

Board



Date: 19 July 2017

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 29 March 2017 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 – July 2017

List of Background Papers:

None

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



Commissioner's Report

19 July 2017

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

About Transport for London (TfL)

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

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

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

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

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

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

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

We listen to, and act upon, feedback and complaints to constantly improve our services and work with boroughs, 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.

Contents

1 Introduction	4
2 Safety, health and security	5
3 Planning and delivery	12
4 Our customers	40
5 Our people	46
6 Securing value	52

This paper will be considered in public

1 Introduction

This report provides a review of major issues and developments since the Board meeting of 29 March.

2 Safety, health and security

Attacks on Westminster, Manchester, London Bridge and Finsbury Park

Our thoughts are with everyone affected by these dreadful acts of terrorism and we join the country in admiration for our wonderful emergency services who dealt with them so bravely. We responded immediately to the three London attacks and stood up our operational command structures to support the emergency services and worked with the Metropolitan Police Service (MPS) to deploy enhanced hostile vehicle mitigation measures. We will, of course, continue to support the authorities and to make sure London remains fully open for business.

Grenfell Tower

We have also sought to support those affected by the terrible fire at Grenfell Tower. Our Lost Property Office team helped on location with the logistics of handling the generous donations from the public and our Contact Centre Team has also been on hand to supply free Oyster cards. We also offered our vacant arch units in Shepherd's Bush for storage and enabled collections on behalf of the British Red Cross London Fire Relief Fund. We have been operating a free shuttle bus service between the Community Assistance Centre, at the Westway Sports Centre, and the hotels where large numbers of families have been temporarily housed.

Tragically, one of our young freelancers at the London Transport Museum,

Khadija Saye, died in the fire, and others have been affected through their family and friends. Khadija, a talented photographer, worked for the museum in a number of roles. She joined the museum's Young Freelancers Programme, which enables more young people to work in creative industries, at the start of 2016. Through training, mentoring and paid work opportunities within the Learning team, Khadija excelled while working on the Family Programme and the Route into Work scheme. Photography was her passion and this shone through when she became the museum's photographer for family and learning activities. Her art is being displayed in Italy, at the 57th Venice Biennale.

Our thoughts go out to the victims and their families as well as the community in North Kensington. We remain ready to provide whatever further assistance the local community might need, now and in the longer-term.

Croydon tram derailment

On 26 June, a paper was brought to the Safety, Sustainability and Human Resources Panel with the most recent update on investigations into the tragic derailment.

Discussions have been held with the London Borough of Croydon on a memorial and longer term community support arrangements.

We continue to work with the Rail Accident Investigation Branch (RAIB) to support its investigation, and with the Office of Rail and Road (ORR) and the British Transport Police (BTP) who are also conducting investigations.

We continue to work on the development of in-cab systems for monitoring and managing tram speed to provide live tracking and speed warnings. Such systems are rare on trams, so we are seeking input from the wider industry to help support us in development and as rapid an introduction as possible.

We immediately alerted the RAIB and the ORR to media reports about fatigued drivers, with a driver appearing to be asleep at the controls of a stopped tram. The ORR confirmed it is investigating this independently of the derailment.

We continue to exercise rigour over the end-to-end process for acting upon safety-related complaints across all forms of transport. This includes working closely with FirstGroup, whose company, Tram Operations Limited, operates the trams, to ensure all tram-related complaints are reviewed and appropriate action taken. Our thoughts remain with those affected.

London Underground (LU) Improving safety on platforms

A significant proportion of accidents happen while people get on or off trains. As part of our action to improve safety, we have painted the barriers at the end

of platforms yellow to make them more visible to train operators and customers. This was suggested by our train operators. We have also repainted the yellow and white lines at all 20 stations with the highest risk.

The last D-stock train was removed from service on the District line on 21 April 2017, meaning that only the new S-stock trains now run on the line. As a result, we are now able to start works to reduce the gap between the platform and the train to further improve safety.

Manual handling training

We have introduced bespoke manual handling training, developed specifically for maintenance teams working in restrictive environments when maintaining, inspecting and fixing track and signals equipment in deep Tube tunnels. This will reduce the risk of injuries by providing our employees with practical techniques and guidance.

Incident-free working

The importance of safety runs through everything we do and this is reflected by two teams within LU who have achieved significant safety performance:

- The modernisation programme on the Circle, District, Hammersmith & City and Metropolitan lines has now had more than 1.2 million working hours without a Health and Safety Executive (HSE) reportable incident



- The lifts and escalators team, including our contractors, has gone more than 430 days without a lost time injury

Industry good practice

The ORR and the HSE have identified LU as good construction practitioners, in particular for the application of the Construction (Design and Management) Regulations on complex sites. The HSE is working with us to develop case study material to share with the construction industry and other metros for training purposes.

Emergency Response Unit

Our Emergency Response Unit (ERU) has recently received 10 new vehicles, which were designed and manufactured by coachbuilder John Dennis using Volvo trucks.

Improvements include better accessibility to on-board equipment via pull-out units; enhanced floodlighting;

To improve Tube safety, we have repainted the yellow lines at the most high-risk stations

and new cameras offering the driver 360-degree visibility, thus increasing safety for other road users. Interchangeable liveries mean they can be turned into police trucks, which enables them to be driven by BTP officers under blue-light conditions as necessary.

The ERU engineers are highly skilled, with qualifications ranging from rerailing trains to dealing with floods and managing biohazards. The team works mainly with LU but also supports the DLR, London Trams and train operating companies such as c2c and South West Trains.

Streets

Safer Junctions evidence analysis

On 19 April, the Walking and Cycling Commissioner, Will Norman, appeared before the London Assembly Transport Committee to set out his priorities for increasing walking and cycling in London. He explained the analysis completed to identify a programme of Safer

Junctions across London. A number of junctions on the TfL Road Network (TLRN) were identified by analysing our most recent data to find those with the highest number of collisions involving pedestrians, cyclists and motorcyclists.

A number of these junctions already had improvements planned, and further analysis will identify a final list of locations where new safety schemes will be initiated.

Westminster Bridge South

This scheme will introduce significant improvements and connectivity for pedestrians and cyclists, tackling an intimidating junction currently dominated by motor traffic. Following the Westminster attack on 22 March, and after careful consideration and discussion with all key stakeholders including Parliamentary Estates, Westminster Council and Lambeth Council, construction began on 18 April with works initially around the gyratory south of Westminster Bridge. Work on the bridge itself will start later this year and will introduce segregated cycle lanes on both sides of the carriageway. The full scheme is due to be completed by early 2018.

Lambeth Bridge northern and southern roundabouts

We finalised interim road safety improvements at Lambeth Bridge northern roundabout at the end

of March. The scheme focused on: addressing safety concerns by widening footways and extending traffic islands to reduce traffic speeds; raising zebra crossings on all four sides of the junction to slow traffic on the approach to the roundabout; and installing clearer lane markings to improve vehicle lane discipline. The changes also provide more space for pedestrians and improve the crossings. We launched a public consultation on proposals for transformative longer-term solutions at both the northern and southern roundabouts, which began on 26 June.

Bank Junction

On 22 May, the City of London Corporation delivered its 'Bank on Safety' scheme. It provides short-term road safety benefits while long-term proposals are developed and consulted on for the All Change at Bank project. We have been working closely with City of London colleagues to manage the new weekday restrictions for vehicles, which include the exclusion of cyclists and taxis. We have been carefully managing the impact on the wider network and have seen a limited effect to date as predicted in our traffic modelling. We will continue monitoring as the scheme beds in.

Buses Safety programme

We are committed to improving bus safety standards in line with the Mayor's Transport Strategy (MTS) targets of

achieving a 70 per cent reduction against 2005-09 levels in the number of people killed or seriously injured by a bus by 2022, with zero people killed in or by a London bus by 2030.

There are six main workstreams:

1. Vehicle Design and Bus Safety Standard: develop a world-leading bus safety standard for London, and roll out Intelligent Speed Assistance (ISA)
2. Contracts and Performance Management: update TfL's bus contracts to include new safety requirements and incentives
3. Driver Training: provide a new safety training module to all 25,000 drivers
4. Sarah Hope Line: provide a UK first Incident Support Service for those affected by fatal or serious injuries
5. Bus Collision Data: publish additional bus collision data and make it more accessible
6. Transparency: provide greater transparency on bus collision investigations.

Bus manufacturers Alexander Dennis and Wrightbus have been appointed delivery partners to help us develop a bus safety standard for London – a revised technical specification for new vehicles entering

the fleet. This is one of a range of road safety measures contributing towards the Mayor's Vision Zero approach.

We are awaiting responses to our invitation to tender for a supplier to harness the best technologies that can avoid or reduce the severity of incidents. We expect to announce the successful bidder during the summer.

We have launched a new safety performance index for bus services, which combines a number of safety indicators to improve overall safety performance of the network. The indicators have been selected on the basis of having clear potential to affect overall safety performance. This approach has been successfully used for a number of years in our rail businesses.

To complement the index, revised assurance arrangements have been introduced for bus operators. These replace the annual audit of their health and safety management systems with continuous monitoring of the 'safety maturity' of their organisations. This enhances the regular dialogue with operators regarding safety performance, as well as encouraging greater collaboration between operators to learn lessons and share good practices to drive down risk and injuries.

We will also publish details of research this summer that formed the basis of equipment trials and our analysis of police investigations into fatal bus collisions, along with our report into a trial of Intelligent Speed Assistance (ISA) – safety technology that alerts drivers when they exceed the speed limit. Roll-out of ISA will start in December this year with all London buses fitted with ISA by 2022.

Enhanced safety arrangements

Non-operational employees across TfL now have online access to British Safety Council accredited training, that helps them identify and control health and safety risks on our networks. This replaces classroom-based training and allows more people to benefit from this valuable course.

In support of the Mayor's commitment to increase the number of compliance officers within Taxi and Private Hire (TPH) by 250, we have delivered an intensive programme of safety training to new officers. The programme encompasses our British Safety Council accredited course and conflict avoidance. To date, we have recruited 245 officers.

CentreComm, the London Buses control room, has introduced SafeApp which allows employees working remotely to sign-on at the start of their shift using a mobile device, and confirm they are fit and well at the end of their shift. This is

particularly useful for employees who do not operate from a 'base' location. The application also means we can respond to incidents on the network faster, as an employee's proximity to a specific event can be seen from the control room.



CentreComm, the London Buses control room, is using SafeApp, which ensures a faster response to issues on the network

3 Planning and delivery

Mayor's Transport Strategy

On 21 June the Mayor published his draft transport strategy for consultation. The strategy is the statutory document that sets out the Mayor's policies and proposals to reshape transport in London over the next 25 years. This will be the third version of the strategy with the last published in 2010. It builds on the vision for a better London that the Mayor outlined in 'A City for All Londoners', and takes forward the approach set out in 'Healthy Streets for London'.

At the heart of the draft strategy is a focus on reducing the capital's dependency on the car. The Mayor has set out bold plans to increase the proportion of people walking, cycling and taking public transport to 80 per cent of journeys by 2041, compared to 64 per cent now, meaning an average of three million fewer car journeys in London each day. This is at a time when the city's population is set to grow from 8.7 million to 10.5 million, generating more than five million additional daily trips across the network.

