

Audit and Assurance Committee



Date: 13 July 2017

Item: Annual Report 2016/17

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to present the Annual Report to the Audit and Assurance Committee.

2 Recommendation

- 2.1 **The Committee is asked to note the Annual Report, comment on its contents, and note the delegation to the Managing Director, Customers, Communication and Technology the task of making any adjustments prior to submission to the Board.**

3 Background

- 3.1 The Annual Report is one of TfL's key publications and a statutory requirement under the Greater London Authority Act 1999 (as amended). Following discussion by the Committee, the report will be submitted to the meeting of the Board on 19 July 2017.
- 3.2 The Statement of Accounts and the Annual Governance Statement are being considered elsewhere on the agenda. Following approval, the documents will be combined to form the Annual Report and Statement of Accounts 2016/17.
- 3.3 The publication of this report was delayed as a result of the pre-election period but a draft version was published on the TfL website on 29 June 2017.

List of appendices to this paper:

Appendix 1 - Annual Report

List of Background papers:

None

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Annual Report and Statement of Accounts

2016/17

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, modern and affordable for everyone. We play a central role in delivering the Mayor's strategy to improve air quality and public health and to make transport accessible to all.

Our operational responsibilities include London Underground, London Buses, Docklands Light Railway (DLR), 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. Where possible, we are using our land to provide thousands of new, affordable homes. Our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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Message from the Mayor

From my first day as Mayor, I have been on a mission to create modern and affordable transport that works for every Londoner. I am hugely proud of what we have achieved so far, from cutting the cost of commuting and making the network more accessible, to setting out the most ambitious plans anywhere in the world to tackle life-threatening air pollution.

In December, I set out a wide-reaching programme in TfL's Business Plan, showing how I will invest record amounts to modernise transport infrastructure and improve the quality of life of all Londoners. The plan sets out a range of improvements to meet the needs of London's growing population – reducing dependence on private cars to make streets healthier, less congested and safer, and making public transport more attractive and accessible.

With my Deputy Mayor for Transport, Valerie Shawcross CBE, I am overseeing the largest ever overhaul of TfL and, in the process, have found the savings to make sure transport is more affordable for Londoners. My TfL fares freeze will save an average household £200 over four years, putting money back into people's pockets and encouraging more Londoners on to public transport.

I am proud to have launched the Hopper fare, offering customers two journeys within an hour for the price of one, and bringing down the cost of travelling by bus or tram. Around 300,000 Hopper journeys are being made every weekday, with more than 55 million trips having taken place since its introduction in September.

The changes we are making add up to a whole new way of planning transport in London that will not only result in travel savings for customers, but could deliver a huge improvement in Londoners' quality of life. TfL is now looking at transport as being fundamental to many aspects of Londoners' lives, beyond simply getting from A to B – their health, access to key services, where they are able to find work and where they decide to live.

Through our influence over the streets where most travel happens, we can also have a huge impact on the way London looks and feels as a city. TfL has adopted the Healthy Streets Approach to planning our streets, enabling a shift away from car use and making London a healthier, fairer and more sustainable place.

I am determined to help every Londoner live an active life. TfL's Business Plan committed a record level of investment to walking and cycling. I am also ensuring that TfL puts health at the heart of all of its decision-making. This means encouraging more people to use public transport, making cycling safer, tackling the city's toxic air crisis and planning a future London where people do not have to rely on cars to get around.

Making the transport network more accessible is a big part of creating a city for all Londoners. Tottenham Court Road and Victoria stations are now step free, and I have instigated the biggest boost to step-free access on the Underground in the network's 153-year history, bringing the total number of



step-free stations to more than 100 over the next few years.

I have taken action to open up the city and boost its economy. After a hugely successful launch of the Night Tube, five lines are now running 24-hour services at weekends.

For Londoners to make the most of all the city has to offer without relying on cars to get around, the transport network also needs to be welcoming. London

Underground is making significant improvements to its stations following the recent London Travelwatch review into station staffing levels. TfL has also become the first European transport provider to recognise hidden disabilities following the successful trial of badges asking other customers to 'please offer me a seat'.

Safety on our transport network is of fundamental importance, and I join the Commissioner in committing both to

Message from the Mayor

Continued

finding out what caused the tragic tram derailment in Croydon and to taking every action to prevent anything similar from happening again. I also commit to doing everything we can to support the families and friends of those affected and the local community in which the tram service plays such an integral part.

While we continue to ensure that today's public transport services are safe, accessible and attractive, it is, of course, essential that we plan for London's future. London is growing rapidly, so steady and sustained investment is vital. That's why I have been joined by politicians and businesses in making the compelling case for Crossrail 2 and starting consultation on the extension of the Bakerloo line. In October, I published plans for four new river crossings in east London, prioritising links that encourage the use of public transport, walking and cycling.

I am conscious of the perception that London benefits from infrastructure investment at the expense of other regions of the country. My view on this is clear; investment is not a question of one region benefiting over others. Particularly post-Brexit, all regions must have steady and sustained investment to generate jobs, housing and economic growth. I will continue to work with elected Mayors across the country to make that case and to share knowledge and expertise on how we can improve the country's transport in an increasingly competitive global market place.

I have challenged TfL to meet ambitious targets to deliver my vision for an affordable, accessible and modern transport network. I am pleased with progress but I want us to be even more ambitious in the time ahead to increase opportunity for all Londoners.



Sadiq Khan
Mayor of London



City Hall – headquarters of the GLA

Commissioner's foreword

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 even 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 day-to-day costs, and major capital and IT programmes, merged functions, reduced management layers and reliance on expensive agency staff.

This has resulted in a reduction of £153m in the cost of our day-to-day operations, which is the first time a reduction has been achieved since TfL was formed in 2000. 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 world city transport network 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.

Commissioner's foreword

Continued

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 new homes and supporting 200,000 jobs.

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 around 50,000 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

Year at a glance

April 2016

A £1.5bn contract is signed with Arriva to operate London Overground, which includes plans for modernising stations and more frequent services.



May 2016

The new Mayor of London Sadiq Khan announces his plans for the Capital, which include clean air and affordable travel.



June 2016

A contract is awarded to provide step-free access at three existing stations that will serve the Elizabeth line when services start in December 2018.



October 2016

Travelling by taxi is made more convenient as contactless payment is accepted in all London taxis.



November 2016

Tragically, on 9 November a tram derails after leaving the Sandilands tunnel. Our Sarah Hope Line continues to support those affected.



December 2016

The Mayor launches a £2.1bn investment in Healthy Streets, which includes a record £770m to be spent on cycling over the next five years.



July 2016

Customers following TfL travel information feeds can get disruption alerts straight to their mobile devices as part of a world-first pilot with Twitter.



August 2016

The first Night Tube trains start running on the Victoria line and parts of the Central line to boost London's night-time economy.



September 2016

The Mayor launches the Hopper fare for passengers on buses and trams, making travel more affordable for millions of Londoners.



January 2017

All TfL fares are frozen at 2016 levels until 2020, saving the average household around £200 over the four-year period.



February 2017

The Mayor announces that an Emissions Surcharge (or T-charge) will apply to the oldest, most polluting vehicles driving in central London from October 2017.



March 2017

Tunnelling to extend the Northern line to Battersea begins, the first major Tube extension since the late 1990s.



Creating a city for all Londoners

Our purpose is to deliver the Mayor's commitments on transport by keeping London moving, working and growing, and making life in our city better.

The Capital's population is bigger than it has ever been and is expected to rise from 8.8 million today to 10 million by 2030. Our day-to-day transport services and huge capital programme to improve them are at the centre of supporting this growth and maintaining London's success, to the benefit of the entire UK.

Our objective is to deliver the vital services and improvements needed to achieve the Mayor's ambitions for transport. These include improving Londoners' health by encouraging walking, cycling and public transport use and cleaning up London's toxic air, and supporting the Capital's growth and prosperity.

Creating a city for all Londoners means we must meet the needs of every member of the Capital's diverse communities. We must provide a safe, affordable and accessible network that promotes increased use of public transport, and more walking and cycling.

The network must also support the Capital's position as one of the world's top cities for business and tourism, enabling London and the South East region to make a huge contribution to the country's economy.

The new Mayor's Transport Strategy (MTS) will set out the Mayor's policies and proposals for reshaping transport in London over the next 25 years.

The first draft MTS was published in June 2017 and is open for consultation until October. Feedback on this will then help to shape the final strategy, which will be published early in 2018.

This year's Annual Report describes our delivery against six priorities:

Driving improvements in safety and reliability

Putting customers at the core of our decision-making

Accelerating growth and increasing capacity

Investing in our people

Costing less and delivering more

Exploiting technology



Our transport network keeps London moving, working and growing

Operational performance

Buses	2016/17	2015/16	2014/15	2013/14	2012/13
Passenger journeys (millions)*	2,262	2,314	2,385	2,382 2,405	2,311 2,335
Kilometres operated (millions)	495	492	489	491	490
Schedule operated (per cent)	97.4	97.2	97.1	97.7	97.6
Excess wait time (high frequency routes) (minutes)	1.1	1.2	1.1	1.0	1.0
Customer satisfaction (score)	86	86	85	83	82

*The method for calculating child journeys changed in 2014/15. The figures on the top row show corrected figures between 2012/13 and 2013/14. The figures on the bottom row show uncorrected figures as previously published

TfL's road network	2016/17	2015/16	2014/15	2013/14	2012/13
Journey time reliability (am)	88.0	87.8	88.3	89.0	89.5
Traffic flow*	95.1	95.2	95.9	94.6	92.9
Customer satisfaction (score)	70	74	74	75	76
Resolution time for serious and severe disruption (unplanned) per event (hours)	1.9	1.9	2.0	2.0	2.1
Hours of serious and severe disruption (planned)	506	1,404	931	195	291

*Traffic volume compared with an index of 100 from Period I3, 2006/07

London Underground (LU)	2016/17	2015/16	2014/15	2013/14	2012/13
Passenger journeys (millions)	1,378	1,349	1,305	1,265	1,229
Kilometres operated (millions)	83.7	82.5	80.3	76.2	76.0
Schedule operated (per cent)*	96.9	97.0	97.6	97.5	97.6
Excess journey time (weighted) (minutes)*	4.7	4.6	4.6	5.2	5.3
Customer satisfaction (score)	85	85	84	83	83
Lost customer hours (millions)*	26.1	26.5	22.7	24.2	22.9

*Includes industrial action

Docklands Light Railway (DLR)	2016/17	2015/16	2014/15	2013/14	2012/13
Passenger journeys (millions)	122.3	117.0	110.2	101.6	100.0
Kilometres operated (millions)	6.0	6.0	5.8	5.8	5.7
Planned kilometres delivered (per cent)	99.0	98.5	99.3	99.2	98.5
Customer satisfaction (score)	89	89	89	87	87

Operational performance

Continued

London Trams	2016/17	2015/16	2014/15	2013/14	2012/13
Passenger journeys (millions)	29.5	27.0	30.7	31.2	30.1
Kilometres operated (millions)	3.2	3.0	3.0	3.0	2.9
Planned kilometres delivered (per cent)	97.1	99.0	97.9	98.8	98.2
Customer satisfaction (score)	90	90	89	89	89

London Overground	2016/17	2015/16	2014/15	2013/14	2012/13
Passenger journeys (millions)	188.8	185.2	139.9	135.7	124.6
Kilometres operated (millions)	10.8	10.5	7.8	7.9	7.5
Planned kilometres delivered (per cent)	94.4	94.4	95.2	96.1	96.6
Customer satisfaction (score)	84	84	83	82	82

Emirates Air Line	2016/17	2015/16	2014/15	2013/14	2012/13
Availability (per cent)	98.7	94.4	96.3	95.0	94.2
Customer satisfaction (score)	93	93	93	93	93
Passenger numbers (millions)	1.5	1.5	1.5	1.5	1.7

London River Services	2016/17	2015/16	2014/15	2013/14	2012/13
Customer satisfaction (score)	90	90	90	89	87
LRS Passenger Services* (including Woolwich Ferry) (thousands)	10,620	10,301	10,023	8,412	–

*From 2013/14 new passenger counting software was introduced so the data for years before that is not comparable.

London Dial-a-Ride	2016/17	2015/16	2014/15	2013/14	2012/13
Customer satisfaction (score)	91	92	92	92	92
Trip requests scheduled (per cent)	89	90	90	91	91

Cycle Hire	2016/17	2015/16	2014/15	2013/14	2012/13
Customer satisfaction (score)	83	83	82	75	70
Cycle hires per period (thousands)	10,532	9,886	10,084	8,233	9,312

Supporting the UK economy

We are here to keep London moving, working and growing, and to make life in the city better.

To do that, we rely on strong partnerships and a supply chain that stretches throughout the UK and abroad.

Our supply chain supports around 50,000 jobs outside the Capital and more than 7,700 apprenticeships. We have long-standing relationships with companies that manufacture the equipment we need to operate our network today and invest in it for the future.

In September, Commissioner Mike Brown MVO visited RS Clare, Liverpool's oldest manufacturer and supplier of lubricants, and spoke with the company's apprentices. Deputy Mayor for Transport Valerie Shawcross CBE met staff at DK Rewinds in Smethwick, a family firm that reconditions the motors on Central line trains.

We are also forging new partnerships. In the past year, we have worked increasingly closely with transport authorities across the country as a member of the Urban Transport Group, comprising authorities serving more than 24 million people. This allows us to work together to set a common vision for urban transport and make the case to Government for steady and sustained investment in transport infrastructure across all regions of the country. We also share our respective experience of running a devolved and integrated transport network and learn from the approaches taken by other authorities.

In the past year, we have set out our ideas for how cities can harness disruptive technology and worked with Transport for West Midlands on digital technology. We have also supported a conference on new approaches to freight delivery, conducted a peer review of Transport for the North's plans for smart ticketing and advised Transport for Greater Manchester on bus franchising.

Location of our supply chain



Buses

Falkirk



Track grease

Liverpool



Train motor refurbishment

Smethwick



Escalator chains

Dudley



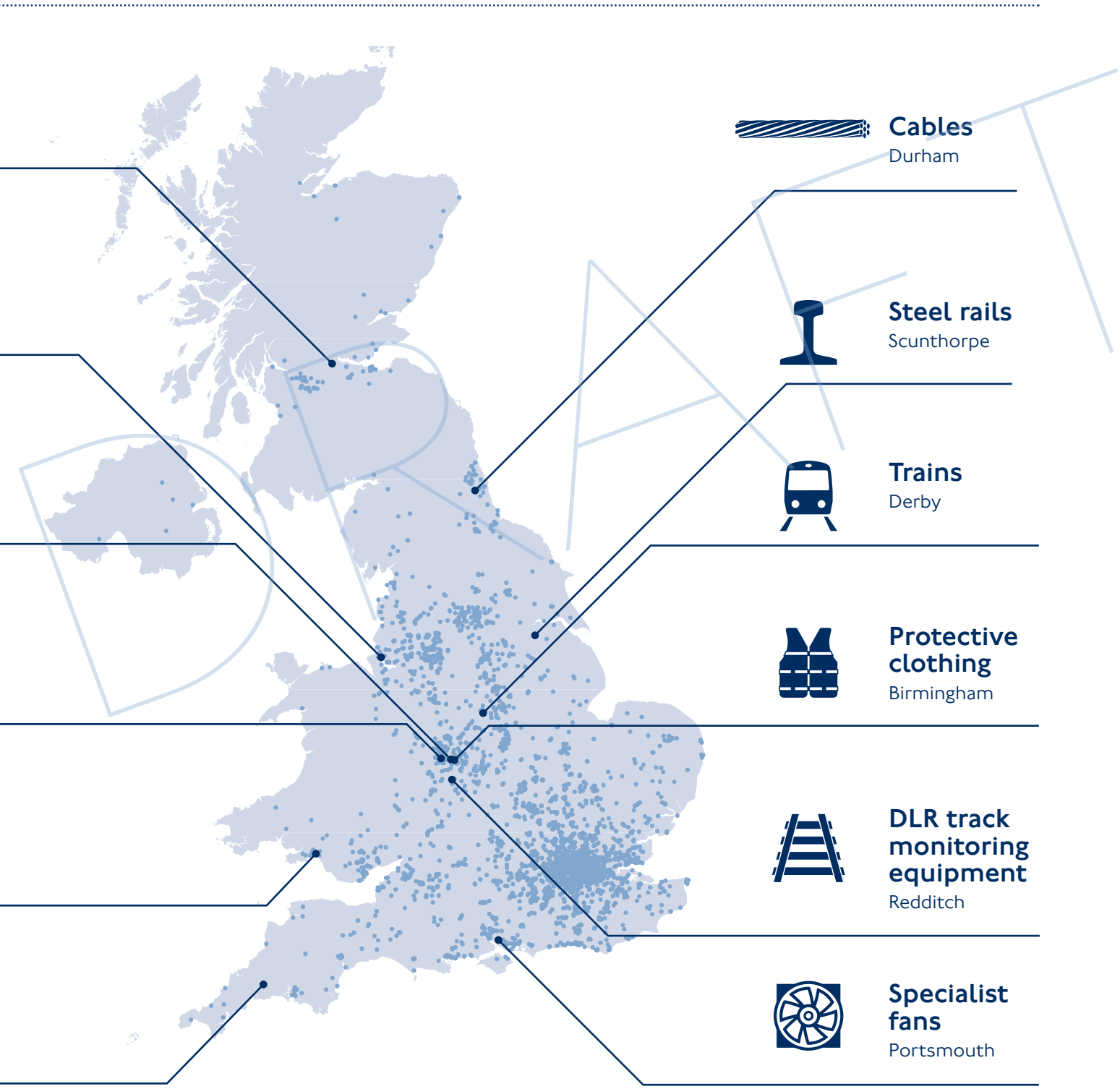
Concrete tunnel lining

Neath Port Talbot



Vehicle flooring

Liskeard



Supporting the UK economy

Building productive partnerships with suppliers nationwide.

Liverpool RS Clare and Co.

The city's oldest manufacturer has supplied bio-degradable rail lubrication for London Underground tracks for the past 30 years. The company has worked closely with us to make sure its products meet the rigorous needs of the Tube network. Transport Commissioner Mike Brown MVO visited its Liverpool site in September and met some of its apprentices.



'We've been able to thrive and prosper'

David Meadows, Head of Customer Services and Marketing at RS Clare, explained that its rail lubricants have helped save money and increase safety. 'We've been able to thrive and prosper for generations due to our ability to innovate and reinvent ourselves, and through our successful partnerships with customers like TfL.'

Scunthorpe British Steel Ltd



'We're proud to be working with London Underground'

The 3,000-strong team manufactures more than 2.8 million tonnes of steel, which is used to renew and maintain London Underground tracks. We have a long relationship with the company, and in 2016/17 the company delivered products for the Northern line upgrade and track renewals in Ruislip.

Peter Smith, Managing Director – Rail, said: 'For every British Steel employee, there are a further four people supported by the steel supply chain – that's more than 16,000 people in the UK. We're proud to be working in partnership with London Underground, keeping our Capital connected.'

Smethwick DK Rewinds

For more than 30 years, the West Midlands company has supported London Underground to keep trains running. Its workshop maintains and re-conditions Central line motors to the highest standard. In October, Deputy Mayor for Transport Valerie Shawcross CBE visited to find out more about its work.

