

Board



Date: 1 July 2015

Item: 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 26 March 2015 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 – July 2015

List of Background Papers:

None

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



Commissioner's Report

1 July 2015

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 26 March 2015 and updates the Board on significant projects and initiatives.

Fifteen years of working for London

This month marks 15 years since the creation of the London Mayorality and TfL. We have worked hard to keep London working and growing and to make life here better. The combination of a democratically accountable Mayor and an integrated transport authority has vastly improved the level of service experienced by public transport customers and has enabled a renewed focus on safety, and maintaining and improving the road network. It has allowed us to secure sustained investment to modernise the city's infrastructure, deliver greater reliability in our day-to-day services and to plan for London's future growth.

On the Underground, huge progress has been made on one of the largest programmes of infrastructure renewal in Europe – replacing old track, trains and signalling and modernising and rebuilding our stations. We have revolutionised suburban rail across large parts of London, taking over neglected and often unstaffed stations and transforming them into a part of our integrated network. Performance is better with a higher level of service than it has been for decades. And Crossrail will be in full passenger service in a little over three years. We have extended the DLR, and built one of the greenest, most accessible and most frequent bus services anywhere. We've made paying for travel and obtaining information much easier and have ensured that London's transport system is now one of the most accessible of any large city in the world. It

will become even more so over the next decade. On the roads we've helped cycling to grow exponentially as we've made our streets safer – radically reducing the number of people hurt in road accidents. Now, we're rebuilding local high streets and communities, replacing dangerous junctions and building new cycleways – changing our roads and streets for the better for everyone.

We have made these improvements while making TfL ever more efficient. We are currently implementing a huge £1.6bn savings and efficiencies programme. These savings, and our increasingly innovative use of technology and our commercial assets, have allowed us to accommodate a rapidly growing population while reducing our cost base by 15 per cent. As London's population increases from 8.6 million now to 10 million by 2030, the demand for transport services continues to rise. It is essential that sustained investment continues so that we can support economic growth, unlock homes and jobs and ensure London continues to act as the engine room of the UK economy. For 15 years we have been working to do more, do it better and do it for less money. And that is what we will do in the future as we seek to provide London with the modern, efficient transport it needs to produce economic growth, and create jobs and homes.

Government Grant Funding

As part of the Government-wide cuts in public expenditure announced by the Chancellor of the Exchequer on 4 June, TfL's General Grant was cut by £31m in 2015/16. It is expected that the Spending Review across Government will be announced in the Budget on 8 July, with decisions to be made in the autumn.

2 Delivery

London Underground (LU)

LU performance

LU achieved its best ever customer satisfaction score (CSS) of 85 in quarter 4 (Q4), while the full year result of 84 was also at record levels. This reflects notable improvements in reliability, the delivery of line modernisations, and increased service frequency.

Between 2007/08 and 2011/12, LU delays were reduced by 40 per cent. In 2014/15, underlying reliability – measured by Lost Customer Hours (LCH), excluding the effects of industrial action – improved by nine per cent and met the annual target. LU is on track to meet the Mayor's 30 per cent improvement target for 2015.

LCH, which includes industrial action, showed a six per cent improvement on last year. Industrial action accounted for more than 3.8 million LCHs in 2014/15. Taking this into account, LU was two million short of its target for the year.

These improvements are the outcome of LU's far-reaching Tube Reliability Programme, which includes the modernisation of the network and the introduction of a range of new techniques and practices to reduce delays.

Full-year performance was affected by industrial action in April and August, and in December and March (but with little impact): the total LCH was just over 3.8 million. Underlying LCH was 18.8 million, 1.9 million better than target.

Excess Journey Time for the year excluding industrial action averaged 4.5 minutes, 0.4 minutes better than target.

LU operated 80.3 million kilometres to the end of Period 13. That's 4.1 million kilometres more than last year and equivalent to 97.6 per cent of scheduled kilometres.

Demand for LU services continues to grow. LU experienced record demand in the year, with 1.3 billion journeys made in 2014/15, breaking daily passenger number records. This is 40.8 million, or 3.2 per cent more journeys than in the previous year. LU's busiest day was on Friday 28 November 2014, with 4.7 million passenger journeys, higher than the daily record demand levels seen during the 2012 Games. The five busiest days of all time on record were all in November and December 2014.

LU Investment Programme

Northern line extension tunnel boring machines

The Northern line extension took a step forward on 18 March when we announced that NFM Technologies has been awarded the contract to design, manufacture and deliver two tunnel boring machines (TBM).

Starting in 2016, the machines will tunnel from Battersea to Kennington. The Northern line extension, with two new stations – one at Battersea Power Station and another at Nine Elms – will bring those places within 15 minutes of the City. The extension will support 24,000 new jobs and more than 18,000 new homes.



S stock trains continue to be introduced into service on the Circle, District and Hammersmith & City lines

Metropolitan, Circle, District and Hammersmith & City lines

S stock fleet deliveries

With the arrival of the 68th train at Ruislip depot, we have now passed the half-way point in delivering the 133-strong fleet of S7 trains for the Circle, District and Hammersmith & City lines. The Metropolitan line's 58 S8 trains make up the remainder of the S stock fleet (191 trains in all).

S stock train operator training completed

We have now completed S stock train operator training on the District line, which brings to an end a programme that started on the Metropolitan line in 2010. During this time 1,150 train operators have each attended a two-week course to learn how to operate the new trains, supporting their introduction on the Metropolitan line in 2010, the Circle and Hammersmith & City lines in 2012 and the District line in 2014.

Remote track monitoring installed

We have recently installed automated track monitoring equipment (ATMS) on five of the new S stock trains, replacing the ageing track recording vehicle. The ATMS system uses a variety of sensors to record the condition of the track continuously while the train is in passenger service.

LU's remote track monitoring programme has already introduced ATMS equipment on the Bakerloo and Victoria lines. It gives the maintenance team high quality, repeatable track data in almost real time, helping to ensure the safety and quality of LU's railway and contributing to the 'predict and prevent' maintenance strategy.

Modernising Hammersmith station

Improvements at Hammersmith (Hammersmith & City line) station are now complete and include a new exit and entrance



on Beadon Road, an extended platform for the longer S stock trains and a new gateline. The ticket hall has also been refurbished.

Improved customer information at stations

Customers on the Wimbledon branch of the District line have seen new train arrival information boards on the westbound platforms at West Brompton, East Putney, Southfields and Wimbledon Park stations. Train arrival information is now also available at Eastcote, Ruislip and Ruislip Manor stations on the Metropolitan line.

Work completed ahead of schedule at Plaistow and Earl’s Court

Collaborative working meant we were able to refurbish a spiral staircase at Earl’s Court in 11 days, reopening it two days earlier than planned. During night-time engineering hours, the work would have taken at least two months to complete, putting up the scaffolding and taking it down every night.

A closure to perform track works over a weekend at Plaistow also allowed us to complete works at the station (saving 15 nights work).

Shining a light on safety

The interface between the platform and the train is one of the key risks faced by our customers. To help mitigate this risk we have recently fitted blue lights at Baker Street Platform 2. The lights, which are triggered by the arrival of a train, highlight the gap between the train and platform to our passengers, before switching off when the train departs.

Milestone in step-free travel

There has been a 50 per cent increase in the number of LU stations with manual boarding ramps in the past year. Alongside other improvements, such as permanent platform humps that raise a section of the platform to the same level as the train, and new low-floor trains on the Circle, District, Hammersmith & City and Metropolitan lines, the ramps are enabling us to make more of the network step free for our customers.

On track for smoother, faster journeys

Over the Easter weekend, as part of our programme to improve asset reliability, we replaced points and crossings at Neasden and Harrow-on-the-Hill as well as ballasted track at Finchley Road.

The existing rail on timber sleepers with limestone ballast was replaced with a modern rail, concrete bearers, granite ballast and modern point machines, greatly improving reliability and reducing future maintenance. As a result Metropolitan and Jubilee line customers can expect a much smoother ride, increased train speeds and a more dependable service.

Paddington operations room move

After extensive planning, in a single Saturday night shift we relocated and renewed Paddington's station operations room to a new room in Praed Street. Housing equipment critical for the station's operations, the old room, which was cramped and dark, doubled up as the station control facility and station supervisor's office. It also had a small mess area.

The old ticket office has been converted to the station supervisor's office and has an adjoining mess area. The new station control facility has now been relocated to the other side of the ticket hall. Operations resumed on Sunday morning with no disruption to customers.

Non-fare revenue

We continue to explore new commercial partnership opportunities to bring in non-fare revenue. Recent examples include:

Canada Water becomes Buxton Water for a day

To coincide with the Virgin Money London Marathon on Sunday 26 April, Canada Water station became Buxton Water station for the day. Under the sponsorship deal, 'Canada Water' roundels were replaced with 'Buxton Water'. Branded artwork across the station carried the hashtag #withyoualltheway to mark Buxton Water's role as the marathon's official water provider. The deal, which was worth £90,000 after costs, is part of wider commercial plans to generate £3.4bn in non-fare revenue over the next decade. The money will be reinvested in improving London's public transport and road network for the benefit of customers and users.

Estée Lauder at Piccadilly Circus

The Estée Lauder Companies UK & Ireland has signed a year-long contract for a pop-up retail unit at Piccadilly Circus. Its botanical hair, skincare and make-up brand Aveda will occupy one of the retail units at the station.

The deal will transform retail facilities available for customers and is part of our efforts to maximise the use of our assets in order to generate £3.4bn in non-fare revenue to be reinvested into the network for improved transport services.

Over the past four months, we have reinstated the original showcase cabinets, which The Estée Lauder Companies will use to display its brands to the 40 million customers who use the station each year.



Waterloo & City line celebrates Rugby World Cup with complete train wrap

We have joined forces with Exterion Media to enable Société Générale, sponsors of the 2015 Rugby World Cup, to wrap an entire train on the Waterloo & City line. The branding even extends to custom made moquette for the seat covers. The Waterloo & City line was chosen to reach out to Société Générale's core audience of City workers. The deal will earn substantial additional advertising revenue for the six-month wrap.

London Rail

London Overground (LO) performance

LO carried 139.8 million people in 2014/15, three per cent more than 2013/14, although this was 5.2 million (3.6 per cent) lower than target. This is mainly because of lower than anticipated demand, strike action and new planned engineering work. In the first two periods of 2015/16, LO carried 25 million people, 5.5 per cent more than target.

LO's operational performance, as measured by the public performance measure (PPM), was 95.2 per cent for 2014/15. This was significantly higher than the national average for train operators of 89.7 per cent, and secured LO's third place in the national PPM league. It was, however, off target by 0.8 per cent, affected by punctuality on the East London Line.

Performance on all routes except the East London Line has improved over the past financial year, but the impact of National Rail services operating out of London Bridge and continuing engineering works at the station have pulled the East London Line's PPM down three per cent, and LO's overall performance down by one per cent.

More recently we agreed a revised arrangement with Network Rail and Southern Railways to reduce delays on the East London Line during the work at London Bridge, giving priority

to our trains when Southern services are delayed by more than five minutes. While there have been occasional teething problems, this change has been largely successful. LO performance this year is at 94.9 per cent, 0.7 per cent better than target, owing to the adjustment made for the addition of West Anglia and TfL Rail.

LO's full year customer satisfaction score of 83 for 2014/15 was two points better than target.

Increased capacity on the North London Line

The first five-car train on the Stratford to Richmond/Clapham Junction route on the

North London Line is now in service.

Delivered as part of LO's capacity improvement programme, this marks a significant step in our journey towards increasing capacity on the LO network by 25 per cent. Since the programme began in March 2014 we have also extended 31 platforms, moved electrification masts, and worked on six areas of signalling.

Improved access at Shepherd's Bush

LO customers using Shepherd's Bush station now have an additional entrance and



footbridge. The station modernisation also includes new ticket vending machines and improved customer information screens. The footbridge enables customers to cross from one platform to the other more easily. The improvements will help to reduce customer journey times and relieve congestion at the main station entrance and exit.

Bidding begins for next LO operator

We have issued a notice with the Official Journal of the European Union to select the next train operator to run LO services from November 2016. Under this concession we will bring in new trains, higher frequency services, and continue the programme of station modernisations. The contract will also include options to introduce an all-night service at weekends on vital Overground routes and to extend Gospel Oak to Barking line services to Barking Riverside in 2020. The new operator will be responsible for supporting these improvements and be expected to continue improving LO's performance levels.

West Anglia and Greater Anglia takeovers

On 31 May, we took control of services running from Liverpool Street to Shenfield, the Great Eastern suburban lines, which will form part of Crossrail. In the meantime this service will be known as TfL Rail. LO also started running services between Liverpool Street and Enfield Town, Cheshunt and Chingford. Stations will be staffed when trains are running and we will introduce a 'turn-up-and-go' accessible service. The stations will also be thoroughly cleaned, properly maintained and added to the Tube map. New trains will be introduced in 2018.

Early signs indicate we will continue to bring improved reliability and better customer service to these lines, as we have demonstrated with our management of the rest of LO network, although the trains we have inherited are unreliable and much effort is being expended to improve their performance and reduce cancellations.

Mayor brings forward step-free target

The Mayor has brought forward to 2018 a target for more than half of stations on the LU and rail network to be step-free.

The Mayor's Accessibility Implementation Plan, published in 2012, set out that half of Tube and TfL Rail stations would be step-free by 2020, but after the target of 45 per cent step-free access by 2015 was surpassed, the Mayor has set out a new plan for access levels.

This new target comes as it was announced that Brent Cross will become step-free with the installation of a lift making the station accessible to wheelchair users for the first time. The station, which opened in 1923, was originally built with more than 30 steps between the street and platform.

The current programme will see a number of stations on the Tube made step-free this year, including Greenford, Tower Hill and Vauxhall. All of Crossrail's 40 stations will have step-free access when the line fully opens, meaning that by 2018 more than half of stations on all TfL networks will have step-free access. The Mayor will continue to prioritise funding for accessibility improvements within TfL and urges the Government to provide additional

funding through its Access for All scheme to continue beyond 50 per cent of stations.

The installation of the lift at Brent Cross, which will make travelling at the station easier for anyone with mobility difficulties and those with luggage or small children, will cost around £10m – with the majority of the sum expected to come from the Brent Cross Cricklewood project, which is developing the area.

In October 2014 the Mayor announced an extra £76m fund for step-free access schemes where contributions can be found from developers and other third parties. The contribution from the Brent Cross development partners is expected to cover most costs of the lift project at the station, with TfL providing top-up funds if required.

The £76m step-free fund is expected to help around a dozen more stations become step-free and the Mayor is writing to all London boroughs to seek their nominations for other stations that could be made accessible. We are particularly seeking to fund stations that serve locations such as local town centres, or provide good interchanges for onward step-free travel. They will also need to be affordable, inclusive in design, feasible to build and have partnership funding contributions.

