

Date: 15 June 2012

Item 15: TfL's Annual Report

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to present the Annual Report to the Audit and Assurance Committee.

2 Recommendation

- 2.1 **The Audit and Assurance Committee is asked to note the Annual Report, comment on its contents and delegate to the Managing Director, Marketing and Communications the ability to make any adjustments prior to submission to the Board.**

3 Background

- 3.1 The Annual Report is one of TfL's key publications and a statutory requirement under the Greater London Authority Act. Following discussion at the Audit and Assurance Committee meeting, the report will be submitted to the TfL Board on 27 June.
- 3.2 The structure of the report has been specifically designed for the web and reflects the Mayor's Transport Strategy and TfL's business priorities. This version may still require minor changes for design and editorial purposes, but no substantive changes are expected. It will be available on TfL's website. Forewords are being agreed with the Mayor and the Commissioner.
- 3.3 The Statement of Accounts is being considered elsewhere on the agenda. Following approval, the documents will be combined to form the Annual Report and Statement of Accounts 2011/12.

List of appendices to this report:

Appendix 1 – draft TfL Annual Report 2011/12

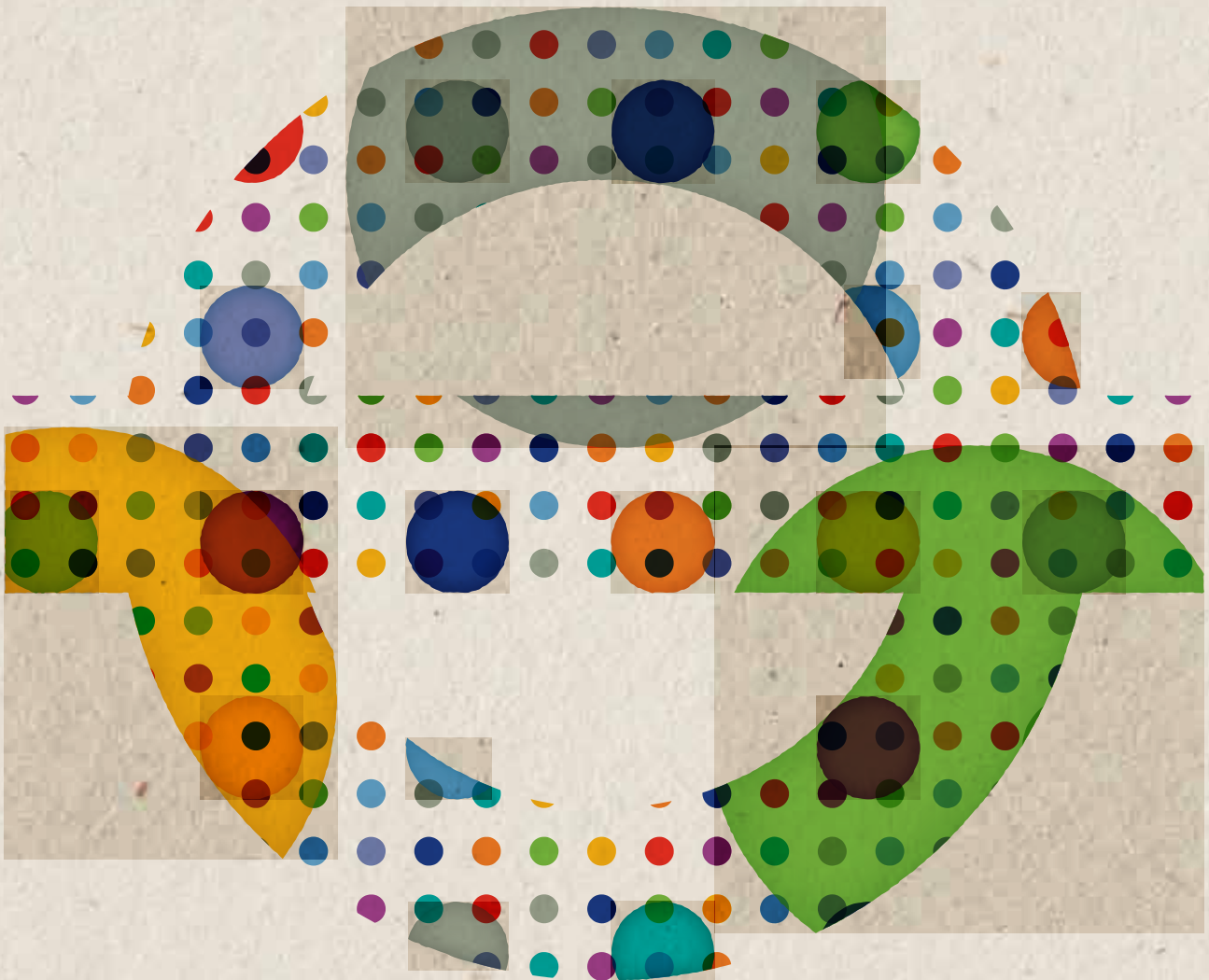
List of Background Papers:

None.

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Annual Report and Statement of Accounts

2011/12





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Message from the Mayor

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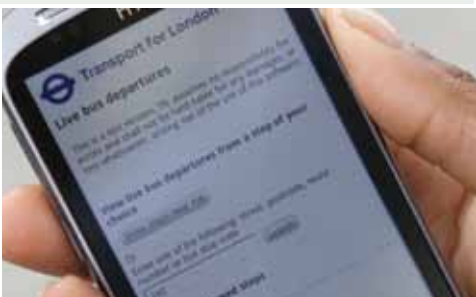


Commissioner's foreword







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Year at a glance

This year has seen record levels of performance, with more services running and better reliability than ever before.

April 2011	May 2011	June 2011
<p>Announcement that record numbers are using the Tube as journeys exceeded 1.1 billion for the first time</p>	<p>New electric vehicle scheme, Source London, is launched</p>	<p>Statistics showed that in 2010/11, more passengers (nearly 2.3 billion) used London's buses than at any time in the last 50 years</p>
		
October 2011	November 2011	December 2011
<p>Real-time bus information available 'anytime, anywhere' for all 19,000 London bus stops</p>	<p>First 'super-green' New Bus for London leaves the production line</p>	<p>Step-free access schemes are announced for six London Overground stations</p>
		

July 2011	August 2011	September 2011	
<p>A full fleet of new Victoria line trains in passenger service</p>	<p>TfL unveils plans to combat pollution under the Clean Air Fund</p>	<p>New Oyster system helps passengers pay the correct fare</p>	
			
January 2012	February 2012	March 2012	
<p>Go-ahead given for a lane rental scheme to combat disruption caused by roadworks</p>	<p>Switch-on of new signalling system heralds the completion of a £300m Docklands Light Railway upgrade</p>	<p>Following the Jubilee line upgrade, a new timetable was introduced with 30 trains per hour during the busiest times</p>	
			

Operational performance

Buses

	2011/12	2010/11	2009/10	2008/09	2007/08
Passenger journeys (millions)	2,344	2,289	2,257	2,247	2,176
Kilometres operated (millions)	490	486	483	478	468
Percentage of schedule operated (per cent)	97.6	97.4	97.1	97	97.5
Excess wait time (high frequency) (minutes)	1.0	1.0	1.1	1.1	1.1
Passenger satisfaction (score)	80	80	79	80	79

Note: The figure for bus passenger journeys in 2011/12 reflects a change in the method for calculating child journeys. The comparable figure for 2009/10 is 2,265 million journeys.

TfL's road network

	2011/12	2010/11	2009/10	2008/09	2007/08
Journey time reliability (am)*	88.89	88.78	89.3	n/a	n/a
Hours of serious and severe disruption	1,994	2,176	2,344	2,035	1,159
Traffic flow**	91.87	93.02	94.27	95.06	98.43
Customer satisfaction with TfL's road network***	75	72	n/a	n/a	n/a

Notes: * Data unavailable before 2009/10 ** Score against an index of 100 from Period 13, 2006/07
 *** Data unavailable before 2010/11

London Underground

	2011/12	2010/11	2009/10	2008/09	2007/08
Passenger journeys (millions)	1,171	1,107	1,065	1,089	1,072
Kilometres operated (millions)	72.4	68.9	69.4	70.6	70.5
Percentage of schedule operated (per cent)	97	95.6	96.6	96.4	94.8
Excess journey time (weighted) (minutes)	5.8	6.5	6.4	6.6	7.8
Passenger satisfaction (score)	80	79	79	79	77

Docklands Light Railway

	2011/12	2010/11	2009/10	2008/09	2007/08
Passenger journeys (millions)	86	78	69	66	67
Kilometres operated (millions)	4.9	4.7	4.6	3.9	4.4
On-time performance (per cent)	97.5	97.4	94.8	94.6	97.3
Passenger satisfaction (score)*	83	81*	91.9	92	97.3

Note: *During 2010/11, the scoring system changed from the previous Serco measure to the TfL CSS measure. For comparison the score for 2010/11 using the previous measure was 94.9

London Tramlink

	2011/12	2010/11	2009/10	2008/09	2007/08
Passenger journeys (millions)	28.5	27.9	26.5	27.0	26.3
Kilometres operated (millions)	2.7	2.7	2.6	2.7	2.6
Planned kilometres delivered (per cent)	99.0	98.6	98.6	98.4	99
Passenger satisfaction (score)	86	85.3	86.3	86	85

London Overground

	2011/12	2010/11	2009/10	2008/09	2007/08
Passenger journeys (millions)	102.6	57.2	34.3	33.2	28.8
Kilometres operated (millions)*	6.9	5.2	3.4	3.4	n/a
On-time performance (per cent)	96.6	94.8	93.2	92.3	91.4
Passenger satisfaction (score)	82	80.3	73.2	74.1	71.2

Note: *Data unavailable before 2008/09

Effective and efficient business operations

TfL has continued to deliver on the ambitious savings and efficiencies programme launched in 2009/10.

As part of the drive to deliver continued savings and efficiencies, the Commissioner launched a review of TfL's organisational structure. Called Project Horizon, it was set up to identify a new structure and ways of working for TfL and to reduce non-operational staff costs. The end result is a leaner organisation with 25 per cent fewer directors, a significant reduction in support costs, and a clearer sense of both organisational purpose and how different teams across TfL support delivery.

Total gross savings achieved across the business in 2011/12 amount to £1,051m, against a target of £838m. The net position is £1,009m against a target of £792m. This has been achieved by completing the majority of planned activities, identifying substitute and additional initiatives where some projects have subsequently proved unachievable, and accelerating some 'future' activities so benefits arise earlier.

Total cumulative net savings since the efficiencies programme began are £1,809m, which is £433m (24 per cent) ahead of target. This represents more than 24 per cent of the £7.6bn of savings planned in the entire programme.

Rail and Underground

In 2011/12, London Underground delivered savings of £585m, against a target of £439m. This was achieved by:

- Removing 800 operational roles to reflect changes in customer requirements for ticket offices and the rationalisation of operational management structures
- Reducing the number of permanent back-office staff by around 400, plus the removal of a similar number of posts filled by non-permanent labour
- A review of the Piccadilly and sub-surface upgrade programmes to maximise synergies
- More cost effective packaging of certain capital works, with step-free access at stations subject to either congestion relief, Crossrail or Thameslink upgrades, being delivered as one contract
- A continued reduction in the use of non-permanent labour

Surface Transport

Surface Transport achieved savings of £281m against a target of £226m. These have been made through:

- Bus network contract efficiencies during 2011/12, which are now delivering continuing savings
- Reduced staffing levels following an organisational redesign that has reduced duplication in the Better Routes and Places Directorate and other areas
- Collaboration with the boroughs to identify opportunities for savings and better value in the procurement of highway maintenance and management service contracts
- Increased income from assets on the Transport for London Road Network through better commercial exploitation
- Ongoing savings from the re-let of the Congestion Charging contract to IBM and the sale of East Thames Buses during 2009/10
- Reduced staffing levels in Enforcement and Streets following reorganisations
- Improved traffic signal maintenance and renewals contracts
- A continued reduction in the use of non-permanent labour

Corporate and Group-wide

Savings of £186m in back-office costs have been made against a target of £173m. This has been achieved through:

- The disposal of surplus accommodation space and use of cheaper locations
- Achieving better value contracts with specific focus on engineering and construction, Information Management, operational services and corporate support
- Reduced costs through a single business support function
- Recurring savings from the termination of the Prestige contract and procurement of more cost-effective arrangements
- Continued reduction in the use and cost of non-permanent labour

Progress on the Mayor's Transport Strategy

In May 2010, following extensive consultation, the Mayor of London published a new transport strategy, setting out his goals and aspirations for the transport network over the next 20 years.

