

Board



Date: 8 February 2017

Item: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 15 December 2016 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 – February 2017

List of Background Papers:

None

**Mike Brown MVO
Commissioner
Transport for London
February 2017**



Commissioner's Report

8 February 2017

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

About Transport for London (TfL)

Part of the Greater London Authority family of organisations led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's strategy and commitments on transport.

As a core element in the Mayor's overall plan for London, our purpose is to keep London moving, working and growing, and to make life in our city better. We reinvest all of our income to run and improve London's transport services and to make it safer, more modern and affordable for everyone.

Our operational responsibilities include London Underground, London Buses, Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line.

On the roads, we regulate taxis and the private hire trade, run the Congestion Charging scheme, manage the city's 580km red route network, operate all of the Capital's 6,300 traffic signals and work to ensure a safe environment for all road users.

We are delivering one of the world's largest programmes of transport capital investment, which is building the Elizabeth line, modernising Tube services and stations, transforming the road network and making it safer, especially for more vulnerable road users, such as pedestrians and cyclists.

We work hard to make journeys easier through effective use of technology and data. We provide modern ways to pay through Oyster and contactless payment cards and provide information in a wide range of formats to help people move around London.

Real-time travel information is provided directly by us and through third party organisations, which use the data we make openly and freely available to power apps and other services.

We listen to, and act upon, feedback and complaints to constantly improve our services and work with communities, representative groups, businesses and many other stakeholders to shape transport provision in London.

Improving and expanding transport in London is central to driving economic growth, jobs and housing throughout the United Kingdom. Where possible, we are using our land to provide thousands of new, affordable homes. Our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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Cover image: An Elizabeth line train in all-weather testing

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1 Introduction

This report provides a review of major issues and developments since the Board meeting held on 15 December and updates on significant projects and initiatives.

Croydon tram derailment

We are continuing to do everything we can to support those affected by the tragic derailment in Croydon on 9 November 2016, and are cooperating fully with the various investigations that are under way.

A separate paper on the agenda updates the Board on developments since the derailment.

2 Safety

Making sure that those who use our services are safe is always our main priority. This includes constantly improving our road and public transport infrastructure, explaining potential hazards on the network and how they can be avoided, and training our employees.

As well as our annual Health, safety and environment (HSE) report, and our continuous monitoring of HSE performance across our network, a dedicated section on safety will be included as part of this report going forward.

Roads

Our schemes to improve road safety under the Quietways, mini-Holland and Better Junctions programmes are continuing. The Archway Gyratory was removed and work is now under way at Lambeth Bridge North, which will reduce traffic speeds and improve pedestrian safety. The challenging work at Upper Holloway bridge required 26 different contractors to carefully plan and co-ordinate their activities, including working with heavy machinery such as a 500 tonne crane in an extremely compact site. The 20,000 hours of work was delivered without anyone getting injured. More details on these schemes are available later in this report.

Buses

As part of our Bus Safety Programme, we have improved the way we present our bus safety data. This can be found by searching for 'bus safety data' on our website.

This allows proper scrutiny, while continuing to provide raw data for particular analysis. We are also reviewing how safety measures developed for the freight and fleet sector can be used in bus operations, such as the Safe Urban Driving course.

Supporting staff

We recently rolled out "safe-guarding" across our organisation to raise awareness and support staff dealing with vulnerable people on our network. In London Underground, this was incorporated into training for all station staff as part of our new operating model. This important issue is also being progressed by those who operate services on our behalf. Staff working for Arriva Rail London, who manage London Overground services, have received training in suicide prevention, which was delivered in partnership with the Samaritans. This gave them confidence to respond appropriately to distressed people on the network. In 2016, there were 50 occasions where staff helped distressed people to receive the support they needed and keep them safe. This training will now be built into employee inductions.

London Underground

British Transport Police (BTP) armed officers have been using London Underground trains to move from one patrol location to another since the start of 2017, making more than 160 rail journeys. The armed officers have engaged with the public during their journeys and they have not had any negative comments from

3 Delivery

passengers. The early indications from BTP is that using Underground trains has been more efficient, increased their visibility and improved the reassurance levels for customers.

We opened the new north ticket hall and extended the south ticket hall at Victoria station in January. As well as the customer benefits, the project has a strategy health and safety record. The team responsible for the development – both our own London Underground project team and our Principal Contractor, Taylor Woodrow BAM Nuttall – had a strong safety ethos and made improvements by learning from any incidents that occurred. The project won a prestigious Gold award from the Royal Society for the Prevention of Accidents. Gold award winners must achieve a very high level of performance, demonstrating well developed occupational health and safety management systems and culture, outstanding control of risk and very low levels of error, harm and loss. This is the third consecutive year the project has received this award.

Modernisation of the Tube continues and the final S Stock train has arrived. These trains are much safer and more accessible than the ones they replace.

Work continues to renew and replace lifts and escalators across the Underground. This work is undertaken in a challenging environment. As of

January 2017, the project teams working across this area have improved their safety performance from having one of the highest reportable injury rates to achieving 12 months without a lost time injury.

Strike

From 18:00 on Sunday 8 January, strike action took place on the London Underground, for 24 hours, by station staff who are members of the RMT and TSSA unions. The strike affected services all day on Monday 9 January.

The main disruption was station closures. Mostly in central London, Travel Ambassadors were deployed across the network to provide advice to passengers and help them plan alternative journeys.

The website received unprecedented demand on the Monday. A record volume of 2.8 million visits from 1.9 million unique users viewed 11 million pages of web content – the highest ever number of visits and visitors in a single day on our website.

Open data for third party smartphone apps was also heavily in demand. Taken together, they underline the dependency customers now have on our digital services during major incidents.

Activity on social media was significantly up, around four times more than normal, with customers sharing their experiences and asking questions about how best to get around. In particular, customers were talking about which stations were open or closed.

There were some issues in getting information into customer systems quickly on Monday morning as services started up. This was resolved quickly but has been an important area we will learn from.

London Underground

Night Tube

Five Underground lines are now operating Night Tube services at weekends. Services on the Piccadilly line started on Friday 16 December, running every 10 minutes between Cockfosters and Heathrow Terminal 5. This has made journeys easier for London's commuters, visitors travelling to and from Heathrow, and everyone working and enjoying the busy night time economy.

The Piccadilly line added approximately 25,000 Night Tube journeys on its first weekend of operation. Overall, demand for the Night Tube has been rising steadily and reached a high of 226,000 over a single weekend in the run up to Christmas. In total, more than three million journeys have been made.

Night Bus

Passenger journeys are rising on Night Bus routes that connect the Night Tube and reducing on some that run parallel with it, as anticipated. We introduced one new Night Bus route with the Piccadilly line all night service from 16 December. The new bus routes are seeing at least 5,500 journeys each weekend.

Crime levels overnight continue to be lower than previous late night levels. There has been an average of 4.1 crimes per 100,000 journeys; before the night time service was launched, the average was 4.5 crimes per 100,000 after 22:00.

Piccadilly line faults

We are conducting a detailed, independent review into the train problems which had a severe impact on services during November and December 2016. We have appointed an independent company and the investigation began in the first week of February. An interim report will be issued at the end of February, followed by a final report in April.

Taking the trains out of service for repairs to wheels led to a reduced service over four weeks. Full service on the line resumed on 16 December with engineering teams working around the clock to repair trains, putting two trains a day back into service.

London TravelWatch review

We have drawn up an action plan to address London TravelWatch's independent review, conducted on behalf of the Mayor, into the impact of London Underground (LU) ticket office closures. Our response focuses on three areas:

- Staff visibility and availability
- Assistance for customers with accessibility requirements
- Ticket machines and ticket availability

Some of the actions have already been delivered. On making employees more visible so passengers can see them, trials are starting at 12 stations to make it easier for customers to get the help they need.

Northern line extension

On 20 January, the Mayor announced that tunnelling to create an extension of the Northern line between Kennington and Battersea will begin in March and is set for completion in 2020. It is the first major Tube line extension since the Jubilee line in the late 1990s.

Two new 3.2km tunnels will be created to extend the line to Battersea, via Nine Elms. According to tunnelling tradition, boring machines cannot start work until they are given a name and, following a vote by local school children, the two 650-tonne machines are being named Helen and Amy in honour of the first British astronaut, Helen Sharman, and British aviation pioneer Amy Johnson, who was the first female pilot to fly solo from Britain to Australia. The tunnel boring machines are currently undergoing final testing.

The Northern line extension will enable the regeneration of the Vauxhall, Nine Elms and Battersea areas, supporting economic growth with around 25,000 new jobs and more than 20,000 new homes. Construction is also boosting the UK economy, supporting approximately 1,000 jobs, including around 50 apprenticeships.

Two new stations are also being created: one at the heart of the Battersea Power Station redevelopment and another at Nine Elms to the east, serving new developments such as the US Embassy and the redevelopment of New Covent Garden Market, as well as existing communities.



Work continues at the two station sites at Battersea Power Station and Nine Elms, as well as at the point underground where the extension will connect with the existing Kennington loop on the line.

Modernising the London Underground Circle, District, Hammersmith & City and Metropolitan lines

All the 192 new S stock trains have been introduced on target.

The Edgware Road/Paddington signal equipment room is ready to be handed over to the supplier, Thales. It is the second of 50 of these rooms to be handed over for fit-out of the signalling equipment.

At Hammersmith depot, 13 manually-operated sets of points were replaced with more reliable machinery and a control box that is the first of its kind on our network. Six kilometres of signal cable have been installed. At Paddington, power cabling has been installed ready for the new crossover track.

