

Board



Date: 10 December 2014

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 5 November 2014 and updates the Board on significant projects and initiatives.

2 Recommendation

- 2.1 That the Board note the report.

List of appendices to this report:

Commissioner's Report – 10 December 2014

List of Background Papers:

None

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



Commissioner's Report

10 December 2014

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 5 November 2014, and updates the Board on significant projects and initiatives.

Cover picture: TfL works with London Poppy Day to raise funds for the Royal British Legion. This year, London Poppy Day raised £1.25m. The Commissioner's Routemaster bus is pictured leaving Buckingham Palace with VIP fundraisers.

2 Delivery

London's population is growing rapidly. According to the GLA 2050 Infrastructure Plan, the population will exceed 8.6 million people in January 2015, the same as the last peak in population in 1939. It is expected to reach nine million by 2018 and 10 million by 2031. That is growth equivalent to one full Tube train arriving in London every three days.

The impact of this is already being seen across the transport network:

- Friday 28 November was the busiest day so far for London Underground (LU) with 4.725 million journeys. This beats the previous record of 4.576 set two weeks previously, which we marked by sending out a press release to national media
- The top five busiest days in LU's history are now all from November 2014
- The week of 22 September saw a record 50 million journeys on the bus network
- The week of 22 September also saw a combined record of 76.1 million journeys across all of our services

We expect even these records to be broken again before the year is out.

This relentless growth in demand again underlines the vital importance of sustained investment in transport if we are to deliver on our core purpose of keeping London working

and growing, and making life here better to the benefit of the entire UK economy. The spending round that will follow the General Election next year is absolutely critical to enabling that.

2.1 LU

2.1.1 LU performance

Reliability levels remain high in Quarter 2. Underlying reliability – excluding the effects of industrial action – was better than target, showing a 12 per cent improvement from the same quarter last year. Period 7 lost customer hours (LCH) were worse than expected at 0.2 million hours higher than target. This was largely the result of one major incident which increased them by 0.17 million hours, where there was track damage at Chancery Lane on the Central line. Nonetheless, year-to-date underlying reliability is 10.2 million hours, one million hours better than target. We remain on track to reduce LU delays by 30 per cent by 2015, in addition to the almost 40 per cent reduction achieved between 2007/08 and 2011/12.

Passenger numbers continue to rise, with the first seven periods of the year seeing the highest ever numbers. Journeys are slightly lower than anticipated – almost 13 million fewer than target. Provisional data for Period 8 suggests trips may be increasing – 0.5 million more than target, partly owing to half term and various events.

Industrial relations update

We continue to discuss the proposed Fit for the Future – Stations project with the trades unions. Talks cover the new leadership structure, pay and location, ticket hall changes (including the upgraded ticket machines), staff development and training, as well as changes to the station environment. We are also discussing the introduction of the Night Tube.

Making our transport network more accessible Underground makes a stop at a school playground

Following replacement of C-Stock trains with the new S-Stock trains on the sub-surface lines earlier this year, we have worked with Plumcroft Primary School in Greenwich to redesign their playground. A retired C-Stock carriage was installed and will serve as a new learning space for the children.

2.1.2 LU Investment Programme

2.1.2.1 Sub-surface Railway (SSR)

Automatic Train Control

We have now received – and are in the process of analysing – Thales’s contract price and technical details.

S-Stock rollout

The new S8 trains achieved a record performance of 50,000km Mean Distance Between Failures during Period 7. We expect Bombardier to formally handover the trains to our maintenance team in December, which is ahead of the budget milestone date in January 2015. We achieved another important milestone for the District line and the

Sub-Surface Upgrade Programme (SUP) by running a second new S7 train in passenger service on the line’s core route.

Croxley rail link

Hertfordshire County Council expects to receive confirmation of the Department for Transport’s (DfT) funding in December, and the request for LU project authority shall follow shortly afterwards.

Victoria line upgrade

The Victoria line is now consistently delivering one of the highest levels of service in the world, with 34 trains an hour running during the peak periods.

On 9 October, the line’s management team ran an awareness day with our train operators. The event focused on reliability and the crucial role the operators play in providing a safe and reliable service to our customers. This engagement session was enhanced by performance levels on the day being at the highest for eight weeks, with 99.6 per cent of passenger kilometres operated.

Northern line upgrade

We continue to make progress with the track work necessary to enable the higher speeds required by the new timetable which is due to be introduced on 14 December 2014. The timetable will deliver 20 per cent more passengers than it could in 2006, meaning that an additional 11,000 passengers can now be carried by the Tube’s busiest line during the morning and evening peaks. The new timetable will see the Northern line run up to 26 trains



Embankment station
 Passengers can now use the Bakerloo and Northern lines at the station again after the escalator refurbishment

per hour through central London, up from 22 today and 20 in 2006.

Northern line extension

The extension of the Northern line to Nine Elms and Battersea has been given the go-ahead by the Secretary of State for Transport. We expect the main works to start in spring 2015.

On 16 October, Battersea Power Station Development Company (BPSDC) had its planning application for Phase 3 of its development approved by the London Borough of Wandsworth. The changes in Phase 3 from the reference design are significant and affect the design of Battersea station. We are working with our contractor, Ferrovial Agroman Laing O’Rourke and BPSDC to review the impact of the changes on cost and the programme of delivery, understand the constraints and develop a design to meet the needs of both parties. It is expected that a design will be agreed by January 2015.

Track renewals

We have now installed more than 1,000 metres of ballasted track over five different sites during the course of one year as part of our ‘short overnight engineering hours’ programme. We’ve developed two methods which work – one using mini-diggers and the other a vacuum suction machine. As a result, we have saved the need for four weekend closures, including one affecting the vital Piccadilly line route to Heathrow Airport. It has also demonstrated that it is possible to deliver ballasted track using this method within our tunnels, as well as in the open. Work continues on two or three sites simultaneously on most weekday nights.

2.1.2.2 Major stations improvement

Embankment station interchange re-opened

On 3 November 2014, Embankment station interchange reopened on time to the Northern and Bakerloo lines following the replacement of four escalators.

The 80-year-old escalators leading to the Northern and Bakerloo line platforms needed replacing to ensure the station could continue to operate safely. Replacing the escalators simultaneously meant that it took just 43 weeks to complete instead of an estimated 75 weeks had each been replaced one at a time to allow the interchange to remain open.

Although this required the closure of the interchange with the Circle and District lines, it enabled other areas to be refurbished at the same time. Further minor work continues on three new retail units. These are due to open in early 2015.

Euston escalators

As part of a programme to refurbish escalators at Euston, we have now completed work on the first. The second, which was taken out of service on 27 November, is expected to be completed by February 2015.

Tottenham Court Road station upgrade

We continue to make progress with the fit-out of the new ticket hall and, while the programme remains challenging, we are still on target to achieve partial opening in January 2015, which will allow major structural works to start on the Central line platforms. Work is progressing as scheduled on the escalator installations, fit-out works to the new Oxford Street entrance and the Northern line concourse.

Victoria station upgrade

Ground-stabilisation jet grouting has been completed with almost 2,200 jet grout 'columns' built to secure the ground ahead

of tunnelling. This is the first large-scale use of jet grouting for tunnel construction in the UK and has resulted in the project being shortlisted for the New Civil Engineer International Tunnelling Awards.

Bond Street station upgrade

We have now enlarged the northern tunnels concourse to its full cross-section and completed the excavation of the escalator barrel for the new northern escalators. The digging for the new link below the Central line platforms to the south is progressing well. Work to strengthen the Jubilee platforms was completed ahead of schedule, allowing the station to reopen for exit and interchange between all lines from 24 November, two weeks earlier than advertised.

2.2 London Rail

2.2.1 London Overground performance

London Overground's operational performance, as measured by the Public Performance Measure, remained better than target in Quarter 2, although it was down 0.7 index points from the same quarter last year. This was due to a number of significant infrastructure and third party events, including possession overruns by Network Rail which particularly affected the east London route.

The network carried 32.3 million passengers in Quarter 2, which is 0.2 million below target and at the same level as Quarter 2 of 2013/14. The number of journeys has been affected by a change to the way passengers are counted on one route, and by a large number of weekend engineering closures to undertake upgrade



Five-car trains will increase capacity on London Overground by 25 per cent

work, primarily for the London Overground Capacity Improvement Programme (LOCIP).

Year-to-date journeys are two million fewer than target and 1.5 per cent down on the same period last year. This is mainly owing to the impact of weekend closures required for LOCIP – which was underestimated in the budget.

LOCIP

On 6 November we introduced the first London Overground extended five-car train into passenger service on the east London route. Following the completion of Silwood sidings, this was the next big milestone for LOCIP.

