

**Board**

**Transport  
for London**



**Date: 26 March 2014**

**Item 5: Commissioner's Report**

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**This paper will be considered in public**

## **1 Summary**

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

## **2 Recommendation**

That the Board note the report.

### **List of appendices to this report:**

Commissioner's Report – 26 March 2014

### **List of Background Papers:**

None

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

# Commissioner's Report

26 March 2014

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# I Introduction

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

Firstly, I deeply regret to report the following tragic deaths:

Rene Tkacik, a sub-contractor of Bam Nuttall, Ferrovia, Kier (BFK), who died on 7 March as a result of an accident on a Crossrail site managed by BFK.

A contractor employed by Clancy Docwra, who died on 2 March as a result of an accident on the DLR site at Pudding Mill Lane, managed by Clancy Docwra.

Peter Van De Bulk, an apprentice working for us in the Project Management Office, who died on 11 March as a result of a collision with an Arriva bus at Euston Bus Station.

All these incidents are being appropriately investigated with our involvement by the regulatory authorities concerned.

I am also sorry to report the death on 11 March of Bob Crow, General Secretary of the National Union of Rail, Maritime and Transport Workers.

Our thoughts are with the family, friends and colleagues of each of the people concerned.

# 2 Delivery

## 2.1 Industrial relations update

Regrettably, strike action took place on 4 and 5 February after talks between LU and the unions failed to reach agreement on consultation for the Fit for the Future - Stations programme.

A total of 881 volunteers from across the organisation were out at stations to help people with their journeys, while more than 200 extra buses were put on, some of which were brought out of retirement to provide extra capacity. During the strike days there were more than a million extra journeys by bus and a 50 per cent increase in cycle hire journeys. River trips also increased by 150 per cent.

Positive feedback has been received on the energy and commitment of our staff, and volunteers made a huge difference to customers' journeys. Of those who normally use our services, more than 85 per cent travelled in London during the strike. A total of 45 per cent of LU's normal customers used the Tube on the second day of the strike, a testament to the high level of service that we were able to provide and a greater number than those who travelled on the fourth day of strike action in 2010.

On 11 February, after further talks, LU received formal notice of the suspension of proposed strike action on 12 and 13 February. Detailed consultation is now under way – in line with what LU proposed initially after meeting with the unions on 21 November 2013.

## 2.2 London Underground (LU)

Passenger journeys in Periods 10 and 11 of 2013/14 were 180.8 million, exceeding budget by 0.7 per cent. The week that ended on 14 December was the busiest week ever outside the Olympic Games with 27.3 million journeys made. Once prior-year demand is adjusted for Games-related journeys, underlying year-on-year growth is 3.9 per cent, meaning the Quarter 3 full year forecast of 1.269 million journeys is on target to be delivered.

LU operated 11.5 million kilometres in Periods 10 and 11, which equates to 97.9 per cent of schedule operated, 0.7 per cent better than target.

Network excess journey time was better than target at 4.81 minutes in Periods 10 and 11. LU reliability, as measured by Lost Customer Hours, was 2.9 million in Periods 10 and 11, 18.9 per cent better than target.

LU's customer satisfaction score (CSS) in Q3 remained one point above target at 82.

### 2.2.1 LU Investment Programme Sub-surface Railway (SSR)

The replacement of C-Stock with S-Stock trains remains on schedule and will be completed by the end of May 2014 ahead of the target date. Thirty-four Circle line and Hammersmith & City line S7 trains are now in service, meaning that timetabled service on these two lines is now entirely delivered by S7 trains. The introduction of S-Stock on all lines remains on target with the Department for Transport's (DfT's) date (2016).

The first passenger journey of an S-Stock train on the Wimbledon branch of the District line took place on Wednesday 8 January 2014. This successful run represented the culmination of more than 12 months work for a number of the SSR Upgrade projects, modifying power and signalling throughout the branch. New CCTV and other station assets have also been installed and rigorously tested. Two S7 trains are in service on the District line between Olympia and West Ham or Barking, which are providing training and familiarisation paths for drivers.

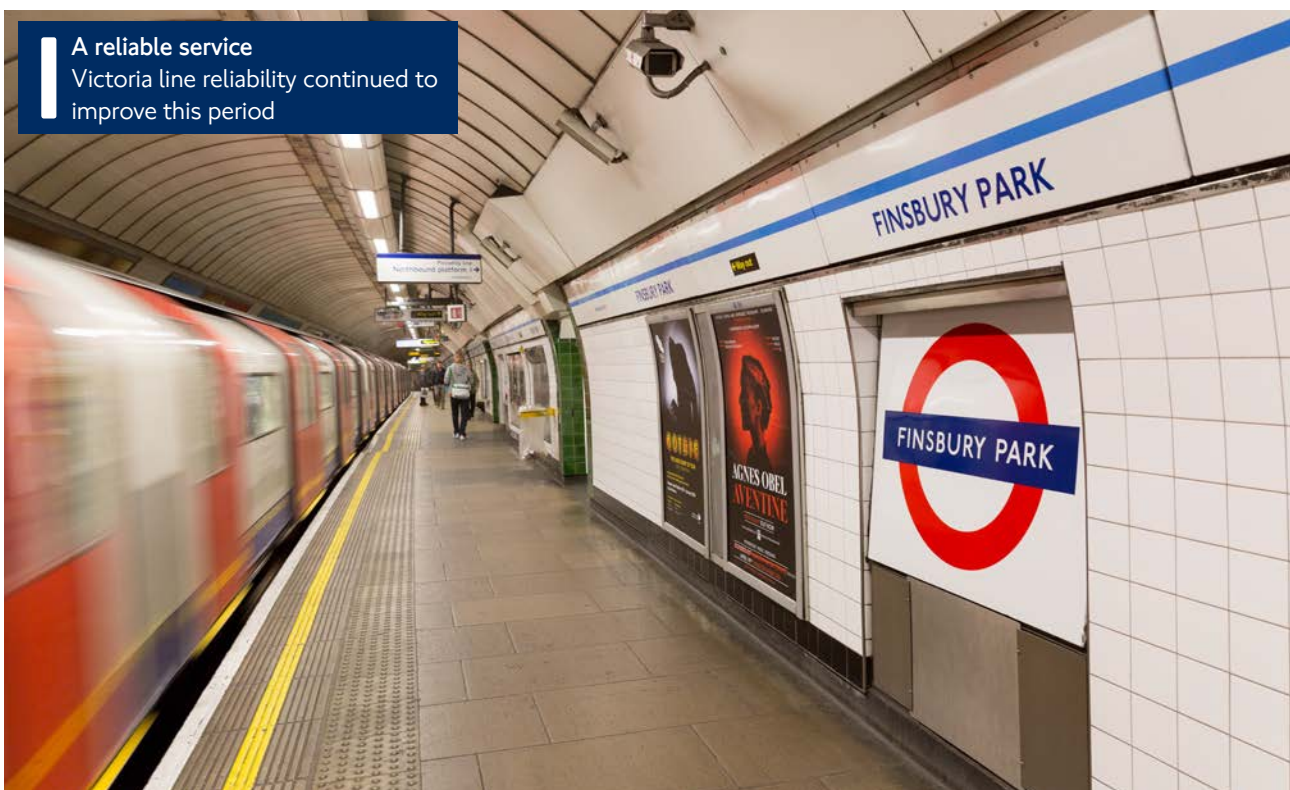
#### Victoria line upgrade

The technical reliability of the Victoria line continued to improve and achieved 26,807km

between service affecting failures in P11. The 09 Stock fleet has now accumulated more than 16 million kilometres in passenger service.

#### Northern line upgrade

The signalling upgrade is on course to be completed at Easter – seven months early. For the full customer benefits of the new system to be realised, a substantial amount of work is needed to improve the condition of the track. This work has been fully scoped and is already under way. Together, the improved track and new signalling will enable us to run more services from December 2014.