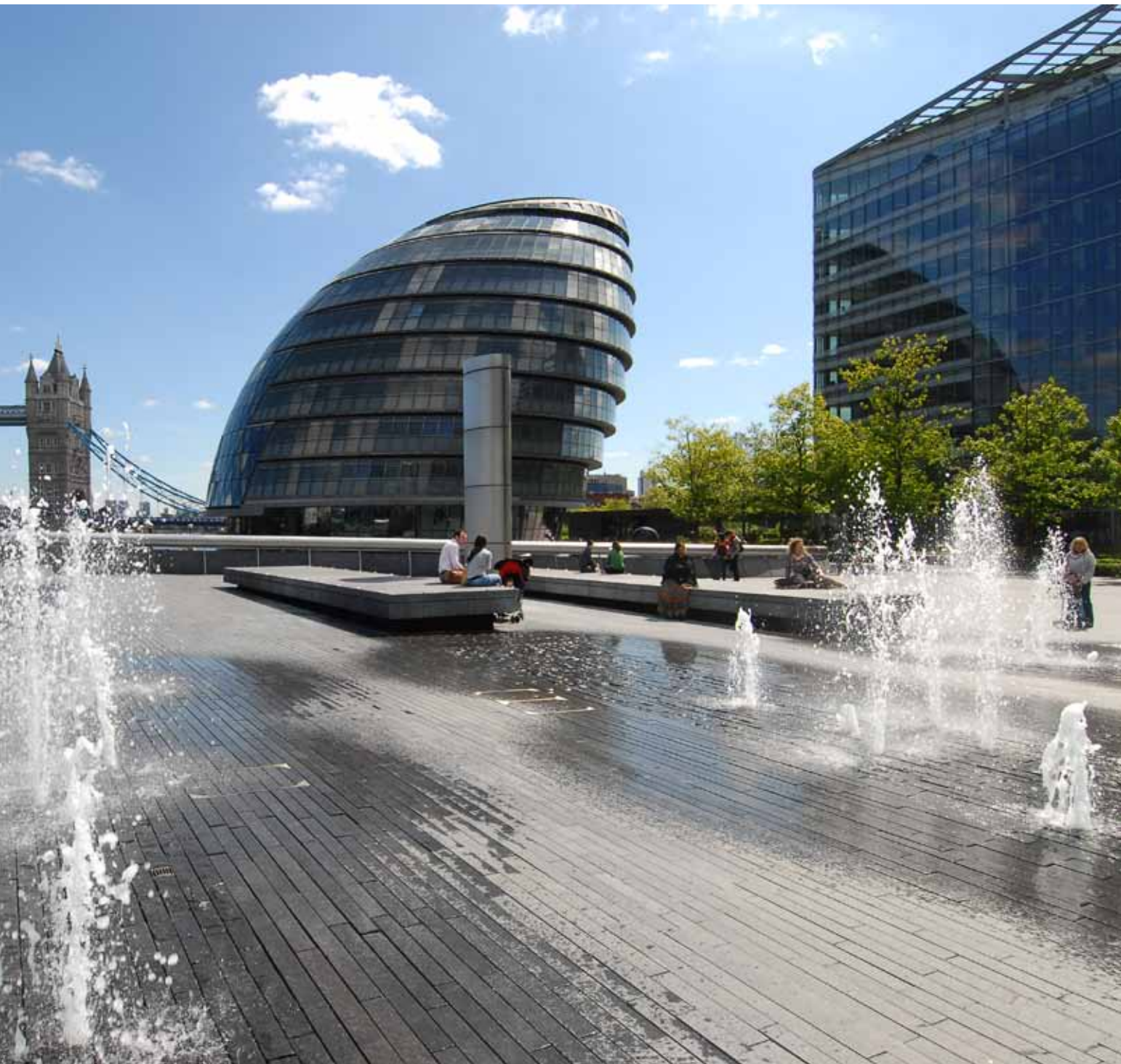
These are aimed not only at increasing capacity but also bringing improvements in comfort, safety and security, and helping London meet its climate change and environmental targets.

The Mayor's Transport Strategy (MTS) identifies six goals:

- Support economic development and population growth
- Enhance the quality of life for all Londoners
- Improve the safety and security of all Londoners
- Improve transport opportunities for all Londoners
- Reduce transport's contribution to climate change and improve its resilience
- Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

The following pages highlight the progress TfL has made in meeting these goals.





Support economic development and population growth

This MTS goal is being addressed by the biggest investment programme on the Capital's transport network since the 1930s:

- Plans to ease congestion and increase capacity at Bank and Monument, the fourth busiest interchange on the Tube network, went on public display in the City in November. The improvements include step-free access to a new ticket hall, better access to lines and wider platforms. The project is expected to be completed in 2021
- A scheme to replace an 80-year-old District line bridge in a single weekend earned London Underground a top British Construction Industry award for excellence
- London Overground won the 'Most improved Metro' honour at the international Metros awards for its work to upgrade and expand the network. Longer platforms, refurbished stations, more services, a new fleet of trains and increased capacity on a key 2012 Games route were just some of the passenger benefits
- An order for six new trams from Stadler was placed by TfL to boost capacity on London Tramlink. The air-conditioned trams, 2.5 metres longer than existing units, will be in service by the end of June 2012
- Construction work on the cross-river Emirates Air Line got under way in July, with all three towers now erected, the cable installed, and the north and south terminals in place in the Royal Victoria Dock and on the Greenwich Peninsula
- The Docklands Light Railway (DLR) upgrade was completed in May with the introduction of three-car trains on the Tower Gateway to Beckton route. The £325m upgrade includes longer platforms, better track and signalling, improvements to Tower Gateway station and a new station at South Quay
- SCOOT (Split Cycle Offset Optimisation Technology) is now in use at around 40 per cent of London's traffic signals and is contributing to an average 12.7 per cent reduction in delays on the Transport for London Road Network. At some locations the reduction is nearly 20 per cent. The system detects passing vehicles and alters signal timings to allow traffic flows to be adjusted
- More than 2.3 billion bus passenger journeys took place during the year and waiting time reliability for high-frequency bus services equalled best-ever results at just one minute



Spotlight

A bigger, better, more reliable network

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

The number of people relying on the Tube is growing each year. But despite increasing demand, London Underground is delivering a better service than ever.

Statistics show that, in 2011/12, a record 1.17 billion passenger journeys were made and the amount of kilometres operated increased by five per cent to 72.4 million.

Reliability, as measured by the amount of delays to customers, was at an all-time high with the number of 'customer hours lost' lower than at any point since the measure was introduced in 1999. Across the Underground network, 'lost hours' has been cut by almost 40 per cent since 2007/08.

The Tube reliability programme introduced by London Underground last year has helped to deliver the clear improvements in performance.

New techniques are being brought in to predict when maintenance on the lines is required so unexpected equipment failure can be prevented. Advanced signal monitoring technology highlights potential breakdowns, while automated track monitoring systems identify track-related defects so maintenance can be planned with minimal disruption.

London Underground is also funding a team of medically trained BTP officers to support the Capital's ambulance service when passengers fall ill on the network. Since 2008/09 there have been more than 3,200 incidents amounting to 5.2 million lost customer hours. These officers will respond to incidents so services can resume quickly.

Another initiative has seen BTP drivers escort the Tube's Emergency Response Unit (ERU) to serious incidents under blue light conditions. Since the trial began in February, the ERU response time to incidents in central London has been almost halved.

London Underground is also increasing its incident response capabilities, and developing plans to co-locate engineering and operations staff in one command and control centre so it can speed up the time it takes to recover from incidents.

Then there is the upgrade of Tube signals and fleets, initiatives to combat cable theft, work to learn from other metros and industry leaders, plus communication campaigns aimed at staff, contractors and passengers.

No stone is being left unturned. Along with the huge amount of work to upgrade the Tube's lines and stations, London Underground is delivering a service truly fit for the future.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games



Bus use rises again

Last year more than 2.3 billion bus journeys were made in London, an increase of 2.4 per cent over the previous year and the highest level since 1959. The Capital's buses account for around half of all the journeys made by bus in England. Reliability matched best-ever levels, with excess waiting time on high-frequency routes at just one minute.

The network is reviewed regularly to ensure it continues to meet Londoners' travel needs. Service quality is supported by a range of measures including Quality Incentive Contracts with bus operators, which means that they are paid according to their performance, and enhanced service control using the iBus system. This uses state-of-the-art Automatic Vehicle Location technology, and supports on-bus passenger displays and announcements and next bus information via the web. It is installed on every London bus.

Spotlight

A new Victorian era

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

When it opened in 1968, the world's first automatic railway was ahead of its time. Now 40 years on, the Victoria line has had a well deserved update.

As part of TfL's Tube upgrade plan, the 21km line that links Walthamstow in the Capital's northeast with Brixton in the south has been completely upgraded ahead of the 2012 Games.

The result is better, faster journeys. Early next year, 10,000 more people will be able to travel every hour and journey times will be cut by up to 16 per cent.

New trains so passengers gain

An expanded fleet of new high-capacity trains is now in operation. The last of the old '1967 stock' trains made its final journey in June 2011.

With wider doors, more wheelchair spaces, better onboard information and CCTV in every carriage, the new trains are a big improvement for the 180 million passengers who use the line every year.

Alongside the fleet, a new control centre has opened and a state-of-the-art signalling system has been installed. Improved track and power systems provide a more comfortable ride.

Platform humps have also been added at all stations on the line (except Pimlico) providing level access with the trains.

The upgrade is a crucial part of TfL's plans – as London continues to grow, so will the number of people who use this vital line.

Playing it cool

Managing temperatures on the deep-level Tube lines is a huge challenge for TfL – especially on the Victoria line, which is entirely underground.

Mid-tunnel ventilation fans between stations have been upgraded so that twice as much heat can be removed and temperatures can be controlled.

The new fleet also has an environmentally friendly regenerative braking system that returns power to the rails while the train is braking, so that other nearby trains can use it for accelerating. This reduces the amount of heat generated.

In addition, as part of TfL's continuing programme to cool the Tube, work began in February 2012 to install air cooling units at Green Park and Oxford Circus stations.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



New look for Green Park

One of 16 stations along the Victoria line, Green Park became step-free from the street to all platforms at the end of August 2011. The £48m project was completed ahead of schedule and for around half of the original budget.

Three new lifts provide step-free access from street level to all platforms and between the three lines serving the station. Other enhancements include:

- A larger station entrance
- A new ramped walkway directly into Green Park

- Improved flooring, ceiling, lighting, tiling and signage in the ticket hall plus new entrances and lift lobbies
- New passenger help points and additional CCTV cameras
- Electronic information displays in the ticket hall and on all platforms

Working with partners including Westminster City Council and the Royal Parks, TfL is also delivering improvements to the public areas outside the station.

Spotlight

Digging deep for new skills

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

For huge and complex infrastructure projects it is important to have the right people for the job. And Crossrail is no exception.

The 118km rail link will connect Maidenhead and Heathrow in the west to Shenfield and Abbey Wood in the east. It requires specific construction and engineering skills – so Crossrail planners have been busy making sure there are specialists on board. A major part of this has been the opening of the Tunnelling and Underground Construction Academy in September.

The academy provides the workforce with training in tunnel excavation, underground construction and infrastructure and is the only ‘soft-rock’ tunnelling training facility in Europe. Over the lifetime of the Crossrail project, it will offer training to around 3,000 people in underground construction alone.