The longer trains were introduced on the east London route on 6 November, which will be followed by their introduction on the north London route later in 2015. They will increase train capacity by 25 per cent.

Devolution of rail services

In support of the Mayor’s Rail Vision, responsibility for West Anglia Inner rail services between Enfield Town/Chingford/Cheshunt via

Seven Sisters to Liverpool Street, and Romford to Upminster, will transfer to us on 31 May 2015. A paper requesting the Board’s approval to transfer responsibility for the West Anglia Inner services and stations, and authorisation to enter into the terms of transfer and other documentation required to make the transfer possible, is on the agenda for this meeting.

2.2.2 Docklands Light Railway (DLR) performance

DLR has continued to perform exceptionally well in the quarter, with departures at 99.6 per cent, 0.8 index points better than target.

Customer satisfaction reached record levels in Quarter 2. Service reliability in the year-to-date has reached 99.3 per cent, 0.5 per cent better than target. Passenger journeys are also up. Period 7 saw the highest ever level for the period, almost 10 per cent up on the previous year, and 0.2 million above target. As with LU, demand is showing some signs of picking up.

DLR carried 24.5 million passengers in Quarter 2, almost eight per cent higher than the same quarter last year, and slightly above target.

Buoyant demand has continued into Period 7, with demand at record levels for the period at 8.7 million, 9.6 per cent more than the same period last year and 0.2 million ahead of target. Passenger numbers in the year to Period 7 are 57.3 million, 0.1 million fewer than target but six per cent more than the same period last year.

New DLR franchise

Mobilisation for the new franchise continues ahead of the transfer from Serco to our new franchisee, Keolis Amey Docklands (KAD) which was scheduled to take place on 7 December. KAD will operate and maintain the railway until April 2021, with an option to extend to 2023.

2.2.3 Trams performance

In Period 8, provisional data indicates that passenger numbers were 2.3 million, 0.1 million fewer than target and 5.8 per cent fewer than the same period last year.

The percentage of scheduled kilometres operated fell to 97.5 per cent, 1.5 per cent below target. This was largely owing to rolling stock issues, a major fire at a building in West Croydon, and over-running engineering works.

Passenger numbers for Period 7 were at record levels for the period.

Year-to-date passenger journeys were 16.2 million, around four per cent more than target but two per cent fewer than the same period last year. This was owing to both improved accuracy in counting journeys and a higher number of engineering works this year.

Year-to-date scheduled kilometres operated is 97.8 per cent, which is 1.2 per cent lower than target.

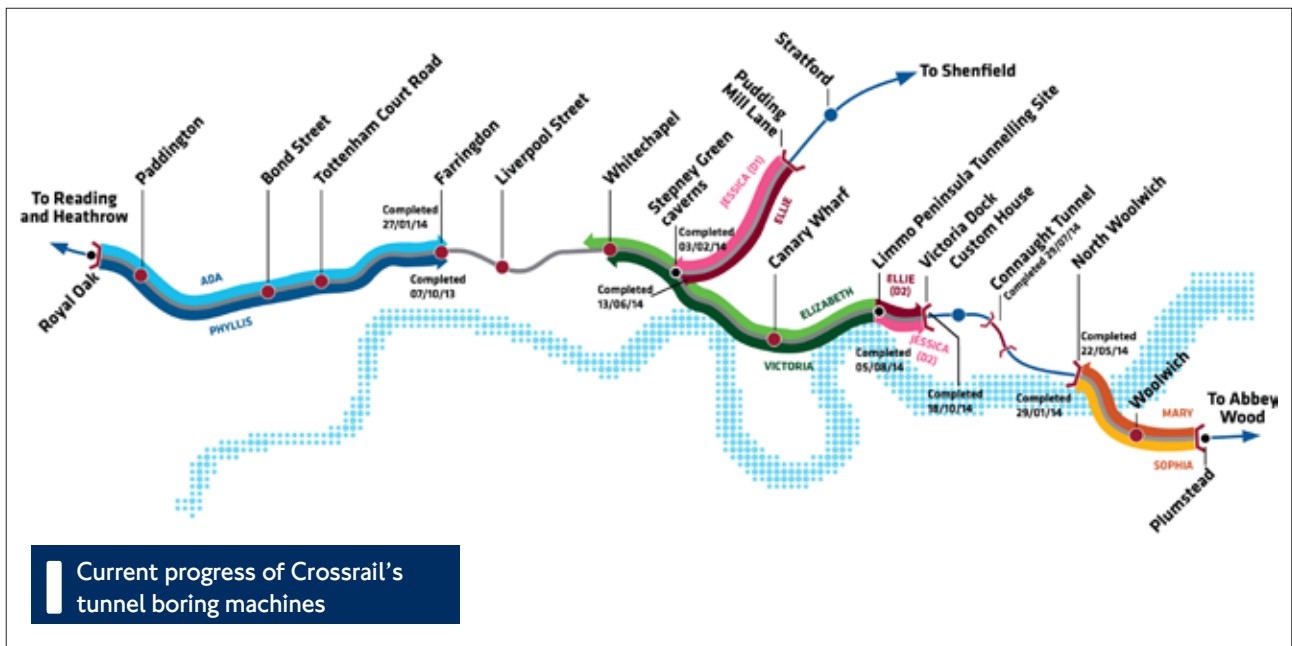
The Deed of Variation to bring tram maintenance in-house from Bombardier has been signed, formalising the transfer of maintenance responsibility to Tramlink. This was due to take place on 7 December and is being preceded by a four-week shadow running phase. We have begun briefing staff, and preparations are under way to ensure an appropriate organisational structure, and maintenance and improvement plans are in place.

2.2.4 Emirates Air Line performance

In Period 8, provisional data indicates that passenger numbers were 0.13 million, which is 0.04 million fewer than target but 31 per cent more than the same period last year.

In the year to date, 0.97 million passenger journeys have been recorded. While this is 0.18 million fewer than target, passenger revenues remain in excess of operating expenditure. The week commencing 10 November was the 11th successive week in which customer journeys exceeded the same week last year.

Since the beginning of September, passenger volumes have significantly increased and are up each week compared with the same period last year. This increase is likely to be driven by a combination of the appeal of the new in-flight digital tour offer, late summer marketing and the ticket partnership with Thames Clippers.



The new information and sales desk inside North Greenwich station is expected to increase awareness, and early indications of its impact are positive. The Emirates Air Line recently had its busiest half-term week since 2012.

2.5 Crossrail

Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn. The programme is now more than 59 per cent complete. During the period more than £100m was spent taking the project forward, and cost and schedule performance improved.

There has been positive progress on commercial negotiations, particularly with Crossrail's advance work contractors at Liverpool Street and Whitechapel. There remains a 20 per cent chance that some of the £600m TfL contingency funding may be needed.

There are more than 12,000 people currently working across 40 Crossrail sites. More than 7,500 people have been trained at the Tunnelling and Underground Construction Academy, more than 3,500 jobs have been created for local people and Crossrail is well on the way to achieving its target of 400 apprentices before the end of the year. Safety performance has been maintained

and Crossrail remains on target to achieve its waste recycling and reuse targets.

Following retirement of six out of eight of Crossrail's tunnel boring machines, the final two – Elizabeth and Victoria – are now working their way from Whitechapel to Farringdon. They will complete their drives in spring next year, marking the end of Crossrail's tunnelling, which began in May 2012.

We are now focusing on ensuring a safe but shorter removal plan for these machines to ensure other critical dates can be met. The project will then shift to station fit-out and rail and systems installation, for which a huge amount of advance planning has already been carried out.

The current progress of Crossrail's tunnel boring machines is illustrated above.

The sprayed concrete construction that forms the majority of the station platform tunnels is now 95 per cent complete and station building works continues to gain momentum. Sprayed concrete production rates in some other areas continue to be challenging. Actions are being taken to ensure production supports critical path schedule interfaces and progress is being made.

The surface works, delivered by Crossrail's partner Network Rail, remain on target and are now 33 per cent complete. Good progress is being made between Crossrail and Network Rail to ensure the robustness of signalling interfaces on the final route. Positive progress has also been made in developing draft Schedule 7s for planning approval at Hayes & Harlington, Southall and West Ealing. The first section of track to be used by Crossrail trains has been laid on the new Stockley flyover, constructed by Network Rail in Hillingdon. The 120-metre long Stockley flyover will be used by Heathrow Express and Heathrow Connect

services from next year and is the largest single-span bridge to have been installed anywhere on the Great Western railway since the days of Brunel.

