
This paper will be considered in public

1 Summary

- 1.1 This paper seeks the Committee's approval of the overall results against the TfL and individual business or specialist services scorecards for the year ended 31 March 2017.

2 Recommendation

- 2.1 **The Committee is asked to:**

- (a) **agree the scorecard results for 2016/17; and**
- (b) **note the wider performance of TfL in 2016/17, in the context of the adjusted priorities of the organisation.**

3 2016/17 scorecard outcome

- 3.1 On 15 March 2016, the Committee approved the 2016/17 TfL Scorecard, which included targets that feed into the Managing Director scorecards. The 2016/17 scorecard was developed alongside, and designed to align to, the TfL Budget 2016/17 and Business Plan – published at the same time. The scorecard therefore reflected the priorities of this previous Business Plan.
- 3.2 The table below summarises performance against these priorities. A full breakdown is contained in Appendix 1.

Table 1: A summary of the forecast scorecard outcomes 2016/17

| Scorecard | Outcome % |
|---------------------------------------|------------------|
| London Underground | 67.5% |
| Surface Transport | 67.1% |
| Commercial Development | 90.0% |
| HR | 85.0% |
| Customers, Communication & Technology | 89.5% |
| Finance | 80.0% |
| General Counsel | 84.0% |
| Group Planning | 93.2% |
| Crossrail 2 | 56.0% |
| TfL | 64.4% |

4 Assessing TfL's performance in 2016/17

- 4.1 The scorecard is designed to be an effective tool for assessing performance. However, due to the significant level of change inside the organisation over the past year the scorecard does not fully reflect the outcomes achieved by TfL in 2016/17.
- 4.2 The 2016/17 scorecard was developed under the previous Mayoral administration, and approved by the previous TfL Board, to capture the priorities and objectives at the start of the last financial year. The scorecard therefore did not capture effectively a year of significant transition for the organisation.
- 4.3 TfL has since undertaken a review of its priorities, culminating in the publication of the Business Plan in December 2016 and the Budget in March 2017. As part of the Budget process, TfL redesigned its scorecard to fully reflect the revised outcomes contained in these plans. This new scorecard was worked up with the Finance Committee before it was approved by the TfL Board on 29 March 2017.
- 4.4 While these revised outcomes, including healthy streets, affordable transport, air quality and accessibility, were formalised in the latest Business Plan and Budget documents, TfL had already started working towards these new priorities from the beginning of the new Mayoral administration. Therefore the areas of focus described in the 2017/18 scorecard also provide a useful framework to review the organisation's performance in 2016/17.

List of appendices to this report:

Appendix 1: 2016/17 scorecards

Appendix 2: Commissioner's Summary of the Year Ended 31 March 2017 taken from the TfL Annual Report

List of Background Papers:

None

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Appendix 1: 2016/17 final scorecards

TfL scorecard

| Indicator | Units of Measure | 2015/16 Result | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|--|------------------|----------------|----------------|----------------|---------------|--------------|
| ■ Customer | | | | | | |
| London Buses - customer satisfaction (score) | index | 86 | 86 | 86 | 7.5% | 7.5% |
| London Underground - overall customer satisfaction (score) | index | 85 | 85 | 85 | 7.5% | 7.5% |
| TLRN - customer satisfaction (score) * | index | 70 | 70 | 70 | 5.0% | 5.0% |
| TfL Rail customer satisfaction (score) | index | 83 | 83 | 83 | 1.3% | 1.3% |
| London Overground customer satisfaction (score) | index | 84 | 84 | 84 | 1.3% | 1.3% |
| ■ Delivery | | | | | | |
| % Reduction in KSI on London roads | % | 42.3% | 43.9% | 42.6% | 5.0% | 0.0% |
| Recorded crime: London Underground/DLR (crime per million p. journeys) | number | 7.3 | 6.8 | 7.6 | 5.0% | 0.0% |
| RIDDOR-reportable injuries per million hours on LU and LR Infrastructure | | | | | | |
| a) Passengers (Injuries/million hours) | number | 0.16 | 0.16 | 0.12 | 1.3% | 1.3% |
| b) Staff (Injuries/million hours) | number | 2.16 | 2.16 | 1.85 | 1.3% | 1.3% |
| London Buses: Excess Wait Time (mins) | mins | 1.2 | 1.1 | 1.1 | 5.0% | 5.0% |
| London Underground: Total Lost Customer Hours | hours | 26.4 | 17.9 | 26.1 | 5.0% | 0.0% |
| TLRN: Journey Time Reliability | % | 88% | 88.3% | 88.1% | 5.0% | 3.3% |
| DLR: Departures | % | 98.5% | 99.1% | 99.0% | 1.0% | 0.0% |
| TfL Rail Public Performance Measure | % | 94% | 94.0% | 94.5% | 0.8% | 0.8% |
| London Overground Public Performance Measure | % | 94.4% | 94.5% | 94.4% | 0.8% | 0.0% |
| % Budget milestones achieved | % | 89% | 90.0% | 81.6% | 12.5% | 12.3% |
| Action on Equality (Single Equality Scheme in 15/16) | % | 87% | 90.0% | 90.0% | 5.0% | 5.0% |
| ■ People | | | | | | |
| Total Engagement | % | 60% | 61% | 58% | 15.0% | 0.0% |
| ■ Value | | | | | | |
| Direct cost per passenger journey | £ | £1.55 | £1.54 | £1.54 | 5.0% | 5.0% |
| Year on year growth in operating income | % | 4% | 5.8% | 3.1% | 5.0% | 3.0% |
| % Operating costs covered by fares | ratio | 75% | 75% | 76% | 5.0% | 5.0% |
| Total | | | | | 100.0% | 64.4% |

