

Board

**Transport
for London**



Date: 27 March 2013

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

This report provides an overview of major issues and developments since the Board meeting on 6 February 2013 and updates the Board on significant projects and initiatives.

2 Recommendation

That the Board note the report.

3 London Underground

3.1 Performance

London Underground (LU) continues to meet key performance targets.

In quarter 3, the Customer Satisfaction survey results showed a score of 84. This was the highest recorded since the survey started in 1990. The strongest contributory factor to this score was Journey Time; Tube reliability, as measured by Lost Customer Hours (LCH), continues to improve. It was 1.9 million in period 11; this is 0.2 million better than target and 0.1 better than period 11 last year. LU also bettered target for excess journey time (EJT) and the budgeted percentage of scheduled kilometres operated. EJT and the percentage of scheduled kilometres operated have improved, by 0.05 minutes and by 0.3 per cent respectively, over the same period last year.

Our latest projections indicate that fares revenues are likely to be within 1 per cent of the annual budget. Passenger numbers are up by 2 per cent year on year but recent trends have shown a slight reduction in growth.

London Underground won the Environmental Innovation category, for the platform cooling project at Green Park station, and the new Victoria line rolling stock was highly commended in the Rolling Stock Excellence category at the Rail Business awards on 27 February.

3.2 London Underground 150th Anniversary

On 30 January, Their Royal Highnesses the Prince of Wales and the Duchess of Cornwall visited the rebuilt Farringdon station, the Crossrail works, and travelled on a new Metropolitan line train to King's Cross St Pancras to mark 150 years of LU and to celebrate the important role that engineering and infrastructure play in the UK.

Awareness of the anniversary among Londoners (i.e. not just Tube users) more than doubled from 27 per cent in December to 64 per cent in January. LU's high reputation scores have been maintained post the Olympic and Paralympic Games. 55 per cent of Londoners think that LU is 'on the way up' and only 6 per cent 'on the way down'. Continuing improvements to operational performance (as outlined in section 3.1) and the impact of LU150 is helping maintain LU's customer service and reputation at record highs.

3.3 Tube Investment Programme

Sub-Surface Railway (SSR) Upgrade

A revised technical solution to signalling immunisation has now been developed for the Wimbledon and Richmond branches and east end of the District line which will be implemented over Easter. On the east end of the District line, a technical solution (to ensure legacy track circuits are not susceptible to electrical interference from S Stock trains) has been evaluated and selected. Commissioning of the new signalling system at Neasden is due for completion in early March.

The new trains have commenced operations on the Hammersmith & City line. By December 2014, the Hammersmith & City, Circle and the Wimbledon to Edgware Road section of the District line will be operated with new trains and, by December 2016, the rest of the District line.

The overall programme is on budget and schedule. Once completed in 2018, the lines will deliver improved reliability and capacity with reduced journey times through the provision of new signalling, air-conditioned rolling stock and upgraded depots and track layouts. The SSR modernisation has benefited from a highly competitive contract approach and will save TfL millions of pounds from the previous PPP contract (see figure 1 below).

Victoria Line Upgrade

20 January 2013 saw the successful introduction of the new timetable, with increased peak hour frequencies from 30 to 33 trains per hour – the highest service level achieved on the network and one of the highest service frequencies in the world.

Northern Line Upgrade

The first Northern line train fit-out for the new signalling commenced on 31 January 2013 in line with the programme. Trains are now successfully using the new signalling at the north end of the line between High Barnet and West Finchley.

Lessons learned from the upgrade of the Jubilee line mean that a new approach is being taken on the Northern line which is already resulting in significantly fewer weekend and early evening closures, much less customer disruption and reduced costs.

Now that the Public Private Partnership (PPP) arrangements do not apply and LU has full control of the programme, lessons have been learnt from the PPP upgrade of the Jubilee line. To that end a new approach is being taken on the Northern line which is already resulting in significantly fewer closures, much less customer disruption and reduced costs (see figure 1 below).

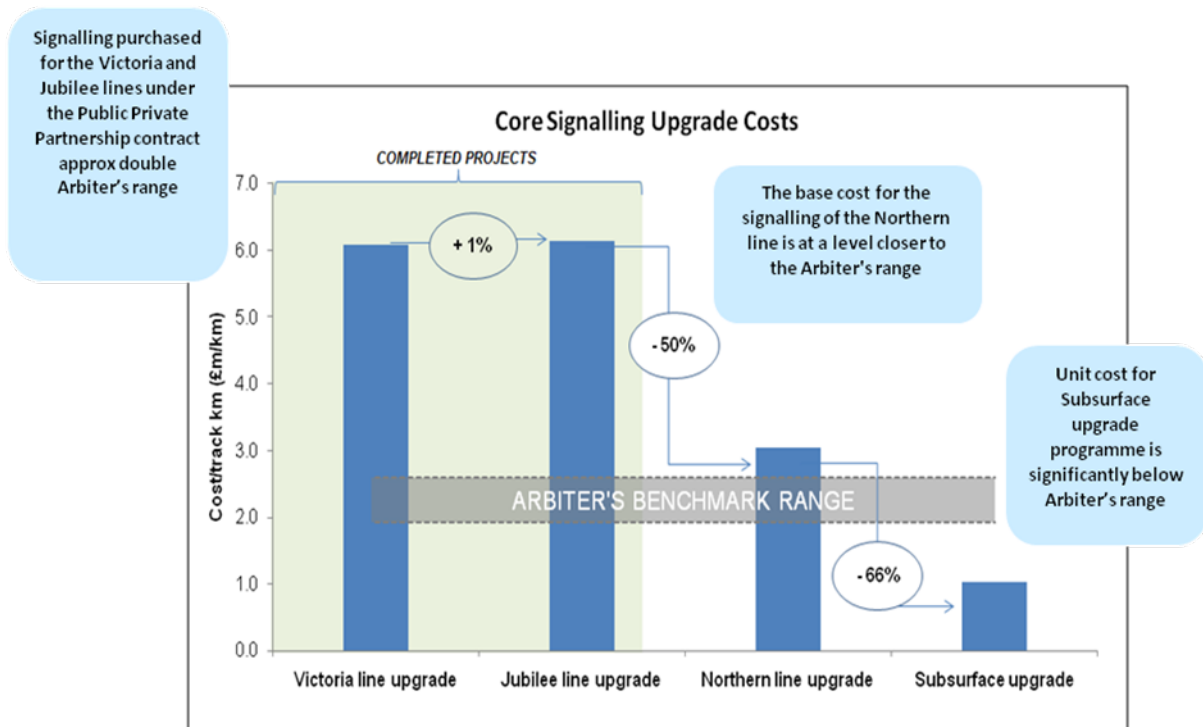


Figure 1

Major Station Upgrades

Tottenham Court Road Station

Station tunnelling work for the new passenger access to the Northern line platforms nears completion and excavation of the new Crossrail ticket hall on Dean Street is complete.

Bond Street Station

This project continues to progress and remains on target to complete in March 2017. The programme was initially delayed due to a change in the sequence of works to support an adjacent listed building. Mitigating this delay is proving successful, and tunnelling is starting to create a new station box that will dramatically increase the size of the station.

New lifts for Edgware Road (Bakerloo line) station

Preparatory work will begin on 23 March for the installation of new, more reliable lifts at Edgware Road Tube station. The main work will begin on Saturday 25 May when, for safety reasons, as the only alternative means of access to the platforms is a staircase of 125 steps, the station will need to be closed until the works are complete at the end of December.

Passengers have been advised about the forthcoming closure and information about the works and alternate travel options will be publicised through travel advice posters, PA announcements, email alerts to customers who use the station regularly, the Metro 'Travel Pages' and on the TfL website.

During the works period other station work has been brought forward to be carried out to minimise the disruption to passengers, including repair and refurbishment work on the roof, drainage pipes, render on platforms, ticket hall and stairs, electrics and lighting. It will also include the replacement of ticket office windows and some fire doors.