In addition, Network Rail achieved one of its major Crossrail milestones early, following the opening of a temporary station at Abbey Wood in November. This will allow work for the new Crossrail station to get under way. The new, two-level station will open in 2017 and will be built above two new dedicated Crossrail tracks and those used by North Kent services.



Crossrail's permanent Abbey Wood station - artist's impression pictured



Crossrail excavated material creating a new nature reserve

The final shipment of excavated material from Crossrail’s Northfleet depot left for Wallasea Island. Over the past three years Crossrail has unloaded and stockpiled 1.3 million tonnes of material and more than 1,000 ships have been loaded and sent to Wallasea. The material is being used to create a landmark conservation and engineering scheme in conjunction with the RSPB and will provide a home for tens of thousands of migratory birds, and combat threats from climate change and coastal flooding.

The construction of the Moorgate shaft at the new Crossrail Liverpool Street station is now complete. The 42-metre deep shaft is on one of Crossrail’s most constrained sites, with the Hammersmith & City and Northern lines nearby. The shaft will serve as the home for the required mechanical and electrical equipment and provide ventilation and emergency access to Crossrail’s new ticket hall at Moorgate.

DfT funding confirmed for step-free access

The announcement by the DfT of £14m of funding for Taplow, Langley and Iver stations now means that all 40 Crossrail stations will have step-free access. All stations will be staffed when trains are running, providing the ‘turn-up-and-go’ assistance service already in operation across the LU and London Overground networks.

The Culture Line

British Land has joined the ranks of companies supporting The Culture Line, which is bringing art to Crossrail’s central stations. British Land’s financial contribution will be matched

by the City of London and will see inspiring art installed around Liverpool Street's Broadgate entrance. Shortlisting of internationally renowned artists for pieces at Canary Wharf and Tottenham Court Road funded by Canary Wharf Group and Almacantar & Derwent respectively has taken place. These pieces will also be match-funded by the City of London. Significant high-profile leads are being pursued for the remaining eligible stations. Crossrail's artist in residence provided artworks for the Prime Minister's Building Britain campaign.

Transforming areas around Crossrail stations

We have awarded £28m to Outer London boroughs for them to transform the public spaces around Crossrail stations. This will support local borough-led projects at 17 stations in Greater London and will help cut crime, improve road safety, develop seamless interchanges with local bus networks and taxis, and make areas more pleasant for millions of passengers. The improvements will be made by 2019.

Surface Transport

2.5.1 Surface Transport's Operational Performance

Bus passenger journeys and demand

In Quarter 2 actual bus passenger journeys were 5.4 million more than the same period last year. This was 7.9 million fewer than target, however, with non-fare passenger journeys of 6.6 million (3.7 per cent) principally accounting for the forecast variation. The variation has arisen from a methodology change introduced to improve validation of figures and avoid over-

estimation of the numbers of 11 to 15-year-old and 16+ passenger journeys.

More than 580,000 cycle journeys are made every day in London and cycling has more than doubled in the past decade. Cycling levels in Quarter 2 were 16 per cent – 52 index points – higher than the same quarter last year. This is the highest level of cycling seen in Quarter 2 since the index began and just over eight per cent – 28 index points – above target. This is now the fourth consecutive quarter where we have seen the highest levels of cycling.

With levels of cycling expected to grow not only on the Transport for London Road Network (TLRN), but also on all the Capital's roads, we have developed a new way for recording journeys that will run in parallel with the existing cycling index. Monitoring using this metric currently covers the central London Congestion Charging zone and shows that an average of 512,315km (about 167,000 journeys) were cycled during Quarter 2 each day – just over 27 per cent higher than the first quarter.

2.5.2 Reliability

Journey time reliability (JTR) on London's roads continues to show signs of deterioration as economic growth, and resulting increases in traffic, returns to the Capital.

Traffic volumes have risen by almost three per cent over the past year. Despite this deterioration bus excess wait time has been maintained at our historically high target throughout the quarter.

JTR in the morning peak on the TLRN is worse than target and the same as quarter last year. Serious and severe disruption on the TLRN is also worse than the same Quarter 1 last year. We do not now expect to meet the Serious and Severe Disruption or JTR full-year targets in 2014/15.

JTR on the TLRN in the am peak in all directions for Quarter 2 was 89.4 per cent – one percentage point lower than the same quarter in 2013/14. Traffic flows have increased since Quarter 3, 2013/14, driven by economic growth and population increases. The Capital’s population is now expected to overtake its previous peak of 8.6 million in early 2015 (its highest level since 1939). Quarter 2 average 24-hour weekday traffic flows across London

were up 1.9 per cent compared with the same quarter last year.

General traffic accounts for nearly 80 per cent of JTR, so a significant rise in volume is expected to result in worsening rates of reliability. Our modelling indicates that for every two per cent annual increase in traffic flows, JTR will fall by around 0.5 index points. We continue to implement a range of measures to tackle congestion caused by increasing traffic flows. These include the roll out of a further 1,500 Split Cycle Optimisation Offset Technique sites, work to re-time freight deliveries from the busiest hours, and ever more targeted traffic enforcement. This is all in conjunction with the continued development and implementation of a London-

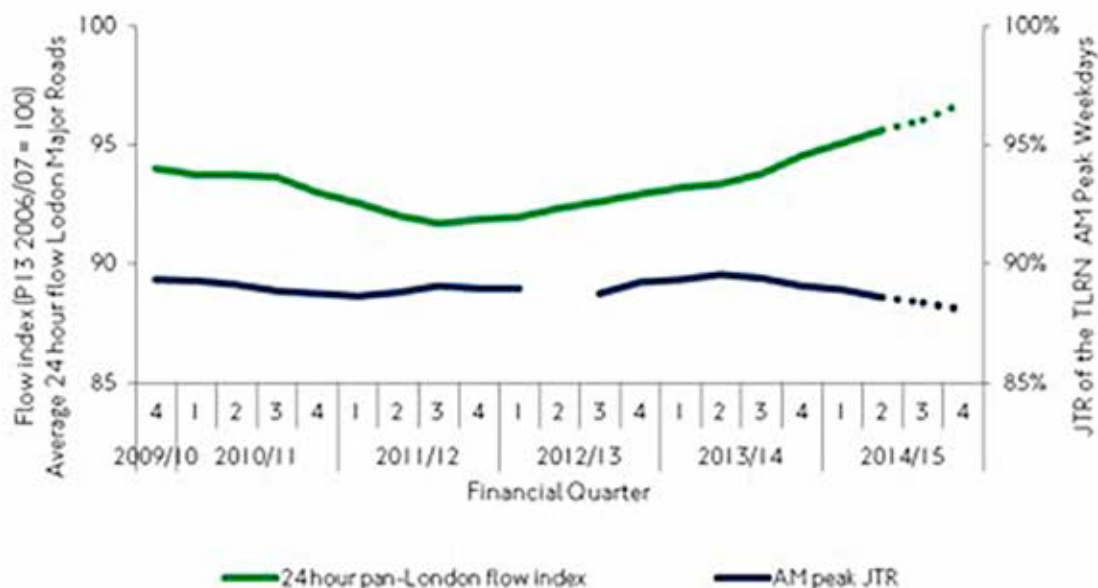


Chart 1: Traffic flows and JTR on the TLRN, 13-period rolling average



London Transport Museum's B-type Battle Bus took part in this year's Lord Mayor's Show

wide Advanced Signal Management strategy and will also be supported by the roll out of a new traffic flow origin and destination tool, delivered in partnership with Deloitte. In addition, we are developing further work on, and a delivery plan for, freight and logistics.

Increased traffic volumes on the road network translate to a more than proportional rise in the amount of unplanned serious and severe disruption expected on the TLRN, as more traffic is squeezed into the same road space across 24 hours.

Despite the slight drop in reliability, reflected by the bus excess wait time measure, bus customer satisfaction is at its highest recorded level, and bus excess wait time has been maintained at its historically high levels of reliability.

Overall satisfaction with bus services reached an all time high of 86 points in Quarter 2, an unprecedented increase of three points from Quarter 1 and four points higher than the same quarter last year. Satisfaction with crowding on the bus was 84 points, four points higher than last quarter and three points higher than last year. Satisfaction with wait time is two points higher than last quarter, and three points higher than last year.

2.5.3 Providing a quality bus network

New Routemasters

The number of New Routemasters in the bus fleet rose from 600 to 800 following approval of funding by the TfL Board on 5 November.

Discussions are taking place with manufacturer WrightBus this month with the final vehicles anticipated to be delivered in April 2016. The latest batch has the new ultra-low emission Euro VI engine, and the buses are being phased on to route 453, which runs from Marylebone to Deptford Bridge.

