

Board



Date: 4 February 2015

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 10 December 2014 and updates the Board on significant projects and initiatives.

2 Recommendation

- 2.1 That the Board note the report.

List of appendices to this report:

Commissioner's Report – 4 February 2015

List of Background Papers:

None

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



Commissioner's Report

4 February 2015

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

1 Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 10 December 2014 and updates the Board on significant projects and initiatives.

2 Delivery

A full update on operational performance will be provided at the next TfL Board meeting on 26 March in line with the quarterly Operational and Financial Performance and Investment Programme Reports.

Network Rail engineering works

On 27 December over-running Network Rail mainline engineering works caused extensive disruption to passengers at Paddington and Finsbury Park. We responded to this disruption by deploying extra staff at our LU and bus stations to provide travel information and assist with crowd management. We also accepted National Rail tickets on buses and the Tube, allowing people whose journeys had been affected to move across London at no extra cost.

London Bridge

On 12 January, Network Rail began major modernisation work to rebuild London Bridge mainline station. The work, which will run through to August 2016, means that Southeastern rail services to and from Charing Cross do not call at London Bridge. Southeastern services from New Cross, St. Johns, Deptford, Greenwich, Maze Hill and Westcombe Park stations no longer operate to and from London Charing Cross or Waterloo East, and instead operate to and from London Cannon Street. Furthermore, Bedford to Brighton Thameslink trains do not call at London Bridge station until January 2018.

The work and the associated changes to National Rail services has had a significant impact on our transport network, particularly on Tube, rail and bus services.

On the Tube, Canada Water has been much busier since customers can connect to Southeastern services at New Cross by taking the Jubilee line to Canada Water and then take the Overground to New Cross. In response, we have deployed extra staff to assist customers at Canada Water using the Tube and Overground services. The Jubilee line has also experienced increased numbers of customers but continues to operate effectively. In addition, we have opened Cannon Street mainline and Tube station seven days a week with extended hours to accommodate additional rail passengers.

The work at London Bridge has also affected London Overground's performance, since late running Southern trains have impacted on the punctual running of London Overground trains on the East London line. Last week saw London Overground's Public Performance Measure (PPM) down in the 80s, which was a significant decrease from our moving annual average of 96 per cent. Despite improvement in the PPM this week (averaging 92 per cent), the London Overground service continues to operate below target.

Finally, we have deployed additional staff to provide assistance and information to customers, particularly those using the bus station, and ran extra buses on existing routes, and an additional service (Canada Water/Bermondsey/London Bridge/Southwark/Waterloo) and also made greater use of river services.

Major road and public transport modernisation work

Over Christmas and New Year we completed a huge programme of improvements and maintenance on London's roads and public transport.

To limit disruption to road and public transport users, the work was carried out when traffic levels were 25 per cent lower than usual and there was less demand on the Tube and London Overground services.

More than 200 sets of TfL and utility works were carried out on Marylebone Road and Euston Road, including the repair of two water leaks and two gas leaks, which might otherwise have led to highly disruptive emergency roadworks. As part of a £4bn programme of investment in the road network, we completed more than 40 sessions of footway maintenance, repairs to carriageways at over 20 locations, improvements to street markings at three yellow box junctions and the pruning of around 40 trees to ensure safety.

Delivering this in a coordinated way has saved road users from more than 20 weekends of repeated disruption.

The Mayor and TfL are committed to making London a better place in which to cycle. Work progressed at the King's Cross junction to widen a central island providing a dedicated crossing facility for cyclists travelling from Gray's Inn Road to York Way.

In addition, a massive programme of work to improve service reliability for London Underground customers was carried out on

the Jubilee, Hammersmith & City, District and Circle lines. This included:

- Replacing 210 metres of track and four sets of points at Earl's Court – a crucial junction on the District line
- Installing 450 metres of drains between Putney Bridge and Fulham Broadway, while a further 108 metres were installed at Sloane Square. Drainage minimises the risk of flooding which can cause service delays to customers
- Replacing 85 track circuits that control the signalling on the Wimbledon branch, to improve service reliability
- Replacing 335 metres of track at West Kensington to make journeys smoother and more reliable
- Installing a new concrete slab beneath the District and Circle lines at Victoria station to support the track running above new passenger subways. This complex piece of work was part of the modernisation programme of a number of major London stations aiming to increase capacity and improve access. It involved removing and relaying track
- A record amount of tunnel strengthening work between Baker Street and Bond Street station
- Replacing 558 metres of track between Baker Street and St John's Wood stations, plus upgrading power, lighting and communications on two platforms on Baker Street



- Work on 3,244 metres of track on the Hammersmith & City line to make journeys smoother and less noisy

London Overground is one of the most popular and punctual railways in the country. As a result, we are increasing capacity on the network by extending the trains to five cars from their original four. Work to prepare for this was undertaken at six stations during the Christmas and New Year period.

The £320m London Overground programme, designed to meet rapidly increasing demand for these services, includes building new storage facilities, upgrading existing maintenance depots and extending platforms. The first of the longer trains are now in service on the East London line and work remains on schedule for completion on the West and North London lines by the end of 2015.

Industrial relations update

2.1 London Underground (LU)

On Monday 1 December, the RMT union took strike action on the Northern line. The strike was poorly supported and largely ineffective, allowing us to run a good service all day.

Discussions have continued with the trades unions on Fit for the Future – Stations, covering the new leadership structure, pay and location of staff, ticket hall changes (including the upgraded ticket machines), staff development and training, and changes to the station environment. Discussions have also continued on the Night Tube.

Improving our stations

2.1.1 LU Investment Programme

Bond Street station reopened fully for the busy festive shopping period on 5 December, three weeks earlier than originally planned. It had been exit and interchange only since 24 November 2014, to enable the creation of a new concourse which connects the old and new escalators. While Jubilee line trains were not stopping at Bond Street (from 30 June to

24 November 2014), considerable work was undertaken, which included:

- Preparing for the connection of new interchange tunnels to a new escalator tunnel
- ‘Void-filling’ rooms between the platforms to enable safe excavation later in the project
- Connecting a new staircase tunnel to the Jubilee line platform southern cross-tunnel. This new staircase will eventually give direct access to the Central line, bypassing the escalators
- Installing platform humps for step-free access
- Enabling works for platform cooling

A new ticket hall opened at Tottenham Court Road station on Monday 12 January. The new space is far bigger than the hall it replaces and contains six new escalators: three from Oxford Street to the ticket hall, and three from the ticket hall down to the Northern line concourse. When the new station is completed in 2016, it will be fully accessible, with five new lifts providing step-free access from the ticket hall to our platforms.

The huge increase in station capacity the changes will provide are much needed. We anticipate that the number of journeys made through Tottenham Court Road will increase from 150,000 today to more than 200,000 when we start running Crossrail services through the station in 2018.

Gloucester Road lifts

Piccadilly line trains are now stopping again at Gloucester Road following the replacement of the 25-year-old lifts, which began in May 2014. Both lifts were replaced within seven months, which was eight months sooner than if they had been worked on one at a time.

Covent Garden lifts

Two new lifts are now running at Covent Garden station. The previous lifts were installed in the 1970s, and replacing them with larger cars that run at higher speeds has increased capacity by 25 per cent. New lift drive technology has also cut energy use by 22 per cent. The replacement of the two remaining older lifts starts later in February. The two-phase replacement reduces disruption to 17 months from the 28 months it would have taken to replace each lift in turn.

Sub-surface Railway (SSR)

S Stock trains now run on the whole of the Sub-surface Railway network which covers the Metropolitan, Circle, Hammersmith & City and District lines. This significant step was made in the first week of December. More S Stock trains were introduced on to the District line in January, providing the considerable benefits of these new carriages to more of our customers. With this increase, we are now running 94 of our 191 new trains.

Northern line modernisation complete

On Sunday 14 December 2014, a new timetable was introduced on the Northern line, providing significant benefits to customers, including a peak time service increase to 30 trains per hour on the busy



Morden branch. The upgraded signalling system enables faster running times, with 26 trains per hour on the Bank branch and 22 per hour on the Charing Cross branch during the busiest part of the morning. The introduction of this new timetable has increased capacity by 20 per cent, reduced journey times by 18 per cent, and will allow the line to carry an extra 11,000 passengers during peak hours.

Vauxhall upgrade - half way there

With a year still to go, the £36m modernisation of Vauxhall station is 50 per cent complete. This work will enlarge Vauxhall’s ticket hall with the aim of reducing congestion and allowing for the 40 per cent passenger growth which is expected over the next few years.

The ticket hall, subways and stairways are being completely refurbished, with new signage, CCTV, ceilings, floor and wall tiling. A new lift between the ticket hall and platforms, combined with the existing lift from the bus station to the Underground ticket hall, will provide step-free access from street level to

Victoria line trains. New station control and electrical switch rooms, offices, a staff mess room and staff toilets are almost finished.