3.4 Rail Grinder Incident

LU, Tube Lines and Schweerbau GMBH (the German manufacturing company) were sentenced on 28 February 2013 for safety breaches following an incident involving a detached engineering rail grinding train on the Northern line in August 2010. The potential penalty was an unlimited fine. However, taking into account the mitigating factors, each organisation was fined £100,000 and ordered to pay the Office for Rail Regulation's (ORR) costs of £14,692 each.

The swift actions of LU staff meant that this incident was drawn to a safe conclusion. Following the incident, LU immediately put in place procedures to remove the engineering train and to prevent its use on the railway. Since then, LU has put in place even tighter approvals and controls for the design and use of all such equipment. Tube Lines is also now managed as part of the LU business.

Notwithstanding the above very serious incident, LU has an excellent and improving safety record, with more than ten times fewer serious incidents on the Tube than in 2000. This reality is acknowledged by the ORR even with the failings in this instance. ORR research indicates that LU is one of the safest railways in the world, if not the safest, measured in terms of customer and worker accidental fatalities and major injuries.

4 London Rail

4.1 London Overground (LO) Performance

London Overground ranked highly in recent passenger satisfaction surveys carried out by Passenger Focus and Which?.

The Passenger Focus survey shows LO has the highest passenger satisfaction of any national rail franchise or concession in the UK with an overall score of 93, eight points above the London and South East average.

The Which? train satisfaction survey placed London Overground at the top of the commuter rankings and second in the overall category behind Virgin.

Passenger journeys for period 11 were 10.2 million, 16 per cent more than budget and a 17 per cent increase on last year's demand levels.

London Overground Rail Operations Ltd (LOROL) has been granted an extension to continue operating LO on TfL's behalf. LOROL's two year concession extension will now continue to November 2016.

4.2 Wi-Fi Goes Live on London Overground

The service from Wi-Fi provider Cloud will allow passengers to go online anywhere in the station - in ticket halls, corridors and platforms (but not on the trains).

The service will be free for all London Overground customers for the first 60 minutes each day at each station and provides access to real-time TfL travel information, through a one time registration process available at all 57 Overground sites. After the first 60 minutes users will be offered WiFi charges if they wish to continue. The Virgin Media service on LU has a similar technical model and is free for customers of Virgin Media and selected partners.

As most of the London Rail networks are above ground, there is direct competition with other service providers, and the value of WiFi is less than on LU. When the LOROL contract ends in 2016 there will be an opportunity to align the WiFi offering across LU and London Rail.

4.3 Docklands Light Railway (DLR) Performance

Docklands Light Railway celebrated being named Rail Business of the Year at the 15th Rail Business Awards, held on 27 February, picking up an award for Customer Information and Service Excellence.

Passenger journeys for period 11 totalled 7.3 million, which was one per cent higher than budget and a five per cent increase on period 11 last year. A service reliability of 98.6 per cent bettered the target of 97.20 per cent.

Customer satisfaction in quarter three was 88; this is six points ahead of target and the highest recorded on the DLR. The main contributory factors were freedom from graffiti on the train, the ease of getting on the train, personal safety during the journey and the state of repair of the train.

4.4 London Tramlink Performance

Passenger journeys in period 11 were two per cent better than budget at 2.3 million which is three per cent above demand levels for the same period last year. Service performance for Trams, as measured by scheduled service kilometres, was 97.6 percent compared with a target of 98 per cent. The main causes of this gap were third party incidents and vehicle availability. A recovery plan is now in place and the period shows an improvement in performance.

The Customer Satisfaction score for the third quarter was 89, two higher than the previous quarter and three points above target. Strongest factors were journey time, personal safety, Tram state of repair and information.

4.5 Emirates Air Line (EAL) Performance

EAL carried 73,000 passengers in period 11 and availability was 89.1 per cent. Passenger numbers remain in line with the forecast, which projects lower passenger numbers during the autumn and winter than during spring and summer. Weather has a significant impact on the day to day demand, similar to an observation attraction such as the London Eye or a river service such as Thames Clippers. High winds on seven separate occasions accounted for almost all service downtime. Excluding wind, availability would have been 99.8 per cent for the period.

Passenger demand is at its busiest at weekends and during school holiday periods. February school half term week was the second busiest week since the Games with over 51,000 passengers.

The Emirates Air Line is to be closed for essential annual maintenance work for one week, from 18 to 24 March. This length of planned maintenance is common place in other cable cars worldwide and allows for a team of international cable car experts to be on hand throughout the week.

5 Rail planning

5.1 Rail Franchising and Devolution

DfT published a statement on three rail franchising competitions which had been paused as a result of the failure of the West Coast competition. The Great Western competition has been terminated and a new competition will take place. The Essex Thameside and combined Thameslink / Southern / Great Northern (TSGN) franchise competitions will resume and DfT will negotiate short term contracts with incumbent franchisees to cover the period up to re-letting. The new TSGN franchise will operate under a management contract with DfT taking revenue risk.

Section 26 of the Railways Act 1993 requires the Secretary of State (SoS) to publish a statement of policy describing how he proposes to exercise his franchising power with more flexibility. DfT is consulting on this policy. TfL has responded and is broadly content with the revised statement of policy.

TfL provided written evidence to the House of Commons Transport Select Committee on the Brown Review of rail franchising and Mike Brown gave evidence to the Committee on 4 February 2013. TfL continues to work with DfT on detailed proposals for rail devolution.

5.2 Crossrail operations

London's newest rail line reached a key milestone with the announcement that TfL is seeking a train operator to run Crossrail services from May 2015. A notice has now been issued with the Official Journal of the European Union (OJEU) with potential operators having until the end of April to submit expressions of interest.

Crossrail services will be let as a concession by TfL, similar to the concession let by TfL for London Overground, which is now one of the most reliable railways with some of the highest levels of customer satisfaction across the UK (as outlined in section 4.1).

5.3 Industry Liaison

TfL responded to the ORR's consultation on the Strategic Business Plan, which closed on 19 February 2013.

TfL also responded to consultations on Schedule 4 and 8, both part of Network Rail's franchised passenger track access agreements. The Schedules are incentive regimes that govern possession, performance and disruption on Network Rail. TfL considers that both Schedules should encourage the rail industry to work together to reduce overall delays and unplanned disruption to customers.

TfL also responded to the House of Commons Transport Select Committee Inquiry on the Fourth Railway Package. The Fourth Railway Package is a set of EU measures designed to deliver better quality and more choice in railway services in Europe. TfL does not consider that the Package will have a major impact on the British rail industry as the industry is already largely compliant with its requirements. Nonetheless it will remain important to ensure that the Package is implemented in a manner that does not result in additional costs, complexity and inflexibility.

6 Rail & Underground Executive Senior Team Changes

6.1 Chief Operating Officer at London Underground

Howard Collins, who has been the Chief Operating Officer (COO) for LU for the past five years, will be leaving us in June to take up a new role as Chief Executive Officer at Sydney Trains in Australia.

Howard began at London Transport, now TfL, in 1977 and joined LU in 1979. Howard's contribution to London has been immense in his 35 years of service. In the 2013 Queen's New Year's Honours, Howard was awarded an OBE for services to the London 2012 Games and the London Underground.

Phil Hufton, the current Chief Asset Performance Officer, will become the overall COO for LU combining his existing role with that soon to be vacated by Howard.

6.2 Chief Operating Officer at London Rail

Howard Smith has been appointed as Operations Director, Crossrail. He will continue to support both London Rail and Crossrail until formally taking up his new role from 25 March.

In his new role he will be responsible for leading the development of Crossrail's operational and customer service strategy, defining the structure of the new railway's operating and maintenance organisations as well as leading on the arrangements for the future Crossrail operating concession.

Gareth Powell, Director of Strategy & Service Development, will take overall responsibility for London Rail, alongside his existing responsibilities.

6.3 Director of Health, Safety and Environment for Rail and Underground

Jill Collis, currently Head of HSE LU Operations and Asset Performance, has been appointed Director of Health, Safety and Environment. Her appointment follows the move of Mike Strzelecki to the role of Business Transformation Director.