‘We have been working with TfL for 30 years’

Managing Director Balvinder S Bhogal highlighted the benefits of the company’s long relationship with us. He said: ‘We have been working with TfL for 30 years. This has enabled DK Rewinds to invest in our workforce, which includes training apprentice and graduate engineers.’



Falkirk Alexander Dennis Ltd

Fifty-one electric buses started operating on Routes 507 and 521 this year. Manufactured in Scotland in partnership with BYD, the vehicles are helping to improve air quality in the heart of the Capital.



‘We have the certainty... to deliver new technologies’

Chief Executive Colin Robertson said: ‘TfL’s continued investment in low and zero emission vehicles means that as the UK’s leading bus manufacturer, we have the certainty needed to work with our partners to deliver new technologies.’

‘It also allows us to invest in the education of our workforce and in our graduate engineers, as well as apprentices to make sure that we continue to have the skills to supply the most modern buses to London.’

Driving improvements
in safety and reliability

Putting customers at the core
of our decision-making

Enabling growth
and increasing capacity



Our Direct Vision Standard rates HGVs based on how much a driver can see

Driving improvements in safety and reliability

With more than 31 million journeys made in London every day, passenger safety is our top priority.

Every customer who travels on our network should expect to reach their destination safely.

Tragically, a tram derailed in Sandilands last November. Seven people lost their lives and a further 51 were injured. Our thoughts remain with everyone affected.

While investigations continue into the cause of the derailment, we have introduced a number of safety improvements. Before services resumed in November, additional speed restrictions and safety signs were introduced near Sandilands and at three other locations on the tram network. In January, we installed chevron signs at four sites that have significant bends – including Sandilands – to provide another visual cue for drivers. We have also introduced digital signs at the same sites to warn drivers of the approaching speed limit.

In January, we held a summit with other tram operators from around the country and Europe to learn from their experiences. There are also a number of further safety options being considered, such as more digital signs to give drivers additional speed warnings, using bus technology to monitor speeds and locations, better in-cab driver alerts and upgraded CCTV.

We continue to work closely with the investigations and will act on any further recommendations.

The Sarah Hope Line continues to provide specialist help and support to those affected. Run by specially-trained TfL employees, the service offers practical and financial assistance, including counselling.

Greater vision

We made further progress towards reaching our target of halving the number of people killed or seriously injured on London's roads by 2020, compared with the 2005-09 base line. We are working towards a 'Vision Zero' approach where all death and serious injury on London's roads will be eradicated.

To help achieve this, we launched the Direct Vision Standard in September. It is a new tool that gives a zero to five-star rating to HGVs based on how much the driver can see from the cab. It follows research that shows drivers respond an average 0.7 seconds slower when checking blind spots and monitors, compared with looking directly through the windows. This means an HGV would travel an extra 1.5 metres before seeing a nearby road user.

Driving improvements in safety and reliability

Putting customers at the core of our decision-making

Enabling growth and increasing capacity

Using this standard, there are plans to ban the most dangerous HGVs from London's roads by 2020. These HGVs would be zero-star rated by the Direct Vision Standard.

Our Bus Safety Programme was launched in February 2016 which included commitments to improve collision data reporting and analysis, develop new driver training and improve vehicle design. This year we have enhanced the detail and frequency of our data reporting and published long-term casualty trends, including a summary of outcomes of collision investigations. A review of police collision investigation files for fatal collisions involving buses will be published in summer 2017 and this will provide the basis for trialling innovative bus safety technology.

Innovations are also helping to make vulnerable road users easier to spot. In October, Olympic gold medallist Jessica Ennis-Hill helped us launch Blaze Laserlights on 4,000 Santander Cycles. The lights, which project an image of a bicycle on to the road six metres in front of the bike, will be installed on the entire fleet of 11,500 cycles by the end of the 2017/18 financial year.

Safety first

We have organised a number of initiatives



to raise awareness and improve passenger safety in taxis and private hire vehicles. Together with the Metropolitan Police Service (MPS), our compliance officers took to the streets before Christmas to tackle illegal and non-compliant minicab and taxi activity. There were 50 new officers on patrol for the campaign. These were the first of 250 new compliance officers to be recruited by September 2017, which will see numbers quadruple to 332.

The Safer Travel at Night campaign continues to educate people about

1,492

schools accredited with our STARS scheme, which encourages children to travel safely and sustainably

250

extra compliance officers will be recruited by September 2017 to tackle non-compliant and illegal taxis and minicabs, bringing the total to 332

the dangers of getting into unbooked minicabs, as well as reminding minicab drivers about their responsibilities for making sure passengers get home safely.

Hate crime

More than 50 events took place across the transport network as part of Operation Safer Travel for All to support National Hate Crime Awareness Week. The #WeStandTogether message was used to reassure passengers and employees that hate crimes, based on someone's race, religion, gender, sexual orientation, age or disability, will not be tolerated.

Sexual offences

As part of Project Guardian, which tackles unwanted sexual behaviour on the transport network, we work with the MPS, British Transport Police and City of London Police. In March, we launched our latest campaign which features a film and poster series encouraging people to 'Report it to Stop it'. It highlights how every offence reported provides valuable information to help identify offenders and warns potential offenders that they could be caught at any time.

T

'Tackling all forms of unwanted sexual behaviour on public transport is a priority for BTP. We have worked hard to send a clear message to people who experience this that they will be taken seriously and we will investigate offences.'

Jenny Gilmer, Superintendent, British Transport Police, comments on the new Report it to Stop it campaign



100

extra police officers on patrol on the Night Tube

36%

increase in arrests for unwanted sexual behaviour on public transport since the launch of Project Guardian in 2013, which shows people are more confident in reporting offences

Royal approval for road safety

In December, HRH Prince Michael of Kent presented us with the International Road Safety Award in recognition of our ground-breaking work to improve conditions for

cyclists, pedestrians and motorcyclists in London.



Initiatives highlighted at the ceremony included our Safer Lorry Scheme, installing sensors at

pedestrian crossings (pictured) that adjust crossing times when large groups of people are detected, and trialling 20mph limits and average speed cameras along certain routes.

Adrian Walsh, Director of the Prince's awards scheme, said: 'The judges thought that it was a first-class programme of action, well-planned, adequately funded and well-organised, with promising results.'

Taking action on unsafe roadworks

Unsafe and unregulated roadworks are a danger to people and cause delays and congestion. This is why we continue to prosecute those companies responsible. In September, UK Power Networks was fined a total of £24,000, including a £10,000 charge for working without a permit. This is the highest fine ever imposed for a single streetworks offence. The total fine included two counts of carrying out work without a permit and a further two counts of failing to serve the required statutory streetworks notices before beginning work.

As part of Operation Clearway, we also successfully prosecuted businesses that persistently cluttered pavements. This is a particular problem for visually impaired and disabled people as it puts obstacles in their way. Action involves officers speaking with local businesses about their responsibilities for keeping pavements clear for pedestrians, and taking action against persistent offenders.

School travel

In November, we gave top awards to 34 high-performing schools as part of our STARS programme, which helps primary and secondary pupils adopt safe and sustainable ways of travelling, such as cycling, walking and public transport. Winners included Claremont High School, which made an active travel video, and Mossford Green Primary School, which held a car-free day.

Almost 1,500 London schools participated in the STARS programme. They were judged on changing their travel behaviour and awarded a Bronze, Silver or Gold accreditation.



Successful prosecutions for mismanaged roadworks since 2010

Company	Number of prosecutions	Percentage of total prosecutions
BT	38	36%
Thames Water	13	12%
Infocus	11	10%
Virgin Media	10	10%
Fulcrum	9	9%
UK Power Networks/London Power Networks	9	9%
National Grid Gas	5	5%
Cable & Wireless	3	3%
Vodafone	3	3%
Abovenet	2	2%



We avoided more than five weeks of disruption by coordinating projects

Safer roads

In September, a project to improve pedestrian access and the road layout in the King's Cross area received overwhelming support from the public following a consultation. We worked with Camden and Islington Councils to develop the plans, which include removing the gyratory and introducing two-way traffic, improving conditions for pedestrians and cyclists with safer crossings and contra-flow cycle lanes, and reducing traffic on residential streets.

More than five weeks of disruption was avoided by coordinating 100 projects at the same time along the A501 near Marylebone and Euston. The work, which involved several utility companies, took place between Boxing Day and 3 January, when

traffic in central London was at its lowest level. By working with different companies to coordinate the projects, a number of potentially high-impact works were avoided.

Running repairs

On the Piccadilly line in the lead up to Christmas, up to 40 trains had to be taken out of service owing to faults on the wheels. This caused considerable disruption to our customers, for which we apologise.

Heavy leaf fall and slippery tracks cause the wheels to skid during braking, which causes 'flat spots' to form and damage the track and the train. This problem particularly affects trains on the Piccadilly line, which are some of the oldest on the network and more susceptible to this type of wheel

damage. Newer trains on other lines have technology that reduces the impact of braking over leaves and in cold weather.

We worked around the clock to fix the wheels and transferred trains to other depots so there were more locations to work in. Passengers who were delayed by more than 15 minutes were refunded the full cost of the single fare for each affected journey. These refunds were automatically applied to Oyster and contactless payment users. We are committed to making sure that this disruption does not happen again.

Improving Tube reliability

In January 2017 we established a plan to improve reliability across LU. Called the Reliability Improvement Programme, it is made up of three phases: to address the causes of disruption to services; ensure improvements are enforced and maintained; and make continuous improvements. Five issues currently account for more than 50 per cent of all disruption across the LU network, including customer incidents, employee availability and faulty signals. Although we are already addressing these issues, we still have a significant amount of work to do improve our performance. Lifts and escalators

We have refurbished and replaced lifts and escalators at a number of stations, including Lambeth North, Holland Park, Paddington and Holborn. This is a complex job that involves working in cramped conditions but, wherever possible, we keep stations open. Sometimes we have to restrict access, in which case we work closely with customers and local businesses to make sure people have plenty of information about alternative travel options.

Partnership spotlight

Working with Santander, Serco and Blaze, we are helping to improve the safety of cyclists in the Capital.

In October, we announced that 4,000 Santander Cycles had been fitted with Blaze Laserlights, which are helping to make riders more visible to other road users. This is largely being funded through our partnership with Santander.

Keith Moor, Chief Marketing Officer at Santander, said: 'We've had a hugely successful trial and feel that this latest innovation will contribute to improving the lives of Londoners by reducing fear and increasing visibility and safety while promoting an active lifestyle.'



We also signed a five-year contract with Serco to provide the next generation of Santander Cycles, all of which will be fitted with Blaze Laserlights. The bikes will be smaller and more comfortable and will be built by Pashley Cycles in Stratford-upon-Avon, England's longest-established bicycle manufacturer.

Driving improvements
in safety and reliability

Putting customers at the core
of our decision-making

Enabling growth
and increasing capacity



An average of 300,000 journeys are made every weekday using the Hopper fare

Putting customers at the core of our decision-making

Across the network we are making journeys easier and more affordable, and providing travel information in new ways.

Our transport network should be open to everyone; no Londoner should face barriers caused by poor accessibility, price or location. People should be able to travel safely and easily, wherever and whenever they choose.

TfL fares frozen

In November, the Mayor delivered on his promise to make travelling in London more affordable by freezing all TfL fares until 2020. This is putting around £200 into the pockets of the average household over the next four years and benefiting around four million journeys every day across London.

In September, the Mayor launched the new Hopper fare for bus and tram journeys, which allows people to make a second journey within an hour of touching in on their first trip.

There have already been more than 55 million Hopper journeys made, with an average of around 300,000 taking place every weekday. The most popular bus stop to 'hop' on is at Brent Cross shopping centre, where more than 12,000 'hops' took place during February alone.

We are developing the technology so that passengers can make unlimited bus and tram transfers within one hour. By 2018, we also plan to offer the Hopper to people who travel on a Tube or train between their two bus or tram journeys.

Ease of use

As well as making travel cheaper, we are making it more convenient. After the success of contactless payments on Tube and rail services, customers can now pay this way when they use London's black cabs and MBNA Thames Clippers River Bus services.

£200m

to be invested in step-free access on the Underground over the next five years

55m

journeys made using the Hopper fare since its launch

£200

saved, on average, by households over the next four years as a result of the TfL fares freeze

670k

journeys cycled each day in London, which has doubled in the last 10 years

Harnessing advances in technology, in May we introduced Android Pay, allowing people to use the new Google payment app for their journeys.

By downloading the app from the Google Play Store and setting up their account with their bank card, customers can use their smartphones to touch in and out on the yellow card reader, just as they do with Oyster and contactless payment cards.

We also made our travel information more accessible. As well as the many travel apps available, Londoners can now get even more detailed information from our website, tfl.gov.uk, as a result of a new function that enables them to add their favourite stations or stops, leading to a more personalised result. It covers Tube and tram lines, major roads, bus routes, specific bus stops and river services. These will be prioritised on the customer's homepage if there is any disruption.

A cleaner London

Every year the city's toxic air contributes to more than 9,000 premature deaths. There are 438 schools and 27 nurseries in areas that exceed legal air quality levels. Funding for clean air initiatives is set to double. In February, the Mayor announced that a £10 Emissions Surcharge, (or T-Charge), will be introduced in central London from 23 October. The toughest emission standard of any world city, it will mean the vast majority of pre-2006 vehicles, which are among the most polluting, will be subject to an additional charge if they are driven within the Congestion Charging zone.

The T-Charge is just part of a package of measures designed to address London's air quality crisis.

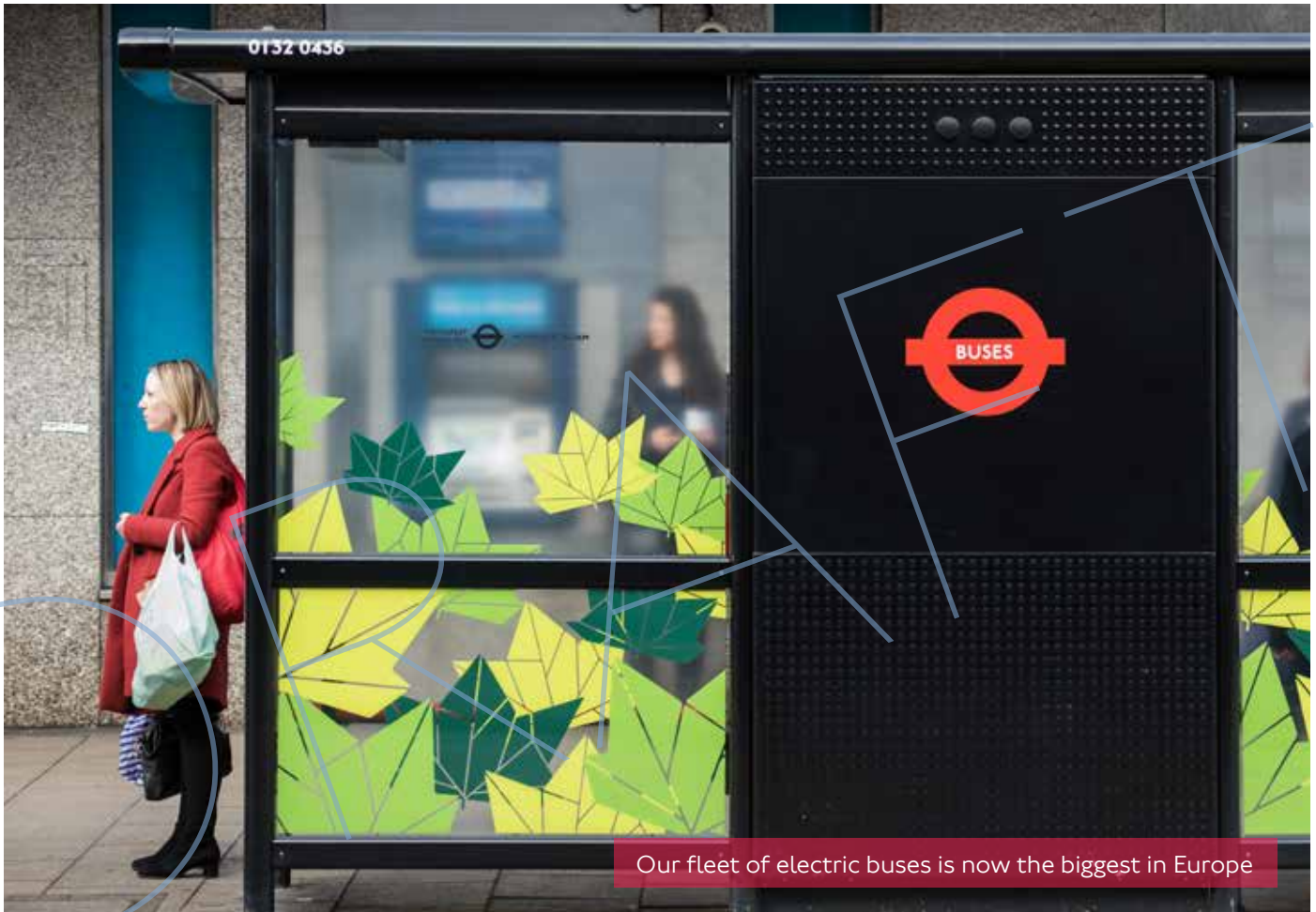
A public consultation is taking place into proposals to bring the launch of the world's first Ultra Low Emission Zone (ULEZ) forward from 2020 to 2019, extending it to the North and South Circulars for all vehicles, and London-wide for lorries, coaches and buses. We have also committed to making all double-deck buses ULEZ compliant by 2019.

In December, six innovative 'Neighbourhoods of the Future' schemes were unveiled. Spanning nine London boroughs, they promote switching to ultra low emission vehicles. They include: a zero emission zone in Hammersmith town centre; clean energy charging schemes in Haringey; 'electric streets' with charge points in Hackney, Islington and Tower Hamlets; and electric van and truck loan schemes in Croydon and Sutton.

Supporting cycling

We continue to promote cycling in the Capital and in June we launched Quietway 1, which links Waterloo and Greenwich along low-traffic routes and parks. By October, cycle flows had increased by 56 per cent from 2014 levels.

Our Cycle Superhighways continue to be well-used, with around 7,000 cyclists using Cycle Superhighway 3 (East-West) on Victoria Embankment and around 8,000 cyclists using Cycle Superhighway 6 (North-South) on Blackfriars Bridge during peak times.



Our fleet of electric buses is now the biggest in Europe

We have also continued our work on the Mini-Holland schemes. These support the Mayor's Healthy Streets agenda by targeting people who make short car journeys in outer London that could easily be cycled or walked instead. So far we have completed 16 schemes in the boroughs of Enfield, Kingston and Waltham Forest.

Greener buses and taxis

Our bus fleet is one of the cleanest in the world and we continue to look for new and innovative ways to improve it. In March,

we launched the first of 12 Low Emission Bus Zones in Putney High Street, one of the Capital's most heavily polluted routes. Now only buses that meet the most stringent emission standards can operate in this area.

The introduction of 51 all-electric buses on the 507 and 521 routes at the end of the year established our electric fleet as the biggest in Europe. More electric models will come into service in spring 2018 on the C1 and 70 routes, increasing the number to 121. These run alongside our 2,000 hybrid electric buses.

