/07/2014	1,186	852	345	251	63,854	57,131	1531	1,717	1,042
04/07/2014	946	847	311	252	67,928	57,372	1257	1,129	1,042
05/07/2014	436	852	160	254	51,334	57,519	596	537	1,048
06/07/2014	306	852	101	259	39,820	57,946	407	373	1,053
07/07/2014	985	859	327	265	61,166	58,141	1312	1,154	1,058
08/07/2014	1,050	859	350	271	64,514	58,695	1400	1,261	1,063
09/07/2014	1,090	857	312	272	65,167	59,112	1402	1,259	1,061
10/07/2014	1,096	844	348	273	67,103	59,576	1444	1,280	999
11/07/2014	1,083	864	338	277	75,287	60,627	1421	1,286	1,021
12/07/2014	439	864	157	276	59,078	61,734	596	547	1,023
13/07/2014	287	861	93	275	41,464	61,968	380	342	1,018
14/07/2014	943	855	281	269	63,237	62,264	1224	1,111	1,012
15/07/2014	1,052	856	331	266	64,258	62,228	1383	1,246	1,010
16/07/2014	1,012	844	343	270	65,943	62,339	1355	1,213	1,004
17/07/2014	1,064	840	330	268	67,633	62,414	1394	1,244	998
18/07/2014	954	822	276	259	74,211	62,261	1230	1,133	977
19/07/2014	442	822	146	257	57,737	62,069	588	534	975
20/07/2014	304	824	91	257	41,444	62,066	395	357	977
21/07/2014	873	814	263	254	64,566	62,256	1136	1,025	965
22/07/2014	1,006	808	338	255	66,425	62,566	1344	1,199	958
23/07/2014	1,038	812	298	249	67,024	62,720	1336	1,206	957
24/07/2014	1,086	815	312	246	66,624	62,576	1398	1,264	960
25/07/2014	956	815	297	249	72,356	62,311	1253	1,131	959
26/07/2014	441	815	153	250	58,217	62,379	594	537	960
27/07/2014	328	818	121	255	41,616	62,404	449	399	966
28/07/2014	911	824	285	258	66,000	62,609	1196	1,072	973
29/07/2014	1,021	826	317	255	64,868	62,386	1338	1,199	973
30/07/2014	1,108	836	344	261	66,532	62,316	1452	1,306	987
31/07/2014	1,205	853	355	267	67,926	62,502	1560	1,406	1,007

CPC Boardings by scheme and day

01/08/2014	1,187	886	365	277	71,581	62,391	1552	1,419	1,048
02/08/2014	523	897	197	284	58,837	62,480	720	656	1,065
03/08/2014	373	904	133	285	43,493	62,748	506	452	1,073
04/08/2014	1,148	938	384	299	62,820	62,294	1532	1,371	1,116
05/08/2014	1,321	981	396	311	63,815	62,143	1717	1,538	1,164
06/08/2014	1,404	1,023	466	328	66,878	62,193	1870	1,689	1,219
07/08/2014	1,438	1,056	450	342	67,831	62,179	1888	1,710	1,262
08/08/2014	1,373	1,083	401	347	72,162	62,262	1774	1,592	1,287
09/08/2014	552	1,087	244	353	56,958	61,994	796	704	1,294
10/08/2014	434	1,096	145	355	36,028	60,927	579	522	1,304
11/08/2014	1,299	1,117	423	361	64,193	61,124	1722	1,523	1,325
12/08/2014	1,543	1,149	499	375	65,807	61,408	2042	1,841	1,369
13/08/2014	1,595	1,176	503	381	66,989	61,424	2098	1,875	1,395
14/08/2014	1,594	1,199	498	388	69,156	61,613	2092	1,874	1,419
15/08/2014	1,460	1,211	456	395	74,536	61,952	1916	1,712	1,436
16/08/2014	698	1,232	246	396	59,828	62,362	944	851	1,457
17/08/2014	375	1,223	113	391	41,333	63,120	488	445	1,446
18/08/2014	1,397	1,237	443	394	65,091	63,249	1840	1,652	1,464
19/08/2014	1,494	1,231	463	389	65,836	63,253	1957	1,762	1,453
20/08/2014	1,583	1,229	490	387	67,139	63,274	2073	1,888	1,455
21/08/2014	1,683	1,242	491	386	69,290	63,293	2174	1,947	1,465
22/08/2014	1,268	1,214	489	391	75,177	63,385	1757	1,545	1,441
23/08/2014	575	1,196	192	383	58,519	63,198	767	709	1,421
24/08/2014	412	1,202	162	390	49,081	64,305	574	512	1,431
25/08/2014	352	1,052	106	342	41,671	60,959	458	415	1,254
26/08/2014	1,568	1,063	520	350	72,904	61,969	2088	1,851	1,267
27/08/2014	1,639	1,071	479	349	71,449	62,584	2118	1,927	1,272
28/08/2014	1,614	1,061	521	353	73,143	63,135	2135	1,909	1,267
29/08/2014	1,473	1,090	442	346	80,028	63,828	1915	1,732	1,294
30/08/2014	582	1,091	260	356	64,747	64,718	842	745	1,299
31/08/2014	439	1,095	146	354	46,464	64,344	586	527	1,301
01/09/2014	1,548	1,266	519	413	72,624	68,766	2067	1,839	1,504
02/09/2014	1,675	1,282	533	414	74,891	69,049	2208	1,971	1,521
03/09/2014	1,763	1,299	559	426	75,380	69,611	2322	2,093	1,545
04/09/2014	1,706	1,313	559	431	75,515	69,950	2265	2,038	1,564
05/09/2014	1,569	1,326	510	441	82,580	70,314	2079	1,866	1,583

CPC Boardings by scheme and day

06/09/2014	625	1,332	273	443	65,768	70,460	898	794	1,590	
07/09/2014	466	1,336	144	442	46,602	70,480	610	548	1,593	
08/09/2014	1,602	1,344	494	439	73,755	70,642	2096	1,894	1,601	
09/09/2014	1,737	1,353	538	439	74,696	70,614	2275	2,063	1,614	
10/09/2014	1,721	1,347	544	437	76,429	70,764	2265	2,039	1,606	
11/09/2014	1,796	1,359	555	437	78,048	71,125	2351	2,120	1,618	
12/09/2014	1,588	1,362	485	433	85,173	71,496	2073	1,868	1,618	
13/09/2014	712	1,375	242	429	70,060	72,109	954	863	1,628	
14/09/2014	472	1,376	132	427	48,122	72,326	604	554	1,629	
15/09/2014	1,590	1,374	540	434	76,973	72,786	2130	1,911	1,631	
16/09/2014	16,993	3,553	5,319	1,117	80,471	73,611	22312	20,500	4,265	CPC Launch on Rail
17/09/2014	27,047	7,171	8,695	2,281	85,925	74,967	35742	32,817	8,662	
18/09/2014	34,316	11,817	11,246	3,808	89,925	76,664	45562	41,577	14,299	
19/09/2014	42,088	17,603	13,769	5,706	99,611	78,727	55857	50,984	21,315	
20/09/2014	33,722	22,318	10,358	7,151	84,067	80,728	44080	40,637	26,997	
21/09/2014	24,584	25,763	6,492	8,060	60,859	82,547	31076	28,876	31,043	
22/09/2014	43,905	31,808	15,282	10,166	91,249	84,587	59187	53,512	38,415	
23/09/2014	50,938	36,657	17,577	11,917	94,100	86,534	68515	62,104	44,358	
24/09/2014	57,142	40,957	19,973	13,528	100,070	88,554	77115	69,681	49,624	
25/09/2014	58,805	44,455	20,140	14,799	101,309	90,181	78945	71,541	53,905	
26/09/2014	66,506	47,943	22,908	16,104	113,236	92,127	89414	81,153	58,215	
27/09/2014	49,115	50,142	18,094	17,209	98,258	94,154	67209	61,306	61,168	
28/09/2014	35,936	51,764	10,245	17,746	67,030	95,036	46181	42,579	63,125	
29/09/2014	62,024	54,352	22,859	18,828	102,365	96,624	84883	76,411	66,396	
30/09/2014	66,647	56,596	23,832	19,722	107,103	98,482	90479	81,694	69,195	
01/10/2014	73,032	58,866	26,476	20,651	115,632	100,705	99508	89,840	72,075	
02/10/2014	74,712	61,139	26,576	21,570	114,034	102,523	101288	91,669	74,950	
03/10/2014	79,692	63,022	28,334	22,345	123,950	104,053	108026	98,027	77,361	
04/10/2014	54,931	63,853	20,665	22,713	104,624	104,963	75596	68,309	78,361	
05/10/2014	41,251	64,613	13,123	23,124	72,699	105,772	54374	49,626	79,368	
06/10/2014	74,272	66,362	26,941	23,707	111,622	107,095	101213	90,914	81,440	
07/10/2014	79,306	68,171	28,475	24,370	114,762	108,189	107781	97,123	83,644	
08/10/2014	85,903	70,010	30,248	24,909	119,948	108,806	116151	104,567	85,748	
09/10/2014	89,996	72,193	30,529	25,474	120,604	109,744	120525	108,852	88,203	
10/10/2014	93,256	74,131	32,103	26,012	130,877	110,734	125359	113,578	90,424	
11/10/2014	65,523	75,644	20,609	26,004	109,155	111,381	86132	78,865	91,932	

CPC Boardings by scheme and day

12/10/2014	46,987	76,463	12,472	25,911	74,900	111,695	59459	54,757	92,665
13/10/2014	91,179	78,878	32,977	26,773	125,835	113,726	124156	111,245	95,570
14/10/2014	92,393	80,748	33,372	27,473	121,351	114,667	125765	112,976	97,834
15/10/2014	97,239	82,367	34,557	28,089	125,639	115,480	131796	118,508	99,826
16/10/2014	99,070	83,664	35,717	28,830	125,147	116,129	134787	121,296	101,604
17/10/2014	105,187	85,368	37,137	29,549	137,265	117,042	142324	128,642	103,756
18/10/2014	74,366	86,632	27,430	30,523	112,519	117,522	101796	92,089	105,645
19/10/2014	49,418	86,979	14,485	30,811	77,596	117,907	63903	58,622	106,197
20/10/2014	91,075	86,964	33,679	30,911	119,893	117,059	124754	112,236	106,338
21/10/2014	102,004	88,337	36,696	31,386	127,966	118,004	138700	124,889	108,040
22/10/2014	103,145	89,181	36,847	31,713	126,489	118,125	139992	126,136	109,130
23/10/2014	104,965	90,023	37,210	31,926	130,197	118,846	142175	128,501	110,159
24/10/2014	112,178	91,022	40,227	32,368	142,583	119,606	152405	137,656	111,447
25/10/2014	79,997	91,826	29,297	32,634	116,949	120,239	109294	98,980	112,431
26/10/2014	61,918	93,612	18,059	33,145	79,143	120,460	79977	73,141	114,506
27/10/2014	100,045	94,893	36,617	33,565	121,056	120,626	136662	123,094	116,057
28/10/2014	105,119	95,338	37,686	33,706	125,044	120,209	142805	128,922	116,633
29/10/2014	112,454	96,668	39,564	34,094	125,223	120,028	152018	134,169	117,780
30/10/2014	116,856	98,367	41,733	34,740	132,504	120,357	158589	143,256	119,888
31/10/2014	124,086	100,068	44,689	35,378	153,972	121,984	168775	152,816	122,054
01/11/2014	85,924	100,914	35,973	36,332	127,328	123,467	121897	109,922	123,617
02/11/2014	53,099	99,655	17,649	36,273	81,355	123,783	70748	64,305	122,355
03/11/2014	110,283	101,117	41,695	36,999	134,186	125,659	151978	136,760	124,307
04/11/2014	120,298	103,286	42,870	37,739	138,028	127,514	163168	147,103	126,904
05/11/2014	123,932	104,925	45,492	38,586	137,604	129,282	169424	152,327	129,498
06/11/2014	127,896	106,502	45,789	39,165	140,270	130,392	173685	156,604	131,405
07/11/2014	138,997	108,633	49,303	39,824	154,845	130,517	188300	170,411	133,919
08/11/2014	104,288	111,256	39,665	40,352	129,736	130,861	143953	129,987	136,785
09/11/2014	78,560	114,894	21,488	40,900	88,276	131,849	100048	91,771	140,709
10/11/2014	126,837	117,258	46,393	41,571	139,262	132,574	173230	155,468	143,382
11/11/2014	133,853	119,195	48,150	42,326	141,460	133,065	182003	163,839	145,772
12/11/2014	142,711	121,877	51,431	43,174	149,538	134,770	194142	174,762	148,977
13/11/2014	145,479	124,389	51,852	44,040	148,243	135,909	197331	177,480	151,960
14/11/2014	181,979	130,530	64,329	46,187	181,626	139,734	246308	221,548	159,265
15/11/2014	113,603	131,860	38,590	46,033	141,944	141,478	152193	137,630	160,357
16/11/2014	76,100	131,509	17,563	45,473	95,988	142,580	93663	86,753	159,640

CPC Boardings by scheme and day

17/11/2014	138,398	133,160	51,471	46,198	150,381	144,169	189869	170,509	161,789
18/11/2014	144,125	134,628	53,077	46,902	150,982	145,529	197202	177,146	163,690
19/11/2014	149,543	135,604	55,325	47,458	153,609	146,110	204868	184,068	165,019
20/11/2014	157,521	137,324	55,762	48,017	155,738	147,181	213283	192,260	167,131
21/11/2014	166,938	135,175	59,706	47,356	171,785	145,775	226644	204,344	164,673
22/11/2014	117,673	135,757	46,468	48,482	144,326	146,116	164141	147,472	166,079
23/11/2014	73,130	135,332	19,963	48,825	92,618	145,634	93093	85,326	165,875
24/11/2014	144,423	136,193	55,066	49,338	153,626	146,098	199489	179,220	167,119
25/11/2014	154,211	137,634	57,268	49,937	158,238	147,134	211479	190,217	168,987
26/11/2014	166,074	139,996	59,938	50,596	162,981	148,473	226012	202,920	171,680
27/11/2014	171,904	142,050	61,784	51,456	166,730	150,043	233688	210,337	174,262
28/11/2014	222,316	149,961	80,583	54,439	206,142	154,952	302899	272,445	183,991
29/11/2014	139,694	153,107	51,081	55,098	156,417	156,679	190775	172,126	187,513
30/11/2014	91,443	155,724	24,573	55,756	106,347	158,640	116016	106,457	190,532
01/12/2014	157,168	157,544	59,989	56,459	162,697	159,936	217157	194,613	192,731
02/12/2014	170,073	159,810	62,544	57,213	170,537	161,693	232617	209,435	195,476
03/12/2014	181,392	161,999	64,968	57,932	171,929	162,971	246360	221,601	198,145
04/12/2014	189,532	164,517	67,092	58,690	177,601	164,524	256624	230,703	201,054
05/12/2014	200,598	161,414	71,597	57,406	193,329	162,694	272195	245,193	197,161
06/12/2014	146,131	162,334	52,233	57,571	162,493	163,562	198364	179,262	198,181
07/12/2014	97,666	163,223	28,330	58,108	108,075	163,809	125996	114,418	199,318
08/12/2014	178,306	166,243	64,415	58,740	171,513	165,068	242721	218,720	202,762
09/12/2014	188,886	168,930	67,720	59,479	174,898	165,691	256606	230,791	205,813
10/12/2014	197,853	171,282	71,092	60,354	181,498	167,058	268945	242,099	208,741
11/12/2014	206,960	173,771	73,165	61,222	191,799	169,086	280125	252,384	211,838
12/12/2014	217,132	176,133	76,581	61,934	209,070	171,335	293713	264,666	214,620
13/12/2014	158,276	177,868	56,971	62,611	170,284	172,448	215247	194,382	216,780
14/12/2014	103,350	178,680	32,950	63,271	113,871	173,276	136300	123,763	218,115
15/12/2014	191,360	180,545	69,651	64,019	181,635	174,722	261011	234,575	220,380
16/12/2014	203,790	182,674	73,262	64,810	188,673	176,690	277052	249,333	223,029
17/12/2014	210,814	184,526	76,993	65,653	194,689	178,574	287807	258,966	225,438
18/12/2014	214,695	185,631	78,457	66,409	200,153	179,768	293152	267,831	227,645
19/12/2014	223,319	186,515	81,506	67,113	224,929	182,033	304825	305,684	233,505
20/12/2014	144,359	184,527	52,147	66,424	166,880	181,547	196506	177,068	231,031
21/12/2014	97,497	183,690	31,330	66,192	134,152	184,444	128827	161,149	236,372
22/12/2014	178,618	181,870	65,237	65,562	180,090	184,224	243855	218,404	234,062

CPC Boardings by scheme and day

23/12/2014	166,166	176,495	60,740	63,773	177,344	182,605	226906	202,989	227,442
24/12/2014	107,329	161,712	39,320	58,391	145,199	175,535	146649	131,887	209,287
25/12/2014	1	131,041	1	47,183	0	146,942	2	0	171,026
26/12/2014	44,355	105,475	1,798	35,796	90,320	127,712	46153	45,734	133,890
27/12/2014	67,654	94,517	24,983	31,916	115,050	120,308	92637	84,524	120,670
28/12/2014	66,354	90,068	20,066	30,306	100,095	115,443	86420	78,739	108,897
29/12/2014	115,473	81,047	45,043	27,422	148,780	110,970	160516	143,937	98,259
30/12/2014	122,022	74,741	48,510	25,674	157,023	108,067	170532	152,849	91,096
31/12/2014	141,941	79,686	53,223	27,661	163,257	110,646	195164	175,406	97,313
01/01/2015	64,330	88,876	20,416	30,577	75,581	121,444	84746	77,096	108,326
02/01/2015	134,432	101,744	49,764	37,429	158,473	131,180	184196	165,111	125,380
03/01/2015	111,317	107,981	36,507	39,076	146,017	135,604	147824	133,832	132,424
04/01/2015	84,147	110,523	24,531	39,713	107,206	136,620	108678	99,378	135,373
05/01/2015	172,463	118,665	72,352	43,615	178,848	140,915	244815	217,765	145,920
06/01/2015	172,696	125,904	68,013	46,401	180,060	144,206	240709	214,756	154,763
07/01/2015	181,499	131,555	68,205	48,541	182,874	147,008	249704	223,414	161,622
08/01/2015	194,949	150,215	73,264	56,091	193,888	163,909	268213	239,866	184,875
09/01/2015	203,710	160,111	74,810	59,669	205,492	170,626	278520	250,100	197,016
10/01/2015	136,645	163,730	48,066	61,320	169,862	174,033	184711	166,321	201,657
11/01/2015	92,094	164,865	28,942	61,950	115,131	175,165	121036	110,341	203,223
12/01/2015	198,342	168,562	76,067	62,481	197,321	177,804	274409	245,504	207,186
13/01/2015	222,944	175,740	87,331	65,241	61,993	160,937	310275	275,220	215,824
14/01/2015	207,250	179,419	76,704	66,455	188,478	161,738	283954	254,155	220,215
15/01/2015	213,568	182,079	77,013	66,990	191,633	161,416	290581	260,075	223,102
16/01/2015	221,642	184,641	78,705	67,547	207,511	161,704	300347	269,961	225,940
17/01/2015	151,539	186,768	52,901	68,238	171,629	161,957	204440	184,921	228,597
18/01/2015	97,112	187,485	26,179	67,843	114,011	161,797	123291	113,014	228,979
19/01/2015	197,976	187,433	74,955	67,684	187,848	160,443	272931	243,546	228,699
20/01/2015	207,270	185,194	76,685	66,163	189,830	178,706	283955	253,782	225,636
21/01/2015	214,642	186,250	79,840	66,611	193,863	179,475	294482	263,707	227,001
22/01/2015	218,739	186,988	79,251	66,931	196,189	180,126	297990	267,019	227,993
23/01/2015	232,066	188,477	81,610	67,346	214,880	181,179	313676	281,741	229,676
24/01/2015	165,835	190,520	54,426	67,564	178,025	182,092	220261	198,702	231,644
25/01/2015	100,927	191,065	24,730	67,357	116,384	182,431	125657	115,993	232,070
26/01/2015	204,275	191,965	74,834	67,340	190,565	182,819	279109	248,940	232,841
27/01/2015	215,958	193,206	77,586	67,468	192,903	183,258	293544	262,325	234,061

CPC Boardings by scheme and day

28/01/2015	223,166	194,423	79,112	67,364	200,363	184,187	302278	270,612	235,047
29/01/2015	231,435	196,237	80,116	67,488	203,918	185,291	311551	279,128	236,777
30/01/2015	246,241	198,262	85,846	68,093	222,807	186,424	332087	297,994	239,099
31/01/2015	168,053	198,579	50,920	67,592	184,434	187,339	218973	198,802	239,113
01/02/2015	110,961	200,013	28,684	68,157	117,925	187,559	139645	127,764	240,795
02/02/2015	211,240	201,008	79,248	68,788	198,145	188,642	290488	259,250	242,268
03/02/2015	224,519	202,231	85,410	69,905	207,416	190,715	309929	276,084	244,233
04/02/2015	227,987	202,919	82,955	70,454	202,817	191,066	310942	277,737	245,251
05/02/2015	258,237	206,748	97,016	72,869	101,072	176,374	355253	315,754	250,484
06/02/2015	253,891	207,841	90,285	73,503	219,854	175,952	344176	308,454	251,978
07/02/2015	169,221	208,008	56,309	74,272	179,658	175,270	225530	203,560	252,658
08/02/2015	114,051	208,449	30,208	74,490	121,086	175,721	144259	132,134	253,282
09/02/2015	217,921	209,404	84,573	75,251	195,563	175,352	302494	269,304	254,718
10/02/2015	232,511	210,546	85,467	75,259	200,121	174,310	317978	284,443	255,912
11/02/2015	240,215	212,292	87,738	75,942	203,660	174,431	327953	293,101	258,107
12/02/2015	250,657	211,210	88,853	74,776	208,124	189,724	339510	303,791	256,398
13/02/2015	265,614	212,884	93,949	75,299	230,341	191,222	359563	322,000	258,333
14/02/2015	179,123	214,299	64,994	76,540	182,745	191,663	244117	218,697	260,496
15/02/2015	124,917	215,851	31,614	76,741	125,351	192,272	156531	143,437	262,110
16/02/2015	231,820	217,837	83,488	76,586	201,133	193,068	315308	281,565	263,862
17/02/2015	243,744	219,441	87,848	76,926	204,286	193,663	331592	296,203	265,542
18/02/2015	251,838	221,102	89,654	77,200	206,286	194,038	341492	305,337	267,290
19/02/2015	265,292	223,193	92,286	77,690	213,311	194,779	357578	319,354	269,513
20/02/2015	271,636	224,053	93,158	77,577	225,616	194,104	364794	327,045	270,234
21/02/2015	189,362	225,515	60,029	76,868	191,609	195,370	249391	224,917	271,123
22/02/2015	124,379	225,439	28,873	76,477	130,292	196,076	153252	140,430	270,693
23/02/2015	235,133	225,912	90,134	77,426	211,400	197,543	325267	289,106	271,770
24/02/2015	250,998	226,948	92,752	78,127	213,393	198,844	343750	306,163	273,193
25/02/2015	268,837	229,377	97,772	79,286	222,665	201,184	366609	327,043	276,294
26/02/2015	269,893	230,034	96,947	79,952	223,283	202,608	366840	327,614	277,474
27/02/2015	284,513	231,874	101,496	81,143	245,581	205,460	386009	345,591	280,123
28/02/2015	188,349	231,729	59,086	81,009	203,971	207,226	247435	225,193	280,163
01/03/2015	142,242	234,281	35,397	81,941	143,521	209,116	177639	163,682	283,485
02/03/2015	243,023	235,408	92,534	82,283	220,683	210,442	335557	298,872	284,880
03/03/2015	257,297	236,308	93,206	82,348	225,003	212,101	350503	313,709	285,958
04/03/2015	265,305	235,803	97,798	82,352	223,555	212,228	363103	324,034	285,528

CPC Boardings by scheme and day

05/03/2015	268,313	235,577	98,259	82,539	225,285	212,514	366572	327,180	285,466
06/03/2015	281,866	235,199	101,460	82,534	242,080	212,014	383326	343,577	285,178
07/03/2015	195,421	236,210	68,210	83,838	209,334	212,780	263631	238,218	287,039
08/03/2015	124,045	233,610	33,873	83,620	137,197	211,877	157918	144,242	284,262
09/03/2015	245,985	234,033	93,717	83,789	217,685	211,448	339702	302,171	284,733
10/03/2015	262,211	234,735	97,228	84,364	221,738	210,982	359439	320,710	285,733
11/03/2015	270,571	235,487	99,390	84,591	226,124	211,349	369961	329,974	286,582
12/03/2015	273,918	236,288	102,427	85,186	229,666	211,975	376345	335,960	287,836
13/03/2015	290,042	237,456	104,514	85,623	244,830	212,368	394556	352,833	289,158
14/03/2015	203,880	238,665	76,613	86,823	181,089	208,333	280493	251,000	290,984
15/03/2015	134,491	240,157	36,696	87,226	131,416	207,507	171187	154,364	292,430
16/03/2015	258,578	241,956	97,848	87,817	225,607	208,639	356426	316,438	294,468
17/03/2015	271,094	243,225	101,322	88,401	228,371	209,586	372416	331,552	296,017
18/03/2015	276,913	244,131	102,248	88,810	229,169	210,021	379161	337,477	297,089
19/03/2015	284,920	245,702	102,958	88,886	230,910	210,199	387878	346,183	298,550
20/03/2015	295,004	246,411	106,598	89,183	247,429	210,570	401602	359,329	299,478
21/03/2015	201,681	246,097	76,928	89,228	205,199	214,014	278609	249,312	299,236
22/03/2015	138,924	246,731	38,458	89,480	140,469	215,308	177382	162,028	300,331
23/03/2015	261,382	247,131	99,812	89,761	222,453	214,857	361194	321,124	301,001
24/03/2015	280,284	248,444	103,406	90,058	230,610	215,177	383690	341,374	302,404
25/03/2015	286,571	249,824	104,706	90,409	234,190	215,894	391277	349,103	304,065
26/03/2015	303,293	252,448	110,385	91,470	248,761	218,444	413678	368,905	307,311
27/03/2015	313,235	255,053	110,909	92,086	259,742	220,203	424144	380,361	310,315
28/03/2015	212,803	256,642	75,237	91,845	210,830	221,008	288040	259,086	311,712
29/03/2015	130,971	255,506	37,296	91,679	142,850	221,348	168267	153,887	310,549
30/03/2015	268,500	256,523	100,742	91,811	229,925	222,415	369242	328,085	311,543
31/03/2015	290,834	258,030	108,271	92,506	240,981	223,897	399105	355,168	313,514
01/04/2015	294,008	259,092	109,717	93,222	241,196	224,898	403725	359,154	314,949
02/04/2015	306,132	259,498	112,232	93,486	249,687	225,030	418364	373,549	315,613
03/04/2015	146,113	235,623	48,391	84,555	173,534	212,715	194504	175,860	286,398
04/04/2015	154,265	227,260	49,362	80,859	179,677	208,264	203627	184,246	275,707
05/04/2015	98,660	222,645	25,566	79,183	124,779	205,683	124226	114,947	270,144
06/04/2015	126,792	202,401	44,741	71,183	145,573	193,632	171533	155,862	245,541
07/04/2015	262,578	198,364	102,049	70,294	227,102	191,650	364627	324,638	241,179
08/04/2015	274,718	195,608	103,469	69,401	229,240	189,942	378187	337,181	238,040
09/04/2015	288,253	193,054	107,085	68,666	234,175	187,726	395338	352,420	235,022

CPC Boardings by scheme and day

10/04/2015	299,568	214,976	110,577	77,550	252,854	199,057	410145	367,514	262,401
11/04/2015	204,188	222,108	82,521	82,287	214,681	204,058	286709	256,944	272,787
12/04/2015	132,933	227,004	42,706	84,735	149,371	207,571	175639	160,019	279,225
13/04/2015	264,487	246,675	103,164	93,082	230,445	219,695	367651	327,533	303,750
14/04/2015	285,520	249,952	110,411	94,276	239,274	221,434	395931	353,113	307,818
15/04/2015	298,693	253,377	113,359	95,689	242,554	223,336	412052	367,913	312,208
16/04/2015	309,259	256,378	113,550	96,613	249,360	225,506	422809	377,205	315,749
17/04/2015	317,746	258,975	116,641	97,479	264,864	227,221	434387	388,310	318,720
18/04/2015	233,249	263,126	86,488	98,046	222,356	228,318	319737	286,168	322,894
19/04/2015	143,826	264,683	46,169	98,541	141,732	227,226	189995	172,276	324,645
20/04/2015	276,587	266,411	108,745	99,338	237,495	228,234	385332	342,679	326,809
21/04/2015	292,211	267,367	114,812	99,967	244,767	229,018	407023	363,191	328,249
22/04/2015	308,329	268,744	114,596	100,143	248,924	229,928	422925	377,034	329,552
23/04/2015	322,890	270,691	119,237	100,956	254,928	230,724	442127	394,309	331,995
24/04/2015	335,644	273,248	122,472	101,789	276,030	232,319	458116	409,488	335,021
25/04/2015	237,515	273,857	86,343	101,768	226,260	232,877	323858	290,765	335,677
26/04/2015	210,538	283,388	65,157	104,480	149,314	233,960	275695	248,505	346,567
27/04/2015	292,833	285,708	110,744	104,766	251,342	235,938	403577	361,585	349,268
28/04/2015	312,697	288,635	119,336	105,412	254,289	237,298	432033	384,720	352,344
29/04/2015	326,981	291,300	122,089	106,483	262,709	239,267	449070	400,447	355,688
30/04/2015	340,202	293,773	121,964	106,872	267,803	241,107	462166	414,013	358,503
01/05/2015	336,081	293,835	123,144	106,968	280,232	241,707	459225	411,929	358,852
02/05/2015	213,913	290,464	80,243	106,097	217,409	240,443	294156	263,454	354,950
03/05/2015	159,780	283,212	49,000	103,789	170,554	243,477	208780	190,149	346,614
04/05/2015	160,567	264,317	51,842	95,374	162,016	230,716	212409	192,443	322,451
05/05/2015	317,271	264,971	124,414	96,100	265,834	232,365	441685	391,879	323,473
06/05/2015	328,100	265,130	124,048	96,379	271,376	233,603	452148	402,395	323,752
07/05/2015	333,218	264,133	125,904	96,942	269,219	233,806	459122	408,331	322,940
08/05/2015	342,795	265,092	127,215	97,524	285,141	234,507	470010	418,634	323,898
09/05/2015	222,878	266,373	90,840	99,038	235,416	237,079	313718	279,133	326,138
10/05/2015	159,190	266,288	57,923	100,312	160,737	235,677	217113	194,890	326,815
11/05/2015	304,486	286,848	119,077	109,917	252,629	248,622	423563	376,208	353,067
12/05/2015	321,646	287,473	122,655	109,666	260,587	247,872	444301	395,105	353,528
13/05/2015	333,020	288,176	125,989	109,943	263,207	246,705	459009	408,715	354,431
14/05/2015	361,073	292,155	129,268	110,424	286,092	249,116	490341	436,022	358,387
15/05/2015	360,190	294,640	132,490	111,177	294,513	250,454	492680	439,859	361,419

CPC Boardings by scheme and day

16/05/2015	235,207	296,402	109,665	113,867	239,193	250,994	344872	307,604	365,486
17/05/2015	162,852	296,925	57,007	113,736	162,291	251,216	219859	197,806	365,903
18/05/2015	323,181	299,596	121,697	114,110	266,018	253,129	444878	395,569	368,669
19/05/2015	339,375	302,128	127,699	114,831	270,942	254,608	467074	415,248	371,546
20/05/2015	353,511	305,056	130,942	115,538	271,518	255,795	484453	431,624	374,819
21/05/2015	365,660	305,711	134,761	116,323	275,700	254,311	500421	445,588	376,185
22/05/2015	357,070	305,265	131,767	116,220	287,874	253,362	488837	436,939	375,768
23/05/2015	222,577	303,461	77,573	111,635	224,200	251,220	300150	268,575	370,193
24/05/2015	183,239	306,373	58,834	111,896	180,793	253,864	242073	218,545	373,155
25/05/2015	182,850	286,326	58,038	102,802	162,875	239,129	240888	217,248	347,681
26/05/2015	324,072	284,140	122,936	102,121	258,805	237,395	447008	397,720	345,177
27/05/2015	350,478	283,707	128,012	101,703	261,714	235,994	478490	426,991	344,515
28/05/2015	360,619	282,987	130,569	101,104	269,282	235,078	491188	438,491	343,501
29/05/2015	364,869	284,101	129,752	100,816	288,362	235,147	494621	442,171	344,249
30/05/2015	261,927	289,722	102,235	104,339	244,825	238,094	364162	325,529	352,385
31/05/2015	157,190	286,001	52,169	103,387	160,289	235,165	209359	188,121	348,039
01/06/2015	319,897	305,579	123,817	112,784	266,760	250,005	443714	393,304	373,190
02/06/2015	344,352	308,476	131,158	113,959	279,016	252,893	475510	422,929	376,791
03/06/2015	350,786	308,520	132,872	114,653	276,468	255,000	483658	430,745	377,327
04/06/2015	364,073	309,013	136,638	115,520	280,362	256,583	500711	446,683	378,497
05/06/2015	371,774	310,000	138,592	116,783	300,145	258,266	510366	455,915	380,461
06/06/2015	246,048	307,731	98,206	116,208	249,518	258,937	344254	308,912	378,087
07/06/2015	169,948	309,554	58,264	117,078	171,967	260,605	228212	205,825	380,616
08/06/2015	329,097	310,868	127,383	117,588	266,314	260,541	456480	404,896	382,272
09/06/2015	349,136	311,552	133,499	117,922	276,188	260,137	482635	428,900	383,125
10/06/2015	361,350	313,061	137,469	118,579	279,193	260,527	498819	443,363	384,928
11/06/2015	373,333	314,384	140,386	119,114	284,922	261,178	513719	458,287	386,585
12/06/2015	377,085	315,143	141,690	119,557	301,094	261,314	518775	462,777	387,566
13/06/2015	239,032	314,140	91,918	118,658	249,202	261,269	330950	296,872	385,846
14/06/2015	159,535	312,653	56,172	118,359	165,683	260,371	215707	194,419	384,216
15/06/2015	336,713	313,741	131,569	118,957	273,817	261,443	468282	415,474	385,727
16/06/2015	359,033	315,155	137,951	119,593	280,660	262,082	496984	441,656	387,550
17/06/2015	370,259	316,427	141,040	120,104	287,801	263,311	511299	455,662	389,307
18/06/2015	390,450	318,872	144,132	120,639	293,108	264,481	534582	477,002	391,980
19/06/2015	388,890	320,559	144,194	120,997	310,778	265,864	533084	476,568	393,950
20/06/2015	262,315	323,885	93,099	121,165	250,775	266,089	355414	319,727	397,215

