

Board



Date: 22 September 2016

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 19 July 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 – September 2016

List of Background Papers:

None

**Mike Brown MVO
Commissioner
Transport for London
September 2016**



Commissioner's Report

22 September 2016

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 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. Under the Mayor's housing strategy, we are using our surplus 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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This paper will be considered in public

1 Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 19 July and updates on significant projects and initiatives.

Cover image: The Night Tube began in August

2 Delivery

Night Tube

The Capital's first all night Tube service began on Friday 19 August on the Central and Victoria lines. The Mayor launched the service in the early hours of the morning when he travelled from Brixton on the first Victoria line Night Tube. More than 100,000 customer journeys were completed during its first weekend of operation, with 44,600 journeys made on Friday night and 51,700 journeys on Saturday night. On the first two weekends, Oxford Circus station saw the highest number of entries made with 12,700 over the launch weekend. Stratford station saw the highest number of exits made with 9,200 over the same weekend.

The Night Tube will help Londoners get to work or home at night quickly, safely and affordably. Services will cut late-night journey times by an average of 20 minutes, and in some cases by more than an hour, supporting thousands of jobs and boosting the Capital's 24-hour economy.

To ensure the safety of our passengers, which remains our top priority, we are spending an extra £3.4m in policing. This will enable around 100 British Transport Police (BTP) officers to be out on the network when full Night Tube services are under way, ensuring at least as many officers are out during the night as would be seen during the day.



The Night Tube will boost the Capital's 24-hour economy

We also minimised noise disruption for people living and working near the affected lines with upgrades for track fixings and by reducing the number of station announcements. A specialist Noise and Vibration Working Group was introduced to address all noise related issues across the London Underground (LU) network, prioritising Night Tube critical locations.

Night Tube services will start on the Jubilee line on 7 October, with Northern and Piccadilly lines following in phases before the end of the year, once 200 part-time drivers have completed their 14-week training programme.

London Underground (LU) Piccadilly line upgrade

Design and enabling work continues on the next series of line modernisations for the Piccadilly, Central, Bakerloo and Waterloo & City lines, with the current focus on the Piccadilly line upgrade.

Procurement of the new generation of trains is progressing well, with bids from the manufacturers due by 26 September. The contract will be awarded in autumn 2017 following the evaluation of these bids and further negotiations with suppliers.

Procurement of the signalling and train control system is also underway, and the suppliers' responses to the pre-qualification questionnaire currently being evaluated. Shortlisting of suppliers

will be completed in September following reviews of governance and assurance. An invitation to negotiate for tender of the new signalling system will be issued in the autumn.

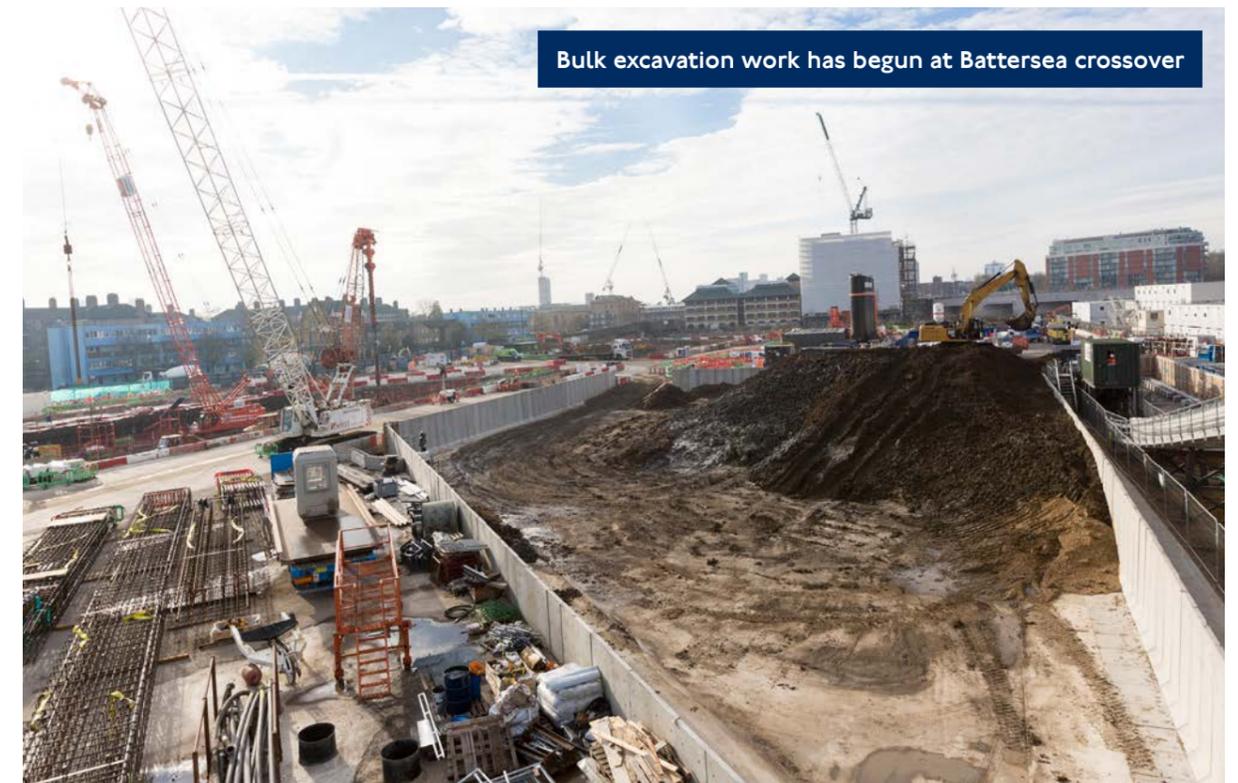
We are making good progress with the evaluation of options for the upgraded depot maintenance and stabling for the new trains. Extensive remodelling and modernisation of the Piccadilly line depots at Northfields and Cockfosters will take place before the delivery of new trains in the early 2020s.

The upgrade to facilities, signalling and the additional new trains will enable us to deliver faster, more frequent and reliable journeys for our customers, and peak-hour capacity in central London on the Piccadilly line will be boosted by around 60 per cent.

Modernisation of Metropolitan, District, Circle and Hammersmith & City lines

The Circle, District, Hammersmith & City and Metropolitan lines make up 40 per cent of the LU network. Since 2010, we have been introducing new, walk-through, air-conditioned S stock trains and upgrading our signalling equipment to deliver a better on-train experience and more reliable and frequent services.

Depot, station and siding modifications are allowing us to accommodate the new S stock trains. S stock trains are now running on the Metropolitan, Circle



Bulk excavation work has begun at Battersea crossover

and Hammersmith & City lines and 62 (of a total of 80) new trains for the District line have been delivered. All new trains will be in service by the end of 2016, ahead of the Department for Transport's (DfT) milestone date of 31 December. Once the roll-out is finished, we will have introduced a total of 192 new trains across the London Underground network.

As an integral part of the S stock rollout, we are removing old District line trains from service. So far, we have disposed of 53 of the 75 D stock trains, and the maintenance of D stock at Ealing Common depot has now finished.

We completed further work to introduce regenerative braking, which generates electricity for the system through the action of braking. This has enabled us to reduce the overall power consumption on the District line generating an annual cost saving of £200,000.

Northern line extension (NLE)

The extension to the Northern line runs from Kennington to a terminus at Battersea Power Station via a station at Nine Elms. Its primary aim is to enable sustainable regeneration of the Vauxhall Nine Elms Battersea Opportunity Area, where there is potential to create up to 20,000 homes and 25,000 jobs, supporting economic growth in London and the wider UK economy.

Bulk excavation work has begun at the NLE's Battersea crossover, Nine Elms station and at both Kennington shafts.

At Battersea, the focus is on excavating to the level where the two tunnel boring machines (TBMs) will be launched in 2017. The TBMs will arrive on site in October 2016.

At Nine Elms, the TBMs will need to pass 1.8 metres beneath the 3.4 metre diameter Thames Water South West

Storm Relief Sewer. To protect the sewer from damage we are working to make the structure flexible so it can move as the TBMs pass beneath.

All NLE sites now transport excavated soil to the Battersea worksite, and from there it is shipped by river barge to a land reclamation site East of Tilbury. More than 145,000 tonnes of soil has already been removed by barge, effectively taking over 15,500 lorry journeys off London's roads. We continue to provide the Battersea Power Station Development Company with details of

the cost increases resulting from changes to its development above the new station at Battersea. We are also working with our contractor to reduce overall cost where possible.

Victoria

The continuing programme of work at Victoria will more than double the size of the existing station. It will deliver an improved interchange between the Victoria, District and Circle lines, and provide nine new escalators and eight new lifts.

We are currently preparing to open a new north ticket hall and entrance in Cardinal Place by the end of 2016 which will provide step free and improved access from the Victoria line platforms to Victoria Street.

Structural works to the north ticket hall are now complete. This represents a significant project milestone which has been completed and meets the original target date first set in 2010.

