

**Board**



**Date: 26 March 2015**

**Item 5: Commissioner's Report**

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**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 4 February 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 – 26 March 2015

**List of Background Papers:**

None

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



# Commissioner's Report

26 March 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 4 February 2015 and updates the Board on significant projects and initiatives.

Cover picture: Our new Rainbow Routemaster hit the streets on 2 March

# 2 Delivery

## Long-term economic plan for London

On 20 February, the Chancellor of the Exchequer George Osborne MP and the Mayor set out their long-term economic plan for London, after they had visited Victoria Tube station with Mike Brown, to see vital modernisation work being carried out at night as part of TfL's investment programme.

The six point plan has transport investment at its heart and aims to add £6.4bn to the London economy by 2030, creating more than half-a-million extra jobs over the next five years. To deliver the programme, the Chancellor committed the Government, if re-elected, to provide capital and investment funding of £10bn from 2015/16 (to 2020/21).

This will result in the continuation of our Investment Plan at the current level, to fund Underground improvements, better roads, more buses and cycle lanes to support jobs, homes and a growing population that is set to rise from 8.6 million today to 10 million by the early 2030s.

The Government also asked us to come forward with prioritised proposals for new infrastructure projects including Crossrail 2, the Bakerloo line extension, the Old Oak Common redevelopment, the next phase of Underground upgrades, Lower Thames Crossing and East London river crossings, which would be funded separately.

The Mayor confirmed we are ordering 200 more New Routemasters this year and committed to 800 new buses a year from 2016 onwards. This will secure jobs in Ballymena (Northern Ireland) and Falkirk (Scotland), where 90 per cent of buses for London are manufactured.

The Chancellor and Mayor also announced that weekend 24-hour services will begin on the London Overground in 2017 and that we will discuss with Government how to fund the extension of WiFi to all below-ground sections of the Tube by the end of the next parliament. Also, because of the Chancellor's commitment, the new weekend 'Night Tube' service – which will begin on the Central, Jubilee, Northern, Piccadilly and Victoria lines this September – will be extended to the Metropolitan, Circle, District, and Hammersmith & City lines after our modernisation programmes are completed. The Docklands Light Railway (DLR) will also offer weekend 24-hour services from 2021.



Mayor of London Boris Johnson and George Osborne MP, Chancellor of the Exchequer, with Mike Brown visiting Victoria Tube station in February

## 2.1 London Underground (LU)

### 2.1.1 LU performance

Customer satisfaction was extremely high in the third quarter of this year; LU maintained its best ever result from last quarter with a score of 84. This is one index point better than target and two index points higher than the same period last year.

Reliability remains ahead of current year targets, and on track to meet the Mayor's 30 per cent improvement target for 2015. Year-to-date results for both underlying Lost Customer Hours (LCH) and Excess Journey Time (EJT) are better than target. LCH is 0.7 million better than target at 16.1 million for the year-to-date. At 4.54 minutes, EJT is 0.33 minutes better than target.

Passenger journeys between Period I and Period II this year were 1,083.4 million, 20.1 million more than the same period last year. This is the highest ever total for the first II periods of a year, despite being (10.6 million) less than budget.

Continuing the trend of ever increasing passenger journey numbers, February 27 2015 was the busiest ever February day on the Underground with 4.56 million journeys.

### Shortest journey times on record

Our customers are now getting around London more quickly than ever on the Tube after improvements to reliability in recent years have resulted in journey times falling to their lowest level on record.

The average train journey time has reduced by 13 per cent since 2002/03. This reflects improving reliability and increased services.

LU and the DLR are now recognised as among the fastest improving metros in the world over the period 2010/11 to 2013/14. Across all seven areas considered in this year's International Report, LU and the DLR have improved at a faster rate than the average. This includes areas of safety, reliability, operating costs and other factors. The International Report is based on Annual Key Performance Indicator (KPI) data from CoMET



Part of the new Tottenham Court Road Tube station opened in January

(Community of Metros) and Nova (Nova Group of Metros), which together consist of 32 metro systems from 30 cities around the world.

Over the period, sustained investment in modernising the LU network, as well as a rigorous focus on reliability, has seen a real difference for our passengers. On the Victoria line, reliability has improved by 74 per cent and on the Jubilee line it has improved by 67 per cent. Both the DLR and LU performed better than the average in terms of staff safety productivity, and significantly better than average in terms of operating cost recovery ratio, a measure of financial sustainability.

To support growth in London’s population, LU is carrying out a huge programme of modernisation, with major stations, trains, track and control systems being updated or replaced to provide more capacity for a growing city. Each line is being worked on and we will, assuming a continued investment programme, see more than a 30 per cent increase in capacity.

**Industrial relations update**

On the night of Saturday 7 March, the RMT union took strike action after an RMT member was dismissed for failing two alcohol breath tests. There was no disruption to services, with only a few drivers not turning up for work.

Discussions have continued with the trades unions on Fit for the Future – Stations, and Night Tube, and separately discussions have also started in relation to the next pay agreement. The current four-year settlement ends this year.

**2.1.2 LU Investment Programme  
Tottenham Court Road**

**- major improvements continue**

We completed, and successfully opened the first new part of Tottenham Court Road station as planned on Monday 12 January. It has a new ticket hall, plus an entrance on Oxford Street and six new escalators, three of which are from the entrance to the ticket hall, while the others connect the ticket hall to the Northern line lower concourse.



By 2016, the station will be fully accessible, with five new lifts providing step-free access from the ticket hall to the platforms. Around 150,000 people currently use the station each day, but we expect this to rise to more than 200,000 with Crossrail in 2019.

To complete the remaining substantial reconstruction, we have closed the Central line platforms. We started this work on 3 January and expect it to be finished by the end of November this year.

#### **Northern line upgrade**

The Northern line is the UK's busiest railway route, with nearly one million people using the line every day. Following the successful start of the new timetable in December 2014, this line is running more trains than ever before, with up to 30 trains an hour on the busiest section of the line between Morden and Kennington, and up to 26 trains an hour on the Bank and Charing Cross branches during the morning peak. By 2020, we plan to increase peak-time train frequencies to 30 trains an hour across the line.

We produced a new film to raise awareness of the multi-million Northern line improvement programme, which is available to view on YouTube at [youtu.be/6gdfBLTr8lQ](http://youtu.be/6gdfBLTr8lQ)

#### **London Overground's East London line – five car trains**

The programme to equip all 20 trains on the East London line with an extra car, making five car trains is now complete. This project is now under way on the North London line.

#### **West Anglia and Great Eastern plans on track**

Our plans for the take over of the lines from Liverpool Street to Enfield Town, Cheshunt and Chingford are progressing well. The operational budget has been agreed, service plans are being put in place and we will be ready to take over these lines on 31 May given final budget agreed with the Department for Transport (DfT).

Projects to install gates at four stations in our first 100 days as operator are on target; eventually every station on these lines will have ticket gates.



On 31 May, we will take control of services running from Liverpool Street to Shenfield, the Great Eastern suburban lines, which will, in due course form part of Crossrail; in the meantime this service will be known as TfL Rail. 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 delivered in 2017.

#### **Sub-surface Railway – New S stock trains**

With their distinctive walk-through design, new S stock trains are now in full service on the Metropolitan, Circle and Hammersmith & City lines, and are now being introduced across the entire District line. Old D stock trains are being gradually phased out and the entire fleet will be replaced by the end of 2016. Together these lines represent 40 per cent of the LU network. Our programme will ultimately increase capacity on these lines by 30 per cent.

#### **Preparing for more trains at King's Cross**

We have begun a programme of track renewal on the north side of the Circle line. Over two weekends, we either installed or strengthened more than 900 metres of track drainage between Euston Square and Farringdon to prevent flooding and the signal failures it can cause. The area was bombed during the Second World War so the work has particular challenges – concrete beams built into the track to support the tunnel walls, means that digging out the old track is more difficult than usual.

The work is also preparing the ground for a new high-speed 'scissors' crossover west of King's Cross, due to be installed next year. Named 'scissor' because of their layout, the tracks allow a great deal of operational flexibility to enable us to resolve incidents more quickly and reduce any resulting disruption. When complete, when we need to, we will be able to reverse more than 20 trains an hour east to west from the two King's Cross platforms. This is more than double the capacity available today.



### **Improvement works at High Street Kensington, Sloane Square and Earl's Court**

Closing Earl's Court station is challenging because it means disrupting service on the Wimbledon, Richmond and Ealing Broadway branches – about a third of the District line. We therefore took advantage of the time between 25 and 30 December for an ambitious six-day closure to carry out improvements.

Earl's Court is one of our most complex junctions, and we replaced all the points that take trains west from platforms 3 and 4. There was also extensive track renewal and drainage improvement, to increase reliability by reducing the number of signal failures and track faults. Earl's Court station reopened on time and ready for New Year's Eve.

The closure also allowed us to renew staircases at Sloane Square and complete electrical work at High Street Kensington. At Sloane Square, two staircases and landings were completely refurbished. Doing this in normal night time engineering hours would have taken seven to eight weeks; instead we completed it in back-to-back 12-hour shifts, over four consecutive days and nights. During this time we kept the ticket hall open so that customers could use the ticket machines.

At High Street Kensington, electrical switches and cables were dilapidated and at risk from water entering the switch room. To replace these during overnight engineering hours would have risked services starting late the next day because of the short time available and the complexity of the electrical work needed. The team completed this complex replacement work with the final isolation and return to service taking place over Christmas.

Our Travel Ambassadors were on hand during the closures to help customers get to their destinations. LU also worked closely with local shops and stakeholders, including Peter Jones in Sloane Square and the Royal Borough of Kensington and Chelsea, to minimise disruption.

### **Lift refurbishments complete at Russell Square**

After 28 months of work at Russell Square, the refurbishment of three lifts is now complete. The lifts were last overhauled in the early 1980s, and after 30 years of constant service, major work was required to keep them running.

The lifts are now 20 per cent faster and the work has resulted in a 12 per cent increase in capacity, equivalent to an extra 10,000 passengers per day.



## 2.2 London Rail

### London Overground (LO) performance

LO has carried 116.5 million people in the financial year-to-date, 2.9 million more than last year. Customer satisfaction was two index points better than target in Quarter 3.

LO is still the second most reliable train company in the UK. Operational performance, as measured by the public performance measure (PPM) over the past 13 periods, averaged 95.5 per cent, which is 0.5 per cent below target. In Period 11, more than half of the dip in performance related to the East London line as a result of Network Rail works and underperformance at London Bridge. Nationally, PPM scores are 1.3 per cent below the same period last year. The train operating companies in and around London that share track with LO have the worst scores in the country, at least in part due to the problems at London Bridge.

### London Bridge

We have continued to support Network Rail and the Train Operating Companies where possible to alleviate the impact of Thameslink work at London Bridge. The work has resulted in many additional passengers using the Jubilee line on the LU network and the East London line on the London Overground network – a weekday increase of approximately 20 per cent over normal levels.

In response to this we have placed additional staff at our stations, communicated locally the busiest times and asked customers to avoid these areas when possible, and have arranged ticket acceptance for National Rail customers on LU services to alternative destination stations in central London.

### **Docklands Light Railway performance**

At 91.2 million journeys, DLR passenger numbers in the year-to-date were 1.2 million more than target and 6.6 million more than the corresponding position in 2013/14. In Quarter 3, DLR recorded its second highest ever customer satisfaction score, three index points better than target.