Healthy Streets

In February, the Mayor set out his vision for Healthy Streets. This was launched in the same week that London's first full-time Walking and Cycling Commissioner, Will Norman, took up his position. The vision includes proposals for providing more space and more appealing routes for walking and cycling. It also outlines plans for new developments so that people can walk or cycle to local shops, schools and workplaces.

As part of this, £2.1bn will be allocated to TfL Healthy Streets projects to create more welcoming streets. This will take London's cycling spend per head to the same levels as seen in Denmark and the Netherlands.

The move follows research that shows if every Londoner walked or cycled for at least 20 minutes every day, the NHS would save £1.7bn in treatment costs over the next 25 years. These statistics include 85,000 fewer people being treated for hip fractures, 19,200 fewer dementia sufferers and 18,800 fewer people suffering from depression.

Currently, just 34 per cent of Londoners are estimated to manage the recommended amount of 20 minutes exercise each day.



Under the Mayor's Taxi and Private Hire Action Plan, which was published in September, grants of up to £5,000 will be available to drivers who scrap the oldest and most polluting taxis. The number of taxi ranks will also be increased, with 'zero emission' ranks for drivers pioneering the latest 'green' models.

Better journeys

Improvements continue to be made to London Underground services. For example, customers travelling on the northern part of the Victoria line will experience more comfortable temperatures after a new chiller system was installed between Blackhorse Road and Walthamstow Central. The fan system works by drawing in fresh air from the street through coils that have chilled water flowing through them.

We started refurbishing our Jubilee line trains, which are more than 20 years old, to improve accessibility. The first trains are back in service, with better seats and grabrails.

In November, the final new S-stock train was delivered, marking the full introduction of these new models on the Circle, District, Hammersmith & City and Metropolitan lines. It means we now have a fleet of 192 modern, air-conditioned, walk through trains operating across these four lines. The trains are longer and more spacious and have bigger doors to allow more people on and off. There is also improved audio and visual information, dedicated wheelchair spaces and colour contrasting interiors to improve accessibility.

Improving access

We completed step-free access work at Tower Hill, Vauxhall and Tottenham Court Road Tube stations and South Tottenham London Overground station. The new north ticket hall at Victoria station, which opened in January, also offers step-free access from the street to the Victoria line platforms.

In December, the Mayor confirmed a £200m investment over five years in step-free access on the Underground. This will bring the number of step-free Tube stations to more than 100, making travel easier for older and disabled customers, and for people travelling with children and buggies.

The first schemes will include step-free access at Harrow-on-the-Hill and Newbury Park in outer London, which together see nearly 15 million journeys every year.

Customers with hidden disabilities can also face challenges when using public transport. In August, we began a six-week trial that saw 1,000 people wear badges that asked 'Please offer me a seat'. They also had a card explaining their circumstances.

The results were encouraging. Eighty-six per cent of participants reported feeling more confident when asking for a seat, with 72 per cent of journeys said to be easier as a result. And 98 per cent said they would recommend the badge to others who require it.

'We welcome the Mayor's focus on a modern, accessible transport network. Investment in Tube capacity and step-free stations will mean more travel options and greater opportunity for all Londoners – particularly disabled and older people – to enjoy our great Capital and travel with freedom and independence.'

Faryal Velmi, Director, Transport for All

Station works

Improvements continued at London Overground stations between Liverpool Street and Chingford, Cheshunt and Enfield Town, including installing new lights, CCTV, Help Points, ticket machines and gates.

The Mayor appointed London TravelWatch to carry out an independent review of changes to staffing at Underground stations, including the closure of ticket offices. We are working through its recommendations, which were published in December, to make sure we are providing the best service to our customers.

Progress is already being made. For example, we are trialling extended hours at King's Cross St. Pancras, Heathrow and Euston Visitor Centres. We have also given employees tabards to wear so that customers can identify them more easily and are rolling out a new iPad case to make it easier for staff to use the devices to provide up-to-the-minute information.

Advertising Steering Group

In June, the Mayor announced that adverts on the transport network that could pressurise people to conform to unhealthy or unrealistic body images, or could create body confidence issues, particularly among young people, were inappropriate. As a result, we have revised our advertising policy and established an Advertising Steering Group, which includes advertising partners Exterior Media and JCDecaux, and a number of stakeholders who reflect the diversity of London. The group is responsible for monitoring our approach to advertising and regularly review the policy. We

also continue to refer campaigns to the Committee of Advertising Practice to make sure they meet Advertising Standards Authority regulations.

Bold plans for buses

London's buses carry millions of passengers every day on 9,300 vehicles and 675 routes. More than half of England's bus journeys take place on what is one of the world's most frequent and extensive networks.

Passenger numbers have fallen in recent years, with forecasts predicting a decline of 2.3 per cent over the next year, particularly in central London where other forms of transport, such as the Tube, walking or cycling, are viable options. Bus speeds have also fallen by an average of three per cent over the past two years owing to challenging conditions on the roads.

In March, the Mayor announced plans to make bus travel more attractive, including:

- More effectively matching services to demand
- £20m a year for bus priority measures
- Reviewing traffic signal timings at 1,200 junctions and 200 sites to improve bus speeds
- Improving customer service and travel information
- Initiatives to improve congestion
- Making 95 per cent of bus stops accessible to wheelchair users

In November, we launched a consultation on changes to 23 bus routes in central London so that services better match passenger demand. It would also make buses more reliable by reducing congestion along Oxford Street, as well as improving air quality and safety.

The proposals would reduce the number of buses going along Oxford Street by around 40 per cent and help make the area more accessible for pedestrians.

Private hire standards

New measures to raise standards and enhance passenger safety in the private hire trade were published in September. These include a formal English language requirement for all private hire drivers and providing customers with driver and vehicle details before the start of each journey.

By summer 2017, we will also require private hire drivers to pass an advanced driving test before they can be licensed or relicensed.

The Mayor's plans, which were set out in the Taxi and Private Hire Action Plan, include help for the black cab industry to continue to flourish. These include opening extra bus lanes for taxis to use, increasing the number of taxi ranks by at least 20 per cent by 2020, and using new technology to help customers connect with taxis more quickly and easily.

Partnership spotlight

We have worked with Mothercare to distribute 12,400 leaflets and Baby on Board badges at their events for expectant parents which took place at all 31 of their London stores in February. These leaflets featured advice on the most suitable buggies for travelling on the network, and how best to use public transport with a baby or toddler.



At the same time, we issued guidance to Mothercare store managers that outlined how they can help their customers make the best decisions when choosing their buggy.

We will continue to work with Mothercare to distribute these products, and will be supporting its next round of parenting events this summer. We are currently approaching other retailers, manufacturers and parenting organisations to see how we can work together to share similar information.

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The new Elizabeth line trains are being tested on tracks in east London

Enabling growth and increasing capacity

As London continues to grow, it is vital our public transport services evolve with it.

This means making the most of our existing infrastructure and providing new services and schemes to meet the demands of a rapidly increasing population.

Elizabeth line

When it comes to new services, nothing will match the scale and scope of the Elizabeth line. Passing through 42km of new tunnels under central London, from Reading in the west to Shenfield and Abbey Wood in the east, it is Europe's biggest construction project. The £14.8bn investment involves building 10 new Elizabeth line stations and upgrading 30 existing Network Rail stations.

In December, a new Elizabeth line test train arrived in London. This was joined in February by the first train that will carry passengers when the service launches. Both are now being tested on tracks in east London. A front carriage was also put through extreme-weather trials at a test centre in Vienna.

The first passenger trains are due to start running between Liverpool Street and Shenfield in summer 2017. The central tunnels will open in December 2018, with full operations between Reading/Heathrow and Shenfield/Abbey Wood in 2019. We are also rebuilding Custom House DLR station so customers can interchange with the Elizabeth line when it opens.

Elizabeth line in sight

A major milestone was reached last summer with the announcement that the Crossrail project was 75 per cent complete.

The Mayor marked the occasion by boarding a construction train to make the first station-to-station journey from the new Elizabeth line station at Custom House to Canary Wharf.

By March 2017, half of the permanent track had been laid and nearly all of the platform structures at the 10 new stations were in place, on time and to budget. All stations on the Elizabeth line will provide step-free access.

‘We are over the moon with the launch of the Night Tube. It will be fantastic not only for our staff getting home at night, but also for dispersal of our customers after gigs and events, many of whom have had to leave before the end of a concert to ensure they can get home.’

Mike Hamer, Operations Manager
at concert venue KOKO

Crossrail 2

This project is an important part of our long-term answer to London’s transport needs. Linking rail networks in Surrey and Hertfordshire with tunnels running from Wimbledon to Tottenham Hale and New Southgate, Crossrail 2 will relieve pressure on the Underground and on congested commuter rail lines. Adding 10 per cent to the Capital’s rail capacity, it will allow 270,000 more people to enter central London during the morning peak.

Across the South East, the project will ease the housing crisis, enabling the development of 200,000 new homes, and will help support 200,000 jobs, as well as 60,000 supply chain jobs throughout the UK. It will add an estimated £150bn to the UK economy – making it a nationally significant project.

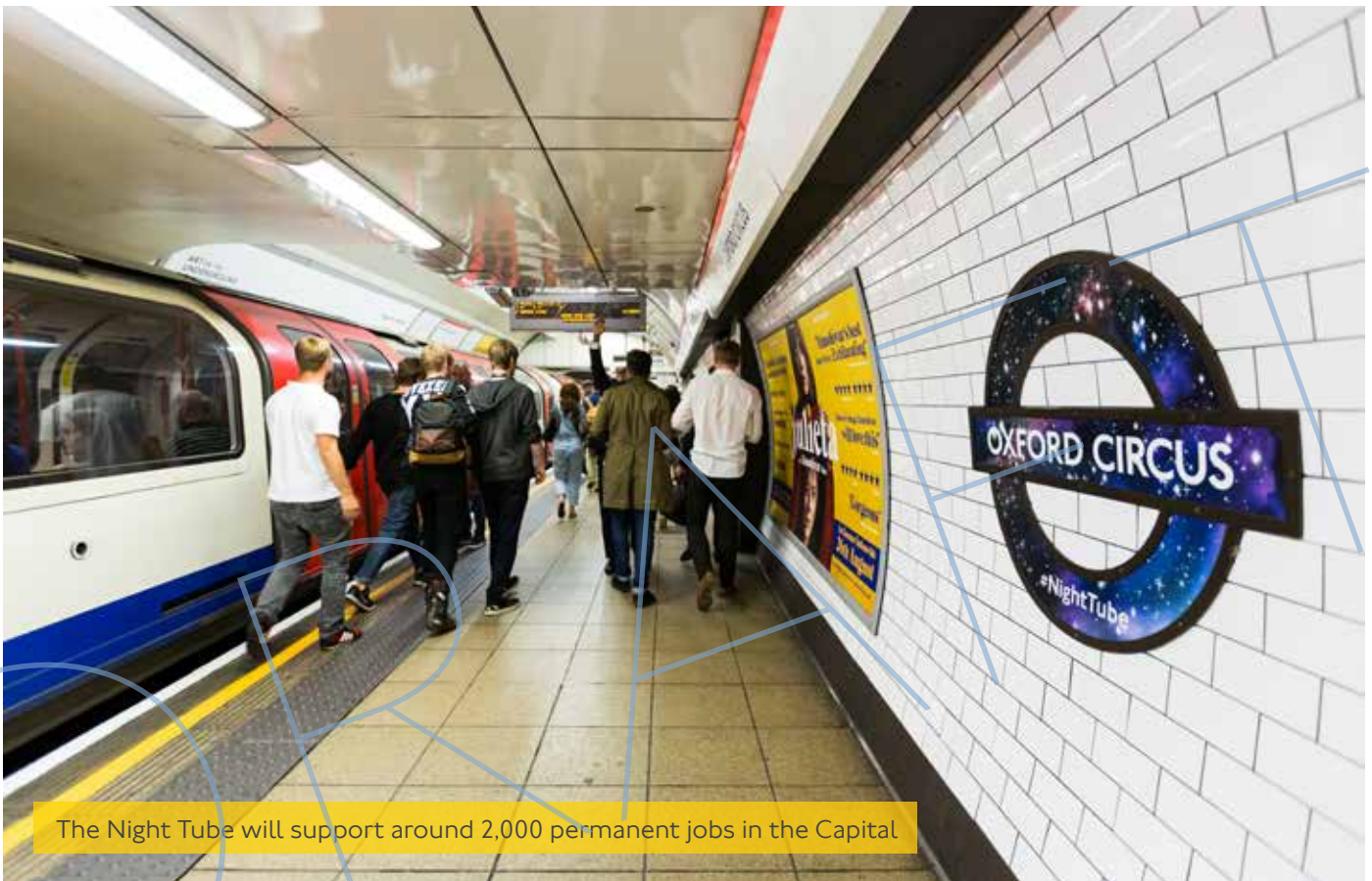
In the past year, design work has continued. We have also refined the project’s Strategic Outline Business Case, which sets out why we need Crossrail 2 and highlights the regional and national benefits. Responding to last year’s National Infrastructure Commission report, we have cut costs and set out in greater detail how London – including businesses and developers – can fund half of the construction.

Crossrail 2 already enjoys substantial popular, political and business support. This spring, as we awaited the Transport Secretary’s green light for the next stage of design, all the major business organisations, including

Investing in our people

Costing less and generating more

Exploiting technology



The Night Tube will support around 2,000 permanent jobs in the Capital

the Confederation of British Industry, London Chamber of Commerce, Federation of Small Businesses and the Institute of Directors, gave their backing for Crossrail 2 – reflecting its urgency as an infrastructure project of national strategic importance.

Free the night

We fulfilled the Mayor's pledge to have the Night Tube running on five lines by the end of 2016.

The Central and Victoria lines were the first to offer 24-hour travel on Friday

£150bn

boost to the UK economy generated by building Crossrail 2

50,000

customer journeys on the Central and Victoria lines during the first weekend of the Night Tube

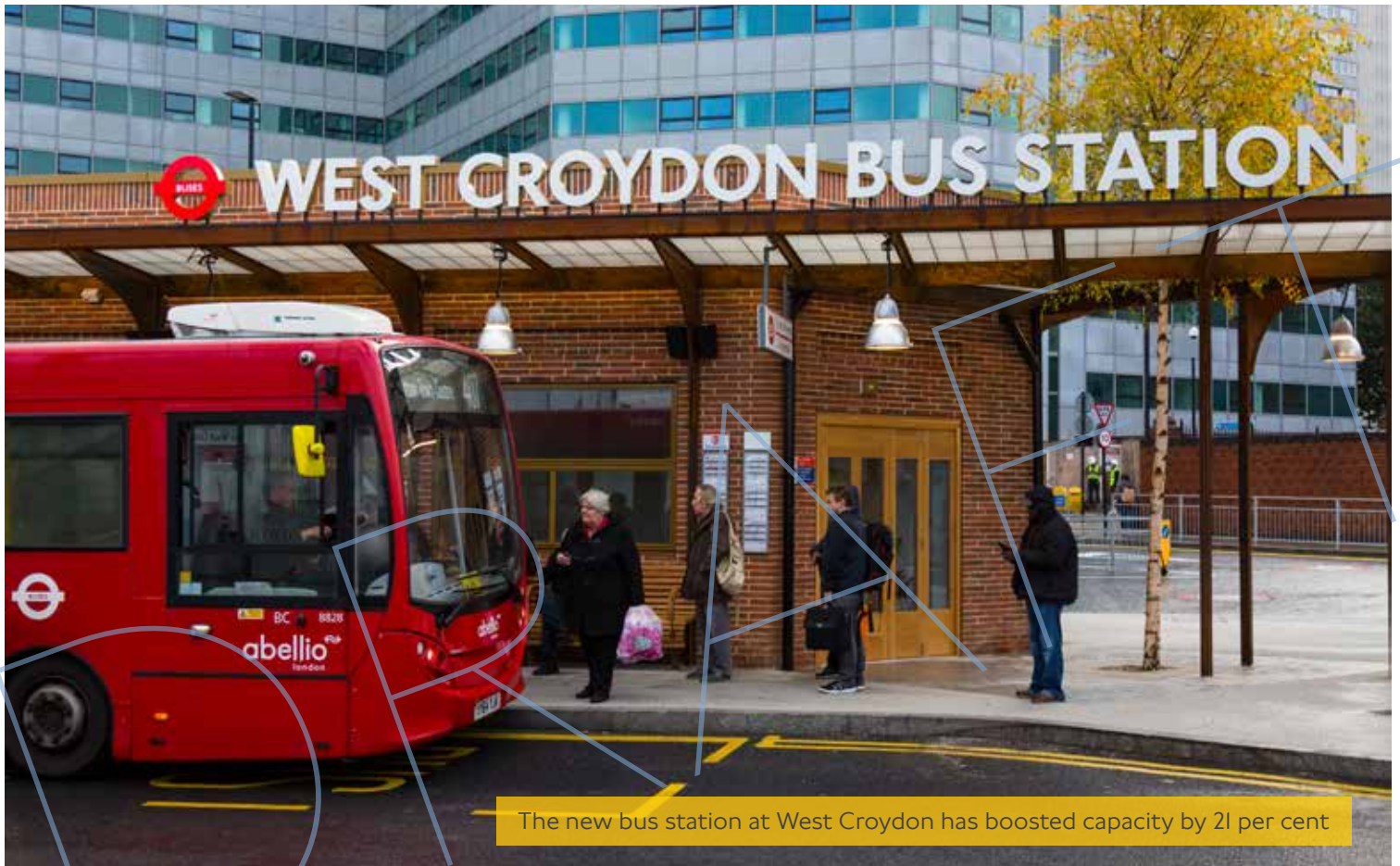
40%

of the transport benefits from Crossrail 2 will be felt by passengers outside London

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and Saturday when they launched on 19 August. The service proved extremely popular, with more than 50,000 journeys being made on the opening night. The Jubilee and Northern lines followed in October and November respectively, before services launched on the Piccadilly line on Friday 16 December.

The Night Tube is expected to support some 2,000 permanent jobs and add around £77m to the Capital's night-time economy.

Nineteen new night bus services were also introduced to suburban Night Tube

stations, making it easier and safer for customers to make the last leg of their journey.

Capacity boost

Greater demand for evening services has also been seen on London Overground, leading to twice the number of late-night trains on the route from Highbury & Islington to New Cross, Clapham Junction, West Croydon and Crystal Palace. We have invested in new trains for services to Chingford, Cheshunt, and Enfield Town, as well as from Romford to Upminster, Euston to Watford and

to Barking/Gospel Oak, where they will double the current capacity.

In April, we started fitting a new computerised signalling system for the Circle, District, Hammersmith & City and Metropolitan lines between Hammersmith and Edgware Road. Once it is fully operational, it will improve reliability and increase capacity by 33 per cent, with up to 32 trains per hour running in central areas by 2022.

In October, the Deputy Mayor for Transport Valerie Shawcross CBE opened the new £4.5m West Croydon bus station, describing it as a 'station to be proud of'. It now serves 25 bus routes and 150 buses an hour at peak times, and can accommodate 23,000 passengers a day – an increase of 21 per cent.