Number 137 is the tenth bus route to be run entirely with New Routemasters and will be fully converted by the end of December. They will run between Oxford Circus and Streatham Hill via Marble Arch, Hyde Park Corner, Knightsbridge, Sloane Square, Chelsea Bridge, Battersea Park and Clapham Common. During peaks hours, 31 of the state of the art buses will carry the 22,000 people who travel on the route each week day.

To date, nine bus routes in London are being served by more than 300 New Routemasters. This conversion is another step towards the delivery of 800 New Routemasters by 2016, which will reduce CO₂ emissions in the Capital by around 27,500 tonnes a year.

Cashless buses update

The introduction of cash-free operation continues to go smoothly with no significant issues. We are now looking at further enhancements to our ticketing options and Oyster vending machine locations to cater for occasional bus users and visitors to London. The project recently received a Silver Award in the Innovations Category of the UK Bus Awards.



Students from UCL won 'Best Urban Design Film' for a piece filmed in Regent Street



Buses from the sculpture trail were displayed in Trafalgar Square in October

Increased bus capacity in North Greenwich

On 10 November, extra morning peak bus capacity was introduced between Charlton Station and North Greenwich on route 472, with six additional journeys across the peak period. We are also planning further capacity enhancements in early 2015 on route 129 (Greenwich town centre to North Greenwich).

Year of the Bus

On 8 November, half-a-million people came into the City of London and the Borough of Westminster to see the Lord Mayor's Show. In celebration of the Year of the Bus, we teamed up with the London Transport Museum to enter our B-Type 'Battle Bus' and a New Routemaster bedecked in poppy livery in the annual parade.

Fifty members of staff from TfL, the London Bus Operators and museum volunteers took part in the procession, either working on the buses or walking alongside them. Also riding on the Battle Bus were a number of Sikh soldiers, all dressed in First World War uniforms, participating to commemorate the men and women who fought for the Commonwealth in the First World War.

On 12 November, University College London (UCL) won the 'Best Urban Design Film' at the 2014 New Urbanism Film Festival in Los Angeles. UCL's video 'The Bus Stop: London's Agent of Change' was filmed at the Year of the Bus Cavalcade in Regent Street on 22 June 2014. Judges said the film won because 'it inspires us to re-imagine other elements of urban design with new eyes'. UCL's video can be seen at youtu.be/2wTz_ZhLlNU

We have also launched a fourth Year of the Bus sculpture trail, this time in Croydon. The 17 bus sculptures have been installed around the town centre as a Christmas trail. A large number have been hand painted by local and London-based artists to reflect both the heritage and innovation of Croydon and London's transport network overall. The trail passes East and West Croydon stations, North End, Croydon Library, Surrey Street Market, Reeves Corner and Wandle Park.

Research to assess the impact of the Year of the Bus campaign shows that awareness of it is high among Londoners, with one in four Londoners aware, and that the campaign has

had a clear impact in changing perceptions of TfL and our bus services.

Having seen the campaign, bus users have more positive attitudes towards London buses and are aware of investment and innovation. Fifty per cent (up from 43 per cent) agree that London buses are on the way up. Seventy-seven per cent of those aware of the campaign said it made them feel TfL is investing in London buses to improve customer journeys.

Major work to improve Tottenham Hale

The main works at Tottenham Hale Gyratory, which began in October 2012, have been successfully completed on time and on budget. The scheme includes the alteration of a large one-way gyratory into a two-way road network and construction of a new landmark bus station. The removal of the gyratory provides improvements for pedestrians, cyclists and public transport users as well as supporting wider regeneration projects in the Tottenham area. The new bus station improves LU and national rail interchanges with bus services.

Prior to its closure and reconstruction, the bus station was handling around two million passengers a year. The new bus station, which incorporates some stops previously on the highway, is expected to serve three million following the extension of bus route 76.

Keeping London moving

Hammersmith Flyover work begins

On 26 November the latest stage of work began to ensure the flyover remains open to

traffic for decades to come. So far we have successfully carried out work with minimal traffic disruption, with closures of the flyover restricted to night time and weekends. Each of the 15 flyover piers will be individually jacked up to replace the worn out bearings. This will required 60 full closures of the flyover until summer 2015. The project has allowed our contractor, Costain, to take on 24 apprentices.

Scheme consultations

November has seen unprecedented levels of public engagement on a number of schemes. These form the first phase of delivery of the Road Modernisation Plan.

The consultation reports for Cycle Superhighway 5 (Inner) and Oval were published on 10 November, confirming our intention to progress with both schemes. A secondary consultation has been issued for a small section of Cycle Superhighway 5, following requests for design changes by local residents on Harleyford Road.

Consultations on the better junction schemes at Archway, Old Street and Stockwell started in November and will run for between six and eight weeks to take account of the Christmas period.

Outline concepts proposed for the regeneration of Vauxhall gyratory and the urban realm improvements on the Elephant and Castle peninsula are also currently being considered through public consultation to ensure these transformational schemes meet

The east-west Cycle Superhighway will include segregated paths, similar to Cycle Superhighway 5 - artist's impression of superhighway 5 pictured



the aspirations of all those who live and work in, or travel through, these key locations.

Cycle Superhighway consultation

Public consultation on the east-west Cycle Superhighway, which closed on 9 November (see 'Scheme consultations' on previous page), received 8,819 direct responses (including 404 joint responses which also apply to the north-south route).

A further 6,314 emails were received via the London Cycling Campaign website. Responses have come from businesses, transport groups, politicians, universities and healthcare providers. We are currently reviewing the information. The full consultation report is due to be published in January.

Zero-emission-capable taxi

Following the consultation on the Ultra Low Emission Zone in October, we have licensed the first zero-emission-capable taxi as part of a three-month trial. Up to five Metrocab taxis are expected to be temporarily licensed for passenger service on London's roads, testing the zero-emissions technology and collecting data for assessment and evaluation.

Quiet Cities Global Summit

I spoke at the first global event to address re-timing deliveries, held at Twickenham Stadium on 25 and 26 November 2014. The event focused on how to re-time deliveries, without causing disturbance to residents, in order to reduce traffic during the day in London.

We highlighted the role of the TfL-facilitated Re-timing Deliveries Consortium. The Consortium (which consists of leading retailers, London boroughs, London Councils, the Noise Abatement Society, and freight industry trade bodies) launched their guidance, 'Getting the timing right', which outlines the key requirements and responsibilities associated with re-timing deliveries in the Capital. The event was a great success and we continue to work with partners to achieve a substantial increase in re-timed deliveries in London. Action on this is essential to keeping congestion down and enabling cycling and urban realm schemes.

Freight Strategy development

To help develop our Freight Strategy, due for publication in 2015, we are holding stakeholder engagement workshops either side of Christmas. These sessions will help us



TfL continues to work with businesses, local authorities, and freight and distribution partners to retime deliveries to reduce growing congestion during the working day

further understand the views of the freight industry, their customers, and the broad spectrum of stakeholders interested in the long-term development of London’s transport system.

The sessions are also designed to enable businesses and operators to support the actions necessary to reduce congestion, and ensure delivery and servicing activity continues to support London’s growth. The first of these sessions was held on 3 December.

2.5.4 Encouraging more cycling
Cycle Safety Action Plan (CSAP)

The new plan, published on 6 November, is the last in a suite of new documents seeking to improve road safety in London, particularly for vulnerable road users. It sets out 33 actions to improve cycle safety by:

- Designing safe streets for cycling
- Promoting safe vehicles on our streets

- Improving driver standards and awareness of cycling
- Enforcement of safe cycling through the criminal justice system
- Greater communication, skills and training for cyclists
- Building knowledge and promoting safe cycling for all

We have also published the Pedal Cycle Fatalities Study (2007-2011), which was produced by the University of Loughborough and UCL.

A Cycle Safety Working Group was held on 7 November and the group will be taking forward and coordinating the actions contained with the CSAP.

Quietways

Work has now begun on the first Quietway (Waterloo to Greenwich). This is the first



A network of Quietways will provide uncrowded routes to encourage people to start cycling

step in establishing a network of radial and orbital routes throughout London. They will link destinations following back-street routes, through parks, along waterways or tree-lined streets.

The London borough of Lewisham has started on two sections of the route. Greenwich has also recently completed the installation of a Toucan crossing on the section of the route in Greenwich town centre. The crossing was funded through third-party contributions. The route will be finished by spring 2015.

Barclays Cycle Hire scheme expands into Queen Elizabeth Olympic Park

Eight new docking stations, with a total of 320 docking points, will be installed in the Queen Elizabeth Olympic Park, fully integrating the park into the cycle hire area. Work on the expansion will begin next year and will be completed by early 2016.