Track renewal – Ecotrax bearers make UK debut

Owing to recent issues with timber quality, LU has been looking for an alternative to the wooden bearers that support rails within points and crossings. As part of a six-month trial to prove the product is suitable, LU’s Track Delivery Unit has renewed points using plastic or composite bearers at Stonebridge Park Depot. These are non-toxic, non-corrosive, fully recyclable, and offer a lifespan of 100 years – three times longer than timber.

2.2 London Rail

London Overground Capacity Improvement Programme (LOCIP)

On 6 November we introduced the first London Overground extended five-car train into passenger service on the East London line. This was the next big milestone for the LOCIP, following the completion of Silwood sidings.



KeolisAmey Docklands, the new operator of the DLR franchise, will introduce more services on parts of the network

The introduction of the longer trains on the East London line will be followed by the introduction on the North London line later in 2015. They will increase train capacity by 25 per cent.

We recently completed work to increase the capacity of Brondesbury station. The ticket hall is now more than double its original size and has twice as many ticket gates. During the works, we took the opportunity to replace flooring, waterproof walls and ceilings, and install an electronic service update board along with two new ticket machines. The ticket hall capacity increase was made possible by using the space previously occupied by an amusement arcade and was acquired from Network Rail. The improvements were carried out on time, within budget, and without the need for more station closures.

New timetable improves services across north and east London

A new timetable on London Overground has introduced four additional services on the Gospel Oak to Barking line and sees some

East London line services extended from Dalston Junction to Highbury and Islington. These changes will help to relieve congestion on the Gospel Oak to Barking line and will complement the introduction of our extended five car trains on the East London line.

Docklands Light Railway (DLR)

On 8 December 2014, KeolisAmey Docklands (KAD) began operating the DLR franchise. The new franchise is due to introduce several improvements early in 2015, including additional services to Woolwich Arsenal and between Bank and Lewisham, plus a three-car service at weekends between Stratford and Canary Wharf.

Trams

Maintenance of the tram fleet was taken in house on 7 December, following a long history of third party support, to ensure that there was a greater focus on delivering the right service every day to our tram customers. In the month since the transfer there has been an improved focus on daily availability.



A number of improvements will allow us to introduce four new trams to the network next year

On 14 December we introduced a more frequent Sunday service, running between Wimbledon and New Addington, through Croydon town centre, between 10:00 and 18:00. This enhanced service sees a doubling of tram frequency from one every 15 minutes to one every seven to eight minutes.

This improvement complements the work under way on the Wimbledon line enhancement programme. A 700-metre section of double track between Mitcham Junction and Beddington Lane has been completed, enabling trams to pass more freely and reducing delays. Plans include an additional platform at Wimbledon station. These works will enable four new trams to be introduced on to the network in summer 2016.

2.3 Crossrail

Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn. The project is now more than 60 per cent complete overall, with more than 90 per cent of the tunnelling completed and

construction of the 10 new stations in central and southeast London more than 50 per cent complete. Good safety performance has been maintained and Crossrail remains on target to achieve or exceed its waste recycling and reuse, and energy targets. Challenges to our schedule and cost performance are being addressed and mitigations identified.

In December the Mayor officially opened the £1.6m facility where Crossrail's new trains will be tested. It is based at Bombardier's factory in Derby where state-of-the-art technology will be used to put the new fleet of trains through their paces, and help make them as safe and reliable as possible.

There are more than 11,000 people currently working across Crossrail's sites. Almost 9,000 people have been trained at the Tunnelling and Underground Construction Academy and more than 3,700 jobs have been created for local people. Crossrail and its partners have exceeded a target of employing 400 apprentices during the lifetime of the project, with three years still to go. Forty-four per cent

The Crossrail project is now more than 60 per cent complete



of these apprentices were previously not in education, employment or training.

Tunnel Boring Machines (TBMs) Elizabeth and Victoria are continuing their final journeys from Whitechapel to Farringdon and are set to complete this spring. A shorter sequence for the removal of the TBMs is being worked on. Revised designs for the construction of reception chambers, where the TBMs finish at Farringdon, are being analysed for the impact on handover dates to Crossrail's systems contractors.

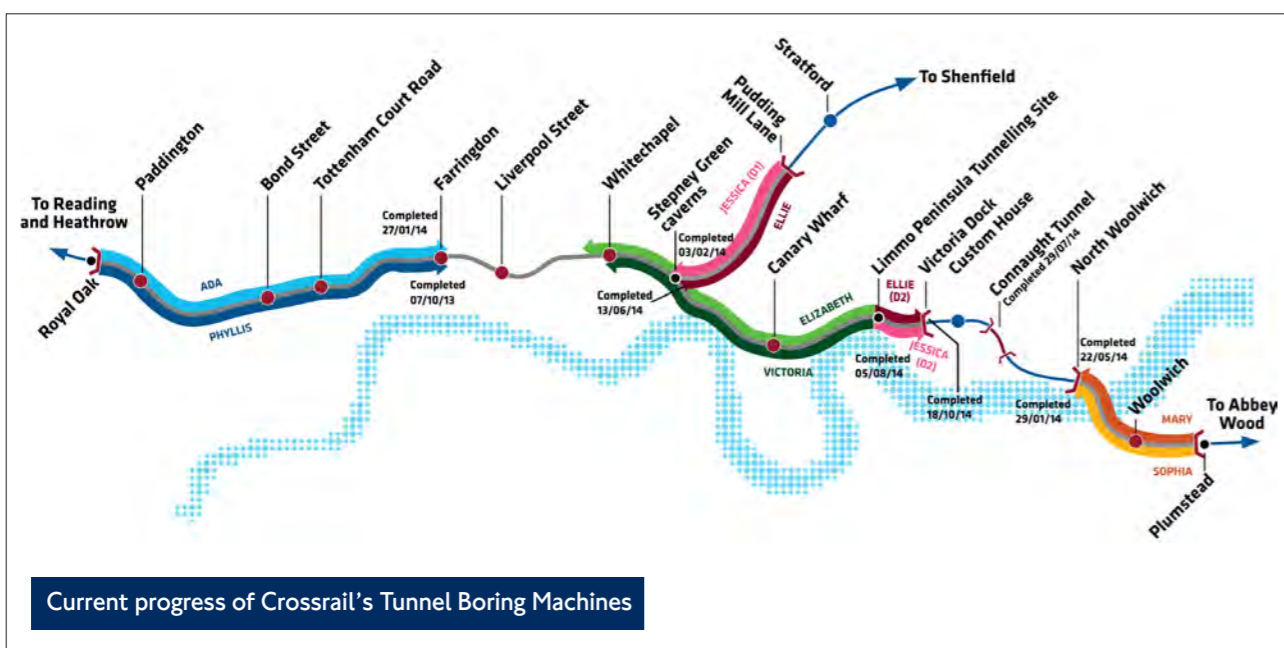
The current progress of Crossrail's TBMs is illustrated on the previous page.

During the period, around £200m was spent progressing the project and Crossrail's cost and schedule performance reduced slightly. Crossrail's cost performance is being challenged by cost growth in a number of contracts. However, plans have been made to address this as the major tunnelling and civil contracts approach completion. There remains a 20 per cent chance that some of the £600m TfL contingency funding may be needed.

