

Board

**Transport
for London**



Date: 11 December 2013

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 6 November 2013 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 – December 2013

List of Background Papers:

None

**Sir Peter Hendy CBE
Commissioner
Transport for London
December 2013**

Commissioner's Report

11 December 2013

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

This paper will be considered in public

1 Introduction

This report provides an overview of major issues and developments since the Board meeting held on 6 November and updates the Board on significant projects and issues.

2 Delivery

2.1 Keeping London moving during the storm

We worked hard to ensure the transport network functioned as well as possible during the storm on 28 October.

Tube, Docklands Light Railway (DLR) and Tramlink services started as normal and extra staff were on hand to ensure delays were quickly resolved. On the roads, we ensured more staff were in place, including traffic management specialists and teams to deal with falling trees or branches and local flooding. Our efforts to keep London moving were recognised in the Evening Standard (see page 28). We are very grateful to our passengers and users for their patience during the bad weather.

2.2 Cycling accidents

Our thoughts and sympathies go out to the family and friends of the cyclists who have sadly lost their lives and to all those involved in the accidents. Cycling in London is growing, with almost three times the number of cyclists in the Capital than 10 years ago. We are investing heavily in cycling and want to make it as safe as possible, with measures such as improved routes and junctions across London as well as the proposed 'Safer Lorry Charge' which aims to improve the safety features of HGVs.

The safety of all road users is and remains a key priority for us. We have a number of campaigns under way targeting both drivers



and cyclists, highlighting the issues that could cause collisions. Every road user must look out for themselves and each other and follow the Highway Code to remain safe.

2.3 Future of the Tube – our commitment to London

The Mayor of London and Mike Brown, Managing Director of London Underground (LU), set out their vision for the future of the Tube on 21 November.

Their commitment to Londoners is that we will:

- **Introduce a new 24-hour Tube service at weekends** – from 2015 we will run trains right through Friday and Saturday nights to support London’s vibrant night-time economy, boosting businesses and jobs. The initial 24-hour weekend Tube network will be comprised of regular services on the Piccadilly, Victoria, Central and Jubilee lines and key sections of the Northern line.
- **Further improve the reliability and capacity of our services** – with new, more frequent trains and enhanced signalling and stations, we will make the most of the space in stations, improve the retail and services offered and continue to improve the accessibility of the network
- **Ensure all Tube stations are controlled and staffed while services are operating** – with staff more visible and available than today to help customers buy the right ticket, plan their journeys and to keep them safe and secure
- **Make journeys easier for our customers** – with easier ways to pay, more personalised information and online services optimised for use ‘on the move’. We will expand WiFi coverage to all Tube stations and introduce contactless bank card payments. If a mistake is made we will sort it out quickly and without fuss like the best retailers

- **Deliver improvements with the best possible value for money** – continuing to focus on efficiency and drive down costs

2.4 LU

2.4.1 LU performance

We continue to meet key performance targets. Passenger journeys in period 7 of 2013/14 were 101.6 million, exceeding budget by 3.1 per cent and the same period last year by 3.5 per cent. A non-Olympics daily record was set on Friday 11 October with 4.4 million journeys made. Year-to-date passenger journeys are 1.2 per cent higher than last year, without adjusting for journeys made on Olympic and Paralympics tickets. Once prior-year demand is adjusted for Games-related journeys, underlying year-on-

year growth is 3.8 per cent, meaning the full year forecast of 1,273 million journeys is on target to be delivered.

A total of 5.9 million kilometres were operated in period 7, which equates to 98 per cent of schedule operated and 0.8 per cent better than target.

Network excess journey time at 5.38 minutes in period 7, was 0.29 minutes better than target. Following the end of the summer holidays there was a 10 per cent increase in demand levels as commuters returned to work. LU reliability, as measured by Lost Customer Hours (LCH), in period 7 was better than target. Year-to-date performance is 9.2 per



cent better than target with assets, staff and customer-related disruptions recording lower LCH than their respective year-to-date targets.

Of all customer-related issues, people taken ill on trains have the biggest impact on reliability, generating 1.5 million LCH per year. In most cases when a person becomes ill on a train, it is better for them and their recovery if they are treated off the train. To help care for customers and reduce delays, we have introduced information cards to provide clear guidance on what staff can do and contact cards for medical professionals who may offer to help. These cards were developed with the full support of NHS London Ambulance Service, St. John Ambulance and our own Occupational Health department.

2.4.2 LU Investment Programme Sub-Surface Railway (SSR)

The reliability of the S8 fleet continues to increase as the improvement programme is now under way with defined modifications for particular faults. Sixteen trains have now completed the reliability enhancement programme. A further 10 trains will be completed over the next three months and conclusion of the programme is forecast for March 2014.

The replacement of C-Stock trains with S-Stock is expected to be completed by the end of May 2014, ahead of the Department for Transport (DfT) target date of 2016. Of the 53 trains ordered, 35 have been delivered to London and are available for passenger service, with

the remaining 18 complete and waiting to be commissioned. Introduction of S-Stock across the SSR remains in line with the DfT target date.

Commissioning and testing of the new sidings at Edgware Road with S7 and C-Stock fleets is now in progress and will be completed in advance of the timetable change in December 2013. Good progress has been made on the infrastructure works to allow S-Stock operation on the Wimbledon to Edgware Road branch of the District line from February 2014.