Feasibility studies for Brent Cross will now be commissioned, to draw up detailed costs, designs and timescales for the scheme, and it is thought that the lift could be in service by 2019.

Docklands Light Railway (DLR) performance

DLR passenger numbers in the year were 110.2 million, 2.8 million higher than budget and 8.5 per cent higher than the corresponding position last year. Passenger numbers this year are 19.2 million, 0.3 million more than target.

DLR reliability continued at the same high level as achieved in recent periods. On-time departures for 2014/15 were at 99.3 per cent. This is 0.5 per cent better than target. In Period 1 and Period 2 of 2015/16, departures were at 99.2 per cent, 0.2 per cent better than target.

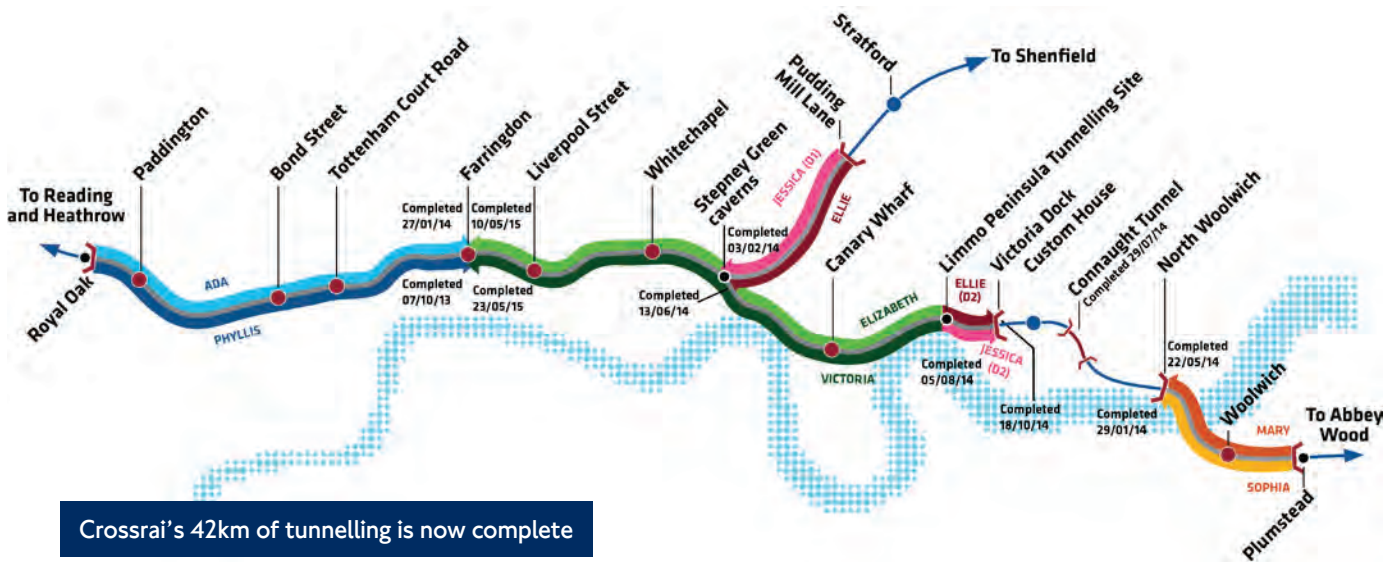
DLR customers are benefiting from the new timetable introduced on 2 February. This gives them quicker journeys, shaving a minute (or 3.4 per cent) off the journey time on the Lewisham to Bank route.

At 88, the DLR CSS score in Q4 was two points better than target. This was enough to secure the DLR's highest ever full year score of 89, three points higher than target.

Trams performance

Full year tram passenger journeys for 2014/15 were 30.9 million, two per cent higher than budget. Current year passenger journeys are 4.5 million, hitting target.

The full year scheduled kilometres operated measure was 97.9 per cent, 1.1 per cent lower than target. Performance issues throughout the first three quarters of the year can largely be attributed to tram fleet performance.



This has been successfully addressed by the transfer of fleet maintenance in-house, on 7 December 2014. Since then, tram availability has increased and is now restored to previous levels. Performance for the current year is at 98.9 per cent, 0.9 per cent better than target.

Customer satisfaction is on an upward trend with Q4 and full year CSS scores for trams both at 89, achieving the target.

Easter trams upgrade success

Over nine days during Easter we completed phase two of the Addiscombe Road track renewals project, replacing 250 metres of embedded tram track with stronger steel along a busy road in Croydon town centre. One of the main challenges was working close to homes and businesses. Some had front doors less than five metres away and had vehicles that required regular access. However we were able to minimise disruption to local residents by planning the work in phases and using barriers to contain noise and dust.

Emirates Air Line performance

For the year 2014/15, Emirates Air Line carried 1.54 million passenger journeys. This was 32,000 more than the previous year, representing year-on-year growth of 2.1 per

cent. The Q4 CSS score of 94 was the highest since the Emirates Air Line opened and exceeded the target of 93.

Full year availability at 96.3 per cent was better than last year, up 1.3 per cent from 2013/14. Q4 availability was affected by high gusting winds. In the current year, availability is at 96.3 per cent.

Crossrail Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn. The project is now 65 per cent complete overall. During the period, around £350m was spent progressing the project. Crossrail's cost and schedule performance remained stable with challenges being addressed and mitigations identified. There remains a 20 per cent chance that some of the £600m TfL contingency funding may be needed.

There are almost 12,000 people currently working across Crossrail sites. The project has exceeded its target of 400 apprentices over the lifetime of the project with the total now at 446. More than 10,000 people have enrolled at the Tunnelling and Underground Construction Academy since opening.

End of tunnelling

On 4 June we celebrated the completion of tunnel boring machines tunnelling with an east-west breakthrough event attended by the Prime Minister and the Mayor. The event marked the completion of the 42km journey under central London by our eight 1,000-tonne TBMs which weaved their way between existing Underground lines, sewers, utility tunnels and building foundations, linking our new stations at depths of up to 40 metres. The emphasis of the Crossrail project will

now continue its shift towards station fit-out, systems, testing and commissioning, and handover activities as the new railway is created.

Stepping Up Week

At the end of April we renewed our commitment to health and safety as we moved into the next phase of the Stepping Up Week project. This work promotes our commitment to Target Zero – nothing is so important or urgent that we can't do it safely.



The Prime Minister and the Mayor joined Crossrail tunnellers at the big east-west Crossrail breakthrough

It involved a range of events and the re-launch of our five Golden Rules, which were developed with the workforce. They create a common set of behaviours that underpin safe and healthy working:

1. Respect the basics
2. Assess the risks
3. Check the site
4. Follow site requirements
5. Support each other



Surface works

Crossrail's surface works, delivered by Network Rail, remain on target and are now more than 40 per cent complete. Crossrail continues to work closely with Network Rail on the project-critical issue of signalling on

the western route. In May, more than a mile of new track was laid by Network Rail between the Crossrail tunnel portal at Plumstead and Abbey Wood station, representing the first section of dedicated Crossrail track to be installed anywhere along the route.

Positive progress continues on station design and submissions to local authorities with additional station improvement work not originally in the Crossrail scope now funded and progressing. Plans for new station buildings at Hayes & Harlington and Southall, plus improvement plans at West Drayton, have now been approved. Revised designs for Ilford and Romford stations have been presented to the relevant local authorities and construction work has started at Brentwood, Shenfield and Harold Wood. We have agreed the allocation of 2015/16 funds for further design works by boroughs for their urban realm designs. Network Rail, the boroughs and Crossrail are now progressing the designs with the first improvement works set to begin in 2016/17.

Major achievements

Wallasea Island

At the end of April, the final shipment of excavated material donated by Crossrail arrived at Wallasea Island in Essex. In partnership with the Royal Society for the Protection of Birds (RSPB), the material is being used to create a flagship wetland nature reserve twice the size of the City of London, and one of the UK's most innovative flood defence systems. During tunnelling, 1,528 shipments delivered three million tonnes of material. Around 80 per cent of this has



Crossrail tracks being installed at Plumstead and Abbey Wood station.

been transported by rail and water, removing roughly 150,000 lorries from London’s roads.

Archaeology

Over the past few months, Crossrail’s archaeology team has been carrying out a large-scale excavation at Liverpool Street. There are 2,000 years of history buried beneath the site including the foundations of the former Broad Street station, the old Bedlam burial ground, Moorfields marsh, a Roman road and the Walbrook – one of London’s lost rivers. Almost 3,000 people visited our public viewing platform on site to watch archaeologists from the Museum of London Archaeology at work.

Crossrail Place

Crossrail construction began at Canary Wharf on 15 May 2009. Six years later, Crossrail Place, which sits above the line’s Canary Wharf station, was completed. With tropical roof gardens and a leisure complex designed by

Foster + Partners, the seven-storey structure is the first new Crossrail building to be opened to the public. Services will begin running through the station in December 2018.

Art

Crossrail’s art programme – The Culture Line – continues to gather momentum with additional funding for pieces at Crossrail’s central stations secured. The selection of an artist to undertake the funded commission at Liverpool Street has taken place and the selection for Bond Street will take place later this summer.



Crossrail Place's tropical roof gardens and leisure complex is the first new Crossrail building to open to the public

Surface Transport

Operational Performance

Passenger journeys and demand

In Q4 bus passenger journeys were 29.8million – 4.1 per cent – fewer than target. Fare – paying passenger journeys were 17.2 million or 3.5 per cent below budget. Q4 saw a fall in journeys of two per cent from the same quarter last year, thought to be from the slight deterioration in bus reliability caused by increased traffic levels, our Road Modernisation Plan and town centre improvements. Further passenger reductions were a result of industrial action on the bus network in January and February 2015, reducing passenger journeys by an additional 7.5 million, of which five million were expected to be fare-paying passengers.

Non-fare passenger journeys for the quarter were 12.6 million or 4.9 per cent below budget. The non-fare passenger journey reductions are mostly due to the 11-15 year old and 16+ passenger journeys reported via the Greater London Bus Passenger Survey

(GLBPS) previously being uplifted by TfL for more realistic non-validation. It was found that non-validation is much lower than previously thought, meaning the budget was artificially high.

Bus scheduled services operated

The overall proportion of bus kilometres operated in Q4 2014/15, was 96.4 per cent compared with the same quarter last year which was 97.8 per cent. The score was adversely affected by two one-day strikes by bus drivers in January and February, together with increased traffic levels, continuing economic growth and town centre improvement works.

In the full year scheduled kilometres operated was 97.1 per cent compared with 97.7 per cent the year before. In addition to the two one-day strikes, results were also adversely affected by an increase in general traffic delays caused by economic growth, particularly in outer London. Excluding the effects of the industrial action, it is estimated 97.5 per cent would have been achieved – 0.2 per cent below target.

A package of measures will be introduced in 2015/16 to ensure performance is protected against adverse trends in traffic conditions arising from economic growth and from major road schemes.

Cycling

More than 580,000 journeys are made every day in London by bike, and cycling has more than doubled in the past decade. Cycling levels in Q4 were three per cent – eight index points – lower than the same quarter last year, which saw record levels of cycling for the year, but nine per cent (21 index points) above the Q4 target. Recorded levels of cycling on the Transport for London Road Network (TLRN) have been corrected as a result of a high number of highway repairs and schemes during Q4 2014/15, with some affecting cycle count sites.

The full-year index of cycle flows forecast on the TLRN for 2014/15 is 330, an increase of 11 per cent – 34 index points – from last year and more than 11 per cent – 32 index points – above this year's cycling target. With the future growth of cycling expected to take place not only on the TLRN, but on all the Capital's roads, we have developed a new methodology for recording cycling journeys that currently runs in parallel with the existing cycling index. Monitoring using this metric covers the central London Congestion Charging zone and shows that a daily average of 425,287km – or about 139,000 journeys – were cycled during Q4, six per cent higher than the first quarter, which partially reflects seasonal trends in cycling. A daily average of 466,660km – or about 153,000 journeys was cycled over the full year in 2014.

Reliability

Reliability levels on the TLRN have been affected by a combination of increased traffic levels, continuing economic growth, town centre improvement works as well as TfL's extensive road modernisation programme plan, which began in February 2015. This has had an adverse impact on bus excess wait time – which maintained its record high from 2011/12 to 2013/14 – and TLRN journey time reliability.

Traffic flows have continued to increase. Historically, Q4 flows are lower than the rest of the year; nonetheless, flows in Q4 were 0.7 index points up on the same quarter last year. As a result, London-wide average traffic speeds (between 07:00 and 19:00) decreased by 0.69 mph to 18.4 mph. The corresponding fall in network speeds indicates that increased traffic flows, in addition to incident and event disruption, are the current drivers of journey time reliability.

Over the full year, bus excess wait time was 1.1 minutes, 0.1 minutes down on target and on last year. A package of measures is being introduced to ensure bus service reliability is protected against the adverse trends in traffic conditions arising from growth and from major roads schemes.

TLRN (all directions) journey time reliability for 2014/15 was 88.3 per cent, 0.5 index points lower than target and 0.7 index points worse than last year. Much of the overall reduction came in periods two to five, affecting most parts of London, but particularly the east and central areas which showed a strong

correlation in performance changes. The main driver was again the impact of increasing traffic levels. However in the last three periods it has been performance in east London that has been primarily responsible for overall TLRN deterioration, in large part due to the combination of works involving temporary signals and lane reductions. A similar pattern is expected in other areas as the Road Modernisation Programme intensifies in the new financial year.

Across Q4 there were a number of planned and unplanned incidents that contributed to a large number of Serious and Severe (S&S) disruption hours across all four periods. Planned disruption was up 272 hours compared to the same quarter last year. The increase in planned disruption was due to an increase in highway authority and utility works. Particular examples include:

- The large volume of works on the A13 Ripple Road at the Lodge Avenue flyover (75.32 hours of S&S disruption)
- Overnight maintenance and refurbishment works in the Fore Street Tunnel (59.8 hours of S&S disruption)
- Maintenance works on Chiswick Bridge (37.31 hours of S&S disruption)

Unplanned disruption was up 109 hours compared to the same quarter last year. The main reasons for the increase in unplanned S&S disruptions include increased traffic incident collisions, breakdowns, emergency works

(unplanned) and infrastructure issues. The two largest incidents were a burst water main on Battersea Park Road/Latchmere Road on 9 January which lasted until 1 February causing 36.27 hours of S&S disruption. The second was a jack-knifed HGV on the A406 North Circular 21-22 January causing 12.48 hours of S&S disruption.

Overall in Q4 there were 1,214 hours of S&S disruption resulting from unplanned and planned events spread across 445 separate incidents. This is an increase of 381 hours compared to Q4 2013/14, attributable to an increase of 272 planned S&S disruption hours and 109 unplanned S&S disruption hours. This compares to 833 hours spread across 393 incidents in Q4 last year.

