

**Board**



**Date: 17 December 2015**

**Item: Commissioner's Report**

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**This paper will be considered in public**

**1 Summary**

1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 4 November 2015 and updates the Board on significant projects and initiatives.

**2 Recommendation**

2.1 **That the Board note the report.**

**List of appendices to this report:**

Commissioner's Report – December 2015

**List of Background Papers:**

None

**Mike Brown MVO  
Commissioner  
Transport for London  
December 2015**



# Commissioner's Report

17 December 2015

MAYOR OF LONDON



**TRANSPORT  
FOR LONDON**  
EVERY JOURNEY MATTERS

This paper will be considered in public

# I Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 4 November 2015 and updates the Board on significant projects and initiatives.

# 2 Delivery

## Spending review announcement

Our capital settlement with Government allows us to continue to invest some £1.7bn a year to modernise London's road and rail networks. The Circle, District, Hammersmith & City and Metropolitan lines will be the next four lines to be upgraded and we expect to continue the unprecedented investment in infrastructure.

From 2019, our objective is to cover all of the operational costs of running public transport in London through non-DfT grant sources of income. We have planned for some time to achieve operational breakeven by running more efficiently and taking costs out of the business. As part of a continuous savings programme, we have already taken 15 per cent out of the cost of running our services. We must now accelerate our cost reduction programme because the revenue grant is being cut faster than anticipated, reducing our overall income by £2.8bn over the business plan. We are now working through how we will achieve this as part of our normal business planning process. We will, of course, fully involve the Board as this work develops.

The Chancellor also announced a £300m transport development fund. We will be putting together a bid for funds to get Crossrail 2 ready to go. Development funding, and the National Infrastructure Commission's support for the project are welcome, but there is much work to be done to make the case to Government ahead of the March Budget.

We are also discussing with Government how it can grant further financial flexibility

to enable us to optimise our financing, how London can pay for more of its infrastructure directly and how the future devolution of business rates will interact with our remaining Government grant.

We are making the case very strongly that Vehicle Excise Duty be redirected to City Hall to ensure that London's strategic road network receives vital funding, as existing income streams are insufficient to cover these costs. In addition, we have requested that Government share stamp duty income to unlock new investment in transport, particularly from new homes which are enabled by improved transport links.

## London Underground (LU)

### LU Performance

LU's Quarter 2 Customer Satisfaction Survey (CSS) score of 85 matched the all-time high of the previous two quarters. Underlying reliability was again excellent, with only four per cent of customers saying they experienced a disruption or delay, one point down from the previous quarter. This is the lowest proportion of customers experiencing delays since the question was first included in the survey in Quarter 1, 2013/14. Satisfaction with station staff helpfulness remained unchanged, scoring 84. During Quarter 2 reliability fell, largely as a result of industrial action.

We continue to work towards a 30 per cent reduction in delays (ie LCH) this calendar year, from the 2011 baseline. This reduction is on top of the 40 per cent improvement in reliability achieved between 2007/08 and 2011/12. This comes at a time when LU is

carrying more passengers than ever before. Close to five million customers (4.821 million) used the Tube on 4 December 2015, making it the network's busiest day ever. This is the third time the record has been broken since October 2015. The first week of December was also the busiest ever week, with 28.760 million customer journeys, surpassing the previous highest total achieved just one week earlier. Compared to the busiest week in 2014, which saw 28.345 million journeys, the Tube carried an extra 415,000 passengers. We expect both the daily and weekly records to be broken again before the end of 2015.

LU Excess Journey Time (EJT), after excluding the effects of industrial action, was better than both target and the same quarter last year.

The LU network was hit by two periods of industrial action in July and August of Quarter 2. In addition, action short of a strike, including an overtime ban, has affected availability of trains on both the District and Central lines throughout the quarter.

The impact of industrial action in the quarter totalled 7.7 million LCHS.

### **London Underground (LU) investment Metropolitan line extension**

TfL has taken over responsibility for the delivery of the Metropolitan line extension, from Croxley to Watford Junction, from Hertfordshire County Council (HCC).

Over 2,500 permanent jobs and a £2bn boost to the local economy will be created as two

new fully accessible stations are built at Cassiobridge and Watford Vicarage Road. The existing Watford (Metropolitan line) station will close following the opening of the new stations, although it will be retained for use as sidings.

On 26 March the Mayor directed TfL to take over responsibility for the project based on the estimated total costs of £284.4m. On 4 November the Mayor directed TfL to provide a further £2.73m of funding, in addition to the £46.5m previously directed. This was on the basis that the HCC-led local consortium funding contribution of £128.08m includes land contributions which while valued by HCC at £2.73m are of no commercial value to TfL.

The current P50 estimate for the project is £298.5m. The project team is progressively undertaking a detailed review of costs, including a detailed value management review of project scope.

The main construction phase is planned to start in 2016, with a target to complete the link in late 2020.

### **Night Tube**

The Night Tube will transform night-time journeys across the Capital for millions of people. Journey times will be cut by an average of 20 minutes, with some cut by more than an hour. London's night-time economy will be opened up to a host of new opportunities, with the Night Tube supporting around 2,000 permanent jobs and boosting the economy by £360m.



Lift at Greenford Station

Practical arrangements for the introduction of the Night Tube are in place. However, the launch of Night Tube was deferred by LU to allow a successful conclusion of talks with the Trades Unions. This includes reaching an agreement on rosters and working practices.

On 24 November we made an updated offer following extensive talks with the Trade Unions. This offer included LU's decision to implement its long term solution for Train Drivers, meaning LU will now recruit part-time drivers specifically for Night Tube. This will mean the introduction of Night Tube will have no impact on the vast majority of our current staff, while still ensuring the service is delivered in a fair and sustainable way that is affordable.

### Covent Garden

Major work to replace all four lifts at Covent Garden station has been completed on schedule, enabling customers to use the station as normal – including at weekends.

The 25-year-old lifts were replaced in pairs, with the first two new lifts opening in November 2014. The remaining two are also now in service.

Both bigger and faster, the new lifts provide a 25 per cent increase in capacity and reduce power consumption by around a third,

contributing towards our commitment to reducing the carbon footprint of LU stations.

### Vauxhall

The modernisation of Vauxhall, an important interchange station, has reached a major milestone with the opening of the new gateline.

The old staggered “Z” gateline reduced passenger flow and often resulted in bottlenecks during peak hours. The new straightened gateline has 10 gates, two more than previously, with two wider gates. The gateline is also farther from the escalators reducing congestion for passengers. To make room the ticket hall was widened.

The new lifts, refurbished subways and ticket hall will be completed by the end of this financial year. They will make Vauxhall fully accessible for the first time.

### Greenford

A special incline lift, which travels on a gradient alongside the escalator and stairs is now in service at Greenford – a first for LU and the wider UK rail industry.

This type of lift was cheaper to install as it uses an existing escalator space and saves the cost of excavating a lift shaft. It is also 50 per cent more efficient to run than a standard lift, using half as much power.

It is expected to contribute to approximately 23,000 new trips each year, or 64 per day, by potential customers who currently experience difficulty in negotiating stepped access across the network.

### **Tottenham Court Road**

We have reached a milestone in the modernisation of Tottenham Court Road station, with Central line trains stopping there again, and the first of two new station entrances now open. The new 15-metre-tall glass entrance will give customers much easier access to the Northern and Central lines. It is next to the Centre Point building in what will become a new public plaza, and will be mirrored by a glass entrance in the same style facing towards Oxford Street.

The transformation of the station is due to be completed in 2016 and 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. Around 150,000 people currently use Tottenham Court Road station every day, and numbers are expected to rise to more than 200,000 when TfL-run Crossrail serves the station in 2018.

### **Piccadilly line trains**

We have awarded Brush Traction of Loughborough a £6.5m contract to refurbish and fit train motors for the Piccadilly line, which sees around 200 million passenger journeys a year.

Motors from the existing fleet will be repaired and overhauled to ensure a reliable service ahead of the introduction of the modern trains on the line in around 2022.

Brush is one of our many suppliers based outside of London that collectively support around 60,000 jobs with some directly existing as a result of our investment programme. In addition 5,700 apprenticeships have been created nationwide by the supply chain and by us in just six years.

### **Hanger Lane Junction**

Following a nine-day closure, works at Hanger Lane Junction near Ealing Common station are now complete. We have remodelled and replaced points and crossings, installed a new points heating system to combat cold weather and renewed more than 330 metres of track.