DLR continues to perform well in Quarter 3 with on-time service reliability recorded at 99.2 per cent.

### **Trams performance**

Tram passenger numbers in the year-to-date were 0.7 million more than target, but 0.3 million fewer than the same position in 2013/14. The total number of passenger journeys so far this year is 25.7 million. Customer satisfaction in Quarter 3 was on target.

We have operated 97.9 per cent of scheduled kilometres in the year-to-date.

Tram maintenance is now back in house, with the early weeks of this change showing positive signs of improved fleet availability.

### **Customer numbers up on Sunday tram service**

Increasing numbers of tram passengers are taking advantage of the more frequent Sunday service we recently introduced between Wimbledon and New Addington via Croydon town centre.

The number of passengers using the line on Sundays rose by almost 10 per cent one month after we introduced the extra services

on 14 December 2014. Trams now run every seven to eight minutes on this route, compared with every 15 minutes before.

### **Emirates Air Line performance**

Operational availability was very strong in Quarter 3, up 1.8 index points from the same quarter last year and significantly better than target. Passenger volumes have been higher than their equivalent weeks last year since the beginning of September 2014. This has been driven by the appeal of the new in-flight digital tour, improved marketing and a ticket partnership with Thames Clippers.

Customer satisfaction in Quarter 3 was on target.

### **Cold weather planning**

LU's well-rehearsed plans for cold weather have gone well so far this winter. The plans, which involve placing staff on five days' notice for severe weather every time snow, sleet or ice is forecast, include:

- Running de-icing trains overnight
- Keeping tracks as clear as possible, using de-icing trains, engineering trains and handheld tools where necessary
- Gritting platforms where needed to keep them safe for customers
- Regularly checking points and crossings at junctions across the network



DLR scored its highest ever customer satisfaction score in Quarter 3



## 2.3 Crossrail

### Construction progress

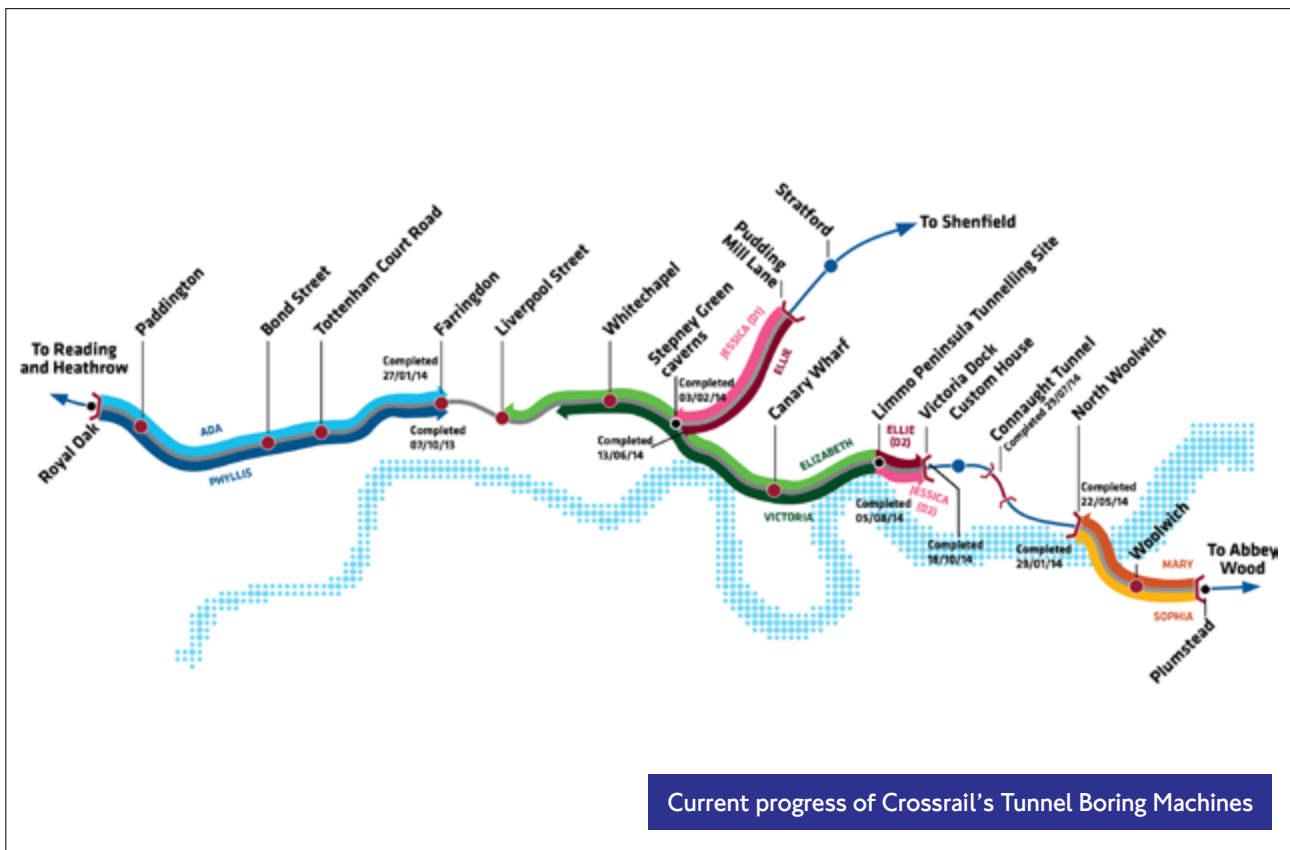
Crossrail remains on time and within the funding envelope of £14.8bn. The project is now 62 per cent complete and tunnelling is more than 93 per cent complete. During the period about £200m was spent progressing the project. While cost and schedule performance remained stable, there is still a 20 per cent chance that some of the £600m TfL contingency funding may be needed.

Following a period of poorer safety performance during January, Crossrail took action to tackle the incidents and performance subsequently improved. As the Crossrail project moves from a predominately civil engineering project to a systems and railway project, a new induction process will be introduced and Crossrail's Target Zero safety campaign has been refreshed and will be relaunched.

The Coroner's inquest into the tragic fatality that occurred at Crossrail's Fisher Street Shaft on 7 March 2014 took place at the beginning of March. The jury returned a determination that the death of Renè Tkacik was an accident.

At the end of January tunnel boring machine Elizabeth successfully broke through the eastern end of Liverpool Street Crossrail station. The breakthrough, 40 metres beneath the City of London, is part of the longest tunnel drive, 8.3km from Limmo Peninsula to Farringdon. Elizabeth now has just 750 metres of tunnel left to bore, before arriving at her final destination at Farringdon station.

Elizabeth's sister machine, Victoria, is scheduled to arrive at Farringdon a few weeks later. When she breaks through, a total of 42km of tunnel will have been excavated as part of Europe's largest infrastructure project.



The sprayed concrete construction that forms the majority of the station platform tunnels is now 97 per cent complete and station construction continues to build momentum. The first handover of a completed platform tunnel took place at Tottenham Court Road, closely followed by one at Bond Street. Station fit-out will start before handing over to the system-wide contractors.

During February, the team at Crossrail's Fisher Street Shaft broke through to connect the eastbound and westbound tunnels. This completes the excavation and primary lining of the Fisher Street crossover tunnel, 25 metres below the streets of Holborn. The eastbound and westbound running tunnels, at 15 metres wide, are some of the largest caverns constructed in central London. The final works at Royal Oak portal (where machines Ada and Phyllis were launched in 2012) and Westbourne Park were also completed in the period.

Crossrail's surface works, delivered by Crossrail's partner Network Rail, remain on target and are now 38 per cent complete. Network Rail has confirmed that it will carry out the work required for Crossrail during its Easter engineering work. This follows an intensive review process with increased scrutiny following the overrunning works that caused delays at major London stations after Christmas. Network Rail has begun improvement works at Harold Wood station, on the north east section of the Crossrail route. The works should take around 18 months to complete, and include a replacement footbridge over the tracks with new staircases to platform level, three new lifts to provide step-free access to every platform, and platform extensions to make sure the station can accommodate the 200-metre long trains. A station improvement plan for West Drayton station and a new design for Southall station have been submitted to their respective borough councils.



More than 580,000 cycle journeys are made every day in the Capital

### Major achievements

There are almost 12,000 people working across Crossrail sites and the project has exceeded its target of employing 400 apprentices over its lifetime, with the total now at 426. Crossrail's Job Brokerage service – a partnership between Crossrail, Jobcentre Plus, the Skills Funding Agency, National Apprenticeship Service and local providers – has launched a new partnership with the Women into Construction project that supports women seeking to enter the construction industry. The ambition is to raise the profile and potential of women in industry with our supply chain contractors, while offering practical work experience opportunities for women looking to start a career in construction.

Skills Minister Nick Boles recently announced an Employer Ownership of Skills pilot for a Tunnelling Industrial Partnership, with Crossrail as the lead partner. The pilot will focus on creating new routes into tunnelling jobs and will build the skills of current employees required for projects such as Crossrail 2 and HS2.

### Crossrail breathes life into long-dead Londoners

The new Crossrail exhibition, Breakthrough: Crossrail's tunnelling story, opened in February at London Transport Museum in Covent Garden. The exhibition tells the story of Crossrail's tunnelling journey and brings to life the scale of the work being done underground. The display features a five-metre high, walk-through installation of a Crossrail tunnel, giving visitors the experience of standing in one of our tunnels during construction.

Crossrail is the UK's largest archaeology project, with more than 10,000 artefacts identified spanning 55 million years of London's history. In June last year, Crossrail invited volunteers to scour parish records from across the Capital to create the first extensive list of people buried at Bedlam in the 16th and 17th centuries. The resulting database, the Bedlam Burial Ground Register, will be used to inform the archaeological excavation of the eastern entrance of Liverpool Street Crossrail station. Museum of London Archaeology, Crossrail's archaeology contractor, will be working on the site until the end of August and is likely to uncover a further 3,000 skeletons.

## 2.4 Surface Transport

### Operational Performance –

#### Passenger journeys and demand

In Quarter 3 bus passenger journeys were 2.6 million (0.5 per cent) fewer than target. Fare paying passenger journeys were 1.3 million or 0.3 per cent below budget, with non-fare passenger journeys 1.3 million or 0.7 per cent below budget. Fare paying passenger journeys were lower than last year in part because the issuing of cards for two years for 16-17 year old Zip card holders meant that there were fewer expired concessions where a full fare would have been paid. Separately, results from a recent survey we conducted have led to changes to the way we estimate the number of journeys made where no Oyster card is used, such as for children under the age of 11. These changes have led to a reduction in our estimate of journeys.

More than 580,000 cycle journeys are made every day in London and cycling has more than doubled in the past decade. Cycling levels in Quarter 3 were 10 per cent (32 index points) more than the same quarter last year. This is the highest level of cycling seen in Quarter 3 since the index began and just over eight per cent (25 index points) above target. This is now the fifth consecutive quarter we have seen the highest cycling levels recorded on the Transport for London Road Network (TLRN).

The full-year index of cycle flows forecast on the TLRN for 2014/15 is 332, an increase of 12 per cent (36 index points) from last year and more than 11 per cent up on this year's cycling target.