In Q4, the hours of S&S disruption per event, a measure of effectiveness of resolving unplanned incidents, was 2.2 hours, an increase from the 2.1 hours per event in Q4 last year. Planned figures met the estimated planned works forecast of 1,000 hours with an end of year total of 931 S&S hours. Unplanned figures met the estimated unplanned disruption forecast of 2,660 hours with an end of year total of 2,624 S&S hours. Both of these forecasts took into account the fact that significant new construction activities continued to occur throughout the year.

Surface Transport Investment Programme Providing a quality bus network

New Routemaster

The next route to be served entirely by New Routemasters will be route 73, which runs between Victoria and Stoke Newington. This will be the fourteenth route to convert to the vehicles. The phased conversion, which includes the N73 night bus service, will be complete in July. During peak hours, 53 of these hybrid diesel-electric buses will be in passenger service, carrying 35,000 people each weekday.

This introduction will increase the number of New Routemasters in London to 500 out of the planned 800 to be delivered by 2016. We recently awarded contracts to convert routes 149 and 168 to New Routemasters and will confirm dates for the conversions later this year.

A customer satisfaction survey, conducted in November 2014, revealed that customers are more satisfied on New Routemasters than standard double-decker buses, scoring 87 compared to 84 points respectively.

Bus Intelligent Speed Assistance (ISA) trial

In June, we announced the launch of a trial of ISA on London buses. The technology, which limits vehicles to the speed limit of the road it is driving on, will be fitted to all buses on routes 19 and 486. The trial will enable us to better understand the benefits of using ISA in London, and the potential to expand its use on the bus fleet.

Digital information at bus stations

We have installed state-of-the-art real-time digital information screens at five bus stations and Victoria Coach Station. This builds on TfL's and the Mayor's commitment to make London's transport network even more accessible. The 'Bus Station Digital Sign' is a TfL service which displays TfL's live bus arrival information for multiple routes serving stops at bus stations. The information displayed is the same as the information on all other TfL Live Bus Arrivals services and includes details of service disruptions affecting local routes to the bus station. Providing this information clearly and in one place will make it easier for passengers to navigate their way around large interchanges and make an informed choice of route for their destination. Nine of these screens have been installed in total, with two signs in Harrow, Walthamstow and North Greenwich bus stations and one sign in Vauxhall, East Croydon and Victoria Coach Station. Canada Water and Hatton Cross will be the next stations to benefit from these digital signs.

Night Bus consultation

On 19 May we launched a consultation on the proposed changes to Night Bus network ahead of the introduction of Night Tube services in September. The consultation, which runs until 1 July, includes proposals which have been developed following a review of our Night Bus services, as many of our customers will soon have a choice to travel at night by either Tube or bus. Although many suburban stations are already well connected to surrounding Night Bus routes, the plans will look to enhance/protect the service currently provided.



Sign of the times – new live bus arrival digital signs were installed at bus stations and Victoria Coach Station

As part of the changes, we are proposing to introduce 20 new services, 17 of these would run on Friday and Saturday nights, with three (of the 20) running seven nights a week. In addition, we are extending the route of one seven-nights-a-week bus service. On 17 of the 117 current Night Bus routes, we have forecast that some passengers will choose to use Night Tube instead and therefore, it would no longer be necessary to run as many additional buses on these routes at weekends. Once the consultation closes we will review all responses before making final decisions on the proposals.

Global Clean Bus Summit

On 29 June the Mayor hosted a global clean bus summit at City Hall with the C40 Cities Climate Leadership Group. One of the aims of the event was to promote wider adoption of much cleaner bus technologies in urban areas to reduce exhaust emissions and demonstrate there is an emerging market for large-scale production of electric, diesel-electric hybrid and hydrogen buses – a precursor to normalising prices of these vehicles. The event follows the Mayor’s meeting with bus manufacturers in February and the announcement of the C40 Clean Bus Declaration in Buenos Aires in March.

Among the dignitaries who attended were the Mayor of Oslo, the Deputy Mayors of Rio and Warsaw, and representatives from Madrid, Bogota, Salvador, Copenhagen and Curitiba as well as the World Bank, Green Investment Bank and European Investment Bank.

Hybrid Buses Programme

The proportion of the bus fleet served by low-carbon emission and quieter diesel-electric buses is now at 14 per cent. There are currently 1,250 hybrids in the fleet, a total which will grow to 1,700 (including an increased target of 800 New Routemasters) by the middle of 2016, when they will represent around 20 per cent of the entire fleet.

ZeEUS bus trials

On 18 May work began on building rapid inductive-charging infrastructure at Canning Town and Walthamstow bus stations. This infrastructure will enable three range-extended, diesel-electric hybrid buses to top up their battery charge wirelessly via magnetic field, when they come into service from October. The Alexander Dennis E400 buses will operate on route 69 between the bus stations, and part of the assessment will look at their ability to



operate in all-electric mode for a significant period of passenger service. The capital and maintenance costs of the project, called ZeEUS (Zero Emission Urban-Bus System), are part-funded by the European Commission.

Technology demonstration projects

Route 312 will be the Capital's first fully-electric bus service from September, when a further seven zero-emission vehicles will be introduced to south London. The service is currently served by two all-electric Optare MetroCity and five conventional diesel buses.

The conversion will increase the total number of pure-electric vehicles in London from eight to 15. This number will then rise steadily as we look to introduce more makes and models through route tenders.

Keeping London Moving

Roads modernisation

Hammersmith Flyover

Completed in 1961, the Hammersmith Flyover carries the four-lane A4 arterial road over the Hammersmith gyratory, and links the west to central London. The flyover is now being strengthened to prolong its life and ensure

that no major maintenance will be required for many years. This final phase of work follows on from repairs made in early 2012, and is on track to be completed by September 2015.

Work to upgrade the central reservation is now complete, and works are progressing well to strengthen the structure. We carried out two weekend closures of the flyover on 10-13 April and 17-20 April to complete the re-waterproofing and re-surfacing, allowing us to cancel the third planned weekend closure. We have now completed night-time closures to finish the 60 jacking operations necessary to replace the bearings. Several weekend closures will be required in the summer to install the permanent expansion joints.

The Hammersmith Flyover Strengthening and Refurbishment project has been awarded the CIHT/Ringway Innovation Award by the Chartered Institute of Highways and Transportation at the CIHT Awards on 9 June 2015. The CIHT/Ringway Innovation Award went to Costain, TfL, Ramboll & Parsons Brinckerhoff (R&PB) and Freyssinet.

These annual awards celebrate outstanding



Chiswick Road Bridge refurbishment is nearing completion

engineering achievement in the Capital. The project was given a special award for re-engineering London, which recognised the technical complexity, interdependency and strategic location, which have presented numerous constraints in both the design and construction of the project.

The judges said: ‘We were impressed by not only the number of innovations and bespoke elements of this scheme that could be easily transferred to other structures, but also the engineering principles and thinking behind the design and construction ingenuity. We felt that the concept of post-tensioning a structure from the outside, allowing the original pre-stress to become redundant, is a relatively simple economic solution and the fact that it had minimal impact on the travelling public over a relatively short period of time should be acknowledged.’

Chiswick Road Bridge refurbishment

As part of the Road Modernisation Plan, work is nearing completion to strengthen and refurbish the 80-year-old Grade II listed Chiswick Bridge and make it safe for road users for many years to come. All works on

the bridge deck are now complete, including a segregated cycle way and pedestrian walkway, new lamp columns, refurbished and strengthened parapets, waterproofing and carriageway resurfacing. The bridge was opened and cleared for the University Boat Races on 11 April. Concrete repairs internally and externally are now complete. Each staircase has been fully refurbished and new lighting was installed during May and June. The site compound demobilisation and remaining items of work were completed at the end of June.

Fore Street Tunnel

As part of our Road Modernisation Plan, work to upgrade the Fore Street Tunnel in north London will continue until August 2015, in order to ensure that it is safe and fully functional for the 60,000 vehicles that travel through it every day. The civil construction works are substantially complete and the mechanical and electrical works are continuing as planned, ready for the new systems to be commissioned in July. On Saturday 6 June there was a 12-hour night closure, for works that cannot be completed in the normal shorter week-night closures.



Malden Rushett's A243 junction works have been completed with commendations from local businesses and communities

Malden Rushett

Following an intensive six months of construction, the A243 Malden Rushett scheme is now open to traffic, with final works expected to be completed by the summer. The work at Malden Rushett will help improve road safety, reduce congestion and provide safer crossings for pedestrians. The Malden Rushett Residents Association contacted the Mayor to say: 'Thank you for bringing the junction proposals to fruition. Without hesitation, I can say the work will save many lives.'

Local businesses, communities and press have also commended TfL and provided supportive comments regarding the scheme delivery and expected benefits, for example (from What's on in Epsom): 'We agree the roadworks were much needed and glad at long last something

has happened. Our 12,000 followers on our social media page can't wait for it to open.'

Encouraging more cycling Better Junctions

Elephant and Castle northern roundabout

The Elephant and Castle northern roundabout project is one of our main priorities for improving safety for all road users. The £25m overhaul of the northern roundabout has been designed to significantly upgrade facilities for pedestrians, cyclists and drivers, by converting it into a peninsular, creating a new, more open and accessible public space, with the road around it converted to two-way traffic. The project also contributes to the significant regeneration of the area, improving the experience for public transport users, cyclists, pedestrians and local residents, and enables the redevelopment of Elephant and Castle's ticket hall.



Elephant & Castle works will significantly improve the environment

Construction works to remove the roundabout started in April 2015. Phase One of the works to realign the central island are progressing as planned, the main highway work is scheduled to be fully complete by summer 2016, with work on the public space within the new peninsula to be carried out after the upgrade to the Northern line station is completed in the early 2020s.

Bow Vision (interim scheme)

Public consultation closed on 1 April for the interim scheme at Bow. The scheme would reduce the barrier created by the flyover and roundabout and improve connectivity between Bow and Stratford. It would provide a new area of public space that is fully integrated with the north-south pedestrian and cycle link offered by the River Lea towpath. We are in the process of analysing and considering all of the comments

received and will publish our response in July. Depending on the outcome of this consultation, construction works could start later in the year and would finish mid-2016.

Oval

Four junctions around Oval station are being re-developed to create segregated cycle lanes, enhanced public spaces and improved pedestrian crossings. Construction works are progressing to plan, the re-alignment of the first of the four junctions (Kennington Road/ Kennington Park Road) is nearing completion. Construction of a northbound segregated cycle lane on Brixton Road was completed by the end of July. Work along Kennington Park Road on the northbound carriageway, to provide a segregated cycle lane from Oval Station to Kennington Road, began in mid-June. Two of the three planned banned turns have been now

implemented. The design of the urban realm is currently being developed. We remain on track to complete the scheme by May 2016.

Old Street

A consultation report on Old Street was released on 10 June. This scheme will convert the existing roundabout – a crucial gateway to Tech City – into a peninsula with a large public space and a new entrance to Old Street station. This will reintroduce two-way traffic through the area by closing the north west ‘arm’ between the west side of Old Street and the north side of City Road. During the six-week consultation, more than 1,300 people responded to the plans. Of these, 87 per cent felt that the plan would improve conditions for pedestrians and cyclists, and 63 per cent felt that they would make the area easier for bus and Tube users to travel in.

Wandsworth town centre

The consultation report for Wandsworth town centre was released on 19 May. Our joint plans with Wandsworth Council involve a major revamp that will benefit all road users and encourage investment in the area. The plans, which have been well supported by local residents and stakeholders (61 per cent of respondents supported), will involve re-routing the A3 and A205 South Circular to the north of the town centre along Armoury Way in both directions.

Furthermore, 70 per cent of respondents agreed that the current traffic system performs poorly, with many commenting that it is unpleasant or difficult to use and navigate. By re-routing the existing road network and restricting the central section of Wandsworth High Street between Garratt Lane and Buckhold Road to buses and cyclists only, the scheme would also free the main shopping area of the current high levels of congestion and take traffic away from the busy town centre. Works are due to start in early 2017.

Southall Broadway Boulevard

The London Borough of Ealing has completed work on the Southall Broadway project. This £7m scheme, funded through the Local Implementation Plans (LIPs) programme and the Mayor’s Regeneration Fund, was designed to improve the public realm, enhance pedestrian safety and boost local business. The proposals aimed to radically alter the look and feel of this 1 km-long high street.

The new layout has changed how pedestrians and drivers interact, and maintained vehicle journey time reliability. This is particularly important for buses as Southall Broadway carries more than 60 an hour. Bus gating has been used to ensure they receive priority, despite the removal of some bus lanes to enable wider footways and more informal crossing opportunities. Other measures include new footways, the provision of a sustainable urban drainage system and the removal of street clutter.

Launch events took place on 7 and 9 June, the team (Ealing Council, Project Centre and Murrill Construction Limited) received the CIHT/EM Highway Services Streets Award at the Chartered Institute of Highways and Transportation Awards.

According to the judges the scheme 'benefited from an excellent, clear and simple vision on an extraordinarily busy street with a multiplicity of users'. The panel also noted the good design and concepts used on the scheme and the fact that they had been adapted from previous smaller schemes.

East Croydon

The LIP Major Scheme at East Croydon interchange took a significant step towards completion over Easter. For nine days the tram lines were closed for maintenance and this provided time to complete important elements of the project. We worked with London Borough of Croydon contractors to:

- Remove 650 metres of old kerbs and install 650 metres of new granite kerbs on George Street, mostly adjacent to the tram tracks
- Lift old block paving, and install almost 3,000sqm of new paving on George Street and at East Croydon Tram Station, including:
 - 1,000sqm of high-quality, artificial stone paving to footways

- 600sqm of new high quality granite pavement to footways and tram stops at the station

- 1,300sqm of new paving blocks on and around the tram tracks

- Prepare the site, install steel reinforcement and shuttering, and pour the concrete for a new security wall with integral benches between the tram station and train station

In addition, works took place at Church Street and West Croydon stations. All were completed successfully and trams returned to service as planned.

Ironworks Summit

On 31 March an 'Ironworks Summit' was held at Transport Research Laboratory. Its aim was to promote creative thinking about better solutions for ironwork collapses, for example when a frame or brickwork supporting a manhole cover fails. On the TLRN these failures are estimated to cost the London economy around £4m a year. It was attended by TfL, our supply chains, Thames Water and National Grid, and provided an opportunity to discuss concerns, generate ideas (some of which are now being explored), and help establish closer connections between those present. A second summit is being arranged for the autumn with more utility companies including Virgin, National Grid Gas, BT Openreach and SGN keen to attend.

Pedestrian Safety Town Centre Programme

In June, we outlined plans for two new town centre pedestrian improvement programmes. Working with boroughs and other stakeholders, we selected Tooting and Peckham town centres as two pilot locations for a wide ranging programme of pedestrian safety improvements. Funding of £2-5m each will be invested over a three-year period in the two locations to improve pedestrian safety, improve the attractiveness of the public realm and promote walking as a mode of transport.