London Underground scorecard

| Indicator | Units of Measure | 2015/16 Result | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|--|------------------|----------------|----------------|----------------|---------------|--------------|
| ■ Customer | | | | | | |
| LU - Overall Customer Satisfaction | index | 85 | 85 | 85 | 12.5% | 12.5% |
| TfL Rail - Overall Customer Satisfaction** | index | 83 | 83 | 83 | 2.5% | 2.5% |
| ■ Delivery | | | | | | |
| Total Milestone Delivery | % | 89.6% | 90.0% | 89.2% | 15.0% | 15.0% |
| Total Lost Customer Hours | LCH (m) | | | 26.10 | | |
| | | 26.4 | 17.9 | (23.7exc IA) | 17.5% | 0.0% |
| TfL Rail - Public Performance Measure | % | 93.95% | 94.0% | 94.7% | 2.5% | 2.5% |
| RIDDOR-reportable injuries per million hours on LU | | | | | | |
| a) LU - Passengers | Number (Index) | 0.16 | 0.16 | 0.11 | 2.5% | 2.5% |
| b) LU - Staff/Contractors | | 2.16 | 2.16 | 1.94 | 2.5% | 2.5% |
| ■ People | | | | | | |
| Total Engagement | % | 57% | 58% | 55% | 15.0% | 0.0% |
| ■ Value | | | | | | |
| Direct operating costs per passenger journey | £ | N/A | £1.63 | £1.58 | 10.0% | 10.0% |
| Year on year growth in operating income | % | N/A | 6.4% | 4.2% | 10.0% | 10.0% |
| % operating costs covered by fares | ratio | N/A | 119% | 122% | 10.0% | 10.0% |
| Total | | | | | 100.0% | 67.5% |

Surface Transport scorecard

| Indicator | Units of Measure | 2015/16 Result | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|---|------------------|----------------|----------------|----------------|---------------|--------------|
| ■ Customer | | | | | | |
| Bus CSS – overall satisfaction | index | 86 | 86 | 86 | 7.5% | 7.5% |
| London Overground CSS - overall satisfaction | index | 84 | 84 | 84 | 5.0% | 5.0% |
| Central London Cycling - % cycling growth in congestion charging zone | % | 3.1% | 3.1% | 4.2% | 5.0% | 5.0% |
| Reduction in killed and seriously injured Londonwide | % | 43.3% | 43.9% | 42.6% | 5.0% | 0.0% |
| ■ Delivery | | | | | | |
| Bus excess wait time - high frequency routes | mins | 1.2 | 1.1 | 1.1 | 10.0% | 10.0% |
| TLRN Journey Time Reliability (A.M. Peak All Directions) | % | 87.8% | 88.3% | 88.0% | 7.5% | 5.0% |
| Londonwide serious & severe disruption (planned & unplanned) | hours | 4,125 | 3,715 | 3,304 | 5.0% | 5.0% |
| DLR Departures | % | 99.1% | 99.1% | 99.0% | 5.0% | 0.0% |
| London Overground Public Performance Measure | % | 94.5% | 94.5% | 94.4% | 5.0% | 0.0% |
| PAMs Project Milestone Delivery | % | 93.0% | 95.0% | 88.6% | 15.0% | 14.6% |
| ST SM3 Score | level | n/a | level 3 | 100.0% | 10.0% | 10.0% |
| ■ People | | | | | | |
| Total employee engagement | % | 63.0% | 64.0% | 61.0% | 10.0% | 0.0% |
| ■ Value | | | | | | |
| Direct operating costs per passenger journey | £ | n/a | 1.25 | £1.25 | 3.3% | 3.3% |
| Year on year growth in operating income | % | n/a | 5.60% | -1% | 3.3% | 1.7% |
| % operating costs covered by fares | Ratio | n/a | 59% | 58% | 3.3% | 0.0% |
| Total | | | | | 100.0% | 67.1% |