Customers will have a faster, more reliable service, with less frequent points failures and fewer delays. Over the next year, District line customers will also start to see new trains, followed by a complete modernisation of the line's signalling.

### **Embankment stabilisation and track renewal**

We have successfully completed two embankment stabilisation projects on time and without disruption to services.



London Overground performance continues to exceed the national average for train operators (89.5 per cent)

We stabilised 300 metres of the embankment on the District line between Turnham Green and Chiswick Park. This complex work required extensive planning and management due to the lack of road access and to ensure minimal disruption to local residents.

On the Metropolitan line we stabilised 110 metres of embankment between Northwood and Northwood Hills. This involved installing 7.5 metre long sheet piles during normal operational hours, working close to the operational railway.

As part of work to improve the Circle and Hammersmith & City lines, we have also laid 440 metres of new ballasted track in the Wood Lane area and renewed track at Hammersmith depot.

### Dollis Hill

A new control system is being installed that manages Dollis Hill station's lighting more efficiently. Infra-red and microwave sensors identify whether it is a bright or dark day, or if there is movement at night, and adjusts light levels accordingly, leading to lower energy consumption.

### London Rail (LR)

#### London Overground (LO) performance

A total of 42.9 million people were carried by LO in Quarter 2 – 33.2 per cent more than the same quarter last year.

In Quarter 2, operational performance, as measured by the Public Performance Measure (PPM) Moving Annual Average (MAA), was 94.3 per cent, narrowly missing the target. Performance on the West Anglia services improved in Quarter 2, and also on the East London Line (ELL) which performed very well in the last two periods of the quarter.

The train regulation issues south of New Cross Gate, and the London Bridge works that affected performances on the ELL from late 2014/15, have now been addressed. LO performance continues to exceed the national average for train operators (89.5 per cent) and remains in fourth place in the national PPM league.

Since TfL Rail began operating services from Liverpool Street to Shenfield performance has markedly improved. TfL has now overseen four consecutive periods in which performance has





New tram platform at Wimbledon

exceeded target, compared with only three occasions in the 13 periods before we began operating services.

### London Overground (LO) operation concession

We have received bids from the four shortlisted bidders to run London Overground (LO) services from November 2016:

- Arriva Rail London Ltd
- LoKeGo Ltd (joint venture between Keolis (UK) Ltd and Go-Ahead Holding Ltd)
- Metroliner Rail Ltd
- MTR Corporation

We will announce a decision on the preferred bidder in the new year.

The new concession will cover all LO routes, including the proposed extension of the Overground to Barking Riverside. There will be an option to bring in an all-night service at weekends from 2017. The new operator will be expected to continue the improvements in performance seen since TfL took over responsibility for LO routes in 2007.

### Docklands Light Railway (DLR) performance

In Quarter 2 the DLR saw 26.6 million passenger journeys – 8.8 per cent up on the same period last year (although part of this increase was the result of customers switching to DLR from the Tube during the two periods of industrial action on LU).

DLR departures in Quarter 2 reached 99.2 per cent, 0.2 points better than target. After dipping below target in Period 3 for the first time in three years, performance returned to its long-term high level in all three periods in Quarter 2.

Overall the customer satisfaction on the DLR remained high at 89.

Since the end of Quarter 2, there was a 48-hour industrial action on the DLR on 3–4 November, resulting in 1.1 million fewer journeys than forecast.

### London Trams performance

Tram passenger journeys totalled six million in Quarter 2, 0.7 million lower than target. Year-to-date demand has been negatively impacted by the Wimbledon stop closure and regular weekend line closures as we improve the Wimbledon to Dunderdon Road line.

The Quarter 2 Trams CSS remained at 90, matching the highest score since the service opened in 2000.

### **New platform at Wimbledon**

The tram platform at Wimbledon is now open. This will allow four more trams an hour to serve the station from spring 2016, when the four new trams enter service.

The additional platform will enable 12 trams to run every hour along the busy route from Wimbledon to Croydon.

The tram network has seen rapid growth in passenger numbers since it opened in 2000, from 18.5 million passengers in its first year of operation to over 32 million in 2014/15. Demand on the network is forecast to increase to around 60 million by 2030. A number of improvements have already been made, including additional track between Mitcham Junction and Beddington Lane that allows trams to travel in both directions simultaneously, enabling more frequent and faster journeys.

### **Emirates Air Line (EAL) performance**

There were 0.5 million passenger journeys on the EAL in Quarter 2. This represents an increase of almost 20 per cent on the same quarter last year.

In addition, the Quarter 2 EAL Customer Satisfaction Survey remained stable at 93.

EAL availability in Quarter 2 exceeded 99 per cent for only the second time since the service

opened. Excluding the effects of a protest in Period 4, availability was at its highest since services began.

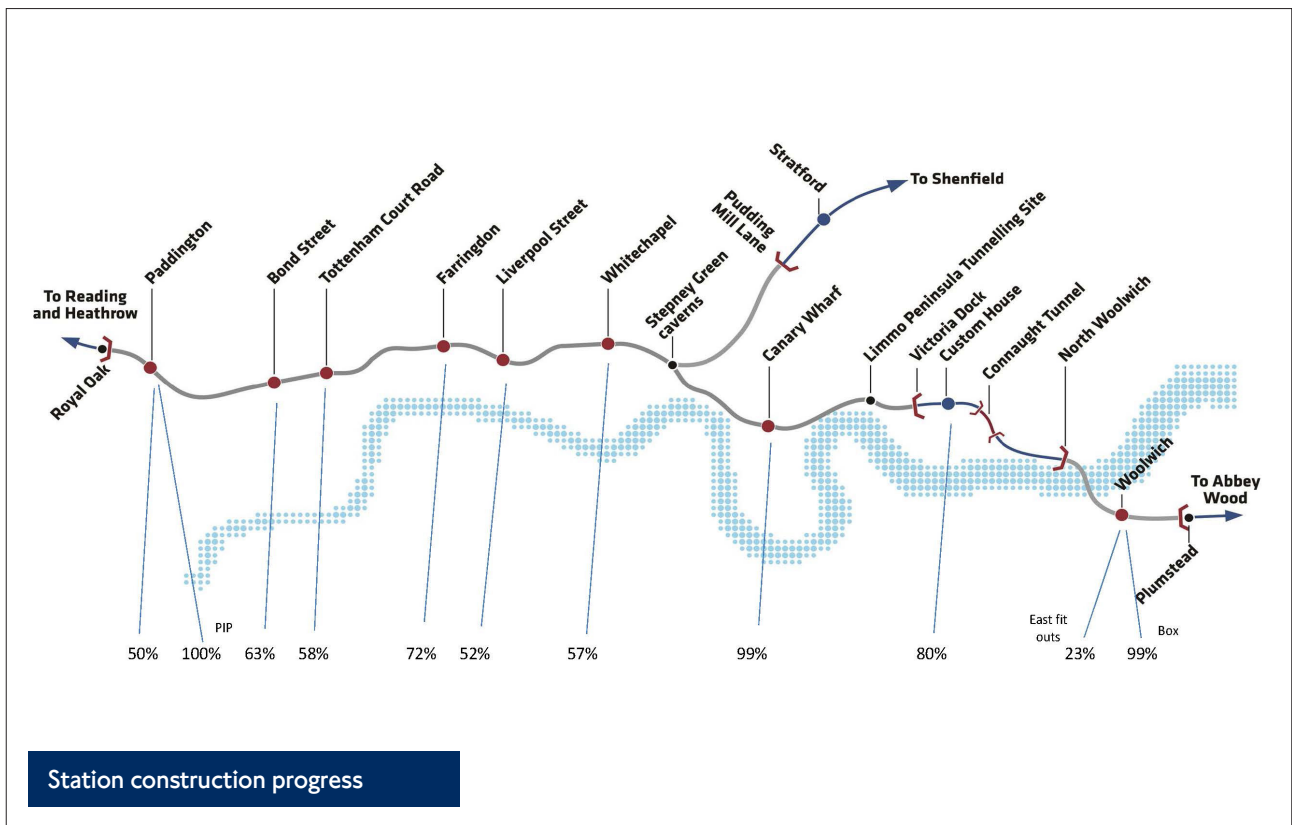
A £1 million operating surplus has already been created since EAL opened (cumulatively between 2012/13 to 2014/15). This is expected to grow with passenger journeys as the local area develops and awareness of the service increases. We are aiming for the cumulative operating surplus to pay back the build costs within the scheme's first 10 years.