Tube extensions

Two giant boring machines arrived in Battersea for testing in January, ahead of work on the Northern line extension starting in March. Each the length of a football pitch, they will create two new 3.2km tunnels. They were named in honour of the first British astronaut, Helen Sharman, and aviation pioneer Amy Johnson, following a vote among local children.

When the work is completed in 2020, the Charing Cross branch of the Northern line will extend from Kennington to Battersea via Nine Elms. This is the first major Tube line extension since the Jubilee line in the late 1990s. It will improve transport options for Vauxhall, Nine Elms and Battersea, supporting around 25,000 jobs

Partnership spotlight

The new bus station in West Croydon, which was officially opened by the Deputy Mayor for Transport in October, forms part of a wider £50m programme of high street, public space and transport improvements that will transform the town centre.

We are working with Croydon Council to deliver the Connected Croydon programme, which is being supported by an £18m investment from the Mayor and additional funding from us.

The new bus station was designed by our in-house team, which ensured the new low-rise building will make a positive contribution to both the local environment and the wider town centre.

Councillor Stuart King, cabinet member for transport and environment, said: 'It's fantastic to see the West Croydon bus station re-built, modernised and given the makeover it deserves.'

'West Croydon is hugely significant to us as a major transport hub and gateway to our town centre, so this is an important regeneration milestone.'

'We are revitalising and transforming the streets and public realm around the West Croydon transport interchange with a £6m package of improvements and the new bus station is right at the heart of this.'

and more than 20,000 homes. As well as two new tunnels, two new stations are being created – one at the heart of the Battersea Power Station redevelopment and another at Nine Elms.



Another Tube extension moved a step closer in January when we launched a

consultation on proposals to extend the Bakerloo line from Elephant & Castle to Lewisham via Old Kent Road and New Cross Gate.

Designed to encourage growth in southeast London, it has the potential to support 25,000 new homes and 5,000 jobs, and relieve congestion on local roads, bus and National Rail services. Four new stations are proposed.

Station upgrade

There have been two major milestones on London Underground's station upgrade projects. After seven years of work, the new station at Tottenham Court Road opened fully in February, with a larger ticket hall, new entrances, more escalators and step-free access to the Central and Northern lines. The Paolozzi mosaics were carefully preserved and most were replaced. The station is also ready for the arrival of the Elizabeth line in 2018.



At Victoria, the new north ticket hall and entrance on Victoria Street opened in January. It makes journeys through the station, the fourth busiest on the Underground network, smoother and enables customers to avoid a series of busy road junctions, which helps relieve congestion. Work has also taken place on major station upgrades at Bond Street and Bank.



Walk this way

After the Mayor's Healthy Streets for London vision was published in February, we organised the first walking conference and launched two extended Walking Tube maps for people travelling outside central London.

The new maps include Zone 3 stations and the estimated walking times and steps between them. This followed the publication in August of the first map showing walking times between stations in Zones 1 and 2.

The conference, 'Healthy Streets for London – making a great city for walking', brought together international experts, health professionals and borough representatives to discuss how the Capital can be improved for pedestrians.

Speakers included Deputy Mayor for Transport Valerie Shawcross CBE, Walking and Cycling Commissioner Will Norman and New York City's former Transportation Commissioner Janette Sadik-Khan.

Bigger and better

Two important piers on the Thames – Westminster and Bankside – were extended and modernised in the summer so services could be increased. The £4.3m extensions are part of a range of improvements aimed at encouraging at least 12 million passengers to use river services by 2020.

The Mayor asked us to look at options for a public transport river crossing in the Thamesmead area to improve transport links for existing residents and support new housing developments. This includes extending the DLR and a possible extension of the London Overground from Barking Riverside. Feasibility work continues and should be completed by the end of 2017.

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London's bus drivers will benefit from a new deal, which includes a starter minimum wage

Investing in our people

From those who help customers at our stations to the people working behind the scenes, we have a highly skilled team dedicated to delivering for London.

Our employees strive to provide the best possible service for the millions of customers who rely on our network. To do this, we need to recruit, manage and reward the right people, helping them to develop and realise their full potential.

In December, the Mayor announced a new, fairer deal for London's 25,000 bus drivers.

Childcare loans

It can be difficult and expensive to balance the demands of work and family. In February, we launched a scheme to offer our working parents the chance to apply for an interest-free loan to help with the cost of childcare. They can borrow up to £1,500 to help pay for childcare costs when returning to work after maternity, adoption, surrogacy or shared parental leave.

The loan, which is a scheme backed by the Mayor, can also be used to pay for new childcare arrangements for children of any age. It is in addition to our childcare vouchers, meaning that parents can take advantage of both initiatives.

It includes a starter minimum wage of £23,000 for those working across all of London's bus companies, which operate routes on our behalf. This will be introduced to all new TfL contracts that are awarded to bus companies from this spring.

We worked closely with the trade union Unite to develop the deal. It also includes a 'Licence for London', allowing drivers to move between companies and take their qualifications and driving record with them, without having to revert back to a lower starter rate.

Our new cleaning and security contracts, which include Tube stations, depots and the London Transport Museum, will make sure all our employees, whether directly employed or hired through an agency, are paid the London Living Wage, which the Mayor announced in October would increase to £9.75 an hour.

In January, the Government outlined plans for a modern Industrial Strategy. Our work is delivering against the 10 pillars of the strategy, which include investing in innovation, developing skills, upgrading infrastructure, improving procurement and delivering clean growth. We will continue to use this model as a benchmark for our work and future plans.

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Working for the future

We continue to invest in skills for the future through apprenticeship and graduate

programmes. With the transport industry facing a skills gap, our work is helping to meet the Government's Transport

7,600

apprentices have joined TfL – along with our suppliers, Crossrail and the London Transport Museum – since 2009

Infrastructure Skills Strategy target of 30,000 new apprenticeships by 2020.

More than 175 people joined TfL as part of the last apprentice intake, an increase of more than 30 on the previous year. Under this scheme, which covers many areas of the organisation from engineering to finance, people have the opportunity to earn as they learn.

A total of 149 people enrolled on our graduate programmes in 2016. We also overhauled the scheme to attract more diverse candidates, with the selection process now concentrated on potential. Forty per cent of last year's graduate offers went to women.

We are also encouraging diversity, and providing valuable work experience opportunities through our Steps into Work initiative, which is run in partnership with specialist employment agency Remploy and Barnet and Southgate College. The one-year programme for young adults with learning difficulties gives them the chance to experience different areas of TfL, while developing skills that will help them find employment in the future. Ten students completed the programme in December, and one scheme participant was recruited as a junior analyst.

24%

of people who signed up for our most recent apprenticeship schemes are women, a nine per cent increase on last year

'I love being an apprentice at TfL and the reaction I get when I tell people that my job involves me maintaining the Tube trains. They find it really interesting, particularly as they don't expect a woman to be in that role. My gender has never been an issue and I think it's important that everyone feels confident to apply for the role they think they would enjoy, rather than being put off by misconceptions.'

Jessica Ellis, second-year apprentice, TfL

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‘Women have always played an integral part in London’s transport industry, and it is vital that this is not only recognised but also built upon. For the Capital to thrive it is essential that we continue to invest in transport to meet growing demand and I would encourage women and young people to consider a career in transport at this very crucial time for the industry.’

Val Shawcross CBE, Deputy Mayor
for Transport



Inspiring a generation

The Women in Transport programme has been helping to inspire and motivate women across the Capital to consider a career in transport. Initiatives include spending time in schools, providing work placements and presenting at careers fairs.

In May, we launched a schools toolkit aimed at 11 to 16 year-olds. The toolkit includes two short films that set out the crucial role the transport industry has in society – building and supporting cities and opening up opportunities



for millions of people. It also features supporting materials showcasing the wide variety of roles that are available, from communications and legal through to engineering and operational.

Other school projects include Innovate TfL in association with Cleshar, which is an annual competition that invites Year 12 and 13 students to come up with new ideas for how to improve transport in the Capital. Five all-girl schools signed up for the competition this year and more than half of the volunteers supporting in schools

Tunnel vision

In March, we signed a deal with Prospect's College of Advanced Technology to run the Tunnelling and Underground Construction Academy (TUCA) in Ilford. The training facility, which was set up in 2011 as part of the Crossrail project, has already trained more than 15,000 contractors and apprentices.

The academy has state-of-the-art facilities including areas for practising sprayed concrete lining, a laboratory to study materials and



a tunnel mock-up to learn evacuation procedures. It teaches specialist skills in tunnelling and underground construction, and gives apprentices the chance to learn the technical skills required to build major infrastructure projects such as High Speed 2, the Thames Tideway Tunnel and Crossrail 2.

By the end of the year, TUCA will also be home to the Elizabeth line maintenance and station staff training centre. We plan to have more than 130 railway engineering apprentices from the industry training at the academy from September.

Partnership spotlight

Research by our Women's Staff Network Group highlighted the need to enhance the information and resources we offer pregnant colleagues. As a result, we worked with the pregnancy charity Tommy's to bring its Pregnancy at Work scheme to our employees.

In spring 2016, we launched a three-year partnership with Tommy's to complement HR policy by providing our pregnant employees (around 500 annually), their partners and line managers with pregnancy health and wellbeing support. This year, they have been able to benefit from:

- Access to midwives through the Tommy's Pregnancy Line and website
- Midwife representation at internal drop-in sessions and large-scale parenting events targeting our pregnant employees
- A free pregnancy book and bespoke leaflet, produced in partnership with the charity, outlining our work/life balance policies and the health and wellbeing support available from Tommy's
- Dedicated Yammer groups for pregnant employees and parents, where colleagues can help and support each other

are women. This year's winners, from City and Islington College, developed a way of using energy from customers sitting down on public transport to power air conditioning, heating and USB points.

Staff Network Groups

We are committed to providing an inclusive and equal workplace that meets the needs of our teams and reflects the diversity of the Capital. We have six active staff network groups focusing on: women; black, Asian and minority ethnic (BAME) staff; carers; disability; faith and wellbeing; and lesbian, gay, bisexual and transgendered (LGBT) colleagues.

Our Women's Staff Network Group showed its support for International Women's Day in March by flying the campaign flag over 55 Broadway for the first time. It marked the start of a week of events under the heading 'Be bold for change', which included workshops, support groups and masterclasses.

One workshop, 'Women in Tech', explored the reasons why women are under-represented in the technology industry. Our Chief Technology Officer Shashi Verma opened the event by highlighting the importance of technology departments encouraging women into the industry. Other speakers included Lauren Sagar Weinstein, our Chief Data Officer, who charted her career with TfL, in which she has risen through the ranks while twice taking time out for maternity leave.



We created a series of LGBT+ pedestrian signals to support Pride in London

Other banners to fly over our Broadway offices include the rainbow-coloured flag to support LGBT History Month, which was supported by our OUTbound Staff Network. It also created a series of pedestrian traffic signals, replacing the green walking symbol with seven designs to represent LGBT+ relationships as part of Pride in London in June. The lights were installed by Siemens free of charge. In November, we also flew the Trans Pride flag to mark Transgender Awareness Week.

A second chance

As part of TfL's award-winning Smart Sourcing programme, we worked with the Prison Reform Trust and charity Bounce Back, to offer employability skills training and guaranteed interviews to selected people at HMP Brixton.

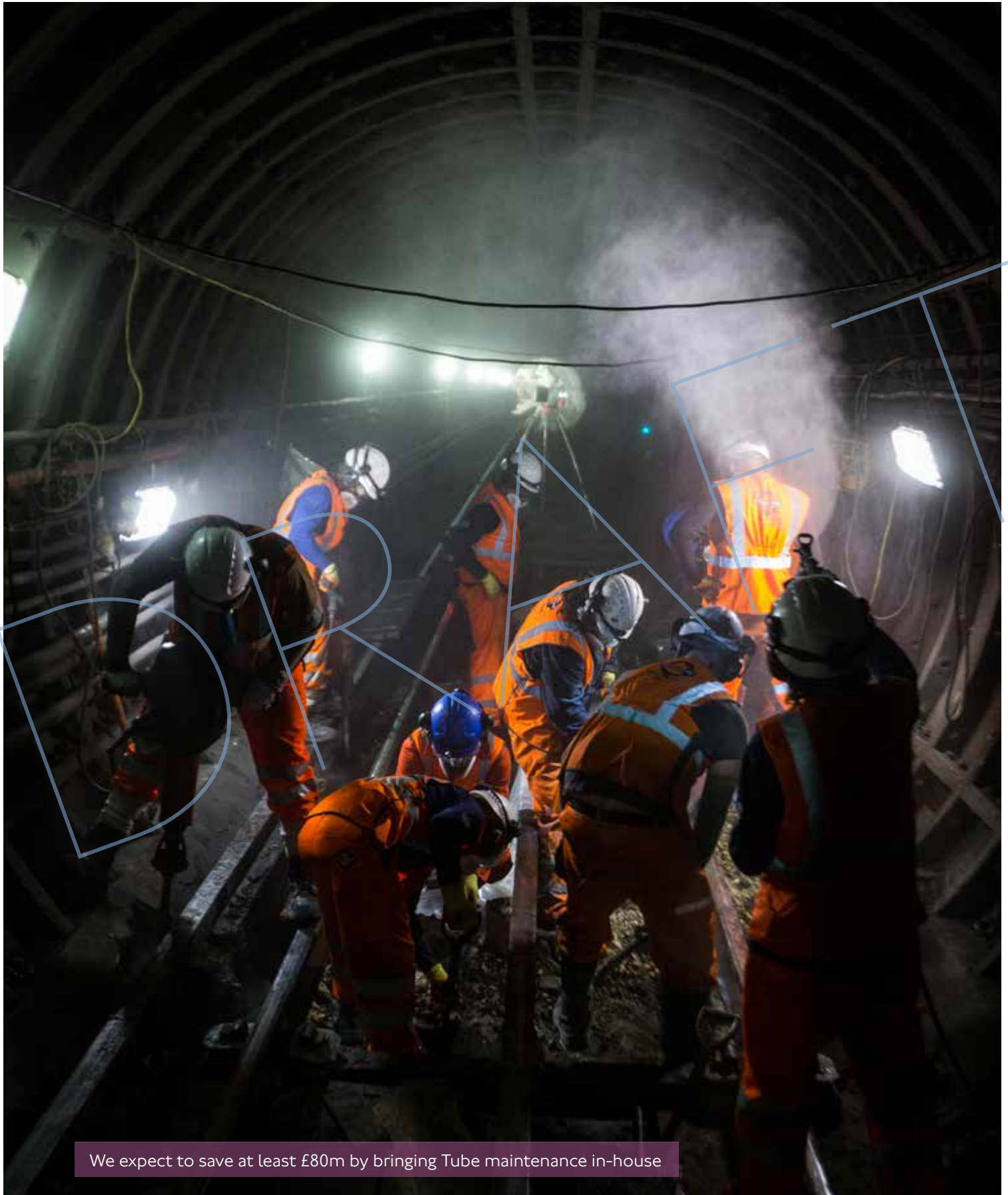
Anyone who is motivated to find work is identified six months before their release. They are then supported by a dedicated case worker who helps them prepare for interviews and assessments. We also provide continuing support to successful candidates to help them make the transition into employment and begin building a career with us.

The importance of this scheme is highlighted by the statistics that show people are much less likely to reoffend if they secure a job after their release. However only a quarter of inmates have a job to go to when they are released from prison.

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We expect to save at least £80m by bringing Tube maintenance in-house

Costing less and delivering more

With London's population set to reach record levels by 2030, we are developing new ways to fund our day-to-day operations and meet increasing demand.

Against a backdrop of a further £219m reduction in our Government operational funding in 2016/17 – and its complete withdrawal of all such revenue funding by 2018/19 – it is essential that we keep our operating costs down while continuing to provide the service and capacity that London needs.

In January 2016, we began a thorough review of every aspect of our organisation. This has led to more than 400 individual savings initiatives covering the entire £6.5bn spend on operating the business and the £4bn on investing in our network. This is the biggest overhaul of our internal organisation, focusing on driving down costs in our supply chain and ensuring and reducing cost from our operating model.

For the first time since TfL began in 2000, there has been a reduction of £153million in our day-to-day operating costs. This represents the early results from our drive to reduce costs which has identified more than 400 initiatives and some £4billion of potential cost savings in the five-year period to 2021/22. Initiatives include a reduction in

management layers, reduced numbers of non-permanent labour and eliminating duplication to make transport safer, more reliable and more efficient.

Every part of our business is being redesigned to give better value for money, from procurement to project planning. In December 2016 we published our Business Plan, which explains how we expect to generate cost reductions of £4bn by 2021/22.

Effective and efficient business operations

The programme's successes include consolidating and rationalising our facilities management contracts, which we have reduced from 50 contracts to six. We expect this to lead to savings of £34m over the next five years.

Similarly, a new office accommodation strategy, which will restructure our corporate portfolio and integrate a new office in Stratford, will bring about significant savings.

Other initiatives include reviewing our IT projects to only focus on essential

projects. Over the next five years, this will result in savings of around £70m.

We are committed to a new operating model that will reduce duplication and help build capability in our workforce. Around 49 senior managers have already left the business and we have significantly reduced our reliance on non-permanent contractor labour, which we expect to result in savings of around £90m over five years.

Working together

We are also working ever closer with our partners to make savings and have agreed a number of new contracts to help achieve this, including a £1.5bn deal signed in April, with Arriva Rail London Limited to take over as the new operator of London Overground. The move will mean improvements for customers, including extended operating hours and new services on some routes. The contract also contains incentives to guarantee punctuality, including financial sanctions if incidents caused by Network Rail or train and freight operators impact the service. We will still be responsible for setting the fares and marketing the service, and will continue to reinvest all ticket revenue.

We have also signed a new contract with Serco to distribute and maintain Santander Cycles. The five-year deal includes the manufacturing of a new, lighter, more manoeuvrable bike. A total of 500 bicycles will be introduced annually to replace older models.

One contract that will not be renewed is for maintenance work on the Jubilee, Northern



and Piccadilly lines. In August, we announced that we will bring this work in-house in a move that is expected to save at least £80m over the next 10 years by eliminating expensive management fees. The current deal with private company Amey, which has managed maintenance on the three lines for the past 13 years, will end at the end of 2017 – the earliest point that the contract allows.



Licence to invest

London's ticketing system could be adopted in cities around the world as part of a licensing agreement with Cubic Transportation Systems (CTS) worth up to £15m. The deal will see CTS adapt our contactless system for use in other world cities. It is the first in a number of planned agreements to sell our expertise both at home and abroad.

In October, a new contract was signed with Outdoor Plus, which will generate £13m that can be ploughed back into our services. The deal, covering nine roadside locations across London, has led to new digital screens being installed along main routes, including the A3 at Kingston, the A40 in Ealing and the Northern Ring Road at Wembley Way.

The largest ever Tube advertising screens were unveiled at Canary Wharf station in October, with passengers greeted by artwork from Mark Titchner to celebrate the Mayor's #LondonIsOpen campaign.

Measuring 29m², the screens form part of a deal with Exterior Media that is expected to bring in £1.1bn in revenue over the next eight years. Digital screens will also be installed elsewhere across the Capital, and there will be new sponsorship opportunities, for instance at pop-up stores.