6.4 Rail and Underground/Tube Lines organisation

TfL has recently started consultation with the trades unions on the proposal to transfer Tube Lines employees into London Underground and TfL. The proposed date of transfer is Friday 19 April 2013, subject to consultation. This process will combine and align teams where appropriate to enable more efficient delivery.

7 Delivering Crossrail

7.1 Progress

Tunnelling

Crossrail's five tunnel boring machines have now bored over five kilometres between them and continue to make good progress. The western tunnelling machines will pass through the new Crossrail station at Bond Street this spring followed by Tottenham Court Road and Farringdon later this year. The tunnelling machines from Limmo will break through into Canary Wharf station box this spring and, at around the same time, the machine from Plumstead will break through into the Woolwich station box.

New images and details of tunnelling progress to-date were released to media on 28 February as a 'below ground' follow-up to the Crossrail aerial images issued to media at the start of the year.

Woolwich Station Box

Crossrail partner Berkeley Homes has completed the station box at its Royal Arsenal Riverside development in Woolwich four months ahead of schedule. The eastern

end of the box was handed over to Crossrail in early March to allow Crossrail to prepare for the arrival of tunnel boring machines Sophia and Mary en route from Plumstead towards North Woolwich.

Paddington

The Paddington Station team completed construction of the walls of Crossrail's largest station box in mid-February. Crossrail, Costain Skanska JV (CSJV) and subcontractor Cementation Skanska have been working round the clock for 11 months to put in place the 165 individual diaphragm wall panels that form the 265 metre long by 22.5 metre wide box. This has been no easy feat; the adjacent Grade I listed Paddington Station and the western tunnelling operations running alongside are just two of the challenges that have been overcome to reach this point.

Victoria Dock Portal

In late February, work started on the foundations for the new tunnel portal at Victoria Dock. This is a key part of the Crossrail route as it forms a gateway from the existing surface railway in east London into the new tunnels being built in central London.

7.2 Supply Chain Impact

New figures setting out the impact of Crossrail's supply chain were published on 4 March. The figures show that 43 per cent of businesses winning work are based outside London and the South East and that 58 per cent are SMEs. It is estimated that the equivalent of 55,000 full-time jobs will be supported throughout Crossrail and its supply chain during the life of the project.

Crossrail issued a national press release, alongside ten tailored releases for Scotland, Wales, Northern Ireland and the English regions. Crossrail produced a map showing where the firms are based and around 25 case studies of businesses that have won work. The releases achieved significant regional media coverage around the UK.

A parliamentary drop-in was held by Crossrail on Thursday 14 March which provided MPs with the opportunity to find out whether firms in their constituency are making the most of business opportunities connected to the project.

7.3 Procurement

On 1 February, Crossrail awarded the final main construction contract for the new central section stations. The contract for Bond Street was awarded to Costain Skanska Joint Venture.

The contract also includes commitments to provide apprenticeships and job opportunities for Londoners. Costain Skanska JV will be required to create around 11 new apprenticeships and new job start roles for individuals who are long-term unemployed or out of education or training for six months or more during the life of their contract. It is a requirement that all of the new job starts be taken up by individuals living within Greater London or within one mile of the Crossrail route.

On 28 February, Crossrail awarded the traction power supply contract to AC Joint Venture (Alstom Transport and Costain Limited). The scope of works includes the provision of traction power distributed within Crossrail's central section extending from Royal Oak Portal in the west to Pudding Mill Lane in the east, splitting at Stepney Green Junction and running to Plumstead Portal in the southeast.

The works will involve the construction of a feeder station at Pudding Mill Lane where power from the 400 kV National Grid network will be converted down to 25 kV before being fed into the overhead line equipment that will power the new Crossrail trains. A separate feeder station will be constructed by Network Rail at Kensal Green.

Also during March, Crossrail and Network Rail announced that Balfour Beatty had won a contract worth approximately £130m for the construction of a two-mile section of the Crossrail route from Plumstead to Abbey Wood in southeast London and for the construction of a new station at Abbey Wood.

And finally, Crossrail announced its intention to award the contract for the central section communications and control systems to Siemens PLC.

The value of the contract is in the region of £40m. The scope of works includes the design, testing, installation and commissioning of key communications systems within Crossrail's central section including CCTV and public address systems at stations, customer information displays, staff and emergency services radio systems and the data networks that will carry information to and from the route control centre.

Design and testing for the new communications and control systems will be undertaken by the contractor at Ashby de la Zouch in Leicestershire.

Installation of the new communications and control systems will get underway in spring 2015.

7.4 Rolling Stock and Depot

On Friday 1 March, the Crossrail Sponsors announced a move to a fully publicly funded procurement for the delivery of the new fleet of trains and maintenance facilities for Crossrail, from the previously agreed PFI-type financing structure. This change had been strongly advocated by TfL and followed extensive discussions between HMT, DfT and TfL officials over the course of recent weeks, culminating in agreement from the Secretary of State to the Mayor's request that the financing strategy be changed.

Over recent months, TfL had grown increasingly concerned that the procurement of the Crossrail rolling stock through a PFI-type financing structure carried very significant delay risks, resulting in a very high risk that the start of Crossrail services could be delayed from late 2018 due to the lack of a reliable fleet of rolling stock.

The change to a conventional publicly financed procurement affords much greater certainty around delivery timescales (despite a short initial delay whilst bidders are invited to re-submit their tenders without financing), and reflects Crossrail's unique situation (i.e. the absence of an existing fleet of trains to operate through the tunnels when the works are complete).

In summary, therefore, this decision to simplify the procurement process helps to ensure that a deal for the new trains will be in place in 2014, with delivery and testing starting in 2017 ready for the opening of the new tunnels to passengers in late 2018.

7.5 Apprentices

On 11 March at the start of National Apprentice Week, Crossrail hosted Mayor of London Boris Johnson and Transport Minister Stephen Hammond at the Tunnelling and Underground Construction Academy (TUCA) in Ilford, East London. The Mayor and Minister met apprentices training at TUCA as part of their work on the Crossrail project. The Mayor used the visit to announce a new Apprentice Oyster Card scheme to be launched in May giving discounted travel to apprentices in London (see details at 12.4).

Crossrail hosted its inaugural apprentice awards on 12 March with an event at the Houses of Parliament, sponsored by Mike Gapes MP. Matthew Hancock MP, the Skills Minister, gave the keynote speech. Representatives of Crossrail's contractors, local councillors and a range of stakeholders were present. The winners included Apprentice of the Year Gina Tumblepot, an apprentice engineer on Crossrail's Whitechapel Station site, and Specialist Apprentice of the Year Ana Costa, an apprentice accountant on Crossrail's eastern tunnelling site in Limmo, near Canning Town.

7.6 Sustainability

Crossrail launched its first Sustainability report in February. This year's edition focuses on the central section of the project and how Crossrail is meeting targets in relation to the environment, community impact, health and well-being and equality. There are many areas where Crossrail has made huge achievements. For example 95% of construction material generated and 97% of the demolition material has been reused or recycled.

7.7 Pudding Mill Lane

Morgan Sindall played host to a group of first year Civil Engineering students from the University of East London. The team briefed the students on the specific challenges faced at the worksite. Students were also taken on a site walk round.

7.8 Art

Crossrail's Station Art Programme - The Culture Line - was officially launched at the City of London Guildhall on 25 March. The Culture Line will appear in eight Crossrail stations located in central London: Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel, Custom House and Canary Wharf. Eight of London's premier art galleries will propose artists to develop a bespoke art commission for each station.

8 Keeping London Moving

8.1 Smoothing Traffic Flow

Journey Time Reliability

TfL is committed to improving Journey Time Reliability (JTR) on 23 corridors on the Transport for London Road Network (TLRN). This is done through comprehensive corridor management, identifying pinch points, valves and hot spots, and understanding how each corridor operates in relation to the surrounding road networks. TfL can then apply techniques such as signal timing reviews, designed to maximise the performance of London's existing infrastructure, SCOOT implementation to better respond to changes in flow across the network, and management of road capacity through specific engineering interventions to ensure the road network runs smoothly. Overall, central London (corridors) TLRN (all directions) JTR stood at 89.0 per cent at the end of Period 12, an 0.1 point increase on the same period last year. The year-to-date figure is 89.3 per cent, a year on year improvement of 0.8 percentage points.