The strategy puts people's health and quality of life at the heart of planning the city's transport. Along with the new London Plan and the Mayor's other strategies for economic development, the environment, housing, health inequalities and culture, it provides the blueprint for making London a city that is not only home to more people, but is a better place for all of those people to live in.

The consultation is open until 2 October. We will host a series of stakeholder events over the summer and autumn to gather people's views. The final MTS is expected to be published early next year.

Crossrail 2

Following the submission of the Strategic Outline Business Case (SOBC) to the Government in March, there has been very substantial support and press coverage of Crossrail 2 prior to the general election. Business leaders, major property developers, representatives from regional councils, London boroughs and MPs from all parties wrote to the Chancellor of the Exchequer and the Secretary of State for Transport to urge the Government to make Crossrail 2 a priority.

The Westminster Property Association launched a major piece of research highlighting the growth Crossrail 2 will support, and offered recommendations on how the Mayor and local authorities, along with the development sector, could capitalise on the economic and built environment outcomes. The London Chamber of Commerce and Industry held an event to focus on the benefits Crossrail 2 will bring for housing, suppliers and skills development.

A meeting with senior Treasury officials was held in April to discuss the SOBC and findings of the Project Assessment Review (PAR) report. The PAR is an independent assurance review,



Reducing car dependency and encouraging active travel are at the heart of the draft Mayor's Transport Strategy

undertaken on behalf of Government, to ensure that major projects are proceeding as they should.

Members of the Department for Transport (DfT) and our project teams attended to answer questions and provide further detail on the scheme. In addition, the scheme's Senior Responsible Officers meet each month to review progress and direct the development of the scheme.

There were media reports at the end of July setting out our proposed route following feedback and further work since the 2015 public consultation. For the purposes of the business case, we needed to determine a case scheme option against which to test alternatives. This needed to reflect the recommendations of the National Infrastructure Commission (NIC), however, this is not a commitment to that route and no

decisions have yet been made. All affected MPs and borough leaders along the route were contacted.

At the end of June, the (NIC), chaired by Lord Adonis, published their 'Top 12' infrastructure priorities on which Ministers must make rapid progress in the next year. Crossrail 2 was included on the list of priorities and the NIC stressed that urgent action from the Government is crucial if the scheme is to open, as needed, in the early 2030s.

Cycling and walking

Rotherhithe-Canary Wharf crossing

The Rotherhithe to Canary Wharf crossing will provide a new cross-river walking and cycling link between the two Opportunity Areas of the Isle of Dogs and Canada Water, which are expected to accommodate more than 36,000 new homes and 112,000 new jobs. This will provide a safe, attractive and direct

route for pedestrians and cyclists, reducing journey times and encouraging healthier travel.

We held a series of workshops in late June with local residents and other interested parties at venues north and south of the river. We explained the types of crossings being explored and asked for views on the height, architecture, landings, width and user experience. Feedback is being used to inform the scheme and formal consultation is planned on the initial design for January 2018.

The Central London Grid

A total of 47km of the Central London Grid is now either complete or under construction. This represents 55 per cent of the core 85km grid network. We have completed designs for 83km of the core, and expect 60km to be complete by the end of September 2017.

Quietways programme

Building is now under way on 16 Quietway routes. In 2016/17, 30km of route was completed, bringing the total to 55km of Quietways finished with a further 28km under construction.

We will officially launch Quietway 2, from Bloomsbury to Walthamstow, later this month, and significant sections of up to 10 other Quietway routes will complete and launch on a rolling programme between July 2017 and March 2018.

Mini-Holland programme

The London Borough of Waltham Forest continues to make good progress on its Mini-Holland programme, with Lea Bridge Road, the flagship four-kilometre segregated route, well under way. The new highway layout at Walthamstow Central is now in place and has already had a positive result on bus journey times. In May, Waltham Forest also launched its latest cycle hub in Leyton with space for 150 cycles. Construction is continuing on the A105 scheme in the London Borough of Enfield and is roughly halfway through completion.

The Royal Borough of Kingston upon Thames launched its Portsmouth Road scheme on 22 April with support from Val Shawcross, Deputy Mayor for Transport, and the Walking and Cycling Commissioner, Will Norman. The 1.4km segregated cycle track links Surbiton and Kingston with a safe cycle route and dramatically improves the riverside for pedestrians too. The borough received approval to progress with the Wheatfield Way scheme this year – a two-way segregated cycle track. The Kingston Station Plaza work continues, which will improve the local area with a new cycle hub and an upgraded pedestrian and cyclist bridge. Work has just completed on a key uphill segregated track on St Mark's Hill which links two Mini-Holland schemes, Kingston-Surbiton and Kingston-Tolworth.

Strategic Cycling Analysis

On 16 June, the Strategic Cycling Analysis was launched. The analysis draws from the latest data, models and forecasts to identify where the highest potential corridors are for cycling growth and will inform our infrastructure planning. It also identifies the potential for future schemes to contribute to Healthy Streets outcomes such as improving walking and cycling safety and enhancing access to public transport.

Using this analysis, we will also work with the London boroughs to produce a Healthy Streets 'Cycling Delivery Plan' for London. We will use this evidence-led approach to plan a future London-wide cycle network and identify opportunities to achieve the Healthy Streets outcomes of the MTS.

Cycling in central London

In April 2017, we published data for cycling in central London for Quarter 4 of 2016 (October to December). A daily average of 485,516km, or an estimated 159,000 journeys, was cycled in the Congestion Charge zone. This is the highest level of cycling recorded during Quarter 4 in central London since measurement began in 2014, and a 7.2 per cent increase from the previous year. This is a positive indication that the North-South and East-West Cycle Superhighways and Quietway routes into central London are encouraging more

people to continue cycling, even over the winter months when the weather is less favourable.

Cycle hire

Santander Cycles had a record 2016/17 with 10.5 million hires against a target of 10.2 million. The financial year saw record months in May, July, October, December, January, February and March, providing further evidence of the scheme's continued popularity.

Cycle parking

During 2016/17, our Cycle Parking programme delivered 5,412 spaces at 195 schools, exceeding our target of 3,250 spaces. The programme has achieved the lowest cost per space to date (£86 per space compared to £165 the previous year) allowing us to deliver significantly more spaces for less money. We have received an overwhelming amount of positive feedback from the schools we have worked with.

Cycling workplaces

During 2016/17, 600 workplaces registered for the Cycling Workplaces scheme, and 2,308 cycle parking spaces were installed at workplaces at their own cost and on private land. More than 300 employees received cycle training and 1,300 bikes were serviced and repaired. In addition, 700 employees attended our London By Bike safety seminar, which shares important safety information and details of new cycle infrastructure.

We have improved our customer systems so that workplaces can start to promote cycling immediately on registration. More than 84 per cent of employees who we work with said their understanding of how to cycle safely on London's roads had improved.

Guided walk weekends

On 20 and 21 May, in association with Walk London, we ran 40 free guided walks, covering a number of highlights across the Capital. Led by an experienced guide, they encourage more people to walk. We sponsor three walking weekends each year to help people enjoy the city's best walking routes and motivate people to get out on foot more often.

Reducing emissions and improving air quality Ultra Low Emission Zone

Our consultation on proposed changes to the central London Ultra Low Emission Zone (ULEZ) closed on 25 June. We are proposing to:

- Introduce ULEZ 17 months earlier in central London than proposed by the previous Mayor
- Strengthen the emissions standard to also cover Particulate Matter (PM) emissions from diesel vehicles

We have received more than 18,000 responses and will prepare a report

to the Mayor as well as considering any adjustments needed to our ULEZ proposals as a result of the consultation.

Rapid Charging Point Concession Framework Agreement

On 26 April, in conjunction with the Mayor's office and London Councils, we hosted an event at City Hall to highlight the support to boroughs on take up of ultra low emission vehicles (ULEVs). The Deputy Mayor for Environment and Energy announced the award of the Rapid Charging Point Concession Framework Agreement, which will enable us, along with GLA functional bodies and London boroughs, to offer concession contracts for the supply, installation, operation and maintenance of rapid charge points. Councillors Julian Bell and Tim Coleridge, the Chair and Vice Chair of London Councils' Transport and Environment Committee, set out the opportunities for boroughs to bid for funding for residential and car club charge points through the Go Ultra Low City Scheme. The event was attended by Cabinet members and borough officers from across London.

Low Emission Bus Zones

In March we delivered the Capital's first ever Low Emission Bus Zone in one of the most polluted parts of London – Putney High Street. The clean bus zone, which has a total of 145 buses running on seven scheduled routes, is now served by the cleanest conventional buses to



cut tailpipe nitrogen oxide (NOx) and particulate matter (PM) emissions by up to 95 and 80 per cent respectively.

The corridor, running from Putney Station to Putney Bridge Road is the first of 12 Low Emission Bus Zones to be introduced at air quality hotspots.

The zones represent an extensive network of clean buses and are one part of a major transformation the Mayor has asked us to deliver to reduce emissions from London's bus fleet. The programme also includes the commitments to purchase new double-deck buses that are either hybrid or zero-emission from 2018, and raise the entire fleet up to the Euro VI engine emission standard or better by 2020. Putney High Street will also have effective bus priority measures in place to keep bus delays to a minimum and reduce unnecessary pollution caused by sitting in traffic.

The launch follows a recent City Hall poll in which nine out of 10 Londoners said air pollution is at 'crisis' level. A report released by the Mayor in March showed every London borough has recorded illegally high levels of air pollution in the past two years, with Wandsworth among the highest.

The locations of the Low Emission Bus Zones are:

- Putney High Street – from Putney Station to Putney Bridge Road
- Brixton to Streatham – from Brixton Hill via Stockwell Road and Streatham High Road to Streatham Place
- A12 Eastern Avenue – from Blake Hall Road via High Road Leyton and Homerton High Street to Marsh Hill

- Lewisham to Catford – from Bromley Road via Rushey Green to Lewisham High Street
- Stratford – from Abbey Lane via Mile End Road to Woodgrange Road
- Haringey – from High Road to Green Lanes
- Camberwell to New Cross – from Blackheath Road via Camberwell Green and Peckham High Street to Wood's Road
- Wandsworth to St John's Hill – from Lavender Hill to Wandsworth Road
- Edgware Road (Kilburn to Maida Vale) – from Cricklewood Broadway via Kilburn High Road to Shoot-Up Hill
- Edmonton to Seven Sisters – from Amhurst Park via Green Lanes and Seven Sisters Road to The Broadway
- Uxbridge Road to Shepherd's Bush – from Ealing Broadway via Hanger Lane to Uxbridge Road, The Broadway
- Chiswick High Road to Kensington – via Hammersmith Broadway and Kensington High Street to Studland Street

Zero emission buses

The number of pure-electric buses in the fleet will rise to over 170 next

year following agreements to convert another six routes to fully electric. These include route 360 between Kensington and Elephant and Castle, route C1 from White City to Victoria, route 70 from South Kensington to Acton, route 46 between Paddington and Holborn; route 153 between Finsbury Park and Moorgate, and route 214 between Highgate Village and Camden. Route 360 will convert to fully-electric buses later this year, and routes 70 and C1 are set to follow in spring 2018. Routes 45, 153 and 214 will convert by mid-2019. Earlier routes that have gone all electric include routes 312, 507 and 521.