Equipped for the future

In addition to the job opportunities being made available to Londoners, it leaves a legacy of well-trained engineers for future projects. The volume of tunnelling and underground construction work taking place in the Capital over the next decade is unprecedented with the Thames Tideway Tunnel, National Grid and EDF electricity cable tunnels all requiring significant numbers of skilled people. Longer-term, tunnelling skills will be required for Crossrail 2 and High Speed 2.

The academy will support the UK economy by equipping workers with the specialist skills they need to meet the demand for labour in this area. It will also ensure that all people working underground on Crossrail sites achieve the Tunnel Safety Card before they start work.

Investing in vital skills

By building and establishing the academy, Crossrail is contributing to the development of new qualifications and health and safety standards. It is working with industry, professional bodies and other organisations with a requirement for skilled underground workers, to ensure that the facilities and training at the academy meet the required needs.

Crossrail is investing up to £7.5m in the academy while £5m in funding has been provided by the Department for Business, Innovation and Skills via the Skills Funding Agency. Further sponsorship has been provided by industry and more is pledged.

The Academy will eventually operate as an independent organisation and will become a long-term provider of underground construction skills for other major infrastructure projects. It will also act as the London centre for the National Skills Academy for Railway Engineering.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



Crossrail – a vital link for London

Around 200 million passengers will travel on Crossrail each year and the route will provide a 10 per cent increase to rail-based capacity in the capital. It is set to add £42bn to the economy and create thousands of jobs.

New Crossrail stations will be built at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel as well as Canary Wharf.

A total of 21 km of twin-bore tunnel will be built. The first of eight boring machines was put into place at Royal Oak in west London ready to begin a 6.4km journey east to Farringdon via Bond Street and Tottenham Court Road. The machines are the equivalent to the length of 14 London buses end to end, weigh 1,000 tonnes each and produce enough force to lift more than 2,900 London taxis.

Spotlight

Celebrating the Jubilee

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

It may be the newest Underground line, but until recently the signalling on the Jubilee line was far from up to date. To cope with ever-increasing passenger numbers, especially with the link to Canary Wharf, the line's signalling system needed an upgrade.

When it took on full responsibility for the upgrade after the end of the Public Private Partnership (PPP) in June 2010, TfL inherited a project that was well behind schedule. The way the work was carried out under the PPP also meant Londoners had to endure too many line closures and too much weekend disruption. Since then, Tube Lines and London Underground worked hard to complete the project. The work was finished in June 2011, and while there were some inevitable glitches as the new system bedded in, reliability has steadily improved.

Overall passenger journeys are now more than two minutes faster and more trains than ever are running on the line.

Improvements to the line include:

- More trains during peak hours – there is now a train every two minutes at the busiest times
- Extra capacity – an additional 12,500 passengers an hour can travel on the line (that's room for a third more people)
- Faster journeys
- Less waiting time

The line will provide a vital transport link to many key venues during the 2012 Games.

'The Jubilee line has seen the most dramatic rise in demand, a result largely of the development of Canary Wharf. To support this, we've installed a new signalling system – a vital part of our upgrade plan. Before this work, signalling on parts of the line dated as far back as the 1950s.'

Kevin Bootle,
General Manager of
the Jubilee line

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games



Sub-surface railway upgrade

New trains

More than half of the Metropolitan line's new fleet of 58 eight-car S-stock trains are now in passenger service and the number is increasing all the time.

The first of the seven-car S-stock trains for the Circle, District and Hammersmith & City lines has been delivered and is being tested prior to entering service later in the year.

The trains are the first on the Tube network to have walk-through gangways. The inside of

the train is one continuous length, providing improved capacity, security and passenger flow. They also have air conditioning, improved customer information (audio and visual) and enhanced CCTV.

Improved signalling

The contract for a new signalling system on the sub-surface railway was awarded in June 2011 and is expected to be delivered by 2018. This will increase capacity on the Circle, and Hammersmith & City lines by 65 per cent; by 24 per cent on the District line and 27 per cent on the Metropolitan line.

Spotlight

Reducing delays – not such a tall order!

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

The northbound Blackwall Tunnel provides one of the key routes into the centre of the Capital from southeast London and Kent. But for many years the tunnel has been blighted by closures due to vehicles breaking down or getting stuck because they are over the recommended height.

Improvements completed more than a year ahead of schedule have been designed to significantly reduce the number of incidents that force the 114-year-old tunnel to close.

Works included the installation and commissioning of new, upgraded ventilation fans in the tunnel's four shafts, superior incident detection as well as installation of new lighting, upgraded CCTV and new communication systems.

Rapid response

New safety inlets have been constructed in the tunnel wall with emergency phones and fire extinguishers providing a safe area for drivers whose vehicles break down in the tunnel.

These will allow TfL to direct emergency services to specific incidents, helping them deal with any potential disruption more rapidly.

TfL has also introduced an additional lane for over-height vehicles on the northbound Blackwall Tunnel approach. This enables all vehicles more than four metres high to be diverted away from the tunnel before they reach the entrance, reducing unnecessary delays.

Efficient working

The scale of refurbishment works carried out should mean that similar works will not be required for another 25 years.

Conscious of the inconvenience that such major improvement schemes can cause for Londoners, TfL and its contractors changed their working methods to prevent the need for closures and complete the refurbishment as quickly as possible.

As with any infrastructure, some routine maintenance will still be necessary. However, following the completion of these works, TfL will be reducing its regime of ongoing planned maintenance closures from weekly to fortnightly, and only between 01:00 and 08:00 on Sundays.

Teamwork

The successful introduction of a TfL-funded road response unit at the Blackwall Tunnel has seen a dramatic fall in the number of incidents that delay road users. Officers from the Metropolitan Police Service (MPS) Roads Policing Unit have been in place since September, providing an immediate response to breakdowns and accidents. Since then, the number of incidents causing delay has been reduced by 20 per cent. The team also carries out enforcement operations and stop-checks on potentially sub-standard vehicles to help prevent these incidents from occurring in the first place.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



‘TfL and its contractor have thrown everything at this project to get these vital works completed as quickly as possible while ensuring that disruption to local residents and road users was kept to a minimum.

‘Completing this project 13 months early and with fewer weekend closures than we originally anticipated is a massive achievement and one that Londoners will welcome.’

Garrett Emmerson, Chief Operating Officer of Surface Transport, TfL

Spotlight

The war on roadworks

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

As most motorists know, there's nothing more annoying than getting stuck in traffic delays. But aside from frustration and inconvenience, roadwork congestion is a considerable drain on the economy. It costs the Capital an estimated £750m, of which at least £300m occurs on TfL's road network.

To combat this TfL has continued to wage war on disruptive and unnecessary roadworks to help smooth traffic flow and reduce congestion.

Twenty-seven boroughs are now fully signed up to TfL's London Permit Scheme. Designed to regulate roadworks, the scheme ensures that any company digging up the roads causes minimal disruption and requires them to apply for a permit to carry out their work.

The remaining six boroughs are consulting with interested parties on the scheme, and it is expected that all of London's roads will be covered by September 2012. This will make the initiative the largest permit scheme in Britain, covering around 13,000km of road.

London Permit Scheme in numbers

A total of 80 per cent of the Capital's roads are now covered by the scheme.

Between April 2011 and March 2012, TfL granted 51,444 permits, but refused 18,871.

Working together

This year, for the first time, TfL held a groundbreaking meeting with senior directors from the 'big six' utility companies in the Capital to discuss how roadwork disruption could be reduced further. Representatives from City Hall and London Councils also attended.

Together they agreed new, specific targets and discussed initiatives within their own businesses, such as an increase in collaboration and shorter work durations, to minimise disruption. All agreed to share best practice and explore innovative working methods. These include using new materials and 'core and vac' technology, which would allow work to be carried out under the carriageway without the need to dig up the road.

Up to the limit

In 2010, TfL put in place a roadworks 'cap' which set limits on the number of works that could take place over a given time period. The cap reduced the maximum number of works taking place (in a four-week period) by 20 per cent. In September, the limit was revised again – reducing the maximum number of works by a further 10 per cent.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



Lane rental

London is set to become the first UK city to make utility companies pay for the time they spend digging up roads after the Department for Transport (DfT) gave the go-ahead in March for a lane rental scheme. TfL will be allowed to charge utilities up to £2,500 a day for working in congested areas or at busy times.

Road users can help

Londoners can report disruptive or badly managed roadworks by visiting tfl.gov.uk/roadworks, or by using a GPS-enabled mobile device to tweet @report_it with the hashtag #roadworks. Enquiries will be sent directly to the highway authority responsible, ensuring that direct and swift action can be taken.

‘We are all committed to working closely with TfL and each other going forward, to ensure minimum disruption is caused while we provide these essential services safely and efficiently, to keep London working.’

Malcolm Russell, Director of Operations for Southern Gas Networks

Spotlight

London rail goes orbital

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

The Surrey Quays–Clapham Junction extension of London Overground’s East London route will complete the Capital’s orbital rail network, allowing passengers to travel around the city without needing to negotiate the busy central London zone.

The final section of track for London Overground’s orbital railway was bolted into place in February and passenger services will begin in December 2012.

Most of the extension makes use of existing National Rail lines but 1.3km of completely new track was also built. The extension will serve six stations and provide better links for people in south London to destinations including Docklands, the East End, the City and Hackney, and to numerous onward connections from Clapham Junction.

More frequent services

The orbital rail network currently serves 20 out of London’s 33 boroughs as well as Watford in Hertfordshire. There are four routes:

- Richmond/Clapham Junction - Stratford
- Highbury & Islington - West Croydon
- Gospel Oak - Barking
- Watford Junction - Euston

Passengers are already benefiting from more frequent London Overground services thanks to a new timetable and a three-year £326m signalling and track upgrade, which has allowed TfL to double services on parts of the network.

Services from Richmond and Clapham Junction to Stratford now run four times an hour, increasing the number of trains between Willesden Junction and Stratford to eight per hour during peak times.

There are also four trains per hour between Gospel Oak and Barking, and up to eight between Highbury & Islington and Dalston Junction.

Between 2007 and 2011 TfL refurbished all of the stations and introduced 62 new state-of-the-art trains. The route from West Croydon to Dalston Junction was opened in 2010, and extended to Highbury & Islington in 2011.

TfL has secured funding for step-free access projects at a further 14 London Overground stations, which will take the number to 49 by the end of 2014.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



When the Surrey Quays – Clapham Junction extension opens in 2012, services will run from Clapham Junction via Wandsworth Road, Clapham High Street, Denmark Hill, Peckham Rye, Queens Road (Peckham), Surrey Quays and then all stations to Highbury & Islington.

The new line will bring links to additional destinations and connections to other services at:

- Clapham Junction (for Waterloo, Victoria, west London, Gatwick Airport and destinations across the south of England)
- Canada Water (for Jubilee line services to the West End and Canary Wharf)
- Shadwell (for the DLR to Bank, Canary Wharf and London City Airport)
- Whitechapel (for District and Hammersmith & City line services)
- Shoreditch High Street (for the City)
- Highbury & Islington for (trains to Stratford and Victoria line services)

Passengers will also be able to change trains at Surrey Quays to continue on London Overground south to New Cross, Crystal Palace and West Croydon.

