

Board



Date: 24 September 2014

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 3 July 2014 and updates the Board on significant projects and initiatives.

2 Recommendation

- 2.1 That the Board note the report.

List of appendices to this report:

Commissioner's Report – 24 September 2014

List of Background Papers:

None

**Sir Peter Hendy CBE
Commissioner
Transport for London
September 2014**



Commissioner's Report

24 September 2014

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS



This paper will be considered in public

1 Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 3 July 2014 and updates the Board on significant projects and initiatives.

Front cover image: Tall Ships Festival September 2014

2 Delivery

2.1 London Underground (LU)

Industrial relations update

Following the industrial action between 28 and 30 April, detailed discussions have continued with the trades unions into how LU's proposals will affect the staffing of each station on the network. No further industrial action from station staff occurred during the period.

During the period, there was industrial action by power control room employees between 1 and 15 July. Detailed planning, however, ensured there was no customer impact, with qualified members of senior management performing power control duties. As a result, issues were resolved favourably with the unions concerned.

2.1.1 LU Performance

Reliability

We continue to work to reduce delays by 30 per cent on LU by 2015, compared with the 2011 baseline. Quarter 1 saw improvements in underlying Tube reliability. Excluding the effects of industrial action, reliability continues to improve, with 0.7 million fewer Lost Customer Hours (LCH) – an improvement of 14 per cent – compared with our target and the same quarter last year. However, industrial action in April 2014 affected our ability to provide a reliable service to our customers: reliability was worse than both target and the same quarter last year, adding almost 3.2 million LCH in the quarter. The impact from industrial action was lower than in the earlier action in

March 2014, which increased LCH by 3.5 million hours.

Since the end of Quarter 1, LU reliability has been consistently better than target. Year-to-date reliability has shown further improvements; underlying reliability is now one million LCH better than target and has made up some of the lost ground in Quarter 1. The most significant improvement was seen in customer and public incidents, the effects of which were reduced by almost 30 per cent on the same period last year. There has been a series of staff and public-facing campaigns to improve our response to these incidents, including dealing with people ill on trains and items dropped on the track, and work is continuing in this area.

Passenger journeys

The number of passenger journeys made on LU in Quarter 1 were 9.5 million lower than target and six million lower than the same quarter last year. A significant element of this was due to industrial action in April 2014, which reduced the number of journeys by 3.9 million.

At Quarter 1 our forecast for the full year has been revised down by six million passenger journeys – 0.5 per cent of total Tube journeys. Period 4 has seen some modest improvement in passenger growth, with journeys almost two per cent higher than the same period last year.

To encourage demand and help customers get the most from the Capital, the Discover London campaign was launched at the end of July 2014. This campaign, in partnership with Time Out magazine, highlights visitor attractions close to public transport in London, including museums, markets, galleries, parks and farms.



The new S stock trains on the Metropolitan line

2.1.2 London Underground Investment Programme

Sub-Surface Railway (SSR)

The full fleet of new longer, air-conditioned S stock trains has now been rolled out on the Circle, Hammersmith & City and Metropolitan lines. The roll-out on the District line began in early June, with some trains running between Barking and Ealing Broadway and the Edgware Road to Wimbledon branch now fully running S stock. By the end of 2016, these new trains will be running across the whole of the District line.

Work continues to improve the infrastructure on these lines - which together make up 40 per cent of the Tube network - to enable the introduction of an automated train control (ATC) signalling

system. Once complete, the new signalling will increase capacity to 32 trains an hour on these lines.

The rebuilt depot at Ealing Common received its first S stock train in May. This refurbished depot provides a maintenance and overhaul facility for the new fleet.

Upminster depot will also be ready for S stock maintenance by the end of 2014.

Following a detailed pre-qualification process, Thales was invited to the next level of contract negotiation to supply the ATC system, with the contract due to be awarded later this year. The next stage is to work with Thales to secure a firm commitment with a competitive cost, providing value for money and a realistic and reliable delivery roll-out and commissioning programme.

Northern Line Upgrade

The final section of the new Northern line signalling system entered service on 1 June, six months ahead of schedule and to budget. Along with a new timetable introduced on 22 June, we have been able to provide an additional two trains an hour on the central branches during peak hours and three trains an hour during off peak services throughout the line. The new timetable is the culmination of the successful replacement of 1960s technology with new ATC signalling. Work continues to remove some long-term track speed restrictions. Reliability is well within target. The programme is on schedule to raise capacity on the Northern line by 20 per cent by December.

Northern Line Extension (NLE)

The extension of the Northern line from Kennington forms part of wider plans to transform a key growth area of central London. Two new stations, Nine Elms and Battersea Power Station, and 3.5km of new track will connect residents and businesses in this regeneration area to the Tube network. The extension will also reduce pressure on Vauxhall station, provide relief to the existing Northern line south of Kennington and give wider access to leisure and employment opportunities. The new infrastructure will directly support the creation of 25,000 new jobs and 16,000 new homes.

The tender evaluation exercise has been completed. On 15 May the decision was made to narrow the number of tenderers from four to two. Discussions with the tenderers clarified information around programming, commercial and technical aspects. In August, LU awarded a six-year contract to design and build the Northern Line Extension to Ferrovial Agroman Laing O'Rourke.

The public enquiry Inspector has issued a report recommending approval of the scheme. Approval from the Secretary of State is expected this autumn. We continue to engage the community in the process, including working with recently elected local councillors.

New Tube for London

The New Tube for London will mean faster, more frequent and reliable journeys on the deep-level Tube network – the Piccadilly, Bakerloo, Central and Waterloo & City lines. With a new train design and vital replacement of signalling, the New Tube for London will provide greater capacity and more comfortable journeys, with the first deep-level, walk-through and air-cooled Tube trains.

The new modern signalling systems and trains will help LU meet the challenge of London's growing population – set to increase from 8.4 million today to around 10 million by 2030 – by increasing capacity on the Central and Bakerloo lines by 25 per cent, the Waterloo & City line by 50 per cent, and the Piccadilly line by 60 per cent.

Pre-qualification questionnaire responses have been received from six out of the seven suppliers involved in the rolling stock procurement. Using a single train design across these four lines creates economies of scale and efficiencies in procurement and long-term maintenance. We are working with these suppliers to answer questions relating to reliability, system integration and service introduction. A supplier recommendation is expected in early October. A draft of the model for whole life cost evaluation, which will be used as part of the invitation to tender (ITT), has been released to the supply chain. Feedback from this will then be validated for inclusion in the ITT, due to be issued in January 2015.



Ballast Track Renewal works at Tower Hill Station

Infrastructure Renewals (Track Programme)

A significant increase in the renewal of track, points, crossings, and drainage has resulted from a number of innovations. In Quarter 1, we renewed 6.3km of ballasted track, 4.4km of track drainage and 14 points and crossing units. In addition, we completed 1.4km of deep Tube renewals and covered over 80km of rail with grinding to reduce defects. More than 35km of this rail grinding was carried out in a single Bank Holiday weekend using the new Strabag milling machines.

One innovation is a new ‘concrete bursting’ process. This was tested on a disused platform at Holborn Station, where it successfully burst a three-block bay in 20 minutes with very little noise or dust, at twice the speed and with less manpower than previous methods. Trials will continue this summer. Its success could lead to significant efficiencies.

Such innovations are helping the track programme meet its target to renew 25 per cent of the track on the Bakerloo, Central, Victoria and Sub-surface lines by 2018, as well as renewing points, crossings and track drainage across the network.

Major stations improvement

- **Bond Street**

The works at Bond Street Station will relieve congestion and prepare it for the new influx of customers expected following Crossrail’s completion in 2018.

A new entrance to the Underground on Marylebone Lane, on the north side of Oxford Street, will lead to a new ticket hall. New escalators serving the Jubilee line and lifts providing step-free access from street to platform will improve accessibility.



Victoria Station excavation breakthrough into the concourse

The Central line platforms returned to service at the end of June as planned. Lift shafts are now in place, enabling construction of four new lifts, providing step-free access to platforms on both the Central and Jubilee lines. Access to the Jubilee line platforms has been closed until December as we begin intrusive work to construct the two new escalators.

- **Victoria**

Victoria Underground Station – which is used by more passengers each year than Heathrow Airport – is being modernised to increase capacity and improve connections with National Rail services. The upgrade will provide a new Underground ticket hall, enlarge the existing ticket hall and further improve accessibility. Nine new escalators and lifts between the Underground and National Rail station will be installed.

Excavation for the new North Ticket Hall and concrete pourings for the South Ticket Hall have been completed.

- **Tottenham Court Road**

The Tottenham Court Road Station project includes constructing a new, larger ticket hall and new entrances. Once complete, the station will provide increased accessibility and additional capacity for customers, allowing for the growth expected when Crossrail opens in 2018.

A successful meeting has taken place with the owners of Centre Point to manage the interface with their refurbishment works and our station works. The project includes provision for a new public square at St Giles Circus, in front of the building.