### **Northern line extension**

The milestone to define a delivery model for part of the works was achieved ahead of schedule. The Transport and Works Act Order (TWAO) Inquiry ended on time and the team are positive about the outcome owing to the reduced number of objections to the proposals and agreements already in place with a number of significant stakeholders. It is likely that TWAO powers will be awarded in June 2014, enabling us to enter into a contract with the main contractor.

### **New Tube for London**

Funding for the next 24 months of work on the New Tube for London was approved by the TfL Board on 6 February. Our proposals for the Piccadilly, Central, Bakerloo and Waterloo & City lines received a great deal of media coverage. We have highlighted the high-quality design work that is being undertaken to ensure the next generation of train fleets look as good, and work as well, as the classic Charles Holden and Leslie Green stations that they will serve.

### **Infrastructure renewals (track)**

The LU/Balfour Beatty Track Partnership's impressive contribution to LU's performance improvements continued with the successful delivery of overnight re-ballasting works and mid-week drainage renewals. The partnership is responsible for the renewal of track and drainage assets and works this period produced 216 metres against a plan of 198 metres of track replaced.

In this financial year, LU has replaced or rehabilitated more than 17km of drainage. This essential work proved its worth over the period covered by this report, as LU suffered no flooding disruption while large parts of the National Rail network were submerged. LU has invested heavily in innovative ways of improving drainage on its infrastructure, hydraulically modelling its entire network to ensure that work is focused where it is needed the most. Not only does this make the network more resilient to major weather events, it also reduces the number of signal failures which occur, making a major contribution to improving reliability.

The Track Delivery Unit (TDU) teams exceeded their planned period targets, delivering 476 metres (around 100 metres above plan) of Deep Tube Renewal. TDU also completed around two kilometres of rail grinding at work sites on the Central and Victoria lines. This important work reduces the likelihood of broken rails and signal failures, improving the experience for our customers using those lines.

### **Major stations improvement**

#### **• Victoria**

Our plan for Victoria aims to reduce congestion in this heavily used interchange station. The current south ticket hall, which is the closest part of the Underground station to the Network Rail terminus, will double in size, and crucial preparatory work for this was completed some 12 weeks ahead of schedule on 24 February. The new north ticket hall, which will give customers direct access to Victoria Street, is proceeding according to plan.

Tunnelling work north of Victoria Street continues ahead of plan. The face of this tunnel, which will eventually form the link between the new and existing ticket halls, now runs against the north side of the District and Circle line running tunnels, meaning that we can start work on linking this to the District and Circle line platforms.

- **Vauxhall**

Works on site have begun and are progressing to plan, with the construction of the site compound on an area of derelict land between Wandsworth Road and the Bondway (close to Vauxhall bus station).

- **Paddington (Hammersmith & City)**

All staff- and customer-facing elements of the project were fully brought into use in December, considerably ahead of the 2014 DfT milestone commitment and with significant cost savings. The reconstructed station now has new customer lifts, three new staircases, a modern spacious concourse, new passenger-operated ticket machines and new staff accommodation.

- **Tottenham Hale**

Tottenham Hale is set to be transformed with £20m investment from the 'Unlocking New Growth Areas' fund. The station will have greater capacity and step-free access for passengers changing services.

The station improvements are part of a vision to transform Tottenham Hale into a landmark gateway to Tottenham and the Upper Lea Valley. Identified as a key growth area,

with plans for 15,000 new jobs and 20,100 new homes, the improvements will deliver significant benefits for all road users, including pedestrians. They will also provide a new public space and a more accessible bus station to the north of Tottenham Hale station during 2014.

Subject to planning approval, work is expected to start in 2015 and last for about 18 months.

### **Workshops to help reduce suicides on the network**

London Underground sees a number of attempted suicides across its network every year. Each of these tragic events can have a negative impact on the members of staff who have to deal with the incident. They also result in severe delays to our customers.

To help equip staff with the skills to identify vulnerable people and give them the confidence to intervene if necessary, one-day workshops delivered by the Samaritans have been arranged. There has been some excellent feedback on these courses which have already been run successfully with the British Transport Police, the Department of Health and HM Prison Service.

## **2.3 London Rail**

### **2.3.1 London Overground performance**

Passenger journeys in Periods 10 and 11 were 20.5 million, 13.8 per cent above target. Year-on-year demand growth was 11.4 per cent.

London Overground's operational performance, as measured by the Public Performance Measure Moving Annual Average, was 96.1 per cent for Periods 10 and 11, which





is 0.3 per cent better than target. Latest figures for punctuality from Network Rail's Public Performance Measure Moving Annual Average league table show London Overground as the second most punctual service in the UK (after c2c). The Customer Satisfaction Survey (CSS) is on target for Q3 at 80.

Services have recently experienced increased crowding and some reliability issues caused by Network Rail and other rail operators. We have been seeking solutions to these issues, setting up regular meetings between TfL, LOROL and Network Rail to manage and deliver reliability improvements, which have already helped to increase the current periodic punctuality to 96.96 per cent.

We are enthusiastic supporters of a new 'London Freight Forum', designed to bring TfL, Network Rail, Train Operating Companies and Freight Operating Companies together to improve reliability for all who rely on London's heavily used rail network.

### 2.3.2 LO Capacity Improvement Programme

The East London line signalling design is progressing well. We plan to begin using the system in spring.

### 2.3.3 Docklands Light Railway (DLR) Performance

DLR passenger journeys for P10 and P11 totalled 14.2 million, which is 1.9 per cent better than budget and 9.6 per cent higher than last year. Year-to-date passenger journeys were 1.1 per cent above budget and 6.2 per cent better than last year once prior-year demand is adjusted for Games-related journeys.

P11 saw DLR deliver its own record-breaking performance despite the wet weather. With departures at an all time high of 99.77 per cent, the score beat top summer scores. For the first time ever, DLR had a period completely free from delays of 20 minutes or more.

The percentage of schedule operated during the periods was 99.5 per cent, which exceeded target by 1.5 per cent. The target has been met or exceeded for the last 22 periods.

DLR Period 10 customer satisfaction score was 86.4 and the P11 score was 88. This period 11 score coincided with record operational performance on the DLR and is the third highest period score DLR has achieved.



### 2.3.4 DLR twin-tracking

The twin-tracking project is proceeding according to programme with track installation work scheduled for April.

### 2.3.5 London Tramlink

Passenger journeys for Periods 10 and 11 were 4.5 million – two per cent better than budget and 2.9 per cent higher than the same period last year.

During Periods 10 and 11, performance for London Tramlink, measured by the percentage of scheduled service kilometres operated, was 98.6 per cent, which exceeded target by 0.6 per cent.

Customer satisfaction in Q3 remains three points above target at 89 for the fifth quarter in a row.

### 2.3.6 Emirates Air Line performance

Year-to-date passenger journeys were 1.7 per cent below budget at 1.3 million. The decline in demand is explained by reduced availability of the service owing to high winds.

Operational availability averaged 88.9 per cent for Period 10 and 11, which is 7.7 per cent below target. Again, this was because of high wind speeds.

The customer satisfaction score remained at 93 for Q3, continuing the record performance set in Q4 of last year.

On 14 February the EAL began to offer reduced price travel to local residents in the two boroughs that it connects – the Royal Borough of Greenwich and the London Borough of Newham. This offer reduces the price of cash and Oyster pay as you go fares by 50 per cent, and allows residents to bring up to four guests with them who will enjoy the same rate.