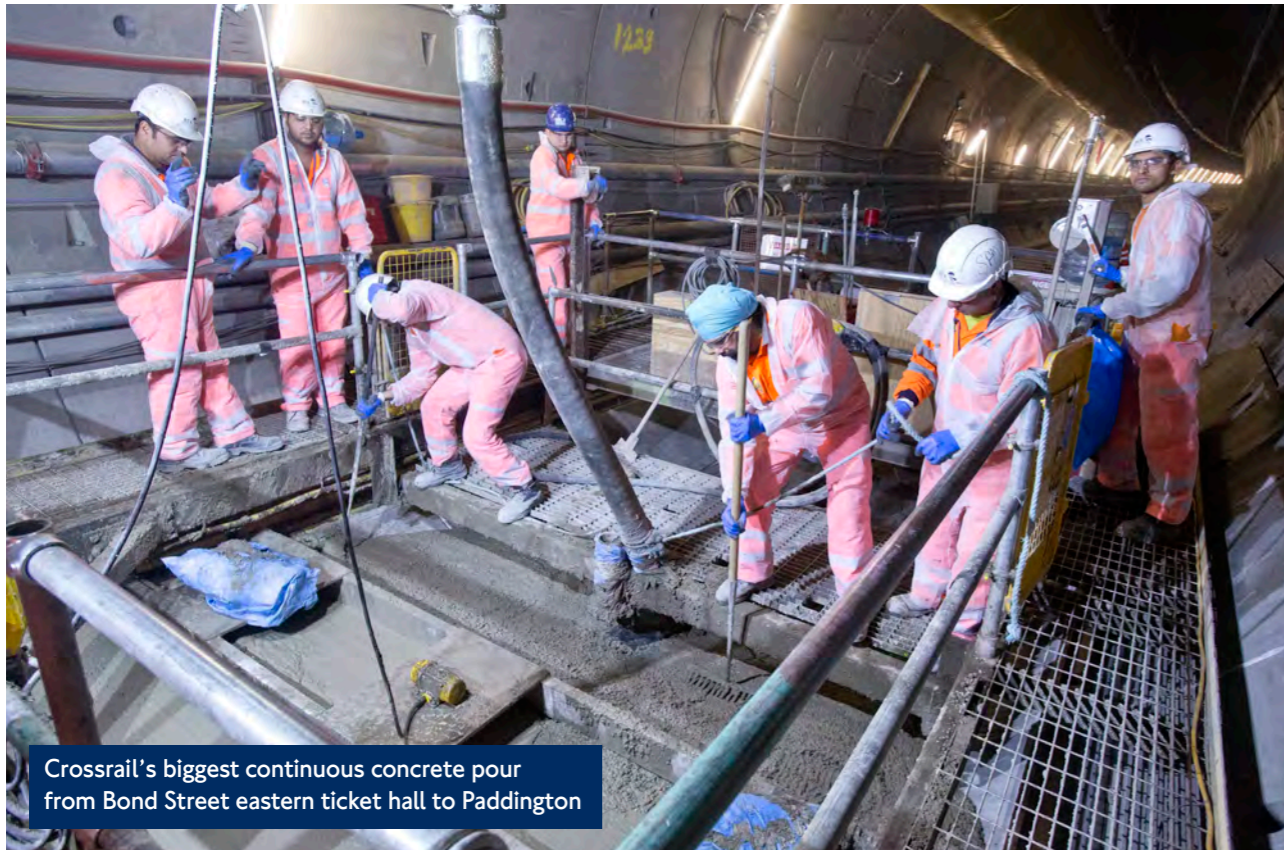
The sprayed concrete construction that forms the majority of the station platform tunnels is now 95 per cent complete and station construction continues to build momentum. Sprayed concrete production rates in some other areas have improved but remain challenging and delay mitigation work continues to ensure production rates support critical dates within the schedule.

Crossrail's surface works, delivered by Network Rail, remain on target and are now 34 per cent complete. Over the Christmas and New Year period, significant work took place to bring the new Stockley flyover into use, at Heathrow Airport tunnels in the west and at Chadwell Heath in the east. At peak, over 1,300 staff worked on Christmas Day and Boxing Day with more than 80,000 job hours completed. Network Rail successfully finished the works for Crossrail during the possession period. However, despite many parts of the railway coming back into service early, engineering work at Old Oak Common overran which caused delays to Great Western services out of Paddington station. In addition, delays were caused to Heathrow Express when it struck a track trolley at slow speed. A full Network Rail investigation of this incident is under way.

The construction arrangements for Crossrail works being undertaken by Network Rail at Shenfield and Brentwood have now been approved by Brentwood Borough Council. This follows a period of strained Crossrail stakeholder relations when works were brought forward without the opportunity for Crossrail to undertake full consultation with the borough. The works will now start in February and Network Rail and the Borough Council have pledged to continue to work together to minimise disruption to the local community and to ensure that local people and businesses know how they may be affected by the works. The station designs will be submitted during the next few months for approval by the Council. In December,



Current progress of Crossrail's Tunnel Boring Machines



Crossrail submitted its proposals for a new, distinctive station building at Hayes & Harlington to Hillingdon Council for approval. In addition, Crossrail has submitted its plans for improvements to Goodmayes Station to the London Borough of Redbridge.

Major achievements

The biggest continuous concrete pour on Crossrail has been successfully completed. The pour, stretching from Bond Street eastern ticket hall to Paddington, was completed with more than 2,000m³ of concrete poured continuously over a 13 day period. The concrete forms the initial track bed in the eastbound running tunnel.

A 90 tonne, 34-metre long bridge was installed at Custom House station in December, linking the station with ExCeL London. The bridge was fabricated in Dublin, painted in Widnes, Cheshire, and then transported to the Custom House site in London. The construction of the new station is almost half complete. Large sections of the station have been manufactured at Steetley,

near Sheffield, and then transported more than 130 miles to east London and assembled on site.

Crossrail's Innovation programme has been recognised at the NEF Institute Innovision 2014 awards, winning first place for Best Example of Innovation in the Public or Voluntary Sector. So far there have been more than 700 ideas submitted through Crossrail's Innovate I8 platform, which has led to over £300,000 of investment to fund a variety of projects – from ultra-low carbon concrete to bluetooth low energy beacons for high accuracy positioning.

Bricks from the Brunel era unearthed at Crossrail's works at Paddington New Yard are being reused to help construct a station on a heritage railway. The bricks originally formed the foundations of the recently uncovered Great Western Locomotive Depot, built in 1852. They are now being donated to the Gloucestershire Warwickshire Steam Railway (GWSR) to help reconstruct its Broadway station. The GWSR is a volunteer-run heritage



railway operating along the border of the two counties. It has so far restored and reopened 12 miles of line.

Crossrail's art programme – The Culture Line – continues to gather momentum with the announcement of two Turner Prize-winners being commissioned to create large-scale art works at Tottenham Court Road Crossrail station ticket halls. The commissions are lead-funded by Almacantar and the City of London Corporation and co-funded by Derwent London. In addition, images of the video art which will be displayed at Canary Wharf station (co-funded by Canary Wharf Group and the City of London Corporation) have been revealed.

The first meeting of the Crossrail Art Foundation took place in early January. The Foundation is a charity created by Crossrail and the City of London and is not a TfL subsidiary. Its object is to promote art for the public benefit by establishing and maintaining a public art programme at Crossrail stations.

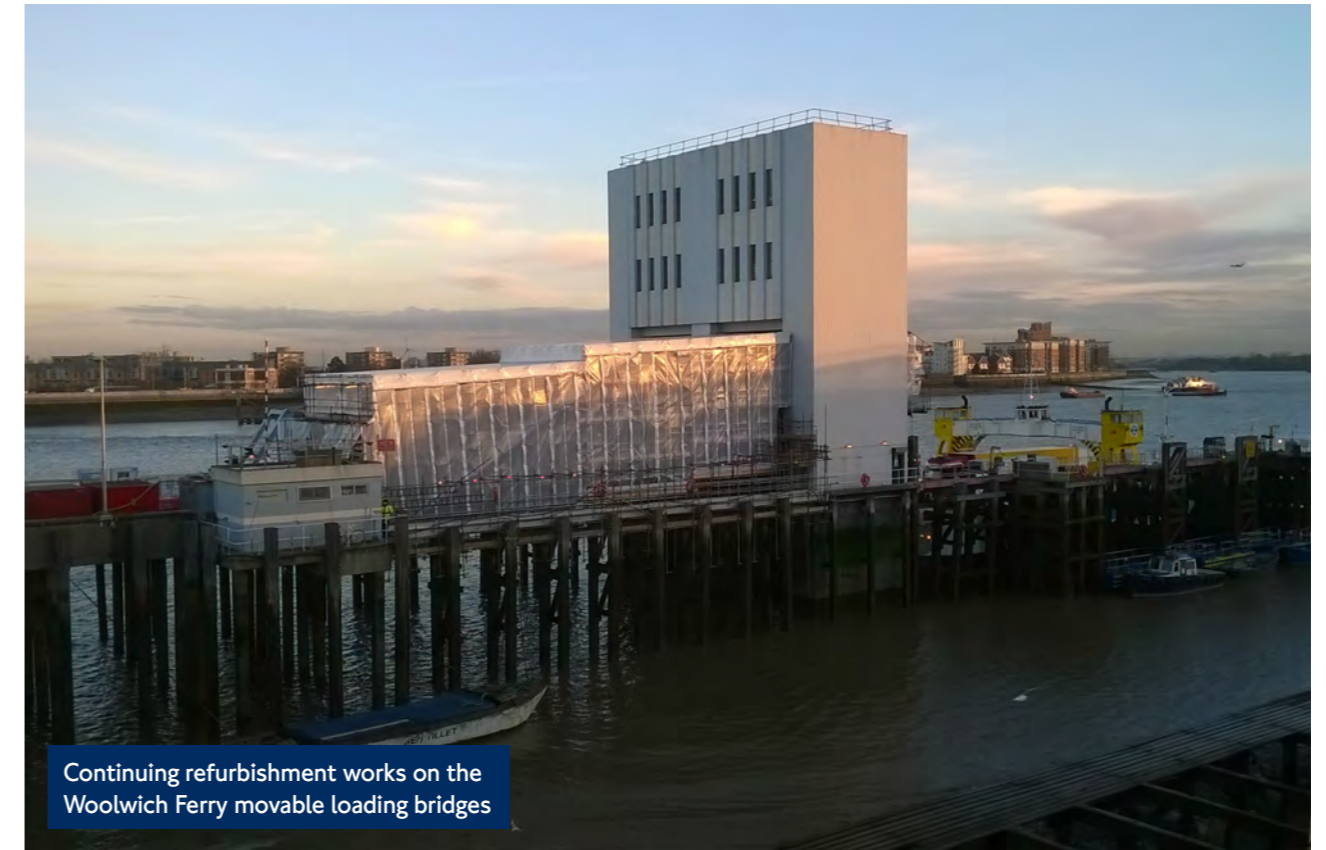
2.4 Surface Transport

Providing a quality bus network

We have increased the frequency of services on route 129, which operates between North Greenwich Station and Greenwich Cutty Sark via the North Greenwich Busway, Millennium Village and East Greenwich. The route now runs every eight minutes (previously every 12 minutes), Monday to Friday in the morning and afternoon peaks, providing extra capacity to meet increased passenger demand at these times.