With cycling growth expected not only on the TLRN but on all the Capital's roads, we have developed a new methodology for recording cycling journeys that will run alongside the existing cycling index. We are currently using this method to cover the central London congestion area and it is showing a daily

average of 526,829km – about 172,000 cycle journeys – during Quarter 3, just over 31 per cent higher than the first quarter, partially reflecting seasonal trends in cycling.

#### Reliability

Renewed economic growth has had a negative impact on the reliability of London's roads. Journey time reliability (JTR) on the TLRN in the AM peak in all directions for Quarter 3 was 87.5 per cent; this is 0.1 index points better than target, but 0.1 points lower than the same quarter last year. Quarter performance was mixed; Period 7 was 0.1 points below target, Period 8 was 0.6 percentage points above target, and Period 9 was 0.1 percentage points below target.

We continue to implement a range of measures to tackle congestion and further improve JTR. Our Travel Demand Management programme will keep road users informed of expected disruption to help them re-plan their journeys to avoid congested areas. Continuing engagement with the freight industry is helping to inform the re-timing of servicing and deliveries. Our programme to roll out SCOOT (Split Cycle Optimisation Offset Technique) to 1,500 traffic signal sites continues, delivering a 13 per cent reduction in traffic delay at sites where SCOOT is installed. Enforcement helps us to keep traffic moving at locations which are particularly vulnerable to disruption caused by poor road user behaviour. This is all in conjunction with the implementation of a London-wide Active Traffic Management strategy, which uses London's sophisticated traffic signal system to manage traffic around areas of planned disruption.

In Quarter 3, Bus Excess Wait Time (EWT) was worse than both target and the same quarter last year, with the seasonal deterioration in road conditions greater than anticipated. It was also because of more road users, roadworks and town centre improvements. However, the best



ever reliability score, of 1.0 minutes, has been maintained over four consecutive years by the use of enhanced service control facilities by bus operators.

In addition to the work we are doing to improve JTR we are also implementing a range of measures to help combat increases in EWT, including additional route reliability and service planning where necessary to protect reliability on individual services.

We continue to work with operators to be more proactive in reviewing schedules and assessing our contracting system for potential changes, this allows us to provide additional incentives for improvements in reliability. This will potentially be aimed at outer London where a large number of routes have seen a small deterioration in EWT.

In Quarter 3, the use of such facilities has not fully mitigated the increase in congestion as a result of population growth and major highway and urban improvement schemes.

Traffic has increased since Quarter 3 2013/14 and continues to rise, driven by both population and economic growth. There was a 0.1 index point increase on the Capitals' major roads between Quarter 3 this year and last and, as a result, London-wide traffic speeds (between 07:00 to 19:00) fell by 0.6 mph to 17.6 mph, with speeds falling across the quarter. The corresponding slow down in network speeds suggests that increased traffic, rather than incident and event disruption, is the main reason for impacts on JTR.

Across most of Quarter 3 there were a number of planned and unplanned incidents that contributed to disruption across all three periods. The increase in planned disruption was because of an increase in Highway Authority and utility works. The main drivers for the 135 hours increase in unplanned TLRN serious and severe (S&S) disruption include increased traffic collisions, breakdowns, hazards and traffic volumes.

Overall in Quarter 3 there were 896 hours of S&S disruption from unplanned and planned events spread across 399 separate incidents. This is an increase of 324 hours compared to Quarter 3 in 2013/14, due to an increase of 148 planned S&S disruption hours and 176 unplanned S&S disruption hours. This compares to 572 hours spread across 281 incidents in Quarter 3 of the previous year.

Because of the significant contribution of planned events in Quarter 3, as with Quarter 2, it remains difficult to estimate the full-year forecast for unplanned and planned events. Our best forecast at the moment is that unplanned S&S hours will be 2,660 hours and planned S&S hours will be 1,000 hours. Both of these forecasts take into account the fact that significant new construction activities will occur through the remainder of the year.

Based on current trends to the end of Quarter 3, the full-year journey time reliability position remains at 88 per cent, 0.8 index points fewer than the original target.



Strengthening work on the Hammersmith Flyover is under way

**Surface Transport Investment Programme – Restoration of Grade II listed Chiswick Bridge**  
The strengthening and refurbishment of Grade II listed Chiswick Bridge will finish in May 2015, with the bulk of the work completed before the annual Oxford and Cambridge Boat Race on Saturday 11 April. The 80-year-old structure had bridge parapet sections and internal components showing serious signs of deterioration which needed to be replaced to ensure it remains safe and open to users.

Extensive concrete repairs and refurbishment have been completed within the bridge structure, the bridge parapets strengthened, footway renewed and new lighting installed. The existing stonework that formed the parapets was reinstated by skilled stonemasons where possible and where replacement was necessary, the stone was sourced from the original Portland stone quarry.

**Hammersmith Flyover strengthening work**  
Work to upgrade the central reservation of the flyover is now complete, with strengthening to the structure now fully under way. More than a third of the overnight closures required to replace the bearings in the flyover have now been completed, with further closures planned in the coming weeks. These bearings allow the flyover to expand in the summer and shrink in the winter by up to 180mm. Replacing them is crucial to extending the life of the flyover.

To demonstrate the varied engineering skills required at the flyover, and to explain the long term benefits, we have set up a range of in-depth trade and national media interviews with engineers and officials involved in the project. New Civil Engineer recently published an extremely positive six-page feature that included the front page.



Cycle Superhighway works begin  
- CS5 inner (Oval to Pimlico)

### Oval construction begins

We recently consulted on planned changes to Oval Triangle and have been working with Lambeth Council to develop proposals to improve the triangular island just north of St Mark's Church.

Main construction works are now under way, following the advanced utility works which started in December 2014. Public consultation showed that 79 per cent of respondents supported or partially supported the scheme which is due to be complete by May 2016.

### Cycle Superhighways construction

We have now begun construction work on four Cycle Superhighways following TfL Board approval on 4 February. To support the scheme, we have developed a communications strategy to engage with local businesses, residents, the freight industry, community groups, schools and other stakeholders.

The largest communications campaign to help us manage travel demand is under way to support the East-West route, which will cross central London from Tower Hill in the east to Lancaster Gate in the west. Activity has also begun on the North-South Cycle Superhighway route, which will run between King's Cross and Elephant and Castle. Further action is planned for the Cycle Superhighway routes 2 and 5.

### Croydon Fiveways

Public consultation concluded on 15 March for a transformational scheme at Fiveways junction in Croydon that will increase road capacity. We sought the views of stakeholders on two possible proposals - a road bridge or the widening of the A23.

All responses received are being reviewed and the results, including a decision on the preferred option, are expected to be published in autumn 2015.



### Harlesden town centre

The new look Harlesden town centre, part of the Local Implementation Plan (LIP) Major Schemes programme, was officially unveiled on 14 February. The event was celebrated with a festival, live music and a parade.

The £4m scheme has seen the urban realm significantly improved with wider footways and cycle advanced stop lines introduced, plus new trees and accessible bus stops. The High Street is accessible only to buses, taxis and cyclists from 07:00 – 16:00.

The Jubilee Clock, a local landmark originally unveiled in 1887, was repainted and moved 10 metres to allow for the redesign of the junction.

### Providing a quality bus network Industrial Dispute

The London bus network faced two 24-hour strikes on 13 January and 5 February as part of a dispute between London bus operators and trade union Unite over a claim for collective bargaining across all the operators for driver wages. The mandate for strike action was

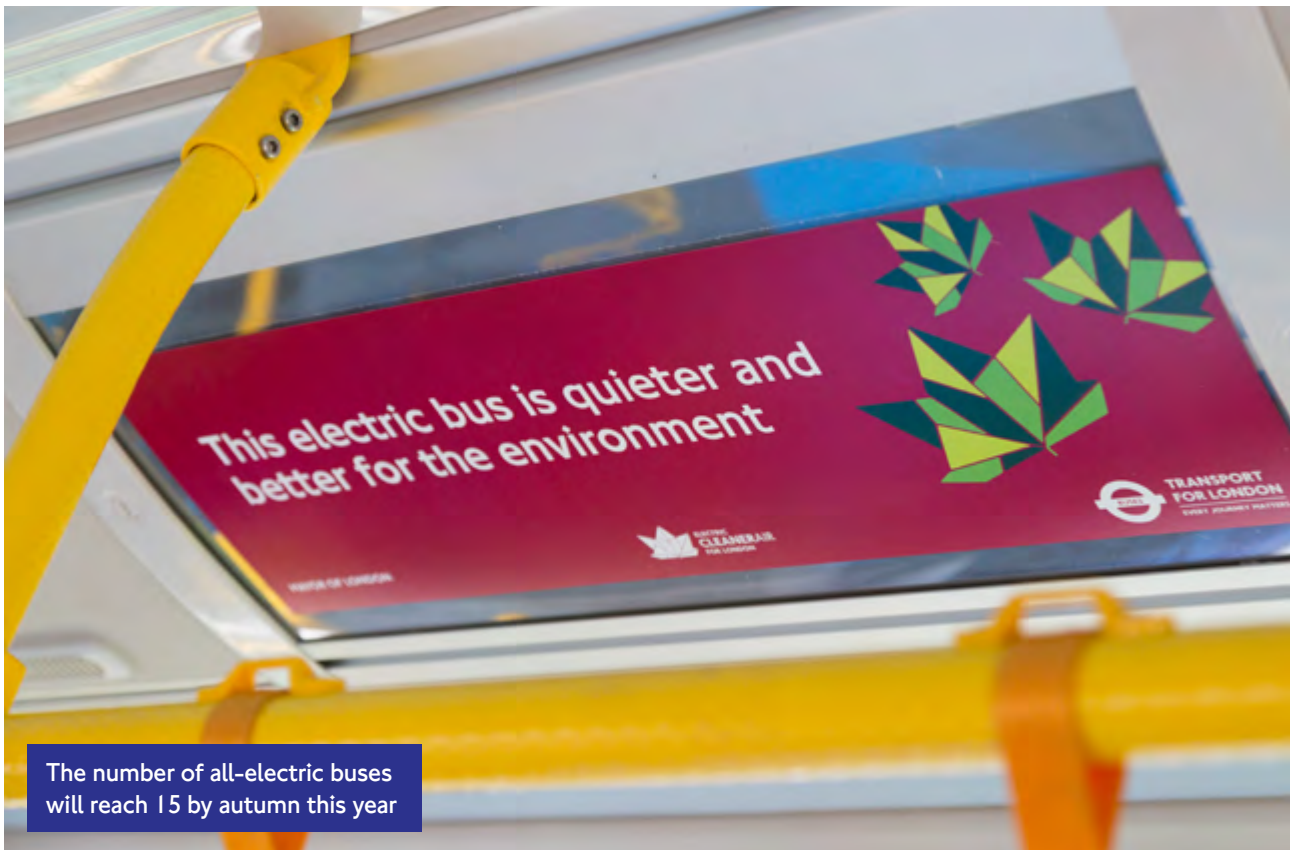
backed by a ballot in which only 16 per cent of bus drivers voted in favour. In the first strike 30 per cent of the service in London was operated; and 50 per cent in the second. Following the second strike, Unite decided to postpone two further days of industrial action on 13 and 16 February. No further strikes have been called.

Oyster card data revealed that public transport passenger numbers in London remained at almost 90 per cent of normal levels. Customers were assisted by extra operational staffing at key garages and interchanges supported by volunteers.

