

Board



Date: 3 July 2014

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 26 March 2014 and updates the Board on significant projects and initiatives.

2 Recommendation

2.1 **That the Board note the report.**

List of appendices to this report:

Commissioner's Report – 3 July 2014

List of Background Papers:

None

**Sir Peter Hendy CBE
Commissioner
Transport for London
July 2014**



Commissioner's Report

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I Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 26 March 2014 and updates the Board on significant projects and initiatives.

Front cover image: Regent Street Bus Cavalcade, Sunday 22 June

2 Delivery

2.1 London Underground (LU)

Industrial relations update

Industrial action took place between 28 and 30 April relating to the proposed changes under Fit for the Future – Stations.

In addition to the 52 per cent of services operated on LU, more than 260 additional buses were added to 44 routes which enabled us to carry over a million extra passengers on the network. Tuesday 29 April saw the highest number of buses operating on the Capital's roads since 1953, with a record 7,961 buses. In addition to this, Barclays Cycle Hire recorded its busiest day ever with more than 49,000 trips on Wednesday 30 April.

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

The net financial impact of the strike was a loss of £2.8m. This comprises an LU revenue loss of £4m, adjusted for additional London Rail and Surface income, plus the cost of hiring more buses (£600,000) and miscellaneous costs relating to mobile devices, communications, etc. (£100,000) offset by lower salaries paid to staff on strike (£1.5m) and lower use of traction power (£400,000).

Since then, the trade unions in LU suspended plans for a further 72-hour strike and agreed to come back to the table to discuss the plans, without any concessions having been offered by LU. LU and the trade unions are currently in detailed discussions about how the proposals will affect the staffing of each station on the network.

2.1.1 LU performance

Full year 2013/14

The financial year ending 31 March 2014, was another record year for LU performance, both in terms of reliability and passenger volume. Reliability as measured by the Lost Customer Hour (LCH) measure was 0.8 million better than target at 24.2 million for the year. Underlying performance (excluding industrial action) in 2013/14 was the best since this measure began in 1999 and nearly five per cent better than last year, continuing the strong improving trend in the number of LCHs recorded on LU, which has seen reliability improve year-on-year for the past four years. A total of 3.5 million LCHs were caused by industrial action which took place in Period 12; without this impact the underlying reliability figures for the year are 4.3 million better than target. We remain on track to reduce Tube delays by 30 per cent in 2015, further to the almost 40 per cent reduction achieved between 2007/08 and 2011/12.

LU carried almost 1,265 million passengers in 2013/14, 2.1 per cent better than budget and exceeding the record of 2012/13 by 36 million.



Network excess journey time (EJT) for 2013/14 was also better than both target and the previous year. EJT was 5.21 minutes for the year 2013/14, exceeding the target by 0.28 minutes and beating the previous year by 0.06 minutes.

Over the course of 2013/14, LU operated a record 76.2 million train kilometres, which is 0.6 million kilometres up on the last year's record. This equated to a percentage of scheduled kilometres operated of 97.5 per cent versus a target of 97.2 per cent. The target would have been further exceeded, 0.7 per cent better, had the effects of the industrial action been excluded. There were two 48-hour strikes which impacted all performance measures in Period 12 (2013/14) and Period 2 (2014/15).

The full year Customer Satisfaction Survey (CSS) score was 83, two points better than budget.

Period 2 year-to-date

The strong performance in 2013/14 has continued into the current financial year, with underlying figures – those not including

the effects of the strike – showing further improvement. While all measures have been affected by the 48-hour strike, which began on 28 April, the impact of this industrial action was less than that in Period 12 of last year. Underlying performance, at 2.5 million, is 0.7 million better than budget.

EJT to date has averaged 4.94 minutes, 0.16 minutes worse than target. Excluding the impacts of the strike in April, a result of 4.21 minutes would have been achieved, 0.57 minutes better than target.

In the first two periods of 2014/15, 11.2 million kilometres were operated by LU, which equates to 95.7 per cent of scheduled kilometres operated. Underlying performance of 98.3 per cent was recorded (excluding the strike, 0.3 per cent better than target).

Passenger journeys in Periods 1 and 2 of 2014/15 were 180.9, 8.5 million less than budget. (Approximately 3.9 million fewer journeys were made during the strike).

Magnum train wrap

Unilever has ‘wrapped’ a Central line train in Magnum advertising to mark the brand’s 25th anniversary. The train was launched on 12 May and will run until 3 August, bringing extra advertising revenue to LU.

2.1.2 London Underground Investment Programme

Sub-surface Railway (SSR)

Passengers using the Circle, Hammersmith & City and District (Wimbledon to Edgware Road) lines are now benefiting from our new fleet of air-conditioned, walk-through S stock trains which, on these two lines, add more than 20

per cent more capacity to that provided by the old rolling stock. Fifty-one of the 55 new seven-car trains have been delivered to London as replacements for the C stock. A further 10 have now been brought into service, meaning that a total of 37 are now operational on the network. On 3 June, the last C stock service ran between Wimbledon and Edgware Road. Replacement of the District line’s D stock will begin later this year and by 2016, the whole of the SSR will be serviced by the new trains.

Following the termination of the contract with Bombardier for the supply of the Automatic Train Control (ATC) signalling system



The new S stock trains on the District line, here at High Street Kensington, provide more capacity

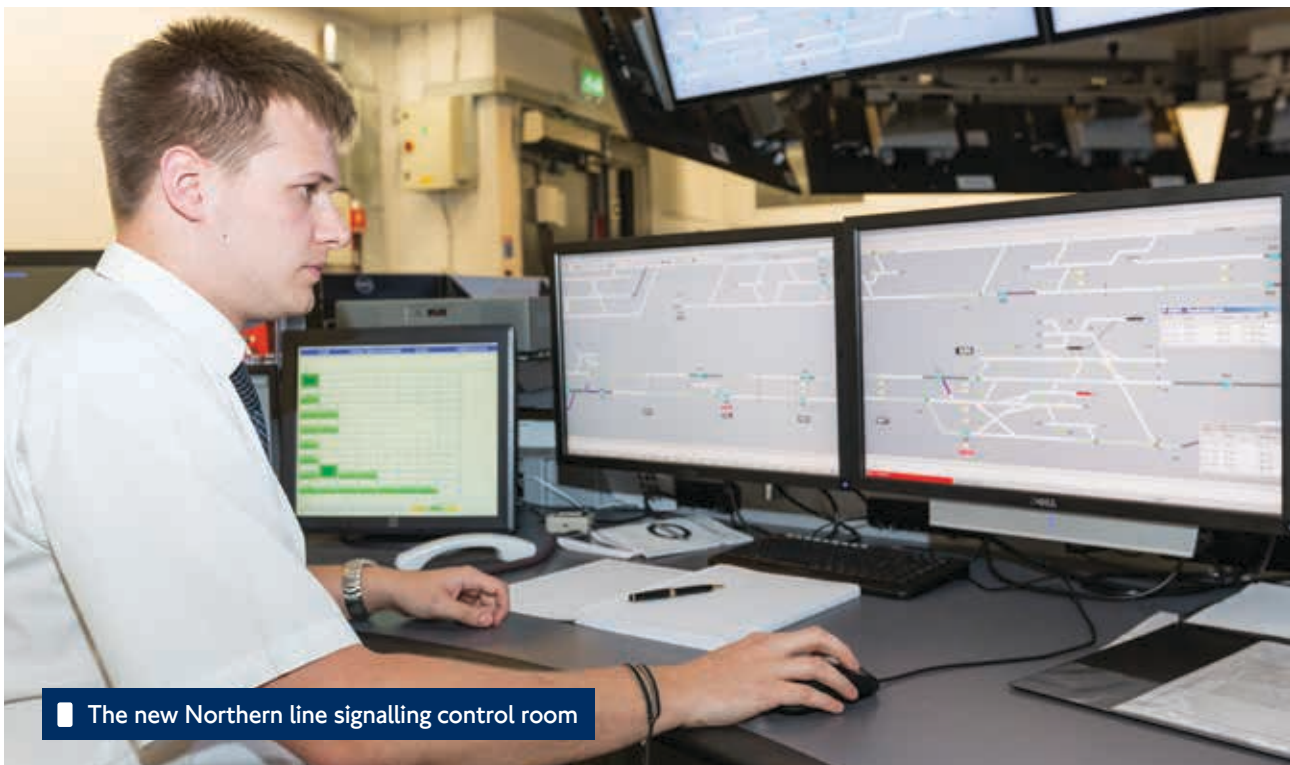
in December 2013, LU received expressions of interest from other signalling contractors. Their pre-qualification questionnaires have now been evaluated and Thales has been invited to the next level of the tendering process to supply the ATC signalling for the Sub-surface Upgrade Programme. It is anticipated that a new contract will be awarded later this summer, which will be a significant step towards ensuring we deliver the upgrade by 2018.

Northern Line Upgrade

On Sunday 1 June, the Edgware branch became the last section of the Northern line to be switched over to the new signalling system. This milestone, which in common with

other recent migrations, was achieved around six months ahead of programme and means that the era of old-fashioned signalling on the Northern line has come to an end.

The new signalling system will allow LU to safely run more trains, closer together and at higher average speeds. This has allowed the line to introduce the first of a series of new timetables with more frequent services on 22 June, with another frequency increase scheduled for December, once track improvements have been completed. The modernisation is therefore on course to meet the Department for Transport's (DfT) capacity uplift target of 20 per cent.



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

Northern Line Extension

The public enquiry ended on 20 December 2013, and the report has been delivered to the Secretary of State for Transport. Approval is expected to be either in advance of the summer recess or in early autumn once Parliament reconvenes.

The tender evaluation of the four bids received on 17 March was completed to programme, and on 15 May it was agreed to 'down-select' to two companies. Negotiations are now being conducted with both companies to establish a compliant contract and to achieve the most favourable commercial and technical outcome. Meetings with these companies have been scheduled weekly to discuss progress on all issues. Completion of this exercise is anticipated in early July, proceeding towards contract award with the selected company shortly after.

Battersea Power Station Development Company proposed some changes to the design of Battersea Station. We are reviewing these and assessing any implications.

Finally, acquisition of property is now under way to support the construction process and protect the programme timescales.

New Tube for London

The design and specification phase continues, with the formal procurement process for the purchase of rolling stock having been launched on 28 February via a notice in the Official Journal of the European Union and through the issue of the pre-qualification questionnaire.

The informal early contractor engagement process is proceeding in parallel and the draft technical specification has been issued to suppliers.

Track renewals

The Track Partnership has installed the first 'modular' points on LU at Ruislip. Modular points are a major change in design and construction methodology that offer significant benefits in both the speed of installation and the quality of the end product.

The new track is divided into discrete panels with rail and sleepers already fitted together. These are then brought into place and the rails are welded together. This enables the track to be delivered directly from the factory as panel segments that can be reassembled on site.

Previously, new points were usually provided as a collection of loose, smaller components to be rebuilt on site. However, the modular concept will be particularly important as we deliver the very significant track remodelling work required for the Sub-surface Upgrade Programme in the next few years.