Traffic Signal Timing Reviews

The Signal Timing Review (STR) programme allows TfL to maintain London's traffic signals at their optimum settings, thereby minimising unnecessary vehicle stops and delay, reducing congestion, smoothing traffic flow and in doing so, contributing to reductions in emissions. As of the end of Period 12, 979 signal timing reviews have been completed. This has so far brought an average of 8.12 per cent reduction in delays for traffic at these sets of signals. This has been achieved alongside a 0.30 per cent increase to the number of occasions when all pedestrians waiting to cross the road will have cleared the kerb during the first green man period.

Split Cycle Offset Optimisation Technique (SCOOT)

SCOOT reduces delay and improves journey time reliability through the dynamic control of traffic signals. Prior to 2008, SCOOT was installed at around one third of London's traffic signal locations. As part of the Mayor's Smoothing Traffic Flow initiative, TfL committed to install the technology at a further 1,000 locations by the end of 2012/13. As of the end of Period 12, SCOOT optimisation has now been completed at 743 sites, delivering a 13.4 per cent reduction in delay and a 5.0 per cent reduction in the number of times vehicles have to stop as they travel through the network.

Reducing Delay and Disruption

TfL focuses on reducing delay and disruption across London through a variety of initiatives, including the Mayor's Roadworks Pledge, the London Permit Scheme, and the Mayor's Code of Conduct, that aim to improve cooperation and coordination between highway authorities, utilities and other organisations and develop real incentives for works promoters to apply best practice and reduce the amount of disruption to traffic.

TfL Traffic Information

TfL's live Twitter feed (@TfLTrafficNews) has attracted nearly 60,000 followers since its launch at the end of January 2012. This significant jump in followers means that TfL is able to provide even more of its customers with easily accessible, up-to-date information on network conditions. We now have nearly 400,000 followers of all our Twitter information channels.

8.2 Congestion Charging

10 year anniversary of congestion charge

Over the last decade the Congestion Charge has successfully reduced traffic and congestion in central London, lowering the number of vehicles entering the zone by 60,000 per day.

The scheme has made an important contribution to an unprecedented 9 per cent shift from car use to public and other forms of sustainable transport and the £1.2 billion net revenue generated has been fed straight into ongoing investment in the capital's transport infrastructure. Some £960 million has been spent on improvements to the bus network, £102 million on roads and bridges, £70 million on road safety, £51 million on local transport/borough plans and £36 million on sustainable transport and the environment.

Over the last few years the Mayor and TfL have introduced a wide range of measures to make the charge easier to pay and to bear down further on congestion. These include the introduction of an automatic payment system and a series of measures to tackle badly managed roadworks such as a widely recognised code of conduct and the UK's first Lane Rental scheme (as above).

9 Improving the Urban Environment

9.1 Championing Electric Vehicles, Car Clubs and Moving to Hybrid Buses Source London

There are now 1,003 electric vehicle charge points in the Source London network, including 380 fast charge points. 92 Source London charge points have been installed via a partnership with the operators of 'POLAR', a private charge point scheme. TfL is progressing further installations with partners, in order to ensure the Mayor's target of 1,300 publicly accessible charge points is achieved by the end of

April 2013. At present, there are 51 private and public sector Source London partners, including 24 London boroughs.

Low Carbon Vehicle Partnership Awards

The Low Carbon Vehicle Partnership (LowCVP) Awards were held on Tuesday 29 January 2013 to celebrate outstanding and innovative practice in accelerating the shift to lower carbon vehicles and fuels, and reducing road transport emissions. TfL won a special award for Outstanding Achievement in Low Carbon Transport over the last ten years, and with Wrightbus, picked up an award for Low Carbon Heavy Duty Vehicle Manufacturer of the Year for the New Bus for London. Judges praised TfL as a world-leader in this area, noting the expansion of its hybrid bus fleet, supporting the take-up of hydrogen and electric vehicles, and the introduction of the Congestion Charge and the Low Emission Zone.

Encouraging more cycling

On 7 March 2013, The Mayor announced his 'Vision for Cycling in London: An Olympic Legacy for all Londoners' this included plans to revolutionise cycling in London and proposed an increase in cycle spending over the next 10 years to over £900million. Proposals identified in the Mayor's Vision for Cycling include:

- Collaboration with the freight industry to ensure the highest standards of behaviour in health and safety (ensuring HGVs are fitted with safety equipment to protect cyclists and HGV drivers are fully trained in cycle awareness)
- More Dutch-style fully-segregated lanes
- More 'semi-segregation' on other streets, with bikes better separated from other vehicles
- A new network of 'Quietways' – direct, continuous, fully-signposted routes on peaceful side streets, running far into the suburbs, and aimed at people put off by cycling in traffic
- Substantial improvements to both existing and proposed Superhighways, including some re-routings
- A new 'Central London Grid' of bike routes in the City and West End, using segregation, quiet streets, and two-way cycling on one-way traffic streets, to join all the other routes together.
- to create a 'Crossrail for the bike' with a route that will run for more than 15 miles, very substantially segregated, from the western suburbs, through the heart of London, to Canary Wharf and Barking. It will use new Dutch-style segregated cycle tracks along, among other places, the Victoria Embankment and the Westway flyover.

The delivery of this vision is subject to TfL's funding settlement and normal business planning and approval process.

Barclays Cycle Hire (BCH)

Over 20 million journeys have now been taken by customers of the Barclays Cycle Hire Scheme (BCH) with members accounting for 70 per cent of all trips and casual users 30 per cent.

The rolling monthly average, calculated over the preceding 12 months continues to increase having moved from 610,000 trips in the year to February 2012 to an average of 802,000 trips to February 2013. Although total user volumes for February have been affected by seasonal factors, usage has increased to 516,000 hires in February 2013 (from 482,000 in February 2012), rising by 10 per cent on weekdays and 17 per cent at weekends. Waterloo Station remains the most popular site.

Although Serco is currently meeting the majority of its operational targets, challenges remain over ensuring the effective distribution of bikes and minimising the occurrences of full and empty docking stations. This has been identified as a key driver of overall customer satisfaction with the scheme. TfL is therefore pushing Serco hard to deliver operational improvements in this area.

Barclays Cycle Hire Expansion and Intensification

The programme of planning applications remains on track with 239 of 263 sites now submitted of which 106 have been approved. Although overall the scheme is generally well supported, four sites have been withdrawn in response to local concerns. Where an operationally significant site has objections, the Cycle Hire team is working with the borough to agree a suitable location.

Contract negotiations are continuing with the Service Provider (Serco) to expand the area of the scheme; signature is now likely in April. Construction of the first site remains programmed to commence in April/May 2013.

River bus service

On 6 March, TfL announced the appointment of KPMG Thames Clippers as the new operator for the Putney to Blackfriars River Bus service route. This will lead to faster and more frequent services with greater accessibility, with two thirds more services on weekdays on modern, fully accessible, high speed catamarans.

The new contract secures the service, which is used by hundreds of Londoners every weekday, and is the result of close collaboration between the Mayor's office, TfL and Wandsworth Council.

Real time boat arrival information called iBoat will shortly be rolled out at the piers on this section of the river, making travelling even more convenient. Real time arrival information will also be available via a number of mobile phone apps, meaning customers will be able to time their arrival at the pier to coincide with the arrival of the next River Bus service.

KPMG Thames Clippers will also bring Oyster to the route, meaning passengers can use Pay as You Go to pay for their fares. There will also be a reduced fare for passengers with Travelcards. For regular passengers there is a range of competitive season tickets available on a weekly, monthly, and yearly basis.

10 Taxi and Private Hire

10.1 Licensing motorcycles to be used as Private Hire Vehicles

On 15 February TfL announced that it is to formalise the licensing process for motorcycles used as Private Hire Vehicles (PHVs) in the capital.