A separate dispute involving Tower Transit took place on 29 December. The further industrial action planned for 5 January was called off following a decision to go to the Advisory Conciliation Arbitration Service (ACAS). The dispute is not settled and talks continue but there are no further plans for additional strike action.

### Network development

We are working continuously to increase the reliability of bus services affected by roadworks in central London. To maintain a good level of service and mitigate the impact of increased roadworks and traffic, we have introduced reliability schemes on a number of central London routes. We have also added more buses to the network in the North Greenwich area by increasing week-day peak frequencies on route 129 from five to 7.5 buses an hour. There are also now four additional journeys on the 172 from Elephant and Castle and Tesco Old Kent Road in the morning peak.



The number of all-electric buses will reach 15 by autumn this year

### Upgrading the bus fleet

The number of buses fitted with selective catalytic reduction (SCR) equipment has risen to 1,100 (including those funded by the Olympic Delivery Authority) out of a planned upgrade of 1,800 Euro III-generation buses due by 2015. This will leave the number of unmodified Euro III buses in the fleet at around 900 by March 2015, ahead of this number being reduced to zero by the end of 2015.

The SCR kit developed for London cuts individual vehicle exhaust  $\text{NO}_x$  by up to 88 per cent. Remaining un-retrofitted Euro III buses in the fleet will be replaced with the new ultra-low emission buses fitted with the Euro VI engine, which will cut individual vehicle exhaust  $\text{NO}_x$  by up to 95 per cent, compared to a standard Euro III vehicle. The two measures combined will deliver a 20 per cent cut (equivalent to 1,000 tonnes) of  $\text{NO}_x$  per year from the bus fleet by 2015 compared to 2012 levels.

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 1,200 hybrids in the fleet against a target of 1,250 by the end of March. The total will grow to 1,700 hybrids (including a revised target for 800 New Routemasters) by 2016, when they will represent around 20 per cent of the fleet. In addition, the bus fleet now has more than 300 of the latest ultra-low emission Euro VI engine vehicles, many of which are hybrids.

There are currently eight zero-emission, hydrogen fuel-cell and eight all-electric, single-deck buses in the fleet. The number of all-electric vehicles will reach 15 by autumn this year, when seven join the existing two vehicles of this type on route 312. The number in the Capital will then increase steadily to more than 300 vehicles by 2020.

We will also be introducing rapid inductive-charging and range-extended diesel-electric hybrid buses in east London from late 2015. The Alexander Dennis E400 buses will operate on route 69 between Canning Town and



Walthamstow bus stations and we will look at their ability to operate in all-electric mode for a significant period of total passenger service. The capital and maintenance costs of the project called ZeEUS (zero-emission urban bus system) are part-funded by the European Commission.

**New Routemaster**

The New Routemaster fleet has grown to almost 400 vehicles following conversion of route 55 in mid-January. The latest services to change to the new vehicle are route 15 (February) and route 12, including the N12 night service (at the end of March). This will bring the total to more than 450. The tenth route to be converted was the 137 in December.

We plan to roll out 800 New Routemasters by the end of 2016 including a further 200 negotiated at a lower unit price with manufacturer Wrightbus. All additional vehicles will benefit from lower emission Euro VI engines, and an enhanced wheelchair ramp. The TfL Board granted approval to procure the additional 200 vehicles in November 2014.

**Year of the Bus**

On 24 March the 60 Year of the Bus sculptures will be auctioned for charity. The works are based on the New Routemaster bus, and the proceeds will go to three charities.

The auction marks the final event in the Year of the Bus programme, which has demonstrated the significant contribution of buses to the economy and culture of London and the UK, drawing on the network’s past, present and future.

We celebrated the heritage, evolution and progression of the London bus with the Year of the Bus Cavalcade in Regent Street on 22 June 2014, which allowed the 400,000 people who attended to explore over 185 years of history.

We showcased the innovation by trialling new technology in the form of bus countdown signs at Vauxhall and Hammersmith bus stations, digital screens in bus shelters on Regent Street and in Kingston, a ‘seats on the upper deck indicator’ on a number of buses, plus a digital clock inside all buses across our fleet.

Another main theme for the programme included people – notably our own staff, those of our contractors and volunteers. In partnership with the Capital’s bus operators and London Transport Museum we hosted a series of free garage open days to give the public unique access behind the scenes and the chance to meet the people who keep our vast bus network operating on a daily basis.

### **Keeping London Moving**

The Metropolitan Police Service (MPS) has notified TfL and Westminster City Council (WCC), (where the majority of demonstrations in London take place), of its intention to withdraw policing support for traffic planning, traffic management and road closures for demonstrations and events. In addition, the MPS are withdrawing support from the stewarding of crowds on the public highway for paid for events such as football matches as well as demonstrations. This is in part to help meet the MPS’ financial constraints and savings targets.

Together with WCC and the MPS, we are committed to adopting a multi-agency approach to resolve the issues around protest and large assemblies on roads within the City Of Westminster and to working with the organisers of the events to find a pragmatic solution to current concerns, without incurring additional financial cost to TfL.

We are working with the MPS and WCC to establish long-term solutions that take account of the legal framework regarding events on roads and make decisions to give the very best service, advice and guidance to organisers of events on highways regarding inter-agency roles and responsibilities.

### **Driverless vehicles**

We have been working with the DfT and the Department for Business, Innovation and Skills (BIS) advising them on trials for Driverless Cars Consortia. The advisory group, chaired by Lord Borwick of Hawkshead, comprises representatives from across the transport and automotive industries alongside academic institutes, standards bodies, highway authorities, the DfT and BIS.

The continuing development of this technology is being progressed by the Surface Transport Innovation Group. A new working group on automation has also been set up, with the aim of sharing knowledge and developments and producing proposals for automation in London.

We continue to be heavily involved in the global scene through working relationships in the US, Far East and Europe. We have taken part in the review of the roadmaps for pan-European implementation of automation via ERTRAC (European Road Transport Research Advisory Group) and have been asked to be part of an EU delegation in talks with the US on automation developments.



### Ranks Action Plan and Suburban Action Plan for taxis

On 25 February we published two action plans that will develop taxi ranking arrangements and the provision of taxi services in the suburbs.

The Taxi Rank Action Plan sets out ambitious plans to expand the network of 500 taxi ranks by 20 per cent by 2020 with £600,000 funding. We will carry out a strategic review of rank provision across the Capital to inform our plans, which will be completed by early 2016. A dedicated taxi ranks web page will be created for drivers and passengers, and this information will be made available to app developers. The Plan also contains a proposal to explore sponsorship of late night marshals at key taxi ranks.

Of the 25,000 licensed taxi drivers in London, around 3,500 are suburban drivers who work in one of nine suburban sectors, providing a valuable service to passengers in outer London. Following a review of suburban taxi services, which included two trade workshops and a public consultation, the Suburban Action Plan has been published. This set out plans to ensure suburban taxi services can still cater for demand in outer London as the population of the Capital continues to grow.

The plan explores the possibility of creating more island ranks. These allow suburban drivers to pick up passengers on the edge of their licensed area. We have already established seven, including Finsbury Park, Putney Station and Garrett Lane, and plan to introduce more informed by the strategic review of rank provision. It also includes a commitment to complete a survey to ensure a better understanding of supply and demand and inform future policy.



On 25 February we responded to the London Assembly following publication, in December 2014, of their report 'Future proof'.

The response noted that we agree with many of the report's recommendations and that several of these were already being progressed:

- A review of existing rank arrangements is under way to determine rank requirements for 24-hour Tube and Crossrail stations
- We continue to work with the MPS and City of London Police to improve the collection and analysis of data on cab-related crime
- We are developing general advice and guidance for event planners and boroughs to encourage the provision of taxi and private hire services at major events and attractions
- We are in discussion with trade organisations regarding the introduction of a tailored training course for taxi and private hire drivers to cover a range of topics including taxi and private hire legislation, disabled passengers' needs, first aid and customer care
- We are publicly consulting on a review of the regulations for private hire
- We are publicly consulting on mandating card acceptance in taxis
- Subject to DfT/DVLA approval, we will pilot separate numberplate surround signage as proposed by the private hire trade

### **The Mayor's River Action Plan - second anniversary**

The River Action Plan marked its second anniversary on 25 February. Figures from January to December 2014 show positive signs as passenger numbers on River Buses and River Tours increased to 9.8 million, compared with eight million for the same period in 2013.

We have confirmed that a new developer-led pier will open at Plantation Wharf this year to meet the increased demand. Work to extend three central London piers – Bankside, Embankment and Westminster – is under way and due to finish in spring 2016. A new pier will open next year at Battersea Power Station and two more will be built at Convoys Wharf and Enderby Wharf in 2017. The possibility of a new pier at Rotherhithe is also being explored.

Throughout 2015/16 we will continue to plan and deliver improvements as part of the River Action Plan including Oyster pay-as-you-go validators at all River Bus piers in autumn 2015.

On a related matter, on 18 February MBNA Thames Clippers confirmed two new vessels will enter passenger service this summer as the company expands to meet rising demand from London commuters and visitors. The vessels will provide additional capacity throughout their route network, particularly for the Putney to Blackfriars service (River Bus 6).



### Resilience exercises

During 2015, there are two significant resilience exercises planned. The first is a police service-led multi-agency counter terrorism exercise which will take place in the summer and later in the year a London Fire Brigade led EU-funded exercise focusing on urban search and rescue operations under a major incident scenario. As a Category 2 responder within the Civil Contingencies act 2004, we will be participating in these exercises in support of the emergency services.

### London Winter Run

The inaugural London Winter Run took place on Sunday 1 February with just over 14,000 competitors running a 10km course in central London. This event is the first to be proposed, planned and delivered under the oversight of the GLA Major Events Oversight Board and the first to use the Palestra Events Liaison Facility on a commercial basis. It was recognised as a very successful event, well planned, managed and delivered, with road closures removed and London returned to business as usual earlier than anticipated.

### New Year's Eve 2014 debrief

The New Year's event in 2013 raised concerns in respect of the attendance of an estimated 500,000 spectators and a much wider impact on the road network than in previous years. It entailed closures on Southwark and London Bridges as well as the anticipated road closures. Following safety concerns, a ticketed area was set up for the celebrations to discourage non-ticket holders from attending and this involved a substantial change to the nature of the event. It was anticipated that it would take several years to have a real impact, however last year's event proved more successful than expected, with an estimated 150,000 fewer people attending.

The transport systems were not overburdened, there was a reduced impact on the wider event footprint and the area cleared more quickly than in previous years. In addition, there were fewer public order incidents and arrests and substantially fewer people needing medical attention.



**Encouraging more cycling  
Better Junctions**

Following public consultations for the Better Junction schemes at Archway, Old Street and Stockwell in late 2014, results have been reviewed and consultation reports published in March 2015. All three schemes received a good level of public interest, with around 1,000, 1,300 and 500 responses received respectively. Most respondents agreed that the schemes would deliver improvements for pedestrians (Archway 68 per cent, Old Street 89 per cent, and Stockwell 69 per cent) and cyclists (Archway 63 per cent, Old Street 88 per cent, Stockwell 75 per cent). Works are expected to start in spring 2015 at Stockwell.