Fitting the signalling system to the first passenger train is now largely complete. Testing of the upgraded train systems continues.

At Putney Bridge, Platform 2 has been widened and extended so trains can arrive and depart faster, with a much straighter platform alignment. All the train doors can now also open at the extended platform. This is one of many schemes that will help increase capacity on the Circle, District, Hammersmith & City and Metropolitan lines by a third by 2023.

Earl's Court and Paddington

We took advantage of the quieter Christmas and New Year period to carry out work in the Earl's Court area of the District line. This included renewing hundreds of metres of track. The Piccadilly line remained open during the works, additionally serving Ravenscourt Park and Turnham Green to reduce disruption for customers.

Network Rail has made changes to track, signals and overhead wiring in the Paddington area to prepare for the Elizabeth line.

Piccadilly line

We are currently evaluating bids from three train manufacturers for the new generation of rolling stock on the Piccadilly line. The supplier negotiation and contract award remain on target for autumn 2017. Re-signalling work is due to start from 2020 with the new trains arriving from 2023. The new signalling and train control system is due to be in place on the Piccadilly line from 2026. The new train fleet and signalling will boost capacity by around 60 per cent for peak service in the central sections of the Piccadilly line.

Victoria line

We have successfully replaced some track circuits at Northumberland Park depot. The works were completed over the Christmas period and are part of the programme to increase the peak frequency of Victoria line services to 36 trains per hour by May 2017. This will be the highest capacity we have ever operated and it compares with the highest capacity services operating elsewhere in the world. We have commissioned 12 out of 20 modifications to the signalling system and we plan to commission the remaining modifications at Easter. All necessary power and cooling works have also been completed.

Jubilee line

Power and cooling works are going as planned. Signalling design for the upgrade of the crossover at West Hampstead is complete, and the replacement work is programmed for two weekend closures in January and February 2017. Delivery of 36 trains per hour remains on target for 2020.

Jubilee line trains are undergoing some modifications, particularly to improve accessibility. All the work for this refurbishment is being done at our Stratford fit-out shed, which will deliver considerable cost savings and eliminate the need to move trains between sites.

In all, 63 trains will be renovated to improve accessibility for disabled customers by installing wheelchair bays, poles, exterior door steps and ensuring floors and handrails contrast more strongly to make them easier to see. There will also be better passenger information and emergency alarms. All the trains are scheduled to be refurbished by the end of August 2019.

Bakerloo line trains

The trains on the Bakerloo line are the oldest on the system in passenger service. We have started work on refurbishing the underframe of the trains to keep them running safely and reliably until the line is upgraded.

By working on two trains at a time – instead of one as originally planned – we have cut the costs of the project by £9m



and will complete it two years ahead of schedule. We are refurbishing 36 trains in priority order, depending on their condition, with eight already completed.

Almost all the work takes place underneath the train, so little will be seen by customers. However, one significant change is the new flooring in contrasting brown and beige to make it compliant with Rail Vehicle Accessibility Regulations. The line is also getting new seat covers in new material so the trains are smarter for the next few years of service. The Bakerloo line fleet team has finished the installation of new seats on 31 out of 36 trains.

Victoria

As mentioned in the Safety section, on 16 January, the new north ticket hall, entrance and station operating room opened at Victoria. The ticket hall is a key part of the improvements that will double the station's capacity by next year.

The new entrance in Cardinal Place allows better use of the full length of the Victoria line platforms, which will relieve congestion. Customers can now access Victoria Street without having to cross the roads outside the station; around 40 per cent of customers exiting the station use Victoria Street.

Tottenham Court Road

The north plaza glass entrance and the refurbished Dominion Theatre entrance have opened. Passengers are also using the new Central line interchange tunnel, which provides more space and new connections along the Central line platforms. The space around the new glass entrances is also open. The new entrances have artwork, glass panels on the walls and a glass screen featuring images by French conceptual artist, Daniel Buren.

Bank

Demolition of the worksite bounded by King William Street, Nicholas Lane, Cannon Street and Abchurch Lane has continued, with all five buildings now razed to the ground. Construction of the new station box for Bank station is about to begin. The Arthur Street worksite set-up is complete and construction of the access shaft for the tunnelling works is also starting. Relocation of the existing high voltage transformers on the Central line is progressing.

The foot passageway that was temporarily closed has now been reopened. The new station operations room is due for completion in May.

Bond Street

In late 2016, the substation at Bond Street that will be used to supply power to the station was adopted by UK Power Networks (UKPN). The new transformers have been lowered into the substation and UKPN is wiring in the new supply. In January, the new distribution boards that will take power around the station were installed.

Fit-out of the station tunnels continues and the team is running shifts day and night to ensure the delivery target is met. The lifts and escalators are now working with temporary power while they are tested.

Mansion House

We have removed the third platform at Mansion House station to prepare the Circle and District line for the new signalling that is being delivered.

The third platform was too short for safe operation of S stock trains and has been rarely used recently. By removing the unused points we have improved the alignment in preparation for meeting the target of 32 trains per hour on the line.

Canning Town

A new entrance has been introduced at Canning Town station. When the station was built in the late 1990s, it included an entrance to serve a property development that never went ahead. As a result, the entrance and lift have been closed to the public – until now.

The existing hydraulic lift is back in use until the autumn; after that it will be replaced with a new lift. The team carried out the work outside operating hours to accommodate Crossrail, which was using the entrance to access a key construction site for the Elizabeth line. Despite this, it was completed in October – two months ahead of schedule.

Lambeth North

Work to replace the two lifts at Lambeth North station is about to be completed and the station reopened. Before they were replaced, the station's 30-year-old lifts failed regularly.

We completed the work on both lifts in 30 weeks. Replacing the lifts one at a time would have taken more than twice as long. Lift replacement in Tube stations is a lengthy process because of the restricted working space and the



The north plaza entrance has opened at Tottenham Court Road

complexity of working underground in cramped lift shafts.

Lancaster Gate

Essential work to replace the lifts at Lancaster Gate station has begun. The station's two 50-person lifts are nearly 30 years old. Replacing them will greatly improve their reliability, reducing failures and ensuring that customers face fewer delays when exiting the station. The new lifts will also use less energy and include CCTV and hearing induction loops.

The station is closed while the lifts are replaced and will reopen in mid-July 2017.

We explored the option of replacing the lifts one at a time in order to keep the station open. However, this would have been unsafe: having only one lift in operation would lead to long queues and severe congestion. There would also be no alternative in the case of lift failure, prolonging the time it would

take for emergency services to rescue customers or tend to someone needing medical attention. The evacuation staircase can't be used as there are over 100 steps to the platforms – equivalent to at least a four storey building.

We have advised customers to use nearby alternative stations while Lancaster Gate is closed. Closing the station is the quickest and most efficient way to replace the lifts – we will work hard to complete this vital upgrade as quickly as possible, keeping customers and local businesses up to date as the work progresses.

Wembley Central

At Wembley Central we have installed new signage to help customers to and from the station forecourt. The station now has energy-efficient lighting and new tiling throughout the ticket hall, through to the platforms. We have also given the station façade a makeover.



The Elizabeth line trains have completed all-weather testing in Vienna

Elizabeth line Shenfield

We took delivery of the Elizabeth line's first Class 345 train on 9 December, ready for test running on the Shenfield line. The testing will be largely carried out at night, with the first few tests already completed. Bombardier has already built five new trains out of a total of 66 and production continues at its Derby factory.

Trains - weather conditions testing

In advance of the first trains entering service in May, we recently completed three weeks of rigorous weather testing at a test centre in Vienna. Systems on our Class 345 unit were subjected to temperatures ranging from -25°C up to +40°C. The Austrian facility also simulated different levels of humidity and solar radiation. The testing is another step towards de-risking the project and making sure the trains perform as intended on the real railway.

Station improvements

We have almost finished modernising Ilford, Manor Park and Seven Kings stations. Work at Brentwood and Chadwell Heath continues and is on schedule for completion at the end of March 2017. We have refurbished the ticket hall and constructed the gateline at Brentwood. The contract for work at Gidea Park, Goodmayes and Harold Wood has been awarded to Walker Construction.

Construction progress

The Crossrail project remains on time and within the funding envelope of £14.8bn. The project is now more than 80 per cent complete. More than 14,000 people are currently working on the project and over 4,500 jobs have been created so far. Cost pressures continue to be managed by Crossrail Ltd. There is a 51 per cent chance of drawing on our share of the contingency in the funding envelope.

Construction progress and railway fit-out

Crossrail Limited's central section construction programme remains focused on fitting out the stations, tunnels, shafts and portals. Good progress is being made on track installation, platform edge screen frames, cable management systems and ventilation equipment. Surface finishes are being applied in many of the 10 new stations and the floating track slab at Tottenham Court Road is now finished.

At Liverpool Street station, construction of the Broadgate ticket hall is complete, delivering one of the Crossrail project's milestones relating to City of London payments for Crossrail. Steady progress is also being made to complete the Moorgate shaft and Farringdon station's Lindsey Street ticket hall box before the end of the financial year.

The Crossrail Integration Facility came into operation in December. This brings together all the supplier software to allow complex signalling and systems interfaces to be tested. Electronic simulation of how the real trains will operate when Elizabeth line services start can also be carried out.

Surface works

Over the 10-day Christmas period, the biggest single engineering operation ever mounted by Network Rail was carried out for the Crossrail project. The £45m programme of work had 4,000 staff, working more than 330,000 hours at 19 different sites on the rail network across

Berkshire, Buckinghamshire, outer London and Essex. The successful completion of these works means the Network Rail upgrades are now more than 80 per cent complete. Three-quarters of the Elizabeth line route will run above ground, bringing 1.5 million more people within 45 minutes of central London.