## 2.4 Crossrail

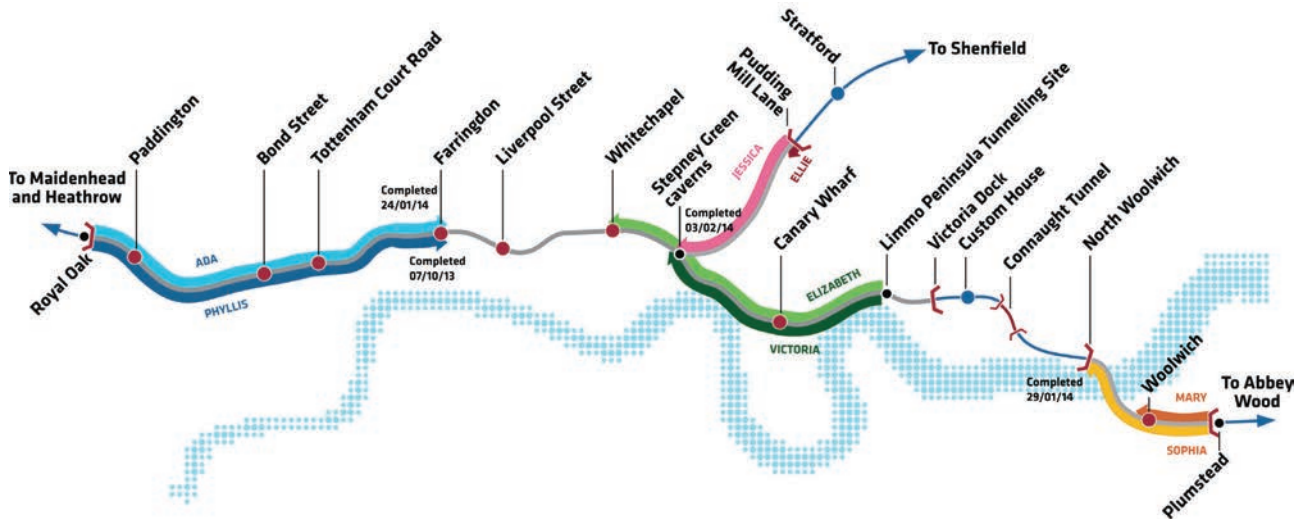
### 2.4.1 Procurement

On 18 February, we signed a contract with Bombardier for the delivery of rolling stock and a new depot for Crossrail. The contract covers the supply, delivery and maintenance of 65 new trains and a depot at Old Oak Common.

The trains will be manufactured and assembled at Bombardier's plant in Derby, with emphasis on energy efficiency and reduction – including minimising weight and use of intelligent on-train energy management systems. This contract will support 760 UK manufacturing jobs plus 80 apprenticeships with an estimated 74 per cent of contract spend remaining in the UK economy. The construction of the maintenance depot at Old Oak Common will support 244 jobs, plus 16 apprenticeships. When fully operational the depot will support 80 jobs to maintain the new fleet of trains.

The new trains will be introduced from May 2017 through the Crossrail Train Operating Company with the fleet progressively introduced to the existing rail network well in advance of services starting through Crossrail's central section in December 2018.

## Crossrail tunnelling progress



### 2.4.2 Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn with cost performance improving and schedule performance holding.

The eighth and final Tunnel Boring Machine (TBM) Ellie, named after Paralympic Champion Ellie Simmonds OBE, was launched on 25 February.

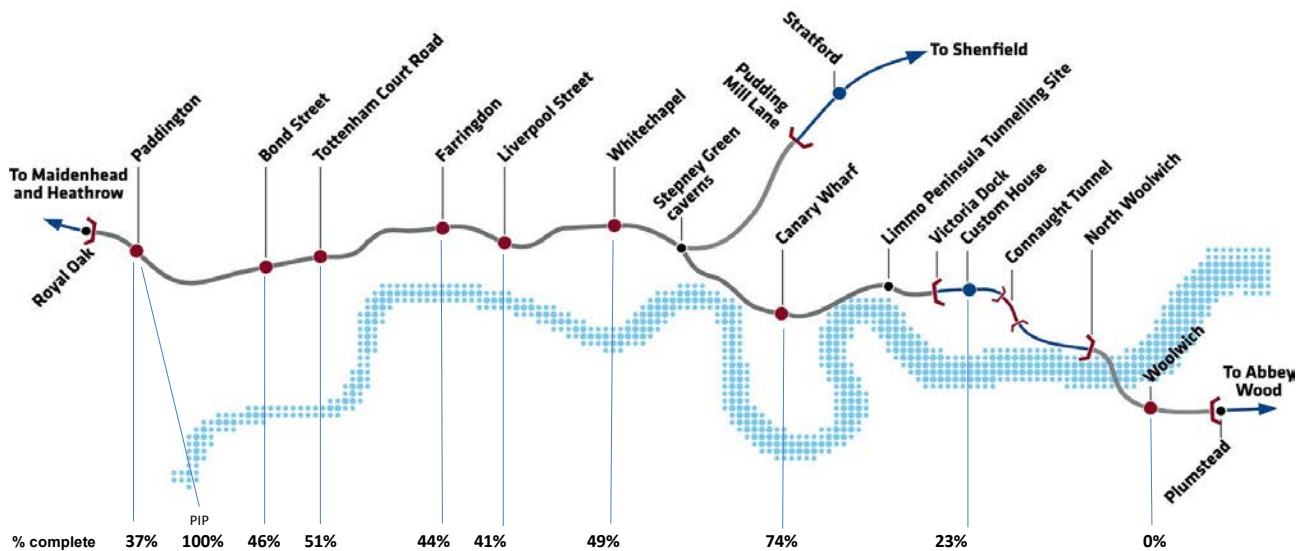
Ellie will dive up to 30 metres below ground on her 2.7km journey from Pudding Mill Lane before breaking into one of Europe’s largest mined caverns at Stepney Green. This will be one of 11 breakthroughs scheduled for the year.

The current location of all Crossrail TBMs is illustrated above.

Station build is gaining momentum. The sprayed concrete construction that forms the majority of the station platform tunnels is now more than a third (38 per cent) complete. The surface works, delivered by Network Rail, remain on track to achieve all key target dates.

A total of 23 of the 27 London stations designs have been completed with the remaining ones subject to intensive and constructive discussions between Crossrail, appointed architects, council officers, local politicians and stakeholders.

## Crossrail construction progress



The National Audit Office published its first report on the progress of Crossrail at the end of January. Overall the findings were optimistic and showed that taxpayers' interests in the project has been well protected. The Crossrail Chief Executive, Department for Transport (DfT) permanent secretary and I are scheduled to appear before the Public Accounts Committee in April to give evidence related to the report.

### 2.4.3 Health and safety

Crossrail's overall health and safety performance has continued to improve.

The 'Exchanging Places' cycle safety initiative continued, with more than 850 cyclists taking part in an event at the London Bike Show enabling them to see the road from a lorry driver's point of view and gain a better understanding of what drivers can and cannot see from their cab.

### 2.4.4 Jobs and skills

At present, there are more than 10,000 people working on Crossrail across 40 construction sites, including 283 apprentices.

## 2.5 Surface Transport

### 2.5.1 Surface Transport's Operational Performance

While we continue to be on track to meet the majority of our key operational performance targets, the trend of increasing demand across almost the entire Surface Transport network has had some negative impacts, in particular on road network reliability. The overall safety and security of the network continues to significantly exceed targets.

### Passenger journeys and demand

Bus passenger journeys in Period 11 were five per cent higher than the same period last year and underlying growth for the year is 1.8 per cent, an improvement of 0.4 per cent from last period. The underlying growth is expected to increase to two per cent by year end.

The pan-London traffic flow index, measured as the average 24-hour flow per weekday, for Period 11 was up this year by just over three per cent compared to the same period last year. This continues the trend seen in the previous four periods where an increase in traffic flows has been reported compared to prior year.

Cycle flows on the TfL road network (TLRN) have shown significant double digit year-on-year growth for the past three periods, but are likely to be just short of the target for the whole year. The full year result, however, is expected to show growth of 3.4 per cent from last year.