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

Major stations improvement

• Bond Street

The project has amended the delivery strategy for the over-site development above 354-358 Oxford Street to provide additional value. The project will now deliver extra shell and core works on the building, before handing the site over to a developer enabling us to let it on a long lease basis, to provide a substantial additional revenue stream.

The pre-cast column installation has been completed on the over-site development and the step-free access passageway has been successfully constructed over the Jubilee line southern running tunnel without any disruption to passengers. Cooling the Tube works have

now been incorporated into the main contract works. The Jubilee line crash deck, used to protect trains and track from construction debris, has been successfully installed.

The Central line platforms were reopened at the end of June with the Jubilee line platforms now closed until December to allow for major works, including construction of the shafts for the new lifts to the platform level.

• Tottenham Court Road

The construction of Tottenham Court Road's new ticket hall took a significant step forward earlier in the year, when more than 30 roof beams, each weighing more than 10 tonnes, were installed.

The beams will bear the concrete ground-level roof slab, which will support the new public plaza outside Centre Point. Passengers will be able to access the station via two new entrances in front of the Grade II listed building from early 2015. The new ticket hall, which will be six times the size of the existing one, is due to open for Northern line passengers in early 2015 and in full in late 2016. Work is now progressing on the internal fit-out of the new ticket hall and its basement, as well as the escalators down to the Northern line platforms.

• Bank

The Bank Station Capacity Upgrade project will relieve current and expected congestion in one of the busiest stations on the network. A new southbound running tunnel and platform will



The upgrade to Bank station will relieve congestion and make journeys easier

be constructed to allow the existing platform to be used to form a new concourse area, which will improve interchange between the Northern line and the DLR and other areas of the station. There will also be a new station entrance on Canon Street.

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

• **Victoria**

The jet grouting work at Victoria has been the largest and most complex ever seen in this country. We have been at the forefront of bringing this innovative technique to the UK and we are the first to have used jet grouting as a basis for conducting spray concrete-lined

tunnel works and have proven the concept with this successful project. The South Ticket Hall piling is now fully completed and the first section of ticket hall level slab (164m³) has been successfully poured. More than 95 per cent of the jet grout columns have now been placed in the areas around the station.

At the North Ticket Hall the second concrete pour for the roof slab has been successfully completed.

The need for Thames Water to address previously unforeseen condition issues with the water main in Victoria Street will delay the completion of the final 54 jet grout columns, as these cannot be installed until the maintenance work is completed. This means that we are unlikely to achieve the 'Ground Treatment Complete' milestone in November as originally planned. However, this will not impact subsequent milestones or the project end date.

- **Vauxhall**

The demolition and strip-out works within subway five are progressing to plan. The installation of phase two hoarding within the ticket hall has been completed. The revised spray concrete lined (SCL) tunnel design and KONE detailed designs have been completed and are under review. The SCL assurance documentation for enabling works has also been submitted.

The Vauxhall project management team is leading the way in managing the safety and health of staff on the site. The team, 40 per cent of whom are women, have started pre-work exercises which focus on stretching the muscles which will be used during the day's tasks. Innovative activities like this, combined with stringent safety management, have resulted in project staff suffering no RIDDOR (Reporting of Injuries, Diseases and Dangerous occurrences) reportable injuries in more than 74,000 hours of work.



2.2 London Rail

2.2.1 London Overground (LO) Performance

LO carried 135.7 million people in 2013/14, 4.9 per cent above target, representing a year-on-year demand growth of 8.9 per cent. During Periods 1 and 2 of 2014/15, we carried 20.3 million passengers, slightly below target.

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

LO's Customer Satisfaction Survey (CSS) scores ended the year 2013/14 at 82, also exceeding target by two per cent.

2.2.2 LO Capacity Improvement Programme

Works to prepare the Silwood stabling site for additional, longer trains are progressing well. Track installation has been completed; signals have been installed and they are now powered up ready for pre-testing. The remaining signalling equipment installation is in progress.

At New Cross Gate depot, significant progress has been made on the concrete substructure for the maintenance facility building extension, ensuring that remaining works will

progress without disrupting continuing train maintenance. Site set up has been completed at the Willesden Depot and 'C' Sidings ready for preliminary works to begin.

The extension of the North London Line platforms has begun at Hoxton, Haggerston, Acton Central and South Acton, as well as piling for the platform extension at Willesden Junction (High Level). Works have been completed at Canonbury platforms 1 and 2.

The impact of the programme will be a 25 per cent increase in capacity on the Overground starting in late 2014.

2.2.3 Docklands Light Railway (DLR) performance

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

Passenger numbers this year are 15.9 million to Period 2, 0.4 million lower than target but two per cent higher than the corresponding position last year.

DLR Departures and Service Reliability performance for the year 2013/14 was 99.2 per cent and 99.3 per cent respectively, well ahead of the targets for both measures. During Period 11, record-breaking performances were reported – 99.8 per cent for Departures and 99.7 per cent for Service Reliability and,



Works continue to prepare the Silwood stabling site for longer London Overground trains

for the first time, a period completely free of 20 minute delays. In addition, a new record was set when 100 per cent of schedule was operated on nine days during the Period.

This excellent level of service has continued into the current year with Departures at 99.2 per cent, 0.4 per cent above target.

DLR CSS score for the year 2013/14 was 87, five points better than budget.

The three remaining bidders for the DLR operating and maintenance franchise have provided best and final offers, these are in the final stages of evaluation and they will be informed of the outcome following TfL Board approval.

2.2.4 DLR Twin-tracking

Good Friday (18 April) saw the start of a 10-day blockade of the DLR on its North Route in order to complete the new Pudding Mill Lane station. This work was a necessary condition of Crossrail construction in the area, and has enabled us to build a bigger and better station in a new position.

The works included connecting the double-track at both ends of the site to the rest of the network and making sure the station was ready for passengers.

Following this intense period of activity, and after five years of planning, development and construction, the new Pudding Mill Lane Station opened to the travelling public on 28 April.

2.2.5 Trams

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

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

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

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

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

2.2.6 Emirates Air Line performance

For the year 2013/14, Emirates Air Line passenger journeys were approximately one per cent higher than budget at 1.51 million.

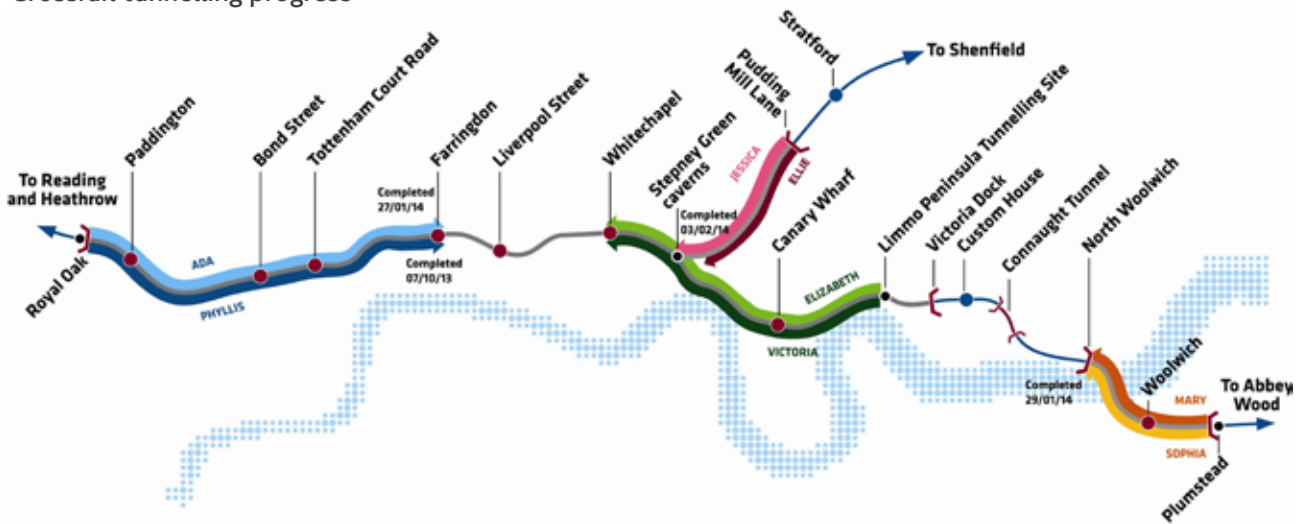
Current year demand is 0.25 million passenger journeys with passenger revenues remaining more than operating expenditure.

2013/14 full year CSS scores of 93 exceeded target by eight points.



There were more than 31.2 million tram journeys in 2013/14

Crossrail tunnelling progress



2.3 Crossrail

Construction progress

Crossrail remains on time and within the £14.8bn funding envelope, with cost performance and schedule performance holding steady. Investigations into the fatality at the Fisher Street shaft on 7 March continue but, overall, safety performance has improved.

Tunnelling is now 83 per cent complete, with Tunnel Boring Machine (TBM) Ellie recently achieving a record performance of 72 metres bored in a 24-hour shift. The current location of all Crossrail's TBMs is illustrated above.

Station construction continues to gain momentum with Canary Wharf station now more than 75 per cent complete. The sprayed concrete lining that forms the majority of the station platform tunnels is 64 per cent complete. The programme challenges at Liverpool Street and Whitechapel are being addressed. The surface works, provided by Network Rail, remain on target and are more than 24 per cent complete. Station designs continue to be developed in conjunction with local authorities. Current design plans for the urban realm at 27 Crossrail stations and 13 oversight developments are on display in central London.

Bombardier is making good progress building Crossrail's rolling stock and depot at Old Oak Common. Siemens, which is responsible for Crossrail's signalling contracts, has now completed the signal interface specification for incorporation into the rolling stock design.

High-level update on major announcements

On 27 March, Crossrail's joint sponsors instructed Crossrail to extend the route to Reading. This means Crossrail will serve two additional stations, Twyford and Reading, bringing the total to 40 stations along the route when the line fully opens in 2019. There will be two trains an hour from Reading and passengers will be able to travel into and beyond central London without needing to change at Paddington.

Simon Wright, currently Project Development Director at Network Rail and previously Director of Infrastructure and Utilities with the Olympic Delivery Authority, will take up the role of Crossrail Programme Director this summer. This follows the appointment of the current Programme Director, Andy Mitchell, as CEO of Thames Tideway.

Goals reached

Crossrail has now been in construction for five years. The first pile went into the ground at Crossrail's Canary Wharf station on 15 May 2009 and the momentum has been maintained. There are now 10,000 people, including 319 apprentices, working across more than 40 construction sites, and 40 million working hours have been completed.

Crossrail was awarded the Institution of Civil Engineers (ICE) London Infrastructure Award for the project's excellence in design and construction, as well as the People's Choice Award for the Capital's favourite engineering project.

Crossrail step-free access

London has one of the most accessible public transport networks in the world. Crossrail is going to transform how people travel in and across the Capital and so, together with the Mayor, we are committed to making the entire railway open to everyone.