Car Club Strategy

On 21 May we published a Car Club Strategy for London, which we developed in collaboration with the industry in order to grow car clubs into a mainstream alternative to the private car. With London's population forecast to grow to 10 million by 2031, the Strategy will help to address a number of challenges facing the Capital in the coming years, including congestion and environmental issues. We worked jointly with a coalition of car club operations, key stakeholders, the GLA and London Councils to develop the Strategy.

Encouraging further use of car clubs was a key recommendation from the Mayor's Roads Task Force, which was set up in July 2012 to help deliver a template for world-class streets and roads fit for the future.

The Car Club Strategy sets out 10 key actions, which will be delivered by all members of the coalition, to grow the membership of car clubs to one million users in London by 2025.

Passenger journeys on the Thames reach 10 million

A record 10 million passenger journeys took place on the river during 2014/15. This is a 19 per cent increase on 2013/14 and is a major milestone on the way to achieving 12 million passengers by 2020 in line with the Mayor's River Action Plan. Improvements planned for this year as part of the River Action Plan include the introduction of Oyster pay as you go validators at all River Bus piers in the autumn and the opening of a new pier at Plantation Wharf. Work will also start on extending three busy central London piers – Bankside, Embankment and Westminster.

Large-scale events

London has continued to host large-scale sporting and ceremonial events over this period. In addition to the yearly ceremonial events of the Queen's Birthday and the State Opening of Parliament there has been a period of commemorative events including Victory in Europe and the 200th anniversary of the Battle of Waterloo.

In April the 35th London Marathon took place with the largest ever number of participants and the final appearance of Paula Radcliffe. Following the start of works to introduce new Cycle Superhighways (CS), a number of large scale sporting events have been required to change their routes. This included the BUPA London 10,000 run, which successfully took place on 25 May. All events will be reviewed for next year in response to the changes in the environment because of road improvements and CS schemes.

Filming for the new Bond film 'Spectre' continues and has involved extensive operational planning to help provide the desired locations for this iconic film.

The team has been busy managing traffic in the Wembley area, as a result of numerous football matches at the stadium leading up to the FA Cup Final on 30 May.

There have been an increase in demonstrations in the Westminster area and these, combined with the increased level of roadworks in central London, including CS works have resulted in a notable increase in traffic disruption. A further two taxi demonstrations have also resulted in increased disruption.

The summer event season is now well under way and we continue to work collaboratively with our stakeholders and colleagues across the GLA, London boroughs, Metropolitan Police Service and event organisers to ensure these events and demonstrations take place with minimal disruption.

We continue to plan for events later this year including the Rugby World Cup from September, which brings a number of new challenges to existing venues. We are also in the planning process for the 2015 New Year's Eve event, to building on the first year of ticketing in 2014.

Encouraging Cycling

CS programme

Construction has started on four new CS routes, with works due to start on CS1 between Tottenham and the City in July.

CS2 Upgrade construction is progressing well at Cambridge Heath and Burdett Road Junctions, which will include innovative new features to separate cyclists from traffic. The first 250-metre section along Whitechapel Road was opened to cyclists on 15 May 2015, along Whitechapel Road between White Church Lane and Greatorex Street.

CS5 Inner main works have started to deliver a protected cycle track through Vauxhall gyratory and over Vauxhall Bridge. The first section of segregated track over the bridge was completed in late June, with overall completion on track for October.

CS North-South construction is progressing well at St George's Circus and along Blackfriars Road, to create a separated bi-directional cycle track alongside a significant uplift to the local streetscape. The works have been integrated with Scotia Gas Network gas works, to ensure disruption is kept to a minimum along Blackfriars Road. Completion remains on track for June 2016.

CS East-West construction is progressing well at Hyde Park Corner, and along the Embankment and Upper Thames Street/Lower Thames Street, to deliver a separated bi-directional cycle track. Designs for Parliament Square and the Royal Parks are nearing finalisation following further stakeholder consultation, with some outstanding issues to be resolved prior to construction starting at these locations. Completion remains on track for July 2016.

On 9 June we published the CSI consultation report setting out final proposals for a cycle facility between Tottenham and the City. This cycle facility will run on quiet side streets, parallel to the A10 linking to the heart of the communities along the route, and into the city. Journeys on this route will be 12 minutes faster, as well as safer and more pleasant than the busy A10 route. Construction of CSI is due to start in July 2015.

Quietways

Construction has now begun on Quietway 1 – Waterloo to Greenwich and Quietway 2 – Bloomsbury to Walthamstow. Both Quietways are due to open in autumn 2015 and are being delivered in partnership with the boroughs. The first seven Quietways will be completed by the end of 2016. They form part of the Mayor's Vision for Cycling and will provide a cross-London network of high-quality quiet routes which will be clearly signed for easy use.

Santander Cycles app launched

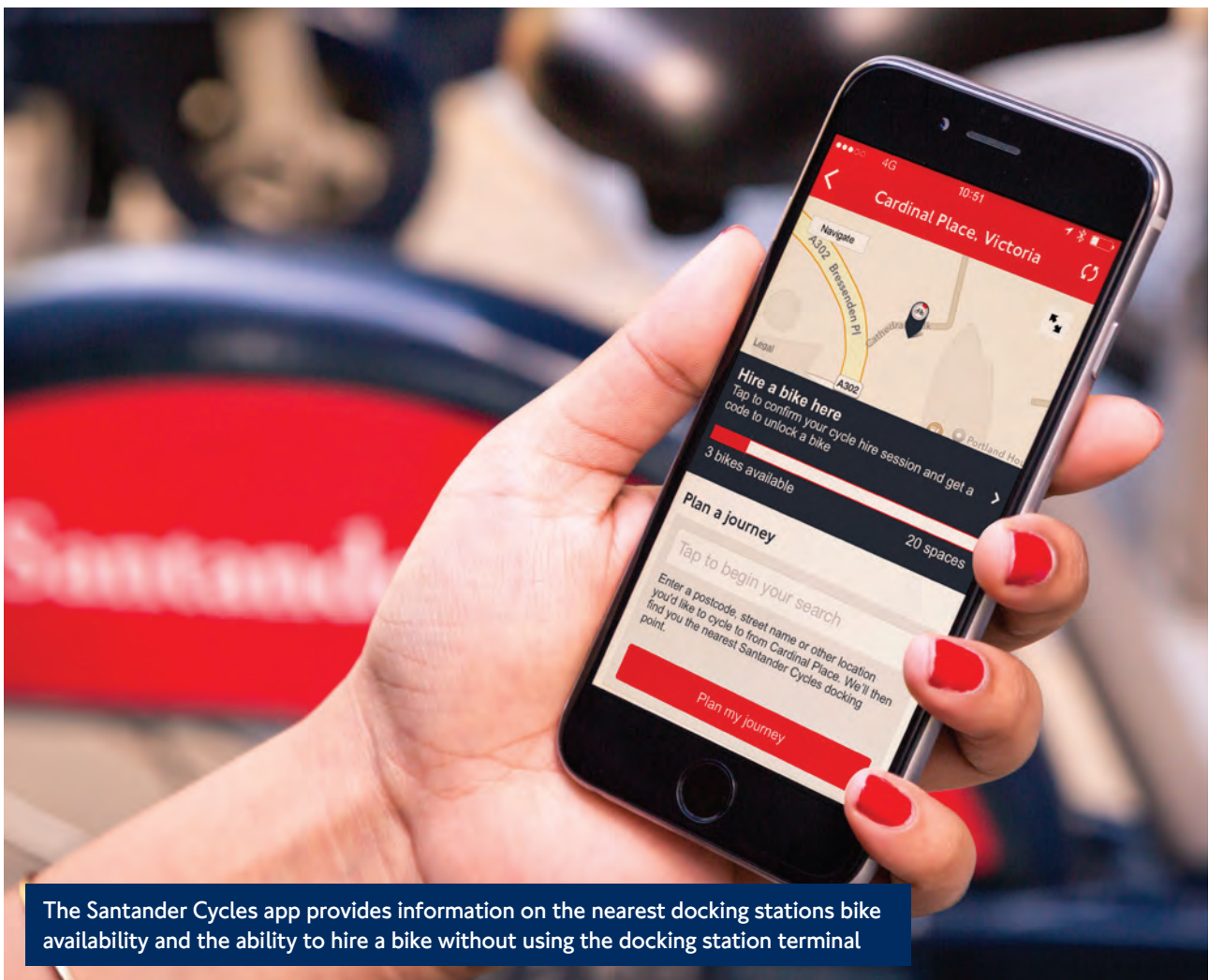
Following the announcement of Santander as the sponsor for our Cycle Hire scheme earlier this year, the sponsorship rebranding was successfully completed in June. On 11 May a new app for Santander Cycles was launched for both IOS and Android devices from the Apple Store and Google Play. The app is free to download for both members and casual users. In addition to viewing the nearest docking station and bike availability, the app is able to send a 'bike release' code straight to a user's phone, which means they can hire a cycle without having to use the docking station terminal. This feature is unique, and not offered by any other large bike share system in the world.

All customers need to do is register with their bank card, use the app to 'hire now' from a nearby docking station, and tap the code into a docking point to release a bike for use. There were 14,000 downloads in the first two weeks, which exceeded the target by 75 per cent. No significant issues have been reported and there has been a positive reaction on social media and in the press.

Extra features of the app include:

- Up-to-the minute information about which docking stations have cycles and spaces available

- A log in to a membership account
- Ability to buy 24-hour and annual subscriptions
- Notifications showing the cost at the end of a hire period
- Views of recent journeys and charges
- Telling users exactly when their hire period has started – and confirms the bike has been securely docked at the end of a hire period
- Planning a journey with TfL’s real-time cycling Journey Planner map



Trials to detect waiting cyclists at junctions

On 5 June we announced trials of a new technology that will detect cyclists approaching and waiting at traffic signals. If these trials are successful they will allow us to better cater for cyclists at junctions. The new cycle detection trials continue to demonstrate our position as world leaders in developing innovative traffic signals, building on the Pedestrian Split Cycle Offset Optimisation Technique trials, which provide more time to cross the road when there are large volumes of pedestrians.

The trials, which are taking place along Cable Street on CS3, detect the numbers of cyclists along a route, heading towards a signalised junction. They will ultimately enable traffic timings to adjust in real time to cater for high numbers of cyclists at key junctions during peak times throughout the day. The trials are testing two types of new technology, one radar based and one thermal based, to measure their effectiveness in detecting cyclists and assess the possibility of introducing them across London.

Cycle parking and superhubs

Our cycle superhub programme aims to create a Dutch-style cycle parking facility with spaces for thousands of cycles at a central London rail terminus. Waterloo station has been identified as a potential site and feasibility work is under way to establish possible site locations and constraints. In addition, several smaller hubs will be built at outer London stations to make cycling to stations more attractive for people travelling onwards by rail.

We commissioned the London Cycling Campaign to carry out an audit of cycle parking at every station in the Capital to inform the delivery of our cycle parking and cycle superhub programmes. This will enable us to ensure sufficient high-quality cycle parking is available to accommodate increased demand resulting from our planned growth in cycling. This in turn will contribute to the enhanced integration of cycling with our public transport network. The audit work was completed in June 2015, with demand analysis and feasibility studies now under way in liaison with boroughs to select the sites to progress to preliminary design.

We also remain on track to meet the Mayor's target of creating 80,000 new cycle parking spaces by 2016, and work is continuing to identify an even more ambitious target post-2016.

London Cycle Challenge

The London Cycle Challenge ran between 8 and 28 June. The challenge saw organisations and individuals compete against each other for prizes including Evans Cycles vouchers, Time Out London experiences and Team GB cycling gear. Any ride of 10 minutes or more counts in the Challenge and prizes are won by organisations with the highest percentage of staff participating, there are also opportunities for individuals to gain personal rewards. This initiative aims to encourage more people to cycle to work.

Summer of Cycling

The Mayor's Vision for Cycling Roadshow will be visiting 25 events over the summer to promote cycling. The first roadshow was held at the Open Streets event in Southwark on 30 May.

Spring into Summer

National Walking month took place in May, as part of this 41 free guided walks were available on Saturday 30 and Sunday 31 May. The walks organised by Walk London on behalf of TfL showcased London's ever-changing landscape and explored famous landmarks, parks and canals with walks to suit all ages and walking abilities.

Deliver and encourage behaviours that lead to safe and secure transport

2014 road casualty figures

In June we published London's road casualty figures for 2014, which showed the number of people killed or seriously injured (KSI) has fallen to its lowest level since records began.

Compared with 2013:

- KSIs were down seven per cent, meaning that London has now met the Mayor's target of a 40 per cent reduction in casualties six years early
- Pedestrian and car occupant KSIs fell by seven per cent and six per cent respectively to their lowest ever level
- Cyclist KSIs were down 12 per cent, despite huge increases in the number of people cycling. This equates to one journey in every 513,000 bike journeys ending in death or serious injury
- Child KSIs fell to the lowest level recorded, down 11 per cent. This means that child road deaths have been reduced from 18 in 2000 to three in 2014

Following the publication of these figures, the Mayor has set TfL a new target to halve the number of KSIs on London's roads by 2020. Meeting this target would mean a reduction of more than 14,000 deaths or serious injuries over the life of London's road safety plan to 2020. We will continue to work with boroughs, key stakeholders and all road users towards removing death and serious injury completely from the Capital's roads.

Improving the safety of our roads

One of our top priorities is to significantly reduce KSIs 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 50 per cent reduction in KSIs on the Capital's roads by 2020 – with a longer term ambition of freeing London's roads from death and serious injury

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

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

Safer Lorry Scheme

On 2 June the Capital moved a step closer to banning unsafe lorries from London’s streets as freight operators, councils and transport officials met in London to discuss how to deliver safer and more efficient deliveries. The first of 600 signs for our Safer Lorry Scheme, which is due to begin operating in September, was also installed. The signs will remind all HGV drivers and operators that they must have essential safety equipment installed to keep vulnerable road users safe if they drive in London, or they will face fines.



The Freight Transport Association’s ‘Managing Freight’ in London conference focused on increased levels of enforcement against unsafe lorries to improve road safety. The conference provided operators with an overview of the Road Modernisation Plan, the growth of the Fleet Operator Recognition Scheme and Construction Logistics and Cycle Safety (CLOCS), and the changes needed to meet the introduction of the Ultra Low Emission Zone (ULEZ) in 2020. The conference also heard about our long-term approach to servicing and delivery, and how it will respond to a growing and changing London.