Adding value

We continue to seek out every opportunity to generate new revenue and opportunities from our assets. This includes our advertising estate, which is one of the largest in the world, making up 20 per cent of all out-of-home advertising in the UK and 40 per cent of the London market.

‘By changing the way we are organised, by driving efficiency in every part of our business and by looking for further ways in which to generate more non-fares income, we will deliver a transport network that continues to meet the needs of a rapidly growing London while keeping transport affordable.

Mike Brown MVO, London’s Transport
Commissioner

New homes

The Mayor pledged to unlock public land for affordable housing and generate more revenue to reinvest in services and this work has really begun to take shape.

In March, we announced Triangle London Developments as our preferred bidder for a joint venture to develop a TfL-owned site in Kidbrooke, southeast London. The initiative will provide 400 new homes, half of which will be affordable housing. There are also plans for commercial, retail and office space, as well as an improved transport hub and village square, on the four-acre site. Subject to approvals, public consultation and planning permissions, the first homes could be available to buy and rent by 2020.

Kidbrooke was the first site to be announced by the Mayor. Others include Landmark Court in Southwark, which has the potential to accommodate a mixed-use scheme with 35 per cent affordable housing, and Fenwick South in Lambeth, to provide 55 social housing homes.

A further area near Blackhorse Road Tube station in northeast London will also be transformed, with plans unveiled for 350

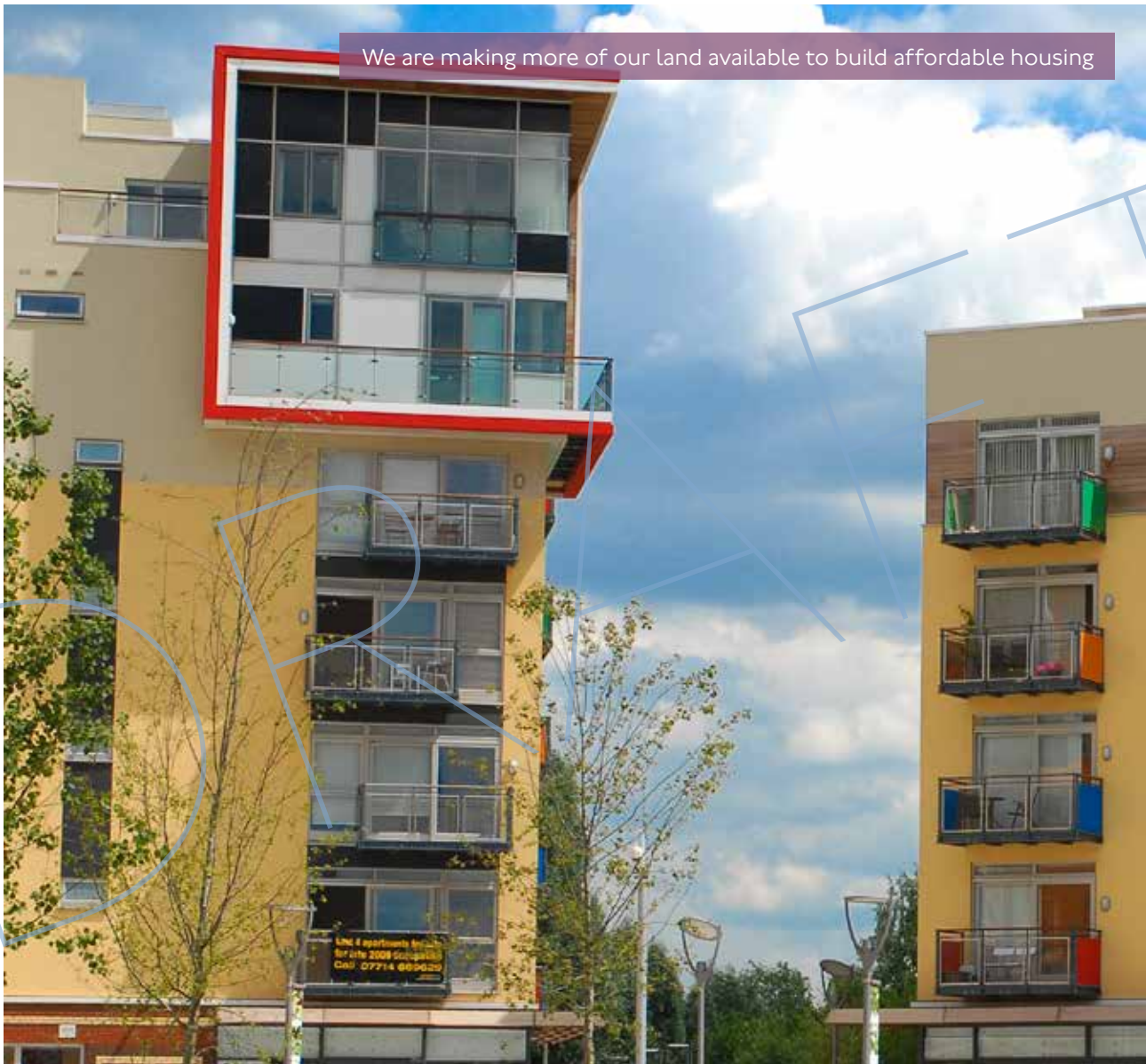
£80m

saved over the next decade
by moving Tube maintenance
work for the Jubilee, Northern
and Piccadilly lines in-house

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Exploiting technology



£225,000

generated through a week-long sponsorship campaign with Actimel at five Tube stations, including branded areas, station announcements and free samples for customers

700

TfL-owned commercial railway arches across London, used for everything from a music studio in Stamford Brook to a restaurant in Hoxton

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‘Westfield very much welcomes TfL’s project to activate the Hammersmith & City line arches with new and exciting uses, which will complement our expansion at Westfield London. We are looking forward to working closely with TfL to ensure its successful and timely delivery in 2018.’

Duncan Bower, Development Director
for Westfield

Our railway arches can be used in many ways, including garages



new homes. The 1.8-acre site, currently used as a car park, is surrounded by former industrial land that is being redeveloped for housing. A tender document seeking bids from interested parties has been issued, with a view to work starting in 2019.

ages



We also announced plans to open 31 railway arches near Wood Lane station to provide a mix of commercial, leisure and retail space. Subject to planning, the project will be completed in two stages – 19 arches opening in early 2018 and a further 12 in the early 2020s.

Partnership spotlight

As part of the 100th anniversary of the Johnston font in November, we joined forces with two major brands – Scrabble and Nike – to produce a limited edition board game and trainers.

The special edition NikeLab x Roundel trainers feature the typeface that has been used across London's transport network for the past century. It also appears on the Scrabble set tiles. Both items are available to buy from London Transport Museum.



Jupiter Depshy, Footwear Design Special Projects at Nike, said: 'Working with our partners at TfL we thought that the shoe made sense for today's youth, and would be a great canvas for the designs.'

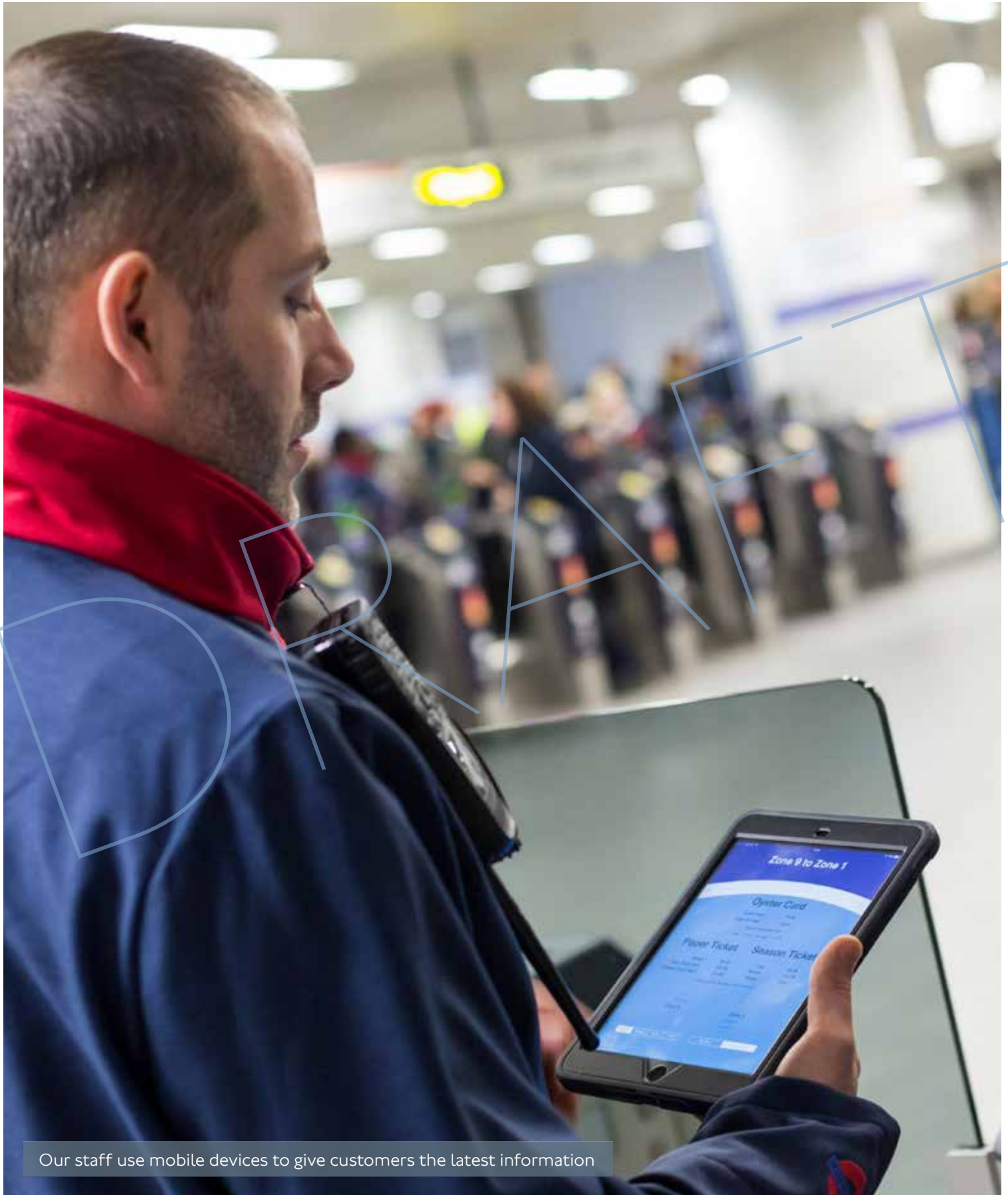
'This year London Underground's iconic typeface celebrates its centenary so there are many activities celebrating the Johnston100 font. Nike is excited to be part of the project, to mark a design evolution that is local to London.'

The partnerships form part of our work to raise non-fares revenue to reinvest in the Capital's transport services.

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Our staff use mobile devices to give customers the latest information

Exploiting technology

From providing travel information to planning and modelling our city, technology and data influence all aspects of our business.

Modern signalling has led to more frequent trains. Vehicle location systems on buses have enabled us to run our routes more effectively, and road signals are intuitive. The latest payment methods are just a swipe away, while our station colleagues have mobile devices so they can provide the best possible customer service.

Technology is transforming TfL. Our work in areas like smart ticketing is not only helping our customers, it's changing the transport industry worldwide.

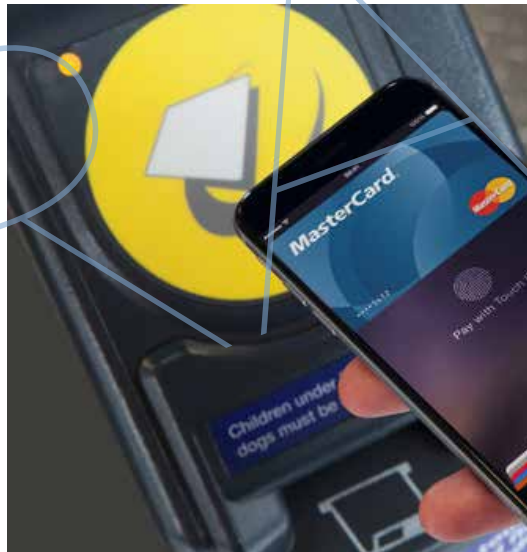
The number of people using contactless payments continues to rise. Almost a quarter (23 per cent) of journeys on the Tube are now paid for with contactless bank cards. In 2016/17, this method of payment was extended

to taxis and MBNA Thames Clippers River Bus services, and we welcomed Android Pay in May.

TfL technology is helping to shape London – our online planning tool, WebCAT, has been upgraded to include data such as heat maps, travel times and scenario planning. It is frequently used by city planners and developers to investigate the viability of a project.

WebCAT shows how well-connected an area is in terms of transport provision, and users can see how many town centres, healthcare services and schools are

within reach. It also includes population and employment information, showing how many jobs can be accessed from a selected location by public transport.



1.92m

Twitter followers for @TfL

11,000

developers registered to access our free open data

22

separate TfL Twitter accounts, which allow customers to see specific information for their service

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Bus displays keep London moving

In a world-first trial, buses on selected routes were fitted with live traffic information displays, helping other road users avoid congestion while improving journeys and road reliability. GPS technology was used to make sure information was accurate and up-to-date. The data comes from our Variable Message Sign network, which is fed by the 24-hour traffic control centre.

Open data

Our open data strategy has created a community of more than 11,000 developers, powering more than 600 apps that are used by 42 per cent of Londoners.

In 2016/17, we added more information to our open data, with 24-hour journey timetables included for the Central and Jubilee line ahead of the Night Tube launch in August. This was followed with information for all five Night Tube lines. Data has also been made available for tram services, with up-to-the-minute details of arrivals and destinations.

Instant updates

We joined forces with social media giant Twitter in June to launch a world-first scheme to provide live travel alerts for the Tube and TfL Rail when there are delays. Originally launched as a pilot, the service allows passengers to opt-in to receive notifications about disruptions.



There are now separate Twitter feeds for each Tube line and TfL Rail, as well as for buses, river services, the Emirates Air Line, taxis and private hire, plus a new feed for the upcoming Elizabeth line. They are more than a source of travel information, they improve customer communications

Investing in our people

Costing less and
generating more

Exploiting technology



‘We’re incredibly excited to be partnering with TfL to make it more simple and convenient for commuters to receive important news about their journey. Up-to-the-minute information around severe disruption is a daily must-have for everyone and the live nature of Twitter is the perfect companion for this.’

Dara Nasr, Managing Director
at Twitter UK

through Tweet the Manager sessions, where passengers can send questions to the head of their service.

The rise in social media has also led to a transport classic having to move with the times – after 100 years our New Johnston

‘TfL is unlocking the power of data to gain insights into how passengers are using the network and drive its transformation into a smart transport system.’

Sue Daley, Head of Big Data,
Cloud and Mobile at techUK

font was updated in June. As well as getting a refresh, new characters were added so it can work better on digital platforms.

WiFi trial

In November, we ran a four-week trial that used de-personalised WiFi connection data to give us an insight into how people move through stations and switch between lines. The innovative study used WiFi connection requests from mobile devices, which are sent whenever WiFi is enabled.

The information, which was collected at 54 Tube stations in Zones 1-4, helps our understanding of how people travel through stations, the platforms and lines they use, the routes they take and the interchanges used. The data can also show when and how crowding happens. This can all be used to power analytical tools and services that improve our planning and give customers more information about the transport network.



We ran a WiFi data trial to help us understand how people

Clean technology

Technology is also playing its part in the battle to improve London's toxic air. In August, new alerts that warn people when there is high or very high air pollution were introduced on 2,500 bus countdown and river pier signs, 140 roadside message boards and electronic updates in the entrances of all 270 Tube stations. Messages vary according to pollution levels, but include advice on using public transport and avoiding strenuous activity, and warnings for asthma sufferers about using their inhaler more often.



travel through stations

Partnership spotlight

We are members of the Urban Transport Group, which brings together the country's major urban transport authorities. This involves working with other members to set out a common vision for urban transport, share insight from our operations and tackle challenges such as air quality together.

In the past year we have set out ideas on how cities should react to disruptive technology, supported a conference on freight in the city and provided advice on improving customer services and information.

We also work directly with other cities and regions. We have advised Transport for Greater Manchester on implementing bus franchising, worked with Transport for West Midlands on digital technology and supported the development of a pan-northern smart ticketing scheme.

Clean technology was also an important theme during our Data in Motion Hack Week in September, when industry experts and app developers used our open data to find fresh solutions to transport challenges. The winning team designed a live Journey Planner prototype that allowed passengers to plan their travel based on how busy a station or route is, while also taking into account air quality. Other ideas included solutions to help evenly distribute Santander Cycles and turning travel into a game to encourage people to use less congested routes.

Remuneration Report

Introduction

Following the Mayoral election in May 2016, the composition of the Board has changed significantly and so has that of the Remuneration Committee. I am one of two Board members who have continued in post and I continue as Chair of the Remuneration Committee.

In this role, my job is to ensure that Transport for London (TfL) has an appropriate remuneration policy to recruit and retain senior employees with the capability and experience to deliver the Mayor's ambitious agenda for transport.

The Remuneration Committee takes into account that TfL is large and complex, and that it operates in a highly competitive global employment market. We need a management team which is qualified to run a business delivering more than 31 million journeys safely, reliably and efficiently every day. The team is responsible for some £10.1bn of income and expenditure each year and is managing one of the largest capital investment programmes in the world – the dimensions of a nationally and internationally significant business. Management's performance is vital to ensuring that London remains successful to the benefit of the entire UK economy.

As is the case with any modern organisation, the management team must also deliver more with less resource, so commercial acumen is vital. TfL is undertaking the largest overhaul of its operations since its creation in 2000. Uniquely among major global transport authorities, it must soon cover all operating costs from fare and its own non-fare income as the central Government revenue grant is phased out.

This has demanded renewed management focus on commercial strategy and controlling operating costs. The team is delivering results. The day-to-day operating costs of running the network have decreased for the first time since TfL began operating – by £153 million (-2 per cent), reflecting the drive to reduce costs. This focus will need to be sustained in the coming years.

As this report explains, independent market benchmarking shows that the remuneration of TfL's senior management is relatively low compared with the organisations with which it competes. The number of senior managers with a base salary of more than £100,000 per annum has fallen by 19 per cent in the last 12 months. And the base salaries of the Commissioner and his most senior team have, where the accountabilities for the team have remained unchanged, been frozen for the four year duration of this Mayoral term.

We believe that we have an appropriate and evidence-based approach to senior remuneration to ensure that the management modernise and improve transport in one of the world's greatest cities while delivering increased value for money.

[Signature to be sourced and added]

Baroness Grey-Thompson DBE
Chair of TfL's Remuneration Committee

Governance

Remuneration Committee members

Baroness Grey-Thompson DBE (Chair)

Kay Carberry CBE (Vice Chair)*

Ron Kalifa*

Valerie Shawcross CBE*

Ben Story*

*New members

Remuneration Committee role and responsibilities

Remuneration policy is set by TfL's Remuneration Committee to attract and retain the highest calibre individuals to successfully manage a large and complex business, while being mindful of its status as a public sector organisation that is principally funded by fare payers.