Commercial Development scorecard

| Indicator | Units of Measure | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|---|------------------|----------------|----------------|---------------|--------------|
| ■ Customer | | | | | |
| Analyse survey results for (1) tenants' satisfaction with TfL as a landlord (2) customer perceptions of the quality of retail environment | milestone | 30/06/2016 | 30/06/2016 | 5.0% | 5.0% |
| ■ Delivery | | | | | |
| New Advertising Service contract go live | milestone | 01/10/2016 | 01/10/2016 | 10.0% | 13.3% |
| Complete demolition of Earls Court I | milestone | 30/10/2016 | 26/08/2016 | 10.0% | 13.3% |
| Exchange of contract for 55 Broadway | milestone | 31/03/2017 | N/A | 10.0% | reweighted |
| Six major sites brought to market | milestone | 31/03/2017 | 5 sites | 10.0% | 13.3% |
| ■ People | | | | | |
| Total Engagement | % | 2.0% | 1.0% | 10.0% | 0.0% |
| ■ Value | | | | | |
| Deliver Commercial Development Capital Receipts | £m | 127 | 15.5 | 15.0% | 15.0% |
| Cost Less | £ | 0.008 | 0.006 | 5.0% | 5.0% |
| Generate More Income (Deliver Commercial Development Operating Income) | % | 173.9 | 174.48 | 25.0% | 25.0% |
| Total | | | | 100.0% | 90.0% |

HR scorecard

| Indicator | Units of Measure | 2015/16 Actual | 2016/17 Target | 2016/17 Target | Weighting % | Final score |
|---|------------------|----------------|----------------|----------------|-------------|--------------|
| ■ Customer | | | | | | |
| Hiring Manager Survey | % | 92 | 88 | 95.4 | 10% | 10% |
| HR Services Customer Satisfaction | % | 85 | 85 | 88.8 | 10% | 10% |
| ■ Delivery | | | | | | |
| Total Milestone Delivery | % | 95% | 90% | 95% | 30% | 30% |
| Recruitment Delivery Time to Offer (PB 1-4) | No of Wks | 12 | 12 | 11.5 | 15% | 15% |
| Pension Service Delivery | % | 100% | 98% | 100% | 10% | 10% |
| ■ People | | | | | | |
| Total Engagement | % | 68% | 69% | 67% | 15% | 0% |
| ■ Value | | | | | | |
| Cost Less - TBC | % | N/A | 1.5% | 1.3% | 10% | 10.0% |
| Total | | | | | 100% | 85.0% |

Customers. Communication & Technology scorecard

| Indicator | Units of Measure | 2015/16 Result | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|--|------------------|----------------|----------------|----------------|-------------|--------------|
| ■ Customer | | | | | | |
| Correspondence responded to within SLA (Various) | % | 80.0% | 80.0% | 82.2% | 4.0% | 4.0% |
| Customer Contact - Customer Satisfaction | % | 87.0% | 87.0% | 89.9% | 5.0% | 5.0% |
| Customer Contact - Answered calls | | 87.0% | 87.0% | 87.2% | 5.0% | 5.0% |
| Customer satisfaction with TfL Group Websites | % | 90.0% | 90.0% | 90.0% | 5.0% | 5.0% |
| Key Ongoing Campaigns - % coverage with key message delivery | % | 70.0% | 70.0% | 73.8% | 6.0% | 6.0% |
| Assembly member correspondence average response time | Days | 14 | 14 | 12.92 | 5.0% | 5.0% |
| CRM - average open rate for CRM messaging | % | 38.0% | 38.0% | 40.0% | 5.0% | 5.0% |
| IM - Achieved User Hours (AUH) | % | 99.8% | 99.8% | 99.2% | 5.0% | 5.0% |
| ■ Delivery | | | | | | |
| Maintain LU, rail & river pier ticket system availability | % | N/A | 98.4% | 98.5% | 7.0% | 7.0% |
| Maintain bus ticket system validation availability | % | 99.3% | 99.5% | 99.5% | 7.0% | 7.0% |
| Marketing campaigns - delivery of agreed objectives and outcomes | % | 100.0% | 100.0% | 100.0% | 7.0% | 7.0% |
| Research findings signed off and available within 8 weeks of fieldwork | % | 91.0% | 91.0% | 88.7% | 7.0% | 0.0% |
| Balanced/positive media coverage (national/pan-London, local, borough, BAME) | % | 95.0% | 95.0% | 96.2% | 12.0% | 12.0% |
| Critical Project Delivery Milestones Achieved On or Before Target Date (inc. IM) | % | 94.0% | 90.0% | 90.0% | 8.0% | 8.0% |
| ■ People | | | | | | |
| Total Engagement - ex-CEMC | % | 66.0% | 67.0% | 69.0% | 3.5% | 3.5% |
| Total Engagement - IM | % | 60.0% | 61.0% | 58.0% | 3.5% | 0.0% |
| ■ Value | | | | | | |
| Direct operating costs per passenger journey | % | N/A | 9% | 8% | 5.0% | 5.0% |
| Total | | | | | 100% | 89.5% |