CPC Boardings by scheme and day

21/06/2015	181,169	326,976	60,178	121,738	178,170	267,873	241347	217,647	400,534
22/06/2015	348,094	328,601	134,499	122,156	283,690	269,283	482593	428,537	402,400
23/06/2015	364,274	329,350	138,101	122,178	285,761	270,012	502375	447,143	403,184
24/06/2015	372,410	329,657	136,570	121,539	288,442	270,103	508980	454,524	403,021
25/06/2015	375,637	327,541	140,503	121,021	290,635	269,750	516140	461,304	400,779
26/06/2015	389,025	327,561	142,042	120,713	311,322	269,828	531067	475,217	400,586
27/06/2015	291,537	331,735	98,835	121,532	256,941	270,709	390372	349,860	404,890
28/06/2015	176,563	331,077	55,876	120,918	176,179	270,424	232439	210,002	403,798
29/06/2015	347,261	330,958	137,477	121,343	278,303	269,655	484738	431,034	404,155
30/06/2015	371,709	332,020	147,386	122,670	294,561	270,912	519095	463,166	406,444
01/07/2015	373,771	332,215	148,723	124,406	303,537	273,068	522494	467,591	408,311
02/07/2015	390,654	334,360	151,266	125,944	304,531	275,053	541920	483,395	411,466
03/07/2015	400,277	335,967	155,176	127,820	325,721	277,110	555453	497,589	414,662
04/07/2015	278,450	334,098	103,106	128,430	271,577	279,201	381556	344,396	413,882
05/07/2015	182,202	334,903	56,173	128,473	182,652	280,126	238375	216,532	414,815
06/07/2015	348,676	335,105	139,498	128,761	285,882	281,209	488174	433,736	415,201
07/07/2015	370,204	334,890	143,727	128,239	299,876	281,968	513931	458,910	414,593
08/07/2015	278,929	321,342	147,098	128,006	316,681	283,846	426027	382,573	402,447
09/07/2015	27,893	269,519	157,689	128,924	340,674	289,009	185582	180,150	359,127
10/07/2015	402,077	269,776	154,822	128,873	328,993	289,476	556899	500,413	359,530
11/07/2015	274,177	269,165	110,290	129,900	269,282	289,149	384467	345,269	359,655
12/07/2015	193,668	270,803	65,652	131,254	177,823	288,459	259320	233,279	362,047
13/07/2015	364,722	273,096	145,628	132,129	303,159	290,927	510350	453,280	364,839
14/07/2015	378,625	274,299	147,994	132,739	302,437	291,293	526619	468,431	366,199
15/07/2015	390,435	290,228	151,739	133,402	311,533	290,557	542174	483,263	380,584
16/07/2015	396,584	342,898	152,856	132,712	312,011	286,463	549440	490,751	424,955
17/07/2015	397,327	342,220	150,057	132,031	330,375	286,660	547384	490,403	423,525
18/07/2015	262,721	340,583	108,501	131,775	265,013	286,050	371222	332,473	421,697
19/07/2015	194,788	340,743	69,068	132,263	188,905	287,633	263856	237,835	422,348
20/07/2015	355,240	339,389	140,594	131,544	290,788	285,866	495834	439,995	420,450
21/07/2015	374,958	338,865	143,406	130,889	297,388	285,145	518364	463,677	419,771
22/07/2015	384,376	337,999	148,504	130,427	295,849	282,904	532880	474,095	418,461
23/07/2015	395,108	337,788	150,163	130,042	296,855	280,739	545271	486,572	417,864
24/07/2015	400,069	338,180	145,288	129,361	313,972	278,396	545357	486,888	417,362
25/07/2015	274,811	339,907	96,698	127,675	267,120	278,697	371509	334,945	417,715
26/07/2015	172,294	336,694	48,344	124,714	169,893	275,981	220638	199,939	412,302

CPC Boardings by scheme and day

27/07/2015	353,697	336,473	132,837	123,606	291,057	276,019	486534	434,273	411,484
28/07/2015	377,086	336,777	138,279	122,873	296,779	275,932	515365	460,274	410,998
29/07/2015	386,089	337,022	147,158	122,681	298,832	276,358	533247	475,863	411,251
30/07/2015	397,105	337,307	148,796	122,486	300,476	276,876	545901	486,982	411,309
31/07/2015	399,935	337,288	150,604	123,245	320,171	277,761	550539	491,950	412,032
01/08/2015	277,472	337,668	100,912	123,847	258,697	276,558	378384	340,414	412,814
02/08/2015	232,888	346,324	74,649	127,605	182,777	278,398	307537	279,062	424,117
03/08/2015	346,451	345,289	138,624	128,432	282,092	277,118	485075	430,826	423,624
04/08/2015	375,092	345,005	144,355	129,300	292,467	276,502	519447	462,720	423,974
05/08/2015	294,247	331,884	143,597	128,791	301,593	276,896	437844	391,173	411,875
06/08/2015	27,141	279,032	149,400	128,877	332,963	281,537	176541	170,386	366,647
07/08/2015	393,836	278,161	149,896	128,776	317,323	281,130	543732	487,227	365,973
08/08/2015	266,588	276,606	105,813	129,476	256,817	280,862	372401	334,332	365,104
09/08/2015	192,477	270,833	67,664	128,478	184,366	281,089	260141	235,399	358,866
10/08/2015	345,278	270,666	139,788	128,645	281,006	280,934	485066	430,841	358,868
11/08/2015	371,484	270,150	146,253	128,916	299,610	281,954	517737	460,860	358,603
12/08/2015	379,484	282,327	149,310	129,732	297,986	281,439	528794	470,723	369,967
13/08/2015	383,992	333,306	148,206	129,561	298,399	276,501	532198	473,503	413,269
14/08/2015	390,032	332,762	148,108	129,306	320,271	276,922	538140	480,372	412,290
15/08/2015	273,240	333,713	113,276	130,372	259,299	277,277	386516	345,548	413,892
16/08/2015	184,222	332,533	62,880	129,689	177,111	276,240	247102	222,075	411,989
17/08/2015	347,124	332,797	140,885	129,845	283,819	276,642	488009	432,841	412,275
18/08/2015	370,199	332,613	146,750	129,916	290,539	275,346	516949	458,841	411,986
19/08/2015	384,545	333,336	150,376	130,069	301,217	275,808	534921	475,149	412,618
20/08/2015	392,015	334,482	151,165	130,491	302,803	276,437	543180	483,095	413,989
21/08/2015	394,215	335,080	150,745	130,868	318,980	276,253	544960	487,454	415,000
22/08/2015	265,150	333,924	115,000	131,114	264,011	276,926	380150	337,933	413,913
23/08/2015	173,097	332,335	59,636	130,651	175,537	276,701	232733	208,986	412,043
24/08/2015	382,438	337,380	148,432	131,729	300,856	279,135	530870	469,606	417,295
25/08/2015	371,538	337,571	150,956	132,330	304,478	281,126	522494	465,582	418,258
26/08/2015	378,220	336,668	151,383	132,474	306,918	281,940	529603	470,277	417,562
27/08/2015	403,909	338,367	157,308	133,352	318,234	284,145	561217	498,925	419,823
28/08/2015	398,306	338,951	156,219	134,134	332,049	286,012	554525	494,975	420,898
29/08/2015	277,423	340,704	99,874	131,973	264,753	286,118	377297	338,470	420,974
30/08/2015	235,729	349,652	77,508	134,526	216,021	291,901	313237	285,007	431,835
31/08/2015	202,986	324,016	65,235	122,640	185,786	275,463	268221	241,867	399,300

CPC Boardings by scheme and day

01/09/2015	402,333	328,415	164,956	124,640	328,158	278,846	567289	503,311	404,690
02/09/2015	413,574	333,466	162,667	126,252	330,114	282,159	576241	513,243	410,828
03/09/2015	425,237	336,513	166,555	127,573	330,115	283,857	591792	525,411	414,612
04/09/2015	435,310	341,799	168,126	129,274	347,209	286,022	603436	537,477	420,684
05/09/2015	276,386	341,651	113,691	131,248	278,492	287,985	390077	347,985	422,043
06/09/2015	193,851	335,668	67,720	129,850	199,768	285,663	261571	237,051	415,192
07/09/2015	391,864	362,651	157,912	143,089	319,493	304,764	549776	487,524	450,286
08/09/2015	432,374	366,942	168,187	143,551	325,813	304,429	600561	533,096	454,541
09/09/2015	438,020	370,435	170,519	144,673	331,728	304,660	608539	539,993	458,362
10/09/2015	447,297	373,586	173,402	145,651	334,940	305,349	620699	551,887	462,145
11/09/2015	451,226	375,860	174,615	146,578	354,155	306,341	625841	557,499	465,005
12/09/2015	330,641	383,610	117,664	147,146	285,030	307,275	448305	400,499	472,507
13/09/2015	220,814	387,462	67,559	147,122	192,377	306,219	288373	261,635	476,019
14/09/2015	412,456	390,404	166,497	148,349	326,588	307,233	578953	512,337	479,564
15/09/2015	439,830	391,469	174,229	149,212	337,010	308,833	614059	544,293	481,163
16/09/2015	478,855	397,303	178,691	150,379	346,062	310,880	657546	584,576	487,532
17/09/2015	473,950	401,110	182,048	151,615	351,205	313,204	655998	583,968	492,115
18/09/2015	481,447	405,428	187,039	153,389	367,314	315,084	668486	595,684	497,570
19/09/2015	334,588	405,991	118,932	153,571	309,046	318,515	453520	408,136	498,661
20/09/2015	240,956	408,869	72,414	154,264	212,001	321,318	313370	285,033	502,004
21/09/2015	438,634	412,609	172,392	155,106	338,146	322,969	611026	540,560	506,036
22/09/2015	475,464	417,699	185,161	156,668	356,558	325,762	660625	584,776	511,819
23/09/2015	472,365	416,772	189,039	158,146	343,157	325,347	661404	587,208	512,195
24/09/2015	506,417	421,410	192,372	159,621	360,211	326,633	698789	621,449	517,549
25/09/2015	512,192	425,802	192,455	160,395	374,375	327,642	704647	627,726	522,127
26/09/2015	352,352	428,340	144,478	164,044	325,099	329,935	496830	443,460	527,173
27/09/2015	249,874	429,614	83,995	165,699	212,634	330,026	333869	300,015	529,313
28/09/2015	442,738	430,200	176,101	166,229	337,442	329,925	618839	548,430	530,438
29/09/2015	478,679	430,660	183,041	165,926	345,996	328,416	661720	587,816	530,872
30/09/2015	492,703	433,565	188,374	165,831	353,397	329,879	681077	605,992	533,555
01/10/2015	501,652	432,884	191,602	165,721	360,594	329,934	693254	616,025	532,781
02/10/2015	514,140	433,162	195,111	166,100	385,056	331,460	709251	635,340	533,868
03/10/2015	359,335	434,160	138,670	165,271	317,711	330,404	498005	445,905	534,218
04/10/2015	276,434	437,954	83,004	165,129	220,359	331,508	359438	327,530	538,148
05/10/2015	458,014	440,137	183,542	166,192	361,959	335,010	641556	566,624	540,747
06/10/2015	483,895	440,882	185,319	166,517	352,916	335,999	669214	592,877	541,470

CPC Boardings by scheme and day

07/10/2015	500,840	442,044	193,249	167,214	365,609	337,743	694089	619,030	543,333
08/10/2015	511,477	443,448	194,780	167,668	365,579	338,456	706257	628,139	545,064
09/10/2015	540,032	447,147	198,612	168,168	384,834	338,424	738644	659,607	548,530
10/10/2015	368,395	448,441	135,166	167,667	319,608	338,695	503561	451,374	549,312
11/10/2015	259,494	446,021	74,886	166,508	220,313	338,688	334380	302,549	545,743
12/10/2015	461,394	446,504	183,418	166,490	346,672	336,504	644812	572,700	546,611
13/10/2015	487,951	447,083	189,317	167,061	354,314	336,704	677268	603,002	548,057
14/10/2015	507,055	447,971	192,146	166,904	357,282	335,515	699201	620,422	548,256
15/10/2015	520,062	449,198	194,728	166,896	362,734	335,108	714790	636,675	549,476
16/10/2015	530,271	447,803	198,603	166,895	386,237	335,309	728874	651,625	548,335
17/10/2015	372,635	448,409	149,746	168,978	316,835	334,912	522381	468,202	550,739
18/10/2015	242,609	445,997	88,316	170,896	213,345	333,917	330925	296,728	549,908
19/10/2015	463,131	446,245	183,642	170,928	342,340	333,298	646773	571,741	549,771
20/10/2015	496,350	447,445	192,757	171,420	354,496	333,324	689107	611,767	551,023
21/10/2015	521,105	449,452	199,440	172,462	369,140	335,018	720545	637,480	553,460
22/10/2015	521,091	449,599	197,031	172,791	362,606	335,000	718122	637,357	553,557
23/10/2015	539,279	450,886	200,671	173,086	383,582	334,621	739950	658,690	554,566
24/10/2015	390,824	453,484	132,613	170,639	313,958	334,210	523437	468,145	554,558
25/10/2015	291,148	460,418	89,036	170,741	221,626	335,393	380184	343,029	561,173
26/10/2015	480,576	462,910	179,216	170,109	338,962	334,910	659792	586,853	563,332
27/10/2015	502,371	463,771	188,860	169,552	348,626	334,071	691231	614,305	563,694
28/10/2015	535,041	465,762	200,713	169,734	369,313	334,096	735754	654,154	566,076
29/10/2015	542,765	468,858	195,390	169,500	367,249	334,759	738155	658,321	569,071
30/10/2015	573,966	473,813	205,272	170,157	399,718	337,065	779238	695,870	574,382
31/10/2015	385,610	473,068	152,236	172,960	338,909	340,629	537846	480,917	576,207
01/11/2015	266,669	469,571	77,654	171,334	215,077	339,693	344323	311,633	571,722
02/11/2015	486,887	470,473	194,144	173,467	359,582	342,639	681031	603,975	574,168
03/11/2015	495,756	469,528	201,014	175,203	365,432	345,040	696770	617,091	574,566
04/11/2015	536,447	469,729	209,770	176,497	382,762	346,961	746217	661,387	575,599
05/11/2015	548,297	470,519	208,257	178,335	374,007	347,927	756554	670,852	577,389
06/11/2015	557,729	468,199	207,388	178,637	397,593	347,623	765117	681,321	575,311
07/11/2015	385,627	468,202	144,780	177,572	325,082	345,648	530407	474,774	574,433
08/11/2015	261,631	467,482	83,640	178,428	218,921	346,197	345271	311,508	574,415
09/11/2015	486,498	467,426	192,419	178,181	356,212	345,716	678917	601,011	573,992
10/11/2015	510,435	469,523	198,397	177,807	361,794	345,196	708832	628,712	575,652
11/11/2015	523,790	467,715	202,222	176,729	364,080	342,527	726012	643,584	573,109

CPC Boardings by scheme and day

12/11/2015	547,456	467,595	206,302	176,450	368,963	341,806	753758	669,542	572,922
13/11/2015	571,321	469,537	209,327	176,727	395,083	341,448	780648	695,470	574,943
14/11/2015	377,814	468,420	125,347	173,951	305,422	338,639	503161	452,447	571,753
15/11/2015	259,800	468,159	75,252	172,752	212,223	337,682	335052	302,961	570,532
16/11/2015	485,139	467,965	192,759	172,801	359,969	338,219	677898	600,005	570,389
17/11/2015	530,415	470,819	202,713	173,418	368,778	339,217	733128	650,608	573,517
18/11/2015	539,760	473,101	203,531	173,605	371,247	340,241	743291	660,103	575,877
19/11/2015	561,381	475,090	208,838	173,967	376,938	341,380	770219	684,171	577,966
20/11/2015	575,598	475,701	211,763	174,315	396,977	341,651	787361	701,483	578,825
21/11/2015	410,212	480,329	131,466	175,189	321,595	343,961	541678	487,784	583,874
22/11/2015	268,379	481,555	73,501	174,939	219,369	344,982	341880	310,965	585,017
23/11/2015	499,523	483,610	198,794	175,801	360,511	345,059	698317	617,136	587,464
24/11/2015	540,064	484,988	209,217	176,730	374,470	345,872	749281	664,338	589,426
25/11/2015	546,905	486,009	207,383	177,280	375,332	346,456	754288	669,860	590,820
26/11/2015	572,938	487,660	215,103	178,175	380,534	346,970	788041	700,337	593,129
27/11/2015	600,518	491,220	219,723	179,312	418,307	350,017	820241	730,889	597,330
28/11/2015	445,070	496,200	156,980	182,957	340,250	352,682	602050	540,398	604,846
29/11/2015	295,972	500,141	85,536	184,677	224,847	353,464	381508	344,225	609,598
30/11/2015	527,562	504,147	206,371	185,759	381,891	356,519	733933	649,291	614,191
01/12/2015	555,191	506,308	213,311	186,344	383,604	357,824	768502	681,102	616,586
02/12/2015	576,924	510,596	218,340	187,909	387,667	359,586	795264	705,748	621,713
03/12/2015	596,784	514,003	221,578	188,834	398,296	362,123	818362	728,223	625,697
04/12/2015	619,532	516,719	226,689	189,829	424,082	362,948	846221	756,550	629,362
05/12/2015	457,328	518,470	147,551	188,482	353,260	364,807	604879	542,927	629,724
06/12/2015	290,944	517,752	78,941	187,540	238,199	366,714	369885	336,813	628,665
07/12/2015	539,623	519,475	211,078	188,213	381,615	366,675	750701	665,565	630,990
08/12/2015	589,767	524,415	220,669	189,264	401,694	369,259	810436	720,392	636,603
09/12/2015	615,200	529,883	227,665	190,596	398,741	370,841	842865	749,597	642,867
10/12/2015	639,029	535,918	234,213	192,401	419,752	373,906	873242	777,947	649,970
11/12/2015	644,032	539,418	235,175	193,613	442,449	376,530	879207	783,534	653,825
12/12/2015	469,318	541,131	162,968	195,815	350,683	376,162	632286	566,338	657,169
13/12/2015	310,212	543,883	94,690	198,065	238,209	376,163	404902	365,984	661,337
14/12/2015	570,912	548,353	221,344	199,532	396,077	378,229	792256	701,724	666,502
15/12/2015	612,902	551,658	228,805	200,694	417,505	380,488	841707	748,460	670,512
16/12/2015	636,894	554,757	237,961	202,165	422,444	383,874	874855	778,496	674,640
17/12/2015	651,984	556,608	241,316	203,180	432,903	385,753	893300	796,081	677,231

CPC Boardings by scheme and day

18/12/2015	654,221	558,063	247,792	204,982	456,373	387,742	902013	804,649	680,247
19/12/2015	451,877	555,572	157,036	204,135	359,711	389,032	608913	545,312	677,244
20/12/2015	308,059	555,264	98,044	204,614	251,278	390,899	406103	366,103	677,261
21/12/2015	565,217	554,451	217,647	204,086	399,786	391,429	782864	695,129	676,319
22/12/2015	550,487	545,534	213,686	201,926	404,593	389,584	764173	677,470	666,177
23/12/2015	489,390	524,462	193,719	195,606	393,515	385,451	683109	606,429	641,596
24/12/2015	285,244	472,071	110,339	176,895	301,340	366,657	395583	353,257	578,336
25/12/2015	0	378,611	0	141,496	0	301,460	0	0	463,386
26/12/2015	133,838	333,177	5,472	119,844	190,354	277,267	139310	137,982	405,196
27/12/2015	175,842	314,288	50,158	113,003	191,558	268,735	226000	205,760	382,290
28/12/2015	257,522	270,332	73,132	92,358	241,967	246,190	330654	299,683	325,797
29/12/2015	357,072	242,701	122,924	79,392	315,558	233,470	479996	427,563	290,096
30/12/2015	367,872	225,341	126,605	69,804	325,066	223,692	494477	439,713	266,280
31/12/2015	387,159	239,901	134,935	73,318	338,042	228,935	522094	466,411	282,445
01/01/2016	185,308	266,373	51,170	80,628	158,722	251,610	236478	215,482	313,228
02/01/2016	309,286	291,437	98,515	93,920	269,093	262,858	407801	366,469	345,869
03/01/2016	200,089	294,901	63,627	95,844	198,284	263,819	263716	228,502	349,118
04/01/2016	471,025	325,401	206,787	114,938	372,169	282,419	677812	596,072	391,459
05/01/2016	480,707	343,064	201,747	126,198	372,339	290,531	682454	601,970	416,374
06/01/2016	505,661	362,748	205,128	137,416	375,277	297,704	710789	627,490	443,199
07/01/2016	536,411	384,070	211,536	148,359	393,575	305,637	747947	661,450	471,062
08/01/2016	556,842	437,146	212,416	171,394	411,789	341,789	769258	682,933	537,841
09/01/2016	379,563	447,185	135,385	176,661	325,366	349,828	514948	460,775	551,313
10/01/2016	252,729	454,705	82,309	179,330	220,528	353,006	335038	302,985	561,954
11/01/2016	535,684	463,942	216,951	180,782	394,454	356,190	752635	664,398	571,714
12/01/2016	558,927	475,117	214,553	182,611	400,607	360,228	773480	686,226	583,751
13/01/2016	574,944	485,014	222,528	185,097	402,733	364,150	797472	708,168	595,276
14/01/2016	601,634	494,332	221,835	186,568	410,986	366,638	823469	731,872	605,337
15/01/2016	621,129	503,516	227,676	188,748	426,187	368,694	848805	755,989	615,773
16/01/2016	442,948	512,571	147,742	190,513	350,947	372,349	590690	531,607	625,892
17/01/2016	265,100	514,338	84,602	190,841	229,529	373,635	349702	315,821	627,726
18/01/2016	535,258	514,277	215,731	190,667	389,730	372,960	750989	663,680	627,623
19/01/2016	569,077	515,727	221,146	191,609	396,462	372,368	790223	699,957	629,585
20/01/2016	583,618	516,966	222,151	191,555	399,832	371,953	805769	714,839	630,538
21/01/2016	596,509	516,234	225,639	192,098	400,639	370,475	822148	729,476	630,196
22/01/2016	613,749	515,180	227,637	192,092	426,461	370,514	841386	748,518	629,128

CPC Boardings by scheme and day

23/01/2016	415,373	511,241	149,709	192,373	345,585	369,748	565082	505,581	625,410
24/01/2016	265,542	511,304	86,881	192,699	226,271	369,283	352423	318,076	625,732
25/01/2016	535,079	511,278	214,687	192,550	369,786	366,434	749766	643,364	622,830
26/01/2016	574,700	512,082	219,479	192,312	405,781	367,765	794179	702,352	623,172
27/01/2016	582,165	511,874	223,041	192,439	404,572	368,442	805206	714,280	623,092
28/01/2016	605,926	513,219	226,060	192,499	409,224	369,669	831986	739,169	624,477
29/01/2016	628,933	515,388	233,335	193,313	440,681	371,700	862268	767,941	627,252
30/01/2016	440,892	519,034	154,549	194,005	358,085	373,486	595441	534,843	631,432
31/01/2016	274,320	520,288	81,196	193,192	228,496	373,804	355516	321,933	631,983
01/02/2016	535,720	520,379	214,964	193,232	394,284	377,303	750684	663,892	634,916
02/02/2016	585,579	521,934	225,628	194,110	406,126	377,353	811207	724,617	638,096
03/02/2016	592,251	523,374	226,204	194,562	403,508	377,201	818455	729,938	640,333
04/02/2016	610,962	524,094	232,251	195,447	407,699	376,983	843213	747,519	641,526
05/02/2016	630,533	524,322	236,907	195,957	435,263	376,209	867440	771,661	642,058
06/02/2016	419,949	521,331	144,375	194,504	347,725	374,729	564324	507,912	638,210
07/02/2016	281,455	522,350	80,581	194,416	245,052	377,094	362036	329,784	639,332
08/02/2016	558,459	525,598	222,259	195,458	407,003	378,911	780718	688,816	642,892
09/02/2016	595,625	527,034	231,653	196,318	414,218	380,067	827278	731,457	643,870
10/02/2016	608,380	529,338	232,575	197,229	410,642	381,086	840955	745,197	646,049
11/02/2016	628,665	531,867	236,617	197,852	417,338	382,463	865282	766,781	648,801
12/02/2016	641,446	533,426	238,155	198,031	440,821	383,257	879601	783,317	650,466
13/02/2016	444,981	537,002	131,015	196,122	361,455	385,218	575996	523,131	652,640
14/02/2016	343,005	545,794	79,803	196,011	263,918	387,914	422808	389,816	661,216
15/02/2016	562,498	546,371	207,193	193,859	393,585	385,997	769691	686,144	660,835
16/02/2016	596,766	546,534	216,123	191,640	402,932	384,384	812889	723,244	659,661
17/02/2016	606,521	546,269	215,023	189,133	411,829	384,554	821544	731,493	657,704
18/02/2016	622,501	545,388	216,812	186,304	410,677	383,602	839313	749,064	655,173
19/02/2016	643,661	545,705	215,964	183,133	435,210	382,801	859625	772,104	653,571
20/02/2016	449,916	546,410	134,192	183,587	347,271	380,775	584108	527,777	654,235
21/02/2016	294,072	539,419	71,070	182,340	239,397	377,272	365142	334,209	646,291
22/02/2016	557,987	538,775	224,005	184,741	405,709	379,004	781992	690,519	646,916
23/02/2016	600,754	539,345	232,517	187,083	409,883	379,997	833271	737,920	649,012
24/02/2016	618,358	541,036	232,933	189,642	411,918	380,009	851291	754,416	652,287
25/02/2016	629,430	542,025	239,758	192,920	420,449	381,405	869188	771,630	655,511
26/02/2016	656,120	543,805	244,367	196,977	449,849	383,497	900487	801,466	659,705
27/02/2016	474,069	547,256	164,330	201,283	363,259	385,781	638399	574,400	666,366

CPC Boardings by scheme and day

28/02/2016	315,085	550,258	81,398	202,758	246,054	386,732	396483	364,356	670,672
29/02/2016	571,228	552,149	228,787	203,441	410,499	387,416	800015	708,283	673,210
01/03/2016	597,957	551,750	233,117	203,527	424,762	389,541	831074	736,266	672,974
02/03/2016	630,022	553,416	238,726	204,355	431,610	392,355	868748	770,955	675,337
03/03/2016	641,273	555,108	240,412	204,448	430,924	393,851	881685	782,402	676,875
04/03/2016	648,930	554,080	244,338	204,444	452,772	394,269	893268	795,494	676,022
05/03/2016	435,961	548,637	142,290	201,295	363,081	394,243	578251	523,633	668,770
06/03/2016	288,659	544,861	80,765	201,205	252,481	395,161	369424	337,571	664,943
07/03/2016	575,428	545,461	227,781	201,061	411,193	395,260	803209	709,322	665,092
08/03/2016	611,105	547,340	238,036	201,764	426,259	395,474	849141	752,098	667,354
09/03/2016	638,879	548,605	242,416	202,291	433,773	395,783	881295	782,081	668,943
10/03/2016	641,653	548,659	242,684	202,616	430,793	395,765	884337	785,029	669,318
11/03/2016	656,489	549,739	245,671	202,806	454,442	396,003	902160	803,208	670,420
12/03/2016	461,805	553,431	162,259	205,659	365,466	396,344	624064	560,442	675,679
13/03/2016	314,402	557,109	84,094	206,134	254,596	396,646	398496	365,420	679,657
14/03/2016	582,217	558,079	231,122	206,612	414,659	397,141	813339	718,627	680,986
15/03/2016	616,113	558,794	236,156	206,343	421,901	396,519	852269	754,800	681,372
16/03/2016	635,573	558,322	242,194	206,311	420,575	394,633	877767	777,322	680,693
17/03/2016	653,781	560,054	246,267	206,823	439,693	395,905	900048	799,337	682,737
18/03/2016	655,464	559,908	242,989	206,440	452,507	395,628	898453	799,746	682,242
19/03/2016	452,457	558,572	143,776	203,800	370,211	396,306	596233	541,122	679,482
20/03/2016	293,189	555,542	79,214	203,103	252,196	395,963	372403	342,076	676,147
21/03/2016	588,447	556,432	236,846	203,920	417,877	396,423	825293	729,709	677,730
22/03/2016	624,105	557,574	250,177	205,923	432,451	397,930	874282	773,297	680,373
23/03/2016	635,519	557,566	256,578	207,978	440,787	400,817	892097	788,127	681,916
24/03/2016	640,187	555,624	264,759	210,620	492,925	408,422	904946	799,913	681,999
25/03/2016	343,838	511,106	100,063	190,202	333,846	391,470	443901	406,354	625,800
26/03/2016	321,050	492,334	86,630	182,038	314,339	383,489	407680	371,758	601,605
27/03/2016	215,405	481,222	50,428	177,926	216,248	378,353	265833	246,081	587,891
28/03/2016	263,570	434,811	62,329	152,995	252,178	354,682	325899	302,594	526,875
29/03/2016	595,038	430,658	221,895	148,955	429,921	354,321	816933	726,964	520,256
30/03/2016	601,690	425,825	223,406	144,216	422,669	351,732	825096	737,231	512,985
31/03/2016	615,767	422,337	229,612	139,195	431,608	342,973	845379	752,562	506,221
01/04/2016	632,041	463,509	227,779	157,440	454,321	360,183	859820	768,694	557,983
02/04/2016	442,624	480,876	168,900	169,193	384,285	370,176	611524	548,236	583,195
03/04/2016	300,614	493,049	90,395	174,902	265,708	377,241	391009	356,847	599,018

CPC Boardings by scheme and day

04/04/2016	575,970	537,678	224,801	198,113	410,062	399,796	800771	709,267	657,114
05/04/2016	610,528	539,891	235,468	200,052	421,633	398,612	845996	750,817	660,522
06/04/2016	635,554	544,728	239,228	202,312	432,498	400,016	874782	775,834	666,037
07/04/2016	654,080	550,201	245,266	204,548	423,196	398,815	899346	783,746	670,492
08/04/2016	666,122	555,070	242,935	206,713	447,829	397,887	909057	812,096	676,692
09/04/2016	465,253	558,303	160,821	205,559	375,952	396,697	626074	561,839	678,635
10/04/2016	294,666	557,453	96,270	206,399	262,986	396,308	390936	355,038	678,377
11/04/2016	589,579	559,397	237,750	208,248	428,034	398,875	827329	730,406	681,397
12/04/2016	633,784	562,720	247,950	210,031	440,878	401,625	881734	781,719	685,811
13/04/2016	646,757	564,320	253,476	212,067	444,593	403,353	900233	798,064	688,987
14/04/2016	663,468	565,661	257,028	213,747	453,726	407,714	920496	817,800	693,852
15/04/2016	690,847	569,193	256,809	215,729	487,671	413,406	947656	843,637	698,358
16/04/2016	481,022	571,446	155,316	214,943	398,563	416,636	636338	574,244	700,130
17/04/2016	305,246	572,958	93,686	214,574	275,397	418,409	398932	361,960	701,119
18/04/2016	599,670	574,399	241,479	215,106	432,203	419,004	841149	742,923	702,907
19/04/2016	639,379	575,199	250,675	215,495	442,597	419,250	890054	788,803	703,919
20/04/2016	672,979	578,945	259,700	216,385	450,979	420,162	932679	828,203	708,224
21/04/2016	683,764	581,844	256,547	216,316	460,592	421,143	940311	837,046	710,974
22/04/2016	705,830	583,984	261,327	216,961	490,749	421,583	967157	859,573	713,250
23/04/2016	523,390	590,037	172,899	219,473	395,886	421,200	696289	626,512	720,717
24/04/2016	453,677	611,241	141,374	226,286	263,412	419,488	595051	537,618	745,811
25/04/2016	628,360	615,340	251,170	227,670	447,939	421,736	879530	777,103	750,694
26/04/2016	663,183	618,740	253,497	228,073	456,528	423,726	916680	811,847	753,986
27/04/2016	678,404	619,515	256,936	227,679	460,880	425,141	935340	829,030	754,104
28/04/2016	696,464	621,330	265,970	229,025	470,305	426,528	962434	854,091	756,539
29/04/2016	691,617	619,299	263,176	229,289	492,041	426,713	954793	849,495	755,099
30/04/2016	453,525	609,319	168,774	228,700	389,202	425,758	622299	557,829	745,288
01/05/2016	334,592	592,306	111,201	224,389	300,835	431,104	445793	403,431	726,118
02/05/2016	314,619	547,486	103,716	203,324	269,120	405,559	418335	376,826	668,936
03/05/2016	643,539	544,680	265,965	205,105	459,854	406,034	909504	802,682	667,626
04/05/2016	672,357	543,816	269,425	206,890	459,545	405,843	941782	833,746	668,300
05/05/2016	694,024	543,468	253,152	205,058	477,474	406,867	947176	849,758	667,681
06/05/2016	699,978	544,662	270,387	206,089	491,512	406,792	970365	864,935	669,887
07/05/2016	477,768	548,125	185,088	208,419	350,015	401,194	662856	540,695	667,439
08/05/2016	328,065	547,193	124,676	210,344	294,175	400,242	452741	407,519	668,023
09/05/2016	618,624	590,622	252,705	231,628	457,494	427,153	871329	769,916	724,179