The new ticket hall at Tottenham Court Road will be six times bigger than the existing hall. Work is currently focused on installing terrazzo floor tiling. Eight new escalators and five new lifts will be included in the modernisation. The result

will be a station with increased capacity and step-free access.

- **Bank**

The Bank Station Capacity project will create additional capacity for a major interchange serving the financial centre of London. A new entrance on Cannon Street and step-free access to the Northern line will be provided as part of these large-scale improvements.

Preparatory work is progressing under the revised plan, which will enable us to build a new southbound-running tunnel and platform and use the existing platform as a concourse area.

- **Vauxhall**

The Vauxhall Station project will increase capacity and reduce congestion. A new station control facility will manage additional gate lines and a larger capacity ticket hall will minimise queuing and unplanned closures caused by overcrowding. Step-free access will also be provided from the ticket hall to platform level.

During work, asbestos has been discovered which has resulted in minor delays, and a time extension has been awarded to the contractor. The programme is pursuing opportunities to recover these delays.

2.2 London Rail

2.2.1 London Overground (LO) Performance

Passenger journeys

In Quarter 1, passenger journeys on LO are down against target and the same quarter last year. Passenger journeys remain lower than target in Period 4 and are now almost one million below target.

Off-peak passenger numbers have been impacted by essential weekend closures necessary to increase LO's capacity, to prepare for Crossrail and to aid Network Rail in its works to improve London Bridge station and its congested approaches. Our investment, which will see five-car trains introduced by 2015/16, will increase LO train capacity by 25 per cent. Journeys are expected to return to more buoyant levels as the new five-car trains are introduced on the network.

2.2.2 Future Service Enhancements

West Anglia devolution

On 31 May 2015, inner suburban services currently operated by West Anglia will transfer to the LO concession. These include the route between Liverpool Street and Cheshunt via Seven Sisters, Enfield Town and Chingford and the Romford to Upminster route. Customers will benefit from a programme of station enhancements, including deep cleans, all-day staffing, better passenger information and improved station facilities. Installation of gate lines will reduce fare evasion and customers will benefit from our fares and integrated passenger information.

We continue to work with the Department for Transport (DfT) and Abellio Greater Anglia to carry out the transfer, and LO has begun to mobilise its operations.

New rolling stock for LO

As part of its takeover of the West Anglia inner suburban services, LO will be introducing new trains on this route. In addition, LO will replace the existing two-car diesel trains on its Gospel Oak–Barking route with four-car electric trains following Network Rail's electrification of the route in mid-2017.

The new walkthrough trains will feature significant improvements over those

currently operated on the West Anglia inner services, with additional capacity and air conditioning.

Four pre-qualified bidders have been shortlisted, and tenders will be returned in mid-November 2014. The base order of 45 leased units is due for delivery between December 2017 and October 2018, based on a contract award date in June 2015. The contract includes options for additional units, anticipating future needs.

Service frequency enhancements for the Overground

Network Rail has concluded that our request for an additional two trains an hour on the North London line can be accommodated, strengthening LO services to 10 an hour in peak periods. When we took over this line the previous operator ran only four trains an hour, showing the extent to which devolution of such routes to London Rail improves the level of service. The trains required for these additional services will be included in the base order of the new rolling stock for the West Anglia/Gospel Oak–Barking routes. Work is continuing within LO to determine whether an additional shuttle service in the morning and evening peaks on the Gospel Oak to Barking route could be operated to relieve congestion.

2.2.3 LO Capacity Improvement Programme

Over the past four years, passenger numbers on the LO network have increased by more than 300 per cent, and capacity improvements are under way. These include extending trains from four to five cars. Lengthening the trains requires the procurement of 57 new cars, as well as changes at the maintenance depots, stabling yards and to railway

infrastructure. Platform extensions to accommodate the longer trains have been completed at Surrey Quays, Shadwell and Wapping stations, and work continues at four other stations. Silwood stabling yard improvements, including installing a noise barrier to reduce disruption to local residents, have been completed.

2.2.4 LO stations Capacity Improvement Programme

A number of stations have been identified for improvements to relieve congestion and improve accessibility, and work has begun at several. Improvements include installation of lifts and footbridges to ease overcrowding and make it easier for customers to navigate the station. At West Hampstead, work will involve platform widening. Kensal Rise and South Tottenham stations will receive new lifts. Crystal Palace will have a new gate line and platform canopy, in addition to the new lift installed last year, and a new pedestrian interchange will be installed to link Hackney Downs and Hackney Central stations.

2.2.5 Docklands Light Railway (DLR) performance

DLR passenger journeys reached 24.1 million in Quarter 1, four per cent higher than the same quarter last year, but 0.4 million lower than target. DLR passenger numbers have been affected by Crossrail engineering works, which have led to a number of line closures.

The DLR is already one of the highest performing networks in the country, with train punctuality regularly above 99 per cent. The focus for the new franchisee will be to maintain this level of performance while introducing more services to meet growing demand.



Emirates Air Line celebrated its second anniversary in June

Service Frequency Enhancements

In advance of the new franchise, new five-minute off-peak frequencies (instead of 10 minutes) will be introduced between Canning Town and Woolwich Arsenal, along with a similar frequency for Bank–Lewisham services after 21:00 on weekday evenings.

2.2.6 Emirates Air Line (EAL) Performance

In Quarter 1, EAL passenger journeys were broadly in line with target. This saw some slight deterioration in Period 4. Year-to-date journeys are now 0.51 million. EAL fares income not only covers operating costs but makes a profit.

The Quarter 1 CSS score of 92 was one point lower than both 2013/14 and target.

Customer satisfaction with EAL remains the highest of any TfL operation.

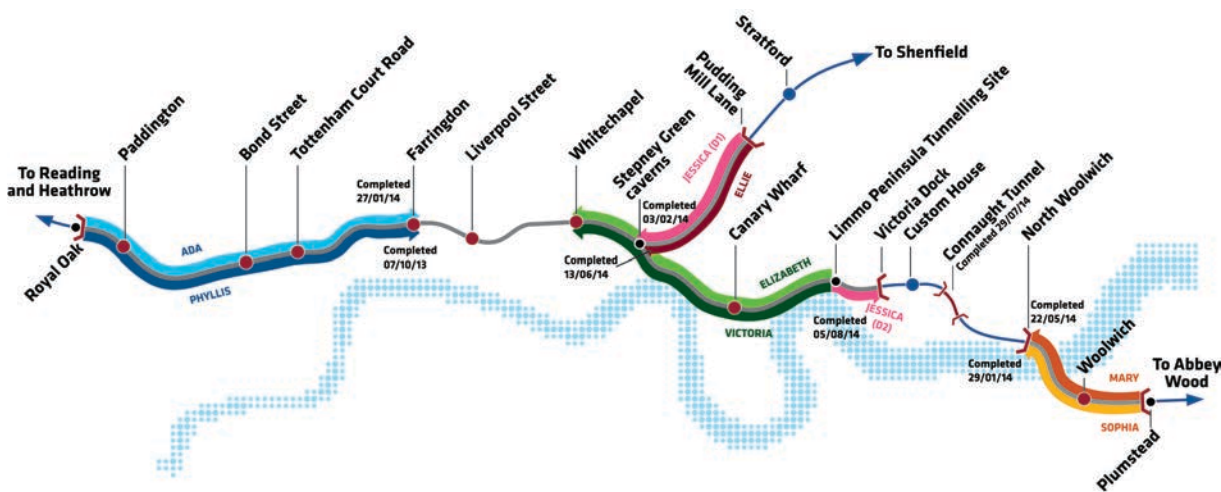
The Emirates Air Line celebrated its second anniversary on 28 June 2014. It has carried 3.9 million passengers during that time – enough to fill Wembley Stadium 42 times over.

2.2.7 Trams

Tram passenger numbers in Quarter 1 were under both target and the same quarter last year, largely because of closures on the Beckenham branch for engineering works. Customer satisfaction has, however, been maintained during the quarter.

At the end of July 2014, we triggered the half-way break point clause in the 30 year fleet maintenance contract with Bombardier.

This allows us to bring in-house the maintenance of our growing mixed fleet of trams, which is undertaken at the very constrained Therapia Lane depot. We will work with Bombardier to mutually agree a point in time for this hand-over, with transition likely to occur before the end of the calendar year. We believe that this new arrangement will lead to a gradual increase in customer satisfaction, as we integrate and more closely align long-term planning with day-to-day maintenance activities.



2.3 Crossrail

Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn with cost performance and schedule performance holding steady. Safety performance improved over the last quarter.

Tunnelling is 83 per cent complete, having passed the 36km mark. Tunnel Boring Machine (TBM) Jessica recently completed her journey from Limmo Peninsula to Victoria Dock Portal and the last of the 250,000 concrete segments used to line the Crossrail tunnels was cast in a factory in Chatham, Kent. The two TBMs currently 'parked' near Whitechapel will resume their journeys to Farringdon in Quarter 4 2014.