We currently have eight zero-emission hydrogen fuel-cell buses on route RVI between Covent Garden and Tower Gateway, which will rise to 10 in late 2017. The hydrogen fleet will grow by at least 20 more fuel-cell vehicles from 2018 following our success at tapping into external funding. We continue to develop plans for a trial of overhead conductive charging of range-extended hybrid buses that can operate up to 80 per cent of the time in full electric mode. This will involve pantograph technology on route 37 and partners include Volvo and Go-Ahead Group.

Hybrid buses programme

The proportion of the bus fleet served by low-carbon emission diesel-electric buses is at 27 per cent. There are currently 2,550 hybrids in the fleet. In addition, the bus

fleet now has 1,900 of the latest ultra low emission Euro VI engine vehicles, most of which are hybrids, which cut harmful emissions while the hybrid systems reduce carbon dioxide.

Streets

Oxford Street

In partnership with Westminster City Council, the first public consultation on proposals to turn Oxford Street West (Orchard Street to Oxford Circus) into a world-class public space ran from 24 April-18 June. The consultation received more than 10,000 responses on how to improve the look and feel of the area to create a more pedestrian friendly environment. Subject to the feedback received, we may hold a more detailed consultation on specific proposals in the autumn. We are on schedule to deliver the first phase of the Oxford Street transformation by December 2018 in time for the opening of the Elizabeth line.

Silvertown Tunnel

The new Silvertown crossing will consist of a twin bore tunnel connection between the Greenwich Peninsula and the Lower Lea Crossing in the Royal Docks area. It will address congestion at the Blackwall Tunnel and enable a significant improvement in cross-river bus services and support future economic growth. The six-month public examination of the Development Consent Order (DCO) application for Silvertown Tunnel concluded on 11 April.

This will be followed by a report from the Planning Inspectorate to the Secretary of State for Transport, due three months from the end of the examination. The Secretary of State then has a further three months to consider the report and make his decision on consent before 11 October 2017.

During the period of the DCO examination some key changes were made to reflect the Mayor's objective of making the crossing greener and more public transport focused, as well as ensuring that local residents benefit.

These include:

- A commitment to move 55 per cent (the maximum feasible amount) of all construction material and spoil via the river to reduce traffic
- All construction vehicles to meet ULEZ and Direct Vision Standards
- A bespoke cycle bus to enable cyclists to use the tunnel
- A commitment to providing cross-river bus services through the tunnel
- Specific improvements for local residents in the host boroughs of Greenwich, Newham and Tower Hamlets, which include:

- A 50 per cent discount on the user charge for low income local residents – this would work in a similar way to the TfL Bus & Tram discount for people receiving certain benefits
- Residents would not need to pay a user charging registration fee in the first year of operation
- To encourage take-up of the new bus services enabled by the new crossing £2m will be available for free bus journeys
- A £1m fund to help small businesses plan their logistics during the period of construction and beginning of operation

Following an earlier shortlisting process, the Invitation to Negotiate documents were issued to the three pre-qualified bidders on 20 June 2017. The bidders are competing to Design, Build, Finance, Operate and Maintain (DBFOM) the crossing, with submissions to be assessed against technical, pricing and commercial elements.

The use of a DBFOM contract means the project company must raise the capital to pay for the construction, with us making payments to the operator once the tunnel is available for use. This means the majority of the construction, maintenance and risks reside with the project company.

Subject to the outcome of the Secretary of State's decision, construction could start in 2019 with the scheme open for use in 2023.

Archway gyratory

The multi-million pound transformation of Archway into a safer, more pleasant and accessible town centre is complete. The work, which was supported in a public consultation, began in February 2016. In partnership with Islington Council, we have replaced the disconnected one-way gyratory with two-way traffic around three sides of the central island, introduced safer cycle lanes, improved the pedestrian crossings and created a new public space which will make the area more attractive for residents and visitors, and for future investment.

Highbury Corner Bridge replacement project

The road bridge over the North London line immediately outside Highbury & Islington station was demolished and rebuilt over the Easter weekend. The original plan was to use the Easter period to undertake the demolition and then install the new deck over a series of weekend closures through April and May. However, the contractor made good progress so only one closure after Easter was required (saving five weeks on the overall project plan). We are now focusing on diverting services from the A1 on to the new bridge deck ahead of



the replacement of the remaining bridge over the Christmas 2017 period.

Ardleigh Green Bridge replacement project

The first part of the existing bridge deck over the East Anglia railway line was demolished during a closure over the May Day Bank Holiday. Close working with the main contractor, Network Rail and other key stakeholders ensured completion was on time and that the road and railway were re-opened as planned. The new deck section is already on site and will be in use across the railway this summer. The A127 will then be diverted across the new half of the bridge before the second part of the existing deck is demolished in 2018.

Lane Rental Scheme

Following our lobbying, Government confirmed in the spring budget that there will be a consultation on extending the

scope of the Lane Rental charge. This includes removing the sunset clause from our current regulations in 2019. It also includes widening the scope for using the surplus fund beyond reducing the adverse effects caused by roadworks. The consultation is due to take place in autumn 2017.

Scheme development

We have launched a consultation for transforming the Waterloo area. The proposals will create a new larger, greener public space to provide a healthier and more accessible environment for pedestrians, bus passengers and cyclists.

We also launched a consultation on pedestrian safety improvements at Charlie Brown's Roundabout in Redbridge, and the second phase of consultation for the A23/A232 Croydon Fiveways scheme at a number of key junctions and routes in the Waddon area.

We have also started consultations for improvements to the AI Mill Hill Circus, AI2 Redbridge Roundabout and bus priority improvements along London Road in Southwark – London’s busiest bus corridor.

Local Implementation Plan (LIP) Major Schemes programme

At the end of March, the London Borough of Croydon completed the LIP funded Major Scheme project at East Croydon. This forms part of their Connected Croydon programme of coordinated public realm projects and transport improvements across the Croydon Metropolitan Centre.

The project delivers improvements around East Croydon interchange including a high quality arrival space outside the station concourse, revised taxi ranks, improved interchange with buses, and enhancements to the public realm in George Street.

A3 Kingston by-pass resurfacing

In March 2017, we resurfaced the A3 Kingston By-Pass using a brand new asphalt mix. Using conventional methods, resurfacing would have required replacement of asphalt with at least three new layers and resulted in 43 nights of working.

The new material outperforms standard materials and requires a single layer of asphalt. The new mix saved 21 nights of

work, which meant disruption to road users was considerably reduced.

Connected and autonomous vehicle funding awarded for R&D projects

On 11 April 2017, central government announced the winners of Innovate UK's competition for funding for research and development projects on connected and autonomous vehicles.

A number of the successful projects have a London element and we are actively involved in three: Project Alloyed, DRIVEN and StreetWise.

- ‘Project Alloyed’ is a 12 month feasibility project, led by Epitomical, which will study and build technologies for vehicles of the future. The project aims to enable uninterrupted access to vehicle to infrastructure (V2X) networks, regardless of where the vehicles are located, enabling the sharing of data from the vehicle and information about its immediate surroundings.
- ‘DRIVEN’ is a 30-month project being led by Oxbotica, an Oxford University spinoff, to examine the insurance and safety implications of operating fully automated vehicles.
- ‘StreetWise’ is a 30-month project being led by the autonomous vehicle technology software providers, FiveAI. This project will develop and

demonstrate the technology, safety, insurance and service models for delivering an autonomous shared solution to replace private cars, including the design of a shared service in outer London. Operational tests are expected to begin in 2018

For these and any other projects or future trials, we will work with lead organisations to ensure the safety of Londoners as our number one priority; and to promote consistency with the Mayor’s Transport Strategy. We will develop more detailed policies to shape the emergence of connected and autonomous vehicles in London as we learn more.

Buses

Speeding up the bus network

We are planning to implement a further 170 bus priority schemes in 2017/18 to help speed up bus journeys in targeted areas with tailored marketing in pilot areas, such as Barkingside, to make the bus network more intuitive and approachable. The aim is to get existing and new passengers to want to make more bus trips in parts of the Capital, particularly those with growing populations and jobs.

In 2016/17, the Bus Priority Programme exceeded delivery targets: 159 schemes have been delivered against a target of 148. In early May, we held a workshop with borough officers on bus priority

for central London. This helped with the selection of central London corridors where enhanced bus priority will be able to deliver resilient and reliable bus movements.

Buses customer experience programme

We continue to support our bus drivers in their crucial role of carrying 55 per cent of public transport passengers across the Capital each day, through customer experience training and extensive marketing.

More than half of all drivers have now attended the ‘Hello London’ training course with 93 per cent rating as excellent or very good. We have trained Hello London champions in every garage and there will be around 90 champions, drawn from drivers, garage managers and controllers.

We are also seeking to remind passengers of the human face of drivers and explain that they do much more than drive the bus. Our new driver commendation scheme called ‘Thank You’ also continues with more than 500 commendations awarded to date. Each driver observed delivering commendable customer service receives a certificate, badge and £25 voucher.

Status and respect are important issues, and we have been enhancing facilities for bus drivers including trialling a new design of temporary toilet. We have

extended the Hello London course to all our frontline bus staff so they understand the importance of colleagues feeling more valued, providing timely passenger travel information, and reducing incidents of buses not stopping.

Some drivers have indicated they need more confidence in communicating. We have also put on further public address systems training and delivered 43 sessions up to the end of June. We are also trialling on-bus voting devices on route 363 for three months which will allow customers to provide instant feedback on their journey by pressing a button as they disembark. Seventy-four per cent of the 600 customers who use the devices on their route each day rate their journeys as 'good' following an initial trial in April.

A parallel part of the trial has seen touch screen devices at Stratford bus station where waiting customers can answer brief questionnaires on the bus station environment. These are being used to help us understand how we might collect customer satisfaction information at bus stations in future. From the 250 users a day, an early emerging theme is a strong desire for improved real-time information on site.

Bus network open days

We have started our community open days to promote the wider contribution the bus network makes to different parts of London. The first of these was held at West Croydon bus station on 2 April and

included face painting, rides on heritage 1950s buses and the opportunity to 'meet the managers'. The station was first built in 1985 and now handles seven million people a year with a convenient tram interchange. The event saw a large attendance and raised more than £130 for the local vulnerable adults charity, Pathwaze. A community bus station open day was also held at Ash Grove on 22 April, supported by operators CT Plus and Arriva.