### Reliability

The TLRN journey time reliability (JTR) and bus excess wait time (EWT) in the previous four periods have been affected by increased traffic. However, while this period's JTR result – of 88.5 per cent in the AM peak – remained below the 89.3 per cent target, there has been an improvement in performance compared to Periods 8 and 9. This provides evidence that the traffic management responses put in place during Period 10, such as starting the peak-time signal timing earlier, are helping to mitigate the impacts of increased traffic.

Furthermore, the bus EWT has been on target for the past two periods.

### **Safety and security**

The January 2014 bus crime rate, at 6.9 per million passenger journeys (pmpj), is a significant improvement on both the target (20 per cent) and previous year (17 per cent). However, the LU/DLR crime rate, at 8.6 pmpj narrowly missed the target for the month but is an improvement on the previous year (18 per cent). Bus-related crime was down 13 per cent in January 2014 compared with January 2013 (211 fewer offences). Of particular note, robbery offences were down 41 per cent (84 fewer offences) and theft was down 18 per cent (133 fewer offences). Crime on LU/DLR was down 12 per cent in January 2014 compared with January 2013 (135 fewer offences). The year-to-date performance for both is very good – below target and an improvement on last year.

### **2.5.2 Providing a quality bus network**

#### **Cashless buses**

On 3 February we announced that we will stop accepting cash fares on London's buses from summer 2014.

A recent public consultation, which sought customers' views on proposals to withdraw cash fare payments, attracted more than 37,000 respondents of which around a third agreed with the proposal to remove cash fares. We have used the consultation responses to shape a range of measures that will ensure a smooth transition to the new arrangements.

These include:

- Introducing a new 'one journey' feature on Oyster that will allow passengers with less than the single bus fare (currently £1.45) but who have a positive balance on their card to make one more bus journey before they have to add credit to their card
- A review of the Oyster Ticket Stop network to see if additional locations can be identified, particularly in outer London
- Refreshed guidance for all 24,500 London bus drivers to ensure a consistent approach is taken when dealing with vulnerable passengers
- A public information campaign to increase awareness of the benefits of contactless payment cards and Oyster pay as you go, which offer a single bus fare for 95p less than the current cash fare

Since the launch of contactless payment in December 2012, more than 10 million journeys have been made using a contactless payment card.

This change will not affect 99 per cent of bus passengers who already pay for their journeys using Oyster, prepaid tickets, contactless payment cards or concessionary tickets.

In agreement with the Mayor's direction to TfL to set the general level and structure of fares on 30 January 2014, we will implement the changes in due course, subject to confirmation that these measures have been, or will be implemented.

### Managing London's bus network capacity

Bus usage in London continues to grow, with an increase of around two per cent of journeys expected this financial year. The network is continually changing to support the Capital's development. In planning these changes we carry out extensive research, engagement and measurement, including:

- What passengers value in their bus services
- How people are using the network, including journey patterns and volumes, and their levels of satisfaction
- The quality of our operational delivery
- The factors shaping future bus demand

There are more than 2,300 separate route-level surveys at busy points on the network each year, plus more than 600 intensive surveys of passenger origins and destinations.

Around 13,000 bus passengers are interviewed each year as part of our customer satisfaction survey, looking at details such as waiting time, driving standards and vehicle presentation. Data from the iBus system is used to monitor service quality and operating speeds. We are also developing new sources of information, such as using Oyster data to better understand passengers' journeys.

To assess future demand we review all planning applications referred to the Mayor. We work with boroughs, developers, the health service and schools to understand their plans, and we

review modelling forecasts for transport and development schemes.

In our detailed planning we are aiming to deliver against passengers' priorities by providing a network which is:

- Frequent – with adequate capacity for the peaks
- Reliable – providing even service intervals when frequencies are high and running to time when they are low
- Simple – easy for passengers to understand and remember, and well-integrated with other public transport
- Comprehensive – providing service to all areas and recognising the needs of local people from all sections of the community

To ensure that available funds are used in the most cost-effective way, we review potential schemes against a cost/benefit framework. The overall cost of the bus network reflects operation of the peak period when the greatest number of vehicles and drivers need to be in service. Capacity is set so that most passengers can normally board the first bus to arrive where the scheduled interval between services is every 10 minutes or more. Where the interval is less than this, passengers should normally be able to board within 10 minutes of arriving at their stop.

We take into account that intervals between buses will vary from the schedule and that

passenger arrival rates at stops will not be constant. Demand changes continuously, resulting in a mix of increases and decreases in capacity and service on individual routes. In 2013, there were around 50 alterations to routes to increase capacity, including at peak time and night-time, converting to double-deck services and extending routes.

Our service planning guidelines are available on our website, together with lists of all service changes implemented since 2008. We are also going to make it easier to find out what we propose to do – and why – in the future.

#### **West Croydon Bus Station proposals**

In February we submitted plans to the London Borough of Croydon to redevelop and completely transform West Croydon Bus Station. Used by eight million passengers a year and 150 buses an hour, the bus station will be totally redeveloped as part of the proposed plans, complementing the borough's urban realm improvements nearby.

The plans focus on customer and passenger needs, and significantly improving the bus station environment, which will be lighter and airy with better customer information and fully accessible bus stops. The plans will also change the way buses use the station, removing operational inefficiencies caused by buses having to wait to pass through it. It will also future-proof the station for the anticipated increase in passenger demand. We await the outcome of the planning application from London Borough of Croydon.

#### **Year of the Bus - 2014**

On 14 February, we teamed up with Annin Arts to present the first ever public photographic exhibition on the roofs of bus stop shelters in London. The exhibition, entitled 'Bus Stops', featured works by celebrated fashion photographer and artist Juergen Teller displayed on bus stops along the Strand during London Fashion Week (14-23 February). The images included well known faces from the fashion industry, such as Kate Moss, Yves Saint Laurent and Dame Vivienne Westwood as well as musicians Kurt Cobain and Björk.

#### **2.5.3 Keeping London Moving**

##### **Elephant and Castle Northern Roundabout consultation**

On 12 March we launched a consultation on our proposals for the Elephant and Castle Northern Roundabout. We want to reduce the impact traffic has on the area and make it more attractive while improving facilities for road users. The consultation will run until 30 April 2014.

##### **King's Cross interim scheme consultation**

On 24 February we began consulting on our interim proposals for roads in the King's Cross area. The proposals, which were developed with our stakeholders, include provision of controlled crossing facilities for pedestrians and cyclists on Euston Road. These proposals are provisional as further improvements are planned in the longer term, including a north-south cycle route.

##### **Virgin Media's roadworks cause chaos**

Thousands of people had their journey into the Capital disrupted on Wednesday 19 February



following the emergency closure of the A316 Chertsey Road because of poorly managed roadworks by Virgin Media.

The works, which began on Tuesday 18 February, should have been carried out one lane at a time overnight to ensure that they were completed efficiently without causing traffic disruption. However, contractors working for Virgin Media opted to dig all five lanes across the road, and left the site on Wednesday morning without completing the work, deciding to place inadequate plating across the trench. As the condition of the road was so dangerous, the police were forced to close it owing to safety concerns. We continue to collate necessary information and evidence with a view to prosecuting any streetworks offences identified.

#### **Jetty works at Woolwich Ferry**

Together with Briggs Marine and Environmental Services, we are carrying out maintenance works on the Woolwich Ferry jetty.

The jetty was first constructed in the mid-1960s and is being refurbished to ensure its continued safety and reliability of the service. To allow this essential work to take place safely some temporary lane closures are necessary which may cause delays for vehicles using the Woolwich Ferry but we will try and keep the disruption to a minimum.

The work will ensure that this important link across the River Thames can continue to operate for years to come and we expect the work to be completed by the end of May 2014.

#### **2.5.4 Encouraging more cycling 'Mini-Hollands'**

On 10 March, the Mayor hosted an event to celebrate the first anniversary of the publication of his Cycling Vision. At the event he announced that Kingston, Enfield and Waltham Forest were the successful 'Mini-Hollands' boroughs and would receive funding for their plans to help radically improve facilities for cyclists.