Enhance the quality of life for all Londoners

Progress has been made on a range of projects to enhance the quality of life for Londoners:

- With more than 200,000 drivers signed up, CC Auto Pay became the most popular way to pay the Congestion Charge. Drivers pay a £10 annual registration fee but receive £1 discount on the £10 daily charge – and avoid the risk of fines
- An advertising campaign encouraging passengers to take their litter with them or bin it was launched by London Underground. Posters in stations and on trains warn that newspapers and other litter left on trains can jam doors or fall on the track, causing delays
- As part of the Legible London wayfinding system, a Waterloo station walking map was produced and distributed to pedestrians in the area during September. The trial helped to increase walking to and from the station by six per cent and produced a 16 per cent rise in the numbers walking around the station. The Legible London wayfinding system is designed to encourage more people to walk and help them navigate the city on foot
- Barclays Cycle Hire marked its first anniversary in July. It recorded six million hires in its first year and now has more than 153,000 members. More than 80 per cent of members think the scheme makes a positive contribution to the Capital. In addition, July saw two new Barclays Cycle Superhighways open – from Bow to Aldgate and Wandsworth to Westminster
- The Biking Boroughs programme launched in May with the Mayor and TfL awarding £4m over three years to more than 100 different cycling projects across the 13 boroughs. The project aims to significantly boost cycling in local communities and town centres
- TfL's Signal Timing Review programme has contributed to a 7.8 per cent reduction in traffic delays at around 1,000 locations in the Capital. The initiative aims to cut congestion, smooth traffic flow and reduce emissions
- A package of measures to make London's air cleaner was introduced in January. It included changes to the Low Emission Zone, reforms to taxi licensing standards and a campaign to persuade drivers to switch off their engines when parked or waiting at the roadside
- Trials to cut pollution at industrial and construction sites, with funding from the Mayor and TfL, began at 15 locations around the Capital. They included deep cleaning and use of dust suppressant technology, which literally glues dust particles to the ground to prevent them becoming airborne
- Following successful trials, it was announced that 120 buses on seven routes were to be fitted with exhaust technology to reduce particulate matter (PM₁₀) emissions by 77 per cent. In addition, up to 1,000 older buses will be fitted with equipment to cut nitrogen oxide (NO_x) emissions. The technology has been found to reduce NO_x emissions by 88 per cent



Spotlight

Teamwork restores Tramlink service

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

London Tramlink plays a vital role in transporting people around the south of the Capital, so when disturbances broke out in Croydon last August staff worked tirelessly to restore services.

When fire destroyed the iconic Reeves furniture building it also damaged track and overhead wires of the adjacent tram network.

It meant that trams had to be suspended between Wandle Park and East Croydon, with shuttle services operating either side of this area. In addition, trams stranded at the eastern end of the network were unable to return to the depot at Therapia Lane, meaning routine cleaning and maintenance had to be carried out on a makeshift site in the Sandilands area.

Back on track

Initially a police investigation meant that staff were unable to access the area. Then, when they did get to the site, they found the fire had brought down 60 metres of overhead wires and cabling, and caused damage to the tracks.

Employees from both London Tramlink and Tram Operations Ltd, which runs the service, worked diligently to restore the damaged infrastructure and help the local area. Within just 48 hours, the team had re-erected the overhead lines, made safe the damaged masts, cleared clogged tracks, replaced signalling equipment and had services up and running again.

A boost for businesses

Once the network was restored, Tramlink helped the local community and businesses get back on their feet by introducing a range of initiatives including free travel on the first weekend after the unrest. These steps helped increase the number of passengers travelling on the network by more than 24,000 compared with an average weekend.

Just a month later, Tramlink recorded its busiest ever day during normal transport operation, with 102,000 passengers boarding trams on 23 September – a 17 per cent increase on the daily weekday average.

In October, Tramlink received a special award for outstanding achievement at the National Light Rail Awards. The prize was given in recognition of the dedication and effort of the London Tramlink recovery team in response to the disruption caused by the civil disturbances.

Passenger journeys per annum have increased by 45 per cent in the 12 years since the network opened.

Tramlink has 28km of track, 24 trams in the fleet and 39 stops. It serves seven mainline stations and 55 bus routes. An extra six new trams will be running by the end of June 2012, providing a new cross-borough service from Elmers End to Therapia Lane.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



‘The tram is a vital part of south London’s transport infrastructure and the disruption to its service has been considerable. Commuters and shoppers alike have been affected by the disruption, and we are very pleased that TfL and their contractors have worked, in difficult conditions, to repair the damage and get tram services back on track.’

**Simon Turnage, Deputy Chief Executive
of South London Business**

Spotlight

Cycle success

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

In March 2012 a major expansion to the Barclays Cycle Hire scheme opened to the public, with 2,300 more bikes and 4,800 extra docking points.

The scheme now covers the whole borough of Tower Hamlets including Canary Wharf, Isle of Dogs, Wapping, Poplar, Stepney Green, Mile End and Bow, and extending to the fringes of the Olympic Park. It has also been extended in Hackney to serve north Shoreditch.

An additional 600 new docking points in west London have increased access to the scheme near the Westfield London Shopping Centre. TfL is also looking at plans to expand it to the boroughs of Wandsworth, Hammersmith & Fulham, Lambeth and Kensington & Chelsea.

Live hire data enables innovative apps

To improve access to Barclays Cycle Hire, TfL has made available a live data feed. This not only gives the name, location, co-ordinates and maximum number of docking points for all operational Barclays Cycle Hire docking stations, it also contains the number of available bikes and free docking points.

The feed, updated every three minutes, can be used by independent developers to produce mobile or other applications.

The data is already being used by several apps for both iPhone and Android devices, allowing users to quickly find their nearest docking station whether they need to pick up a bike or drop one off.

The cycle revolution

- There has been a 150 per cent growth in cycle journeys on London's major roads since 2000
- The expanded Barclays Cycle Hire area includes 8,000 bikes and 15,000 docking points across more than 560 locations
- More than 11 million hires have taken place since the launch of the scheme in 2010
- Barclays Cycle Hire now covers 65km² of the Capital

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‘Extending Barclays Cycle Hire to other areas of the Capital will enable more Londoners and visitors than ever before to experience the delights of cycling in London. The bikes are affordable, easy to use and a fun way to move around London for both business and leisure journeys.’

**Leon Daniels, Managing Director
Surface Transport, TfL**

Spotlight

Green wall – designed to trap pollution

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

In November 2011, a 200m² green wall was unveiled on Marylebone Road next to Edgware Road Tube station.

Designed to trap particulate matter (pollution) on one of London's busiest roads, it took just a month to install and, as well as having practical environmental benefits, is an attractive leafy addition to the street.

The wall contains 15 plant varieties crafted into a multi-coloured and patterned design. It features a mixture of evergreen and perennial plants that have been carefully selected to trap harmful particulate matter.

Cleaner air

Research has shown the potential of using vegetation, including trees and plants, to trap particulate matter. The air quality and wider environmental benefits of this wall will be evaluated by scientists from Imperial College London.

A second green wall is now set to be built (subject to planning permission) on the Mermaid Theatre at Blackfriars on Upper Thames Street.

The wall is just one of a variety of green infrastructure measures now in place helping to trap particulate matter. Around 600 new trees have been planted across the Capital and on Lower Thames Street 50 planted towers have been introduced.

Other locations for green infrastructure include Park Lane, Upper Thames Street, Western Avenue (A40), Old Kent Road (A2), Brixton Road (A23), Woolwich Flyover (at the rear of Tunnel Avenue), and the A4 between Boston Manor Road and Ealing Road and the section close to Heston Road.

The initiatives are part of the London Clean Air Fund financed by the DfT and being implemented by TfL. The Clean Air Fund measures have been designed to reduce levels of PM₁₀ (a pollutant coming mostly from traffic emissions) by between 10 and 20 per cent, where applied.

Other innovations

TfL has launched a range of best practice guides for organisations and businesses that encourage walking and cycling, especially within central London. They include a Clean Air Fund-financed trial of electric pool bikes. The guides are available at tfl.gov.uk/businessoffers

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The Low Emission Zone

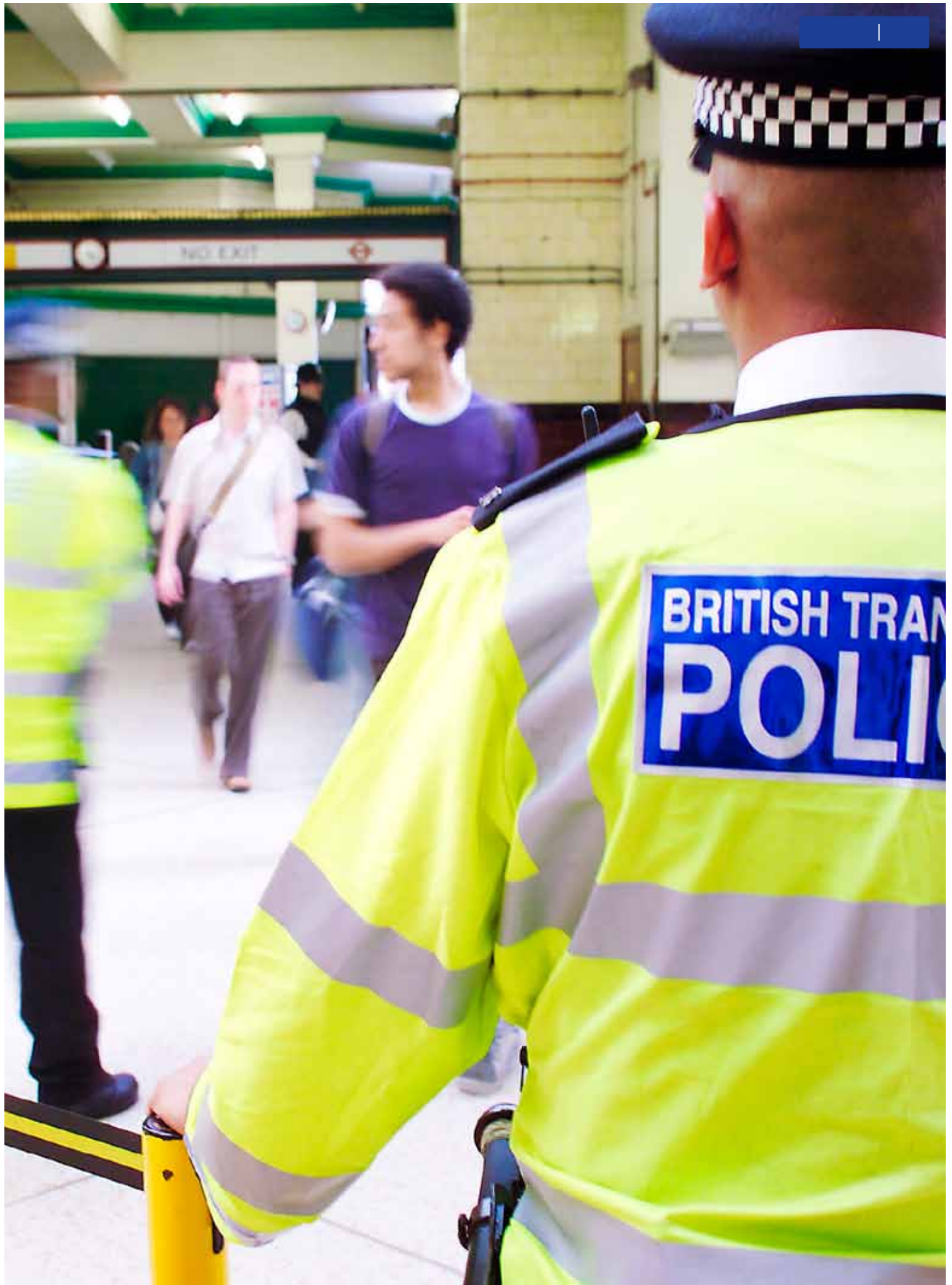
The zone continues to encourage the most polluting vehicles to clean up their emissions. Since January, TfL has tightened its standards, meaning lorries, buses and coaches have to meet a Euro IV standard for particulate matter to drive in the Capital without paying a daily charge.

Vans and minibuses are also affected for the first time and are required to meet a Euro 3 standard for particulate matter. Compliance with these standards is already high at 92 per cent for lorries, buses and coaches, and 98 per cent for vans and minibuses.