Construction of Crossrail's new stations in central London and Docklands is now half complete, and the first tree has been installed in the roof garden above the Canary Wharf Crossrail station. Crossrail's proposals for station improvements at Ealing Broadway received planning permission on 13 August.

The sprayed concrete construction that forms most of the station platform tunnels is more than 90 per cent complete.

Sprayed concrete production rates in some other areas have been more challenging and steps are being taken to mitigate delays. The surface works, by Network Rail, are nearly 30 per cent complete and remain on target.

High-level update on major announcements

At the end of July we awarded the contract to operate Crossrail services to MTR Corporation (Crossrail) Ltd. The £1.4bn contract will be for eight years with an option to extend to 10 years. MTR will employ around 1,100 staff, with more than 50 apprenticeships for people from communities along the route. MTR will start running the services between Liverpool and Shenfield from 31 May 2015, taking over the existing stopping services and initially using the current trains.

Following the National Audit Office review of Crossrail, the Public Accounts Committee (PAC) published its report on 23 July. This praised the project, calling it a 'textbook example of how to get things right'. Another PAC report is expected before the end of the project.

On 7 August, the Secretary of State for Transport announced that Crossrail's sponsors – TfL and the DfT – will explore the feasibility of extending Crossrail services by opening a route to new destinations along the West Coast Main Line into Hertfordshire. This development does not affect the programme, timetable or agreed service pattern of the existing Crossrail scheme, which will be fully operational from 2019.

Goals reached

During July and August, the BBC aired a three-part documentary series, The Fifteen Billion Pound Railway, which followed the construction of Crossrail's new train tunnels and stations under London. Viewing figures for the series peaked at nearly three million during episode one, double the time-slot average, with around 750,000 downloads for each episode via the BBC iPlayer.

Crossrail's third sustainability report, issued in July, highlighted the railway's prospective green credentials. The new trains will be built with an emphasis on energy efficiency and intelligent on-train energy management systems.

2.4 Surface Transport

2.4.1 Surface Transport's Operational Performance

Maintaining reliability and customer satisfaction will be a key focus for us in 2014/15 as the economic recovery continues and demand for our services increases. A trend of increasing passenger journeys and demand has continued over the past three periods across almost the entire Surface Transport network, with cycling levels on the TfL Road Network (TLRN) and Barclays Cycle Hire reaching record levels. The overall safety and security of the network, particularly on buses, LU and DLR continues to exceed targets significantly

Passenger journeys and demand

Buses saw 545 million journeys in Quarter 1 – 2.3 million (0.4 per cent) below target. Non-fare paying passengers were significantly lower than expected at 4.2 million, 2.2 per cent below budget. This was mostly due to fewer numbers of 11-15 year-old and 16+ passenger journeys than expected. Our forecasts for these passenger groups have been remodelled and incorporated into the Quarter 1 full-year forecast. Fare paying passenger numbers remain buoyant at 1.9 million – or 0.5 per cent – over target, of which 0.7 million was a result of industrial action on the Tube in April 2014.

There has also been growth in the use of the Barclay's Cycle Hire scheme, with more than one million cycle hires recorded in Period 4, which is a significant improvement (14 per cent) on the same

period last year. Casual users made up 53 per cent of all hires in Period 4, which represents the highest periodic casual usage outside of the Games period, since the start of the scheme in 2010.

More than 580,000 cycle journeys are made every day in London and this continues to increase. Levels of cycling on the TLRN are presented as an index of flow relative to a baseline of March 2000, which represents 100 on the index. This shows that levels of cycling on the TLRN during Quarter 1 of 2014/15 were 64 index points, or 21 per cent, higher than in the same quarter last year. This is the highest level of cycling seen in Quarter 1 since the index began and 14.4 per cent above target for Quarter.

Cycle flows on the TLRN in Period 4 were 11 per cent higher than the same period last year. The double-digit year-on-year growth in cycle flows recorded in the latter part of 2013/14 has continued into 2014/15 partly due to the mild and dry summer conditions. Period 4 has seen a slight improvement in the position, with year to date journey time reliability up 0.1 index point since the end of Quarter 1.

2.4.2 Reliability

Reliability on London's roads has suffered from the impacts of renewed economic growth – and the consequential rise in traffic volumes – combined with increases in planned and unplanned disruption and the unexpected effects of the industrial action on the Tube in April 2014. Journey time reliability (JTR) in the morning peak on the TLRN is worse than both target and the same quarter last year. Serious and severe disruption on the TLRN is similarly worse than the same quarter last year. TfL does not now expect to meet the Serious and Severe Disruption full-year target in 2014/15. Despite the drop in reliability on London's roads, bus excess wait time has been maintained at its historically high

levels, which is forecast to continue over the full year.

In Quarter 1, traffic volumes on the TLRN were up 2.8 index points – or three per cent – from the same quarter last year. Traffic accounts for nearly 80 per cent of JTR, so a significant increase in traffic volumes is expected to result in a worsening of JTR. Our modelling indicates that for every two per cent annual increase in traffic flows, JTR will fall by approximately 0.5 index points. Increased traffic volumes on the road network translate to a more than proportional increase in the amount of serious and severe disruption we expect to see on the TLRN as more traffic overall is squeezed into the same road space.

Despite the reduction in reliability on the TLRN, buses maintained historically low levels of excess wait time (1.0 minutes) in the year to date. Scheduled services in Period 4 at 97.7 per cent were 0.2 per cent better than the period target and on target in the year to date. We expect these performance levels to continue for the full year. Traffic management responses put in place to protect routes from anticipated delays arising from planned major roadworks, together with improved control of services, are all helping to mitigate the impacts of increased traffic.

2.4.3 Providing a quality bus network

New Routemaster roll-out

The number of New Routemasters (NRM) entering service will pass the 300 mark – the mid-point of the programme – when the 453 from Marylebone station to Deptford Bridge converts in October. There are currently 260 NRM vehicles in central London following the conversions of routes 8, 9, 10, 11, 24, 38 (including N38), 148 and 390. The 453 will be the ninth route to be converted. We have awarded the new contract for route

55/N55 to Stagecoach East London using New Routemasters, with the conversion to take place in February 2015. The programme remains on schedule to meet the Mayor's commitment to increase NRMs to 600 by 2016. The first NRMs with the new Euro 6 generation engine continue to undertake in-service testing. Initial performance statistics show the Euro V NRMs achieved fuel consumption 34-60 per cent better in service than conventional diesel buses that operated on the same routes previously.

Cash-free bus operation

There have been no significant issues following the bus network's switch to cash-free operation since 6 July. The post-transition period will be monitored into autumn to assess the effectiveness of measures, such as the one-more journey safeguard, for vulnerable users.

Technology Demonstration Projects

The number of all-electric single-deck buses in the fleet will rise to eight in September when two Optare MetroCity buses join route 312 between Norwood Junction and South Croydon.

Six electric vehicles are already in use on routes 507, 521 and H98 as part of a project to evaluate their operational performance and develop plans for greater electric bus use in central London. Harnessing all-electric technology and more versatile hybrid buses is seen as a key component of the Mayor's Ultra Low Emission Zone (ULEZ).

As part of a second demonstration project, we have placed a contract to test inductive-charging and purchase up to four range-extended diesel-electric hybrid buses in east London. The new Alexander Dennis E400 buses will operate on route 69 between Canning Town and Walthamstow bus stations and will be fitted with equipment that enables on-

board batteries to receive a rapid charge at bus stands. Their potential to operate in all-electric mode for a significant period of passenger service time will then be assessed in conjunction with all-electric bus options. The capital and maintenance costs are part-funded by the European Commission.

We continue to demonstrate medium-term options for zero-emission vehicles including eight hydrogen fuel-cell buses on Route RV1 between Covent Garden and Tower Hill.

Nitrogen Oxides (NOx) Abatement Programme

The programme to fit a further 400 Euro 3 buses with selective catalytic reduction (SCR) equipment is to start from October. We have already retrofitted 1,019 buses with SCR, including those funded by the Olympic Delivery Authority, as this cuts individual vehicle exhaust NOx by up to 88 per cent. Other un-retrofitted Euro 3 buses in the fleet will be replaced with the new ultra-low emission buses fitted with the Euro 6 engine or better, which will cut individual vehicle exhaust NOx by up to 95 per cent, compared with a standard Euro 3 vehicle. These two measures will cut NOx emissions by 20 per cent (equivalent to 1,000 tonnes) a year from the bus fleet by 2015 compared with 2012 levels.

Hybrid Buses Programme

The proportion of the bus fleet services provided by low-carbon emission and quieter diesel-electric buses is now at 10 per cent. There are currently 900 hybrids in the fleet and we forecast the ratio growing to nearly 15 per cent by spring 2015 and 20 per cent by 2016 when 1,700 hybrids (including 600 NRMs) will have been introduced. The switch to this cleaner technology has been supported by external funding from the DfT. In addition, the bus fleet now has around 40 of the

latest ultra-low emission Euro 6 engine vehicles.