Crossrail will serve 40 stations from Reading and Maidenhead in the west and Shenfield and Abbey Wood in the east. Eight stations are already step-free and work is under way to upgrade or build 25 more to provide step-free access for the first time. On 3 June 2014, together with the DfT, as joint sponsors of Crossrail, we published practical, workable options that could be implemented to make the remaining seven stations step free. These stations are: Seven Kings, Maryland, Manor Park, Hanwell, Iver, Taplow and Langley. The summary of preferred options for step-free access at Crossrail stations is available to view at tfl.gov.uk in the media section under June press releases.

Further work is being undertaken to verify technical and engineering assumptions as well as further develop the plans. Along with the DfT, we are currently looking at funding options to pay for these improvements.

In addition to the stations, the new Crossrail train fleet will be built to the latest standards of accessibility. Crossrail trains will have dedicated, clearly distinguished priority seats and space for wheelchairs. Each carriage will provide both visual and audio information about the train's journey.

2.4 Surface Transport

2.4.1 Surface Transport's Operational Performance

While we managed to meet most of our key operational performance targets for the 2013/14 year, the trend towards increasing passenger journeys and demand across almost the entire Surface Transport network, especially in the latter part of the year, has had some negative impacts on road network reliability. The overall safety and security of the network continues to exceed targets significantly year-on-year.

Passenger journeys and demand

Bus passenger journeys for 2013/14, at 2,405 million, were three per cent higher than in 2012/13 and underlying growth for the year was 2.4 per cent after adjusting for exceptional events. This was 0.8 per cent (18.2 million passenger journeys) higher than budget.

The volume of traffic observed across all London roads, measured as the average 24-hour flow per weekday, increased by 1.8 per cent over 2013/14. This growth occurred primarily in the second half of the year and is linked to the improving economy. Traffic flows in the hour leading up to the AM peak (06:00 to 07:00) have expanded by between three and four per cent on average across all the TfL Road Network (TLRN) corridors, which puts direct pressure on the AM peak Journey Time Reliability (JTR) results (see 2.4.2).

Cycle flows on the TLRN have shown significant double-digit year-on-year growth in the latter part of 2013/14, partly due to the mild winter. This resulted in seven per cent growth over the full year compared with 2012/13, and a slight

increase (0.2 per cent) on target. The record growth has continued into 2014/15, as cycle flows in Period 1 were 28.3 per cent higher than the same period in 2013/14.

2.4.2 Reliability

In 2013/14, TLRN journey time reliability was 0.5 percentage points below target. This was due primarily to the increased traffic flows described earlier. Journey times were also affected by increases in unplanned disruption on the road network, and the accumulating loss of capacity due to increased levels of infrastructure build.

For 2013/14, buses maintained historically low levels of excess wait time (1.0 minute) and scheduled services improved to 97.7 per cent, following two years at 97.6 per cent. This was achieved despite the worse-than-usual seasonal deterioration in traffic conditions in autumn. Traffic management responses put in place to protect routes from anticipated delays arising from planned major roadworks, together with improved control of services, are all helping to mitigate the impacts of increased traffic.

2.4.3 Providing a quality bus network

Managing London's bus network

We continue to monitor London's bus network and have made a number of changes to routes to increase capacity and support the Capital's development. These are:

- Route 136 extended in North Peckham to Elephant and Castle from Saturday 10 May. Additional buses have been added to the route to maintain the frequency of service

- Route 51 extended to provide Lavender Fields (Merton) with a bus service for the first time from 12 April 2014. The route will now operate between Banstead and Lavender Fields via Sutton, St Helier and Mitcham. This change has been made in response to requests from the local residents
- From 5 April 2014, Route 206 frequency has been increased from four to five buses an hour

Our service planning guidelines are available on our website, together with a list of all service changes implemented since 2008.

New Routemaster roll out

There are currently 260 New Routemaster (NRM) vehicles in use in the Capital, following the conversion of Route 10 from Hammersmith to King's Cross in April, Route 38 in May and Route 8 at the end of June. Plans for further conversions through the autumn and into 2015 are continuing. The first NRMs benefiting from the new ultra-low emission Euro 6 generation engine are now undergoing in-service testing.

Electric bus trials

Following the introduction of two electric buses on routes 507 and 521 at the end of 2013, a further four electric buses entered service on Route H98 at the end of May, operating between Hounslow and Hayes End. Two more buses are due to be delivered over the summer for use on Route 312 in Croydon. These trials will help us develop plans for greater use of electric buses in central London, supporting the Mayor's vision of a central London Ultra Low Emission Zone.

London buses to go cashless

The bus network will be cash-free from Sunday 6 July. Ninety-nine per cent of bus passengers already pay for their journeys using Oyster, prepaid tickets, contactless payment cards or concessionary tickets, and a number of initiatives are now in place to complete the transition. They include a new 'One More Journey' feature on Oyster, which enables customers who have insufficient credit for a bus fare but who have a positive balance on their card, to make one more trip. This feature went live on 8 June.

The vast majority of passengers using 'One More Journey' subsequently top up their card or buy a ticket within a few days. Only one per cent of passengers continue to try and use their cards several times with a negative

balance. Sales of bus cash tickets have dropped by around a quarter as passengers take advantage of the new Oyster feature.

We have also renewed guidance for all 24,500 London bus drivers to help them identify and deal appropriately with vulnerable passengers and ensure a consistent approach is taken across our network. All bus drivers will also participate in an enhanced disability awareness training module, 'All Aboard!', which emphasises greater empathy with passengers. Future initiatives will focus on improving bus driver communication with passengers, particularly around disruption and delays, and improving the passenger experience when boarding and alighting buses.



There are currently 260 New Routemasters running on the Capital's streets

Edith Jackson started as a conductor at Catford Bus Garage in 1943 and attended the centenary celebrations of the garage on 10 May with her family



Response to London Assembly 'Bus Services in London' report

In response to the London Assembly's Transport Committee 'Bus Services in London' report, we outlined the importance of a world-class bus network to London's continued prosperity. We have committed to reviewing plans to expand the capacity of a cost-effective bus network to absorb the significant growth in London's population. We will also look to introduce a new approach to engagement and build on the Assembly's strong support for increased bus priority, including Business Plan funding of £200m. Finally, we will make the bus service more transparent by publishing annually the number of passenger journeys and level of bus kilometres operated on each route, starting with the 2013/14 data.

Bus Safety Statistics published

For the first time we have published bus safety data on our website. The data cover the period from January to March 2014 and give details of incidents on London's bus network resulting in a fatality, or injury requiring hospital attendance. The data will be published on a quarterly basis and provides figures by borough, bus operator and bus route and give details of the person's age and gender, the

nature of the incident and type of road user involved (for example, bus passenger, bus driver, pedestrian, cyclist). The data show that there were two fatalities and 283 bus-related injuries which required hospital attendance during this period. In that time, there were around 600 million journeys on our bus network and London buses travelled more than 100 million kilometres in passenger service.

Bus technology trials

We have called on developers to submit bids for radar and optical technology that detects vulnerable road users, to enable us to conduct a trial later this summer. An initial two-day trial in August 2013 showed this technology had significant potential. The new trial will build on this by testing the effectiveness of radar and optical technology in reducing collisions involving cyclists and pedestrians. Subject to the outcome, a decision will be made on whether the technology could be rolled out more widely.

Year of the Bus update

On 10 May we teamed up with Stagecoach and the London Transport Museum (LTM) to celebrate the centenary of Catford Bus Garage with a free public open day. Well attended and

supported by the local community, the open day gave the public an opportunity to go behind the scenes at the garage, see the Year of the Bus mobile exhibition and participate in activities demonstrating how to use the bus safely and responsibly. Catford's was the first in a series of open days, which are central to the Year of the Bus campaign. Others include Alperton Bus Garage (7 June), Stockwell Bus Garage (21 June), Fulwell Bus Garage (28 June), Potters Bar Bus Garage (5 July), Walworth Bus Garage (19 July) and Dartford Bus Garage (7 September).

A flagship Year of the Bus event was held on Regent Street on 22 June, when nearly 50 vehicles, dating from 1914 to 2014, took part in a bus display. Alongside the Regent Street Bus Cavalcade there were a number of family activities such as LEGO workshops, a full-size LEGO bus stop recreated by LEGO, interactive bus stops developed with University College London and community activities such as the 'Don't Let the Pigeon Drive the Bus' theatre production.



Additionally, there have been a number of PR-led initiatives, such as the national 'Catch The Bus Week' campaign with Greener Journeys, launched by Transport Minister Baroness Kramer on 29 April with a New Routemaster.

Goodbye Piccadilly – from Home Front to Western Front

On 16 May, LTM opened its flagship exhibition 'Goodbye Piccadilly – from Home Front to Western Front'. It commemorates the contribution of London's motor buses and their drivers and mechanics to the First World War and the upheaval for Londoners on what became for the first time the 'Home Front'.

As part of the exhibition, talks were held which included 'From A to B and Back Again' with Oliver Green (8 April) and 'The Bus We Loved' with Travis Elborough (29 April), 'Londoners and Londoners in the Great War' with Jerry White (3 June). Furthermore, on 12 June, the LTM unveiled a restored double-deck open top B-type bus in Covent Garden Piazza as part of its commemorations of the First World War. The B-type bus No. B2737, one of the vehicles that went to the Western Front in the First World War, appeared in public for the first time – resplendent in its red and cream livery.

The public will have only a limited number of opportunities to admire the restored bus before its transformation into a war time 'Battle Bus' in September, after which it will embark

on a tour to the battlefields of France and Belgium to commemorate the sacrifices made by so many, including bus drivers, conductors, mechanics and transport workers during the First World War.

2.4.4 Keeping London Moving Roads Investment Plan

Tottenham Hale Improvement Scheme

At the end of April we completed the removal of the Tottenham Hale Gyratory, including the conversion of Broad Lane to two-way traffic. Introducing two-way traffic along Broad Lane will provide residents, businesses and local road users with better access to the local area. The removal of the gyratory forms part of a wider £34m scheme to improve the area around Tottenham Hale. Work is also under way to expand the bus station by Tottenham Hale station, improving the interchange between bus, Underground and train services. The project remains on track for completion ahead of December 2014.

Hammersmith Flyover

As part of the strengthening maintenance works, the Hammersmith Flyover was closed in one direction for 10 weekends from 30 May 2014 to allow concrete deck repairs and resurfacing works to be completed. The closures are also allowing us to carry out waterproofing works, which cannot be done while traffic is using the structure. This work will help extend the life of the flyover.

The weekend closures are in place from 22:30 on Friday until 05:00 on Monday morning, with affected traffic diverted via the road network beneath the flyover and the A40 Western Avenue. The works have been carefully arranged to occupy the shortest possible timeframe to keep disruption to a minimum. They have also been coordinated around other works planned in the local area, including Hogarth Flyover, Chiswick Bridge and Putney Bridge.

In recognition of our work, these works have been shortlisted for the Innovation Award at the Constructing Excellence in London and the South East Awards 2014.