Aldgate bus station gyratory removal

Aldgate bus station closed temporarily on 5 January for City of London's works to remove the gyratory. The works are one of the Mayor's 33 'Better Junctions' schemes and part of our Road Modernisation Plan, where we are working with London's boroughs on an unprecedented programme of planned road improvements. Local bus routes are affected, with customers using alternative stops in the vicinity of the bus station to complete their journeys during the work, which is expected to finish in autumn 2016.



New Routemasters

Following discussions with Wrightbus, the manufacturers of the New Routemasters, we have agreed to purchase an additional 200 Routemaster buses at £349,500 per unit – a saving of £5,000 per bus on the current price. The buses will have the new ultra-low emission Euro VI engine, meeting the requirements of our Ultra Low Emission Zone proposals. The 200 new buses will bring the number of New Routemasters up to 808, almost 10 per cent of our entire bus fleet. We anticipate their delivery in April 2016.

Bus strike

The bus strike on 13 January caused significant disruption, however, a third of buses ran on the day and the public transport network as a whole saw almost 90 per cent of regular adult fare paying passengers travelling. Significant numbers of people chose to walk or cycle.

We deployed additional staff across the network and at key locations to provide advice to passengers, and our customers were kept informed throughout the day through regular

website updates, Twitter (@TfLBusAlerts) and the usual electronic signs at around 2,500 bus stops. A full list of affected bus routes with the level of service they were operating at was available on our website.

Customers with bus and tram pass season tickets were also able to use them on our Underground and rail services, and the number of hires of Barclays Cycle Hire bikes went up by 22 per cent, compared with the same day on the previous week.

The strike was due to a dispute between Unite and a number of private bus companies over bus driver pay and conditions. Only 16 per cent of bus drivers voted in favour of industrial action.

A separate 24-hour strike involving only routes operated by Tower Transit (which accounts for almost five per cent of the network) was suspended the day before planned action on 5 January. An earlier strike over pay for operational staff based at Tower Transit's Lea Interchange bus garage went ahead on

29 December and affected 11 bus routes (with 10 of the routes operating a reduced service), almost 60 per cent of normal service operated across the affected routes on the day, causing moderate disruption to bus services in east and central London on the day. The dispute has been referred to the Advisory Conciliation and Arbitration Service (ACAS). Only 22 per cent of bus drivers participated in the ballot.

Year of the Bus

On 14 January, we unveiled '100', a new artwork consisting of 100 one-line poems which looks into the people, history and technology behind the London bus, and pays homage to the Capital's world famous buses over the last 100 years. Two London-based artists, Jay Bernard and Yemisi Blake, were commissioned by Art on the Underground to create artworks based on people's experiences of travelling by bus. The artwork is on display at Walthamstow, Greenwich and Kingston (Cromwell Road) bus stations and will remain in place until spring 2015.

On 24 and 25 January, we held a preview weekend at Queen Elizabeth Olympic Park where all 60 of the bus sculptures were brought together for a public display. This family event was the last chance to see all the sculptures ahead of the charity auction on 24 February to raise funds for three charities: Kids Company, Transaid and London Transport Museum. The auction website can be viewed at www.i-bidder.com/yearofthebus.

Keeping London Moving Woolwich Ferry

Refurbishment works to the Woolwich Ferry continued in January, with two of the four movable loading bridges, which allow vehicles and pedestrians to get on and off the Woolwich Ferry, being overhauled.

The works, which took place from 6-11 January, finished two days earlier than planned and have made the operation of the bridges more reliable, efficient and better able to cope with vehicle weights over the coming years.



The unique Tube/Suburban/Bus Hybrid vehicle, at the New Year's Day parade

Although the refurbishment involved 24-hour working, the service was only suspended for three hours each day, allowing us to minimise the disruption to customers.

The remaining two loading bridges will be refurbished in May 2015 on the same basis.

New Year's Eve

London's world famous New Year's Eve event was ticketed for the first time, following safety concerns about the large crowds the event has attracted in recent years. Thanks to the ticketing process, the associated communication campaign, and extensive planning by our staff, the number of spectators in the Central London area was reduced. This allowed crowds to clear the area quickly, which reduced some of the pressure on our operations, as well as having a positive impact on crime levels and the demand for medical resources.

As in previous years, we offered free travel from 23:45 on 31 December to 04:30 on 1 January. Many of our services ran through the night, with hundreds of our staff volunteering or working in

operational roles to help ensure revellers were able to get home safely.

The handover of road space from the New Year's Eve event to the annual New Year's Day Parade ensured a smooth start for the parade at midday.

The 2015 New Year's Day parade celebrated 'London on the move'. The parade featured some of our most iconic modes of transport including a number of vintage buses, black cabs, Barclays Cycle Hire bicycles and even a Tube/Overground/Bus Hybrid vehicle. Our staff, volunteers, boroughs, partners and community groups all signed up to represent London's transport.

Fore Street Tunnel

Work on our major refurbishment of the Fore Street Tunnel, on the A406 North Circular Road, continues as part of our £4bn Road Modernisation Plan. Weekend closures took place on 9-12 January and 30 January – 2 February, while a further weekend closure is planned for 13-16 February. During the closures, engineers work 24-hours a day installing new

concrete plinths designed to extend the tunnel's life and improve safety, ensuring this vital part of the road network can continue serving London for years to come.

Westfield White City

At times during the Christmas and New Year period, the Shepherd's Bush area experienced congestion owing to the large number of drivers travelling to and from Westfield White City's shopping centre. This led to the closure of the shopping centre's (full) car parks. We adapted traffic signals in the area to help mitigate the impact and worked with the police to provide additional support. We are working with Westfield to revise traffic management plans and to better provide for increased visitor numbers during busy shopping periods, reducing the impact on the local road network.

Local Implementation Plan Funding

On 12 December the Mayor and I announced £148m Local Implementation Plan (LIP) funding to the London boroughs to support transport and public realm improvements across the Capital.

Town centres are set to be transformed and local areas will see safer roads, better public spaces, improved walking facilities and cycling made safer and easier. Examples of projects being supported include:

- City of London - £224,000 to enhance public spaces and pedestrian routes. In 2015/16 the proposals will include improvements to walking routes that bypass Bank in order to help reduce crowding and congestion around the station and main junction

- Hammersmith and Fulham - £350,000 towards designing new 20mph zones and tackling collision hot spots. A new cycle route on the A315 will receive £150,000 and £130,000 has been allocated for environmental improvements on Stevenage Road

- Merton - £200,000 towards improving cycling conditions in Wimbledon Town Centre, including identifying how the gyratory can be made safer and easier for cyclists and pedestrians to use

- Haringey - £600,000 towards improving the public spaces around Green Lanes. This complements a major project to transform Wood Green which is due for completion in June 2015. There is also £422,000 for new 20mph zones across the borough

- Newham - £1m to commence the detailed design on the conversion of Stratford Gyratory to two-way operation, reducing the dominance of traffic and significantly improving conditions for cyclists, pedestrians and public transport users. Walking and cycling links around the Royal Docks will be improved with £120,000 of LIPS funding

- Westminster - £320,000 towards developing and implementing cycle schemes over the next three years, including sections of the Central London Cycle Grid, free cycle training, cycle parking and improved cycle access to the Royal Parks

- Barking and Dagenham - £400,000 to improve the junction between Ballards Road and New Road, addressing long-standing safety and



East Street the main shopping and eating street in North Bromley, upon completion of the scheme

congestion issues and making it easier for cyclists and pedestrians to use

Bromley North Village

In mid-December, a £5.2m project to enhance the character and improve accessibility of the streets to the north of Bromley Town Centre was completed. We supported the initiative with £2.9m LIP funding. By the end of 2014, some local retailers had already reported an upturn in trade of between 20 to 30 per cent.

Scheme consultations

Public engagement continues on a large number of schemes, many as part of the first phase of delivery of the Road Modernisation Plan.

Consultations on the Bloomsbury to Walthamstow and Waterloo to Greenwich Quietways started in December and will run until the second week in February.