Finance scorecard

| Indicator | Units of Measure | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|--|------------------|--------------------------------|----------------|---------------|--------------|
| ■ Customer | | | | | |
| Financial reporting - external stakeholder questionnaire results | index | +2% | TBC | 5.0% | 5.0% |
| Commercial customer satisfaction - internal survey | index | 64.0% | n/a | 5.0% | reweighted |
| Finance customer satisfaction - internal survey | index | +2% | n/a | 5.0% | reweighted |
| ■ Delivery | | | | | |
| Variable cost per desk | % | 2.5% | 2.5% | 10.0% | 10.0% |
| Payroll overpayments (incidents per 10,000) | index | 12 | 6.3 | 7.5% | 7.5% |
| % of undisputed SME invoices paid within 10 working days | % | 90.0% | 92.3% | 7.5% | 7.5% |
| Commercial Milestones | milestone | 100.0% | 100.0% | 7.5% | 7.5% |
| BBF Milestones - Delivery of tranches 1-3 | milestone | 100.0% | 66.0% | 7.5% | 5.0% |
| ■ People | | | | | |
| Total engagement (Viewpoint) - Finance and Commercial | % | 62.0% | 62.0% | 7.5% | 7.5% |
| Engagement with leadership & change - Finance and Commercial | % | 36.0% | 35.0% | 7.5% | 0.0% |
| ■ Value | | | | | |
| Direct cost per passenger journey | no. | £0.044 | £0.043 | 10.0% | 10.0% |
| % Operating costs covered by fares | % | 100% | 95% | 10.0% | 10.0% |
| Cost of borrowing | £m | PWLB Certainty less 5bps | 2% | 10.0% | 10.0% |
| Total | | | | 100.0% | 80.0% |

General Counsel scorecard

| Indicator | Units of Measure | 2015/16 Result | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|--|------------------|----------------|----------------|----------------|---------------|--------------|
| ■ Customer | | | | | | |
| TfL Board and Committees meet all statutory requirements, public notices and papers published five working days before meeting | % | 100.0% | 96-100% | On target | 7.5% | 7.5% |
| TfL replies to 100% of FOI requests within statutory deadlines | % | 85.5% | 80-100% | 81% | 15.0% | 11.0% |
| TfL replies to 100% of EIR requests within statutory deadline | % | 82.5% | 80-100% | 76% | 2.5% | 1.0% |
| TfL replies to subject access requests under the DPA within statutory deadline | % | 98.6% | 85-100% | 92% | 2.5% | 1.5% |
| 2016/17 Integrated Assurance Plan work complete / substantially complete | % | 91.6% | 84-92% | On target | 7.5% | 7.5% |
| ■ Delivery | | | | | | |
| Audit actions completed within 60 days of the due date on Issue tracker | % | 100.0% | 94-100% | 100% | 7.5% | 6.0% |
| Assess prospects for all ET cases and achieve 90% accuracy of the ET cases that proceed to a hearing when compared to the assessment | % | 100.0% | 75-100% | 100% | 5.0% | 5.0% |
| Legal: Prosecutions - to achieve a successful prosecution in 100% of cases | % | 98.0% | 85-100% | 99% | 5.0% | 4.5% |
| Legal: Delivery of training programme provided to commercial officers in TfL | % | N/A | 85-100% | On target | 2.5% | 2.5% |
| Reduce TfL Records Store by 5% to 129,682 boxes (exc. Tube Lines transfer) | % | 5.6% | 2-5% | -1% | 7.5% | 6.0% |
| Interim Audit Reports in Audit Plan issued no later than 40 days after fieldwork | % | 94.6% | 90-95% | 96.8% | 7.5% | 7.5% |
| Audit: Interim Audit Reports identified in the Audit Plan will be issued on time | Days | 21.5 | 21-25 | 18.50 | 5.0% | 5.0% |
| All final audit reports issued in 3 months of interim report or last action complete | % | 98.7% | 92-100% | 97.2% | 5.0% | 4.0% |
| ■ People | | | | | | |
| Total Engagement | % | 64% | 65% | 59% | 5.0% | 0.0% |
| Complete at least 90% of the planned actions by 31.3.2017. | % | 90.0% | 80-90% | On target | 5.0% | 5.0% |
| ■ Value | | | | | | |
| Cost Less | % | n/a | TBC | 96.0% | 10.0% | 10.0% |
| Total | | | | | 100.0% | 84.0% |

