

Audit and Assurance Committee



Date: 18 June 2014

Item 15: Annual Report 2013/14

This paper will be considered in public

1 Summary

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

2 Recommendation

- 2.1 **The Committee is asked to note the Annual Report and comment on its contents and delegate to the Managing Director, Customer Experience, Marketing and Communications the task of making any adjustments prior to submission to the Board.**

3 Background

- 3.1 The Annual Report is one of TfL's key publications and a statutory requirement under the Greater London Authority Act 1999 (as amended). Following discussion by the Committee, the report will be submitted to the meeting of the Board on 3 July 2014.
- 3.2 The structure of the report has been designed for the web and reflects the Mayor's Transport Strategy and TfL's business priorities. This version may still require minor changes for design and editorial purposes. It will be available on TfL's website.
- 3.3 The Statement of Accounts and the Annual Governance Statement are being considered elsewhere on the agenda. Following approval, the documents will be combined to form the Annual Report and Statement of Accounts 2013/14.

List of appendices to this paper:

Annual Report

List of Background papers:

None

Contact Officer: Vernon Everitt, Managing Director, Customer Experience,
Marketing and Communications

Number: 020 3054 7167

Email: vernoneveritt@tfl.gov.uk

DRAFT
10.06.2014

Annual Report and Statement of Accounts

2013/14

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

Annual Report and Statement of Accounts

Contents

4	Mayor's foreword	
6	Message from the Commissioner	
10	Year at a glance	
12	Operational performance	
14	Keeping the Capital moving	
	Customers: The heart of our business	
16	– A Tube network fit for the future	
18	– Live travel news for people on the move	
20	– A more accessible transport network	
22	– Tube reliability improvements on track	
	Delivery: Our plans and our promises	
24	– Rebuilding the Tube network	
26	– Crossrail route extended	
28	– More improvements to the London Overground	
30	– The route to road safety	
32	– Cleaner red buses	
34	– A bold new vision for 21st century roads and streets	
36	– Taxi! The shape of things to come	
38	– Old river, new life	
	People: Dedicated to customer service	
40	– Amazing Ambassadors	
42	– A workforce for the future	
44	– A human face	
46	– It's quicker by phone	
	Value: Delivering more with less	
48	– Effective and efficient business operations	
50	– Making life more convenient for customers	
52	– Transforming cycling, transforming London	
54	Progress against the Mayor's Transport Strategy	
	TBC Statement of Accounts	
	TBC Annual Governance Statement	
	TBC Chief Officers	
	TBC Members of TfL	
	TBC Directors of Crossrail Ltd	
	TBC Membership of TfL committees and panels	
	TBC TfL Members' meeting attendance 2013/14	
	TBC Remuneration	

Mayor's foreword

London has had another great year. Our economy continues to thrive and we have helped to lead the UK out of recession. London is now the world's most visited city, beating Paris.

None of this would have been possible without a world-class transport system. Each year, Transport for London (TfL) serves more customers more efficiently and more reliably than at any point in history. At the same time we have had a relentless focus on efficiency. This has meant that we were able to freeze fares in real terms, while still carrying on with the vital job of modernising our ageing transport networks.

Transport in the Capital is not just about headline grabbing 'grand projects'. It is about the daily commute to work, the journey to school, the trip to the shops, the delivery vans and the tourists who enjoy our countless attractions.

It is TfL's job to make sure that the experience of these travellers improves every year, on a modern network with the capacity to support London's growing population. It is this endeavour that is the grandest of all 'grand projects'.

The Tube is carrying more people than ever before – and with dramatically improved reliability. We are on track to deliver on my pledge to reduce delays by 30 per cent from 2011 levels and upgrades to the Victoria and Jubilee lines have delivered services that are among the most frequent in Europe.

The experience of Paris, and many other cities around the world, shows that automated train technology has become the industry standard. That's why we have now begun the search for a supplier to build an iconic new fleet of trains, capable of full automation, to help keep London and our economy moving in the right direction.

Although it is the oldest metro network in the world, around a quarter of stations offer step-free access. Twenty-five further stations will follow in the next 10 years. In 2018 Crossrail will open, greatly improving east-west accessibility across London and enabling around 69 million additional step-free journeys a year. All newly built Crossrail stations will have step-free access, and every London borough that has a Crossrail station will have at least one with step-free access.

Transport investment is catalysing our plans to bring new homes, jobs and renewed energy to areas of London that need help to realise their potential. That includes £110m of investment in Tottenham, where plans have been approved for a total redesign of Tottenham Hale station. Meanwhile, the London Enterprise Panel has confirmed a £25m investment in the Upper Lee Valley to provide extra rail services to Stratford, supporting plans that will bring 15,000 new homes and 21,000 new jobs to the area.

The bus network is carrying a staggering number of passengers, with more than 2.4 billion journeys in 2013/14, which is more than any year since 1959. The bus fleet is one of the most accessible in the world with 8,500 accessible buses in operation. We are investing £18m to improve bus stop accessibility and are on-track to make sure that at least 95 per cent of stops will be fully accessible by 2016. Our New Routemasters are the cleanest and greenest diesel-electric hybrid buses in the world. By 2016 there will be 600 of these gleaming new machines on London's streets.

We have also marked key achievements of the first year of our River Action Plan, while planning ahead to get even more people making commuter and leisure journeys on the Thames. We have a raft of measures to increase the number of river passengers to 12 million by 2020, and figures from last year already show very positive signs with passenger numbers increasing to a record 8.6 million.

A £4bn Roads Plan will deliver our vision for transforming the road network over the next decade – meeting one of my key election pledges. Dozens of junctions and gyratories, including at Elephant and Castle, will be redesigned so they are smarter, safer and more civilised places for all road users.

The Barclays Cycle Hire scheme expanded to southwest London in December with more than 2,000 new bikes and 150 docking stations for Clapham Junction, Hammersmith, Fulham and Putney. And our £913m Cycling Vision is taking shape. Enfield, Kingston and Waltham Forest will each receive up to £30m to emulate their Dutch cousins by creating 'mini-Hollands'. With segregated roundabouts, a cycle boardwalk along the Thames and new dedicated cycling routes, cycling in the suburbs will be transformed.

We can be immensely proud of all that's been achieved in the past year, but there remains a huge amount to be done if our transport network is to keep up with the phenomenal pace of change and the challenge that huge population growth presents.

That's why I will continue to act as a champion for the capital and fight for vital investment from

the Government. We are, after all, the motor of the UK economy and improving our transport network isn't just in the interest of our great city, but the rest of the UK too.



A handwritten signature of Boris Johnson in black ink on a white background.

Boris Johnson
Mayor of London

Message from the Commissioner

Transport is not, of course, an end in itself. It is a means of economic growth, development and social cohesion to help people make the most of the opportunities of life in London.



A 24-hour Night Tube service will be introduced next year

As this Annual Report explains, we have continued to enable this across the full range of our services as demand increased to record levels in line with rising employment and a burgeoning population that is growing faster than expected. The Capital's population of 8.4 million today is forecast to reach nine million by 2018 and 10 million by 2030.

And, of course, we delivered more with less. Our savings and efficiencies programme, one of the largest in the public sector, saved £188m against a target of £137m. This demonstrates our unrelenting focus on delivering an increasingly efficient network. This focus will not waiver.

The outcome of the Spending Review in June 2013 was a 25 per cent cut to our operational funding from central Government. However, our excellent record of delivering investment was recognised, and our vital role in London's growth preserved through the protection of our capital grant to 2020/21. This means we must be even more efficient while our work to improve London's Tube, roads, rail and cycling networks continues.

Transport for London is essentially a people business. Indeed, as we harness new and better technology, the role of our staff in helping our customers and users becomes ever more important. For example, during the

year we committed to making even more staff available to customers at Tube stations as we radically improve and modernise customer service. All of our stations will remain staffed and controlled, including when we introduce a 24-hour Night Tube service at weekends next year.

We also committed to making these changes with fairness to our staff guaranteed. As we close underused ticket offices and make more staff available to customers, there will be no compulsory redundancies; there will be a job for anyone who wants to remain with London Underground, and no one will lose pay. I hope that, with these cast iron guarantees in place, we can get on with modernising our Tube service to the benefit of our passengers without further pointless industrial action.

Our huge investment programme to improve public transport and the roads, one of the biggest anywhere in Europe, also continued.

On the Tube, we have seen innovative new approaches and new signalling, track and trains. Over the full year, a record 1.26 billion passengers were carried more safely and more reliably than ever before. The first air-conditioned, walk-through trains began running on the Circle and Hammersmith & City lines, meaning customers are now experiencing more comfortable journeys, while frequencies on the Victoria and Jubilee lines are among the highest in Europe.

We also took further action to increase rail capacity. An order for 57 new carriages for London Overground, to be introduced from

next year, will boost capacity by 25 per cent. And, following Government agreement in April, we will take over the current West Anglia franchise from 2015, allowing us to bring these rail services up to the higher standards our Overground customers now enjoy.

We continued to invest in our roads infrastructure, increasing the safety of all road users, and renewed almost 800,000 square metres of road surface. We now have more than 50 major projects under way, with many of them also supporting new homes and jobs to create better places in which to live.

We began celebrating a number of anniversaries that recognise the role of the Capital's buses, which are one of the great unsung glories of modern London. It has been 60 years since the creation of the iconic Routemaster and 100 years since the world's first mass-produced motor bus, the B-Type 'Battle Bus', which carried soldiers to the frontline during the First World War. We're now carrying 6.5 million passengers a day, the highest since 1959. In 2013/14, five routes were converted to using the magnificent New Routemaster bus and there are now more than 200 of these vehicles on the Capital's streets.

Huge investment in cycling continued as part of a £913m programme. We launched another Barclays Cycle Superhighway in November between Bow and Stratford and expanded Barclays Cycle Hire into the southwest of the Capital, giving more Londoners the opportunity to take advantage of the many benefits of cycling. We put plans in hand to introduce more segregated cycle lanes and we improved

key junctions such as Euston Circus and Bow Roundabout to make them safer.

The safety of our road users is a major priority. We set up the Industrial HGV Task Force in October to focus on the risks these types of vehicles, particularly construction-related vehicles, pose to cyclists. It has worked hard to target the most dangerous HGVs and has stopped more than 2,200 vehicles, issued more than 600 fixed penalty notices, seized more than 30 dangerous vehicles and prohibited more than 1,100 vehicles from using London's roads. Also in October, we launched Operation Safeway, a joint initiative with the Metropolitan Police Service, which involves around 2,500 officers regularly deployed at key junctions offering advice to road users and ensuring they comply with the law. We are also working with the freight industry and cycling organisations to influence national and European legislation on HGV design and driver safety.

In addition, we have worked hard to respond to the changing ways in which our customers and users want to receive travel information and do business with us. Seventy per cent of Londoners now own a smartphone. TfL has gone from virtually no social media followers two years ago to well over 1.5 million now. We launched our new website, specifically designed to make journey planning easier on a range of mobile devices. Around 75 per cent of Londoners now use our new website.

More of our travel data feeds were opened up for use by developers, all free of charge, meaning that our customers can choose from a huge range of innovative apps and consume information in the way that suits them best; and recently the National Rail network followed suit.

We lead the way globally too in transport ticketing technology and Oyster is widely known as the world's most popular transport smartcard. Contactless payment is already available on London's buses and we went into final user testing to extend this convenient new payment method to our rail services.

2014 has seen us continue to work hard to keep London working, growing and making it a better place in which to live, while at the same time making the organisation ever more efficient. I would like to thank the staff of TfL, our contractors, the boroughs and numerous other partners who have worked with us to make this happen, and I am particularly well supported by a Leadership Team of Chief Officers who are brilliant individually and superb as a team together.



Sir Peter Hendy CBE
Commissioner of Transport

TfL keeps the Capital moving













TfL is constantly reinvesting to improve, innovate and to keep London moving. For every pound received, two-thirds goes to the everyday running costs of the network, a third improving it for the future.