The first dynamic test run of an S7 train at the Old Dalby Test Track has taken place in manually protected mode. Discussions with Bombardier, including a director-level review, are continuing with regard to the automatic train control systems and the migration strategy to maintain the overall completion date of 2018.

Northern line upgrade

The Northern line upgrade project took a major step forward on the weekend of 26–27 October. The very complex Camden area became the third section of the line to transfer to the new transmission-based train control signalling system.

The rest of the line will migrate to the new system in further phases over the next few months. When the upgrade is complete, the line capacity will increase by 20 per cent – the equivalent of an extra 11,000 passengers an hour and there will be a saving in journey time of 18 per cent.

Northern line extension

Commercial negotiations with the developer are close to completion, and the project remains on track to complete all the relevant agreements before the end of year. The Public Inquiry began on 19 November and the invitation to tender for the main works contract is due for release in December.

Infrastructure renewals (track)

The Track Programme introduced 'mobile flash-butt welding' which is a process where sections of track are clamped and brought

together while a flashing voltage is applied. This is part of the programme of innovative approaches to ballasted track renewal (BTR), which contributed to over 2.7km of BTR delivered in period 7. The increase in delivery against plan was helped by the use of the front shovel excavator which was used to excavate track ballast instead of the usual road rail vehicles. Much of the work was undertaken adjacent to the Chiltern Railway and detailed planning allowed Chiltern services to continue operating during the works. Total drainage renewal for the period was 950



metres compared to a plan of 816 metres with efficient use of weekend and mid-week overnight works. The Track Delivery Unit also exceeded their planned period targets delivering 697 metres (32 metres above plan) of Deep Tube Renewal.

Major stations improvement

Bank station

An online public consultation on the plans for the re-development of the station ran between 4 October and 8 November. It was supported by a public exhibition at St Mary Abchurch off Canon Street. All the comments received are now being analysed and considered.

Bloomberg Construction (the company building the new station box on LU's behalf – for the Waterloo & City line/Walbrook square side of the station) has reported a seven-month delay to works owing to the discovery of a significant archaeological find during site preparation. Options are being reviewed to minimise the impact of the delay during the fit-out phase, but the start of works will be delayed. However, this does not impact the main scheme.

Tottenham Court Road

The installation of escalators to the new southern plaza station entrance has begun and installation of the primary control and monitoring system is complete up to the Falconberg Court shaft. Ventilation ductwork and concrete pouring is progressing to plan in the new ticket hall basement and high voltage cable connection and testing has started.

Victoria

The old ticket hall roof is being demolished to plan and the southern ticket hall enabling works have been completed. The tunnel linking the new northern ticket hall to the rest of the station has been built in open-cut across the whole site (93 metres) and the base slab poured. The complex task of threading the jet-grout columns around the District and Circle running tunnels continues, with 81 per cent complete. A total of 70 per cent of the northern ticket hall piling has also been completed.

2.5 London Rail

2.5.1 London Overground (LO) performance

Period 7 saw an improvement in performance on the Overground compared to the previous period. In particular, both the East London and Euston-Watford lines improved significantly. However, this was offset by North London line and Gospel Oak-Barking routes; the latter encountering a number of infrastructure problems and unit faults. To address infrastructure, rolling stock and other service issues, a joint senior level performance meeting has been set up with London Overground Rail Operations Ltd (LOROL) and Network Rail, which will track progress against the delivery of a defined set of strategic actions.

Passenger journeys in period 7 were 11.2 million, the second highest on record (11.3 million in period 3). Weekday demand was 18 per cent higher than the same period last year, while weekend demand was nine per cent higher. Overall year-on-year growth for the East London line is 40 per cent and is being driven by

the new Clapham extension services. Demand growth remains relatively high for the North London routes at 4.5 per cent year-on-year.

LO's operational performance, as measured by the public performance measure moving annual average, was 96.5 per cent for period 7, which is 1.3 per cent better than target. Latest figures for punctuality from Network Rail's Public Performance Measure Moving Annual Average league table show LO as the second most punctual service in the UK (after c2c).

2.5.2 LO capacity improvement programme

Tender returns for the North London line platform works were received in November and are being evaluated. The signalling tender has been reissued with revised requirements and returns expected in December.

The signalling design work on the East London line has been completed to align with the proposed track layout at Silwood Junction (Surrey Quays). These designs allow new signalling to be installed later this month.

Network Rail has confirmed that Thameslink power works at Brockley will be delivered by April 2014. Further work is continuing to assess solutions on the Euston – Watford DC lines to avoid the renewal of multiple substations.

2.5.3 LO operations

Driver Only Operation (DOO) on London Overground has now been extended by LOROL to cover the routes between Stratford and Richmond/Clapham Junction. As this arrangement was already in operation on Watford Junction–Euston and East London Line Overground routes, this development leaves only the Gospel Oak to Barking route with both a driver and a conductor whilst technical adjustments to rolling stock and further consultation is undertaken.

This will generate £5m in savings for London Rail and TfL.

2.5.4 DLR performance

DLR passenger journeys for period 7 totalled 7.9 million which is 0.5 per cent below budget, but three per cent higher than last year. Year-to-date passenger journeys were 0.4 per cent above budget and six per cent better than last year once prior-year demand is adjusted for Games-related journeys. On 5 November the DLR carried close to 0.4 million passengers, which is the highest number on record outside the 2012 Games period.