Public consultations on the transformation of Vauxhall Cross closed in December and the better junction schemes at Archway, Old Street and Stockwell ended in January.

All responses received are in the process of being reviewed. The consultation results for Vauxhall Cross, Archway and Old Street are due for release in late February, with Stockwell results following in March.

The consultation report on the revised proposals for Barclays Cycle Superhighway Route 5 (between Vauxhall and Oval) was published in mid-January.

Car Club Strategy

Good progress is being made on our draft Car Club Strategy, which is being developed to enable the continued growth of car clubs as an alternative to private car ownership. We presented our plans to London Councils' Transport and Environment Committee in December, and the strategy was shared with London boroughs for their feedback in January. The final version of the strategy will be published in March.

2.5.1 Encouraging more cycling

We updated the London Cycling Design Standards (LCDS) in December following public

consultation in summer 2014. The LCDS set out how we will provide for cycling on the Transport for London Road Network (TLRN) and the best practice we expect London boroughs to follow. The Mayor's Cycling Commissioner has helped to develop the document and has set out 20 important principles that should inform any schemes delivered through the Mayor's Vision for Cycling.

We published the International Cycling Infrastructure Best Practice Study together with the LCDS as it forms an evidence base for the standards. The study includes world-class design and international best practice developed through working with and learning from other major cities worldwide. The LCDS and the accompanying International Cycling Infrastructure Best Practice Study can be viewed at: tfl.gov.uk/corporate/publications-and-reports/cycling

Quietways

On 11 December, we presented the Quietways Signing Guidance to London Councils' Transport Environment Committee. This guidance will ensure the consistency of signage and road markings on all Quietways routes. Further stakeholder engagement was carried out in early January to agree updates to the draft document. Subsequently, a working draft of the Quietways Signing Guidance was issued to delivery partners and is now being implemented on the first two pilot Quietways routes.

Monitoring of wayfinding signage will take place this summer and any amendments will be incorporated into a final version of the Quietways Signing Guidance.

Cycle Superhighways

The consultation report for Barclays Cycle Superhighway 2, which proposes full and semi-segregation installed along the whole route between Whitechapel High Street and Bow, has been published. The proposals include the installation of 11 pioneering cycle-priority junctions at locations such as Aldgate East, Mile End and Whitechapel, and the introduction of bus stop bypasses, which would direct cyclists behind bus stops. More than 90 per cent of people who responded to the consultation supported the plans for the full and semi-segregated cycle track, and earlier research found that 89 per cent of cyclists and 70 per cent of bus passengers and pedestrians support bus bypasses. Some changes have been made to the scheme as a result of the consultation to help address local concerns regarding access to Whitechapel market and the loading bays outside Whitechapel Gallery. Subject to the approval of the TfL Board, construction will begin shortly.

The Cycle Superhighways project is also being presented to the Board at this meeting, asking for approval of project authority of £161.7m within our Business Plan to undertake construction of a number of new and upgraded Cycle Superhighways including:

- CS route 2 upgrade (Bow to Aldgate)
- CS5 inner (Oval to Pimlico)
- CS East-West (Westbourne Terrace to Tower Hill)
- CS North-South (Elephant and Castle to King's Cross)

- CS route 1 (Tottenham to City)
- CS routes 3, 7 and 8 upgrades

2.5.2 Improving the safety of our roads

One of our top priorities is to reduce significantly the number of people killed or seriously injured (KSI) on London's roads by 2020. We have made six commitments which, working with a range of partners, are guiding a programme of work to meet this target:

1. To lead the way in achieving a 40 per cent reduction in KSIs on the Capital's roads by 2020 – with a longer term ambition of freeing London's roads from death and serious injury
2. To prioritise safety of the most vulnerable groups – pedestrians, cyclists and motorcyclists – which make up 80 per cent of serious and fatal collisions
3. To provide substantial funding for road safety, invested in the most effective and innovative schemes
4. To increase efforts with the police, boroughs and enforcement agencies in tackling illegal, dangerous and careless road user behaviour that puts people at risk
5. To campaign for changes in national and EU law to make roads, vehicles and drivers safer
6. To work in partnership with boroughs and London's road safety stakeholders to spread best practice and share data and information

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

First anniversary of Industrial HGV Taskforce

On 22 January, I joined the representatives from the Driver and Vehicles Standards Agency (DVSA), City of London Police and Metropolitan Police Service (MPS), at an Industrial HGV Taskforce (IHTF) operation on Millbank, to mark the first anniversary of the Taskforce. We worked alongside IHTF officers, undertaking a full inspection of a vehicle that had been pulled over, including looking at vehicle roadworthiness.

The team is the first example of a permanent multi-agency team dedicated to enforcing against the non-compliant and dangerous commercial vehicles on our roads. The unit was established to conduct effective targeted enforcement operations against non-compliant operators, drivers and vehicles in the construction and waste industries, over and above the usual commercial vehicle compliance activities of DVSA and the police.

The results from the first 12 months of operation have been impressive – over 4,000 vehicles have been stopped, 47 vehicles seized, and more than 1,013 Fixed Penalty Notices issued. In addition, the IHTF has processed a number of cases to the Traffic Commissioner to ensure the most dangerous operators are brought to account and their illegal operations suspended. So far, more than 60 follow up investigations have been conducted, resulting in 19 public inquiry submissions and 34 cases put forward for further action by the Traffic Commissioner.

Safer lorries

On 10 December, following our lobbying, the European Council agreed a compromise with the European Parliament on exceptions to current maximum sizes of heavy goods vehicles (HGVs) in order to improve driver direct vision. HGV cab redesigns will begin to apply three years after the introduction of relevant Type Approval regulations – currently assumed to be by 2022, but possibly as early as 2020.

We are working to sustain the impetus of the agreement by ensuring the technical requirements of the regulations have sufficient scope. Loughborough University has already modelled vulnerable road user visibility from HGV cabs, and in December 2014 presented to six principal vehicle manufacturers to help support an industry shift away from opposing new standards towards managing the scope and pace of change.

Street works prosecution

TfL has successfully prosecuted National Grid Gas (NGG) in connection with roadwork offences committed on 29 July 2014 in Grosvenor Road London, part of the TLRN.

NGG pleaded guilty to two offences of unsafe execution of street works and for failing to cooperate with TfL in taking all reasonable steps to rectify the identified unsafe working practices, despite the risk to public safety and inconvenience to other road users.

The Court fined NGG £3,000 for each offence (the maximum possible fine after statutory discount for early plea), a victim surcharge of £120 and ordered them to pay TfL's full prosecution costs of £3,946.

TfL prosecuted NGG for similar offences in 2012 and they have since been issued with over 250 Fixed Penalty Notices for various other street works related offences committed across London on the TLRN.

Further successful prosecutions of rogue minicab drivers

Working with policing partners, we have continued our excellent record for prosecutions by successfully prosecuting nine more rogue private hire, or minicab, drivers who were acting illegally including plying for hire. This is part of our continuing commitment to stamping out bogus and unsafe minicab drivers in London, which saw a total of 34 successful prosecutions for illegal plying for hire and other related offences in 2014. These proactive operations continue into 2015.

Uber prosecution

Uber London engaged a private hire driver who drove his vehicle between 7 and 23 February 2014 without having third party hire and reward insurance in place. TfL prosecuted the driver and Uber London for breaches of road traffic and private hire legislation.

The driver pleaded guilty to using a vehicle without insurance and was fined £825 and awarded six penalty points.

Uber were charged with failing to keep a copy of the current certificate of insurance for the vehicle on record and with causing or permitting the driver to use the vehicle without the required insurance. Uber, having pleaded not guilty to both charges, changed their plea on the day of trial on 12 December

3 Customer experience



Artist's impression of Elephant and Castle Northern Roundabout

in relation to the insurance breach and were fined £1,500 and ordered to pay £6,000 to TfL in respect of costs, and we are now considering proportionate licensing action.

The Judge determined that Uber did have a copy of the current certificate of insurance on record for this driver so that charge was dismissed. We will be consulting on a change to the regulations to make the record keeping obligations on operators clearer.

Electric pedicabs

In December, we responded to the Department for Transport (DfT) consultation on the deregulation of electrically assisted pedal cycles (e-bikes), and have welcomed its proposals to simplify the regulations relating to them, bringing them into line with EU regulations. However, we have serious concerns about the impact the proposed removal of the weight and wheel limit would have on the safety of road users, which would further erode the very limited powers that we and the MPS have to regulate pedicabs.

Contrary to inaccurate reports in the trade media, we and the police will continue to take action against any such vehicles found to be contravening existing laws.

Elephant and Castle Northern Roundabout

On 22 January, we presented the plans for the Elephant and Castle Northern Roundabout to the Finance and Policy Committee. Works are planned to start in April 2015.

The scheme, to transform the roundabout, is part of the overall regeneration of this area and will create 5,000 homes and 4,000 jobs. It will also enable the delivery of the London Underground Northern line ticket hall.