- Half of all bus journeys in England take place in London
- Forty per cent of bus passengers travel free or at a discounted rate. The average bus fare is less than 65p, compared to an average £1 in other UK cities
- The Tube carries 4.2 million people each weekday on 402km of lines
- The Docklands Light Railway carries 100 million passengers a year
- London Overground is one of the UK's most reliable rail services
- More than 31.2 million passengers use the London Tramlink service every year
- More than eight million passengers a year travel on the boats serving the London River Service's eight piers
- Victoria Coach Station is used by 14 million customers a year, with over 240,000 coach departures to more than 1,200 destinations in the UK, and 400 in Europe
- Cycling on London's major roads has increased by 176 per cent since 2000
- Seventy-five per cent of Londoners use tfl.gov.uk to plan their journeys and more than 5,000 developers use the real-time open data feeds to produce hundreds of travel apps

Year at a glance

Contactless payment takes off, customers get even better access to service information and a 24-hour Tube service is announced

April 2013	May 2013	June 2013	July 2013	August 2013	September 2013
<p>The number of bus journeys paid for using a contactless debit, credit or charge card hits one million, four months after the start of the scheme</p> 	<p>The Countdown Digital Sign service launches, providing tailored, live bus information at a range of public locations</p> 	<p>Customers invited to test TfL's new website, designed to be used on mobile devices, ahead of its launch in March 2014</p> 	<p>Mayor's Roads Task Force sets out plans to tackle congestion on London's roads, support economic growth and transform walking and cycling</p> 	<p>Work begins to increase DLR capacity between Stratford and Canary Wharf, and rebuild Pudding Mill Lane station as a Queen Elizabeth Olympic Park gateway station</p> 	<p>Walk-through, air-conditioned trains introduced on the Circle line, following those on the Metropolitan and Hammersmith & City lines, offering wheelchair access and wider doors</p> 
October 2013	November 2013	December 2013	January 2014	February 2014	March 2014
<p>Thirty paid work placements created to help ex-Armed Forces members – who may be wounded, injured or sick – back into employment</p> 	<p>New vision for the future of the Tube includes plans to run a 24-hour Night Tube service at weekends and radically improve customer service in stations</p> 	<p>Barclays Cycle Hire expands into southwest London and now covers more than 100km² of the Capital</p> 	<p>The Mayor announces that all new London taxis must be zero emission capable from 2018</p> 	<p>Residents of Greenwich and Newham receive a reduced travel rate on the Emirates Air Line to encourage them to use the cable car as part of their local journeys</p> 	<p>'Turn up and go' service extends to cover all London Overground stations, enabling disabled customers to travel at all times</p> 

Operational performance

Buses	2013/14	2012/13	2011/12	2010/11	2009/10
Passenger journeys (millions)	2,405	2,335	2,344	2,289	2,257
Kilometres operated (millions)	491	490	490	486	483
Percentage of schedule operated (per cent)	97.7	97.6	97.6	97.4	97.1
Excess wait time (high frequency) (minutes)	1.0	1.0	1.0	1.0	1.1
Customer satisfaction (score)	83.0	82.0	80.0	80.0	79.0

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

TfL's road network	2013/14	2012/13	2011/12	2010/11	2009/10
Journey time reliability (am)	89.0	89.2	88.9	88.8	89.3
Hours of serious and severe disruption	2,263	2,249	1,994	2,176	2,344
Traffic flow*	94.6	92.9	91.9	93.0	94.3
Customer satisfaction with TfL's road network**	75.0	76.0	75.0	72.0	n/a

Notes: * Traffic volume compared to an index of 100 from Period 13, 2006/07

** Data unavailable before 2010/11

London Underground	2013/14	2012/13	2011/12	2010/11	2009/10
Passenger journeys (millions)	1,265	1,229	1,171	1,107	1,065
Kilometres operated (millions)	76.2	76.0	72.4	68.9	69.4
Percentage of schedule operated (per cent)	97.5	97.6	97.0	95.6	96.6
Excess journey time (weighted) (minutes)	5.2	5.3	5.8	6.5	6.4
Customer satisfaction (score)	83.0	83.0	80.0	79.0	79.0

Docklands Light Railway	2013/14	2012/13	2011/12	2010/11	2009/10
Passenger journeys (millions)	101.6	100.0	86.2	78.3	69.2
Kilometres operated (millions)	5.8	5.7	4.9	4.7	4.6
On-time performance (per cent)	99.3	98.8	97.5	97.4	94.8
Customer satisfaction (score)*	87.0	87.0	83.0	81.0*	91.9

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

London Tramlink	2013/14	2012/13	2011/12	2010/11	2009/10
Passenger journeys (millions)	31.2	30.1	28.5	27.9	26.5
Kilometres operated (millions)	3.0	2.9	2.7	2.7	2.6
Planned kilometres delivered (per cent)	98.8	98.2	99.0	98.6	98.6
Customer satisfaction (score)	89.0	89.0	86.0	85.0	86.0

London Overground	2013/14	2012/13	2011/12	2010/11	2009/10
Passenger journeys (millions)	135.7	124.6	102.6	57.2	34.3
Kilometres operated (millions)	7.9	7.5	6.9	5.2	3.4
On-time performance (per cent)	96.1	96.6	96.6	94.8	93.2
Customer satisfaction (score)	82.0	82.0	82.0	80.0	73.0

Emirates Air Line	2013/14	2012/13
Availability (per cent)	95.0	94.2
Customer satisfaction (score)	93.0	93.0
Passenger numbers (millions)*	1.5	2.0

Note: * The reduction in 2013/14 reflects a normal year, following the additional traffic of the 2012 Games

Keeping the Capital moving

TfL's purpose is to keep London working and growing, and to make life in the Capital better. We work hard every day to deliver a transport system that secures London's position as a world-leading city and an engine of the UK economy. Delivery of this is clustered around four pillars – Customers, Delivery, People and Value.

Customers: The heart of our business

Putting customers and users at the centre of everything we do

Every day, around 30 million journeys are made on the TfL network. This represents half of all bus and rail trips in England. With London's population set to reach 10 million by the 2030s, demand is increasing all the time.

Every journey matters to customers and road users, which is why TfL is committed to making continuous improvements to transport and London's environment.

Delivery: Our plans and our promises

Delivering safe, reliable, clean, sustainable and accessible transport

In addition to operating one of the world's busiest transport networks, TfL is also responsible for a multi-billion pound investment programme to increase the capacity and connectivity of the transport network.

People: Dedicated to customer service

Valuing our people

To keep London working and growing, TfL needs to recruit, reward and develop the right people with the right skills and behaviours.

Whether TfL staff or contractors employed through the supply chain, people are vital to ensuring that the organisation delivers excellent customer service and plans for London's future.

Value: Delivering more with less

Providing value for money for fare and tax payers

Every penny of TfL's income is reinvested in the operation and improvement of the transport network – there is no 'retained profit.' This enables fares to be kept as low as possible while investing billions to improve transport.

TfL is successfully delivering an ambitious efficiencies programme, enabling improvements to be delivered in the most efficient way possible.



Morning rush hour at Piccadilly Circus

A Tube network fit for the future

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

Every day London Underground (LU) carries more than four million people, more safely and more reliably than ever before. But it also needs to cope with a fast-growing population and meet the requirements of customers in the 21st century.

A new 24-hour Tube service

Vital investment in new trains and signalling has allowed TfL to reduce the need for intensive overnight maintenance work. It has also led to the introduction of a 24-hour weekend Tube service on selected lines on Fridays and Saturdays from 2015.

This major improvement will support London's vibrant night-time economy and boost businesses, jobs and leisure opportunities.

These services will start on key sections of the Piccadilly, Victoria, Central, Jubilee and Northern lines. They will be coordinated with Night Bus and 24-hour routes to give passengers an extensive and integrated service throughout the night.

Better customer service

TfL has also announced proposals to radically improve customer service at stations by bringing staff out of underused ticket offices and other non-public areas and locating them at ticket machines, ticket gates and platforms where they are better able to help customers. The plans are subject to consultation with staff and trade unions. All stations will continue to be staffed and controlled while trains run.

In addition, staff are receiving extra customer service and disability training.



Piccadilly Circus at night

Innovation and technology

TfL is making the most of the latest advances to improve customer service, including:

- Expanding WiFi coverage to all remaining below-ground Tube stations by the end of 2014

staff, provide quicker and easier refunds. Continued improvements to online services such as Oyster accounts will enable customers to automatically rectify incomplete journeys and claim refunds

- Equipping station staff with mobile devices so they can provide customers with up-to-the-minute information on ticketing, train services and the local area

Five commitments to Londoners

TfL has made five commitments to Londoners, so they can be confident that all of the changes being made will result in better, more reliable services, without any compromise over safety:

- Introduce a new 24-hour Tube service at weekends
- Further improve the reliability and capacity of services
- Ensure all Tube stations are controlled and staffed while services are operating
- Make journeys easier for customers
- Deliver improvements with the best possible value for money

- Widening the acceptance of contactless bank card payment from the bus network, London Underground and rail services, giving customers the option of another easy way to pay

- Introducing more and better ticket machines that will, with assistance from

Live travel news for people on the move

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

Obtaining real-time travel information has been made easier with the launch of TfL's new integrated website in March.

The website is used by more than 75 per cent of Londoners and a nine month period of testing enabled TfL to shape the new site based on extensive feedback from customers and users.

Online services that were once only available on a desktop can now be used interactively on all mobile devices and tablets, making the information ideal for people on the move.

Information in an instant

Customers can now see the time of their next train and bus as they walk down the street, plan their trips across the Capital and check for alternatives at times of disruption.

They can also access live travel news on their mobile devices using WiFi that is now available at more than 130 Tube stations and almost 60 London Overground stations. All below-ground Tube stations will have WiFi by the end of 2014.

'It's instantly a zillion times more useable than what went before it.'

Gerald Lynch, technology site www.gizmodo.co.uk

And for the first time, National Rail information features on the website so customers can check the status of these services too.

Drivers can now view maps showing the status of the road network, and see live images from traffic cameras – or 'Jam Cams.'

Is it 'Nearby'?

Another new feature on the website is the 'Nearby' tool that allows people to use a location search or a GPS-enabled device to find the nearest bus stop, Tube station, river pier or tram service from wherever they are. The site lists all the public transport options and shows them plotted on a map, along with live status and departure information.

The website's Journey Planner and homepage status board have also been redesigned and integrated so customers planning their trip can see immediately if their route is likely to be affected by upgrade work or other disruptions.

The Journey Planner will now automatically generate cycling and walking routes, giving people a wider range of options for their journey.

Open data

TfL is committed to the provision of free, open data which enables app developers to produce a range of travel products. Around 200 travel apps are powered by TfL data which has widened the reach of travel information and led to innovations in the travel information market.

Plan your journey on the move



Getting around the site

The new tfl.gov.uk website is fully responsive and has an easy-to-use design that makes the content simpler to find.

Useful tools are just one click away via the taskbar and an improved search function gives easy access to the rest of the site.

A footer on the homepage allows people to navigate to other areas of the site, including to the pages containing information about what we do and how we do it.

A more accessible transport network

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less



A boarding ramp is laid down for a wheelchair user at Crystal Palace

‘The entire London Overground network is ‘turn up and go.’ I would urge other rail companies to follow suit. For me, TfL has another brilliant asset, which is their staff who will be visible and available to help and advise all customers.’

Paralympian gold medallist and TfL Board member Baroness Grey-Thompson DBE

London has one of the most accessible transport networks in the world. TfL is committed to progressing the legacy of the London 2012 Games and continues to make the transport network even more accessible.

In February TfL updated its Your Accessible Transport Network action plan to ensure that journeys are made even easier for disabled and older passengers. Measures include more step-free stations and boarding ramps, new trains, better bus stops and improved signage.

Stepping up step-free

Over the next 10 years, at least 50 more Tube, Crossrail and London Overground stations will be step-free, while dozens of National Rail stations will get accessibility upgrades.

Work on better access is already well under way at Victoria, Bond Street and Tottenham Court Road among others. All DLR stations are already step-free. All trams and stops are also fully accessible.

This means that on the London Underground network alone, journeys by step-free routes each year will almost treble, from 77 million currently to 227 million in 2023.

Rolling out ramps

Manual boarding ramps – bridging gaps between platforms and trains – are being extended to more stations throughout 2014, including using a new ramp design at some stations where the train is lower than the platform.

Old rolling stock on the Tube continues to be replaced, with accessible new trains coming on the Circle line this year, following their introduction on the Metropolitan and Hammersmith & City lines. The new trains also began running on the District line, and the full 80 train fleet will be in place by 2016. These trains, with dedicated wheelchair space, low floors and wider doors, will then cover 40 per cent of the Tube network. The Victoria line also has new accessible trains.

Entering and leaving stations is also getting easier, with 376 wider gates at 185 stations.

More for road travel

While all 22,000 licensed London taxis and the fleet of 8,700 buses have wheelchair access, some bus stop kerbs are too high for proper use of the on-board ramps. So £18m is being invested to make 95 per cent of bus stops

‘Turn up and go’ grows

Disabled people across London make 1.3 million trips a day by public transport.

To improve their journey experience, TfL’s ‘turn up and go’ assistance service was extended in March to cover all London Overground stations. This means that people can simply arrive at stations and have staff help them without having to book in advance.

accessible by 2016. This includes removing street clutter where bus doors open.

The last five per cent of pedestrian crossings without tactile paving, touch-cones or audible alerts are also being upgraded, and will achieve 100 per cent accessibility by 2016.

Smarter, simpler information

TfL’s new website (see p18), with redesigned accessibility pages, now works better with mobile technology like smartphones and tablets. Later in 2014, a revamped Journey Planner tool will be launched that will suggest routes using real-time information on lift and escalator availability.

And whether moving above or below ground, more Legible London signs are making it easier for all travellers to navigate their way around the Capital.

Tube reliability improvements on track

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

During 2014 London Underground made excellent progress towards meeting the Mayor's reliability commitment – to cut Tube delays by 30 per cent by the end of 2015.

Under the ambitious strategy, LU is examining every aspect of how the Tube is operated and maintained to embed reliability still further and to radically reduce delays to passengers.