Bus tech trial

Trials of detection software to improve bus driver awareness of pedestrians and cyclists started in August. Four buses, two on route 25 and two on route 73, were fitted with new detection software which directly alerts drivers when pedestrians and cyclists are moving close to their vehicles, helping to reduce collisions.

A detailed report on the findings of the trials is being produced and will be available later this year.

Year of the Bus update

We have continued to celebrate the Year of the Bus with activities across a number of areas.

for the latest in a series of bus garage open days at Potters Bar.

On 12-13 July, Routemaster buses dating back to 1954 drove through Finsbury Park to celebrate the 60th anniversary of this triumph of post-war British engineering.

On 19 July we joined forces with Abellio and the LTM to celebrate the free garage open day at Walworth.

On 27 July, as part of the Year of the Bus and our involvement in this year's Tour de France, we took a New Routemaster and an original Routemaster to Paris to participate in 'La Caravane Publicitaire' on the Champs-Élysées ahead of the finale of the 2014 Tour de France race. These two iconic London buses were on show to spectators as they lined the route.



New and original Routemasters participated in 'La Caravane Publicitaire' on the Champs-Élysées

On 19 August the 60th anniversaries of the iconic Routemaster bus and world-famous Fender Stratocaster guitar were celebrated in a Year of the Bus collaboration.

We marked these milestones with Fender with a special rock 'n' roll-inspired event at LTM. The event featured one of London's New Routemaster buses, wrapped in a Fender-inspired design, including an image of a giant Stratocaster guitar.

The bus played host to a selection of the Capital's new and unsigned musical talent, with Cambridge rock band Violet Bones crowned the winners of a competition hosted by Fender and us.

We got into the carnival spirit this year with our own open-top bus float which featured in the family day parade at Notting Hill Carnival on Sunday 24 August. We teamed up with the Elimu Paddington Arts Centre to participate in Europe's biggest street festival, which attracts more than one million people over the August Bank Holiday weekend. Seventy-five of our staff and their family members joined 400 members of the Elimu group on and alongside the bus to celebrate this colourful collaboration.

On Sunday 7 September, Dartford Bus Garage in Kent continued the garage open days, which have been warmly received by local communities across London.

On 18 September we teamed up with the major London Design Festival event 'Design Junction' to celebrate the Year of the Bus and the role of design in buses, with a pop-up restaurant and bus-themed limited edition Oyster cardholders.

On 12 - 21 September we joined with Annin Arts to showcase the work of the famous American fashion photographer David LaChapelle as part of London Fashion Week. Ten bus shelters along the Strand featured the work, which passengers could view freely from the

upper deck as part of their regular journeys.

2.4.4 Keeping London Moving Roads Modernisation Programme

Hogarth Flyover strengthening works

The Hogarth Flyover was closed to all traffic from 19 July until 31 August for essential refurbishment. The concrete deck had significantly deteriorated and needed to be replaced to ensure continued safety and availability. The refurbishment involved renewing the deck, replacing and upgrading the parapets, repairing the steelwork and improving the lighting on the slip road merging the A316 with the A4. These works have extended the flyover's lifespan and mean no major maintenance will be required for many years. The works were coordinated to take place during the summer when traffic levels are significantly lower.

Essential road improvement work to the A406 Southend Road

As part of our efforts to maintain and modernise London's major roads, essential work to the A406 Southend Road in northeast London began on 25 July and is due to be completed in mid-October. Resurfacing of 60,000 square metres of carriageway and improvements to the concrete road base are required between Waterworks Roundabout and Charlie Brown's Roundabout. This will stop the need for constant patching and will reduce noise levels.

Roadside Advertising VMS Trial

We have been working with the DfT to look at ways of using JCDecaux advertising equipment to display traffic information. The first agreed trial messages were used for the Tour de France event and were well received. Following the success of the trial we are now looking to develop this across London. We will continue to work to see if the system could be used for real-time

traffic-related messages and to formulate a permanent arrangement for using the facilities more often. Its use is being considered for five more large events – Ride London, Notting Hill Carnival, Lord Mayor’s Show, Remembrance Sunday and New Year’s Eve Celebrations.

London holds inaugural Car Club event

Stakeholders from across London and the Car Club industry came together at City Hall to discuss how London can increase the number of Car Club members in the city. London is already the leading car sharing city in Europe, and now we want to lead the way in developing and promoting Car Clubs to set an example for other global cities to follow.

The event also saw the launch of best practice guidance on ways in which London’s boroughs can encourage Car Club use. These include using new builds and refurbishments as an opportunity for installing more Car Club bays, installing more bays in locations that are more visible and easily accessible to residents and local businesses, and promoting Car Clubs in local boroughs in partnership with operators to enable greater take-up.

Forecasts from the Car Club industry suggest that, with sustained investment by all stakeholders, London could see up to one million Car Club members by 2020.

2.4.5 Encouraging more cycling

New segregated Cycle Superhighway plans published

Following the release of the Mayor’s Cycle Vision for London in spring 2013, further work has continued to make London the most cycle friendly city in the world. The extension of Route 2 from Bow Roundabout to Stratford High Street includes new innovations for London such as bus stop by-passes. Public consultation on the next phase of routes has begun or

is in planning. This will include fully and partially segregated cycle lanes and cycle priority signals at junctions. Among them will be Route 5 from Oval to Pimlico, east-west from Tower Gateway to The Westway and north-south from Elephant & Castle to Kings Cross. In addition, we are currently consulting on a full route upgrade to Route 2 from Aldgate to Bow. All of the planned works are subject to the outcome of public consultation and further discussions with key stakeholders.

Plans for central London’s first segregated Cycle Superhighway – a continuous two-way, separated east-west track from Kennington Oval to Pimlico – were published in July. This will run through the Vauxhall gyratory and across Vauxhall Bridge, one of the most significant obstacles to cycling in the Capital.

The new segregated track will be part of Cycle Superhighway 5 from Belgrave Square to New Cross. It will also link to back-street ‘Quietway’ cycle routes at both ends, allowing cyclists from a wide area of south London to reach large parts of Westminster, the West End and central London entirely on traffic-free or low-traffic routes. It also provides more space for pedestrians, with around one square kilometre of new footway.

Public consultation for the scheme closed on 14 September. Subject to responses, work on the scheme could begin in winter 2014.

Prudential RideLondon

On 9 August, 60,000 cyclists of all ages took to a 10-mile traffic-free route on closed roads through central London. The route, part of the Prudential RideLondon weekend, passed some of the Capital’s most iconic landmarks across the City of Westminster and the City of London. Cyclists were able to cycle at any pace, stopping en route to enjoy London’s sights as well as entertainment and activities at five festival zones.

On Sunday 10 August, more than 20,000 amateur cyclists defied the wind and rain to finish the Prudential RideLondon 100, making it the largest cycle sportive ever in the UK. The decision was made early on the morning of the event to shorten the route by 14 miles for cyclists' safety, following the bad weather the previous night. In addition to the amateur event, the day also saw Olympic riders such as Laura Trott and Dame Sarah Storey competing in the RideLondon Classic and Grand Prix.

Revised arrangements for the bus network operated effectively during the event. There were around 140 diversions and curtailments to minimise disruption to passengers during the event. While the number of road closures caused disruption in central London, the situation was managed efficiently by the rolling withdrawal and re-introduction of services around the path of the 10-mile route.

An extensive communications campaign prior to the event helped the public to plan ahead for road closures on the day and make the most of the events over the weekend. Information was sent to more than one million residents and businesses along the event routes, and public information sessions were held in the affected areas.

2.4.6 Improving the safety of our roads

One of our top priorities is to reduce by 40 per cent the number of people killed or seriously injured (KSI) on London's roads by 2020. We have made six commitments which, working with a range of partners, are guiding a programme of work to meet this target:

1. To lead the way in achieving a 40 per cent reduction in the number of people killed or seriously injured on the Capital's roads by 2020 – with a longer term ambition of freeing London's roads from death and serious injury
2. To prioritise safety of the most vulnerable groups – pedestrians, cyclists and motorcyclists – which make up 80 per cent of serious and fatal collisions
3. To provide substantial funding for road safety, invested in the most effective and innovative schemes
4. To increase efforts with the police, boroughs and enforcement agencies in tackling illegal, dangerous and careless road user behaviour that puts people at risk
5. To campaign for changes in national and EU law to make roads, vehicles and drivers safer
6. To work in partnership with boroughs and London's road safety stakeholders to spread best practice and share data and information

As part of these commitments we have been undertaking intensive activity in the following areas:

First Pedestrian Safety Action Plan for London

London's first Pedestrian Safety Action Plan was published in July, following consultation in the spring. The plan, which seeks to address the concerns and challenges faced by pedestrians, outlines 31 key actions which will directly target the main factors in collisions and help reduce pedestrian casualties across London.

The actions include building on innovative crossing technology trials, producing the first London Pedestrian Design Guidance document, and carrying out trials of innovative collision detection software on London buses and Intelligent Speed Adaptation on London Buses.