Group Planning scorecard

| Indicator | Units of Measure | 2015/16 Result | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|--|------------------|----------------|----------------|----------------|---------------|--------------|
| ■ Customer | | | | | | |
| % of non-referrable applications responded to within borough deadlines | % | 98.0% | 94-98% | 98.0% | 3.3% | 3.3% |
| Pre application advice issued within 10 working days after date of meeting | % | 100.0% | 95-100% | 100.0% | 3.3% | 3.3% |
| % of referable applications responded to within 21 days | % | 95.0% | 90-95% | 93.0% | 3.3% | 3.3% |
| ■ Delivery | | | | | | |
| % of critical milestones achieved (see milestone list below) | milestones | 56% | 90% | 68% | 65.0% | 58.2% |
| Single Equality Scheme (SES) | milestones | 87% | 90% | 90% | 5.0% | 5.0% |
| ■ People | | | | | | |
| Total Engagement | % | 68.0% | 70.0% | 70.0% | 10.0% | 10.0% |
| ■ Value | | | | | | |
| Cost Less | % | N/A | 0.006 | 0.004 | 10.0% | 10.0% |
| Total | | | | | 100.0% | 93.2% |

Crossrail 2 scorecard

| Indicator | Units of Measure | 2015/16 Result | 2016/17 Target | 2016/17 Result | Weighting % | Final score |
|--|------------------|----------------|----------------|----------------|---------------|--------------|
| ■ Customer | | | | | | |
| At least 2 local engagement events in boroughs along route before consultation | TBC | n/a | Y/N | Y | 20.0% | 20.0% |
| ■ Delivery | | | | | | |
| Percentage of critical milestones achieved | % | 91% | 100% | 44% | 54.0% | 24.0% |
| ■ People | | | | | | |
| Increased participation rate in local communications and engagement survey | % | n/a | 70% - 80% | 70.0% | 6.0% | 2.0% |
| Increase in people saying that local communications and engagement is "Good" | % | n/a | 50.0% | 43.4% | 10.0% | 0.0% |
| ■ Value | | | | | | |
| Costs Less | % | n/a | 0.008 | £0.006 | 10.0% | 10.0% |
| Total | | | | | 100.0% | 56.0% |

Appendix 2: Commissioner's Summary of the Year Ended 31 March 2017 taken from the TfL Annual Report

Transport is fundamental to the Mayor's ambition for everyone to share in, and make the most of, our city's richly diverse culture and social and economic development. The way people choose to move around our city is also a huge factor in the quality of life of everyone who lives here.

With transport being so vital to the nation's prosperity and the life of every Londoner, it is essential that we build a safe, modern, affordable and accessible network. We must reduce dependence on private cars to create streets that are a pleasure to spend time in, and where people choose to walk, cycle and use public transport. Only then will we be able to say that we have a genuinely sustainable transport system.

The past year has seen steps towards making this a reality. TfL has adopted the Healthy Streets Approach to reduce Londoners' dependency on private cars. Through this work we will do ever more to put people – their health, safety and wellbeing – at the heart of everything we do.

My first priority is, and always will be, the safety of our customers and employees. On 9 November, seven people lost their lives and 51 people were injured when a tram derailed at Sandilands in Croydon. This was a catastrophe for everyone on board, their families and loved ones, and for the local community. Nothing I can say will make their loss and pain any better. I will, however, do whatever it takes to find out what went so wrong and act to make sure that nothing like this can happen again.