The percentage of schedule operated during the period was 99.5 per cent, which exceeded target by 1.3 per cent and the corresponding period last year by 0.4 per cent. The moving annual average for percentage of schedule operated has been above 99 per cent for the last three periods.



Elizabeth breakthrough at Stepney Green 7 November 2013

2.5.5 DLR twin-tracking

The addition of an extra track between Stratford and Canary Wharf/Lewisham will enable passengers to benefit from better reliability and an increase in capacity of more than 1,000 journeys an hour by the spring of 2014, along with a new station at Pudding Mill Lane that is set to have the largest capacity on the DLR network. Clancy Docwra continues to prepare the site and complete the temporary works to enable the embankment stabilisation. The large pipes, crossing under the track, have all been identified and surveyed to ensure the main piling works can progress as planned. Base data on the adjacent DLR line is now being collected by the track monitoring equipment.

2.5.6 London Tramlink performance

Passenger journeys for the period, at 2.6 million, were 1.6 per cent above budget and 3.7 per cent higher than the same period last year.

During period 7, performance for Tramlink, as measured by percentage of scheduled service

kilometres operated, was 99.2 per cent, which exceeded target by 1.2 per cent.

2.5.7 Emirates Air Line (EAL) performance

EAL passenger journeys were 3.8 per cent above budget in period 7. The new exterior cabin lights were turned on in the first week of the period.

Operational availability for the period was 97.6 per cent. The downtime is largely owing to high wind towards the end of the period.

2.6 Crossrail

2.6.1 Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn. There has been a current forecast improvement of £105m over the period 1 April – 13 September 2013. At the end of the most recent reporting period (12 October), 45 per cent of the overall programme was complete, delivery spend was £8.7m (8.7 per cent) below forecast and indirect spend £2.9m (15.3 per cent) below forecast, and confidence in achieving the completion date had increased.

On 7 November, Crossrail reached another important milestone as tunnel boring machine Elizabeth broke into one of Europe’s largest mined caverns, 40 metres below Stepney Green in the East End.

On 18 November Crossrail unveiled its first completed train tunnel 18 months after tunnelling machine Phyllis started her journey from Royal Oak to Farringdon.

Collectively the tunnelling machines have now completed nearly 25km out of a total of 42km.

The current location of the tunnelling machines is illustrated below.

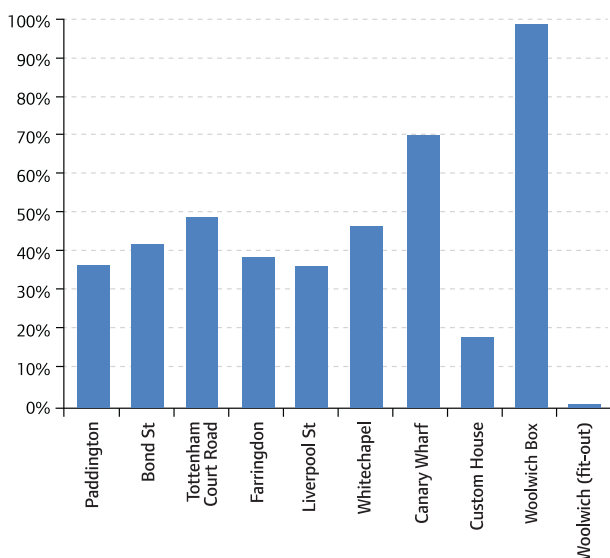
Construction of the sprayed concrete station tunnels is now more than 30 per cent complete.

Overall progress at each central station is summarised in the chart on the next page.

The surface works, delivered by Network Rail, are now approximately 19 per cent complete and on target to achieve all key milestones and dates. The excavation of 34,000 tonnes of earth for a new rail underpass, just outside Acton mainline station, has begun as part of works to prepare the route and is expected to last until 2016.



Station progress (at Period 7 2013)



In total, 85 per cent of the planned design and construction contracts have now been awarded and the major works planned to be undertaken during Christmas railway closures, to the west of Paddington, are on target.

2.6.2 Procurement and planning

The evaluation of the rolling stock tenders (received from Bombardier, CAF and Hitachi in August) continues to progress well. Crossrail is working closely with sponsors to plan for the award of this critical contract, which will come to the Board for approval in the first quarter of 2014.

Crossrail has confirmed the shortlist for the contract for the fit-out of the new station at Woolwich (Balfour Beatty, Laing O'Rourke, Morgan Sindall and VINCI Construction). The contract, with a value in the region of £75m, also covers the fit-out of two portals at North

Woolwich and Plumstead at either end of the Thames Tunnel where Crossrail trains will surface. A successful bidder will be confirmed in autumn 2014, with work on site beginning in spring 2015.

Westminster Council has approved Crossrail and partner Grosvenor's scheme for a development of 65,000 square feet above the western ticket hall for Crossrail's Bond Street station. Crossrail will also deliver improvements to the surrounding public areas on Davies Street and Weighhouse Street.

Camden Council has approved plans by Crossrail to develop 30,000 square feet of residential space in Holborn. The eight-storey development will sit above the Fisher Street shaft – a single storey structure that provides access and ventilation to the below ground Crossrail tunnels.

2.6.3 Jobs and skills

There are more than 10,000 people currently working on Crossrail across 40 construction sites and more than 260 apprentices are engaged across the project.