The Committee consists of five members as shown above. The Committee's terms of reference are published on the TfL website but essentially involve the review of the TfL Group Scorecard and the remuneration of the Commissioner, Managing Directors, General Counsel and the Chief Finance Officer. The Committee also helps to review the remuneration strategies for the senior manager group, particularly regarding performance related pay.

The remuneration of the Chief Executive of Crossrail is determined by the Crossrail Remuneration Committee. Crossrail is a wholly owned subsidiary of TfL with its own governance arrangements. These include a board comprising executive and independent non-executive directors, as well as two non-executive directors appointed by TfL and the Department for Transport.

The Crossrail Remuneration Committee operates to its own contractually agreed

remuneration principles and remuneration framework, rather than the TfL remuneration framework.

Dates of meetings during 2016/17

The appointment of a new Board and Remuneration Committee members has made this an unusual year, and the focus has been on the induction and training of new members to the Committee.

While Committee members met informally on several occasions during the year, it met formally once on 13 October 2016.

Activities of the Remuneration Committee during 2016/17

In April 2016, the Chair of the Committee exercised authority delegated by the Committee in March 2016 to note the final outturn delivery against the 2015/16 TfL and business area scorecards and agreed the final performance awards for the most senior employees.

In October 2016, the Committee approved the proposed remuneration for the new post of Director of Major Projects.

During 2016/17, the Remuneration Committee, TfL Board and Executive Committee have been developing a new TfL Scorecard to provide a clear line of sight between the Business Plan, the Budget and how TfL monitors and drives its performance. The purpose of the new scorecard is to:

- Identify objectives required to deliver the Budget and Business Plan over the next the five years
- Identify metrics required to track these

objectives, and assign appropriate targets and weightings to ensure the scorecard is balanced

- Ensure the scorecard is cascaded into individual objectives and other corporate reporting

On 30 March 2017, the TfL Board ratified a new 2017/18 Scorecard. Fourteen objectives have been identified against which TfL has to measure its performance, both through improving outcomes in 2017/18 and enabling future improvements. The scorecard is balanced against four areas (Customer, Safety and Operations, People and Finance), with each area receiving a 25 per cent weighting, reflecting their equal importance to our delivery.

The objectives to measure in the 2017/18 scorecard are in these areas:

Customer

1 We work for our customers

Measured by the percentage of Londoners who agree that TfL cares about its customers

2 Active and inclusive travel

Measured by total public transport journeys and central London cycling trips

3 Reducing impact on air quality, carbon and environment

Measured by annual average NO₂ concentration (from controlled inner roadside detectors)

4 Deliver affordable housing

Measured by the percentage of affordable housing units out to market in the year

5 Creating an accessible public transport system

Measured by the percentage of Rail and Underground journeys that could be completed step-free

Safety and Operations

6 Safe and secure travel

Measured by the reduction in the number of people killed or seriously injured (KSIs) on London's roads, and total injuries – workforce and customer

7 Tackling crowding and ensuring good growth

Measured by available passenger kilometres

8 Improving public transport services

Measured by journey time reliability, excess wait time (buses), average bus speed, excess journey time (London Underground)

9 Deliver critical infrastructure and prepare for the Elizabeth line

Measured by key milestone delivery

People

10 A workforce representative of London

Measured by Workforce Representativeness Index (all employees) and Workforce Representativeness Index (Director/Band 5), Action on Equality

11 A capable, engaged workforce

Measured by the Total Engagement Index (from annual Viewpoint employee survey)

12 A more effective, efficient organisation

Measured by milestone delivery on the Transformation programme and the Transformation survey result

Finance

13 We are financially sustainable

Measured by the net operating surplus

14 We are prudent

Measured by daily closing cash vs target minimum cash, and the average cash balance over the period

Policy

Board remuneration*

As part of the Mayor's work to make TfL more efficient, he has reduced the Board by two members and two advisors, and has restructured payments to all members, reducing the cost of the Board by some £190,000 a year compared with 2015/16.

Board members receive a basic fee of £16,000 per annum, compared with £18,000 last year. Additional fees are paid for each appointment to a committee or panel, up to a maximum total remuneration of £20,000 per annum.

The additional fees are paid at the rate of £1,000 per annum as a member and £2,000 per annum as the Chair of a committee or panel. Members are also entitled to receive free travel on the TfL transport network. No allowances are paid to members.

Any expenses claimed by members, in relation to fulfilling their role as a TfL board member, are published on the board members page of the TfL website, along with details of any gifts or hospitality received.

The remuneration for each member for the year ended 31 March 2017 is shown in appendix 4.

General remuneration

Our general policy is to provide remuneration that attracts, retains and motivates individuals of the right calibre to manage a large, complex organisation. Remuneration packages reflect responsibilities, experience, performance and the market from which we recruit.

The reward structure that has been developed is commensurate with this policy. It includes a base salary and a performance award scheme against the achievement of a range of Customer, Delivery, People and Value targets.

The main objective of the remuneration policy is to ensure that reward is based on performance to drive delivery while ensuring that the overall reward package is affordable.

Executive remuneration

The base pay and the total remuneration of the Commissioner, Managing Directors, General Counsel and Chief Finance Officer is set by the Remuneration Committee, which uses external benchmarking and other comparative information to determine remuneration. This is broken down into the following components:

*Information not subject to audit

Component	Purpose	Operation	Maximum
Base pay	To reflect the individual's role, experience and contribution. Set at a level to attract and retain individuals of the calibre required to lead a business of TfL's size and complexity.	<p>The following factors are taken into account:</p> <ul style="list-style-type: none"> • Remuneration benchmark information from a specific peer group to identify a market median range of base pay which reflects what TfL's Commissioner, Managing Directors, General Counsel and Chief Finance Officer would receive if they were to work in a similar role in another company of similar size, complexity and scope • The scope and responsibility of the role • The individual's skill, experience and performance against targets • Affordability for TfL 	There is no prescribed maximum salary. There will be no increases to base pay (where the accountabilities for the role remain unchanged) for the Commissioner, Managing Directors, General Counsel, Chief Finance Officer and Directors during the Mayor's current term in office.
Performance related pay	To incentivise delivery of stretching one year key performance targets (both individual and collective) as measured through individual performance objectives and business scorecards.	<p>Performance awards consist of three elements:</p> <ol style="list-style-type: none"> i) A component for TfL's overall performance as measured by the TfL scorecard ii) A component for the performance of the business area they lead (eg Surface Transport) as measured by the business area scorecard iii) A component for personal performance. <p>The three elements are combined to arrive at an appropriate award. Awards are paid in the following financial year.</p>	<p>The maximum award for the Commissioner is 50 per cent of base pay.</p> <p>The maximum award for Managing Directors, General Counsel and Chief Finance Officer is 30 per cent of base pay.</p>

Component	Purpose	Operation	Maximum
Benefits	To provide a competitive total reward package that supports attraction, retention and motivation.	<p>The Commissioner, Managing Directors, General Counsel and Chief Finance Officer receive the same core benefits as all other TfL employees. The only enhancements are full family cover for private medical benefit and an annual health assessment (which is available to all TfL Directors).</p> <p>Membership of the TfL Pension Fund, a 'defined benefit' scheme which provides for a pension payable from age 65, based on 1/60th of pensionable salary for each year of service or, if invited and eligible, similar benefits provided on an unfunded basis.</p> <p>Some legacy arrangements apply for certain employees whereby an employer contribution of 10 per cent of salary is paid to either a defined contribution arrangement or as cash supplement at a discounted amount.</p>	<p>Pensionable salary is capped at £154,200 from 6 April 2017 for members who joined after 31 May 1989.</p>

The remuneration received by the Commissioner, Managing Directors, General Counsel and Chief Finance Officer for 2016/17 are shown on pages 88-89.

Performance related pay

The TfL Group scorecard below shows the performance targets for 2016/17, aligned to the TfL 2016/17 Budget. The table shows the measures used to determine any performance related pay.

Indicator	Unit of measure	2016/17 Weighting	2016/17 Target
Customer		22.50%	
London Buses - customer satisfaction	score	7.50%	86
London Underground - overall customer satisfaction	score	7.50%	85
TfL Road Network - customer satisfaction	score	5.00%	70
TfL Rail customer satisfaction	score	1.25%	83
London Overground customer satisfaction	score	1.25%	84
Delivery		47.50%	
Reduction in the number of people killed or seriously injured on London's roads	% reduction (2005-09 baseline)	5.00%	43.9%
Recorded crime: London Underground (LU)/DLR	crimes per million passenger journeys	5.00%	6.8
Reduction on reportable injuries per million hours on LU and Rail Infrastructure	Injuries per million hours		
a) Passengers		1.25%	0.16
b) Employees		1.25%	2.16
London Buses: excess wait time	minutes	5.00%	1.1
London Underground: total lost customer hours	millions of hours	5.00%	17.9
TLRN: journey time reliability	%	5.00%	88.3%
DLR: departures	%	1.00%	99.1%
TfL Rail public performance measure	%	0.75%	94.0%
London Overground public performance measure	%	0.75%	94.5%
Budget milestones achieved	%	12.50%	90%
Action on Equality (Single Equality Scheme in 2015/16)	%	5.00%	90%

Indicator	Unit of measure	2016/17 Weighting	2016/17 Target
People		15.00%	
Total engagement	%	15.00%	61%
Value		15.00%	
Cost less	cost per passenger journey	5.00%	£1.54
Generate more income	% increase in other operating income	5.00%	5.8%
Be more affordable	fare income as % of direct operating costs	5.00%	75%
Total Result*		100.00%	

* Any performance related pay on the basis of 2016/17 results would be payable in 2017/18

Severance policy

Most employees who leave owing to redundancy do so under TfL's voluntary severance arrangements.

Voluntary severance terms for employees may include, dependent on circumstances, some or all of the following:

- A number of weeks of pay based on length of service, age and weekly pay
- Notice period that an employee may work or receive as a payment in lieu of notice
- Outplacement support or an equivalent cash payment
- Enhanced pension provision

There are minimum service requirements for some of these terms and some elements vary if employees volunteer to leave early during organisational change.

There are also some variations to these terms which have been agreed as local arrangements for the small number of employees who are members of the Local Government and Principal Civil Service Pension Schemes.

Other severance arrangements

In non-redundancy situations, TfL may enter into severance arrangements where to do so is in the interests of the organisation and represents value for money. All such arrangements are considered on a case by case basis.

Remuneration

Benchmarking of Senior Executive's pay

The Remuneration Committee uses data from remuneration consultants New Bridge Street, a division of Aon Hewitt, to benchmark the remuneration for the Commissioner, Managing Directors, General Counsel and Chief Finance Officer against a peer group of comparable companies from transport, infrastructure and public services sectors with which we compete for senior employees.

The Committee uses two primary pay comparator groups. The benchmark is calculated on the basis of a 60:40 split between a Listed Companies Group, consisting of a bespoke selection of large transport and infrastructure companies and a Publicly Accountable Group, consisting of a bespoke selection of companies accountable to the UK public, owned or overseen by the government.

Listed Companies Group

- National Grid
- BT Group
- SSE
- Centrica
- International Consolidated Airlines Group
- Capita
- EasyJet
- United Utilities
- Bunzl
- Severn Trent
- Royal Mail
- Pennon Group
- Amec Foster Wheeler
- Stagecoach Group
- Thomas Cook Group
- Balfour Beatty
- Carillion
- National Express Group

- FirstGroup
- Go-Ahead Group
- Serco Group

Publicly Accountable Group

- BBC
- Manchester Airport Group
- NATS
- Network Rail
- Nuclear Decommissioning Authority
- Post Office

To enable a like-for-like comparison with the peer group, we have adjusted the remuneration of our senior executives to align it with the definitions provided by New Bridge Street.

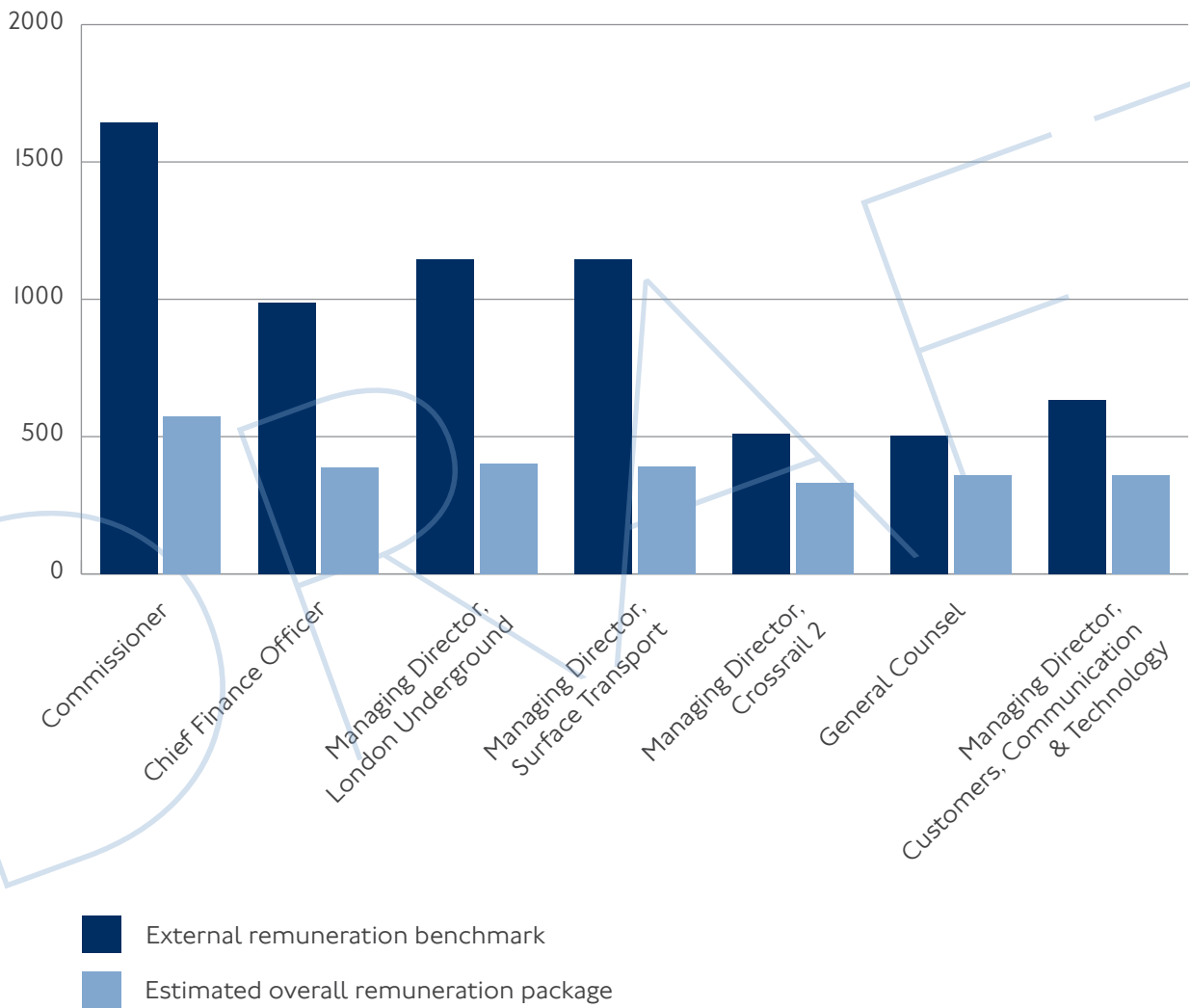
Estimated overall remuneration for each role has been calculated to include the base salary and estimates for performance related pay and pension provision.

Performance related pay has been based on the average level of performance over recent years and the value of the pension provision is based on standard actuarial assumptions.

The value of the estimated overall remuneration package will therefore be different to the actual remuneration paid.

Research has shown that the base salaries and comparable remuneration for the Commissioner, Managing Directors, General Counsel and Chief Finance Officer are significantly below the market level; total estimated overall remuneration is between 35 per cent and 71 per cent of market benchmark levels as shown in the following chart.

Benchmarking of remuneration for Commissioner, Managing Directors, General Counsel and Chief Finance Officer (£000s)



Comparison of senior executive pay to rest of TfL

The base salary of the Commissioner in 2016/17 was £355,944. This compares with the median base salary of £47,230 and the lowest base salary (excluding apprentices) of £19,490. The ratio between the

Commissioner's salary and median base salary is 7.5 to 1 and the ratio to the lowest base salary is 18.3 to 1.

The following table shows how total remuneration is split between employees by grade.

	% of total remuneration
Commissioner, Managing Directors, General Counsel & Chief Finance Officer	0.2
Directors	0.8
General managers	2.2
All other TfL employees	96.8

Note: employees' remuneration is consistent with the definition on pages 75 and 76 and includes salaries, fees, performance related pay, benefits in kind, lump sums and termination payments. It excludes employer pension contributions and employer national insurance contributions paid, and is based on remuneration received by employees during the relevant year.

Summary of employee information

For the first time in five years, the average number of employees has fallen. The average headcount (permanent and fixed-term contract) has reduced by 370 (one per cent) since last year. Headcount, excluding Crossrail, reduced from 30,230 on 31 March 2016 to 28,386 on 31 March 2017.

Remuneration costs, which include base salary, national insurance, pension contributions and severance pay, increased by one per cent on last year.

Headcount management has helped maintain remuneration costs at a similar level despite inflation linked pay increases for some employees and increased severance payments.

TfL's median cash earnings have increased by four per cent from £49,688 to £51,832. The ratio of Commissioner's cash earnings to the pan-TfL median earnings is 9.9:1.

Year	Average headcount (I)	Total remuneration costs £m (I)
2012/13	25,161	1,578.3
2013/14	25,294	1,737.9
2014/15	26,090	1,803.6
2015/16	27,501	1,942.0
2016/17	27,131	1,963.9

(I) From statutory accounts

Note: average headcount and total remuneration costs include permanent, and fixed-term contract (FTC). Group employee costs and average employee numbers for 2012/13-2014/15 have been restated to exclude the costs of British Transport Police Authority staff and officers working on the London Underground. Costs of these individuals have been reclassified as non-employee costs within other service expenditure.

Other employees' remuneration (including Crossrail)

We publish the remuneration of all employees, including those working in our subsidiaries, whose total remuneration was more than £50,000 over the course of the financial year, grouped in rising bands of £5,000. In the prior year, this information was published in Note 5 of TfL 2015/16 Statement of Accounts, but it is now included as Appendix I of this report.

The impact of the transfer of employees into and out of the Corporation* from subsidiaries can cause distortion for year-on-year comparison purposes. An additional voluntary disclosure for the Group** is therefore provided that shows the combined employee bands for TfL and its subsidiaries (Appendix I of this report).

The remuneration disclosure is also affected by the Crossrail project. The number of employees of Crossrail Limited receiving total remuneration of £50,000 or more increased from 297 in 2015/16 to 304 in 2016/17. The corresponding figures for those receiving total remuneration of more than £100,000 per year increased from 56 in 2015/16 to 61 in 2016/17.

Employees with a base salary of more than £100,000 per year

Over the past year we have successfully reduced management layers with a number of employees leaving through a Senior Manager Exit programme.

