

## Jacob Gemma

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**From:** Michael Liebreich <[REDACTED]>  
**Sent:** 03 January 2018 15:12  
**To:** Kenny Shamus; Anne McMeel ([REDACTED]); Ben Story (home); Ben Story (work); Nermin Ruse PA; Nina Skorupska CBE ([REDACTED]); Nina Skorupska PA [Lauren Snoxell] ([REDACTED]); Jo Jagger; Greg Clark CBE ([REDACTED]); Greg Clark CBE (Kim Norris) ([REDACTED]); Ron Kalifa ([REDACTED]); Ron Kalifa PA (Lesley Hargrave) ([REDACTED]); val shawcross; Ibitson Ami; Herbert Sarah (PA to Deputy Chair of TfL)  
**Cc:** Carter Howard; Gourley Jennifer; Brown Mike (Commissioner); Thomson Linda; Branks Kirsten; Tagg Ella (ST); Kilonback Simon; Page Tom; Everett Rob; Riley Sue; Jo Jagger  
**Subject:** RE: TfL Finance Committee: TfL Scorecard 2018/19 Discussion Paper

Ron, Tom, Shamus,

Thanks for sharing the discussion paper on the 2018/2019 TfL Scorecard. It's a good start, and I look forward to discussing it and signing off.

As it stands, however, there is one glaring omission: we must surely have a specific target in the Scorecard for bus safety.

For context:

- The Mayor has been quite clear about the importance of road safety, making Vision Zero one of the centrepieces of his Transport Strategy, and there are tough interim targets for bus safety in the draft MTS (which the SSHR panel worked hard to ensure), as follows.
  - 2022 – reduce the number of people who are killed or seriously injured in, or by, London buses by 70 per cent against 2005-09 levels;
  - 2030 – reduce the number of people killed in, or by, London buses to zero;
- We have an incredibly long way to go to achieve those targets:
  - In the last two and a half years 30 people have died in incidents involving TfL-contracted buses in London. That's nearly two Sandilands per year, to be blunt about it;
  - There are 7000 road traffic collisions *every quarter* involving London buses – nearly one per bus;
  - There are around 1600 injuries from incidents involving London buses *every quarter*;
  - There are around 400 people sent to hospital *every quarter* following incidents involving buses
  - There are around 200 KSIs (killed or seriously injured) every quarter following incidents involving buses.

<http://content.tfl.gov.uk/q3-17-london-bus-safety-dashboard.pdf>

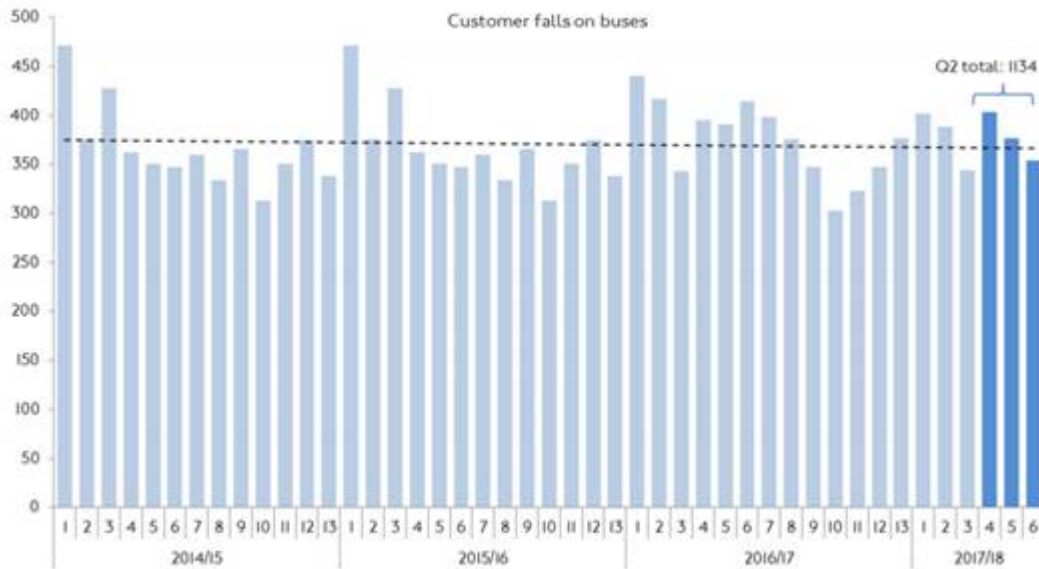
<http://content.tfl.gov.uk/sshrp-20171122-item11-hse-annual-report.pdf>