Funding will be awarded following completion of detailed design, traffic approvals and an agreed business case. The boroughs will share £100m of funding to deliver transformational change, providing exemplar facilities for cyclists in outer London.

Enfield's proposal includes a redesign of Enfield town centre involving segregated cycle lanes which will link key destinations, three cycle hubs, greenway routes and a range of measures to promote cycling to hard-to-reach groups.

Kingston's plans include an ambitious number of key network projects including Kingston station plaza and cycle hub, plus Thames Riverside Boardwalk – a landmark project which could see a new cycle boardwalk constructed on the banks of the river Thames.

Waltham Forest's submission includes a range of measures focused on improving cycling and place-making in residential areas and key town centres.

### Mini-Hollands

Enfield, Kingston and Waltham Forest will receive funding for their revolutionary cycling plans



We will continue to work with the boroughs to develop their proposals. In spring the successful boroughs will be requested to prepare detailed project plans and delivery phasing.

#### First Quietways announced

We also announced route details of the first two Quietways. The proposed routes run between Waterloo and Greenwich and between Bloomsbury and Walthamstow. They will be mainly on quiet back streets, and through 20mph zones and green spaces. The route will use a mix of off-street and on-road

provisions, helping to provide better cycling facilities for those new to cycling and who need a confidence boost. Work on the proposed routes, which is currently being developed by us in partnership with the London boroughs with Sustrans, will begin later this year.

#### Improvements to junctions for pedestrians and cyclists

In conjunction with the Mayor we have announced plans to improve some of the worst junctions for cyclists in London. This includes improvements at gyratories such as Archway,

Swiss Cottage, Wandsworth and London's highest cycle casualty location Elephant and Castle roundabout. The proposals will see improvements such as segregated cycle tracks and new crossings. These improvements will be developed as part of our Better Junctions, Cycle Superhighways and Major Schemes Programmes.

### **Road safety commitments launched**

On 7 March, we jointly announced with the Mayor our six key commitments to deliver road safety improvements across the Capital. These commitments underpin the 56 actions outlined in the Safe Streets for London plan (published in June 2013) to ensure the city remains at the forefront in cutting the number of people killed or seriously injured in road collisions. Our commitments are:

- To lead the way in achieving a 40 per cent reduction in the number of people killed or seriously injured on the Capital's roads by 2020 – with a longer term ambition of freeing London's roads from death and serious injury
- To prioritise safety of the most vulnerable groups – pedestrians, cyclists and motorcyclists – which make up 80 per cent of serious and fatal collisions
- To provide substantial funding for road safety, invested in the most effective and innovative schemes
- To increase efforts with the police, boroughs and enforcement agencies in tackling illegal, dangerous and careless road user behaviour that puts people at risk

- To campaign for changes in national and EU law to make roads, vehicles and drivers safer
- To work in partnership with boroughs and London's road safety stakeholders to spread best practice and share data and information.

These actions combine engineering, education and enforcement with greater investment and collaboration to create a safer street environment for all road users.

We also outlined plans for trialling 'intelligent' pedestrian sensors to make it easier for people to cross the road from summer 2014. The technology, called Pedestrian SCOOT (Split Cycle Optimisation Technique), is the first of its kind in the world and works by automatically detecting how many pedestrians are waiting at crossings, adjusting the timings automatically to extend the pedestrian green invitation to cross phase when needed to give waiting pedestrians more 'green time'. The first trials will take place on crossings outside Balham and Tooting Bec Underground stations and will enable us to fully test the pedestrian sensors and how they integrate with the existing vehicle SCOOT system.

### **Ban on HGVs without safety equipment**

Some vehicles, such as tippers and other commercial vehicles, are exempt from national regulations that require side guards to be fitted. Under the same exemptions, some older vehicles are not required to fit extended view Class V and Class VI mirrors. In view of continuing concerns regarding cyclists' safety in London, the Mayor and TfL have proposed a

London-wide ban on HGVs not fitted with the appropriate safety equipment.

London Councils' Transport & Technology Committee (TEC) agreed in March to work with us to deliver a pan-London traffic regulation order (TRO), banning vehicles weighing more than 3.5 tonnes without side guards and additional mirrors. Together with London Councils we now plan to launch a non-statutory public consultation at the end of May and will work with stakeholders, including the freight industry, and London's boroughs to agree operational details, for example enforcement and signage. Our statutory consultation will run in late summer and we expect to ratify the TRO at TEC this autumn. We are also continuing to discuss changes to national legislation with the DfT and the removal of existing exemptions on side guards and mirrors, as this would deliver benefits nationally as well as in London.

#### 2.5.5 Use of cameras for fighting crime

A consultation has been launched by the GLA and the Mayor's Office for Policing and Crime on the Mayor's manifesto pledge to grant the Metropolitan Police Service (MPS) access to more than 1,000 automatic number plate recognition cameras across London's roads. Gaining access to our network of cameras – which enforce London's Congestion Charge and Low Emission Zone – would triple the coverage available to the MPS, enabling them to keep the Capital even safer.

#### 2.5.6 Driver prosecution

On 12 February 2014 we successfully prosecuted a private hire driver in relation to nine private hire offences including unlawfully plying for hire, unlawfully accepting a private hire booking without being a licensed private hire operator, and driving without insurance. This was our first prosecution for the offence of driving without insurance and follows our continuing robust approach to tackling issues relating to illegal private hire drivers. The defendant was found guilty of all offences and was fined a total of £700 and ordered to pay £300 towards our costs. Additionally, the defendant was disqualified from driving any vehicle for six months and his private hire driver's licence has since been revoked.

This was followed on 24 February 2014 by the successful prosecution of a licensed private hire driver charged with one offence of illegally plying for hire. The defendant was also found guilty and was fined £150 and ordered to pay £500 towards our costs. Additionally, the defendant was disqualified from driving any vehicle for six months and his private hire driver's licence has also been revoked.

#### 2.5.7 European Commission advisory role

We are advising the European Commission on policy, business and technical aspects of the deployment and use of Intelligent Transport Systems (ITS) in the European Union. We are one of the appointed special advisors to the Directorate General for Mobility and Transport in Brussels. By carrying out this role, we are at the heart of EU-wide policy developments and influence investment decisions. Our role

in the European ITS Advisory Group is aligned to the Roads Task Force recommendations and establishes and promotes us as a world leader in 'smart city' mobility and planning.

# 3 Customer experience

## **Provide personalised, real-time, integrated information**

We have launched our new website with improved live information on all forms of transport.

The primary function of our website is to provide real-time travel information. It receives 20 million visits every month and more than three quarters of Londoners use it.

All data feeds, such as the location of buses and Tubes, are made freely and openly available to more than 5,000 apps developers to extend the reach of our information.

The new site is specifically designed for use 'on the move' and has vastly improved journey planner and integrated information tools. It configures to fit all forms of device – tablets, smartphones etc – making it easier than ever for customers to obtain real-time travel information wherever they are.

The new features on the website include:

- A 'Nearby' tool which, at the touch of a button, allows customers to see the status of all transport services – Tube, bus, cycle hire etc – in their location
- Google Maps throughout, which makes it much easier for people to navigate London
- Cycling and cycle hire integrated with the Journey Planner and Nearby tool

- A more 'personalised' service, with the ability to remember places and journeys previously made so that information can be called up and used again quickly

We have been running a beta site since June 2013 for customers to test and comment on, to which new features were added until the site was complete. It has received four million visits and customer feedback has been extremely useful in helping us shape the site. It has already won awards for high-quality user experience.

We also conducted a significant amount of research, talking to users, running focus groups with customers and stakeholders, looking at industry trends and reviewing the results of previous research studies.

The website remains a work in progress and we will continue to develop it to meet the changing needs of our customers.

## **Continuously improve transport accessibility and accessibility information**

Around 1.3 million journeys a day are made by disabled people. On the Tube, the number of journeys made by step-free routes each year is forecast to almost treble, from 67 million at present to 189 million in 2021. As such, we are committed to taking further action to make our network as accessible as possible.