* The Corporation is made up of London Streets, Taxi and Private Hire, and the corporate centre which, for legal and accounting purposes, constitutes TfL

** The TfL Group is made up of the Corporation and its subsidiaries and associated undertakings

Year	Number of TfL employees earning a base salary over £100,000 per year as at 31 March
2012/13	145
2013/14	153
2014/15	160
2015/16	188
2016/17	153

As at 31 March 2017, the number of people earning a base salary of more than £100,000 per year is 153. This is 35 fewer people (19 per cent) than 31 March 2016.

We have also successfully reduced our reliance on agency staff. As at 31 March 2017 there were 267 non-permanent labour/contractors earning more than £100,000 per year. This compares with 517 in June 2016, which was the date that TfL started to analyse this information as part of the new Mayor's commitment of reducing reliance on agency staff.

Employees with a total remuneration of more than £100,000 per year

The number of TfL staff (excluding Crossrail) who received total remuneration of more than £100,000 per year, including severance payments and overtime, was 515 in 2016/17 compared with 402 in 2015/16.

This includes 189 people who earned a total remuneration of more than £100,000 during the course of the financial year and had a base salary of £100,000 or more per year. Thirty-nine have now left TfL, 31

of them under the Senior Management Exit programme.

A total of 122 people (compared with 70 in 2015/16) who were on a base salary of less than £100,000 per year, received a one-off voluntary severance payment that took their total remuneration above this threshold.

This number includes one-off voluntary severance payments made as part of the reorganisation of customer service at London Underground stations.

Overtime was worked by specialist engineers and highly skilled project employees, 88 of whom earn a base salary of less than £100,000 per year, but the overtime they earned took their total remuneration above the threshold. Many of these people are specialist engineers working overnight and at weekends on major projects, such as installing new signalling on the Metropolitan, Hammersmith & City, District and Circle lines.

The number of Crossrail employees who received total remuneration of more than £100,000 per year was 61 in 2016/17 compared with 56 in 2015/16. The number of Crossrail employees on a base salary of more than £100,000 per year has remained at 47 for 2016/17. Fourteen employees who received a base salary of less than £100,000 per year, either received allowances or performance related pay, which took their total remuneration above the threshold. This compares with nine people in 2015/16.

Appendices

I: number of employees who received total remuneration of more than £50,000*

Employees' remuneration

Employees' remuneration, which includes their salaries, fees, performance related pay, benefits in kind, lump sums and termination payments, but excludes pension contributions paid by the employer, fell within the following bands:

*Information subject to audit

	Group 2017 number**	Group 2016 number	Corporation 2017 number***	Corporation 2016 number
50,000 – 54,999	5,466	4,260	499	478
55,000 – 59,999	2,540	2,231	413	405
60,000 – 64,999	1,839	1,647	304	319
65,000 – 69,999	1,352	1,164	253	248
70,000 – 74,999	1,036	812	206	231
75,000 – 79,999	729	613	161	148
80,000 – 84,999	494	404	92	86
85,000 – 89,999	378	239	64	63
90,000 – 94,999	234	178	46	37
95,000 – 99,999	167	140	34	37
100,000 – 104,999	135	85	28	28
105,000 – 109,999	92	69	21	19
110,000 – 114,999	69	59	17	23
115,000 – 119,999	52	49	9	10
120,000 – 124,999	31	31	13	6
125,000 – 129,999	18	25	4	7
130,000 – 134,999	26	18	8	5
135,000 – 139,999	11	10	2	2

	Group 2017 number**	Group 2016 number	Corporation 2017 number***	Corporation 2016 number
140,000 – 144,999	9	15	4	4
145,000 – 149,999	9	7	2	1
150,000 – 154,999	4	5	1	4
155,000 – 159,999	6	10	1	4
160,000 – 164,999	6	7	3	4
165,000 – 169,999	7	7	5	2
170,000 – 174,999	3	2	2	-
175,000 – 179,999	9	4	6	1
180,000 – 184,999	5	4	3	1
185,000 – 189,999	5	1	1	1
190,000 – 194,999	4	1	2	-
195,000 – 199,999	3	3	1	2
200,000 – 204,999	2	7	-	2
205,000 – 209,999	1	3	1	3
210,000 – 214,999	3	4	1	3
215,000 – 219,999	6	2	4	-
220,000 – 224,999	6	3	3	3
225,000 – 229,999	3	5	2	1

** The Corporation is made up of London Streets, Taxi and Private Hire, and the corporate centre which, for legal and accounting purposes, constitutes TfL

*** The TfL Group is made up of the Corporation and its subsidiaries and associated undertakings

	Group 2017 number**	Group 2016 number	Corporation 2017 number***	Corporation 2016 number
230,000 – 234,999	1	1	1	1
235,000 – 239,999	5	-	2	-
240,000 – 244,999	7	1	2	1
245,000 – 249,999	1	1	1	-
250,000 – 254,999	3	4	1	1
255,000 – 259,999	2	2	1	-
260,000 – 264,999	4	1	1	-
270,000 – 274,999	4	-	-	-
275,000 – 279,999	3	1	1	-
280,000 – 284,999	1	1	-	-
285,000 – 289,999	2	-	2	-
290,000 – 294,999	2	-	-	-
295,000 – 299,999	1	-	1	-
300,000 – 304,999	1	3	-	1
305,000 – 309,999	3	-	3	-
320,000 – 324,999	1	2	-	2
335,000 – 339,999	-	1	-	1
340,000 – 344,999	1	-	1	-
345,000 – 349,999	-	1	-	1
350,000 – 354,999	1	-	-	-
370,000 – 374,999	1	-	-	-
375,000 – 379,999	2	-	2	-

** The Corporation is made up of London Streets, Taxi and Private Hire, and the corporate centre which, for legal and accounting purposes, constitutes TfL

*** The TfL Group is made up of the Corporation and its subsidiaries and associated undertakings

	Group 2017 number**	Group 2016 number	Corporation 2017 number***	Corporation 2016 number
390,000 – 394,999	-	1	-	-
410,000 – 414,999	1	-	-	-
435,000 – 439,999	-	1	-	1
470,000 – 474,999	1	-	-	-
490,000 – 494,999	1	-	-	-
510,000 – 514,999	1	-	1	-
775,000 – 779,999	-	1	-	-
945,000 – 949,999	1	-	-	-
Total	14,811	12,146	2,236	2,197

Remuneration for senior employees

The Accounts and Audit Regulations 2015 require disclosure of individual remuneration details for senior employees with a base salary of £150,000 or more, calculated on a full-time equivalent basis for those working part-time.

Disclosure is made for each financial year under various categories, and set out in the tables from page 88.

Employer's pension contributions include the contribution in respect of future benefit accrual. Member contributions are payable by employees at a fixed rate of five per cent of pensionable salary.

Salary, fees and allowances are disclosed on an earned basis. Although performance related pay is reported on a cash paid basis, it may not be determined for many months after the end of the relevant year. The same statutory disclosure can be found within Note 5 of the 2015/16 Statement of Accounts.

Appendices

2: named employees receiving a base annual salary in excess of £150,000 at 31 March 2017*

*Information subject to audit

	Notes	Salary (including fees and allowances) 2016/17 £	Performance related pay for 2015/16 paid in year 2016/17** £	Compensation for loss of employment 2016/17 £
TfL employees including subsidiary companies but excluding Crossrail				
Mike Brown, Commissioner	a	* 373,051	139,600	-
Howard Carter, General Counsel	b	* 255,208	63,249	-
Leon Daniels, Managing Director, Surface Transport	c	270,264	70,831	-
Michèle Dix, Managing Director, Crossrail 2	d	* 169,056	46,464	-
Vernon Everitt, Managing Director, Customers, Communication & Technology	e	244,016	63,860	-
Ian Nunn, Chief Finance Officer	f	271,095	37,583	-
Mark Wild, Managing Director, London Underground	g	214,726	-	-
Alex Williams, Interim Managing Director of Planning	h	164,305	19,880	-
Derek Baillie, Project Manager, Property Development	i	84,326	-	-
Justin Brand, Commercial Revenue Director	j	150,000	43,571	-
Andrea Clarke, TfL Legal Director	k	148,832	29,770	-
Jean Cockerill, Human Resources Director - London Underground Operations		156,897	27,930	-
Tanya Coff, Divisional Finance Director, London Underground	l	156,335	16,937	-
Graeme Craig, Director of Commercial Development		185,000	29,000	-
Garrett Emmerson, Chief Operating Officer, Surface Transport	m	* 190,539	36,000	-

Benefits in kind 2016/17 £	Total remuneration excluding pension contributions 2016/17 £	Employer's contribution to pension 2016/17^ £	Salary (including fees and allowances) 2015/16 £	Performance related pay for 2014/15 paid in year 2015/16*** £	Total remuneration excluding pension contributions 2015/16**** £
2,050	514,701	-	* 356,409	79,957	438,147
2,050	320,507	-	* 257,814	63,486	323,081
2,050	343,145	-	273,760	73,886	349,427
2,050	217,570	-	173,086	35,904	210,760
2,050	309,926	-	233,657	65,500	300,938
2,049	310,727	-	137,693	-	138,505
1,248	215,974	30,045	-	-	-
-	184,185	34,277	140,059	16,639	156,698
-	84,326	-	22,518	-	22,518
721	194,292	36,832	107,787	-	108,244
1,600	180,202	36,683	148,832	29,000	179,221
721	185,548	36,570	148,519	19,600	168,745
721	173,993	35,533	141,143	14,459	156,228
1,600	215,600	38,474	175,000	25,000	201,389
721	227,260	-	* 193,686	33,298	227,610

	Notes	Salary (including fees and allowances) 2016/17 £	Performance related pay for 2015/16 paid in year 2016/17** £	Compensation for loss of employment 2016/17 £
Stephen Field, Director of Pensions and Reward	n	* 190,873	34,400	-
Lester Hampson, Property Development Director	o	177,341	42,579	-
Stuart Harvey, Sub-Surface Programme Director		* 235,860	43,000	-
David Hughes, Director of Strategy & Service Development	p	177,979	26,680	-
Simon Kilonback, Corporate Finance Director		* 208,401	33,430	-
Chris Macleod, Marketing Director		* 205,618	32,000	-
Peter McNaught, Operations Director, Bakerloo, Central & Victoria lines	q	162,596	27,680	-
Andrew Pollins, Transformation Director	r	231,961	24,820	-
Gareth Powell, Director of TfL Strategy and Contracted Services	s	* 251,546	34,410	-
Paul Thomas, Head of Engineering, New Tube for London	t	171,806	10,591	-
Shashi Verma, Chief Technology Officer and Director of Customer Experience		205,398	37,000	-
Steve White, Operations Director, Sub-Surface lines		* 210,334	59,880	-
Brian Woodhead, Operations Director, Jubilee, Northern & Piccadilly lines		* 166,703	-	-
Patricia Wright, Human Resources Director	u	* 236,381	39,000	-
David Wylie, Chief Procurement Officer		27,730	-	-

Benefits in kind 2016/17 £	Total remuneration excluding pension contributions 2016/17 £	Employer's contribution to pension 2016/17^ £	Salary (including fees and allowances) 2015/16 £	Performance related pay for 2014/15 paid in year 2015/16*** £	Total remuneration excluding pension contributions 2015/16**** £
1,600	226,874	-	* 189,988	30,970	222,347
1,600	221,520	38,474	66,335	-	66,867
1,600	280,460	-	210,092	52,000	263,481
1,600	206,259	35,870	145,251	23,000	169,640
1,600	243,431	-	179,185	25,000	205,574
-	237,618	-	* 173,547	31,014	204,561
1,600	191,876	37,153	148,679	24,682	174,750
1,600	258,381	38,474	* 183,645	22,820	207,854
1,600	287,556	22,556	*200,606	33,300	235,295
1,850	184,247	38,474	171,324	32,000	204,713
721	243,119	38,474	* 192,872	36,000	229,498
1,600	271,814	-	210,082	46,465	257,936
1,165	167,868	-	-	-	-
721	276,102	-	* 207,826	32,375	240,827
259	27,990	6,220	-	-	-

	Notes	Salary (including fees and allowances) 2016/17 £	Performance related pay for 2015/16 paid in year 2016/17** £	Compensation for loss of employment 2016/17 £
Crossrail employees				
Sir Terry Morgan, Non-Executive Chairman	v	250,000	-	-
Andrew Wolstenholme, Chief Executive		463,336	481,460	-
Jeremy Bates, Head of Integration		156,199	14,500	-
Chris Binns, Chief Engineer	w	165,456	12,142	-
Mathew Duncan, Finance Director	x	241,694	27,077	-
Mark Fell, Legal Services Director and Company Secretary		174,625	84,405	-
Paul Grammer, Commercial Director		233,015	27,149	-
Ian Lindsay, Land & Property Director		205,286	28,421	-
Richard Palczynski, Programme Controls Director	y	157,350	9,886	-
Duncan Pickard, Stations Delivery Director		174,423	25,452	-
Chris Sexton, Technical Director		216,499	39,900	-
Howard Smith, Director of Operations	z	* 183,303	29,930	-
Valerie Todd, Talent & Resources Director	aa	* 249,064	41,076	-
Matthew White, Surface Director		151,406	24,000	-
Simon Wright, Programme Director		322,831	169,471	-

Benefits in kind 2016/17 £	Total remuneration excluding pension contributions 2016/17 £	Employer's contribution to pension 2016/17^ £	Salary (including fees and allowances) 2015/16 £	Performance related pay for 2014/15 paid in year 2015/16*** £	Total remuneration excluding pension contributions 2015/16**** £
1,600	251,600	-	250,000	-	251,400
1,600	946,396	29,532	521,150	252,950	775,500
1,600	172,299	27,879	145,000	13,464	159,864
1,600	179,198	16,360	121,542	-	122,605
1,600	270,371	-	107,718	-	108,394
1,600	260,630	18,438	162,553	40,735	204,688
1,600	261,764	-	211,575	12,531	225,506
1,600	235,307	4,899	177,453	31,657	210,510
721	167,957	15,688	126,936	-	127,440
-	199,875	17,742	170,195	8,920	179,115
1,600	257,999	29,532	210,052	36,238	247,690
1,600	214,833	-	* 185,644	94,500	281,533
2,050	292,190	3,158	221,625	52,809	276,215
1,600	177,006	28,867	147,140	20,784	169,324
1,600	493,902	-	289,101	99,680	390,181

	Notes	Salary (including fees and allowances) 2016/17 £	Performance related pay for 2015/16 paid in year 2016/17** £	Compensation for loss of employment 2016/17 £
Former employees				
Nick Brown, Managing Director, Rail and Underground	ab	* 106,849	64,563	-
Miles Ashley, Programme Director – Construction, Rail and Underground	ac	75,936	20,250	168,122
Sarah Atkins, Commercial Director, Rail & Underground	ad	* 83,259	24,800	270,247
Richard De Cani, Managing Director, Planning	ae	15,193	32,900	2,911
Michael Flynn, New Tube for London Programme Director	af	116,235	15,000	920
Steve Griffiths, Chief Operating Officer, London Underground	ag	272,803	97,396	233,235
Steve Jackson, Director of Commercial	ah	262,810	-	22,423
Nicholas Leach, IM Chief Operating Officer	ai	415	-	9,199
George McNulty, Programme Director – Infrastructure	aj	97,058	27,750	349,228
Andrew Quincey, Director of Commercial	ak	* 8,001	25,760	191,931
Michael Strzelecki, Director of Business Transformation	al	80,219	21,760	100,733
Steve Townsend, Chief Information Officer	am	99,324	44,000	231,388
David Waboso, Director of Capital Programmes, London Underground	an	59,560	36,250	-
Martin Buck, Transition and Strategy Director, Crossrail	ao	45,238	121,988	76,036
Robert Flanagan, Finance Operations Director, Crossrail	ap	53,332	23,912	85,457

Benefits in kind 2016/17 £	Total remuneration excluding pension contributions 2016/17 £	Employer's contribution to pension 2016/17^ £	Salary (including fees and allowances) 2015/16 £	Performance related pay for 2014/15 paid in year 2015/16*** £	Total remuneration excluding pension contributions 2015/16**** £
-	171,412	-	* 314,880	9,069	323,949
796	265,104	18,467	153,535	21,000	175,924
796	379,102	-	* 187,362	25,600	214,351
119	51,122	3,053	* 191,416	32,375	225,180
932	133,087	22,556	178,426	23,200	203,015
1,600	605,033	38,474	247,747	-	249,025
-	285,233	-	-	-	-
-	9,614	101	62,916	-	63,494
1,169	475,205	22,155	153,008	20,000	174,397
57	225,749	-	* 176,156	25,000	202,545
796	203,508	-	160,000	20,000	181,389
857	375,569	20,764	175,598	20,000	196,987
365	96,175	8,957	258,582	-	259,971
180	243,441	7,349	153,090	149,753	303,474
535	163,235	9,813	159,081	22,097	182,578

	Notes	Salary (including fees and allowances) 2016/17 £	Performance related pay for 2015/16 paid in year 2016/17** £	Compensation for loss of employment 2016/17 £
Steve Hails, Health & Safety Director, Crossrail	aq	35,419	29,591	8,890
Andrew Turner, IT Director, Crossrail	ar	126,256	12,000	78,833
Mark Warren, Head of Performance, Crossrail	as	7,890	27,472	52,692

* salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan. The allowance is paid at the rate of the supplementary scheme pension scheme contribution foregone, discounted by the employer rate of National Insurance in order to ensure no additional employer cost is incurred. It also includes an allowance available to employees on fixed term contracts who choose to join a defined contribution scheme rather than the TfL Pension Fund

** refers to 2015/16 performance related pay awards

*** refers to 2014/15 performance related pay awards

**** total remuneration for 2015/16 also includes benefits in kind as reported in last year's Statement of Accounts

^ a number of senior employees opted out of the TfL Pension Fund during 2015/16. They are instead accruing equivalent benefits under an unfunded defined benefit pension scheme

a salary sacrificed for pension of £7,504 (2015/16 £5,154)

b salary sacrificed for childcare vouchers of £nil (2015/16 £352) and pension of £7,506 (2015/16 £5,155)

c salary sacrificed for pension of £7,504 (2015/16 £4,008)

d salary sacrificed for pension of £22,000 (2015/16 £9,167). Paid for providing services four days per week

e salary sacrificed for pension of £7,504 (2015/16 £2,863)

f entered service I September 2015. Salary sacrificed for pension of £7,504 (2015/16 £4,438)

g entered service 20 June 2016

h appointed as interim Managing Director of Planning 16 May 2016

i entered service II January 2016. Paid for providing services three days per week and 1.5 days since 27 November 2016

j entered service 13 July 2015

k paid for providing services four and a half days per week

l appointed as Divisional Finance Director, London Underground 5 September 2016

m salary sacrificed for pension of £7,504 (2015/16 £5,154)

n salary sacrificed for pension of £7,504 (2015/16 £5,154)

Benefits in kind 2016/17 £	Total remuneration excluding pension contributions 2016/17 £	Employer's contribution to pension 2016/17^ £	Salary (including fees and allowances) 2015/16 £	Performance related pay for 2014/15 paid in year 2015/16*** £	Total remuneration excluding pension contributions 2015/16**** £
290	74,190	4,881	196,785	31,251	229,436
1,600	218,688	-	161,022	7,336	169,758
66	88,121	673	164,279	9,017	174,696

- o entered service 16 November 2015
- p salary sacrificed for childcare vouchers of £1,456 (2015/16 £232)
- q salary sacrificed for childcare vouchers of £nil (2015/16 £1,456)
- r changed role in year, formerly Director of Finance, Rail & Underground
- s changed role in year, formerly Chief Operating Officer, London Rail
- t salary sacrificed for Cycle to Work scheme of £538 (2015/16 £1,000)
- u salary sacrificed for pension of £7,504 (2015/16 £4,581)
- v paid for providing services three days per week
- w entered service 29 June 2015
- x entered service 8 October 2015
- y entered service 15 June 2015
- z salary sacrificed for pension of £7,504 (2015/16 £5,154)
- aa employed by TfL but on secondment to Crossrail since January 2009
- ab left service 26 April 2016
- ac left service 30 September 2016
- ad left service 30 September 2016. Salary sacrificed for pension of £3,752 (2015/16 £2,863)
- ae left service 29 April 2016
- af left service 31 October 2016
- ag left service 31 March 2017, entered service 5 May 2015. Compensation for loss of employment payment made in April 2017
- ah left service 24 February 2017, entered service 18 April 2016
- ai left service 1 April 2016, entered service 1 November 2015
- aj left service 28 October 2016. Salary sacrificed for Cycle to Work scheme of £605 (2015/16 £794)
- ak left service 15 April 2016
- al left service 30 September 2016
- am left service 14 October 2016
- an left service 24 June 2016. Performance related pay of £nil sacrificed to pension fund (2015/16 £33,406)
- ao left service 30 June 2016
- ap left service 31 July 2016. Salary sacrificed for childcare vouchers of £440 (2015/16 £1,320)
- aq left service 5 June 2016
- ar left service 31 December 2016. Paid for providing services four days per week
- as left service 15 April 2016

Severance payments

We have also published the number and cost of compulsory and voluntary severance termination packages agreed during the year. This is fully in line with the Code. Our policy on severance is found on page 78.