Fit-out of the new north ticket hall and south ticket hall is well under way, with escalators installed, lifts in progress and mechanical, communications, fire and electrical systems all being coordinated, tested and integrated to complete a fully functioning station system. The station continues to be worked on during engineering hours, with new systems and new finishes, which include wall tiles, ceiling tiles and cladding.

Bond Street

Work has progressed well at Bond Street station, with a cap successfully installed on one of the construction shafts. This allows for the creation of back-office rooms for operational staff and equipment and a new power substation above the shaft. The fit out of the tunnels is progressing well.

The escalators have been successfully positioned, having been lowered down the shaft section by section. These vital elements remain on target to provide new and improved access to the Jubilee line.

Tottenham Court Road

We continue to make good progress on work to transform Tottenham Court Road station which is due to be completed this year. The work will feature three new entrances, a ticket hall five times larger than its original size, eight new escalators and five new lifts to provide step-free access.

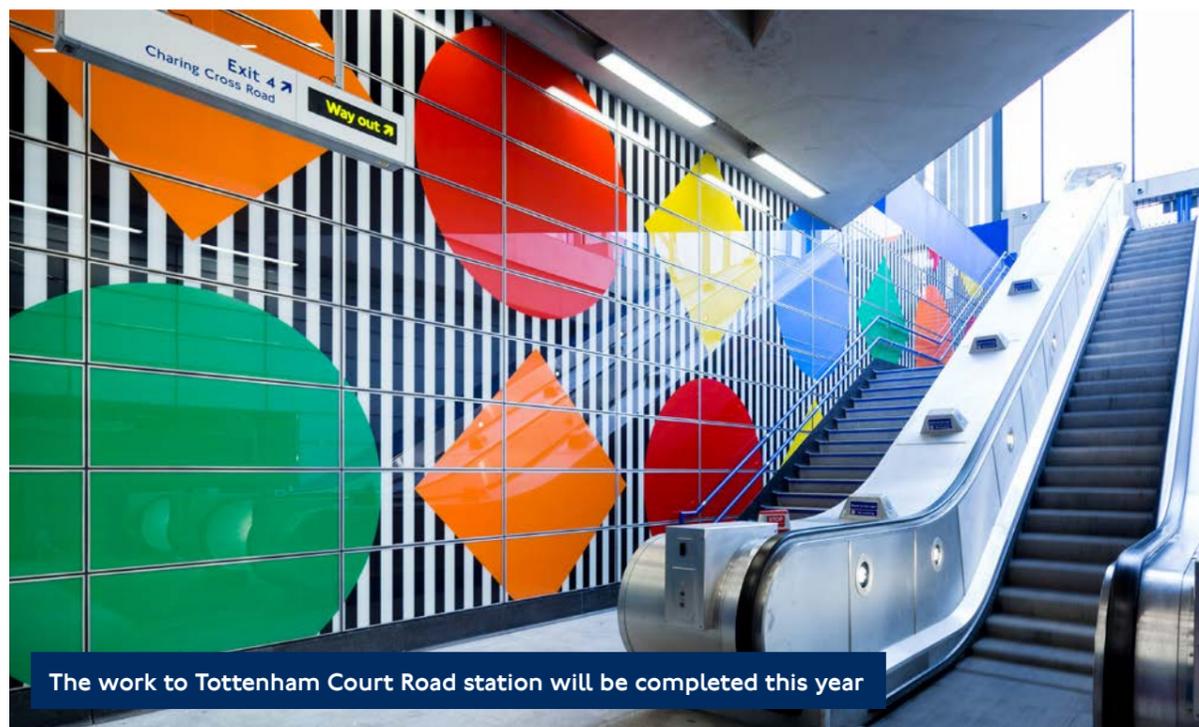
The northern, smaller, plaza glass entrance structure has now been constructed and is being fitted out ahead of completion in October this year.

Charing Cross Road has now been reopened to a three-lane highway at the junction with Oxford Street. Urban realm works are continuing which will deliver wider pavement areas outside the station and wider public crossings of Oxford Street. There will also be new lights, street signs and litter bins around the plaza entrances.

We continue to make good progress on the new step-free access lifts, the platform cladding, wall and floor tiling and other finishes.

Vauxhall

Work at Vauxhall station is nearly complete, with final finishes now underway. Issues with electrical installation have delayed completion to late autumn 2016. Once the new 16-person lift from platform to ticket hall is in service, Vauxhall will provide a fully accessible interchange between rail, bus and Tube.



The work to Tottenham Court Road station will be completed this year

Bank

The modernisation of Bank station began in July this year and by 2021 its capacity will be increased by 40 per cent.

Bank and Monument stations are used by more than 57 million passengers every year and demand has risen by more than 50 per cent in the past 10 years.

Preparation of the site, bounded by King William Street, Nicholas Lane, Cannon Street and Abchurch Lane, continues and two of the five buildings have now been demolished. The Arthur Street worksite is being prepared for tunnelling which is due to start in March 2017, following the completion of archaeological works in Arthur Street by Museum of London.

Paddington

We completed major renewal work on the Bakerloo line escalators at Paddington station nearly two weeks ahead of schedule. During the works, the Bakerloo line platforms were closed and trains did not stop there (customers could still use the Circle, District and Hammersmith & City lines). The platforms re-opened on 1 August and Bakerloo line trains are now stopping at the station again. The renewal works have extended the life of the two escalators by a further 20 years and improved their reliability which is critical as the Tube carries more customers.

During the closure, engineers tunnelled underneath the station to create connections at platform level for the

provision of escalators and a lift to minimise disruption. In the future, the new link is intended to make interchange as quick and easy as possible for passengers between the Bakerloo line and the new Elizabeth line services in 2018. To minimise disruption, we combined the escalator and Elizabeth line preparation work.

Around 165,000 customers use Paddington Tube station every day – with 82,000 people using the Bakerloo line. When the Elizabeth line starts running, the number of customers using our services at Paddington is expected to increase to 248,000.

Tower Hill

At Tower Hill station we installed two new lifts between the ticket halls and the platforms, which are served by the Circle and District lines. This provides step-free access between the Tube station, Tower Gateway DLR and National Rail services at Fenchurch Street station, benefiting disabled people, families with young children and those with heavy luggage. Twenty-two million customers use Tower Hill every year, including many tourists. It is the closest station to some of London's biggest attractions.

Camden

We carried out essential track replacement at Camden Town station – one of the busiest junctions on the Tube network and one that still relies on decades-old infrastructure.

The modernisation work will improve journey times and ensure a more reliable service.

The work was planned for August to coincide with the quieter summer period and minimise the disruption to our customers.

Holborn

We have started to replace all seven escalators at Holborn station, which are being worked on two-at-a-time in order to complete the refurbishment as soon as possible. The upgrade will boost the reliability of the escalators to ensure the station can continue to deal with ever-increasing passenger numbers.

There are four escalators between the ticket hall and the intermediate concourse for the Central line, and three from the immediate concourse area to the Piccadilly line platforms.

Holborn is one of the network's busiest stations, with more than 60,000 customers exiting the station every weekday and over 40 million customers using it each year.

Services on both lines will continue to stop at the station. Disruption will be kept to a minimum; with the station operating as exit-only during the morning peak. There will be no interchange between the Central and Piccadilly lines at those times although customers will

still be able to interchange from the Piccadilly to Central line.

Holland Park

Holland Park station reopened following a seven-month closure for refurbishment and the replacement of the old lifts. Unreliable lifts and limited space in the ticket hall had made the station difficult for both customers and staff.

The refurbishment delivers a brighter and more spacious ticket hall while preserving many original heritage features. We also installed energy-efficient lighting and upgraded the finishes on the platforms and passageways. We added dual-level handrails, hearing induction loops and tactile surfacing to improve accessibility and improved security, with the installation of platform help points and more CCTV.

Replacing lifts at a station like Holland Park – which has one deep level lift shaft – takes several months to complete due to the restricted space and the complexity of working in such cramped conditions. To replace the lifts safely and minimise disruption, we closed the station while the work was carried out.

The station reopened in time for the Notting Hill Carnival, its busiest time of year.



The delegation who travelled to Bombardier Transportation in Derby on 29 July to unveil the first of the new Elizabeth line trains

Cooling the Victoria line

Customers travelling on the northern part of the Victoria line are benefiting from more comfortable temperatures on their journey after a new chiller system was installed.

The fan system works by drawing in fresh air from the street through coils which have chilled water flowing through them. It can move the equivalent of 33 double-decker buses full of cold air every minute. Chilled air is sent into a mid-tunnel shaft between Walthamstow Central and Blackhorse Road Tube stations, reducing temperatures on the platforms and in the tunnel by up to three degrees.

Walthamstow has been one of the warmest stations on the Victoria line, so the chiller system will help customers during the warm weather.

Aerospace technology trial

We are trialling a new lightweight Tube door that uses aerospace technology. The trial, on the Central line, will enable us to verify the benefits of rolling out new lightweight materials across the network.