As part of the launch of the Pedestrian Safety Action Plan, we also launched an updated 'Digital Speed Limit' map to spur the development of the next generation of in-vehicle technologies and mobile phone apps for the road.

Making such information freely available, and keeping it accurate, means existing services such as sat-navs and GPS can provide drivers with the best information on the speed limit of the roads they are travelling on.

Safer Lorries Scheme consultation

On 29 July, alongside the Mayor and London Councils, we launched a consultation on the UK's first Safer Lorries Scheme, which ran until 22 September. If approved, and following statutory procedures for making Traffic Regulation Orders non-statutory, the scheme will see a ban on lorries that do not have sideguards and mirrors to protect cyclists and pedestrians.

The Safer Lorries Scheme will use a combination of powers held by us and London boroughs to provide a simple, quick and complete solution across all London roads. The proposed ban will require every goods vehicle in London over 3.5 tonnes to be fitted with sideguards to protect cyclists in the event of a collision. It will also require them to be fitted with mirrors giving the driver a better view of cyclists and pedestrians around their vehicles.

The ban would operate across London 24 hours a day, seven days a week, covering the same area as the London Low Emission Zone. It would be enforced through the issue of £50 fixed penalty notices, and future enforcement could include CCTV cameras subject to further approval by the DfT and London boroughs.

Construction Logistics and Cyclist Safety

The third Construction Logistics and Cyclist Safety (CLOCS) programme update was held on 10 July at London's Guildhall. Construction industry leaders, including Lafarge Tarmac and FM Conway, spoke about the safety improvements they are making to their operations and how the construction industry is leading the drive to improve cyclist and pedestrian safety. Academics and vehicle manufacturers outlined their research and progress in designing safer trucks for the construction industry.

CLOCS members have all agreed that the same rigorous approach to safety observed on construction sites will now be applied to road safety in their industry.

In addition, a CLOCS Manager trial was launched. This web-based tool will enable the construction industry to log, collate and share road safety data to improve road safety. By collating this data, CLOCS Manager will make it easier to study and learn safety lessons, further helping to improve the safety of all road users.

Better Junctions

Following the release of the Mayor's Cycling Vision for cycling in London, the Mayor asked us to concentrate resources on the larger and more dangerous gyratories and junctions across London, some 33 in total. Almost nine out of 10 cycling accidents occur at junctions, so to encourage new cyclists on to the road network and reduce existing casualties we have quadrupled the budget for the Better Junction programme to £100m. In addition, access to other internal and external funding streams means we plan to spend around £300m on improving each of the locations.

With public consultation now complete at Kennington Oval and with an overwhelmingly positive response, works

will begin later this year subject to further discussions with key stakeholders. Consultation will also continue into the autumn for proposed changes at Archway and Stockwell, with more to follow throughout 2015.

Safety and security

The numbers of killed and seriously injured (KSI) on London's roads continues its long-term trend of improvement. 2013 saw casualties on London's roads at the lowest level, with total KSIs reduced by 23 per cent and pedestrian KSIs down by 25 per cent from the previous year. Provisional data for Quarter 1 of 2014/15 shows that total KSIs for Quarter 1 are the second lowest level recorded in a quarter, with 526 people killed or seriously injured (KSI). This is almost a 36 per cent reduction from the 2005-2009 baseline for Quarter 1 and is the second lowest level on record. TfL is on track to meet its long-term target of a 40 per cent reduction in KSIs by 2020.

Both the rate and levels of crime have significantly improved on the LU and DLR networks and on buses in recent years. Since 2010/11, the crime rate has fallen by 29 per cent on buses and by 30 per cent on the LU and DLR networks.

The rate of crime per million passenger journeys on the LU and DLR networks and on London's buses in Quarter 1 improved significantly against target and the same quarter last year. The LU and DLR crime level was 24.1 per cent lower than the same period last year, with 476 fewer offences. The level of crime on the bus network was 16.7 per cent lower in Quarter 1 than the same quarter last year, with 532 fewer offences. Notable reductions were seen in robbery (40.7 per cent, 129 fewer offences) and theft and

handling (14.5 per cent, 213 fewer offences). These results build on the significant reductions in bus-related crime over recent years and reflect the work done by TfL and its policing partners to ensure that the bus network remains a safe, low-crime environment.

Private Hire Prosecutions

As part of our robust approach to the issues of illegal minicabs and unregulated private hire activities, we continue to prosecute for various private hire related offences including illegal plying for hire, illegal acceptance of private hire bookings and driving without insurance. In the past 12 months we have successfully prosecuted 25 offenders, which in 15 cases resulted in driving bans. Other penalties included fines ranging from £50 to £1,200, driving licence endorsements and orders to pay TfL costs. Four individuals also had their private hire driving licences revoked as a consequence of the conviction. There are 35 other cases in progress.

Action on pedicabs

In July, taxi drivers started to report an increase in the number of motorised pedicabs in central London. Since then, we have gathered data on the scale of this problem through our Taxi and Private Hire twitter feed. As a result, we planned and organised an operation with Metropolitan Police Service's (MPS) Roads and Transport Command, which took place on 5 and 6 September.

Electrically assisted pedal cycles must have pedals, have no more than a 250 watt motor and must have an unloaded weight of less than 60kg. Otherwise, they are motor vehicles and must be insured and



A number of pedicabs were successfully seized in a joint operation with the MPS


road taxed, and the driver must be licensed.

On the first night our police partners seized eight vehicles for no insurance, and processed one driver who will now be attending court for driving while disqualified. A number of fixed penalty notices were also issued for traffic offences. The pedicabs seized for having no insurance have been impounded by the police and can only be released if a valid certificate of insurance is produced. On the second night, although over 100 pedicabs were checked, only one was seized. There was evidence that pedicabs had removed their engines. This is the first element of a planned step-up in enforcement against pedicabs currently being discussed with the MPS and Westminster City Council.

Unofficial Congestion Charge Websites

On 4 August 2014, we opened a public and stakeholder consultation on a Variation Order to amend the Congestion Charge Scheme Order to enable us to refuse payments of the Congestion Charge from unauthorised third parties, which mislead road users into paying a fee in addition to the Congestion Charge. The proposed changes also include replacing the under-used text message payment channel with a smart phone app. The consultation is open until 12 September and the changes, if approved, are expected to be introduced in December 2014.

Payments from sources identified by us as being copycat websites have dropped almost to nil since trading standards officers arrested five people in July in connection with copycat websites. The proposed changes to the Scheme Order



will enable us to protect customers from similar sites should they appear in the future. We have offered to provide support to trading standards authorities in their efforts to enforce action against those who operate these websites and continue to liaise with the Cabinet Office's Government Digital Service, which is looking at solutions for central government services that are affected by websites of this sort.

3 Customer Experience

3.1 Explain who we are, how we do it and where our money is spent

Share the Road

A TV campaign calling on Londoners to ‘share the road’ was launched on 11 July at the ‘Safer Streets: Our Shared Journey’ road safety conference. This important campaign is part of the action we are taking to reduce the number of those killed and seriously injured on our roads by 40 per cent. The campaign seeks to generate understanding and respect between all road users, encouraging them to reconsider their attitudes and ‘Share the Road’. The campaign includes TV

advertising – our first use of television for many years – and is supported by social media, stakeholder and online communications.

3.2 Grow and improve transport services to meet population growth, and communicate the improvements

Victoria line now has the most intensive service on the network

The Victoria line made history on 22 June by introducing a new timetable providing customers with 34 trains an hour in the peak rush hour periods.

With 34 trains an hour operating for the most critical two hours in the morning and evening peaks, the new schedule adds 10 per cent more capacity when it is needed most, reducing crowding and improving comfort levels for commuters. The benefits of this new service are not only due to the recent upgrades but also to the



TV campaign calls on Londoners to ‘share the road’

Victoria line staff who are ensuring we run to time, manage platform dwell times and respond to incidents efficiently.

Last outing for the C stock

The last trip by the old C stock trains took place on 29 June.

During the farewell journey a raffle was held on the train, raising more than £700 for the Railway Children charity.

3.3 Provide clean and pleasant transport and help minimise transport impact on the environment

Northern line train refurbishments

More than half of the Northern line fleet has now been updated with a fresh new look and improvements to aid accessibility, including new colour-contrast poles.

A modular floor, which allows under-floor repair work to be undertaken more quickly, will reduce the time trains are out of service and help to improve line reliability.

To improve the appearance of the fleet, a new spray paint with vinyl technology has been applied to trains, allowing graffiti to be wiped off with ease.

3.4 Improve the reliability of transport services: including travel demand management

Thameslink Programme

As part of the Government-sponsored Thameslink Programme, Network Rail is rebuilding London Bridge mainline rail station to provide more space, improved connections to more destinations and more reliable services. This has resulted in a number of major service changes, which began in August and will run to 2018.

The service changes at London Bridge have provided an opportunity to develop and demonstrate the commitments we made after the London 2012 Games to work collaboratively with other transport operators to provide joined-up Travel Demand Management (TDM) and customer advice during times of disruption at no direct cost to TfL.