**Mini-Hollands – Waltham Forest**

The first significant Mini-Holland schemes kicked off in early March at various sites around the London Borough of Waltham Forest.

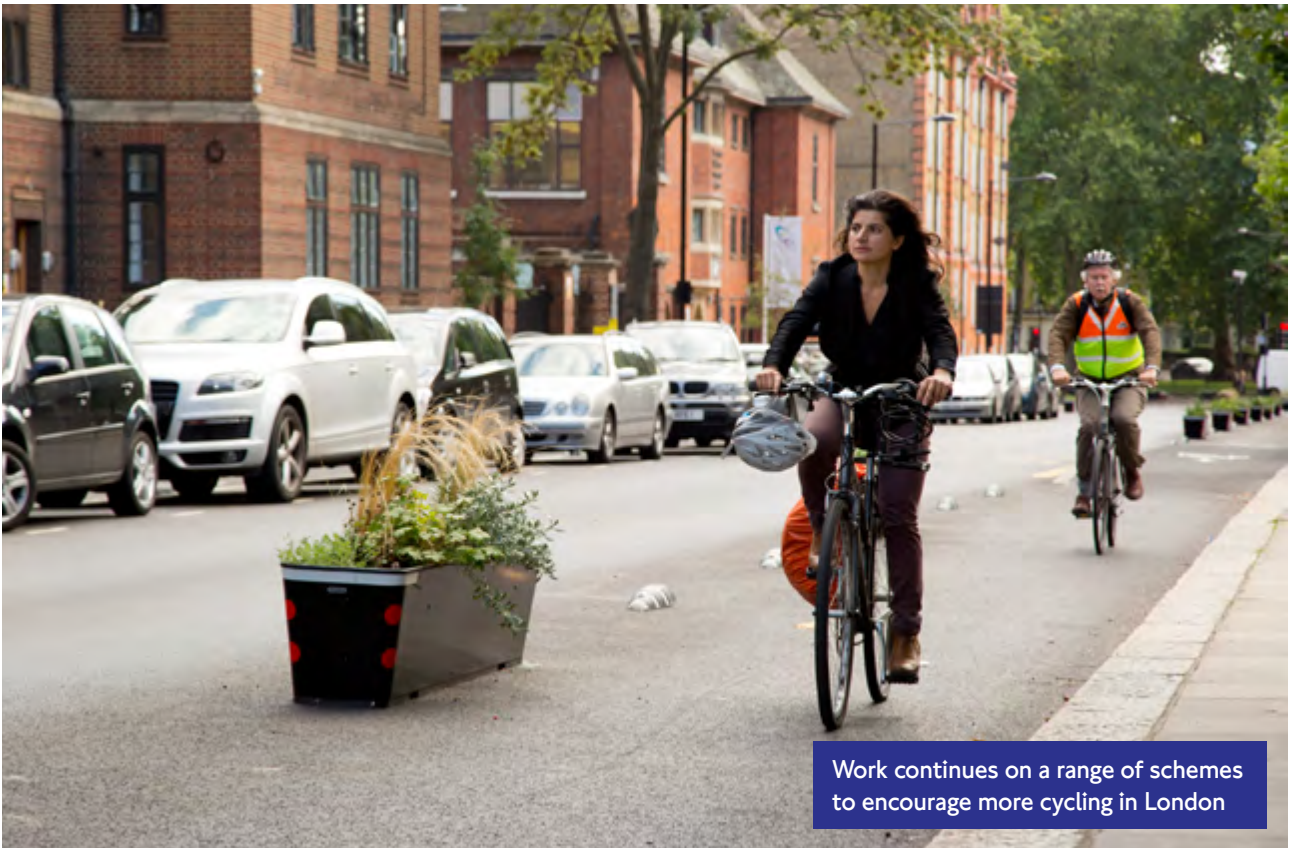
Walthamstow Village is to receive Mini-Holland funding to create a place that is great to live and work in as well as get around. In September 2014, the borough carried out trial

road closures in the area which generated a large amount of interest from the community. Following this, they undertook an intensive engagement exercise with residents and businesses to ensure local views helped inform the designs.

Currently 25,706 vehicles a day use residential streets in the area. The scheme will reduce the amount of traffic on these streets, smoothing congestion and improving air quality. It will create more space for pedestrians and cyclists, and provide accessibility improvements, new cycle parking, seating, a public space and trees.

**Ruckholt Road Scheme**

Preparation works for the Ruckholt Road Scheme began in February as part of London Borough of Waltham Forest Mini-Holland’s programme. The scheme will provide a high quality cycle route connecting High Road Leyton westbound towards Queen Elizabeth Olympic Park, the London Borough of Hackney and central London. Improvements include a segregated cycling facility in each direction, safety improvements at junctions and bus stop bypasses. Public realm



enhancements along the route will create a more attractive environment for all road users. Consultation results showed that 74 per cent of respondents supported the proposals.

### Central London Grid

Following the completion of the phase one of the Central London Grid schemes, including Goldsmith's Row in Hackney and Piccadilly Bus Gate in Westminster, a further 13 feasibility and modelling schemes were finished, and six schemes to improve access and permeability for cyclists were progressed. Public consultation was also recently completed for the schemes in Camden and on the TLRN.

Phase two of the construction began in February 2015, with two of the priority routes (sections of Bloomsbury to Walthamstow and Waterloo to Greenwich) planned to be delivered by spring 2015.

### Quietways

Public consultation for Quietway 1 (Waterloo to Greenwich) was completed, and works have started on site in Southwark. Public consultation

for Quietway 2 Phase 1 (Bloomsbury to Mare Street) is also now in progress.

### Cycle Superhighways (CS) Consultations

Public consultation for two upgrade schemes on CS3 (Horseferry Road and Cable Street) concluded on 27 February with results expected to be published on 30 March. The consultation for an upgrade scheme on CS8 at Chelsea Bridge/Grosvenor Road closed on 20 March and results are expected to be published in May. Consultations for two other routes are in progress and will close on 29 March, these are:

- CS1 (Tottenham to City)
- East-West Cycle Superhighway - Royal Parks section of the route (Lancaster Gate to St James' Park). Revised plans for improvements to Lancaster Gate Gyratory and Northumberland Avenue (following comments raised as part of the initial East-West route consultation)

## 2.5 Safety and security on our networks

### 2.5.1 Deliver and encourage behaviours that lead to safe and secure transport

Both the rate and levels of crime have significantly improved on the LU and DLR networks and on buses in recent years. From 2010/11 to the end of 2013/14, the crime rate fell by 29 per cent on buses and by 30 per cent on the LU and DLR network.

The level of crime on the LU and DLR network was four per cent lower in Quarter 3 than the same quarter last year, with 106 fewer offences in total. Theft of passenger property was down 15.3 per cent, in the quarter, with 198 fewer offences. These results build on the significant reductions in reported crime over recent years and reflect the work we have done with our policing partners. Reported sexual offences have seen a rise of 30.1 per cent – 37 additional reported offences – which is in line with the expectations of Project Guardian, a scheme that encourages victims to report sexual offences.

Violence against the person (VAP) offences have risen 23.1 per cent – 110 offences – and is being addressed through specific operations (eg Operation Station).

Recorded crime levels on London Buses was 1.8 per cent better than the same quarter last year – with 84 fewer offences – although crime rates per million passenger journeys were slightly worse than target. Notable reductions were seen in robbery – 41.5 per cent down, 179 fewer offences – and theft and handling – reduced by 14.5 per cent, 356 fewer offences. These results build on the significant reductions in bus-related crime over recent years and reflect the work we have done.

Reported sexual offences have increased by 47.6 per cent – 68 additional reported offences – which is in line with the expectations of Project Guardian. VAP offences have risen 27.1 per cent

– with 333 more offences – which reflects a broader 35 per cent increase in London recorded by the Metropolitan Police Service over the same time period. The work of the Roads and Transport Policing Command in reducing VAP is being scrutinised and supported through regular performance monitoring meetings.

### HSE Annual Report

Since publication of the HSE Annual Report 2013/14, some inconsistencies in reporting have been identified in the employee assault data used. This has arisen due to different methods of calculating and reporting assaults across London Underground and Surface Transport. An updated HSE annual report will be published on the website.

### 2.5.2 Improving the safety of our roads

There has been an increase in fatalities so far this year (39 compared to 18 during the same period in 2014). The increase is of concern and we are undertaking further casualty analysis and evaluating our existing and planned road safety activity.

This increase is statistically significant for two of the four road user groups involved: motorcyclists and pedestrians. Of these two groups, five out of nine motorcyclist fatalities occurred when the motorcyclist ‘lost control’. We have also begun to undertake further analysis of pedestrian fatalities.

We have recently published the pedestrian safety, cycle safety and motorcycle safety actions plans. These plans set out our approach and our commitment to bear down on the number of collisions affecting vulnerable road users in London and are available at [tfl.gov.uk/roadsafety](http://tfl.gov.uk/roadsafety).

There is a long-term downward trend in fatalities in London, with incidents having fallen by 44 per cent from the 2005-09



A construction HGV with vision to the front and nearside for pedestrian and cycle safety

baseline when compared with the period from January to October 2014 – the most recent data available. In addition, the full year forecast for 2014/15 is a reduction in killed or seriously injured (KSI) casualties of 38 per cent from the 2005-09 baseline, meaning that we are on track to meet our long-term target of a 40 per cent reduction in KSIs by 2020.

Significantly reducing KSIs on London’s roads by 2020 is one of our top priorities. We have made six commitments which are guiding a programme of work:

1. To lead the way in achieving a 40 per cent reduction in KSIs on the Capital’s roads by 2020 – with a longer term ambition of freeing London’s roads from death and serious injury
2. To prioritise safety of the most vulnerable groups – pedestrians, cyclists and motorcyclists – which make up 80 per cent of serious and fatal collisions
3. To provide substantial funding for road safety, invested in the most effective and innovative schemes
4. To increase efforts with the police, boroughs and enforcement agencies in tackling illegal, dangerous and careless road user behaviour that puts people at risk
5. To campaign for changes in national and EU law to make roads, vehicles and drivers safer
6. To work in partnership with boroughs and London’s road safety stakeholders to spread best practice and share data and information

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

### **Construction Logistics & Cyclist Safety (CLOCS) Event**

The fourth CLOCS event took place at ExCeL on 26 February. The event showcased the extraordinary success of the CLOCS programme, demonstrating how CLOCS is transforming the safety of construction vehicles and generating a cultural shift across all logistics sectors. The CLOCS Standard is the first national standard designed to help reduce collisions between trucks and all vulnerable road users.

This year's event comprised a half-day conference, including a panel session for delegates to feed into, and an exhibition. More than 700 organisations attended, with the conference alone attracting more than 300 delegates. The main feature of the exhibition was a range of new HGVs from six of the main heavy goods vehicle manufacturers. These vehicles had a greater range of vision that allow the driver to see cyclists and pedestrians at the front and nearside of the vehicle without cameras or mirrors. A further push to companies is now starting to encourage them to buy these vehicles so they can be mandated as new equipment on London's roads as soon as possible.

There were also HGVs with experimental skirt panels, which will significantly reduce the chances of a cyclist or pedestrian being dragged under.