Network Rail's proposals for a new station building in Ilford have been approved by the London Borough of Redbridge. A new, spacious building will form part of the station – with a striking glass façade, a larger ticket hall with a wide entrance and longer gateline and new lifts (providing step-free access from street level to all platforms).

Developer funding contributions

In December, we received section 106 contribution to Crossrail from the development at 22 Bishopsgate in the City of London. The £17.1m payment is the highest single payment received to date; it means the total s106 payments to the project from developers is now approaching £100m. In combination with Mayoral Community Infrastructure Levy payments, the total developer contributions towards the new railway are now more than £400m.

Archaeology

In December, five new books in the Crossrail archaeology series were released. The books cover diverse topics, including the historic buildings and rail heritage of the Elizabeth line route, the origins and development



A burial ground was discovered during Crossrail construction

of west London, a Black Death burial ground at Charterhouse Square and the development of the Crosse & Blackwell food manufacturer in Soho.

London Rail
London Overground
Barking Riverside extension

After an evaluation of the expressions of interest for the main contract to build the 1.5km London Overground Barking Riverside extension, the companies shortlisted to bid were announced on 14 December. They are Balfour Beatty, Carillion PLC, and a VolkerFitzpatrick Morgan Sindall joint venture. The invitation to tender will be issued this autumn.

The extension will bring huge benefits for people in the Barking Riverside area and beyond, supporting the major new development with 10,800 new homes, a new school and healthcare services, as well as shops, restaurants and leisure facilities.

If the Transport and Works Act Order application submitted in March 2016 is approved by the Secretary of State for Transport, construction could begin in late 2017, with train services coming in 2021.

New trains

Bombardier has started building the first of 45 new Class 710 trains. These will come into service in spring 2018 on the newly electrified Gospel Oak to Barking route; the West Anglia route from Chingford; and the routes between Cheshunt and Enfield, and Watford and Euston. Full fleet deployment remains on target for completion by the end of 2018.

Docklands Light Railway
Limehouse escalators – increased passenger capacity

Enabling works at DLR Limehouse station started on 20 January. The project will increase passenger capacity and ease congestion for passengers



The Beckton Depot Concept Design tender evaluation is complete

interchanging with National Rail. Both escalators will be located next to and south of the existing stairs on Platform 4, which will also be retained to support future increased capacity. The project completion date is March 2018.

Custom House station

The DLR station closed on 3 February for vital improvement upgrade works. The station will be a key interchange between the DLR and the Elizabeth line once services on the new line begin in December 2018. The work, which will use 400 tonnes of steel and 300,000 litres of concrete, will provide a new mezzanine deck above the DLR platforms, plus two additional staircases. Upon completion in late December this year, the work at Custom House will increase station capacity by 50 per cent. The plant room steel structure and platform hoarding have now been installed, which will allow us shortly to begin site clearance and the demolition of the existing station. We

have advised customers to use nearby Royal Victoria or Prince Regent stations for the duration of the closure.

Rolling stock replacement programme

The Beckton Depot Concept Design (RIBA Stage 2) tender evaluation is complete and the contract award is due in March 2017. The network-wide gauging and clearance survey, track condition assessment and the structural load analysis for the new rolling stock have all been completed. Design parameters included in the rolling stock technical specification will be issued in the official Journal of the European Union (OJEU) notice in March 2017.

Roads and events management
Tower Bridge re-opening

Great efforts from teams across the organisation to coordinate works and close cooperation with the City of London, the London Boroughs of Southwark and Tower Hamlets, the



Upper Holloway Bridge was replaced during the Christmas period

Metropolitan Police and City of London Police, resulted in major maintenance works completing and Tower Bridge re-opening on 22 December – eight days ahead of schedule.

Revised working methods by the contractor reduced the number of pedestrian closures from three weekends to a single Sunday. We also used the planned closure to resurface adjacent roads, upgrade traffic signals and improve pedestrian and cycle facilities, without any additional disruption.

Coordination of utilities works over the festive period

Six weeks of disruption was avoided by working closely with utility companies to coordinate works along the A501 around Marylebone and Euston over the festive period. A series of high-impact utilities works which had been planned for 2017 will now be avoided.

More than 160 pieces of work were carried out between Monday 26 December and Tuesday 3 January, to take advantage of the low traffic volumes over the Christmas period. Work included repairs to water and gas mains, as well as electrical and highway works. This meant the A501 was reduced to one lane in some locations. We also capitalised on the lane closures to prune overhanging trees.

Upper Holloway Bridge replacement

The existing bridge was demolished and replaced as planned over the period during a full closure of the AI, taking account of the significantly lower traffic volumes at this time of year. The Gospel Oak to Barking Overground line was handed back to Network Rail's electrification team in early January and the AI was reopened as planned in mid-January. Minor snagging works are now being completed.

Lambeth Bridge North

A revised programme was developed for Lambeth Bridge North Phase One (interim) in collaboration with Westminster City Council to avoid clashes with other planned works and therefore minimise traffic disruption. The construction began on 4 January and will continue until early March. The work consists of extending footways and traffic islands to reduce traffic speeds and provide more space for pedestrians; installing raised zebra crossings on all four sides of the junction to slow traffic on the approach to the roundabout; and clearer lane markings.

Archway Gyrotory

Archway, which forms part of the Better Junctions Programme, reached a significant milestone in December 2016 when the gyrotory system was removed and a new two-way traffic operation introduced. These works were timed to take advantage of lower traffic volumes in the area while the Upper Holloway Bridge replacement was being undertaken. Improvements include new dedicated cycle lanes and improved pedestrian crossings. A number of bus services in the area have now been re-routed as a result of this change. Work to create a new public space in the area outside Archway Underground Station started in January. The project will be largely complete in April 2017.

Events

Once again London held a spectacular New Year's Eve celebration which attracted more than 100,000 ticketed

spectators, plus an estimated 250,000 more people in the central London area. The transition from the New Year's Eve event to the annual New Year's Day Parade (involving a number of road closures) went smoothly following extensive planning with all key stakeholders. We deployed around 150 customer information assistants at principal bus hubs including Victoria, Vauxhall, North Greenwich, Stratford, Hammersmith, Holborn, Walthamstow, Elephant and Castle, Tottenham Court Road, Oxford Circus, Green Park and Kingston to advise members of the public on how to get to events and home afterwards.

Working with the City of London Corporation and the City of London Police, we now have a permanent Anti-Terrorist Traffic Regulation Order (ATTRO) which we can use in urgent cases and for certain pre-planned events within the City of London's boundaries. We used the ATTRO for the New Year's Eve celebration to deploy Hostile Vehicle Mitigation measures to protect the event area.

We have worked with the Metropolitan Police and the Royal Parks to implement additional security measures for the regular Changing of the Guard ceremonies outside Buckingham Palace. The new measures were first implemented on 21 December and result in Constitution Hill, Spur Road, Link Road and The Mall being closed to vehicles between 10.45 and 12.30

during the Changing of the Guard outside Buckingham Palace. The closure follows a request from the Metropolitan Police Service as part of continuing security measures aimed at keeping the public safe.

@TfLTrafficNews Twitter feed

On 30 December, the @TfLTrafficNews service achieved a major milestone when it reached one million followers. Our following continues to grow by around 10,000 every week. Every tweet is read by around 11,000 people.

Silvertown Tunnel

In response to the Pre Qualification Questionnaire that we issued in October 2016 to shortlist potential suppliers to design, build, finance and maintain the Silvertown Tunnel, seven submissions were received in mid-December. The technical evaluation of the submissions is nearing completion and a shortlist of three suppliers will be announced in March 2017.

The Public Examination related to the Development Consent Order (DCO) application for the powers to build and operate the new Silvertown Tunnel, as well as to introduce user charging at Blackwall and Silvertown tunnels, is expected to finish on 11 April 2017. The Examining Authority then has three months to make a recommendation to the Secretary of State for Transport, who then has a further three months to confirm whether the DCO has been granted. We therefore expect the Secretary of State's decision in October 2017.

Public consultation reports

Consultation reports for Hammersmith Gyrotory, Vauxhall Cross and Cycle Superhighway II (CSII), which detail our way forward on these schemes, were published in December. For CSII, we have carried out extensive additional discussion with key stakeholders, including local residents, about our proposals. Designs have been amended where possible to address the concerns raised in the original public consultation.

Buses

Fairer deal for London's bus drivers

For many years the pay of bus drivers has been set in isolation by the private bus companies which operate routes on our behalf. This has led to variations in pay between drivers employed by different companies, despite their similar level of skills and experience. We have been working with the bus companies and trade union representatives, and in December the Mayor announced the introduction of a fairer system for bus drivers' pay, including a new starter minimum wage of £23,000 for drivers working across all of London's bus companies.

The new proposals include:

- A requirement by bus companies to pay drivers at least £23,000 per annum reflecting the challenging nature of the bus driver role, which now includes greater focus on customer service. This will apply to all new contracts awarded from 1 April 2017, and will rise with inflation thereafter

- A Licence for London which will be introduced this year, allowing drivers to move between companies taking with them their qualification and driving record, without having to go on a lower new starter rate
- Working with Unite representatives and the operators to introduce a London-wide pay structure for minimum levels of pay based on three and five-plus years' experience
- Working with Unite representatives and the operators to better support the progression of London's bus drivers through to management and other industry positions, including addressing historic under-representation of minority groups. We aim to develop an equality and diversity policy that fully represents the diversity of London's bus workers at every level in every company
- Ongoing work to address other issues such as inadequate provision of toilet facilities and regular late finishes to shifts

Continuing environmental commitments

All 51 pure-electric buses required to make routes 507 and 521 fully electric were delivered to the operator Go Ahead at the end of December.