We worked closely with Network Rail, Southeastern, Southern, First Capital Connect and the DfT in preparation for the first nine-day partial closure of London Bridge from 23-31 August to ensure our customer information was aligned and activity co-ordinated.

Analysis of the results shows that:

- The locations of concern on our network were correctly predicted, with no unforeseen issues. There has been measurable and significant behaviour change of 10-20 per cent at the targeted locations as a result of the TDM campaign, which has had a direct operational benefit
- No significant issues were reported in the morning or afternoon peaks on the LU or LO
- There was a very limited number of customer complaints via contact centres and social media

We will continue to work with our partners in preparation for the next partial closure of London Bridge in December.

3.5 Tour de France

July saw the world's greatest cycle road race hit the streets of London. Stage 3 of the Tour de France (Cambridge to London) on Monday 7 July provided an unmissable chance to remind a global audience that London is capable of hosting successful large-scale, world-renowned events.



We undertook an extensive campaign to raise awareness

The scale and impact on public transport and road networks demanded a major TDM communications campaign for London and we worked closely with our Stage 3 partners in Cambridge, Essex and Cambridgeshire to raise awareness of the event and of the impacts on roads and transport in the affected areas.

Extensive work was undertaken to ensure participants in the event were able to get to London City Airport afterwards in time to catch departing flights, and that roads were subsequently opened as quickly as possible. The Traffic Coordination Project Team worked alongside the London Streets Traffic Control Centre, to manage traffic and keep London moving, while the Palestra Event Liaison Facility liaised with the TdF Hub to ensure the success of the event.

Travel Demand Management for the event contributed to an overall reduction in traffic of 21 per cent in central London and enabled around one million spectators along the route to watch the race.

3.6 Enable quick and easy payment of the right fares or charges

Contactless

On 16 September we introduced contactless payments for all pay as you go customers on the Tube, LO, DLR, Trams, and National Rail routes where Oyster pay as you go is valid. This option has been available on buses since December 2012, where we have seen around one million customers benefit from the convenience of paying this way.

Contactless payment cards – credit, debit, charge or pre-paid cards or devices – work in the same way as pay as you go on

Oyster with customers simply touching in and out as they pass the readers at the start and end of their journey. The need to top up Oyster balances is removed as the fare is charged directly to the customer's payment card account.

Although registration is not essential, customers are able to keep track of their travel history by registering for a TfL online account and also see their daily aggregated travel charges clearly identified on their payment card statement.

We have been piloting the system on London Underground with around 3,000 customers since April. The feedback from participants has been very positive. Work continues on further improvements for customers, including revolutionising the way in which travelcards are sold online, and migrating the Oyster card to a new technology platform, which will bring the contactless benefits to Oyster.

Service Delays

We have introduced a more convenient way for customers to get a refund when they experience a delay to their journey on Tube, DLR or LO services by replacing the Charter refund scheme.

Under the Charter refund scheme, customers had to complete a paper or electronic form providing all their details with each application. The process was time consuming and it took up to one month before customers received a letter with a Charter refund voucher, which was redeemable only at Tube and LO ticket offices.

The new system requires customers simply to provide details of their delayed journey via their TfL online account. Customers are contacted by email within seven days to let them know the status of their refund application. Oyster customers have the option of having their refund added back to their Oyster card, to their

bank account or as a web account credit redeemable when they next top up or buy a Travelcard online. Contactless payment card customers have refunds credited to their contactless payment card and paper ticket customers directly to their bank account.

Not only is the process quicker and simpler for customers, it has also enabled us to make savings in administration and tighten up our processes to detect fraud.

Customers have been informed about the changes through social media, posters displayed at Tube and LO stations, media coverage and additional information on our website.

16+ Zip Oyster photocard

We have made a number of improvements to our 16+ Zip Oyster photocard scheme, enabling most applicants to complete the entire process online.

The scheme allows all 16-18 year olds to apply for a 16+ Zip Oyster photocard, which enables them to:

- Buy and use child-rate seven day, monthly and longer period Travelcards and half adult-rate Bus & Tram Passes
- Pay as they go at half the adult rate on bus, Tube, tram, DLR, LO and most National Rail services in London

In addition, all 16-18 year olds living in a London borough get free travel on London's buses and trams.

Their key changes are:

- Those aged 16 or 17 no longer need to prove they are in education
- Customers with a payment card registered to the address can use this to prove residency
- Customers with an existing web account no longer have to prove their age again

- Withdrawal of paper application forms which used to take much longer to process and resulted in far higher rates of rejected applications

The application window opened on 20 August and we have already processed 56,281 online applications, with only 4,361 applications made by phone.

The scheme has been extensively promoted via email, social media, posters, information to schools and articles in Metro.

Upgrading of ticket machines

To provide greater flexibility for our customers we are currently upgrading the 325 multi-fare machines within stations so they can dispense Oyster cards. This will be completed by the end of October.

At the stations where the machines have been upgraded most Oyster cards are now being sold from ticket machines. The new functionality also enables us to dispense multiple Oyster cards in a single transaction, something that is proving popular for families at gateway stations.

3.7 Customer Satisfaction

Strong Customer Satisfaction Survey results have been recorded for several operations in Quarter 1. London River Services achieved 89 per cent, Congestion Charge 87 per cent, Victoria Coach Station 82 per cent and Dial-a-Ride 93 per cent – all record levels or significant improvements compared with target and last year. The bus network and TLRN scores have been maintained at the levels seen for the full year 2013/14, at 83 per cent and 75 per cent respectively. This maintains the bus network's record level of performance.

3.8 London Transport Museum

With the high profile of 'Year of the Bus' events, visitor numbers at Covent Garden are matching last year's record levels. Our public programme now shifts to the commemoration of the centenary of the outbreak of the First World War. The restored 1914 B-type bus, B2737, has attended all the summer events and will be converted into War Department khaki livery in September to visit key sites with a mobile exhibition in France and Belgium. More than 1,200 London buses, one third of the Capital's bus fleet, were requisitioned for the Army Service Corps early in the war. With their volunteer London General Omnibus Company drivers, they saw sterling service behind the Western Front, some even returning to London's streets in 1919.

This summer has seen a busy public programme. In addition to the Year of the Bus events, we conducted 120 tours of the disused Aldwych station for 4,800 ticket holders in June while in August we marked the 150th anniversary of the Hammersmith & City line with 10 steam-hauled specials between Hammersmith and Moorgate. The 125th anniversary of the Chesham branch was also celebrated with eight special steam trains. More than 2,700 tickets were sold for heritage trains in August.

Safety and Citizenship

This academic year the Safety and Citizenship team worked with 90,225 children at Year 6 (age 10/11), which is an increase on last year's 88,024 children. The team worked with fewer schools than last year, reflecting the increase in the Year 6 pre-transition population and the trend towards larger primary schools.



Metropolitan 1

In addition, the team carried out 232 post-transition sessions during 2013/14 academic year, almost 10 per cent above target.

Youth Travel Ambassador programme

The innovative Youth Travel Ambassador (YTA) programme has completed its first academic year. The summer term saw the team working with 100 partner schools, mostly in the key seven boroughs, to complete YTA projects for the year and collect the Sustainable Travel: Active, Responsible, Safe (STARS) accreditation levels for YTA schools.

A survey of students – involving the whole school, not just the volunteers – in YTA schools demonstrated the wider impact of the programme:

- 75 per cent of students felt that they had become more aware of road safety

- 74 per cent felt they had become more considerate of others on public transport
- 85 per cent were more conscious of personal safety on public transport
- 64 per cent were more conscious of the impact of their travel choices

‘Be Safe’ event

Our annual ‘Be Safe’ event, which ran on the Piazza in Covent Garden in August, saw more than 8,000 people in a week. Eleven different safety workshops covered active travel, safety sessions for bus, rail, river and cycle, personal safety sessions with Metropolitan Police, dog safety from Battersea Dogs and Cats and First Aid from British Red Cross.

4 Value – efficient and effective delivery

4.1 New contracts for London's traffic signals

On 18 July we awarded new traffic signals maintenance contracts worth around £317m for up to eight years. This will see the Capital's 6,000 traffic signals upgraded and maintained to the latest, greenest standards. The contracts, awarded to Telent Technology Services, Siemens and Cubic Transportation Systems (ITMS), go live on 1 October 2014 and will save around £42m compared with the previous contracts. This represents an 18 per cent saving against the budget available and will be shared with the boroughs.

4.2 London Transport Museum Corporate Membership

HDI-Gerling, one of our main insurers, has signed up to Corporate Membership of the LTM corporate membership is a great way to engage with the transport community at all levels. We rely on the generosity of our current corporate members and business partners to continue our valuable educational and outreach work across London.

4.3 TfL Group financial statements

The TfL Group financial statements were signed on 11 July by KPMG, the earliest date since 2006/07 and the earliest date ever since the revised IFRS-based CIPFA Code of Practice came into effect. This concludes a financial statement production process that ran extremely smoothly with no audit adjustments and no new control issues being identified.