One of Crossrail's major legacies will be advances in construction and engineering skills. The Tunnelling and Underground Construction Academy (TUCA) is a purpose-built training facility set up in 2011 to support the key skills required to work in tunnel excavation, underground construction and infrastructure. Around 3,500 people are being trained there to work on Crossrail. Transport Secretary Patrick McLoughlin visited TUCA in November to call on infrastructure

heads to work with Government on plans to ensure a skills legacy for Britain from major infrastructure projects.

The Crossrail job brokerage approach, delivered in partnership with Jobcentre Plus, has been updated recently to create a Crossrail Stakeholder Borough Employment Partnership. This will include all those boroughs Crossrail's works are currently having a direct impact on and will provide a route for local residents to apply for jobs on Crossrail, in partnership with local schemes.

2.6.4 Innovation

Crossrail's innovation programme continues to inspire ideas to improve the design, build and operation of the project. Recently Crossrail's approach to using building information modelling and in particular the application of 4D modelling was recognised through an award. The innovation programme is currently focused on stations, smart railways and railway systems, railway operations and the customer and operator experience with ideas being submitted through Crossrail's 'innovate | 8' portal. Crossrail's experience and ideas are being shared actively with us and its project partners.

2.6.5 Health and safety

Health and safety performance has increased over the last period and Crossrail held a 'Stepping up' week of health and safety focused communications and activities across the whole of the project to shine a light on its 'Target Zero' campaign.

2.7 Surface Transport

2.7.1 Providing a quality bus network

New Bus for London

On 7 December, route 390 converted to New Bus for London vehicles. Route 390, which is a 24-hour bus route and operated by Metroline, runs between Notting Hill Gate and Archway. This route will operate with just a driver in the evening and weekends.

The conversion of route 390 follows the successful operation of New Bus for London vehicles on routes 24, 11 and 9. As part of the wider programme to introduce 600 vehicles by 2016, route 148 will be converted in February 2014.

Buses to run on 'chip fat' in pilot scheme

On 7 November the Mayor announced a new pilot scheme which involves 120 buses being run on diesel made from used chip fat and other food waste. All the buses which run from the Barking depot will now run on a blend of 80 per cent regular diesel and 20 per cent biodiesel, an environmentally friendly fuel which will help cut carbon emissions of each bus by about 15 per cent. To support the pilot a 50,000-litre storage tank has been installed at the Barking depot, enabling the biofuel to be mixed on-site, reducing costs and lowering carbon emissions. A total of 10 routes which operate from Barking will now run on the new fuel.

The biodiesel pilot is one of the many measures that we have introduced to make London's bus fleet more environmentally



friendly. Other initiatives include operating zero-emission hydrogen buses on Route RV1 between Covent Garden and Tower Gateway and delivering Europe's largest hybrid bus fleet. Five hundred hybrid buses now operate on the Capital's roads, including the New Bus for London vehicles. By 2016, there will be more than 1,700 hybrid buses in service on the Capital's streets representing 20 per cent of the total bus fleet.

In addition, we have recently reached the halfway mark in an extensive retrofit programme of 900 older buses. This involves fitting them with an innovative system called Selective Catalytic Reduction, which can reduce emissions of harmful nitrogen oxides by up to 88 per cent. To date, 450 buses have had this equipment fitted with the remainder due to be completed by March 2014.

Victoria Coach Station

Victoria Coach Station had one of the busiest days in its history on 28 October, when high winds led to the cancellation of rail services into and out of London. Approximately 32,550 passengers departed the coach station on that day – more than double the 15,140

passengers who would normally depart on an average day in October. Ticket hall takings were also up by around 75 per cent compared to a normal Monday.

2.7.2 Keeping London moving

Thames Water fined for causing unnecessary disruption to London road users

On 28 October, Thames Water was sentenced for nine offences in relation to executing streetworks on various parts of the Transport for London Road Network (TLRN) in breach of conditions attached to work permits. It also failed to serve the statutory works start and closed notices required, causing avoidable road traffic congestion. In total, Thames Water was fined £13,600 and ordered to pay our legal costs of £3,536. It is the latest in a series of successful prosecutions, as we work to reduce unnecessary roadworks to improve traffic flow and conditions for the Capital's road users.

London's Lane Rental Scheme, which launched in June 2012, is designed to encourage utility companies to avoid disruption on the busiest roads at peak times. Following the introduction of the scheme, more than 88 per cent of utility roadworks at traffic hotspots are now taking

place outside peak traffic hours, compared to around 30 per cent before the scheme was introduced.

Hogarth Flyover

During a routine inspection of the A316 Hogarth Flyover on 29 October, following the 28 October storm, engineers identified degradation in the concrete road deck which forms part of the structure. An immediate closure of the flyover was put in place on safety grounds and further inspections were undertaken. Remedial work was carried out overnight to allow the Flyover to open the following day. The planned scheme to replace the concrete will be brought forward to next year.

2.7.3 Encouraging more cycling Barclays Cycle Hire (BCH) expansion and intensification

Construction of site foundations of the BCH expansion to new areas within Wandsworth, Hammersmith and Fulham, Lambeth and Kensington and Chelsea continues. The scheme remains on track to launch the expanded network in December.