Recognition for West Croydon bus station

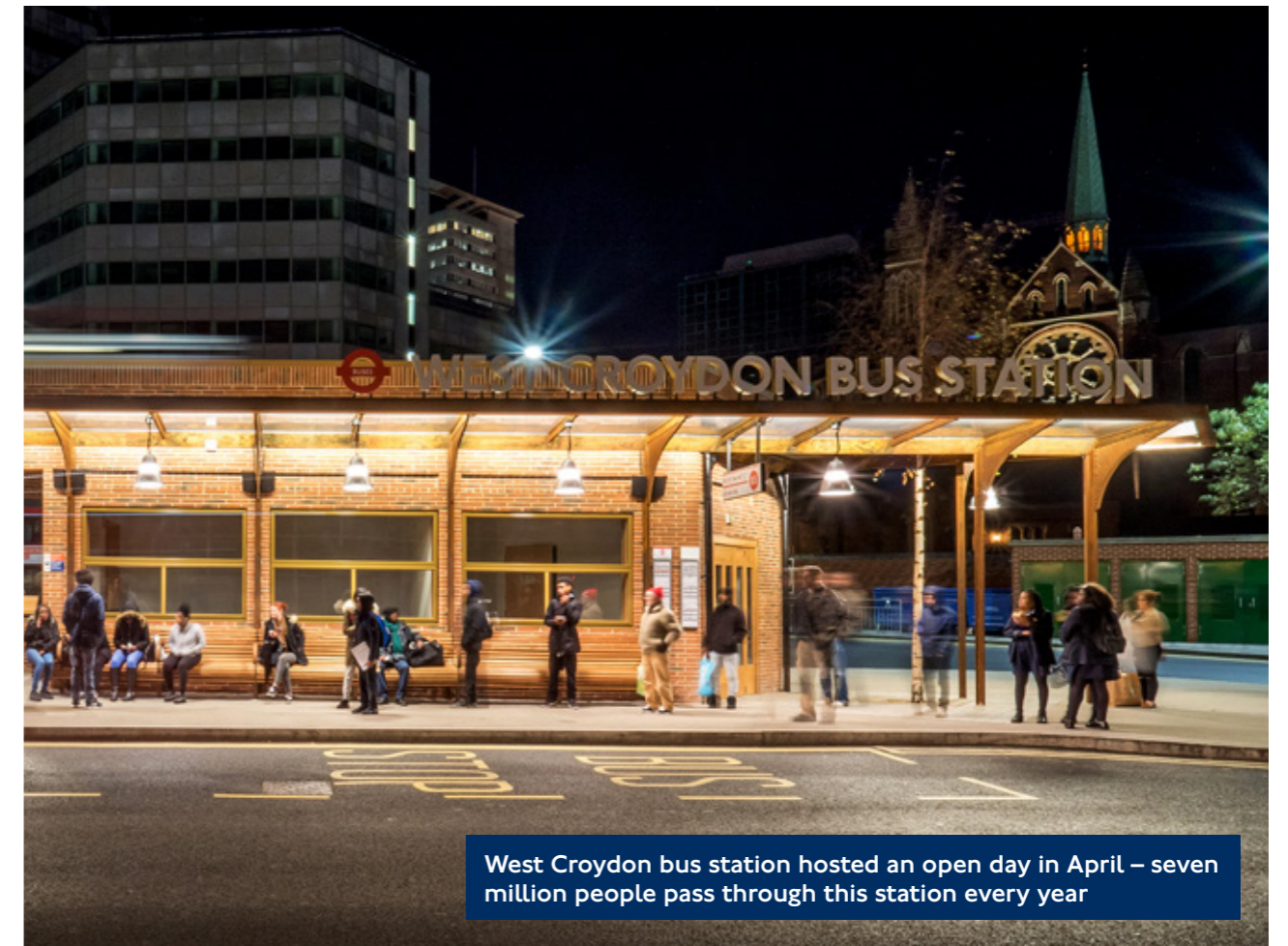
West Croydon bus station re-opened in October 2016, following its re-development, and serves 25 bus routes and 150 buses per hour at peak times, with 23,000 passengers.

The redevelopment of the station has been recognised by the Royal Institute of British Architects (RIBA) and Royal Institution of Chartered Surveyors (RICS).

RIBA recognised the project with a RIBA London Award 2017 and RIBA London Project Architect of the Year Award 2017, for our in-house architect team. The project was also highly commended by RICS in its Infrastructure category.

London Underground Improving air quality on the Tube

Air quality is one of the biggest health challenges of this generation and we are committed to doing everything we can to



tackle it both above and below ground. The Mayor has already introduced new measures to lower emissions from cars and buses, and is now also focused on wider sources of pollution including the Tube, river transport and construction sites.

On 23 June, the Mayor instigated a review of air pollution on the Tube, introducing measures to minimise dust levels to ensure staff and passengers breathe the cleanest air possible.

The work is part of a wide-ranging review across planning, housing, construction, transport and river services to protect Londoners from the damaging health impacts of air pollution.

Previous independent scientific research funded by us in 2004 found that the composition of dust particles on the Tube was different from that above ground, and concluded that the dust did

not contain components at levels which are likely to pose a risk to the health of passengers or staff.

We will commission an updated review of the evidence. The findings will help prioritise action to ensure that the Tube system is as clean and healthy as possible. We have requested independent support and advice from the Department of Health's independent expert Committee on the Medical Effects of Air Pollutants.

We have also launched a new air quality action plan on the Underground to deliver improvements straight away. This includes an enhanced air quality monitoring programme, testing at more than a dozen stations, an expanded cleaning regime, learning from the best examples of dust management in metros around the world. There will also be further improvements as the Tube modernisation programme continues,

expanding the use of a replacement fuel for diesel generators and specialist dust suppressants.

Emergency services network

We are working closely with the Home Office to ensure there is continuous coverage for the emergency services on the Underground and a seamless move from the existing Airwave system to the new Emergency Services Network (ESN) in time to support the transition to the new network by the emergency services. This is part of the Home Office's national Emergency Services Mobile Communication Programme and they have contracted with mobile network operator EE to deliver the required 4G communication network. Given the scale of the intervention needed in the tunnels and stations, we are also looking to use this opportunity to build infrastructure that can be expanded separately to provide mobile coverage to our customers in the London Underground environment. By working together with the Home Office, we will deliver this important and complex project that will benefit both the Emergency Services and the travelling public.

Bakerloo line extension

Our consultation on proposals to extend the Bakerloo line beyond Elephant and Castle to Lewisham, serving Old Kent Road and New Cross Gate, closed on 21 April. We are proposing four new stations:

- Two along Old Kent Road
- One at New Cross Gate, providing an interchange to London Overground and National Rail services
- One at Lewisham, providing an interchange to National Rail and DLR services

We received just under 5,000 responses and will publish our response later this year.

Northern line extension

The Northern line extension will provide two new stations, at Battersea Power Station and at Nine Elms, with two new tunnels linking Battersea with the existing Northern line at the Kennington loop.

Both tunnel boring machines (TBMs) have begun their excavations with TBM Helen scheduled to complete the southbound tunnel in September 2017, and TBM Amy scheduled to complete the northbound tunnel in October 2017.

As the 100-metre TBMs advance, nearly 20,000 precast concrete segments will be put in place to line the tunnels. More than 300,000 tonnes of earth will be excavated, and the spoil taken by barge to Goshems Farm in East Tilbury, Essex, where it will be used to create arable farmland.

In the main Battersea station box, we have completed the retaining walls. Construction of the capping beam and cross beam is under way and excavation

to the first basement level continues.

At Nine Elms station, excavation to the first basement level is complete and work to excavate level two has begun. The station's platforms will be constructed at basement level three.

Two sections of railway running tunnels have already been mined from two newly created access/ventilation shafts at Kennington Park and Kennington Green. These connect the extension to the existing line at the Kennington loop. Spheroidal graphite iron rings have been installed to form the permanent tunnel linings at these junctions.

Jubilee line trains

We are improving the Jubilee line fleet to increase reliability and safety. The £27m, two-and-a-half-year project to refurbish the line's trains is under way and will bring a refurbished train into service every other week.

The works include:

- Creating a partitioned wheelchair area, compliant with Rail Vehicle Accessibility Regulations
- Adding anti-graffiti panels, which can easily be replaced, to the outside of the train
- Putting a yellow plate in the footwell to draw more attention to the gap

between the train and the platform

- Resealing the train roofs and replacing windows to address water ingress issues

Five refurbished Jubilee line trains are now in service.

Victoria

At Victoria station three new lifts are providing step-free access between the Cardinal Place entrance, the north ticket hall and the Victoria line platforms.

In May, new tunnels linking Cardinal Place and the District and Circle line platforms opened.

Work on fire and communications systems, and the mechanical, electrical and architectural fit-out are progressing well in the remaining tunnels. Work continues on the westbound link passage and south ticket hall escalators. Fit-out of the remaining lifts and works to rebuild the Duke of York pub are under way.

Victoria line signals

Over Easter we commissioned new signalling and software on the Victoria line. This has enabled us to run 36 trains per hour in the morning and evening peak since May. This makes the line one of the most intensive rail services anywhere in the world, with a train every 100 seconds



Three new lifts now provide step-free access at Victoria station

at the busiest times carrying 3,000 more people an hour.

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

On 21 April, the last D-stock train operated in passenger service on the District line. Since 22 April, the four sub-surface lines have run solely with the new air-conditioned, walk-through S-stock fleet.

We are preparing trains for automatic train control (ATC) running which goes live from 2018. ATC systems control train movements, giving more frequent and reliable services. The modifications include new antennas, changes to the train cab and other equipment for reading the train's position.

At the end of April, nine trains had been modified. A further eight trains

await fitment in Derby and the target is to complete two trains per week. The ATC train simulator is in operation at Hammersmith and we have completed pilot training sessions for drivers.

Thales' signalling upgrade has begun on five of the 14 signalling migration areas, and four more are due to start this quarter. We are writing to lineside neighbours to inform them about the work we are doing. We have also handed over the signal equipment room (SER) at Aldgate to Thales. This means we now have five of the 46 rooms ready to have ATC equipment installed. Twenty-eight more SERs are currently in construction – with completion expected within 15 months.

Work to deliver the track layout has progressed ahead of plan with new layouts at Earl's Court, East Putney and Farringdon now in service, and 20 of the 29 layouts now complete. Harrow

South Junction and Tower Hill are also expected to be completed by July, taking the total to 22.

Paddington

Work is progressing well on the tunnel at Paddington, which will link the new Elizabeth line station to the Bakerloo line platforms.

Tunnelling works are now complete, including the escalator barrel in close proximity to the Bakerloo line platform tunnels.

We have started installing two new escalators and a fixed stair, which will take passengers to Bakerloo line platform level.

Bank

At Bank station we are boosting capacity by 40 per cent. The work has three elements:

- An upgrade to the existing station, including a new Northern line tunnel and platform, a new entrance on Cannon Street, step-free access to the Northern line and DLR platforms, and a moving walkway between the Central and Northern lines
- A new Waterloo & City line entrance within the Bloomberg building
- An upgrade to systems at Monument station including a new station operations room

Four new lifts and 16 new escalators will be installed, and there will be upgrades, to the CCTV and customer Help Points. The Arthur Street access shaft is complete and work is continuing to enable the Northern line tunnelling to begin. We will start on the foundations for the new Cannon Street entrance in July. Work is proceeding to enable the three new escalators to be built to serve the Central line.

At the new Waterloo & City line entrance on Walbrook, temporary hoists have been removed, opening up more work areas. Installation of services continues, enabling finishes to be installed. Completion is planned for December 2017.

Bond Street

At Bond Street station contractors continue to fit-out the new tunnels. The current focus is on fitting the cable management systems into the roof voids so the ceiling support system can be constructed and the new ceilings and lighting installed.

Work to install lifts for step-free access is well advanced. All the lift mechanics are installed and the control and communications systems are being installed and tested.

We are liaising with Westminster City

Council on street level landscaping and access. Work on the station is due to be completed later this year.

Elizabeth line

There are a number of cost and schedule pressures being actively managed by Crossrail Limited. The project is 85 per cent complete. The new tunnels and stations through central London and Docklands are on schedule to open as planned in December 2018 as the Elizabeth line.

Works carried out by Network Rail on the existing rail network have focused on completing the infrastructure on time for the staged opening of the Elizabeth line. Network Rail is currently working on platform extensions, CCTV installation and the other equipment needed to enable testing of the new Elizabeth line trains before they start running between Paddington and Heathrow next year.