<https://tfl.gov.uk/corporate/publications-and-reports/road-safety>

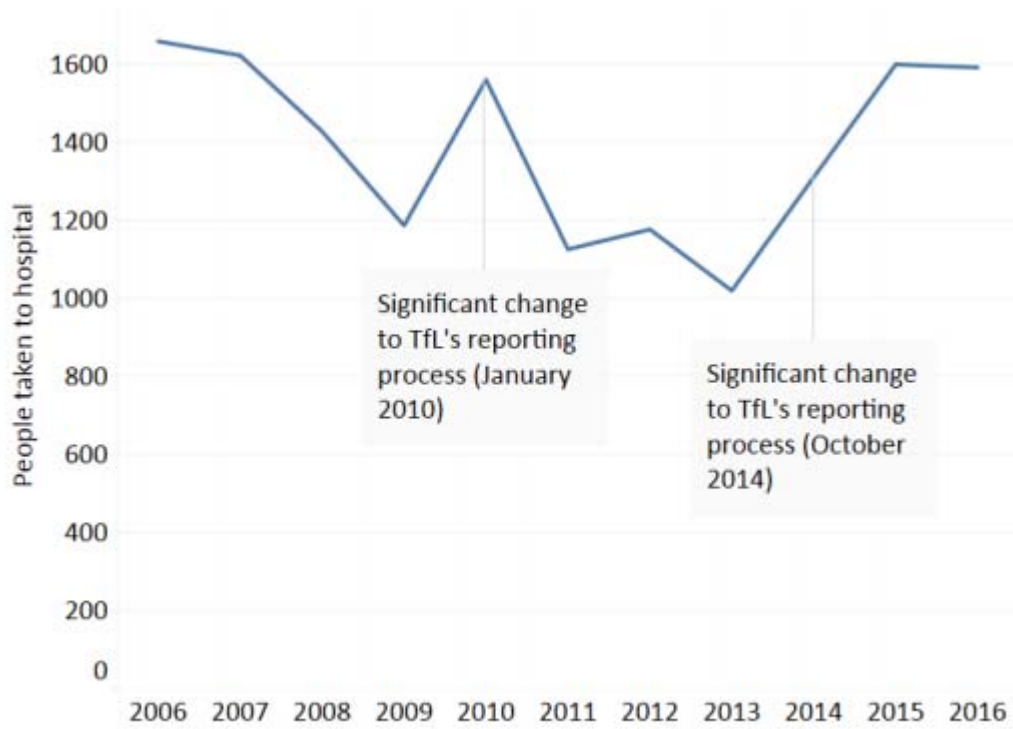
<http://content.tfl.gov.uk/sshrp-20171122-item09-hse-reports.pdf>

- The trends have not been going in the right direction in any area of bus safety for years: not injuries, not collisions, not slips trips and falls, not hospitalisations, not KSIs, not deaths:



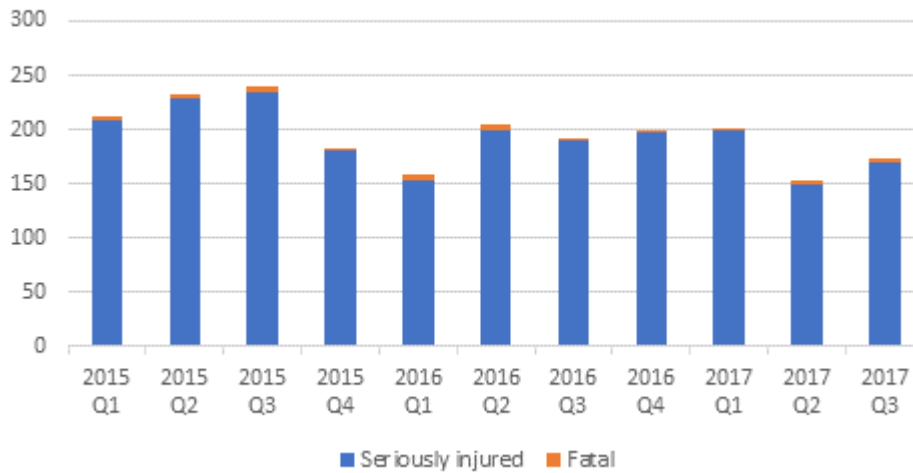


Above: Figure 4. Customer falls on buses 2014/15 – Period 6 2017/18.

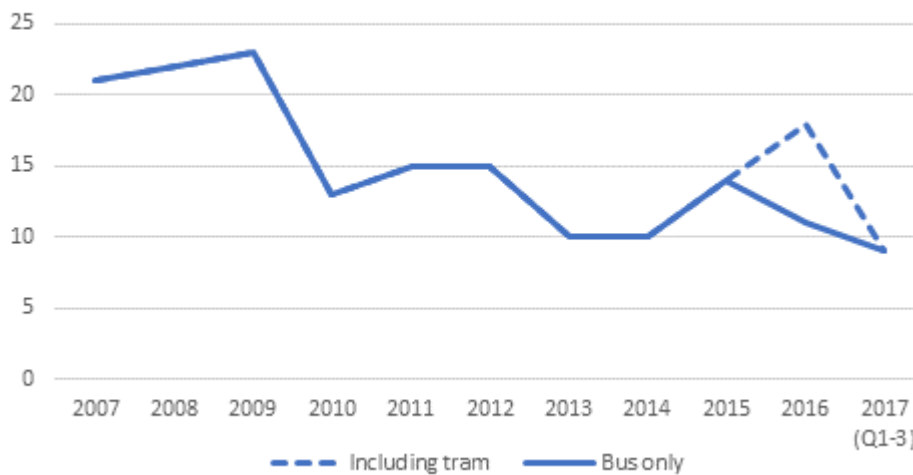


Source: TfL data from bus operators (IRIS)