A six-month extension of the trial of range-extended hybrid buses on route 69 is being discussed with the pan-European transport agency UITP. These buses can

operate for up to 80 per cent of the time in all-electric mode and are supported by ground-based rapid induction charging at Walthamstow and Canning Town Bus Stations. We continue to develop plans for a trial of overhead conductive charging from 2017 with partners Volvo and Go Ahead Group.

Low Emission Bus Zones

In January, the Mayor announced 10 more Low Emission Bus Zones, which will see only the greenest buses deployed on the Capital's most polluted routes. The additional zones will be introduced across London by 2019 and form a central part of the Mayor's plans to improve air quality. They follow the launch of two zones this year along Putney High Street (in March) and between Brixton and Streatham (in October) and will involve the use of only hybrid electric buses or those with engines and exhaust systems that meet or exceed the highest emission standards.

The zones being introduced are focused on London's worst air quality hotspots outside of central London and prioritised in areas where buses would otherwise contribute significantly to road transport emissions. They are expected to reduce NOx emissions from buses along the routes by around 84 per cent and will fulfil the Mayor's manifesto commitment to introduce the zones by 2020.

Zone locations are:

- Putney High Street
- Brixton to Streatham
- A12 Eastern Avenue
- Lewisham to Catford
- Stratford
- Haringey Road to Green Lanes
- Camberwell to New Cross
- Wandsworth to St John's Hill
- Edgware Road (Kilburn to Maida Vale)
- Edmonton to Seven Sisters
- Uxbridge Road to Shepherds Bush
- Chiswick High Road to Kensington

Consulting on changes

We have launched a consultation on proposed changes to 23 central London bus routes. This will consider the effects of a faster and more reliable Tube, the Night Tube providing new travel options to and from the West End, and the opening of the Elizabeth line in late 2018, which will transform how people travel across central London. The Elizabeth line will have new stations at Tottenham Court Road and Bond Street, and help reduce bus demand on Oxford Street.

We are working with the City of Westminster to develop proposals to make Oxford Street more pedestrian friendly. Bus proposals are designed to start reducing the number of buses along this retail corridor by around 40 per cent. Bus routes affected include routes 3, 6, 8, 15, 22, 23, 25, 46, 73, 137, 172, 242, 332, 390, 425, 452, C2, N2, N3, N8, N15, N22 and N73. The consultation closed on 29 January and we are now analysing the responses.

Buses Customer Experience Programme

Almost a third of London's 24,700 bus drivers have attended the two-day customer experience training programme, Hello London, which runs until spring 2018. Of those who have attended, 94 per cent rate the quality of the course as excellent or very good.

The positive impact of Hello London will be assessed against changes in Customer Satisfaction Survey scores as well as surveys from 500 bus drivers on their levels of engagement and customer focus.

To support drivers, our poster and radio campaign will continue running into 2017 to show the human face of drivers and explain they do much more than just drive the bus. The new driver commendation scheme called 'Thank You' will also help support programme momentum following its launch on 11 November.

A series of staff suggestions put forward as a result of the training are being taken forward, including the second bus station community day at Walthamstow Central

on 18 December, the Abellio-led bus driver name badge trial on route 235 in south west London and a new bus station controller name badge with foreign languages spoken scheme.

Bus Safety Collisions Reduction Programme

We continue to develop the new bus safety standard which will specify the technologies required on new vehicles from 2018 to cut casualty rates. From March 2017, we will investigate, assess and validate the most promising technologies, including intelligent speed assistance (ISA). The standard will incorporate the most effective accident countermeasures identified from analysis of police investigations into fatal bus collisions. Alongside this work, we will also look at human factors that can contribute to fatal accidents and explore these in an operator workshop in 2017. The outputs will help shape future bus driver training and communications campaigns.

As mentioned in the safety section earlier, we now publish quarterly bus collision data in a more user-friendly format as well as the outcomes of all fatal bus collision investigations. Adopting good practice from the haulage industry, we will trial the safe urban driving course – originally developed for HGV drivers – to see if it might be adapted for bus drivers. This specifically focuses on driving in urban areas, awareness of vulnerable road users such as cyclists and pedestrians, and practical on-road cycle training.

Bus priority

Since April 2016, more than 100 bus priority schemes have been delivered. The Plumstead Road scheme, one of the largest schemes on the programme, was delivered by the Royal Borough of Greenwich in January 2017. This scheme involves a large section of bus lane and a segregated cycle lane, which is expected to reduce bus journey times for bus passengers on 11 routes by at least 25 seconds per journey. We expect to deliver 148 bus priority schemes on the TfL Road Network and borough roads before the end of March 2017, all of which will improve bus journey times. We also continue to develop and progress further schemes for delivery in future financial years.

Bus ridership campaign

We are running a customer campaign to help reconnect passengers who left the bus network due to journey delays or longer travel time. The campaign promotes positive improvements on the network such as improved reliability, increased frequency, new routes and station upgrades and communicates good news stories on a location and route specific level where possible. The target of the campaign is to generate around one million more journeys a year.

Victoria Coach Station

Victoria Coach Station had a record 166 departures on Christmas Day, 37 per cent higher than 2015 and more than double those of 2014. The week

before Christmas saw 4,745 coaches and more than 150,000 passengers departing through the station which remained open every day over the festive period.

Cycling and walking **Mayor appoints Walking and Cycling Commissioner**

In December, the Mayor named the first Walking and Cycling Commissioner, Will Norman. We look forward to working closely with Will to deliver the Mayor's manifesto pledge to get more Londoners active by making cycling and walking safer and easier in the capital. We are investing a record £770m on infrastructure and initiatives to promote cycling, and further investment for walking as part of the Healthy Streets programme, over the period until 2021/2022. This funding will help achieve the target of 1.5 million cycle journeys a day by 2025/26 and will include the completion of phase two of the North-South Cycle Superhighway from Farringdon to Kings Cross and works to deliver Cycle Superhighway II from Swiss Cottage to the West End as well as new Cycle Superhighways and Quietway routes.

Central London Grid

A total of 45km of the Central London Grid is now either complete or on site. This represents 48 per cent of the core 85km Grid network. The Central London Grid is a network of cycle Quietways and Superhighways in central London, created by the central London boroughs and funded by us to provide safe and attractive cycle routes across the city.

Designs for 82km have now been received and 60km of the network is due to be complete by the end of September 2017. We continue to work closely with the boroughs to deliver the remainder of the core Grid network.

Quietways

A total of 47km of Quietway is now either complete or in construction. So far this financial year, 83.8km of route has been consulted upon and more than 15.9km is due to complete consultation by March 2017, giving a planned total of 99.7km. Nine routes are currently under construction including Quietways 2 to 7; Victoria Park to Newham Way via the Greenway, Paddington to West Drayton via the Grand Union Canal and Greenwich to Thamesmead via the Thames Path. All are due for completion by summer 2018. The next route to complete will be Quietway 2 in March 2017. This will provide a valuable link from Hackney to central London.

In February, we will complete improvements on the A41 Finchley Road junction with Boundary Road. These changes have improved provision for cyclists on Quietway 3, including early release signals at traffic lights and new advanced stop lines for cyclists travelling southbound on Finchley Road.

The full programme will establish approximately 30 routes, totalling more than 250km across Greater London by

2021. These routes have been chosen to align with current and predicted future demand, and will complement the Cycle Superhighways and Mini-Hollands programme.

Mini-Hollands

Construction continues on the A105 scheme in Enfield. This will deliver 5km of lightly segregated cycle route to Enfield town centre and Palmers Green and is due to complete this summer. The scheme on the A1010 South is due to start construction in spring 2017. This will provide a 4.3km lightly segregated cycle route with enhancements to the local area from the North Circular to Ponders End. Similar schemes for the A1010 North and Enfield Town have received borough cabinet approval to proceed with detailed design. These are due to start construction late 2017/early 2018.

In Kingston the 1.4km segregated cycle track on Portsmouth Road and riverside landscaping is now substantially complete. Kingston has also started work on the Quietway elements of the Kingston to Surbiton cycle route.

The Waltham Forest Mini-Holland scheme is now under construction, and the bus station exit widening is now operational. Other completed projects include Ruckholt Road, Pembroke Village, Lea Bridge Road aqueduct bridge, and three cycle hubs.

Analysis for developing a Strategic Cycle Network

We have completed the first stage in our detailed analysis to understand where a Strategic Cycle Network could be developed over the next 25 years. This informs where cycle routes and area projects are needed, to maximise growth in cycling and help Londoners lead healthier, more active lives. Over the next few months we will be working with relevant boroughs and other partners to assess the feasibility of these much needed improvements.

Finsbury Park Cycle Hub

We have received three bids from suppliers to upgrade and improve the cycle hub at Finsbury Park. The current facility was opened in 2006 and provides 125 parking spaces but is currently under-used, with an average daily use of 44 bikes. The upgrade aims to make it easier, cheaper and more appealing for customers to park their bikes at the hub, by providing spaces for non-standard cycles, installing basic repair facilities and introducing a new membership offering. The bids are currently being evaluated and the new supplier is scheduled to start work at the site in April 2017. The cycle hub will temporarily be closed for a month at the end of March for the improvement work.

Cycle Hire

Santander Cycles had a record year in terms of hires with 10.3 million hires in 2016, beating the previous best year by almost 280,000 trips.