Termination payments disclosed in the tables below include Crossrail, and are reported on a cash paid basis to provide certainty on the amounts reported, and include pension contributions in respect of added years, ex-gratia payments and other related costs.

£	Group 2017 number	Group 2017 £m	Corporation 2017 number	Corporation 2017 £m
Non-compulsory exit packages				
0-20,000	112	1.4	2	-
20,001-40,000	152	4.8	2	0.1
40,001-60,000	231	11.3	7	0.4
60,001-80,000	160	11.3	4	0.3
80,001-100,000	122	10.7	2	0.2
100,001-150,000	36	4.2	10	1.3
150,001-200,000	21	3.8	9	1.6
200,001-250,000	6	1.3	2	0.5
250,001-300,000	3	0.8	1	0.3
300,001-350,000	3	1.0	-	-
350,000-400,000	1	0.4	1	0.4
400,001-450,000	-	-	-	-
Total non-compulsory exit packages	847	51.0	40	5.1
Compulsory exit packages				
0-20,000	1	-	-	-
20,001-40,000	-	-	-	-
40,001-60,000	-	-	-	-
Total	848	51.0	40	5.1

£	Group 2016 number	Group 2016 £m	Corporation 2016 number	Corporation 2016 £m
Non-compulsory exit packages				
0-20,000	30	0.3	4	-
20,001-40,000	53	1.6	12	0.4
40,001-60,000	53	2.7	2	0.1
60,001-80,000	35	2.4	1	0.1
80,001-100,000	18	1.6	1	0.1
100,001-150,000	14	1.6	1	0.1
150,001-200,000	1	0.2	-	-
200,001-250,000	4	0.9	2	0.5
250,001-300,000	2	0.5	1	0.3
300,001-350,000	-	-	-	-
350,000-400,000	-	-	-	-
400,001-450,000	1	0.4	1	0.4
Total non-compulsory exit packages	211	12.2	25	2.0
Compulsory exit packages				
0-20,000	3	-	-	-
20,001-40,000	-	-	-	-
40,001-60,000	1	0.1	1	0.1
Total	215	12.3	26	2.1

Appendices

3: representation of equalities groups at different pay levels as at 31 March 2017**

*Excluding Crossrail and TfL apprentices **Information not subject to audit

	<£20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000	
	No	%	No	%	No	%	No	%
Ethnicity								
Asian or Asian British	7	21	168	9	719	10	440	9
Black or Black British	3	9	245	13	1,208	17	652	13
White	21	62	742	39	2,829	39	2,913	57
Dual heritage	1	3	42	2	168	2	76	1
Other ethnic group	-	-	33	2	113	2	111	2
Not stated	2	5	658	35	2,182	30	944	18
Total	34	100	1,888	100	7,219	100	5,136	100
Gender								
Female	9	26	745	40	2,450	34	1,167	23
Male	25	74	1,140	60	4,765	66	3,968	77
Transgendered Woman	-	-	3	-	2	-	-	-
-T-ransgendered Man	-	-	-	-	2	-	1	-
Gender Neutral	-	-	-	-	-	-	-	-
Total	34	100	1,888	100	7,219	100	5,136	100
Disabled / Not disabled								
Disabled	-	-	49	2	156	2	74	1
Not disabled	33	97	937	50	3,350	46	2,054	40
Not stated	1	3	902	48	3,713	52	3,008	59
Total	34	100	1,888	100	7,219	100	5,136	100

£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		>£100,000	
No	%	No	%	No	%	No	%	No	%	No	%
834	10	196	8	70	8	10	3	3	2	5	3
1215	14	238	9	42	5	9	3	3	2	1	1
4,852	56	1,647	66	641	70	226	72	91	71	113	74
119	1	35	1	10	1	3	1	-	-	2	1
157	2	42	2	12	1	4	1	6	5	-	-
1,439	17	364	14	141	15	63	20	25	20	32	21
8,616	100	2,522	100	916	100	315	100	128	100	153	100
1314	15	373	15	148	16	54	17	27	21	32	21
7,296	85	2,149	85	768	84	261	83	101	79	121	79
2	-	-	-	-	-	-	-	-	-	-	-
3	-	-	-	-	-	-	-	-	-	-	-
1	-	-	-	-	-	-	-	-	-	-	-
8,616	100	2,522	100	916	100	315	100	128	100	153	100
145	1	56	2	16	2	4	1	3	2	1	1
3,751	44	1,007	40	433	47	131	42	66	52	92	60
4,720	55	1,459	58	467	51	180	57	59	46	60	39
8,616	100	2,522	100	916	100	315	100	128	100	153	100

Appendices

4: Board Remuneration*

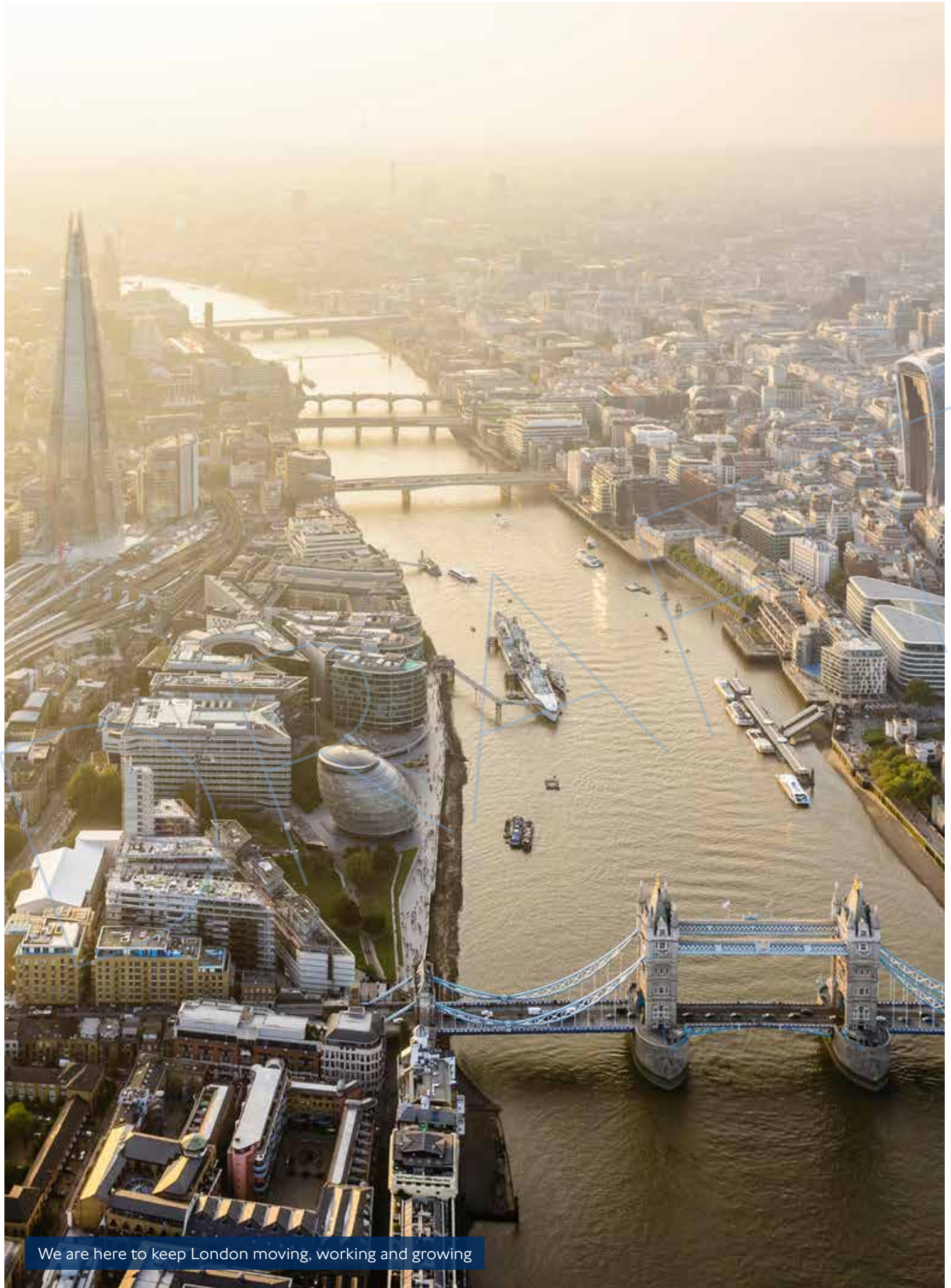
*Information not subject to audit

	For the year ended 31/03/17 £
Current Board Member	
Sadiq Khan	Not remunerated by TfL
Valerie Shawcross CBE	Not remunerated by TfL
Kay Carberry CBE	10,076
Greg Clark CBE	10,939
Baroness Tanni Grey-Thompson DBE**	21,121
Bronwen Handyside	8,500
Ron Kalifa	11,227
Michael Liebreich**	20,273
Dr Alice Maynard CBE	10,364
Anne McMeel	11,515
Dr Mee Ling Ng OBE	11,515
Dr Nelson Ogunshakin OBE	10,939
Dr Nina Skorupska CBE	10,939
Dr Lynn Sloman	10,939
Ben Story	10,652

**Remuneration was paid at a higher rate until 5 September 2016 when the new arrangements for Board remuneration were introduced.

	For the year ended 31/03/17 £	Date left service
Members who have left during the year		
Boris Johnson	Not remunerated by TfL	5 May 2016
Peter Anderson	5,182	19 June 2016
Sir John Armitt CBE	10,273	4 September 2016
Sir Brendan Barber	9,417	4 September 2016
Richard Barnes	5,182	19 June 2016
Charles Belcher	5,182	19 June 2016
Roger Burnley	4,318	19 June 2016
Brian Cooke	5,182	19 June 2016
Angela Knight CBE	8,561	4 September 2016
Eva Lindholm	8,561	4 September 2016
Daniel Moylan***	15,910	12 May 2016
Bob Oddy	4,750	19 June 2016
Keith Williams	10,273	4 September 2016
Steve Wright MBE	5,182	19 June 2016

***This is the total remuneration received from TfL in 2016/17 which comprised £2,827 as a Member of TfL and £2,356 for additional consultancy fees until 13 May 2016. It also includes £10,726 as Interim Chairman of Crossrail 2 Limited which continued until 26 June 2016



We are here to keep London moving, working and growing

Executive Committee

2016/17



Mike Brown MVO
Commissioner



Mark Wild
Managing Director
London Underground



Howard Carter
General Counsel



Leon Daniels
Managing Director
Surface Transport



Michèle Dix CBE
Managing Director
Crossrail 2



Vernon Everitt
Managing Director
Customers, Communication
& Technology



Graeme Craig
Director of Commercial
Development



Ian Nunn
Chief Finance Officer



Andrew Pollins
Transformation Director



Alex Williams
Director of City Planning



Gareth Powell
Director of TfL Strategy and
Contracted Services



Tricia Wright
Human Resources Director

Members of TfL

2016/17



Sadiq Khan
Chair



Valerie Shawcross CBE
Deputy Chair



Kay Carberry CBE



**Professor
Greg Clark CBE**



**Baroness
Grey-Thompson DBE**



Bronwen Handyside



Ron Kalifa



Michael Liebreich



Dr Alice Maynard CBE



Anne McMeel



Dr Mee Ling Ng OBE



Dr Nelson Ogunshakin OBE



Dr Nina Skorupska CBE



Dr Lynn Sloman



Ben Story



Directors of Crossrail

2016/17



Sir Terry Morgan CBE
Chairman



Matthew Duncan



Michael Cassidy CBE



Robert Jennings CBE



Pamela Alexander OBE



Mark Wild



Andrew Wolstenholme OBE



Simon Wright OBE



Terry Hill CBE



Phil Gaffney



The Elizabeth line is expected to carry more than half a million passengers every day

Membership of TfL committees and panels

Members of TfL

Sadiq Khan – Chair
Valerie Shawcross CBE – Deputy Chair
Kay Carberry CBE
Prof Greg Clark CBE
Baroness Grey-Thompson DBE
Bronwen Handyside
Ron Kalifa
Michael Liebreich
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Dr Nina Skorupska CBE
Dr Lynn Sloman
Ben Story

Committees of TfL

Audit and Assurance Committee

Anne McMeel – Chair
Dr Lynn Sloman – Vice Chair
Kay Carberry CBE
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE

Finance Committee

Ron Kalifa – Chair
Ben Story – Vice Chair
Michael Liebreich
Anne McMeel
Valarie Shawcross CBE
Dr Nina Skorupska CBE

Programmes and Investment Committee

Prof Greg Clark CBE – Chair
Dr Nelson Ogunshakin OBE – Vice Chair
Bronwen Handyside
Ron Kalifa
Dr Alice Maynard CBE
Dr Nina Skorupska CBE
Dr Lynn Sloman
Ben Story

Remuneration Committee

Baroness Grey-Thompson DBE – Chair
Kay Carberry CBE – Vice Chair
Ron Kalifa
Valerie Shawcross CBE
Ben Story

Panels

Customer Service and Operational Performance Panel

Dr Mee Ling Ng OBE – Chair
Dr Alice Maynard CBE – Vice Chair
Prof Greg Clark CBE
Baroness Grey-Thompson DBE
Anne McMeel
Dr Nelson Ogunshakin OBE
Dr Lynn Sloman

Safety, Sustainability and HR Panel

Michael Liebreich – Chair
Dr Nina Skorupska CBE – Vice Chair
Kay Carberry CBE
Baroness Grey-Thompson DBE
Bronwen Handyside
Dr Mee Ling Ng OBE

TfL members' meeting attendance 2016/17

Current members

Board member	Board	Finance Committee	Audit and Assurance Committee	R
Sadiq Khan	5 (6)	–	–	
Valerie Shawcross CBE	6 (6)	4 (5)	–	
Kay Carberry CBE	4 (5)	–	2 (2)	
Prof Greg Clark CBE	4 (5)	–	–	
Baroness Grey-Thompson DBE	6 (6)	–	–	
Bronwen Handyside	4 (4)	–	–	
Ron Kalifa	4 (5)	3 (3)	–	
Michael Liebreich	6 (6)	6 (6)	–	
Dr Alice Maynard CBE	5 (5)	–	–	
Anne McMeel	4 (5)	2 (3)	2 (2)	
Dr Mee Ling Ng OBE	5 (5)	–	2 (2)	
Dr Nelson Ogunshakin OBE	5 (5)	–	1 (2)	
Dr Nina Skorupska CBE	4 (5)	3 (3)	–	
Dr Lynn Sloman	5 (5)	–	2 (2)	
Ben Story	4 (5)	3 (3)	–	

Notes:

This attendance list covers the year 1 April 2016 to 31 March 2017. Following the election of a new Mayor in May 2016, the membership of the Board changed from May to October 2016 and the decision-making structure changed from 22 September 2016.

The Board now comprises 15 Members: Sadiq Khan and Valerie Shawcross CBE were appointed in May 2016, Baroness Grey-Thompson DBE and Michael Liebreich had their appointments renewed and so have served throughout the year. The other members were appointed from 5 September 2016, with the exception of Bronwen Handyside who was appointed from 12 October 2016.

The figures in the table show for each member the number of meetings attended against the number of meetings that were held while they were appointed to that Committee or Panel.

Remuneration Committee	Programmes and Investment Committee	Customer Service and Operational Performance Panel	Safety, Sustainability and Human Resources Panel
-	-	-	-
1 (1)	-	-	-
1 (1)	-	-	3 (3)
-	2 (2)	1 (2)	-
1 (1)	-	2 (2)	2 (4)
-	1 (2)	-	3 (3)
1 (1)	2 (2)	-	-
-	-	-	4 (4)
-	2 (2)	2 (2)	-
-	-	2 (2)	-
-	-	1 (2)	2 (3)
-	2 (2)	1 (2)	-
-	2 (2)	-	2 (3)
-	2 (2)	2 (2)	-
1 (1)	1 (2)	-	-

TfL members' meeting attendance 2016/17

Former members

Board member	Board	Finance and Policy Committee	Audit and Assurance Committee	R
Boris Johnson	–	–	–	
Peter Anderson	–	1 (1)	–	
Sir John Armitt	1 (1)	1 (3)	–	
Sir Brendan Barber	1 (1)	–	–	
Richard Barnes	–	–	1 (1)	
Charles Belcher	–	–	1 (1)	
Roger Burnley	–	1 (1)	1 (1)	
Brian Cooke	–	1 (1)	1 (1)	
Angela Knight CBE	1 (1)	2 (3)	–	
Eva Lindholm	–	1 (3)	–	
Daniel Moylan	–	1 (1)	–	
Keith Williams	–	–	1 (1)	
Steve Wright MBE	–	–	1 (1)	

Notes:

Of these former members: Daniel Moylan left the Board on 12 May 2016; Richard Barnes, Charles Belcher, Brian Cooke, Bob Oddy and Steve Wright MBE left the Board on 19 June 2016; and following interim reappointments, Sir John Armitt, Sir Brendan Barber, Angela Knight CBE, Eva Lindholm and Keith Williams left the Board on 4 September 2016.

The figures in the table show for each member the number of meetings attended against the number of meetings that were held while they were appointed to that Committee or Panel.

Committee and panel arrangements were revised in September 2016.

Remuneration Committee	Rail and Underground Panel	Surface Transport Panel	Safety, Accessibility and Sustainability Panel
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	1 (I)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-