Improve the safety and security of all Londoners

A wide range of projects and programmes were introduced or progressed during the year, aimed at improving safety and security on the transport network and on the Capital's streets:

- Project Spiderweb, a partnership initiative between TfL, the MPS and the British Transport Police (BTP) to tackle pickpockets ahead of the 2012 Games, has contributed to a reduction of 12.9 per cent in thefts across the transport network (figures to the end of February 2012)
- TfL launched its latest annual road safety campaign for teenagers with the message 'Stop. Think. Live.' which was accompanied by a series of powerful poster images. Since the campaigns began in 2000, the number of teenagers killed or seriously injured on London's roads has fallen by almost 62 per cent
- A campaign to promote safety for road users and passengers on London Tramlink was launched by TfL. It included new road markings, improved visibility, safety enforcement by a team of neighbourhood officers and a publicity campaign
- TfL's Emergency Response Unit began a 'blue light' trial with the BTP in February with the aim of cutting response times by half. During the trial the unit's specialist teams respond under 'blue light' conditions to incidents where public safety is at risk, using a new fleet of response vehicles in BTP livery and driven by a BTP officer
- The MPS's 30-strong Cycle Task Force, funded by TfL continued to improve the safety and security of London's road users by making more than 177 arrests and security marking some 12,000 bicycles in 2011/12. In addition, more than 5,700 offences were reported including driving in mandatory cycle lanes and cycling through red lights
- A 10-year target to halve the number of people killed or seriously injured on London's roads was exceeded – the number has been cut by 57 per cent
- A thorough cycle safety review took place this year covering around 150 major junctions, planned schemes on TfL's roads and Barclays Cycle Superhighways. A further 450 junctions are to be looked at as part of the review programme



Spotlight

Transport crime at eight-year low

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Travelling in the Capital by bus and Tube is now safer than it has been for eight years.

Figures from the MPS show continued success from a series of TfL-funded initiatives, as bus-related offences fell by more than nine per cent overall between April 2011 and March 2012.

This means that TfL has delivered a reduction of more than 40 per cent since 2005/06 – that's more than 17,000 fewer crimes per year.

More specifically, violent crime is down by more than 14 per cent compared to the same period in 2010/11, criminal damage on the bus network is down by 14 per cent, and theft has been reduced by eight per cent.

These encouraging results are largely down to the work of the TfL-funded MPS Safer Transport Command. Their 32 local teams, introduced in the summer of 2008, are working with community groups and schools to conduct intelligence-led operations helping to deter crime on the network.

Reduction in thefts

Joint schemes between TfL and the MPS, such as the ongoing Operation Knapp initiative – which focuses on using CCTV to minimise robberies on buses in certain areas – have already delivered a 30 per cent reduction in the number of thefts in January 2012 compared with January 2011.

Crime has also fallen on the DLR and Underground networks. More than 700 TfL-funded BTP officers are helping to reduce offences. In fact there are just 9.6 crimes for

every million passenger journeys on the Tube and DLR.

In addition there are approximately 13,000 CCTV cameras on the Tube network, which will rise to more than 15,500 over the next few years as part of the ongoing station modernisation programme.

There are now just 9.3 crimes per million passenger journeys on London's buses compared to 10.5 in 2010/11. Meanwhile, every one of the city's boroughs has seen a reduction in bus-related crime between 2007/08 and 2011/12 despite a substantial increase in bus ridership.

'Bus crime in London has already fallen by 34 per cent over the last four years and we are taking strong action to ensure that trend continues. Our continued investment, increasing police presence, aims to make buses safer still for every single passenger.'

Boris Johnson,
Mayor of London

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‘We are committed to working in partnership with officers from British Transport Police, City of London Police and the Metropolitan Police Service to sustain the low crime levels on public transport. TfL’s significant investment in transport policing and a commitment to prevention and problem solving – and through this improving safety and security – has ensured that passengers and staff continue to feel safe and secure on the Capital’s transport network.’

Steve Burton, Director of Community Safety, Enforcement and Policing, TfL

Spotlight

Tackling the taxi touts

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

TfL's efforts to stop illegal taxi touting have been strengthened by a new online facility that enables anyone to report touting or unlawful plying for hire.

While London is safe for most people travelling at night there are concerns over the dangers of travelling in unbooked minicabs picked up off the street. These unbooked minicabs can be a cover for some of the most serious crimes in London including sexual violence against women and robbery.

All minicabs in the Capital must be licensed by TfL and booked in advance by phone, email or in a licensed minicab office. If not, they are unregulated and uninsured for the purpose of carrying passengers. Only taxis (black cabs) can be hailed and can pick up customers on the street without a booking.

Drivers that tout are committing a criminal offence under the Criminal Justice and Public Order Act 1994. They are also charged with having no valid insurance (for carrying passengers). Any TfL licensed private hire driver convicted of touting loses their private hire driver's licence for a minimum of one year. Latest figures show that there have been 422 drivers who have had their licence revoked for touting since 1 April 2011.

Valuable information

The new cab enforcement web page allows members of the public to report illegal activity quickly and simply. The incident form asks for

the date, time and location and other details such as a licence number and registration number of the vehicle, as well as the contact details of the person submitting the report.

Licensed and law abiding taxi and private hire drivers also often have valuable information on touting and other cab-related offences across London. They may notice that a driver is not displaying their identifier, is suspected of displaying a fake identifier or may be plying for hire outside their licence area.

TfL uses such reports for future intelligence operations and specific action is not normally taken against an individual driver as a result of one report from another driver. However, should a driver come to TfL's attention on more than one occasion, or if a specific area comes up several times, further investigation is likely to take place.

Naming and shaming

This initiative is already helping TfL and the MPS Safer Transport Command to investigate and tackle touting more directly. Since 2003 the Safer Transport Command's Cab Enforcement Unit has made more than 7,700 arrests for touting and cab-related offences. The cab enforcement results, including arrest figures and licence revocations, are available to view on the TfL website. These results, which include the names of those who have been convicted, should serve as a warning to drivers who operate illegally.

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Be Cabwise

TfL has introduced a number of initiatives to help people to safely travel in London cabs.

The Cabwise service is great for people on the move. By texting CAB to 60835, TfL will provide the sender with details of the nearest two licensed minicab operators and one taxi number.

The Findaride service, which is available at tfl.gov.uk/findaride, enables users to input a location, street or postcode to find the nearest licensed minicab offices and other private hire operators.

Improve transport opportunities for all Londoners

Work continued on a range of projects to improve transport opportunities for all Londoners:

- TfL introduced a Travel Support Card for people with hidden disabilities such as learning and communication difficulties. Showing the card alerts staff members that the passenger may need support
- Drivers in London gained an 'eye in the sky' in January with the introduction of an online travel information tool that identifies traffic hot spots. A live Twitter feed with the latest information on delays was also introduced
- London Overground received a 92 per cent approval rating in the latest National Passenger Survey, making it the top-performing franchised rail operator in London and the South East. The survey is carried out by the independent rail watchdog, Passenger Focus. London Overground also scored among the highest marks nationally for punctuality in 2011/12, with an average of 96.6 per cent of trains arriving on time. The network now carries two million passengers a week, compared with 600,000 when TfL took over its management in 2007
- New real-time bus information proved an instant hit with passengers. The web service now receives more than 2.5 million hits and between 22,000 to 25,000 SMS requests a day
- New travel information boards offering clearer and more comprehensive details began being installed in ticket halls at Tube and DLR stations. The revamped boards have been introduced in response to passenger research
- There was good news for Oyster passengers who forget to touch out at the end of their journey and get charged the maximum Zone 1-6 fare as a result. A system introduced by TfL looks at their previous journeys and tries to calculate what the fare should have been if they had touched in and out correctly. The difference is then refunded when they next use their regular station. Around 1,500 passengers a day are benefiting
- A new byelaw allowing guide dogs to use escalators came into force in October following collaboration between TfL and the Guide Dogs for the Blind Association. It replaces an outdated byelaw that required all dogs to be carried on moving escalators. The Association now provides training for owners and their guide dogs, enabling them, as well as police dogs, to use escalators at all TfL-managed stations

- A target of making 60 per cent of London bus stops accessible was exceeded by one percentage point. By 2012/13 at least 70 per cent of all London bus stops will be fully accessible
- A target of introducing 66,000 new cycle parking spaces into London by 2012 was met a year early, with 67,208 extra spaces secured on streets and at stations, workplaces, schools and new building developments
- TfL improved its online traffic map and web information in January. It also launched a real-time Twitter service (@TfLTrafficNews) which amassed 5,600 followers in its first three months
- Mobile, internet and SMS services for all 19,000 London bus stops launched in October. In addition, new Countdown signs will be installed at 2,500 bus stops by mid-2012



Spotlight

All things being equal

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

The Capital is the most diverse city in the world with more than 300 different languages spoken. It is home to around 1.4 million disabled people and 34 per cent of Londoners are black, Asian or minority ethnic (BAME). Fifty-one per cent are women.

Every day, TfL provides transport services for more than 10 million passengers. These are vital, providing access to education, food, shopping, health services and entertainment. It is therefore essential that TfL ensures its network can be used by as many Londoners as possible.

Breaking down the barriers

By understanding different communities' needs TfL can develop better, more efficient services.

It has identified seven groups who typically face increased barriers to travel:

- BAME Londoners
- Women
- Older people
- Younger people
- Disabled people
- Those on low incomes
- The lesbian, gay, bisexual and transgendered community

But it's not just physical barriers. Many young Londoners, for example, find the cost of travelling can be an issue. Women are more likely to fear crime and terrorist attacks, or antisocial behaviour. Mobility impaired people are more likely to focus on physical

accessibility and the key issue for disabled Londoners is the lack of step-free journeys, particularly on the rail and Tube networks.

By engaging with passengers and listening to their views, TfL can develop initiatives to help them access the opportunities and services so vital to their everyday lives.

The Single Equality Scheme

TfL is working hard to ensure equality and inclusion in everything it does. Since the introduction of the Equality Act in April 2010, and a new equality duty for public sector bodies in April 2011, TfL has been developing its new Single Equality Scheme (SES).

The SES replaces TfL's existing equality schemes and will be shaped by Londoners. It will go to public consultation during May 2012 and, throughout the process, TfL will engage with local communities and equality groups.

When the final report is published in October 2012, it will outline the impact of the new legislation and how TfL will ensure equality in its operations and services. It will detail the issues affecting transport users across London's equality groups and look at TfL's achievements and activities in this area.

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Responsible procurement

TfL's approach to procurement involves ensuring potential suppliers work with TfL to deliver its equality objectives in relation to employment and service delivery. It also calls for them to encourage their contractors to diversify their supplier base.

The three companies awarded TfL's six-year highways maintenance contract (worth £1.2bn) have established an industry equality and diversity forum to share experiences and improve practices. The suppliers have offered work placements to local students, held events to attract minority groups into the industry and run community engagement programmes.

Workforce diversity

The SES will also highlight how TfL will achieve a workforce representative of the Capital's diverse communities.

At present, TfL broadly reflects London's BAME population in its workforce but has a significant way to go to mirror the Capital's gender diversity. It is roughly in line with women's representation within the transport industry and compares well with other organisations, including the Train Operating Companies.

Spotlight

Pedestrian Countdown – a benefit to all road users

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Technology to help people feel more confident and less rushed while using pedestrian crossings has shown promising results.

London is the first UK city to install Pedestrian Countdown, a technology that tells people how much time they have left to cross the road.

As part of a trial which began in June 2010, TfL installed the system at eight traffic light junctions across the Capital. Results from the trial showed that users liked Pedestrian Countdown and felt safer and less confused when using it.

Informed choices

The technology proved popular, with 83 per cent of those surveyed saying they liked it and fewer saying they felt rushed when crossing the road.

In addition, 94 per cent of mobility impaired users and 79 per cent of children also gave it the thumbs up. The research concluded that Pedestrian Countdown helped people make more informed choices at crossings, had the potential to improve traffic flows and had no negative impacts on safety.

As a result, TfL plans to install it at 200 further locations on some of the Capital's busiest roads. The work will start in summer 2012 and take around two years.

Pedestrian Countdown, already successful in other world cities, helps reduce uncertainty by counting down on a digital display how much time is left to cross after the green man symbol goes out. On current crossings there is a brief black-out period between the symbols for the green and red man, but research commissioned by TfL in 2009 showed that two-thirds of pedestrians did not understand it.