### **Crossrail**

Crossrail remains on time and within the funding envelope of £14.8bn. With three years to go before services begin in our central section, delivery confidence has increased. This is because the programme schedule now allows for an extended period of dynamic testing and advance work on integration and handover is being carried out.

Cost pressures that emerged earlier this year on a number of our contracts continue to be addressed by Crossrail's senior management, and schedule challenges, for example at Whitechapel station, are being tackled. There is now a 30 per cent chance that some of the £600m TfL contingency funding may be needed.

More than 10,000 people are currently working across Crossrail sites. The project has exceeded its target of 400 apprentices over the lifetime of the project, with the total now above 500. More than 11,000 people have enrolled at the Tunnelling and Underground



Construction Academy since opening and more than 4,000 jobs have been provided for local people.

Safety performance on the project remains strong and the team completing Crossrail works at Eleanor Street and Mile End Park shafts, as well as at Custom House station, have reached the two-year mark without a lost time incident. Crossrail recently completed the fifth Health and Safety Stepping Up Week, with the emphasis on health and work-life balance, energy levels and physical and mental resilience.

### Construction progress and railway fit out

Crossrail's construction programme has shifted to the task of fitting out the tunnels, shafts and portals. Platform secondary lining is now almost 70 per cent complete, first stage concrete in the running tunnels is almost 90 per cent complete, platform construction is over 50 per cent complete, more than 5km of track has been laid and installation of platform edge screen brackets and trusses

has begun, with over seven per cent complete. The final cross passage on the programme has been completed.

At Bond Street, excavation of the station tunnels and connecting passageways is now complete. Platform construction is nearly finished and installation of the frames to support the platform edge screens is under way. Architectural fit-out of the station will begin next year, alongside installation of track, signalling and overhead power equipment in the tunnels by our system-wide teams.

Victoria Dock Road, near Custom House Station, has been successfully re-opened. Crossrail has been working in the local area for over four years and during this time works have included major piling, construction of Victoria Dock portal, ground improvements before the tunnel boring machines arrived and then their removal, and construction of the new Custom House station which is nearing completion.



The Duke of Edinburgh at Farringdon station

### Surface works

The £2.3bn upgrade of the existing rail network for Crossrail being undertaken by Network Rail is now more than 50 per cent complete. Crossrail continues to work closely with Network Rail on the critical issue of signalling on Crossrail’s western route in preparation for the opening stages in 2018.

The final concrete beam to support a second ramp at Stockley Flyover in west London, which is being constructed as part of the Crossrail programme, has been lifted into place. The work, which was carried out around the operating railway, was completed six weeks ahead of schedule.

### Key events

The Duke of Edinburgh visited the new Crossrail station taking shape 30 metres below Farringdon. He met apprentices, construction workers and engineers and walked along the station platforms which are nearing completion.



The One Show’s rickshaw challenge arrives at Crossrail

Transport Secretary Patrick McLoughlin MP visited Crossrail’s Canary Wharf, Woolwich and Abbey Wood stations to see at first hand the regeneration taking hold across southeast London.

Rail Minister Claire Perry MP met female construction workers at Farringdon station to mark a new partnership between Crossrail and Women into Construction. The partnership, now based at Crossrail’s head office, will create work experience and employment opportunities for more women on the project and increase collaboration between Women into Construction and our employability and education teams.

The Crossrail tunnels also featured on BBC Children in Need as part of the route for the BBC One Show’s ‘rickshaw challenge’ from Land’s End to the East End, and on Strictly Come Dancing, in a segment featuring broadcaster Jeremy Vine.



Cloud Index by Spencer Finch at Crossrail Paddington station

### Crossrail's art programme

Crossrail announced that Heathrow is co-funding a work of art with the City of London Corporation in the new Paddington Crossrail station. A Cloud Index by artist Spencer Finch will see different types of clouds printed on to the glazed canopy above the station ticket hall. They will create a picture of the sky which will appear to change according to the light, direction of the sun and time of day. The artwork will be part of Crossrail's Culture Line, an exhibition of large-scale art across central London Crossrail stations, created in collaboration with London's leading art galleries.

### Surface Transport

#### Passenger journeys and demand

Bus passenger journeys in Quarter 2, at 23 million, were 4.2 per cent below target. The primary cause of this decline in demand was the slight deterioration in bus network reliability, caused by increased traffic levels. These are being driven by London's strong economic growth (including extensive building and construction projects), a rapidly rising population, our Road Modernisation Plan and by town centre improvements. Fare-paying passenger journeys were almost 18 million below target, with non-fare paying passengers 5.2 million under target. Full-year passenger journeys are now expected to be 79.3 million under target – 19 million down on last year.

## Cycling

Cycling in London has more than doubled in the past decade, with more than 600,000 journeys now made every day. Within the central Congestion Charging zone we are aiming to increase cycle journeys by four per cent this year, in line with the long-term aim of a 400 per cent increase by 2025.

In Quarter 2 a daily average of 527,005km, or about 170,000 journeys, were cycled in the central zone, a three per cent increase over the same quarter last year.

A three per cent increase in cycling levels in central London is now forecast for 2015, against a targeted four per cent rise. Greater numbers of roadworks and road closures during Quarter 2 are likely to have impacted levels, and increases in cycling during the second half of the year will be needed to meet this year's target.

## Road safety

Provisional data for Quarter 2 shows that 510 people were killed or seriously injured (KSI) on London's roads, the lowest level on record for a quarter. This is 45.3 per cent below the 2005-2009 baseline and 4.6 index points lower than the same quarter last year.

The full-year target for 2015/16 is a 40 per cent reduction in KSIs against the 2005-09 baseline. This is the required performance if we are to be on track to meet the Mayor's new longer term target of a 50 per cent reduction by 2020 against the baseline. We now expect to see a drop in KSIs by 41.6 per cent this year, which is in line with this target.

In Quarter 2 we launched the Safer Lorry Scheme. This is designed to improve the safety of vulnerable road users, including cyclists and pedestrians. From 1 September 2015 every vehicle on London's roads weighing more than 3.5 tonnes (with a small number of exemptions) must be fitted with side guards to protect cyclists and with class V and VI mirrors to give the driver a better view of surrounding cyclists and pedestrians.

The trial of Intelligent Speed Assistance (ISA) on London buses, which limits vehicles to the speed limit of the specific road, has improved TfL's understanding of its benefits and its potential across the bus fleet.

As part of TfL's trials of 20mph on the TLRN, a 20mph limit was introduced in Hackney on the Kingsland Road between Forest Road and Somerford Grove in August.

## Roads

Traffic flows decreased slightly in Quarter 2 compared with the same quarter last year, with a 0.1 index point reduction in the volume of traffic on London's major roads. Delays to traffic, including buses, is expected to start improving from early 2016 as individual improvement schemes start to complete and the benefits of the Road Modernisation Plan are realised.

In Quarter 2, morning Journey Time Reliability (JTR) on the Transport for London Road Network (TLRN) was 88.1 per cent, 1.3 points lower than the same quarter last year but 0.1 points better than target overall. JTR was worse than the same quarter last year, despite a decrease

in traffic flows, because of more planned and unplanned events, with traffic 0.1 index points lower than last year. Quarter 2 saw a total of 819 hours of serious and severe disruption, from both unplanned and planned events, across 302 separate incidents. This is an overall increase of 23 hours compared with the same quarter last year.

Across Quarter 2 there were a number of planned and unplanned incidents that contributed to an increase in disruption hours across all three periods. Planned disruption, at 281 hours, was up four hours compared with the same quarter last year. The slight increase in planned disruption was due to an increase in planned works and special events. The amount of serious and severe disruption per event, a measure of effectiveness of the resolution of unplanned incidents, increased from 1.9 hours in Quarter 2 last year to two hours this time and is in line with the full-year target.

Bus reliability, measured by excess wait time, was on target in Quarter 2. We introduced a number of measures during the quarter to protect service reliability against disruption from a series of major roadworks in central and inner London and from a wider deterioration in traffic congestion. We also introduced a further incentive scheme for bus operators, targeting improved performance on routes in outer London which have been most severely affected over the past year. The forecast for the full year remains 1.1 minutes in line with last year's performance.

## **Surface Transport Investment Programme** **New buses**

The number of New Routemasters in London is approaching 600 following the phased conversion of route 149 (Edmonton Green to London Bridge). This is the 17th route to be selected for the roll out of 800 vehicles by 2016. We have awarded a further contract for conversion of route 91 with the exact date for introduction to be set later this year.