Refurbishment of Chiswick Bridge

Work began in April to restore the 80-year-old, Grade II listed Chiswick Bridge, which crosses the River Thames in West London. Opened in July 1933, the bridge carries around 40,000 vehicles as well as hundreds of cyclists and pedestrians each day. Sections of the bridge parapet and internal structure have deteriorated and required repair and replacement to ensure the structure remains a landmark for years to come.

We have been working with neighbouring boroughs, English Heritage and the Port of London Authority to develop a programme of works to restore the heritage features and repair the structure. The bridge is reduced



from two lanes to one in both directions between 10:00 and 16:00, providing a safe working zone on the footway. There will also be occasional night-time lane closures between 22:00 and 05:00, and a full weekend closure will be necessary in autumn 2014 to replace the bridge expansion joints, as well as waterproofing and resurfacing. A segregated cycle lane will be created on the footway to improve facilities for cyclists and lighting will be upgraded with new energy-efficient units in heritage style. Works will be completed by spring 2015.

Fore Street Tunnel upgrade

Built in 1998 and inherited from the Highways Agency, the 300-metre dual carriageway Fore Street Tunnel forms part of the A406 North Circular Road. A section of the tunnel is located underneath Silver Street rail station, which will become part of the LO rail network next year. Since the tunnel opened, ground water has continually leaked into it from the surrounding area. A full refurbishment is now being carried out to manage the water seepage problem and replace damaged mechanical and electrical equipment. This will bring the tunnel into a good state of repair. In addition, the lighting will be replaced with an LED system that reduces energy consumption and the need for routine maintenance.

During the works, which began in May, there are night-time closures of the tunnel in both directions between 22:00 and 05:30, Monday to Friday. Four full weekend closures will also be required during winter 2014/15 to allow more lengthy activities to be completed.

Lane Rental scheme cuts roadworks disruption

Since the introduction in June 2012 of London's Lane Rental scheme, the amount of serious and severe disruption on the Capital's busiest roads caused by planned roadworks has been cut by 46 per cent. The scheme is designed to encourage utility companies to avoid digging up the busiest roads at peak traffic times. Following its introduction, around 90 per cent of utility works and 99 per cent of works carried out by TfL in the lane rental areas have avoided disrupting these busy roads at peak times.

All the main utility companies are now signed up to the use of rapid drying materials, considerably reducing the amount of time required to open roads and helping to save around 2,700 days of disruption across London. All surplus money raised through the Lane Rental scheme is reinvested into measures to further reduce disruption, such as Automatic Roadwork Monitoring cameras, Automatic Number Plate Recognition cameras and Automatic Traffic Counters.

Holborn Circus

On 29 April, the Holborn Circus Local Implementation Plan Major Scheme was officially launched by Leon Daniels, the Lord Mayor of the City of London and the Mayor of Camden. The junction previously had one of the highest cyclist and pedestrian casualty rates of any in the City and Camden. The works have involved a radical redesign of the junction layout, reallocating road space, improving visibility and reducing traffic

conflicts, to make it safer for all road users. The Prince Albert statue was also cleaned and relocated to the western arm of the junction as part of the scheme in order to improve visibility for users at the junction.

Putney to Blackfriars river bus service

In April we increased the frequency of the river bus service from Putney to Blackfriars. Passenger numbers have tripled from 40,411 in 2012/13 to a record 121,667 in 2013/14 following the introduction of a more frequent river bus service between Putney and Blackfriars in April. The route now operates two-thirds more services on weekdays on modern, accessible, high-speed catamarans, all offering passengers a guaranteed seat, free WiFi and the availability of on board refreshments.

The improved service supports the Mayor's River Action Plan, which was published in February 2013, and is already heading towards its target of 12 million passengers by 2020, with passenger numbers increasing this year to 8.4 million from 6.5 million last year.

Streetworks prosecutions

On 30 April we successfully prosecuted Virgin Media for five offences committed while carrying out streetworks on Croydon Road, part of the TLRN. Virgin Media pleaded guilty to all five offences and was fined a total of £5,000 and ordered to pay £3,394 towards our legal costs.

This was our first prosecution of Virgin Media since the introduction of the London Permit Scheme in 2010. However, at the time of this prosecution we had issued Virgin Media with a total of 244 Fixed Penalty Notices (FPNs) for various streetworks offences and this was presented to the court as evidence of previous misconduct together with the offences prosecuted at Lavender Hill Magistrates Court which were pursued by Richmond Council in June 2013.

In passing sentence the judge said: 'Cutting open a road without proper guarding in an area so close to a primary school could have led to serious safety consequences. In reaching my sentence I take into account the fact that the Lavender Hill Magistrates Court recently convicted Virgin Media of similar offences and this in my view is the aggravating factor.'

On 21 May we also successfully prosecuted both Virgin Media and its contractor McNicholas Construction Services Ltd for three offences committed in the course of undertaking works on the A316 Chertsey Road, part of the TLRN. Both Virgin Media and McNicholas entered guilty pleas to all offences and the court fined Virgin Media £3,335 for offences of unsafe working practices and £1,665 for working in breach of permit conditions. Virgin Media was also ordered to pay £2,520 towards the legal costs we incurred. The court fined McNicholas £1,665 for the one offence of working in breach of permit conditions and ordered McNicholas to pay £2,520 towards our legal costs.

This was our first prosecution of contractors engaged by works promoters. In passing sentence the judge said: 'I am horrified by the sloppiness of the works, and the danger and severe disruption that they caused.'

We have reminded Virgin Media of its streetworks compliance obligations and asked it to adopt the Mayor's Code of Conduct for Road Works, primarily aimed at encouraging works promoters to use all possible means of reducing road traffic congestion and encourage its contractors to incorporate good practice when executing road works. We also wrote to McNicholas.

State Opening of Parliament

On 4 June, the State Opening of Parliament caused significant levels of traffic congestion in central London, which were worse than those experienced in previous years and impacted the network well beyond the actual event and road closures.

Our initial analysis of the event suggests there were a number of factors which led to this, including the deployment of hostile vehicle mitigation (HVM) and other physical crowd control measures, and road closures for the event. Other significant factors which impacted on congestion levels included higher-than-usual levels of traffic (possibly related to the later date of this year's event), the level and nature of roadworks and development-related activity in the area, as well as other unplanned network disruption.

Ceremonial events must be held and with an appropriate level of security, but there needs to be a balance struck with the level of disruption caused. Our engagement with the security services ahead of the event succeeded in reducing both the footprint and duration of deployment of HVM. We are conducting an internal review to determine the significance of the various factors. Once this has been completed, we will talk to the Metropolitan Police Service (MPS) and security services with a view to agreeing a plan for next year's events and especially seeking to avoid carriageway restrictions for the HVM measures which cause congestion wherever and whenever they are in place.

2.4.5 Encouraging more cycling London Cycle Design Standards

We have revised the London Cycling Design Standards, first published in 2005. The standards set out the approach needed to create a significant change in the quality of cycling infrastructure. On 13 June we began consulting on the revised version, which has been comprehensively updated to reflect established and emerging best practice in cycling design, as well as meet the ambitions of the Mayor's Vision for Cycling (2013) and reflect the Mayor's Roads Task Force report (2013). Consultation is scheduled to run until 25 July 2014.

Barclays Cycle Hire success

The first ever Barclays Cycle Hire race was held on 7 June, with 30 Londoners taking part. The evening race, which was won by Ryan Carus from Wimbledon, was part of the popular London Nocturne cycle event and took place in Smithfield Market.



Thirty people took part in the first Barclays Cycle Hire race in the Capital in June

Barclays Cycle Hire has now passed the 30 million hire mark, and the weekend of 17-18 May saw the highest number of casual hires since the scheme began – 60,614 over the weekend.

Tour de France

Many activities are taking place to mark the Tour de France coming to London, and to inspire more people to cycle.

At the end of March the Mayor released 101 special-edition yellow Barclays Cycle Hire bikes into general circulation across London. The yellow bikes, representing the 101st Tour de France, are available until the race arrives in London on 7 July.

La Fête du Tour celebrations were held on 31 May to officially welcome the Tour to London. Activities at the Queen Elizabeth Olympic Park included led rides, cycle security marking, the opportunity to try a range of bikes, mountain bike displays, French food stalls, cycle training taster sessions and the sale of official Tour de France merchandise.

The 2014 London Cycle Challenge was launched on 2 June. This online and app-based challenge runs throughout the summer and aims to harness the excitement of the three major cycling events in London this summer – Tour de France, Prudential Ride London and Tour of Britain – and encourage more cycling.

There is also continuing engagement with boroughs, local businesses, schools and communities to ensure awareness of the London stage of Tour de France, alongside a high-profile Travel Demand Management campaign. This will continue until 7 July, the day of the event.

2.4.6 Improving the safety of our roads

One of our top priorities is to improve safety on London’s roads over the next six years. To meet this target we have made six commitments:

- I To lead the way in achieving a 40 per cent reduction in the number of people killed or seriously injured on the Capital’s roads by 2020 – with a longer term ambition of freeing London’s roads from death and serious injury



- 2 To prioritise safety of the most vulnerable groups – pedestrians, cyclists and motorcyclists – which make up 80 per cent of serious and fatal collisions
- 3 To provide substantial funding for road safety, invested in the most effective and innovative schemes
- 4 To increase efforts with the police, boroughs and enforcement agencies in tackling illegal, dangerous and careless road user behaviour that puts people at risk
- 5 To campaign for changes in national and EU law to make roads, vehicles and drivers safer
- 6 To work in partnership with boroughs and London’s road safety stakeholders to spread best practice and share data and information

As part of these commitments we have been undertaking intensive activity in the following areas:

Vulnerable road user casualties in 2013

On 11 June we published our annual analysis of vulnerable road user casualties. In 2013 there were 2,324 Killed and Serious Injury (KSI) casualties in London. Of these, 80 per cent were vulnerable road users.

The 2013 KSI figures showed a reduction of 23 per cent compared with 2012 and a 36 per cent reduction against the 2005–09 baseline. In 2013 there was a 25 per cent reduction in pedestrian KSIs (to 838), a 27 per cent reduction for pedal cycle KSIs (to 489) and by 19 per cent reduction for powered two wheeler KSIs (to 510).

Cycle safety

On 13 June 2014, we published the new draft Cycle Safety Action Plan (CSAP) for consultation. This builds on the original plan, published in 2010, as well as the Cycling Vision and Safe Streets for London (2013). CSAP, which has been developed with stakeholders, focuses on understanding

the risks and challenges faced by cyclists on London's roads, and uses an intelligence-led approach to identify the most effective interventions.

Improving the safety of our road infrastructure is a central focus, particularly in the design of junctions, roundabouts, signals and cycle lanes. We have championed innovations such as the use of advanced cycle signals, advanced stop lines and blind spot safety mirrors, and will continue to invest in solutions for London. The consultation is scheduled to run until 25 July 2014.

Motorcycle safety

The Motorcycle Safety Action Plan was published on 21 March. It contains 29 actions that will increase motorcyclist safety by building on best practice from across London, the UK and Europe. These include a commitment for TfL-funded Metropolitan Police Motorcycle Tasking Team enforcement activity to be increased by 40 per cent.