TfL consulted with a number of other organisations during the trial, including Living Streets, London TravelWatch and Guide Dogs for the Blind, to see how the technology would benefit their members.

At all trial sites, fewer people felt rushed when crossing the road with Pedestrian Countdown. The most significant reduction was at the Balham trial site, where the proportion of people who felt rushed fell from 45 per cent to seven per cent.

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‘The certainty of having a timer means we should see fewer of the lethal last-minute dashes across the road that, as well as being highly dangerous, can disrupt the journeys of other road users waiting at the lights. Pedestrian Countdown is a simple idea with huge benefits.’

Boris Johnson, Mayor of London

Spotlight

Dial-a-Ride's record-breaking year

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

An essential service for thousands of people living with long-term disabilities, Dial-a-Ride has now surpassed itself, providing more rides last year than at any point in its long history.

Using public transport isn't always an option for many disabled people – simply going to the local shops, let alone seeing friends and family or taking a trip to the cinema, can be a daunting challenge.

That's where Dial-a-Ride comes in. Since it was founded in the 1980s, this free service has transformed the lives of its members, allowing them to get out and about, run day-to-day errands and really make the most of the nation's capital.

A transport lifeline

Dial-a-Ride provided 1.4 million trips last year, a record number for the second time in two years. The service, described by General Manager Paul Blackwell as a 'lifeline', continues to enjoy 91 per cent customer satisfaction, and positive feedback from members.

Once registered with the service, members are able to book a seat on one of the shared minibuses whenever they wish – whether it's for the next day or some time in advance. Dial-a-Ride's fleet of 370 specialist vehicles include 49 new, low-floor minibuses, which were delivered this year.

The minibuses, which feature foldable seats and plenty of space for wheelchair users, offer a complete door-to-door service. Carers, children and friends of Dial-a-Ride members can also accompany them on trips, ensuring that using the service is as comfortable and enjoyable as possible.

A sense of independence

On top of that, the drivers are themselves given special training to assist with members' requirements during the trips – whether it's handling wheelchairs, helping passengers mount and dismount the minibuses, or providing first aid. Ease of access is paramount to the service, which is why so many of the vehicles have low floors specially designed to meet the needs of passengers.

Dial-a-Ride is also committed to help make mainstream public transport more accessible to its members, and boosting their sense of independence. Thanks to its Travel Mentoring Service, disabled people who want to gain the confidence to travel on buses or the Underground can receive special support from travel mentors.

Decades on from its inception, Dial-a-Ride continues to improve and evolve to ensure it carries on making a real difference to the lives of its members and their families.

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Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



'We fully appreciate how much of a lifeline this service is for many of our members. That's why we have worked extremely hard over the last few years to modernise and improve it.'

Paul Blackwell, Dial-a-Ride General Manager, TfL

Reduce transport's contribution to climate change and improve its resilience

Efforts to reduce the impact of the transport network on the environment continued during the year as TfL worked to support targets set by the Mayor, including a 60 per cent cut in carbon dioxide emissions by 2025:

- Twelve Dial-a-Ride vehicles began a year-long biofuel trial. The fuel is comprised of recycled cooking oil and fat from meat processing blended with petrodiesel. It is estimated that the vehicles will produce 25 per cent fewer carbon emissions than those powered with diesel when production and supply of fuel is taken into account
- Tube Lines and London Underground installed a range of energy efficient measures and controls at Leicester Square Tube station, such as new systems for heating, ventilation, lighting, cooling and water. These aim to reduce the energy demand by up to 65 per cent. This showcase trial will be used to inform other station upgrade work in the future
- Smart electricity meters were installed at a further 150 London Underground stations so that they can be read remotely and automatically. Having access to more detailed data in this way helps to analyse key energy efficiency opportunities as well as assisting TfL with its compliance to the Government's Carbon Reduction Commitment Energy Efficiency Scheme
- TfL won the 2012 Building Operation Award for its energy management of Head Office Buildings. This was presented by CIBSE, the Chartered Institute of Building Services Engineers in their Building Performance Awards
- TfL continued to look at opportunities to introduce more zero-emission electric vehicles and low-emission hybrids to its in-house fleet under the DfT's Low Carbon Vehicle Procurement Programme. There are currently four full-electric Mitsubishi I-MiEV cars, four Smith panel vans, five next-generation plug-in Toyota Prius hybrid cars and three Ashwood hybrid panel vans. Performance of the vehicles is being fed to the DfT to promote experience of operating them commercially



Spotlight

A new 'green' icon

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Although painted the traditional red, the New Bus for London double-deckers rolling off the production line this year are the 'greenest' buses of their kind.

They use the latest in diesel-electric hybrid technology. A battery pack powers the electric motor and this is charged by a generator and through regenerative braking (where the system recycles the energy lost during the braking). They also have stop-start technology, so the engine only runs when it needs to charge the battery.

All this means the new bus produces less than half the harmful emissions of conventional diesel buses and is twice as fuel-efficient.

The first of these state-of-the-art buses started serving the busy route 38 between Victoria and Hackney in February. Inspired by the iconic Routemaster, they are the first buses to be designed specifically for the Capital's streets in more than 50 years.

Not only are they environmentally friendly, they also make use of lightweight materials, with glass highlighting key features to produce a light and airy feel.

By incorporating the rear open platform, the bus reinstates one of the much-loved aspects of the original 1950s Routemaster which offered a 'hop-on, hop-off' service.

Other features include three entrances, two staircases and wheelchair access to enable fast boarding and alighting, long-life and efficient LED lighting and a new seat design.

It is also accessible:

- The bus has a step-free gangway on the lower deck from the front to the back, allowing ease of access for disabled people and passengers with buggies
- Passengers are alerted to the next stop by audio and visual announcements
- A T-Loop system transmits announcements for passengers with hearing aids

TfL's design partner, London-based Heatherwick Studio, helped develop both the interior and external look of the bus to ensure the project remained true to the concept of creating a new symbol of London for the 21st century. The buses have been manufactured by Wrightbus, based in Ballymena, Northern Ireland.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



Further funding for hybrid buses

- A total of £5m was provided by the DfT's Green Bus Fund in 2011/12 for an additional 70 hybrid buses. The fund was set up to support bus companies and local authorities to introduce low-carbon vehicles
- Low-carbon buses funded by the scheme emit around a third less greenhouse gas than diesel buses and use around a third less fuel

- The latest bus technology will help meet the Mayor's goal of a 60 per cent reduction in carbon dioxide emissions by 2025, compared with 1990 levels

Spotlight

A time to switch

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

By 2013 there are expected to be twice as many Source London electric vehicle charge points than petrol stations in the city. And with petrol prices still high, now is the time to consider switching to an electric vehicle (EV).

In May, Mayor Boris Johnson launched the Source London charge point network. Charge points are located at supermarkets, on streets and in public car parks all over London, making it easier for EV owners to plug in while on the move.

The Source London network aims to give drivers confidence in the knowledge that they will never be far from somewhere to charge up, and support an increase in EV users.

EVs drive and handle just like conventional petrol or diesel vehicles, but instead of using an internal combustion engine they get their power from a battery-powered electric motor.

Many major car manufacturers have launched EVs, so there is a wide choice of makes and models coming on to the market.

To use the charge points, customers simply register with Source London, pay a £10 annual fee and receive a Smartcard that will unlock any of the 650 Source London charge points. They can charge the vehicle at no additional cost.

If that isn't enough to tempt people to switch, a Government grant is also available to subsidise 25 per cent of the purchase price of a pure or plug-in hybrid EV up to a maximum of £5,000. The Government also offers a subsidy of 20 per cent of the purchase price of a pure or plug-in hybrid electric van up to a maximum of £8,000.

Some Source London facts:

- Source London is a more convenient and highly accessible way of charging a vehicle. Any vehicle that is licensed with the DVLA as a pure electric or a plug-in hybrid EV can join the scheme. This includes motorbikes, cars, vans, trucks and scooters
- With more than 650 charge points already in place, there will be a continued phased installation of up to 1,300 public charge points by 2013
- TfL is working in partnership with Siemens which is sponsoring Source London's entire back office function, saving hundreds of thousands of pounds
- Pure EVs do not produce any emissions when they are driven – they are cleaner and quieter than petrol or diesel vehicles on the road
- Encouraging the uptake of EVs will help improve air quality, reduce carbon dioxide emissions and help put the UK at the leading edge of this new technology

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games



'I want to rapidly accelerate the uptake of electric vehicles and make London the epicentre of electric driving in Europe. Increasing numbers of motorists are opting for cleaner, greener electric transport, delivering a host of benefits to the driver including a 100 per cent Congestion Charge discount. This is set to deliver considerable environmental benefits to our city.'

Boris Johnson, Mayor of London

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy

Work continued on a range of projects during the year to support the delivery of the London 2012 Olympic and Paralympic Games and its legacy:

- To help people to prepare for the 2012 Games, details of road closures and parking restrictions were sent to residents and businesses where events such as cycling, the triathlon, marathon and race walking will take place
- In readiness for the Games, three-car trains were introduced on the Bank to Woolwich and Tower Gateway to Beckton DLR routes, enabling an extra 3,000 passengers an hour in the morning peak – a 50 per cent increase. Service frequency was also increased in the evening peak across the network. During the Games, all trains will run three carriages
- London Overground completed the upgrade of its North London route, enhancing signalling, extending platforms and refurbishing stations. The upgrade, part-funded by TfL and the Olympic Delivery Authority (ODA), increased the number of trains between Willesden Junction and Stratford to eight per hour during peak periods
- In May, the facility for the Transport Coordination Centre (TCC) – the Olympic hub for transport command, control and communication during Games-time – was delivered with people, processes and enabling technology identified. Through the year, the TCC was tested, staffed and trained. In December it was accepted by the ODA as ready for operations
- As part of its Active Travel Programme, TfL launched its cycle guide for the Olympic Park plus a range of web-based information. The programme aims to encourage more active travel ahead of the Games and maximise the number of people walking or cycling to venues



Spotlight

Helping London's businesses

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Keeping London moving during the 2012 Games has been a major focus for TfL this year with the key message being 'plan ahead, whether you're going to the Games or not'.

Throughout the year TfL has worked closely with London's smaller businesses and organisations to help them prepare for the impact of the Games and allow them to continue to operate as normally as possible.

Businesses have been encouraged to put together action plans and test them in advance using the huge range of information available through the Get Ahead of the Games website (getaheadofthegames.com) and tfl.gov.uk

In addition, TfL has worked directly with a number of large companies to develop case studies, now available on the website (tfl.gov.uk), to show how they are planning to manage transport issues during the Games.

No night frights for freight operators

Planned traffic changes for the Games means deliveries to some pubs, shops, offices, hotels and restaurants in hot spot areas need to take place outside normal working hours, including at night. So TfL has been encouraging freight operators to put strategies in place.

This has led TfL, together with the Freight Transport Association, the Noise Abatement Society, the DfT's Traffic Commissioners and the Road Haulage Association to develop a Code of Practice for businesses and operators to help reduce disturbance to local residents during these out-of-hours deliveries.

The document contains simple, practical guidance on how to minimise noise and specific advice for drivers, such as turning off engines, radios and reversing alarms.

TfL has also encouraged businesses and freight operators to use the practical advice on getaheadofthegames.com to understand local road restrictions and work together to find the best way of reducing disruption to their normal working day.

Deliveries and collections make up 17 per cent of all traffic in the Capital. In central London that figure rises to 25 per cent, with more than 280,000 freight journeys undertaken between Monday and Friday every week.

Not all of London will be affected by the Games. A total of 65 per cent of stations and around 70 per cent of the road network in Greater London will be unaffected. However, those stations and roads which are impacted are likely to be severely disrupted.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



Getting Ahead of the Games

TfL played a major role in the launch of the national 'Get Ahead of the Games' campaign, which uses website and social media to highlight the help available to plan journeys in advance. The website includes interactive maps showing congestion 'hot spots' for people to check which areas and stations to avoid on any particular day, and tips on making journeys easier.