The major station building upgrades have proved to be a significant challenge for National Rail. It has assured Crossrail that the works at the five stations in west London will be completed by December 2019 when Elizabeth line through-services start from Reading, Maidenhead and Heathrow into central London via Paddington.

The first of five opening stages began in June, following a period of rigorous testing and approvals, with the new Class 345 trains constructed by Bombardier

Transportation in Derby running in passenger service between Liverpool Street and Shenfield.

Construction progress and railway fit-out

Crossrail's central section construction programme remains focused on fitting-out the stations, tunnels, shafts and portals. The last piece of earth was excavated at Liverpool Street with more than seven million tonnes of spoil excavated since construction began, three million of which went to construct the RSPB nature reserve at Wallasea Island.

All platforms are now complete, and installation of escalators, lifts and platform screen doors is continuing. The ceiling at the new Farringdon station western ticket hall is now complete. More than 100 diamond-shaped concrete segments, precast by a company in Derbyshire, were pieced together to create a dramatic lattice roof inspired by the historic Hatton Garden jewellery quarter located opposite the station.

Railway fit-out continues with the track, cables, overhead power, communication systems and ventilation equipment being put in place to ensure dynamic testing of the new rolling stock in the southeastern spur can start before the end of 2017. All track in the tunnels is due to be completed in mid-July 2017. Significant attention is being given to the plans for testing and commissioning, regulatory approvals, operational readiness and



handover in mid-2018 to ensure a period of trial running and operations before Elizabeth line passenger services start at the end of 2018. In addition, Crossrail Limited is focusing on the significant interface risk between the train control management system on board new trains and the systems and signalling being used for dynamic testing later this year from Heathrow to Paddington, and then through the central section under London next year.

Surface works

Vital work at Ilford depot has been completed with the commissioning of the sidings and Operations and Welfare Building. Network Rail is continuing its work on the upgrade of the existing rail network. Its works at Easter were completed successfully with more than 60,000 hours worked over the four-day period. At Abbey Wood, the new station continues to take shape with the completion of zinc cladding above the

distinctive timber framed roof. Interior fit-out and construction of the staircases is under way. The equipment room has also been completed and handed over so fit-out of the signalling, communications and traction power supply, ready to support dynamic testing later this year can commence.

Key events

During May the BBC Crossrail documentary 'The Fifteen Billion Pound Railway' returned for a second two-part series. Both episodes attracted millions of viewers and was very well received, with the first episode seen by 3.4million viewers making it the most watched programme in 2017 to date on BBC2.

Art

In May it was announced that Goldman Sachs and the City of London Corporation would be funding British artist Simon Periton to create permanent art installations in both ticket halls at

Farringdon. The artwork at the station's eastern entrance will see the exterior glazing on three sides of the building feature an intricate pattern that reflects the elaborate Victorian metalwork of the historic Smithfield Market directly opposite. This installation will form a key part of The Culture Line – a unique line-wide exhibition of large-scale art at seven stations.

In addition, three artists with significant ties to east London have been shortlisted to work with local people to deliver designs for the trackside wall in Newham which runs through Custom House, Silvertown and North Woolwich. The artists' proposals will go on display for community feedback in the summer before a final selection is made.

London Rail Performance

East London line train performance continues to improve as a result of the regulation agreement between Network Rail, London Overground and Govia Thameslink Railway.

This period marks the two-year anniversary of the devolution of West Anglia services to London Overground. Train performance has improved dramatically during this time. Performance was 95 per cent when we took over at the end of period 2 in 2015; and is now at 98 per cent in period 2,

2017/18. This demonstrates the benefit to passengers of devolving responsibility for London suburban rail networks to us.

Gospel Oak to Barking electrification

As a result of significant delivery issues, Network Rail was unable to complete its electrification project for the Gospel Oak to Barking route within the agreed timescales. We will monitor Network Rail's delivery performance through our independent assurance function until completion.

We continue to challenge Network Rail to deliver in the most efficient and customer-orientated way, recognising there is unfortunately still significant access required to complete the electrification works in early 2018.

White Hart Lane station

The capacity upgrade of White Hart Lane station is part of a wider vision to stimulate regeneration and growth within the borough of Haringey. Planning approval was granted in October 2016 and the contract for the design and build was awarded to Taylor Woodrow on 11 July 2017. The new station is due to open in spring 2019 and will cater for the increased number of people expected following the completion of the capacity enhancements at Tottenham Hotspur Football Club and the start of American football being staged at the venue.

London Trams Track renewals

During Easter we delivered essential track replacement projects in Croydon on Wellesley Road, Station Road and George Street, totalling 230 metres of new track and 400 square metres of highway resurfacing. Coordination with Croydon Council enabled their resurfacing team to start early on Wellesley Road bus lane, and enabled the dual carriageway to be opened to traffic ahead of schedule.

Docklands Light Railway

Rolling stock replacement programme

DLR is procuring 43 new three-car fixed formation trains to replace two-thirds of the current fleet and support growth around the network. Once introduced, the new trains will increase overall capacity by 30 per cent and will enter into service from mid 2022. The Official Journal of the European Union notice for the replacement DLR rolling stock was issued in early May. Six manufacturers have expressed an interest. A shortlist of between three and five manufacturers will be agreed in September before the final Invitation to Negotiate is issued. Activities continue on a number of other work streams including the RIBA 2 design for the expansion of Beckton depot.

London River Services

There were a record number of passenger journeys on the river in 2016/17, with 10.6 million undertaken against a target of 10.5 million. The last year has seen the

benefits of investment in extending piers and introducing Oyster and contactless payment come to fruition.

In May, the Thames and London Waterways Forum was created and has since held its inaugural meeting. This forum brings together two previous existing groups, the Mayor's River Concordat and London Waterways Commission to centralise all river transport and waterways discussions and bring all key stakeholders together.

The new group will support the relevant goals set out in the MTS, London Plan and London Environment Strategy, as well as the Port of London Authority's Thames Vision.

Taxi and private hire

Private hire operator fees consultation

Between April and June we undertook a consultation on proposed changes to the licence fees charged to private hire operators. The proposed changes seek to better reflect our costs of administering and enforcing a high quality service. This work addresses a commitment in the TPH Action Plan which was published last year.

Sustainable freight

The Freight Forum

On 31 March we hosted the 14th Freight Forum, our opportunity to engage with the freight industry, businesses and regulators about the challenges surrounding deliveries and servicing in London.

The Forum, chaired by Phil Roe, Managing Director, Transport, DHL Supply Chain, was themed around congestion, its causes and our strategies for managing it. Attendees heard presentations from Leon Daniels, Managing Director, Surface Transport, and Ben Plowden, Director of Surface Strategy and Planning.

Spencer Palmer, Director, Transport and Mobility at London Councils, also provided an update on their review of the London Lorry Control Scheme (LLCS). Following the discussion, London Councils said they would use the feedback provided by delegates to help inform their work on LLCS.

Delegates took part in a lively and well received working group session to discuss what each individual organisation could do to reduce congestion, and how we can provide the tools and guidance to support them. This feedback will help inform our work on engaging operators and businesses on key schemes like the proposed changes to Oxford Street.

The next Forum will be held in the summer as part of the Mayor's Draft Transport Strategy consultation.

Direct Vision Standard

The first phase of consultation on the Direct Vision Standard (DVS) ended in April. There is strong support for the scheme from vulnerable road users groups and a desire to implement its use more quickly. The freight industry

and businesses are broadly supportive of the principle of the standard, but have real concerns about the timing of the implementation fearing the cost to replace vehicles could be prohibitive. Specialist consultants were appointed in April to support development of scheme options and the Integrated Impact Assessment that will form the basis of Phase 2 of the consultation, scheduled for autumn 2017.

Another key project milestone was met on 21 June when we hosted the Industry and Technical Expert workshop to establish the principles for applying the objective DVS measurement to the 'five star' rating. This will allow our academic partners to complete the work to apply a star rating to vehicles and inform future purchasing decisions.

Direct Vision Standard (DVS) in Work Related Road Risk contracts

We have made changes to our procurement framework to make the vehicles working for us even safer. From 1 April 2017, all newly advertised contracts include a requirement for all vehicles in our future supply chain to be rated against the standard, in addition to being accredited to at least Fleet Operator Recognition Scheme Silver or equivalent. In future, vehicles must have a one star rating or above within one year of the DVS ratings becoming available, allowing suppliers time to replace any vehicles that do not meet this standard. Our contracts also stipulate that all vehicles working in



our supply chain must be DVS three star or above by 2020.

Fleet Operator Recognition Scheme (FORS)

The scheme continues to grow at around 25 per cent each year, and has now reached 4,500 accredited operators, consisting of around 135,000 vehicles. FORS began in TfL and was fully funded by us. We still own the scheme, but currently operate it under a concessionary contract. It is now fully funded by industry. FORS now has operations in 10 other European countries.

Enforcement and On-Street Operations Transport-related crime 2016/17

Public transport in London continues to be a safe and low crime environment. More than 10 million passengers travel on our public transport services each day with very few of them ever experiencing or witnessing crime. We recently published our annual crime and

antisocial behaviour bulletin, which brings together crime statistics from the MPS and BTP to provide a summary.

The headline figures for 2016/17 include:

- The levels of transport crime excluding TfL Rail in 2016/17 were 0.5 per cent higher (161 additional offences). The rate of crime has also increased slightly to 7.5 crimes per million passenger journeys (from 7.4 in 2015/16). Levels of bus-related crime in 2016/17 were two per cent lower (356 fewer offences) compared with the previous year. Crime for the bus network has remained at 7.5 crimes per million passenger journeys
- Crime on LU/DLR increased by six per cent (643 additional offences). The rate of crime also increased to 7.6 crimes per million passenger journeys from 7.3

- Crime on London Overground decreased by eight per cent (100 fewer offences) The rate of crime also decreased to 6.1 from 6.8
- Crime on London Tramlink decreased by 9.8 per cent (26 fewer offences) The rate of crime also decreased to 8.1 crimes per million passenger journeys from 9.6

Measures have been put in place to deal with the upward trend in violence and serious public order offences seen on some rail modes, most notably LU and the DLR network. The rise is largely due to an increase in low level violence, pushing and shoving, verbal disputes and threatening behaviour at busy commuter times when services are at peak capacity. Overall there remain a very low number of offences with 2.8 violence against person/serious public order offences for every million passenger journeys made on the LU/DLR network.

Concerted action is under way to address these offences and we are working with the BTP to implement targeted action focused on priority transport hubs which have seen the largest volume of offences. Other measures include high visibility policing combined with our travel demand management and communications activities to encourage improved passenger behaviour. Levels of violence on the bus network are stable but this remains one of our priorities and we are

continuing our efforts to drive this down.

Reported sexual offences have continued to rise. This was anticipated and is a positive result of the continuing efforts to tackle unwanted sexual behaviour as part of the Project Guardian initiative and 'Report it to Stop it' campaign. Project Guardian aims to increase confidence in reporting sexual offences which, like sexual offences generally, have historically been underreported. We commend victims who come forward to report these crimes which has helped the police identify and catch offenders. Since 2013, when Project Guardian launched, reports have more than doubled to almost 2,000 in 2016/17.

Obstructions of the highway

The Mayor has made a public commitment in his Healthy Streets vision to make it easier and more enjoyable to walk around London. To help deliver this, we are tackling unauthorised highway obstructions such as freestanding advertising boards, tables and chairs. These can hinder the free flow of pedestrians and create a hazard, particularly for older people and those who have visual or mobility impairment.