We will undertake trials into new technologies specifically designed to make motorcycling safer, such as innovative headlights that make motorcycles look larger to help reduce right-turn collisions. We will also develop new hard-hitting safety campaigns, designed specifically to change road user behaviour that puts motorcyclists at risk, such as drivers failing to look properly or not accurately judging motorcyclists' paths when turning into or out of side roads.

Pedestrian safety

Following public consultation in May, we published the Pedestrian Safety Action Plan (PSAP). The plan demonstrates our commitment to increase the number of walking trips in the Capital by one million by 2031, while ensuring there is no accompanying increase in the number of pedestrians harmed on London's roads.

The PSAP sets out 30 key actions to target the main factors in collisions and help reduce pedestrian casualties across London further. They include:

- Doubling the number of pedestrian crossings operating Pedestrian Countdown from around 200 locations to more than 400 (roughly 10 per cent of pedestrian crossings in London) by 2016
- A new 'gold standard' for all new and upgraded pedestrian crossings
- The first London Pedestrian Design Guidance to plan and design safe and comfortable walking environments
- Working with the Mayor to continue lobbying the DfT for changes in legislation to improve pedestrian safety on London's roads, calling for a stronger emphasis on pedestrian priority over turning vehicles at side roads in the Highway Code
- Bus technology trials to assess the potential of the technology to reduce collisions with buses, cyclists and pedestrians



A seized HGV taken off the Capital's roads

New HGV technology trial to improve road safety

A new Construction Logistics and Cyclists' Safety project will independently test 'blind spot' safety technology that can be fitted to HGVs, which will help to reduce the risk of collisions between HGVs, pedestrians and cyclists.

All types of blind spot safety technology will be evaluated, including camera monitoring systems, optical and radar detection systems and other sensors fitted to HGVs to spot pedestrians and cyclists. The findings will be used to create new and detailed performance and reliability criteria to allow these products to be independently tested and evaluated.

Companies will be able to use the new testing criteria to make better informed choices about the types of vehicle safety equipment they invest in. It will also help wider take-up of the best equipment and encourage further innovation from product developers, helping to save lives both across London and more widely across the UK.

Safer lorry regulations

We have been working with London's European Office to lobby the European Parliament to revise regulations to enable the manufacture of safer lorries. This culminated in a vote to change regulations passing successfully in April 2014. The change to regulations will allow vehicle cabs to be designed with increased driver visibility - it is estimated that 500 lives could be saved every year across Europe if lorry cabs were made safer and visibility improved.

HGV Task Force continuation

The Industrial HGV Task Force (IHTF) is being continued following a successful six-month trial. Funded by TfL and the DfT, the task force aims to crack down on non-compliant HGV operators and drivers. It comprises officers from the MPS, City of London Police, and Driver and Vehicle Standards Agency (DVSA).

The IHTF targets the most non-compliant and dangerous vehicles, primarily in the construction and waste industries, through roadside stops, operator engagement and enforcement action. Results demonstrate a

compliance rate of only 27 per cent, meaning that 73 per cent of vehicles/drivers stopped are non-compliant. This rate demonstrates the serious and wide-ranging issues within this sector, which are a cause for concern.

To date, the IHTF has stopped more than 2,200 vehicles and has issued more than 1,000 Roadworthiness Prohibitions (PG9s) and 600 FPNs.

Operation Safeway

Launched late last year, Operation Safeway saw thousands of officers from the MPS Traffic Command and Safer Transport Command deployed at key junctions across the Capital, enforcing road safety and giving advice to all road users during rush hours.

On 27 May, the Mayor and Cycling Commissioner joined officers from the MPS for an Operation Safeway press event at Tooley Street / Tower Bridge Road. Operation Safeway deployments continue twice a month, on unannounced days, with up to 1,000 police officers and staff stationed at around 100 junctions in inner London, including Elephant and Castle, Bow Roundabout and Holborn.

Police officers carry out traffic legislation and education about the rules of the road as well as tackling careless and dangerous road users, dealing robustly with people who commit traffic offences through fixed penalty notices. They also offer guidance to those whose behaviour puts them or others at risk of harm.

Operation Kansas

Since March 2012, we have been working with DVSA and the MPS to carry out enforcement activities against dangerous and non-compliant novelty vehicles such as limousines. These vehicles operate in a regulatory grey area between Passenger Service Vehicle and Private Hire Vehicle licensing, which has previously provided opportunities for operators to evade sanction. The use of officers from multiple agencies ensured that operators were unable to exploit these loopholes. Since the start of operations, 380 vehicles have been stopped and checked, resulting in 27 seizures and the issuing of 242 prohibitions.

Through joint enforcement and engagement work, we have seen large increases in compliance, from around 80 per cent of vehicles stopped with defects to less than 50 per cent.

The last operation took place on 10 May in The Mall. Of 11 limos/party buses checked, six were clear of defects, two were issued with advisory notices for lighting issues and three were issued with delayed prohibitions for a range of defects including lighting and worn steering. Two limo drivers were issued with FPNs for tachograph offences, £350, with another issued with notices totalling £300. Another limo driver was found to be twice over the drink-drive limit. He was arrested at the scene and was therefore thankfully unable to undertake his two remaining pick-ups of the night across London.

3 Customer experience

3.1 ESPN/World Cup updates

A sponsorship contract has been signed with TV channel ESPNFC for the duration of the World Cup. This means that game details, such as the latest results and scorers will scroll across the dot matrix indicators in stations and will be displayed on 400 service update boards.

Although the service indicator boards displayed results during the Games, this is the first time the updates have been provided with a commercial partner. To mark the start of the partnership, footballer John Barnes joined the press launch at Southwark station on 9 June and then hosted a Q & A session at Palestra for more than 250 staff.

3.2 Open letters to customers and staff

During April, Mike Brown, Managing Director of LU and London Rail, took the opportunity to communicate his vision for the future of LU in a number of ways, from an open editorial piece in the London Evening Standard, to open letters and emails to Oyster users.

The three open letters highlighted his commitments to provide a 24-hour 'Night Tube' at weekends from 2015; providing customer service which emulates that delivered during the London 2012 Games, with more staff visible and available to help customers; and to modernise our stations by introducing new services such as 'click and collect' shopping and new retail outlets. The letters also emphasised a commitment to treating staff fairly and with respect, including LU's pledge to make these changes without any compulsory redundancies.

3.3 Improved access to Queen Elizabeth Olympic Park

The new Pudding Mill Lane DLR station, was built to make way for the Crossrail route. It has the capacity to handle large crowds with ease, making it an ideal route for big events at the neighbouring Queen Elizabeth Olympic Park and Stadium.

Customers are now enjoying the other benefits of the new station, which has more seating areas, better weather protection, a longer platform and an improved station environment.

The increased amount of double track on the north route also enables a more frequent service and helps to further enhance reliability.

3.4 Going to Heathrow campaign refreshed

New leaflets and posters for the 'Going to Heathrow' campaign have been distributed to all stations across the LU network. Piccadilly line trains are also fitted with in-car panels carrying the same designs. The refreshed campaign ties in with the phased opening of Terminal 2, which began on 4 June.

Our Heathrow-related communications have not been refreshed since Terminal 5 opened in 2008, so we have taken the opportunity to update the look and feel of this artwork. The featured aircraft include the Airbus A380 and a Boeing Dreamliner, aircraft now in scheduled use at Heathrow. Crucially, a representation of a Piccadilly line train has been reintroduced in order to reinforce the link between the Tube and the airport.



This campaign highlights that the Piccadilly line provides the most comprehensive service to all Heathrow terminals, runs every few minutes and is the cheapest, easiest way to make the journey to most parts of central London.

3.5 London's New Routemaster book

In May we published a fully illustrated book, 'London's New Routemaster'. Released as part of the Year of the Bus celebrations, it charts the evolution of buses as far back as the first horse-drawn double-deckers in the 1880s. It recognises the key role buses play in providing transport in London and keeping the city working.

Written by Tony Lewin and published by Merrells, the book includes contributions from key people involved in the design and manufacturing process, really good behind-the-scenes photography plus a foreword by the designer of the New Routemaster, Thomas Heatherwick, and one by the Mayor.

3.6 BAFTA nomination

The TV documentary series 'Route Masters: Running London's Roads' was nominated for a BAFTA this year. The collaboration, between us and Blast! Productions, was nominated for best factual series, alongside 'Bedlam',

'Educating Yorkshire' and 'Keeping Britain Alive'. The series ran in June and July of last year and went behind the scenes to show how we and our contractors manage the Capital's complex road and bus networks.

3.7 The Complainers

The great work of our customer service team was highlighted in the first episode of a new Channel 4 series, 'The Complainers', televised on 27 May. The episode focused on our relationship with repeat complainers and looked at the customer service provided directly by bus drivers in response to issues raised by passengers.

The episode was watched by around 1.5 million viewers and was followed with a live Twitter session with Shashi Verma, Director of Customer Experience, and Alex Constantinides, Customer Service Advisor from our social media team in the contact centre. The response on Twitter was excellent with over 3,000 mentions of the episode and more than 1,500 mentions directly to our Twitter feed. Most of the feedback praised the hard work of our staff and revealed a genuine interest on the part of customers at seeing another, very human, side to our organisation.



‘Bus Days’ provide disabled people with an opportunity to experience safe independent travel

3.8 Improving transport accessibility and information

We have been running an engagement campaign, ‘Come on Board’, with local groups across London to raise awareness of the range of accessible services we provide, as part of the Every Journey Matters campaign. This has focused on previously difficult to reach grassroots communities.

Engagement and research with older and disabled passengers and stakeholders has shown that many people are not aware of the services we have to help them travel. So we have spoken to around 70 community groups and their members to give disabled and older customers the knowledge and confidence to use, or use more of, the transport options available.

To accompany the campaign, we have produced a leaflet giving an overview of accessible transport. More than 12,000 have been distributed via doctors’ surgeries, community spaces and at local events. In addition, Baroness Grey-Thompson has worked with us to produce and promote a video highlighting the improvements on our

network and urging disabled Londoners to ‘give public transport a go’.

Our core stakeholders have publicly supported us in their magazines, newsletters, social media and online. For example, the National Autistic Society helped us reach 94,000 potential users. Mental health charity Rethink used its Facebook page to promote our Travel Support card – this post was ‘liked’ around 300 times. Age UK London, Mature Times, Leonard Cheshire Disability, Huffington Post, Action for Blind People, RNIB, the Royal London Society for Blind People and Guide Dogs have also featured the campaign messages.

‘Come on Board’ continues throughout May and June, by when we will have reached every London borough with at least one event, as well as numerous regional and pan-London events. Feedback will be collated into a report and used to inform our future areas of work and policy development. The work we have done will also be used to define how we engage with similar ‘grassroots’ groups on future projects.

3.9 Travel mentoring service launched

In spring we helped coordinate a travel mentoring service for disabled Londoners in Croydon. The service aims to help disabled people make the most of the Capital by using London's bus network – one of the most accessible systems in the world.