Barclays Cycle Superhighway 2 extension to Newham

On 6 November, the Mayor launched the first fully-segregated section of Barclays Cycle Superhighway 2 (CS2) between Bow and Stratford. The extension includes just under two miles of new cycle track, almost



entirely physically separated from traffic, along with 'bus stop bypasses' to protect cyclists. As part of the launch we also announced our plans to upgrade the existing CS2, we will look to include additional segregation and cycle-separated junctions.

The Mayor also announced plans for a substantially segregated cycle route through central London, connecting Elephant & Castle and King's Cross via Blackfriars Road and Blackfriars Bridge. It is planned that the north-south route will use a combination of full segregation and additional provision for cyclists. This route will connect at Blackfriars with the east-west 'Crossrail for the Bike' which was announced as part of the Mayor's

Vision for Cycling. Detailed designs for both the north-south and east-west cycle routes will be published for public consultation in 2014.

2.7.4 River services

In conjunction with River Bus and River Tour operators we have launched an updated river services autumn/winter guide. It highlights the services and activities that continue to operate all year on the River Thames. Passenger journey figures for spring and summer reveal the popularity of river travel with nearly five million passengers in the six-month period from April to September. This is the highest number since London River Services was formed in 1999. It shows real progress is being made towards achieving the Mayor's target of 12 million passengers a year by 2020.



The autumn/winter 2013 guide is available on our website at tfl.gov.uk/river

2.7.5 Freight Transport Association Conference

We presented at a Freight Transport Association conference on the 2014 Commonwealth Games in Glasgow, sharing lessons and experiences from the 2012 Olympic and Paralympic Games. We highlighted the need for early engagement with the industry, the importance of information provision, and the value of a dedicated freight team to ensure workable solutions were put in place to support successful delivery. These lessons follow September's publication of 'Delivering a Road Freight Legacy'.

tfl.gov.uk/freight

2.7.6 2014/15 to 2016/17 Local Implementation Plans (LIPs)

All boroughs have now submitted their proposed LIP's for the period of 2014/15 to 2016/17, together with new targets relating to road safety, bus reliability, mode share, asset condition and CO₂. We are currently reviewing and assessing the submissions and hope to make announcements in December.

2.7.7 Introduction of energy-efficient lighting on major roads

As part of the Mayor's draft Climate Change Mitigation and Energy Strategy we are actively seeking to cut the electricity consumption of street lighting, and thereby reduce their associated CO₂ emissions. We have begun implementing an energy-efficient street lighting programme across the TLRN, to be substantially delivered over the next three years and resulting in significant environmental benefits and cost savings.

The programme comprises two specific strands: the introduction of a Central Management System (CMS) for street lighting on the TLRN, and a programme to replace conventional lighting with Light Emitting Diodes (LEDs), which over the next three years will see 22,000 street lights updated through both targeted investment and our 'business as usual' replacement programme.

Introducing a CMS for lighting will allow us to remotely monitor and manage street lighting, actively controlling levels of lighting depending on use. By adjusting the lighting levels to align with traffic flows and road usage at different times of night, we will significantly reduce our energy consumption and CO₂ emissions without compromising road user safety or security. The CMS will also remotely record lighting failures, enabling maintenance crews to ensure that lighting levels are restored without delay.

In parallel, there is an eight-year programme to upgrade all TLRN tunnel lighting to LEDs. There are substantial energy reduction and maintenance cost savings to be achieved from this. Upper Thames Street tunnel was the first UK tunnel to be fitted with LED lighting in 2011. It has delivered a 60 per cent reduction in energy consumption as well as reduced maintenance costs. The LED lighting in Eltham Tunnel was completed this year.

The new LED technology will be rolled out to 70 per cent of our applicable street lights by 2016, with the remainder captured over the following 10 years.

3 Customer experience

3.1 Provide personalised, real-time, integrated information

Over the past 18 months we have focused on social media as a way of delivering real-time information and direct customer service.

We were ranked number 22 in Twitter's 'Top 50' Customer Service ratings for the UK. The survey uses a range of metrics, including speed of response (we average two to three minutes) and is assessed through mystery shopping. A series of customer satisfaction surveys across all our real-time Twitter feeds, plus @tfloofficial, @tfloyster and @barclayscycle took place in September. This received 3,799 responses. Key findings include:

- 79 per cent of followers have changed their travel plans as a result of the information provided
- 84 per cent of followers think the feeds are accurate and reliable most of the time or all of the time
- 74 per cent of followers scored their satisfaction 7–10 out of 10
- 66 per cent of followers scored 7–10 out of 10 when asked if following one of our Twitter feeds has had a positive impact on their perceptions

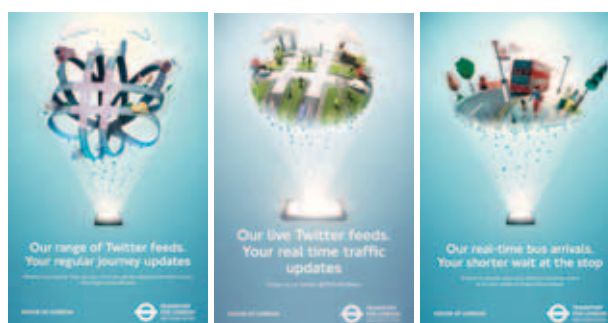
Social media has completely shifted our capability to communicate directly with our customers and users. A good example of this is the trial that has recently been conducted for the @Centralline Twitter feed.