The docking stations will be placed at key locations around the 560-acre park, including

the ArcelorMittalOrbit, London Aquatics Centre and Lee Valley Velopark. This will provide visitors with a quick, cheap and fun way to explore the park’s many features. Three docking stations will also be installed around Hackney Wick station, linking the park’s expansion with the existing hire area. Expanding the scheme will also make it easier for people to use cycle hire bikes to visit Waltham Forest, which is currently being transformed for cyclists as one of the Mayor’s ‘Mini-Hollands’, and a new proposed Quietway from Aldgate to Hainault, which is expected to be completed by 2016.

2.5.5 Improving the safety of our roads

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

- 1. To lead the way in achieving a 40 per cent reduction in KSIs on the Capital’s roads by

2020 – with a longer term ambition of freeing London’s roads from death and serious injury

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

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

Safer Lorry Scheme

Following a successful policy consultation, the Traffic Regulation Orders (TROs) for the proposed Safer Lorries Scheme have been issued for the 21-day statutory consultation period. Three draft TROs for the roads managed by ourselves, the London boroughs and Heathrow Airport are being advertised in local press across the Capital.

The report from the policy consultation, which showed 92 per cent of respondents support the proposals, has also been published online. Following the legal process of the statutory consultation, and assuming there are no significant objections, the TROs could be made as early as January 2015.

The proposed Safer Lorries Scheme will use a combination of powers held by us and by the London boroughs to require every vehicle in London weighing more than 3.5 tonnes to be fitted with specific safety equipment. These vehicles are involved in a disproportionate number of fatal collisions with cyclists and pedestrians.

Metropolitan Police Service (MPS) Roads and Transport Policing Command

This single police unit, which is dedicated to ensuring all journeys across the road and surface transport network are safe, secure and reliable, went live on 1 December. With more than 2,300 officers, it will be the UK’s largest police command.

It will be significantly funded by us and we have been working closely with the MPS over the last few months to ensure it meets our own and Mayoral objectives. The new Command is expected to lead policing responsibility for the six Cs – reducing crime, congestion and collisions, making London safer and better for cyclists, improving the safety of cabs and people’s confidence in the safety of travelling in the Capital – and there will be significant benefits for our organisation and our passengers.



Latest transport crime statistics

The latest transport crime figures from the MPS and the British Transport Police (BTP) show crime on London's public transport network has continued to fall. This continues a positive downward trend over recent years.

The latest bus-related crime figures for April-September 2014 show a decrease of 13.8 per cent – 1,312 fewer crimes compared with the same period in 2013. On the bus network there have been notable reductions in the number of theft offences (down by 833, a drop of 17.6 per cent) and robbery offences (down by 410, a reduction of 45.4 per cent).

The latest available BTP crime figures for April-September 2014 for LU and DLR show that crime fell by 18.1 per cent compared with the same period last year (1,052 fewer offences). There has been a notable reduction in theft with 745 fewer offences, down by 26.9 per cent.

We are continuing to work closely with the BTP, MPS and City of London Police to tackle sexual offences on London's public transport network. The partnership has been working to increase the confidence in reporting sexual offences which occur on the London public transport system, reduce the risk of becoming a victim, challenge unwelcome

sexual behaviour and target offenders. Efforts include targeted police operations and regular enforcement weeks, leaflets and proactive communication activities. We have undertaken this to raise awareness and demonstrate how seriously we and our policing partners take this issue. We now have more than 2,000 police officers specially trained to spot offender behaviour and provide enhanced victim care. In addition, the BTP have launched a text message service that allows people to report any behaviour on public transport that makes them feel uncomfortable. The 61016 service allows customers to report incidents discretely, and guarantees a response.

In late 2013, we carried out research to better understand the barriers and motives to reporting sexual offences. We are now working on a joint marketing campaign based on those findings in order to help encourage reporting of and, in turn, reduce sexual offences on the network. The creative work is nearing completion and we aim to release the new campaign as well as build on current activities in 2015.

In the year to date there have been 56 more offences on the bus network and 91 more offences on LU/DLR compared with the same period last year. The number of detections made by the MPS and BTP has increased by 2.7 per cent.

Fixed Penalty Notice pilot for obstructing the TLRN

'A' (Advertising) boards on pavements set up by local businesses cause disruption to pedestrians and are dangerous to people with disabilities. Although placing 'A' boards on the highway is not an offence in itself, it is an offence to cause an obstruction on the highway. A six-week trial issuing fixed penalty notices to discourage repeat offending in three busy London locations on the TLRN; Kingsland Road, Stoke Newington High Street, Tooley Street/Borough High Street, has shown a significant reduction in the number of 'A' boards. The pilot has been a success and the enforcement activity is expected to continue.

Enforcement of touting

As part of TfL's robust approach to tackling the issues of illegal minicabs and unregulated private hire activities, we continue to prosecute increasing numbers of offenders for various private hire-related offences including illegal plying for hire, illegal acceptance of private hire bookings and driving without insurance.

In the last 14 months we have successfully prosecuted 36 offenders which has resulted in driving bans for 12. Other penalties included fines ranging from £50 to £1,200, driving licence endorsement, and orders to pay TfL costs. Six individuals also had their private hire driving licences revoked as a consequence of the conviction and six others are under consideration. There are 56 cases in progress.

Private Hire Vehicle apps

The Magistrates' Court has adjourned the criminal prosecutions brought by the London Taxi Drivers Association against individual Uber drivers for breach of the taximeter prohibition. The Court indicated that it considers the High Court to be the more appropriate place for this issue to be determined. The criminal proceedings have therefore been adjourned indefinitely to allow us to pursue a High Court declaration as to whether or not smartphones that impart and receive information about fares are taximeters within the meaning of the statutory prohibition. The law in this area is untested and unclear in light of advances in technology and we remain of the view that this is the most appropriate way forward rather than criminal proceedings against individual drivers. We will now be taking appropriate steps to re-start the High Court process which was initiated before the LTDA began their prosecutions. I am sorry the LTDA prosecutions have led to a significant delay in resolving this issue.

3 Customer experience

The Road Modernisation Plan

This plan represents the largest investment in London's roads in a generation. More than £4bn of funding has been committed to improvements. The plan brings together a number of individual programmes such as the Better Junctions Programme and the Mayor's Cycling Vision. The plan responds to the growth in the Capital's population and the aspirations of Londoners for streets that offer efficient transport and for good places in which to live.

As we begin, we are taking steps to explain the programme to London in the same way as we have explained the modernisation of Tube and rail services over many years. On 3 November we launched a major customer information campaign to set out the plan and the improvements we will make, such as to safety and the environment as well as making roads easier to use for pedestrians and cyclists.

More location specific information will describe individual improvement schemes, their objectives and timescales and the temporary impacts on local transport. As is already the case, we will also keep road users informed via our website, email and social media services.

Improve the reliability of transport services, including travel demand management

Testing new types of customer information

Trials are being undertaken on the Central line (Holborn to Stratford) and Victoria line (Seven Sisters to King's Cross) as part of providing information to infrequent Tube users to help them avoid congestion.

The trials, which began on 10 November, follow a small pilot on the Northern line in November 2013. This resulted in three per cent of customers at some of our stations choosing to adjust their travel to avoid the busiest times.

Enable quick and easy payment of the right fares or charges

Fares revision

On 11 November the Mayor announced the fares for our services in 2015. Most fares will increase by the Retail Price Index (RPI) rather than RPI plus one per cent, as had been assumed in our Business Plan. The difference will be met by Government. Travelcard and bus fares will increase by slightly less than RPI.

The most significant change this year is the restructuring of daily fares to make the system fairer for part-time workers and those unable to predict their travel needs. Daily caps on Oyster pay as you go and contactless are being reduced to one fifth of the equivalent weekly Travelcard season ticket.

This means customers who use more than one type of transport or use the system more intensively will pay the same daily fare irrespective of the number of times they travel, in line with those using only one mode of travel and not otherwise using the transport system. The replacing of off-peak and peak caps with an all-day cap has led to a reduction when compared with the previous peak cap and off-peak caps between zones one and three.



The reduction in the cap results in a forecast loss of income of £20m. This will be recovered by increasing the price of one-day Travelcards. These have become a smaller proportion of our overall ticketing mix. Customers who currently buy a one-day Travelcard have the option of switching to either Oyster pay as you go or contactless and we expect many will do so.

A new one-day Bus and Tram Pass is being reintroduced on a disposable Oyster to provide a means of travel for those wishing only to make a few journeys on buses.