Safer ‘Higher Vision’ Trucks programme

Building on the ground-breaking progress of the CLOCS programme to improve the design and safety of heavy goods vehicles, a three-year ‘Safer Trucks’ programme has been initiated. The programme will accelerate the development, supply and wider uptake of heavy goods vehicles with increased driver vision. The programme will also provide the evidence and technical standards for safer HGV design to support proposed amendments to European regulation. The programme will also ensure

that best-in-class safety equipment is fitted to existing fleets as standard through public and private procurement practices.

Managing Work Related Road Risk (WRRR) in TfL contracts

To ensure the safety of vulnerable road users in London, we have established a TfL Road Risk Compliance Team and initiated a two-year programme, to ensure we employ the safest road fleets in the Capital. This will embed the management of WRRR into our supply chain through a contractual compliance regime. The project will also produce risk-based compliance procedures, a concept of operations for the new team and a supporting technical solution to efficiently manage compliance procedure and the data it produces. An integrated WRRR communications plan will be put in place across the organisation, the GLA and other public sector organisations to encourage others to follow our lead.

Record low levels of transport crime

On 27 May, together with our policing partners, we announced the 2014/15 transport crime figures and set out our plans for enhanced policing on Night Tube services. The latest figures from the Metropolitan Police Service and British Transport Police show that crime on transport fell by 8.3 per cent compared with 2013/14 (2,502 fewer offences) – the ninth consecutive year of reductions. In 2014/15, there were seven crimes per million passenger journeys on the transport system, down from 7.7 in 2013/14.

The headline figures announced for each network were:

- The levels of bus-related crime in 2014/15 was 5.7 per cent lower (1,029 fewer offences) than in 2013/14 and the rate of crime for the bus network dropped to 7.2 crimes per million passenger journeys (from 7.5 in 2013/14)
- Crime on LU/DLR reduced during 2014/15 by 12.4 per cent (1,359 fewer offences than in 2013/14), with the rate of crime falling to 6.8 crimes per million passenger journeys (from eight in 2013/14)
- Crime on LO fell during 2014/15 by 4.9 per cent (41 fewer offences) compared with the previous year, despite a significant increase in passenger journeys of around 4.1 million. Crime on LO remains at a very low level. The rate of crime fell to 5.7 from 6.2 in 2013/14

Despite low levels of crime on the network, increases were seen in some crime types on some services compared with the previous year. Reported sexual offences rose by 34.7 per cent across the network, which was anticipated as part of the work we are doing with the BTP and the Metropolitan Police Service to give publicity to and tackle unwanted sexual behaviour on public transport.

Operation Neon

We continue with essential work to combat touting, unlawful plying for hire and other illegal cab activity. We have recently put additional measures in place and substantially increased the levels of visible enforcement to deter and disrupt illegal minicab activity in hotspot locations in central London.

Launched in May, Operation Neon is a high visibility, multi-agency operation involving TfL enforcement and compliance officers, TfL-funded officers in the MPS Roads and Transport Policing Command (RTPC) and Westminster City Council parking attendants. The operation is proving to be effective in dealing with many of the issues identified by the trade and keeping roads and ranks clear so that the legitimate, law abiding trades can operate.

During the first eight days of the operation:

- 1,043 vehicles were moved on
- 93 Private Hire Vehicle (PHV) drivers were reported for not having their identification
- 455 PHV drivers were reported for not displaying their identification
- 12 PHV drivers were reported for plying for hire offences
- 56 PHV drivers were reported for parking on taxi ranks
- 162 parking tickets were issued

Operation Kansas

This collaboration between TfL, the DVSA and the Metropolitan Police Service's RTPC aims to improve the safety of limousines and novelty vehicles on London's roads.

On 18 April 2015, officers stopped and checked 16 limousines – only three (19 per cent) were found to be satisfactory. Officers issued nine prohibitions for mechanical defects, two prohibitions for driver hour offences, five Fixed Penalty Notices and eight warnings. We will continue to run this operation every month.

Streetworks prosecutions

On 8 April 2015, we successfully prosecuted Virgin Media UK Limited for three streetworks related offences committed on the TLRN. The offences were for executing streetworks without a permit at two locations (Upper Street, Islington and Woodford Avenue, Redbridge) and for failing to serve a statutory streetworks notice (Lewisham Way) required by us to effectively coordinate the works which resulted in avoidable road traffic disruption and inconvenience to other road users. The offences were committed between 7 and 8 August 2014. Virgin Media pleaded guilty to all three offences and was fined £4,000 and ordered to pay our costs of £3,717. We also prosecuted Virgin Media in 2014 for similar offences.

On 6 May 2015, we successfully prosecuted Telefonika (O2) for one streetworks offence committed on the TLRN. The offence was for failing to serve the statutory streetworks notice required by us to effectively coordinate

works executed on 10 September 2014 in Talgarth Road, London. Telefonika (O2) pleaded guilty to the offence and was fined £240 and ordered to pay TfL's costs of £3,154. Telefonika (O2) apologised to the Court and promised to put processes in place to avoid a repeat of this failure. Telefonika (O2) was previously issued with a total of 11 Fixed Penalty Notices for various other streetworks offences on the TLRN although this is the first prosecution.

On 27 May 2015, we also successfully prosecuted Fulcrum Pipelines UK Ltd for four separate streetworks offences committed on the TLRN. On 19 October 2014 Fulcrum carried out streetworks in Finchley Road without a permit and failed to serve three separate statutory streetworks notices required by us to effectively coordinate the works. Fulcrum pleaded guilty to the offences and was fined £2,800 and ordered to pay TfL's costs of £2,258. Fulcrum were previously prosecuted on five different occasions by us and issued with 34 Fixed Penalty Notices for various other streetworks offences on the TLRN.

Increase in Magistrates' Courts fine limits

On 12 March 2015 changes to the Magistrates' Courts sentencing powers were implemented with the effect that level 5 criminal offences committed since this date

will no longer be constrained by the maximum fine of £5,000, meaning that Magistrates can impose higher fines than was previously the case. This will enable the possibility of higher fines for certain streetworks offences:

- Carrying out streetworks without a permit
- Unsafe execution of streetworks
- Failure to use prescribed materials and standard of workmanship for road re-instatement
- Carrying out works on special engineering roads without an agreed plan before works start
- Failure to execute works in the street with special engineering difficulties in accordance with prescribed directions
- The taxi and private hire offence of driving without appropriate insurance

We welcome these changes and will look for increased fines for these types of offences committed since 12 March 2015.

3 Customer experience

Enable quick and easy payment of the right fares or charges

Contactless payment

Use of contactless cards continues to grow with an average of 1.2 million transactions and £1.35m collected every day. Since the launch on Tube and rail services in September, 110 million journeys have been made and a total of £228m in fares collected through contactless cards. On average, we now see about 18,000 new cards used every day, with 4.4 million cards from 61 countries used so far. Contactless cards now account for 17.5 per cent of Tube and rail pay as you go journeys and 16 per cent on buses.

Consultation on card payments in taxis

We have launched a consultation asking whether passengers should always have the option of paying for their journeys in London's iconic taxis by card.

The proposal was endorsed at a meeting last month between TfL, the Deputy Mayor for Transport Isabel Dedring, senior taxi trade representatives and card providers. Subject to the outcome of TfL's consultation, all agreed to work together to find a payment solution that will work for both drivers and customers.

The consultation is another step in our continuing efforts, together with trade representatives, to modernise the industry and ensure that black cabs remain an essential part of life for people living in, working in or visiting London.

Currently there isn't a requirement for taxis to accept card payments, and only around half of drivers do, despite a recent survey suggesting that 83 per cent of passengers would like to be able to pay by card.

The consultation also asks if contactless payments, both with cards and other payment methods, should be accepted in all taxis. The current contactless card payment limit is £20, but this will increase to £30 in September 2015 – which would allow passengers to pay for most journeys, with the average taxi fare being £19.50.

The consultation is open until Friday 24 July and anyone with a view on the proposals can complete an online survey at consultations.tfl.gov.uk

Apple Pay

On 8 June Apple announced its mobile payment technology, Apple Pay, will launch in the UK in July. Over the past few months we have worked with Apple to facilitate the use of Apple Pay on our services. Customers will be able to load a credit or debit card from most banks in the UK on their iPhones, iPads or Apple Watch to make payments just as they would with a card. Our leading position on contactless technology has meant that we are the first public transport provider in the UK to introduce Apple Pay, giving our customers another convenient means of paying for transport without the need to buy tickets or get an Oyster card.



The same pay as you go fares are charged when using Oyster, contactless or Apple Pay. There is no incremental cost to us of accepting Apple Pay.

Automated refunds

We are committed to doing everything we can to support our customers on occasions when things go wrong, including making it as easy as possible for customers to obtain refunds.

Refunds can be obtained from station ticket machines or by contacting us through online forms (currently being improved), through online Oyster or contactless card accounts for those registered with us or by calling our contact centre. However, our aim is to minimise the need for customers to contact us at all by paying refunds automatically wherever it is possible to do so.

We analyse the data collected from the Oyster and contactless card systems to refund customers automatically under two main scenarios: where there has been an obvious error – for example when a customer

uncharacteristically does not touch out on a journey or where it is clear that the ‘wrong’ card has been used; or ‘service delay refunds’ at times of major disruption where there has been a delay beyond a certain time threshold that is our fault. There is also a special automated process in place as part of the Mayor’s promise to part-time workers in zones 4-6 affected by the removal of the off-peak cap during last January’s fares change.

Since 1 April 2014, a total of £15.1m has been refunded through automated means. This does not include additional refunds provided at stations or through our Contact Centre as a result of claims made by customers themselves.

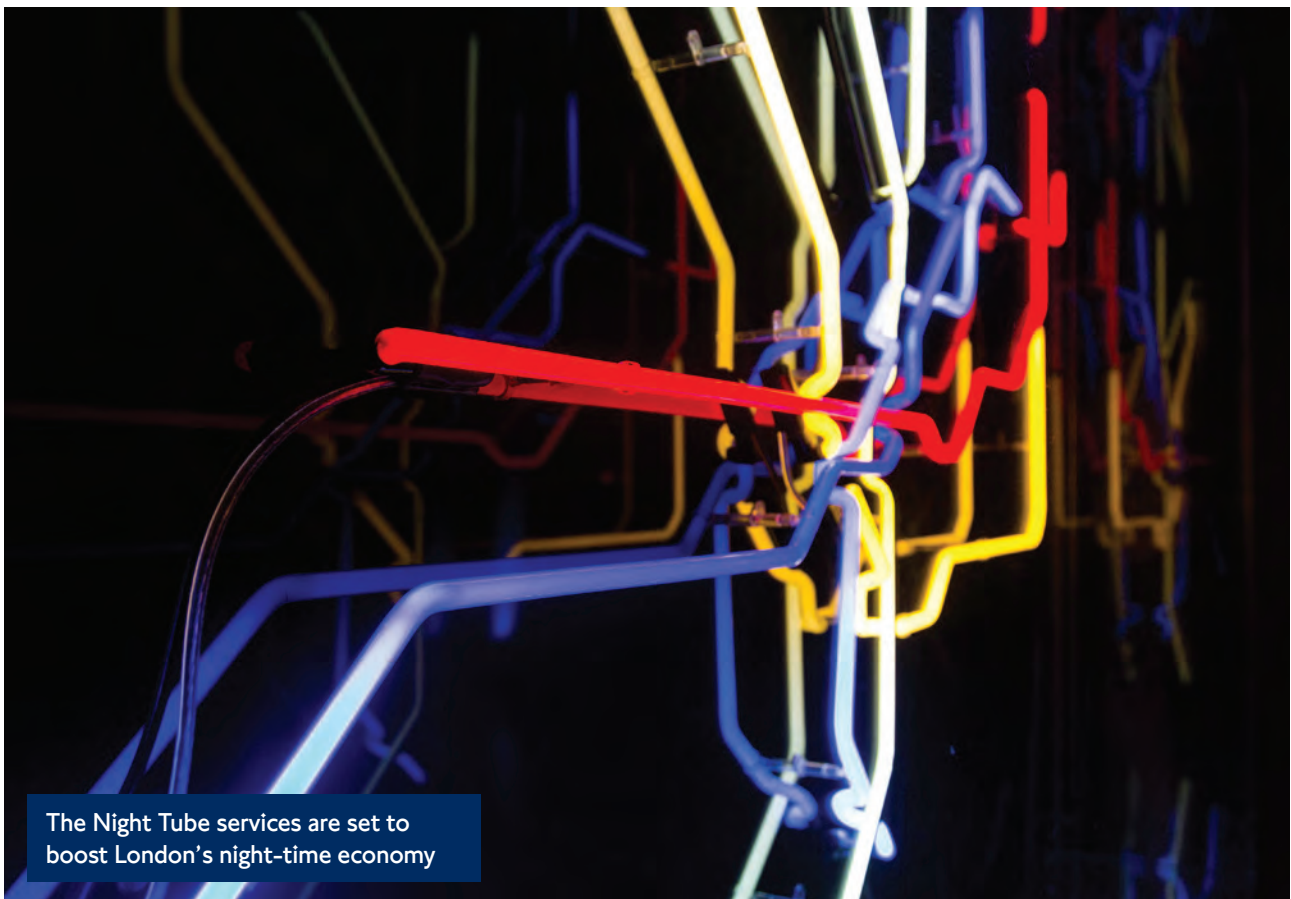
Of this, £10.1m has been refunded automatically where we have been able to identify, using historical journey patterns, that a customer has mistakenly failed to touch in or out.

Service delay refunds during this period amounted to £1.6m. These include refund requests from customers and automated bulk refunds generated in cases of major disruption where we use data to identify all customers who may have been delayed.

Accidental taps, where customers intended to use an Oyster card but were charged on a contactless card are automatically refunded where we can detect these. These refunds amounted to £1.8m during the period.

Compensation for people affected by the journey fares charge so far amounts to £1.1m.

Refunds owing to planned service alterations are made where customers are forced to take a route that charges them a higher fare. The largest instance of this relates to works at London Bridge where refunds total £0.5m.



The Night Tube services are set to boost London's night-time economy

Grow and improve transport services to meet population growth, and communicate the improvements

Night Tube on track

We remain on track to launch our Night Tube service on five lines on Fridays and Saturdays from Saturday 12 September. Service frequency may vary by line, but on average there will be a train every 10 minutes on the Jubilee and Victoria lines, and most of the Central, Northern and Piccadilly lines. In addition to making changes to the Night Bus Network, we are working with the relevant local boroughs to carry out a review to ensure sufficient taxi ranks are provided at Night Tube stations.

Demand for night travel is rising faster than daytime demand: the number of Night Bus passengers has increased 270 per cent since 2000, and the number of passengers on Underground services after 21:00 on Saturdays has gone up 50 per cent since 2003. The Night Tube will support jobs and commerce, and improve people's journeys, including those who work at night or use Heathrow before 07:00 on Saturdays.