4.4 First trainee scheme completed

We have worked with our supplier Clear Channel to provide a seven week traineeship for five candidates selected from the LTM's Route into Work pre-employment training programme for young people who are not in education, employment or training.

The scheme gave the candidates the opportunity to gain Entry level 3 extended certification in Employability and Personal Development and Entry level 3 certificate for Introduction to Customer Service. This provides them with the skills and knowledge to be considered for a level 2 apprenticeship. The candidates also received a guaranteed interview for a level 2 apprenticeship in Warehouse Operations at London Living Wage. At the end of the traineeship, three paid apprenticeship roles were offered, increased from the intended two owing to the high calibre of the candidates.

4.5 Foreign Currency Investments

We have invested in foreign currency paper for the first time. An investment was made in euros and a FX swap was entered alongside the investment to swap the cash flows back to GBP. This was followed by the first investment in USD. Approval to do this allows us to further diversify the investment portfolio, as well as taking advantage of investment opportunities in different markets. This has been evident already with other trades made during the reporting period. We have been able to invest in approved counterparties which are not available in GBP at rates significantly above target.

4.6 Loan Facility between TfL and London Transport Insurance (Guernsey) Limited

In August 2014 Group Treasury arranged an intercompany loan between TfL and London Transport Insurance (Guernsey) Limited (LTIG). LTIG is a wholly owned subsidiary of TfL providing insurance services to the TfL group and some of its contractors.

Given the growth of its business, LTIG has a sizeable cash balance that has built up over recent years to support funding its operations. The loan from LTIG to TfL will allow TfL to invest these cash balances as part of its overall investment portfolio, rather than incur the additional cost of managing the investment of those funds separately out of the Guernsey entity. The initial drawdown of the loan was for £40 million.

4.7 Residential development at Archway Station

Terms have been agreed with Essential Living to convert the existing 14-storey office tower above Archway Station to residential use. The building will be let on short-term tenancies and we will receive nine per cent of the gross rental income from the 110 apartments. Essential Living will retain the management of the building.

4.8 Hammersmith

Contracts have been agreed between Scottish Widows Investment Property Trust and Development Securities for the pre-sale of Hammersmith Grove 12. This project will see the creation of 180,000 sq ft of commercial accommodation on the site of a former LU car park.

4.9 Amazon lockers

Amazon has installed customer collection lockers at Finchley Central and Newbury

Park to enable customers to collect orders. The partnership will help secure income for reinvestment in London's transport network as part of a wider commercial strategy that is currently forecast to generate £3.5bn over the coming years.

4.10 Pop-Up Shops

Three new pop-up lettings have been completed. At Baker Street, Dee's Pies, award winning hand-made pies, will be in place for a term of six months. At Piccadilly Circus, Press London, a health drink company, will also be in place for six months. At St Paul's, Juice Club will be occupying 1 Cheapside for eight weeks.

4.11 PhotoMe

Photo booths are now trading successfully at Pimlico, Baker Street, Gants Hill and Blackhorse Road. Further installations are due to follow in the coming weeks.

4.12 Pearson Street Glass Factory

We have now agreed Heads of Terms with Amazon for the 35,000 sq ft ex-engineering shed and adjoining arches in Hoxton. This site will be Amazon's new European photographic and design studio. We have granted a 10-year lease but retained the option to develop the site ourselves after 5.5 years.

4.13 35 South Molton Street

On 30 July we completed a letting of 35 South Molton Street, near Bond Street, to a jeweller. The achieved base rent now represents the highest level of rent per sq ft on South Molton Street.

4.14 New Click and Collect Services

LU continues to add additional customer amenities to its stations. Since 30 June,

customers at Finchley Central and Newbury Park stations have been able to collect packages from Amazon Lockers installed at the station car parks. This partnership with Amazon adds to a wide range of Click and Collect offerings with companies such as Asda, Tesco and Waitrose.

4.15 London Poppy Day

In support of our London Poppy Day activities we have so far secured sponsorship from Bombardier, Thales, Balfour Beatty, Cleshar and Laing O Rourke. The sponsorship will fund activities such as train wrap, poppies on the front and rear of trains, Poppy Day themed Tube maps in all stations, dressing in Westminster, Canary Wharf and Liverpool Street stations and Poppy Day hoardings at Bond Street station. Work is continuing and we expect to secure further support in the coming weeks.

We have also successfully agreed funding to wrap a fleet of 10 buses from Stagecoach, Arriva, Metroline, Go-Ahead, Tower Transit and Abellio. One of the wrapped new Routemasters will take part in the Lord Mayor's Show on Saturday 8 November. Two Clear Channel bus shelters outside South Kensington Tube and the Albert Hall will also carry the Royal British Legion poppy design.

5 People

5.1 Award-winning collaborations

The Stations Capacity Programme won an award at the Constructing Excellence Awards in London on 4 July. These are the leading built environment awards in the UK, recognising best practice, innovation and excellence.

Bank Station Capacity Upgrade won the Integration and Collaborative Working award. The judges commented: 'Although all the entrants in this category deserve an award, it was LU who had taken collaboration to a new level. Theirs was an impossible challenge which could not be overcome with a traditional approach.'

The Victoria Station Upgrade programme was also highly commended in the Building Information Modelling Project of the Year category.

5.2 Opening doors to innovation

LU is exploring ways to reduce delays for customers by testing lighter Tube train doors using innovative aerospace technology. LU's Innovation Team has led a consortium of industry experts in developing a door made from composite materials, previously used only in the aerospace industry, which saves around 30 per cent in weight.

The benefits of these innovative lighter doors are far-reaching. Lighter doors mean that a larger door can be produced without a change in weight, and larger doors enable more customers to board trains more quickly. Customers would benefit from

reduced journey times and reduced waiting times on platforms, resulting in a saving of 530,000 passenger hours a year. The new materials also help reduce mechanical stresses in other parts of the door system, leading to a decrease in delays from door-related failures.

The consortium comprised experts from University College London, Atkins Aerospace, Wabtec and National Composite Centre. The project was funded via the Technology Strategy Board's 'Accelerating Innovation in Rail' competition.

The project has already won a Rail Industry Innovation Award in the Environment category and been shortlisted for the prestigious Stephenson Innovation Award. The winner will be announced later this year. We are now exploring further applications of the technology.

5.3 Underground in Bloom

During the period, judging began for Underground in Bloom, the annual gardens competition for LU. More than 80 entries were received for categories ranging from hanging baskets to tubs to cultivated garden. Winners will be announced at a ceremony on 30 September.

5.4 National Women in Engineering Day

With Crossrail we participated in the first National Women in Engineering Day on 23 June. As part of this we called for action to boost the percentage of women engineers in the UK – currently the lowest in Europe at eight per cent – and doubling the number of engineering graduates to 87,000 a year to meet the estimated one million job openings by 2020.

5.5 Triumph at railway challenge

A team of our graduates and apprentices has won the Institute of Mechanical Engineering's Railway Challenge competition to design and manufacture a small-scale locomotive.

The team had to design and manufacture the most efficient, reliable and quietest small-scale locomotive capable of hauling a 600kg load.

The locomotive also had to be capable of energy storage, capturing energy during braking and then using it to drive the locomotive forward again. The team's solution to this was five times more effective than its nearest competitor, travelling almost 10 metres on its stored energy.

5.6 Art on the Underground

Art on the Underground has unveiled two new installations during this period.

Re-Dress is a temporary work created by London-based artist Jacqueline Poncelet. Designed specifically for the entrance to Edgware Road (Circle/District/H&C) station, the work is a companion piece to the permanent artwork, Wrapper, also created by Poncelet and commissioned by Art on the Underground for a new building alongside Edgware Road Tube station.

Wrapper, as its name implies, wraps the whole of the building on Chapel Street. Visible from both inside and outside the station, it grew out of Poncelet's three-year research period based in the area.



Winners of the Institute of Mechanical Engineering's Railway Challenge

For Re-Dress Poncelet has taken patterns that can be seen from the station platform and those from street level. She has altered the colour-ways and changed the relationships of scale.

An English Landscape (American Surveillance Base near Harrogate, Yorkshire) is a large, panoramic photograph installed across the length of a disused station platform at Gloucester Road Tube station. Made by the American artist Trevor Paglen, the installation evokes a long history of art reflecting the British landscape. Referring back to art-historical figures such as Constable, Turner and Gainsborough, Paglen's intention is to create a contemporary version of what they saw.

5.7 Crossrail apprentices

Crossrail's Tunnelling & Underground Construction Academy has now trained more than 7,000 people. Currently, 732 apprentices are supported by the project. Crossrail is the first Buildforce project partner to offer work placement opportunities for ex-armed forces personnel. It has set itself a target of filling 10 placements by the end of December 2015, but has already exceeded that with 11 placements so far.