CPC Boardings by scheme and day

10/05/2016	684,311	596,447	269,137	232,081	482,808	430,432	953448	843,315	729,983
11/05/2016	689,750	598,932	270,351	232,214	474,615	432,585	960101	850,356	732,356
12/05/2016	699,427	599,703	273,690	235,148	472,407	431,861	973117	863,282	734,288
13/05/2016	693,355	598,757	276,455	236,014	509,756	434,467	969810	862,623	733,958
14/05/2016	460,016	596,221	172,192	234,172	399,145	441,486	632208	564,566	737,368
15/05/2016	331,967	596,779	105,580	231,444	280,722	439,564	437547	396,967	735,861
16/05/2016	625,392	597,746	251,879	231,326	447,903	438,194	877271	776,512	736,803
17/05/2016	663,280	594,741	266,259	230,915	462,190	435,248	929539	825,138	734,206
18/05/2016	705,420	596,980	268,603	230,665	478,680	435,829	974023	862,423	735,930
19/05/2016	710,580	598,573	277,501	231,210	476,707	436,443	988081	877,085	737,902
20/05/2016	708,249	600,701	275,396	231,058	501,691	435,291	983645	874,523	739,602
21/05/2016	484,595	604,212	189,003	233,460	406,685	436,368	673598	600,854	744,786
22/05/2016	308,271	600,827	106,967	233,658	282,147	436,572	415238	372,394	741,276
23/05/2016	632,228	601,803	254,692	234,060	451,073	437,025	886920	784,007	742,346
24/05/2016	687,413	605,251	273,515	235,097	459,243	436,604	960928	850,645	745,990
25/05/2016	708,872	605,744	275,850	236,132	475,519	436,152	984722	872,270	747,397
26/05/2016	721,708	607,334	281,899	236,760	483,169	437,075	1003607	893,895	749,798
27/05/2016	706,128	607,031	271,732	236,237	499,769	436,801	977860	870,536	749,229
28/05/2016	479,101	606,246	173,561	234,031	388,450	434,196	652662	584,652	746,914
29/05/2016	364,937	614,341	123,608	236,408	309,061	438,041	488545	442,651	756,951
30/05/2016	345,789	573,421	109,129	215,613	274,397	412,801	454918	410,861	703,644
31/05/2016	666,537	570,439	256,145	213,132	470,231	414,371	922682	814,394	698,466
01/06/2016	684,022	566,889	262,017	211,156	467,964	413,292	946039	837,346	693,476
02/06/2016	715,239	565,965	266,853	209,006	472,659	411,790	982092	871,983	690,346
03/06/2016	703,760	565,627	262,792	207,729	491,011	410,539	966552	860,570	688,922
04/06/2016	472,702	564,713	166,000	206,649	405,070	412,913	638702	575,743	687,650
05/06/2016	343,529	561,654	109,730	204,666	305,577	412,416	453259	411,122	683,146
06/06/2016	633,514	602,758	254,501	225,434	461,919	439,204	888015	787,081	736,891
07/06/2016	679,657	604,632	270,120	227,430	472,588	439,541	949777	840,711	740,651
08/06/2016	707,588	607,998	275,964	229,423	487,029	442,265	983552	871,817	745,575
09/06/2016	727,495	609,749	282,724	231,690	492,284	445,068	1010219	897,148	749,170
10/06/2016	717,782	611,752	276,723	233,680	515,455	448,560	994505	885,491	752,730
11/06/2016	481,849	613,059	174,663	234,918	410,208	449,294	656512	586,600	754,281
12/06/2016	316,670	609,222	96,721	233,059	278,417	445,414	413391	373,918	748,967
13/06/2016	659,397	612,920	261,313	234,033	474,983	447,281	920710	813,176	752,694
14/06/2016	700,104	615,841	274,987	234,728	487,318	449,385	975091	862,104	755,751

CPC Boardings by scheme and day

15/06/2016	736,787	620,012	285,313	236,063	495,458	450,589	1022100	907,923	760,909
16/06/2016	759,534	624,589	286,350	236,581	510,070	453,130	1045884	931,219	765,776
17/06/2016	739,686	627,718	275,870	236,460	521,676	454,019	1015556	904,854	768,542
18/06/2016	493,390	629,367	168,731	235,612	414,122	454,578	662121	595,896	769,870
19/06/2016	358,732	635,376	116,143	238,387	300,971	457,800	474875	430,224	777,914
20/06/2016	679,081	638,188	268,690	239,441	500,793	461,487	947771	839,883	781,729
21/06/2016	698,014	637,889	271,197	238,899	481,552	460,663	969211	862,073	781,725
22/06/2016	710,027	634,066	275,817	237,543	488,222	459,629	985844	877,235	777,341
23/06/2016	706,897	626,547	230,697	229,592	537,780	463,588	937594	867,304	768,210
24/06/2016	716,475	623,231	266,172	228,207	518,988	463,204	982647	880,366	764,712
25/06/2016	487,551	622,397	156,846	226,509	406,645	462,136	644397	577,925	762,144
26/06/2016	315,577	616,232	94,547	223,424	291,029	460,716	410124	372,566	753,907
27/06/2016	664,876	614,203	264,602	222,840	486,865	458,726	929478	822,851	751,474
28/06/2016	724,326	617,961	278,466	223,878	506,962	462,356	1002792	888,356	755,229
29/06/2016	742,434	622,591	284,979	225,187	506,648	464,988	1027413	910,176	759,935
30/06/2016	756,863	629,729	290,991	233,800	513,760	461,557	1047854	929,325	768,795
01/07/2016	764,076	636,529	290,101	237,219	552,596	466,358	1054177	939,887	777,298
02/07/2016	567,066	647,888	196,748	242,919	434,424	470,326	763814	684,447	792,515
03/07/2016	395,503	659,306	128,071	247,708	309,593	472,978	523574	472,149	806,742
04/07/2016	678,512	661,254	275,480	249,262	490,888	473,553	953992	843,241	809,654
05/07/2016	715,897	660,050	287,325	250,528	499,984	472,556	1003222	890,215	809,920
06/07/2016	732,246	658,595	292,191	251,558	519,452	474,385	1024437	910,958	810,032
07/07/2016	747,894	657,313	291,990	251,701	518,700	475,091	1039884	927,235	809,733
08/07/2016	773,693	658,687	293,721	252,218	541,564	473,515	1067414	951,603	811,407
09/07/2016	531,733	653,640	194,603	251,911	440,325	474,358	726336	649,567	806,424
10/07/2016	394,021	653,428	120,675	250,855	311,601	474,645	514696	464,570	805,341
11/07/2016	677,953	653,348	270,584	250,155	491,457	474,726	948537	837,489	804,520
12/07/2016	710,909	652,636	283,719	249,640	512,128	476,461	994628	881,209	803,233
13/07/2016	735,747	653,136	288,672	249,138	512,077	475,407	1024419	906,796	802,638
14/07/2016	754,751	654,115	288,372	248,621	515,497	474,950	1043123	927,161	802,628
15/07/2016	750,208	650,760	285,652	247,468	536,456	474,220	1035860	921,957	798,393
16/07/2016	508,495	647,441	196,576	247,750	431,864	473,011	705071	628,024	795,315
17/07/2016	363,065	643,018	119,751	247,618	314,434	473,416	482816	435,621	791,180
18/07/2016	653,699	639,554	267,925	247,238	498,019	474,354	921624	820,850	788,803
19/07/2016	695,882	637,407	269,261	245,172	518,126	475,210	965143	866,465	786,696
20/07/2016	706,982	633,298	284,282	244,545	503,776	474,025	991264	879,319	782,771

CPC Boardings by scheme and day

21/07/2016	728,821	629,593	283,700	243,878	504,232	472,415	1012521	899,568	778,829
22/07/2016	721,949	625,556	279,063	242,937	519,862	470,045	1001012	891,281	774,447
23/07/2016	469,076	619,925	192,927	242,416	425,505	469,136	662003	591,537	769,234
24/07/2016	329,097	615,072	110,632	241,113	305,021	467,792	439729	397,200	763,746
25/07/2016	643,870	613,668	260,455	240,046	467,333	463,408	904325	799,989	760,766
26/07/2016	692,618	613,202	273,815	240,696	483,242	458,424	966433	856,545	759,348
27/07/2016	728,840	616,324	281,517	240,301	504,880	458,582	1010357	894,876	761,571
28/07/2016	736,589	617,434	280,087	239,785	499,055	457,843	1016676	902,064	761,927
29/07/2016	734,561	619,236	279,083	239,788	525,015	458,579	1013644	902,755	763,567
30/07/2016	497,093	623,238	181,743	238,190	442,415	460,994	678836	610,834	766,323
31/07/2016	371,099	629,239	130,497	241,028	305,022	460,995	501596	454,876	774,563
01/08/2016	642,378	629,025	251,643	239,769	488,538	464,024	894021	793,413	773,623
02/08/2016	685,016	627,939	259,909	237,783	495,030	465,708	944925	839,358	771,168
03/08/2016	701,421	624,022	264,022	235,283	494,017	464,156	965443	859,425	766,104
04/08/2016	715,777	621,049	261,274	232,596	499,013	464,150	977051	873,180	761,977
05/08/2016	708,842	617,375	255,169	229,180	519,571	463,372	964011	863,440	756,361
06/08/2016	485,308	615,692	173,778	228,042	443,459	463,521	659086	593,041	753,819
07/08/2016	365,523	614,895	113,941	225,676	320,632	465,751	479464	436,120	751,140
08/08/2016	629,385	613,039	250,890	225,569	461,754	461,925	880275	777,994	748,937
09/08/2016	677,087	611,906	261,985	225,865	478,364	459,544	939072	831,723	747,846
10/08/2016	696,976	611,271	267,027	226,295	481,539	457,762	964003	855,603	747,300
11/08/2016	705,632	609,822	270,776	227,652	486,083	455,915	976408	866,964	746,412
12/08/2016	706,337	609,464	270,382	229,826	506,064	453,985	976719	869,613	747,294
13/08/2016	475,182	608,017	183,881	231,269	401,160	447,942	659063	589,517	746,791
14/08/2016	344,564	605,023	112,464	231,058	290,888	443,693	457028	413,452	743,552
15/08/2016	635,498	605,897	256,941	231,922	462,273	443,767	892439	788,842	745,102
16/08/2016	672,713	605,272	267,346	232,688	472,921	442,990	940059	831,586	745,082
17/08/2016	692,122	604,578	273,730	233,646	479,351	442,677	965852	855,960	745,133
18/08/2016	697,144	603,366	271,575	233,760	484,658	442,474	968719	859,471	744,063
19/08/2016	706,190	603,345	264,798	232,962	502,188	441,920	970988	863,884	743,245
20/08/2016	442,286	598,645	175,793	231,807	405,791	442,581	618079	546,289	737,069
21/08/2016	320,387	595,191	112,847	231,862	314,060	445,892	433234	391,095	733,875
22/08/2016	631,355	594,599	260,317	232,344	467,518	446,641	891672	787,302	733,655
23/08/2016	682,405	595,984	276,932	233,713	488,685	448,893	959337	850,578	736,368
24/08/2016	686,695	595,209	279,005	234,467	489,607	450,358	965700	856,500	736,446
25/08/2016	704,427	596,249	284,961	236,379	497,829	452,240	989388	878,376	739,146

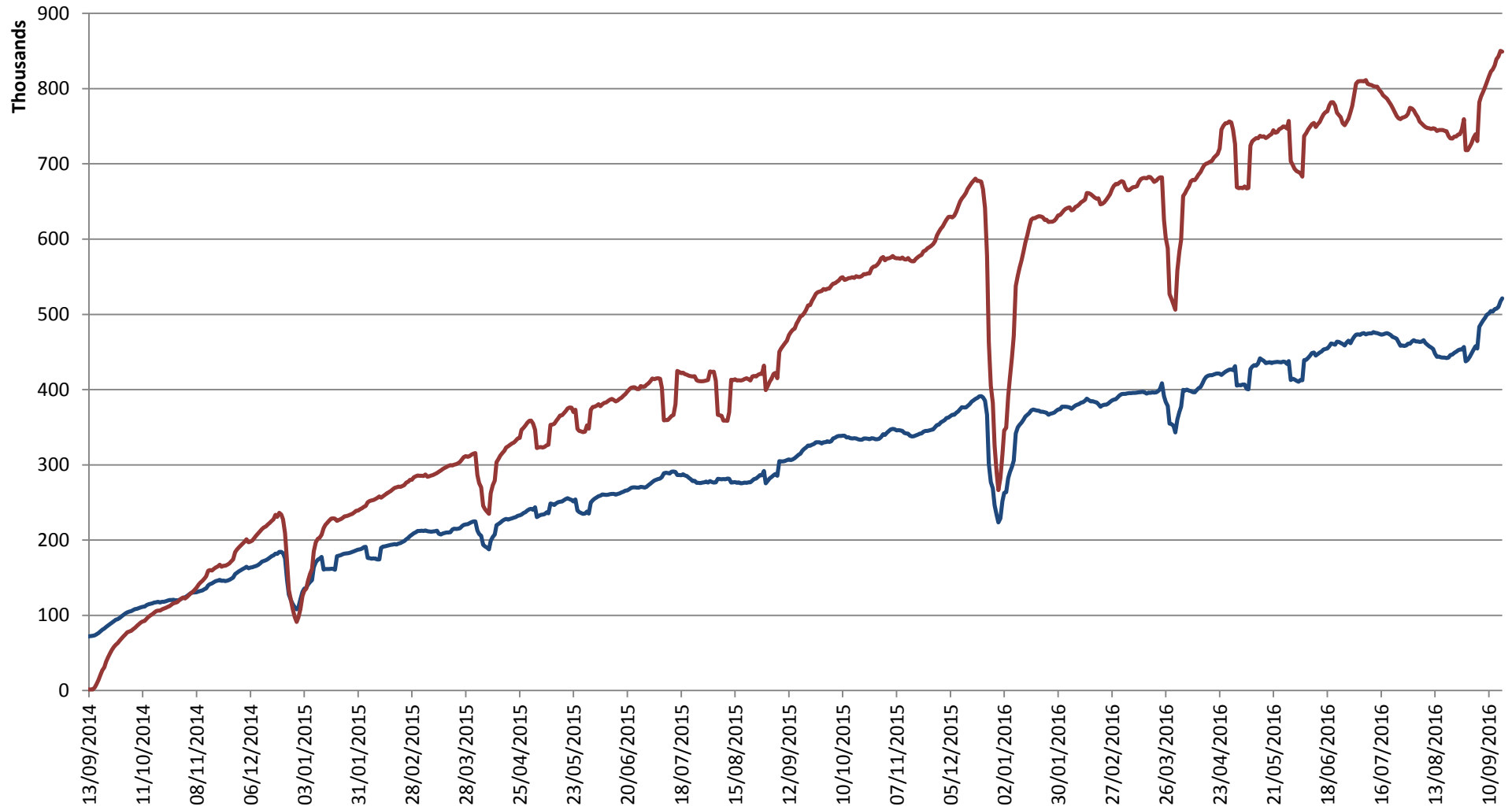
CPC Boardings by scheme and day

26/08/2016	699,168	595,246	272,882	237,534	509,174	453,238	972050	865,691	739,404
27/08/2016	491,154	602,227	165,805	236,107	407,211	453,441	656959	592,016	745,937
28/08/2016	408,587	614,827	125,213	237,874	335,724	456,535	533800	486,601	759,581
29/08/2016	410,178	583,231	140,391	220,741	334,198	437,490	550569	498,398	718,309
30/08/2016	683,333	583,363	278,688	220,992	502,556	439,471	962021	849,855	718,205
31/08/2016	719,175	588,003	284,143	221,726	517,777	443,496	1003318	889,689	722,947
01/09/2016	736,023	592,517	285,998	221,874	528,403	447,863	1022021	907,910	727,166
02/09/2016	744,331	598,969	287,278	223,931	544,952	452,974	1031609	917,829	734,614
03/09/2016	509,485	601,587	189,575	227,327	439,590	457,600	699060	626,038	739,474
04/09/2016	353,020	593,649	113,973	225,721	314,074	454,507	466993	422,899	730,374
05/09/2016	692,226	633,942	280,199	245,693	536,020	483,339	972425	859,365	781,941
06/09/2016	728,108	640,338	294,417	247,940	530,915	487,390	1022525	903,923	789,665
07/09/2016	754,232	645,346	294,040	249,354	549,174	491,875	1048272	930,371	795,476
08/09/2016	771,754	650,451	301,024	251,501	554,142	495,552	1072778	954,675	802,157
09/09/2016	782,906	655,961	301,145	253,482	572,809	499,532	1084051	964,397	808,810
10/09/2016	565,810	664,008	183,718	252,645	451,851	501,284	749528	677,246	816,125
11/09/2016	399,383	670,631	116,301	252,978	336,664	504,511	515684	468,783	822,680
12/09/2016	704,372	672,366	287,945	254,084	529,347	503,557	992317	878,895	825,470
13/09/2016	755,755	676,316	301,984	255,165	554,008	506,856	1057739	940,817	830,741
14/09/2016	799,217	682,742	314,162	258,040	555,190	507,716	1113379	988,878	839,099
15/09/2016	791,726	685,596	312,070	259,618	569,269	509,877	1103796	979,896	842,702
16/09/2016	829,375	692,234	307,780	260,566	625,563	517,413	1137155	1,016,832	850,192
17/09/2016	556,057	690,841	186,211	260,922	479,456	521,357	742268	670,959	849,294

Daily CPC Journeys on Bus and Rail Services

— Bus — Rail

(Plots show average of previous 7 days)



Appendix L

King's Cross case study

Case Study: King's Cross St. Pancras

The way we serve our passengers at King's Cross St. Pancras has changed, with staff moving out from ticket offices and into our ticket halls where they are better able to assist our customers.

 **91m+**
The amount of people using King's Cross St. Pancras every year

1863
King's Cross St. Pancras station first opened on the Metropolitan line

6
King's Cross St. Pancras is the biggest interchange station on the network, serving six lines

Smarter ticket machines

We have introduced 17 additional ticket machines to the Tube station to assist customers in buying their tickets.

King's Cross St. Pancras Tube station now has smarter ticket machines, offering guidance in 17 languages, making paying for travel easier and our staff are on hand to show customers how much more these machines can do.



Ticket machine features

These improved, smarter ticketing machines at King's Cross St. Pancras offer:



1. Simpler screen design with improved touch screens
2. Consistent and clearer information to help you buy the right ticket, including National Rail options
3. Making it easier to buy monthly Travelcards
4. Introducing self-service low value refunds - £10 pay as you go or less, and £5 deposit

Staff available and ready to help

Staff at King's Cross St. Pancras will also now be more visible with new uniforms by mid-November 2015.

All of our station staff are also taking part in a new customer service training programme to help them deliver world class service to our customers. At the same time we have equipped our staff with the latest technology to assist customers.



Brand new Visitor Centre

King's Cross St Pancras is a Gateway station. These Gateway stations are the main visitor entry points to London and have a lot of first-time visitors to London and the UK, unfamiliar to the Tube network and the city. This is why we have introduced a brand new Visitor Centre to the station.

The centre is staffed between 08:00 and 19:00 each day and provides official guidance and support to visitors. Visitors are able to buy TfL travel products and other tickets for London travel. Visitors can also find out about tourist services and buy tickets for attractions in London, such as sight-seeing tours, theatre and TfL's own services such as the Emirates Air Line, and London's Transport Museum.



Appendix M

Improving London

Underground leaflet

Further Information

If you need assistance when travelling around London, you can apply for a Travel Support Card.

For more information, visit tfl.gov.uk/travelsupportcard

If you would like a copy of this leaflet in large print, audio, or another language, please call 0800 298 3009 or write to:

K International
14 Davy Avenue
Knowlhill
Milton Keynes
MK5 8PL

All information correct at time of going to print –
June 2015



Printed on recycled paper



*Service and network charges may apply.
See tfl.gov.uk/terms for details.

Improving London Underground

Find out about how changes to ticket facilities will improve your service on the Tube



What's happening?

We're making some changes in ticket halls to enhance our customer service. By closing ticket windows and moving our staff to ticket halls they can help you more effectively. We are also improving leaflets, maps and signage to help you find what you need.

Our improved ticket machines offer guidance in 17 languages as well as selling most ticket types. There are a few exceptions such as annual season tickets which are available online.

At our new ticket machines you can also:

- Get a refund for up to £10 pay as you go credit, plus any deposit
- Replace an Oyster card that has stopped working (with staff help)
- Buy a ticket so you can travel beyond your Travelcard zones
- Resolve an incomplete pay as you go journey
- Add a monthly season ticket to your Oyster card and you don't need to register it
- Add a Railcard discount to your Oyster card (with staff help)

Staff have hand-held devices loaded with all the information needed to help you get around, including maps, real-time service levels, Journey Planner, ticketing options and prices and local information.

For more information about future tube improvements visit tfl.gov.uk/futuretube

How does this affect me?

If you normally use a ticket office to buy tickets, there are other ways to pay including:

- Using a contactless payment card to pay as you go – if you have one issued in the UK, just touch in and out on the yellow card readers at the start and end of your journey
- If you don't have a contactless payment card, you can get an Oyster card online from one of 4,000 Oyster Ticket Stops in newsagents and shops across London, or from ticket machines at station
- Company cheques are no longer accepted at stations, a company credit or debit card can be used instead

The best way to keep on top of your journey and payment history and apply for refunds is to sign up for a TfL online account, and add your contactless payment or Oyster card. For more information visit tfl.gov.uk/fares

For more information about how you can buy tickets online visit tfl.gov.uk/waystopay



Appendix N

Staff leaflet

Changes to ticket halls

Changes to ticket halls

We're changing the way we meet customers' needs and making every journey matter

As part of this we plan to close ticket offices in a phased way during 2015.

Depending on the station, the existing ticket office will be:

- Converted to a ticket machine suite
- Kept as a station office with a control point
- Screened off and ticket office signage removed

These works may take anything between one night and 12 weeks.

We are taking steps to ensure the transition is as smooth as possible.

What this means for our customers

Customers will see change in three areas:

1. **People** – staff will be more visible, out and about in the ticket hall, helping them at ticket machines
2. **Ticketing** – there'll be more and better ticket machines, able to do much of what can be done at a ticket office at the moment
3. **Station environment** – we're also improving the look and feel of the ticket hall and updating signage so they know where to go for help

In future, customers will be able to self-serve more, with staff help, like at the self-checkouts in supermarkets. They'll find it easier than today because the screens will be more intuitive.

With your guidance, customers will be able to do all of this at the new ticket machines:

- Pay for a journey extension
- Buy a monthly Oyster without registering
- Get an Oyster refund for up to £10

We'll use a variety of ways to make customers aware of alternative ways to pay and what's happening at which station, when – before, during and after the changes take place.

Changes to ticket halls

Communicating the changes to our customers

We'll communicate the changes to our customers and stakeholders in a variety of ways.

- Two weeks in advance of the changes taking place:
 - ∅ Letters will be sent to stakeholders (e.g. local politicians, businesses and residents' groups) outlining the changes
 - ∅ Emails will be sent to customers that regularly use your station's ticket office(s)
 - ∅ Posters will be displayed at your station confirming the date the changes will take place
 - ∅ PA announcements will be played promoting the different ways to pay
- Two days in advance of the changes taking place:
 - ∅ At busier stations agency staff will be distributing information leaflets to our customers. These staff will continue to provide information to customers passing through the station up to two days after the changes start to take place

What this means for you

We will give you all the training, information and equipment you need to deliver great customer service outside of the ticket office.

You will get to go on a five day customer service training course during 2015.



You'll also be given an iPad mini to help answer customers' queries, provide them with travel tips and information, and help them buy the right ticket.

Both you and our customers will be able to do more at ticket machines and you'll be getting training on this new functionality too. You'll need to remind customers that they can already:

- Use Contactless bank cards to pay for their journey – for the same price as Oyster
- Use our smarter ticket machines
- Buy tickets and top up Oyster cards online or at their nearest Oyster Ticket Stop



Please speak to your manager if you have any questions. They can point you in the direction of further information and support if you need it.

Answering customers' questions

If a customer has questions that you can't answer, encourage them to use the TfL website to resolve their enquiry or phone the TfL Customer Services on **0343 222 1234**.

Appendix O

Ticketing changes guide for iPads

Your guide to ticketing changes

What you can do at a ticket machine

Soon, it's going to be easier for our customers to manage their journeys on our network.

There will be upgraded ticket machines, with visible and available staff on hand, with technology, just where our customers need us. And, of course, TfL customer services and the TfL website will be there to help, too.

Use this quick reference guide so you know just the right advice and help to offer our customers.

The guide contains:

- A snapshot of what the upgraded ticket machines can do (upgrades to be completed early 2015)
- A quick guide to dealing with customer queries
- Useful contact details
- Where to find more information

This guide doesn't contain everything!

You'll receive training as part of the customer service training taking place throughout 2015, and there is further guidance in the Ticketing and Revenue manual.

	Function	AFM	MFM	QBM
Machine	Intelligent cash handling unit (better coin dispenser)	X	✓	X
	Bank note recyclers at all Gateway stations and selected destination stations (ticket machines dispense notes as change, reducing need for float)	X	✓	X
	Easier navigation/guide to best ticket to buy	✓	✓	✓
Customer self service	Oyster dispenser (up to five)	✓	✓	X
	Buy monthly season tickets on Oyster without registration	✓	✓	✓
	Buy journey extensions on Oyster	✓	✓	✓
	Self serve low value PAYG refund (up to £10 credit plus £5 deposit)	X	✓	X
Staff with login	Replace failed Oyster	✓	✓	X
	Cancel lost/found Oyster	✓	✓	X
	Charge customers for unpaid journeys	✓	✓	X
	Resolve last journey	✓	✓	X
	Add discount entitlement to unregistered Oyster	✓	✓	X
	Basic Oyster registration only when settling a discount entitlement (still needs protecting online)	✓	✓	X
	Void a same station exit	✓	✓	X
	Void the last PAYG event	✓	✓	X
Add privilege discount to Oyster (from May 2015)	✓	✓	X	

AFM: Advanced Fare Machine
MFM: Multi-fare Machine
QBM: Queue Busting Machine

Buying tickets

A quick guide to dealing with customer queries

	What customers do in the future	What customers do now
Find best value way to pay	Staff with handheld device	Ticket office
	Ticket machine	TfL website
	TfL website	
	Fares poster in ticket hall	Fares poster in ticket hall
Buy multiple Oyster cards in one transaction (via an AFM or MFM)	Ticket machine (up to five Oyster cards)	Ticket office
	Visitor Information Centre (six or more)	Ticket machine (multiple transactions)
Buy a paper ticket (single journey/day Travelcard)	Ticket machine self service	Ticket office
		Ticket machine self service
Buy weekly or monthly Travelcard on Oyster (without registration)	Ticket machine self service	Ticket office
	TfL website	TfL website
Buy journey extension	Ticket machine self service	Ticket office
Buy Network Rail paper season tickets	NR ticket office	NR ticket office
		NR ticket office
	NR online	NR online
Pay with company cheque	Jan 2015 onwards – TfL no longer accept cheques, refer customers to TfL website	Ticket office

	What to do in the future	What you do now
Oyster season ticket refund and card surrender including PAYG and deposit	TfL website	Ticket office
	TfL customer services	TfL customer services
Oyster card surrender with low value refunds (under £15 total value, £10 PAYG and £5 deposit)	Ticket machine self serve (£10 PAYG and £5 deposit)	Ticket office
	TfL website	
	TfL customer services	
High value refunds (over £15)	TfL website	Ticket office
	TfL customer services	TfL customer services
Goodwill payment	Late 2015 – Supervisor at ticket machine (with CSID)	TfL customer services
	TfL website	
	TfL customer services	Ticket office
Customer charter refunds	TfL website	Ticket office (voucher redemption)
	TfL customer services	
Paper ticket refund	TSID holder (using TOMSAF)	Ticket office

Refunds

Oyster card transactions

	What to do in the future	What you do now
Oyster card registration/protection	TfL website	Ticket office (registration)
	TfL customer services	TfL website (protection)
	Ticket machine (basic registration) only when settling a discount entitlement	TfL customer services (protection)
Setting and renewing Oyster discount entitlements	Ticket machine (with CSID)	Ticket office Ticket machine (with CSID)
Cancel lost/found Oyster	Ticket machine (with CSID)	Ticket office
Out of boundary ticket extension (zone 1 stations only with zone 1 Travelcards)	Ticket machine	Ticket office
Replace failed Oyster – Bus and Tram passes	TSID holder (using TOMSAF)	Ticket office
	TfL customer services	TfL customer services
Replace failed Oyster excluding Bus and Tram passes	Ticket machine (with CSID)	Ticket office
	TfL website	
	TfL customer services	TfL customer services



Special ticket types and payment methods

	What to do in the future	What you do now
Issuing privilege discounts on magnetic tickets	Privilege discounts become Oyster only	Ticket office
Warrants	NR ticket office	Ticket office
		NR ticket office
Scottish and Northern Irish currency	Visitor Information Centre	Ticket office TICs
£50 notes	Visitor Information Centre	Ticket office

Visitor Information Centres will be available at Gateway stations.

Journey alterations

	What to do in the future	What you do now
Void same station exit	Ticket machine (with CSID)	Ticket machine (with CSID)
Void last PAYG event	Ticket machine (with CSID)	Ticket machine (with CSID)
Charge for unpaid journeys	Ticket machine (with CSID)	Ticket office
PAYG balance adjustments	Ticket machine (with CSID)	Ticket office
	TfL website	TfL website
	TfL customer services	TfL customer services Ticket machine (with CSID)



Journey continuation

	What to do in the future	What you do now
Inability to pay	Station supervisor	Station supervisor
Refund of lost ticket	TSID holder (using TOMSAF)	Ticket office
Return of lost money	TSID holder (using TOMSAF)	Ticket office



New features will be added to the ticket machines over time so keep an eye out for developments!

Top Tips

for beating the queues

- Encourage customers to use contactless payment – no need to top up!
- Use your CSID PIN to help customers do more at a ticket machine such as resolving incomplete journeys
- Encourage visitors to keep their Oyster for their next visit to London
- Direct customers to the TFL website to buy Oyster products
- Direct customers to top up their Oyster card via TfL website

CSID – Customer Service ID

TSID – Ticket Seller ID

TOMSAF – Ticket Office Machine

How to access staff facilities on the ticket machines

If you don't currently have a CSID PIN, which enables you to access staff facilities on a ticket machine, you can request one at any time and start familiarising yourself with how you can help customers at a ticket machine.

1. Speak to your manager
2. Take the eZone course - under the LU operational tab, select CSID POM Operated Assisted Services
3. Submit proof of completion to your DSM for sign off
4. Once approved, you should get your CSID PIN within seven days



Useful contact details

TfL customer services:

0343 222 1234

(open 08:00 – 20:00 every day)

TfL website:

tfl.gov.uk/fares-and-payments/

Oyster helpline for staff:

1265

More information

- Customer service training
- fitforthefuture.tfl.gov.uk
- LU intranet
- Ticketing and Revenue updates
- Ticketing and Revenue handbook

Appendix P

Stakeholder bulletin

Stakeholder bulletin

Dear XX

Progress on our plans to modernise the Tube

A year on from announcing our vision for the future for the Tube, I am writing to update you on the good progress we have made with developing the details of our modernisation plans – which are on track to be delivered during 2015.

To provide a service that is fit for London, we are rebuilding our major stations – such as Tottenham Court Road and Victoria – introducing 24-hour ‘Night Tube’ services at weekends from 12 September 2015, investing in new air-conditioned walk through trains to forty per cent of the network and transforming the customer experience on the Tube network.

The transformation of ticket halls on the Tube network is proposed to start from February 2015, with staff moved from underused ticket offices to where they can serve customers most effectively – in ticket halls, at ticket machines, at gate lines and on platforms. As now, all stations will remain staffed at all times. The needs of our staff and customers have been central to our plans, with more staff visible and available than ever before to help both Londoners and visitors buy the right ticket, plan their journeys and keep them safe and secure. Station staff will receive comprehensive customer service training, be equipped with a new modern uniform and with mobile devices to provide customers with up to date travel information. More and better ticket machines are being introduced at stations with enhanced functionality, so that staff can help customers in new ways – such as issuing small refunds and resolving incomplete Oyster journeys, and by summer 2015 new Visitor Information Centres will be in place at our major stations to help people plan their journeys and buy tickets.

The phasing of the ticket office transformation will take into account any major events and planned engineering work across the network to minimise disruption and help make the transition easier for customers. We will continue to talk to our staff, customers and stakeholders about our plans over the coming months and will share details of the ticket hall transformation works starting in February with local stakeholders in the next few weeks.