The total weight saving of using new lighter material for doors across a Central line train is 1.25 tonnes. The new doors offer less stress on the mechanical parts of trains, less power is required to move trains, and there is less wear on the track, resulting in fewer large scale maintenance works and line closures.

For customers, the potential benefits are fewer door-related failures leading to fewer delays.

TfL Rail

Elizabeth line step-free access

The Elizabeth line will serve 40 stations, linking Reading and Heathrow in the west, to Shenfield and Abbey Wood in the east, with 21km of new twin-bore tunnels under central London. It is anticipated that more than 200 million journeys will be made on the Elizabeth line every year.

We awarded a contract to deliver step-free access at three stations, Maryland, Manor Park and Seven Kings, as part of major improvements ahead of the start of Elizabeth line services in December 2018.

The improvements will include new lifts, walkways and footbridges to Seven Kings and Manor Park stations. Maryland ticket hall will also be remodelled. These stations are currently served by TfL Rail, and will become part of the Elizabeth line in 2018.

Customers are already benefiting from having staff present from first to last train at TfL Rail stations. Step-free access is expected to be available at all 40 stations from late 2017.

From May 2017, new fully accessible, walk-through trains will be introduced on the TfL Rail route between Liverpool Street and Shenfield. All platforms and trains across the Elizabeth line will be fully accessible by the start of Elizabeth line operations in 2018, with step-free access and manual boarding ramps at stations

where it is not possible to provide level boarding.

First Elizabeth line train takes to the test track

On 29 July, I unveiled the first of the new state-of-the-art Elizabeth line trains as it took to the test track at Bombardier Transportation in Derby.

In total a fleet of 66 new trains will operate on the Elizabeth line, serving the West End, City and Docklands and running from Reading and Heathrow in the west across to Shenfield and Abbey Wood in the east, through all 40 stations.

Each train is constructed from lightweight materials and will regenerate electricity back into the power supply when the train brakes, using up to 30 per cent less energy.

The new Class 34 trains will enter service in May 2017 on TfL Rail between Liverpool Street and Shenfield. The first trains will be seven carriages and 160 metres long to fit existing platforms at Liverpool Street through the same regeneration braking system introduced on the network.

Nine-carriage, 200-metre-long trains, each able to carry up to 1,500 people, will be introduced from May 2018, initially between Heathrow and Paddington. All the trains feature walk-through carriages, air conditioning, CCTV for passenger security and real-time travel information.

Custom House station

Since its construction in 1994, Docklands Light Railway (DLR) Custom House station has seen a number of major upgrades and is now about to get another to accommodate the anticipated increase in customers over the next 30 years.

The work will see a new mezzanine area directly above the platform and two new staircases leading from the platform. The new elevated section will also be connected to the DLR footbridges and the recently opened Elizabeth line footbridge, providing additional capacity for passengers.



An artist's impression of the upgraded Custom House station

Beckton maintenance depot

The wheel lathe (specialist equipment which enables the trains' wheelsets to be kept in good condition) in the Beckton Maintenance Depot is to be stripped out, each component refurbished, and then re-built, effectively providing us with a new lathe, but without the disadvantage of replacing it with a completely new unit. The contract has been awarded to Sogema, a French company specialising in this field.



The Mayor made the first station-to-station journey from Custom House to Canary Wharf

Crossrail

On 31 August the Mayor rode on an engineering train and made the first station-to-station journey from Custom House to Canary Wharf. The event also marked the completion of 75 per cent of the project and half of the permanent track having been laid.

Crossrail's central section construction programme remains focussed on fitting out the tunnels, shafts and portals. Track laying continued and an important milestone was achieved in August, when the track concreting train completed its work to reach Stepney Green. The train is now being reconfigured so it can commence works in the tunnel section between Stepney Green and Pudding Mill Lane. In addition, installation of floating track slab (a specialist type of slab that the track gets laid on to reduce vibration and noise) has commenced between Bond Street and Tottenham Court Road. Ninety per cent of platform edge screen frames have been installed and drilling eastbound and westbound between Stepney Green and Pudding Mill Lane has been completed.

A major milestone was reached in July with the completion of the new Elizabeth line platforms at Liverpool Street. The two 240-metre platforms were pre-fabricated in more than 500 pieces at a state-of-the-art factory over 130 miles away near Sheffield. They were then transported to London, lowered down the station's main shaft and pieced together below ground. Platform construction is now complete at all central London Elizabeth line stations, with just Whitechapel remaining. This enables handovers at multiple sites from our station contractors to our system-wide contractors.

Crossrail's four-month blockade at Ilford Depot commenced in August. The scope of work to be completed is challenging but is project critical for TfL Rail Services between Liverpool Street and Shenfield using the new Class 345 rolling stock commencing in May 2017. Cost pressures have emerged in the contract and are being managed to ensure a successful outcome and it is vital that there is full cooperation between Crossrail, our



Platform construction at Liverpool Street station



The Acton dive-under is now complete

contractor VolkerFitzpatrick, Network Rail (depot owners), Bombardier Transportation, Abellio and MTR.

Surfaceworks

The £2.3bn upgrade of the existing rail network for Crossrail, being undertaken by Network Rail, is now over 70 per cent complete.

The new dive-under at Acton is structurally complete and is on schedule to open early next year. Currently, passenger services passing through Acton are held up by freight trains entering and leaving a nearby freight yard. The new dive-under will allow Paddington-bound services to pass under the slower freight trains, avoiding delays, increasing capacity and improving reliability. In addition, the new Abbey Wood station has come a step closer to completion with the opening of a new Kent-bound platform. Both the

Kent-bound and London-bound North Kent line platforms are now complete, meaning customers will benefit from better seating, improved lighting and canopy cover, new customer information screens and new CCTV cameras.

Key events

In July, Crossrail published its 2016 Sustainability Report (www.crossrail.co.uk/sustainability) which outlines the progress the project has made on the economic, environmental and social sustainability of the infrastructure that will become the Elizabeth line. The report's publication coincided with Crossrail's sustainability awards which recognise teams and individuals across the supply chain that are committed to achieving our vision of a sustainable railway. The project was also named as Infrastructure and Transport Project of the Year at the Evening Standard's Business Awards.

In August, Crossrail awarded the last of its major contracts, marking the close of one of the country's biggest ever procurement programmes. The final £26m contract for a maintenance facility at Plumstead was secured by a joint venture comprising Alstom Transport, TSO and Costain.

The facility at Plumstead will house the staff and the equipment required for the maintenance and upkeep of the tracks and other infrastructure in the Elizabeth line tunnels. As part of Crossrail's Learning Legacy initiative (<http://learninglegacy.crossrail.co.uk>), information and key learnings have also been shared with the teams developing the supply chain for High Speed 2. This is part of a broader approach to share the techniques and knowledge with other major UK infrastructure projects.

In September, Crossrail participated in Open House London for the fifth year

running. More than 5,000 members of the public were able to see behind the hoardings across seven Crossrail station sites at Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel, Canary Wharf and Custom House. Station architects and construction staff were on hand to explain the current works and design features, inspiring future customers.

London Overground

London Overground concession

We are preparing for the start of the next London Overground (LO) concession in November. We are working with the new operator Arriva Rail London to manage all legal, regulatory and commercial matters to ensure a successful and smooth transition. This includes transferring customer relations, publicity, marketing and prosecutions functions to us as part of our ambition to centralise and deliver a consistent approach for customers in these areas.



Walthamstow Central improvements will make interchange easier for passengers

Walthamstow Central integrated station

We have completed improvements at Walthamstow Central that make changing between services easier, provide congestion relief and increase revenue protection.

Improving accessibility

We have awarded a contract to improve accessibility on platforms to allow mobility impaired customers to get on and off trains without help. The first set of humps will be installed at Canonbury this autumn and we will be closely monitoring the project to see if we could introduce humps across the network.

London Trams

London Trams network closure

Between 5 to 16 August, we closed the network between Reeves Corner and Blackhorse Lane/New Addington, to replace track, renew drainage and clear vegetation. It was also an opportunity to work with stakeholders, such as

the London Borough of Croydon, to undertake additional work to replace the kerbs and pavement at East Croydon station, install a new track crossing at Lansdowne Road and new lighting columns around the Croydon town centre loop. We also used the closure to improve signalling at the junction of Wellesley Road and George Street.

Trams refurbishment

The original fleet of 24 trams has received a mid-life refurbishment after 15 years in service, with new flooring, seat moquette, grab rails and handles, and a complete interior repaint.

The roofs have been resealed to address leaks – a frequent complaint from customers and drivers. Each tram has taken just 16 days to be returned back into service and the whole fleet has been completed in just six months without affecting service availability or performance.

Roads

Ultra Low Emission Zone (ULEZ)

We are making good progress with the rapid charging infrastructure project to achieve our targets of 150 rapid charge points in the Capital by the end of 2018 and 300 by the end of 2020.

Rapid charging electric vehicle infrastructure will support drivers buying zero emission capable taxis from mid-2017 and the wider uptake of ultra low emission vehicles. The public procurement for a framework of operators is continuing and a bidders' briefing session was held on 1 August to explain the requirements for the invitation to participate stage. We have been working with London boroughs and landowners to secure suitable locations to install infrastructure, and identifying potential sites on our road network and estate.