The decision follows the publication of guidance by the DfT last year, which urged licensing authorities to license as wide a range of vehicles as possible, as long as they meet safety requirements. The DfT went on to state that the licensing of motorcycles as PHVs cannot be ruled out on safety grounds.

Currently there are three private hire operators (with 12 motorcycles) in the capital that offer motorcycle PHV services. These are currently licensed on temporary permits which have been re-issued as the motorcycles have been replaced. The temporary permits were part of transitional arrangements put in place in 2003 as part of the introduction of licensing of the private hire trade. The temporary permits still require operators and riders of motorcycle PHVs to meet the same stringent licensing requirements as the rest of the private hire trade, and in practice the existing operators all work to significantly higher standards.

Now that a decision has been made to formalise the licensing process, the relevant regulations will be changed to allow the licensing of motorcycle PHVs. Additional licensing requirements will also be imposed on both operators and motorcycle PHV riders to ensure that safety standards are maintained.

11 Improving the Journey Experience

11.1 Safety and Security

Latest transport crime statistics

The latest bus-related crime figures for 2012/13 (April – January 2013) show a decrease of 6.5 per cent (1,185 fewer crimes) compared to the same period in 2011. On the bus network there have been large reductions in the number of robbery offences (392 fewer offences – down 16.9 per cent), criminal damage (221 fewer offences – down 14.7 per cent) and violence against the person offences (531 fewer offences – down 11.2 per cent). The only bus-related crime category that saw an increase was drug offences (an additional 68 offences – up 11.1 per cent), largely a result of proactive police activity on the network.

The latest available BTP crime figures (April to January 2013) for London Underground/DLR show that crime increased by 4.5 per cent (464 additional offences). The increase is largely attributable to an increase in theft of passenger property offences compared to last year when levels were significantly lower because of the concerted efforts by TfL and the police to reduce theft on the transport system in preparation for a safe and secure 2012 Olympic and Paralympic Games. Plans are in place to tackle the increase.

The effective use of CCTV and Oyster data, along with specialist transport policing crime units, has seen an increase in detections and successful convictions over recent years. For example, TfL and its policing partners have secured successful convictions against approximately 90 per cent of offenders taken to court for abusing staff on TfL's networks over the last five years.

TfL publishes transport crime reductions through various channels including the media and will look to highlight appropriate detection figures as part of this to further deter criminal behaviour. The effective use of CCTV and Oyster data, along with specialist transport crime units, has seen an increase in detections and successful convictions over recent years.

Although TfL funded policing resources are principally focussed on crime prevention activities, for priority crimes such as staff assaults and sexual offences detections are monitored closely to ensure the highest detection rate possible.

Operation Kansas

Operation Kansas, a collaboration between TfL, the Vehicle and Operator Services Agency (VOSA) and the Metropolitan Police Service (MPS) has to date run 17 operations in the capital to tackle limousines and novelty vehicles. Almost 320 limousines have been stopped and checked as part of the operation.

On 9 February, eleven limousines were stopped and checked. Two of the limousines were issued with immediate prohibitions and another two were issued with inspection notices. One of the limousines stopped had 12 defects in all including no power steering, no indicators and exhaust fumes entering the passenger compartment. Ten party buses were also stopped during the evening. One vehicle was issued with an immediate prohibition, two were issued with delayed prohibitions and another was issued with an inspection notice. One of the party buses had an inoperative anti-lock brake system which the driver was aware of but allegedly did not report.

During the last operation on 2 March, which was also attended by Her Majesty's Revenue and Customs (HRMC), 13 limousines were stopped and checked. Two of the limousines were issued with immediate prohibitions, one was issued with a delayed prohibition and another was issued with an inspection notice. One of the limousines checked was dealt with by TfL's Taxi and Private Hire officers for not having the required private hire vehicle licence. Three party buses were also stopped during the evening. One vehicle was issued with an immediate prohibition and one was issued with a delayed prohibition. Operation Kansas continues as part of a continuing programme of enforcement operations.

Operation Cologne

Operation Cologne, a joint operation which aims to improve road safety by targeting dangerous vehicles, notably light goods vehicles such as transit vans, took place in central London on 1 March 2013. The operation involved the Safer Transport Roads Policing Unit and VOSA (traffic and vehicle examiners). Analysis of MPS and TfL data suggests that light goods vehicles are involved in a large proportion of collisions in London and recent roadside enforcement operations have found that these vehicles have a high percentage of defects leading to immediate prohibitions.

74 vehicles were stopped during the operation resulting in two vehicle seizures, 13 mechanical prohibitions, 21 driver/overweight prohibitions, five reported for summons and 28 tickets and three warnings issued.

TfL's construction industry review highlights action needed to deliver step-change in road safety

On 2 February (after last month's Commissioner's report had gone to print) TfL published the findings of the first independent review into construction logistics and cyclist safety. There is a clear and urgent need to address the spate of serious incidents we have seen involving construction vehicles and cyclists over recent years. This review was commissioned by TfL following the worrying number of collisions involving construction HGVs and cyclists in recent years. Between 2008 and 2011, 56 per cent of the cycling facilities in London have involved large commercial vehicles, including a disproportionate number of construction vehicles. In light of this, TfL commissioned an independent report in January 2012, carried out by the Transport Research Laboratory (TRL), to look specifically at how cycle safety is considered within the design and operation of construction vehicles within the construction industry more widely.

The independent review builds on the work that TfL has carried out to deliver improvements to the freight industry and improve cyclist safety across London. Since 2008, its Fleet Operator Recognition Scheme (FORS) has been adopted by more than 1,890 companies, including 28 London Boroughs, covering 135,859 vehicles. In addition, all TfL and Crossrail contracts now require their vehicles to meet strict safety standards and have cycle specific safety equipment, including side-bars, blind spot mirrors and detection equipment fitted to reduce the risk of collisions on the capital's roads. Detailed analysis from the TLRN report revealed that the excellent levels of safety that the construction industry provides on worksites needs to be extended to all vehicles movements related to the construction project, whether these movements are on or off site. This would help ensure greater responsibility is placed upon contractors to monitor and, where necessary, improve driver behaviour to further reduce the risk placed to cyclists, pedestrians and other vulnerable road users.

The independent review outlines 12 recommendations which would deliver a real step-change in road safety within the industry. These include:

- The Health and Safety Executive (HSE) should look at extending regulations that govern the reporting of on road collisions. That could help bring greater responsibility on contractors to monitor and, where necessary, improve driver behaviour
- Vehicle manufacturers should carry out more research into the blind spots of construction vehicles. Research in the report shows that certain models of cement mixers can have a blind spot which is up to 50 per cent larger than that of a 7.5 tonne 'curtain-sided' delivery lorry
- Contractors and their clients should look into setting more realistic time slots for deliveries. This could help reduce pressure on drivers facing challenging delivery deadlines and help reduce the risk of driver errors

- The Government should promote operating standards well above the minimum legal requirements for both commercial vehicles and drivers and to include the principles of FORS into the operator licence undertakings. They should also ensure the Driver Certificate of Professional Competence (DCPC) training syllabus includes a mandatory element addressing vulnerable road user safety and encourage vehicle manufacturers to develop vehicles that eliminate front and side blind spots.