The junction currently acts as a major barrier to development in the area, being an unattractive and dangerous environment for people walking, cycling and using public transport. It also has the highest level of collisions of any junction in London.

Congestion Charge

We announced in December that we will be making a number of changes to the way that people can pay for the Congestion Charge, following a six week consultation held earlier last year. From November 2015 (when Capita take over the management of the Congestion Charge), customers will be able to pay quickly and simply with our new app, without going online or registering to make a payment. Other changes to make it easier for people to pay, also to be introduced in November, will include:

- Direct Debit for Auto Pay users
- Online discounts for eligible customers, including blue badge holders
- Reimbursements for certain journeys undertaken by NHS patients and staff within the Congestion Charge zone, which will be extended to people who have paid using Auto Pay
- Allowing customers who have paid the Congestion Charge in advance but can no longer travel on the date in question, to amend the date. This will involve an administration fee of £2.50

To combat unofficial Congestion Charge payment websites, which can charge up to £8 extra on top of the daily Congestion Charge fee for non-existent additional services, we can now also refuse payments made to us from these websites or other unauthorised third parties. As a result of actions to tackle

this issue, payments made through these unofficial websites have fallen from around 1,000 a day to an average of just two a day.

Barclays Cycle Hire tariffs

Cycle Hire charges were simplified from 2 January 2015 to a flat £2 per 30 minutes after the initial free 30-minute period, in response to customer feedback. The £2 daily bike access and £90 yearly membership remain unchanged.

In December, we unveiled our plans for the further intensification of Barclays Cycle Hire, which now covers over 100km² of London with more than 10,000 bikes. New docking stations are planned near Putney Pier, Vauxhall and Tower Bridge, bringing around 100 new docking points to those areas, with a further 320 docking points planned at eight locations in Queen Elizabeth Olympic Park. In addition, almost 1,000 further new docking point locations have been identified that could be installed across London, subject to planning permission, by early 2016.

On Christmas Day 2014, more than 39,000 journeys were made using Cycle Hire – a 41 per cent increase compared to Christmas Day 2013, and the second highest day for hires by casual users of cycle hire since its launch.

LU cashless car park charges frozen

Customers using cashless payments at LU car parks will find prices frozen again in 2015. Since cashless payments were introduced in 2013, almost 110,000 customers have signed up and benefited from a two-year price freeze.

We have around 11,000 car parking spaces at more than 60 LU stations.

While the cashless price remains fixed, those choosing to use cash will see an average rise of 2.5 per cent to weekday tariffs (in line with inflation). There will also be an increase to the price of parking at North Greenwich after 19:00 to cover the rising cost associated with concerts and events.

Three new LU car park contracts have now gone live. NCP is managing the principal management contract and providing Automatic Number Plate Recognition (ANPR) technology across 31 locations. ANPR technology makes it easier for customers to make payment, enables the purchase of a broader range of tickets, provides dedicated account management and improves the overall management and compliance levels across the car park portfolio. Smart Parking will deliver Bay Sensors technology across 27 locations which will make it simpler and quicker to find a parking space and integrates parking into smartphones. This investment will significantly improve our customers' experience while increasing revenue.

Historically, LU customers have only been able to buy one type of ticket on the day through old Pay and Display machines in the car parks which meant finding cash, standing in a queue and going to and from your car. There are now six ways to pay: by phone, Autopay, web, mobile web, text and mobile app. A broader range of tickets is available as well as new

services such as Click and Collect, which is currently operating at 42 car parks. More than 120,000 TfL customers have registered for the Park & Go service since its launch in 2013.

Photocard web account

On 8 January 2015, existing 18+ Student Oyster photocard and Apprentice Oyster photocard customers could, for the first time, buy the product online. By signing into their photocard web account they can now top up pay as you go and buy Travelcards. The initiative is part of our work to make it easier for our customers to do business with us.

These improvements bring these photocard holders in line with TfL's online offer to adults and provide them with an additional outlet for their ticketing needs. The new development was extensively communicated via email and online sales reached 300 in the first week.

TfL Traffic News Twitter

On 11 January, the TfL Traffic News Twitter account, which provides official London traffic updates and travel advice from London Surface Transport Traffic Operations Centre, got its 300,000th follower. We have tweeted around 100,000 messages to our followers since we launched the account in July 2011. Following fast behind is our TfL Bus Alerts Twitter account, launched in October 2011, which has recently reached 100,000 followers, and has tweeted more than 50,000 times. We now have over 1.8 million followers at TfL's Twitter feeds and social media services.

Helping residents and visitors get more out of London, using our services Public WiFi on the Underground

LU passengers can now get online in 150 stations using Virgin Media's WiFi on Tube services. This follows the service going live at six additional Underground stations: East Ham, Barking, Morden, Richmond, Upminster and Wimbledon. Virgin Media is keen to extend WiFi across all remaining Tube stations, however this is not yet commercially or technically agreed.

More than 2.5 million devices are registered on the WiFi network and more than three terabytes of data is transferred daily. The spot that sees the most activity is the Waterloo & City line platform at Waterloo station, but King's Cross and Oxford Circus are the overall busiest stations. Further from central London, Stockwell and Finsbury Park have some of the highest volumes of passengers going online.

Argos Click and Collect goes underground

Digital retailer Argos has opened its first store on LU premises at Cannon Street station. The 'Argos Collect' store gives customers access to 20,000 products. The partnership with Argos is part of wider plans to develop the LU commercial estate to improve the services on offer to customers and generate revenue that can be reinvested back into the transport network.

With the rise in smartphone use, and the availability of WiFi at LU stations, it is now easier than ever for commuters to make an online purchase as they travel, and collect it at a time and place that is convenient to them.

4 Value – efficient and effective delivery

Financing

In October 2014, we signed an £85m loan facility with the European Investment Bank to fund a portion of the LOCIP. The loan will be drawn down in 2015/16.

Pop-up shops

As part of our aim to increase commercial revenue, three new pop-up lettings opened at Piccadilly Circus station. They are Hotel Chocolat (six months), Crosstown Doughnuts (six months) and Frame Again (two weeks in the run up to Christmas).

Criminal Justice Extranet (CJX) system go live

We have provided extended data feeds for the Crime Reporting Information System (CRIS) to the MPS. This includes information on cycle thefts, robberies, violence towards bus staff, taxi touting and other cab-related offences. For the first time, road traffic collisions involving injury are also included. The CRIS records crime allegations and comprises information based on statements from victims, witnesses and suspects following an investigation.

Earls Court

In November 2014, the Board approved further investment in the redevelopment of Earls Court with its partner Capital and Counties. Following the commitment of those funds and the final planning conditions being satisfied, the partnership began the deconstruction programme with the removal of a bridge across the West London line during Christmas. The programme of works will clear the site over the next 12-18 months in preparation for the redevelopment, in accordance with the Earls Court Master Plan.

Tax rebate claim

A claim has been submitted that, subject to HM Revenue and Customs agreement, is expected to generate a cash rebate of £2.2m for the year ending 31 March 2013. Land remediation relief is a tax incentive given to companies that incur costs identifying and removing harmful materials from buildings and land. For companies making corporation tax losses the incentive takes the form of a cash rebate equivalent to 24p for every £1 spent cleaning up the contamination. TfL Group Tax identified eligible expenditure amounting to £9.2m which was incurred by London Underground Limited in 2013/14 on asbestos removal and encapsulation, and lead removal.

Baby On Board

We have recently signed a three-year contract with notonthehighstreet.com to sponsor TfL's 'Baby on Board' programme.

Together we have created a printed pack to accompany the Baby on Board badge, and the packs can be picked up from any station or online at www.tfl.gov.uk/babyonboard. Our famous badge retains its existing design and remains free. The contract will generate us £420k over three years.

Our partnership with notonthehighstreet.com, enhances the customer experience, generates revenue for the tax payer and is a compelling showcase for public/private sector partnerships. The partnership has already generated significant trade press coverage and interest from other commercial organisations.

5 People



Apprenticeships

We have exceeded the year-to-date target for the creation of apprenticeships and opportunities for people not in work. So far, 452 apprenticeships and 448 opportunities for unemployed people have been created, both of which have a year-end target of 495. We are currently preparing a bid for the new employer-led apprenticeship creation programme and hope to be successful in achieving future grant funding from the GLA for the 2015/16 Skills Programme.

Tomorrow's Engineers Week

The LU Skills and Training Centre unveiled its £1m training facility improvements during Tomorrow's Engineers Week in November 2014, a campaign led by Engineering UK. The training centre has been modernised with new equipment and facilities to ensure our signalling, trains and track engineering apprentices have the skills they need to support the Capital's transport network.

Congratulations to our apprentices

A ceremony at the London Transport Museum saw Apprentice of the Year awards handed out to recognise the highest standards of technical skills and TfL behaviours.

Certificates and deeds of apprenticeship also went to 72 apprentices who successfully completed their schemes and secured permanent positions in the business.