Major road improvement schemes

Silvertown Tunnel

In July we placed adverts in the national and London press and sent letters to interested parties advising of the opportunity to register with the Planning Inspectorate to give views on our plans for the Silvertown Tunnel.

The tunnel would help ease congestion and poor reliability at the Blackwall Tunnel, where demand far outweighs capacity. It would also support London's population growth and economy and transform local cross-river bus services.

Our Development Consent Order application for the project was accepted by the Planning Inspectorate in May.

Wandsworth Town Centre

We have now finalised the concept design following the generally favourable outcome of the detailed consultation undertaken in late 2015/early 2016. We are due to make a submission to the TfL Board in December which is required for compulsory purchase of land. Subject to the necessary financial approvals and permissions, work could start mid-2018.

Highbury Corner

We published a report on the consultation responses in August, setting out the basic information on responses to the scheme alongside the main issues raised. We will publish plans for the next stage of the project in the autumn. Subject to the necessary approvals, construction could start in 2018.

Highbury Corner Bridge

Highbury Corner Bridge, which we jointly own with Network Rail, carries the A1 across the LO railway.

The East London line demolition and replacement works under the station forecourt have now been completed as part of Phase I of the Highbury Corner Bridge programme, utilising a Crossrail possession of the line. Works were completed in August 2016.

Hammersmith gyratory

On 5 August we published a report showing that 79 per cent of respondents support or partially support our proposals, which aim to deliver a safer and more direct east-west cycle route through Hammersmith town centre. We also proposed bus priority measures, such as a new bus lane, to improve journey times for many bus passengers. In the report we stated our intention to go ahead with the scheme as planned, committing to investigate the feasibility of retaining a pedestrian crossing after some stakeholders raised concerns at its proposed removal.

Subject to the necessary approvals, construction could start in 2017.

Stockwell

We are delivering major improvements for cyclists at the junction of the A3 and A203 at Stockwell on Cycle Superhighway 7. The gyratory is being replaced with two T-junctions and the new highway layout includes the partial closure of South Lambeth Road to create a peninsula with shared use footway.

The works to transform the Stockwell Memorial Garden are progressing well, with the final drainage connections and new lighting units now installed. Paving is being laid along the eastern section of the Memorial Garden and tree pits have been excavated. Work is due to complete in the autumn.

Power Road bridge

We are replacing the Power Road Bridge which has reached the end of its operational life and is beyond simple repair. We are delivering a new replacement bridge which carries the A406 (Gunnersbury Avenue) over two Network Rail lines. A service bridge to carry the utilities that run along the A406 was moved into place on 17 July and we maintained one lane of traffic in each direction to minimise disruption for road users.

Works to divert the utilities onto the bridge began on 18 July and work will continue on the project throughout the year, with demolition of the first half of the main bridge planned for December.

Upper Holloway Railway bridge

We are preparing to create utility troughs to allow the utilities to be diverted off the road bridge. We are working with Network Rail as it takes the designs through an approval process and we are hopeful this will be completed imminently.

Ardleigh Green bridge

We are replacing the highway bridge above four railway lines and installing a new service bridge to carry utilities.

The final utility connections have been made and commissioning was done in mid-July. A contraflow system over the bridge was introduced on 24 July by closing the eastbound carriageway of the

A127 and converting the London-bound carriageway to two-way operation. The contraflow will allow access to the road area for piling for the new bridge to start in advance of the demolition of the first half of the main bridge during a weekend closure of the railway in November.

Regional Improvement Programme

The Transport for London Road Network (TLRN) Regional Improvement Programme delivers essential multi-modal physical changes to the roads, often responding to critical road safety issues and congestion problems. Since the end of March, the programme has delivered 10 schemes on the TLRN, including:

- (a) A205 Thurlow Park bridge signage scheme – new signage and detection technology installed due to a history of bridge strikes by large vehicles
- (b) A4 Great West Road/Ridgeway Road scheme – a new signalised pedestrian crossing, installed across a six-lane carriageway of the A4 in Hounslow
- (c) A2 Old Kent Road (between Mandela Way and Marcia Road) – loading/unloading provision changed to improve traffic flow and journey time reliability, particularly for buses along this key corridor
- (d) A3 Clapham High Street 20mph speed limit trial – the scheme encourages better driver behaviour and speed awareness, to reduce the number of

collisions and to encourage cycling and walking in the area

- (e) A10 Stamford Hill/Manor Road scheme – an improved crossing has been installed to address a history of collisions and in turn provide better facilities for cyclists and pedestrians and a clearer layout for road users

Road Safety

Obstructions on the highway

Operation Clearway deals with wilful and unlawful obstructions of the pavement through a combination of education, engagement and enforcement activity at priority locations across the TLRN.

By removing obstructions such as A-Boards and illegal tables and chairs, pavements are kept clear and free-flowing for pedestrians including the visually impaired, wheelchair users or people pushing buggies. It addresses a concern frequently raised by London boroughs as well as groups campaigning for better accessibility for older people and disabled people. It also reduces the risk of people stepping out into the road because the pavements are blocked.

Since April, compliance has improved in targeted areas. From 1 April to 7 September 2016, 254 warnings and 111 Fixed Penalty Notices were issued and there were three prosecutions.

We are planning to expand the scope of Operation Clearway with the help

Number of customer injuries which required hospital attendance

	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17
Customer Injuries – Taken to Hospital	302	309	279	326	285
Passenger Hours*	136,167,864	123,366,579	132,567,280	157,120,363	123,653,989
Customer Injuries – Taken to Hospital per million passenger hours on network	2.22	2.50	2.10	2.07	2.30

*total number of hours travelled by all passengers on the bus network

of a new electronic case management system, which will allow us to deploy officers more efficiently on the TLRN and streamline back-office processes. We are expecting the new reporting systems to be in place by autumn.

Utility prosecutions

We successfully prosecuted London Power Networks PLC (a subsidiary of UK Power Networks) for streetworks offences committed in Bressenden Place and Lower Grosvenor Place in February 2016. London Power Networks pleaded guilty to all four offences at Court and was fined a total of £24,000 and ordered to pay our prosecution costs of £3,722.

Buses

Bus Hopper ticket

On 12 September the Mayor launched the Bus Hopper ticket to allow two journeys to be made within an hour of the start of the first journey. The Hopper fare will automatically be given to anyone who uses pay as you go with Oyster cards or contactless payments, and will allow passengers to make an additional bus or tram journey for free within one hour of touching in.

For most customers this will mean an end to having to pay two bus fares when changing bus routes and it is expected particularly to benefit Londoners on lower incomes who often rely on the bus

network to get around. We are upgrading our ticketing technology to enable unlimited bus transfers within one hour by the end of 2018.

Clean bus corridors and environmental improvements

On 8 August the Mayor announced the first of a series of clean bus corridors which will be low-emission bus zones. The corridors will prioritise the greenest buses on the worst polluted routes, as part of the Mayor's plans to improve air quality across London. From February next year, the first route along Putney High Street, will see exclusive use of hybrid or diesel buses with top-of-the-range anti-pollutant systems that either meet or exceed Euro VI emissions standards. The second route, between Brixton to Streatham, will be introduced in October 2017.

Further corridors where cleaner buses can make the most significant impact on air quality are being refined and will be confirmed as soon as these are ready for launch.

Bus Safety Programme

The table above shows the number of customer injuries which required hospital attendance between quarter one 2015/16 to quarter one 2016/17.

Although there was a fall in the number of customer injuries which required

hospital attendance in quarter one 2016/17, the injury rate was higher than the equivalent quarter of last year due to a reduction in the passenger hours delivered. Quarter one 2016/17 also saw two pedestrians, a cyclist and a motorcyclist killed in road traffic collisions with buses, all of which are under investigation.

We are developing a minimum standard document for collision investigations to provide assurance that operators are considering all factors that may have contributed towards an incident. This will enable both the operators and us to address the root causes of collisions and to reduce the number of customer injuries.

We have introduced two new elements into the bus safety programme. The first involves technology that detects incident hotspots where death or serious injuries take place involving buses or bus passengers. Once hotspots are identified, we will then look at potential engineering solutions. These hotspots are currently being mapped to identify any similarities and determine whether any specific safety measures should be considered at certain sites.

The second new element involves the use of iBus and the Future Bus Systems programme to integrate safety features such as Intelligent Speed Assistance and introduce centralised monitoring of driver performance (telematics) including speed.

Other measures being considered include the introduction of a new bus design safety standard by 2018, bus driver training and contract incentives.

Priority interventions to improve bus flows

Since April, our Bus Priority Programme has delivered 49 schemes, ahead of the target of 36. The boroughs continue to exceed expectations, with Greenwich, Ealing, Southwark, Hackney and Lambeth each having delivered multiple schemes this financial year.