The 'Bus Days' provide disabled Londoners with the opportunity to experience independent travel on a bus in a safe and controlled environment. They are run in with the MPS Safer Transport Team, bus operator Arriva, Croydon Care Solutions and Croydon Council. The scheme is one of nine similar projects already in place across the Capital and is part of the work we are doing to make the transport network more accessible to everyone.

3.10 Providing personalised, real-time information

Tweet the Manager

Social media is an important means of communicating with our customers and providing personalised and real-time information. We receive more than 1,000 customer contacts a day through our 26 Twitter feeds. Since we launched our Twitter service in February 2012 we have gained more than 1.2 million followers, with growth of around 10,000 new followers a week.

'Tweet the Manager' sessions provide a dedicated time for our customers to ask questions and make suggestions about service improvements. They generate a high volume

of questions from customers spanning every aspect of what we do.

We hold regular sessions with participation from line general managers across LU and Directors of LO and DLR. I have held two 'Ask the Commissioner' sessions myself. Both were very useful and I will be continuing these regularly.

We aim to respond to every question and if we are unable to answer immediately then we respond within 24 hours.

Sessions are scheduled to take place every two weeks throughout 2014. The future programme will extend beyond Rail and LU to those involved in the day-to-day operation of the roads and buses.

National Rail moving to open data

I warmly welcome the announcement on 21 May that real-time live National Rail data is being made freely available for the first time to developers.

This means customers should soon benefit from a wider range of smartphone applications, integrated across National Rail and our services, making it easier to plan and get around. National Rail data will also be integrated into our own website. This is a significant step forward to standards TfL has applied for some time.

UITP position paper on open data

The UITP (International Association of Public Transport) has recently written and agreed a paper setting out the overall direction for open data among transport providers globally. This paper lays out the customer benefits of free, open data for customer information and real-time services. The paper was heavily influenced by our approach in this area. It builds on the leading work and experiences of us and others and provides a foundation for organisations around the world wishing to understand how open data might form a key part of their digital strategies.

Website

At the time of the last Board meeting, I was able to report that we had just launched our new website. The new site is specifically designed for use 'on the move' and has vastly improved journey planner and information services. It wraps to fit all forms of device – tablets, smart phones and so on – making it easier than ever for customers to obtain real-time travel information wherever they are.

Two months on, 19 million devices have visited, viewing 225 million pages in 48 million visits. In April, the Journey Planner received more than 10 million visits, the highest ever.

Feedback from stakeholders and customers, who continue to help us shape the new site, has been overwhelmingly positive.

Planned next steps and improvements for the new site in the next 12 months include:

- Personalisation – Enabling the site to adapt more to user needs and preferences and rolling out a single login for services
- Open data – The launch of the single TfL Application Programming Interface (API) which provides a consistent set of data across all transport modes
- National Rail information – Incorporating National Rail information across the website including live departures
- Journey Planner improvements – Including national route planning, live planning around lift and escalators issues and cycling enhancements
- Fares information – Improving the available fares information and tools, allowing customers to search for the best ticket type based on their profile

Digital technology utilised to make bus passenger journeys easier

On 14 April we announced a range of customer information improvements for bus passengers to help make it easier for passengers to travel on the bus network. Large digital screens providing 'Countdown' real-time bus arrival information have been installed at three bus stations – Vauxhall, Hammersmith and Harrow. Other improvements include the installation of state-of-the-art interactive digital screens on Regent Street (in partnership with Clear Channel) and on Eden Street in Kingston (in partnership with JCDecaux), which provide

live bus arrival information alongside real-time updates on other public transport options. The screens also include local area information including maps, local news and details about local events.

In addition, the London Borough of Ealing has worked with us to bring bus arrival and Tube status information to customers on a borough-funded information screen outside Ealing Broadway Tube station. We have also introduced digital clocks on board every bus in our 8,700-strong fleet, displayed on the 'iBus' screen on both the upper and lower deck.

We are also trialling location announcements on two night bus routes – the N9 and N15 – to help passengers identify where they are, for example 'you are entering Knightsbridge'. These announcements will be extended to all night bus services in the Capital by the end of this summer.

Deliver and encourage behaviours that lead to safe and secure transport

– End of year crime statistics

Crime on our transport system has continued to fall – down 11.2 per cent on last year. End-of-year figures for 2013/14 show the rate of transport crime has fallen to eight crimes per million passenger journeys, the lowest rate of crime seen on all transport services. This means the risk of becoming a victim of crime while travelling on our network is at its lowest level ever.

– Buses

Levels of bus-related crime in 2013/14 were 9.9 per cent lower (1,982 fewer offences) than in 2012/13 and the rate of crime for the bus network has fallen to 7.5 crimes per million passenger journeys (from 8.6 in 2012/13).

There has been a 45.2 per cent reduction in bus-related crime between 2007/8 and 2013/14 (14,987 fewer offences). Over the same period:

- Criminal damage down 79.3 per cent (4,638 fewer offences)
- Robbery down 60.9 per cent (2,596 fewer offences), and between 2012/13 and 2013/14 all boroughs have seen a reduction in robbery offences
- Violence against the person down 41.8 per cent (3,507 fewer offences)
- Theft and handling down 30.3 per cent (3,843 fewer offences)

The only bus-related crime categories to see an increase between 2012/13 and 2013/14 were sexual offences (up 6.2 per cent, 30 additional offences) and other notifiable offences (up 17.9 per cent, 35 additional offences). The rise in sexual offences is related to Project Guardian and in line with London-wide rises of reported sexual offences to the MPS (up 13.2 per cent, 1,303 additional offences).

– LU/DLR

Crime on LU/DLR decreased during 2013/14 by 14.4 per cent (1,846 fewer offences than in 2012/13), with the rate of crime falling to eight crimes per million passenger journeys

There has been a rise in detection of sexual offences, with rates increasing to 24 per cent against a 20 per cent target. This performance is also driven by Project Guardian, which brings together the British Transport Police, MPS, City of London Police and TfL to address sexual offending on public transport in London

– LO

Crime on LO has increased during 2013/14 by 3.8 per cent (32 additional offences) compared with the previous year. This is largely due to a significant increase in passenger journeys of around 11 million. London Overground is one of the safest travel services in London, with crime remaining at a very low level. In 2012/13, the crime rate fell from 6.7 to 6.4.

3.11 Unofficial Congestion Charge websites

Google continues to decline advertisements in Google Adwords from the 'copycat' websites and, as a result, payments via these sites have continued to reduce significantly. One site has created a 'content farm' website (a type of website design to manipulate the order in which automated search engines rank their results). It appears to be the means by which that website commonly features near the top of Google's organic search results. We are taking appropriate action to limit the use of our information by this website. At the same time, we continue to work with Google and other search engines and regulators including Trading Standards regarding such unofficial sites and are liaising with the Cabinet Office's Government Digital Service, which is looking at solutions for central government services that are affected by websites of this sort.

4 Value – efficient and effective delivery

4.1 London Highways Alliance Contracts (LoHAC) Year 1 performance

LoHAC is a joint initiative between TfL and the London boroughs, which aims to provide a reliable, reputable and cost-effective highways service across the Capital. Its first year saw continuously improving performance. Twelve London boroughs have signed up, producing the following results:

- 1.3 million square metres of carriageway resurfaced across TfL and borough roads – equivalent to resurfacing the Queen Elizabeth II Bridge 100 times
 - 218,000 square metres of footway resurfaced across TfL and borough roads
 - 720,000 tonnes of site waste recycled
 - 2,050 low-energy streetlights installed
- 11.6 million square metres of grass cut - equivalent to mowing Wembley and the six London Premier League pitches more than 230 times each

4.2 Credit rating update

On 9 May, Standard & Poor's published a research update which affirmed our existing AA+ long-term rating outlook stable. The report highlights our credit strengths, particularly our flexibility, financial management and liquidity, despite reductions in levels of grant from Central Government as part of the last Spending Review.

On 29 May, Moody's published a Credit Opinion which affirmed our existing Aa2 long-term rating outlook stable. Again, the report highlights our credit strengths, particularly our strategic importance, strong record in meeting operational, investment



and financial goals and strong liquidity, despite high borrowing levels, reductions in levels of grant from Central Government and substantial capital expenditure.

As previously reported, on 26 March Fitch confirmed the AA issuer credit rating outlook stable.

4.3 Her Majesty's Revenue and Customs risk rating

The three-yearly assessment of our tax risk status conducted by Her Majesty's Revenue and Customs concluded that we would retain its low risk rating.

4.4 Borrowing

On 9 May, we successfully tapped the existing £370m, 50-year bond, which is due in April 2064, for an additional £130m at a price of Gilts + 55 basis points. This transaction was our first tap of an existing bond and increases the total size of the 2064 bond to £500m.

The semi-annual yield of 3.915 per cent on the £130m tap compares favourably with the 4.011 per cent rate for the original £370m bond. It also compares favourably with the equivalent fixed rate of 4.170 per cent for 50 year borrowing available from the Public Works Loan Board (PWLb). This equates to a saving of 25.5 basis points per annum or £16.5m over the 50-year term.

On 15 May, we agreed the drawdown schedule for the £500m EIB Crossrail Rolling Stock and Depot Facility, which was signed in December 2013, and locked in very attractive rates. The facility will be drawn down in 2017/18 in two

tranches of £250m. This will be repaid 20 years later with a one-off repayment. Expected savings range between 47bps and 49bps against a PWL adjusted rate.

4.5 Supplier assurance

On 1 April, a new risk-based approach to assuring safety and quality of suppliers was launched in LU. This provides guidance to procurement teams and their clients to enable them to build the right risk interventions into procurement, contracts, relationship management and the products or services themselves. It also connects assurance activity through the lifecycle of a product or service and links to Project, Health and Safety Executive and Engineering assurance.

4.6 Earls Court

Earls Court Partnership Limited, a joint venture between TfL and Capco, has been formed to take forward the development of Earls Court 1 & 2, in line with the Earls Court Masterplan. This 26.5 acre phase of the overall 77 acre masterplan will contribute a significant amount towards the £3.5bn Commercial Development income target over the next 10 years. Preparatory works began in June, with demolition starting in December.

4.7 Shepherd's Bush Market

After the exchange of contracts in September 2013, the freehold and long leasehold disposal of LU's commercial interest at Shepherd's Bush Market has now reached legal completion. The purchaser, Orion, in conjunction with Development Securities, is the chosen partner of the London Borough of Hammersmith and Fulham. It

will undertake a wider development scheme to refurbish the market and regenerate the surrounding area, including building more than 200 new residential units. Orion has planning consent and construction is expected to start in the summer. The timing of the sale, for £12m, means that most of this year's rent has been retained, while we benefit from the disposal of a very complex and management-intensive asset, comprising around 140 leaseholders, mainly independent traders.