To download a copy of the independent review of construction vehicles, please visit:

www.tfl.gov.uk/microsites/freight/publications.aspx

TfL's work with young children on road safety

At the last meeting of the TfL Board, members asked for some additional information on TfL's work with young children on road safety. A summary of our work in this area is set out below:

- ***The Children's Traffic Club*** teaches 3 and 4 year olds basic road safety awareness. The resources (a descendent of the 'Tufty Club') comprising books and interactive DVDs are designed for a parent/carer to teach a child one on one. To increase the reach of the programme further, TfL also supplies materials directly to nursery schools to bring road safety messages to the pre school classroom. In 2012/13, TfL will register 75,000 pre-school children to the scheme, or 75 per cent of the annual number of children entering pre-school in Greater London.
- ***The A-Z of Traffic Tales*** are Road Safety books based on letters of the alphabet, linked to the national curriculum, especially literacy. Targets Key Stage 1 (5–7 years) with lesson plans for teachers to deliver the road safety messaging as part of the curriculum.
- ***Just a Journey*** is a set of work cards and interactive DVD addressing road safety linked to the national curriculum, including English, science and maths. Targets Key Stage 2 (7–11 years)
- ***Junior Road Safety Officer (JRSO)*** scheme. Over a two year period, pupils (aged 9–11 years) take on the responsibility of delivering road safety messages to their peers and school community through assemblies, competitions and at parent events. TfL provide support via a JRSO Guide Book.
- ***Secondary Ambassador scheme***. Continues the JRSO scheme into secondary school (11-15 years), with Road Safety Ambassadors coordinating activity to improve road safety in their local area. As secondary school is normally the first time children will travel independently, the Ambassador programme also includes activity which promotes personal safety and discourages anti social behaviour on the transport network.

12 Customer Experience

12.1 Updated TfL Story

Following the Olympic and Paralympic Games we have updated the TfL Story to reflect the huge challenge of supporting London's population and economic growth. Our goal remains to keep London working and growing and to make life in London better.

An organisation of our scale and complexity needs a simple statement of what it is we are trying to do and how we will do it. The role of the TfL Story is to set the context to our staff for everything we do as an integrated transport authority, explaining what, collectively, we are here to achieve. We have tasked our Directors with bringing the TfL Story to life for our staff, so that everyone who works for TfL is able to understand the contribution that they are making to our organisation's goal.

The updated TfL story is appended to this report.

12.2 World Class

On 18 March a new report entitled "World Class? London's Transport: Progress and Future Challenges" concluded that London's transport system is world class. The report also warns that funding must be found to secure and build on improvements and to tackle the future challenges the system faces due to significant population growth and increased transport capacity demand in the Capital.

The report, written by Professor David Begg, highlighted the following elements of London's transport system as world class:

- the performance of the transport system during London 2012;
- the extensive and often undervalued bus network;
- the record high performance of the Tube and the good progress made upgrading a 150 year old asset;
- the impressive transformation of the London Overground Network;
- customer information, marketing and ticketing;
- traffic flow management on the road network;
- congestion charging and the Low Emission Zone.

The full document can be found at: www.siemens.co.uk/press

12.3 Making things easier for our customers

Oyster on line accounts

On 4 March we announced the latest innovations to Oyster online accounts. Oyster customers can now receive weekly or monthly journey statements by email, see more comprehensive and interactive records of journeys and fares, and request refunds on line. This is all part of TfL's focus on improving transparency and our customers' overall experience of travelling in the capital.

Over 600,000 customers now use the online accounts. Since the end of 2012, customers have been able to automatically receive their journey history by email weekly or monthly, taking the time and effort out of keeping track. Previously, statements were only available by contacting the Oyster help desk and requesting a printed journey history to be posted.

Customers with Oyster online accounts are also now benefitting from receiving notifications when they receive a refund after an incomplete journey has been completed by the system on their behalf.

Using previous journey history the likely journey is inferred and fare readjusted. This process is automatically offered to customers once a month if they have forgotten to touch out.

On average, 150,000 of these refunds are generated each month. This is in addition to the mass automated refunds that are set when TfL is aware customers have been unable to touch out, for example if gates are left open for crowd control purposes.

To make it even more simple for customers, from the beginning of this year, those with Oyster online accounts have been receiving notifications when they have an incomplete journey that is eligible for an online refund claim. Once they have entered some simple information about where their journey started or ended their request is then processed within a short period of time.

Contactless payments on buses

The acceptance of contactless payments on buses continues successfully. The 500,000th transaction was made on 27 February. We are now seeing about 12,000 transactions every day and a steady growth in volume. Customer complaints, which were already low, have fallen to less than one per day.

Launch of Barclays contactless smart card

On 8 March, Barclays began an advertising campaign to promote the use of contactless payment in retail outlets and on the bus network. Their campaign, which will run from March until early April, makes clear that there is currently no daily capping when contactless payment is used, so that customers are aware that if they make a large number of short hop journeys in one day, contactless payment would currently be more expensive.

Following our launch and publicity campaign in December and January, TfL started a second burst of activity on 11 March. Following the successful launch of contactless payments we are working to ensure that the issue of card clash and potential payment by incorrect card continues to be kept to a minimum. To facilitate this, and to start to engrain the correct passenger payment behaviour prior to the roll out of contactless on the tube and rail network, TfL will be advising customers to choose the card they wish to use for payment, and be sure to present this card to the Oyster reader.

Examples of the campaigns are set out below:



12.4 Travel concessions

60+ free travel

Since the launch of the 60+ free travel concession on 1 November we have issued over 50,000 cards (up to the end of February). Around 60 per cent of applications were made wholly online and another 17 per cent partly online. The remaining applications were completed over the phone with some steps being completed at the Post Office.

Free travel for apprentices

The Mayor's manifesto promised a new concessionary travel scheme for recognised apprentices. On March 11 the Mayor announced that this concessionary scheme will be operational in May this year. TfL has worked over the last year to establish the application and approvals process for this new scheme, working with the National Apprenticeship Service. The scheme will allow anyone in the first year of an apprenticeship to get 30 per cent off adult rate Travelcards and Bus & Tram pass season tickets. It is expected to benefit around 40,000 apprentices living and working in the capital. The concession could save an apprentice up to £660 a year on the cost of an annual travel card.

12.5 Helping our customers on the transport network: Signage and Wayfinding

During the Olympics and Paralympics a major signage and wayfinding (S&W) strategy was implemented to aid spectators travelling to Games venues. This included additional Accessibility signage. The distinctive magenta signage supported the Travel Demand Management strategy and influenced the routes that spectators took to the Games venues.

The signs were well received by customers and staff. There is an opportunity to learn lessons from the Games and to undertake a review of the current permanent station signage to improve way-finding for customers, particularly those customers unfamiliar with the network and London in general. A project is underway to review and implement improvements across five key areas:

- Reviewing S&W standards for the Underground network to improve the flow of customers through stations: This will be piloted at Kings Cross, Stratford Regional, Paddington and London Bridge. Stratford is being prioritised so that it is completed in time for the opening of the Queen Elizabeth II Park in July. Kings Cross will be completed by end of August, and Paddington and London Bridge by the end of July.
- Updating the accessibility signage that was installed during the Games and assessing the requirement for directional signage at other stations: The majority of the Magenta style Games accessibility signage has now been updated and will be completed at other stations by the end of May

- Reviewing the standards for destination directional signage such as tourist destinations and assessing how this can be improved to assist customers from station to destination using Legible London design standards: The new style will be tested at Stratford and then rolled out during the autumn. This will concentrate on the pilot stations first, then zone 1 stations
- Reviewing how the signage used during the Games could be implemented for major events in London: A new signage standards kit of parts has been prepared and discussions are taking place with teams across TfL and the GLA events team. We will also be engaging over the next few months with key London boroughs where events are hosted, for example Westminster and Southwark, to discuss adoption of the proposed style of wayfinding from station to venue, also known as 'the last mile'.
- Reviewing how S&W could be improved for future engineering work, learning lessons from the Games: As other elements of the project have been prioritised, work on this element will take place in due course.

12.6 Keeping our customers informed: Record breaking month for website visitors

Visits to www.tfl.gov.uk broke all previous records in January 2013. A combined total of 22.1m visits were made using both desktop and mobile applications. Mobile website traffic continues to grow with 4.8m visits in January compared to 4.3m in December.

Journey Planner experienced its second highest volume of traffic so far with 7.2m visits in January, just 0.1m behind the previous highest set in October 2012.

12.7 Milestone in Open Data – over 5,000 developers registered as TfL continues to lead

The number of developers signed up for TfL's open data feeds has now passed 5,000 as the number of apps for mobile and tablet devices continues to rise. There are currently over 400 apps on various platforms. Downloads of some of these apps run into millions, with the same amount of regular users.