The world's first pure-electric double-deck bus, which is to operate on route 98 between Willesden Green and Holborn, was unveiled on 16 October at the Bus and Coach Expo 2015 in Belgium. It is one of five vehicles produced by BYD (Build Your Dreams) of China that will join conventional diesel vehicles later this year. It can accommodate more than 80 passengers and has a range of up to 300km under stand-on-the-road test conditions.

There are currently 22 battery-powered buses in London's fleet. This will rise to more than 70 by autumn next year following the award of new operating contracts for central London routes 507 and 521.

## **Hybrid buses**

Seventeen per cent of the bus fleet is now served by low-carbon emission and quieter diesel-electric buses. There are currently 1,530 hybrids in the fleet and this will grow to 1,700, including 800 New Routemasters, by the middle of 2016 when they will represent around 20 per cent of the fleet.



Leon Daniels, Managing Director Surface Transport with Isbrand Ho, Managing Director BYD and the world's first pure-electric double deck bus.

### Bus priority

Fourteen small bus mitigation schemes have been completed ahead of target in the London Borough of Southwark as part of the Bus Priority Delivery Portfolio. Five other boroughs have each completed a scheme, with a further six schemes being installed on the TLRN.

Construction has started on the A503 Camden Road junction with St Pancras Way, in conjunction with Camden's Central London Grid scheme. Construction will start on two further TLRN schemes – A406 North Circular/ Brentfield Road and A20 Loampit Vale – by the end of the year. Additionally, construction has started on a facility to allow buses to turn right from Queenstown Road into Battersea Park Road, which is a complementary measure to the Queen's Circus Better Junctions scheme.



## Structures and tunnels

Work continues on the replacement of four road-over-rail bridges, following completion of the refurbishment and replacement of Chiswick Bridge, Fore Street Tunnel and Woodlands Retaining Wall and the strengthening and refurbishment of Hammersmith Flyover. The four are due to be completed by December 2017.

At **A127 Ardleigh Green Bridge** we are working closely with Network Rail to ensure works are fully integrated with their overhead line equipment upgrade programme. Work is progressing as planned, with installation of a service bridge, across which the utilities will be diverted during a night-time possession of the A127 and rail lines in December.

At **A406 Power Bridge Road** works are under way in preparation for a service bridge to carry diverted utilities. We are on schedule to install it by spring 2016 and implement a road and rail blockade during Christmas 2016 so that the existing bridge can be demolished and replaced.

At **A1 Highbury Corner Bridge** we are working closely with Network Rail, which part-owns the structure with TfL. Network Rail is currently assessing the load capacity of the adjoining structure, which will determine the scope of the project.



Structure and tunnel works



Work to upgrade Elephant and Castle Northern roundabout now under way

At **AI Upper Holloway Railway Bridge** works are progressing as planned, with the erection of site hoarding and demolition of the existing bridge parapets. We are due to install a service bridge in spring 2016 and carry out a road and rail blockade during Christmas 2016 to enable us to demolish the existing bridge and replace it with the new structure.

### Elephant and Castle

Work at Elephant and Castle’s northern roundabout will see a return to two-way traffic to the junction for the first time in more than 50 years. The new design will provide a largely segregated cycle route and surface level pedestrian crossings, improving safety for all road users and pedestrians.

Collision statistics show that Elephant and Castle northern roundabout is consistently the worst performing junction of its kind in London. The roundabout is dominated by motor vehicles but is also popular with cyclists, with more than 1,300 using it in the peak.

Phase I of the project is progressing well, with completion planned by May 2016. On 5 December we met a key milestone when the roundabout was switched to two-way traffic. Prior to the switch we held briefings with local interest groups and other stakeholders, sent letters to local residents and businesses and advertised on the radio, press and on social media.

On completion, the Elephant and Castle project will bring benefits to pedestrians, cyclists, buses and general traffic, and improve road safety. We will remove the subways and replace them with surface-level pedestrian crossings. We will introduce fully segregated or off-carriageway cycle lanes and remove the need for many of the vehicle manoeuvres historically linked to collisions. We will also upgrade bus shelters and reduce congestion around bus stops by re-locating some of the stops. Finally, we will alter traffic signal operations to provide a smoother, more continuous journey.



Vauxhall Gyratory Cycle Superhighway 5 Improvements

### Westminster Bridge South consultation

As part of our commitment to make London's busiest junctions safer and more attractive for cyclists and other vulnerable road users we are consulting on proposals for improvements to Westminster Bridge South. The scheme brings together a number of improvements both for cyclists and pedestrians. We are developing proposals to separate cyclists from motor traffic and provide links between local cycling routes. Subject to the consultation results, construction could start in 2016.

### Encouraging more cycling and walking Cycle Superhighways Programme

#### Cycle Superhighway 5 (Oval to Pimlico)

Work is now complete on Cycle Superhighway 5, which was officially opened by the Mayor on 19 November. This is the first in a series of new fully segregated Cycle Superhighways for London. The works included a new bi-directional segregated cycle track through Vauxhall Cross gyratory.

#### Cycle Superhighway 1 (Tottenham to the City)

Work is roughly 60 per cent complete and on schedule to finish by April 2016.

#### Cycle Superhighway 2 Upgrade (Bow to Aldgate)

Work is progressing well and remains on schedule to finish by April 2016, with 75 per cent now complete. Further sections of new segregated cycle track opened in November between Osbourne Street and Cambridge Heath Junction, and between Harford Street and Harley Grove.

#### North-South Cycle Superhighway (Elephant and Castle to Farringdon)

Overall the project is 70 per cent complete and is planned to be finished by May 2016. Construction has begun at Blackfriars Junction and Farringdon Street north of Ludgate Circus. Work from Stonecutter Street to Ludgate Circus started in mid-November following the Lord Mayor's Show.



Santander Cycles at Borough Market

### East-West Cycle Superhighway (Tower Hill to Lancaster Gate)

Construction is approximately 40 per cent complete and on schedule for a May 2016 finishing date. Further sections of new segregated track between Horse Guards Avenue and Northumberland Avenue and between Savoy Place and Temple Place opened in November. We have now resumed works at Parliament Square after temporary suspension for Remembrance Sunday. Works are also under way on West Carriage Drive and will continue through to May 2016.

### Cycle Hire scheme 'gets physical'

Santander Cycle Hire is lending its weight and moustaches to the Movember Foundation's latest campaign to tackle physical inactivity. The Foundation, a global charity helping men to live happier, healthier, longer lives, has raised some £400m and funded more than 1,000 programmes focusing on prostate and testicular cancer, mental health and physical exercise.

This year the Movember Foundation is encouraging people to raise money by signing up for its MOVE campaign and 'get moving each day in Movember'.

Santander Cycles is supporting 'Movember' by attaching 'moustaches' to a number of cycles and encouraging riders to share a photo of it on Twitter or Instagram, using the hashtag #MoCycle. For every photo shared Santander will make a £1 donation to the Foundation, up to a maximum of £10,000. Two hundred limited edition gold moustaches will generate a £2 donation. Mini-Hollands

Construction continues on the Meridian Water to Enfield Town Quietway in Enfield. Waltham Forest has now completed its first scheme in Walthamstow Village and Ruckholt Road. Construction in Kingston is now under way on the North Kingston Cycle Way development.

### Sustainable Travel – Active, Responsible, Safe (STARS) school accreditation programme

STARS is TfL's signature school travel programme and the leading programme

globally to encourage safe and active travel to school. In June, TfL awarded 1,475 schools STARS accreditation, representing 46 per cent of London schools, the highest proportion taking part since the programme began in 2007.

In October 330 schools attended one of seven interactive training seminars, when the STARS accreditation awards were announced and the schools participated in activities to highlight and share best practice. Our Top Schools event was held at City Hall on 3 November to celebrate the most innovative and actively engaged top STARS schools.

The best schools from across London went on to showcase their achievements in encouraging safe and active travel to school and were presented with awards. The Glebe School in Bromley won the top secondary school in South London award. Glebe, a foundation secondary special school, has seen a 35 per cent increase in students travelling independently to school in the past two years. Car use has fallen in the past three years from 35 per cent to eight per cent.

### Grants

We have awarded 31 community groups and not-for-profit organisations with grants of up to £10,000 to encourage more people to cycle, as part of Cycling Grants London (CGL). CGL is a new programme funded by TfL and managed by the environmental regeneration charity, Groundwork, to offer funding to community groups for cycling projects. Groups from across London will use the money to promote pedal power through initiatives such as cycle training,

bike maintenance and guided rides. More than 5,000 new recruits to cycling in London will benefit from the grants in the first year.