There are close to 100 million cards in circulation yet Oyster card issuance remains at very high levels – nearly one million new cards are issued each month. To encourage card retention and reuse, an administration fee of £3 is being introduced for cards that are returned within a month of being issued. Fees for issuing concessionary passes are also being increased, reflecting the longer duration for which these cards are now valid.

The fares announcement was broadly well received and seen as a helpful solution to the needs of part-time workers.

Contactless

In the first two months since the launch of contactless acceptance on 16 September we have seen a rapid growth in use of this new, more convenient form of payment.

More than 18 million journeys have been completed and we are now recording just over

190,000 journeys a day on Tube and rail and 160,000 a day on buses. On the Tube, rail and buses, 10 per cent of pay as you go journeys are now made using contactless payment cards.

Chart 2 shows hourly transactions on Tube and rail each Friday since the launch. Other weekdays display a similar pattern. Weekend use shows a similar rate of growth but a different pattern.

Chart 3 shows daily transactions on Tube and rail. Discounting the first three weeks of very rapid growth we are seeing broadly steady growth of 12 per cent a week, shown by the dotted red line. We expect this rate will slow but we are seeing no signs of it yet.

The launch of contactless acceptance on Tube and rail services has also increased demand on buses. Events such as the NFL matches at Wembley have also contributed to an increase in contactless usage, as has the banking industry's promotion of contactless with cashback offers from several banks and fare-free Fridays from Mastercard.

Contactless is providing a more convenient alternative not just to those who use Oyster pay as you go but also to those who currently buy single and daily tickets. Forty-two per cent of contactless cards have been used on our system for one day only. Equally, more than 10,000 people are reaching a weekly cap, meaning that contactless is also being used by those who would otherwise buy a weekly season ticket.

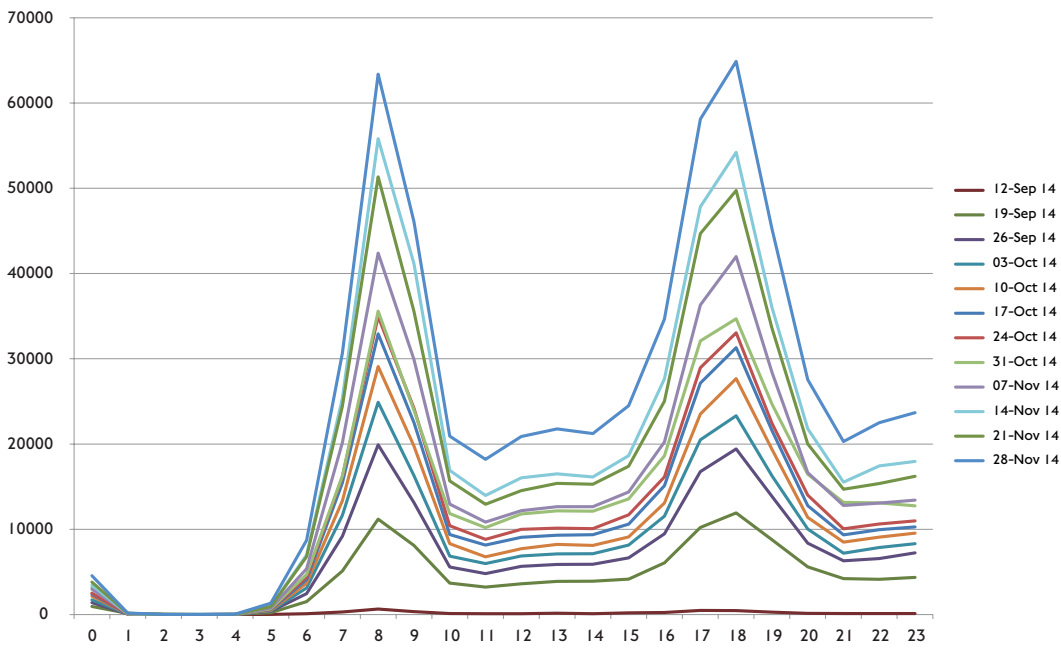


Chart 2: Tube and rail contactless transactions per hour (Fridays only)

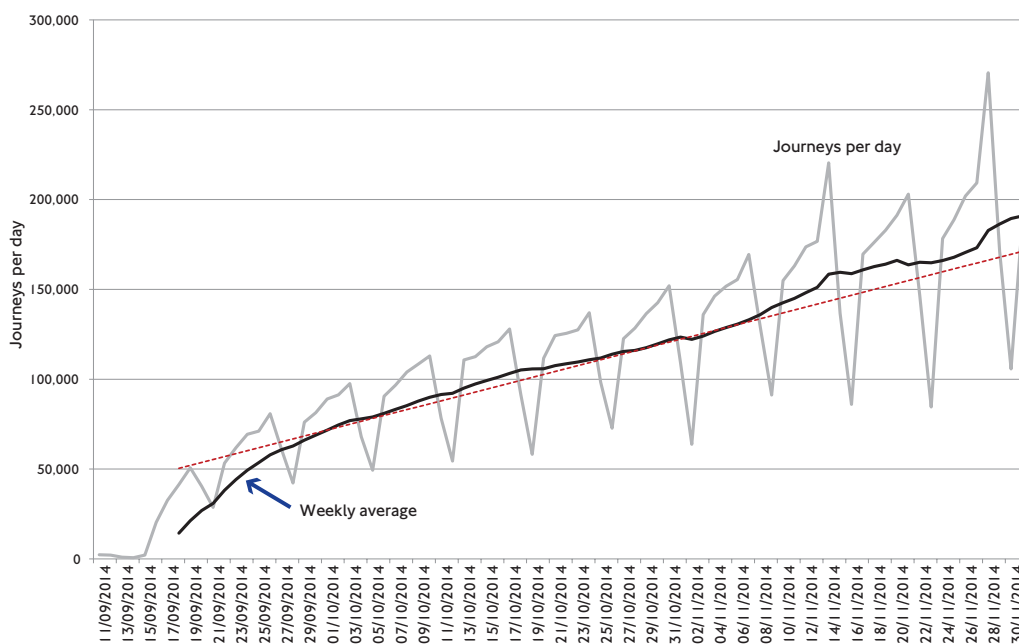


Chart 3: Tube and rail contactless journeys

Seventeen complaints have been made to the contact centre, all but one from Oyster customers who accidentally paid on contactless. Feedback from Tube and rail stations and bus garages has been very positive.

Refunds for accidental taps, where a contactless card was presented instead of an Oyster card, have been made each day since contactless acceptance started. Our initial projection was that about 2,000 cards would

qualify for an automated refund for accidental taps. The average during the first week was just over 1,600. Since then, the numbers have varied between 1,300-1,500 cards per day. A small number of calls are received each day from customers enquiring about accidental taps. In the vast majority of these cases customers had already been refunded when they called. Other cases are resolved by the contact centre.

Thameslink Programme

From mid-January 2015 a significant proportion of National Rail services will be diverted away from, and not stop at, London Bridge mainline station while Network Rail rebuilds the station and tracks as part of the Thameslink programme. These diversions will be in place until August 2016 and will be followed by a further period of diversions until Thameslink is complete in 2018.

The diversions will mean that to make reasonable journeys to London Bridge some passengers with tickets issued by train operators will have to use our services, even though their ticket does not currently entitle them to do so.

To assist train passengers it was agreed, via the London Travel Demand Management Board, that we would work with Network Rail and train operators to find a way of protecting train passengers from paying twice while trains are diverted.

Following detailed discussions with Network Rail and DfT, we have agreed heads of terms and will sign a contract in November. Under this agreement we will accept London Terminals tickets issued by some train operators at specified stations and on certain bus routes at no additional cost to the passenger from 12 January 2015 to 30 August 2016. Full details are being published by us, Thameslink and affected Train Operating Companies.

This has resulted in an unprecedented agreement to help keep London working and growing, while this important work goes on. We will carefully monitor the arrangement and regularly review the advice we offer

customers and the impact on our core services.

London TravelWatch surveys

On 31 October London TravelWatch (LTW) published a report on the value for money offered by London Overground services. The report welcomed the emphasis on putting passengers first in the significant investments it has made, but highlighted that satisfaction with value for money still lags behind similar scores for our other services.

The report contains a number of recommendations to improve current levels of satisfaction based on LTW's research.

Another survey carried out by LTW has now been published. The results will be taken into account over the next few weeks.

London Poppy Day

This year was the most poignant London Poppy Day that I have experienced, with truly wonderful levels of support shown by our staff and customers. To help raise awareness for this brilliant cause, we contacted an array of public figures, football clubs and entertainment acts. Brian Blessed, Barbara Windsor, our own Tanni Grey-Thompson, Joanna Lumley, Stephen Fry and many others gave their enthusiastic support, recording station messages for us to encourage people to donate to the appeal for the Royal British Legion. We also managed to get all of the major London Football clubs to record announcements to help us support the appeal.