You can find more information in the attached press notice and on our website at tfl.gov.uk/futuretube

If you would like to discuss this in further detail at a forthcoming scheduled meeting or a separate briefing, or if you would like any further information please contact StephanieTisdall@tfl.gov.uk or kunal.mundul@tube.tfl.gov.uk

Appendix Q

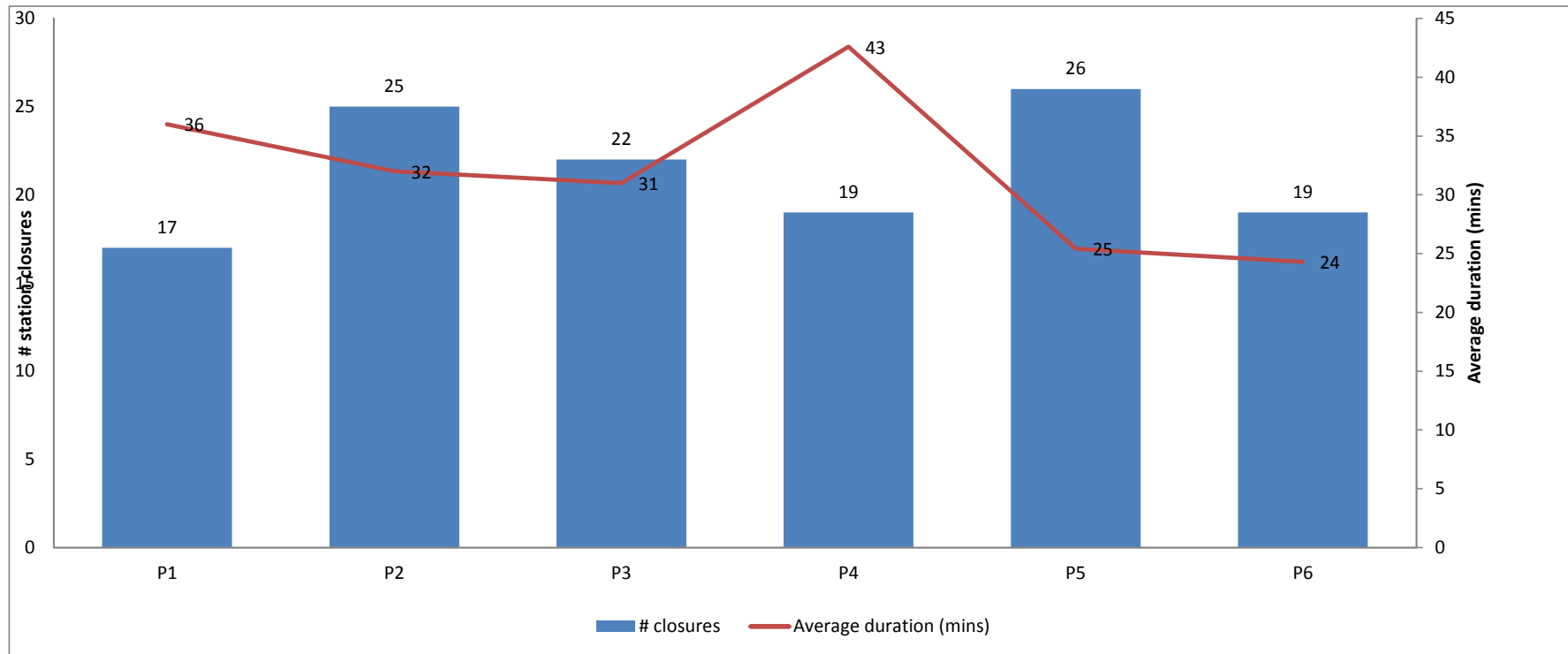
Station closures arising from staff shortages

Period	# closures	Average duration (mins)
P1	17	36
P2	25	32
P3	22	31
P4	19	43
P5	26	25
P6	19	24

Stations Closures due to staff non-availability

The majority of station closures occur at the start of traffic and are often resolved before customers (or many customers) are impacted
Average closure time is declining (noting three extended closures in Period 4)

Work continues to reduce the number and duration of closures (e.g., greater focus on logistical planning)



Year	Period	Station	Date	Closure Start Time	Closure Re-Open Time	Duration (mins)	15 mins or over
16 17	1	BAYSWATER	01/04/2016	05:00	05:29	29	Y
16 17	1	ARSENAL	04/04/2016	05:15	06:40	85	Y
16 17	1	COVENT GARDEN	04/04/2016	05:30	06:03	33	Y
16 17	1	CANNON STREET	04/04/2016	05:30	06:08	38	Y
16 17	1	QUEENSWAY	06/04/2016	05:30	06:27	57	Y
16 17	1	WARREN STREET	08/04/2016	05:20	05:36	16	Y
16 17	1	BOW ROAD	09/04/2016	05:10	06:50	100	Y
16 17	1	BLACKFRIARS	09/04/2016	05:20	05:43	23	Y
16 17	1	BAYSWATER	10/04/2016	06:50	07:04	14	N
16 17	1	BETHNAL GREEN	10/04/2016	07:17	07:24	8	N
16 17	1	MAIDA VALE	11/04/2016	05:30	05:42	12	N
16 17	1	KINGS CROSS	19/04/2016	04:45	05:04	19	Y
16 17	1	GREEN PARK	22/04/2016	05:10	05:56	46	Y
16 17	1	CALEDONIAN ROAD	22/04/2016	05:20	05:40	20	Y
16 17	1	BETHNAL GREEN	22/04/2016	05:30	05:56	26	Y
16 17	1	CANNON STREET	30/04/2016	05:30	05:59	29	Y
16 17	1	TEMPLE	30/04/2016	05:15	06:15	60	Y

Period 1 covers dates: 3 April to 30 April 2016

Average duration: 36

Number of closures: 17

Year	Reason	Additional Comments/LCHs
16 17	Non-Availability of Staff	EIRF 750659 - E/T CSA overslept
16 17	Non-Availability of Staff	EIRF 751145/751322 - No E/T CSA
16 17	Non-Availability of Staff	EIRF 751143 - E/T CSA overslept
16 17	Non-Availability of Staff	EIRF 751334 - No E/T CSA
16 17	Non-Availability of Staff	EIRF 751545 - No E/T CSA
16 17	Non-Availability of Staff due to staff taxi related issues	
16 17	Non-Availability of Staff	EIRF 752203 - No E/T CSA
16 17	Non-Availability of Staff	EIRF 752375 - E/T CSA late
16 17	Non-Availability of Staff	No EIRF - On DSR and Network Status Screen
16 17	Non-Availability of Staff	No EIRF - On Network Status
16 17	Non-Availability of Staff	No EIRF - On Network Status Screen only
16 17	Non-Availability of Staff due to staff taxi related issues	
16 17	Non-Availability of Staff	EIRF 754769/754759 - E/T CSA Overslept
16 17	Non-Availability of Staff	No EIRF - On Line DSR
16 17	Non-Availability of Staff	EIRF 754758 - Below minimum staffing levels
16 17	Non-Availability of Staff	EIRF 756651 - No Cover Available
16 17	Non-Availability of Staff	EIRF 756509 - No E/T CSA

Period 1 c

Year	Period	Station	Date	Closure Start Time	Closure Re-Open Time	Duration (mins)
16 17	2	SOUTH KENSINGTON	03/05/2016	05:05	05:25	20
16 17	2	TUFNELL PARK	03/05/2016	05:30	06:45	75
16 17	2	GREAT PORTLAND STREET	04/05/2016	04:45	05:01	16
16 17	2	EARL'S COURT	05/05/2016	05:00	05:35	35
16 17	2	CANARY WHARF	06/05/2016	05:17	05:23	6
16 17	2	TEMPLE	07/05/2016	17:50	18:16	26
16 17	2	BAYSWATER	09/05/2016	05:00	05:35	35
16 17	2	BALHAM	09/05/2016	05:10	05:28	18
16 17	2	BOUNDS GREEN	09/05/2016	05:10	05:44	34
16 17	2	PIMLICO	09/05/2016	05:20	06:25	65
16 17	2	WHITECHAPEL	11/05/2016	05:15	05:38	23
16 17	2	STEPNEY GREEN	14/05/2016	05:10	05:39	29
16 17	2	KENTISH TOWN	15/05/2016	07:00	07:06	6
16 17	2	HEATHROW T4	16/05/2016	04:50	05:40	60
16 17	2	WOOD GREEN	16/05/2016	05:10	05:42	32
16 17	2	KINGS CROSS	16/05/2016	04:45	06:17	92
16 17	2	SOUTH KENSINGTON	16/05/2016	05:05	05:50	45
16 17	2	COVENT GARDEN	18/05/2016	05:30	06:08	38
16 17	2	MARYLEBONE	19/05/2016	05:35	06:00	25
16 17	2	WARWICK AVENUE	21/05/2016	05:40	06:15	35
16 17	2	GREEN PARK	23/05/2016	05:15	05:33	18
16 17	2	MANOR HOUSE	23/05/2016	05:15	05:40	25
16 17	2	HOUNSLOW WEST	24/05/2016	04:40	04:55	15
16 17	2	PIMLICO	24/05/2016	05:20	05:33	13
16 17	2	LEICESTER SQUARE	27/05/2016	05:30	05:55	25

Period 2 covers dates: 1 May to 28 May 2016

Average duration: 32

Number of closures: 25

Year	15 mins or over	Reason	Additional Comments/LCHs
16 17	Y	Non-Availability of Staff	EIRFs 756853/756856 - No E/T CSA
16 17	Y	Non-Availability of Staff	EIRFs 756866/756864 - No E/T CSM/CSA
16 17	Y	Non-Availability of Staff	No EIRF - Taken from Network Status
16 17	Y	Non-Availability of Staff	EIRF 757298 - No E/T CSA
16 17	N	Non-Availability of Staff	No EIRF - Taken from Network Status
16 17	Y	Non-Availability of Staff	EIRF 757912 - No Meal Relief cover
16 17	Y	Non-Availability of Staff	EIRF 758170 - No E/T CSA
16 17	Y	Non-Availability of Staff	EIRF 758169 - No E/T CSA
16 17	Y	Non-Availability of Staff	EIRF 758163 - No E/T CSA
16 17	Y	Non-Availability of Staff	EIRF 758173 - below minimum levels
16 17	Y	Non-Availability of Staff	EIRF 758850 - E/T CSA overslept - alarm failed
16 17	Y	Non-Availability of Staff	EIRF 759302 - No E/T CSA
16 17	N	Non-Availability of Staff	NO EIRF - On Line DSR
16 17	Y	Non-Availability of Staff	EIRF 759640 - Below minimum numbers
16 17	Y	Non-Availability of Staff	EIRF 759818 - Below minimum numbers
16 17	Y	Non-Availability of Staff	EIRF 759644 - Below minimum numbers
16 17	Y	Non-Availability of Staff	EIRF 759654 - Below minimum numbers
16 17	Y	Non-Availability of Staff	duty time
16 17	Y	Non-Availability of Staff	Park in error
16 17	Y	Non-Availability of Staff	EIRF 760726 - No E/T CSA
16 17	Y	Non-Availability of Staff	missed their staff taxis
16 17	Y	Non-Availability of Staff	EIRF 761057 - No E/T CSA
16 17	Y	Non-Availability of Staff	disruptions on M25
16 17	N	Non-Availability of Staff	EIRF 761230 - E/T CSA overslept
16 17	Y	Non-Availability of Staff	EIRF 761862 - Non-advised absence

Period 2 ca

Year	Period	Station	Date	Closure Start Time	Closure Re-Open Time	Duration (mins)	15 mins or over
16 17	3	CANARY WHARF	31/05/2016	05:05	05:37	32	Y
16 17	3	EARL'S COURT	01/06/2016	05:00	05:21	21	Y
16 17	3	COVENT GARDEN	04/06/2016	07:00	07:13	13	N
16 17	3	TURNPIKE LANE	05/06/2016	07:00	07:52	52	Y
16 17	3	KINGS CROSS	05/06/2016	07:05	07:25	20	Y
16 17	3	PADDINGTON	05/06/2016	07:32	09:48	136	Y
16 17	3	MANSION HOUSE	06/06/2016	05:15	05:50	35	Y
16 17	3	BETHNAL GREEN	07/06/2016	05:35	06:05	30	Y
16 17	3	FINSBURY PARK	09/06/2016	05:15	05:35	20	Y
16 17	3	KILBURN PARK	13/06/2016	05:30	05:50	20	Y
16 17	3	CANARY WHARF	15/06/2016	05:05	05:41	36	Y
16 17	3	NORTH GREENWICH	15/06/2016	05:10	05:15	5	N
16 17	3	MILE END	16/06/2016	05:05	05:19	14	N
16 17	3	FULHAM BROADWAY	17/06/2016	04:55	05:39	44	Y
16 17	3	BRENT CROSS	17/06/2016	05:20	06:04	44	Y
16 17	3	MAIDA VALE	19/06/2016	07:00	07:35	35	Y
16 17	3	EDGWARE ROAD (B'Loo)	19/06/2016	07:10	07:26	16	Y
16 17	3	TOOTING BROADWAY	20/06/2016	07:15	07:24	9	N
16 17	3	BANK/MONUMENT	21/06/2016	05:20	05:41	21	Y
16 17	3	BANK/MONUMENT	23/06/2016	05:10	05:47	37	Y
16 17	3	NORTH GREENWICH	23/06/2016	05:10	05:23	13	N
16 17	3	KINGS CROSS	24/06/2016	04:45	05:08	22	Y

Period 3 covers dates: 29 May to 25 June 2016

Average duration: 31

Number of closures: 22

Year	Reason	Additional Comments/LCHs
16 17	Non-Availability of Staff	EIRFs 762618/762615 - E/T CSA overslept and 1 member unfamiliarised
16 17	Non-Availability of Staff	EIRF 762827 - E/T CSA late for duty
16 17	Non-Availability of Staff	EIRF 763517 - No E/T CSS
16 17	Non-Availability of Staff	EIRF 763652 - No E/T CSA
16 17	Non-Availability of Staff	EIRF 763648/663655/763762 - 1 late for duty /uncovered due to urgent domestic issue
16 17	Non-Availability of Staff	EIRF 763664 - Uncovered Duty
16 17	Non-Availability of Staff	EIRF 763996 - Below minimum staffing level
16 17	Non-Availability of Staff	EIRF 764020 - No E/T CSA - rang in domestic issue
16 17	Non-Availability of Staff	EIRF 764489/764492 - E/T CSA overslept
16 17	Non-Availability of Staff	EIRF 765277 - No E/T CSA - No Cover Available
16 17	Non-Availability of Staff	EIRF 765644 - 2 members of staff running late
16 17	Non-Availability of Staff	No EIRF - on LUCC Perf Review only
16 17	Non-Availability of Staff	EIRF 765884 - E/T CSA late due to car breaking down on way to work
16 17	Non-Availability of Staff	EIRF 766086 - E/T CSA overslept
16 17	Non-Availability of Staff	No EIRF- LUCC Perf review
16 17	Non-Availability of Staff	EIRF 766521 - E/T CSA overslept
16 17	Non-Availability of Staff	EIRF 766515 - No E/T CSA
16 17	Non-Availability of Staff	EIRF 766684 - No E/T cover
16 17	Non-Availability of Staff	EIRF 766874 - member of staff overslept
16 17	Non-Availability of Staff	EIRF 767298 - E/T CSA overslept
16 17	Non-Availability of Staff due to Staff Taxi related issues due to Blackwall Tunnel closure and adverse weather conditions	
16 17	Non-Availability of Staff	EIRF 767613 - 1 member of staff delayed on night bus and 1 "no show"

Period 3 c

Year	Period	Week	SDU	Line	AREA	Station	Date	Closure Start Time
16 17	4	1	BCV	BAKERLOO LINE	OXFORD CIRCUS AREA	OXFORD CIRCUS	27/06/2016	05:25
16 17	4	1	SSR	DISTRICT LINE	MANSION HOUSE AREA	CANNON STREET	30/06/2016	05:20
16 17	4	1	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF	01/07/2016	05:15
16 17	4	1	SSR	DISTRICT LINE	BLACKFRIARS AREA	BLACKFRIARS	01/07/2016	05:20
16 17	4	1	BCV	VICTORIA LINE	SEVEN SISTERS AREA	TOTTENHAM HALE	01/07/2016	05:27
16 17	4	2	BCV	BAKERLOO LINE	OXFORD CIRCUS AREA	OXFORD CIRCUS	03/07/2016	06:45
16 17	4	2	BCV	CENTRAL LINE	ST. PAUL'S AREA	CHANCERY LANE	03/07/2016	07:00
16 17	4	2	BCV	CENTRAL LINE	ST. PAUL'S AREA	ST PAUL'S	03/07/2016	07:00
16 17	4	2	BCV	BAKERLOO LINE	MARYLEBONE AREA	MARYLEBONE	03/07/2016	07:10
16 17	4	2	BCV	BAKERLOO LINE	AREA	EDGWARE ROAD (B'Loo)	03/07/2016	07:10
16 17	4	2	SSR	DISTRICT LINE	MANSION HOUSE AREA	CANNON STREET	05/07/2016	07:00
16 17	4	2	SSR	DISTRICT LINE	BLACKFRIARS AREA	TEMPLE	06/07/2016	23:00
16 17	4	2	SSR	DISTRICT LINE	BLACKFRIARS AREA	TEMPLE	07/07/2016	05:15
16 17	4	3	BCV	VICTORIA LINE	VAUXHALL AREA	VAUXHALL	11/07/2016	05:20
16 17	4	3	BCV	VICTORIA LINE	EUSTON AREA	EUSTON	11/07/2016	05:20
16 17	4	3	JNP	PICCADILLY LINE	AREA	COVENT GARDEN	13/07/2016	05:43
16 17	4	3	JNP	PICCADILLY LINE	AREA	COVENT GARDEN	14/07/2016	00:33
16 17	4	4	BCV	VICTORIA LINE	VICTORIA AREA	VICTORIA	18/07/2016	05:10
16 17	4	4	JNP	NORTHERN LINE	KENTISH TOWN AREA	KENTISH TOWN	18/07/2016	05:30

Period 4 covers dates: 26 June to 23 July 2016

Nu

Year	Closure Re-Open Time	Duration (mins)	15 mins or over	Reason	Additional Comments/LCHs
16 17	05:38	13	N	Non-Availability of Staff	EIRF 768218/768219 - E/T CSA overslept
16 17	05:42	22	Y	Non-Availability of Staff	EIRF 768811 - E/T CSA rang in sick overnight
16 17	05:31	16	Y	(D025) running late	
16 17	05:42	22	Y	Non-Availability of Staff	EIRF 769015 - staff late
16 17	05:33	6	N	Non-Availability of Staff	EIRF 769018 - E/T CSA overslept
16 17	06:59	14	N	Non-Availability of Staff	No EIRF - on Line DSR
16 17	09:49	169	Y	Non-Availability of Staff	EIRF 770002 - No S/S - on LUCC/Network Status
16 17	09:26	146	Y	Non-Availability of Staff	EIRF 769585 - No S/S - on LUCC/Network Status
16 17	07:20	10	N	running late	
16 17	07:15	5	N	Non-Availability of Staff	No EIRF - on Line DSR
16 17	07:42	42	Y	Non-Availability of Staff	EIRF 769854 - No E/T CSS
16 17	00:55	115	Y	Non-Availability of Staff	Line DSR
16 17	06:22	67	Y	Non-Availability of Staff	No EIRF - on Network Status/LineDSR - NCA
16 17	05:31	11	N	Non-Availability of Staff	Pimlico
16 17	06:00	40	Y	Non-Availability of Staff	on long weekend
16 17	05:59	16	Y	Non-Availability of Staff	EIRF 771499 - E/T CSA overslept
16 17	00:50	18	Y	Non-Availability of Staff	No EIRF - taken from LUCC review
16 17	05:21	8	N	Non-Availability of Staff	EIRF 772513 - 4 members of staff late for duty
16 17	06:49	79	Y	Non-Availability of Staff	EIRF 7722713 - Staff Sickness/NCA

Period 4 cAverage duration: 43

mber of closures: 19

Year	Period	Week	SDU	Line	AREA	Station
16 17	5	1	BCV	BAKERLOO LINE	MARYLEBONE AREA	MARYLEBONE
16 17	5	1	BCV	BAKERLOO LINE	WARWICK AVENUE AREA	EDGWARE ROAD (B'Loo)
16 17	5	1	BCV	VICTORIA LINE	GREEN PARK AREA	GREEN PARK
16 17	5	2	SSR	DISTRICT LINE	FULHAM BROADWAY AREA	WIMBLEDON PARK
16 17	5	2	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF
16 17	5	2	JNP	JUBILEE LINE	CANADA WATER AREA	BERMONDSEY
16 17	5	2	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF
16 17	5	2	JNP	PICCADILLY LINE	ARNOS GROVE AREA	SOUTHGATE
16 17	5	2	JNP	JUBILEE LINE	BOND STREET AREA	BOND STREET
16 17	5	2	BCV	VICTORIA LINE	GREEN PARK AREA	GREEN PARK
16 17	5	2	BCV	CENTRAL LINE	MILE END AREA	MILE END
16 17	5	2	JNP	PICCADILLY LINE	RUSSELL SQUARE AREA	RUSSELL SQUARE
16 17	5	3	BCV	VICTORIA LINE	HIGHBURY & ISLINGTON AREA	HIGHBURY & ISLINGTON
16 17	5	3	BCV	VICTORIA LINE	HIGHBURY & ISLINGTON AREA	HIGHBURY & ISLINGTON
16 17	5	3	JNP	PICCADILLY LINE	ARNOS GROVE AREA	SOUTHGATE
16 17	5	3	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF
16 17	5	3	BCV	BAKERLOO LINE	OXFORD CIRCUS AREA	OXFORD CIRCUS
16 17	5	3	BCV	BAKERLOO LINE	WARWICK AVENUE AREA	EDGWARE ROAD (B'Loo)
16 17	5	3	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF
16 17	5	3	BCV	CENTRAL LINE	ST. PAUL'S AREA	ST PAUL'S
16 17	5	4	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF
16 17	5	4	BCV	VICTORIA LINE	HIGHBURY & ISLINGTON AREA	HIGHBURY & ISLINGTON
16 17	5	4	BCV	VICTORIA LINE	VAUXHALL AREA	PIMLICO
16 17	5	4	BCV	BAKERLOO LINE	OXFORD CIRCUS AREA	OXFORD CIRCUS
16 17	5	4	JNP	PICCADILLY LINE	LEICESTER SQUARE AREA	COVENT GARDEN
16 17	5	4	JNP	PICCADILLY LINE	ARSENAL AREA	ARSENAL

Period 5 covers dates: 24 July to 20 August 2016

Date	Closure Start	Closure Re-Open	Duration (mins)	15 mins or over	Reason
24/07/2016	07:15	07:27	12	N	Non-Availability of Staff
26/07/2016	05:35	06:08	33	Y	Non-Availability of Staff
27/07/2016	05:15	05:41	26	Y	Non-Availability of Staff
31/07/2016	06:49	07:10	21	Y	late
31/07/2016	07:10	07:21	11	N	running late
31/07/2016	07:10	07:22	12	N	running late
01/08/2016	05:15	05:26	11	N	Non-Availability of Staff
02/08/2016	05:00	05:13	13	N	Non-Availibility of Staff
02/08/2016	05:10	05:54	44	Y	Non-Availability of Staff
02/08/2016	05:10	05:36	26	Y	Non-Availability of Staff
03/08/2016	05:20	05:40	20	Y	Non-Availability of Staff
03/08/2016	05:25	05:58	33	Y	Non-Availability of Staff
07/08/2016	06:54	07:24	30	Y	Non-Availability of Staff
08/08/2016	05:20	05:40	20	Y	Non-Availability of Staff
09/08/2016	05:00	05:25	25	Y	Non-Availability of Staff
09/08/2016	05:05	05:28	23	Y	late due to closure of Blackwall Tunnel due to a
10/08/2016	05:25	05:55	30	Y	Non-Availability of Staff
10/08/2016	05:35	06:35	60	Y	this station open but was moved to Oxford Circus
12/08/2016	05:15	05:42	27	Y	Non-Availability of Staff
12/08/2016	05:40	06:18	38	Y	Non-Availability of Staff
15/08/2016	05:32	05:38	6	N	Non-Availability of Staff
16/08/2016	05:15	05:35	20	Y	Non-Availability of Staff
17/08/2016	05:15	05:41	26	Y	allow station to open)
19/08/2016	05:25	05:36	11	N	Non-Availability of Staff
19/08/2016	05:30	06:12	42	Y	Square to allow station to open due to defective
19/08/2016	06:05	06:46	41	Y	Road to enable station to open)

Average duration: 25

Number of closures: 26

Additional Comments/LCHs
EIRF 773969 - E/T CSA overslept and missed staff taxi
EIRF 774312 - E/T CSA missed staff taxi / staff communication errors
EIRF 774496/7774492/774498 - E/T CSA unwell en route to work
EIRFs 775525/775519 - E/T CSA booked on at North Greenwich in error
EIRF 775699 - E/T CSA overslept
EIRF 775729/775701 - E/T CSA overslept due to power failure at home and alarm clock failed to go off
EIRFs 775697/775702 - E/T CSA overslept
NO EIRF - On LUCC Network Status/Line DSR
EIRF 775912 - E/T CSA overslept
EIRF 776740 - No E/T CSA
EIRF 777135 - Staff late due to error thinking duty started at 07:00 hours
EIRF 777157 - No E/T CSA
EIRF 777361/777362 - NCA
EIRF 777541 - E/T CSA rang in sick
EIRF 777789 - E/T CSA went to NGW in error
EIRF 777784 - E/T CSA error - did not review revised roster and thought they were on 07:00 - 15:00 hour duty
NO EIRF - Taken from Network Status Screen
EIRF 778539 - E/T CSA overslept
EIRF 779114 - E/T CSA overslept

Year	Period	Week	SDU	Line	AREA	Station	Date	Closure Start Time
16 17	6	1	JNP	JUBILEE LINE	BOND STREET AREA	BOND STREET	23/08/2016	05:10
16 17	6	1	BCV	CENTRAL LINE	BANK AREA	BANK/MONUMENT	23/08/2016	05:15
16 17	6	1	BCV	BAKERLOO LINE	OXFORD CIRCUS AREA	OXFORD CIRCUS	23/08/2016	05:25
16 17	6	1	BCV	CENTRAL LINE	ST. PAUL'S AREA	ST PAUL'S	23/08/2016	05:40
16 17	6	1	BCV	VICTORIA LINE	GREEN PARK AREA	GREEN PARK	24/08/2016	05:10
16 17	6	1	BCV	CENTRAL LINE	MARBLE ARCH AREA	LANCASTER GATE	24/08/2016	05:30
16 17	6	1	JNP	PICCADILLY LINE	KNIGHTSBRIDGE AREA	HYDE PARK CORNER	24/08/2016	05:35
16 17	6	1	BCV	VICTORIA LINE	VAUXHALL AREA	PIMLICO	25/08/2016	05:20
16 17	6	1	JNP	JUBILEE LINE	SWISS COTTAGE AREA	ST JOHNS WOOD	26/08/2016	05:09
16 17	6	1	BCV	VICTORIA LINE	HIGHBURY & ISLINGTON AREA	FINSBURY PARK	26/08/2016	05:15
16 17	6	2	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF	29/08/2016	05:25
16 17	6	2	JNP	PICCADILLY LINE	LEICESTER SQUARE AREA	COVENT GARDEN	29/08/2016	05:38
16 17	6	2	BCV	VICTORIA LINE	GREEN PARK AREA	GREEN PARK	30/08/2016	05:10
16 17	6	2	BCV	CENTRAL LINE	MILE END AREA	MILE END	30/08/2016	05:20
16 17	6	2	SSR	CIRCLE AND HAMMERSMITH LINE	TOWER HILL AREA	TOWER HILL	30/08/2016	05:35
16 17	6	2	SSR	CIRCLE AND HAMMERSMITH LINE	EDGWARE ROAD AREA	BAYSWATER	03/09/2016	05:00
16 17	6	3	SSR	DISTRICT LINE	EARL'S COURT AREA	EARL'S COURT	05/09/2016	05:00
16 17	6	3	JNP	JUBILEE LINE	CANARY WHARF AREA	CANARY WHARF	08/09/2016	05:15
16 17	6	4	BCV	CENTRAL LINE	MILE END AREA	MILE END	16/09/2016	05:05

Period 6 covers dates: 21 August to 17 September 2016

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Closure Re-Open Time	Duration (mins)	15 mins or over	Reason
05:45	35	Y	Non-Availability of Staff
05:44	29	Y	Non-Availability of Staff due to staff taxi issues
05:48	23	Y	Non-Availability of Staff
06:10	30	Y	Operational Reasons (staff utilised at Bank/Monument to allow station to open)
05:30	20	Y	Non-Availability of Staff
05:55	25	Y	Non-Availability of Staff
05:37	2	N	Operational Reasons (staff utilised at Green Park to allow station to open)
05:43	23	Y	Operational Reasons (staff utilised at Vauxhall to allow station to open)
05:21	12	N	Non-Availability of Staff
05:36	21	Y	Non-Availability of Staff
06:35	70	Y	Non-Availability of Staff (DRM not licenced to open station)
05:56	18	Y	Operational reasons (staff utilised at Leicester Square to allow station to open)
05:33	23	Y	Non-Availability of Staff due to Staff Taxi Issues - taxi went to wrong pick up point res
05:40	20	Y	Non-Availability of Staff
06:00	25	Y	Non-Availability of Staff - E/T CSA rang in sick and staff being utilised from Moorgate
05:34	34	Y	Non-Availability of Staff
05:30	30	Y	Non-Availability of Staff
05:27	12	N	Non-Availability of Staff due to late running staff taxi (Blackwall Tunnel closed due to p
05:15	10	N	Non-Availability of Staff

verage duration: 24

umber of closures: 19

Additional Comments/LCHs	Attrib	New_Scorecard_Categories	Weekly report	Zone
EIRF 779923/779915 - CSA overslept and missed staff taxi	Y	Staffing	Staffing (Attributable to LU)	1
	N	Staff Taxi	Staff Taxi (Not Attributable to LU)	1
EIRF 779919 - CSA overslept	Y	Staffing	Staffing (Attributable to LU)	1
	Y	Other	Other (Attributable to LU)	1
No EIRF - on LUCC Perf Review/Network Statuts	Y	Staffing	Staffing (Attributable to LU)	1
EIRF 780177 - CSA overslept	Y	Staffing	Staffing (Attributable to LU)	1
	Y	Other	Other (Attributable to LU)	1
	Y	Other	Other (Attributable to LU)	1
EIRF 780672 - No E/T CSA	Y	Staffing	Staffing (Attributable to LU)	2
EIRF 780655/780657 - 2 members of staff late	Y	Staffing	Staffing (Attributable to LU)	2
EIRF 781274 - No Night CSS due to sickness with DRM covering	Y	Staffing	Staffing (Attributable to LU)	2
	Y	Other	Other (Attributable to LU)	1
ulting in staff lateness due to roadworks	N	Staff Taxi	Staff Taxi (Not Attributable to LU)	1
EIRF 781448 - E/T CSA late due to car tyre puncture	Y	Staffing	Staffing (Attributable to LU)	2
EIRF 781718 - E/T CSA rang in sick	Y	Staffing	Staffing (Attributable to LU)	1
EIRF 782320 - No E/T CSA	Y	Staffing	Staffing (Attributable to LU)	1
EIRF 782648 - No E/T CSA - running late - member of staff utilised f	Y	Staffing	Staffing (Attributable to LU)	1
person walking in tunnel)	N	Staff Taxi	Staff Taxi (Not Attributable to LU)	2
EIRF 784845 - CSA went to Bethnal Green in error	Y	Staffing	Staffing (Attributable to LU)	2

NEW DIRECTORS CATEGORY	SCORECARD INCLUSION	NEW REPORTING
LU Classified	Yes	Staffing
Third Party Classified	No	Third Party
LU Classified	Yes	Staffing
LU Classified	No	Staffing
LU Classified	Yes	Staffing
LU Classified	Yes	Staffing
LU Classified	Yes	Staffing
LU Classified	No	Staffing
LU Classified	Yes	Staffing
LU Classified	Yes	Staffing
LU Classified	Yes	Staffing
LU Classified	No	Staffing
Third Party Classified	No	Third Party
LU Classified	Yes	Staffing
LU Classified	Yes	Staffing
LU Classified	Yes	Staffing
LU Classified	Yes	Staffing
Third Party Classified	No	Third Party
LU Classified	Yes	Staffing

Appendix R

Open gateline data

Gateline Openings - By Station Type

Row Labels	Average of Average Aug15 - Apr16	Average of Average Apr16 - Sep16
Gateway	5%	6%
Destination	3%	4%
Metro	3%	4%
Local	13%	16%
Grand Total	8%	9%

What does the % represent?

Station gateline open percentages are determined by assessing the amount of time that individual gates within an array are left open.

For example, if a gateline had four gates and one of those was left open for the entire day (with the other three operating normally), the gateline open percentage for that station would be 25%

Please note, there continue to be issues with reporting from wide-aisle gates. We are working with Cubic to resolve these as soon as possible

Observations:

Overall, there has been little change in the amount of time that gates are left open since the change in station operating model.

Unsurprisingly, gates are left open more frequently at "local" stations than elsewhere on the network. Staff at these stations have legitimate reasons to move. For safety reasons, staff are required to leave a gate/gates open when they move away from the gateline to another part of the station.