Between 2007/08 and 2011/12, delays across the network were reduced by more than 40 per cent. In 2011, LU launched the Tube Reliability Programme to drive further improvements. This has subsequently seen the introduction of a range of initiatives to predict and prevent failures, a quicker response to problems and the roll-out of better equipment. As a result the Tube is well on track to meet the 30 per cent reduction target.

Initiatives that were successfully implemented in 2013/14 include:

- A continuation of the initiative under which LU's Emergency Response Unit vehicles are escorted by the police under 'blue



light' and siren conditions when attending incidents, thereby reducing response times

- More security fencing was installed on the Metropolitan, Central and District lines to prevent trespassing and cable theft

'As we saw during the Olympics, a smooth and efficient transport system can make or break the success of our city, and we are building on the lessons we learnt during that triumphant period to cut delays. The Tube is vital to London's prosperity and an increase in reliability of 30 per cent will surely aid the Capital's future growth.'

Boris Johnson, Mayor of London

- A system to enable remote monitoring of track circuits was installed on the Victoria line, allowing faults to be detected and resolved quicker
- Filament signal lamps were replaced with LEDs (light-emitting diodes) on parts of the District line, and work is in progress on several other lines
- More litter bins have been provided to reduce delays caused by litter on the track or in train doors. This has been supported by communications to customers to reduce the amount of litter left on stations
- Publicity has been developed to highlight how the behaviour of some customers impacts on journey reliability – such as holding open the train doors
- Covers have been installed on passenger emergency alarms on trains across all lines to reduce inappropriate or malicious activation
- New 'spillage kits' have been implemented to enable soiled trains to be cleaned and kept in service
- A new partnership with the Samaritans charity has provided enhanced training to staff to help them identify distressed individuals or those who are acting in a way which would identify them as being at high risk of suicide. It gives staff the confidence to approach and intervene

Boosting reliability

As part of the Reliability Programme, the requirements of each Tube line is assessed individually, to ensure that benefits are provided across the entire network:

- On newly improved lines, such as the Victoria and Jubilee, the emphasis is on getting the maximum performance from the new trains, track and signalling
- On lines where capacity is being enhanced (Northern, District, Circle, Hammersmith & City and Metropolitan), the particular focus is on ensuring service levels are protected and boosted while improvement work takes place
- On the lines where major improvement plans are further in the future (Bakerloo, Piccadilly, Central and Waterloo & City), LU is ensuring that service levels are maintained and ageing assets are managed in a targeted and intelligent way to prevent service issues

Rebuilding the Tube network

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

TfL's programme to improve the entire Tube network is the biggest refurbishment programme ever. Customers are already benefiting from many improvements.

New trains

February 2014 saw the full introduction of the new fleet of Circle line trains, featuring air-conditioned, walk-through carriages, improved customer information, CCTV throughout, more space and dedicated areas for wheelchairs. These trains already run on the Metropolitan and Hammersmith & City lines, and the Victoria line also has new trains.

More frequent services

Thanks to the installation of new signalling equipment, the Victoria and Jubilee lines are now among the most advanced metro systems in the world, with trains running every two minutes or less at peak times. Around 10,000 more customers an hour can now travel on the Victoria line (with 33 trains an hour), and up to 12,500 more on the Jubilee line (30 trains an hour).

Improved stations

The redevelopment of Paddington (Hammersmith & City line) station was completed in December 2013. It joins a number of transformed stations, including Blackfriars, Stratford, King's Cross St. Pancras and Wembley Park. All feature new entrances, spacious concourses and ticket halls, new lifts, and better interchange with other transport services.

More accessible

The Tube now has 66 step-free stations, including most recently Blackfriars, Farringdon and Green Park. It is now easier for mobility impaired people



A new Circle line train at St. James's Park station

or those with luggage or buggies to get onto the train at many platforms, thanks to platform humps and the introduction of trains with lower floors.

Open later

Since September 2013, the Waterloo & City line is open until half past midnight Monday to Saturday.

Still to come

In early 2014 the first new District line trains ran on the Wimbledon – Edgware Road route. The whole of the new District line train fleet will be introduced into passenger service by 2016.

A New Tube for London

Plans are under way to develop a single signalling system and train fleet – with walk-through, air-cooled carriages – for the deep Tube lines. These will be introduced first on the Piccadilly line from the early 2020s, and subsequently on the Central, Bakerloo and Waterloo & City lines.

'IIPAG has commended best practice on a number of TfL projects, including the Victoria Line Upgrade Programme where reliability levels are among the best in Europe and North America.'

Independent Investment Programme Advisory Group Annual Report, August 2013

Also during 2013/14, work has continued on the installation of the new signalling for the Northern line. From the end of 2014 the line capacity will increase by 20 per cent, equivalent to an extra 11,000 customers every hour during peak periods. Journeys will also be 18 per cent faster and off-peak services more frequent. Within the next five years, new signalling will also bring big capacity gains on the Metropolitan, District, Circle and Hammersmith & City lines.

Work continues on expanding and modernising some of the busiest stations, making them bigger, brighter and more accessible. The redeveloped Vauxhall station will open in 2015, followed by Tottenham Court Road in 2016, Bond Street in 2017 and Victoria in 2018.

In July 2013, TfL awarded the contract for the upgrade of Bank station. The project is scheduled for completion in 2021. Plans are also being developed for the transformation of Holborn and Camden Town by the early 2020s.

Crossrail route extended

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

When completed,
Crossrail will connect
with 41 other rail lines



‘As this awe-inspiring project hits its halfway point, we can see how Crossrail will revolutionise east-west transit in the Capital, making London an even more attractive place to visit and invest.’

Mayor of London, Boris Johnson

In March it was announced that Crossrail’s east-west route is being extended to Reading to provide a direct connection between this busy commuter area and London’s main employment centres.

This adds a further two stations to the line, Reading and Twyford. It will give customers an efficient new route to central London without the need to change at Paddington.

Crossrail will now serve a total of 40 stations when the line fully opens in 2019. The service will boost London’s rail-based capacity by 10 per cent, connecting Reading and Heathrow in the west, and Shenfield and Abbey Wood in the east. With 24 trains an hour running at peak times in both directions and each train having nine carriages with the capacity to hold 1,500 people, it will carry twice the number of passengers than the average Tube train.

Halfway point

In January, after five years of work, Europe’s largest infrastructure project reached the halfway point of construction on the original route. It means the central part of the Crossrail project – from Maidenhead and Heathrow to Shenfield and Abbey Wood – is on target for completion in 2018.

Strategically, and crucial to the Capital’s economic growth, Crossrail will help manage increasing commuter travel demands, especially as the resident population is set to grow to 10 million by 2030. It will interconnect with 41 other rail lines, including London Underground and Overground services, National Rail, Heathrow Express and DLR, giving people faster, easier journeys across the city.

Along with the regeneration and social benefits associated with the project, Crossrail will also bring an extra 1.5 million people within a 45-minute commute of London. Crossrail’s value to the UK economy is estimated at £42bn.

World-class construction

Globally admired as an extraordinary feat of civil engineering, Crossrail has construction teams working beneath the Capital at depths of up to 40 metres, creating 42km of new tunnels.

Advancing 100 metres a day through ancient strata of rock and clay, crews are navigating eight huge, 1,000-tonne boring machines through a complex labyrinth of existing Tube tunnels, sewers, utility services and building foundations.

The work on stations will be equally challenging – the city centre section needs nine new ones. Each must have 250 metre-long platforms built to a high specification, to support Crossrail’s expected 200 million passengers a year.

More improvements to the London Overground

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

Longer trains – with five cars instead of four – are just one way TfL is meeting growing customer demand, and making London Overground services better.

Construction work to increase capacity on most lines by 25 per cent began in March.

The first longer trains will run on the North London line at the end of 2014. The new trains will be introduced on the East London line next year. The roll-out of five-carriage trains across the network is being made possible by work to enlarge sidings, modify New Cross Gate and Willesden depots, extend station platforms and upgrade track and signalling.

There are also plans to electrify the Gospel Oak to Barking line by 2017 so that the new, longer electric trains can replace diesel passenger trains on this route.

Meeting demand

Around 135 million journeys are already being made on London Overground every year, four times as many as when TfL started managing the network in 2007. It is one of the UK's most punctual railways – more than 96 per cent of trains run on time.

The new South London line, from Clapham Junction to Surrey Quays, celebrated its first anniversary in December. Four trains an hour run in each direction, linking the southwest of the Capital with east London. It completes the city's first orbital surface rail network in 128 years and allows customers to avoid changing trains in central London.



More than 96 per cent of trains run on time

London Overground trains will be longer in future

Easier for everyone

Customers' journeys are getting easier, safer and more reliable. London Overground passengers rate the service highly, particularly for punctuality, reliability, cleanliness and helpful staff. The service received an 89 per cent satisfaction rating in the 2013 autumn poll by independent rail watchdog, Passenger Focus – one of the highest scores for train operators in the UK.

As part of TfL's continuing accessibility programme, almost half of all London Overground stations are now step-free, from street to platform, making travelling easier for customers with limited mobility. A 'turn up and go' service was launched in March that

Expanding the Overground

In July the Government announced that TfL will run suburban services between Liverpool Street station and Enfield Town, Cheshunt and Chingford (via Seven Sisters) from 2015. This will include responsibility for 23 of the 25 stations along the routes. TfL will also become responsible for the short Romford – Upminster line in east London.

Plans to improve these services include a new fleet of trains and deep-cleaning, repainting and refurbishing stations. TfL will modernise Help Points and CCTV for better security, and provide customers with better real-time updates and improved on-station passenger information systems. Stations will be staffed from first train to last.

'We are pleased to see progress and a focus on continuous improvement as there's always more to do. We will be watching closely as TfL take on new routes and also to see what can be done to ensure that passengers get good value for money for the fares they pay.'

Janet Cooke, London TravelWatch's Chief Executive

means passengers no longer need to book in advance to get assistance at stations.

Staff are available at every station while trains are running to help customers when they need assistance. Refurbished London Overground stations have WiFi available, improved waiting areas and there is less congestion in ticket halls.

The route to road safety

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

'Safe Streets for London,' published in July 2013 by TfL and the Mayor of London, is a comprehensive plan for making the Capital's roads even safer. The document is supported by six safety commitments which were subsequently published in February 2014.

Commitment 1

Reduce the number of people killed or seriously injured on the Capital's roads by 40 per cent by 2020

This will be achieved through a combination of engineering, education and enforcement. There will be a focus on improving the road infrastructure, especially in the design of aspects such as junctions and cycle lanes. Working with the police, TfL will crack down on unsafe behaviour of all road users and continue to work with the boroughs to deliver road safety education for children.

Commitment 2

Prioritise the safety of the most vulnerable groups – pedestrians, cyclists and motorcyclists

These three groups make up 80 per cent of serious or fatal road injuries in London. Specific plans to improve safety for each group will be published during 2014.

Vulnerable road users

In February, TfL published detailed new analysis and information to support the six safety commitments. The results will help TfL, London's boroughs and other partners to develop specific schemes to target the most vulnerable road users and achieve the greatest casualty reduction benefits.

Commitment 3

More funding for road safety, invested in the most effective and innovative schemes

TfL's investment in the road network is doubling in the next 10 years, to £4bn. All new projects will be built to stringent safety standards, taking into account improved pedestrian and cycling design guidance. Extra money is going towards better cycling provision and improving junctions.

Commitment 4

Increase efforts with the police, boroughs and enforcement agencies in tackling dangerous and careless road user behaviour that puts people at risk

TfL and the Metropolitan Police Service (MPS) will create a unit dedicated to policing London's roads and public transport. The new Roads and Transport Policing Command, with 2,340 officers, will have an unprecedented ability to improve road safety.

Commitment 5

Campaign for changes in national and EU law

The Mayor and TfL are working with the freight industry and cycling organisations to influence European and national legislation on HGV design and driver safety.

Commitment 6

Work in partnership with boroughs and stakeholders to improve best practice

A new Road Safety Steering Group will help set the agenda and champion improvements.



Eye-level traffic signals for cyclists are just one of the many measures being introduced to help keep road users safer

The number of serious road accidents in London has more than halved since 2000

Cleaner red buses

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less



The Capital's first electric bus travels past the Houses of Parliament

TfL will reduce emissions from its bus fleet by having 1,700 hybrid vehicles on the road by 2016. In the past year it has worked steadily to achieve this, most significantly with the introduction of the New Routemaster buses.

New technology has been fitted to 900 buses to reduce their nitrogen oxide (NO_x) emissions by up to 88 per cent. By next year TfL aims to ensure the entire bus fleet is upgraded to Euro IV or better.

'Electric buses could help deliver the cleaner and greener bus fleet we need to cut carbon emissions and improve air quality.'

Matthew Pencharz,
Senior Environment and Energy
Advisor to the Mayor of London

New Routemasters

The buses combine the best of the design of the old iconic vehicles with new, cleaner and more efficient technology. This is the first bus in 50 years to be designed specifically for London's streets.

They are powered by a battery that is charged by a generator and regenerative braking (where the system recycles energy lost during the braking motion). Stop-start technology means the engine runs only when the battery needs to be charged.

By 2016, 600 New Routemasters will be on the Capital's roads. This is the largest order of hybrid buses placed in Europe to date.