Support for LO extension to Old Oak Common

We are planning two LO stations at Old Oak Common, following the strong support received from the public consultation on building a new link in the area. The stations will provide local rail links to High Speed 2 and Crossrail, as well as improving rail links across the proposed Old Oak and Park Royal Development Corporation site, which could deliver 55,000 jobs and 24,000 new homes. The most popular option is to create stations at Old Oak Common Lane and Hythe Road

interlinked with pedestrian routes, giving access to both the Clapham Junction to Stratford and Richmond to Stratford lines while serving two distinct catchment areas.

LO customers set for new trains

Thousands of customers on LO routes in east and northeast London will travel on new air-conditioned trains from 2018, after we announced on 19 June that a contract with a capital value of around £260m will be awarded to Bombardier Transportation to build a new fleet.

Forty-five new trains will operate on the Liverpool Street to Enfield Town, Cheshunt (via Seven Sisters) and Chingford routes, which became part of the LO network in May, as well as on the routes between Barking and Gospel Oak and between Romford and Upminster.

The new trains will transform the service experienced by customers and will have similar features to the fleet that serves other parts of the network, including walk-through carriages, air-conditioning and improved accessibility. The 24 stations on the West Anglia routes are now staffed at all times and are undergoing an extensive programme of cleaning and other improvements to bring the service up to the high standards experienced elsewhere on the network.

The trains will be built in Derby – supporting hundreds of jobs in the area and more than 20 apprenticeships.

Urban mobility workshop

In partnership with the British Vehicle Rental & Leasing Association (BVRLA), we brought together leading car manufacturers, technology providers and car rental and leasing providers at the Urban Mobility Workshop on 14 May, to discuss the role of the car in an integrated mobility vision for London. Complementing the work on autonomous vehicles being developed by Surface Transport Automation Group and the publication of the Car Club Strategy for London, this was the first time that representatives from these sectors have been brought together to discuss the changing role of the car in London.

Feedback from delegates was very positive, and the next step will be to establish a regular forum with the automotive sector to discuss future collaboration.

The workshop was organised by TfL's Behaviour Change Urban Motoring team as part of an initiative to influence and engage with London's motorists and the automotive sector. Our contribution to keeping London's roads moving and the changing role of the car was also reflected at the launch of the London Motor Show, hosted by HRH Prince Michael of Kent.

Private hire regulations

We are reviewing and consulting on the current regulations that govern the licensing of private hire drivers, vehicles and operators, owing to developments within the private hire industry. This includes advancements in new technology

and an increase in the way people engage and share taxi and private hire services,

A public consultation was carried out between 27 March and 19 June, which invited comments and suggestions from the taxi and private hire trades, and stakeholders such as accessibility and passenger groups. We are reviewing the responses and will publish the results of the consultation in the autumn.

Taxi and private hire counter service and online application service

On 1 June we opened our new appointment-based counter service for taxi and private hire drivers, as part of our plans to improve and modernise taxi and private hire licensing. The counter service has been reintroduced as a direct result of requests from the taxi and private hire trades. Our new modern facilities at Chancel Street will allow us to interact face-to-face with drivers, helping them with any issues they encounter with their application.

The counter service will be open from 09:00 to 16:00 on weekdays with drivers able to book an appointment on 0343 222 4444.

In addition, a new online application service on the taxi and private hire pages of our website was launched at the end of June. This enables drivers to easily and conveniently process their application online, including scanning and uploading of supporting documents, making the process quicker and easier.

Train and equip our staff to deliver what customers and users want

Fit for the Future – Stations: a successful start

Since 1 February staff from 77 LU ticket offices have moved to public parts of the station such as ticket halls and platforms. Staff are now more visible and more available to help customers. So far 27 per cent of the network's ticket offices have closed, including stations such as Tottenham Court Road, Covent Garden, Holborn, Oxford Circus and Westminster. To date more than 1,700 staff have had the new customer service training, with most giving positive feedback and reporting high confidence levels in their newly-acquired skills. Early indications are that customers find staff more available and helpful at transformed stations.

Deliver and encourage behaviours that lead to, safe and secure transport

Project Guardian

We launched a campaign in April to address the barriers to reporting unwanted sexual behaviour. Project Guardian is a joint initiative between TfL, BTP, the Metropolitan Police Service and City of London Police, which aims to encourage an increase in the reporting of unwanted sexual behaviour on public transport and ultimately reduce incidents. Research suggests that although one in 10 people have experienced this, 90 per cent do not report it.

The campaign features an interactive video on media channels, such as YouTube. The video puts the viewer in the shoes of a woman who experiences a series of unwanted sexual behaviours that get progressively more serious as she travels on the Tube. At each incident, the

viewer can choose whether to report by pressing 'yes' or 'no'. As women are unsure what types of behaviours they can report, the video highlights that they can report any form of unwanted sexual behaviour that makes them feel uncomfortable on public transport. It also reassures them that they will always be taken seriously and what and where to report. More detailed information has been provided on a Tumblr website along with a leaflet for use by the police. Targeted police activity has also seen detections of these offences increase by 23 per cent.

To support the campaign launch we worked closely with our stakeholders, including the Suzy Lamplugh Trust, Girlguiding UK, Hollaback! London and Everyday Sexism.

We also worked very closely with all the policing partners PR teams and this joint liaison resulted in more than 70 pieces of positive coverage in key media titles. Project Guardian was also hugely successful on social media with many influential media, stakeholders and celebrities supporting the campaign.

Since its launch, the short film has had more than one million views on YouTube – the second most viewed TfL YouTube video (after the TfL Lorry blind spots video – TfL's first YouTube film). It has received very positive feedback, including support from Everyday Sexism, Mumsnet, Network Rail and others, and was featured by a range of media outlets including BBC Radio 2, the Metro and Cosmopolitan UK.

TfL Safety & Citizenship – 10 year anniversary

London Transport Museum delivers our Safety & Citizenship programme on our behalf. The service is now celebrating its 10th year of the universal offer to all school children in London. The programme was established in 2005 with the aim of engaging with young people from Year 6 onwards to promote safe and responsible use of public transport as well as to convey additional messages on road safety and active travel.

Over the past 10 years the team has delivered presentations to more than 1.1 million students in 17,600 presentations to primary and secondary schools in Greater London. The last two years has seen an active drop in ‘hot spot’ areas and routes with antisocial behaviour and youth related transport issues. We have recently had a number of transport youth engagement officers joining TfL as we have made such an impact on them while presenting at their schools.

Provide clean and pleasant transport and help minimise transport impact on the environment **Future Vehicle Charging Points**

We announced on 3 June the next stage of our programme to support the future of vehicle charging points across the Capital as we published a Prior Information Notice (PIN). The PIN seeks views and information from a broad range of suppliers and partners, which will be used to progress future charging infrastructure in London. This includes plans to deliver a rapid charge network for taxis, private hire vehicles and other commercial fleets to support the

Mayor’s plans for an Ultra Low Emission Zone. We recognise that the continued growth of this market is dependent on appropriate infrastructure being available, and we are now looking to potential partners and suppliers to explore the full range of technology available and how it could be deployed across the Capital. In July we will publish our delivery plan to address how new charging infrastructure – including rapid charging – will be deployed to meet the growing demands, in particular for charging zero-emission capable taxis, PHVs and other commercial fleets.

There are already 1,400 publicly accessible charging points across the Capital.

Transported by Design

Following the success of the Tube 150 and Year of the Bus celebrations, Transported by Design will be a strategic collaboration with London Transport Museum to celebrate the role good transport design plays in the lives of Londoners. Funded entirely through sponsorship, the programme will raise public and staff awareness of the rich heritage and the innovative future of TfL’s design and commissioning process. Highlights will include a major exhibition, ‘London by Design’, a Design Festival in Regent Street, a search for London’s favourite transport Design Icon and a celebration of the 100th anniversary of the famous TfL Johnston font. The programme runs for 18 months and launches on July 15 2015, with key sponsors in place.

Big Data

With London's growing population and pressure on our finite resources, the effective analysis of huge data sets to help us make better decisions has never been more important.

We bring a variety of operational data sets together to better understand how our customers travel and use this to inform our operations and planning.

The aggregate level information we collect from the 19 million or so daily 'taps' by Oyster and contactless payment cards used for journeys allows us to study customer travel patterns in detail over time and see more clearly how the network is being used. This, for example, enables us to offer customers better information such as emails tailored to regular journey patterns (for example, if lift maintenance is taking place at their usual station).

This also feeds into our planning models, which help us to predict the impact of future development in London. For many years, we have been using the station entry and exit data from Tube and rail journeys for network planning. Until recently, it has been more difficult to use this information for bus travel, since passengers do not need to 'touch out' on a card reader when they get off a bus.

In order to infer where people are leaving a bus, we now have an enhanced big data tool (ODX) that combines bus location (iBus) and

ticketing data to create origin and destination pairs for bus journeys. This complements our Tube and rail journey data to provide a comprehensive picture of travel patterns. For the first time, our network planning teams have almost a year's worth of anonymised customer data at their disposal, which was previously only available as a snapshot gathered from costly manual surveys.

Bringing all of this together allows us to respond quickly to changing transport needs, improve network and interchange planning and coordination, and review the impacts on customers of closures or diversions.

For example, we used this to look at the impact of Wandsworth Council's closure of Putney Bridge, for essential repair work last summer. Using the ODX tool, we were able to quantify the number of customers who were likely to be affected by the closure and how. This meant that we could give passengers good information, make arrangements for transfer facilities at the bridge and ensure no one was charged twice.

Our iBus data also feeds analytic tools for our Bus Speeds project, where we have been developing data structures and queries to understand how long buses are taking to complete their route, with the aim of improving their consistency. We have also started to use this data to look in detail at how long buses are waiting at junctions and to support the case for bus priority, both

strategically and in terms of detailed scheme preparation. These data applications will help us provide a better and more reliable service for our customers.

We are further exploiting the benefits of big data, working across the organisation to identify areas where data sets could be combined to provide new insights. We are investigating the possibility of further integrating data about the loaded weight from our train fleets with ticketing data which potentially could help us predict crowding levels on LU at a more granular level.

On the roads we are considering how we can take advantage of emergent technologies and developments in Intelligent Transport Systems (ITS) to provide us with better tools to manage our network of strategic roads and traffic signals. New data sources supplementing current data from our sensors will provide intelligence to enable us to reduce delays and improve journey reliability across all services and provide better journey information for all road users.

To enable better use of our data sets we have established research partnerships with several universities, such as the Massachusetts Institute of Technology (MIT), Imperial College, Cambridge University, and University College London. These institutions are working with us to analyse various data sets to enhance our understanding of customer travel patterns. MIT's research collaboration has brought us several powerful prototypes that we have

converted into industrialised tools, such as ODX, and provided algorithms and analysis central for the development of our contactless ticketing system.

Our data is made available in machine readable form as part of our open data policy. We release travel information data through our Developer's Area on our website and the London Datastore. This is powering more than 360 travel apps, helping get real-time information to our customers and supplementing the information we make available directly ourselves.

Last summer we syndicated approximately 3,000GB of data per month of Live Bus Arrivals information through our developer portal. For sensitive Oyster data where access control is required, we provide anonymised data to researchers under non-disclosure agreement, for further detailed investigation of travel patterns.

Improving the visitor experience

As the world's most popular tourist destination, London continues to attract record numbers of people. Visitors represent nine per cent of all trips on our network and the experience of our services is pivotal to how the Capital is perceived. The Visitor Experience Programme seeks to enhance London's global reputation by making sure visitors have a positive experience on our network.



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Our first visitor centre opened at King's Cross St. Pancras in April. By the end of June two more will have opened at Paddington and Piccadilly Circus and, by September, we will have a network of eight visitor centres at gateway stations providing extra support to over more than three million visitors and assisting with the smooth flow of customers at these stations. We are introducing a visitor brand to make it easier for people to find tailored travel information throughout their journey. This magenta and blue colour palette is being applied to the visitor centres and other important points where customers interact with us.

Visitors are now significant consumers of digital information, both before they arrive and while they are here, so we are improving our online information for them. In early July we will launch our enhanced Visiting London web pages. These pages will help to provide greater journey planning support, increased awareness of our iconic travel experiences and promote advance ticket purchase.

Visitor numbers at London Transport Museum

A record-breaking 368,843 people visited the Museum last year, with a further 3,378 people visiting the Museum's Acton Depot. The Visitor Satisfaction Survey is up one point on last year's figures.

Mr. Men in London

We have partnered with Egmont Publishing to publish a new London-themed Mr. Men Little Miss story featuring the characters on a day trip to the Big Smoke. The book sees them join millions of customers who use the transport network as they navigate their way around the Capital's tourist spots.

This collaboration creates a strong catalogue of merchandise including children's stationary, wall art and the Mr. Men in London book. This theme will also appear at London Transport Museum's Summer Family Programme featuring, creative workshops, storytelling and a Mr. Men Little Miss-themed rail trail throughout the Museum.

The trademark quirky humour of Mr. Men Little Miss runs throughout Mr. Men in London. The story revolves around a tour of famous London landmarks led by Mr. Busy, including Trafalgar Square, Buckingham Palace, the Tower of London and, of course, London Transport Museum.



4 Value – efficient and effective delivery

Approval received to progress with the landmark redevelopment of 55 Broadway

We have been given the green light for the redevelopment of LU's historic HQ – the Grade I listed 55 Broadway. Planning approval was granted at Westminster City Council's Planning Applications Committee on 16 June 2015.

The decision means we can progress with plans to transform the iconic building from outdated offices to a landmark residential led

development with affordable housing. The development will also include 1,308sqm of retained office space. The move to transform the building is part of our continuing plans to generate £3.4bn in non-fare revenue over the next decade to reinvest back into the transport network for the benefit of customers and users.

The approved plan details the delivery of 23.5 per cent affordable and social housing including family-sized homes, which we



have maximised within the development constraints delivering one of the highest levels of on site affordable and social housing ever seen in this part of the borough.

The plans will enable us to maintain the heritage of the building and reinstate Charles Holden's original design for the ground floor. The redevelopment will also increase the amount and quality of the retail space at St James's Park Tube station.

Charles Holden designed the building between 1927 and 1929, and it was constructed as a new headquarters for the Underground Electric Railways Company of London, the forerunner of TfL.

The redevelopment is part of TfL's wider commercial plans to maximise the value of its assets to generate long-term revenue to reinvest back into the transport network. In January 2015, we launched a tender process to identify a number of property development partners to work with on more than 50 sites across London. In March, we received over 50 responses from a broad range of property companies. We have now shortlisted 16 companies and they will undergo further evaluation and a select number will be invited to submit final tenders.

Pop up village in Tottenham

We are working with the London Borough of Haringey and the GLA to launch a pop-up village in Tottenham Hale later this summer. The village, which will provide retail services, community activity and sponsorship, forms part of the regeneration of Tottenham and the larger development of the LU station and the recently re-launched bus station.