Metro Operator of the Year

At the European Rail Congress awards celebrating excellence and innovation in rail across Europe, LU beat off competition from Metro de Madrid to win the European Metro Operator of the Year for the second year running.

The judges commented: 'The latest performance figures suggest that LU is still at the top of its game. It is on track to carry more passengers than ever before.' Three other LU teams were also highly commended:

- Victoria Station Upgrade's (VSU's) approach to tunnelling in the Most Innovative Rail Project category
- Baker Street to Bond Street tunnel works as the Most Innovative Rail Project, for the innovative method of relining Jubilee line tunnels
- Green roofs on depots for Environmental Sustainability, for the introduction of the UK's first green roof on an operational railway depot to help reduce flooding.

New Civil Engineer (NCE) International Tunnelling and Underground Space Awards

The VSU team has won Tunnelling Project of the Year (up to \$500m) at the NCE International Tunnelling and Underground Space Awards. This recognised the success of bringing large-scale jet grouting to the UK for the first time.

National Instruments Engineering Impact Awards

New Tube for London's Reliability Improvement team has won a National Instruments Engineering Impact Award for its work on the remote condition monitoring of track circuits, which also won Application of the Year. The awards are a national competition with more than 100 entries from the engineering industries and academia. Up against 15 other finalists, the team was specifically recognised for the impact it has had on our customers who rely on LU every day. The system is forecast to reduce lost customer hours on the Victoria line by 39,000 per year.

National Railway Heritage Awards

In the FirstGroup Craft Skills category at the National Railway Heritage Awards, LU's Station Works and Improvement Programme teams were up against 51 other entries and were highly commended for their restoration work on architect Leslie Green's façade at South Kensington. The category acknowledges craftsmanship and skills in the use of materials and/or modern technology to repair or conserve a historic railway or tramway building or structure.



This summer more than 1,000 Youth Travel Ambassadors will deliver travel behaviour change campaigns to their peers

Working safely with utilities

Four of the UK's leading utility companies, together with senior TfL directors, have signed a joint safety charter at the Institution of Civil Engineers, which has been developed to improve the way TfL and the utility companies work together. The charter is endorsed by Peter Hansford, UK Government Chief Construction Advisor.

Youth Travel Ambassador scheme

In mid-December our Youth Travel Ambassador (YTA) scheme was certified as an approved activity under the volunteering section for the Duke of Edinburgh Award. This certification supports continued school involvement in this important programme and acknowledges the hard work students have put in to engage their peers on travel, environment and community concerns.

This summer, more than 1,000 YTA students in 125 secondary schools will be delivering travel behaviour change campaigns to their peers.

Advertiser of the Year

The leading Marketing and Advertising trade magazine Campaign nominated us as one of two runners up for the award of Advertiser of the Year. Although deploying a modest budget compared to the leading international products and services also reviewed, the award recognised the breadth, high quality and effectiveness of our Marketing and Communications work.

6 Planning

Strategy and policy development

Growth areas and sub-regional planning

We are preparing new sub-regional plans, setting out the wider context for transport; establishing objectives and indicators and outlining the proposals. These new sub-regional plans will be published this summer.

We are working with boroughs to identify the transport needs of a number of new and revised Opportunity Area Planning Frameworks (OAPFs) and accompanying transport studies for Opportunity Areas across London. A public consultation was launched on the City Fringe OAPF on 19 December and consultations are due to begin on the London Riverside OAPF and the Old Oak Common OAPF in February.

We have also been working with boroughs to support the completion of Development Infrastructure Funding Studies for key opportunity areas including Old Oak Common and the Upper Lea Valley.

Roads Task Force

On 3 December, we hosted a Road Modernisation Plan and Roads Task Force stakeholder event for approximately 100 stakeholders drawn from a wide range of boroughs, businesses and road users. Consensus was expressed that strategic congestion mitigation measures (freight management, enhanced/replacement space, and new ways of paying for roads) should be developed further. Another stakeholder event will be held in the spring.

Environment

It was announced in the National Infrastructure Plan (NIP) that the Government will provide an additional £10m between 2017/18 to 2019/20 to increase ultra-low emission vehicles in London, in support of the ambition to introduce an Ultra Low Emission Zone (ULEZ). It is likely this will contribute to the rapid charging network. We will also bid for a part of the £85m for 'ultra-low emission buses, taxis and cities' that was announced by the Chancellor as part of the NIP.

The public consultation on plans to introduce a ULEZ in London closed on 9 January, the results of which are currently being analysed.

Health, accessibility, equality and inclusion

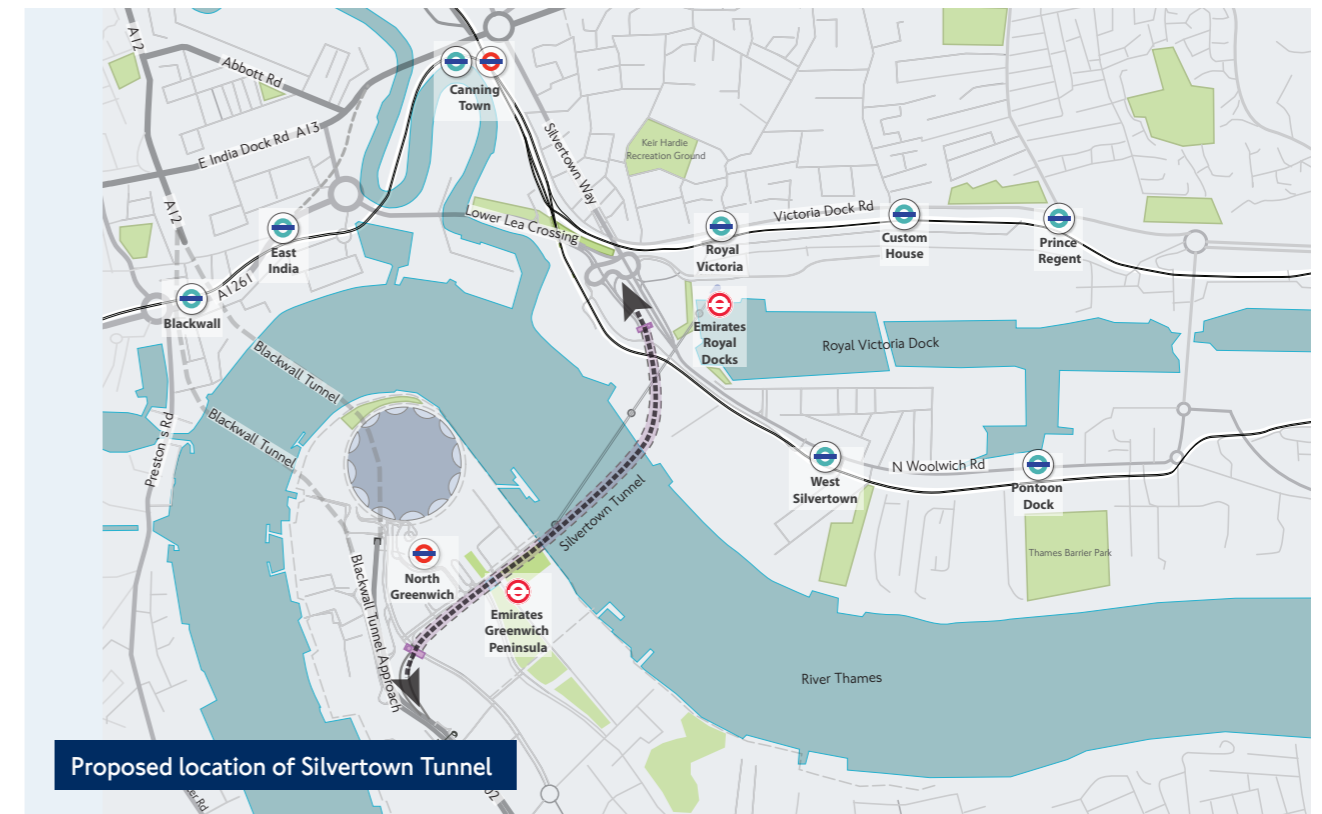
The Year 2 progress report on TfL's Single Equality Scheme 2012-15 was published on 12 December, as planned. The Single Equality Scheme has a number of important themes that capture our equality objectives across the organisation in terms of both our customers and stakeholders.

We have undertaken a Healthy Streets survey to inform the Mayor's response to the London Health Commission's 'Better Health for London' report and the role of health factors within the Business Case Development Manual.

Projects and schemes

Brent Cross Section 278 Highways Works

On 22 January, the Finance and Policy Committee noted the delivery approach for the £286m Brent Cross Section 278



Highways Works, which TfL is contributing £40m to. These works will allow for additional traffic capacity at the junctions between the A5/M1/A406 and A41/A406. It will also provide a new pedestrian and cycle 'living bridge' plus a bridge replacement across the A406 to increase accessibility between the southern development and the new Brent Cross shopping centre. The highways improvements, which will be carried out between 2016 and mid-2021, are part of the £4.5bn Brent Cross Cricklewood Regeneration Programme, which will create 7,500 homes and 27,000 jobs in the area.