Once all 600 are in service, carbon dioxide (CO₂) emissions are expected to be reduced by around 20,600 tonnes a year. Independent tests show the new bus is the cleanest vehicle of its type: emissions of NO_x and harmful particulate matter (PM10) were a quarter of those given out by other hybrid buses and 20 per cent less CO₂ was emitted.

Electric buses

Since December, two electric buses have been tested on short commuter services. A further six will be trialled this year. In energy terms, these vehicles are significantly cheaper to run, but the real gain is that there are no tailpipe emissions.

The trial will allow TfL to understand opportunities for wider deployment across the bus network.



What is biodiesel?

Biodiesel is a renewable fuel made from used cooking oil from the catering industry and tallow, a residue of the meat processing trade. Buses that run on biodiesel cut CO₂ emissions by 15 per cent compared with an ordinary diesel-powered vehicle.

Buses running on 20 per cent biodiesel blends cut CO₂ emissions by 15 per cent compared with ordinary diesel.

A pilot scheme is being run at Stagecoach's Barking Garage, where buses on 10 routes use a mixture of 80 per cent regular diesel and 20 per cent biodiesel. A 50,000-litre storage tank has been installed, enabling the biofuel to be mixed on site.

Hydrogen

London also now has a fleet of eight hydrogen fuel buses that emit nothing but water.

A bold new vision for 21st century roads and streets

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

July 2013 saw the publication of the Mayor's Roads Task Force (RTF) report and TfL's response to it. Designed to represent all road user groups, the task force is made up of independent experts, academics and user groups. It called for an ambitious long-term strategy and investment to tackle congestion on the roads and improve public spaces.

This congestion costs the London economy £4bn a year. The Capital's population is set to reach 10 million by 2031 and aspirations for a better city will place further pressure on the road network, exacerbating congestion levels.

Disruption cut by lane rental

The first of its kind in the UK, the lane rental scheme encourages utility companies to avoid digging up London's busiest roads at peak traffic times.

It has cut disruption at traffic hotspots by 46 per cent. Around 99 per cent of TfL works and 90 per cent of planned utility works now avoid jamming up busy roads at peak times, compared with around 30 per cent before the scheme was introduced. The main companies have also signed up to using quick-dry materials so roads can be reopened more quickly.

The scheme is estimated to save around 2,700 days of disruption.

In March 2014, TfL published a report outlining the progress made so far on the RTF's vision in five main areas:

1. Investing in roads

TfL has doubled the allocation of new investment for roads to £4bn by 2022, and around 50 projects valued at more than £2m each are under way.

These include the redesign of the IMAX roundabout at Waterloo to create a better interchange, and improved public spaces and facilities for cyclists. Another major scheme is the redevelopment of Elephant and Castle which will create 5,000 new homes and 4,000 jobs, as well as improve the junction.

Enhancements to Euston Circus have seen a new public space created with wider pavements, better crossings, cycle parking, new trees and landscaping, and Legible London signs that help to guide pedestrians.

Since March 2014, all highway schemes now have a separate page on TfL's website. This provides contact details and makes it easier to see the progress of each project clearly.

2. Identifying street types

The RTF looked at how the roles of roads differ, and set out nine 'street types' that can be used to map an area and create an overall picture of it. TfL will be employing this approach to identify where roads need to be improved and better public spaces created. Newham is one of the first boroughs to start using this method as part of the regeneration plans for the Royal Docks area.

3. Technology

One of the many technologies TfL is working on is SCOOT (Split Cycle Offset Optimisation Technique). This uses sensors to determine the number of vehicles at a junction and adjust the 'green light' time.

SCOOT has reduced delays by around 12 per cent and the technology is now in use at more than 3,000 sites across London. TfL will install SCOOT at a further 1,500 sites by 2018, and is also testing a version for pedestrian crossings.

Pedestrian Countdown technology has now been rolled out to around 550 crossings at 200 locations across London. The new system tells people how long they have to cross the road after the green man light has gone out.

4. Innovation

The RTF recommended exploring new approaches to transforming the Capital's roads, and in March the Mayor and TfL launched the Future Streets Incubator Fund. Distributing £1.8m over three years, it will support the development of innovative ideas, and is open to boroughs, Business Improvement Districts, sub-regional partnerships and community groups.

5. How TfL works with partners

The RTF set out an ambitious new framework for managing the Capital's roads. With the boroughs, TfL is looking at how to meet the RTF's proposals by making the best use of resources and by developing a workforce for the future. London Councils has set up a working group to support this and TfL is looking at its processes to improve the efficiency of schemes.



A crossing with Pedestrian Countdown

Achieving the vision

Analysis conducted since the launch of the RTF report has confirmed that strategic measures would also be needed to achieve the vision for London's roads and streets. TfL has begun four studies:

- To understand the long-term 'place' vision for central London in the vicinity of the Inner Ring Road and to explore the provision of alternative space, such as tolled tunnels
- To explore possibilities for transforming key corridors, including the North and South Circular roads
- A study to understand opportunities to encourage people to modify their travel behaviour
- A study to understand potential measures to reduce the impact of freight on congestion, safety and the environment

Taxi! The shape of things to come

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

Following the Mayor's pledge last year to introduce an Ultra Low Emission Zone in central London by 2020, TfL has been working closely with taxi manufacturers.

On 16 January, the Mayor of London unveiled designs of new zero emission capable vehicles that will secure the future of the iconic London taxi.

Manufacturers showcased vehicles under development that will deliver the next generation of taxis, while minimising harmful emissions and helping to cut pollution.

The design ideas included panoramic roofs, state-of-the-art driver gadgetry, automatic ramps for wheelchair users and indicators to warn cyclists and other motorists when a passenger is about to step out from the vehicle.

The Mayor also announced plans to make all new taxis that are presented for licensing from January 2018 'zero emission capable' – automatically able to operate in zero emission mode when being driven in areas of the Capital where air quality is at its worst.

Tackling pollution

In parts of central London, road transport is responsible for around 80 per cent of airborne pollution, with black cabs contributing to 30 per cent of particulate matter emissions in the area.

To assist taxi drivers and encourage the early adoption of the new greener vehicles before the 2018 deadline, the Mayor and TfL are now exploring a number of supporting measures with the Office of Low Emission Vehicles and are in discussions with the Green Investment Bank concerning financial options to help the Capital's transition to zero emission capable taxis.



The London taxi of the future will need to be 'zero emission capable' from 2018



There are almost 23,000 licensed taxis in London

'As part of my mission to improve our air quality and drive innovation, I'm making a firm pledge to Londoners that, from 2018, all new taxis presented for licensing should be zero emission capable.'

Boris Johnson, Mayor of London

Old river, new life

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less



More than eight million passengers a year use London River Services

‘The River Thames plays an integral role as both a key artery for commuters and a wonderful avenue for tourists.’

Boris Johnson, Mayor of London

For comfort, style and scenery, London’s river services take some beating – as record numbers of commuters and visitors are discovering.

In the first year of the Mayor’s River Action Plan, launched in February 2013, around 8.6 million people used River Bus and River Tours scheduled services. This included an increase of around 20 per cent in the number taking River Tours cruises and an eight per cent rise in River Bus traffic – putting the Mayor’s action plan target of 12 million users annually by 2020 well within sight.

Among proposals, the plan identified better river service information and promotion, new piers and improvements to existing ones, more cycle hire and cycle parking facilities, and other steps to improve integration with the rest of the Capital’s transport network. In support of the plans, the Mayor pledged a £10m investment.

The past year has seen progress on all fronts – clearer timetables, a new ‘Tube-style’ map and increased promotion. The rise in passenger numbers is perhaps most apparent on River Bus route RB6 (Putney to Blackfriars) where there has been a 130 per cent increase in passenger numbers since its relaunch in April 2013.

Plans for piers at Battersea Power Station and Plantation Wharf, near Wandsworth Bridge, are progressing, and three others in central London – Bankside, Embankment and Westminster – have been identified for expansion. Meanwhile, pilot projects at Embankment and Westminster also got under way during the year, with improved signage, lighting and facilities being installed.

For commuters and tourists alike, better information on changing to different transport services for onward journeys and a real-time arrival service called iBoat are making it easier to use the services. And once aboard, the opportunity to sit back in the comfort of the cabin, coffee in hand, and take in the sights of London’s landmarks is making the river an increasingly attractive travel alternative, for work as well as leisure.



Woolwich Ferry’s 50-year milestone

The current three Woolwich Ferries – providing the free service between Woolwich and North Woolwich – celebrated 50 years of passenger service in April 2013.

In 1963, three new diesel-powered boats replaced side-loading steam paddlers that had been in use since 1922, continuing a service that dates back to the 14th century.

Fifty years on, the James Newman, John Burns and Ernest Bevin continue to play an important part in east Londoners’ lives, carrying one million vehicles and 2.5 million passengers across the Thames each year.

Over the next seven years, a multi-million pound contract will ensure the boats and the landside infrastructure are overhauled and upgraded to increase reliability and extend the working life of this ferry service. The boats will also be more environmentally friendly, thanks to new filters that cut particulate matter emissions by 90 per cent.

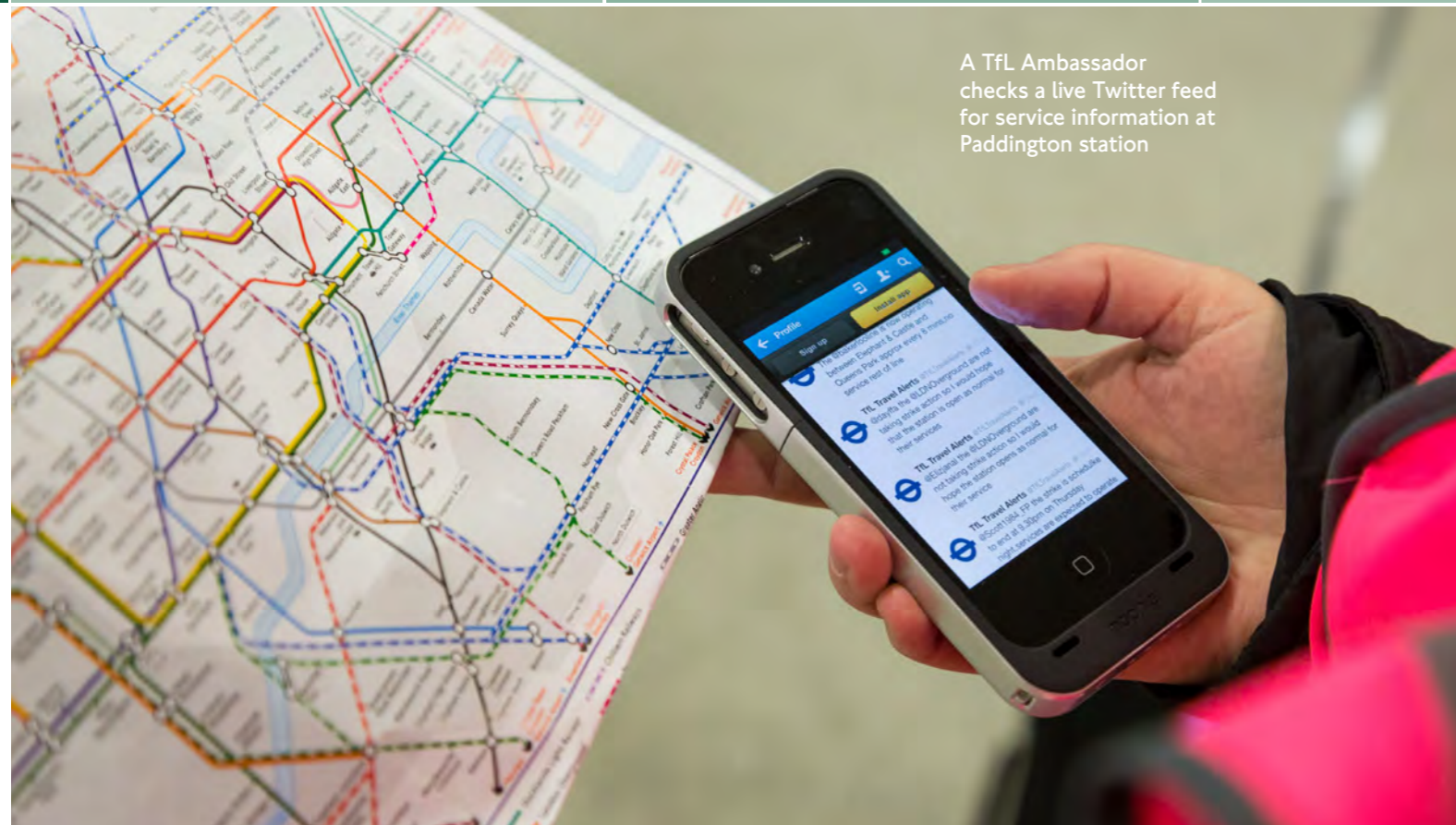
Amazing Ambassadors

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less



A TfL Ambassador checks a live Twitter feed for service information at Paddington station

TfL Ambassadors:

- Provide customers with real-time travel information using TfL apps on their smartphones and tablets
- Advise on how to get the most from public transport, and provide directions and maps
- Assist customers with special requirements and advise on accessible transport options
- Suggest alternative travel options and walking routes – especially in cases of disruption or overcrowding
- Assist with ticketing queries and using ticket machines

Ambassadors play an important part in helping customers move around.