In February, we published an update to 'Your Accessible Transport Network.' This action plan builds on the extensive work we are doing to make travelling around London easier and to radically improve the information available



**Easier information on the go**  
Our new website is designed specifically for use with mobile devices



to disabled people. It also demonstrates the progress we have made in the last year, drawing from the legacy of the London 2012 Games.

Our delivery includes installing boarding ramps at 35 Underground stations, introducing new, low-floor trains on the Metropolitan, Circle, Hammersmith & City and District lines, improving signage and investing heavily in accessibility training for staff.

More staff will be available in LU ticket halls and on platforms, something that will particularly benefit tourists, disabled customers and those unfamiliar with our network, by helping them buy the right ticket, plan their journeys and stay safe and secure.

The journeys of millions of disabled and older Londoners are set to become even easier thanks to new measures aimed at improving accessibility. All Tube stations will remain staffed at all times when services are operating, and a 24-hour service on core parts of the network at weekends will be introduced during 2015.

On 14 March, we launched the extension of the very successful turn-up-and-go assistance that operates on the Tube to London Overground. We will introduce boarding ramps at more stations and provide more information to disabled customers through our website.

During March we are working with around 70 local community groups to raise awareness of all the assistance we provide. We are also running a public information campaign to raise awareness of the accessibility improvements across our network, focusing on step-free access, wide-aisle gates, tactile paving and audio visual journey information, as well as the information and tools available to help our customers.

During 2014 and 2015, several new step-free station projects will also be completed, including Brockley, Honor Oak Park, Hampstead Heath, Kensal Rise, Queens Road Peckham and South Tottenham. London will see at least 25 LU and LO stations become step-free over the next 10 years.

### **Enable quick and easy payment of the right fares or charges**

Significant steps have been taken to combat the problem of unofficial Congestion Charge websites in order to protect customers from being misled into paying unnecessary additional charges.

The unofficial sites charge up to £8 on top of the Congestion Charge fee for so-called 'additional services'. In reality, the additional services are non-existent or are already provided by our official payment channel for free.

Google was displaying 'Google AdWords' adverts for these websites above its 'organic' search results. We have provided further guidance to Google which means that since

mid-February, they have declined to accept advertisements from the sites concerned on the basis that they breach its 'sale of free items' policy.

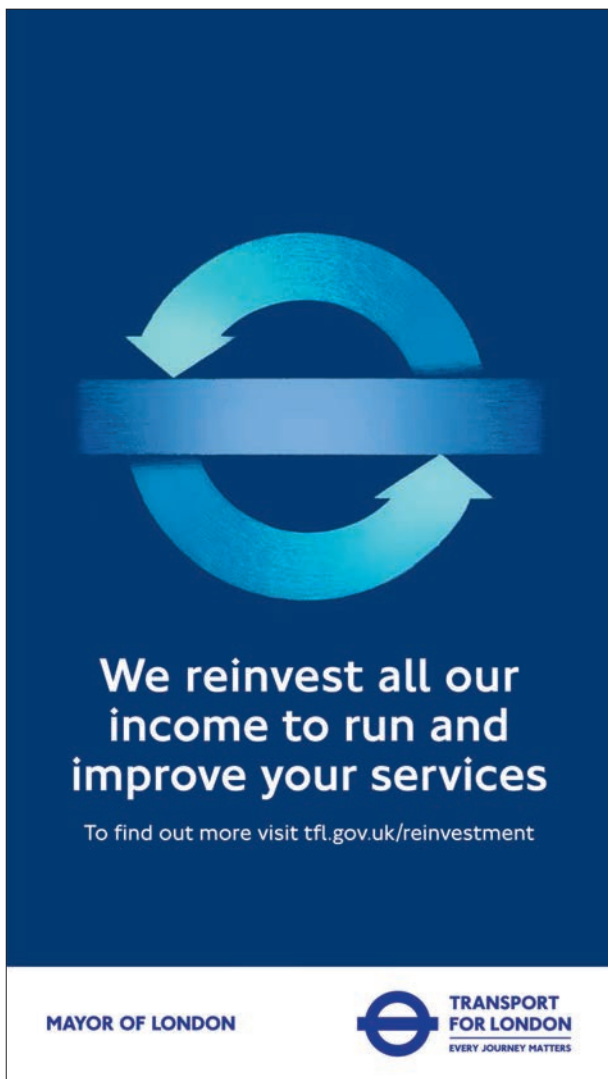
As a result the current number of transactions through these websites has reduced dramatically from about 1,000 per day to 20 to 40 per day.

Further steps will be taken to protect our customers, including renewing our publicity campaigns warning people about unofficial sites and looking for ways to make direct contact with customers. In addition, we continue to actively monitor the market, and are considering legislative and scheme order amendments to stop payments being made via third parties, and we are working with Trading Standards and the Government Digital Service to support cross-government action in respect of unofficial sites.

### **Explain who we are, what we do, how we do it and where our money is spent**

We are committed to improving transparency for our customers and stakeholders and now proactively publish more information than ever before.

The data covers a wide range of subjects including contracts, expenditure, information about our Board and Committee meetings, expenses, organisation structure, remuneration, customer satisfaction, the reliability of our services and our financial performance. This approach has improved the efficiency of our handling of Freedom of Information requests.



We have also made advances in presentation. Our newly launched website has a transparency page which refreshes the presentation of previous content and links to a new publications section, with enhanced search capability containing all the data and reports it refers to.

Our transparency pages are available at [www.tfl.gov.uk/transparency](http://www.tfl.gov.uk/transparency)

Following the Assembly's report on transparency in June 2013, we committed to publish contracts which meet certain criteria, redacting only limited information where it would be exempt from disclosure under Freedom of Information. Since then, a range of contracts has been published, particularly for the supply of bus services, and more will follow. Later this year we will also publish our overall approach to transparency and invite customers, users and stakeholders to comment on the main areas where we might improve.

In line with this approach, we are taking steps to make it clearer how the money raised through fares and taxes is spent. The key point is that we reinvest all our income to improve day-to-day services and to invest for London's future. For every pound we receive, two-thirds goes to the everyday running costs of the network and a third is spent on improving it for the future.

**Provide clean and pleasant transport and help minimise transport impact on the environment**

Disruption to customers caused by litter on the Tube has been cut by almost a fifth in the last year, thanks to an initiative to reduce the amount of litter.

A large part of this success is as a result of more than 125 litter bins and signage having been installed at 36 stations. All Tube stations will have bins by 2015. These bins, along with

the great support received from station staff, have helped reduce litter on track, trains and platforms that may otherwise have caused customer delays.

Our continuing 'Better Behaviours' campaign, which encourages customers to play their part in keeping the Tube free of litter, is also helping to reduce disruption, as objects stuck in train doors or on the track are the biggest causes of litter-based delays on the network.

### London Transport Museum

The 12-month celebration of the 150th anniversary of the Underground from January 2013 enabled London Transport Museum to exceed all its targets for visitors, retail income, corporate support and philanthropy:

- A total of 390,000 people visited the Museum at Covent Garden, an increase of almost 70,000 on the previous year
- The retail shop took more than £2.3m – its highest ever turnover. This is twice as much as visitors spent 10 years ago
- The web shop was 40 per cent up on the previous year
- Almost 10,000 passengers enjoyed a unique experience of the Victorian underground on the steam-hauled events
- The headline value of sponsorship deals struck by our fundraisers was £1m and ensured the programme for Tube 150 was self-funded

- Corporate hire sales were a third higher than in 2012 while the value of Corporate memberships was 25 per cent up on the previous year

### Year of the Bus

A programme of high profile events for 2014 has been drawn together under the 'Year of the Bus' banner to generate custom for the museum and provide us with a platform to explain the significance of the bus network to London, past, present and future. On 4 February, Leon Daniels was in conversation with BBC London's Robert Elms to launch this programme discussing interesting anecdotes and stories on what is involved in being responsible for the UK's largest bus service.