Apps cover all areas where data has been made available including Roads, Rail/Underground, Buses, Barclays Cycle Hire and overall Journey Planning.

The innovation, diversity and reach achieved by this activity has been achieved at a low overall cost to TfL, considerably lower than creating similar services in-house. It has also been achieved without a negative impact on the reach of TfL's own digital channels, particularly web and mobile, which received their highest ever traffic in January 2013 and continue to grow. By making the data available free we have been able to attract many more developers providing ingenious solutions, with most apps either free or below £1.

TfL is now a leading authority on Open Data in transport and we are influencing the release of data throughout the UK and EU where similar beneficial results can be achieved.

12.8 Launch of competition to create ‘Accessibility Apps’

On 8 March, TfL launched a competition to create new ‘Accessibility Apps’. This is the first of a series of initiatives to improve the variety of accessibility apps on offer. As part of the competition, developers are being invited to apply with ideas for a new travel app which will make TfL realtime data more accessible to a far wider audience than mainstream Apple/Android apps. The winning entries will receive development support from TfL.

TfL is looking for applications from developers which will make it easier for disabled and older people to travel around the transport network. The proposed apps should look at:

- Physical ease of use (including making it easy to use the touchscreen and ‘dynamic’ elements)
- Clarity of information (to help people who are unfamiliar with technology, or have difficulty understanding apps or travel information)
- Integration with other assistive technology features (for example using text to speech, zoom facilities, voice control)
- Compatibility with a wide range of devices

The judging panel will choose three applications that are considered to be innovative and offer value of use in one or more areas of accessibility to receive support to turn them into a live product. Winners will be announced in Autumn 2013 and the new accessibility apps will be released into the market at this time.

This competition is the first stage of an engagement plan with developers to produce new accessible journey planning tools. The next stage will see the Step Free Tube Guide data made available digitally for the first time in Summer 2013. TfL is aware that planning a step-free journey on the Tube can sometimes be confusing and this initiative will enable developers to produce more user-friendly versions of this information in order to make step-free journeys simpler for disabled and older people.

13 Efficient and Effective Delivery

13.1 Safeguarding TfL finances

Moody’s Downgrade of the UK Sovereign’s and TfL’s Credit Ratings

On 22 February, Moody’s Investor Services (“Moody’s”) downgraded the rating of the United Kingdom by one notch from Aaa to Aa1 and revised its outlook to negative to stable.

Following the rating action on the UK Government, on 25 February Moody's downgraded the long-term debt rating of a number of UK sub-sovereign entities including TfL, given the economic, financial and institutional linkages between the sovereign and the UK sub-sovereigns.

The credit rating of TfL's long-term debt has been downgraded by Moody's one notch from Aa1 to Aa2. The credit rating of the short-term debt has been maintained at P-1 and the outlook has been revised from negative to stable. The table below shows TfL's current credit ratings.

TfL's Credit Ratings

	S&P	Moody's	Fitch
Long-term rating	AA+	Aa2	AA+
Outlook	Stable	Stable	Negative
Short-term rating	A-1+	P-1	F-1
Date of the last rating action	1 June 2012	25 February 2013	16 March 2012

Moody's and Fitch had put TfL and other UK sub-sovereigns on negative outlook in 2012, following the rating action on the UK sovereign. Fitch is expected to review the UK's Sovereign rating after the 2013 Budget on 20th March 2013. S&P has not put TfL's credit rating on negative outlook, although the agency did put the UK Sovereign's credit rating on negative outlook in December 2012.

At this stage, TfL does not expect that its borrowing costs will be materially affected by the downgrade of the UK and its long-term debt rating. The market's reaction to the downgrade of the UK was muted, indicating that the risk was already priced into the market. However, TfL will continue to monitor closely the impact of both the UK Sovereign's and TfL's downgrades on market rates and fiscal and/or monetary policy decisions.

Rating Agencies Annual Update

TfL is in the process of completing annual updates with its three credit rating agencies to permit the agencies to update their assessment of TfL's credit strength. In late January and early February 2013, TfL conducted annual update meetings with Fitch and Moody's respectively. The meetings covered the operational and financial performance, a review of the latest Business Plan, TfL's funding sources and debt and liquidity management. On 5 March 2013, Fitch affirmed TfL's long-term rating at AA+ and short-term rating at F1+. The outlook on the long-term rating remains negative, reflecting the UK Sovereign rating. Moody's update report is expected by mid-March. The update meeting with S&P is planned for late March.

ACT Treasury Team of the Year Awards

The Group Treasury team received a "highly commended" award as runner up in the Association of Corporate Treasurers Treasury Team of the Year Awards. The

Special Recognition Award in the Treasurer magazine states that "a world-class business is being served by a world-class treasury team". The award winners are selected by our peers in corporate treasury across the UK and Europe.

uSwitch Broadband Awards: Best WiFi

Virgin Media (VM) won an award at the 2013 uSwitch Broadband Awards for Best Wi-Fi service and Best Broadband Innovation for the UK's first underground WiFi network.

VM, London Underground and IM worked very closely to deliver WiFi capability and access to 103 stations by the end of January 2013 with a further 17 planned by the end of the current fiscal year. The award was based on a combination of customer votes and speed test data from uSwitch.com.

Tax

The Tax Department is continuing to lobby for a change in tax law which removes the exclusion of the railway industry from the Enhanced Capital allowance scheme, which allows cash rebates to be claimed for investment in energy-saving and environmentally beneficial plant & machinery. In conjunction with the Network Rail Tax Department, an approach has been made to David Gauke MP, Exchequer Secretary to the Treasury requesting a meeting, at which it is the intention to explain the reason why we believe railways are unfairly excluded. David Gauke MP has confirmed that the issue is being considered.

Successful lobbying has already taken place with senior representatives at HMRC; however the decision to change tax legislation rests with the Government. It is hoped that the Chancellor may be persuaded to announce in his Budget statement due at the end of March, a rectification to what is regarded as an unintentional anomaly in tax legislation.

LU Station Development Pilots

Commercial Development has been working with LU to produce business plans for the development of nine pilot schemes at LU stations. A group of architects, designers and public realm consultants have been selected, with support from quantity surveyors, engineers and planners and others as necessary. Their aim is to provide comprehensive long-term solutions that will deliver more long-term revenue for TfL, meet operational requirements, connect the station to its surroundings and transform the appearance and function of stations by improving the customer experience.

London 2012 cost recovery

TfL has submitted final accounts to the ODA and LOCOG for all Games related activities. In total, £214m has been recovered to compensate TfL for additional costs associated with operating activities during the Games. When payments received for travel by the Games Family are also taken into account, TfL has been held financially harmless while enhancing its reputation internationally as a transport provider.

14 Planning and Strategy

14.1 Project Updates

Crossrail 2

London First officially launched the final report by their Crossrail 2 review task group on 5 February. This report, which strongly supports the need to develop Crossrail 2 to underpin London's future growth, clarifies specific support for the Regional scheme alignment. Publication of the report, and the launch event, chaired by Baroness Valentine, with both the Mayor and Lord Adonis speaking, generated positive statements from Network Rail, the DfT and RMT.

TfL will now continue work to develop the project ahead of the forthcoming strategic consultation, which is expected to commence in April/May.

Northern Line Extension Consultation

Results from the third public consultation on proposals to extend the Northern line to Battersea from Kennington via Nine Elms have confirmed very strong support for this potential new Tube link. The extension would kick start regeneration in the Nine Elms area of south London and create major transport benefits for passengers.

The consultation provided the public with the opportunity to view and comment on the Northern line extension proposals as a whole, in particular the two new Tube stations at Battersea and Nine Elms and the key sites required to build the scheme, which local people have repeatedly shown they are behind. Two previous consultations in 2010 and 2011 showed great support for the selected 3km route from Kennington to Battersea via Nine Elms.

TfL will now finalise these plans ready for an application in spring 2013 for a Transport and Works Act Order (TWAO) to construct and operate the extension.