Tricia Ashton, General Manager of the Central and Waterloo & City lines, took part in a 'Tweet the Manager' session to take comments and suggestions from her customers. In total there were around 170 questions posed in the run up to and throughout the hour, with Tricia and the team responding under the hashtag #AskTricia.

Tricia received high-quality questions which covered train services, delays, upgrades, stations and staff. Every question was answered. We have gained further excellent insight into what our customers want and can show that every journey really does matter to us. A rolling programme of these sessions is now being put in place for all our services.

Real-time information: services and tools

A marketing campaign launched on 21 October to promote the Bus Realtime Information tools (online 'Live Bus Arrival' tool; Twitter) and our roads Twitter feed. As a result our roads feed alone has risen from 81,000 followers to 117,000 followers and we are aiming to reach 200,000 by March 2014. This is another example of how we are using social media and online technology to help improve the overall customer experience.



3.2 Enable quick and easy payment of the right fares or charges

Contactless payment cards

We are using the latest technology to continue to make ticketing more convenient for our customers. A core element of this is the acceptance of contactless bank cards on our buses. More than six million contactless payment bus journeys have been made with 35,000 journeys each weekday.

On 21 October a marketing campaign began promoting the use of contactless bank cards on buses. The campaign helps to explain that contactless payment is an alternative way to pay and will save money.

During November we ran successful technical testing of contactless cards on Tube, London Tramlink, DLR, Overground and some National Rail services network using American Express, Mastercard and Visa cards.

Later this year, we will continue our readiness testing and conduct a pilot involving 300 of our

staff and employees from all of the London train operating companies. This will help identify any customer issues before we launch in 2014.

Single sign-on

Continuing to make ticketing as convenient as possible, we have implemented a new facility on our online accounts where customers can sign on with a single online account to get access to multiple ticketing functions.

Before single sign-on each online service had its own account and customers had to maintain multiple usernames and passwords. Since implementation, 74,470 Oyster accounts have been migrated to the new system.

Oyster refunds

Continuing with our commitment to transparency with our customers, we have been promoting how easy is it to receive a refund of unused Oyster 'pay as you go' balances and card deposits by returning unused cards.

Since the campaign launched there has been no increase in the number of cards returned. This reinforces the customer research that we conducted on this issue which showed that customers are deliberately keeping unused Oyster cards. Reasons for having spare cards were fear of losing a main card or for visitors. Our analysis shows that on average the balance on cards that have not been used for more than 12 months is normally around £3.60.





Oyster – pink readers

We have developed a new campaign advising passengers of the benefits of touching a pink reader to ensure that they are getting value for money by informing them of how to get the right fare.

Research showed that customers are relatively unaware of what the pink readers at the 15 stations are for. The campaign aims to increase awareness about how to use them to get the best fare.

Feedback on the campaign from stakeholders such as Travelwatch has been positive.

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

Road safety

Road safety campaigns targeting powered two-wheeler (P2W) riders and motorists began on 21 October, encouraging them to act in a safety conscious way. The campaigns run for six weeks across a range of channels including outdoor, radio, cinema and social media.

The new ‘Don’t ride too fast’ campaign aimed at P2W riders achieved good levels of recognition. Motorcyclists claimed behaviour changed following the campaign – there was a significant decrease in those saying that they ride faster than they should on a clear road (87 per cent pre-campaign to 81 per cent post) and there was also a significant fall in those saying that they sometimes ride faster than they should (38 per cent pre to 30 per cent post).

Operation Safer Travel at Night (STAN)

The STAN initiative is a programme of integrated activities including industry regulation and licensing, police enforcement, education and delivery of improved late night travel services. It has been extremely successful in reducing demand for un-booked, unlicensed minicabs (also known as touts) and is ramping up in the run up to Christmas. The second phase of the STAN campaign went live in late November. The campaign aims to raise awareness of the dangers of un-booked minicabs and encourage people, particularly women, to make safer travel choices.

In addition to regular anti-touting enforcement activity, the second phase of Operation STAN, coordinated by us and the TfL-funded Safer Transport Command (STC), will run over the festive period. The operation aims to detect, deter and disrupt illegal cab activity and get people home safely. It will involve the STC Cab Enforcement Unit, all 32 Safer Transport Teams and our Taxi and Private Hire compliance officers.

The first phase of Operation STAN ran for three weekends over September and October to coincide with the beginning of the new

academic term. Activities included high-visibility patrols, plain clothes officers detecting and apprehending touts, education and crime prevention advice, and vehicle and licence checks. The operation resulted in 73 arrests for touting and more than 2,700 minicabs and taxis were stopped and checked by police.

Latest transport crime statistics

The latest quarterly statistics from the Metropolitan Police (MPS) and the British Transport Police (BTP) show that crime on the Capital's public transport network has continued to fall. These figures build on significant reductions over recent years.

The latest bus-related figures for 2013/14 (April - October 2013) show a fall of 5.3 per cent (628 fewer crimes) compared to the same period in 2012. On the bus network there have been notable reductions in criminal damage (195 fewer offences, down by 20.2 per cent) robbery (228 fewer offences – reduced by 17.8 per cent), violence against the person (187 fewer offences – down by 6.1 per cent) and theft (105 fewer offences – down by 2.8 per cent).