Joint venture at Southwark station

On 27 February we exchanged a joint venture agreement with Development Securities for the development of the area above and adjoining Southwark Tube station. The joint venture will promote a residential led mixed-use development, consisting of around 300 apartments and new retail accommodation. The partnership deal comes after our announcement back in February that we are seeking property development partners for more than 50 sites across our transport estate as part of wider plans to generate £3.4bn in non-fare revenue to be reinvested back into the transport network.

Green Bond

On 17 April we successfully issued a £400m Green Bond for 10 years following a series of meetings with investors. The proceeds of the Green Bond will be allocated to projects from five different programmes with various environmental benefits, such as reduced carbon emissions, improved air quality, noise mitigation and others. The project categories include capacity improvements and station upgrades

on Rail and Underground, New Routemaster buses and cycling infrastructure. The yield on the bond, which compares favourably to the equivalent fixed rate for 10 years borrowing from the Public Works Loan Board, provides a saving of £13m over the 10-year term of the bond.

Vending re-introduced on LU

On 24 April we installed the first cold-drinks vending machine at Finchley Road Tube station. The machine offers a selection of cold drinks including water and juices, which can be purchased using the option of contactless payment. The re-introduction of vending onto LU is part of a continuing programme to provide customers with a new service, use unused space and increase non-fares revenue. We aim to install more than 40 machines over the next five years.

The former Down Street station

On 28 April 2015, we launched the tender process for the lease of Down Street station. We are inviting businesses to submit ideas to transform the disused station into a commercially viable business within a unique setting and exclusive postcode. Around 400 square metres will be leased out as part of the plans to produce £3.4bn in non-fare revenue. The move to lease the station has been positively received by the press. On 12 May we held a bidders conference at London Transport Museum. Bidders have until 22 June to submit proposals, with the shortlisted schemes being announced on 10 July, ahead of selecting the winning proposal by early September.

New accommodation hub in Stratford

On 30 April 2015, the 'Agreement for Lease' was signed and completed by Stratford City Business District Ltd for a new accommodation hub. The Reserve Matters Planning Application for the TfL building was received on 24 March and the statutory judicial review period ended on 26 May. Enabling works began on site in April and works to the sub-structure started earlier than planned on 18 May. The delivery of the new hub remains on schedule, with the project ready for internal fit-out. This will provide us with a next generation accommodation hub for more than 3,000 staff, building on the successes and efficiencies achieved at Palestra and Pier Walk.

Standard and Poor's rating

On 1 May, Standard & Poor's published a Research Update which affirmed our existing AA+ long-term rating (stable outlook). The report highlights our credit strengths, particularly the strength of our financial management, financial flexibility and liquidity, despite the large capital investment programme and associated level of debt.

5 People

100 Years of Women in Transport

Since the launch of the 100 Years of Women in Transport (100 YOWIT) campaign last November, we have delivered a number of events, activities and initiatives to engage, motivate and inspire women in transport, as well as future generations. Further information on the programme can be found at tfl.gov.uk/campaign/100-years-of-women-in-transport

As part of 100 YOWIT we launched an exhibition which tells the story of women in transport over the past 100 years, including historic achievements. The exhibition, which is on display at today's Board meeting, has toured around the industry and been on show at TfL offices, the DfT, the Everywoman in Transport & Logistics Awards and KPMG. It will continue its tour for the remainder of the campaign stopping off at Eversheds, Siemens (The Crystal), the London Bus Awards and many other locations.

Maida Vale Centenary

On 5-6 June we celebrated the 100th birthday of Maida Vale Tube station which, when it opened, was staffed entirely by women. To commemorate the occasion the station hosted a number of displays and activities with the station staff and local community, including, information about the station's history, the 100 YOWIT exhibition, performances from the Treblemakers – an all-female a Capella group – and the TfL choir.

Engaging our workforce

Industry Insight Sessions

The 100 YOWIT partners have now successfully delivered seven evening events with support from a number of sponsors. These events have included:

- An insight into leadership with Lieutenant Colonel Suzi Donoghue of the British Army
- An evening with Baroness Grey-Thompson
- Tomorrow's World – Future Cities and Transport Planning, delivered by the Women's Transportation Seminar
- Gender Equality – not just a women's issue, delivered by the Women's Staff Network group
- A lively debate on feminism and change delivered by Michèle Dix (Managing Director of Crossrail 2) and Mark Hansford (Editor of New Civil Engineer)
- The Truth about Networking, delivered by Future of London
- A lively debate on gender and transport policy delivered by the DfT

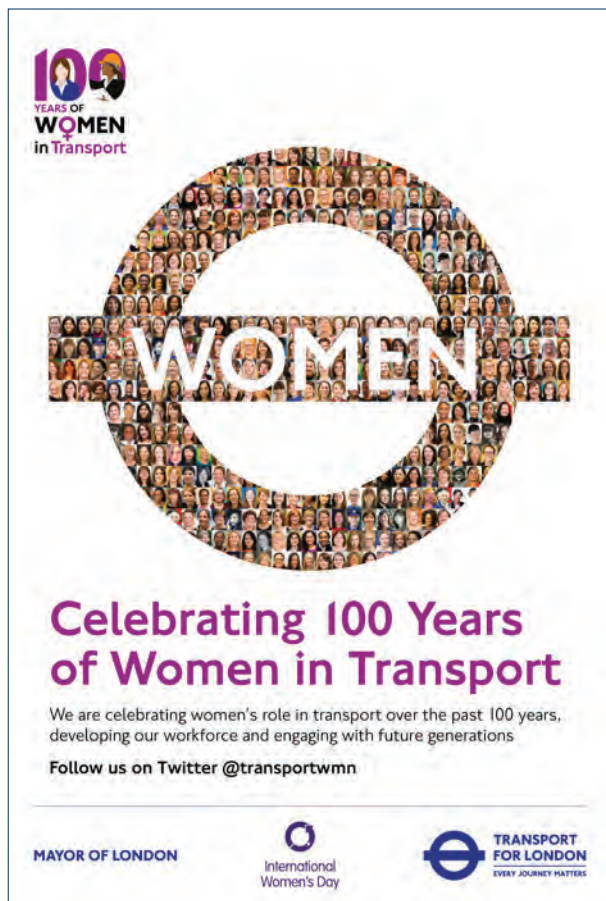
These events have been well attended by more than 650 people from across transport and have enabled staff to develop their pan-industry networks. Further insight sessions are planned for the remainder of the year and are free to staff from all organisations.



The centenary celebrations at Maida Vale Tube station

International Women's Day

On 8 March, to keep with this year's theme of 'Paint it Purple' we marked International Women's Day celebrations by wearing purple. The Women's Staff Network Group delivered an engaging, week-long programme of events that included drop-in sessions, a networking breakfast, a confidence and impact skills workshop, plus a gala evening with keynote speakers Vernon Everitt, Managing Director of Customer Experience, Marketing and Communications; and Lucy Adams, Managing Director at Firehouse Productions Limited.



We also produced an internal poster (see below) of the roundel made up of the faces of women from across the organisation.

Speed mentoring

On Wednesday 27 May, we held a speed mentoring event to give staff from across the transport industry the opportunity to meet with some of our most successful senior leaders. The event, which was kindly sponsored by AECOM and the Academy of Urbanism, was a great success and featured 34 mentors and more than 80 attendees from organisations such as AECOM, the GLA, the DfT, Network Rail, Cubic and the Institution of Civil Engineers. As a result of the evening long-term mentoring relationships have now been established and we are looking to hold another session in September.

Profiling our people

As part of the programme, and in recognition of the talented women from within our industry, we have profiled more than 90 staff from across TfL and the wider transport industry.

The profiles, which aim to showcase the achievements of women and the sheer breadth of roles within our industry, are released internally every two weeks, with a number featuring externally on our website (tfl.gov.uk/campaign/women-in-transport-profiles) and social media channels, including Twitter (twitter.com/transportwmn). We will continue to profile staff for the rest of the campaign and will look at how we can use all the material to think about the way we engage with the next generation.



Celebrating 100 years of women in Transport

Building networks through 'Coffee Roulette'

In April 2015 we launched internally a new networking initiative called Coffee Roulette. The initiative, which provides a networking platform for all levels of the organisation, operates on a fortnightly basis and randomly assigns partners. Three months in and the scheme has proven to be a huge success, enabling our people to build a better understanding of our diverse organisation, as well as strengthening their own networks. We are planning to launch the scheme on an industry-wide basis at the end of July.

Recognising success

To mark the outstanding contributions of women at TfL, the 100 YOWIT programme has focused attention on putting women forward for a number of awards.

On 3 June, Zoe Dobell, a project engineer in LU, was awarded the Rising Star of the Year Award, while Michèle Dix, MD Crossrail 2, won the Spirit of everywoman Award.

In addition, on 7 May Sharon Duffy, Principal Building Services Engineer in LU, was awarded the Best Woman Electrical and Mechanical Engineer Award at this year's European Women in Construction and Engineering Awards.

Inspiring the Next Generation Bring your Daughter to Work Day

On 28 May, staff with daughters were offered the opportunity to bring them to work so they could get an insight into what it takes to keep London moving. It was a chance for us to showcase career opportunities and routes into work at TfL and ultimately inspire the girls to consider a career in transport. We also held a careers fair at Broadway, which was attended by representatives from across the business, as well as external partners. The day was a great success with more than 70 daughters participating, with feedback showing that such events are incredibly powerful in correcting misconceptions about what a career in transport has to offer.

Engaging with schools and teachers

As part of 100 YOWIT, we have recruited a number of staff as 'Schools Champions' who volunteer their time to try and engage and inspire young people to consider a career in transport. Volunteering has included attending careers fairs across the country, going out into schools and hosting work experience placements.

We are also rethinking how we engage with teachers and as a result, have launched a Teacher Industrial Partnership Scheme. The scheme will offer four teachers the opportunity to undertake a number of placements across the organisation during a two week period. This scheme will provide teachers with a better understanding of the diverse range of career options available within our industry which they can use to directly influence their school's curriculum and improve the careers guidance they provide to their students.

This initiative will allow us to start to tackle the chronic lack of knowledge the education sector has about our industry, by targeting those who have one of the most influential positions in shaping career choices. After the 2015 placements this activity will roll into our business-as-usual School Skills Programme.

The first six months of the 100 YOWIT campaign has demonstrated the huge appetite across the organisation to do more to engage with the next generation. The final six months of the programme will focus on how we rebrand the industry to enable us to compete for the top talent of the future.

Royal recognition for Martyn Loukes and Michèle Dix

Martyn Loukes, Business Development Manager and Chair of TfL's LGBT+ staff network, OUTbound has been recognised with a British Empire Medal in the Queen's Birthday Honours for services to TfL and the LGBT+ community. Since becoming Chair of OUTbound in May 2012, Martyn has cemented TfL's support for the LGBT+ community and Pride in London which saw the first ever rainbow-zebra crossing installed for the event in 2014. Martyn brought together relevant highway authorities and event organisers, and secured corporate sponsorship to pay for it. Martyn has overseen a series of other firsts for the LGBT+ community in London, including the world's first rainbow bus which is in service on the route 8 between Bow Church and Tottenham Court Road. The famous rainbow livery was also featured on 75 cycle hire bikes and this year he was instrumental in introducing the first rainbow taxi service to London's streets, in support of the International Day Against Homophobia and Transphobia (IDAHOT).

Michèle Dix, Managing Director of Crossrail 2, collected her CBE for services to transport in London at Buckingham Palace on Friday, 12 June. She was presented the award by HRH The Prince of Wales having been recognised for her contribution to improving transport in the Capital in the Queen's New Year's Honours list in December.

Michèle was also awarded the Institution award from the Chartered Institution of Highways and Transportation (CIHT) this week for her significant contribution to transport.

A cab of many colours

On 17 May, to mark IDAHOT, we decorated a black cab in rainbow livery. The cab, which is London's first rainbow taxi service, has been wrapped as part of the 11th anniversary of IDAHOT, a day that aims to raise awareness of

Lesbian, Gay, Bisexual and Transgender rights worldwide. The wrap is part of a partnership between ourselves and Ubiquitous, the company responsible for advertising on taxis. The taxi will join our rainbow bus, which operates on route 8, and our rainbow DLR train, which runs between Lewisham and Bank. It is another symbol of London being one of the most diverse cities in the world. Both the taxi and bus will take part in this year's Pride London parade on 27 June.



The first rainbow taxi is now out in service, helping to raise awareness of LGBT+ rights



An LO train has been dedicated to the late Sir Peter Hall, the celebrated planning expert

LO train named in honour of Sir Peter Hall

In recognition of his contribution to London’s transport infrastructure, we have dedicated an LO train in honour of the late Sir Peter Hall. Sir Peter was a celebrated planning expert and valued colleague of TfL. Over the past 40 years his ideas helped shape much of the city’s transport, including Crossrail, Crossrail 2, High Speed rail and an orbital London railway that was realised as London Overground.

Tube station collections for Nepal Earthquake Appeal

We have raised more than £125,000 for the people of Nepal following the 25 April earthquake through collections at LU stations. This is a record-breaking amount for LU working alongside the Disasters Emergency Committee, which is running the appeal. So far the appeal has raised more than £73m. The collections were held at stations across the Capital and were organised by LU volunteers Ahmed Faem, Ashiq Hussain, Adam Pearce and Maz Pritchard.

S stock shines at Rail Business Awards

LU’s new rolling stock for the Metropolitan, District, Circle and Hammersmith & City lines has won the Rolling Stock Excellence Award at

the Annual Rail Business Awards. The design of the new train scored an outstanding 48 out of 50 points from the judges who said ‘S stock delivers improvements for both customers and operator’.

Track Delivery Unit shortlisted for Construction News innovation award

A faster, cleaner and safer way of breaking up concrete during track reconditioning by the Track Delivery Unit has been shortlisted for the Company Innovation of the Year award by Construction News. The technique, known as concrete bursting, is widely used in the building trade but had not been successfully used at a live site in LU until trials at Tottenham Hale last summer.

The technique involves small holes being drilled into the material, and a feather-and-wedge type hydraulic burster being inserted and expanded to weaken and then break apart the concrete. The old method using mainly hand-held hammer drills, which has remained virtually unchanged for 40 years, is now being phased out across LU.

Considerate Constructors Scheme

The Victoria Station Upgrade (VSU) and Bond Street station modernisation project have been awarded gold in the Considerate Constructors Scheme. Tottenham Court Road

won silver. VSU was also presented with a Most Considerate Site runner-up award.

ICE London Civil Engineering Awards

The LO team has won the highest award at the ICE London Civil Engineering Awards, for the greatest contribution to the Capital. The award recognises the successes of the LO Capacity Improvement Project delivering five-car trains on the East London Line in record time.

Bond Street Station Upgrade took home the Infrastructure Award, which recognised the project's extremely restricted city centre location and its measures to minimise disruption to the public.