Keeping London moving

Since the London 2012 Games, TfL Ambassadors have proved a reassuring presence during major events and at times of disruption.

They have been out in large numbers at events including the Notting Hill Carnival and major sports matches such as FA Cup finals and Wimbledon, and have supported shoppers during the Christmas and New Year period at the busiest West End stations and around Hyde Park.

During recent trade union industrial action on the London Underground network, Ambassadors at transport hubs kept customers informed and were able to offer advice on alternative travel options.

Training and development

All licensed Travel Ambassadors receive a combination of online or classroom training with a competency and practical assessment. This qualifies Ambassadors to help staff at Tube station gatelines and provide better and more flexible support to their Underground colleagues.

There are now more than 650 licensed Ambassadors and this figure is expected to grow in 2014/15. There are also more than 1,000 non-licensed ambassadors who provide customers with help and advice, without carrying out station operational duties.

One of the highlights of the London 2012 Games was the 4,000-strong team of TfL Travel Ambassadors who helped keep London moving.

Easily spotted in their magenta tabards, the army of volunteers could be found across the network, from rail, Tube and bus stations to river piers and taxi stands.

Success story

Having proved an indispensable source of travel advice for customers, TfL pledged to build on this success with the expansion of a long-term Ambassadors programme.

‘As I am office-based, being a TfL Ambassador is a great way to interact with customers and see the challenges my colleagues face on the frontline. I can see we are making a real difference, giving our customers accurate travel information and advice.’

Michael Joannou, Engagement Communication Specialist, Marketing and Communications, TfL

On the front line

TfL Ambassadors are office-based employees from around TfL – from department heads to administrative staff – volunteering to support operational teams wherever and whenever they are needed.

Fully trained and kitted-out with smartphones and maps, they provide up-to-the minute travel information and assist customers with a range of transport-related issues.

From giving directions and helping at ticket machines, to assisting disabled passengers and advising what to do with suspicious items,

A workforce for the future

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

Young people were offered a new opportunity to develop vital engineering and construction skills in October when HRH The Duke of York, KG, opened the new Royal Greenwich University Technical College (UTC).

Sponsored by TfL, the Royal Borough of Greenwich, the University of Greenwich and construction services and development company Wates Group, the UTC is designed to give 14 to 19-year-olds vocational qualifications to boost their job prospects and to meet a growing demand for technically trained workers.

With a quarter of London's 16 to 24-year-olds unemployed and the job market becoming increasingly competitive, it is more important

'The education provided by the UTC fits well with the Engineering and Construction offers from the University of Greenwich while at the same time improving the prospects of both young people and businesses in the region that we serve.'

**Professor Tom Barnes,
Deputy Vice Chancellor, Research and Enterprise, University of Greenwich**



Students in a workshop classroom at the UTC

Setting standards

TfL has been recognised for its achievements resulting from the Skills and Employment Strategy, and for setting the standard for other organisations:

- Winner of The Graduate Employer of Choice for Transport and Logistics in The Times Graduate Awards, 2012 and 2013
- Shortlisted for Most Popular Graduate Recruiter in Engineering, Design and Manufacture category, TARGET National Graduate Awards, 2013
- Highly Commended for Graduate Induction in the Association of Graduate Recruiters Development Awards, 2013
- Shortlisted in the Job Crowd Awards in both the Charity, Education and Public Sector and Transport and Logistics sector, 2012 and 2013
- Business in the Community, Race for Opportunity Award for Collaboration, 2013

than ever for young people to have the skills they need to secure employment and forge a career.

The college offers expert tuition in engineering, construction and design alongside core GCSEs and A-Levels. Students also work in an environment which has £1.5m worth of industry-standard technical equipment to help them develop the skills and techniques they will need for future careers.

The UTC sponsors have helped to develop the curriculum and provided industry experts to train and mentor the students, as well as arranging visits to engineering and construction sites.

TfL's support is non-financial and includes:

- Recruiting students and teachers
- Donating a former Tube carriage, two Barclays Cycle Hire bikes and a V8 engine from an impounded limousine for hands-on engineering projects
- Taking part in activities such as an Inspire Engineering event at London Transport Museum's depot
- Guest speakers discussing engineering

The UTC initiative is part of TfL's Skills and Employment Strategy which sets out plans to develop the talents of TfL employees, so ensuring the next generation who work in transport are equipped with the skills needed to keep the transport networks running.

A human face

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

Staff are the heart of TfL's business.

The smooth working of the network relies on the quality and attitude of staff, whether they are at the frontline with customers or in offices or depots behind the scenes.

Being professional, knowledgeable and helpful is vital, and the desire to give excellent customer service is paramount.

Customer satisfaction figures are at an all-time high this year, across virtually all transport services.

Every day, staff in many different roles do their utmost to provide a great service and a human face. An example of this can be seen when



Lost and found

Five-year-old Nathan Hawkins had accidentally left his furry friend, Yoshi, on a number 164 bus last

April. His mother, Gemma, took to Twitter and put out an appeal, little knowing it would be picked up by thousands of people across the world. It went as far as Australia and was even retweeted by Stephen Fry.

When David Edwards saw the tweet, he immediately contacted the bus company. An alert went out to all drivers on route 164 and Yoshi was found and reunited with Nathan.

London Buses Press Officer, David Edwards, helped reunite a young boy with his toy cat after a plea on Twitter went global (see box).

Customer care

Office-based teams often help customers in less obvious ways than operational staff but their help can be just as valuable. Peter Bale, from Marketing Services, is responsible for producing publicity to inform customers about changes to bus routes. One Friday afternoon he received late notification of a road closure starting the following Monday morning.

Realising a commercial coach operator would be affected, Peter tracked down the phone numbers for the operator and spoke to a director to let him know. The grateful director liaised with the local council to organise a route diversion and asked Peter to assist them with producing publicity to help customers avoid the problem.

On the buses

There are many examples every day of how staff proactively assist customers. This is recognised at the annual London Bus Awards which reward excellence and hard work among drivers, support teams and frontline personnel. This year there has been an unprecedented number of nominations.

Recognition is given given to staff who have shown outstanding customer service, on-the-road support, and special attention to the accessibility needs of older and disabled passengers. Those championing environmental initiatives in their depots and those taking pride in their vehicles are also recognised.



Providing great customer service with a friendly face

These stories all demonstrate that behind the infrastructure, the timetables and trains, TfL's staff are dedicated to providing the customer service that is key to keeping London working, moving and growing.

Mind the Gap

At the request of Dr Margaret McCollum, TfL re-introduced the distinctive voice of her late husband, Oswald, famous for his Mind the Gap announcement at Embankment station.

It's quicker by phone

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

When you're running one of the biggest urban public transport systems in the world, handling well over one billion train journeys and two billion bus journeys a year and managing 580km of London's red routes, things sometimes go wrong.

The trick, of course, is to put them right as swiftly and smoothly as possible.

The same applies at TfL's Contact Centre Operations, where teams of customer service advisers deal with 2.7 million letters, emails and telephone calls every year. Of these, some 1,500 a week relate to Oyster cards and refunds.

One particular area of focus this year has been to enable staff to fix a customer's problem straight away, allowing them greater flexibility in decision-making.

'Advisers who once felt frustrated with the solutions they were forced to offer now feel empowered and respected enough to find the most suitable solution to the issues raised.'

Volkan Altinok, First Contact Manager

The telephone teams dealing with Oyster inquiries and complaints were the first to try out a new approach. It worked so well that within a month it was extended to the team which deals with written inquiries.

Two simple 'rules' were introduced:

1. Do what is right for the customer
2. Where possible, pick up the phone and call the customer rather than send a letter

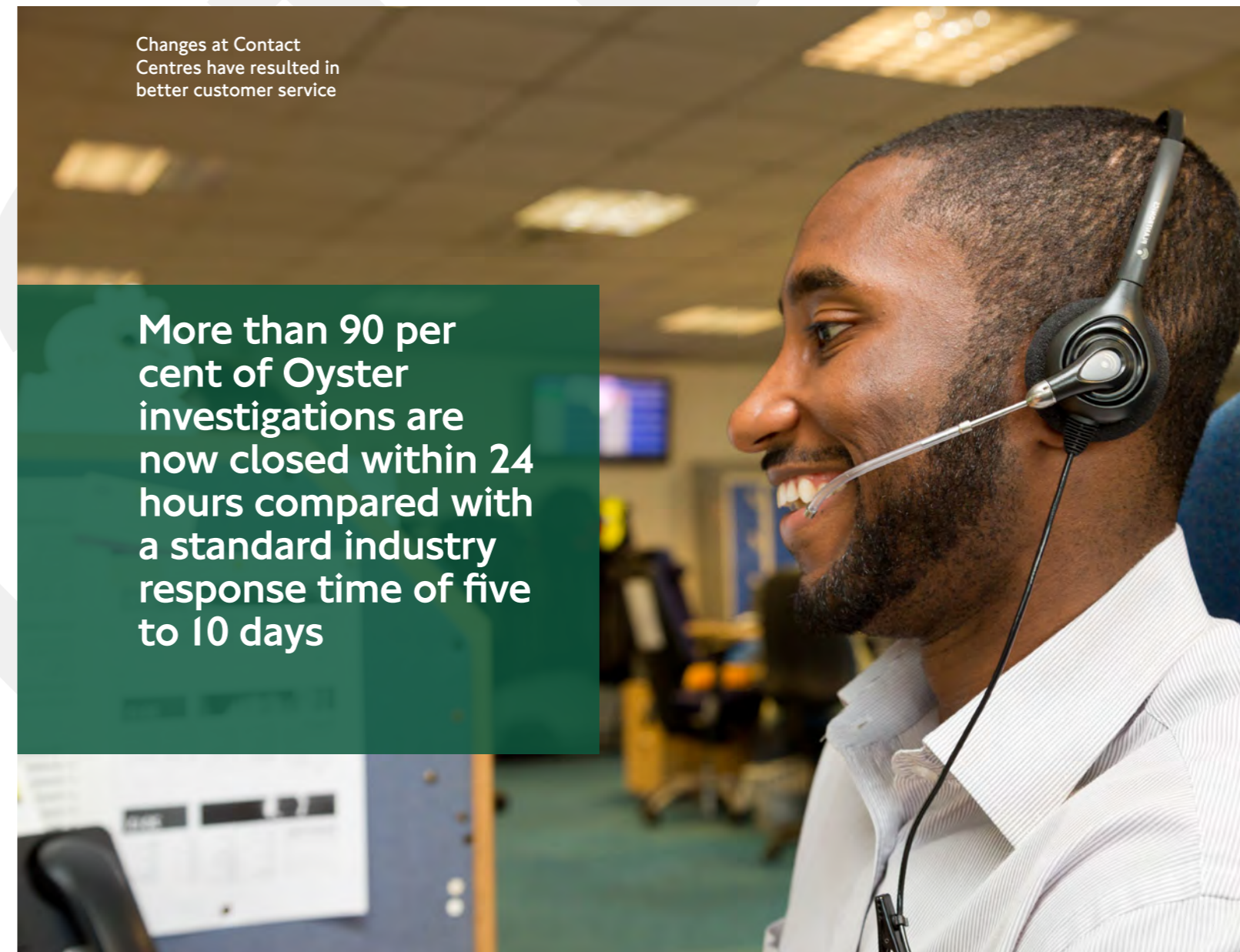
Advisers now have the power to decide on the level of investigation required, the time to be dedicated to the response, and the solution that best suits the issue.

The result? More than 90 per cent of all Oyster investigations are now closed within 24 hours compared with a standard industry response time of five to 10 days.

Simpler, speedier solutions mean happier customers and advisers alike. And a few months ago came the strongest independent recognition yet. In the previous two years, TfL felt proud to be named among the IMCI UK Top 50 Contact Centres. This year it came top for 'most improved email service.'

Changes at Contact Centres have resulted in better customer service

More than 90 per cent of Oyster investigations are now closed within 24 hours compared with a standard industry response time of five to 10 days



Effective and efficient business operations

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

With a target of delivering £16bn of savings over the period from 2009/10 to 2020/21, TfL's savings and efficiencies programme is one of the largest in the public sector. It works continually to reduce costs, allowing reinvestment in running and improving services.