### The River

#### New boats to support River Bus services

MBNA Thames Clippers has expanded its fleet with two new 150-capacity catamarans entering service on 11 November on River Bus route RB6 Blackfriars to Putney. With their extra capacity, the new boats mean more passengers can travel in greater comfort and space.

#### Plantation Wharf

A new pier at Plantation Wharf in Battersea came into operation on 11 November. It will be served by River Bus route RB6 Blackfriars to Putney, using the new catamarans.

The new vessels and pier, alongside the roll-out of Oyster validators in September, will help to meet the Mayor's River Action Plan goal of 12 million passengers using the river by 2020.

### Taxi and Private Hire

#### Private Hire Regulation Review consultation

A second public consultation on the Private Hire Regulations Review was launched on 30 September. Containing more detailed proposals, it builds on the open-ended questioning of the first consultation, which took place between March and June.

The consultation will run until 23 December. To date we have received almost 5,000 online responses.

### ‘Design icons’

The world famous black cab, the groundbreaking work of Frank Pick, and Harry Beck’s iconic Tube map have been named as London’s favourite transport design icons. The three topped the vote after more than 10,000 Londoners took part in the TfL and London Transport Museum search. Sponsored by Exterior Media, the Design Icons search is part of ‘Transported by Design’, an 18-month programme of events, exhibitions and competitions that celebrate the role of good design on the Capital’s transport network.

### Improvements for taxi and private hire drivers

In November we introduced temporary measures for existing taxi and private hire drivers whose Disclosure and Barring Service (DBS) results had still not been returned.

The measures are a response to the impact that current delays at the DBS can have on drivers waiting for their licence to be renewed. DBS checks are the responsibility of the Home Office and individual police services. To be eligible for the temporary measures, drivers will have had to apply for their DBS at least

The world famous black cab has been named London’s favourite transport design icon





three months before the expiry of their previous licence.

The measures will initially be limited to two weeks in length. Drivers from both trades who are applying for a licence for the first time will not be eligible. However, TfL will continue to escalate these cases on their behalf.

### **Sustainable freight Freight Forum**

TfL's Freight Forum took place on 6 November. This twice-yearly meeting brings together the servicing and delivery industry with London's businesses, boroughs and TfL colleagues so we can work together more effectively.

The focus of this forum, which was chaired by David Leam of London First, was to introduce our new strategic approach to freight and the potential impact of the forthcoming mayoral election. Feedback from the lively and useful debate will help guide TfL's future work on freight.

### **Prince Michael International Road Safety Award**

On the 8th December our Construction Logistics and Cyclist Safety (CLOCS) programme has received a Prince Michael International Road Safety Award, recognising TfL's lead in improving Heavy Goods Vehicle (HGV) safety within the construction industry.

Judges found the CLOCS Programme innovative, well researched and well managed. It was also praised as an example of how public sector leadership can catalyse the private sector.

CLOCS has established a common Work Related Road Risk Standard for the construction industry which can be applied throughout supply chains, with more than 200 construction companies now signed up to implementing the standard, including 30 major construction clients with a combined annual turnover of £23bn.

CLOCS has also demonstrated market demand for safer trucks, encouraging vehicle

manufacturers to design 16 new 'high vision' trucks, with low-entry cabs and larger windows to greatly reduce HGV blind spots.

In addition, our Work Related Road Risk programme received a Prince Michael International Road Safety Award for its success in emphasising 'safe and sustainable mobility' to our employees, through the Approved Driver scheme that focuses on driver risk assessment, coaching and vehicle safety. This scheme is operated in collaboration with the Institute of Advanced Motorists.

### **PRAISE Award**

TfL has been recognised with a public authority award at the European PRAISE (Preventing Road Accidents and Injuries for the Safety of Employees) Awards for outstanding measures for reducing road deaths and injuries by improving road safety at work.

The award reflects our commitment to improving road safety, both in our own fleets and throughout our supply chain, by the use of responsible procurement. Alongside the award, TfL has been cited as a case study in the European Transport Safety Council publication on road risk at work through procurement.

### **Working with other European cities**

Our Freight and Fleet team was invited to share latest thinking on servicing and delivery with other cities across Europe by the Euro Cities and Polis networks. Both groups provide a forum for discussion on the latest thinking on transport policy.

We presented at the Euro Cities Mobility Forum in Tallinn in October and at the Polis Annual Conference in Brussels in November. We are working with other European cities to understand their existing best practice, how they work with and regulate the industry, and the best ways to collect data so that our freight policy can be more evidence based. This builds on the work we have already done with other world cities such as New York, Barcelona and Sydney.

### **Future Truck Design Awards**

Launched at the Freight in the City event in October, TfL's Future Truck Design Awards are intended to stimulate innovative and creative design to improve the safety and operation of trucks in towns and cities. The competition aims to inspire the next generation of designers and engineers and is open to secondary school students, undergraduates and postgraduates.

A campaign to raise awareness of the competition has already begun in schools and colleges in London and at universities across the country. Two major truck manufacturers, Volvo and Mercedes, are supporting the awards and will provide study trips or work experience placements as prizes. The competition will encourage debate within the industry about how truck design can contribute to safer roads and raise the profile of TfL's Safer Trucks Programme.





Policing operation at North Greenwich station

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

### Crime on public transport

The London Assembly’s Police and Crime Committee has undertaken an investigation of crime on public transport. TfL and its police partners – the Metropolitan Police Service (MPS), British Transport Police (BTP) and City of London Police (CoLP) – were asked to submit evidence and attend a hearing on 12 November to answer the committee’s questions.

The investigation considered how to reduce crime and improve safety on public transport and how the Mayor is working with partners to achieve these goals. In particular, it looked at the rise in reporting of sexual offences and the crime and safety risks associated with the introduction of the Night Tube.

The investigation included a site visit to the LU and BTP control centre, as well as a hub policing team operation to showcase the activity of our officers and the work of the BTP and MPS Roads and Transport Policing Command to improve transport safety and security.

## Launch of the London Freight Enforcement Partnership

The London Freight Enforcement Partnership (FEP) was formally launched on 13 October and the first FEP Strategic Steering Group meeting took place on 26 November.

The FEP brings together resources and expertise from TfL, MPS, CoLP and the Driver and Vehicle Standards Agency (DVSA) to drive further improvements in the safety, air quality and reliability of London’s roads.

With the Chairman of Network Rail (who is also the Chair of the London Freight Enforcement Partnership), I launched the partnership along with senior representatives from London’s police services, DVSA and the freight industry.

Through the partnership, freight enforcement in London will benefit from shared intelligence, better use of technology and more joint roadside operations than ever before to tackle commercial drivers and operators who operate illegally, undercutting and destroying the businesses of the vast majority of commercial operators who are law abiding.



The London Freight Enforcement Partnership will enhance the work we do to stop illegal freight operation

Targeted action will be taken to root out the most serious offenders, and the partnership will work with the Office of the Traffic Commissioner to remove them, and the danger they pose to other road users, from London’s roads.

The partnership will build on the work TfL and its partner agencies have done in recent years, including the Industrial HGV Task Force and Commercial Vehicle Units. It will target unsafe HGVs and take non-compliant and unsafe commercial vehicles, drivers and operators off London’s streets.

**Operation Neon and STAN**

Operation Neon, a high visibility multi-agency enforcement operation to deter and disrupt illegal minicab activity in central London hotspots, reached its 50th day of operation in October.

The operation, which runs every Friday and Saturday, involves police officers, Traffic Police Community Support Officers from the MPS and our own Taxi and Private Hire Compliance Officers, Revenue Protection

Inspectors and Road Network Compliance Officers as well as local authority parking attendants.

The first 50 days resulted in:

- 4,165 PHV drivers advised and moved on to keep roads clear for taxis and booked PHVs
- 285 PHV drivers reported for not having a badge and stopped from working for the remainder of the evening
- 2,741 PHV drivers reported for not wearing their badge
- 49 PHV drivers reported for plying for hire offences (this includes plying and Section 2 offences)
- 553 PHV drivers reported for parking on taxi ranks
- 1,173 parking tickets issued

In addition to Operation Neon and regular anti-touting enforcement activity, the second phase of Operation Safer Travel at Night (STAN), coordinated by TfL and the MPS Roads and Transport Policing Command, will run over the festive period. The operation aims to detect, deter and disrupt illegal cab activity and get

people home safely. It will involve the MPS Cab Enforcement Unit, Safer Transport Teams and our Taxi and Private Hire compliance officers.