4.8 Pop-up shops at Old Street

The project to refurbish the Old Street underpass by improving security, cleanliness, way finding, ambiance and the retail offer has been completed. We are working with a young start-up business, Appear Here (AH), an online matching website for pop-up shops. The system works in a similar way to booking a hotel room. AH currently has 3,000 registered users and around 200 lettable spaces. The subterranean arcade at Old Street comprises 13 shop units and a couple of stalls operating in the subways outside the station. The station is now a fast-paced pop-up environment, showcasing a huge variety of retailers, from start-ups to global brands, with AH curating the space.

4.9 Automated Teller Machine (ATM) refresh

Following the award of the contract to Lenlyn Holdings, the ATM refresh was completed to schedule on 27 April. A total of 145 machines were replaced at 71 stations and at least one machine at each station now vends both Sterling and Euros. Since the first of the new ATMs were installed in November, €2.5m has been dispensed across all locations, well ahead of expectations.

4.10 VAT repayment

In response to a recent European Court of Justice VAT case decision, a protective VAT reclaim of £937,000 was submitted to recover additional VAT incurred on pension-related expenditure such as investment management fees. The evidence to support the claim was verified and the claim was confirmed to be valid. The saving generated by this claim will be passed to the London Transport Pension Fund, which incurred the investment management fees.

4.11 Environment targets

In 2013/14, TfL head offices, including for the first time Westferry Circus, were targeted to achieve carbon emissions of 133kg CO₂/m². Performance at year-end was 131.8kg CO₂/m², one per cent better than target. Gas use was 12 per cent better than target and electricity use exceeded target by one per cent. This has demonstrated a further improvement in energy efficiency and maintains our exemplary position compared with industry energy efficiency benchmarks, such as Investment Property Databank and the Better Buildings Partnership's Real Estate Environmental Benchmark.

4.12 Click and Collect

A deal has been finalised with Sainsbury's for click-and-collect facilities at Leytonstone, Debden, Loughton, South Woodford, Totteridge & Whetstone, Woodside Park and Oakwood. This expands our click-and-collect portfolio to 27 sites, with further discussion taking place with other retailers.

5 People

5.1 Royal recognition

Two of our employees have been recognised in the Queen's Birthday Honours list - Mark Mackenzie and Amy Nicolson.

Mark Mackenzie, a Capability Development Specialist in Human Resources, has been awarded an MBE for services to equality. He has made a huge voluntary contribution to improving the way Lesbian, Gay, Bisexual and Transgendered (LGBT) staff are treated at work, as well as the wider LGBT community when they are travelling our transport network. His work with the British Transport Police resulted in a Hate Crime Best Practice Guide for the force and to the monitoring of hate crime across our transport networks.

Amy Nicolson, a Revenue Protection Inspector (RPI) in Surface Transport, has been awarded a BEM (British Empire Medal) for services to public transport passengers. She clearly showed her bravery, passion and commitment during the horrific Woolwich murder in 2013 when she selflessly helped a pregnant bus passenger and took control of the situation by liaising with CentreComm, despite being off duty.

5.2 London Bus Awards

On 12 June another two of our RPIs were recognised at the 2014 London Bus Awards for talking a suicidal man down from Putney Bridge.

Out on the network every day, our RPIs do not just check tickets; they support customers in a variety of ways. For many, our RPIs are the 'face' of TfL. They deal with enquiries far beyond ticketing questions and often

find themselves taking charge of potentially harrowing incidents on or off the bus. They are also great role models for working across team boundaries, supporting bus drivers, our operational bus staff, especially during LU strike days, and recently colleagues in Victoria Coach Station.

On top of all this, we have the lowest ever levels of fare evasion and crime on the bus network thanks to their dedication.

5.3 Senior managers seek direct feedback from station staff

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

More than 375 visits took place, reaching 880 people across our 10 lines during one six-day period.

Managers submitted feedback forms after each visit, which give a sense of what's on our people's minds and enables us to prioritise our actions.

5.4 Celebrating Pride in London 2014

On 28 June, we celebrated Pride in London 2014 with the installation of a temporary Rainbow Crossing on Pall Mall East. The event also provided another opportunity to celebrate the Year of the Bus, with our open-top bus featuring in the parade. Pride in London, which is the third largest event

in the Capital, celebrates diversity and LGBT culture, and is in its 44th year.

While similar crossings have been installed in Tel Aviv and Sydney, this was a first in Northern Europe. Installation of the crossing reflects nearly two years of great partnership working between the TfL LGBT+ Network, Mike Freer MP, Westminster City Council, the MPS, the event organisers and our sub-contractor Applied Outdoor Media.

In addition to the crossing and open-top bus, there were 75 'Ride with Pride' branded Barclays Cycle Hire Bikes which were available for use in the run up to and during the event. Each bike carried the hashtag '#RidewithPride' logo which was promoted in advance on social media to encourage users to interact with the LGBT+ Network.

5.5 Graduate Employer of Choice for Transport & Logistics

On 1 April, we were once again named the Graduate Employer of Choice for Transport & Logistics at the Times Top 100 Graduate Awards. As well as achieving this status for the seventh time since 2007, we were the highest climber in this year's ranking, moving up from 99th to 63rd place. Our graduate scheme has also received external recognition through a number of other awards:

- Shortlisted for the Most Popular Graduate Recruiter in Engineering, Design and Manufacture category, TARGET National Graduate Awards, 2013 and 2014

- Highly commended for Graduate Induction in the Association of Graduate Recruiters Development Awards, 2013
- Shortlisted for Innovation in Business Led Graduate Development in the Association of Graduate Recruiters Development Awards, 2014
- Shortlisted in the Job Crowd Awards in both the Charity, Education and Public Sector and Transport and Logistics Sector, 2013

This is great news and is testament to all the hard work that goes into ensuring we have a competitive programme which continues to attract the highest calibre of graduates from a variety of disciplines.

5.6 Apprenticeship update

TfL's Supplier Skills team from the Commercial Centre of Excellence hosted a Rail Technicians Apprenticeship workshop on 10 February. As part of TfL's strategy to develop skills in its supply chains and generate jobs for young people, the event targeted 20 key suppliers to gain their input into developing a suite of Rail Design Technician apprenticeships. Supported by other industry representatives including, the Department for Business Innovation and Skills, the workshop mapped out the knowledge, skills and behaviours required of technicians operating in these roles. This work will increase the number of apprenticeships already created in our supply chains – 709 in 2013/14 and 3,564 since 2009.

5.7 London Transport Museum's Route into Work

Route into Work (RiW) is a three-day pre-employment course for young people aged between 16 and 24 years who are not in education, employment or training. The course, which has an impressive record in moving young people into jobs in the transport industry, has been run by the museum in partnership with TfL and our supply chain employers since 2010. Between October 2013 and March 2014, 54 young people graduated from RiW. Of these:

- 90 per cent were given a guaranteed job interview with a TfL supplier
- 62 per cent have started a job or are in the process of applying
- 50 per cent moved into further training
- 53 per cent had criminal convictions

RiW is run as part of LTM's wider Young People and Skills programme, which now includes projects such as an apprentice programme, skills training for under-16s, volunteer opportunities for young people, and Inspire Engineering.

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

In May, three LU engineering projects jointly received the highest accolade, 'The Greatest Contribution award', at the prestigious 2014 ICE London Civil Engineering awards. These celebrate outstanding engineering achievements by companies across the UK.

Baker Street to Bond Street tunnel relining, the Track Partnership and the Victoria line upgrade were all praised by the judging panel: 'These projects by LU and their partners - all happening unseen by the travelling public, are quite remarkable and a true demonstration of teamwork, dedication and continuous improvement - these teams are the unsung heroes of the Underground, keeping our Capital moving.'

The Mayor also congratulated the winning projects saying 'This is recognition of a body that has been operating solidly for 151 years, and has pulled off triumphant success in the recent upgrades. I am absolutely thrilled that ICE London is recognising the fantastic work by London Underground, a body that gives us, in my view, the best metro system anywhere in the world.'

I have highlighted the important work undertaken in all of these areas over the course of my last three reports to the Board, and it gives us enormous pleasure to see these teams receive official recognition from their industry body.

5.9 LexisNexis Taxation Awards 2014

The winners of the LexisNexis Taxation Awards 2014 were announced at a ceremony on 22 May 2014. We had been shortlisted in the In-house Tax Team of the Year category, alongside British Sky Broadcasting Group, LV=, Unilever and Vodafone. British Sky Broadcasting Group won the award, but before revealing the winner the judges singled

out our team, announcing that they 'ought to be specially commended for their entry, particularly given their small numbers and the wide variety of work they dealt with'.

5.10 Oyster award innovation and design

On 23 April at a ceremony in Beverley Hills, Hollywood, our revenue collection partner, Cubic Transportation Systems, was named overall winner in the BritWeek UK Trade and Industry Business Innovation Awards, in the product design category for the tri-reader, the multi-purpose smart card reader that has changed how people pay to travel on London's buses.

5.11 2014 Contactless and Mobile Awards

On 29 April we received two honours at the 2014 Contactless and Mobile Awards – for 'Transportation and Ticketing' and 'Best Contactless Awareness and Education'.

The Transportation and Ticketing award recognises the globally leading position we have established in accepting contactless bankcards and mobile phone payments, giving our customers convenience over and above the Oyster card system. Our innovation is recognised widely in this area and this award represents a further acknowledgment. The Best Contactless Awareness and Education award recognises the campaign we have run since February this year, informing customers that contactless is coming.

5.12 World Road Association

An opportunity to share our best practice and experience came in April when delegates from transport organisations across the world visited London for a meeting of the World Road Association Performance of Transport Administrations Committee. Surface Transport supported the event with a presentation to the Committee, whose objective is to promote international cooperation and sharing of best practice.

5.13 The Children's Traffic Club

The Children's Traffic Club is a free road safety education programme for children aged between three and four and their parents or carers. The programme helps parents and carers teach their children how to stay safe when they are out walking, playing or travelling in cars and buses. In 2013/14, the Club enrolled almost 90,000 pre-schoolers. More than 41,000 were from our targeted black, Asian, minority ethnic or high deprivation boroughs, some of the most vulnerable road users in London. Further information is available at www.childrenstrafficclub.com

5.14 Safe Streets for London – shortlisted for road safety award

The 'Safe Streets for London' plan is one of three submissions shortlisted by the Chartered Institute of Highways & Transportation (CIHT) for the John Smart Road Safety Award CIHT. The submission, commended by the Parliamentary Advisory Council for Transport Safety, explains how the safety programme is using cutting-edge evidence to reduce casualties.