The latest available BTP crime figures for 2013/14 (April – October 2013) for LU/DLR show that crime fell by 7.4 per cent compared





with the same period last year (539 fewer offences). This reduction is largely the result of the additional measures BTP has put in place to deal with the increase in theft experienced in 2012/13, including targeted police enforcement activity against organised thieves operating on the network as part of Operation Magnum. Theft of passenger property, which is the most frequent crime on LU/DLR, was down by 19.8 per cent year-to-date 2013/14 compared with the same period last year (792 fewer offences).

In 2013/14, we have been working closely with our policing partners – the BTP, MPS and City of London Police – to tackle sexual offences on the Capital’s public transport network. The partnership project aims to increase the confidence in reporting sexual offences which occur on the London public transport system, reduce the risk of becoming a victim, challenge unwelcome sexual behaviour and target offenders. Year-to-date, there has been an increase in the number of detections by both the BTP and MPS of 14.5 per cent and 31 per cent respectively.

HGV Task Force

The new joint Vehicle and Operator Services Agency (VOSA) and Police Heavy Goods Vehicle (HGV) Task Force, announced by the Mayor, Sir Peter Hendy CBE and Stephen Hammond (Transport Minister) on 4 September, is a key measure aiming to make cycling safer by reducing the risks posed by lorries. It includes eight TfL-funded police officers and eight VOSA officers, funded by the DfT, to increase enforcement of the regulations for construction HGVs, especially waste lorries, and take action against dangerous lorries and their drivers.

The Task Force began operating on 1 October and in its first 39 days stopped 509 vehicles. Only 22 per cent of these were satisfactory stops where no offences were detected. In the opinion of Task Force officers, only eight vehicles had the full range of cycle safety equipment installed.

A key priority for the Task Force is to build up an intelligence picture based on information from ourselves, the police, VOSA, the

Environment Agency and other partners on the most dangerous lorries and operators, so they can target their activities accordingly.

3.4 Grow and improve transport services to meet population growth, and customer service Tube improvement plan – September 2013

The latest version of the Tube improvement plan campaign was launched in September to promote how we are continuing to make improvements for our customers.



3.5 Improve the reliability of transport services, including travel demand management

We continue to develop our Travel Demand Management (TDM) programme to align with our business objectives and commitments to keep London working and growing.

Our TDM programme is focused on two key objectives:

- Getting the most out of our existing transport networks now and in the

future as projected population and demand growth takes place

- Enhancing our customer service by enabling customers to make fully informed travel choices

A low-cost pilot of alternative travel advice on the Northern line, designed to reduce overcrowding in the morning peak, began on 11 November. The primary objective of this trial is to encourage customers to make small changes to when they travel by providing new information about the busiest times. The trial is targeting Tooting Bec, Balham, Clapham South, Clapham Common and Clapham North stations.

The Northern line trial has focused on using low-cost communication channels, such as white boards, station announcements and posters, email and social media, to bring the new information to customers' attention. The initial four-week pilot phase will be used to identify the most effective channels and types of information in order to develop a second phase of the trial, which will start in 2014.

Media reports that the pilot is promoting cycling and walking as sole alternatives to the Northern line are incorrect.

Hotspots

Customer feedback from the Northern line trial will also be incorporated into the way in which we release our transport hotspots. This is the second phase of us providing our customers with open and transparent information to improve their journeys.

4 Value – efficient and effective delivery



Credit rating update

The biannual update on our credit rating was undertaken with Standard and Pooors. The AA+/A-1+ issuer credit rating was confirmed on 15 November. The decision was based on our performance being in line with current year expectations. This update is required by the credit rating procedure and will take place with all three rating agencies.

London Living Wage

We have been accredited as a Living Wage Employer by the Living Wage foundation. This reflects the long-standing commitment to ensuring that all workers on our premises, or on our contracts in the Capital, receive the London Living Wage.

Better Behaviours campaign

CBS Outdoor has agreed to provide free additional advertising space to support an LU campaign, focusing on safety and reliability issues. The space includes 400 large format posters, 2,600 small format posters and 32,000 Tube car panels.

Look for Longer

Following the success of the original 'Look for Longer' marketing campaign in late 2012, CBS Outdoor is now running a second poster campaign, containing cryptic clues for 100 London station names. The 2012 game, based on just 50 poster sites, generated more than 40,000 unique website visitors from 112 countries. It prompted more than 1,000 tweets on #lookforlonger, reaching almost 900,000 Twitter users. It is expected that 'LookforLonger2' will be as successful in demonstrating the reach and potential of London's transport advertising portfolio.

5 People

Free taxi service for Remembrance Sunday

On Remembrance Sunday we helped facilitate a free taxi service for the veterans between Westminster Bridge and various veterans clubs around London. Working with the taxi trade, we managed the traffic on the bridge to enable taxis to access the service. In previous years this was managed by the MPS, however it has scaled back the closures, including those around the bridge, which had prevented the veterans' taxi service from operating.

Structural Awards 2013

On Friday 15 November, the Emirates Air Line received an award from the Institution of Structural Engineers, at the Structural Awards 2013. The Structural Awards is the engineering industry's most prestigious award ceremony, celebrating international excellence. With more than 80 submissions received from multi-national projects, the Awards is a world-class competition.