### Operation Safeway

In late October the Mayor announced a package of measures to improve road safety in London further by targeting the key sources of road danger more effectively. The measures, which include a significant surge in road safety policing and enforcement activity, will help ensure we remain on track to meet the Mayor's target of a 50 per cent reduction in the number of people

killed or seriously injured on London's roads by 2020. This equates to a reduction of 14,000 casualties over the period of the current Road Safety Action Plan.

Operation Safeway is a key element of the RTPC's road safety activity. Safeway deployments will now cover more than 300 priority locations across the Capital, three times as many as previous operations, with officers targeting road users committing a range of traffic offences and engaging with them on road safety advice. During October and early November the operation deployed 7,202 officers and staff.



A total of 3,322 traffic offence reports were issued and 81 arrests were made.

## Environment

### Regent Street Motor Show

Crowds in excess of 400,000 gathered for the UK's largest free-to-view motor show on Regent Street on 31 October to see more than 200 cars from past, present and future generations on display. They were joined by TfL's Behaviour Change team, there to promote the Ultra Low Emission Vehicle (ULEV) Delivery Plan.

The team partnered with the Government campaign Go Ultra Low to create the 2015 Low Emission Motoring Zone. The purpose was simple: raise awareness of ultra- low emission vehicles and showcase the commitments TfL has made to improving London's air quality. The Regent Street Motor Show was our first mass public event on this subject.

On display were our newest fully electric buses and a line-up of seven of the latest plug-in and fuel cell vehicles. Visitors were given an opportunity to test-drive some of these increasingly popular cars on a nearby street.

The event was hugely successful and the TfL team was overwhelmed at the volume of positive reactions from the public on the commitments we have already made and for our plans ahead. The public were genuinely interested in the display of low emission cars and the TfL electric bus, across all age groups and backgrounds.

### Grey Fleet – reducing private car use on the network

Over 55 per cent of public sector business travel is undertaken by drivers using their own cars. Croydon Council recently undertook a grey fleet (personal cars used for work purposes) reduction programme and succeeded in reducing employee travel costs, saving the council over £500,000 a year.

The Croydon programme resulted in a 42 per cent reduction in employee business miles travelled and cut carbon emissions by 36 per cent. To help reduce congestion on London roads, we are investigating how to recreate Croydon Council's success in public sector organisations across London.

We are undertaking a project to research the scale of grey fleet use and the most effective initiatives to influence organisations and their employees to change their travel behaviour by providing a compelling alternative to the private car for business trips. This research aims to quantify:

- Vehicle kms removed from the road network as a result of reducing grey fleet use across London's public sector
- CO<sub>2</sub> reduction/improved air quality
- Cost savings to the public sector

Based on the findings, the next step, in spring 2016, will be to promote a grey fleet reduction initiative to all public sector organisations in London.

# 3 Customer experience

## Customer Conference

We held our inaugural TfL Customer Conference on 10 November, bringing together more than 170 delegates from all parts of TfL and over 50 commercial companies – train and bus operators, Network Rail and suppliers – with whom we work.

We explained our customer strategy and shared learning and good practice on how our industry can improve by consistently getting the basics right, putting things right when they go wrong and proactively removing hassle for customers through better information, ticketing, training and service design.

I was delighted to open the event and share my experiences of good customer service and how it can make or break an organisation's reputation. We heard from the chairman of consumer group Which? on the essential nature of getting the basics of your service right and delivering what you promise.

Our Marketing director, Chris MacLeod, led us on a description of what has shaped Every Journey Matters, supported by videos of real customers telling it the way it is, along with contributions from John Lewis and Sainsbury's. He explained our 'Gain points' work, such as providing automatic refunds, better training for bus drivers and better real-time information, to win customer trust. Great case studies followed from a range of TfL and industry speakers. At the end we held a panel discussion taking questions from the audience.

We received nearly 100 ideas on how we should shape customer service into the future and each delegate also put forward their own personal commitment on what they would take back to their organisation to follow up a specific Gain point.

## Cash handling machines free up station staff

After a successful trial, new cash handling machines are being introduced at LU stations. These will help free up station staff to spend more time directly helping customers in ticket halls and on gatelines and platforms.

The cash handling machines have been trialled over the past 18 months at four stations: Acton, Hendon Central, Euston and Gloucester Road. Results clearly show they simplify day-to-day cash management and save time. Instead of counting money manually, staff deposit coins and notes into the machine, which quickly counts and sorts the money and prints a receipt.

The new devices are part of the London Undergrounds programme to modernise station operations. Over 4,000 staff members have completed the new customer service training. More than 280 ticket offices have closed, and nearly all stations are now operating without a ticket office. At transformed stations, staff helpfulness has been scoring high marks with customers.

### **Contactless payments and Oyster extended to Hertford East**

Along the Hertford East line, four stations now accept contactless and Oyster. Customers are seeing cheaper fares and a quicker, more convenient and flexible way to pay them.

### **The urban traffic ‘data hack’**

Over the weekend of 14 and 15 November our IM and Surface team held a data ‘hackathon’. This was the first in a series that will pave the way for the wider sharing of data, enabling us to drive insight and innovation from the data science community to benefit our customers. Leading data scientists worked as teams to explore how we can harness data on road space use to help manage demand.

Many new ideas emerged, including how we could use our data to predict incidents on our roads in advance and, in addition to products covering roads, the suggestion of an app to determine the best chance of getting a seat on the Tube based on location, date and time.

### **Walk the Tube Map**

On 11 November we launched our new ‘Walk the Tube’ map, which has been extensively covered by social and print media. The map, available online, was produced as part of the Recurring Congestion Programme and for use during planned and unplanned disruption. Its publication contributes to our response to the London Health Commission, which called on TfL to encourage Londoners to walk between stations.

### **Customers better connected**

Since November customers can now benefit from ultrafast Virgin Media WiFi connectivity at 100 more LU stations, bringing the total to 250.

The service, launched in 2012, can reach speeds of more than 100Mbps. Around half a million phones, tablets and laptops connect each day. Virgin Media’s data shows an average 20 terabytes (TB) of data are consumed daily on the LU WiFi network – a huge increase from 3TB a day within the past 12 months.

The service provides free travel information to anyone who connects, and includes live service updates and TfL’s Journey Planner. Customers of Virgin Media and several other major mobile phone providers can also access the wider internet at no extra charge. It works throughout stations, in ticket halls, passageways and on platforms.

Since its launch three years ago, WiFi has become an integral part of travel on the Tube with around half a million phones, tablets and laptops connecting every day. WiFi has also now been extended to Victoria Coach Station.

### **World Travel Market visitors supported during strike**

During the two days of the DLR strike in November we eased disruption for people attending the World Travel Market at ExCeL by running a DLR shuttle service from Canning Town to Prince Regent. The shuttle enabled more than 80,000 passenger journeys over

the two days, making a real difference and receiving very good feedback from customers. Emirates Air Line also played an important part in helping visitors reach ExCel and reported its highest demand since October half term in 2012, with over 13,000 passenger journeys on each of the two days.

### **New Year's Eve preparations**

Planning continues for this year's New Years Eve celebrations. Following the success of last year's celebrations the ticketed viewing area will be extended to include Waterloo Bridge. We are working closely with Network Rail to understand the impact of planned engineering works on crowd dynamics and station crowding.

### **London Transport Museum (LTM)**

#### **Pop-up shop**

The London Transport Museum's South Kensington 'pop-up' shop has received positive press support and good feedback from customers since it opened in October. Sales have been increasing week on week, but set-up costs were quite high and running costs are being closely monitored.

Open from 10am to 7pm, the shop carries an exclusive range of recycled leather stationery and a poster kiosk showcasing a selection of LTM's most popular posters, as well as gifts for the festive season.

The plan is to develop a profitable model to roll out across London. The pop-up format will help to secure a range of shorter term leases across TfL stations and other retail areas. The Commerce team is looking to open a shop in Piccadilly Circus which will support plans for Transported by Design in 2016.

### **From nursery to work**

Enjoyment to Employment is the term being used to encapsulate all the learning programmes at the LTM for children and young people aged 0-24 and recent months have seen success at both ends of the age range. Funding has been secured to develop a new nursery session based on the job roles within TfL, and LTM's Route into Work programme saw 50 per cent of young people on the course gaining employment within the TfL supply chain.

### **Family activities and visitor numbers**

Visitor admission numbers at the LTM are increasing year on year. This summer the museum saw an increase of over 10,000 visits compared with the same period in 2015, with a total of 67,267 visitors. The new All Aboard family galleries helped draw in visitors, with daily numbers above target and longer dwell times for those visiting. More than 2,500 people took part in the summer holiday family activities. The programme was led by an LTM apprentice, with support from the museum's young volunteers.