Operation Clearway uses a combination of education, engagement and enforcement to keep pavements clear. As we want to support business, especially small and independent enterprises, our on-street enforcement officers engage

with business owners to encourage the use of alternative means of advertising and to apply to the local authority for the necessary licence.

Since Clearway was introduced, street clutter has reduced in all the locations targeted. In 2016/17, we issued 531 warnings and 177 Fixed Penalty Notices, and prosecuted 14 persistent offenders and those who failed to pay their fines within the following four boroughs:

- Camden: Swiss Cottage Grocers
- Hackney: Lift, The Corner Shop and Banh Mi
- Islington: Hoxley & Porter, and Beyrouths
- Wandsworth: Tooting Bec Hand Car Wash (twice), JR Butchers, Tooting Market, and Tooting Supermarket

Taxi and Private Hire enforcement

As part of our commitment to improving accessibility across all of our services, we continue to investigate complaints and prosecute TPH drivers who refuse to comply with requirements to provide access for people whose mobility is impaired. In 2016/17, we successfully prosecuted 11 drivers for refusal to carry a guide dog – an offence under the Equality Act 2010. Sentencing for these convictions included penalty points and fines/costs totalling more than £7,000.

On 6 April, similar provisions came into force obliging drivers of wheelchair-accessible TPH vehicles to carry wheelchair users and provide mobility assistance without additional charge. We will take a robust approach against any driver who is found not complying with these obligations and will seek the strongest possible outcome at court. Since 6 April, we have received three complaints relating to this offence which are currently being investigated for potential prosecution.

Hate crime

We are determined to ensure that our services are safe, welcoming and accessible to everyone. Along with our police partners, we have prioritised action against hate crime to reassure those who feel vulnerable. A programme is in place that includes regular days of engagement where police and our staff speak with customers and local communities about hate crime, raising awareness of how to report it and the action under way to tackle it.

A programme of staff briefing and training is also under way. This raises awareness and clarifies expectations of staff if they experience, witness or are told about hate crime, and to reassure them how seriously we and the police take crime against our staff. We are also developing an eLearning course, which will be suitable for all staff and contractors.

Events Tall Ships Regatta

We supported the delivery of a number of major events including the Tall Ships Regatta which returned to Greenwich for the first time since 2014. The event took place over Easter and included 30 ships being berthed at two festival sites at Woolwich adjacent to the Royal Arsenal, and at Greenwich alongside the Old Royal Naval College, Cutty Sark Gardens and Creekside. The events were free to attend and attracted large numbers of spectators.

Virgin Money London Marathon

On 23 April we saw the 36th year of the London Marathon. More than 35,000 people took part making it one of the largest mass-participation events in the world. There were numerous road closures to facilitate the event and several changes to bus services. Our Travel Ambassadors were at Tube and DLR stations providing travel information and assistance to customers.

MoonWalk

MoonWalk, an overnight walking marathon, took place on 13 May. This was the 20th year which involved participants covering either a marathon or half marathon on roads in and around central London.

Women's Tour

On 11 June, London hosted for the first time the final stage of the OVO Energy Women's Tour, the world's largest professional cycle race for women. We

ran a day of cycling celebrations including a fan zone at Trafalgar Square, our own 'Celebration of Cycling' ride for female cyclists, Breast Cancer Care's Pink Ribbon Tour and a race start flag competition with school children. On 9 July, our Palestra Event Liaison Facility was used to oversee the British 10k for the first time this year.

We continue to plan for a major series of events later this year including the London Triathlon, Prudential RideLondon, the International Amateur Athletics Federation and International Para-athletics World Championships and the Women's Cycling Tour of Britain.

Legal issues - Private hire vehicle (PHV) regulations: judicial review

Uber's appeal in relation to the PHV driver English language requirement and our appeal in relation to the requirement to have a telephone line have both been given permission by the Court of Appeal to proceed. The appeals, which will be considered together, start on 20 February 2018.

Elizabeth line: Heathrow judicial review of ORR charging decision

On 26 May, the High Court dismissed a challenge brought by Heathrow Airport Limited (HAL) against a decision of the ORR that HAL could only recover from us the direct additional costs caused by the use of the spur line from the Great Western mainline to Heathrow, and not the historical long-term costs incurred by

HAL of building the spur in the 1990s. We were an interested party in the case, as was the DfT.

Aviation

On 25 May the Mayor responded to the Government's National Policy Statement (NPS) consultation on a third runway at Heathrow airport. The Mayor is clear in his support for additional aviation capacity but has raised significant concerns with the specific proposal for expansion at Heathrow, particularly in light of the negative impacts on the environment and the health of Londoners. As it is currently drafted, the NPS singularly fails to demonstrate that Heathrow can be expanded without:

- Severe air quality impacts and exceeding legal limits
- Dire noise impacts
- Significant investment in surface access improvements, which are currently unfunded

In addition to this, there remain concerns about the impact on efforts to mitigate the effect of climate change, and on the economic case made in favour of the expansion of Heathrow. On the basis of the current proposals the Mayor remains deeply sceptical as to whether Heathrow expansion can ever be the right answer for London and the UK.

4 Our customers

Accessibility: digital partnerships summit

Fourteen per cent of Londoners have some form of disability, and our own digital channels play a key role in providing customers with the right information about step-free access routes, lift availability and crowding levels. On 2 June, the Deputy Mayor for Transport opened the digital partnerships summit which examined how our open data and our information can be leveraged to improve the services on offer.

Building on a number of apps already using our open data, major technology organisations, app developers and representatives from disability groups worked on the challenges together. Results have started to be delivered:

- New data such as wheelchair accessible bus stops have recently been released
- Moovit, used by more than 60 million users in 1,200 cities, has implemented industry-leading features to help disabled people. These include comprehensive VoiceOver/TalkBack support for visually impaired people and larger buttons strategically placed on the app's bottom bar

This month, Moovit announced the most comprehensive route planning service for people with restricted mobility, such as step-free access routes from street level to the train and lift availability on the transport network

We are also actively working with partners and app developers to standardise features for users through consistent guidelines, irrespective of the app.

New map to help people with conditions including claustrophobia and anxiety

On 5 July, we launched a new map, following suggestions from our customers to help people with claustrophobia or other anxiety conditions. The new map will help a range of customers navigate the network more comfortably by showing them routes they can take to avoid areas with large stretches of tunnels.

In the new design, parts of the lines on Harry Beck's iconic map have been given a grey overlay to illustrate which stations or sections of track are underground. The new map also shows which London Overground, DLR and TfL Rail services are in tunnels.

Mobility Accelerator Programme – supporting startup creativity

New ideas and cross-sector collaboration are critical to harnessing technology and innovation to help London's continued success. We have supported a Mobility Accelerator Programme that has sped up the growth of six promising startups with products that could help our customers by tackling congestion and promoting walking, cycling and public transport.



New ideas and cross-sector collaboration were discussed as part of the Mobility Accelerator Programme

The Accelerator Programme ran from April to June and provided startups with mentoring from senior FTSE 250 leaders, market insights from colleagues across our organisation and culminated with a showcase evening, at which the startups pitched to their mentors, the transport sector and potential investors. The programme was delivered by Nitrous, a third party organisation specialising in accelerating good ideas, and we supported the programme with officer time and customer insights to help the startups realise a better market fit and alignment with our priorities. The programme was an opportunity for us to try new ways of working.

The products in the programme included: a smart cycling 'bell' which provides enhanced navigation, captures and communicates dangerous hotspots when rung; advanced machine learning that captures bus crowding levels through

CCTV analysis; and an app that enables on demand deliveries to be carried out by cycling commuters, with zero emissions and a reduction in freight traffic. These ideas are now seeking funding and we will be sharing what we learned during the pilot across the organisation.

Customer Service Innovation Programme

We seek to harness the many excellent ideas that our employees produce to improve customer service. Under our latest programme, nearly 250 ideas were submitted. Eight exciting projects secured support to proceed and seven of these have either been completed or are at trial stage:

- Recycling: Vinyls of Mr Tickle at Southwark and London Bridge Tube stations to persuade customers to use our bins, encouraging more paper recycling

- Customer feedback: Instant feedback devices on bus route 363 and two feedback kiosks at Stratford bus station
- Event Planning: A geospatial tool that captures road closures and then shares the information with the public via their personal smart devices and satellite navigation providers
- Improved Journey Planning: Steps and walking distance data for two trial stations successfully integrated into a demo in station Journey Planner
- Improved Customer Information: TfL chatbot on Facebook Messenger that gives customers real-time travel information on the go now launched publicly
- Improving Customer Experience: Integrating sound with advertising to create a unique customer experience
- Addressing crowding: A 'green lane' on the southbound Victoria line platform at King's Cross St. Pancras station to encourage better behaviours that will reduce crowding on the platform

Planning for the 2017/18 Customer Innovation Fund is currently under way.

One billion journeys made by contactless payment

We have now seen more than one billion pay-as-you-go journeys on our network. Forty per cent of all pay-as-

you-go journeys are now paid for using contactless payment cards – up from around 25 per cent a year ago. More than 23 million cards and mobile devices have been used on bus, Tube and rail services in London since the system launched in December 2012. On average, two million contactless journeys are made daily.

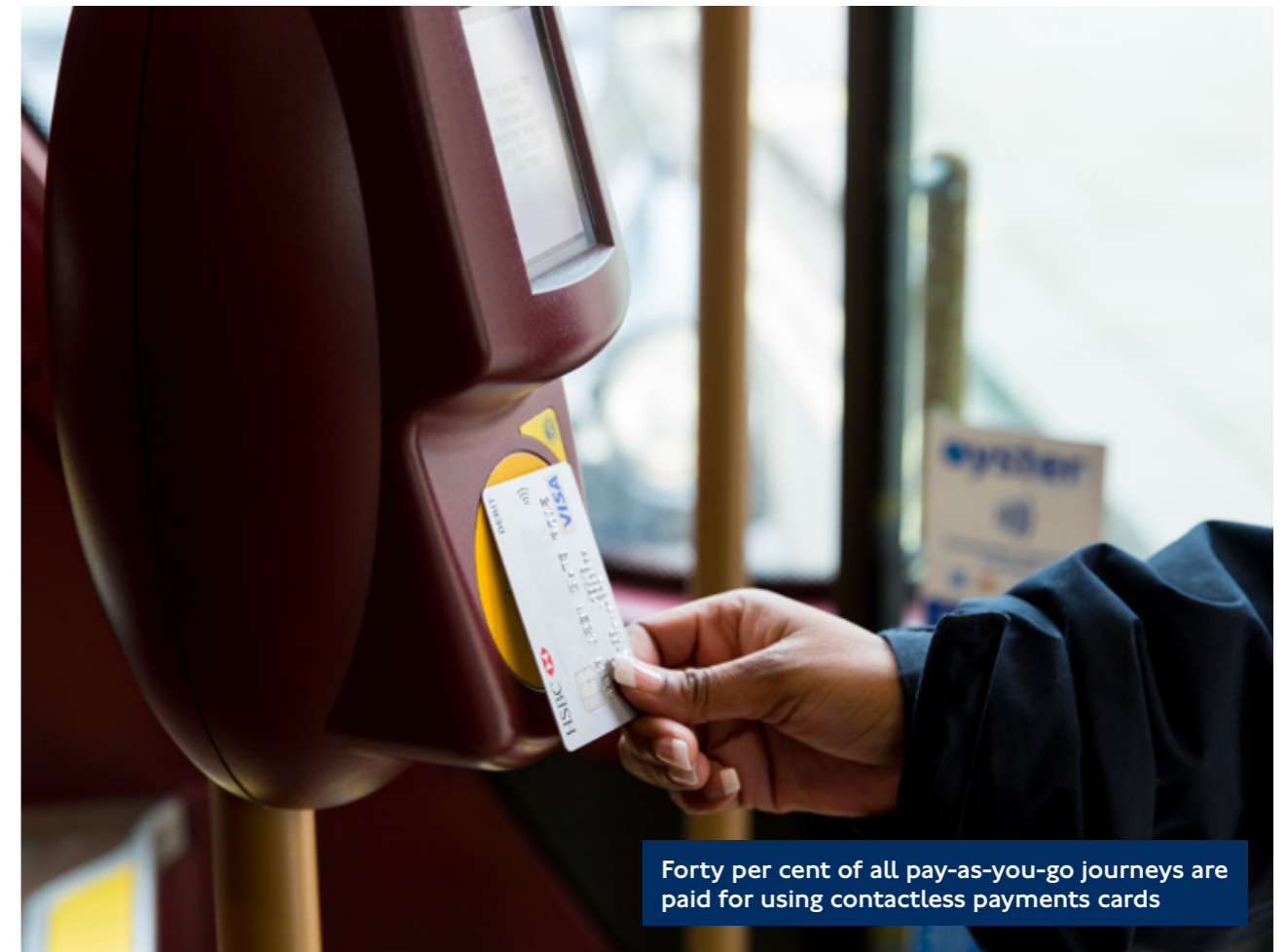
Customers from more than 100 countries have now used contactless payment cards and mobile devices to make journeys on the Capital's public transport network, with more than 20 new countries, including Estonia, Morocco and Peru, having been seen for the first time in the last year.