### **Uber**

The Licensed Taxi Drivers Association (LTDA) has now invited the Magistrates' Court to withdraw their criminal proceedings against Uber drivers for alleged breach of the private hire taximeter prohibition. We are now preparing to issue our application inviting the High Court to issue a

declaration as to how the law should be applied to the use of smartphone technology. Now that the LTDA has withdrawn its prosecutions, we need its support, along with other trade representative organisations, as we approach the High Court.

### **Streetworks prosecutions**

On 21 January, we successfully prosecuted National Grid Gas (NGG) in connection with roadwork offences committed on 29 July 2014 in Grosvenor Road London, part of the TLRN. NGG pleaded guilty to two offences of unsafe execution of street works and for failing to cooperate with us in taking all reasonable steps to rectify the identified unsafe working practices, despite the risk to public safety and inconvenience to other road users.

The Court fined NGG £3,000 for each offence (the maximum possible fine after statutory discount for early plea), a victim surcharge of £120 and ordered them to pay our full prosecution costs of £3,946.

In passing sentence, the judge said: 'These are quite serious offences involving safety breaches with significant risk to the public. We appreciate no one was hurt on this occasion and we also give you credit for the guilty plea at first opportunity, but I am aware you have past convictions for similar offences.'

We prosecuted NGG for similar offences in 2012 and the firm has since been issued with more than 250 Fixed Penalty Notices for various other street works-related offences across London on the TLRN.

On 28 January we successfully prosecuted Vodafone UK Ltd for two separate street works offences committed on the TLRN. The offences were for failing to serve statutory street works notices we need to effectively coordinate the works, which resulted in avoidable road traffic



A construction HGV experimentally fitted with lower side skirts to prevent serious injury to cyclists and pedestrians

disruption and inconvenience to other road users. The offences were committed on 17 June 2014 (Chertsey Road) and 29 July 2014 (Dulwich Common). Vodafone pleaded guilty to both offences and were fined a total of £1,300 plus a victim surcharge of £80 and were also ordered to pay our prosecution costs of £2,004.50. In passing sentence, the judge stated: 'I have received no explanation from Vodafone for these offences. I take into account Vodafone's early plea but I also take note of the numerous fixed penalty notices issued to Vodafone for previous roadworks offences.'

Vodafone were issued with 19 Fixed Penalty Notices for various other street works offences in 2014 although this is the first prosecution.

**Sharing of ANPR camera data with the Metropolitan Police Service**

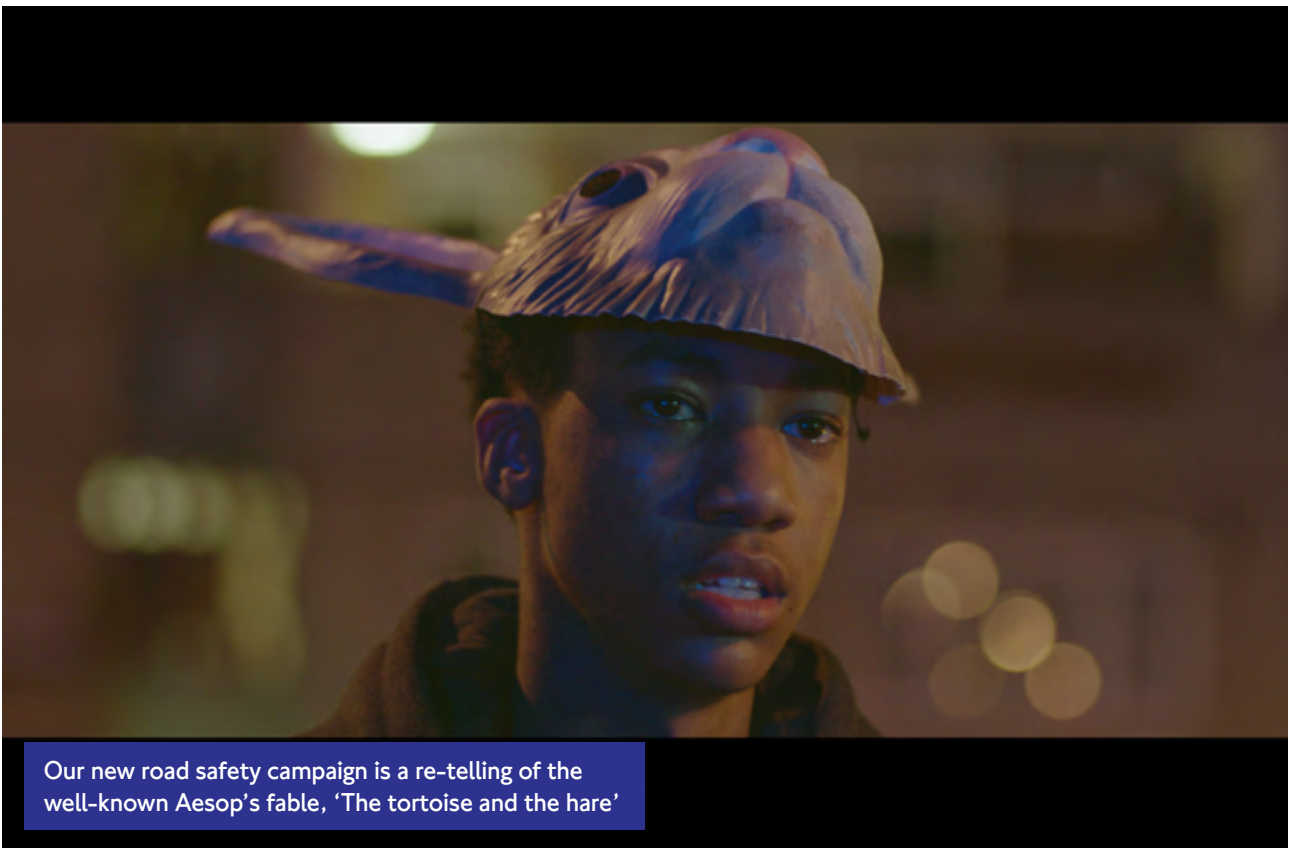
On 28 January 2015 a Mayoral Decision, Delegation and Direction was signed to enable the Metropolitan Police Service (MPS) to use data from our Automatic Number Plate Recognition cameras for crime prevention and detection (in addition to the

MPS's existing use of the data for national security purposes). A Delegation to TfL of the Mayor's powers of social improvement was necessary to enable us to share use of the cameras with the MPS.

This delivers a commitment made by the Mayor in 2012 and is an example of how data collected by our systems can make a significant contribution to the MPS's work. In this instance, we are also helping them avoid substantial costs (the MPS estimates that it would have cost £32m to build an equivalent camera network of their own).

The Greater London Authority and the Mayor's Office for Policing and Crime consulted on the proposed camera sharing in 2014 and the MPS prepared a privacy impact assessment which took account of responses to the consultation.





Our new road safety campaign is a re-telling of the well-known Aesop's fable, 'The tortoise and the hare'

### Road safety campaigns

Road safety marketing and communications aim to encourage road users to take responsibility for their own safety and the safety of others. The campaigns are coordinated in order to deliver maximum impact and balance – ensuring that we are not seen to blame the victim or place sole responsibility on vulnerable road users such as teenage pedestrians, cyclists and powered two-wheeler (P2W) riders, for their own safety.

Each campaign is developed based on attitudinal and behavioural insight and collision data, which helps us to focus on the behaviours and manoeuvres that result in collisions. Activity is timed to coincide with peaks in the numbers of vulnerable road users killed or seriously injured, which broadly tend to peak around March, October and during summer when more cyclists take to the roads.

Four campaigns have recently launched including our new teenage pedestrian campaign: a modern re-telling of the Hare and the Tortoise fable. It encourages teens to 'Think slow when crossing' and includes a cinema and radio campaign encouraging P2W riders not to go too fast; a poster and radio campaign targeting motorists advising them to look properly (for vulnerable road users) at junctions; and 'Share the Road' encouraging greater tolerance and understanding between all road users in cinemas and on TV.

# 3 Customer experience

## Contactless usage

The use of contactless payment cards (CPCs) on London's transport network continues to grow. We now lead the world as the single merchant on which contactless cards are used most often. In early March we broke the record of one million transactions per day.

CPC acceptance is part of our work to make travelling on our services easier and more convenient for customers. CPCs can be used for travel on the Tube, buses, trams, DLR, LO and most National Rail services in London.

The cards work in the same way as Oyster, charging customers an adult-rate pay-as-you-go fare when they touch in and out on readers at the start and end of every journey. Customers using CPCs for their travel also benefit from having their fares capped and not needing to 'top up' their cards.

## New LU customer service training yields results

The programme to improve service at Tube stations includes an innovative training course that combines situational role-play and handheld technology. Staff can participate in a range of scenarios and learn new techniques for dealing with common situations. Feedback has been excellent. Over the next two years nearly 5,000 staff will take part in this immersive learning experience.

Customer service at South Wimbledon and Queensway stations was rated 100 per cent by mystery shoppers in the week after our staff, equipped with their new handheld devices and knowledge, took to the ticket halls and platforms.

## Ticket machine changes

As part of LU's Fit for the Future - Stations project, we have made a number of improvements to passenger operated ticket machines to allow the retailing of a broader range of tickets, dispensing Oyster cards, cancelling used Oyster cards, setting concessions and correcting charges.

All machines across the network are now capable of performing these transactions. All of these functions are now being used by customers and staff and are working well. Approximately 4,000 cards are cancelled each day at ticket machines, all with a pay-as-you-go value of £10 or less, in addition to another 6,000 that are currently cancelled at ticket offices. This is out of a total of around 25,000 cards issued each day.

## Reuniting Mimi with her lost bunny

I am a regular guest on BBC London Radio's Eddie Nestor's show, taking calls and emails from listeners. Just after my latest appearance (18 February) a mother emailed in to ask if anyone could help find her four-year-old daughter Mimi's lost soft toy she had left behind on a bus earlier that day. I spoke to the managing director of Go-Ahead and asked him to contact the bus drivers along the routes 36 and 436. One of the drivers found the bunny, which was then reunited with Mimi at Vauxhall bus station the following day. Mum and daughter were delighted that the bunny had been found and the reunion was reported by the Evening Standard, London 24, BBC London Radio and BBC Radio 2 Jeremy Vine show. We received lots of positive feedback from customers about the way we helped Mimi and her mum. This is just one example of the 77 commendations we receive on average every week about our own and our contractors' staff.

### **Travel Demand Management pilots – reducing congestion on the Tube**

Population growth continues to put pressure on our transport services. Alongside our projects to increase the capacity of Underground services, we are exploring methods of influencing passengers' travel choices to encourage them to avoid the most congested times and locations wherever possible.

In November, we trialled low-cost methods of providing the information that customers could use to avoid crowding at a number of stations on the Victoria and Central lines. We identified the most useful information:

- Was clearly presented as beneficial to customers with less direct experience of each station and highly localised and specific to the station in question
- Identified the very busiest time at that specific station; and
- Indicated how less busy customers could expect it to be if they were able to make small (15-30 minute) adjustments to their travel time

The information was provided to customers using a variety of targeted and low-cost channels including leaflets, posters, electronic boards, staff announcements, social media and targeted customer emails. Feedback from the emails indicated that most customers found the information of use. Monitoring of Oyster card patterns at the target stations was used to compare travel behaviour before, during and after the trial.

The pattern of response varied according to the station; nevertheless, at several of the stations, changes in travel patterns were identified with reductions in demand in the peak 15 minutes of up to six per cent.