The delivery approach will see the third party developer undertake the highway works on both our roads and the M1. The decision is subject to establishing strong controls for TfL, particularly in relation to the reliability of the road network.

Project Authority for £4.5m (fully funded by the developer) has been granted to proceed with the concept design for the scheme.

Silvertown Tunnel

Our non-statutory consultation for the Silvertown Tunnel closed on 19 December and received over 4,300 responses. Of these, 84 per cent supported the need for the tunnel (up from 76 per cent in the last consultation) and 38 per cent supported road user charging. Twelve drop-in sessions were also held in conjunction with the consultation. Following receipt of licences from the Port of London Authority and Marine Management Organisation, ground investigation using overwater boreholes and landside works have been successfully completed.

A full consultation report is being produced and we are reviewing the responses and will reflect any changes in the statutory consultation for the Development Consent Order in summer 2015. Finally, we are working with industry experts to develop our Design, Build, Finance and Maintain procurement process.

Bakerloo Line Extension

The public consultation on the proposals to extend the Bakerloo line closed on 7 December. More than 14,000 responses were received, with 96 per cent of respondents supporting or strongly supporting the scheme. We are now working to update elements of the costs, refresh the business case, and investigate alternative options for the scheme.

Northern Line Extension (NLE)

The NLE received its Transport and Works Act Order (TWAo) from the Secretary of State on 12 November, taking effect on 15 December. A local resident has issued proceedings challenging the legality of the TWAo and the associated planning permission; both claims are being defended with DfT and TfL as an interested party. Subject to that, work can now start on building the extension, which will open in 2020.

High Speed 2 (HS2)

The public consultation on plans for an Old Oak Overground station closed on 24 November. Nearly 2,000 responses were received with more than 80 per cent support for connections to the Overground.

Overground extension to Barking

The public consultation found more than 90 per cent support for the extension of the Overground to Barking Riverside. The Autumn Statement confirmed a £55m loan from the Government to enable the scheme to progress. TfL will now take the scheme through to a Transport and Works Act Order (TWAo) submission in December 2015.

Aviation

The Airports Commission has launched its consultation on the remaining shortlisted options for new aviation capacity, to which we will respond. The consultation ends on 3 February.

Crossrail 2

The Crossrail 2 team has grown significantly over the last period. Michèle Dix will begin her role as Managing Director of Crossrail 2 on 9 February and a dedicated project team is now in place. In January we announced the appointment of four major consulting groups who will work with us to support delivery of the next phase of the project.

The consultants chosen formed part of our Engineering and Project Management Framework (EPMF) and were selected following a competitive tendering process. Each set of consultants has been commissioned to offer specialised advice and will work closely with us to deliver these plans.

The winning bidders along with their project area are:

1. ARCADIS Hyder (in partnership with Weston Williamson, VINCI Construction, Interfleet and First Class Partnerships and Dr Sauer & Partners) – engineering/technical aspects
2. CH2MHILL/Atkins (CAST) – strategic modelling, route development; planning, appraisal and evaluation

3. MTEW (Mott MacDonald Ltd, Temple Group Ltd, ERM, and WSP Ltd) – environment and sustainability

4. AECOM, Weston Williamson, and Turkington Martin - town planning, economic development, socio-economic and urban design

The significance of Crossrail 2 as a vital new infrastructure project was recently recognised by both the Chancellor and the business community, which recognised the scheme at the London Awards, organised by London First, for its potential to help the Capital grow and remain globally competitive, driving growth across the national economy.

The Government's 10-week consultation on revision of the safeguarding for Crossrail 2 closed on 28 January. We have had considerable involvement in the consultation, including sending more than 110,000 letters to those within 200 metres of Areas of Surface Interest and informing boroughs and other stakeholders of the consultation launch. We have responded to a number of requests to talk to local communities and answered in excess of 250 enquiries from members of the public about the safeguarding process.

Garden Bridge

Westminster City Council granted planning permission for the Garden Bridge on 2 December, following the London Borough of Lambeth's approval on 11 November. The Westminster and Lambeth applications were then referred to the Mayor and the Garden

Bridge was approved by the Deputy Mayor for Planning, Sir Edward Lister, on 19 December. With planning permission secured, the project has now been formally handed over to the Garden Bridge Trust for delivery.

Travel in London 7

The seventh annual Travel in London report was published on 16 December, summarising trends and developments relating to travel and transport in Greater London over the past 12-18 months. This important snapshot of travel usage in the Capital forms an important knowledge base to inform strategic decisions going forward. The full report can be found at tfl.gov.uk/travelinlondon

7 Mayoral decisions relating to TfL

Fares

Fare changes came into force on 2 January 2015. These changes were the subject of a Direction by the Mayor to TfL in November 2014. Some of the figures needed minor corrections to bring the fares to be applied into line with those set out in the Mayoral Decision in November 2014.

Incubator fund

On 22 December 2014, a Mayoral Decision and Delegation was signed to enable TfL to make awards from the Future Streets Incubator fund for creative projects intended to improve London's streets. Because of the varied nature of the projects seeking funding, a delegation of the Mayor's economic and social development and environmental improvement powers was necessary, to supplement TfL's powers to award financial assistance for transport-related projects.

8 Other

Doug Paulley vs First Group PLC

In December 2014, the Court of Appeal set aside a decision that First Group's policy of requesting, but not requiring, non-wheelchair-using passengers to vacate a designated wheelchair space on a bus did not go far enough to comply with equalities legislation.

The claim was brought by Mr Paulley, a wheelchair user, who was unable to board a bus from Wetherby to Leeds because a passenger with a buggy would not move from the wheelchair space and was not required to do so by the driver.

The Court of Appeal found that the approach of enforcing a requirement to vacate the wheelchair space would be 'unsustainable' in practice, given that the driver has no legal power to require passengers to do so. The Court also recognised the many different situations in which a competing claim for the space may arise.

TfL's marketing campaign about the importance of giving priority to wheelchair users was described by the Court as 'admirable'.

Mr Paulley is applying for permission to take his case to the Supreme Court and TfL will continue to monitor legal developments on this issue to ensure that TfL is following best practice and is fully compliant with the legal requirements.

Access to bus lanes – legal challenge

On 14 January 2015, the European Court of Justice (ECJ) gave its judgment on the State aid issues in the Addison Lee challenge against

TfL's bus lane policy. The ECJ's decision concludes that making bus lanes available to taxis and not private hire vehicles in order to establish a safe and efficient transport system does not appear of itself to amount to state aid. The judgment also states that the policy may conceivably affect inter-state trade, but this finding alone would not affect the conclusion overall that the policy does not appear to the ECJ to give rise to state aid.

The ECJ clearly understood the distinction to be drawn between taxis and private hire vehicles and that they are sufficiently distinct, both factually and legally, to permit the view that they are not comparable so that the bus lanes policy therefore does not confer a selective economic advantage on taxis so as to amount to state aid.

The Court of Appeal will now determine the issue of state aid in accordance with the ECJ's decision. It will also determine if the policy breaches free movement of services or the principle of equal treatment. We expect the Court of Appeal judgment in three to four months.

New Year's Honours list

I am delighted that Michèle Dix, managing director of Planning, was recognised with a CBE in the Queen's New Year's Honours list.

Michèle has been our managing director of Planning since June 2007, working on all areas of transport in the Capital from designing bus lanes and pedestrian modelling at London Underground stations to developing strategies for airports.

Michèle has an active role in encouraging women into transport and engineering, and mentors up-and-coming leaders of the Capital as part of the not-for-profit Future of London project. She is involved in leading our 100 years of Women in Transport campaign and is our Equality and Inclusion champion, championing our work to ensure all of the Capital's diverse population benefits from access to transport and that our workforce reflects the city we serve.

On 5 February 2015, Michèle moves to lead the team developing Crossrail 2. As managing director for Crossrail 2 she will play a new and essential role in making a case for and implementing the next new rail scheme to support the Capital's growth, ensuring we can meet its future needs and generate economic growth for London and the UK.

Richard de Cani, currently our Director of Transport Strategy and Policy, will succeed Michèle as Managing Director of Planning. Richard has more than 20 years experience in town planning and transport planning, working in both the public and private sector including over 10 years at TfL.

Dr Alice Maynard, Chair of the TfL Independent Disability Advisory Group and a regular attendee at meetings of the Safety, Accessibility and Sustainability Panel, was also awarded a CBE in the New Year's Honours list. This was in recognition of her 30-year career breaking down barriers and improving the quality of life for disabled people in the UK.

List of appendices to this report:

None

List of Background Papers:

None

**Sir Peter Hendy CBE
Commissioner
Transport for London
February 2015**

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