I am particularly grateful to Sarah Hope for providing the inspiration for us to establish the Sarah Hope Line. Set up for people affected by collisions and other incidents on public transport in London, our specially trained colleagues have been available to offer practical support and a voice of kindness to those affected by the derailment. Sarah and her family know what it is like to experience a life-changing event when simply going about a normal day. We will build on everything she has taught us to support everyone affected by such terrible events.

We have allocated all necessary resources to improve the safety of public transport and London's roads. This includes action to ban the most dangerous heavy goods vehicles, install new Blaze Laserlights on Santander Cycles, quadruple the amount of taxi and private hire compliance officers and transform a number of London's most dangerous junctions. Every action we take will have safety at the top of the agenda as we work towards Vision Zero – the eradication of all death and serious injury on the roads.

We also launched a hard-hitting campaign to encourage more customers to report unwanted sexual behaviour on the transport network. It highlights how every report is taken seriously and provides valuable information to help the police catch and prosecute the perpetrators.

We have taken decisive action to place our finances on a solid and sustainable footing. Action to cut operating and capital investment costs have continued throughout the year. We have taken money out of our major capital and IT programmes, merged functions, reduced management layers and reliance on expensive agency staff and have taken significant costs out of our day to day spend.

This has resulted in a reduction of around £200m against budget in our total cost of operations, largely offsetting lower revenue primarily caused by declining bus passenger numbers. Action to reduce costs and increase revenue, including restoring bus passenger demand, will continue to ensure that we deliver for London even after our operating grant from Government comes to an end by the close of 2017/18. At that point, we will be the only major operator of public transport in the western hemisphere whose operating costs are matched by fare and other self-generated revenue.

We have also focused on generating non-fares income by making the most of our property assets and putting in place a new and innovative approach to our advertising estate. In particular, we

announced new housing developments on our land in Kidbrooke, Southwark and Lambeth, all of which will mean more affordable homes for Londoners.

We made significant progress in delivering the Mayor's transport and environmental agenda. We successfully launched the Night Tube, introduced the bus Hopper fare, froze all TfL fares until 2020 and took action to clean up London's toxic air.

All of this work has taken place while we continue with one of Europe's largest programmes of capital investment.

The reliability of our services remains at the centre of what we do and it was disappointing that we did not do as well on London Underground and the road network as we need to. In the next period we will put even greater effort into improving journey reliability for the millions of people who rely on us.

Bringing the Elizabeth line into passenger service through the tunnel is now just over a year away, with trains being tested as fully accessible stations are being completed. By March, half of the track had been laid with the project on time and to budget. The change to London's transport that the Elizabeth line will bring will clearly demonstrate what steady and sustained investment in transport can deliver for the country.

The investment story does not stop there. We announced a major consultation on the extension of the Bakerloo line, continued work to modernise the signalling on the Circle, District, Hammersmith & City and Metropolitan lines, and began tunnelling the Northern line extension to Battersea – an area of significant regeneration.

And, of course, we must look longer term. Work continued on the case for Crossrail 2, a project carrying enormous cross-party political and business community support. It will relieve what will become unmanageable crowding on routes into Waterloo and elsewhere, creating 200,000 jobs and 200,000 new homes.

Infrastructure investment is not a zero-sum game – it is needed across all regions of the country. But Crossrail 2, 50 per cent of which will be paid for by London, is absolutely essential for the entire South East region. It must be progressed without delay.

We could not run our network or build the new transport capacity London needs without our suppliers.

Our work supports 60,000 jobs outside the Capital and thousands of apprenticeships in businesses large and small. As one such example, I was pleased to visit RS Clare, Liverpool's oldest manufacturer, in September. We have worked closely with the team there to improve Tube journeys, using their high-quality, specialist lubricant products. I am grateful to them and all of our suppliers and partners, including London's boroughs, in working with us to improve transport across the city

We also rely, of course, on our dedicated teams to keep the Capital moving – all those directly employed by us and those of our contractors. We worked with the Mayor and trade unions to agree a new, fairer deal for London's 25,000 bus drivers, and launched a scheme to support working parents with an interest-free loan to help with the cost of childcare.

A huge amount of progress has been made over the year to deliver the Mayor's ambitious transport agenda and place our finances on a sustainable long-term footing. We will continue to do everything in our power to build on that to keep London moving, working and growing, and make life in the city better for years ahead.

Mike Brown MVO
Commissioner