'With so many Londoners and visitors out and about in the Capital over the summer, it's really important that shops, pubs and restaurants can remain fully stocked.'

Sara Parker, London Director, Confederation of British Industry

Spotlight

On top of the 'hot spots'

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Hosting the London 2012 Olympic and Paralympic Games is both a fantastic opportunity and a huge challenge. It's like having the FA Cup Final, Wimbledon, several big concerts and the marathon happening on the same day, every day, over a number of weeks.

On the busiest days the transport network will handle up to three million extra journeys as people come to compete, watch and work at the Games and associated cultural events, as well as carrying on with normal working life.

Open for business

TfL has twin objectives: to make London 2012 a huge success, and to keep the Capital's businesses and essential services moving. So it has identified the critical places and times at which it expects the greatest demand on the roads and public transport networks.

Focusing on these 'hot spot' times and locations, and making sure people and businesses know how to avoid them is a key part of TfL and London 2012's work with businesses.

Over the last 15 months, TfL has seen major companies sign up to get Games-smart, including the John Lewis Partnership, Boots, Sainsbury's, Canary Wharf Group and Deloitte.

Getting Games-smart

Many organisations have already been planning around the hot spots. This may see employees transfer to other offices, work from home, take holidays or stagger working hours.

Tailored site-specific travel advice has been given to nearly 500 major companies, and hundreds of small and medium-sized businesses have attended workshops to help them plan ahead and make the most of the opportunities at Games-time.

Tools to re-time, re-route and revise

After extensive modelling, road hot spot maps and travel information are now available online to show the impact for each day of the Games. An online road planning tool for those that must make essential journeys calculates the extra time needed to reach a destination.

For Tube and DLR travellers, station charts have been produced to show expected travel demand, day-by-day and at half-hour intervals, for a number of hot spot stations across the Capital.

Accompanying the charts is advice on local walking, cycling and bus routes, and less busy Tube and rail stations close to the hot spots.

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



Spotlight

Extension boost to local regeneration

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

The DLR Stratford International extension is one of the most important parts of the 2012 Games transport network.

It will play a part in moving millions of passengers to the doorstep of the Olympic Park, connecting it to three other Games venues across east London.

But the £211m development between Stratford International and Canning Town, which opened in August 2011, is also playing a vital role in the regeneration of the area and the benefits are already being felt.

A positive impact

For one thing, the extension comes with four new stations, providing a rail service for once-isolated areas as well as connecting to the rest of London's rail network. It is enabling thousands of residents along its route to travel more easily around the Capital.

All seven stations on the new link are fully accessible, as is the rest of the DLR. Add to that major improvements in frequency, reliability, capacity and journey times, compared to the dilapidated National Rail line that it replaced, and it is easy to see why the extension is having such a positive impact on people living and working in the Lower Lea Valley.

The high-frequency service that runs approximately every eight minutes – and up to every three minutes during the Games – is also proving an irresistible lure to domestic and international business.

Prospects for growth

It is no coincidence that the Westfield Group chose to make a £1.45bn investment in the area by siting the largest urban shopping centre in Europe, Westfield Stratford City, within a few steps of the extension's Stratford International and Stratford Regional stations. In the process, Westfield has created 10,500 permanent new jobs, with 2,000 of them going to local long-term unemployed.

Prospects for growth in the region are similarly promising. DLR trains from Stratford International, which link to rail services that run to Woolwich Arsenal during peak times and Beckton at off-peak, serve sites earmarked for development within the Royal Docks, the only place in London to be awarded Enterprise Zone status.

Improve transport opportunities for all Londoners

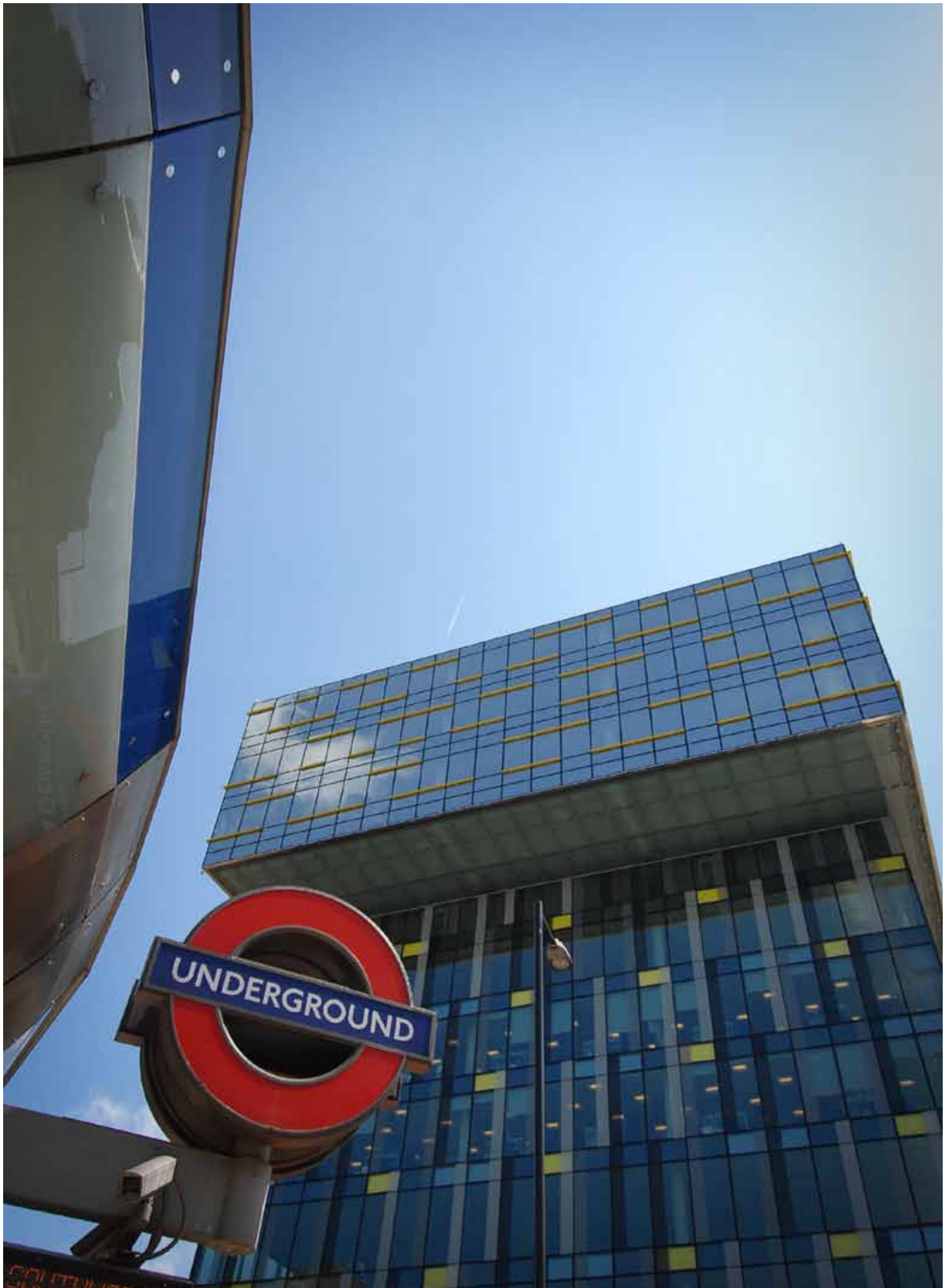
Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games and its legacy



‘The new DLR extension at Stratford International will ensure that residents and businesses can take advantage of some of the best and most accessible transport links in the country. Stratford International station should now become a major accessible hub for international services.’

Sir Robin Wales, Mayor, London Borough of Newham



Chief Officers



Peter Hendy CBE
Commissioner



Steve Allen
Managing Director Finance



Mike Brown MVO
Managing Director London
Underground and London Rail



Howard Carter
General Counsel



Leon Daniels
Managing Director
Surface Transport



Michèle Dix
Managing Director Planning



Vernon Everitt
Managing Director
Marketing and Communications

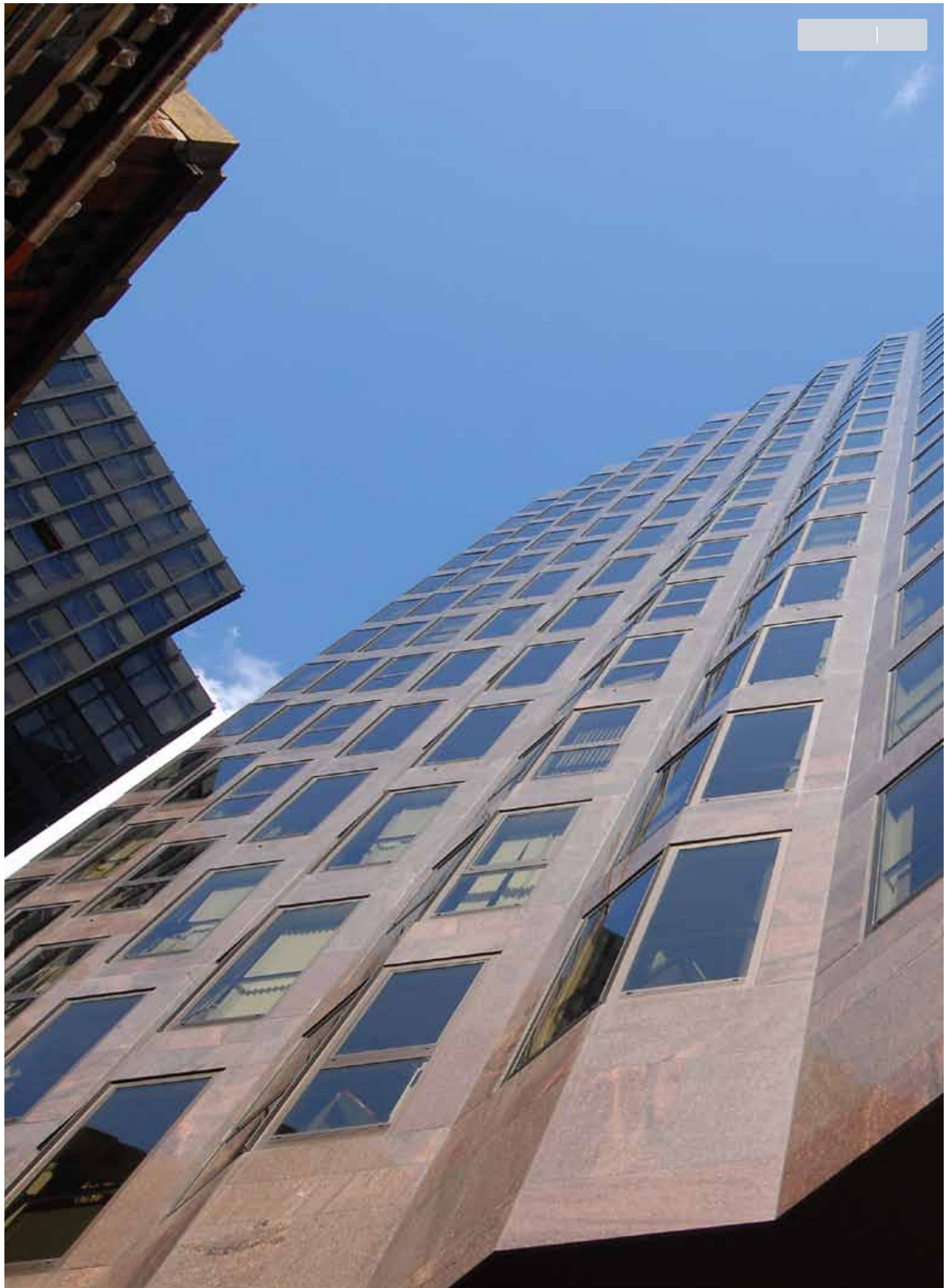
Members of TfL

(as at 31 March 2012)

Members of TfL

Boris Johnson – Chairman
Daniel Moylan – Deputy Chairman
Peter Anderson
Claudia Arney
Charles Belcher
Isabel Deding
Christopher Garnett
Baroness Grey-Thompson
Sir Mike Hodgkinson
Judith Hunt
Eva Lindholm
Steven Norris
Bob Oddy
Patrick O’Keeffe
Tony West
Keith Williams
Steve Wright

Members of TfL (at time of publication) will be inserted along with photos



Directors of Crossrail Ltd



Terry Morgan CBE
Chairman



David Allen



Ian Brown CBE
01/04/11



Michael Cassidy CBE



Sir Joe Dwyer



Philip Gafney
01/04/11



Terry Hill CBE
01/09/11



Sir Mike Hodgkinson



Robert Jennings CBE



Andy Mitchell



Heather Rabbatts CBE



Andrew Wolstenholme OBE
01/08/11

Membership of TfL panels and committees

(as at 31 March 2012)

On 2 February 2012 TfL agreed a new Committee and Panel structure to be effective from 1 April 2012.