Guided walks

Winter Wanders took place on the 28 and 29 January, offering 44 guided walks across London. The walks had various lengths, ranging from one to 10 miles and include a new Harry Potter themed trip to attract people with young families. Winter Wanders is one of three guided walk weekends which we fund to promote the city's seven Walk London Network routes. The walks are designed to encourage Londoners to explore their city by foot. They were well attended and attracted a high level of media coverage.

Sustainable freight

Direct Vision Standard

On 24 January we launched the first phase of a multi-staged consultation on the Direct Vision Standard (DVS). The consultation will remain open for 12 weeks and will close on 18 April 2017.

The DVS uses a zero to five 'star rating' system to rate heavy goods vehicles (HGVs) based on how much a driver can see directly from the cab without using cameras or mirrors. We are consulting on the Mayor's proposals for the most dangerous HGVs (those rated zero stars using the DVS) to be banned from or restricted on London's streets from January 2020. Only HGVs with good levels of direct vision – ie three stars or above – would be allowed on London's streets from 2024.

These proposals are an important part of the Mayor's commitment to promote safer, cleaner lorries and make cycling and walking safer for Londoners.

To support the DVS, we have engaged with vehicle manufacturers, freight operators, regulators, the Department for Transport and London councils to ensure the DVS proposals are as far reaching as practicable within current legislation, are fit for purpose and can be implemented as quickly as possible.

Taxi and Private Hire

Taxi fares consultation

On 10 January we launched a public consultation on taxi fares, seeking views on proposed changes to the tariff structure while maintaining the principle of the Cost Index used in previous years to base any changes to taxi fares. We will return to the TfL Board in March with our proposals for taxi fare structures.

Taxis in bus lanes

We have worked closely with the taxi trade to increase access to bus lanes for taxis which provide quick and convenient journeys by black cab. Taxis now have access to 17 bus lanes, including the northbound bus lane on London Bridge. We are also writing to the London boroughs to ask them to consider access for taxis to over 40 further bus lanes located on roads they control.

Safety and security

Hate crime

As part of our ongoing commitment to tackling hate crime across the network, we jointly ran two events at key transport hubs with the British Transport Police, Metropolitan Police Service (MPS) and

City of London Police on 21 December and 18 January.

These events are part of our #westandtogether campaign designed to promote the message that London's transport network is safe and welcoming for all. Engagement focuses on raising awareness of hate crime, encouraging people to report any crimes relating to someone's race, religion, gender, sexuality, age or disability and demonstrating our commitment to taking action against offenders who commit this type of crime on our network.

While levels of recorded hate crime on public transport remain low – around five per cent of crime on the network – it is widely accepted as being significantly under reported.

In addition to engagement events at transport hubs, MPS Safer Transport Teams attended community groups, faith centres and colleges to address the reluctance by some minorities to report incidents to the police.

Safer Travel at Night

December saw an increase in education, engagement and enforcement activity as part of the Christmas phase of the Safer Travel at Night (STAN) initiative.

The STAN communications campaign - If it's not booked, it's just a stranger's car – went live on 5 December aiming to raise awareness of the risks of using

an unbooked minicab and encouraging people to use taxis or licensed, booked minicabs. It included a press release, posters on the transport system, leaflets, and promotion through social media channels.

Operation STAN ran in parallel, involving our Taxi and Private Hire Compliance (TPHC) Officers and Roads and Transport Enforcement Officers and officers from the MPS Roads and Transport Policing Command. This year's operation saw a variety of tactics used to deter and disrupt illegal and non-compliant activity at known hotspot locations. In response to calls from the trade for more visible enforcement, the operation focused on strategies to maximise visibility and impact to prevent touting and other illegal activity, rather than plain clothes tactics which has been focused on detecting touts. Activity included:

- Uniformed officers patrolled hotspot locations, engaging with members of the public and moving on private hire vehicles that didn't have bookings
- Officers reminding door staff at venues of the STAN messages
- A high-visibility police stop site with Automatic Number Plate Recognition (ANPR) identify vehicles and drivers of interest
- Vehicle and driver compliance checks

- Operator compliance visits
- High visibility patrols at key transport hubs
- Intelligence gathering
- Police investigation and following up leads for TPH-journey related sexual offences

Activity was predominantly focused in the boroughs of Westminster, Camden, Hackney, Southwark and Lambeth. As part of the high visibility deterrence operation, more than 1,500 drivers and vehicles were stopped and checked. As part of these stops and the other measures used, over 600 breaches of TPH regulations were detected. The drivers were either warned or referred to the Licensing Authority. The police made two arrests for sexual offences.

Mobile phone operation

Between 23 and 29 January, the MPS Roads and Transport Policing Command (RTPC) participated in a second national week of action led by National Police Chiefs Council, focusing on the unlawful use of hand-held mobile devices while driving.

In total 1,758 Traffic Offence Reports were completed during the week long operation of which 800 were for using a mobile phone while driving. Each report will result in the driver either being summonsed to court, issued a Fixed Penalty Notice or invited to attend

a driver diversionary training course. Twenty-six arrests were also made as a direct result of the operation.

Operation Atlas

Atlas 4 was a joint operation between RTPC and our own Revenue Protection Inspectors to tackle fare evasion, antisocial behaviour and low level crime on selected bus routes. The operation took place on 16 and 17 December with officers deployed based on lessons learnt from previous Atlas operations. The focus for this operation was on fare evasion during the evening and night.

The operation delivered excellent results:

- 162 buses and 4,830 passengers checked
- 156 irregularities identified with enforcement action taken
- Four arrests

A further operation, Atlas 5, took place on 26 January.

The operation resulted in:

- 153 buses and 3,769 passengers checked
- 117 irregularities identified
- Two arrests

Utility prosecutions

We successfully prosecuted Vodafone for the ninth time in two years, as part of our

Company prosecuted for safety infringements	Number of prosecutions	Percentage of total prosecutions
BT Openreach	40	35
Thames Water	13	12
Infocus	11	10
Virgin Media	10	9
Fulcrum	9	8
UK Power Networks/London Power Networks	9	8
Vodafone	9	8
National Grid Gas	5	4
Cable & Wireless	3	2
Abovenet	2	2
McNicholas (on behalf of Virgin Media)	1	1
O2	1	1
Total	113	100%

commitment to ensuring roadworks cause as little disruption as possible to road users.

On 22 January, Vodafone was ordered to pay significant fines for failing to serve the required street works notices at the start and end of their work in Archway Road on 22 May last year. We subsequently issued the company Fixed Penalty Notices, which Vodafone failed to pay.

Vodafone pleaded guilty to the two offences and the company was fined a total of £3,340 and ordered to pay prosecution costs of £2,750. It is the third time Vodafone has been prosecuted for this particular offence since 2010.

Since January 2015, we have prosecuted Vodafone on seven previous occasions for various offences including failure to serve statutory street works notices and for working without a permit.

We have issued 84 Fixed Penalty Notices to the telecommunications giant since 2011, 25 of those within the last year.

Including this latest offence, the company has been fined a total of £6,050 by the courts for various offences since 2010.

4 Our customers

Contactless payment

Our world-leading contactless payment scheme makes life easier for our customers, while saving us money. Many customers are deciding to switch to contactless, and we see up to 50,000 new cards being used every day. A total of 1.8 million contactless journeys are made every weekday, representing nearly 40 per cent of all pay as you go journeys.

Contactless also helps simplify our fares and ticketing by making pay as you go the natural choice for the majority of our customers. In the last month, the percentage of Tube income that comes from pay as you go reached a record high of 60 per cent. Contactless is particularly useful for domestic and international visitors, as it removes the need to obtain an Oyster card and to get a refund of the deposit / unused balance when leaving London. We have now welcomed contactless customers from 100 different countries, as shown in the map opposite.

The use of mobile payment schemes (such as Android pay and Apple pay) on our network is also growing, and now represents eight per cent of all contactless journeys. We have collaborated over recent months with Google to introduce some transport-specific features into Android pay that enhance its convenience – for example, the Android pay app now alerts customers when they may have made an incomplete journey, and provides a direct link to our website where a refund can be obtained.