The behaviour change recorded will have resulted in a direct benefit to those customers that were able to shift their travel time slightly. Although the trial was too small to detect an operational effect, the marginal reduction in crowding resulting from the behaviour change also has the potential to reduce the likelihood of events affecting service reliability, for example people obstructing doors or, being taken ill on the train.

The trial has identified one method of helping customers avoid crowding where possible. The information was effective in encouraging behaviour change and was welcomed by most customers. It is also in-line with our commitment to transparency of information. We are now determining how to make this information more widely available to customers, with a particular emphasis on targeting stations where crowding is particularly challenging or where it is predicted to be so in the near future as a result of rising travel demand.

### **Documentary series shows the challenges faced by London bus drivers**

In conjunction with Arriva London, we have allowed television cameras behind-the-scenes for a new documentary series. ITV's 'Double Decker Driving School' reveals what it takes to join the ranks of London's 24,500 bus drivers and shows the challenges faced by a diverse group of people who all want to realise their dream – becoming a London bus driver.

The six-part series, shot at Arriva's South Norwood and Edmonton bus garages, began on 19 March and will run for five weeks. Each programme will focus on candidates from a recent intake of drivers at Arriva's bus driving schools as they undertake their six week training programme.

Double Decker Driving School was made by Blast! Films, the same production company behind The Tube and Route Masters, both of which were watched by around two million viewers per episode.

### Research findings

#### ComRes Business Stakeholder Research 2014/15

The business community is strongly behind our investment programme and continues to be a powerful independent advocate to Government for sustained investment in transport infrastructure.

Every two years, we commission independent opinion researcher ComRes to conduct an audit of our business stakeholders' views. The results are used to make our case for funding transport projects that will support the Capital's economic growth. Main findings from the latest survey for 2014/15 show that:

- All respondents say that sustaining investment in transport infrastructure will be important to London's future economic competitiveness
- Almost all (97 per cent) agree that current levels of investment in the Capital's transport infrastructure should be sustained and protected from further cuts
- 89 per cent support building Crossrail 2
- 88 per cent agree that funding for transport projects in London helps support jobs across the UK
- 89 per cent agree that as well as long-term investment projects, there should be funding to keep bus fares affordable across the Capital

#### GLA London survey 2014

This was created to ask Londoners what they think about the city. There were 3,674 responses.

Housing is identified as the most pressing issue, with 87 per cent of respondents saying that more housing is needed.

Londoners are very positive about the reliability of their local transport. Eighty-one per cent agree that this is the case, compared with 12 per cent who disagree.

They have also seen marked improvements to public transport. Eighty-five per cent have seen improvements in payment options, and 79 per cent in digital technology for journey planning, such as apps.

Over half of those people asked think that accessibility of public transport for disabled people and families with pushchairs has improved (54 per cent).

Almost 60 per cent of Londoners recognise improvements in the reliability of the Tube and 53 per cent see improvements to the bus service.

Over 95 per cent feel safe using public transport during the day and the majority remain feeling safe at night.

Nearly seven in 10 think their local roads are busy and congested. Nearly half think that provision for cyclists has improved while 23 per cent disagree.

#### Management Today

We achieved 48th position in Management Today's 2014 list of Britain's most admired companies, making us the highest ranking public sector agency. The rankings are based on the verdicts of Britain's largest public companies, across nine criteria of success. This was the first time we have appeared on the list.



### **Valentine's day promotion on Emirates Air Line and MBNA Thames Clippers**

As part of our wider plans to meet the objectives of the Emirates Air Line strategy and the River Action Plan, TfL and MySingleFriend.com hosted a free dating event on board MBNA Thames Clippers and the Emirates Air Line on Thursday 12 February. There was no cost to TfL for the event and MySingleFriend.com led on the marketing, given the light-hearted Valentine's Day tie-in. The event was a huge success, and was oversubscribed within a couple of days. This helped to contribute to almost a 100 per cent increase in the number of passenger journeys on the Emirates Air Line over the four days of the Valentine's promotion compared to the same period last year. This tie-up was similar to the festive offer on the Emirates Air Line (the 'Snowman' experience in December and January) which helped deliver a 50 per cent rise in numbers on the previous year.

### **Work placements to help 30 ex-Armed Forces members back into employment**

On 19 February we held a second Industry Day for people who are leaving or have left the Armed Forces. The Industry Day outlined the types of opportunities available, ranging from two-week Civilian Work Attachments, to Civilian Work Attachments leading to a fixed term six-month paid contract.

We have 30 new placements on offer across our organisation and with our suppliers. The day provided the 70 ex-Armed Forces members who attended the event an opportunity to speak to those who took part in the first Industry Day and who are now working within the transport industry. Part of the day was spent with an operational team within our business to gain an understanding of the tasks that help keep London moving.

A short video explaining the background is also available on TfL's YouTube channel.



Our Expo highlighted some of the important and innovative work taking place at TfL

### London Transport Museum wins Best Online Shop award

The London Transport Museum has won the Best Online Shop award at the Association of Cultural Enterprises conference which took place on 3 March 2015.

The judges commended the museum for having a crisp and elegant site which they regarded as a model of its kind in the sector. They were impressed by the simple navigation and presentation of beautiful products, ranging from vintage poster art to recycled LU luggage racks and made-to-order furniture upholstered in iconic moquette fabric, as used on London's buses and Tubes.

The new website was launched in early December 2014 following a complex redesign which was managed by LTM's in-house team and delivered by Internova – the museum's webshop provider. The judges were impressed by the online business generating 28 per cent of the museum's turnover since the redesign.

### Innovation Expo

On 2 March 2015, we held an Innovation Expo at Palestra to provide staff with the opportunity to talk to colleagues who are pioneering innovations to help provide a better service for our customers. The event featured a wide range of projects and tools including electric vehicle charging, big data management, virtual reality simulations and 3D printing.

The event was a huge success and well received. More than 200 members of staff came to listen to various talks including those given by Mike Brown and Vernon Everitt, and a further 150 employees dropped in during the day to visit the stalls.

# 4 Value – efficient and effective delivery

## Wood Lane

On 23 December 2014, we completed an agreement with St. James developers/house builders for it to build and maintain a new bridge over the Central line at Wood Lane, to the site of its new development. In addition, we received £4.5m in instalments by way of compensation for the rights granted.

## Wapping

On 15 January we exchanged contracts with Phoenix which is seeking to promote a 40-unit residential scheme on surplus land at 125-129 Wapping High Street, E1. We are receiving £7m for three long leases and will also receive a 12 per cent per annum interest rate on the land value from the grant of planning until the sale of the residential units, plus additional payments if currently anticipated residential sales values are exceeded.

## GLA collaborative procurement team

As part of our commitment to supporting the collaborative shared services arrangements across GLA bodies, we have been engaged in developing a joint procurement team.

This team will support TfL, the Mayor's Office for Policing And Crime, the MPS, London Fire Brigade and London Legacy Development Corporation, providing a procurement service for common, less complex categories including professional services, recruitment, marketing, print, utilities and stationery. The team, which is expected to save £5.7m in the first year, will report to the Head of Commercial Services and to a Joint Procurement Board chaired by Sir Edward Lister. It will begin operating this April.

## Media communications

At Hatton Cross station, ITN successfully tested our trial facility that allows high-quality news pictures to be transmitted live using specially installed equipment. Hatton Cross offers background images of Heathrow Airport that are sought after by news organisations. Using our infrastructure across London could, in future, mean news outlets don't need to use satellite vans at many popular locations. It could also be a source of income to us and a substantial saving to the registered media companies.

## The Railway Timetable System (RTS) is live for Victoria line timetable design

The RTS will be rolled out to all lines during 2015 to replace the existing 40-year-old Computer Aided Railway Timetabling (CART) system. The new system is capable of planning trains down to a level of detail that supports a greater intensity of trains, making the most of the investment in new modern signalling systems.

Project sponsor, George McNulty, said: 'RTS is a fantastic and long awaited key that helps unlock the additional capacity we have across our lines and system. The ability to construct timetables accurate to a single second is world class – no other railway in the world has a timetabling system this good.'

## New partner for London's Cycle Hire scheme

On 27 February we announced a seven-year partnership to grow and develop London's Cycle Hire scheme, embedding it yet further into the hearts and minds of Londoners and visitors, and across the communities it connects.





The new £43.7m deal is the largest public sector sponsorship in the world. But it will be far more than that, using Santander's marketing expertise to give users a more accessible, rewarding and enjoyable experience.

The new name – Santander Cycles – and the new red-and-white livery of the 11,500 bikes, 748 docking stations and 32 service vehicles will become familiar sights to Londoners from April. Staff uniforms and membership keys will also be rebranded.

Over the next year Londoners will see more Santander Cycles on the street, extra docking points and a revolutionary new Santander Cycles app, making it easier to access a bike than ever before. Along with Santander we will work to engage new users via family-focused events in London parks, support at 50 of Santander's central London branches and promote new developments for the scheme.

Santander will pay £6.25m each year and there will be a £1m per annum 'activation fund' to promote Santander Cycles and reach new customers through rewards, offers and incentives. This compares with £5m a year under the previous sponsorship. In absolute terms it is a 45 per cent increase and a 25 per cent increase in real terms.

The scheme, the second-largest in the western world, has seen almost 40 million journeys since its launch in 2010 and is a popular and affordable way to travel around London for work or leisure.

### **Credit rating update**

On 6 March, Moody's published a press release which affirmed our existing Aa2 long-term rating outlook stable. The affirmation follows the publication of a new methodology for evaluating the credit quality of mass transit enterprises around the world. Under the new methodology, our baseline credit assessment (a standalone rating) has improved by two notches from a3 to a1, reflecting the strong operational and demographic characteristics of our service area. The stable outlook reflects our steady operations, positive progress on Crossrail and predictable debt levels over the next five years.

### **Arts Council England's Museum Resilience Fund**

London Transport Museum's application to Arts Council England's Museum Resilience Fund was successful and it has been awarded a grant of £845,000 over three years to support projects which help to build future resilience and sustainability. These include commercial development, a pop-up shop, 'print to order' development, young people's skills programmes for over-16s, plus two new roles – a Curatorial Technical Assistant, and a Contemporary Collecting Curator. It will also support leadership development, skills sharing and evaluation. The grant was the third highest award overall and the highest award in London. The funding begins in April.

# 5 People

## London Transport Awards

We received a number of awards at the 12th annual London Transport Awards ceremony, which recognises the people making a real difference to transport across London.

These included:

- The Most Innovative Transport Project for our work with Cubic to bring contactless payment to London
- The Excellence in Technology category for the new sub-surface line fleet (won by Bombardier Transportation) with 'Surface Play Book' being highly commended
- The Transport Team of the Year for London Underground Bond Street Upgrade team
- Rail Operator of the Year for LOROL
- Transport Supplier of the Year for Thales for its work on the Northern line
- A commendation for the Year of the Bus Campaign in the Excellence in Travel Information and Marketing category
- The Lifetime Contribution to Transport in London for Simon Thomas, Contracts Tendering Manager
- LU Customer Service Team of the Year for the staff at Ickenham station

In addition James O'Reilly, Station Supervisor (Victoria line south) won Frontline Employee of the Year while the following staff were highly commended:

- Clynton Andrew, Supervisor (Norwood Junction) – LOROL
- Jonathan Byrne, Customer Service Assistant (Russell Square group)
- James Hull, Customer Service Assistant (Bank group)
- Michael Karoulidis, Customer Service Assistant (Hendon Central group)
- Jackie McPake, Instructor Operator (Wembley Park – Jubilee)
- Aktarul Miah, Station Supervisor (Colindale)
- Ersan Sokmen, Train Operator (retired)

### **Apprentice of the Year**

London Transport Museum's former Young People's Skills Programme apprentices Hannah Steele (now an apprentice on the Battle Bus project) and Eli Bligh-Briggs have been awarded 'Apprentice of the Year' at the Creative and Cultural Skills Awards.