Following a review in July, we now expect to deliver 148 schemes on the TLRN during 2016/17, including those managed by the boroughs on their roads, all of them contributing to improving bus journey times.

Finchley Road corridor consultation

On 29 July we launched the 'Baker Street corridor' consultation. Proposals included changes to a number of routes that run to and from Abbey Road and Finchley Road (routes 13, 82, 113, 139, 189, N13 and N113). The scheme has been designed to better match demand to the overall capacity along the corridor, where there has been a significant shift to the Jubilee line. The biggest change is the proposal to withdraw route 82 and extend route 13 at its northern end and reroute it at its southern end. Other routes would see complementary changes to terminus and frequencies.

The consultation closes on 30 September.

Cycling Santander Cycles

The Cycle Hire scheme celebrated its sixth birthday with a free weekend on 13-14 August. A record breaking July saw nearly 1.2 million hires, including more than 92,000 hires over the final weekend (30-31 July).

Cycle Superhighways

The latest phase of the Cycle Superhighway programme was substantially completed in the summer which has delivered a step-change in safety for cyclists across the Capital. Construction works are progressing on the final section of the East-West route between Parliament Square and Lancaster Gate.



The Cycle Hire scheme celebrated its sixth birthday



The new Quietways wayfinding has received positive feedback

The results of the public consultations for Phase 2 of the North-South Cycle Superhighway and CSII were released in July and August respectively, with the next steps due to be published later this year.

The number of people using the Cycle Superhighways continues to grow. There has been a 50 per cent increase in the number of cyclists using the North-South and East-West Cycle Superhighways, taking the total number to 8,400 using Blackfriars Bridge and 7,000 using Victoria Embankment each day in the morning and evening peaks. Growth rates along Vauxhall Bridge on Cycle Superhighway 5 have been equally strong. Along Victoria Embankment, cyclists account for 52 per cent of all traffic during the peak, with up to 95 per cent of them using the cycle track rather than the carriageway.

Quietways

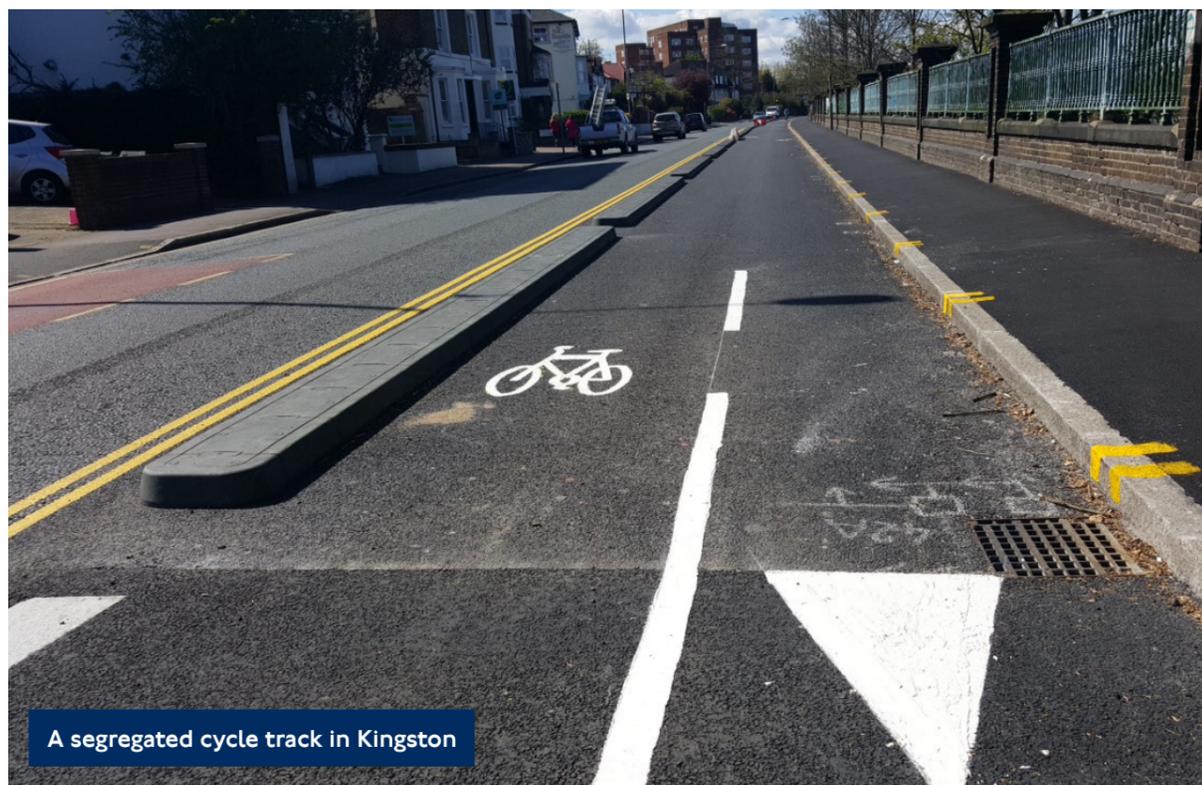
In July we tested the new Quietways wayfinding among users and it received

positive feedback. The branding and wayfinding has increased usage and helped people new to cycling feel comfortable, and the use of the signs and road markings meant people felt informed and reassured that they were heading in the right direction.

The first phase of Quietway 2, from Bloomsbury to Hackney, is due to be completed by November. The full Quietways programme will deliver around 30 routes and more than 250km over Greater London by 2021. These routes have been chosen to best align with current and predicted future demand, and will complement the Cycle Superhighways and Mini-Hollands programme.

Central London Grid

The Central London Grid is a cycle network of Quietways in central London being delivered by the central London boroughs and designed to provide safe and attractive cycle routes.



A segregated cycle track in Kingston

The network complements the Cycle Superhighways and will use the Quietways wayfinding, with on-street markings and signs.

A total of 35km is now either complete or under construction, representing more than 40 per cent of the core network. It is estimated that over 60km of the core network will be complete by December. Schemes have recently been completed at William Street and Albert Gate in Westminster, and on Virginia Road in Tower Hamlets.

Mini-Hollands

The Mini-Hollands programme targets cycling potential in outer London by delivering a range of programmes from large scale infrastructure, safer junctions, cycle parking and hubs, behaviour change and supporting measures. The programme will radically transform town centres to become more cycle and pedestrian friendly.

Mini-Holland funding has now been allocated to three London boroughs: Enfield, Kingston and Waltham Forest.

At Enfield, enabling works have begun on the A105/Green Lanes scheme. Construction is continuing on Enfield's main Quietway route (7.5km) from Enfield Town to Meridian Water.

At Kingston, Portsmouth Road, one of the corridor schemes, is under construction and is due to complete by October. Proposals for Wheatfield Way, Kingston to Surbiton, Kingston Station Plaza, the Kingston Bridge connectivity scheme and the Fountain roundabout have completed consultation and are generally supported.

A trial closure at Surbiton Crescent is due to begin this month. This will allow buses and cyclists to use the crescent, but will filter general traffic.



The fourth Prudential RideLondon was the busiest yet

At Waltham Forest, designs for the 4km fully segregated cycle route along Lea Bridge Road, and the remodelling of Whipps Cross roundabout were approved in April, and the scheme is due to be completed in spring 2018.

Central London Cycling Metric

Cyclists are enjoying recent infrastructure investments in Central London - the latest data (Q1 2016) shows that cycling in Central London has increased by five per cent compared with the same period last year. An estimated 142,000 journeys were cycled in the Congestion Charge zone during quarter 1 2016.

Prudential RideLondon 29-31 July

This was the fourth year of the event and the busiest yet. More than 100,000 people cycled over the weekend, with 70,000 in the FreeCycle on Saturday and 30,000 in the London-Surrey100 and LondonSurrey46 sportives on Sunday. More than £12m was raised

for charities as a result. Our staff met with over 4,000 people over the course of the weekend at the 'Time to Cycle' event stands to talk about cycle skills, Santander Cycles and new infrastructure. #ridelondon trended globally for the second year in a row on Sunday.

Tour of Britain

Crowds came out in force for the final stage of the Tour of Britain 2016 on 11 September. Starting and finishing along Regent Street, riders contested 16 laps of the circuit, totalling a distance of 100km.

Walking

The Thames Path

The Thames Path National Trail turned 20 this year and a walking relay, led by The Ramblers, was held in July to celebrate the 184-mile path. The relay followed the length of the Thames Path National Trail and its extension, starting in the Cotswolds and finishing at Crayford Marshes in London.

We worked with the relay organisers to help promote the event through the Metro newspaper and social media platforms, which aimed to encourage more walking. There were five stretches of the relay held in London, which attracted around 30 to 60 participants.

Sustainable Freight Grey Fleet Feasibility Project

Over the last year, we commissioned research into the scale of grey fleet (personal cars used for work purposes) use in London's public sector. This found that grey fleet vehicles are responsible for 75 million vehicle kilometres on the road network (and 14,000 tonnes of carbon dioxide (CO₂), 26,000kg NO_x and 553kg PM10). Moreover, grey fleet users commute by car, contributing to 340 million vehicle kilometres on the road network per year at peak time.