Of the £16bn, firm plans are in place to deliver £12bn and progress is being made to secure the remaining £4bn including £188m in 2013/14 against a target of £137m. The items that make this up include:

Rail and Underground

- Savings from the track maintenance contract and the reduction in the scope of the Jubilee line overhaul. When making plans such as these, continued high performance of the Underground network is prioritised and decisions taken in this context
- A review of the station upgrade programme and operational practices in Track & Signals

Surface Transport

- A move to Congestion Charge payment options that cost less to maintain, provide an improved service for customers (including online and AutoPay) and the re-let of the contract to run the Congestion Charge. The contract was awarded to Capita in December 2013
- Re-negotiation of the contract with TfL partner Serco for operating the Cycle Hire scheme

Corporate

- Various savings to back-office costs, including training and consultancy, legal costs and reductions in the costs of TfL's insurance premium

The initiatives secured from 2009/10 to 2012/13 often have multi-year delivery plans. For example, something secured in 2011/12 might keep delivering savings to the end of the Business Plan in 2020/21. These include:

- Continued savings in rail and the Underground from reorganisations and staff reductions in previous years, including the integration of Metronet, reductions in operational staff and back-office staff
- Continued savings through competitive tendering of the bus network and the implementation of the London Highways Alliance contract, allowing TfL to save 15 per cent on unit rates by developing contracts jointly with London boroughs
- Recurring savings following the completion of Project Horizon, which delivered a leaner organisation with savings through improved sourcing and better ways of working



Platforms being raised at Buckhurst Hill station to enable level access to trains

Making life more convenient for customers

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less

Almost 11 years after it was launched, it is hard to imagine London without the Oyster card.

Around 70 million cards have been issued and the world's most popular travel payment card has transformed the way journeys are paid for in the Capital. It has saved millions of customers time and money.

'Around one in 10 Visa contactless transactions in the UK are made on buses in the Capital. We applaud TfL for having the foresight to embark on this pioneering journey and are delighted to be with them for every step along the way.'

Sandra Alzetta, Executive Director,
Visa Europe

Contactless takes off

Oyster has laid the foundations for a new way of paying for journeys. Contactless payment is similar to using an Oyster card – except that credit cards and debit cards are used to touch in on the yellow card reader at the start and end of journeys. Since they were launched in December 2012, more than 11 million bus journeys have been paid for using this new option.

Around 1,500 new cards are used each day as additional customers take advantage of the benefits of using a card they already have with them and paying the cheaper Oyster-rate fare rather than cash.

Cash is now used for only one per cent of bus journeys – down from 25 per cent in 2000 – which has led to faster boarding times and fewer delays. As a result, 2014 will see the end of cash handling on buses.

A first for London

During 2014, the Capital will become the first city in the world to fully integrate contactless payment cards into the fare system. Use of the cards will be extended to the Tube, London Overground, DLR and London Tramlink. There will be daily and weekly price capping, and the ability to check journey history online.

More than 85 per cent of bus and rail travel in London is now purchased using an Oyster card

Payment options are shown on the side of a new Routemaster



The story of Oyster

- 2003: Oyster launched 30 June
- 2005: Daily price capping introduced
- 2010: All National Rail services in Greater London start to accept Oyster
- 2012: Online accounts allow customers to manage their Oyster as they show detailed journey history, balances and fares paid, and requests for refunds

Transforming cycling, transforming London

Customers:
The heart of our business

Delivery:
Our plans and our promises

People:
Dedicated to customer service

Value:
Delivering more with less



Cyclists wait at an advanced stop line

In March 2013 the Mayor of London set out his Vision for Cycling, with plans for substantial and 'eventually transformative' change for cycling, backed by a 10-year budget of £913m.

A key part of the vision is the Central London Grid, a network combining 20 miles of arterial Superhighways on main roads, with a broad 60-mile network of capillary Quietways on calmer backstreets.

Integrating the Grid into the existing transport system is also under way – for example, since January, bikes have been allowed on the DLR at off-peak times.

Also in January, the UK's first low-level traffic signals designed for cyclists were installed at Bow roundabout.

In March, boroughs were awarded funding to trial off-street, Dutch-style, cycle-friendly roundabouts to test their viability for London.

London expansion

Following its push eastwards in 2012, the Barclays Cycle Hire scheme was extended into southwest London, with new docking stations in Wandsworth, Lambeth, Hammersmith & Fulham, and Kensington and Chelsea.

Straddling the river, the expansion added 2,000 new bicycles, around 5,000 new docking points and five more Thames bridges to the hire area, increasing its size by more than 50 per cent. More than 90 London Underground stations (including the entire Circle line) and a number of major rail stations, including Clapham Junction, Liverpool Street, Paddington and Putney, are now all within a short walk of a docking station, enabling more people to make cycling part of their daily commute.

Supporting businesses

TfL has been teaming up with local businesses to get more workers into the saddle through the Cycling Workplaces scheme. The initiative seeks to build cycling confidence and provide secure cycle parking at work.

Free cycle parking stands are being provided by TfL for London-based employers, helping to contribute towards a target of 80,000 additional cycle spaces by 2016 – making city cycling even more accessible.

Businesses such as Red Bee Media said the stands had 'made a big difference', while Parcelforce said it would 'definitely encourage other businesses to make use of this initiative'. Sustainability consultancy WSP said the scheme 'was a great way to encourage safe and responsible commuter cycling'.

London rides!

If the popularity of cycling in the Capital could ever be doubted, the Prudential RideLondon, developed by TfL and partners, was one of the UK's largest road cycling events. More than 65,000 people participated in the weekend festival in August.

On 7 July this year the Tour de France, the world's largest annual sporting event, will once again return to London.

Reaching out

With the Community Cycling Fund for London, TfL has helped set up local cycling initiatives to encourage people of all ages and backgrounds to ride, including those from deprived areas where cycling has been limited by income, skills or information.

There has been support for charities too, such as the Bike Project, which refurbishes discarded or donated bikes and gives them to refugees and asylum seekers who may struggle to afford other modes of transport.

Safer cycling

The first fully-segregated section of Barclays Cycle Superhighway opened in November. The new section, between Bow and Stratford, has almost two miles of new cycle track, almost entirely separated from traffic, along with bus stop bypasses to protect cyclists.

Progress against the Mayor's Transport Strategy

City Hall – The home of the Mayor and the Greater London Authority

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

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

The strategy identifies six goals:

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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

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

Overall progress against the MTS outcomes is reported every year in TfL's Travel in London report.



Support economic development and population growth

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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

Future of the Tube

In November, the Mayor and TfL set out their vision for the future of the Tube. It included plans to introduce a new 24-hour Night Tube service at weekends and continuing to ensure that stations are staffed and controlled at all times while services are running. TfL will improve Tube reliability, capacity and accessibility, and introduce improvements to make life easier for customers, such as better ticket machines and WiFi at more stations.

Support for Crossrail 2

A public consultation on Crossrail 2 in November showed 95 per cent support for the proposed new rail link between southwest and northeast London. It would create a new high-frequency, high-capacity rail line with shorter journey times across the Capital, reducing pressure on busy mainline routes and the Underground.

Award for Crossrail 2

The proposed Crossrail 2 project received worldwide recognition in February when it won Global Engineering Project of the Year at an international awards ceremony. It was nominated for its large-scale, innovative approach to building a new regional rail line through the heart of London.

Better roads

The Mayor set out his vision to deliver 21st century roads and streets for the Capital in his RTF report in July. In March, TfL announced plans for a £4bn rejuvenation programme as part of its delivery of these RTF recommendations. Dozens of locations will be transformed, some landmark junctions changed and thousands of new homes created.

Cutting congestion

Disruption caused by roadworks at traffic hot spots has been cut by 46 per cent on the Capital's busiest roads, just one year after the introduction of the London lane rental scheme. It is estimated to save around 2,700 days of disruption.

Reliability boost

In August, work began on the DLR to boost capacity and reliability. A second set of tracks was installed that will provide an extra 1,100 journeys an hour on the route between Stratford and Canary Wharf/Lewisham. The work is part of a wider project with Crossrail that saw the redevelopment of Pudding Mill Lane station.

Crossrail

Crossrail is on schedule to open in 2019, boosting capacity and access to central London and supporting economic growth (see p30).

River crossings

TfL has made significant progress in developing plans for additional highway river crossings for east London. Following consultations, TfL confirmed in May 2013 it would be submitting an application for powers to build a new road tunnel at Silvertown to relieve congestion at Blackwall, and a new crossing further east.

Growth areas

TfL has identified 23 growth areas where targeted investment in transport can support the creation of new homes and jobs. A £300m Growth Fund was set up in spring 2013 by TfL to help developers and other parties address problems that would hold up progress on developments. New transport schemes in nine areas are now expected to support up to 32,000 new jobs and 41,000 new homes.

Work is under way to boost capacity on the DLR



Euston Circus, University College Hospital and the London skyline, viewed from Euston Tower

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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



Tube improvements

Tube ridership rose to new a high, with 1.265bn journeys made on the network, up three per cent on the previous year and 15 per cent higher than five years ago. Also, more than 97 per cent of scheduled trains ran during the period of disruption caused by the winter storms. Tube improvements continue, with new trains on five lines and the completion of the Hammersmith & City line station redevelopment project.

DLR performance

The DLR achieved record scores for punctuality and performance in February, with figures showing that 99.77 per cent of its scheduled services had run the previous month and 99.67 per cent of trains had been on time. The new DLR Puddling Mill Lane station opened in April 2014, providing a new gateway to the Queen Elizabeth Olympic Park.

Traffic tweets

Twitter feed @TfLTrafficNews celebrated two years in operation in February 2014, with more than 200,000 followers now getting up-to-the-minute traffic information. Customer feedback showed that 42 per cent of followers wanted tweets during the night, so the service went 24/7 on 31 December.

More capacity for London Overground

Work began in March to prepare the London Overground network for longer, five-car trains. The project, part of a £320m programme, will bring a 25 per cent capacity increase to most lines by the end of 2015.

Cycling initiatives

In March, three London boroughs were awarded funding under the Mini-Holland programme – Enfield, Kingston-upon-Thames and Waltham Forest. This programme aims to emulate the cycle-friendly, low-traffic neighbourhoods in Amsterdam. The winning bids include redesigns of key town centres, new suburban cycle superhighways, Dutch-style roundabouts and rail superhubs.

Working with stakeholders

TfL hosted an event on 3 March to share with stakeholders progress made on its investment programme and long-term vision for roads and streets in London. More than 150 delegates from businesses, boroughs and other groups attended. Break-out sessions enabled stakeholders to exchange views and provide valuable feedback to help TfL shape the next stages of strategy development.

Innovation

TfL's first Technology Innovation Conference in March 2014 saw more than 150 businesses share innovative ideas to address the challenges of the organisation's huge investment programme. The event brought together 200 delegates from current suppliers, small and medium enterprises and academia to start to develop new technology and approaches to the job of modernising the Capital's transport network. Solutions can now be shared via TfL's new online Innovation Portal.

Enhance the quality of life for all Londoners

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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

Healthier Londoners

TfL published the world's first transport health action plan in February, which set out how it is working to improve the health of people in the Capital.

Live bus information

Launched in May, the new digital Countdown Sign service provides live bus information at a variety of public places including hospitals, schools and shopping centres.

Oyster

Oyster celebrated its 10th anniversary in June. More than 70 million cards have been issued and more than 85 per cent of all rail and bus travel in London is now paid for using an Oyster card.

New trains

Fully walk-through, air-conditioned trains were introduced on to the Circle line between September and February, and joined those already in operation on the Hammersmith & City and Metropolitan lines.

Cycling funding

Community grants of up to £5,000 were awarded for non-profit making groups wanting to set up cycling initiatives in September.

Helping high streets

Parking times were extended at 600 red route bays across the Capital in November to encourage more people to shop on London's high streets and boost the local economy.



Apprentices learn crucial engineering skills at the Acton Training Centre

Improving the West End

A study looking into the short and long-term improvements needed in the West End was initiated in January to see how best to enhance the area following the completion of Crossrail.

Year of the Bus

This year has been declared the 'Year of the Bus' to celebrate the vital role that buses play in keeping the Capital moving.

Supporting apprentices

More than 300 new apprenticeship roles within TfL and its supply chain were announced in March during National Apprenticeship Week.

Transforming Paddington

The redeveloped Paddington (Hammersmith & City line) station opened in December, with a new ticket hall, lifts to the platforms and a new entrance on the canal side.

Tackling air pollution

The Mayor's Air Quality Fund awarded more than £5.4m to London boroughs and partners in June to work on new measures to tackle air pollution. The money will be used for a variety of projects, including the use of low-emission vehicles, and the planting of green walls and trees to help improve air quality. Other initiatives to improve air quality are highlighted on page 69.

Improve the safety and security of all Londoners

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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

Tackling pickpockets

Operation Magnum, a partnership between the British Transport Police (BTP) and TfL, has resulted in a dramatic reduction in theft on TfL's rail services. Pickpocketing is the highest volume crime on the Tube and DLR, yet through targeted deployment of officers and improved use of intelligence, 2013/14 saw a reduction of more than 30 per cent in these offences.

Cable theft

Several strategic and tactical initiatives put in place to tackle a large increase in live cable theft in 2012/13 were so successful that TfL's rail and Underground systems have been unaffected throughout the year. TfL and the BTP will ensure this continues, to prevent any reoccurrence in this hugely disruptive crime.

Safer access to trains

The new trains being introduced across the Tube sub-surface lines are safer and more reliable as well as being more accessible by creating a level access between train and platform.

Cutting motorcycling accidents

BikeSafe-London celebrated its 10th anniversary in May with news that more than 26,000 motorcyclists had attended Rider Skills Days since its inception in 2003. The scheme is designed to improve knowledge and experience, create safer riders and therefore help cut motorcycle accidents in the Capital.