Digital displays in stations

Four LU stations, St James's Park, West Hampstead, Leicester Square and King's Cross, have trialled new electronic service update boards. The new digital displays adapt to time of day and location, alerting customers to service disruptions, severe weather or other changes to their journeys. They will improve customer experience and help us manage demand and customer flow, for instance, by giving advice on alternative routes. The new displays will also provide partnership and sponsorship opportunities.

Spreading demand

Following the successful trial at 23 Tube stations in February 2016, which achieved a three to five per cent shift in the times people travelled, localised station



Forty per cent of all pay-as-you-go journeys are paid for using contactless payments cards

demand information, showing the busiest times at each station and on the lines serving it, was released for all London Underground stations. The data was released as part of the open data policy and was also launched as part of new functionality on Tube station pages on tfl.gov.uk. This was complemented with a social media campaign highlighting the busiest times at the 94 most heavily used stations, encouraging travel outside these periods if possible and suggesting alternative travel options including walking and cycling.

Passengers told us they found this useful and 64 per cent of those who saw the campaign changed their travel as a result.

Busiest times for the Blackwall Tunnel will be released this month, to encourage travel outside the peak and reduce congestion, and station demand data and information for key DLR stations will be published in the autumn.

Managing platforms

Staff on LU platforms at 14 stations are being encouraged to give messages to customers that are relevant to their location and the time of day. Instead of standard scripts, staff are giving tailored messages about safety and reliability such as:

- 'Welcome to London Bridge, the second busiest station on the network – you are using the station at the most popular time of day'
- 'The temperature is a little higher today so if you are feeling unwell, please stay here on the platform and we'll take care of you'
- 'If you are carrying a backpack I'd really appreciate if you can drop it off your shoulders as you are boarding, to create more space within the carriage'

Customers have been enjoying the change, backed up by the commendations we have received. We plan to brief all station staff on the new approach by the end of August before rolling out this initiative at other stations.

Borough engagement

London's boroughs are one of TfL's main partners in delivering the Mayor's transport policies and proposals. This is particularly important in the operation and development of the Capital's highway network. A good understanding of the varied local priorities of the boroughs is a key contributor towards achieving the best outcomes. This requires successful engagement and two-way communication at a range of levels with both officers and elected council members. I am continuing my own programme of high level visits to boroughs as a part of this vital task.

Southgate Civic Week

Back in March, we had a request from Southgate District Civic Trust (SDCT) for use of an empty unit at Southgate Tube station for a pop-up HQ for its annual Southgate Civic Week which was held between 10-18 June. Our Property and Stakeholder Engagement teams worked together with the organisers to draw up a lease. It was agreed that SDCT would pay a peppercorn rent – and they sent an actual peppercorn in exchange for the unit, along with a letter of thanks.

Members of SDCT went into the vacant unit at the beginning of June to give it a paint job and to clean it up. It was then used to host a photographic exhibition and as the focal point for a number of events.

The community group was thrilled and there was some great coverage on social media. The unit has now been handed back to us after the very successful week.

5 Our people

Awards

Rail Business Awards

LU has won the Train Operator of the Year and TfL has won Rail Business of the Year at the 2017 Rail Business Awards, which recognise and celebrate the best in the rail industry.

The judges were impressed by our demonstration of overall business excellence through outstanding customer service:

- Maximising service to customers: for continuously improving reliability and increasing capacity
- Better, more accessible stations: we have improved step-free access, working towards our goal of making more than 40 per cent of our stations fully accessible by 2018
- Improving every element of our customers' experience and making further commitments to continue improving with the best possible value for money
- Planning ahead: our investment programme is delivering significant benefits to customers and will continue to do so

Project Manager, Helen Wright, who is currently leading the team replacing the Central line's DC traction system with a more reliable AC system, won the Young Professional of the Year award.

We also won the Digital Technology Excellence award for our automatic track measuring system which has drawn on expertise from across our organisation.

The European Women in Construction & Engineering Awards

Sharon Young, Lead Project Engineer, has won the Best Woman Rail Engineer at the European Women in Construction & Engineering (WICE) Awards.

Women represent just nine per cent of UK engineering professionals, compared to 18 per cent in Spain, 26 per cent in Sweden and 20 per cent in Italy. WICE aims to make construction and engineering more enticing to women, and create role models.

Three further LU staff reached the finals:

- Fiona Barry, Assistant Project Manager, Best Woman Project Manager finalist
- Viki James, Senior Project Manager, Best Woman Project Manager finalist
- Martin Roach, Lead Construction Engineer, Best Male Mentor finalist

Apprentice and graduation award ceremony

At the end of March we held the 2017 Apprentice Graduation and Award Ceremony at City Hall. We have an outstanding apprentice programme and our apprentices will be central to our future success. Since 2009, we have



Participants of our Steps into Work programme receiving their certificates following their work experience placements

employed more than 7,600 apprentices and we are continuing to invest in our apprenticeship schemes. Awards for the best apprenticeship were given to:

- Harry Warman in London Underground
- Harry Joseph in Professional Services
- Taha Hanif in Surface Transport

Management Consultancies Association Award

Our Real-Time Origin Destination Analysis Tool (RODAT) has been highly commended for innovation at this year's Management Consultancies Association awards. RODAT is a 24/7 monitoring tool which provides us with real-time intelligence to manage our network more effectively. It enables the control of traffic flow increases and unplanned closures. It is the only such approach of its kind in the world.

Steps into Work and Smart Sourcing make the Lord Mayor's Dragon shortlist

Our Steps into Work and Smart Sourcing programmes have been nominated for a Lord Mayor's Dragon Award for Inclusive Employment. These awards recognise the contribution that business can make to society and in tackling social issues. Both programmes support people who may encounter barriers when trying to gain employment. By offering them the opportunity to undertake work placements, individuals gain key employability skills and confidence.

Royal recognition

Pat Thomas (MBE) has been recognised as a Member of the Order of the British Empire (MBE) in the Queen's Birthday Honours for services to transport in London and the community. Pat, who has worked in the HR team for 13 years, has been an inspirational driving force in her professional and public life, working

to foster greater understanding between diverse groups of people with different faiths.

Pat was Chair of our Faith and Wellbeing Staff Network Group for six years. Her passion and creativity led to the membership of the group tripling in size and she now uses this experience to mentor other staff who chair staff network groups or who are looking to improve their leadership skills.

Congratulations to Ron Kalifa – TfL Board member

On 25 May, TfL Board member and Vice-Chairman of Worldpay, Ron Kalifa, was ranked third in the EMpower 100 Ethnic Minority Leaders list, presented by the 'Financial Times'. The list aims to showcase and rank the top 100 executive black, Asian and minority ethnic (BAME) professionals working in the US and UK.

Ron was recognised for his individual commitment to driving the BAME agenda inside and outside of the workplace and for his business achievements.

Engaging young people

TfL takes over Sarah Bonnell School

On 28 April, 19 of our apprentice and graduate volunteers took over Sarah Bonnell School, one of our gold target girls' schools in Newham, and led a debate for more than 200 Year 9 students at the school. This innovative TfL-themed event introduced the girls to different ways of exploring careers. It challenged

their stereotypes of careers in science, technology, engineering and mathematics (STEM) and TfL and promoted our apprenticeships, graduate schemes and encouraged the school to sign up to our TfL Schools Challenge (Year 12 students) and Inspire Engineering (Year 8/9 students). Feedback was extremely positive from the volunteers and students.

Enjoyment to Employment

This year we will reach more than 50,000 children and young people through Enjoyment to Employment initiatives which turn childhood enthusiasm in transport into careers in industry, thanks to the support of Costain, Hitachi Rail Europe, telent Technology Services and Siemens. Each of these supporters is giving their time, expertise and financial support toward the programme. In return, the London Transport Museum is working with our supporters to meet their corporate social responsibility and business needs.

Tunnelling and Underground Construction Academy

We have signed a contract with Prospects College of Advanced Technology to run the Tunnelling and Underground Construction Academy (TUCA) in Ilford. TUCA was set up by Crossrail Limited in 2011 to meet the training needs of the project and the wider underground construction and tunnelling industries. More than 15,000 contractors and apprentices have been trained. As

construction of the Crossrail is now over 85 per cent complete, the training facility has transferred to us to support future tunnelling and infrastructure projects.

TUCA will offer apprenticeships and training in the skills to build and run the transport networks of the future. The facilities include spaces to practise sprayed concrete lining, a laboratory to study tunnelling material and a tunnel mock-up for evacuation simulations. By the end of the year, TUCA will also be home to the Elizabeth line maintenance and station staff training centre. A mock-up of a new station will also be installed to train station staff in customer service.

We are planning for 20 new rail maintenance apprentices to begin training in 2017. More than 130 railway engineering apprentices from the industry will start at TUCA from September 2017.

Appointment of Keith Ludeman as new Chair of London Transport Museum

Former Chief Executive of the Go-Ahead Group and Chair of the Association of Train Operating Companies (ATOC), Keith Ludeman, took up his role as the new Chair of London Transport Museum at the beginning of the year. He takes over from Sir David Bell, who stood down after a successful nine-year term in the role.

Keith becomes Chair of the Museum Trustees at a significant point in the museum's history as it develops an ambitious five-year plan which will establish financial sustainability, extend audience reach, create additional commercial value by maximising assets and increase engagement through a distributed museum model. His initial priorities will be to support the museum in establishing a longer-term planning framework, and help to raise awareness within the industry about LTM's role as an educational charity.