The Emirates Air Line was the winner in the Infrastructure or Transportation Structures

category. There were 12 category winners from across the world including Gardens by the Bay in Singapore, the China Central Television new HQs in Beijing and feature stairs for the New Mariinsky Theatre in St. Petersburg.

CorpComms Awards

Our communications have again been recognised as outstanding, with two national awards – Best Live Event and Best Comms by a Public Sector organisation - won by the Press Office at the annual CorpComms Awards.

The awards related to the highly effective public awareness campaign for the Tube's 150th anniversary, and mean that a total of six such accolades have been achieved this year, along with other high commendations.

LU station WiFi

The Information Management team has received a top industry award for the installation of WiFi across 120 Tube stations. The team won the UK IT Award for Best Business Project Dependent on Mobile



Technology and was also acknowledged as Highly Commended in the Infrastructure/ Network Project of the Year category.

Competition for the awards, which recognise best practice, innovation and excellence in IT, is high. The WiFi project launched in 2012, in time for the Olympic and Paralympic Games. It helped improve communication for staff and customers and put London ahead of other comparable systems.

British Quality Foundation's UK Excellence Awards

The British Quality Foundation presented the Lean Six Sigma Award, which recognises exceptional performance improvement projects based on Lean Six Sigma, to the LU Railway Engineering Workshop, for the Jubilee Fleet Overhaul project.

European Rail Congress Awards

LU was named European Metro Operator of the Year at the European Rail Congress Awards in November. The award recognises LU's efforts to improve reliability, safety and customer experience. European Commuter Operator of the Year went to LOROL. Green Park was shortlisted for the Medium Station of the Year Award and London Tramlink for European Light Rail Operator of the Year.

Project Professional of the Year Award

Project Manager Simon Addyman won the Project Professional of the Year award at the recent annual Association for Project Management (APM) Awards. The APM Awards celebrate excellence in the profession and Simon was recognised for his role as the Project Manager for the Bank Station Capacity Upgrade project (BSCU). Simon's role was to procure the main design and build contract using a novel procurement model called Innovative Contractor Engagement (ICE).

6 Mayoral decisions relating to TfL

London Poppy Day (7 November 2013)

The Mayor delegated power to TfL (under sections 30 and 34 of the GLA Act) to highlight the invaluable contribution made by service men and women in the Capital to protect Greater London and its inhabitants.

The activities we undertook included: wrapping a Circle line train, a Metropolitan line train and 10 London buses with poppy livery; displaying poppies on all Tube trains, DLR trains, trams

and Overground trains; placing advertisements and making announcements at stations encouraging passengers to give generously.

The cost of these activities was met by a number of our suppliers: Bombardier Transportation, Skanska, Hexis, McKenzie Clark, IBL, DLR and Serco, LOROL, First Group, Stagecoach, Metroline, Abellio, Tower Transit, Go Ahead, Arriva, Clear Channel and Taylor Woodrow/BAM Nuttall.



We have increasingly supported London Poppy Day in the past few years, making facilities available for collectors in bus and Tube stations. Staff members also support London Poppy Day, including the Commissioner, who donated his own bus again this year. Poppy Day exhibitions took place at London Bridge, Victoria and Paddington stations and there were buskers at Leicester Square, Waterloo, Angel, Green Park, Piccadilly Circus, Bank/

Monument and Euston stations raising funds directly for London Poppy Day. There were also two 3D poppy bus shelters designed by Clear Channel outside South Kensington station and the Royal Albert Hall.



Appendices

Transport for London

Yesterday's Adverse Weather

Tuesday, 29 October 2013

Thank you for your patience as we worked hard to keep London moving during yesterday's stormy weather.

Sir Peter Hendy CBE
Commissioner
Transport for London

tfl.gov.uk [Facebook](https://www.facebook.com/tfl) [Instagram](https://www.instagram.com/tfl) [LinkedIn](https://www.linkedin.com/company/tfl) [YouTube](https://www.youtube.com/user/tfl) [tfl.gov.uk/socialmedia](https://www.tfl.gov.uk/socialmedia)

MAYOR OF LONDON Transport for London 

London Evening Standard 

Established 1827

The storm: London dusts itself down

TODAY'S storm has caused much of the predicted chaos. There has been localised disruption to several Tube lines and the DLR – almost all caused by fallen trees. The cancellation of all early-morning rail services – including London Overground – has caused some commuters severe problems. Flights have been disrupted. And it was a miracle that no one was hurt by a crane collapsing onto the Cabinet Office in Whitehall. Yet the effects in London are not as severe as they might have been.

This is in no small part due to Transport for London's preparation – and here the contrast with the rail operators is striking. While by 7am all but three Tube lines were fully open, as well as all buses and the DLR, commuter rail operators were still struggling. First Capital Connect's recovery has been particularly slow. TFL has learned from its crisis in February 2009, when it failed to anticipate the severity of the worst blizzard to hit London in years. Then, the bus system shut down, for the first time ever. TFL's preparation for today's major weather event was much more impressive. Extra staff have been deployed, the damage has been speedily fixed, and the flow of information to passengers generally good.

Whatever the inconveniences of travel for commuters today, especially by rail, the city's transport system – at least the bits run by TFL – has coped relatively well. Part of its flexibility and improved communications is down to the huge lessons learned preparing for the Olympics last year. Overall, London's transport system is now running with a confidence and level of efficiency not seen in a long time – even if this morning it took chainsaw crews to get the Tube moving.

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