Tower Bridge customer communication

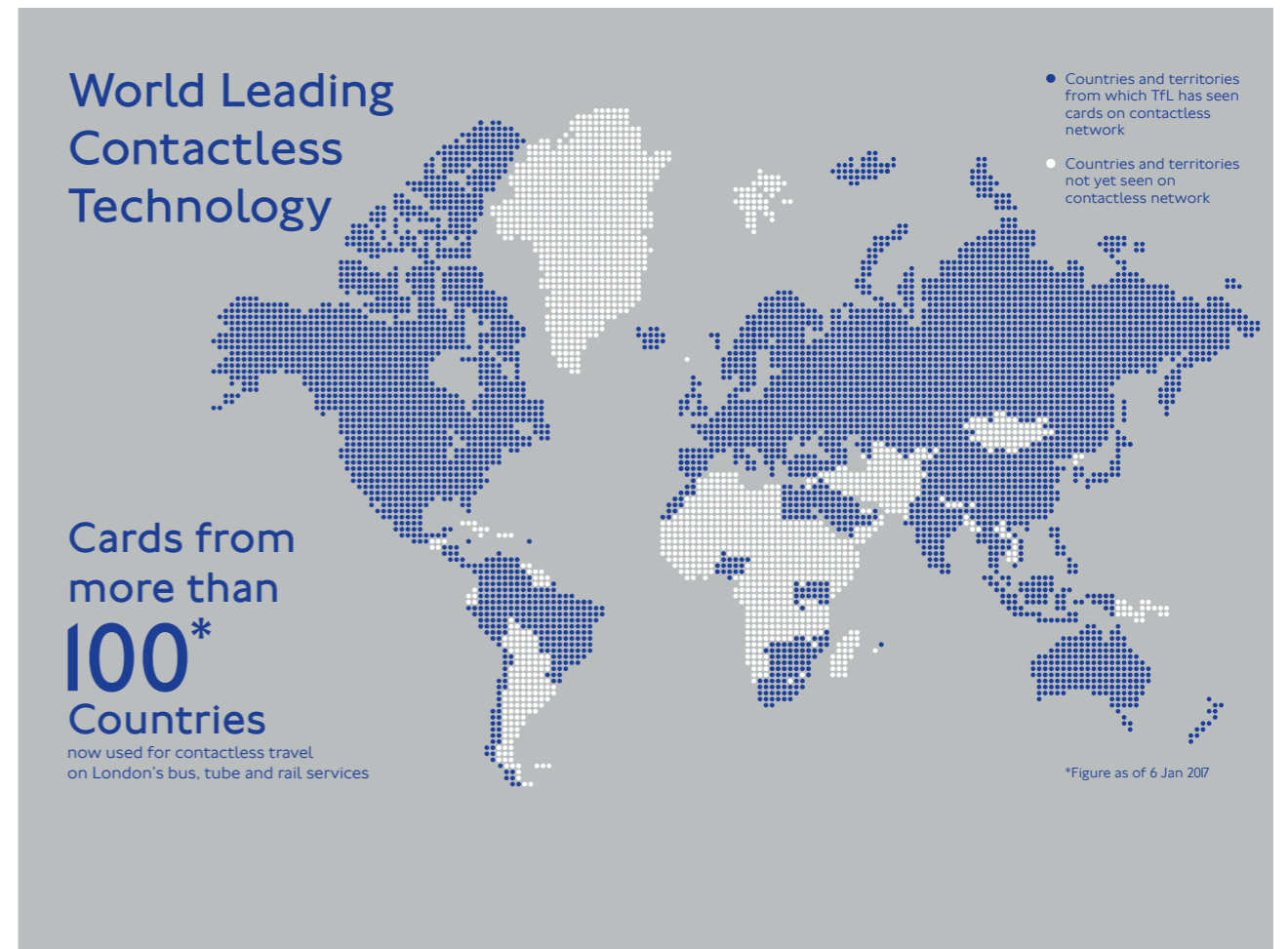
We worked closely with the City of London Corporation to communicate the operational plan for their closure of Tower Bridge to enable major works from 1 October to 30 December. There were three objectives: to spread demand across a number of river crossings; to raise awareness of the free diversion routes; and to encourage re-timing away from the busiest periods.

We worked together with City of London and TfL to plan all communications around Tower Bridge, with weekly joint communication meetings and a joint factsheet and communications plan to ensure a joined up approach and measurement of the effects of the communication.

To measure the outcomes, camera data and automatic counters were used on river crossings to monitor traffic. An innovative partnership with Telefonica (O2) enabled us to monitor and communicate directly with customers about the closure of Tower Bridge and their alternative travel options.

Early findings from our monitoring and evaluation show we achieved each of our three objectives:

- Drivers changed to a number of different crossings, with frequent drivers more likely to use the signed diversion routes than infrequent drivers



- The signed diversion routes had the largest increases in traffic flow. We saw 2,000 more vehicles per day northbound over London Bridge (half of additional northbound flow) and 3,000 vehicles per day over Southwark Bridge (over a third of additional southbound flow)
- During the morning peak (07:00-09:00), drivers who received a message from Telefonica were six per cent more likely to start their journeys at a different time to avoid the worst congestion

We will continue the evaluation of the outcomes, including data on bus usage.

WiFi data to improve our services

In a five-week trial, we collected customers' WiFi connection data at 54 stations in Zones 1-4 to get a better understanding of travel patterns.

Analysis of this data is now under way to get a more detailed understanding of how people move through stations and change between services, and how congestion happens.

The trial should help us to improve services and travel information and aid investment decisions. It will allow us to manage disruptions and events better and improve planning of timetables and station design. By understanding how people move through and around stations, we can increase revenue from advertisers and retail units that we can reinvest in improving services across London.

We will not disclose the data to third parties, or use it to identify individuals or monitor browsing activity. Posters in stations let people know the trial was in progress. Customers were able to opt out by turning off their WiFi while passing through the station.



The blue badge and card scheme will be rolled out permanently

Green lanes trial

A scheme to reduce crowding and the time trains spend at platforms is due to go on trial at King's Cross in March 2017. Aiming to change customer behaviour on station platforms, if successful, it will improve passenger flow, reduce congestion and therefore enable us to run more trains per hour, providing greater capacity on the network.

The trial will clearly differentiate the walking and waiting areas on platforms by creating green vinyl lanes that run the whole length of the platform, and spur off to the train doors. The non-green areas become the customer waiting areas. The dedicated moving space provided by the green lanes will improve the flow of customers getting on and off the train and entering and leaving the platform.

By using signs and reminders, the intention is to have the same success

in changing customer behaviour as the 'stand on the right' policy on escalators. If the trial in March goes well, we may roll out green lanes to other crowding pinch points across the network.

Please offer me a seat

Following a successful trial, our blue badge and card for people who are less able to stand on public transport will be permanently on offer from spring 2017.

The 'Please offer me a seat' badge, for those who need a seat but have difficulty getting one, was trialled last year. The six-week test was in response to passenger feedback which found that those with hidden disabilities and conditions, or those undergoing treatments, can often find it difficult to get a seat when they need one.

More than 1,200 people with invisible impairments tested the new badges,

which are similar to the popular Baby on Board badges.

During the trial:

- 72 per cent of journeys were said to be easier as a result of the badge
- In 86 per cent of journeys, participants reported feeling more confident when asking for a seat
- 98 per cent said they would recommend the badge and card to somebody who needs or would benefit from it

When the badge and card are launched, we will become the first European transport provider to introduce such a scheme.

Accessibility information

'Come on Board' is a local grassroots campaign particularly focusing on older and disabled people. The campaign aims to raise awareness of our accessible services by visiting groups across the Capital to give customers the knowledge and confidence to travel more and make the most of what London has to offer. It's a great opportunity to provide face-to-face help and advice to our customers.

Since July, we have visited over 60 organisations including AgeUK, Thomas Pocklington Trust, National Autistic Society and Camden Carers. Through these sessions, we have spoken with around 1,000 people across 26 London boroughs. We have also attended several borough mobility forums to raise awareness of the

campaign, as well as hosting a workshop at the London Transport Museum with Whizz-Kidz's London Regional Board to support their campaign calling for improved bus services for young wheelchair users.

Overall, feedback has been very positive. Participants tell us that they appreciate our efforts to reach out to them and they particularly welcome the opportunity to raise concerns and make suggestions to us. For example, some groups have told us that we need to do more to train our staff in being aware of customers who use canes and to be able to identify the different kinds, such as the red and white cane for people with visual and hearing impairments.

Since the campaign we have provided groups with over 2,000 copies of our maps and guides including Step-free Tube guide, Travel Support Card and large colour Tube map. The campaign has been featured on numerous websites, social media and newsletters. Several groups have also recommended the campaign to other colleagues who have also invited us along to speak to them.

Doug Paulley vs FirstGroup Plc

Mr Paulley – a wheelchair user – brought a claim against FirstGroup Plc about priority between users of buggies and wheelchair users in the wheelchair/buggy space on buses following a journey he took in Yorkshire.

5 People and awards

The claim, which was heard in the Supreme Court on 15 June 2016, concerned whether FirstGroup's policy of requesting passengers to vacate a wheelchair space on a bus when required by a wheelchair user was sufficient. Judgement was given on 18 January this year.

In allowing part of Mr Paulley's appeal, the Court decided that when a driver makes such a request and considers a refusal unreasonable, the driver should consider some further step to persuade the non-wheelchair user to vacate the space. Such steps might include the driver rephrasing any polite request as a requirement or stopping the bus for a few minutes with a view to persuading the non-wheelchair user to move. In this case, the Court considered that FirstGroup's policy did not go far enough but the Court declined to award damages to Mr Paulley.

TfL's policy on wheelchair access on buses states that wheelchair users have priority access to the wheelchair space. We consider it very important that the needs of disabled users are met. We are considering the outcome and whether changes are needed to TfL's policy in the light of the Supreme Court Judgment.

Staff recognition in New Year's Honours

Two of our employees have been recognised with the British Empire Medal (BEM) in the New Year's Honours for their work supporting people in the transport industry. Giles Barker was recognised for services to transport in London and the disability community, while Brendan Sleight was recognised with a BEM for services to transport in London and the Armed Forces Covenant.

Giles is a pioneer both within and outside our organisation, breaking down the barriers that people with disabilities face. He has volunteered in a leading role on the board of our Staff Network Group for Disability for seven years and has championed an increase in disability awareness, education and understanding throughout our organisation. His work has encouraged an open environment where work colleagues are empowered and confident to be themselves and open about their disabilities. He has also helped create a staff support peer group that focuses on mental health and pioneered the introduction of mental health first aid training. Outside of work, he advocated the creation of Purple Space, an external professional development hub, which offers information and advice to disabled staff network groups across both the public and private sectors.

Brendan is a role model both to those inside and outside our organisation, encouraging young adults and those within the Armed Forces to consider

a career within the transport industry. Brendan is chair of our Ex-Forces and Reservist Staff Network Group, which supports employees who have previously been in the Forces. He has organised three consecutive annual industry days, with another coming up in February. These aim to make wounded, injured and sick ex-Forces personnel and reservists aware of the career opportunities we can offer, both internally and in companies in our supply chain.