As a result, there is significant potential to develop a programme to reduce public sector grey fleet use and encourage other ways to travel for work, which will help improve air quality and cut CO₂ levels. The next step is to identify the potential cost savings from reducing our grey fleet, and developing a programme to encourage other public sector companies to reduce their grey fleet usage.

Taxi and Private Hire Uber Judicial Review

On 1 September, the High Court considered whether Uber's judicial review application in relation to four of the requirements introduced as a result of the private hire regulations review should have permission to proceed to a judicial review. The challenge related to the requirement on operators to make facilities available for passengers to be able to speak with someone at their operating centre in London if they wish to make a complaint or discuss any other aspect of their journey; the requirement for operators to let us know if they make changes to their operating model; the requirement for private hire vehicles to be insured at all times they are licensed; and the English language requirement for driver applicants. Uber also sought an injunction suspending implementation of the London based telephone centre requirement until the conclusion of the proceedings.

The court accepted that TfL, as regulator, is able to impose a language requirement on driver applicants and to set the appropriate level of English. The Court also accepted that we are able to require private hire vehicles to be insured at all times they are licensed for hire and reward purposes and to require operators to make facilities available for passengers to be able to speak with them about their journey if they wish to do so. The Court therefore refused permission for a judicial review of these aspects of the claim.

Permission was granted in relation to whether the telephone facility should be based in London and a temporary injunction was granted in relation to the telephone requirement. Permission was also granted in relation to the way in which the notice of operating model requirement has been implemented and the English language requirement to the extent that there are currently no exemptions to it. We are currently considering the detailed policy requirements for the language requirement including appropriate exemptions in order to address this aspect of the challenge.

Uber have applied to appeal the High Court's decision. The outcome of the appeal will determine next steps in the proceedings.

Taxi and Private Hire compliance

We have committed to appointing an additional 250 Taxi and Private Hire Compliance Officers to tackle illegal taxi and minicab activity. These officers will be in place by September 2017 and will quadruple the size of the existing team to 332, around one officer for every 400 licensed drivers. Officers will provide a highly visible, uniformed presence in the West End, City and other areas across the Capital. The officers will be funded through changes to private hire operator licensing so that larger firms pay a greater and fairer share of the costs of enforcement.

Operation Neon

Since its launch on 8 May 2015, Operation Neon has achieved the following results (as of 2 September 2016):

- (a) 10,349 Private Hire Vehicle (PHV) drivers advised and moved on to keep roads clear for taxis and booked PHVs
- (b) 456 PHV drivers reported for not having a badge and stopped from working for the remainder of the evening
- (c) 5,254 PHV drivers reported for not wearing their badge
- (d) 65 PHV drivers reported for plying for hire offences
- (e) 1,339 PHV drivers reported for parking on taxi ranks
- (f) 3,344 parking tickets issued

Taxi and Private Hire Action Plan

On 13 September, the Taxi and Private Hire Action Plan was launched, which will support the taxi and private hire trades by improving standards and enhancing public safety.

The document outlines ambitious plans to deliver the greenest taxi fleet in the world with all newly registered taxis from 1 January 2018 required to be zero emission capable, and no new

3 Our customers

diesel taxis allowed from this date. It includes financial support for owners of the oldest, most polluting taxis by encouraging them to change vehicles or convert to a cleaner fuel.

We will be encouraging drivers to adopt new ultra low emission vehicles by offering grants that can be combined with current Government plug-in car grants. We will also be delivering a network of rapid electric charge points across the Capital with a number dedicated to the taxi trade. In addition, we are working with boroughs to help reward drivers who pioneer green technology with exclusive access to new 'green' ranks in areas where air quality is worst.

Other measures in the Action Plan include:

(a) providing access to more bus lanes for taxis, reflecting their vital role as an accessible form of public transport and speeding up journeys for customers;

(b) introducing an advanced driving test for all private hire drivers, to improve driving standards and safety;

(c) making journeys more convenient by providing easy onward taxi connections from Night Tube station taxi ranks and readily available real-time digital information to customers;

(d) lobbying the Government for powers to address issues of out of town vehicles working in London, seize the vehicles of drivers operating without proper insurance, issue fixed penalty notices for common offences; and protect the two tier system by calling for statutory wording to define plying for hire;

(e) getting formal accreditation for the world famous Knowledge of London so it is recognised as a formal qualification;

(f) mandating card payment acceptance, including contactless payments, in all taxis from 31 October 2016; and

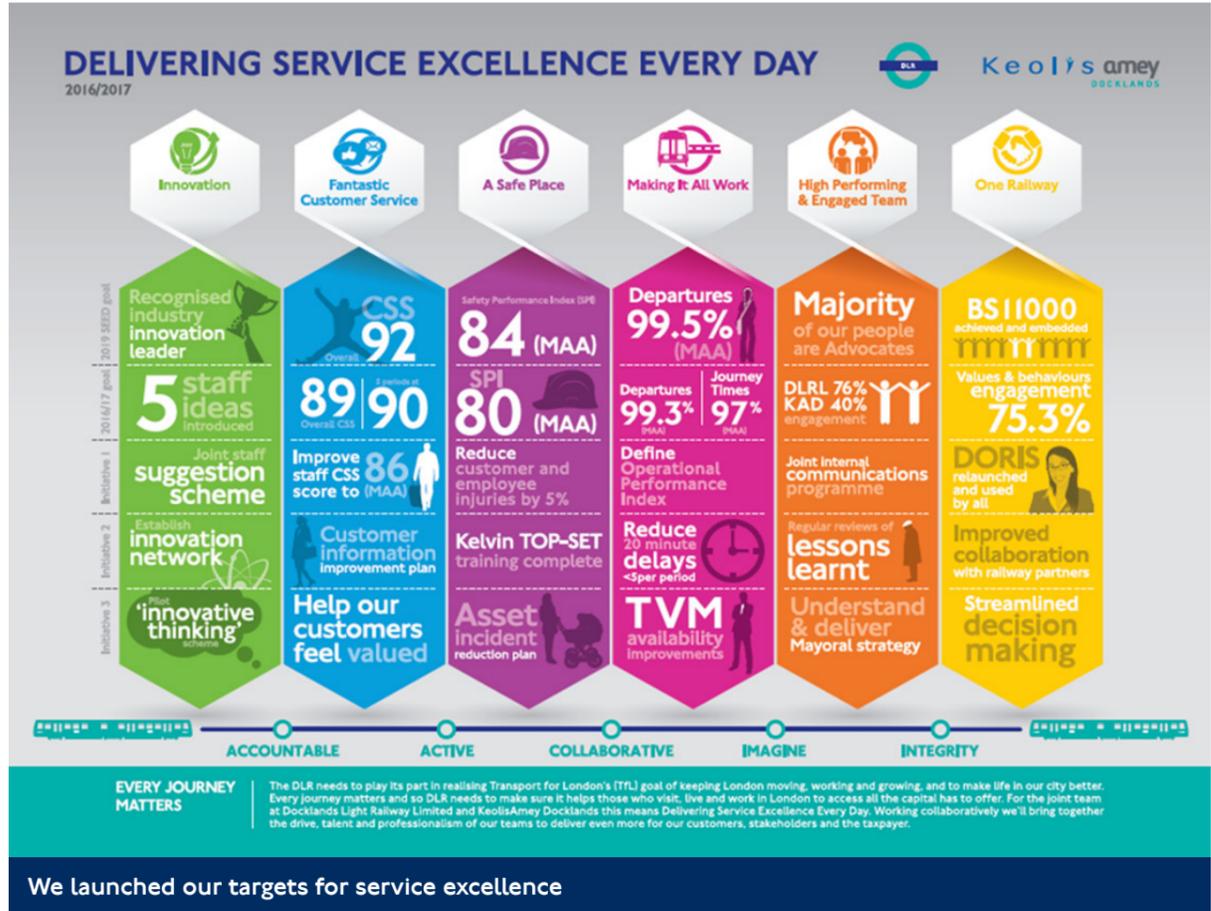
(g) Increasing the number of taxi ranks in London by 20 per cent by 2020, improving levels of accessibility at ranks and, promoting ranks such as at night Tube stations.

The Action Plan is available on the TfL website at <http://content.tfl.gov.uk/taxi-and-private-hire-action-plan-2016.pdf>.

Service excellence every day

On 30 June we held a joint conference with DLR and KeolisAmey Docklands to officially launch our targets for 'delivering service excellence every day'. Some of the themes discussed at the conference included Safety Performance targets and departure targets.

This programme of work aims to embed great customer service throughout the DLR. The day focused on what our customers want from us, and our commitment that 'Every Journey Matters'.



London City Airport Visitor Centre

DLR is planning to convert its ticket office at London City Airport into a Visitor Centre, joining the eight centres operating at TfL gateway stations and airports. The plan is to transform the glass and steel front ticket office into an open, walk-in facility with people on hand to answer questions as well as self-service options. The number of people using airports has increased by 50 per cent in the past six years and is predicted to increase by a further 50 per cent by 2024. By helping visitors we expect to improve the overall customer experience and relieve congestion at peak times.