Even at Gateway, Destination and Metro stations there will be occasions when staff will need to move away from the gateline (e.g., to help visually-impaired customers)

Gateline Open Data

		Financial year 2015/16							
Period:		Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13
Peiod Start Date:		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16
Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Acton Town	Metro	4.6%	6.0%	2.9%	4.0%	4.9%	6.3%	6.4%	9.4%
Aldgate	Metro	1.3%	0.6%	0.5%	1.4%	0.8%	0.5%	0.5%	0.3%
Aldgate East	Metro	3.5%	0.7%	0.4%	1.8%	0.7%	1.5%	1.7%	2.3%
Alperton	Local	7.5%	9.7%	8.1%	8.9%	9.4%	10.1%	9.1%	9.6%
Amersham	Local	5.0%	5.0%	7.5%	3.6%	10.8%	4.8%	4.7%	8.5%
Angel	Metro	1.5%	1.3%	1.6%	1.8%	2.1%	1.5%	2.7%	0.9%
Archway	Metro	2.4%	3.4%	1.9%	0.4%	2.4%	0.7%	0.9%	0.7%
Arnos Grove	Metro	4.3%	3.5%	4.0%	4.8%	4.3%	4.4%	5.3%	11.8%
Arsenal	Metro	4.4%	5.1%	18.5%	2.0%	4.4%	3.9%	5.1%	6.6%
Baker Street	Destination	1.0%	0.8%	0.5%	0.7%	1.7%	0.7%	1.3%	1.7%
Balham	Metro	2.4%	3.3%	1.3%	0.9%	1.9%	1.2%	1.0%	0.9%
Bank & Monument	Destination	3.1%	4.2%	5.5%	2.5%	2.5%	1.7%	1.8%	2.0%
Barbican	Metro	2.4%	4.3%	3.2%	0.0%	0.5%	4.8%	2.4%	0.0%
Barkingside	Local	28.0%	28.7%	29.4%	22.7%	31.5%	27.7%	3.6%	10.8%
Barons Court	Local	25.8%	24.9%	25.4%	23.7%	24.0%	25.5%	25.8%	25.8%
Bayswater	Metro	3.2%	1.1%	1.4%	0.9%	1.9%	0.6%	0.8%	0.8%
Becontree	Local	14.0%	10.5%	12.5%	8.6%	13.2%	15.7%	10.4%	10.4%
Belsize Park	Metro	1.5%	2.7%	2.0%	1.1%	1.9%	1.3%	1.1%	2.5%
Bermondsey	Metro	6.0%	5.5%	3.0%	2.1%	4.7%	6.3%	5.1%	10.3%
Bethnal Green	Metro	2.8%	0.6%	0.1%	0.4%	1.1%	0.9%	0.4%	3.3%
Blackfriars	Metro	9.5%	9.0%	3.1%	3.1%	2.6%	1.3%	2.1%	3.5%
Blackhorse Road	Metro	1.7%	1.3%	0.1%	0.1%	0.5%	0.1%	1.5%	0.1%
Bond Street	Destination	0.5%	0.4%	0.5%	0.3%	1.3%	0.5%	0.3%	0.9%

		Financial year 2015/16							
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Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Borough	Metro	0.7%	0.4%	0.1%	0.6%	4.1%	0.1%	0.5%	0.3%
Boston Manor	Local	8.0%	9.6%	7.9%	8.3%	10.9%	9.6%	13.3%	12.3%
Bounds Green	Metro	1.6%	2.2%	1.6%	1.1%	6.3%	7.2%	1.2%	1.7%
Bow Road	Metro	0.6%	2.1%	1.9%	0.7%	1.9%	1.6%	0.6%	6.0%
Brent Cross	Local	9.5%	11.9%	6.8%	8.4%	4.1%	5.9%	5.4%	6.5%
Brixton	Metro	0.3%	0.1%	0.5%	0.3%	0.5%	0.4%	1.1%	0.8%
Bromley-by-Bow	Local	58.3%	64.8%	60.6%	43.7%	63.8%	66.0%	47.1%	59.3%
Buckhurst Hill	Local	14.9%	10.8%	10.5%	28.7%	14.4%	22.9%	6.2%	20.5%
Burnt Oak	Local	1.7%	5.4%	6.1%	6.0%	2.8%	1.8%	1.3%	7.3%
Caledonian Road	Metro	7.5%	16.1%	6.1%	5.2%	5.5%	8.8%	6.8%	8.5%
Camden Town	Destination	5.8%	3.6%	4.8%	2.8%	1.7%	1.0%	1.4%	1.1%
Canada Water	Destination	2.4%	1.4%	1.6%	1.3%	2.8%	1.5%	1.0%	1.0%
Canary Wharf	Destination	0.7%	1.1%	0.8%	0.8%	2.2%	1.4%	0.9%	0.5%
Canary Wharf	Destination	2.7%	10.7%	8.9%	6.2%	6.2%	6.9%	2.9%	5.4%
Canning Town	Metro	4.0%	3.6%	3.4%	2.8%	4.2%	3.3%	1.7%	3.4%
Cannon Street	Metro	10.4%	10.4%	7.5%	2.1%	2.7%	2.2%	8.3%	5.2%
Canons Park	Local	0.3%	0.9%	0.7%	1.6%	2.3%	0.8%	0.2%	0.6%
Chalfont & Latimer	Local	38.9%	25.4%	27.3%	15.6%	26.6%	21.9%	28.2%	32.7%
Chalk Farm	Metro	0.9%	0.1%	0.1%	0.0%	1.0%	0.4%	0.4%	0.6%
Chancery Lane	Metro	2.2%	2.0%	2.2%	1.6%	2.9%	1.8%	0.5%	0.6%
Charing Cross	Destination	1.4%	3.4%	1.3%	1.3%	2.3%	1.8%	1.2%	2.4%
Chesham	Local	14.8%	17.8%	7.6%	10.5%	10.5%	20.7%	9.4%	22.3%
Chigwell	Local	19.4%	11.1%	8.2%	16.2%	22.1%	43.5%	6.9%	13.6%
Chiswick Park	Local	7.6%	5.0%	2.4%	6.1%	4.5%	3.6%	6.2%	9.1%
Chorleywood	Local	12.0%	14.7%	14.2%	12.0%	12.8%	13.7%	10.9%	20.6%

		Financial year 2015/16							
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Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Clapham Common	Metro	2.8%	4.0%	1.0%	3.2%	0.5%	3.2%	1.8%	0.8%
Clapham North	Metro	2.3%	6.8%	1.9%	1.7%	2.6%	1.3%	1.2%	1.0%
Clapham South	Metro	0.8%	0.7%	1.7%	1.5%	1.4%	2.6%	1.9%	1.2%
Cockfosters	Metro	3.7%	1.9%	4.0%	2.6%	3.1%	9.0%	9.7%	17.4%
Colindale	Local	3.0%	2.5%	4.7%	2.4%	3.1%	1.5%	1.5%	1.8%
Colliers Wood	Metro	0.3%	1.9%	0.3%	1.9%	0.7%	0.2%	0.6%	0.3%
Covent Garden	Metro	9.7%	18.5%	5.7%	3.6%	2.6%	0.9%	0.8%	3.8%
Croxley	Local	19.9%	20.0%	15.5%	9.1%	13.9%	13.1%	12.8%	19.0%
Dagenham East	Local	9.8%	11.4%	10.1%	12.5%	20.3%	10.8%	9.7%	13.3%
Dagenham Heathway	Local	8.6%	8.6%	8.4%	6.7%	10.8%	9.4%	6.4%	8.2%
Debden	Local	3.5%	1.4%	1.7%	1.8%	4.0%	5.5%	6.5%	2.2%
Dollis Hill	Local	0.1%	0.0%	0.1%	0.2%	1.2%	0.0%	0.0%	0.4%
Ealing Common	Local	7.3%	7.0%	5.6%	8.0%	7.7%	8.2%	8.6%	12.0%
Earls Court	Destination	1.6%	1.2%	1.5%	1.4%	2.4%	1.9%	1.3%	3.1%
East Acton	Local	5.2%	12.6%	7.1%	19.8%	5.8%	7.9%	4.0%	19.1%
Eastcote	Local	11.5%	12.6%	13.0%	12.2%	12.8%	11.0%	9.6%	11.8%
East Finchley	Local	3.0%	5.5%	3.8%	3.8%	6.1%	4.6%	5.1%	18.7%
East Ham	Local	2.4%	3.2%	3.4%	3.7%	4.7%	2.2%	4.7%	6.3%
East Putney	Local	2.6%	3.3%	5.2%	2.3%	4.2%	6.6%	2.6%	3.9%
Edgware	Local	2.2%	3.0%	1.2%	2.1%	3.7%	3.2%	2.6%	1.6%
Edgware Road (Bak)	Metro	0.1%	0.1%	0.5%	0.1%	0.4%	0.0%	0.1%	0.1%
Edgware Road (SSL)	Metro	7.9%	9.8%	8.7%	6.6%	6.2%	5.1%	5.7%	6.9%
Elephant & Castle	Destination	0.3%	0.2%	0.7%	0.5%	0.6%	0.2%	0.1%	0.4%
Elm Park	Local	14.0%	7.4%	9.3%	10.3%	10.0%	11.2%	11.8%	11.7%
Embankment	Destination	3.0%	4.6%	4.8%	2.5%	2.2%	3.7%	1.1%	1.3%

		Financial year 2015/16							
Period:		Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13
Peiod Start Date:		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16
Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Epping	Local	0.4%	0.9%	1.2%	4.5%	3.8%	1.1%	1.4%	5.2%
Euston	Gateway	0.6%	0.7%	2.1%	0.8%	1.0%	0.8%	0.7%	1.3%
Euston Square	Metro	1.9%	5.8%	4.5%	7.7%	6.7%	1.6%	1.7%	1.5%
Fairlop	Local	35.8%	24.9%	24.7%	22.5%	36.3%	42.8%	11.0%	11.7%
Farringdon	Destination	12.4%	14.8%	14.6%	11.4%	12.2%	7.9%	6.8%	3.9%
Finchley Central	Local	8.2%	8.0%	4.5%	4.0%	8.1%	6.5%	11.0%	17.8%
Finchley Road	Metro	2.6%	2.0%	3.1%	2.1%	3.2%	6.2%	3.7%	6.4%
Finsbury Park	Destination	0.0%	0.0%	0.0%	9.3%	6.8%	1.8%	1.6%	3.0%
Fulham Broadway	Metro	1.8%	1.3%	1.4%	1.6%	2.4%	2.0%	1.0%	0.3%
Gants Hill	Metro	0.4%	0.3%	0.0%	1.9%	0.6%	0.1%	1.0%	1.6%
Gloucester Road	Destination	0.4%	0.5%	0.6%	0.4%	1.6%	0.9%	0.6%	0.6%
Golders Green	Local	6.8%	7.4%	5.9%	5.1%	5.8%	6.2%	6.5%	5.6%
Goldhawk Road	Local	18.4%	23.9%	17.2%	12.1%	15.4%	8.9%	8.6%	23.5%
Goodge Street	Metro	1.8%	3.4%	6.0%	1.8%	2.3%	2.7%	3.0%	1.8%
Grange Hill	Local	15.4%	9.7%	13.9%	29.8%	16.2%	34.4%	7.0%	12.8%
Great Portland Street	Metro	0.1%	0.2%	0.2%	0.6%	14.8%	0.2%	0.1%	1.6%
Greenford	Local	10.8%	45.2%	36.8%	25.1%	23.7%	11.1%	5.9%	10.5%
Green Park	Destination	0.5%	0.2%	0.2%	0.8%	1.5%	0.2%	0.3%	0.9%
Gunnersbury	Local	21.8%	24.6%	26.6%	24.7%	25.2%	31.0%	23.7%	26.9%
Hainault	Local	0.1%	3.3%	4.8%	1.5%	1.0%	0.2%	0.5%	1.2%
Hammersmith (C&H)	Local	1.3%	3.7%	3.8%	3.6%	4.2%	3.0%	2.4%	1.6%
Hammersmith (D&P)	Metro	2.2%	2.1%	1.7%	1.7%	2.8%	1.8%	2.2%	2.5%
Hampstead	Metro	1.3%	2.2%	0.6%	0.4%	1.2%	0.4%	0.5%	0.7%
Hanger Lane	Local	10.6%	10.6%	11.7%	12.6%	18.2%	16.6%	9.3%	14.4%
Harlesden	Local	49.3%	53.6%	45.7%	48.6%	50.5%	49.2%	50.5%	53.6%

		Financial year 2015/16							
Period:		Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13
Peiod Start Date:		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16
Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Harrow-on-the-Hill	Metro	1.4%	0.8%	0.7%	2.6%	3.2%	1.2%	0.8%	1.0%
Harrow Wealdstone	Metro	52.2%	52.6%	39.9%	38.0%	37.9%	43.1%	38.0%	45.6%
Hatton Cross	Metro	2.9%	3.0%	6.0%	4.3%	5.9%	2.9%	5.7%	4.5%
Heathrow Terminal 4	Metro	12.4%	12.7%	9.1%	2.1%	4.1%	1.5%	4.6%	2.3%
Heathrow Terminals 123	Gateway	10.5%	20.9%	8.6%	4.6%	3.3%	3.1%	1.8%	3.5%
Hendon Central	Local	2.8%	1.3%	1.7%	3.2%	3.3%	1.9%	2.2%	4.7%
High Barnet	Local	50.3%	47.5%	47.6%	48.5%	51.2%	51.7%	53.9%	68.7%
Highbury	Destination	5.4%	9.0%	3.0%	2.8%	2.6%	5.0%	3.2%	5.9%
Highgate	Metro	0.6%	1.6%	2.8%	3.8%	2.1%	0.9%	0.4%	0.7%
High Street Kensington	Metro	2.2%	2.2%	1.0%	1.2%	2.1%	1.2%	1.7%	2.4%
Hillingdon	Local	7.4%	8.0%	6.4%	7.8%	7.9%	6.9%	6.1%	9.2%
Holborn	Destination	1.6%	0.2%	0.5%	1.3%	0.7%	1.1%	0.6%	0.4%
Holland Park	Metro	7.4%	2.7%	1.1%	0.5%	N/A	N/A	N/A	N/A
Holloway Road	Metro	1.7%	1.6%	2.4%	2.4%	2.8%	1.8%	3.0%	2.4%
Hornchurch	Local	10.3%	9.4%	6.8%	12.2%	8.9%	12.1%	8.6%	8.8%
Hounslow Central	Local	3.4%	2.4%	1.0%	1.8%	3.9%	2.6%	2.5%	0.9%
Hounslow East	Local	4.2%	3.7%	5.3%	4.6%	4.4%	4.5%	4.3%	4.7%
Hounslow West	Metro	0.2%	0.3%	0.4%	0.8%	2.9%	2.6%	1.7%	0.6%
Hyde Park Corner	Metro	0.2%	5.3%	0.1%	0.8%	1.4%	0.1%	0.2%	0.1%
Ickenham	Local	8.4%	11.6%	8.5%	16.2%	12.0%	10.9%	9.1%	10.8%
Kennington	Metro	1.9%	1.0%	5.2%	2.1%	1.7%	1.6%	3.8%	4.4%
Kensal Green	Local	35.5%	30.0%	27.8%	27.9%	33.5%	30.0%	27.8%	23.5%
Kentish Town	Metro	0.2%	0.1%	1.0%	0.6%	1.2%	0.1%	1.0%	0.1%
Kenton	Local	40.9%	42.2%	37.7%	41.0%	39.4%	41.0%	39.6%	42.0%
Kew Gardens	Local	42.4%	43.6%	42.3%	43.5%	45.1%	43.3%	44.3%	49.3%

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Peiod Start Date:		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16
Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Kilburn	Local	1.3%	1.1%	0.7%	3.1%	6.5%	2.3%	2.9%	0.6%
Kilburn Park	Metro	0.3%	1.5%	0.9%	0.6%	1.6%	0.2%	0.2%	0.4%
Kingsbury	Local	1.5%	0.5%	0.8%	0.8%	1.8%	1.2%	0.5%	0.4%
Kings Cross	Gateway	4.9%	7.5%	4.3%	2.3%	3.8%	2.5%	1.7%	3.1%
Knightsbridge	Metro	5.9%	5.9%	5.6%	6.2%	5.4%	5.0%	6.3%	7.1%
Ladbroke Grove	Local	23.4%	17.3%	31.4%	30.6%	23.2%	16.7%	23.0%	40.4%
Lambeth North	Metro	0.1%	0.6%	0.4%	0.3%	0.7%	0.4%	0.4%	0.6%
Lancaster Gate	Metro	0.1%	0.1%	0.1%	0.1%	0.3%	0.1%	0.1%	0.1%
Latimer Road	Local	19.2%	19.3%	17.2%	14.1%	12.5%	17.2%	9.3%	21.6%
Leicester Square	Destination	2.5%	3.3%	1.8%	0.1%	0.9%	0.7%	0.6%	0.2%
Leyton	Local	17.7%	11.4%	10.3%	12.1%	14.5%	18.4%	37.1%	45.2%
Leytonstone	Local	5.8%	4.0%	5.9%	7.2%	4.3%	12.2%	25.0%	32.5%
Liverpool Street	Gateway	5.6%	2.5%	3.1%	1.2%	1.8%	1.4%	1.1%	2.0%
London Bridge	Destination	2.8%	1.6%	1.4%	1.4%	2.5%	2.4%	2.2%	3.2%
Loughton	Local	1.4%	3.8%	3.0%	1.2%	4.1%	4.7%	1.0%	3.3%
Maida Vale	Metro	0.9%	1.2%	1.3%	1.0%	1.4%	1.3%	1.2%	1.2%
Manor House	Metro	0.6%	0.5%	0.8%	0.4%	2.1%	1.5%	0.0%	0.0%
Mansion House	Metro	2.1%	2.0%	1.2%	2.6%	2.8%	2.0%	3.5%	1.5%
Marble Arch	Metro	1.2%	0.3%	0.3%	0.5%	1.3%	0.5%	0.3%	0.3%
Marylebone	Metro	1.8%	3.9%	1.0%	2.8%	0.6%	0.9%	0.4%	1.5%
Mile End	Metro	0.4%	0.7%	0.8%	0.1%	1.4%	3.5%	1.1%	12.4%
Moorgate	Destination	12.3%	15.3%	10.5%	2.7%	4.0%	5.1%	5.5%	5.8%
Moor Park	Local	18.1%	14.2%	9.4%	11.4%	15.4%	13.6%	11.1%	18.7%
Morden	Metro	1.9%	2.0%	2.0%	2.6%	3.8%	1.7%	2.6%	2.3%
Mornington Crescent	Metro	0.6%	0.1%	0.3%	0.5%	3.5%	0.3%	0.2%	1.6%

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Peiod Start Date:		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16
Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Neasden	Local	5.1%	3.2%	3.0%	5.8%	2.4%	4.1%	2.9%	3.6%
Newbury Park	Local	11.5%	1.3%	3.0%	0.3%	2.7%	0.6%	3.6%	6.4%
North Acton	Local	3.3%	3.3%	4.9%	2.6%	4.0%	6.1%	3.7%	8.3%
North Ealing	Local	13.8%	12.6%	19.5%	11.6%	10.8%	10.5%	9.7%	12.4%
Northfields	Local	1.6%	3.0%	2.5%	6.4%	2.7%	2.7%	2.0%	3.5%
North Greenwich	Destination	0.7%	2.2%	2.8%	3.2%	3.2%	2.0%	2.6%	2.8%
North Harrow	Local	16.9%	20.4%	23.5%	20.4%	20.5%	19.0%	16.2%	31.2%
Northolt	Local	1.8%	4.3%	2.7%	3.8%	4.8%	7.8%	2.7%	6.2%
North Wembley	Local	39.5%	38.0%	40.6%	42.6%	40.1%	39.2%	36.7%	32.8%
Northwick Park	Local	10.9%	9.3%	12.0%	12.9%	13.8%	9.0%	9.2%	15.1%
Northwood	Local	14.4%	11.2%	10.3%	11.1%	14.0%	9.8%	8.9%	14.5%
Northwood Hills	Local	15.7%	19.4%	11.8%	10.8%	14.1%	9.8%	10.9%	18.5%
Notting Hill Gate	Destination	8.5%	3.8%	1.8%	1.6%	1.6%	1.7%	0.9%	3.8%
Oakwood	Metro	17.2%	20.7%	23.2%	23.7%	20.5%	20.7%	17.5%	27.8%
Old Street	Metro	0.5%	0.7%	0.6%	0.7%	0.8%	0.8%	0.8%	1.2%
Osterley	Local	7.7%	6.2%	7.5%	11.2%	8.7%	9.1%	11.3%	12.5%
Oval	Metro	5.9%	3.9%	4.1%	6.2%	4.7%	2.9%	5.7%	4.6%
Oxford Circus	Destination	2.7%	2.9%	3.2%	4.4%	4.4%	2.4%	2.1%	1.1%
Paddington	Gateway	13.7%	13.2%	7.8%	8.1%	7.5%	5.6%	6.7%	8.3%
Park Royal	Local	5.0%	8.9%	5.1%	4.9%	7.4%	5.1%	5.5%	10.6%
Parsons Green	Local	11.4%	7.2%	5.0%	6.5%	8.5%	9.3%	14.9%	9.0%
Perivale	Local	15.4%	12.5%	10.1%	16.8%	14.4%	18.6%	8.1%	22.8%
Piccadilly Circus	Destination	0.1%	0.4%	0.4%	0.1%	2.1%	0.1%	0.1%	0.7%
Pimlico	Metro	0.5%	0.9%	0.9%	0.6%	1.9%	0.7%	0.8%	0.6%
Pinner	Local	12.3%	11.7%	7.4%	9.1%	9.9%	9.7%	7.3%	16.9%

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Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Plaistow	Local	12.8%	13.7%	14.7%	12.6%	15.7%	12.4%	13.0%	16.2%
Preston Road	Local	3.5%	4.8%	9.5%	6.2%	8.3%	4.1%	8.2%	7.4%
Putney Bridge	Local	2.6%	3.7%	9.5%	2.6%	2.9%	3.9%	3.9%	5.5%
Queensbury	Local	0.5%	1.5%	2.0%	2.3%	3.6%	0.8%	0.5%	0.6%
Queens Park	Metro	23.7%	20.9%	19.5%	18.4%	20.2%	19.7%	20.8%	19.4%
Queensway	Metro	4.8%	0.2%	0.1%	0.1%	0.5%	0.3%	0.2%	0.1%
Ravenscourt Park	Local	12.7%	12.6%	12.8%	10.9%	12.1%	12.9%	10.8%	10.9%
Rayners Lane	Local	4.8%	6.9%	6.3%	5.9%	6.8%	7.2%	9.2%	6.2%
Redbridge	Metro	0.1%	0.7%	0.1%	0.1%	0.4%	0.1%	0.0%	0.1%
Regents Park	Metro	0.5%	1.0%	0.3%	0.5%	0.6%	0.5%	0.5%	0.3%
Rickmansworth	Local	15.1%	10.7%	13.1%	9.1%	15.9%	17.5%	11.6%	17.0%
Royal Oak	Local	12.8%	9.6%	12.3%	13.7%	10.4%	11.8%	11.1%	24.2%
Ruislip	Local	9.7%	11.8%	10.6%	9.3%	10.8%	10.9%	15.0%	14.4%
Ruislip Gardens	Local	9.3%	9.3%	12.7%	16.4%	13.2%	14.7%	7.7%	18.6%
Ruislip Manor	Local	14.0%	13.7%	14.8%	13.6%	12.4%	12.8%	13.3%	14.4%
Russell Square	Metro	0.4%	0.7%	0.7%	1.9%	3.7%	1.2%	3.3%	2.1%
Seven Sisters	Metro	3.0%	4.4%	2.7%	2.8%	4.4%	2.6%	2.6%	2.8%
Shepherds Bush	Metro	0.9%	0.3%	0.1%	0.1%	0.6%	2.4%	0.1%	0.1%
Shepherd's Bush Market	Local	10.3%	9.2%	9.0%	7.1%	7.3%	5.2%	9.3%	16.8%
Sloane Square	Metro	3.5%	3.5%	3.1%	2.6%	1.1%	1.8%	3.3%	2.1%
Snaresbrook	Local	13.6%	10.1%	9.8%	10.0%	10.3%	15.9%	32.1%	52.9%
South Ealing	Local	7.0%	7.5%	6.9%	6.7%	8.1%	4.9%	5.7%	7.9%
Southfields	Local	17.9%	16.7%	7.0%	5.5%	3.6%	8.9%	4.2%	5.9%
Southgate	Metro	0.0%	0.1%	0.2%	0.1%	1.0%	0.1%	0.1%	0.9%
South Harrow	Local	5.8%	6.6%	4.7%	5.3%	6.2%	10.1%	6.5%	7.6%

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Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
South Kensington	Destination	6.5%	4.4%	9.0%	4.1%	5.7%	4.7%	8.6%	8.3%
South Ruislip	Local	10.6%	5.5%	6.3%	5.2%	12.2%	13.5%	5.0%	30.5%
Southwark	Metro	1.2%	0.2%	0.6%	0.7%	2.1%	0.7%	0.4%	0.7%
South Wimbledon	Metro	0.4%	0.9%	0.1%	0.6%	1.7%	0.1%	0.1%	0.3%
South Woodford	Local	44.5%	41.1%	42.1%	40.0%	46.6%	41.3%	17.8%	30.4%
Stamford Brook	Local	9.6%	8.1%	9.8%	5.8%	9.5%	6.7%	5.4%	7.2%
Stanmore	Local	2.8%	7.3%	2.0%	0.9%	4.9%	3.3%	3.3%	3.7%
Stepney Green	Metro	10.3%	8.8%	10.5%	6.8%	8.4%	8.1%	7.1%	5.1%
St James's Park	Metro	1.2%	2.4%	1.6%	1.4%	2.1%	0.8%	1.4%	2.5%
St Johns Wood	Metro	1.8%	0.4%	0.6%	1.4%	1.8%	0.6%	2.0%	1.4%
Stockwell	Metro	0.9%	1.1%	0.8%	0.6%	1.4%	1.3%	2.7%	1.7%
Stonebridge Park	Local	27.5%	31.7%	27.2%	27.2%	27.4%	28.3%	22.8%	26.0%
St Paul's	Metro	0.7%	0.9%	1.6%	0.7%	1.2%	1.0%	1.2%	1.3%
Stratford	Destination	5.4%	5.1%	7.1%	7.4%	8.8%	5.3%	2.2%	5.6%
Sudbury Hill	Local	5.2%	7.2%	5.6%	5.8%	8.0%	5.6%	4.5%	8.1%
Sudbury Town	Local	42.6%	40.3%	42.0%	42.9%	44.5%	42.7%	41.9%	48.6%
Swiss Cottage	Metro	2.3%	4.1%	3.1%	2.2%	3.2%	10.2%	4.2%	4.8%
Temple	Metro	0.7%	1.3%	1.0%	0.8%	1.1%	0.8%	0.8%	0.9%
Theydon Bois	Local	13.2%	19.7%	18.7%	11.8%	15.9%	26.6%	6.9%	22.2%
Tooting Bec	Metro	0.7%	1.2%	0.8%	0.8%	4.2%	1.3%	0.7%	2.5%
Tooting Broadway	Metro	0.4%	0.6%	0.6%	0.5%	1.3%	0.5%	0.5%	1.9%
Tottenham Court Road	Destination	5.5%	4.5%	2.7%	10.3%	6.7%	1.7%	1.8%	4.8%
Tottenham Hale	Metro	4.9%	2.2%	0.8%	1.6%	5.0%	1.3%	0.6%	0.2%
Totteridge	Local	9.7%	9.3%	8.4%	14.6%	13.9%	10.5%	17.0%	19.7%
Tower Hill	Metro	0.8%	1.2%	0.9%	0.9%	0.9%	2.9%	1.5%	1.3%

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Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
Tufnell Park	Metro	N/A	N/A	N/A	N/A	N/A	N/A	4.8%	4.6%
Turnham Green	Local	5.4%	10.0%	4.0%	4.9%	11.8%	4.0%	11.0%	6.0%
Turnpike Lane	Metro	1.4%	1.3%	1.8%	1.9%	2.4%	1.7%	3.2%	3.1%
Upminster Bridge	Local	15.4%	11.9%	11.9%	8.6%	15.4%	10.7%	9.2%	14.3%
Upney	Local	21.9%	17.0%	16.0%	18.6%	20.3%	14.5%	18.8%	15.8%
Upton Park	Local	15.2%	13.7%	14.3%	14.4%	18.1%	19.5%	15.4%	16.6%
Uxbridge	Local	0.2%	0.5%	2.6%	0.2%	0.9%	0.6%	0.6%	1.8%
Vauxhall	Metro	10.7%	2.7%	2.3%	0.4%	1.0%	0.9%	0.7%	2.0%
Victoria	Gateway	6.2%	7.7%	6.4%	6.8%	7.7%	6.3%	6.4%	6.8%
Walthamstow Central	Metro	6.0%	4.2%	7.9%	8.4%	8.9%	8.7%	8.9%	2.9%
Wanstead	Metro	0.1%	0.2%	0.1%	0.4%	1.4%	0.3%	0.6%	1.2%
Warren Street	Metro	3.2%	18.6%	4.5%	3.3%	3.0%	3.5%	3.4%	3.5%
Warwick Avenue	Metro	1.9%	2.4%	1.7%	2.1%	3.0%	1.7%	2.0%	2.7%
Waterloo	Destination	1.2%	1.6%	1.5%	4.8%	4.9%	4.9%	5.6%	5.2%
Watford	Local	10.8%	8.7%	7.1%	6.4%	10.6%	14.9%	8.0%	9.7%
Wembley Central	Metro	2.3%	7.8%	3.8%	6.7%	7.5%	4.9%	5.3%	1.3%
Wembley Park	Destination	8.6%	11.7%	6.7%	5.0%	1.1%	4.3%	1.8%	6.0%
West Acton	Local	14.6%	9.0%	5.9%	13.0%	15.2%	24.5%	8.1%	36.5%
Westbourne Park	Local	6.9%	10.8%	9.8%	5.8%	5.8%	6.7%	7.6%	19.2%
West Brompton	Local	6.6%	1.7%	5.9%	5.4%	4.0%	5.8%	2.3%	1.6%
West Finchley	Local	11.6%	5.4%	10.5%	5.2%	8.8%	8.5%	13.8%	37.7%
West Ham	Metro	5.4%	10.7%	12.9%	6.9%	8.6%	5.0%	1.4%	7.0%
West Harrow	Local	13.2%	14.8%	14.3%	12.1%	14.1%	14.4%	10.8%	16.4%
West Kensington	Local	32.6%	29.5%	26.6%	25.7%	31.8%	29.9%	33.0%	32.8%
Westminster	Destination	0.3%	0.7%	0.7%	2.5%	0.6%	0.4%	2.6%	0.5%

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Peiod Start Date:		23/08/15	20/09/15	18/10/15	15/11/15	13/12/15	10/01/16	07/02/16	06/03/16
Period End Date:		19/09/15	17/10/15	14/11/15	12/12/15	09/01/16	06/02/16	05/03/16	02/04/16
% of Customer Hours Gateline Open	Type	% Open	% Open	% Open	% Open	% Open	% Open	% Open	% Open
West Ruislip	Local	28.6%	17.2%	11.6%	12.4%	11.5%	11.4%	14.4%	17.8%
West Hampstead	Local	7.7%	5.9%	6.9%	10.6%	8.9%	6.4%	5.5%	8.8%
Whitechapel	Metro	1.2%	8.4%	1.2%	1.9%	1.3%	N/A	N/A	N/A
White City	Local	2.0%	5.9%	2.8%	4.9%	1.9%	0.8%	2.7%	4.7%
Willesden Green	Local	8.5%	7.6%	6.9%	10.0%	12.4%	13.2%	10.0%	10.0%
Wimbledon Park	Local	20.2%	15.3%	5.9%	3.7%	4.7%	11.9%	8.0%	7.5%
Woodford	Local	13.2%	12.0%	10.3%	10.8%	11.9%	10.0%	11.4%	8.3%
Wood Green	Metro	1.1%	0.2%	0.7%	0.3%	1.0%	1.1%	0.1%	0.2%
Wood Lane	Metro	4.7%	14.3%	11.5%	1.6%	4.5%	2.7%	1.4%	9.9%
Woodside Park	Local	6.1%	10.5%	7.7%	3.5%	4.8%	3.3%	4.9%	16.6%