# 4 Value – efficient and effective delivery

## TfL's credit rating

On 4 November, the ratings agency Fitch affirmed TfL's credit rating at AA, with stable outlook. This followed the previous affirmation by Standard & Poor's of TfL's credit rating at AA+, stable outlook.

On 23 November, I joined Simon Kilonback, members of the TfL Group Treasury team and other TfL staff to take part in a London Stock Exchange (LSE) market opening ceremony to celebrate the launch of TfL's £400m Green Bond in a designated LSE Green Bond segment. This reflects TfL's importance as a leading issuer in the Sterling nominal and green bond markets.

## Planning application submissions

Our property development plans continue to progress with pace. We have set our plans to become the biggest developer in London, which will see us bring forward 75 sites across 300 acres, providing 10 million square metres of residential and commercial space with more than 10,000 homes.

We have taken the first steps in this ambitious programme by submitting three major planning applications in November for schemes at Northwood, Nine Elms and Parsons Green. These will provide more than 600 homes as well as £100m of investment for the transport network for both local improvements and running and modernising of the wider network. These local improvements include a new step-free Tube station for Northwood and a significant contribution to the Northern line extension from the Nine Elms over station development.

The scheme details:

- **Nine Elms** – The proposed development above the new Nine Elms Tube station will create 362 new homes, around 25 per cent of which will be affordable, 2,318 square metres of office, 550 square metres of retail, a new public square, play space, pedestrian and cycle connections, cycle parking and disabled car parking. Revenue generated from the new development will support the funding of the Northern Line extension
- **Northwood** – The proposed development will provide 127 homes, around 20 per cent of which will be affordable, as well as a new Tube station with step-free access and a new bus and train interchange. There will also be a new public space and 300 parking spaces as well as 1,300 square metres of retail floor space. TfL is exploring options to accommodate existing tenants in the development and is providing relocation options to assist them in continuous trade.
- **Parsons Green** – The proposed development is on the site of a former LU depot next to Parsons Green Tube station, currently used as workspace. The scheme will create 119 new homes, 40 per cent of which will be affordable, as well as over 4,000 square metres of retail, workspace and restaurants. The development will also support around 300 jobs and enable the opening of three arches for commercial use.



# 5 People and awards

## Payment Awards 2015

Further recognition of our work on contactless payment came on 4 November when our Customer Experience team was awarded Best Contactless Payment Project and the Overall Award across 19 categories at the Payment Awards 2015.

## Rail Operator of the Year

LU has won Rail Operator of the Year ahead of national and local rail organisations at the National Transport Awards. LU received this prestigious award for its continuing commitment to making improvements while focusing on efficiency and driving down costs. The judges drew attention to enhancements in reliability that have shortened the average Tube journey by 13 per cent since 2002.

Held annually for the past 15 years, the awards are judged on improvements to customer experience and the nation's transport infrastructure. At LU these include continued improvements in reliability, the introduction of air-conditioned walk-through (S stock) trains to 40 per cent of the network, more accessible stations, being a world leader in contactless payments, more personalised information and online services, and the biggest investment programme in LU history.

The last time LU won Rail Operator of the Year was in 2013.

In addition, Cubic with TfL were awarded the Most Innovative Transport Project for bringing contactless payments to London. Bombardier won Transport Supplier of the Year for LU's S stock trains.

## Tunnel relining wins innovation award

An effective method for relining a stretch of the Bond Street to Baker Street tunnel on the Jubilee line has beaten international competition to win a Bentley Award for Innovation in Rail and Transit.

The innovative approach, used for the first time in LU, enabled us to replace deteriorating precast concrete rings efficiently and without interrupting passenger service. It also reduced the project time and cost. In total we replaced 215 metres of tunnel lining with spheroidal graphite iron segments.

## Collaborators Award

TfL was named top collaborator in the world of property at the Estates Gazette/MIPIM UK Awards. These recognise the work of developers and their partners from the private and public sectors. The Estates Gazette top collaborator award celebrates the work the Commercial Development team is undertaking to select property partners who will help us to turn more than 50 sites across our estate into millions of square metres of new homes, offices and shops.

It also recognises our new approach to retail. Our partnership with Appear Here to transform Old Street Tube station into a pop-up retail destination was cited as an example of TfL taking a fresh approach. To date more than 200 brands have taken space in the station and our new approach has helped start-ups get the business breaks they needed alongside established brands such as French Connection and Jamie Oliver, who appeared on our network for the first time.



OUTbound, TfL's LGBT network win 'Network Engagement Initiative of the Year' award

**Recognition for OUTbound at the inaugural Inclusive Network Awards (IN Awards) 2015**

OUTbound, TfL's Lesbian, Gay, Bisexual and Trans (LGBT) network won 'Network Engagement Initiative of the Year' for its #RidewithPride campaign at this year's IN Awards in Manchester on 19 November. The #RidewithPride campaign launched three rainbow-themed vehicles and a temporary rainbow zebra crossing in London. The awards celebrate the work that staff networks do to support their employees, the wider community and positively influence the reputation of the organisations they represent.

A bus, a taxi and a DLR train have all been covered in rainbow colours to raise awareness of LGBT diversity in London, and to celebrate 10 years of OUTbound. The network worked

with sponsors Stagecoach, Ubiquitous and Barclays to ensure there was no cost to TfL. The campaign has since been copied in Calgary and Toronto in Canada, with both cities launching their own Ride with Pride rainbow buses.

**Brand of the year**

We were nominated for the prestigious Marketing Society Brand of the Year award in November. This was a fantastic achievement to sit alongside 20 other big brand companies including Lidl, Aldi, John Lewis, Google and Airbnb and demonstrates how far we have come as a business in terms and how we present our brand to our customers and users in the best possible way.

We were chosen for the role we play in contributing to the quality of life of Londoners and making every customer journey matter.

## **100 Years of Women in Transport – one year on**

The 100 Years of Women in Transport campaign, which launched in November 2014, is celebrating its first anniversary. Over the past year a variety of events, activities and initiatives have been held to engage and motivate women in transport and inspire future generations.

Further information on the programme can be found at [tfl.gov.uk/campaign/100-years-of-women-in-transport](http://tfl.gov.uk/campaign/100-years-of-women-in-transport)

### **Social media activity**

Following the launch of our social media presence in March 2015, we have now established a network of more than 7,000 Twitter followers. The Twitter account @transportwmn, is a platform from which we promote a number of online campaigns, share inspiring content and showcase women from the industry. To date these campaigns have included National Train Day, Bakerloo Bolt and Bus Conductor 100. On 7 December, we celebrated National Civil Aviation Day with the support of various aviation and airline organisations via their social media channels.

### **A moment in history**

Our historical exhibition, which tells the story of women in transport over the past 100 years and their historic achievements, has now been on display at more than 25 different locations, including the offices of our industry partners and Tube stations.

## **The first female bus conductor centenary**

On 1 and 2 November we celebrated 100 years since the first female bus conductor started work in London. Mrs G. Duncan became the first woman ‘clippie’ in London when she started work with the Thomas Tilling Company on route 37 on 1 November 1915.

To commemorate the occasion, we displayed celebratory messaging at bus stops and worked with bus operators to showcase profiles of women currently working in the bus industry. Go Ahead, which now operates route 37, ran a special bus service using a traditional Routemaster to mark the centenary. The service operated from Peckham Bus Station to Putney Heath, with some specially invited role models from the industry on board, including retired female bus conductors.

### **Engaging our workforce Industry Insight Sessions**

We held six free evening events in the second half of the year with support from a number of sponsors. Attended by more than 500 people, the evenings focused on:

- An ‘industry mixer’ event discussing the importance, challenges and successes of women in transport, organised by Siemens
- ‘Senior women on the frontline’ panel discussion (Department for Transport)
- Getting to the top in a man’s world (Women’s Transportation Seminar)
- ‘Hub dot’ networking evening



focusing on sharing the stories of women across the industry

- Business benefit of gender diversity (WTS and PwC)
- Bridges past, present and future (Women's Engineering Society)

A programme of events for 2016 is now being finalised and will be even more ambitious than this year's, in frequency, variation and size of events.

### National Women in Engineering Day

Celebrating National Women in Engineering Day 2015 in June, we successfully broke the Guinness World Record for the most people performing a jumping high-five simultaneously. No fewer than 864 men and women joined Sir Peter Hendy at Horse Guards Parade to take part, beating the previous record of 150 pairs with an impressive 432 pairs.