The eight visitor centres currently in operation include:

- Liverpool Street
- Piccadilly Circus
- Victoria
- Euston
- King's Cross
- Paddington
- Gatwick Airport
- Heathrow Airport

Tackling hate crime

We launched a campaign on 20 July called #westandtogether, which aims to raise awareness of hate crime, encourage people to report any crimes relating to someone's race, religion, gender, sexuality, age or disability and demonstrate our commitment to taking action against offenders who commit this type of crime on our network.



The launch event at King's Cross St. Pancras/Euston Station was the first of many planned over coming months as part of Operation Safer Travel for All. We are working closely with the BTP, the City of London Police (CoLP) and the Metropolitan Police Service (MPS) to increase reporting and reassure customers that London's transport network is safe and welcoming for all.

The campaign builds upon the success of Project Guardian, which encourages victims of unwanted sexual behaviour to report incidents to the police. Levels of reported hate crime on public transport remain low – around five per cent of crime on the network. However, as with sexual offences, hate crime is widely accepted as being under-reported.

Activities to improve confidence in reporting focus on the use of Twitter and social media, the #westandtogether campaign, leaflets and working directly with the public. This activity will be part of a package of measures that include improving victim care, developing clear reporting channels, bringing offenders to justice and using the publication of results to reassure the public that we take hate crime very seriously.

Operation Hercules

On 4 August the MPS launched Operation Hercules which introduced more armed officers at major London stations and landmarks in order to deter criminal activity and provide reassurance.

They are working alongside the MPS Roads and Transport Policing Command and BTP.

We have encouraged our staff to support the police while remaining vigilant.

Free water to help prevent delays

For the third year in a row, we teamed up with Danone Waters UK & Ireland Ltd to hand out free bottles of Evian natural mineral water to commuters, to encourage customers to carry water while travelling on the Tube during the summer.

Danone provided 250,000 bottles of Evian, which were given out at stations as part of our Travel Better London campaign, which aims to show how passengers can help to reduce delays and improve journeys by making small changes to travel habits.

We provide the following advice to customers travelling on the Tube during the summer months:

- Carry water with you at all times, to stay hydrated
- Don't board a train or bus if you feel unwell
- If you feel unwell please get off at the next stop and seek help from our staff, as help can be more easily obtained on a platform

Twitter – more than 820,000 followers

The @TfLTrafficNews Twitter feed (which was launched in April 2012) now has over 820,000 followers. Growth in followers has risen at an exceptional pace, with over 100,000 new followers gained in just two months. Each tweet is read (on average) by more than 12,500 subscribers. A single tweet about the Prudential RideLondon event was viewed by more than 40,000 subscribers and we received more than 200 mentions from our followers regarding this event.

Real-time traffic updates on buses

Live traffic information is being developed on the back of some route 344 buses between Clapham Junction and Liverpool Street in a world first trial. Digital boards will provide drivers with a new source of information to help avoid congestion and improve journeys and the reliability and efficiency of the roads. If successful, this could be expanded across London.

Buggy campaign

Following our buggy summit in February, we have continued our work to help buggy and wheelchair users travel on our network. The resulting campaign included a vote to identify the best buggies for public transport, as selected by the public, from a shortlist of 10 compiled by a panel of parenting experts.

We have awarded the winning manufacturers with the ‘public transport

friendly buggy 2016’ icon featuring the name of the product and our roundel. Manufacturers can use this on their website to help customers to identify which buggies are best for use on public transport. We have also created a ‘top tips’ short film and an online information hub, which offers advice and information on travelling on our services with a buggy. Our latest Travel Better London campaign features Mr Men and Little Miss characters encouraging buggy users to make space for wheelchair users on buses.

Over the next six months we will be running a campaign to reach out to local and London-wide parenting events and groups with the information their members need to best use the network, including the rules around the priority space. This work means wheelchair users will be better able to access their dedicated space and buggy users will have a better experience using our services.

Steps Tube Map

The walking Tube map was released in November 2015 and was well received with significant press coverage. Subsequent customer research, in April this year, showed that a quarter of Londoners were aware of the map and four in 10 of those aware said it had changed their perception of the distances between stations. Importantly, more than a third said the map has encouraged them



to walk instead of taking the Tube.

Building on those good results, we have now produced a version highlighting the number of steps between stations, on the same line, within Zones 1 and 2. The map has been available online since 29 August and is being promoted in the press and other targeted communications channels, as well as social media.

Transforming London Through Data

Working with the London Transport Museum we have established a STEM (Science, Technology, Engineering and Mathematics) school outreach initiative. The latest is ‘Transforming London Through Data’ where we have partnered with the Institute for Research in Schools (IRIS). IRIS is a charitable trust supporting school students and teachers to carry out authentic research in schools.

Teachers from schools in and outside of London took part.

Transported by Design Festival

In July, London’s iconic Regent Street was transformed into a car-free Transport Design Festival.

‘Transported by Design’ is an 18-month programme demonstrating the contribution of good design to the transport network, London and our customers. The programme has successfully highlighted the design heritage of our network, including inspiring 10,000 entries from the public in a vote for a favourite transport Design Icon and a celebration of 100 years of the Johnston typeface with the launch of a refreshed version.

The street hosted exhibitions, vehicles and immersive experiences from the

4 People and awards

past, present and with a glimpse into the future, to entertain and inform visitors about how we and our many partners approach design. Exhibits ranged from vehicle design including Crossrail and New Tube for London, Contactless payment on the network, Digital technology and Open Data design and how it affects customers journeys, to the virtual reality of the future.

Three hundred members of staff from across TfL and London Transport Museum were involved on the day and more than 20 of our partners gave their support, time and resources, including: Exterion, MasterCard, Siemens, Cubic, Atkins, Arup, Optare, Fender, Santander, BYD, Bombardier and the Regent Street Association.

The festival attracted 340,000 visitors and had a positive impact on retail figures for the London Transport Museum and footfall in shops in the area. The hashtag “#tbdfest” was seen over 50 million times across social media channels.

Our recent design-led projects such as the Streetscape Guidance, LU Design Idiom and Crossrail Strategic Design Guidance showcase our commitment to provide high quality designs to provide the best possible experience for our customers. My vision is that we continue to build upon our design legacy to deliver

affordable, innovative and fully inclusive products and services that make life in London better.

Paralympics

We have agreed a £100,000 partnership deal with Channel 4 to display Paralympic messages across our network for the duration of the Paralympics during September. Dot Matrix Indicators on the Bakerloo, Northern, Central and Jubilee lines, as well as all Electronic Service Update Boards at Tube stations, will show the messages, as will all bus shelters with iBus technology and displays.

Technology and Data Conference

On 6 September, I opened our inaugural Technology & Data conference. We welcomed over 200 partners from suppliers, stakeholders and the developer community to discuss how we can use technology and data to secure London's future success and status as a world-leading city, and all at a radically lower cost than before.

The new TfL Board

I am delighted to welcome the new, slimmed down Board of TfL, which better reflects London's diversity. The Mayor reappointed Baroness Grey-Thompson DBE and Michael Liebreich and appointed 11 new Members.

The Board has a broad range of skills, knowledge and experience, including champions of social inclusion and disability rights, and finance, energy and infrastructure experts. I look forward to their input, support and challenge going forward. An induction programme is being arranged for the new Board. Further details on the new Board and proposed appointments to Committees and Panels are set out in a paper elsewhere on the agenda.

Five Members left the Board in September: Sir John Armitt CBE, Sir Brendan Barber, Angela Knight CBE, Eva Lindholm and Keith Williams. I would like to thank each of them for their contribution to TfL during their time in office.

Tribute to Robert Raymond 'Bob' Kiley

Robert Raymond 'Bob' Kiley – Transport Commissioner 2001-2006 (16 September 1935-9 August 2016)

As London's first Transport Commissioner, Bob Kiley was instrumental in securing the investment to modernise the Tube and transform the bus network.

He led the way with the Congestion Charge which, alongside significantly improved transport options, encouraged people out of cars and on to more sustainable forms of transport. Bob helped shape modern London, ensuring that it remained a world-leading city.

As a mark of respect for his amazing contribution to TfL, the LU flag was flown at half mast over 55 Broadway on the day his death was announced.

Women in Rail

Alero Abbey and Sally Clarke were among 20 women from across the country who received the new Women in Rail award. Launched in February this year, Women in Rail celebrates women in the UK rail industry who have positively influenced and inspired others.

Alero, who is the Green Park Area Manager, was nominated by colleagues from the Russell Square and Earl's Court areas. Alero has mentored many colleagues over the years by running workshops to help them gain promotion. Sally is an Upgrades Delivery Manager and was nominated for her role chairing and leading the TfL Women's Staff Network Group over the past three years.