Highlights planned so far are:

- A bus cavalcade of vehicles from the B-type to the New Routemaster to Regent Street on 22 June
- Six bus garage open days with bus operators
- The restoration of B-Type Bus B2737 to 1913 condition before conversion to War Department khaki, a tour to the Western Front, and appearing in the Lord Mayor's Show and the Remembrance Parade
- New publications, merchandise and a busy public programme



### Year of the Bus

The restoration of the B-type Bus B2737 is part of the 2014 celebrations



### Goodbye Piccadilly: from the Home Front to the Western Front

The major exhibition this year is Goodbye Piccadilly: from the Home Front to the Western Front which opens on 16 May. It looks at the massive social changes that occurred following the outbreak of the First World War and its impact on transport. The Capital was a focal point of the war effort with recruits leaving for France, some in London buses, and wounded men returning. Innovation was seen in the rapid development of the motor bus, in signage, publicity and demand management, and the recruitment of women into most areas of the workforce for the first time.

The departure for the Front of more than a 1,000 buses, the substitution of women for men in the workforce and sheltering in the Tube from air attack provide the material for a fresh insight into the wartime capital between 1914 and 1918.

### Steam operations

Steam operations will continue in 2014 with two days in August to celebrate the 150th anniversary of the Hammersmith and City line, when Metropolitan Railway steam locomotive No.1 (1898) and a period train, will run from Hammersmith to Moorgate.

# 4 Value – efficient and effective delivery

## **Credit rating update**

The biannual update on TfL's credit rating was undertaken with Fitch. The AA issuer credit rating, outlook stable, was confirmed on 4 March. The decision was based on our performance being in line with expectations. This update is required by the credit rating procedure and will take place with all three rating agencies.

## **TfL bond issued**

On 7 March, we successfully agreed a 50-year £370m bond at a fixed rate of four per cent per annum, the longest dated transaction to date. This was the sixth bond transaction since mid 2012 and continues the successful delivery of the borrowing strategy approved by the TfL Board to establish a benchmark bond curve. The bond was issued at a spread of 0.55 per cent over the 50 year (December 2055) benchmark UK Government Gilt, building upon the success of the previous issues to achieve the tightest spread of all six deals. The yield on the bond, of 4.011 per cent on a semi-annual basis, compares favourably to the equivalent fixed rate for 50 years borrowing from the Public Works Loan Board of 4.26 per cent. This equates to a saving of 24.9 basis points, or £46.1m (undiscounted) over the term of the bond. The bond, which has a delayed settlement, will form part of TfL's £650m incremental borrowing agreed with Government for 2014/15.

## **Carbon Trust Standard Re-certification**

Facilities Operations has been awarded the Carbon Trust Standard in recognition of its work and commitment to reduce carbon emissions by 4.5 per cent.

## **Click & Collect**

Following the successful trial of Click & Collect with ASDA, an agreement has been reached with Tesco for installation at six London Underground car parks over the next six months. Waitrose and InPost are set to follow with a locker system in the next few months. A press release on this resulted in stories in the Evening Standard, Financial Times, The Times, Daily Telegraph, City AM and Metro.

## **Zero-carbon food**

The unused wartime tunnels beneath Clapham North station have been leased to a company that will produce a range of micro-herbs, shoots, miniature vegetables and other delicacies that will be sold to restaurants, supermarkets and wholesalers. The tunnel will provide 2.5 acres of growing space. The farm will be carbon-neutral, with special low-energy LED bulbs and an integrated hydroponics system. Full-scale work on the farm will start in March and the first produce will reach restaurants and shops by the summer. The launch was covered in the Guardian, Independent and other media outlets.

## **Responsible procurement**

As a leader in responsible procurement, we were invited by Indian Railways to deliver training and support sustainable and responsible procurement. This was part of Indian Railways Responsible Procurement and Benchmarking Programme. In addition, we also delivered a presentation on responsible procurement to the visiting Brazilian delegation working to improve their sustainable procurement performance.



# 5 People

## London Transport Awards

We received a number of awards at the 11th annual London Transport Awards ceremony, which recognises the people making a real difference to transport across London:

- Amy Nicholson, Revenue Protection Inspector, TfL, was joint winner of Frontline Employee of the Year, and Gary Grizzle, Customer Services Assistant (CSA); Keith Collins, Train Operator; Carl Downer, CSA; Conrad Lobo, Duty Trains Staff Manager; Lawrence O'Connor, Station Assistant Multi-functional; and Mark Winterflood, Train Operations Standards Manager were all highly commended in that category
- The staff at Ickenham station won LU Customer Service Team of the Year
- Track Partnership (LU & Balfour Beatty) won the Most Innovative Transport Project
- TfL won the Excellence in Technology category for Digital sign
- TfL and Barclaycard were highly commended for Contactless payments on Buses

## Success at Card and Payments Awards

In February our Future Ticketing team won the 2014 Card and Payments Awards 'Industry Personality of the Year'. This was the first time the award had been won by a team.

**Frontline Employee of the Year**  
Amy Nicholson receiving her award at the London Transport Awards



### **HR Distinction Awards**

HR Director Tricia Riley has been named HR Director of the Year at the prestigious national HR Distinction Awards. The awards celebrate the outstanding contribution that innovative HR strategies make to business performance.

They cover all industries and businesses throughout the UK and recognise the individual who has demonstrated the most outstanding leadership at executive level. Tricia faced tough competition from other HR professionals in the fields of technology, retail, banking, and transport.

The judges praised her role in leading the successful implementation of a people strategy that contributed to the achievement of organisational objectives, and the creation of a culture in which people issues are at the heart of business decisions.

### **Crossrail 2**

Crossrail 2 has won the Global Engineering Project of the Year at the seventh Global Infrastructure Leadership Forum. The winning project was voted for by industry leaders in infrastructure who were attending the forum event which was organised by CG/LA Infrastructure.

### **UK Rail Industry Award**

The LU Apprenticeship Development team has received the Apprenticeship Development Scheme Award at the UK Rail Industry Awards. The team was a joint winner of the award with Network Rail.

The UK Rail Industry Awards (UKRIA) are a key event for the UK rail industry, recognising the achievement of organisations, teams and individuals working to deliver an efficient and robust rail network.

LU was also shortlisted in other categories, including:

- Cost Base Reduction: The Bank Station Capacity Upgrade for the Innovative Contractor Engagement
- Outstanding Projects – Small (under £3m): Track Delivery Unit for St Paul’s Hub
- Outstanding Projects – Medium (£3m-20m): Track Partnership for their work on Hainault blockade
- Recruitment Excellence: The Classroom to Boardroom scheme
- Signalling and Telecommunications: The Loop Cable team

### **Success at the ‘Golden Whistles’ awards**

The success of LU’s programme of events to mark its 150th anniversary were recognised again recently, with the LU Heritage Operations Team picking up a Special Award at the Golden Whistles. This important award was judged and presented by the Institute of Rail Operators, and follows other accolades for the team’s remarkable successes last year.

### **Lean Transformation Programme wins award**

LU's Lean Transformation Programme (LTP) has won the Best People Strategy Award at the Railway People HR, Recruitment & Skills Awards. The awards recognise the excellent work carried out by the best talent in rail HR and training.

In addition to delivering Lean skills, the LTP team took the opportunity to promote cultural change in the programme by removing as many barriers to success as possible. Lean allows staff to identify and challenge waste and make immediate and positive changes to daily processes.

### **National Apprenticeship Week**

We enthusiastically supported National Apprenticeship Week, which was celebrated from 3 to 7 March. Apprenticeships play a key role in getting young Londoners in to the workplace; since 2009 TfL and its supply chain have created more than 5,000 apprenticeship roles, while Crossrail and its contractors will leave a legacy of 400 apprenticeships.