5.15 'Spring into Summer' walking weekend

Walk London's 'Spring into Summer' walking weekend took place on 24 May. The weekend, which we funded, involved activities which encouraged Londoners to explore the city on foot, with 35 walks taking place around the best of the Capital's landmarks and a wealth of parks, rivers, canals, open spaces and hidden gems across the city. The walks included sections of the city's seven most popular walking routes:

- Capital Ring Walk: a 78-mile circular route around inner London – attractions include Eltham Palace, Richmond Park, Wimbledon Common, the Queen Elizabeth Olympic Park and the Thames Barrier
- Green Chain Walk: 50 miles of linked parks and open spaces including Severndroog Castle, Crystal Palace Park and Oxleas Woods
- Jubilee Walkway: 15 miles of path designed to connect London's key attractions and many of the city's most famous sights, including Buckingham Palace, Trafalgar Square, the Tower of London, Tower Bridge and St Paul's Cathedral
- Lea Valley Walk: 18 miles of path following the river and canal in northeast London taking in Tottenham Hale Marshes, Enfield Lock and Waltham Abbey
- LOOP Walk (London Orbital Path): 152 miles of parks and paddocks, including Hall Place, Wilberforce Memorial and Kenley Aerodrome
- Thames Path Walk: 40 miles of level walks from Hampton Court Palace, through the heart of London to Erith Marshes. Sights include the Houses of Parliament, Albert Bridge, Syon Park and Kew Gardens
- The Jubilee Greenway Walk: 37 miles of path connect all the central London Games venues including the North Greenwich Arena, Greenwich Park, Horse Guards Parade, Hyde Park and Regent's Park

5.16 Employment tribunal cases

We continue to take a proactive and robust approach to managing employment tribunal cases, coupled with an extensive training programme for managers on the latest developments in the law and best practice so as to avoid employment disputes as far as possible.

The number of employment tribunal claims brought against us has reduced considerably and we are now achieving a successful outcome in more than 80 per cent of cases (compared to approximately 68 per cent previously).

5.17 Delivery Plan for Schools and Young People

The Delivery Plan for Schools and Young People was launched on 26 March and received excellent press coverage. The plan sets out how, across TfL, we are working with young people to provide them with the skills they need to make informed, safe travel choices, and outlines how they can equip themselves with the skills to help start a career in the transport industry.

6 Planning

6.1 Roads Task Force

On 9 July 2013, we published the Roads Task Force (RTF) report setting out our vision to improve London's places and mitigate road congestion. Since then we have been implementing the recommendations of the RTF, including managing traffic with better signal controls, encouraging people to use alternatives to the car where possible and encouraging businesses to re-time their deliveries.

With a further 1.6 million people forecast to be living in London by 2031, we are also considering whether creating new spaces could help support walking, cycling and public transport use. This includes exploring the feasibility of new road tunnels. Putting roads in tunnels, or flyunders as they are often called, creates more surface space for walkers, cyclists and public transport users, while helping to keep essential traffic moving. An inner orbital road tunnel could help relieve longer-term congestion and support London's growth in a more sustainable way. We will report back on the feasibility of this work at the end of the year.

6.2 Centre for Cities report

On 1 May, Centre for Cities published its report 'Delivering change – making transport work for cities'. This makes recommendations for all UK cities, including London, to enable them to improve the quality of transport for workers, businesses and residents. It also recommends that we should have more funding certainty, more powers on commuter

rail and greater tax-raising powers, and that more UK cities should have 'London-style' control if they are to have the transport they need to support their economies.

The report suggests that Manchester, Leeds, Liverpool and Sheffield should get 'TfL-style' powers to allow for better coordination and for the joining up of transport with economic, skills, jobs and housing strategies.

While waiting for government to make the reforms, the report says that city regions should work together more and with their local enterprise partnerships to form a new advisory panel to guide strategy for long-term infrastructure investment. The role of this panel would be, in part, to learn from us on best practice and innovative transport solutions.

Because we, alongside Transport for Greater Manchester, Centro (Birmingham), Nottingham City Council and Bristol City Council, all contributed to the report, a consensus can be agreed between cities on these issues.

6.3 High Speed 2 (HS2)

While we, together with the Mayor, support HS2 in principle, we have deposited a petition against the HS2 Bill. This is because there a number of changes we would like to see to the current HS2 proposal, to enable the proposed railway to become a transformative project, which changes the economic, social and environmental face of the UK.



The opportunities for London arising from HS2 are significant, but more can be done, as illustrated in the Government-commissioned 'HS2 Growth Task Force' report published on 21 March 2014. The changes we would like to see are:

- Adequate transport provision for the successful delivery of Old Oak Common as a major new transport interchange and regeneration site
- Provision for an important link between the new HS2 network and the existing High Speed 1 line
- Providing measures to avoid unacceptable adverse impacts at Euston, as well as on public transport operations in London during construction
- Providing mitigation for the highly disruptive construction impacts, particularly around Euston and Old Oak Common

We will continue to work with High Speed 2 Limited and the DfT as the HS2 Select Committee considers the Hybrid Bill proposals. The Committee will discuss the northern end of the Phase 1 route first, and it is unlikely that any London-related issues will be discussed until early 2015. At this point we may need to give evidence to the Committee to support any outstanding petition items.

6.4 Ultra Low Emission Zone

In February 2013, the Mayor announced his intention to create the world's first Ultra Low Emission Zone (ULEZ) in central London aimed at making a dramatic improvement in air quality and providing a major boost for the further development and mass take-up of zero and low emission vehicles.

We have been considering options for the ULEZ, for example what standards would be appropriate, the types of vehicles that would be affected, and where and when it should operate. A number of workshops have taken place with the taxi and private hire trades, local authorities, vehicle manufacturers and others

to discuss the proposals in detail. Further workshops are scheduled for September and October and a public consultation will take place by the end of the year.

Subject to the results of that consultation, a scheme order will be progressed in 2015 with the ULEZ coming into force in 2020. We are also in discussion with the Government's Office for Low Emission Vehicles to secure additional funding for measures to improve London's air quality.

6.5 Crossrail 2 public consultation

On 9 June 2014, we launched the second public Crossrail 2 consultation at an event attended by local authorities, business groups, the media and others. This round of consultation is specifically focused on three aspects of the scheme that have changed since the last consultation in the summer of 2013. These are:

- The station location at Chelsea
- The route alignment North of Angel, looking at different route options via Hackney or Dalston
- An extension from Alexandra Palace to New Southgate

The results of this consultation will inform the decision regarding the refreshed safeguarded alignment, which will be made by the Secretary of State in early 2015. The public consultation closes on 25 July 2014.

6.6 Garden Bridge

As the agent to the Garden Bridge Trust, we submitted the planning applications for the Garden Bridge to the London Borough of Lambeth and Westminster City Council on 31 May. The applications are referable to the Mayor. The next step is for the boroughs to undertake statutory consultation. The applications are expected to be determined in the autumn.

6.7 Borough Engagement

The results of the local authority elections on 22 May saw significant changes in four boroughs:

- Labour took control of Croydon, Hammersmith & Fulham and Redbridge from the Conservatives
- The Conservatives took control of Kingston from the Liberal Democrats

Labour remains the majority party of the overall borough organisation, London Councils.

We will now undertake a programme of targeted engagement with boroughs which we have experienced major changes, and with the new political leads at London Councils, over the coming months.

6.8 Aviation

Following publication of the Airports Commission interim report on 17 December and its commitment to carry out a detailed analysis of an Inner Thames Estuary option – one of the Mayor’s preferred options – in the first half of 2014, we have been undertaking work in the following areas:

- Making the case for the Commission’s work to cover a wide range of impacts, including long-term spatial planning, health, transport and regeneration issues. On 18 June, Sir Howard Davies, Chairman of the Airports Commission, joined the Mayor at a conference to discuss the importance of an airport in shaping a growing London
- Understanding the Commission’s short to medium-term recommendations, which, alongside the longer term options for capacity expansion, include operational changes to flights in and out of Heathrow, which could have a significant detrimental impact on the quality of life of Londoners
- Understanding the implications for London of the long-term single new runway schemes (two options at Heathrow, one at Gatwick) shortlisted by the Commission
- Engaging with the Airports Commission to ensure we are actively involved in the Commission’s analysis of surface access, socio-economic and environmental issues
- Providing evidence to support the Commission’s design, development and assessment of a new airport in the Inner Thames Estuary. Our most recent publication in response to the Commission’s call for evidence on the Inner Thames Estuary was published on 23 May 2014. It consisted of a mayoral summary document and over 1,000 pages of technical evidence, assessing the socio-economic effects of Heathrow Airport on its surrounding area and the options for redevelopment if the airport were to be relocated. This study has shown that it would be possible to create 90,000 jobs and 80,000 homes on the site, and has set the scene for a design and master planning work programme over the next few months. An exhibition to showcase some of this work will open at New London Architecture in mid-July.

In addition to this long-term strategic work, we continue to provide planning advice and technical support regarding London’s existing airports.

The Commission’s final recommendations on the long-term options are due to be submitted to Government in the summer of 2015.

7 Mayoral decisions relating to TfL

7.1 Garden Bridge

The planning application in respect of the Garden Bridge was submitted on behalf of the Garden Bridge Trust on 29 May 2014.

We expect the Mayor to make a delegation and direction in respect of TfL's £30m funding contribution towards the Garden Bridge once the business case is complete, in early June.

7.2 Delegation and direction to undertake additional work in relation to aviation issues

The Mayor has extended the direction he gave TfL to undertake the necessary work to assess the impact of any short to medium-term proposals and options for increasing runway capacity in the long term, until the Davies Commission makes its final recommendation to Government, which is due in summer 2015. This may include technical assessments such as surface access implications, engineering feasibility, environmental impacts and socio-economic impacts, as well as responding to requests from and consultations by the Davies Commission or the Government, and other engagement with stakeholders including the public. It is anticipated that the cost of this work will be up to £2m, taking TfL's total budget for work on aviation issues to £5.2m.

To be able to undertake the work required by the direction, the Mayor also delegated his powers in sections 30 and 34 of the GLA Act 1999 (the Mayor's general power to do anything to further the GLA's principal

purposes and his subsidiary powers) to us. The direction is time limited to 30 September 2015, to allow for any slippage in the Davies Commission's timetable.

7.3 Congestion Charging Mayoral Direction

On 27 May the Mayor confirmed, with some minor modifications, an order we made on 19 December 2013, which increases the daily Congestion Charge level in response to inflation with effect from 16 June 2014. The full daily charge will increase from £10 to £11.50 and there will be a comparable increase for charges made via other payment channels.

As a result of inflation, real-term costs of entering the Congestion Charging zone have decreased since the charge was last increased in January 2011. The financial deterrent effect of the charge has therefore eroded over time and it is necessary to increase the charge to maintain the scheme's effectiveness. For the period ending 2017/18, an estimated £82.7m in additional gross income would be generated from the charge increase, which is included in our Business Plan.

In addition, the Variation Order contained a number of minor amendments to update the scheme and to make it more efficient and in keeping with recent developments. These other changes, which will all come into effect on 1 November 2015, will allow: discount applications and renewals to be made online rather than

by post; direct debit payments to be made for Congestion Charge Auto Pay; and National Health Service reimbursement for journeys paid for by Congestion Charge Auto Pay.

These changes have been proposed in the context of the new service provision contract for the Congestion Charge and the opportunity this presents to respond to customer feedback, achieve cost savings and reduce the overall administrative burden on us and our customers. Some other more minor administrative amendments to the scheme came into effect on 28 May.

The order was subject to public and stakeholder consultation between 6 January and 14 March 2014.

List of appendices to this report:

None

List of Background Papers:

None

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July 2014**

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July 2014

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DJ14042_CommissionersReport_240614