The world record attempt was held to celebrate the achievements of female engineers on a day dedicated to profiling the

broad array of engineering and technology careers open to women. The event was sponsored by Siemens and telent, BAM Nuttall, CH2MHill and Institute of Mechanical Engineers (IMechE). A video of the record attempt can be viewed here: <https://www.youtube.com/watch?v=UGoTpxH4osU>

### Speed mentoring

The second Year of Women in Transport speed mentoring event, held in September, gave employees from across the transport industry the opportunity to meet with some of our most successful senior leaders.

Sponsored by AECOM and the Institution of Civil Engineers, it was judged a great success, with 46 mentors and more than 90 attendees from organisations such as AECOM, GLA, DfT, Network Rail, Cubic, Novacraft, CH2M Hill, Morgan Sindall and the Cabinet Office. As a result of the evening, long-term mentoring relationships have now been established and we will host more sessions in 2016.

### **Profiling our people**

As part of the programme, and in recognition of the talented women from both within TfL and across our industry, we have profiled more than 115 individuals from over 15 different transport organisations.

The profiles, which aim to showcase the achievements of women and the sheer breadth of roles within our industry, feature on the TfL intranet and externally on our website ([tfl.gov.uk/campaign/women-in-transportprofiles](http://tfl.gov.uk/campaign/women-in-transportprofiles)) and social media channels, including Twitter ([twitter.com/transportwmn](https://twitter.com/transportwmn)).

### **Coffee Roulette**

Since its launch in April 2015 the networking scheme Coffee Roulette has grown to over 200 members from across TfL. The initiative, which provides a networking platform for all levels of the organisation, operates on a fortnightly basis and randomly assigns partners.

The scheme has proved a huge success, enabling our people to build a better understanding of our diverse organisation as well as strengthening their own networks. As a result, in October we launched the scheme on an industry-wide scale allowing our employees to be paired with others from across the transport industry on a monthly basis.

### **Recognising success**

To mark the outstanding contributions of women at TfL, the 100 Years of Women in Transport programme has focused attention

on reward and recognition. The programme collaborated with the London Bus Awards and created a special award for inspirational women in the bus industry, which attracted more than 30 submissions. The Dial-a-ride awards also paid tribute to the programme with a special award for Inspirational Woman of the Year.

### **Inspiring the next generation**

#### **Teacher Industrial Partnership Scheme**

For two weeks in July we hosted four Science, Technology, Engineering and Mathematics (STEM) teachers on the Teacher Industrial Partnership Scheme. This gave the teachers an opportunity to undertake placements across TfL and meet employees from all levels of the organisation.

The aim was to provide teachers with a better understanding of the diverse range of career options available within our industry which they can use to influence their school's curriculum and improve the careers guidance they give to their students. At the end of the two weeks the teachers gave a presentation summarising their findings and how the insight would influence their teachings.

## School debate competition final at the House of Lords



### Schools debate competition

The first round of the 100 Years of Women in Transport schools debate took place on 10 November. Schools from across the UK were invited to debate the motion at their school in front of an audience and two schools champions. The champions, who volunteered their time, acted as official adjudicators and scored the debates. Of the 50 participating teams, the top four were selected to debate in a final at the House of Lords on 1 December in front of a panel which included me, Lord Ahmad, Ailie MacAdam (Bechtel) and Val Shawcross CBE.

The winners were an all girl team from St Marylebone School who debated in support of the notion 'This House believes the bus will still be the most popular mode of transport in 50 years time'. All finalists received a goodie bag filled with transport memorabilia from the London Transport Museum. The prize for Megan, Taj, Cecilia and Jessica from the winning team is a ride in the cabin of a Tube train.

# 6 Planning

## High Speed 2

The Mayor and the Secretary of State have agreed to work closely together, along with the London Borough of Camden, Network Rail and HS2 Ltd on progressing plans for a comprehensive redevelopment of the Euston area that includes the new HS2 station; the redevelopment of the existing Network Rail station and the proposed new Crossrail 2 station.

A new strategic board will be established early in the new year and will be responsible for overseeing a number of studies that focus on the potential to reduce the construction impact of Euston and maximise development opportunities.

## Bakerloo line extension

We undertook an initial consultation in autumn 2014 on route options for a Bakerloo line extension to the south of Elephant and Castle. More than 15,000 responses were received, with 96 per cent in favour of extending the line.

Since then we have undertaken further work on a number of alternative routes proposed during the initial consultation. The results of that work demonstrate that the preferred route option for a first phase is from Elephant and Castle to Lewisham via Old Kent Road. Any extension would also be supported by

significant improvements to the national rail network in southeast London, including the possibility of a new Thameslink station at Camberwell. This route alignment could support up to 30,000 homes and subject to funding and securing powers could be completed by 2030.

## River crossings

The Silvertown Tunnel was granted Nationally Significant Infrastructure project status by the Secretary of State for Transport in 2012. A statutory consultation for the proposed new tunnel at Silvertown closed on 29 November.

More than 4,100 responses were received. Preliminary analysis of the results shows at least 60 per cent of respondents support the scheme as a means of addressing the congestion and closures at Blackwall and aiding future growth. Many of those in support have caveated their response, with the principal concern relating to the proposed user charge. We are currently analysing all the responses.

A report will now be prepared for the Mayor's consideration and subject to the results of the consultation a submission for a development consent order will be made next spring. On 2 December the Mayor launched a wider vision for future river crossings to support London's growth. Alongside this we launched a further consultation on two proposed new crossings for east London at Gallions Reach and Belvedere. This will seek views on the types of crossings that could be provided and public

transport, pedestrian and cycling options. This consultation will close on 12 February.

### **Garden Bridge**

Following discussions with Lambeth Council and the Garden Bridge Trust, we have reached an agreement for £20m of TfL's total £30m contribution to the Garden Bridge project to take the form of a loan, to be repaid over a 50-year period. These new arrangements increase the benefit-to-cost ratio for the public sector's contribution even further and have allowed Lambeth Council to reconfirm its support for the project. We are now working with the Garden Bridge Trust and the local authorities to conclude the various agreements, ahead of construction beginning in spring 2016.

### **Crossrail 2**

The consultation is fully under way and colleagues from across the business are supporting the team with a programme of nearly 70 drop-in events along the route. The Crossrail 2 team continue to work closely with stakeholders to address concerns and issues through the events and public and stakeholder meetings which are planned right up until Christmas. So far, 4,985 responses (since 27 October and correct at 29 November) have been received.

The Growth Commission is working to gather evidence from key boroughs and developers to analyse the potential for Crossrail 2 to unlock new homes and jobs along the route and across the region. Authorities and developers along the route have been invited to submit written evidence on the opportunities and barriers to development. Roundtable discussions examining the key issues raised are planned. The Commission is expected to make a series of recommendations for how Crossrail 2 could maximise growth in spring 2016.

Crossrail 2 received a boost in the Spending Review, as the Chancellor confirmed that it would be eligible for funding from a new £300m Transport Development Fund. Crossrail 2 will be considered by the new National Infrastructure Commission (NIC), chaired by Lord Adonis, which will make recommendations on future funding in the March 2016 Budget. We have submitted the Strategic Outline Business Case for Crossrail 2 to the NIC Secretariat for review and have presented the case for the scheme to the inaugural meeting of the Commission. Further engagement is planned over the coming months in order to inform the NIC's work ahead of their report in March. The NIC's timetable fits in with Crossrail 2's programme of work and provides a clear path for continued Government support as we continue developing the scheme.



# 7 Other

## **TfL Bill**

A debate on the revival of the TfL Bill took place in the House of Commons on 16 November. Following this, the House agreed to revive the Bill, which will now proceed to a debate on Consideration and Third Reading. These are the Bill's final stages in the House of Commons. We are hopeful that it will receive Royal Assent in this parliamentary session.

The TfL Bill will allow us greater flexibility in the way we can organise our financial affairs and mitigate risks by giving us new powers or changing the way in which we exercise existing powers.

## **Successful Enforcement**

We have successfully undertaken enforcement activity against Splyt, an app-based minicab company, which was operating illegally without a private hire licence. Splyt, which offered private hire journeys through an app, launched their service in April 2015 without an operator's licence. We believed this to be in breach of legislation and Splyt ceased their operation following correspondence. Splyt pleaded guilty to the offence and was fined £1,750 and ordered to pay our costs of £5,217.50.

List of appendices to this report:

None

List of background papers:

None

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