Gateline Open Data

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Acton Town	5.6%	4.6%	7.6%	5.8%	5.2%	6.6%	6.5%	3.7%
Aldgate	0.8%	1.0%	0.7%	7.0%	8.2%	0.5%	0.4%	6.3%
Aldgate East	1.6%	2.4%	0.4%	4.1%	3.0%	1.9%	1.1%	9.7%
Alperton	9.0%	14.9%	13.0%	13.9%	12.4%	19.1%	9.8%	9.4%
Amersham	6.2%	9.4%	10.1%	12.2%	13.6%	17.7%	15.1%	5.3%
Angel	1.7%	1.1%	1.8%	1.0%	0.8%	1.8%	1.1%	2.5%
Archway	1.6%	1.0%	2.2%	0.9%	1.5%	2.9%	0.7%	2.8%
Arnos Grove	5.3%	4.5%	4.0%	3.5%	3.7%	5.8%	6.7%	2.9%
Arsenal	6.3%	4.1%	1.3%	0.1%	1.6%	2.0%	3.8%	1.7%
Baker Street	1.1%	1.5%	2.3%	2.3%	1.8%	1.3%	0.9%	2.4%
Balham	1.6%	0.8%	1.4%	3.6%	0.5%	0.8%	1.4%	3.2%
Bank & Monument	2.9%	4.0%	3.2%	3.4%	4.9%	4.2%	4.4%	6.4%
Barbican	2.2%	0.0%	4.2%	7.5%	2.5%	5.5%	5.8%	12.4%
Barkingside	22.8%	5.2%	8.7%	9.9%	13.5%	14.7%	12.9%	11.6%
Barons Court	25.1%	29.0%	16.5%	18.1%	25.4%	20.1%	24.3%	13.0%
Bayswater	1.3%	1.2%	0.6%	1.2%	2.2%	1.3%	3.0%	6.7%
Becontree	11.9%	10.8%	14.4%	17.3%	20.3%	11.3%	16.7%	6.8%
Belsize Park	1.8%	1.9%	2.6%	2.6%	1.6%	7.8%	3.8%	2.2%
Bermondsey	5.4%	3.5%	1.8%	1.4%	1.6%	1.8%	1.8%	3.2%
Bethnal Green	1.2%	1.6%	0.5%	2.9%	0.8%	0.8%	1.1%	2.6%
Blackfriars	4.3%	4.4%	4.3%	4.5%	8.1%	9.6%	7.3%	2.3%
Blackhorse Road	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.3%
Bond Street	0.6%	0.3%	0.5%	0.4%	0.4%	0.4%	0.4%	4.1%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Borough	0.8%	0.2%	0.2%	0.4%	0.3%	0.3%	0.2%	4.5%
Boston Manor	10.0%	8.4%	11.1%	10.8%	11.3%	17.2%	11.7%	7.4%
Bounds Green	2.9%	0.9%	1.9%	0.7%	0.5%	3.9%	0.8%	12.4%
Bow Road	1.9%	6.8%	4.9%	23.2%	15.8%	1.3%	1.3%	12.0%
Brent Cross	7.3%	23.3%	20.2%	29.4%	34.4%	31.6%	22.9%	13.6%
Brixton	0.5%	0.1%	0.5%	0.2%	0.1%	0.2%	0.6%	6.9%
Bromley-by-Bow	57.9%	N/A	N/A	N/A	N/A	N/A	N/A	17.7%
Buckhurst Hill	16.1%	12.0%	7.4%	9.2%	24.8%	18.7%	8.6%	15.5%
Burnt Oak	4.0%	16.4%	15.0%	28.0%	23.7%	27.3%	21.4%	12.7%
Caledonian Road	8.1%	10.3%	11.2%	13.9%	8.3%	13.0%	10.6%	6.1%
Camden Town	2.8%	1.7%	1.8%	5.8%	2.1%	13.6%	4.3%	2.8%
Canada Water	1.6%	1.8%	1.5%	2.7%	1.7%	1.7%	4.2%	4.8%
Canary Wharf	1.0%	0.8%	0.9%	1.2%	1.7%	1.3%	1.0%	5.2%
Canary Wharf	6.2%	9.9%	9.2%	11.2%	10.0%	12.9%	12.4%	6.2%
Canning Town	3.3%	3.6%	5.1%	2.7%	3.6%	2.6%	3.7%	3.5%
Cannon Street	6.1%	9.4%	8.4%	4.1%	2.5%	0.2%	0.0%	9.4%
Canons Park	0.9%	5.6%	3.6%	2.2%	2.5%	1.3%	1.2%	8.5%
Chalfont & Latimer	27.1%	21.9%	19.5%	23.9%	25.0%	21.5%	16.5%	8.1%
Chalk Farm	0.4%	0.8%	0.5%	0.2%	1.1%	5.4%	0.3%	1.9%
Chancery Lane	1.7%	1.7%	2.0%	0.7%	1.5%	1.4%	1.8%	3.8%
Charing Cross	1.9%	2.4%	2.1%	2.4%	2.6%	3.4%	4.2%	6.8%
Chesham	14.2%	10.1%	12.8%	6.1%	3.8%	4.5%	4.3%	10.4%
Chigwell	17.6%	6.7%	5.4%	14.1%	9.8%	16.7%	10.6%	12.6%
Chiswick Park	5.5%	10.6%	8.1%	14.6%	17.1%	8.2%	24.3%	9.4%
Chorleywood	13.9%	11.7%	11.0%	10.3%	12.5%	17.5%	17.7%	6.4%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Clapham Common	2.2%	1.2%	1.1%	1.1%	0.4%	0.3%	2.1%	2.5%
Clapham North	2.3%	4.8%	5.6%	2.2%	3.1%	4.6%	8.4%	4.8%
Clapham South	1.5%	0.9%	2.6%	1.2%	3.5%	0.6%	0.9%	7.0%
Cockfosters	6.4%	7.1%	8.3%	5.7%	8.1%	10.5%	8.0%	6.6%
Colindale	2.6%	5.7%	8.3%	10.2%	13.5%	13.4%	17.3%	5.1%
Colliers Wood	0.8%	1.3%	0.4%	0.3%	0.1%	0.3%	1.0%	4.3%
Covent Garden	5.7%	3.6%	1.6%	1.7%	1.7%	2.8%	7.9%	8.5%
Croxley	15.4%	11.0%	14.2%	8.2%	6.9%	7.5%	6.2%	11.4%
Dagenham East	12.2%	4.6%	11.4%	14.2%	17.3%	17.5%	15.0%	9.8%
Dagenham Heathway	8.4%	7.3%	10.5%	9.9%	8.5%	13.4%	21.0%	6.3%
Debden	3.3%	3.9%	6.1%	2.2%	4.7%	5.4%	4.3%	6.9%
Dollis Hill	0.3%	0.7%	1.0%	0.2%	2.0%	5.2%	6.4%	6.3%
Ealing Common	8.1%	12.9%	10.6%	8.4%	13.9%	16.2%	19.6%	12.3%
Earls Court	1.8%	2.5%	2.4%	2.8%	3.0%	2.4%	2.2%	12.8%
East Acton	10.2%	5.8%	36.6%	10.7%	9.0%	31.9%	30.3%	19.2%
Eastcote	11.8%	11.7%	16.4%	10.3%	17.6%	16.3%	18.9%	16.1%
East Finchley	6.3%	23.9%	18.6%	21.1%	24.7%	18.8%	23.0%	18.1%
East Ham	3.8%	5.2%	8.7%	12.5%	12.0%	11.3%	18.7%	14.6%
East Putney	3.8%	14.1%	10.0%	17.7%	36.4%	23.9%	25.7%	10.8%
Edgware	2.5%	4.9%	13.2%	14.1%	12.5%	10.4%	11.0%	6.0%
Edgware Road (Bak)	0.2%	0.2%	0.6%	0.2%	0.2%	0.1%	0.1%	2.5%
Edgware Road (SSL)	7.1%	4.5%	8.1%	6.6%	6.5%	8.2%	6.9%	6.1%
Elephant & Castle	0.4%	0.3%	0.2%	0.7%	1.6%	0.6%	0.5%	6.2%
Elm Park	10.7%	9.2%	9.0%	5.5%	11.8%	13.8%	15.5%	8.0%
Embankment	2.9%	9.4%	7.6%	6.3%	3.6%	4.0%	12.5%	4.9%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Epping	2.3%	7.1%	2.5%	5.0%	6.2%	6.0%	9.1%	3.4%
Euston	1.0%	1.1%	1.2%	1.0%	1.5%	2.0%	1.7%	8.9%
Euston Square	3.9%	1.1%	2.6%	3.4%	3.0%	3.3%	2.8%	11.8%
Fairlop	26.2%	6.0%	6.1%	6.5%	6.0%	52.7%	58.9%	30.9%
Farringdon	10.5%	7.7%	8.5%	10.5%	10.7%	11.7%	10.6%	25.1%
Finchley Central	8.5%	47.0%	62.6%	57.8%	70.8%	62.6%	59.5%	22.8%
Finchley Road	3.6%	6.7%	4.3%	4.0%	3.6%	6.9%	7.1%	3.0%
Finsbury Park	2.8%	7.2%	4.3%	2.9%	3.5%	0.0%	0.0%	1.3%
Fulham Broadway	1.5%	0.8%	0.8%	0.2%	0.5%	0.3%	0.6%	0.6%
Gants Hill	0.7%	0.3%	1.4%	0.7%	0.3%	0.1%	0.0%	8.6%
Gloucester Road	0.7%	0.4%	1.1%	0.4%	1.7%	0.4%	1.0%	9.9%
Golders Green	6.2%	21.6%	29.8%	33.4%	27.4%	15.3%	20.1%	11.0%
Goldhawk Road	16.0%	6.9%	1.0%	1.8%	2.1%	7.4%	6.2%	5.9%
Goodge Street	2.8%	3.0%	3.8%	3.3%	7.0%	3.1%	4.3%	4.6%
Grange Hill	17.4%	12.3%	13.5%	9.8%	6.8%	6.1%	7.6%	5.6%
Great Portland Street	2.2%	0.5%	0.2%	0.4%	0.3%	0.5%	0.1%	2.7%
Greenford	21.1%	6.7%	5.1%	6.9%	7.0%	10.1%	6.1%	4.2%
Green Park	0.6%	0.5%	0.7%	1.2%	0.8%	0.4%	2.0%	3.0%
Gunnersbury	25.6%	9.6%	2.4%	5.2%	2.4%	4.5%	4.0%	6.8%
Hainault	1.6%	2.8%	1.4%	5.1%	3.0%	5.1%	3.0%	5.9%
Hammersmith (C&H)	2.9%	13.7%	9.9%	13.9%	11.8%	10.2%	14.2%	4.9%
Hammersmith (D&P)	2.1%	1.5%	2.4%	1.4%	1.7%	2.5%	2.1%	8.0%
Hampstead	0.9%	0.3%	0.4%	0.4%	0.1%	0.9%	0.5%	16.7%
Hanger Lane	13.0%	13.5%	17.9%	18.1%	28.8%	18.3%	33.5%	16.9%
Harlesden	50.1%	43.7%	25.3%	30.3%	19.9%	24.5%	24.6%	26.2%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Harrow-on-the-Hill	1.5%	0.9%	0.9%	1.0%	0.9%	0.8%	0.9%	18.2%
Harrow Wealdstone	43.4%	51.6%	44.8%	49.7%	50.7%	52.5%	49.0%	18.4%
Hatton Cross	4.4%	3.7%	4.7%	5.2%	4.2%	4.0%	2.3%	2.4%
Heathrow Terminal 4	6.1%	3.3%	2.1%	1.9%	1.2%	0.3%	0.2%	5.3%
Heathrow Terminals 123	7.0%	2.4%	1.0%	1.3%	1.6%	2.2%	2.0%	26.4%
Hendon Central	2.7%	8.0%	9.6%	14.3%	14.3%	17.6%	12.0%	27.9%
High Barnet	52.4%	60.8%	65.2%	77.9%	67.9%	56.6%	59.7%	24.0%
Highbury	4.6%	2.6%	5.0%	4.8%	4.9%	14.4%	7.3%	3.3%
Highgate	1.6%	0.5%	0.8%	0.6%	1.0%	1.0%	0.6%	4.8%
High Street Kensington	1.7%	1.6%	1.7%	2.0%	2.8%	3.1%	4.1%	4.7%
Hillingdon	7.5%	9.0%	9.0%	11.7%	12.5%	9.6%	14.8%	6.0%
Holborn	0.8%	0.2%	0.3%	0.6%	0.4%	0.3%	0.2%	2.2%
Holland Park	2.9%	N/A	N/A	N/A	N/A	8.4%	7.2%	5.6%
Holloway Road	2.3%	0.6%	4.8%	4.0%	1.1%	1.7%	1.5%	6.6%
Hornchurch	9.6%	5.6%	6.9%	9.8%	6.3%	6.6%	13.2%	11.5%
Hounslow Central	2.3%	7.4%	12.7%	11.5%	12.0%	9.2%	4.5%	9.2%
Hounslow East	4.5%	10.7%	18.0%	12.8%	20.7%	16.6%	22.9%	6.2%
Hounslow West	1.2%	0.8%	0.8%	0.5%	0.5%	2.8%	1.3%	4.5%
Hyde Park Corner	1.0%	0.2%	1.2%	0.1%	0.2%	1.4%	0.7%	4.7%
Ickenham	10.9%	12.9%	15.5%	12.5%	7.9%	13.4%	8.9%	6.7%
Kennington	2.7%	2.2%	0.7%	0.8%	1.5%	3.1%	2.1%	2.9%
Kensal Green	29.5%	9.7%	9.2%	7.6%	2.1%	5.8%	5.3%	10.1%
Kentish Town	0.5%	0.4%	0.1%	0.2%	0.4%	0.8%	0.6%	17.3%
Kenton	40.5%	32.3%	10.7%	25.0%	23.2%	25.8%	23.1%	19.7%
Kew Gardens	44.2%	31.9%	23.5%	27.3%	30.2%	27.7%	28.6%	12.3%

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Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Kilburn	2.3%	6.3%	6.8%	3.6%	8.2%	11.8%	9.5%	4.6%
Kilburn Park	0.7%	0.6%	1.2%	1.2%	2.1%	0.9%	1.0%	4.7%
Kingsbury	0.9%	5.2%	4.1%	8.8%	3.2%	4.6%	4.0%	5.9%
Kings Cross	3.8%	7.4%	5.9%	7.6%	7.7%	8.7%	10.4%	9.7%
Knightsbridge	5.9%	4.5%	6.0%	5.1%	4.4%	3.4%	5.2%	14.5%
Ladbroke Grove	25.7%	20.6%	15.6%	22.9%	8.7%	16.7%	13.3%	13.1%
Lambeth North	0.4%	0.5%	0.6%	0.1%	26.6%	68.9%	38.4%	9.8%
Lancaster Gate	0.1%	0.1%	0.2%	1.0%	0.2%	0.1%	1.3%	2.5%
Latimer Road	16.3%	4.1%	7.9%	6.0%	4.3%	6.9%	9.6%	10.9%
Leicester Square	1.3%	0.3%	1.1%	0.4%	0.2%	0.4%	0.2%	14.7%
Leyton	20.8%	49.3%	45.6%	19.5%	14.6%	10.0%	15.5%	16.8%
Leytonstone	12.1%	27.4%	26.2%	17.7%	15.1%	9.9%	11.5%	9.1%
Liverpool Street	2.3%	3.8%	4.9%	7.5%	7.7%	6.3%	10.5%	4.7%
London Bridge	2.2%	1.7%	2.3%	1.7%	2.5%	2.6%	3.7%	2.8%
Loughton	2.8%	12.0%	3.8%	1.2%	8.4%	2.7%	1.1%	2.3%
Maida Vale	1.2%	1.2%	1.4%	1.0%	1.4%	1.3%	1.0%	2.4%
Manor House	0.8%	0.1%	1.7%	1.2%	0.2%	1.0%	1.1%	2.2%
Mansion House	2.2%	3.3%	4.2%	4.8%	4.7%	5.7%	7.6%	5.8%
Marble Arch	0.6%	1.2%	0.2%	0.2%	0.6%	0.4%	0.8%	4.5%
Marylebone	1.6%	14.6%	18.2%	11.2%	10.5%	8.9%	6.9%	7.9%
Mile End	2.5%	0.1%	1.9%	0.7%	4.8%	0.1%	0.1%	8.9%
Moorgate	7.7%	9.2%	8.6%	9.7%	9.8%	12.9%	12.9%	9.4%
Moor Park	14.0%	20.1%	17.0%	16.7%	12.1%	17.0%	7.1%	6.1%
Morden	2.4%	2.2%	2.0%	2.0%	3.1%	2.2%	3.9%	3.7%
Mornington Crescent	0.9%	0.2%	2.0%	0.2%	0.4%	1.2%	0.4%	4.2%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Neasden	3.8%	10.2%	7.3%	6.9%	5.4%	9.2%	7.6%	8.2%
Newbury Park	3.7%	1.5%	6.9%	5.9%	2.7%	2.1%	4.6%	8.4%
North Acton	4.5%	7.6%	23.9%	8.7%	13.6%	12.4%	10.8%	9.9%
North Ealing	12.6%	13.3%	13.6%	8.3%	3.1%	5.7%	5.9%	6.3%
Northfields	3.1%	8.3%	7.8%	4.9%	10.4%	6.7%	13.9%	8.7%
North Greenwich	2.4%	4.2%	1.5%	1.6%	1.6%	1.0%	1.2%	8.3%
North Harrow	21.0%	20.0%	15.0%	13.5%	15.5%	12.1%	17.0%	14.7%
Northolt	4.3%	5.9%	4.1%	4.3%	7.2%	14.2%	9.2%	14.5%
North Wembley	38.7%	24.7%	19.4%	20.8%	22.4%	20.2%	19.8%	16.4%
Northwick Park	11.5%	15.9%	12.2%	12.2%	17.0%	11.8%	20.2%	12.7%
Northwood	11.8%	15.2%	15.7%	11.3%	11.7%	14.1%	11.3%	10.9%
Northwood Hills	13.9%	8.5%	11.7%	16.3%	8.3%	6.0%	9.5%	10.1%
Notting Hill Gate	3.0%	7.1%	8.4%	7.7%	9.0%	8.1%	16.2%	7.3%
Oakwood	21.4%	14.3%	10.7%	8.7%	8.6%	10.6%	11.3%	8.8%
Old Street	0.8%	0.7%	1.0%	1.7%	3.0%	2.4%	2.7%	7.1%
Osterley	9.3%	10.6%	16.2%	12.8%	14.4%	12.0%	16.4%	6.8%
Oval	4.8%	4.6%	4.8%	6.1%	4.7%	7.9%	4.7%	5.8%
Oxford Circus	2.9%	1.7%	1.2%	1.5%	1.6%	0.8%	0.7%	8.0%
Paddington	8.9%	18.3%	19.0%	11.5%	4.1%	5.0%	6.6%	14.9%
Park Royal	6.6%	15.4%	12.5%	11.2%	12.4%	12.1%	8.9%	18.7%
Parsons Green	9.0%	26.9%	16.4%	23.9%	23.1%	21.3%	18.9%	14.8%
Perivale	14.9%	27.6%	18.0%	19.7%	21.8%	30.8%	16.1%	7.8%
Piccadilly Circus	0.5%	0.2%	0.7%	0.3%	0.5%	0.8%	0.2%	3.6%
Pimlico	0.9%	1.2%	0.6%	0.7%	0.5%	0.3%	0.5%	23.0%
Pinner	10.5%	6.5%	9.7%	9.7%	14.0%	6.9%	10.7%	27.5%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Plaistow	13.9%	14.1%	46.8%	52.4%	79.1%	82.2%	77.3%	30.5%
Preston Road	6.5%	8.4%	14.3%	15.7%	18.5%	17.2%	11.0%	12.5%
Putney Bridge	4.3%	22.3%	16.2%	13.6%	17.6%	16.0%	26.3%	15.2%
Queensbury	1.5%	2.5%	0.7%	4.7%	7.7%	7.0%	5.5%	9.3%
Queens Park	20.3%	20.2%	22.0%	22.4%	21.9%	23.3%	23.3%	15.2%
Queensway	0.8%	0.6%	0.8%	0.5%	0.2%	0.6%	2.9%	13.3%
Ravenscourt Park	12.0%	10.4%	27.4%	25.6%	19.3%	25.3%	26.2%	13.2%
Rayners Lane	6.7%	12.9%	13.1%	15.7%	10.4%	23.0%	24.5%	5.9%
Redbridge	0.2%	0.2%	0.1%	0.2%	0.4%	2.7%	0.8%	5.4%
Regents Park	0.5%	0.6%	0.3%	0.2%	0.4%	0.3%	0.2%	6.9%
Rickmansworth	13.8%	15.2%	16.4%	15.6%	18.6%	11.6%	13.0%	11.1%
Royal Oak	13.3%	7.5%	3.4%	3.4%	4.1%	7.4%	5.9%	10.0%
Ruislip	11.6%	13.9%	14.4%	9.3%	15.3%	10.6%	14.1%	12.8%
Ruislip Gardens	12.7%	15.3%	16.5%	13.8%	10.7%	9.8%	3.7%	8.6%
Ruislip Manor	13.6%	12.2%	14.5%	13.7%	3.1%	14.9%	24.1%	5.6%
Russell Square	1.8%	0.4%	0.7%	0.5%	0.4%	0.8%	0.3%	1.2%
Seven Sisters	3.2%	2.4%	2.6%	2.2%	2.4%	2.5%	2.9%	2.3%
Shepherds Bush	0.6%	0.2%	0.2%	0.3%	1.2%	0.9%	0.2%	3.8%
Shepherd's Bush Market	9.3%	8.6%	3.4%	1.1%	4.4%	2.6%	3.9%	10.9%
Sloane Square	2.6%	6.6%	3.8%	5.8%	11.4%	5.8%	8.4%	13.9%
Snaresbrook	19.3%	29.6%	32.7%	16.3%	12.9%	18.2%	20.2%	20.0%
South Ealing	6.8%	8.4%	5.0%	12.3%	15.2%	20.4%	17.6%	13.0%
Southfields	8.7%	18.1%	27.6%	22.4%	46.5%	20.5%	16.7%	11.7%
Southgate	0.3%	0.3%	0.1%	1.6%	0.7%	0.4%	0.8%	5.5%
South Harrow	6.6%	9.7%	6.2%	7.8%	10.0%	10.5%	11.0%	12.2%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
South Kensington	6.4%	6.9%	3.6%	6.2%	6.9%	11.0%	5.7%	9.4%
South Ruislip	11.1%	44.7%	19.4%	10.0%	17.9%	19.7%	11.8%	7.9%
Southwark	0.8%	0.8%	1.3%	1.2%	1.0%	0.8%	1.4%	9.2%
South Wimbledon	0.5%	3.6%	5.6%	0.3%	1.7%	0.5%	0.3%	15.6%
South Woodford	38.0%	21.0%	22.9%	32.0%	33.0%	25.2%	13.1%	17.5%
Stamford Brook	7.8%	10.7%	17.5%	34.5%	23.1%	18.4%	17.2%	10.3%
Stanmore	3.5%	6.7%	8.1%	7.7%	5.8%	8.0%	10.3%	4.2%
Stepney Green	8.2%	5.4%	2.2%	1.8%	1.9%	1.5%	4.9%	2.3%
St James's Park	1.7%	1.7%	1.3%	1.9%	2.5%	1.9%	2.6%	1.8%
St Johns Wood	1.3%	1.6%	0.7%	4.1%	3.2%	0.8%	1.3%	9.3%
Stockwell	1.3%	1.0%	1.6%	2.0%	1.3%	1.0%	2.5%	9.4%
Stonebridge Park	27.2%	30.3%	28.4%	30.8%	14.5%	18.2%	23.9%	12.6%
St Paul's	1.1%	1.9%	2.3%	1.6%	3.0%	1.9%	2.1%	7.6%
Stratford	5.9%	8.3%	8.8%	13.0%	11.3%	12.6%	13.6%	23.4%
Sudbury Hill	6.2%	10.3%	8.6%	8.1%	8.5%	10.1%	10.8%	20.9%
Sudbury Town	43.2%	46.2%	50.9%	40.5%	55.1%	49.4%	55.1%	18.1%
Swiss Cottage	4.3%	3.6%	2.7%	4.9%	4.8%	3.6%	3.4%	7.4%
Temple	0.9%	0.6%	1.3%	0.8%	1.6%	0.5%	0.7%	7.2%
Theydon Bois	16.9%	16.7%	14.3%	13.0%	13.5%	21.6%	25.7%	7.2%
Tooting Bec	1.5%	2.7%	2.5%	5.2%	3.3%	4.0%	1.3%	3.5%
Tooting Broadway	0.8%	0.6%	2.7%	0.8%	0.5%	0.9%	0.6%	3.1%
Tottenham Court Road	4.8%	8.2%	5.6%	3.2%	4.6%	4.9%	10.8%	8.0%
Tottenham Hale	2.1%	0.2%	1.3%	0.9%	0.8%	2.9%	7.1%	7.2%
Totteridge	12.9%	12.0%	8.2%	16.5%	22.7%	18.6%	15.9%	7.4%
Tower Hill	1.3%	3.8%	4.8%	3.5%	4.9%	2.6%	2.6%	6.0%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
Tufnell Park	4.7%	1.2%	0.4%	4.5%	5.7%	3.0%	2.4%	5.9%
Turnham Green	7.1%	6.4%	13.0%	10.2%	9.2%	15.9%	13.8%	9.1%
Turnpike Lane	2.1%	3.2%	6.1%	3.3%	2.2%	3.7%	2.4%	9.8%
Upminster Bridge	12.2%	14.1%	7.6%	14.1%	17.8%	12.7%	8.8%	27.5%
Upney	17.9%	10.1%	11.0%	14.2%	14.2%	12.1%	18.3%	24.0%
Upton Park	15.9%	24.0%	41.7%	57.0%	70.4%	75.3%	71.7%	20.8%
Uxbridge	0.9%	0.6%	2.6%	2.3%	1.2%	2.1%	2.6%	3.8%
Vauxhall	2.6%	6.1%	4.3%	2.2%	0.8%	3.2%	6.0%	3.7%
Victoria	6.8%	6.5%	4.3%	5.7%	6.3%	5.8%	5.2%	2.7%
Walthamstow Central	7.0%	1.1%	1.3%	2.2%	1.9%	2.1%	1.4%	2.0%
Wanstead	0.5%	0.5%	0.9%	1.0%	1.8%	0.2%	0.3%	1.8%
Warren Street	5.4%	3.8%	3.1%	3.3%	3.6%	4.0%	3.8%	2.6%
Warwick Avenue	2.2%	0.8%	1.4%	1.2%	1.0%	1.1%	1.3%	5.4%
Waterloo	3.7%	5.6%	5.3%	4.2%	1.2%	1.4%	1.3%	6.7%
Watford	9.5%	9.7%	15.2%	7.3%	12.5%	12.0%	14.7%	7.8%
Wembley Central	4.9%	3.2%	3.3%	7.3%	3.7%	5.0%	7.4%	9.5%
Wembley Park	5.6%	8.6%	8.5%	5.9%	5.7%	4.6%	6.1%	9.4%
West Acton	15.8%	12.0%	21.0%	19.3%	8.5%	19.5%	20.7%	9.7%
Westbourne Park	9.1%	3.6%	5.5%	7.9%	3.7%	4.8%	2.9%	9.2%
West Brompton	4.2%	6.3%	8.3%	5.4%	10.2%	7.1%	7.2%	9.3%
West Finchley	12.7%	9.3%	9.5%	10.7%	19.3%	25.0%	18.8%	10.9%
West Ham	7.2%	4.3%	2.8%	4.5%	8.9%	3.8%	6.1%	23.8%
West Harrow	13.7%	11.7%	14.3%	8.2%	8.0%	14.4%	17.1%	22.7%
West Kensington	30.2%	50.8%	62.5%	52.7%	54.1%	55.4%	48.3%	23.5%
Westminster	1.0%	1.8%	2.4%	1.9%	1.8%	0.5%	1.7%	12.9%

	6 Month Average	Financial year 2016-17						6 Month Average
Period:		Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	
Peiod Start Date:		03/04/16	01/05/16	29/05/16	26/06/16	24/07/16	21/08/16	
Period End Date:		30/04/16	28/05/16	25/06/16	23/07/16	20/08/16	17/09/16	
% of Customer Hours Gateline Open		% Open	% Open	% Open	% Open	% Open	% Open	
West Ruislip	15.6%	23.0%	9.8%	9.2%	12.0%	15.1%	19.4%	18.4%
West Hampstead	7.6%	16.0%	20.9%	16.8%	24.2%	27.7%	27.3%	13.4%
Whitechapel	2.8%	N/A	N/A	N/A	N/A	N/A	N/A	12.6%
White City	3.2%	2.7%	3.4%	5.0%	10.4%	1.4%	5.0%	15.3%
Willesden Green	9.8%	20.6%	19.3%	23.5%	19.9%	20.3%	19.6%	17.1%
Wimbledon Park	9.7%	19.4%	16.4%	9.4%	29.6%	26.7%	22.3%	10.4%
Woodford	11.0%	8.5%	9.2%	9.9%	14.3%	8.7%	10.2%	5.9%
Wood Green	0.6%	0.4%	0.7%	0.2%	1.0%	0.3%	0.4%	7.5%
Wood Lane	6.3%	5.5%	4.8%	8.1%	6.1%	7.7%	9.4%	11.1%
Woodside Park	7.2%	7.6%	12.9%	16.6%	11.4%	14.9%	27.8%	15.2%

Gateline Open Data

Station	Type	Average Aug15 - Apr16	Average Apr16 - Sep16
Acton Town	Metro	5.6%	6.0%
Aldgate	Metro	0.8%	3.0%
Aldgate East	Metro	1.6%	2.2%
Alperton	Local	9.0%	13.8%
Amersham	Local	6.2%	13.0%
Angel	Metro	1.7%	1.3%
Archway	Metro	1.6%	1.5%
Arnos Grove	Metro	5.3%	4.7%
Arsenal	Metro	6.3%	2.1%
Baker Street	Destination	1.1%	1.7%
Balham	Metro	1.6%	1.4%
Bank & Monument	Destination	2.9%	4.0%
Barbican	Metro	2.2%	4.2%
Barkingside	Local	22.8%	10.8%
Barons Court	Local	25.1%	22.2%
Bayswater	Metro	1.3%	1.6%
Becontree	Local	11.9%	15.1%
Belsize Park	Metro	1.8%	3.4%
Bermondsey	Metro	5.4%	2.0%
Bethnal Green	Metro	1.2%	1.3%
Blackfriars	Metro	4.3%	6.4%
Blackhorse Road	Metro	0.7%	0.2%
Bond Street	Destination	0.6%	0.4%
Borough	Metro	0.8%	0.3%
Boston Manor	Local	10.0%	11.7%
Bounds Green	Metro	2.9%	1.4%
Bow Road	Metro	1.9%	8.9%
Brent Cross	Local	7.3%	26.9%
Brixton	Metro	0.5%	0.3%
Bromley-by-Bow	Local	57.9%	Not available
Buckhurst Hill	Local	16.1%	13.4%
Burnt Oak	Local	4.0%	22.0%
Caledonian Road	Metro	8.1%	11.2%
Camden Town	Destination	2.8%	4.9%
Canada Water	Destination	1.6%	2.3%
Canary Wharf	Destination	1.0%	1.2%
Canary Wharf	Destination	6.2%	10.9%
Canning Town	Metro	3.3%	3.6%
Cannon Street	Metro	6.1%	4.1%
Canons Park	Local	0.9%	2.7%
Chalfont & Latimer	Local	27.1%	21.4%
Chalk Farm	Metro	0.4%	1.4%
Chancery Lane	Metro	1.7%	1.5%
Charing Cross	Destination	1.9%	2.9%
Chesham	Local	14.2%	6.9%
Chigwell	Local	17.6%	10.6%

Station	Type	Average Aug15 - Apr16	Average Apr16 - Sep16
Chiswick Park	Local	5.5%	13.8%
Chorleywood	Local	13.9%	13.4%
Clapham Common	Metro	2.2%	1.0%
Clapham North	Metro	2.3%	4.8%
Clapham South	Metro	1.5%	1.6%
Cockfosters	Metro	6.4%	8.0%
Colindale	Local	2.6%	11.4%
Colliers Wood	Metro	0.8%	0.6%
Covent Garden	Metro	5.7%	3.2%
Croxley	Local	15.4%	9.0%
Dagenham East	Local	12.2%	13.3%
Dagenham Heathway	Local	8.4%	11.8%
Debden	Local	3.3%	4.4%
Dollis Hill	Local	0.3%	2.6%
Ealing Common	Local	8.1%	13.6%
Earls Court	Destination	1.8%	2.5%
East Acton	Local	10.2%	20.7%
Eastcote	Local	11.8%	15.2%
East Finchley	Local	6.3%	21.7%
East Ham	Local	3.8%	11.4%
East Putney	Local	3.8%	21.3%
Edgware	Local	2.5%	11.0%
Edgware Road (Bak)	Metro	0.2%	0.2%
Edgware Road (SSL)	Metro	7.1%	6.8%
Elephant & Castle	Destination	0.4%	0.6%
Elm Park	Local	10.7%	10.8%
Embankment	Destination	2.9%	7.2%
Epping	Local	2.3%	6.0%
Euston	Gateway	1.0%	1.4%
Euston Square	Metro	3.9%	2.7%
Fairlop	Local	26.2%	22.7%
Farringdon	Destination	10.5%	10.0%
Finchley Central	Local	8.5%	60.1%
Finchley Road	Metro	3.6%	5.4%
Finsbury Park	Destination	2.8%	3.0%
Fulham Broadway	Metro	1.5%	0.5%
Gants Hill	Metro	0.7%	0.5%
Gloucester Road	Destination	0.7%	0.8%
Golders Green	Local	6.2%	24.6%
Goldhawk Road	Local	16.0%	4.2%
Goodge Street	Metro	2.8%	4.1%
Grange Hill	Local	17.4%	9.4%
Great Portland Street	Metro	2.2%	0.3%
Greenford	Local	21.1%	7.0%
Green Park	Destination	0.6%	0.9%
Gunnarsbury	Local	25.6%	4.7%
Hainault	Local	1.6%	3.4%
Hammersmith (C&H)	Local	2.9%	12.3%

Station	Type	Average Aug15 - Apr16	Average Apr16 - Sep16
Hammersmith (D&P)	Metro	2.1%	1.9%
Hampstead	Metro	0.9%	0.4%
Hanger Lane	Local	13.0%	21.7%
Harlesden	Local	50.1%	28.0%
Harrow-on-the-Hill	Metro	1.5%	0.9%
Harrow Wealdstone	Metro	43.4%	49.7%
Hatton Cross	Metro	4.4%	4.0%
Heathrow Terminal 4	Metro	6.1%	1.5%
Heathrow Terminals 123	Gateway	7.0%	1.8%
Hendon Central	Local	2.7%	12.6%
High Barnet	Local	52.4%	64.7%
Highbury	Destination	4.6%	6.5%
Highgate	Metro	1.6%	0.8%
High Street Kensington	Metro	1.7%	2.5%
Hillingdon	Local	7.5%	11.1%
Holborn	Destination	0.8%	0.3%
Holland Park	Metro	2.9%	7.8%
Holloway Road	Metro	2.3%	2.3%
Hornchurch	Local	9.6%	8.1%
Hounslow Central	Local	2.3%	9.6%
Hounslow East	Local	4.5%	17.0%
Hounslow West	Metro	1.2%	1.1%
Hyde Park Corner	Metro	1.0%	0.6%
Ickenham	Local	10.9%	11.8%
Kennington	Metro	2.7%	1.7%
Kensal Green	Local	29.5%	6.6%
Kentish Town	Metro	0.5%	0.4%
Kenton	Local	40.5%	23.3%
Kew Gardens	Local	44.2%	28.2%
Kilburn	Local	2.3%	7.7%
Kilburn Park	Metro	0.7%	1.1%
Kingsbury	Local	0.9%	5.0%
Kings Cross	Gateway	3.8%	7.9%
Knightsbridge	Metro	5.9%	4.8%
Ladbroke Grove	Local	25.7%	16.3%
Lambeth North	Metro	0.4%	22.5%
Lancaster Gate	Metro	0.1%	0.5%
Latimer Road	Local	16.3%	6.5%
Leicester Square	Destination	1.3%	0.4%
Leyton	Local	20.8%	25.7%
Leytonstone	Local	12.1%	18.0%
Liverpool Street	Gateway	2.3%	6.8%
London Bridge	Destination	2.2%	2.4%
Loughton	Local	2.8%	4.9%
Maida Vale	Metro	1.2%	1.2%
Manor House	Metro	0.8%	0.9%
Mansion House	Metro	2.2%	5.1%
Marble Arch	Metro	0.6%	0.6%

Station	Type	Average Aug15 - Apr16	Average Apr16 - Sep16
Marylebone	Metro	1.6%	11.7%
Mile End	Metro	2.5%	1.3%
Moorgate	Destination	7.7%	10.5%
Moor Park	Local	14.0%	15.0%
Morden	Metro	2.4%	2.6%
Mornington Crescent	Metro	0.9%	0.7%
Neasden	Local	3.8%	7.8%
Newbury Park	Local	3.7%	3.9%
North Acton	Local	4.5%	12.9%
North Ealing	Local	12.6%	8.3%
Northfields	Local	3.1%	8.7%
North Greenwich	Destination	2.4%	1.8%
North Harrow	Local	21.0%	15.5%
Northolt	Local	4.3%	7.5%
North Wembley	Local	38.7%	21.2%
Northwick Park	Local	11.5%	14.9%
Northwood	Local	11.8%	13.2%
Northwood Hills	Local	13.9%	10.1%
Notting Hill Gate	Destination	3.0%	9.4%
Oakwood	Metro	21.4%	10.7%
Old Street	Metro	0.8%	1.9%
Osterley	Local	9.3%	13.7%
Oval	Metro	4.8%	5.5%
Oxford Circus	Destination	2.9%	1.3%
Paddington	Gateway	8.9%	10.7%
Park Royal	Local	6.6%	12.1%
Parsons Green	Local	9.0%	21.8%
Perivale	Local	14.9%	22.3%
Piccadilly Circus	Destination	0.5%	0.5%
Pimlico	Metro	0.9%	0.6%
Pinner	Local	10.5%	9.6%
Plaistow	Local	13.9%	58.7%
Preston Road	Local	6.5%	14.2%
Putney Bridge	Local	4.3%	18.7%
Queensbury	Local	1.5%	4.7%
Queens Park	Metro	20.3%	22.2%
Queensway	Metro	0.8%	0.9%
Ravenscourt Park	Local	12.0%	22.3%
Rayners Lane	Local	6.7%	16.6%
Redbridge	Metro	0.2%	0.7%
Regents Park	Metro	0.5%	0.3%
Rickmansworth	Local	13.8%	15.1%
Royal Oak	Local	13.3%	5.3%
Ruislip	Local	11.6%	12.9%
Ruislip Gardens	Local	12.7%	11.6%
Ruislip Manor	Local	13.6%	13.8%
Russell Square	Metro	1.8%	0.5%
Seven Sisters	Metro	3.2%	2.5%

Station	Type	Average Aug15 - Apr16	Average Apr16 - Sep16
Shepherds Bush	Metro	0.6%	0.5%
Shepherd's Bush Market	Local	9.3%	4.0%
Sloane Square	Metro	2.6%	7.0%
Snaresbrook	Local	19.3%	21.6%
South Ealing	Local	6.8%	13.2%
Southfields	Local	8.7%	25.3%
Southgate	Metro	0.3%	0.7%
South Harrow	Local	6.6%	9.2%
South Kensington	Destination	6.4%	6.7%
South Ruislip	Local	11.1%	20.6%
Southwark	Metro	0.8%	1.1%
South Wimbledon	Metro	0.5%	2.0%
South Woodford	Local	38.0%	24.5%
Stamford Brook	Local	7.8%	20.2%
Stanmore	Local	3.5%	7.7%
Stepney Green	Metro	8.2%	2.9%
St James's Park	Metro	1.7%	2.0%
St Johns Wood	Metro	1.3%	1.9%
Stockwell	Metro	1.3%	1.6%
Stonebridge Park	Local	27.2%	24.3%
St Paul's	Metro	1.1%	2.1%
Stratford	Destination	5.9%	11.3%
Sudbury Hill	Local	6.2%	9.4%
Sudbury Town	Local	43.2%	49.5%
Swiss Cottage	Metro	4.3%	3.8%
Temple	Metro	0.9%	0.9%
Theydon Bois	Local	16.9%	17.5%
Tooting Bec	Metro	1.5%	3.2%
Tooting Broadway	Metro	0.8%	1.0%
Tottenham Court Road	Destination	4.8%	6.2%
Tottenham Hale	Metro	2.1%	2.2%
Totteridge	Local	12.9%	15.6%
Tower Hill	Metro	1.3%	3.7%
Tufnell Park	Metro	4.7%	2.9%
Turnham Green	Local	7.1%	11.4%
Turnpike Lane	Metro	2.1%	3.5%
Upminster Bridge	Local	12.2%	12.5%
Upney	Local	17.9%	13.3%
Upton Park	Local	15.9%	56.7%
Uxbridge	Local	0.9%	1.9%
Vauxhall	Metro	2.6%	3.8%
Victoria	Gateway	6.8%	5.6%
Walthamstow Central	Metro	7.0%	1.7%
Wanstead	Metro	0.5%	0.8%
Warren Street	Metro	5.4%	3.6%
Warwick Avenue	Metro	2.2%	1.1%
Waterloo	Destination	3.7%	3.1%
Watford	Local	9.5%	11.9%

Station	Type	Average Aug15 - Apr16	Average Apr16 - Sep16
Wembley Central	Metro	4.9%	5.0%
Wembley Park	Destination	5.6%	6.5%
West Acton	Local	15.8%	16.8%
Westbourne Park	Local	9.1%	4.7%
West Brompton	Local	4.2%	7.4%
West Finchley	Local	12.7%	15.4%
West Ham	Metro	7.2%	5.1%
West Harrow	Local	13.7%	12.3%
West Kensington	Local	30.2%	54.0%
Westminster	Destination	1.0%	1.7%
West Ruislip	Local	15.6%	14.8%
West Hampstead	Local	7.6%	22.1%
Whitechapel	Metro	2.8%	Not available
White City	Local	3.2%	4.7%
Willesden Green	Local	9.8%	20.5%
Wimbledon Park	Local	9.7%	20.6%
Woodford	Local	11.0%	10.1%
Wood Green	Metro	0.6%	0.5%
Wood Lane	Metro	6.3%	6.9%
Woodside Park	Local	7.2%	15.2%

Appendix S

Help point procedures

LTW Review of Ticket Office closures – Passenger Help Points (PHPs)

As part of its review of the customer impact of ticket office closures across the London Underground network, London TravelWatch has requested further information on the following:

- The procedure for answering help points at stations without fully staffed control rooms
- Number of instances where “information calls” from PHPs are going unanswered

1. Procedure for answering calls from help points

The routing procedure for calls arising from passenger help points varies across the network depending on the local station management arrangements and the nature of the call.