London First Awards

In January, our contactless scheme won the London Award for Innovation at the London First Awards. When you think about all the innovation that goes on in London across all sectors, this really is a remarkable recognition of what we have done for our customers.

Women in IT Awards

I am delighted to announce that Michele Hanson, our Chief Information Security Officer, won the Security Champion of the Year award at the 2017 Women in IT Awards.

After a keynote speech by the Chief of MI6, Sir Alex Younger, and in front of a crowd of more than 1,000 people, Michele was presented this prestigious award to recognise outstanding achievement by women in the IT industry. Citing her innovative approach to cyber security and its impact on the business and industry, the judges congratulated Michele for her outstanding work in advancing TfL's cyber protections.



The reinstated Paolozzi mosaic at Tottenham Court Road

Prince Michael of Kent International Road Safety Awards

We have been recognised internationally for our work to improve the safety of cyclists, pedestrians and motorcyclists in London. At a ceremony on 13 December, HRH Prince Michael of Kent awarded us with the International Road Safety Award for our ground-breaking work to reduce death and serious injury. This prestigious award highlights the innovative analysis, determined ambition and positive leadership that has helped to ensure the safety of London's road users continues to improve. This is the second time we have won this award – we received it in 2015 for the Construction Logistics and Community Safety (CLOCS) Programme.

NCE International Tunnelling and Underground Space Awards

London Underground has won the Global Tunnelling Project of the Year (under \$500m) Award for the Bond Street station upgrade at the 2015 New Civil

Engineer (NCE) International Tunnelling and Underground Space Awards. Crossrail, Europe's largest infrastructure project, won the Judge's Supreme Award. The annual award recognises excellence in international tunnelling and underground space projects.

Crossrail and London Underground were also successful in several other award categories including:

- London Underground – Rehabilitation Project of the Year – Bond Street to Baker Street tunnel relining
- Crossrail – Rising Star of the Year – Ponciano Perez Lupi from BFK JV (Crossrail's Western Tunnels and Farringdon station)
- Crossrail – Technical Innovation of the Year – BMW JV's uphill excavator at Crossrail's Liverpool Street and Whitechapel stations

Great Western Railway Craft Skills Award

The Tottenham Court Road station upgrade has won the prestigious Great Western Railway Craft Skills Award. The award recognised our best use of traditional craft skills in the removal, conservation and reinstatement of the Paolozzi mural mosaics.

Appointment of Professor Greg Clark CBE to the London Economic Action Partnership

Congratulations to our Board Member Professor Greg Clark CBE on his appointment by the Mayor as a business representative on the London Economic Action Partnership Board (LEAP). The new pan-London LEAP, which replaces the London Enterprise Panel, brings together the Mayor, London councils and business leaders across all the city's main sectors, to boost jobs and support economic growth in the capital.

Steps into Work

In December, 10 students successfully completed their 12 month 'Steps into Work' programme. This gives young people with learning difficulties and related barriers to employment the opportunity to gain skills that will help them find future fulfilling work. It also plays a central role in raising disability awareness across the business. One of the students is now employed with our Information Management team. Eight of the students have applied for roles as Customer Service Assistants as part of the recruitment campaign taking place with assessments scheduled for February 2017.

In January, 12 students started the most recent Steps into Work programme.

New scheme to tackle engineering shortage

On 24 November, I attended the London Transport Museum's launch of its new 'Enjoyment to Employment' initiative, to help tackle the severe shortage of skilled engineers by encouraging children, from nursery age onwards, to understand more about what is involved in engineering. The event, organised by the museum, brought together current and potential industry partners.

Through roleplay – such as mending a bus, or fixing a signal failure – the 'Enjoyment to Employment' scheme aims to transform this early interest into a career, with interventions up to the age of 25.

The next step is the museum's 'Route into Work' employability programme. This is open to all young Londoners and links young people to opportunities within TfL as well as our suppliers' job opportunities and apprenticeship programmes. The museum is working with us and industry partners, Telent and Siemens, to bring together educational expertise and industry expertise.

6 Value – efficient and effective delivery

Cost savings

Our Transformation Programme is driving £4bn of savings over the course of our Business Plan by improving procurement, renegotiating contracts, value engineering and implementing a new operating model.

A dedicated team has been established to deliver the transformation and cost savings required; coordinate activity and manage interdependencies; provide rigour, assurance, oversight and challenge; and drive cultural change across the organisation.

Specific savings targets and accountability have been assigned to individual members of my Executive Committee. Rigour testing is under way to ensure savings are deliverable and risk-assessed. The establishment of our new operating model, which will deliver a more efficient, customer-focused and commercially-driven organisation, is progressing.

Workstreams have been established to review every area of the business. This includes work to eliminate duplication across all functions, including our engineering and IT departments. High level designs for future business units have been approved, three workstreams have progressed into formal consultation, and a detailed timetable is agreed for all other workstreams to present their detailed designs to the Executive Committee.

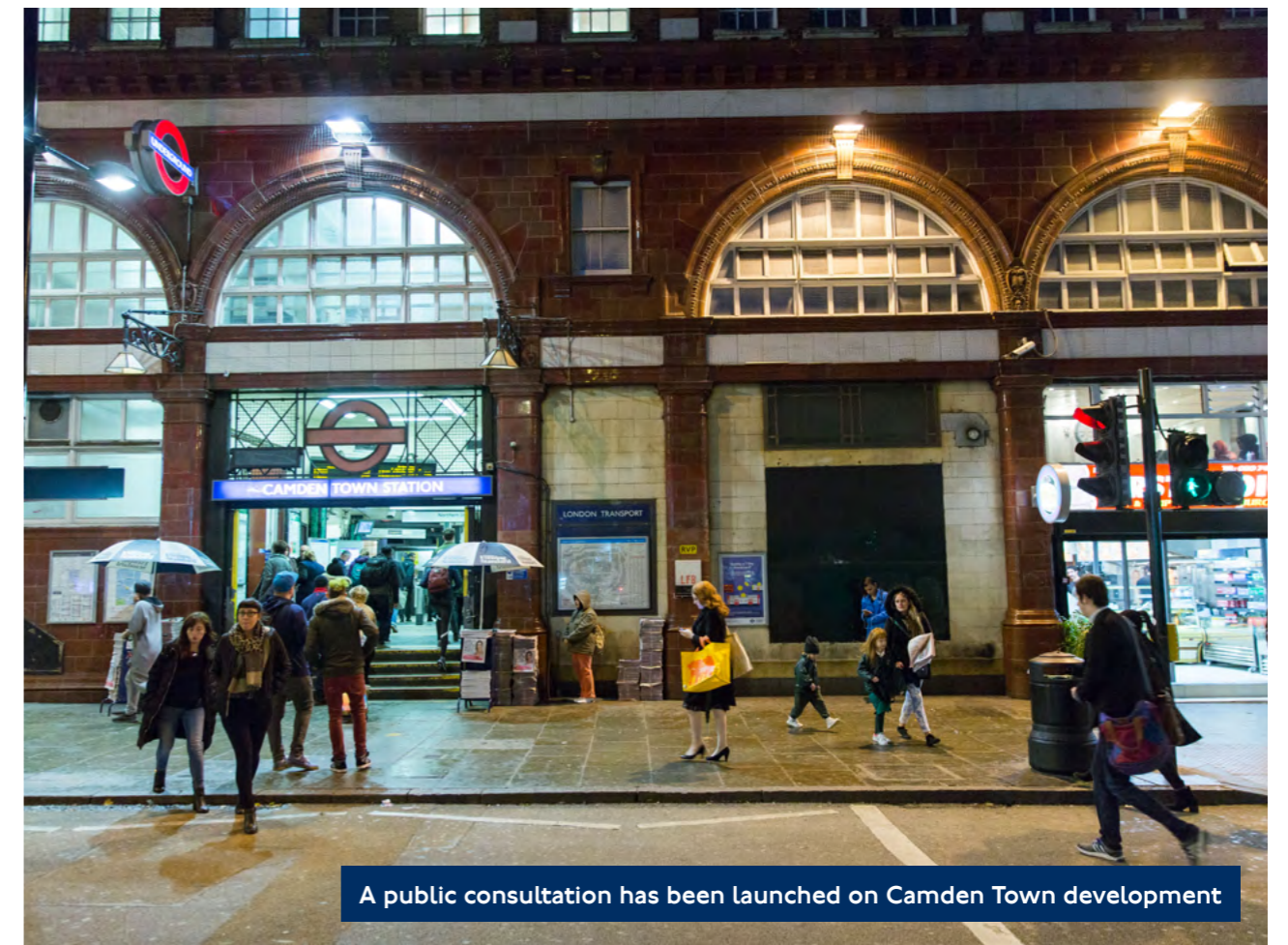
£500m deal to deliver complex civil engineering projects

We have signed a four-year framework deal with Costain, Morgan Sindall and Skanska to deliver some of our more complex, large scale, civil engineering schemes which will improve London's road network. The new £500m framework will see the contractors working with us to design and build some of London's most high profile and complex road improvement projects. The framework will help deliver a range of projects to transform highways, reduce dangers on the roads, improve journey reliability and encourage cycling and walking. Schemes, which we will receive bids for within the framework, could include projects such as the proposed Fiveways scheme in Croydon and the removal of the Vauxhall gyratory, as well as major asset renewal and upgrades like the A40 Westway structure.