Project Guardian

Launched in July, Project Guardian aims to increase the confidence and willingness of people to come forward and report sexual offences on the transport network. Since the

launch, there has been more reporting of crimes of this nature and an increase in the police detection of sexual offences.

Addressing collisions on the roads

By September, more than 1,000 fleet managers and 10,000 professional drivers had attended the TfL-funded Exchanging Places programme which addresses casualties resulting from collisions between cyclists and HGVs.

HGV/cycle safety

The Industrial HGV Task Force, made up of officers from the Metropolitan Police, City of London Police and the Driver and Vehicle Standards Agency, became operational in October. It focuses on the risks HGVs pose to cyclists and conducts enforcement operations against non-compliant operators, drivers and vehicles in the construction and waste industries. More than 2,200 vehicles were stopped, more than 600 fixed penalty notices issued, 30 vehicles seized and more than 1,100 vehicles prohibited from using London's roads.

Operation Safeway

Operation Safeway launched in October and saw 2,500 police officers deployed at 160 key junctions throughout the winter, enforcing the law and giving advice to all road users seen putting themselves and others at risk. More than 13,800 fines were issued to drivers and cyclists.

Fleet Operator Recognition Scheme (FORS)

In the past year, 850 operators have achieved FORS accreditation. This brings the total to 1,700 accredited fleet operators and 168,000 vehicles since the scheme was launched in 2008.



An HGV is stopped for inspection

Safety campaigns

Four road safety campaigns targeting pedestrians, drivers and motorcyclists ran for six weeks in October, using posters, YouTube and other social media to urge people to stop, think and take more care.

STARS

City Hall hosted the annual STARS (Sustainable Travel: Active, Responsible, Safe) event in October for schools that had successfully promoted safer travel and encouraged more pupils to cycle and walk. More than 1,200 primary and secondary schools in London (40 per cent) participate in TfL's STARS programme.



Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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

Making goods vehicles safer

TfL announced in January that it is working with London councils and boroughs to ban vehicles weighing more than 3.5 tonnes without sideguards and mirrors from the Capital's roads. This will help safeguard vulnerable road users and improve the driver's view. TfL is also pressing the Government about eliminating some HGV exemptions and lobbying Europe for safer lorry designs with better visibility.

Traffic lights for cyclists

The UK's first low-level traffic signals designed specifically for cyclists were installed at Bow roundabout in January.

Cycle-friendly roundabouts

Boroughs were awarded funding in March to trial off-street, Dutch-style, cycle-friendly roundabouts to test their viability for the Capital.

Motorcycle safety

London's first Motorcycle Safety Action Plan was published in March, outlining 29 actions to help reduce casualties and make the roads safer for riders.

Pedestrian crossings

It was announced in March that trials get under way in the summer on testing new pedestrian crossing sensors that will automatically detect if there are lots of people waiting to cross the road. The introduction of Pedestrian Split Cycle Offset Optimisation Technique, or 'pedestrian SCOOT', is the first of its kind in the world and uses state-of-the-art video camera technology to automatically detect how many pedestrians are waiting at crossings. It enables the automatic adjustment of traffic signal timings, allowing more people to cross the road safely.

BTP reorganisation

TfL has worked closely with the BTP to introduce a new three area national structure (from the previous seven areas). This ensures that BTP services for TfL and London are brought under a single point of accountability, delivering the Mayor's manifesto commitment to create a 'One London Command'. The change came into effect in April 2014 and will improve BTP working practices and efficiency, allowing it to respond better to growth in passenger services and developments in rail services.



A Dutch-style roundabout at the road testing facility in Crowthorne

Improve transport opportunities for all Londoners

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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

Working with coach operators

London's first action plan for tourist coaches was launched in October, setting out how journeys can be improved for tourists over the next five years. The plan includes providing better access for coaches, minimising the impact they have on the Capital, and working with operators to boost tourism in the city. It also suggests looking at how stopping and parking spaces can be better used and promoting initiatives such as reducing engine idling.

Borough funding to boost cycling

A total of £148m is being invested each year to help boroughs create safer cycling infrastructure; improve roads, high streets and neighbourhoods; and tackle air pollution. The Mayor confirmed the financing through the Local Implementation Fund (LIP) in December, demonstrating the vital role the boroughs play in the local delivery of the MTS.

Cycle Hire expands

The expansion of the Barclays Cycle Hire scheme into southwest London was announced in December, doubling the area covered by the service. Around 2,000 new bikes and more than 150 docking stations are being provided around Clapham Junction, Hammersmith, Fulham and Putney.

Contactless takes off

Contactless payments accounted for more than 6.5 million journeys on the Capital's 8,700 buses in December, just one year after its launch. Around 40,000 people a day are now using contactless debit and credit cards to pay their bus fares – and the number is growing daily – showing that people find it an easy and convenient way to pay for travel.



River service between Putney and Blackfriars

Fares freeze

Fares in London were frozen in real terms for 2014 after the Mayor set priorities in December to support jobs and growth. An average rise of RPI 3.1 per cent from 2 January was announced and many fares were kept at 2013 prices.

London Overground's 'turn up and go' service

A 'turn up and go' service was launched in March that means passengers no longer need to book in advance to get assistance at stations.

River travel boost

A record 8.5 million passengers have been carried on River Buses and River Tours since new measures were introduced following the launch of the River Thames Action Plan in February 2013. The number of people using the Putney to Blackfriars service has increased 130 per cent and extra sailings have been added in the mornings and evenings. River Tours has seen a 20 per cent growth in journeys. In October, industry professionals met to discuss how to maximise the potential

offered by the Action Plan improvements programme and consider future investment needed in passenger services.

Cycle Superhighway

Work began on the Barclays Cycle Superhighway 5 last summer, bringing more dedicated cycle space, new 20mph limits and better junction designs for riders. Plans for the route, which runs from central London to New Cross Gate, have been upgraded and include more full cycle segregation and semi-segregation lanes, junction improvements and two new 20mph speed limits.

Easier access

Wider gates have been installed at more Tube stations, enabling passengers with buggies, luggage, wheelchairs and guide dogs to now access 185 stations quicker and easier, without having to ask for gates to be unlocked.

Sub-regional mobility forums

Between March and December 2013, TfL successfully piloted sub-regional mobility forums in central and south London. These forums provide a platform for the discussion of strategic public transport accessibility and mobility issues between TfL and representatives of boroughs and disabled and older people's organisations. They have already provided TfL with a more effective basis for the planning and prioritisation of access improvements. They will be rolled out to the other sub regions during 2014/15.

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

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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



A new Routemaster on Westminster Bridge

Electric vehicles

In April 2013, TfL's Source London electric vehicle charging network reached the Mayor's target of providing 1,300 publicly accessible electric vehicle charging points. In December, TfL selected IER Bolloré to take over the management and operation of Source London from this summer. IER Bolloré intends to extend the network to 6,000 charging points by 2018 and subsequently introduce an electric vehicle car club model similar to the Autolib scheme it operates in Paris.

Solar power at Paddington

In September, Paddington became the first Tube station to have solar panels installed. A total of 120 panels now capture power from the sun to generate 30,000 kWh of electricity every year. This will provide an annual saving of 13 tonnes of CO₂ emissions.

Electric buses

A trial of the Capital's first electric buses began in December and will help TfL develop plans to extend their use. The vehicles, which were introduced on two busy commuter routes, have zero tailpipe emissions. They could also bring possible energy savings of up to 75 per cent compared to a diesel single-deck bus.

Cleaner bus fleet

New Routemasters were operating across five bus routes in London during the financial year, making it the cleanest bus fleet in the world. The fifth route was introduced in February. More routes are planned to be converted during 2014. The vehicles are set to get even cleaner with the introduction of the very latest Euro VI engines. Testing in passenger services started in March and full production is expected to

begin later this year. London now has a fleet of eight hydrogen fuel buses that emit nothing but water on route RVI, and a biodiesel pilot scheme on 10 bus routes operating from Stagecoach's Barking Garage.

Energy-saving at stations

Energy-efficient technologies introduced at Leicester Square Tube station in March have reduced the amount of electricity used for lighting and heating by more than 50 per cent. The new ideas include long-life, low-energy lighting, centralised cooling and heat recovery systems, and innovative automation and control systems.

Zero emission capable taxis

All new London taxis will need to be zero emission capable from 2018 in order to be licensed, it was announced in January. The Mayor and TfL are in talks with manufacturers to develop and introduce the next generation of cleaner taxis.

Crossrail rolling stock

The tender to build the new Crossrail trains was awarded to Bombardier in March. Plans are that trains will incorporate energy-saving features such as metering, remote start-up, optimised regenerative braking, and 'sleep modes' for heating and ventilation. At Old Oak Common depot, Bombardier is incorporating features such as rainwater harvesting, roof mounted photo-voltaic arrays and fluid recycling at the train wash plant.

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

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

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

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

Managing travel

A year after the 2012 Games, TfL published a report showing the Olympic influence on work it is now undertaking. Called 'London 2012 transport legacy – one year on' it includes information on what TfL has done to encourage people and businesses to change their travel patterns during large events or major works. The Games allowed TfL to identify initiatives that worked well which could be carried forward, such as bold signage and wayfinding, Legible London mapping and the use of staff volunteers as Travel Ambassadors at major events, such as strikes and the Notting Hill Carnival. For instance, more than 1,000 Ambassadors signed up to help during industrial action on the Tube in February to keep London moving and open for business.

Regeneration

TfL continues to support regeneration in the Queen Elizabeth Olympic Park area and across East London through new and improved transport. Plans include adding extra carriages on London Overground trains to increase peak capacity, providing additional Thames river crossings and bringing enhancements to the Lea Valley rail corridor to enable better services to Stansted airport. In addition the Mayor announced a £1.5bn deal, in June, to transform Silvertown Quays in London's Royal Docks into an innovative new quarter with more than 1,500 new homes, restaurants, cafés, galleries and leisure facilities, both on and off the water.

Emirates Air Line

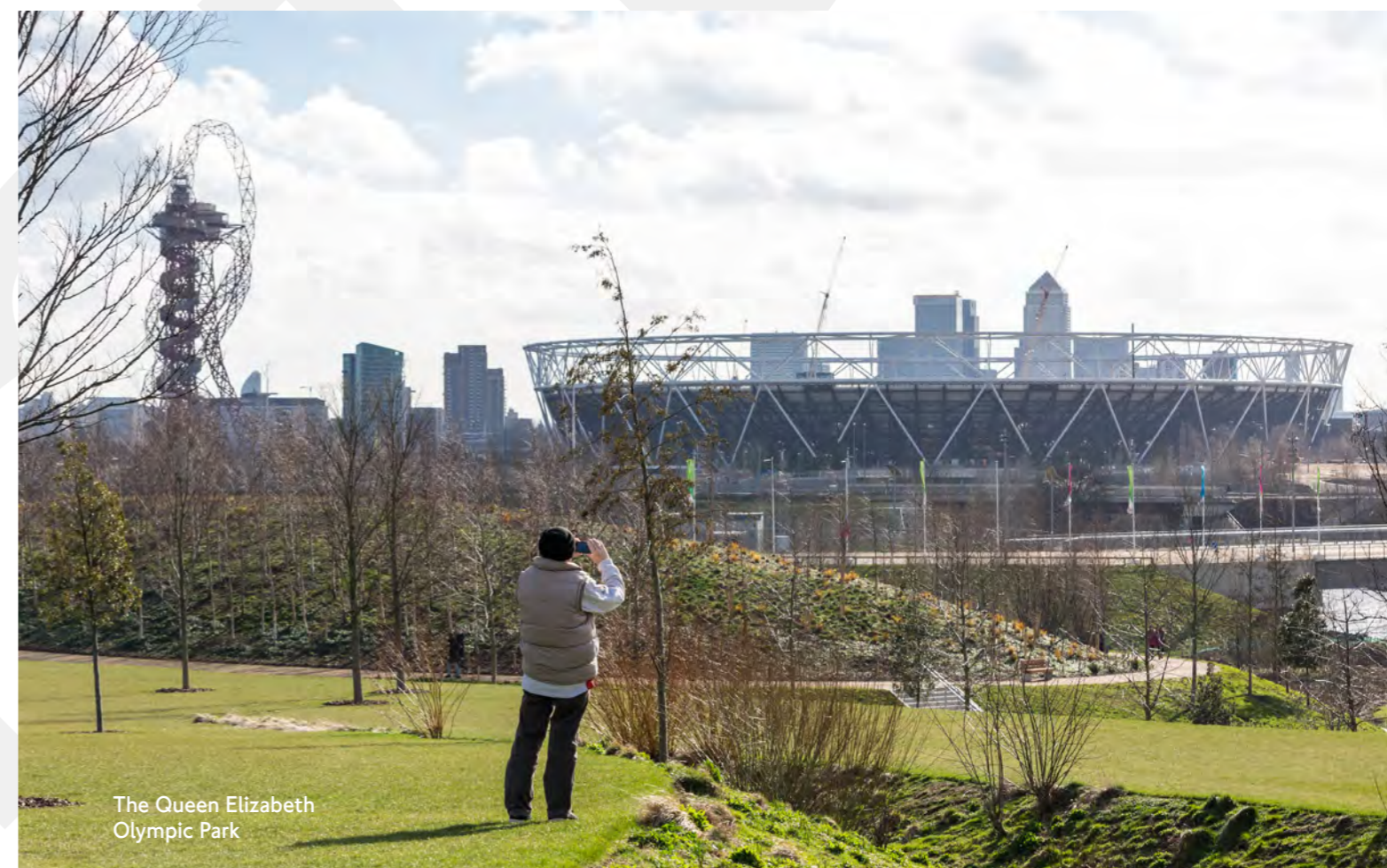
The Emirates Air Line marked its first anniversary in June and continues to play a key role in supporting growth and regeneration in the Greenwich and Newham area, including the proposed new Asian Business Port in the Royal Docks. It has carried more than 2.4 million passengers across the Thames in its first full year and in August a ticketing partnership was set up with The O₂, enabling people to buy e-tickets for a flight at the same time as booking for O₂ events or travel on Thames Clippers services.