Two entertaining acts – the magician Troy and X Factor stars Rough Copy – performed at Victoria rail station to raise funds for London Poppy Day. We provided free travel to all



London Poppy Day volunteers and I was also able to help out on the day itself by driving the fundraising VIPs around in my Routemaster bus as they met Prince Harry, the Prime Minister, and spoke to the media about the importance of supporting the appeal.

This all came against the backdrop of our network decked out with poppies. They were displayed on all Tube and DLR trains, the Emirates Air Line cabins and trams. Two Tube trains, a London Overground train and nine London buses were completely wrapped in a special poppy design, and bus shelters and limited edition Tube maps were created. Some LU stations were decorated in special poppy livery and buskers, bands and choirs across the network also helped raise awareness and encourage donation.

Over the past few weeks more than four million visitors came to see 'Blood Swept Lands and Seas of Red', the ceramic poppy installation at the Tower of London. Our Travel Ambassadors were also out in force providing travel information and advice to visitors, volunteering for more than 200 four-hour shifts. The days in the run up to Armistice Day were particularly busy and both licensed and non-licensed ambassadors

were deployed at short notice to cover more than 200 shifts at Tower Hill station between 30 October and 12 November. More than 50 ambassadors helped out on Armistice Day itself. Tower Hill station had to close for significant periods of time because of the sheer weight of numbers, which also affected the operation of the TLRN and bus services.

The Surface Transport and Traffic Operations Centre was also closely involved in the planning of the National Service of Remembrance and the Lord Mayor's Show. Major roads were closed, traffic signal plans put in place to keep traffic flowing and advanced information provided to drivers to avoid road closures. Particularly for the Service of Remembrance and Armistice events, traffic holds were put in place as the two minute silence was observed at locations across the Capital; roads were re-opened safely with minimal disruption.

Customer satisfaction

Levels are higher or equal to target across all services in Quarter 2. Customer satisfaction with buses is now at the highest recorded level, up four index points from the same quarter last year, with crowding and wait time showing improvements.

Caption updated after publication.

DLR also recorded its highest ever score, four index points better than target and two points better than the same quarter last year. LU equalled its previous high – achieved in Quarters 2 and 3 of 2012/13 – with a score of 84, one index point better than target and two index points higher than the same period last year.

London Transport Museum

A new book about the social history of the London bus and its impact on our lives over the last two centuries was published on 13 November. The book, with 292 pages and over 440 illustrations, is available to purchase at the London Transport Museum shop.

London Transport Museum's Thought Leadership programme

Following from the successful events we ran in 2014, the Thought Leadership programme will continue to explore the theme of fiscal devolution and infrastructure investment, with a couple of events themed around City Growth Deals. I am delighted to confirm that Thales UK and Eversheds will continue as programme sponsors for 2015 and 2016.



New book launch – Omnibus – a social history of the London Bus

4 Value – efficient and effective delivery

Credit rating update

On 31 October, Standard & Poor's published a research update which affirmed TfL's existing AA+ long-term rating with a stable outlook. The report highlights our strong operational performance, commitment to fiscal discipline, the quality of financial management and very supportive institutional framework. Standard & Poor's also noted that TfL's credit strengths are sufficient to maintain the rating despite the rising level of debt, which allows us to continue our planned investments in infrastructure.

On 6 November, Fitch affirmed TfL's rating at AA with a stable outlook.

Financing

We have now negotiated final terms with the European Investment Bank for a new corporate loan facility of £85m for the LOCIP. The loan agreement was successfully signed on 23 October. We expect to access the funds during the next financial year before the project is fully completed. The interest rate will be fixed prior to drawdown and is expected to be highly competitive.

London Living Wage

On 3 November the Mayor announced the new rate calculated for the London Living Wage (LLW) at £9.15 per hour. We have now addressed the two last known cases in TfL where the LLW should be paid. The first was the DLR concession, and the LLW is included in the new contract, which Keolis/Amey take over in December. The second was the Tramlink contract, which was varied to include LLW provisions last year.

Managing our car parks

Contracts have been awarded for the management of our portfolio of car parks for the next five years. The incumbent, NCP, was the successful bidder for the overall car park management, with Smart Parking being awarded the contract for the installation of bay sensors across 27 car parks. We are also finalising the award for Automatic Number Plate Recognition technology across 31 of our sites. Together, the new contracts will reduce our costs from £3.3m a year to £1.5m, while revenue is expected to increase from £7m in 2014/15 to £11.5m in 2015/16.

55 Broadway

A planning and listed building consent application has been submitted to Westminster City Council for our plans to convert the building into residential use and reconfigure the retail space on the ground floor. A decision is expected by spring 2015. We have consulted widely on these proposals with staff, local stakeholders and the public. More than 1,000 visitors viewed our exhibition in September. Of those, 70 per cent agreed that a residential led approach is an appropriate use for the site compared with only seven per cent who disagreed. They also supported the demolition of 100 Petty France enables the provision of 35 affordable homes, and said they believed the proposed public realm improvements will positively impact the local area.

Crossrail 2 Funding and Financing Strategy

PWC has published a report on the funding options for Crossrail 2. London-based sources

of funding are important, given the Chief Secretary's conditions for taking the project forward. The Mayor gave a speech on Crossrail 2 on 28 October, which touched on PWC's emerging funding work. The principal aim over the next few months is to secure a statement of 'support in principle' for the scheme in the Autumn Statement and a funding contribution to the next stage of work, covering 2015/16, ahead of a full 'bid' in the 2015 Spending Review.

5 People



100 Years of Women in Transport

On 11 November more than 200 people, representing more than 50 organisations, attended the 100 Years of Women in Transport launch event at City Hall. Baroness Jo Valentine Chief Executive of London First, compered the event, which included speeches, two short films and a Q&A session with key industry figures.

The campaign is an industry-wide year-long programme recognising and promoting

women's contribution in transport, past, present and future. The First World War was the turning point when women were given the chance to work in the industry, so the centenary of its outbreak is the ideal chance to promote the opportunities transport can offer. Plans for the year include insight sessions, work shadowing, mentoring and schools engagement.

Michèle Dix (MD Planning, TfL) and Mark Carne (CEO Network Rail) provided insightful and



entertaining speeches on the role of women in transport over the past 100 years, the industry today and the programme of events for the year. This was followed by a lively panel discussion involving, Mike Brown, Val Shawcross (Assembly Member), Clare Moriarty (Director General, Rail Executive, DfT) and Andrew Wolstenholme (CEO Crossrail).

Promoting organ donation

From 10 November, people visiting the Oyster and contactless payment pages on our website have seen a button with a direct link to the NHS Organ Donor Register, prompting them to join.

This new initiative by NHS Blood and Transplant and TfL builds on last year's study by the Government Behavioural Insights team, which looked at how to boost registration levels using online driving licence and road tax applications. The vast majority of new registrants come through tick box schemes carried by partners such as the Driver and Vehicle Licensing Agency. However, DfT statistics show London has the lowest car ownership rate in the UK. As Londoners use public transport so frequently, our website provides a great opportunity to reach a large

number of people living in, or travelling around, the Capital.

Sentinel cards agreement with Network Rail

We have reached an agreement with Network Rail to introduce the Sentinel ID card system to our rail businesses. Under the Sentinel system, each maintenance and engineering worker is issued with a smartcard on to which their licences and competencies are loaded. The card can then be read by a supervisor with a smartphone application, making on-site checks easy. Its introduction will remove duplication and reduce costs, since a large number of maintenance workers are licensed to work for both Network Rail and TfL. Sentinel also stores its holder's recent shifts, making pan-industry fatigue management a possibility for the first time. DLR has already started the transition to Sentinel and LU will follow in early 2015.

Trial of new uniform

HemingwayDesign has worked closely with LU operational staff to create a more modern and stylish uniform, which will also help customers recognise LU staff more easily. Staff will have a choice of various 'mix and match' options.

For five weeks from 2 November 2014, more than 200 LU staff at six Tube stations and two depots will be trialling the proposed new uniform and providing feedback on each garment. Members of the press were invited to Oxford Circus to see the new uniform, and the new designs were featured in both ITV and BBC London news bulletins and in articles in the Guardian and City AM newspapers.

National Transport Awards

Teams and individuals across LU were recognised at this year's National Transport Awards.

Wesley Felix, a train operator on the Bakerloo line, was named Frontline Employee of the Year. He was recognised for assisting an injured member of the public while driving on the Bakerloo line.