Procurement Leaders Awards

Project Electra was awarded a Highly Commended trophy at the 2015 Procurement Leaders Awards, which recognise procurement excellence. The awards are the most celebrated and sought after in procurement and showcase the best initiatives, individuals and companies from across the world. The services procured through this project support all of our public transport fare collection, including ticket gates, ticket machines and the Oyster system.

Project Electra was a seven-year project to restructure the Prestige PFI contract to obtain ownership of intellectual property. It aimed to drive out efficiencies and establish a level playing field for service provision competition. During this period the contract cost reduced by almost a half (from £123m a year to £66m a year) through successive restructuring. Each

restructuring was approved by the Board, starting with the termination of the Prestige contract approved in July 2008 to the award of the Electra contract approved in July 2014.

Job Crowd Top Companies for Graduates To Work For

On 6 May our Graduate Schemes Team won another award at the Job Crowd Top Companies For Graduates To Work For Awards in the transport, logistics and distribution sector (larger intake category).

The rankings for this award are unique because they are entirely based on the feedback from thousands of reviews written by graduates at several hundred employers. The companies listed are those that graduates say are the best companies to work for, not just those who are the most well-known, so this accolade is a true reflection of the feelings our graduates have about their experience at TfL.

In the overall ranking we achieved 34th place – 45 places above Network Rail and above organisations such as GSK, BT, Sky, Accenture, RWE Npower and IBM.

Times Graduate Employers of Choice 2015

The Graduate Schemes Recruitment Team was once again awarded the Graduate Employer of Choice for the Transport and Logistics sector at this year's awards, beating organisations such as British Airways and Network Rail.

The Graduate Employers of Choice were identified from face-to-face interviews with 18,412 final year students during February

2015. Students who applied for jobs in 18 specific careers areas (transport and logistics being one) were asked which employers they most wanted to work for.

In addition, we achieved a ranking of 69th in the Times Top 100 Graduate league table. Graduates were asked an open-ended question: 'Which employer do you think offers the best opportunities for graduates?' The results sees us eight places above Network Rail and above organisations such as Boots, Siemens, Astrazeneca, Asda, Nestle, Amazon, Lloyds and Credit Suisse.

Helping rough sleepers

In March, following data recorded by CentreComm, the Network Operations Management (NOM) Team alongside Thames Reach, Westminster Safer Transport Team and the Home Office Immigration Department, held a joint exercise to offer support to those who needed it at Holles Street and Victoria Coach Station.

As well as offering support to rough sleepers, these types of exercises will help bus drivers as they have to regularly deal with people sleeping on their bus and often encounter aggressive behaviour when they are woken up. Another aspect of rough sleeping on buses is the potential for the bus to be left in an unsuitable state, resulting in the bus being taken out of service.

In October 2014, the NOM team set up a procedure for bus station controllers to report rough sleepers found at bus stations direct to StreetLink. StreetLink is a website that enables the public to alert

local authorities in England about people sleeping rough in their area to ensure rough sleepers are connected to the local services and support available to them. The service is funded by Government as part of its commitment to end rough sleeping and is funded by grants from the Department for Communities and Local Government and the GLA.

While StreetLink helps rough sleepers in bus stations, it doesn't tackle the issue on buses, so CentreComm has setup an individual logging code for bus driver calls when they are concerned about a rough sleeper on their bus. Data recorded over the past few months, highlighted that rough sleeping is most prevalent on route 25, with both ends of the line (Holles Street and Hainault Street) having the biggest level of sleepers on the route.

European Intelligent Transport System organisation

Natalia de Estevan-Ubeda, Surface Transport's Head of Policy and Strategy for Innovation, has been elected to the Supervisory Board of ERTICO, the European Intelligent Transport System organisation. Founded in 1991 it brings together authorities, industry and other organisations to advance the development of technologies in the provision of intelligent mobility in Europe alongside parallel activities in America and the Far East.

Natalia's election to this Board indicates our prime position in Europe driving forward technical developments for more efficient use of our road networks.

6 Planning

Strategy and policy development

Crossrail 2

On 24 March the Crossrail 2 project reached a major milestone when the Secretary of State for Transport formally issued new safeguarding directions for the scheme. Since then, work has continued to develop the scheme further, ahead of a full public consultation which is due to take place in the autumn. Alongside this, the team has continued work to prepare an outline business case for the scheme in line with Government requirements. We are also developing an alternative approach that looks at the economic impact of transformational schemes such as Crossrail 2. The business case has now been submitted to the DfT for further consideration as part of the Spending Review.

A programme of local engagement is under way to support the autumn consultation. We are working with boroughs to organise briefing sessions for councillors and establish community liaison groups to ensure regular engagement with residents, business and other interested parties along the route.

Finally, we are developing plans for a Crossrail 2 Growth Commission as a means of ensuring that all the opportunities for regeneration, house building and job creation as a result of Crossrail 2 are realised.

Air Quality

ULEZ

On 26 March the Mayor confirmed the world's first ULEZ for central London. From 2020 onwards, the ULEZ will reduce the most harmful vehicle exhaust pollutants by more than half. We have secured an additional £25m from Government on top of the £40m we had already allocated in our Business Plan to help support taxi drivers transition to zero-emission capable taxis. The Mayor has asked us to engage further with the taxi and private hire trades before finalising his plans to change the licensing requirements for these vehicles. We will consult on these proposals in the summer.

UK Supreme Court ruling on air quality

On 29 April the UK Supreme Court ruled that the Government must take immediate action to cut air pollution. We are working closely with the Mayor, the boroughs, London's business community and Department for Environment Food & Rural Affairs to develop robust plans to deliver the proposals set out in our Transport Emission Road Map (TERM), published last September.

The Airports Commission – Consultation on Air Quality impacts of shortlisted options

Between 8 and 29 May the Government-appointed Airports Commission ran a consultation on the Air Quality impacts of the three shortlisted options for airport expansion (two options at Heathrow, one

at Gatwick). In conclusion, the consultation material leaves fundamental questions about the impacts of each option unanswered and raises concerns about the robustness of the Commission's approach.

Nonetheless it is clear within the limits of the data made available, that allowing Heathrow to expand would be inconceivable if the Government is to set out a plan for meeting EU air quality targets that fulfils its legal obligations. A copy of our full response can be found in the publications and reports section of tfl.gov.uk.

Transport Emissions Road Map and Low Emission Neighbourhoods

Seventy-five people attended a workshop on 20 May which aimed to encourage partnership working between stakeholders to deliver on the objectives of TERM. Representatives from 25 different boroughs, two cross borough partnerships and six Business Improvement Districts attended. Following this session, on 29 May, the Mayor announced the opening of bids for the Low Emission Neighbourhood scheme. Boroughs are invited to put together ambitious plans to tackle poor air quality looking at sources of emissions, changing behaviour and raising awareness. Up to £1m for each successful bid is available via the Mayor's Air Quality Fund and the first schemes are expected to be up and running next summer.

Borough Planning – Growth Areas LO extension to Barking Riverside

Between 11 May and 21 May we consulted on detailed route options for and extension of the LO network from Gospel Oak to Barking Riverside. This extension would help enable the creation of up to 10,800 homes, as well as a new school and healthcare facilities. Subject to the outcome and the final proposal being endorsed by the Mayor, we will make a Transport and Works Act Order application for the scheme in December. If approved by the Secretary of State, construction could begin in early 2017, with services operating by the end of 2020.

Beam Park

On 9 June the Mayor announced plans for the transformation of Beam Park – a brownfield site in south Dagenham. Developments would include creating more than a 1,000 homes and a new station which would provide residents access to central London in just 20 minutes. We have contributed nearly £9m in funding to this development from our Growth Fund, which is designed to provide targeted investment in transport improvements to help unlock regeneration areas across the Capital.

Planning obligations

Developer contributions received during 2014/15 reached a new high of £130m. This contrasts with figures that were consistently below £10m annually prior to 2012/13. There

are two significant funding streams arising from planning obligations:

1. Developer contributions towards the funding of Crossrail

During 2014/15, £87m was collected via Mayoral Community Infrastructure Levy and Section 106 to support Crossrail, bringing the total secured at 1 April 2015 to £172m. Although this annual figure is marginally less than our current Business Plan figure of £96m, there is increasing confidence in meeting the £600m target for Crossrail from developer contributions by March 2019.

2. Section 106 funding from developments to mitigate transport impacts

Good progress was made in ensuring general transport funding, secured as transport mitigation via Section 106 agreements, was transferred to us for the implementation of schemes. The value of the contributions that we received directly was a little under £12m, showing an increase for the fourth consecutive year. Last year (2014/15) also saw the first receipts from development being generated for specific major transport infrastructure, with respective sums of £26.4m for the Northern line extension and £4.4m for Elephant & Castle. The income for these projects is managed by the GLA through separate funding agreements with the boroughs.

Projects

Bakerloo line extension

On 27 March we published the results of the consultation on plans to extend the Bakerloo line to help meet anticipated population growth in south London. More than 95 per cent of respondents supported the proposals. A number of alternative route options were suggested by respondents to the consultation and we are taking the opportunity to review these ahead of a further consultation later this year.

High Speed 2 (HS2)

In May 2014, the Mayor (on behalf of the GLA) and TfL deposited petitions against the HS2 Bill on a number of issues to ensure the delivery of a scheme that best secures a quality outcome for London. Since the deposit, officers have been in discussions with HS2 Ltd and the DfT regarding how best to resolve the petition items.

Good progress is being made to resolve any outstanding issues. Negotiations continue, however, over the final form of these undertakings and we will appear before the Select Committee in early July in respect of any unresolved matters.

Sustrans bridge – Rotherhithe to Canary Wharf

We have granted £170,000 of funding to Sustrans to deliver the first stage of feasibility work on the proposed pedestrian and cyclist bridge across the Thames, between

Rotherhithe and Canary Wharf. Funding has also been sourced from the private sector and reports are expected to be available later this summer. Subject to feasibility, a strong business case and a secured funding package, the bridge could be delivered by 2020.

Garden Bridge

The Garden Bridge will connect Temple with the South Bank and provide a new pedestrian crossing of the Thames, resulting in a major new public space.

On 4 June the Mayor approved the provision of guarantees by the GLA to Westminster City Council, London Borough of Lambeth and the Port of London Authority in relation to the Garden Bridge, subject to suitable terms and arrangements being agreed. The Mayor also delegated appropriate powers to us and directed us to perform such activities as are necessary or practical to fulfil the obligations to be set out in those guarantees, other than those relating to the establishment, upkeep, maintenance and operation of the gardens and public spaces. Also to undertake activities to protect the interests of the GLA and TfL; where appropriate, to provide limited support to the delivery of the Garden Bridge project; and to provide funding of up to £60m (incorporating £30m from the Government) to the Garden Bridge Trust, for the purposes of securing its delivery.

Consents and powers

The Bank Station Capacity Upgrade Transport and Works Act Order Public Inquiry:

The Secretary of State held a public inquiry into our application and this closed on 30 April after sitting for 10 days.

The Inspector's final closing statement included the following observations:

'There now remain eight objections and two representations. In contrast, there are 21 letters of support, including the Corporation of London (CoL), within whose area the scheme would be carried out, as well as from each of the 12 local authorities through whose areas the Northern line passes. In respect of highways, there is no objection from either the strategic highway authority or the local highway authority. There is no objection from the Environment Agency or any other regulatory body. Indeed, there is support for the scheme from Historic England.

A notable feature of the Inquiry is that there has been no challenge to LU's evidence, with no parties availing themselves of the opportunity to cross-examine LU's eight witnesses and no party appearing at the Inquiry to present evidence. This is remarkable for a complex engineering project in a constrained environment, and with a construction period lasting several years. It is not unreasonable to infer that, taken together with the extent of support, the absence of any challenge to LU's evidence reflects a widespread recognition that this is the right scheme to meet a compelling need.'

A decision is expected by the end of 2015. If the Secretary of State gives permission, work would start in 2016 and be completed in 2021.

Strategic analysis

On 27 April we opened up access to better public transport information and new tools via our website to assist planners in the development of future neighbourhoods and communities. Public Transport Access Levels (PTAL) information is now available in a clearer and more visual format using the latest interactive map technology. This information provides a rating of how well connected areas are to the public transport network, which is especially important during the planning process. PTALs are used by councils to make planning decisions, and also by businesses and service providers when considering where to locate new services.

Health Action Plan awarded Sustainability Award at the 2015 UITP Global Conference

In February 2014, we became the world's first transport authority to pledge to improve public health and take actions to integrate health as a strategic objective in our business. Our Health Action Plan embeds health into our transport strategy to ensure that improvements to the transport system meet the needs of Londoners who are living longer, with chronic health conditions and greater mobility needs. One year on, this ground-breaking work has been recognised by the Chartered Institute of Highways and Transportation with the Sustainability Award at the UITP Global Conference in Milan on 9 June.

Croxley Rail Link

The Croxley Rail Link project involves the diversion and extension of the Metropolitan line from just north of Croxley to a new terminus at Watford Junction. The proposals involve diverting services over a new viaduct from the current line to link with the disused Network Rail Croxley Green branch line. The line will be upgraded to allow trains to serve existing stations at Watford High Street and Watford Junction, sharing track and platforms with LO services. Other stations are planned at Cassiobridge (Ascot Road) and Vicarage Road.

Hertfordshire County Council (HCC) has been leading the scheme and LU has been working closely with HCC as it will ultimately take responsibility for operating the new infrastructure, which is expected to be brought into service in 2019. A Transport and Works Act Order was made in July 2013 to provide the powers to construct and operate the extension.

Following discussions between DfT and the Mayor regarding a revised funding strategy as a result of the significant increase in the costs of the project, on 26 March 2015 the Mayor directed us to take over responsibility for delivering the entire project. This includes the infrastructure and procurement of additional rolling stock; funding of £46.5m towards the cost, based on a total of £284.5m, providing Government increases TfL's overall borrowing requirement by at least £30m, and that £16m will be funded from TfL's capital budget. In addition, we would be responsible for any cost overruns above the current project costs of £284.5m. The remaining costs of £238m are to be funded by HCC and DfT.

7 Other

New Penalty Fares Order

From 31 May, services previously provided under the DfT's Greater Anglia train operating franchise became part of either our LO network (the West Anglia services) or the TfL Rail network (the East Anglia services). On 28 May the Mayor made the Greater Anglia LO and TfL Rail Penalty Fares Order 2015, which came into force on 31 May, to ensure that a uniform penalty fare regime applies across the TfL network.

UITP International Union of Public Transport

Finally, I record that I concluded my two-year term of office as President of the UITP at the biennial conference in Milan in June. UITP represents urban transport operators and authorities in 92 countries, and I have been the first British President for 30 years or so. My election represented a significant renewed interest worldwide in the progress made in London's transport, particularly since the establishment of the mayoralty in 2000.

List of appendices to this report:

None

List of background papers:

None

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