Members of TfL

Boris Johnson – *Chairman*
Daniel Moylan – *Deputy Chairman*
Peter Anderson
Claudia Arney
Charles Belcher
Isabel Dedring
Christopher Garnett
Baroness Grey-Thompson
Sir Mike Hodgkinson
Judith Hunt
Eva Lindholm
Steven Norris
Bob Oddy
Patrick O’Keeffe
Tony West
Keith Williams
Steve Wright

Committees of TfL

Audit Committee

Keith Williams – *Chair*
Patrick O’Keeffe – *Vice Chair*
Charles Belcher
Christopher Garnett
Baroness Grey-Thompson
Bob Oddy
Steve Wright

Finance and Policy Committee

Peter Anderson – *Chair*
Daniel Moylan – *Vice Chair*
Claudia Arney
Isabel Dedring
Christopher Garnett
Sir Mike Hodgkinson
Judith Hunt
Eva Lindholm
Steven Norris
Tony West

Remuneration Committee

Daniel Moylan – Chair
Christopher Garnett
Sir Mike Hodgkinson
Judith Hunt
Boris Johnson

Safety, Health and Environment Assurance Committee

Tony West – Chair
Judith Hunt – Vice Chair
Claudia Arney
Charles Belcher
Baroness Grey-Thompson
Bob Oddy
Patrick O’Keeffe

Panels

Environment, Corporate and Planning Panel

Baroness Grey-Thompson – Chair
Sir Mike Hodgkinson – Vice Chair
Peter Anderson
Judith Hunt
Eva Lindholm
Steven Norris
Patrick O’Keeffe
Tony West

Rail and Underground Panel

Christopher Garnett – Chair
Steve Wright – Vice Chair
Peter Anderson
Charles Belcher
Isabel Dedring
Sir Mike Hodgkinson
Daniel Moylan
Tony West

Surface Transport Panel

Steven Norris – Chair
Charles Belcher – Vice Chair
Baroness Grey-Thompson
Daniel Moylan
Bob Oddy
Patrick O’Keeffe
Keith Williams
Steve Wright

TfL Members' meeting attendance 2011/12

	Meetings of the Board attended	Meetings of the Audit Committee attended	Meetings of the Finance and Policy Committee (FPC) attended	Meetings of the Remuneration Committee attended
Total number in the period:	6	4	7	1
Boris Johnson	6	-	-	1
Daniel Moylan	6	-	7	1
Peter Anderson	5	-	6	-
Claudia Arney	5	-	6	-
Charles Belcher	6	3	-	-
Isabel Dedring (see note 1)	6	-	4/6	-
Christopher Garnett	4	3/3	5	1
Baroness Grey-Thompson	4	2/3	-	-
Sir Mike Hodgkinson	5	-	6	0
Judith Hunt	5	1/1	6	1
Eva Lindholm	6	-	5	-
Steven Norris	4	-	5	-
Bob Oddy	6	4	-	-
Patrick O'Keeffe	6	3	-	-
Kulveer Ranger (1 April to 22 May 2011)	-	-	-	-
Tony West	5	-	6	-
Keith Williams	4	3	-	-
Steve Wright	5	3	-	-

Meetings of the Safety, Health and Environment Assurance Committee attended	Meetings of the Environment, Corporate and Planning Panel attended	Meetings of the Rail and Underground Panel (RUP) attended	Meetings of the Surface Transport Panel attended
4	3	4	4
-	-	-	-
-	-	3	2
-	1	0	-
3	-	-	-
4	-	4	4
-	-	2/3	-
-	-	4	-
3	3	-	3
-	2	2/3	-
2	2	-	-
-	0	-	-
-	1	-	4
3	-	-	4
3	3	-	3
-	-	-	-
4	3	4	-
-	-	-	0
-	-	4	4

Notes:

For some Members and some meetings the attendance figure is shown as number of meetings attended/number of meetings eligible to attend. This differs from the total number of meetings held owing to changes in Committee and Panel memberships effective from 1 July 2011.

I. Appointed to the Board from 23 May 2011 and to Committees and Panels from 1 July 2011.

Remuneration

This report outlines TfL's policy regarding the remuneration of its Members and the Commissioner and Chief Officers, who are responsible for directing the affairs of the organisation.

Policy for Members

Members are appointed by the Mayor and are non-executive. Remuneration payable for 2011/12 for each Member (with the exception of the Deputy Chairman) related directly to the number of panels and committees on which each member served. Remuneration also took into account those members who served as Chair of the committees and panels, up to a capped maximum.

Remuneration levels are set for each Mayoral term, but are reviewed periodically to reflect the responsibilities and accountabilities of the role. With effect from 1 August 2004, the basic fee has been £18,000 per annum. Members who act as Chair, or as a member of a committee or panel, receive additional fees of £4,000 per annum (as a Chair) and £2,000 per annum (as a Member) for each appointment. The maximum payment in aggregate is set at £24,000 per annum, except for the position of Deputy Chairman. The amount paid to the Deputy Chairman was increased in April 2011 from £60,000 to £115,000 per annum reflecting an increase in his workload from two days to four days a week.

Most Members also received free travel for themselves and a nominee valid on TfL transport business areas. The remuneration for each Member for the year ending 31 March 2012 is shown on page xx.

No allowances are paid to Members, although expenses can be claimed.

Policy for Chief Officers Remuneration Committee

The Remuneration Committee currently consists of five Members of TfL. The terms of reference of the Remuneration Committee include reviewing the remuneration of the Commissioner and Chief Officers.

The remuneration of the Chief Executive of Crossrail is determined by the Crossrail Remuneration Committee. Crossrail is a wholly owned subsidiary of TfL with its own governance arrangements. These include a board comprising executive and independent non-executive directors as well as two non-executive directors appointed by TfL and DfT. The Crossrail Remuneration Committee operates to a set of contractually agreed Remuneration Principles and a Remuneration Framework.

Remuneration policy

The policy of TfL is to provide remuneration packages for Chief Officers which attract, retain and motivate individuals of the high calibre required to manage such a large, complex organisation.

Remuneration packages reflect their responsibilities, experience and performance and the market from which TfL recruits. The Remuneration Committee has established a reward structure commensurate with this policy, which includes a base salary and a performance award scheme against the achievement of a range of financial and operational service performance targets.

TfL has continued to work with Towers Watson, one of the leading remuneration consultancies, to benchmark the remuneration of its Chief Officers against a peer group of compatible companies from transport, infrastructure, and public services sectors with which TfL competes for senior staff. This research has shown that TfL executives are paid at the lower end of the remuneration paid in comparator organisations; the total compensation paid to TfL's Chief Officers is generally below the lower quartile of the market and significantly below the lower quartile for the Commissioner and the Managing Director, Finance.

Remuneration of senior staff

In recognition of the continuing difficult economic climate and financial constraints on TfL, in 2011/12 the base pay of the Commissioner and Chief Officers was frozen for a third year.

To ensure that greater emphasis is placed on key medium term objectives and deliverables and to recognise the importance of motivating its leadership team and encouraging them to work collectively to deliver its key priorities TfL currently operates a deferred incentive arrangement for the Commissioner, Chief Officers and Directors. Under the arrangement for the Commissioner and Chief Officers, annual performance awards for 2010/11 and for 2011/12 have been deferred in full. Payment of the deferred performance award is contingent upon TfL's collective achievement against specific targets for the performance periods from 1 April 2010 until 31 March 2012, plus

the successful delivery of the Olympic and Paralympic transport services. The level of deferred performance award achieved will not be enhanced by the deferral arrangement but will be reduced if the targets set under the arrangement are not achieved in full.

The combined sum in performance awards deferred in respect of the Commissioner and Chief Officers amounted to around £560,000 for the period 1 April 2010 to 31 March 2011. The Commissioner's salary was £348,444.

In relation to the Directors, a deferred incentive plan was previously introduced during 2010 to incentivise the delivery of key medium term objectives and the successful delivery of the transport improvements for the 2012 Games. Therefore 25 per cent of the performance award opportunity previously available to Directors has been deferred until 2012.

The total number of TfL staff receiving total remuneration of over £50,000 is on page xx and the remuneration of senior employees with a base salary of over £150,000 is on page xx.

The underlying number of TfL staff (excluding Crossrail) earning total remuneration of more than £100,000 was 223 (231 last year). There has been a decrease in the number of staff at Crossrail earning total remuneration of more than £100,000 (from 31 to 30).

Other benefits

Senior officers are eligible to receive the following:

- Private medical insurance
- Annual health check-ups
- Subscriptions to professional organisations
- Pension
- Where appropriate, recompense for loss of benefits from previous employers and/or to comply with TfL's policies
- As with all TfL employees, the Commissioner and Chief Officers are provided with a free travel pass for themselves and a nominee valid on TfL transport modes. Chief Officers who joined after 1 April 1996 are eligible to receive reimbursement of 75 per cent of the cost of an annual season ticket on National Rail. Chief Officers employed by predecessor organisations prior to April 1996 receive National Rail facilities in line with the policy of the predecessor organisation
- Pensionable salary is capped for joiners from 1 June 1989. For 2011/12, the cap was £129,600
- Up to 25 per cent of the value of the pension can be taken as a cash sum (under current legislation)
- Lump sum death benefit of four times salary on death in service
- Dependant's pension and children's pensions are paid on death in service and after retirement
- Member contributions payable at the rate of five per cent of pensionable salary
- Pension payable in the event of retirement due to ill-health
- An employer contribution of up to 10 per cent of salary to either the TfL Supplementary Pension Scheme, a 'defined contribution' scheme which provides additional benefits for those earning above the cap or paid as a supplement to base salary less an adjustment for employer national insurance contributions.

Pension arrangements

Chief Officers are eligible for the following pension benefits:

- Membership of the TfL Pension Fund, a 'defined benefit' scheme which provides for a pension payable from age 65, based on 1/60th of pensionable salary for each year of service

The Commissioner is entitled to a pension based on TfL service equal to what would be due under the TfL Pension Fund if the cap did not apply.

Members' remuneration	For the year ended 31/03/12 £
Boris Johnson	Not remunerated by TfL
Daniel Moylan	112,599
Peter Anderson	24,000
Claudia Arney	22,000
Charles Belcher	24,000
Isabel Dedring*	Not remunerated by TfL
Christopher Garnett	24,000
Baroness Grey-Thompson	24,000
Sir Mike Hodgkinson	24,000
Judith Hunt	24,000
Eva Lindholm	22,000
Steven Norris	Not remunerated by TfL
Bob Oddy	24,000
Patrick O'Keeffe	24,000
Kulveer Ranger**	Not remunerated by TfL
Tony West	24,000
Keith Williams	23,500
Steve Wright	24,000

Members receive reimbursement of travel and subsistence expenses. The expenses claimed for all Members in 2011/12 was less than £500 in total.

* Appointed 23 May 2011

** Stood down on 22 May 2011

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June 2012

tfl.gov.uk