Jonathan Byrne, a customer service assistant based at Covent Garden station, and Aktarul Miah, a station supervisor at Colindale, were both highly commended in the Frontline Employee of the Year category.

LU Control Centre (LUCC) was joint winner for the Most Innovative Project. The LUCC project created one central command centre for essential LU functions and the British Transport Police, allowing greater cooperation between teams which often work together during the most serious incidents.

Rail Staff Awards

The achievements of LU's staff were also honoured at the 2014 Rail Staff Awards, held at the Ricoh Arena in Coventry on 25 October

2014. The awards recognise the courage and professionalism of the people who work on the railway.

Ersan Sokmen, a train operator on the Circle and Hammersmith & City lines, won the Train Driver of the Year Award for the decisive actions he took when a woman attempted to take her own life.

Dominic Trueman, Engineer, Asset and Operational Support, won the Rail Engineer of the Year Award for initiatives that have reduced wear and defects on wheels and track across the network since their introduction last year.

Seventeen other LU staff were finalists for the awards.

European Rail Congress Awards

LU was named the European Metro Operator of the Year for the second year running at the European Rail Congress Awards in London on 11 November. The awards celebrate excellence and innovation in the European rail industry. The judges commented that LU is 'at the top of its game', having continued to improve performance at a time of rising customer demand.

Continuity Insurance & Risk awards

Crossrail's risk management team won Risk Management Team of the Year at the annual Continuity Insurance & Risk awards.

Green Apple Awards

Crossrail was also presented with three Green Apple Awards notably for environmental best practice for its ecological mitigation works at

Wallasea and for driving change in emissions control for non-road mobile machinery.

Dial-a-Ride Awards

The annual Dial-a-Ride Awards, which highlight the dedication and professionalism of Dial-a-Ride's drivers, call centre staff and support teams took place in London's Living Room, City Hall.

Among the award recipients was Damien Jenkins, a Dial-a-Ride driver who saved a colleague's life by performing CPR when he suffered a heart attack.

Recent customer satisfaction figures for Dial-a-Ride reached a high of 94 out of 100.

Sesames Awards

In November our contactless back-office system won the award for software innovation at the Sesames. The awards, organised by CARTES, reward the payment and card industries' best innovations.

UK Bus Awards

Delivering a cash-free bus network for London with a series of inventive safeguards to make the transition as simple, seamless and straightforward as possible earned us a silver award in the Innovation category of the UK Bus Awards on 18 November. We were also commended for developing the All Aboard awareness programme for the 24,500 bus drivers in the fleet in the Putting Passengers First category. This places the needs of older and disabled passengers at the heart of making London's bus network easier to access.

UK Bus Driver of the Year winner, Jonathan Welch, who works for First Aberdeen, won the award after impressing judges with his manoeuvres, driving skills, customer care and theory.

Penny for London

We are pleased to support the launch of the Mayor's 'Penny for London' scheme, a revolutionary new form of charitable giving. Using their registered contactless cards, passengers are able to help good causes making 'micro-donations' of between one and 10 pence when they take the Tube. The Mayor's fund will give the cash to groups helping disadvantaged young Londoners – and 10 per cent will go to the Evening Standard's Dispossessed Fund.

The editor's award

Corporate Communications magazine presented TfL with the 'editor's award' at this year's ceremony. It is given to the company whose reputation is making the greatest strides assisted by good communications. Competition included McDonald's, Sainsbury's, HSBC and others.

6 Planning



The Garden Bridge will provide a new pedestrian crossing in central London

Thames Tideway Tunnel

The Thames Tideway Tunnel project promoted by Thames Water Utilities Ltd received approval in the form of a Development Consent Order (DCO) on 12 September. The project affects nearly 50 of our structures, including vital tunnels and bridges. Our planning department coordinated a long and complex process to secure our interests with regard to the project. The DCO and associated agreements provide assurance that the project can be built in a way that does not prejudice our interests. Attention is now

turning to mobilising the necessary processes and resources for a 'live' project. As a part of this transition I recently met Andy Mitchell, formerly of Crossrail and the Chief Executive of the Thames Tideway Tunnel. Numerous lessons have been learnt which are being shared to support our own use of the DCO process for other schemes.

Garden Bridge

When funded, the Garden Bridge connecting Temple with the South Bank, is to be built between 2015 and 2018. It will provide a

new pedestrian crossing of the Thames in central London and a major new public space. The Mayor is supporting this proposal on the basis that it will help meet his overall objectives for transport, the environment and social and economic development. The Mayor (through TfL) and the Government (through DfT) have agreed to make a capital contribution towards the bridge of £30m each. The total £60m contribution, less costs incurred by TfL to date, will be passed to the Trust via TfL in a phased payment profile.

London Infrastructure Delivery Board

The consultation on the 2050 Infrastructure Plan for London closed on 31 October. We have now submitted the response which was approved by the TfL Board on 5 November. One of the outputs of the plan was the establishment of a delivery board, of which I am a member. This group met for the first time on 5 November, when I was represented by Steve Allen, and was chaired by the Mayor. Its next meeting is proposed for February 2015.

Working with the NHS on health care reconfigurations

We have been working with the NHS in London and recently piloted a bespoke workshop to give NHS decision makers information on how we can assist them in managing the impact on transport of healthcare reconfigurations.

Led by TfL and NHS North West London, 'Shaping a Healthier Future' representatives

gave presentations at the workshop which included:

- Our role in working with the NHS on healthcare moves at a borough engagement level
- How we plan bus services in relation to healthcare facilities, including the costs involved
- Our connectivity modelling tools and how the data can be obtained
- Information on how the NHS planned changes to care delivery will affect travel times and transport options
- How we can help promote active travel
- NHS North West London's experiences of working with us on healthcare reconfiguration

The session was very well received by NHS colleagues and we will use the feedback from the work to help shape future engagement events with our NHS colleagues.

Sub-Regional Mobility Forums

These forums were established following the development of TfL's Sub-Regional Transport Plans (published in the summer and available on the TfL website) and 2012 Single Equality Scheme. The purpose of the forums is to establish an effective working relationship between our organisation and disabled and older people across London. They provide

a platform for dialogue on travel issues and planned initiatives which may affect these groups across each sub-region.

Pilots were run in the south and central sub-regions throughout 2013 with active participation from the relevant boroughs and were chaired by a member of our Independent Disability Advisory Group. Feedback from the forums suggested that they were successful and, consequently, they have been rolled out to the remaining sub-regions. Below are some examples of issues raised:

- Space for wheelchair and buggy users in buses and at bus stops
- Seating at bus stops not considered appropriate for older and disabled people
- More step-free access on the Tube and London Overground networks
- Improvement of the pedestrian environment
- The negative impact on pedestrians and older and disabled people of cycling proposals
- Signage – Legible London wayfinding and access to travel information generally
- The knowledge and expertise of operational staff to deal with people with a wide range of mobility issues

We will now consider these issues further and identify an appropriate course of action.

TfL's Single Equality Scheme progress report December 2014

As mentioned above, our Single Equality Scheme launched in 2012 and has a number of key themes that capture our equality objectives in terms of our customers and stakeholders. These themes are:

1. Accessibility of the transport network
2. Transport planning – ensuring equality issues are addressed through our plans
3. Affordability
4. Safety and security – including antisocial behaviour
5. Procurement – working with our suppliers to deliver equality outcomes
6. TfL's workforce – working towards ensuring the organisation reflects London's diversity

An update on our progress is due to be published in mid-December. The report will include additional activity undertaken as projects have evolved and grown, including:

- A programme to tackle health inequalities through active transport and the public realm
- The Ultra Low Emission Zone to improve London's air quality
- Project Guardian tackling the issues of under reporting of sexual harassment on the transport network

- An extensive engagement programme with older, disabled and younger people via the Sub Regional Mobility Forums, the Valuing People forum for people with learning disabilities and continuing engagement with the Independent Disability Advisory Group and TfL's Youth Panel
- The 100 Years of Women in Transport campaign

7 Mayoral decisions relating to TfL

Fares

On 10 November, the Mayor issued a Direction to TfL in respect of the fares to be charged with effect from 2 January 2015. Overall the fares were increased by 2.5 per cent, reflecting the 2.5 per cent annual rise of RPI. The fare changes are expected to increase fares revenue by £98m per year.

There are some, generally minor, variations from the 2.5 per cent increase in specific fares. One is that, in order to assist part-time workers, one-day, all-day, multi-mode pay as you go caps are to be reduced to 20 per cent of the 7 Day Travelcard price. Loss of revenue as a result of this is expected to be funded by rises in some one-day Travelcards.

List of appendices to this report:

None

List of Background Papers:

None

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

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