More ramps

Boarding ramps were introduced at an additional 40 platforms at 19 Tube stations in the summer, following their successful deployment during the 2012 Games. New low-floor trains mean TfL has been able to remove ramps from some locations where they are no longer needed. Seventy-six per cent of step-free stations are now accessible to wheelchair and mobility scooter users from street to train through the use of ramps, raised platform sections, low-floor trains and other improvements.

More buses

Six bus routes have been re-routed or extended to serve the growing communities and businesses around the Queen Elizabeth Olympic Park. Bus routes such as the 97 was re-routed to serve new housing at East Village and Chobham Manor, while Route 388 was extended from Hackney Wick to



The Queen Elizabeth Olympic Park

Stratford City via the park along the Eastway Bridge. TfL sought the views of the public and stakeholders to the proposed changes to bus services as part of a nine week consultation.

Pudding Mill Lane

Work began in August to rebuild DLR's Pudding Mill Lane station. It opened in April 2014 and provides a new gateway to the Queen Elizabeth Olympic Park.

Statement of Accounts

(to come)

DRAFT

Annual Governance Statement

(to come)

DRAFT

Chief Officers



Sir Peter Hendy CBE
Commissioner



Steve Allen
Managing Director Finance



Mike Brown MVO
Managing Director
London Underground
and London Rail



Howard Carter
General Counsel



Leon Daniels
Managing Director
Surface Transport



Michèle Dix
Managing Director Planning



Vernon Everitt
Managing Director
Customer Experience
Marketing and Communications

Members of TfL



Boris Johnson
Chairman



Isabel Dedring
Deputy Chair



Eva Lindholm



Daniel Moylan



Peter Anderson



Sir John Armitt CBE



Bob Oddy



Keith Williams



Sir Brendan Barber



Richard Barnes



Steve Wright MBE



Charles Belcher



Roger Burnley



Brian Cooke



Baroness
Grey-Thompson DBE



Angela Knight CBE



Michael Liebreich

Directors of Crossrail Ltd



Terry Morgan CBE
Chairman



David Allen



Ian Brown CBE



Michael Cassidy CBE



Phil Gaffney



Terry Hill CBE



Robert Jennings CBE



Andy Mitchell



Daniel Moylan



Heather Rabbatts CBE



Andrew Wolstenholme OBE

Membership of TfL committees and panels

(as at 31 March 2014)

Members of TfL

Boris Johnson – Chairman
Isabel Dedring – Deputy Chair
Peter Anderson
Sir John Armit CBE
Sir Brendan Barber
Richard Barnes
Charles Belcher
Roger Burnley
Brian Cooke
Baroness Grey-Thompson DBE
Angela Knight CBE
Michael Liebreich
Eva Lindholm
Daniel Moylan
Bob Oddy
Keith Williams
Steve Wright MBE

Committees of TfL

Audit and Assurance Committee

Keith Williams – Chair
Steve Wright MBE – Vice Chair
Richard Barnes
Charles Belcher
Brian Cooke
Baroness Grey-Thompson DBE

Finance and Policy Committee

Peter Anderson – Chair
Daniel Moylan – Vice Chair
Isabel Dedring
Angela Knight CBE
Michael Liebreich
Eva Lindholm

Remuneration Committee

Baroness Grey-Thompson DBE – Chair
Daniel Moylan – Vice Chair
Sir John Armit CBE
Boris Johnson

Panels

Projects and Planning Panel

Isabel Dedring – Chair
Daniel Moylan – Vice Chair
Sir John Armit CBE
Roger Burnley
Baroness Grey-Thompson DBE
Angela Knight CBE

Rail and Underground Panel

Sir John Armit CBE – Chair
Steve Wright MBE – Vice Chair
Peter Anderson
Sir Brendan Barber
Richard Barnes
Charles Belcher
Brian Cooke
Isabel Dedring
Daniel Moylan

Safety and Sustainability Panel

Charles Belcher – Chair
Michael Liebreich – Vice Chair
Sir Brendan Barber
Richard Barnes
Baroness Grey-Thompson DBE
Bob Oddy

Surface Transport Panel

Baroness Grey-Thompson DBE – Chair
Charles Belcher – Vice Chair
Brian Cooke
Bob Oddy
Keith Williams
Steve Wright MBE

TfL Members' meeting attendance 2013/14

	Meetings of the Board attended	Meetings of the Audit and Assurance Committee attended	Meetings of the Finance and Policy Committee attended	Meetings of the Remuneration Committee attended	Meetings of the Projects and Planning Panel attended	Meetings of the Rail and Underground Panel attended	Meetings of the Safety and Sustainability Panel attended	Meetings of the Surface Transport Panel attended
Total number in the period:	6	4	6	4	5	3	4	4
Boris Johnson	5/6	-	-	0/4	-	-	-	-
Isabel Dedring	6/6	-	6/6	-	5/5	0/3	-	-
Peter Anderson	4/6	-	4/6	-	-	0/3	-	-
Sir John Armit CBE	4/6	-	-	3/4	5/5	2/3	-	-
Sir Brendan Barber	4/6	-	-	-	-	3/3	1/4	-
Richard Barnes	6/6	3/4	-	-	-	3/3	4/4	-
Charles Belcher	6/6	4/4	-	-	-	3/3	4/4	4/4
Roger Burnley	5/6	-	-	-	3/5	-	-	-
Brian Cooke	6/6	3/4	-	-	-	3/3	-	3/4
Baroness Grey-Thompson DBE	5/6	2/4	-	4/4	5/5	-	3/4	4/4
Angela Knight CBE	6/6	-	6/6	-	4/5	-	-	-
Michael Liebreich	4/6	-	4/6	-	-	-	4/4	-
Eva Lindholm	4/6	-	4/6	-	-	-	-	-
Daniel Moylan	6/6	-	6/6	4/4	5/5	2/3	-	-
Bob Oddy	6/6	-	-	-	-	-	4/4	4/4
Keith Williams	5/6	4/4	-	-	-	-	-	0/4
Steve Wright MBE	6/6	3/4	-	-	-	2/3	-	4/4

Notes:

The attendance figures are shown as number of meetings attended/ number of meetings eligible to attend.

Remuneration

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

Policy for Members

Members are appointed by the Mayor and are non-executive. Remuneration payable for 2013/14 for each Member related directly to the number of committees and panels on which each member served. Remuneration also took into account those members who served as Chair of the committees and panels, up to a capped maximum.

Remuneration levels are set for each Mayoral term, but are reviewed periodically to reflect the responsibilities and accountabilities of the role. With effect from 1 August 2004, the basic fee has been £18,000 per annum. Members who act as Chair, or as a member of a committee or panel, receive additional fees of £4,000 per annum (as a Chair) and £2,000 per annum (as a Member) for each appointment. The maximum payment in aggregate is set at £24,000 per annum. Most Members also received free travel for themselves and a nominee valid on TfL transport services. The remuneration for each Member for the year ended 31 March 2014 is shown on page **TBC**.

No allowances are paid to Members, although expenses can be claimed. There were no expenses claimed by Members in 2013/14. From January 2013 any expenses claimed by Members were published on tfl.gov.uk.

Policy for Chief Officers Remuneration Committee

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

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

Remuneration policy

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

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

TfL has continued to work with Towers Watson, one of the leading remuneration consultancies, to benchmark the remuneration of its Chief Officers against a peer group of comparable companies from transport, infrastructure, and public services sectors with which TfL competes for senior staff. This research has shown that TfL executives are paid at the lower end of the remuneration paid in comparator organisations; the total compensation paid to TfL's Chief Officers is generally around the lower quartile of the market. Towers Watson is retained under contract as remuneration consultants and provide no other services directly to TfL. A separate contract for investment and actuarial services is held by Towers Watson with TfL Pension Trustee Company Ltd.

Remuneration of senior staff

In recognition of the continuing challenging economic climate and financial constraints upon TfL, in 2013/14 the base pay of the Commissioner and most of the Chief Officers was frozen for a fifth consecutive year. The Commissioner's salary was £348,444.

The total remuneration of the Commissioner and most of the Chief Officers in 2013/14 was significantly lower than was the case in 2012/13. This is because, under one-off arrangements put in place in respect of targets set for the London 2012 Games, Performance Related Pay awards for targets achieved in 2010/11 and 2011/12 were both paid in 2012/13.

The Commissioner is eligible for consideration of a performance award up to a maximum of 50 per cent of base salary. The Chief Officers are eligible for consideration of a performance award up to a maximum of 30 per cent of base salary.

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

The number of TfL staff (excluding Crossrail) who received total remuneration over £100,000, including those paid above this amount due to severance payments, was 326 in 2013/14 compared to 298 in 2012/13. The number of Crossrail staff who received total remuneration of over £100,000 was 40 in 2013/14 compared to 30 in 2012/13.

This is largely due to a significant increase during the year in work to modernise the London Underground and to build Crossrail.

On the Tube, major stations, trains, track and signalling are being totally replaced or upgraded to provide more transport capacity for a rapidly growing city and to provide our customers with more reliable services. There was a sharp increase in work under way to build Crossrail, which will add 10 per cent to London's rail-based public transport capacity when it opens in 2018.

Both programmes are among the biggest capital investments in Europe and required the employment of further highly qualified engineers and project specialists to carry out this work. In addition, existing project staff have worked additional overtime as work to modernise the Tube has stepped up, taking their total remuneration to over £100,000.

Other benefits

Senior officers are eligible to receive the following:

- Private medical insurance
- Annual health check-ups
- Subscriptions to professional organisations

- Pension
- Where appropriate, recompense for loss of benefits from previous employers and/or to comply with TfL's policies
- As with all TfL employees, the Commissioner and Chief Officers are provided with a free travel pass for themselves and a nominee valid on TfL transport services. Chief Officers who joined after 1 April 1996 are eligible to receive reimbursement of 75 per cent of the cost of an annual season ticket on National Rail. Chief Officers employed by predecessor organisations prior to April 1996 receive National Rail facilities in line with the policy of the predecessor organisation

Pension arrangements

Chief Officers are eligible for the following pension benefits:

- Membership of the TfL Pension Fund, a 'defined benefit' scheme which provides for a pension payable from age 65, based on 1/60th of pensionable salary for each year of service
- Pensionable salary is capped for joiners from 1 June 1989. For 2013/14, the cap was £141,000
- Up to 25 per cent of the value of the pension can be taken as a cash sum (under current legislation)
- Lump sum death benefit of four times salary on death in service

- Dependant's pension and children's pensions are paid on death in service and after retirement
- Member contributions payable at the rate of five per cent of pensionable salary
- Pension payable in the event of retirement due to ill health
- An employer contribution of up to 10 per cent of salary to either the TfL Supplementary Pension Scheme, a 'defined contribution' scheme, which provides additional benefits for those earning above the cap or paid as a supplement to base salary less an adjustment for employer national insurance contributions. The Commissioner is entitled to a pension based on TfL service equal to what would be due under the TfL Pension Fund if the cap did not apply

Members' remuneration	For the year ended 31/03/14 £
Boris Johnson	Not remunerated by TfL
Isabel Dedring ¹	Not remunerated by TfL
Peter Anderson	24,000
Sir John Armitt CBE	24,000
Sir Brendan Barber	22,000
Richard Barnes	24,000
Roger Burnley	20,000
Charles Belcher	24,000
Brian Cooke	24,000
Baroness Grey-Thompson DBE	24,000
Angela Knight CBE	22,000
Michael Liebreich	22,000
Eva Lindholm	20,000
Daniel Moylan ²	99,000
Bob Oddy	22,000
Keith Williams	24,000
Steve Wright MBE	24,000

¹ Isabel Dedring is not remunerated as a Member of TfL. She is remunerated as a TfL employee on secondment to the GLA as Deputy Mayor for Transport.
² This is the total remuneration received from TfL in 2013/14 which comprised £24,000 as a Member of TfL and £75,000 for additional aviation duties.

Draft

© Transport for London
Windsor House
42–50 Victoria Street
London SW1H 0TL

July 2014

tfl.gov.uk

TV14_015