### **Chief Operating Officer, LU**

Steve Griffiths will be taking up the role of Chief Operating Officer (COO) of LU from the beginning of May and will be responsible for operations and maintenance. Steve previously worked at Virgin Atlantic where he led significant changes to transform the company and improve customer service. Nick Brown, who joined the team as LU's interim COO in December, will stay until June, allowing for a smooth transition.

### **Three UK Rail Industry Awards go to LU**

LU has received three UK Rail Industry Awards. The Northern line won in the competitive Signalling and Telecommunications category, recognising the close collaboration between Thales and LU. This collaboration played a crucial role in ensuring the re-signalling of the line was delivered six months ahead of schedule. LU also won in the Traction and Rolling Stock – Platform Train Interface category.

There was a Lifetime Achievement Award for Malcolm Dobell for his 45 years of service. Malcolm rose from engineering trainee to the Head of Train Systems, with responsibility for signalling, track, rolling stock and power assets.

### **Northern and Victoria lines win at Golden Whistle Awards**

The Northern and Victoria lines have won three national industry awards for outstanding performance. The Golden Whistle Awards are sponsored by Modern Railways magazine and organised by the Institute of Railway Operators. They recognise continued high performance, successful project delivery and exceptional contributions to the railway industry. The three awards were in the categories of:

- Outstanding Team of the Year for the Northern line
- Best LU Line Performance (based on year-on-year improvements) – gold for the Northern line and silver for the Victoria line

### **Asset development team wins engagement award**

At the national Employee Engagement Awards, the LU asset development team won the Project of the Year award. The team was given this award for its business improvement team programme, a regular, professionally hosted meeting which brings this diverse team together to discuss objectives and identify opportunities to improve the way they work.



The Rainbow Routemaster will run mainly on route 8

### Apprentices

Together with our suppliers we have created more than 200 new apprenticeship roles, including in Quantity Surveying, Highway and London Underground Engineering, HR Management, Commercial Procurement and Web Development, to help more young people into work.

The new opportunities bring the total number of apprenticeship roles to almost 5,500, supporting the Mayor of London’s campaign to create 250,000 apprenticeship roles by 2016.

New apprenticeship roles this year bring the total number of apprenticeship schemes to 23. Most apprentices secure permanent jobs with us and our supply chain once they have completed their scheme.

Apprentices have been supporting London’s transport network for decades, contributing to some of the biggest projects in the world. These include the modernisation of the Jubilee, Victoria and Northern lines on the London Underground and the modernisation of the road network.

### Ride with Pride

Our new Rainbow Routemaster hit the streets on 2 March, celebrating 10 years of OUTbound and staff network groups at TfL.

The bus, mainly operating on route 8 between Bow Church and Tottenham Court Road, will remain in operation for a year. Over the past decade, staff network groups have made a great contribution to the way our staff are treated, as well as the wider lesbian, gay, bisexual, and transgender community when they are travelling on London’s transport network.

The bus ‘wrap’ was sponsored by Stagecoach, and is the world’s first rainbow bus in service – celebrating the unique diversity of London.

This follows the success of London’s first rainbow zebra crossing, which was rolled out in support of Pride in London 2014 outside Arsenal Tube station supporting anti-homophobia in sport and at Trafalgar Square to mark the legalisation of same-sex marriage.

# 6 Planning

## Strategy and policy development

### Growth areas and sub-regional planning

This summer, we will publish a series of updated sub-regional plans that set out the wider context for transport development, establishing our transport objectives and performance indicators.

We are working closely with the GLA and the boroughs to identify the transport needs of a number of new and revised Opportunity Area Planning Frameworks (OAPFs), plus accompanying transport studies for these areas. Consultations on the London Riverside OAPF and the Old Oak Common OAPF are currently under way.

We have also been working with boroughs to support the completion of Development Infrastructure Funding Studies for key opportunity areas including Old Oak Common and the Upper Lea Valley.

### Housing Zones

On 20 February, the Mayor named London's first Housing Zones in the boroughs of Barking and Dagenham, Bexley, Ealing, Greenwich, Haringey, Harrow, Hounslow, Lewisham and Wandsworth. Plans for new infrastructure to support the zones include five new stations and four new bridges. We will work closely with the GLA to ensure that high-quality transport infrastructure is part of ensuring the successful delivery of tens of thousands of new homes.

### Brent Cross

Argent and its partner Related will be recommended to Barnet Council's key regeneration committee on 3 March as the Council's long-term development partner on the 78 hectare Brent Cross South scheme, for which a new neighbourhood with 7,500 homes is planned. We have been working with Barnet Council to secure investment in a new Thameslink station at Brent Cross that will bring the area within 12 minutes of central London and plan to create a pleasant environment for walking and cycling.

### Roads Task Force (RTF)

On 9 February, the Mayor announced proposals to redesign some of London's busiest roads in order to unlock growth and make the Capital a more attractive place to live and work. We have identified five locations (from a long list of 70) where the introduction of tunnels, flyunders and decking could deliver significant benefits. These locations are as follows:

- A mini-tunnel at the A13 in Barking Riverside
- Decking over of the A3 in Tolworth
- A flyunder at Chalkers Corner
- A flyunder at the A4 in Hammersmith
- Decking or a mini-tunnel at the A406 in New Southgate

We will now work with the local boroughs to progress these proposals further and will present their analysis of feasibility and funding opportunity to the Mayor in the coming months.

### Environment

We will present the proposed Ultra Low Emission Zone (ULEZ) Scheme Order to the Mayor in mid-March for approval. If approved, the ULEZ would come into operation in 2020, giving those affected five years to make the necessary changes to meet the new standards.

Discussions are continuing with the DfT on how much funding may be available to London through the Office for Low Emission Vehicles, beyond the £10m already pledged by the Chancellor in the Autumn Statement.



### Health, accessibility, equality and inclusion

In December 2012, we published our Single Equality Scheme. The scheme has a number of key themes that capture our equality objectives across the organisation in terms of both our customers and stakeholders. To embed equality into everything we do, all of our directorates must now include an equalities milestone in their 2015/16 scorecard, reflecting the objectives set out in the document.

### Projects and schemes

#### Overground extension to Barking Riverside

The Chancellor's Autumn Statement confirmed a £55m loan from Government to enable the extension to progress. Further consultation will take place in May ahead of a Transport and Works Act Order (TWAO) submission in December 2015. Subject to powers being granted, construction work could start in 2017, with the extension opening by 2020.

### Silvertown Tunnel

At the end of March we will publish the full report to the Mayor on the Silvertown Tunnel consultation, which ran from October to December last year. Statutory consultation on the proposals will take place in late summer, ahead of submitting an application for a Development Consent Order at the end of 2015. Subject to powers being granted the crossing could be delivered in 2021/22.

### River crossings to the east of Silvertown

On 3 March we published the final consultation report outlining where new fixed river crossings will be required to support London's growth to the east. We are carrying out feasibility and funding development work for new crossings at both Gallions Reach and Belvedere ahead of further consultation planned later this year. Subject to feasibility, funding and powers, the new crossings could be in place from 2025.

### **HS2 – Old Oak Overground Station**

On 25 February we announced plans to build two new London Overground Stations at Old Oak Common following a public consultation which ran from September to November 2014. The public's preferred option was for two stations – one at Old Oak Common Lane and another at Hythe Road. These new stations will provide links to the new Crossrail and HS2 lines and also across the proposed Old Oak and Park Royal Development Corporation site. We will now undertake more detailed work to progress these stations, taking on board comments received during the consultation. Further public consultation is expected to take place in 2016.

### **Bakerloo line extension**

We ran a consultation between September and December 2014 on the principle of extending the Bakerloo line to the south and will publish a full report at the end of March. Work is under way to update key elements of the costs, refresh the business case, and investigate a number of alternative route options suggested via the consultation. Subject to feasibility, funding and powers, an extension could be delivered by 2030.

### **Garden Bridge**

On 30 January an application was submitted to the High Court seeking judicial review of the decision of the London Borough of Lambeth to grant planning permission for the Garden Bridge. Both Lambeth and the Garden Bridge Trust have responded defending the claim. A decision on whether permission will be granted to hear the application is expected in early April.

### **Aviation**

On 3 February we responded on behalf of the Mayor to the Airports Commission's recent consultation on the remaining shortlisted options for new aviation capacity. The Airports Commission will make its final recommendation on where to locate additional runway capacity in the summer.

### **Crossrail 2**

Michèle Dix has now begun her role as Managing Director. Following the appointment of four major consulting groups, the Crossrail 2 team is now fully resourced and working alongside Network Rail, the DfT and HM Treasury to prepare an advanced outline 'five case business case' for the scheme. These five components are the strategic, economic, commercial, financial, and delivery case. We are leading the analysis and appraisal work that is being undertaken with the DfT and HM Treasury. The business case will be consistent with the approach TfL and Manchester advocated in our City Growth report. The cases will be submitted to the DfT in June 2015, in advance of being presented to its Board Investment and Commercial Committee (BICC) in July. This will support our ask of Government for funding to develop Crossrail 2 to gain powers as TfL's priority 'new' scheme in the forthcoming Spending Review.

We have worked with DfT to prepare the Government's response to the Safeguarding consultation for approval by Ministers in March. A small number of changes have been made to the Safeguarding as a result of comments raised during the consultation. We have also been continuing with our programme of engagement with key stakeholders and the public along the route to address their concerns.

We will now review all comments as part of the development of more detailed plans for the location of stations and associated infrastructure ahead of a public consultation in autumn. These plans will also reflect the latest work on engineering and operational risk and development potential.

# 7 Other

## **January fares revision**

In his fares package for 2015, the Mayor introduced a new part-time worker fare deal as part of his real terms fares freeze for 2015 (an average increase of 2.5 per cent). This gave flexible and part-time workers, including those with unpredictable hours, access to fairer, dramatically lower fares through a new, lower all-day pay-as-you-go cap.

The 2015 fares also included the removal of pay as you go daily off-peak caps. For Zones 1-3, the new all day caps are actually lower than the withdrawn off-peak caps. In Zones 4-6 the new caps are higher than the off-peak caps, affecting about 25,000 people every day.

The Mayor asked us to look into this issue and has agreed to revisions that mean part-time workers in outer London who travel off peak will not be disadvantaged.

On 20 February, the Mayor announced that an automated refund will be provided to any customers who incur a higher fare than our former pay-as-you-go daily off-peak caps in Zones 4-6 twice or more in one week, or eight or more times in a four-week period, as a result of the January fare changes.

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

None

## **List of Background Papers:**

None

**Sir Peter Hendy CBE**

**Commissioner**

**Transport for London**

**March 2015**



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