	Information Calls	Emergency Calls
Stations with a fully staffed control room (~35)	Calls are routed to the station control room	Calls are routed to the station control room. If not answered on the station, calls are transferred to the BTP
Stations without a fully staffed control room (~160)	Calls are routed to the station office	Calls are routed to the station control room. If not answered on the station, calls are transferred to the BTP
Stations with a newly installed PHP in the ticket hall (52)	Calls are routed to the TfL Contact Centre (based at North Greenwich)	Calls are routed to the London Underground Control Centre (based in Southwark)

2. Instances where “information calls” are unanswered

With the exception of newly installed PHPs routing to the TfL Contact Centre, help points are installed on local telecommunications networks. We do not have performance data for local networks, so we are unable to monitor how many information calls are made and go unanswered at these locations.

However, we do not believe that there is a significant issue with information calls going unanswered. We have had very few complaints regarding this issue. Further, data associated with calls made from PHPs at stations connected to the TfL Contact Centre indicates that very few information calls are made. Data from the previous six periods indicates there is, on average, less than one “information call” per station per day.

Appendix T

Ticket machine availability data

Passenger Operated Machine (POM) Availability Index (PAI)

What is PAI?

The POM Availability Index (PAI) is a weighted average performance measure of ticket vending machines at a station. Functionality faults are weighted to reflect the impact that this failure typically has on customers. For example, if there is a "Bank Card Reader Fault", we count 70% of the minutes while the fault persists as degraded service because approximately 70% of our customers use bank cards to pay for travel. Similarly, if there is a "Ticket Handling Unit Fault", we count 30% of those minutes while the fault persists as degraded service because around 30% of transactions involved paper tickets.

After the weighted performance of each ticket machine type is calculated, we then weight each station by its mix of machines. For example, if a station has one MFM and one AFM, they are weighted as 60/40 as the MFM takes more payments types.

Comments

While performance varies from station to station, the PAI for P7 2016 (average 93.1) is only marginally down compared to P3 2015 (average 93.8)

There remain some reporting issues, but the faults affected are relatively infrequent and minor in impact. As such, this PAI data is deemed to be a reasonable reflection of performance.

The slight decline in performance is mostly related to smart card dispenser (SCD) and bank note recycler (BNR) faults. These are new components introduced to provide customers with greater functionality, but any fault associated with them is obviously incremental. The reliability of these components is improving as our experience of them increases.

Ticket machines are also being used more since the closure of ticket offices. A small decrease in reliability as a result of higher usage is to be expected.

Overall performance remains close to target, but work continues to improve reliability and introduce greater resilience where

Station	P3 2015	P7 2016	Target
Acton Town Station	93.47	93.14	95.50
Aldgate East Station	92.09	87.70	94.00
Aldgate Station	97.60	94.09	92.25
Alperton Station	97.64	95.35	96.25
Amersham Station	96.38	96.15	96.00
Angel Station	92.86	92.84	95.25

Station	P3 2015	P7 2016	Target
Archway Station	93.19	92.93	93.75
Arnos Grove Station	96.97	97.22	96.50
Arsenal Station	95.56	91.08	94.50
Baker Street Station	90.47	84.42	92.00
Balham Station	94.86	92.32	93.75
Bank/Monument Station	93.26	92.81	92.00
Barbican Station	90.60	91.65	95.00
Barkingside Station	93.05	96.02	97.00
Barons Court Station	98.58	94.86	96.75
Bayswater Station	95.79	97.02	93.50
Becontree Station	92.70	97.49	94.25
Belsize Park Station	94.66	92.52	95.75
Bermondsey Station	90.83	77.68	92.00
Bethnal Green Station	93.73	95.78	94.25
Blackfriars Station	93.16	84.49	96.25
Blackhorse Road Station	96.06	95.62	93.50
Bond Street Station	91.01	91.40	94.50
Borough Station	90.92	92.04	95.50
Boston Manor Station	96.78	98.55	95.00
Bounds Green Station	94.34	96.20	95.25
Bow Road Station	95.43	95.00	95.25
Brent Cross Station	97.74	94.67	95.75
Brixton Station	92.49	92.21	92.25
Bromley By Bow Station	97.32	94.42	93.75
Buckhurst Hill Station	96.87	93.84	93.50
Burnt Oak Station	95.34	91.06	93.25
Caledonian Road Station	95.00	90.77	93.00
Camden Town Station	84.51	94.49	94.00
Canada Water Station	92.84	89.13	92.00
Canary Wharf Station	89.91	83.56	92.00
Canning Town Station	90.68	91.26	92.00

Station	P3 2015	P7 2016	Target
Cannon Street Station	98.04	89.45	92.00
Canons Park Station	97.84	95.53	96.00
Chalfont & Latimer Station	99.22	96.68	97.50
Chalk Farm Station	95.61	92.94	94.50
Chancery Lane Station	97.04	93.58	94.25
Charing Cross Station	91.66	83.25	92.00
Chesham Station	95.64	95.71	96.50
Chigwell Station	95.51	97.55	98.00
Chiswick Park Station	99.27	96.78	96.00
Chorleywood Station	98.92	97.68	97.75
Clapham Common Station	93.54	93.47	96.00
Clapham North Station	94.24	91.10	94.75
Clapham South Station	96.45	93.23	94.25
Cockfosters Station	96.85	97.03	94.75
Colindale Station	89.85	89.56	95.75
Colliers Wood Station	84.83	95.50	92.00
Covent Garden Station	98.37	93.10	92.00
Croxley Station	99.45	95.73	98.00
Dagenham East Station	96.88	96.24	96.00
Dagenham Heathway Station	95.16	92.29	94.75
Debden Station	98.48	97.24	96.00
Dollis Hill Station	94.80	93.95	95.25
Ealing Common Station	95.92	97.52	98.00
Earl's Court Station	91.01	93.13	93.00
East Acton Station	96.91	83.62	96.75
East Finchley Station	96.25	90.54	96.75
East Ham Station	96.18	93.29	93.75
East Putney Station	96.28	94.75	97.50
Eastcote Station	95.00	90.83	97.50
Edgware Road Station (B'Loo)	87.93	92.03	93.50
Edgware Road Station (H&C)	95.18	88.38	92.00

Station	P3 2015	P7 2016	Target
Edgware Station	92.76	92.99	95.25
Elephant & Castle Station	91.39	93.29	93.25
Elm Park Station	97.86	89.98	95.50
Embankment Station	88.41	91.53	92.00
Epping Station	95.32	96.00	95.75
Euston Square Station	92.06	87.09	92.00
Euston Station	94.97	89.84	94.25
Fairlop Station	95.96	99.39	96.50
Farringdon Station	93.47	95.22	94.25
Finchley Central Station	87.82	98.41	95.75
Finchley Road Station	91.79	89.37	94.75
Finsbury Park Station	72.75	83.34	94.75
Fulham Broadway Station	91.52	87.82	93.75
Gants Hill Station	92.92	96.59	95.75
Gloucester Road Station	86.15	91.92	94.50
Golders Green Station	92.60	91.68	92.00
Goldhawk Road Station	98.57	96.00	93.50
Goodge Street Station	96.31	95.41	93.00
Grange Hill Station	97.73	95.14	97.00
Great Portland Street Station	93.21	86.86	93.00
Green Park Station	91.65	92.92	93.50
Greenford Station	95.91	94.51	95.75
Hainault Station	91.64	94.72	96.75
Hammersmith Station	95.17	94.73	95.00
Hammersmith Station (H&C)	96.08	91.29	95.50
Hampstead Station	94.40	95.96	93.00
Hanger Lane Station	94.54	97.22	96.00
Harrow On The Hill Station	95.67	91.47	92.25
Hatton Cross Station	89.65	93.11	96.50
Heathrow T4 Station	89.84	93.92	94.00
Heathrow 123 Station	91.38	90.76	92.00

Station	P3 2015	P7 2016	Target
Hendon Central Station	93.65	95.01	95.00
High Barnet Station	92.72	94.34	96.50
High Street Kensington Station	89.72	93.76	93.50
Highbury & Islington Station	87.41	90.06	92.00
Highgate Station	96.21	94.38	96.00
Hillingdon Station	94.65	98.60	98.00
Holborn Station	91.90	82.37	94.00
Holland Park Station	97.88	92.44	94.25
Holloway Road Station	94.61	91.26	96.25
Hornchurch Station	98.89	95.41	96.25
Hounslow Central Station	96.17	94.50	97.75
Hounslow East Station	96.11	94.78	96.00
Hounslow West Station	96.43	97.06	95.75
Hyde Park Corner Station	92.65	92.54	93.75
Ickenham Station	98.02	94.15	97.50
Kennington Station	95.55	89.57	94.75
Kentish Town Station	93.37	93.71	92.75
Kilburn Park Station	92.24	97.56	94.75
Kilburn Station	94.34	90.53	95.50
Kings Cross Station	86.94	89.98	92.00
Kingsbury Station	96.08	93.69	92.25
Knightsbridge Station	92.41	89.48	92.25
Ladbroke Grove Station	93.16	92.89	92.00
Lambeth North Station	93.62	N/A	92.00
Lancaster Gate Station	88.88	92.75	92.75
Latimer Road Station	96.98	93.83	96.50
Leicester Square Station	80.45	95.81	92.00
Leyton Station	89.40	90.92	94.25
Leytonstone Station	94.59	92.68	95.50
Liverpool Street Station	91.23	91.79	92.00
London Bridge Station	84.20	92.51	92.00

Station	P3 2015	P7 2016	Target
Loughton Station	94.79	93.68	95.75
Maida Vale Station	95.95	96.32	95.75
Manor House Station	94.02	93.18	96.25
Mansion House Station	92.65	97.30	97.25
Marble Arch Station	88.92	75.00	92.25
Marylebone Station	94.97	92.58	92.00
Mile End Station	92.78	87.24	93.00
Mill Hill East Station	99.08	95.51	98.00
Moor Park Station	98.99	98.04	97.50
Moorgate Station	96.11	90.64	96.50
Morden Station	95.38	90.61	95.50
Mornington Crescent Station	94.08	95.78	93.50
Neasden Station	98.04	94.14	95.00
Newbury Park Station	95.39	93.80	95.00
North Acton Station	96.29	93.92	96.00
North Ealing Station	92.79	99.09	98.00
North Greenwich Station	94.69	89.80	92.25
North Harrow Station	97.37	96.12	96.00
Northfields Station	97.60	89.55	96.25
Northolt Station	94.81	94.16	96.50
Northwick Park Station	89.63	94.63	96.00
Northwood Hills Station	98.27	96.28	97.50
Northwood Station	92.46	95.54	97.50
Notting Hill Gate Station	92.91	89.82	94.25
Oakwood Station	96.34	92.06	96.00
Old Street Station	90.39	92.73	92.00
Osterley Station	94.19	99.18	97.00
Oval Station	85.70	91.38	94.75
Oxford Circus Station	90.57	89.78	93.00
Paddington Station	85.09	90.84	92.00
Paddington - Suburban Station	89.90	94.21	92.00

Station	P3 2015	P7 2016	Target
Park Royal Station	98.40	91.31	98.00
Parsons Green Station	96.81	97.47	96.25
Perivale Station	97.15	96.18	93.00
Piccadilly Circus Station	93.90	95.38	93.00
Pimlico Station	93.69	97.79	92.25
Pinner Station	96.73	94.91	97.25
Plaistow Station	95.30	85.13	96.50
Preston Road Station	93.25	97.07	95.75
Putney Bridge Station	80.94	95.05	97.25
Queensbury Station	97.58	95.58	97.25
Queensway Station	90.07	93.76	92.00
Ravenscourt Park Station	98.57	96.33	97.25
Rayners Lane Station	96.35	92.81	96.75
Redbridge Station	98.14	97.48	96.50
Regents Park Station	82.50	93.39	92.50
Rickmansworth Station	98.88	98.67	97.75
Roding Valley Station	99.16	93.40	95.75
Royal Oak Station	97.41	96.63	95.75
Ruislip Gardens Station	97.69	96.15	97.75
Ruislip Manor Station	97.38	95.62	97.75
Ruislip Station	98.77	93.85	94.00
Russell Square Station	91.84	93.37	96.00
Seven Sisters Station	94.18	92.48	92.75
Shepherds Bush (Cen) Station	86.53	92.53	92.00
Shepherds Bush Market Station	93.70	95.82	95.25
Sloane Square Station	92.60	90.79	92.00
Snaresbrook Station	98.19	95.11	98.00
South Ealing Station	96.95	97.57	96.50
South Harrow Station	95.27	94.70	96.50
South Kensington Station	90.02	95.62	95.25
South Ruislip Station	98.07	95.37	95.75

Station	P3 2015	P7 2016	Target
South Wimbledon Station	95.01	92.24	92.50
South Woodford Station	96.06	92.96	93.25
Southfields Station	97.39	97.72	96.00
Southgate Station	93.94	93.69	95.25
Southwark Station	89.07	90.34	95.25
St James's Park Station	91.55	89.56	93.50
St Johns Wood Station	92.38	86.55	93.75
St Paul's Station	91.34	89.05	94.00
Stamford Brook Station	97.21	96.26	96.00
Stanmore Station	95.82	97.12	96.00
Stepney Green Station	91.55	75.70	95.50
Stockwell Station	91.02	90.14	95.25
Stratford Station	83.09	90.51	92.00
Sudbury Hill Station	96.17	94.30	96.50
Sudbury Town Station	98.51	96.86	97.25
Swiss Cottage Station	93.32	90.18	94.75
Temple Station	98.19	92.67	94.25
Theydon Bois Station	96.89	94.03	96.25
Tooting Bec Station	92.53	95.10	95.25
Tooting Broadway Station	90.66	89.15	95.75
Tottenham Court Road Station	94.39	92.77	92.00
Tottenham Hale Station	83.39	89.22	92.25
Totteridge & Whetstone Station	99.07	95.40	96.75
Tower Hill Station	91.03	92.00	93.50
Tufnell Park Station	79.00	84.24	95.00
Turnham Green Station	90.73	97.68	95.00
Turnpike Lane Station	95.02	95.44	95.00
Upminster Bridge Station	99.39	96.17	97.25
Upney Station	94.77	96.77	96.25
Upton Park Station	91.76	92.00	95.00
Uxbridge Station	91.73	92.24	93.25

Station	P3 2015	P7 2016	Target
Vauxhall Station	93.71	92.10	92.00
Victoria Station	92.09	89.54	92.00
Walthamstow Central Station	93.14	92.97	92.00
Wanstead Station	92.54	97.75	96.50
Warren Street Station	96.33	90.94	92.50
Warwick Avenue Station	84.23	96.62	94.75
Waterloo Station	91.61	89.95	92.00
Watford Station	94.68	95.82	96.75
Wembley Park Station	92.38	92.51	95.25
West Acton Station	97.31	93.10	96.00
West Brompton Station	95.03	93.94	94.75
West Finchley Station	97.67	95.38	98.00
West Ham Station	90.46	86.18	92.50
West Hampstead Station	95.62	92.31	94.00
West Harrow Station	98.59	96.80	98.00
West Kensington Station	93.50	95.72	94.50
West Ruislip Station	98.70	93.17	97.50
Westbourne Park Station	97.64	96.17	95.00
Westminster Station	92.97	89.88	92.50
White City Station	94.91	89.50	95.25
Whitechapel Station	92.65	89.20	92.75
Willesden Green Station	93.72	95.06	93.50
Wimbledon Park Station	95.79	94.60	96.00
Wood Green Station	89.58	90.81	92.00
Wood Lane Station	93.00	98.07	92.75
Woodford Station	96.59	88.72	94.25
Woodside Park Station	97.68	97.12	96.25
Average	93.81	93.06	94.77

Appendix U

Weightings for ticket machine

availability data

POM Component OOS Weightings

	AFM	MFM	QBM
Fault (Engineer Required)	100%	100%	100%
Operational (Staff Fingertip Maintenance)	100%	100%	100%
Payment Type Faults			
Bank Card Reader Fault	70%	70%	100%
Note Handling Fault	N/A	30%	N/A
Bank Note Recycler Fault	N/A	20%	N/A
Coin Handling Unit Fault	30%	40%	N/A
Overpayment Mode (Not dispensing change)	N/A	10%	N/A
Ticket Type Faults			
Remote Ticketing Device (Oyster Card Reader)	70%	70%	100%
Smart Card Dispenser (New Oystercards)	5%	5%	N/A
Ticket Handling Unit (Magnetic Tickets)	30%	30%	N/A

Appendix V

RMT Submission 1



London Underground Ticket Offices

Review of closure programme

Submission to London TravelWatch

1. Overview

The Rail Maritime & Transport Workers Union represents around two thirds of station staff working on London Underground.

This submission to the London TravelWatch report into the London Underground (LU) Ticket Office Closure Programme has been prepared from information provided by our local and Stations Functional representatives

The report will demonstrate that the ticket office closure programme and the associated *Fit for the Future* staffing model has had a detrimental effect on passengers in regard to the three areas that the report is focussing on; the ability of passengers to travel safely; the ability of passengers to purchase the right ticket easily and the provision of help and support to allow passengers to get around London.

This submission will, in particular, highlight members' concerns regarding:

- 873 job cuts¹ on stations that have left stations dangerously understaffed.
- Increased fatigue resulting from an increase in unsociable working as a result of job cuts.
- De-staffing of Station Control rooms leaving stations without a communication hub and leaving safety critical systems unmonitored.
- Introduction of a new grade of station assistant that is not trained in operational procedures and leaves stations without sufficient staff resources to deal with emergencies.
- Closure of all ticket offices which has made ticket issuing more awkward and time consuming for passengers and takes station assistants away from other roles in order to issue tickets on self-service machines.

¹ *Note on statistical method*

Job numbers are calculated by comparing LU's establishment utilisation report for period 1, 2016 (*Fit for the Future* rosters) with staff numbers for April 2014, provided to the trade unions in Company Council Sub-Group. The data for 2014 shows rostered positions with rest day/ sickness/ Annual Leave cover provided by a separate reserve of staff. In some cases the reserve does not cover an equivalent area to the areas in the *Fit for the Future* staffing model and so numbers cannot be directly compared. Reserves provided an additional 0.37 of rostered staffing. Where areas do not match between the two models, a figure of 1.37 has been multiplied by rostered positions to give a total staffing figure that can be compared to current *Fit for the Future* rosters, which have cover incorporated into the roster.

2. Travel safely on the Tube network

RMT contends that the safe running of London Underground (LU) stations has been compromised by the ticket office closure plan and associated *Fit for the Future* staffing model.

A key element of the ticket office closure plan has been the imposition, by LU, of its *Fit for the Future* staffing model. This model was opposed by the trade unions and has never been agreed by RMT Health & Safety or Industrial Relations representatives

Contrary to claims that *Fit for the Future* has provided more visible staff on LU stations, the real situation is that there are 873 fewer station staff on LU today than was the case in April 2014. Furthermore, LU has introduced a new grade of stations assistant (CSA2) that is not trained in operational procedures such as assisting a person ill on a train, stopping or reversing the direction of an escalator and many other similar tasks. However, the CSA2 is counted towards minimum staffing numbers as required under legislation. As a result, a station can meet minimum numbers but not have qualified staff to control an evacuation or other emergency situation.

London Underground has conducted a Local Investigation into an incident at Canning Town where an evacuation, resulting from a passenger falling between the platform and a Jubilee line train, went out of control. The Canning Town incident occurred on 26 May 2016 and the report is attached to this submission as appendix 1. The report is explicit that *Fit for the Future* staffing model caused the evacuation to go out of control.

The report states:

- *As part of the development of Fit for the Future Stations staffing arrangements, consideration was given to the strategic aim of having more staff present in customer facing areas in larger stations. On this basis, it was felt that there were more customer facing and effective ways of providing the function than by a member of staff permanently situated in the control room.*
- *With the Control Room at Canning Town being unstaffed there was no central base for communications to flow in and out of.*
- *Station classification lead to low numbers of staff being present to manage an emergency.*
- *The current operating model did not match customer demand or resourcing levels.*

The report makes a number of observations that demonstrate that *Fit for the Future* has impacted negatively on station safety. It says:

- *The lack of organised incident management ultimately played a more significant role in this incident than the customer's leg becoming trapped between the train and platform.*

Whilst Incident Management is clearly defined within Rule Book 2, observations from the CCTV and conversations with those involved highlight deficiencies in the following areas:

- *Unclear as to who is performing what role*
- *Lack of familiarity with local incident management process*
- *No liaison between stakeholders as defined within the Control and Congestion Emergency Plan (CCEP).*
- *Canning Town operates with a zero numbers staffing level (as does West Ham)*
- *Communications from NSCC where impaired due to the noise*
- *No instruction was given to stop the DLR dispatching passengers at Canning Town*
- *Staff unavailable to attend the RVP to meet with the Emergency Services.*

The investigating team believe that although the above would not have stopped the customer's leg becoming trapped between the platform and the train, they would have led to a

co-ordinated and structured incident management between the LU Senior Operating Officer, Neasden Service Control Centre and Canning Town Station staff.

The report was made available to Jubilee Line management on 22 July 2016. In spite of the report's findings, the continuing lack of staff available as a result of *Fit for the Future*, led directly to a further incident at Canning Town. On 18 Sept 2016 Canning Town was left open with no control room staff and no station supervisor. The only member of staff on duty was a Customer Service Assistant who is not trained in the control of the station fire panel or other safety critical control room equipment. This is an arrangement that London Underground calls "babysitting".

While the station was being babysat, a mobility impaired customer attempted to call for assistance using an information point. They were unable to communicate with station staff as the information point can only be answered from the unstaffed control room. The passenger then activated a fire call point in an effort to summon assistance. There was no supervisor or manager on site to deal with the fire panel going into evacuation mode.

These two incidents at Canning Town demonstrate the potential consequences of the cuts in staff made by London Underground under *Fit for the Future*. The uncontrolled evacuation that occurred on 26 May was not the result of particular characteristics of Canning Town, but was the result of an unstaffed control room and inadequate staffing level overall. This situation pertains to the new staffing model across London Underground.

RMT asks TravelWatch to consider the following concerns of our Health & Safety representatives regarding the impact of *Fit for the Future* stations on LU:

- Station control rooms have been de-staffed with no replacement of the functions and equipment held in them.
- Dramatically reduced staffing across the whole network leading to inability to safely run stations.
- Incorrect downgrading of dozens of stations in relation to needs of staffing and operational response leading to complete lack of resource and equipment, sometimes to carry out even basic tasks.
- Ability to react to emergencies and major incidents has been significantly reduced.
- Regular non-staffing of stations to divert resource to bigger stations.
- Stations being run (know as babysitting) by unqualified staff.
- Lifts, escalators and other equipment being left in service without staff available to deal with emergencies involving these assets.
- Staff with no experience of areas or role being made to run stations with little or no training.
- Inadequate training of staff for new roles. No consultation with staff safety representatives prior to the introduction of new programmes of safety critical training.
- Downgrading of training standards.
- Staff fatigue. LUL have removed 873 staff but the workload has increased. This has left the existing staff doing sometimes two or three jobs at once.
- Rosters with less people, but the same amount of duties to fill - meaning an increase of weekend working, nights and extreme duties (starts before 07:00 or finishes after 23:00).
- Inadequate cover staffing is causing individuals to be given fragmented working hours when on cover weeks. Sometimes an individual is given nights, earlies and lates in the same five day working week.
- Massive increase in overtime and increase in staff sickness with conditions linked to fatigue and stress. Management have removed an overtime limit of 30% of contracted working hours from the stations framework for staff deployment.

3. Purchase the right ticket easily

London Underground (LU) and the previous Mayor claimed that the ticket office closure plan would lead to an increase in staff available to help with ticket purchases. However, London Underground's own data shows that 873 jobs have been cut from Tube stations.

Only Heathrow, among the largest 'Gateway' stations, has seen any increase in staff numbers. Euston stands still. But Kings Cross (-21), Liverpool St (-3), Paddington (-5) and Victoria (-15) all lose staff.

Other large central London 'destination' stations also lose out. Bank, Oxford Circus, Westminster and Waterloo all now have less staff than before the ticket office closure programme

Less busy 'Metro' stations in Central London see severe cuts. Earl's Court and Fulham Broadway area loses 47; Stratford loses 23; Brixton loses 12 while Ladbrooke Grove loses 27.

In outer London the cuts have been drastic. The Harrow-on-the-Hill group loses 22; West Ham loses 18; Morden group loses 35 while Northern Edgware group is slashed by 51. Many suburban stations have been reduced to one person operation. Whenever that member of staff is dealing with operational issues, from lost property to major track or signal failures, there is no member of staff available to assist passengers purchase tickets.

In the vast majority of stations, including the busiest Central London stations, the ticket offices have been shut, but there are no additional staff in the ticket hall to help passengers use the self-service machines.

London Underground's fare and ticketing structure is complex. There are as many as four different fares for an adult single or return ticket depending on time of day and method of payment. There are then various discounts available. Many discounts have their own varied terms and conditions attached. Ticket purchases can often require more than five screens to be negotiated on a self-service machine.

During consultation LU made unsubstantiated claims that tickets could be issued faster on a self-service machine than at a ticket office window. RMT disputes this and believes that ticket issue is far quicker at a ticket office window, where a qualified ticket issuer is familiar with their equipment and where a broader range of tickets can be issued.

The Oyster card system has not removed the need for ticket offices. The issuing of an *Oyster* card is also much quicker at a ticket window than on a self-service machine. Uncompleted journeys and other irregularities can also be resolved easily at a ticket office. The London Evening Standard reported, in August 2016, that £225 million in dormant *Oyster* balances remain on cards. The closure of ticket offices has made claiming a refund of *Oyster* balances far more difficult. Many tourists and occasional users are unable to obtain a refund easily and end up leaving money on their cards.

Data provided by LU shows that the number of more complicated transactions, involving the issuing of magnetic tickets or season tickets at LU stations, is increasing. From period 5 2015 to period 5 2016 these type of transactions, across all LU stations (data is aggregated across ticket office windows and self-service machines), increased by 2.7%. On average, across 257 stations, there are over 300 season tickets and magnetic tickets issued every day at each station. The evidence indicates that demand for ticket issuing facilities remains strong across the Tube network, yet facilities have been greatly reduced as a result of the ticket office closure programme. This is causing longer queues for self-service machines.

The ticket office closure programme has created an inefficient new staffing model. Customer Service Assistants now have to spend extended periods of time assisting passengers to use self-service machines. When the ticket offices were open, a member of staff could serve passengers far more quickly at the ticket office window and the Customer Service Assistant was free to provide additional help to passengers. This inherent inefficiency has combined with a reduction in staff of 873 to the

detriment of passengers. Obtaining the correct ticket at a Tube station is now significantly more difficult and time-consuming than was the case before the ticket office closures.

4. Access the information and support they need to get around London

The reduction of staff on LU stations has impacted negatively on the support available to passengers.

Customer Service Assistants are now required to remain by self-service ticket machines as there is no ticket office available to passengers who find they are unable to use the self-service machines. This prevents staff from being available to mobility impaired or visually impaired passengers.

Many stations in outer zones have only one member of staff rostered throughout the day. As a result of staff cuts there are often no cover staff available for annual leave, training or sickness absences. As a result there are stations left with no staff at all on a daily basis. Plainly the support available to passengers when a station is unstaffed is very limited.

London Underground is relying on an unsustainable amount of overtime to keep stations open or staffed at all. Overtime is voluntary and any reduction in the amount of overtime staff feel able to work, will cause a further deterioration in the situation.

An additional problem for passengers requiring help is posed by a failure on the part of LU to properly train staff for new roles. Training in staff supervision was only started five months after staff took up new supervisory positions. Many staff working in ticket halls are yet to be trained in servicing self-service ticket machines.

5. Conclusion

The reduction of 873 jobs on London Underground stations has left stations without sufficient staff to respond to emergencies or to provide the level of assistance to passengers that has been provided in the past. The closure of ticket offices has compounded this. A smaller number of station staff have to use far less efficient self-service ticket issuing facilities and are unable to provide other assistance to a greater number of passengers.

London Underground staff organised by RMT believe that *Fit for the Future* must be urgently reviewed and that a staffing model should be implemented that is based on the following:

- Restoration of the 873 jobs lost on stations
- Re-open ticket offices
- Full training for all staff. All CSAs to be at CSA1 grade.

Appendix W

RMT Submission 2



London Underground Ticket Offices
Review of closure programme
Submission to London TravelWatch 2

Thank you for reviewing on behalf of the Mayor of London, Transport for London's programme of Tube ticket office closures. We have already set out our views to you during previous consultations and in our submission emailed on Tuesday 4 October. We re-iterate those points and build on them with the latest information below.

As anticipated by the bulk of passengers with whom our members had contact prior to the start of the Tube ticket office closure program, the removal of ticket offices has resulted in the provision of a poorer service to customers. Further, we believe that following the closure of ticket offices, there is ample evidence to substantiate those concerns.

From passengers unable to rectify incorrectly charged for journeys (eg due to gateline technology failures) to passengers squabbling over who is next to speak with a roving member of staff, chaotic ticket hall scenes have become routine. Long lines of visitors disembarked off mainline services queuing for ticket machines, while proximate ticket offices are screened off and left unused have been noted in the media. Overall, the impression formed by many visitors to the city, exacerbated by ticket office closures, is that peak travel on the transport network is insufficiently safe and incompetently managed.

TfL presented the closure of ticket offices as motivated by a desire to improve customer service. Of course, it was transparently never anything of the sort. The spin placed on the change was essentially a cynical attempt to obfuscate away from the financial pressures on TfL to reduce operational expenditure. We agree with Labour Member of the Greater London Assembly Navin Shah that ticket office closures have presaged a reduction in staffing levels. TfL itself confirm that staffing levels relative to volume of passengers have dropped.

We note the results of your 2013 focus groups with passengers. We also note Director of Research, Tim Bellenger's observation in his recommendation to London TravelWatch board members on 1 February 2016 that "there is significant public opposition to the proposal". We are disappointed that despite the above, London TravelWatch did not oppose the closure of station ticket offices, even when given the formal opportunity to do so (ie when administering the consultation on the ex-Silverlink station ticket offices).

We believe that your role in representing the views of passengers, required you to unambiguously oppose the withdrawal of services, the maintenance of which passengers reasonably believed to be in their interests. Even though you did not do so earlier, we hope your retrospective assessment of Transport for London's closure programme will fully reflect passengers' views and not be moderated to better fit with your earlier acquiescence.

Given that London TravelWatch claims credit for formulating the concept of the "virtual ticket office" we doubt that London TravelWatch can be considered independent/ neutral on this issue. We expect London TravelWatch to set aside its previous judgements on ticket offices and the close working relationship its staff have with Transport for London staff. We look forward to London TravelWatch

assessing the ticket office closure programme solely on the basis of passengers' interests and not through the prism of extraneous issues such as TfL's temporary funding shortfall.

We are concerned about London TravelWatch's ability to hold TfL to the commitments it makes in relation to attempting to mitigate for the loss of ticket offices. TfL's undertakings about keeping ticket offices open on the ex-Silverlink line were not maintained. For example, TfL's commitment to keep ticket offices open 7am – 7pm at a variety of stations until at least December 2016, were quickly discarded. Even though this was a commitment made to London TravelWatch in return for the organisation's support for its proposed closure programme, TfL opted to only open a number of the ticket offices during peak times (or in response to requests for tickets which could not be purchased on TVMs).