His extensive experience includes holding key posts with regional transport authorities in the UK and overseas which, as well as Go-Ahead and ATOC includes: Interserve plc; Eversholt Rail Group; Bristol Water; Aspin Group; TXM Plant; and Network Rail. He is a fellow of both the Chartered Institute of Logistics and Transport and the Institution of Railway Operators.

Pride in London

OUTbound, our LGBT+ Staff Network Group, took part in the Pride in London Parade on Saturday 8 July to demonstrate the diversity of London and its workforce. Dressed in the colours of the rainbow and equipped with rainbow roundels, our staff sent the very clear message that London is open and welcomes you, regardless of background, religion, race, gender, disability, age or sexual orientation.

To mark the occasion, we transformed parts of our transport network with a new rainbow design. This saw the bold new design highlighting #LoveIsLove above the Oxford Street entrance of Tottenham Court Road station and a number of rainbow roundels installed at Tottenham Court Road, Oxford Circus and Piccadilly Circus Tube stations. Customers were also given the chance to ride on one of the 50 Santander Cycles that were decorated with rainbow livery on their rear mudguards to demonstrate and celebrate how proud the capital is of its diversity.

On the day of the parade, we also decorated a number of bus stops along its route, two of which will permanently stay in place in the Charing Cross area to serve as a reminder of our support to the LGBT+ community.



Santander Cycles were decorated with rainbow livery for the Pride in London celebrations

6 Securing value

Reducing costs

As part of our cost reduction programme £699m of savings are included in our budget for 2017/18.

We are modernising our organisation by eliminating duplication and ensuring we are integrated, lean, commercially minded and agile. We have reached a major milestone in this work. Consultation on new organisational design proposals has launched, as planned, in six areas of the business – LU, Surface, Engineering, City Planning, Customers, Communication and Technology and Corporate Assurance.

We are ensuring that change is coordinated, and have briefed more than 4,500 staff and are in continuing dialogue with them and trade unions about these proposals. This follows consultation launching in our Commercial, Finance and Technology and Data functions earlier in the year.

Each business area also shared their proposed leadership structure for the future. All directors will retain their current accountabilities until consultation is complete and our new structure goes live. This is to ensure we continue to deliver a safe and reliable service as we modernise. We have a number of director roles that we are recruiting for.

These are important steps in becoming a more efficient and effective organisation,

and a better place to work, attracting and retaining a talented, diverse workforce.

Slow running escalators save energy

Electricity is a significant cost for LU, so reducing consumption has both environmental and financial benefits.

At airports, escalators run slow (or stop) when they are not being used. Sensor detectors around the escalator notice the presence of customers, slowing the escalator down as customer flow reduces. This system is now fitted on LU's newest escalators at Greenford and King's Cross (Northern line), and will be implemented at Chancery Lane and Liverpool Street. We are also trying it out on an existing escalator at North Greenwich.

Generating income and delivering affordable housing

Northwood station launched to market

On 14 June, we started the search for a joint venture partner through our Property Partnerships framework. Our partner will work with us to bring forward new shops and homes at Northwood station. Our 4.7 acre site has the potential to deliver more than 100 homes, at least 35 per cent of which will be affordable, and provide step-free access to the station.

Once selected, our joint venture partner will work closely with us and the local community to develop detailed proposals for the site, ensuring that



The Landmark Court site, Southwark Street, will offer affordable housing as well as commercial, retail and workspace

we design the best possible scheme for Northwood. We hope to select a preferred partner by the end of this year, with a view to start consultation on new proposals in 2018.

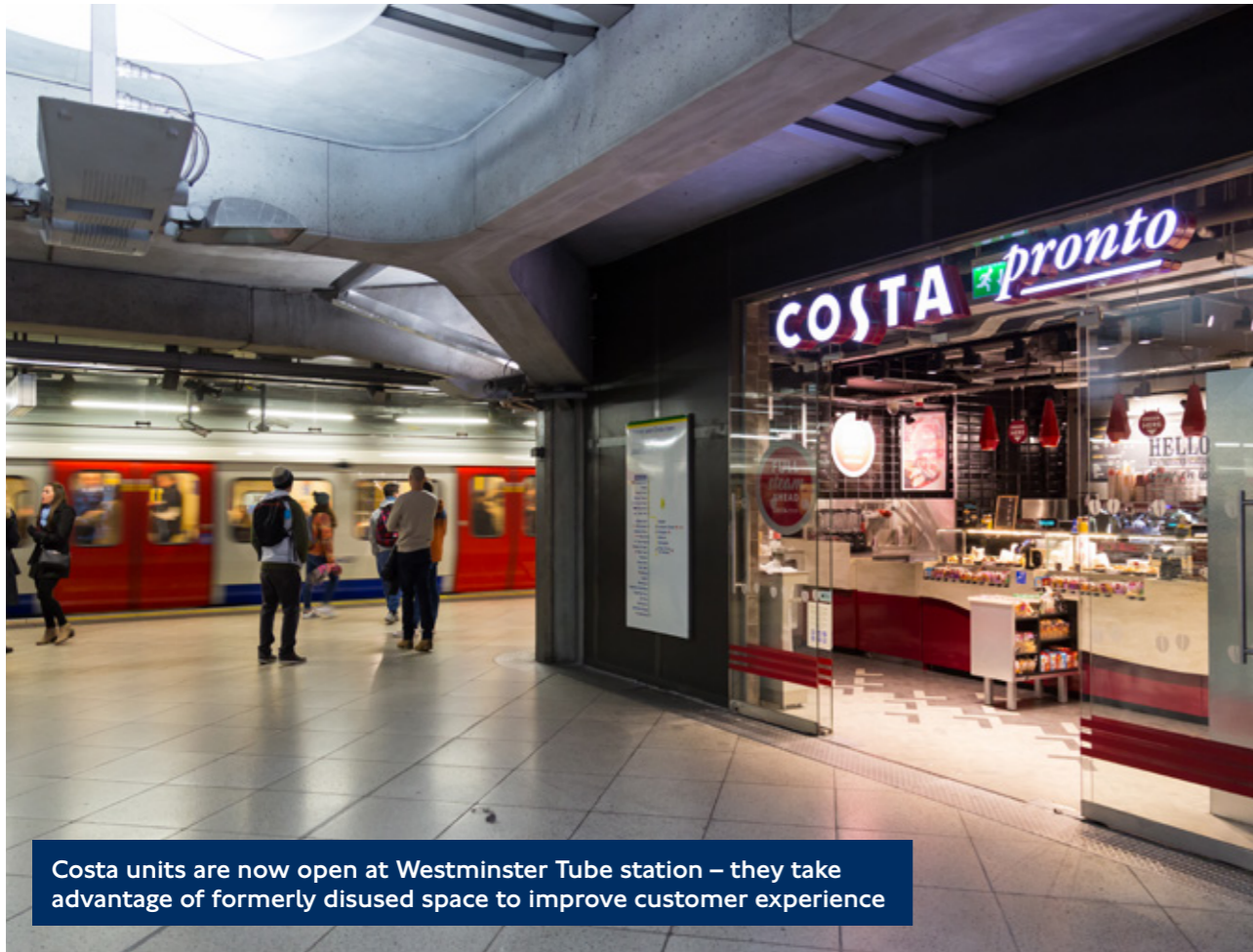
Planning submission for 444-450 Kingsland Road Arches

On 16 June, we submitted a planning application for the improvement of 444-450 Kingsland Road Arches which are currently vacant. Our proposals will create new commercial space for retail or food and drink operators and improve the look of the property on Kingsland Road, between Dalston Junction and Haggerston Overground station.

Landmark Court development partner announced

On 10 July, we announced the selection of our preferred bidder for a joint venture to deliver a mixed-used development on our Landmark Court site on Southwark

Street. Triangle London Developments (TLD), a consortium of U&I and Notting Hill Housing, will work with us to deliver around 80 new homes, at least 35 per cent of which will be affordable, in line with London Borough of Southwark's affordable housing policy and supporting our commitment to deliver 50 per cent affordable housing across our portfolio. The site is in walking distance from London Bridge station, Borough Market, Tate Modern and the Globe Theatre, and our partnership with TLD will transform it from an underused lot to a local cultural and social hub for people to live, work and visit. Alongside housing, the site has the potential to deliver 134,500 square feet of new commercial, retail and workspace, boosting the growing social and commercial activity on Southwark Street. Any proposals will seek to maximise outdoor public space and pedestrian routes on Southwark Street, Redcross Way, Borough High Street and provide access to the



Costa units are now open at Westminster Tube station – they take advantage of formerly disused space to improve customer experience

increasingly popular walkway along the Low Line.

The existing unconsecrated Cross Bones Graveyard, which is currently let to the Bankside Open Spaces Trust and managed by the Friends of Crossbones, will be safeguarded as part of the development – and will provide a high-quality memorial garden.

Once a contract has been exchanged, the new joint venture will consult with Londoners, neighbours and local interest groups to develop a detailed design in order to seek planning permission and to start on site in 2019, aiming for completion by 2022.

South Kensington station redevelopment

We are seeking a partner to work with us on a long-term basis to restore and develop South Kensington station and bring forward a redevelopment with

step-free access to the District and Circle line. We received a number of high quality bids and have shortlisted six bidders. Subject to planning consent, the development could be complete by 2022.

Blackhorse Road

Following the launch of our Blackhorse Road car park site to our Property Partnership framework in March, bids have been received back from a number of our partners and we are in the process of evaluating these with the intention of selecting a partner later in the summer. The site is currently a commuter car park of 1.8 acres with potential for a residential-led scheme of 368 units, 50 per cent of which will be affordable, and almost 20,000 square feet of commercial space.

Costa Westminster

Costa has opened a unit on the westbound District and Circle line platforms at Westminster Tube station. This follows on from the successful opening of a Costa unit on the eastbound platform earlier this year. The coffee shops make use of previously disused space on the platforms to provide attractive shops for our customers, without any impact on operations. These Costa units will generate at least £100,000 a year to invest in transport.

Lucozade ‘Find Your Flow’ campaign with Hello London

In early June, through our advertising partnership with Exterior Media – Hello London – we worked with Lucozade to deliver a two-week advertising and experiential campaign for the brand. The campaign at Oxford Circus Tube included station domination advertising and product sampling. In an innovative twist, the 5,000 bottles handed out were fitted with a near field communication (NFC) chip which could be used to make one free journey on our network. The campaign has generated £290,000 to reinvest in the transport network.

Sun-in-the-Sands and Wembley underpass advertising screens

On 19 June, we completed installation of two new digital advertising screens at the Sun-in-the-Sands underpass on the A102 in Greenwich, and on 26 June 2017 we began installing two new digital

advertising screens on the A406 near Wembley on the Abbey Road and Harrow Road underpasses. The screens are part of our contract with Outdoor Plus which will generate £13m to reinvest in the transport network over 10 years. During the installation works for both sites we have kept disruption to neighbours and road users to a minimum. We used acoustic sheeting to reduce noise and for all but one of 20 nights’ work have kept the roads open, closing single lanes only each night. At Sun-in-the-Sands testing has now been completed and commercial advertising is live. At Sun-in-the-Sands and Wembley we will be able to use the screens to inform road users of upcoming works, events and traffic disruption.

Appendices to this report:

None

Background papers:

None

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March 2017**

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