15 Mayoral Decisions relating to TfL

Direction from the Mayor in relation to fares – Putney to Blackfriars River Bus Service

On 5 March the Mayor directed TfL in relation to the fares to be charged for the new Putney to Blackfriars River Bus Service (as referenced above) pursuant to the Mayor's duty to exercise his powers of direction over TfL so as to ensure that the general level and structure of fares for passenger transport services are determined.

The River Bus Service, which is due to come into operation on 1 April, will provide an increased service to commuters running via Wandsworth Pier, Chelsea Harbour Pier, Cadogan Pier and Embankment Pier. The operator of the services is required to charge passenger fares prescribed by TfL, and which form the subject matter of the Mayor's Direction. The single journey fare will be £6.50 which is similar to the single journey fare for most river bus operators on the Thames. Standard multiples are then applied to arrive at the price of the weekly, monthly and annual tickets. The Mayor has also directed TfL to increase the fares on an annual basis for each successive year of the contract by the retail price index plus 1%, in order to provide certainty of the fares to be charged for the duration of the contract with the operator.

16 Progress on Olympic Legacy

TfL has continued to make progress in embedding the Olympic legacy into its ways of working.

At the end of January, London Underground (LU) outlined far-reaching plans to meet the Mayor's commitment of reducing delays by a further 30 per cent by the end of 2015. This will be building on the success during the Olympic year which saw train service reliability at its highest level in LU's history.

LU is considering running some Tube services later on Friday and Saturday nights by 2015. This could provide a real benefit to many of our customers and boost London's thriving night time economy.

Building on the legacy of the Paralympic Games, plans to greatly improve bus stop accessibility has reached its first milestone - to make 70 per cent of stops fully accessible - two months early. Making stops accessible means ensuring the kerb is at the correct height, ensuring that the bus can stop parallel to the kerb and removing any street clutter from where the bus doors open. Bus stop accessibility in London has improved significantly over the past few years - rising from 29 per cent in 2008 to the current (70 per cent) level.

Details of the signage review that is building on the success of the Games signage is reported in the Customer Experience section above.

Awards

Chartered Institute of Marketing Excellence Awards

On 6 March the marketing team behind the successful Get Ahead of the Games campaign won a major industry award when they were named Marketing Team of the Year at the Chartered Institute of Marketing Excellence Awards.

In the lead up to the London 2012 Games, staff from teams across TfL and the Travel Demand Management team from the Olympic Delivery Authority worked with agencies M&C Saatchi, Walker Media and Human Digital as well as a range of stakeholders and suppliers, to deliver the very successful Get Ahead of the Games campaign.

During the Games, the team worked with stakeholders from a number of organisations and businesses to help commuters avoid hotspots. By working together to harmonise travel demand messaging, they were able to drive travel behaviour change on an unprecedented scale, helping to make the greatest show on Earth a resounding success.

The Chartered Institute of Marketing judging panel said: 'This is a great example of outstanding team effectiveness delivering best practice and impressive results.'

Institution of Civil Engineers (ICE) Award

At a special ceremony held on 14 March the teams responsible for the London 2012 Games transport and the Olympic/Paralympic Route Network were awarded one of the most prestigious engineering awards in the capital, the ICE London Civil Engineering Award for the Greatest Contribution to London. This was presented to the ODA and TfL teams who delivered the Games transport and Olympic Route Network.

The award organisers acknowledged that London 2012 is widely recognised as one of the greatest Games in history, and transport was one of the major contributors to its success, with this project representing the biggest single traffic management scheme ever implemented in central London.

The award, the highest possible accolade in civil engineering in London, recognises innovation, creativity and social value whilst embedding a safety and sustainability culture.

London Transport Awards

On 14 March, TfL's work to keep London working, growing and make life in London better was recognised at the London Transport Awards. TfL's people, achievements, projects and partners were recognised for making a real difference to transport across London. Awards included:

Transport Woman of the Year - Michèle Dix, Managing Director, Planning.

Lifetime Contribution award - Beverley Hall, former Head of Surface Transport Communications and Engagement

Young Transport Professional of the Year award - Felicity Lockett, Project Engineer, Traffic Directorate, Surface Transport

Frontline Employee of the Year highly commended - Ben Mathis, Customer Host, London Overground

LUL Station Customer Service Team of the Year award - Northwick Park Underground Station

Rail Station of the Year highly commended – London Overground Hatch End

Transport Partnership of the Year award - London Underground APD Lifts & Escalators Refurbishment Team.

Transport for London, British Transport Police and Metropolitan Police Service were also highly commended for Project Spiderweb

Gold medals – Due to the high number of excellent London 2012 entries, the judges recognised teams from TfL, London Underground and London Overground by awarding them gold medals for their Olympic performance.

17 Other updates

Bryan Heiser

I am sorry to report that Bryan Heiser, a former adviser to the TfL Board, passed away unexpectedly last Saturday evening at Norfolk & Norwich Hospital. Bryan was an adviser to the TfL Board from July 2000 to June 2008 and provided equality and inclusion advice on a range of issues to the Board and its Committees and Panels.

Bryan made a huge contribution to TfL and he will be sadly missed.

Information Tribunal Decision

The First Tier Tribunal (Information Rights) allowed TfL's appeal against a Decision by the Information Commissioner which had directed that detailed technical information relating to speed limits on the Victoria line should have been provided in response to an FOI request. The Tribunal's judgment, issued on 28 February 2013, highlighted the extensive information that TfL already puts into the public domain for the purposes of transparency and accountability, which has enabled developers and others to create a wide range of apps and other products which deliver real-time travel information to our customers in the way that best suits them. The Tribunal agreed that disclosure of the additional information could increase the risk to the safety and security of our customers and staff, whom we have a clear responsibility to protect and that it can be properly withheld from disclosure.

Co-location of the TfL and GLA Secretariat Services

Following a management review, part of the TfL Secretariat will co-locate with the GLA's Member and Committee Services team at City Hall from early April 2013. The administration of TfL's subsidiary companies will remain at Windsor House. Howard Carter, as Board Secretary, will continue to directly manage the TfL Secretariat, which will operate as one team across two sites and provide its existing range of services to Members and staff. The current high service standards and the integrity and security of our information will be maintained.

Co-location will enable both the TfL and GLA teams to share good practice, establish common systems where appropriate and provide additional capacity to offer a range of committee and member services support to the wider GLA Group. A review of the arrangements will be carried out in six to nine months time.

List of appendices to this report:

Appendix 1 – the revised TfL Story

List of Background Papers:

None

**Sir Peter Hendy CBE
Commissioner
Transport for London
March 2013**



The Transport for London story

Our goal

To keep London working and growing and make life in London better. We will deliver a transport system that secures London's position as a world-leading city and the engine of the UK economy. Our services will ensure that those who live and work in and visit London can access all the Capital has to offer in terms of jobs, leisure, health and education.

Our strategy

This has four pillars:

- **Our customers and users** – we will demonstrate that every journey matters, putting customers and users at the centre of everything we do
- **Our people** – we will be accountable, actively seek solutions to problems, and work with other people, directly, fairly and consistently
- **Our delivery** – every day we will deliver safe, reliable, clean, sustainable and accessible transport. We will introduce new assets without any disruption to services, and we will deliver our major investment programmes efficiently, getting them right first time, every time
- **Value for money** – we will continually ask 'can we do this better, simpler, or cheaper?' and we will deliver clear value for fare and tax payers' money, helping us to secure funding for major improvements to our transport infrastructure

Our priorities

- Deliver high and consistently improving standards of operational performance and service to customers and users across the full range of our responsibilities, building on the success of our delivery during the 2012 Games
- Deliver our investment programme on time and to budget, with the upgrade and capital renewal of our Tube, rail and road networks, plus Crossrail, at its core
- Continually strive to be collaborative, innovative, lean and integrated

Our organisation

We are a single, fully integrated authority which exists to serve London, and which our people are proud to represent. We work together as a team to ensure that we deliver for, and listen to, our customers, businesses, users and stakeholders and that they find us easy to do business with. We will work together with high levels of personal accountability, proactivity and collaboration and continually strive to be more innovative, lean and integrated.