Wood Lane arches

On 20 December, we announced plans to open up 31 railway arches near Wood Lane Tube station. We aim to transform these arches, which are largely unused, into a diverse mix of commercial, leisure and retail space, as well as creating new pedestrian passageways to improve connectivity in the neighbourhood and introduce new cycle parking.

The railway arches are along the Hammersmith and City line viaduct, between the Wood Lane Tube station and the A3220 West Cross Route in the



London Borough of Hammersmith & Fulham. Adjacent to these arches, major developments are under way, including the extension to Westfield London shopping centre and the construction of nearly 2,500 new homes, office spaces, restaurants, shops and leisure spaces.

Subject to planning permission, we intend to complete the project in two phases, coordinating with the construction timetables of the neighbouring developments. In the first phase, we plan to open 19 arches closest to Wood Lane Tube station in early 2018, when the new John Lewis store at Westfield is due to open. These arches will include 13 for retail and commercial use, three as new pedestrian access routes and three for storage and cycle parking.

In the second phase, we plan to open 12 arches closest to the A3220 West Cross Route, in line with the adjacent residential developments completing in

the early 2020s. These arches will include seven for retail and workspace use, four as new pedestrian access routes and one for storage and cycle parking.

Across the capital, we own approximately 700 commercial arches, conventionally viewed as only suitable for storage or light industrial use. We are assessing the current uses and what changes might be most welcome in the local area. Previous examples include converting railway arches into The Beagle restaurant in Hoxton, the Warren Evans furniture showroom in Hammersmith and Arch Studios, a music studio in Stamford Brook. The size and location of the new units at Wood Lane are likely to attract smaller chains and independent retailers, as well as small and new commercial businesses.

Camden Town over station development

On 11 January, we launched a public consultation seeking feedback on proposals to build above a new Camden Town Tube station entrance on Buck Street.

We plan to modernise Camden Town Tube station, one of the busiest interchange stations on the Tube, by making it more spacious and accessible, and creating a new entrance on Buck Street to meet the growing demand of customers and support the local economy. We plan to develop above the new station entrance to provide up to 70 new homes, a minimum of 35 per cent of which we expect to be affordable, while working with the London Borough of Camden to provide improvements to the area around the new proposed entrance. We will seek planning permission to build above the proposed new station entrance from London Borough of Camden next year. There will be further opportunity for people to comment formally as part of the planning application process.

The public consultation on the over-station development proposals will run until 8 February 2017. A public exhibition took place from 19-21 January. Subject to funding and permissions, work on the station and potential development could start in the early 2020s.

South Kensington station

Over the last year, we have been assessing how we can make better use of our land at and around South Kensington station. The station is one of the busiest on our network – with more than 30 million passengers using it each year – and is the gateway to some of London’s key destinations, including the museums on Exhibition Road, the Royal Albert Hall and Imperial College.

We already have more than 50 commercial and residential tenancies at South Kensington, delivering significant commercial income. We propose to make better use of the station by refurbishing the existing heritage buildings, developing new shops, homes and office space, and providing a new station entrance with step free access for the District and Circle lines. We intend to bring this development forward through a joint venture partnership with a developer.

On 4 January, we started early engagement with the development market by issuing a prior information notice. Since then, we have been soft testing the market by meeting with leading property developers to discuss the opportunity at South Kensington. We are looking for a long-term joint venture partner to help us bring forward a commercially-led scheme that reflects the station’s unique location and heritage. This market testing will be followed by the launch of the formal procurement process in March 2017.

London Transport Museum trading

While overall visitor numbers were 12 per cent behind last year, Christmas trading at Covent Garden was 12 per cent up on last year, with online sales having doubled. This reflects investment in the shop refurbishment, retendering of the webshop and a new fulfilment contract. Toys had more than a 45 per cent increase in sales compared to last year. The wooden City of London and Elizabeth Line train set, LTM Tube Train and London Bus toys were some of the best performing lines.

GLA Group Corporate Governance Framework

On 22 September 2016, the Board signed up to a revised GLA Group Corporate Governance Framework which has now been signed off by all functional bodies, the London Assembly and the Mayor. We comply with all of the requirements, with the only action not yet implemented being the submission of a report on gifts and hospitality acceptance by senior staff to the Audit and Assurance Committee, which is programmed for the March 2017 meeting.

Publication schedule

In line with our Transparency Strategy, in December 2016 we renewed the schedule of publications on our website, listing all of the publications, datasets and documents we intend to publish in 2017. The new schedule contains an increased number of datasets and documents. This can be found by searching 'publication schedule' on our website.

We have also created a Freedom of Information 'hub' on our website, where we will be publishing all replies made to FOI requests received after 1 January 2017. The new functionality also enables requests to be made to us online. FOI requesters are informed that our replies will be published, via the updated FOI pages on our website and the emails we send to acknowledge requests. The names and contact details of requesters will be removed before publication, as well as any other information in the request or our reply that might identify an individual.

7 Planning

Healthy Streets

We will shortly be publishing Healthy Streets for London, which sets out our vision for delivering the Healthy Streets Approach with our partners. This includes a foreword by the new Walking and Cycling Commissioner Will Norman, who will start in his role on 13 February 2017. The document sets out our new framework for reducing the dominance of motor traffic on streets and getting more people walking, cycling and using public transport by creating safer, more inclusive and more attractive street environments. TfL's Business Plan includes around £2bn investment to deliver this vision, and we will be making changes to how we work at every level in the organisation and how we communicate with Londoners and our partners and stakeholders to embed the Healthy Streets Approach. A Healthy Streets Steering Group is coordinating activity across the business, the details of which will be set out in our second Health Action Plan later this year.

Crossrail 2

Work continues to finalise the Strategic Outline Business Case (SOBC) for submission to the Government in March 2017. Drafts of the five cases (commercial, economic, financial, management and strategic) have been shared, and comments received from sub-panel members, the Crossrail 2 Programme Board, GLA colleagues and the Department for Transport (DfT). A series of meetings and detailed briefings

are planned before submission, to ensure a robust and comprehensive SOBC – including a further session with Lord Ahmad, Parliamentary Under Secretary of State for Transport and a workshop with members of the DfT's Business Investment and Commercial Committee. The Crossrail 2 Programme Board also met in January to further comment on the SOBC.

There has been good progress and joint working with the Greater London Authority in preparing the Housing Delivery Report, which will be included as an appendix to the SOBC. This will explain how we will deliver the 200,000 new homes proposed along the route. There has also been extensive work undertaken to ensure Crossrail 2 aligns with the Strategic Housing Land Availability Assessment and wider London Plan discussions.

The team are working towards the next route-wide public consultation, which will take place later this year following submission and endorsement of the SOBC. Discussions are continuing with DfT officials regarding an update to the safeguarding directions.

Mayor's Transport Strategy

On 4 January we held an excellent session with our Board and a number of Deputy Mayors on the emerging draft of the Mayor's Transport Strategy. We continue to engage with a wide range of stakeholder groups as we prepare to publish a draft strategy for consultation in spring 2017.

Transforming Oxford Street

We are working with Westminster City Council (WCC) and the Mayor's office to develop proposals to transform Oxford Street, radically reducing traffic to improve road safety, boost air quality and make the West End an even better place in which to work, live and visit.

With WCC, we have started an early dialogue with a number of key stakeholders in the West End. Preliminary discussions have explained our ambitions for the Oxford Street district, and sought to understand stakeholders' views on what we should prioritise as key considerations for the project, including the extent of traffic reduction and local area improvements. We are also sharing information on our modelling process at an early stage to demonstrate our district-wide approach to the project and enable affected communities to have a say.

During December and January, we have met property and land owners, residents' associations, retailers, Business Improvement Districts, hotels and accessibility groups. We will continue to engage with stakeholders in the lead up to the launch of a joint consultation with WCC in April.

Bakerloo line extension

We are preparing to undertake further consultation with the public and stakeholders on the extension of the Bakerloo line, south of Elephant and Castle. This is expected to launch in

February. It will look at the options for locations of stations and ventilation/intervention shafts, including the worksites at each. The consultation will provide important feedback enabling us to progress towards an application for planning powers by 2020.

Aviation

Heathrow expansion

Several boroughs, Greenpeace and a local resident are seeking to judicially review the Secretary of State's decision that increased airport capacity should be achieved by building a third runway at Heathrow. The Mayor and TfL are both interested parties in the proceedings. As mentioned in my last report to Board, the Mayor has directed us to provide expert advice and help to anyone who challenges the Government's decision and to participate in that challenge as appropriate.

A High Court hearing took place on 19 January to consider the Secretary of State's request that the claim be struck out on the basis it is premature, having been issued before the start of a statutory consultation process on a draft National Policy Statement, which will include the third runway option. Together with the Mayor, we made submissions against the claim being struck out. Judgement was handed down on 30 January in favour of the Secretary of State and an order to strike out the claim was made. Permission to appeal the decision is being sought.

Air quality

The consultation on new proposals to improve air quality in London closed on 18 December. It included detailed proposals for the implementation of an Emissions Surcharge to the Congestion Charge in 2017 and ideas for improving the Ultra Low Emission Zone (ULEZ). More than 15,000 responses from the public and stakeholders were received and the results of the consultation will be published in the coming weeks.

Travel in London Report

On 22 December, the latest annual Travel in London Report was published on our website. These reports describe how travel in the Capital is changing and provide an interpretative overview of progress towards implementing the transport and other related Mayoral strategies, to inform future policy development. They also provide an evidence and analysis base for the general use of stakeholders and policymakers. The ninth report in the series looks at how the travel habits of Londoners are changing as the city's population reaches ever higher levels and considers how the demand for travel will continue to grow over the coming decades.

List of appendices to this report:

None

List of background papers:

None

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