Bus KSIs by quarter



Bus Fatals, 2007 to 2017



Note: As far as I know we *still* don't publish a timeline of KSI data for buses alone (rather than all of surface or buses + coaches, which have both been improving. So I made my own, based our published quarterly figures since Q1 2015, though it only goes back to Q1 2015, when the basis of reporting changed. Similarly, we still don't publish fatals for buses alone, so I recreated one as best I could. Note that 2017 fatals include only Q1-3 – the final year total is sadly likely to be a bit higher.

- For all its world leadership in other areas, TfL has a weak record on bus safety relative to other cities. The recent GLA report, Driven to Distraction summed it up: “London does not compare well with other major cities on its record for bus safety. Of the 15 world cities measured by the International Bus Benchmarking Group (IBBG), London was one of only five not to have improved since 2007, and was ranked fifth-worst for safety in 2014.” For some reason we publish benchmarking data on rail and underground, but not buses, so I am not including a chart, but it shows other cities improving their bus safety performance while London does not. [https://www.london.gov.uk/sites/default/files/final\\_driven-to-distraction-17-07-17.pdf](https://www.london.gov.uk/sites/default/files/final_driven-to-distraction-17-07-17.pdf)
- The spotlight is shining increasingly on TfL's bus safety record, as demonstrated by the recent GLA report “Driven to Distraction” and TfL's response to it: [https://www.london.gov.uk/sites/default/files/final\\_driven-to-distraction-17-07-17.pdf](https://www.london.gov.uk/sites/default/files/final_driven-to-distraction-17-07-17.pdf) [https://www.london.gov.uk/sites/default/files/tfl\\_response\\_to\\_bus\\_safety\\_report.pdf](https://www.london.gov.uk/sites/default/files/tfl_response_to_bus_safety_report.pdf)

- The findings of the RAIB investigation into the Sandilands crash is very likely to increase scrutiny of TfL's approach to bus safety, given its findings on workplace culture, near-miss reporting, fatigue management and so on. These are not lessons that are just relevant to contracted tram operations: <https://www.gov.uk/government/news/report-182017-overturning-of-a-tram-at-sandilands-junction-croydon>

In summary, while TfL launched a Bus Safety Programme in 2016 and a lot of initiatives are under way, there has not yet been any significant improvement in outcomes on any metric. With fresh and dynamic leadership in place, there is a surely huge opportunity to achieve rapid progress by bringing the Surface safety culture – and particularly London's bus safety culture – in line with rail and underground.

My big concern is that if there is no annual high-level target for bus safety as part of the TfL Scorecard, it is pretty much certain that we will fail to hit the Mayor's bus safety targets.

Thanks for your time and attention,

Michael

Michael Liebreich

Founder and Senior Contributor, Bloomberg New Energy Finance  
Board Member, Transport for London  
Advisory Board Member, UN Sustainable Energy for All  
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Founder & Chairman, Finance for Resilience  
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Chairman, St Mark's Hospital Foundation  
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**From:** Kenny Shamus [mailto: ]  
**Sent:** 20 December 2017 18:25  
**To:** Anne McMeel ( ); Ben Story (home) ; Ben Story (work) ; Nermin Ruse PA ; Nina Skorupska CBE ( ); Nina Skorupska PA [Lauren Snoxell] ( ); Liebreich Michael PA (Jo Jagger) ; Michael Liebreich ( ); Michael Liebreich ( ); Greg Clark CBE ( ); Greg Clark CBE (Kim Norris) ( ); Ron Kalifa ( ); Ron Kalifa PA (Lesley Hargrave) ( ); val shawcross ; Ibitson Ami ; Herbert Sarah (PA to Deputy Chair of TfL)  
**Cc:** Carter Howard ; Gourley Jennifer ; Brown Mike (Commissioner) ; Thomson Linda ; Branks Kirsten ; Tagg Ella (ST) ; Kilonback Simon ; Page Tom ; Everett Rob ; Riley Sue  
**Subject:** TfL Finance Committee: TfL Scorecard 2018/19 Discussion Paper

Dear All

Please find attached a paper relating to the ongoing development of the 2018/19 TfL Scorecard and the measures being proposed for use in it.

Following discussion with Ron Kalifa, he asked that the proposed measures be shared with you as members of the Finance Committee for early comment.

If you have any comments on the proposed measures, please send them to Tom Page [redacted] by Wednesday 10 January 2018. Alternatively if you would prefer to discuss your comments by phone please email Tom with a number to contact you on.

Once the measures have been confirmed, the targets and weightings will be identified and the proposed scorecard will then be submitted to the Committee and then to the Board for approval in March 2018.

Regards  
Shamus

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