In an event hosted at City Hall, the Managing Director of London Underground and London Rail, Mike Brown, joined the first winner of The Apprentice BBC television programme, Mayoral Ambassador for Training and Enterprise and former LU employee, Tim Campbell, to welcome more than 250 potential candidates and current TfL apprentices to a recruitment fair.

Throughout the week, the London Transport Museum gave free admission to all apprentices. Apprentices also receive a year-round discount on their travel in London, with all Travelcards and Bus and Tram Passes being discounted by 30 per cent for those with an Apprentice Oyster photocard.

### **Wrapping up for London**

The charity Wrap Up London collects thousands of coats from generous Londoners each year, distributing these gifts to other charities and hostels around the city. In winter 2013 the charity teamed up with LU to collect coats at 10 major stations over three mornings. Of the 15,500 coats collected by the charity, more than 10,600 were donated at LU stations with more than 1,600 handed in at Canary Wharf alone. LU is proud of its work with the charity and we look forward to helping them beat this amazing record next winter.

# 6 Planning

## Roads Task Force update

On 3 March, an event took place to demonstrate the good work we have done and continue to do to deliver the Roads Task Force recommendations. The document is available to download at [tfl.gov.uk/roadstaskforce](http://tfl.gov.uk/roadstaskforce)

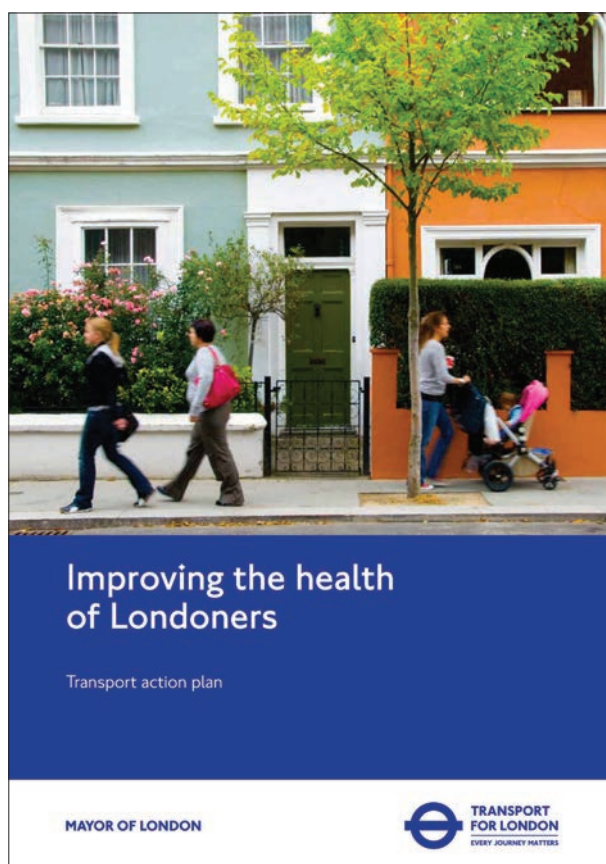
## Ultra Low Emission Zone

Also on 3 March an Ultra Low Emission Zone stakeholder event took place to discuss the feasibility work that has been undertaken in developing an ultra-low emission zone for central London. Stakeholders have been invited to take part in an online questionnaire about the Capital's air quality problem which will be available until week commencing 14 April.

## Publication of TfL Health Action Plan

We have published the world's first transport health action plan, which sets out how we are working to improve the health of people in London. As the Capital's integrated transport authority, we keep London moving, contributing to its success as a world city. We also have an important role to play in the quality of life of Londoners and tackling some of the public health challenges the city faces.

Enabling people to be more physically active is a public health priority for the Capital, as it can help to prevent some of our biggest health challenges including type 2 diabetes, obesity, heart disease and some cancers. The choices people make for getting around the city impact on health; the action plan shows that transport is the main way that people stay physically active. In fact more than two-thirds of all public transport trips involve walking five minutes or more and a quarter of adults in



London get all the physical activity they need to stay healthy through their everyday travel.

Our Health Action Plan sets out 10 actions to be delivered over the next three years to demonstrate the important role that transport plays in the health of Londoners:

- Quantify and where possible monetise the health impacts of our projects and policies
- Explicitly build health into the development and assessment of policies and projects

- Evaluate the health impacts of our programmes
- Assess what we are doing against the public health evidence base
- Strengthen our health impact assessment processes
- Support staff to be more physically active as part of their daily travel
- Support boroughs to improve the health of their populations through their transport plans and investment
- Work with public health intelligence specialists and academics
- Work with the National Health Service to encourage travel analysis in the earliest stages of planning for changes to healthcare provision
- Urge central government to support our role in increasing the physical activity levels of Londoners

The full plan can be found on our website – [tfl.gov.uk](https://tfl.gov.uk). Search for ‘Transport and Healthcare’.

### **Thames Tideway Tunnel**

TfL Planning has coordinated a long process to secure our interests with regard to the Thames (Tideway) Tunnel (TTT) project promoted by Thames Water. The formal

examination of the Development Consent Order submission – a statutory process that is a precursor to the Secretary of State making a decision on whether or not to proceed with the scheme – was completed on 12 March. The project has numerous interfaces with our assets, operations and duties. Together with the Mayor, we have agreed Statements of Common Ground with the applicant which also set out the areas of remaining disagreement. Negotiations continue with the promoters to resolve these matters.

The Mayor has expressed a desire throughout the consultation to maximise the reasonable use of non-road transport methods – especially by river. Pre-examination discussions achieved an increase from Thames Water’s commitment to transport 48 per cent of all material by river to 53 per cent of all materials. Following further discussions during the examination period, this has been increased from 53 per cent to 54.5 per cent, with a commitment by Thames Water to look in more detail at two more sites which could lead to an overall total of 60 per cent of materials being transported by the river. The increase, from 53 per cent to 60 per cent, would remove around a further 30,000 lorries from the road network, taking the total to about 300,000. Numerous lessons have been learnt from other large schemes, which may assist our own use of the Development Consent Order process for such projects.

### **Croydon – development of shopping centre**

On 24 January, we signed the S106 for the

Westfield/Hammerson Whitgift shopping centre redevelopment in Croydon. This secures around £55m of transport and public realm benefits including £10m for buses and £15m for trams with a further £5m coming from the GLA. A Compulsory Purchase Order inquiry is expected later this year with demolition works anticipated to begin by the end of the year.

### EU Infraction Proceedings

The European Commission has commenced the first stage of a legal process against the UK Government for not meeting NO<sub>2</sub> limit values. This is partly because the UK Supreme Court noted compliance with EU standards will only be achieved by 2025 in London, 15 years after the original deadline, and in 2020 for the other 15 zones.

This is disappointing as London has already taken significant steps to improve air quality and now meets legal requirements for eight of nine pollutants regulated by the European Union Ambient Air Quality Directive. Some of the action recently taken includes:

- Tightening the Low Emission Zone (LEZ) standards
- Cleaning up the bus fleet by building the largest fleet of hybrid buses in Europe
- Replacing the oldest buses with ultra-low emission models and retrofitting others with NO<sub>x</sub> reducing technology

- Introducing London's first taxi age limits
- Improving planning policies to ensure that all new buildings are air quality neutral
- Tackling emissions from biomass and combined heat and power boiler systems
- Introducing minimum emission standards for construction equipment

More action is still needed at all levels of government and the Mayor is committed to putting London on the path to a zero-emission future. To do this we are proposing an Ultra Low Emission Zone (ULEZ) in central London from 2020. As part of this, all new taxis must be zero-emission capable from 2018, all buses in central London must be hybrid or zero-emission electric by 2020 and we will invest nearly £1bn in cycling to encourage more sustainable forms of transport. In addition, to support borough efforts to tackle air quality hotspots, £20m will be provided through the Mayor's Air Quality Fund.



**List of appendices to this report:**

None

**List of Background Papers:**

None

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

**March 2014**

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