Further, we are concerned about London TravelWatch's ability to adequately scrutinise the claims made by TfL. For example, the claims made by TfL about the functionality of upgraded ticket machines were manifestly and continue to be untrue. Specifically, ticket machines cannot perform 99.9% of the tasks carried out at ticket offices – as set out below.

In terms of the types of tickets that are available to passengers, ticket machines are not an adequate replacement for ticket offices. Specifically, the following is a non-exhaustive list of the tasks that are performed at ticket offices, but which cannot be carried out at ticket machines:

- Topping up Oyster cards with exact amounts with card and/or notes - e.g. £6.50 (Zones 1-2 cap), £9.30 (Zones 1-4 cap), etc.
- Topping up Oyster cards with less than £5 with card and/ or notes (any Oysters with a negative balance, Child/ 16+ Oysters or any Oyster with a current discount privilege - especially important as a minimum £1.50 top-up has been imposed at non-LU Oyster Ticket Stops since 2 January 2016).
- Oyster journey history statement printouts and receipts detailing tickets purchased
- Mixed tender payments - e.g. part cash and part card
- Purchase of annual season tickets (<http://www.mayorwatch.co.uk/tfl-apologises-after-season-ticket-renewal-complaints/>)
- The ability to pay with £50/ Scottish Bank notes and 1p, 2p and 5p coins
- Refunds of Oyster cards (with a PAYG balance above £10 or with a valid season ticket or purchased less than 48 hours ago)
- Refunding last PAYG top-up or whole PAYG balance or using PAYG balance to offset the price of a season ticket (e.g. a customer who mistakenly topped up, when intending to purchase a season ticket)
- Odd period season tickets (longer than 1 month - e.g. 6 weeks and 5 days)
- Season ticket changes - e.g. customer wishes to increase/ reduce the number of zones of their season ticket
- Mainline discounts on single tickets (London Underground's machines only sell mainline railcard discounted travelcards)
- Upgrading a London Underground paper single/ return to a London Underground paper travelcard
- Replacing damaged paper travelcards
- Using a ROLT/RLMP to replace a ticket lost in a ticket gate

- Purchasing some of the wide range of mainline tickets - e.g. Advance, Super-off peak, Open singles/ returns
- The acceptance of cheques and warrants
- Sale of point-to-point season tickets
- Privilege-rate Mainline paper tickets
- Boundary Zone Extension tickets to mainline stations (for travelcard season tickets not including Zone 1)
- The ability to purchase group tickets for more than 19 people in a single transaction
- Refunding Same Station exits (more than 30 mins)
- Excess fares window (helps deter and offset losses to fare evasion)

Our broader concerns about the closure of ticket offices have previously been well-ventilated and London TravelWatch has itself considered the issues at length. We reiterate the points previously made, endorse the view of MPs who signed Early Day Motions on the issue – including EDM 1706¹, EDM 1109², EDM 787³ and EDM 957⁴ and list some of the additional key ones below here for your convenience:

Passengers find it harder to obtain advice on tickets and fares without a staffed office

Feedback from our members is that passengers are often tentative about approaching them in the ticket hall. Even where passengers appear to want advice on a journey or using a machine, they are frequently shy about requesting assistance. Staff can take steps to mitigate this – but obviously within limits. This was of course never the case with ticket offices as the function of staff in the offices was clear to everyone.

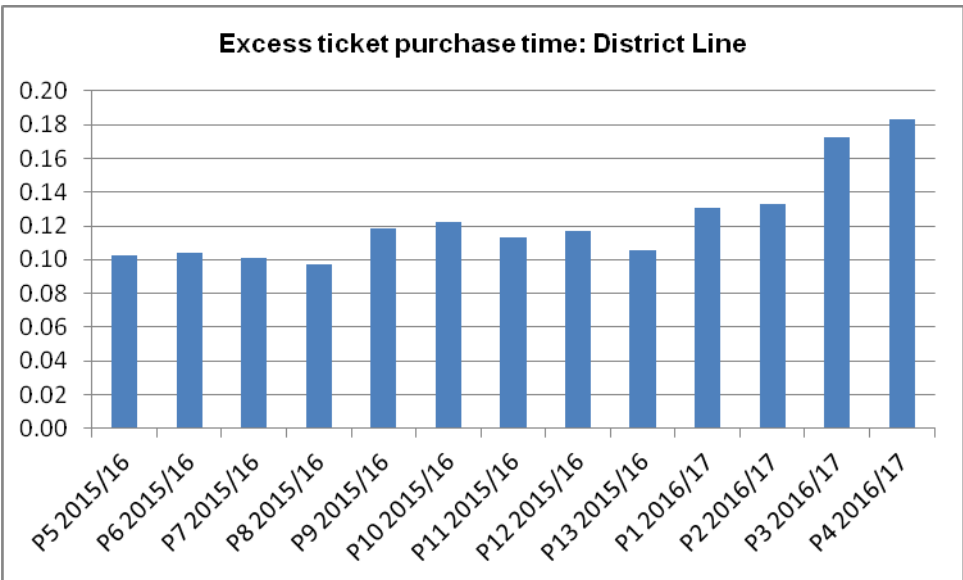
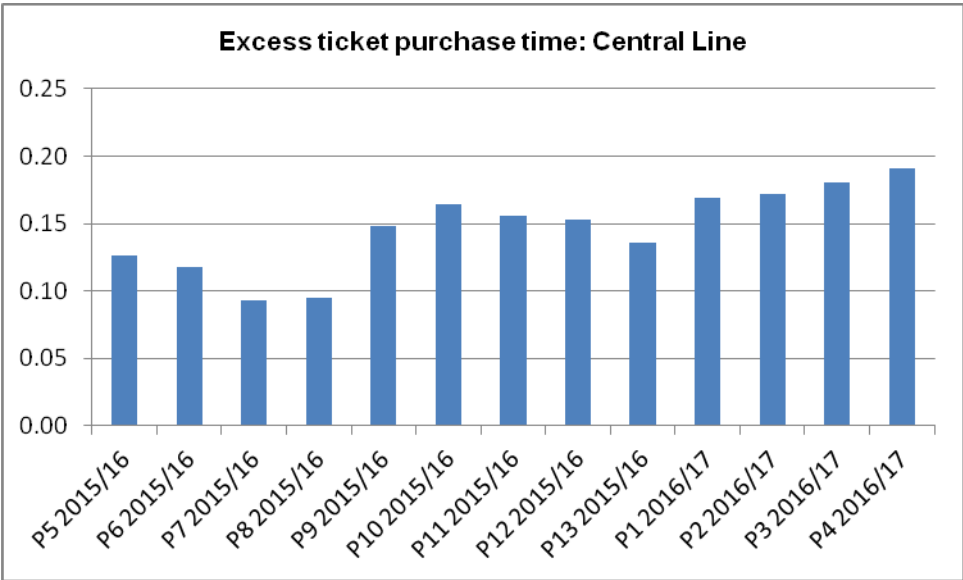
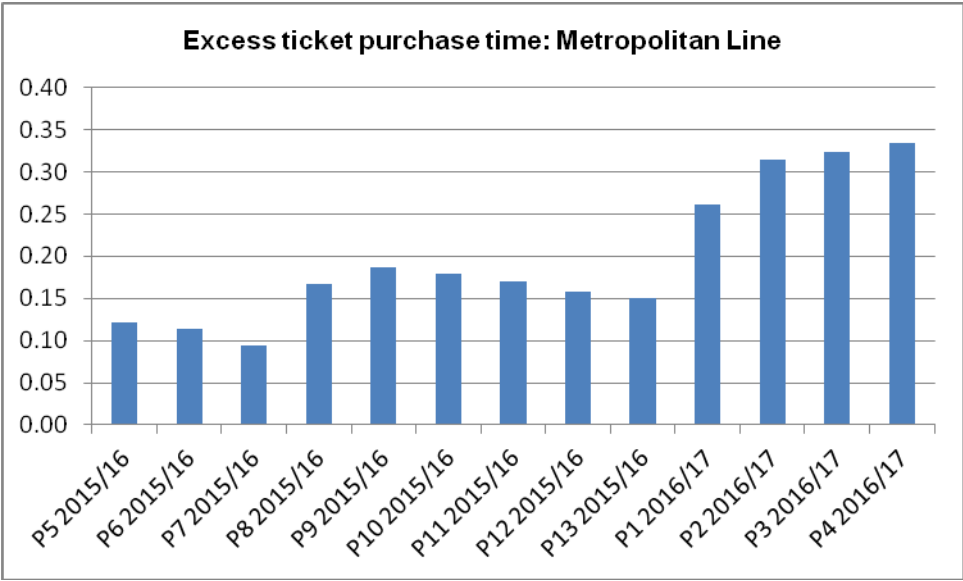
Where a passenger does require assistance, they frequently have to be referred to other sources of assistance – ie to the phone helpline (from where they are often referred back to the station) or online. This is exasperating for passengers and undermines passengers having a positive perception of the administration of public transport in London.

¹ <https://www.parliament.uk/edm/2006-07/1706>

² <http://www.parliament.uk/edm/2009-10/1169>

³ <https://www.parliament.uk/edm/2013-14/787>

⁴ <http://www.parliament.uk/edm/2015-16/957>



There are insufficient numbers of ticket machines leading to delays and impaired through flow of passengers

Not all ticket halls are suited to the placing of large ticket machines. The time it takes to carry out transactions at ticket machines is longer than for those at ticket machines. Transactions at ticket machines are much more likely to be held up and require staff assistance to correctly complete. The substantial sums being invested in ticket machines, which will likely soon be obsolete, is a poor use of limited TfL funds.

The lack of ticketing facilities is also impacting on TfL revenue. Specifically, it is frequently the case that due to lack of ticketing facilities, station staff are instructed to let customers travel without valid tickets. This situation occurs a number of times a day at multiple stations and persists for prolonged periods. We anticipate that the accumulated impact on TfL revenue, will likely have negative consequences for the provision of services.

Vulnerable or less technically minded passengers, perhaps including the elderly, disabled or visitors, may be less confident using a ticket machine and could end up overspending or being deterred from travel

In terms of visually-impaired people, where ticket offices are retained, people can learn the route to the ticket office window, but where ticket offices have been removed our members report that such customers are struggling to locate mobile staff. Further, ticket machines are touch-screen and do not deploy audio or tactile operation technology, so cannot be used unaided by many visually-impaired people.

In terms of hearing-impaired people, ticket office windows have induction loops, but obviously a mobile member of staff does not. Finally, in terms of mobility-impaired people, the design of ticket machines (e.g. absence of a level counter for sorting change) is inadequate. We therefore believe that the steps which TfL has taken to accommodate disabled users is insufficient to mitigate the loss of ticket offices.

Tube ticket offices at hub stations

A number of the ticket offices which were operated by London Underground are in stations which are also an integral part of the National Rail network. Given, on the National Rail network, the limited use of smartcards/ the lack of a standard pattern timetable/ a simple fare structure, there is such stations to retain adequate face-to-face ticketing facilities.

Crime

Another factor is deterring crime against passengers. We agree with the concerns in this regard of Dawn Butler, MP for Brent Central, remembering the appalling murder of Tom Ap Rhys Pryce⁶. She is correct that the ability of staff to safely oversee the ticket hall and safely be able to summon assistance is enhanced by staff being located in and having access to the secure confines of a ticket office.

Many of the stations which shed their ticket offices first showed a significantly higher level of reported criminality. For example, statistics produced by the British Transport Police for Wembley Park station (ticket office removed) show 54 criminal and anti-social behaviour offences reported committed in 2015 (up from 44 the year before)⁷. Whereas at nearby Wembley Central station (ticket office retained

⁵ <https://data.london.gov.uk/dataset/london-underground-performance-reports/resource/c3ecab2b-5acf-4124-8dd5-fb4ae7c016e5>

⁶ http://www.kilburntimes.co.uk/news/dawn_butler_mp_brent_overground_ticket_office_closures_could_cost_lives_1_4374865

⁷

<http://crimemaps.btp.police.uk/data/?q=Wembley%20Park,%20Wembley,%20Wembley,%20Greater%20London%20HA9,%20UK#station>

for longer) there were just eight criminal and anti-social behaviour offences reported committed in 2015 (down from 16 the year before)⁸.

Obviously there are many variables underlying the occurrence and recording of crime. However, there is a wealth of international research specific to public transport showing that where the level of official control differs, certain types of crime (eg theft and sexual assault) are often displaced to locations where criminals feel more confident that they will not be caught. This is a plausible hypothesis in understanding crime fluctuations in Wembley, which further research would likely support.

We hope you will support the recommend the re-opening of ticket offices on London Underground – specifically the re-commencement of the provision of services to passengers from those locations. We look forward to reading your response to this consultation.

National Union of Rail, Maritime and Transport Workers
Chalton Street, NW1 1JD

October 2016

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<http://crimemaps.btp.police.uk/data/?q=Wembley%20Central,%20Wembley,%20Wembley,%20Greater%20London%20HA0,%20UK#station>

Appendix X

TSSA Submission



LONDON UNDERGROUND TICKET OFFICE SURVEY

Introduction

TSSA is recognised by Transport for London and London Underground for collective bargaining purposes and over the last few years the Union has been in the thick of resisting cuts to ticket offices imposed by the previous London Mayor, Boris Johnson. That change was introduced in April 2016 and meant that not only were ticket offices closed across the Underground but staff were sought for voluntary redundancy in circa of 800 jobs cut across stations and others were reassigned to work on concourses and platforms carrying out multi-functional duties with tickets only being issued from machines. The reduction of posts across LU stations have since left staff unable to cope with the demands of running busy stations and many station control rooms, where communication and alarm systems should be monitored have been closed.

With the announcement by Sadiq Khan, the new Mayor, that a review would be carried out of the ticket office closures and new working practices imposed through the Fit for Future (FFtF) scheme, TSSA decided in September 2016 to carry out its own six monthly assessment. Our purpose was to ensure that by a survey of staff their voice would not be lost in the broader analysis of the FFtF arrangement and followed on from reports of heightened safety concerns by members.

TSSA's safety impact survey ran from 26th September to 7th October 2016 and was designed to be completed by LU Station staff, namely Customer Service Assistant (CSA) members.

Summary of results

The results from the survey have showed up some startling evidence that reveals a passenger service system in deep crisis. Amongst those results are that:

- A staggering 80% of TSSA members now feel less safe at work than they did before FFtF was introduced;
- 74% of our members report increases in passenger frustrations with ticket machines;
- A spike in abuse towards customer facing staff, 70.45% now reporting an increase in physical or verbal abuse or attacks since the ticket offices closed;

- More than 12,000 separate incidents of passenger abuse towards CSAs have been recorded on a company issued ipad app;
- This has caused increased stress at work adversely impacting on staff work-life balance with some members reporting work is now exhausting, anxiety-inducing, disrupting their sleep patterns with some members reporting they are afraid of going to and being at work;
- Staff cuts have left many surface stations unstaffed or with employees having to deal with lone working issues;
- Staff cuts have resulted in station security checks not being carried out in accordance with the correct safety procedures with asset checks being skipped and less safety checks taking place;
- Some sub surface stations remain open even when they do not have sufficient staff on duty in contravention of the fire safety legislation whilst others have to rely on overtime working to stay open;
- Not enough ticket machines to cope with demand in peak periods, give refunds, provide replacement Oyster cards, or give change to large bank notes;
- Fare evasion is now more likely than pre April.

To cope with the crisis, London Underground has instigated practices that TSSA members have told us include:

- Long shift patterns with some members reporting that they have been rostered to work for eight consecutive days;
- A lack of training and a failure to retain new staff leading to overstretched rosters;
- The pressure to do overtime - reported by 80% of survey respondents - of which there is more than ever before;
- Part-time staff now being asked to work additional hours;
- Full-time staff now being asked to work additional overtime to assist with Night Tube, contrary to agreement reached with the unions at ACAS and the recruitment of part-time staff designed to cover Night Tube only.

All of this has resulted in the staff having a lack of faith in management to resolve the crisis.

When asked how they would improve customer service and their own work environment, all respondents wanted:

- an increase in staffing levels;
- a return to dedicated ticket offices
- no more lone working and

- a return to the way it was before FFtF which includes reinstating the Special Requirement Teams of extra staff to be laid on at stations which cope with big events - sporting, musical, etc.

Results in more depth

Members participating in the survey worked across the Underground network at a range of stations, including many connected to National Rail stations and others that act as interchanges between different LU Lines.

QUESTION: Has the ticket office been closed at your station?

95% reported that their ticket office had already been closed.

QUESTION: If yes, please tell us the impact this has had on queues, inquiries and congestion at your station.

Broken down into a number of categories based on reports from survey participants, the impact of ticket office closures has been that:

1. **Ticket machines.** Long queues form at ticket machines at most stations, especially at peak periods. This problem has been exasperated because of issues with ticket machines that frequently crash causing frustration. In fact, 74% of our members report increases in passenger frustrations with ticket machines.

In addition, difficulties are caused for disabled people or people with special needs who may be unable to operate the POMs whilst tourists and infrequent travellers can also struggle to use the ticket machines.

Some members report that their stations are now cash free so they are unable to assist passengers buying their tickets with this means.

2. **Staff.** Heavy increases in enquiries because machines fail more often than before which takes a member of staff away from the front line and puts pressure on colleagues;

This problem is made worse because there are insufficient staff to cover all the duties, eg, at some stations, covering the ticket machine leaves the gateline unstaffed;

Many stations in the outlying areas of the tube which used to have at least two members of staff on duty during the morning and evening peak now only have one with the result that station exits go unstaffed with issues around ticketless travel;

3. **Safety.** There aren't enough staff present at some stations that come under the sub surface legal requirementsⁱ that require a minimum of two staff on duty when members of the public have access to the premises.

In some locations, members report that the station control room is not being covered in traffic hours, something they have called “a disaster waiting to happen.”

QUESTION: Have you noticed an increase in either verbal or physical abuse or attacks toward staff since the ticket offices have been closed?

HEADLINE: 70.45% of members reported an increase in either verbal or physical abuse or attacks toward staff since the ticket offices have been closed.

We went onto ask members to describe examples of this behaviour that they had experienced from customers. In response, we were told about instances that included being spat at, bitten, physically intimidated or called abusive words - usually with a plethora of other swear words.

The scale of the problem can be seen from the report that we received that the company has issued staff with an app that can be used on their work supplied ipads. The app is called WASB (Workplace Anti Social Behaviour) and notifications on this of verbal abuse instances are now around 12,000, a stark increase on what was previously reported.

The abuse and attacks experienced by CSA members has been attributed by them to factors including:

- customers getting angry when staff can't provide the same service that was available from the Ticket office
- demands to re-open closed ticket offices when staff are perceived to be standing around;
- staff trapped at barriers become the object of abuse;
- customers upset at the queues and taking it out on frontline staff;
- lack of staff at stations leads to abuse because it causes delays and frustrations;
- ticket machine issues:
 - not being fit for purpose;
 - ticket machines breaking down and causing delays to passengers;
 - ticket machines that don't take cash, others that don't accept cards;
 - people getting frustrated that the machine does not have change which means that the passenger has to leave and go to a shop if the machine is not working or is not accepting cards;
 - passengers get frustrated when they don't know how to operate the machines;
- inability of the staff to be able to carry out Oyster refunds and contactless cards being referred to issuer as well as incomplete journeys not being able to be resolved;
- people upset that the service isn't fast enough;

- use of contactless cards that let passengers travel but doesn't let them out of the barrier because they cannot prove whether they have touched in or not.

QUESTION: What is your perception of your own safety at work in the last 12 months?

HEADLINE: 80% of TSSA members felt less safe at work in London Underground now than they did prior to the introduction of FFtF.

When we asked if staff at stations felt more safe, not one of them said they did.

QUESTION: Please give details of any times when staff numbers have fallen below the legal safety minimum requirements since Fit for the Future was implemented in April or if safety has been compromised at your station due to fewer staff being available on the roster.

In a series of answers from members, themes that emerged showed that:

- Some sub surface stations remain open in contravention of Section 12 of the Fire Precautions (Sub-surface Railway Stations) Regulations 1989 by having insufficient staff on duty, in some cases as often as once a week;
- On other occasions, we have had reports that sub surface stations have either had to be closed because of staff shortages or are only open because they are covered by staff working overtime;
- Surface stations are regularly left unstaffed, some reportedly for as long as seven consecutive shifts;
- Some members reported long periods of lone working at stations, including during the Night Tube.

QUESTION: Has your job become more difficult or stressful since the introduction of night tube? Please explain.

From the number of responses received, it has become apparent that where the Night Tube has been implemented, employees are finding that:

- they are forced to do overtime because there are always staff shortages
- due to lack of training only a few staff are doing what is required (eg, not all staff are trained on ticket machines so that leaves sometimes only one member of staff to deal with all the note jams, banking and POM refunds);
- inadequate rest periods between shifts;
- pressure from CSMs adds to the stress already encountered in dealing with the job;
- the shifts are very stressful, especially when in a lone working situation one person has to deal with all the customers and has no help available;

- because the rosters have changed, there is no work life balance leading to fatigue and stress;
- at terminal stations, staff find it more stressful, getting all the trouble at the end of the line, from drunk to homelessness to people fighting, etc;
- dealing with people who are drunk is a lot harder as there are not sufficient staff at times to cope. When other staff are available, they can be just too busy to help;
- the level and number of intoxicated people coming through stations at weekends has risen a lot, and members report that they feel this has led to increases in the level of verbal abuse staff have received from people at weekends.

QUESTION: Do you feel compelled to work overtime, have you been asked to work longer hours or have your shift patterns and rosters significantly changed since Fit for the Future was implemented?

Over 80% of staff responding said they had felt compelled to work overtime with frequent requests being made and many going onto cite a lack of staff as the cause. Many also complained about inadequate work life balances as a consequence and some have reported that they are seeking to change to part time work.

QUESTION: What has your experience been of Night Tube?

Of those members who had experienced working the Night Tube, the most consistent response was that it is very demanding dealing with people who are drunk and that it is a nightmare when working alone. It was also felt to be rushed into operation and as result has been underfunded, under-planned and under-resourced. Some members have also felt betrayed by the reasoning for the Night Tube because all they encounter are people who are drunk or high on drugs whilst there is no sign of the manual workers who allegedly needed it so badly. There is also a feeling that the whole exercise is a waste of money and should be ended when TfL and LU are seeking to cut their costs.

QUESTION: What do you suggest would improve your working environment to make work less stressful for you, colleagues and passengers?

In a number of responses, CSA members almost universally from across the LU network suggested:

- return to the pre FFtF position and re-open the ticket offices to provide a proper customer service and ease the pressure on queues at ticket machines;
- increase staffing to deal with the issues of understaffing and excessive overtime working;

- review all rosters and reduce the number of stations required to be covered by each roster as well as to ban lone working;
- review working practices to remove excessive workloads that cannot be encompassed on one shift;
- improve training by giving employees the chance to receive opportunities for proper time away from work to be trained, moving away from e-learning that staff cannot fit into their working time (and is thus inadequate). Many staff members report that they just don't receive training.

Conclusion

TSSA is deeply alarmed by the results of this survey and is calling on the Mayor to carefully listen to the outcome as part of his review of the FFtF changes. It is clear from our perspective that FFtF is a deeply flawed concept in the way that it has been implemented which has already led to a series of health, safety and security concerns, both for staff and passengers which should set serious alarm bells ringing.

What's more, the implications on the levels of customer service within the Tube network have already become apparent as the travelling experience for many passengers can be seen as one of frustration and annoyance, something that they would not expect to find in London, one of the world's most important and popular capital cities.

Instead of the botched scheme that originated from the pursuit of financial objectives under the previous Mayor of London, TSSA is demanding that our concerns, the concerns of our members, are properly and immediately addressed.

ⁱ Section 12 of the Fire Precautions (Sub-surface Railway Stations) Regulations 1989 (Section 12 and Regulation 10(2) of The Fire Precautions (Sub-surface Railway Stations) (England) Regulations 2009

Appendix Y

Valuing People Group feedback

Appendix Y – Valuing People Group Feedback to London Travel Watch from TfL Network meeting at Palestra on 28 October 2016

Our reflections on the Ticket office closures programme.

Availability/Accessibility of Staff

Visibility

Positive – Staff available to assist –not stuck behind glass.

But...

Not enough staff –can't always find staff/ assistance when needed..

Hard to identify staff in ticket halls generally.

We should be able to see staff.

Can't see staff, not a clear uniform.

Should have a yellow vis jacket.

When you do see staff members, you don't know if they are customer services –not clearly labelled. You can approach staff and they may be a cleaner or an engineer.

At Bank Station, couldn't find any staff to speak to and the sign was covered with cloth.

Positioning

Always seem to be on the wrong side of the barrier.

Staff are not anywhere near the ticket machines –often they are on the other side of the barriers.

People with autism and learning disabilities will not have confidence to shout across barriers or try and get staff's attention.

In Oakwood, there is no staff member –only in a booth on other side of barriers.

Communication

Staff are not actively asking people if they need help.

Staff can be rude when asking –think we know the answer.

At Stratford Tube Station –they need more people to direct you to what platform you need.

Using Ticket Machines

Good thing – when there is someone to help you use the ticket machines.

Negative - Ticket machine closed –no one to assist.

It's confusing reading machines with no assistance.

Lots of people don't know how to use the ticket machines.

When have no ticket due to machine, feel anxious.

Often long queues to use machines with people behind who are not patient.

People have given up on trying to use ticket machines without help and gone back home.

Ticket machines don't give you all the information i.e. don't tell you cheapest ticket or tickets that are valid at peak or off peak times. People with autism would get confused or not know which ticket is the right one & give up.

Because there are less staff in ticket halls and no one to ask, there should be better information on types of tickets – a Big Sign/Poster that explains all different types of tickets –off peak etc.

Having Ticket Offices there

Ticket offices weren't just for tickets –they were also for assistance.

Lack of ticket offices/humans means lots of people are no longer travelling or getting out as much.

People with autism prefer clear structures i.e. with the ticket office it's clear that you have to queue and where to queue.

People in ticket office gave me more time.

Ticket office is more of a focal point.

More likely to use Tube if there is a ticket office.

At Barking Underground Station –the ticket office is still open. People know me at that ticket office. Staff are very good there.

Feeling Safe

Negatives – Possible Station Security.

Don't feel safe since closure.

When travelling late at night, do not feel safe due to no staff/ less staff now.

You don't see Transport Police.

Need more than one member of staff per station.

General comments

A lot of the people that we know have to work hard to build up the confidence to travel independently around London.

Many more of our Network members use the Buses than the Tube and these changes to the Underground's staffing and support structures have confirmed their uneasy feelings about taking the Tube.

A lot is down to the interaction of the Tube staff with the customers. If they initiate the exchange in a friendly and professional way, this will help the customer with additional needs to feel more secure and confident that they will get the kind of help and information that they need to continue with their journey.

We often hear that a member of staff was "helpful and kind", which doesn't mean that they talked down to the person, rather that they focussed directly on their concerns and enabled them to move onwards.

Appendix Z

Sample letter sent to consultees

Appendix Z – Sample Correspondence - Letter to business and tourist groups

Dear _____,

Mayor's review of ticket office closures on London Underground

As you may be aware the Mayor of London, Sadiq Kahn has commissioned London TravelWatch to carry out an independent review of the closure of ticket offices on London Underground, and its impact on passengers. For the review we are undertaking a number of activities including surveys and focus groups amongst passengers and staff, and mystery shopping of journeys on London Underground.

We would also value your input as businesses serving the needs of visitors to London, and particularly the experiences of your members in relation to :-

- Buying tickets, topping up Oystercards and claiming refunds.
- Accessibility and staff assistance for people with reduced mobility
- Obtaining help and information from staff
- Safety and security whilst travelling on the London Underground
- Purchasing tickets for onward travel on National Rail services.

The public survey that we are conducting is available at <http://www.londontravelwatch.org.uk/ticketofficereview> until Monday 24th October 2016. If you would like to a formal submission to the review please can you contact me by Monday 7th November 2016 at the latest so that we can include your comments in the review.

Yours sincerely

Tim Bellenger
Director Policy and Investigation

Appendix AA

Stations excluded from the review

Appendix AA – Stations excluded from the review

The ticket office closure review examined the 260 stations where ticket offices were closed during 2015 and which are operated by London Underground. The stations outlined below did not form part of the review process.

The 11 Regulated Stations London Underground (RSLU) currently still operate with ticket offices, so are not in the scope of this review. These are:

- Bakerloo Line
 - Harrow and Wealdstone
 - Kenton
 - South Kenton
 - Kensal Green
 - Queen's Park
 - Stonebridge Park
 - Wembley Central
 - Harlesden
 - North Wembley

- District Line
 - Kew Gardens
 - Gunnersbury

Eight further London Underground stations are operated by National Rail so are also not included in this review. These are:

- Richmond
- Heathrow Terminal 5
- Ealing Broadway
- Wimbledon
- Upminster
- Willesden Junction
- Kensington Olympia
- Barking

Appendix BB

Ticket Office Closure Review

Terms of reference

Ticket Office Closures Review – Terms of reference

1. Overall purpose

- 1.1 To understand the customer impact of the recent London Underground ticket office closures and to identify any areas where further action is still required.

2. Method of review

- 2.1 The review will investigate how the ticket office closures have affected passengers, including their ability to:
- Purchase the correct ticket
 - Find the right information for their journey
 - Feel safe on the network
 - Get any required additional support, such as for passengers with disabilities, whether visible or hidden.
- 2.2 This review is not examining staff rostering arrangements, or operational requirements. A detailed London Underground station staff roster review is currently taking place and will be finalised later this year once initial staff location moves are complete. London Underground have also committed to conducting a separate review on staffing numbers with trade unions.
- 2.3 Once this review is complete, a report will be produced by London TravelWatch, which can be tabled by the Deputy Mayor for Transport for consideration by the Transport for London (TfL) Board in December 2016.
- 2.4 The review will draw conclusions and make recommendations for action to be taken, either across the network or at specific locations, to enable the delivery of the best possible customer experience.

3. Format of the review

- 3.1 This review has been commissioned by the Mayor's Office. London TravelWatch will undertake the review and report to the Mayor's Office. London TravelWatch will provide an independent assessment of the changes, drawing on its considerable experience in working on passenger issues, and its record of effective engagement with TfL on previous reviews, consultations and surveys.
- 3.2 The review will consider how the changes at ticket offices have affected customer service, where customer needs are not being met, and any interventions that could improve the customer service proposition.

- 3.3 The review will examine how the new systems are working, particularly at the major National Rail terminal stations (including those without a Visitor Information Centre, such as Waterloo, London Bridge and Charing Cross), and whether the level of customer service that staff are providing is as good as it can be.
- 3.4 TfL will assist London TravelWatch throughout the duration of the review, providing data and information as required. A formal process of regular engagement and co-operation will be established between London TravelWatch and TfL to ensure speedy consideration of data and information for the report.
- 3.5 This review is not a formal public consultation; however, passenger, stakeholder and staff views will help to inform the review.
- 3.6 London TravelWatch will provide a draft report on its findings, including any recommendations, to the Mayor's office. It is envisaged that either the draft or an updated 'final' report would then be tabled by the Deputy Mayor for Transport for consideration by the TfL Board.
- 3.7 London TravelWatch will produce a final report to be signed off at its board meeting on the 29th November. London TravelWatch retains the right to publish the report after 30th May 2017, if it has not been published before.

4 Focus of the review

- 4.1 The review will consider:
- Ticket purchasing
 - Ticketing and payment options, including the ease of purchasing the correct ticket for travel.
 - How quickly passengers can buy a ticket or get information, including queue length at ticket machines and station congestion
 - Access to information
 - The quality of information available to passengers from staff, including examining the impact of the new handheld devices used by staff
 - The availability of information to infrequent passengers, at stations with a Visitor Information Centre open, with a Visitor Information Centre that is closed, and at other stations.
 - Visitor Information Centre opening hours
 - Journey experience
 - The quality of customer service provided at stations
 - The impact on passenger perception of safety at stations

- The ease and availability of accessibility and customer service for all passengers, including those with disabilities or hidden disabilities, such as communications problems or learning disabilities
- Any other possible customer detriment
 - Quality of service of other operators such as at National Rail ticket offices
 - Ability of potential passengers who do not currently use the system to gain information and access to the network

4.2 These issues will be considered at different locations and types of station, as well as different times of day.

5 Inputs for the review

5.1 The review will consider evidence from:

- Passengers
 - Focus group research
 - Online survey research designed by London TravelWatch
 - Mystery shops undertaken by London TravelWatch staff
- Stakeholders
 - Focus group research
 - Online survey research designed by London TravelWatch
 - Accompanied mystery shops with accessibility group(s)
 - Consult with other operators (Network Rail, Train operators) about any impact on their network or ticket offices
- Staff
 - Focus group research
- TfL data
 - TfL Customer Satisfaction Surveys
 - TfL Mystery Shopping Surveys
 - London Underground Customer Ticketing Surveys
 - Staff availability data for staffing levels
 - Summary analysis of feedback and complaints received to date from customers and stakeholders including accessibility groups, elected representatives, user groups and tourist groups (i.e. VisitBritain, Golden Keys concierge)
- Other bodies
 - London TravelWatch data of casework received

- National Rail Passenger Survey results involving journeys starting at stations that have both London Underground and National Rail services
- Input from the Metropolitan and British Transport Police on safety and resilience, which might also feed into Lord Harris' resilience review.

6 Outcomes from the review

- 6.1 London TravelWatch will present a draft report on its findings to the Mayor's Office. The report, where relevant, will draw conclusions and make recommendations for action either across the network or at specific locations in support of the best possible customer experience.
- 6.2 After any amendments of fact, London TravelWatch will prepare a final version of the report to be tabled by the Deputy Mayor for Transport for consideration by the TfL Board.
- 6.3 When the report has been considered by the TfL Board and any further comments taken into account, it will be published by the Mayor's Office as the work of London TravelWatch.

7 Timeline for review

May - Announcement on intention to undertake customer focussed review following Mayoral commitment

August – Work with Mayor's Office and independent organisation (London TravelWatch) to agree the format of the review

September 12 – Start of 6-week review period

October 24 – Review period closes

November 8 – Initial findings shared with the Mayor's Office and TfL

November 29 – Final report signed off by London TravelWatch board in confidential session

November 30 - Final report available for publication by the Mayor's Office