Employee Engagement Awards

The modernisation of the Metropolitan, District, Circle and Hammersmith & City lines programme won International

5 Value – efficient and effective delivery

Project of the Year at the Employee Engagement Awards. The awards recognise and celebrate organisations which think about and engage people to achieve their purpose. The team was competing with professionals from some of the best employee engagement programmes across a wide range of sectors and industries around the world, including Ford Motor Company, Sanofi Pasteur and Tata Consultancy Services.

Transport Trust

The Transport Trust awarded Baker Street station a Red Wheel plaque to commemorate the Metropolitan Railway running the world's first underground trains. The plaque was unveiled by The Hon Sir William McAlpine, President of the Transport Trust.

The Red Wheel scheme highlights Britain's rich legacy in the development of transport, presenting it to a new and wider audience. When it opened in 1863, the Metropolitan Railway served seven stations between Paddington and Farringdon. Within 10 years it branched out to Hammersmith and Kensington, routes that are now part of District, Hammersmith & City and Circle lines. The Metropolitan line now serves 34 stations from Chesham to Aldgate.

Contactless ticketing system

We have agreed a licence for the use of London's contactless ticketing system worldwide. The deal, worth up to £15m, is a first for us and means cities around the world can benefit from the technology.

The partnership with Cubic Transportation Systems (CTS) enables CTS to adapt the system for use worldwide. It is the first of a number of planned agreements to sell our expertise both at home and abroad – a key manifesto commitment for the Mayor.

We have a long-running partnership with CTS. Together we introduced the Oyster card system in 2003 and worked with the UK card industry which resulted in us becoming the first public transport provider in the world to accept contactless payment cards.

Contactless payments were first introduced on London's buses in December 2012 and expanded to cover Tube and rail services in September 2014. Since then, more than 500 million journeys have been paid for by more than 12 million unique credit and debit cards from 90 different countries, and contactless-enabled mobile devices. Around one in 10 contactless transactions in the UK is made on our transport network, making us one of the largest contactless merchants in the world.

CTS also provides smartcard ticketing technology to a number of world cities, including Sydney, Brisbane, Vancouver and Chicago. This agreement will enable CTS to combine the best features from the London and other Cubic systems and make them available to other cities across the globe.

Sydney Metro advisory contract

In partnership with SNC Lavalin and Serco, we have secured a five-year contract worth around £6m, to provide consultancy services to Transport for New South Wales (TfNSW). TfNSW is developing a 31-station, 65km automatic metro in Sydney, which is Australia's largest transport project. Our consultancy activity will cover topics including operational issues, operations management, performance management and asset maintenance. SNC Lavalin will manage the project in Sydney and we will provide consultancy advice worth a minimum of 20 per cent of the total chargeable time.

Kidbrooke

On 17 August, the Mayor issued a direction to us in relation to the disposal or development of our land at Kidbrooke. The direction requires that when we either dispose or develop the land, we take reasonable and practical measures to ensure that no less than 50 per cent of residential accommodation that may

6 Planning

be built on the land will be used for affordable housing. The direction reflects the Mayor's aspiration that 50 per cent of all new homes in London are genuinely affordable, recognising the Capital's current housing crisis.

This is the first of over a hundred sites that we are looking at developing to help us to meet London's critical need for housing, and generate substantial non-fare revenue to reinvest in modernising London's transport network. The development will deliver up to 400 homes, of which 50 per cent will be affordable, as well as up to 5,000 sq. ft of retail and commercial space, a new bus station, and urban realm improvements.

TfL credit rating downgrade

Following the UK vote to leave the European Union on 23 June 2016, all three major rating agencies took action on the UK Sovereign credit rating, ranging from a two notch downgrade by Standard & Poor's to a change in outlook from stable to negative by Moody's. The rating action was mostly driven by the expected negative impact of the referendum outcome on the UK economy, public finances and political stability. Following the rating action on the UK Government, the rating agencies reviewed the ratings of the public sector entities, including TfL and other local authorities. This is mainly because the agencies cap the

long-term rating on public sector entities at the same level as sovereign, except in specific circumstances. As a result, by 30 June 2016 TfL's credit rating changed from AA+/Aa2/AA, all with stable outlook, to AA/Aa2/AA-, all with negative outlook. At present, TfL does not expect any immediate financial impact from these rating actions.

Barking Riverside London Overground Extension

On 31 March we submitted our application to the Government for a Transport and Works Act Order to start building the 4.5km extension of the Gospel Oak to Barking line. A public inquiry is expected in the autumn, and if our application is approved it could mean construction will begin in late 2017, with train services starting in 2021.

The extension will unlock a wide range of benefits for people in the local area and beyond, including almost 11,000 new homes, many of which are affordable, along with a new school and healthcare facilities, plus a district centre with commercial and leisure facilities.

Alongside our application we have begun the process of appointing a contractor to build the new rail link. We have placed a notice with the Official Journal of the European Union seeking expressions of interest to build the rail extension, and we are expecting to issue a formal invitation to tender in 2017 once design work has been completed.

White Hart Lane station

On 1 August we submitted a planning application to the London Borough of Haringey for a major enhancement of White Hart Lane station. The scheme will provide a new, larger station entrance with new stairs and lifts to each platform. It will also provide a larger

ticket hall that will support the rising numbers of passengers expected from the regeneration of the local area and Tottenham Hotspur's enlarged stadium.

The plans include a free pedestrian route underneath the station, which provides easier access to new community and leisure facilities that will be delivered as part of Haringey's High Road West masterplan.

We are expecting a decision on the planning application to be made in autumn. The scheme could be completed and opened to passengers in early 2019.

Air quality

The first round of the Mayor's Clean Air consultation closed on 28 July. Almost 15,000 people responded and 79 per cent of them said they wish to know when air pollution is high or very high so they can take action to protect their health.

On 4 August, in response, the Mayor announced the introduction of air quality alerts across London on 4 August. Since 15 August we have been displaying the alerts on 2,500 bus countdown signs and river pier signs, 140 roadside dot matrix message signs on the busiest main roads into London, and on electronic update signs at all 270 Tube stations. We are also making air quality data more usable by making it available in a standard format that allows third party developers to use it.

The Mayor confirmed his plans for a series of Low Emission Bus Zones on 8 August. This manifesto commitment will prioritise the greenest buses on the polluted routes, and should reduce NOx emissions from buses along these routes by around 84 per cent. They will be focused on the Capital's worst air quality hotspots outside central London and prioritised in areas where buses would otherwise contribute significantly to road transport emissions.

We are taking steps to reduce emissions from the Capital's bus fleet, including:

- Making sure all buses operating in the central Ultra Low Emission Zone comply by 2019 – a year earlier – meaning each of the 3,100 double-deck buses operating in the zone will be Euro VI hybrid
- Expanding the ULEZ retrofit programme up to 3,000 buses outside the central zone
- Procuring only hybrid or zero-emission, double-decker buses from 2018

The Mayor has put forward a range of air quality measures including new charges for the oldest most polluting vehicles entering central London from 2017, an expanded Ultra Low Emission Zone, and a diesel vehicle scrappage scheme. Beyond the initial consultation that has already taken place, there will be further statutory consultation phases over the next 18 months:

- **Autumn 2016:** The introduction of the new Emissions Surcharge within central London from 2017
- **Autumn 2017:** Proposals that include the widening of the ULEZ boundary to take in more of inner London and the tightening of the emissions standards for the Londonwide Low Emission Zone.

Crossrail 2

On 20 July the West Anglia Mainline Taskforce Report was published. The Taskforce was established by the Government. The report called for investment along the route to address transport constraints and open up new housing areas to deliver a faster and more reliable rail service. The report details the potential improvements that can be made along the West Anglia Main Line as a precursor to Crossrail 2, adding up to £15bn to the region's economy and providing an additional four trains per hour to some stops as well as significantly reducing journey times from Cambridge and Stansted to London.

Following the first meeting of the Crossrail 2 Programme Board in June, two in-depth Board Member induction sessions were held. These provided an opportunity for the project team to brief on the extensive work to date as well as discuss the forward programme that will need to be followed to ensure that we are able to submit the Hybrid Bill in 2019. The Board will soon

make a recommendation on revisions to the scheme reflecting the NIC recommendations and public concerns to the Mayor and Secretary of State for a decision, before consultation in the autumn. Designs for the scheme will continue to develop and will be subject to further rounds of consultation

Consultation planning is well underway with the team arranging public meetings, drop in events and preparing consultation materials. The consultation will run from autumn 2016 through to early January 2017. In the meantime a series of briefings with Council Leaders, MPs and AMs are underway to update them on the direction of travel.

A Crossrail 2 industry event was held on 14 September to begin early engagement with suppliers informing them about the Crossrail 2 programme and associated procurement opportunities. The event highlighted the close working relationship between TfL and Network Rail and focussed on the principles for client and supply chain partnerships.

In collaboration with London First, a breakfast event was held on 15 September to understand what the development sector needs to do to unlock the 200,000 new homes that Crossrail 2 would enable. The Crossrail 2 team set out the opportunities for housing, barriers to delivery and ways to overcome them.

List of appendices to this report:

None

List of background papers:

None

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