5.8 Crossrail Limited – Appointment of a non-executive director

Property specialist Jayne McGivern has been appointed as a non-executive director of the Crossrail Ltd board. Jayne is an experienced CEO in the property industry, specialising in high-value mixed use and regeneration schemes of national importance.

Her appointment on 17 July was approved by the Deputy Chair of TfL on behalf of TfL and also received the required approval of DfT.

The appointment of Crossrail's chairman will be considered at its board meeting on 24 September.

5.9 The Warren School launches green wall as part of Mayor's Air Quality Fund

In partnership with the London Borough of Barking and Dagenham, we have launched an innovative new green wall at The Warren School, the first scheme to be completed as part of the Mayor's £20m Air Quality Fund to target pollution at hotspots around the Capital. Students at the school helped design the 54 metre square wall, which is made up of five plant varieties that thrive by trapping NO₂ and PM₁₀ particulates to reduce air pollution.

5.10 Digi Award

Our recently re-launched website has won the award for Best Consumer Website at the Digi Awards scheme run by the well respected Corporate Comms magazine. The awards recognise innovative use of digital media. Entries come from a wide range of blue-chip companies.

5.11 National Transport Awards 2014

Our Oyster campaign to help customers obtain the best value for money has been shortlisted in the travel information and marketing category of the National Transport Awards.

5.12 Transformation of the Year at the Business Continuity Awards

On 29 May we were awarded Transformation of the Year at the Business Continuity Awards. The judges were particularly impressed with the way we are transforming the IT systems and services that underpin our operations.

5.13 Best Information Technology at Best Business Awards

IM's contribution to our Going Mobile programme has won the Best Information Technology (public sector) category in the 2014 Best Business Awards. We received the award for the deployment of 4,000 smart phones and tablets to every section of the workforce across the LU network. The programme has been essential in helping us to improve operational service, reflected in performance statistics. Going Mobile is on track to produce significant benefits through efficiencies and rationalisation of costs.


5.14 Pride in London 2014

On 28 June we took part in this year's Pride in London festival, the largest Lesbian, Gay, Bisexual and Trans (LGBT) event in the UK. For the first time, we installed a rainbow zebra crossing, a symbol of diversity appearing in cities across the world, which attracted considerable media attention.

The crossing was made possible by close collaboration between our LGBT+ Network and our contractor WJ Linkline, the crossing's sponsors.



We celebrated this year's Pride with a rainbow zebra crossing



In the run-up to Pride we also re-branded 75 Barclays Cycle Hire Bikes with Ride with Pride transfers, and in collaboration with the London Transport Museum produced 200 limited edition art-print posters that went on sale during the event.

Throughout the event we encouraged people to get involved on social media by using the hashtag #ridewithpride and this proved overwhelmingly popular, with the rainbow crossing attracting the most attention on the day.

5.15 Volunteering at the London Transport Museum

The volunteers guide team at the LTM Depot received an award for the best volunteer team at the London Volunteer Awards in September. Volunteers are vital to external events such as the Cavalcade and garage open days, as well as to guided tours, curatorial work and family gallery sessions. Last year the number of hours donated rose to over 24,000 from 17,000 the previous year.

5.16 Mayor appoints Daniel Moylan to oversee work on Crossrail 2

On 3 September the Mayor announced that Daniel Moylan's responsibilities as a TfL Board Member are to be extended. The Mayor has asked Mr Moylan to champion the Crossrail 2 scheme and oversee the work that we will do to take the scheme forward. He will carry out this work alongside his current responsibility for the Mayor's aviation policy - making the case for a new hub airport to the east of London - as well as his wider work on the TfL board.

6 Planning

6.1 Public consultations

River Crossings east of Silvertown

A public consultation on options for new river crossings in east London, to the east of the proposed Silvertown Tunnel, ran for 10 weeks between 7 July and 12 September. The options are a new ferry at Woolwich, a new ferry or bridge at Gallions Reach or a new bridge to link Belvedere and Rainham. The consultation set out in detail the impacts of each option on traffic flow, the environment and London's economy. The results of the consultation will be reported to the Mayor in due course.

In addition, DfT is progressing plans for a new Lower Thames Crossing, which will provide extra capacity at the Dartford Crossings and is due to be complete by the mid-2020s.

Silvertown Tunnel

The Silvertown Tunnel was designated a Nationally Significant Infrastructure Project in June 2012 by the Secretary of State for Transport. Two consultations are planned on the proposed new tunnel. The first will run for 10 weeks from 6 October to 12 December and will outline the plans for the tunnel in detail, including its effects on traffic flow, the environment and London's economy. It will also outline a proposed user charge for Silvertown and the Blackwall Tunnel as a way to manage demand for the new crossing. A further consultation will be launched next summer before we submit an application for Development Consent Order powers to build and operate the new tunnel.

Bakerloo line Extension

We will launch a public consultation for the Bakerloo Line Extension in late September. This is an initial consultation, introducing the overall concept of the extension to southeast London. It will also detail the high-level route alignment options via Camberwell or Old Kent Road to Lewisham, and beyond to Hayes and Bromley Town Centre via Beckenham Junction.

In parallel with the consultation process, we will continue to develop the case for a Bakerloo line extension, including further work on transport modelling, assessment of development impacts and funding, and wider economic benefits. The public consultation will close in early December 2014 and the results will be reported to the Mayor in early 2015.

Barking Riverside

Barking Riverside is the largest housing development in east London, with planning permission for up to 10,800 new homes, as well as healthcare, shopping, community and leisure facilities. However, significant transport infrastructure must be built to support the development and without a rail link no more than 1,500 homes can be built.

To enable the development, we are proposing to extend the LO Gospel Oak to Barking line to Barking Riverside. This scheme replaces the previously proposed DLR extension from Gallions Reach to Dagenham Dock via Barking Riverside.

A public consultation began on 8 September and will run for six weeks until 19 October. The purpose of the consultation is to understand local people's views on the principle of extending LO to Barking Riverside.

6.2 Ultra Low Emission Zone (ULEZ)

We have identified three specific proposals to reduce emissions from TfL buses, taxis, and Private Hire Vehicles and private/commercial vehicles, as part of the ULEZ objective of improving air quality and meeting NO₂ limits by 2020. These would require us to introduce new procurement procedures, licensing requirements and a vehicle emissions charging scheme in central London.

A public consultation will begin in late October and run for 10 weeks until early January 2015. Subject to the outcome, it is intended that the proposals will be confirmed by the Mayor at the end of March 2015. This will provide users with a five- year notice period before the scheme comes into effect in 2020.

6.3 Funding for developers for Crossrail

The funding package for the Crossrail project included a requirement to generate £300m from a Mayoral Community Infrastructure Levy (MCIL) and £300m raised under Supplementary Planning Guidance. SPG is applied to developments for commercial floorspace in central London, the Isle of Dogs and near stations. MCIL is applied to all developments over 100 square metres across the Capital.

The MCIL came into effect on 1 April 2012 and in the first two years of its operation around £53m has been collected. In addition, in Quarter 1 of the current financial year a further £17.4m has been collected, making the total collected to date £70m. The current forecast is for £300m of MCIL to be achieved as early as 2017.

The corresponding Crossrail-funding SPG total to date is £38.2m. The policy framework for SPG was developed in advance of the MCIL. While the CIL did not change, the total amount to be collected for commercial uses covered by

the SPG, part of what would have been SPG section 106 is now collected as CIL. So in due course the income targets will probably need to be adjusted.

CILs are required to be reviewed on a regular basis and the Mayor agreed to undertake a review after two years of operation. Consideration will be given to issues such as whether the CIL rates set continue to be appropriate, if allowing a form of discretionary relief is justified, and what have been the impacts of CIL on the delivery of affordable housing. A report is likely to be presented to the Mayor in the coming weeks.

6.4 Crossrail 2

On 9 June we launched the second Crossrail 2 public consultation. This focused on three aspects of the scheme that have changed since the last consultation in the summer of 2013:

- The station location at Chelsea
- The route alignment North of Angel, looking at different route options via Hackney or Dalston
- An extension from Alexandra Palace to New Southgate

The consultation closed on 25 July and the results are now being analysed. Almost 5,000 responses were received, again with high levels of overall support for the project. The results of this consultation will be announced later this year and will help inform the next steps with developing the project, including revising the existing safeguarding.

More detailed consultation will take place in late 2015 to progress Crossrail 2 towards an application for powers in late 2017.

6.5 Old Oak Overground Station

On 22 September we launched a consultation on options to connect the LO to the proposed HS2 station at Old Oak.

The DfT's plans for the new interchange do not currently include a connection to the Overground, which we feel is a missed opportunity.

The consultation on three different station options will last for nine weeks, closing on 24 November. We are aiming to identify a preferred option in early 2015 following consultation and further design feasibility.

6.6 Garden Bridge

On 31 May, as the agent to the Garden Bridge Trust we submitted the planning applications for the Garden Bridge to the London Borough of Lambeth and Westminster City Council. The applications are referable to the Mayor. The next step is for the boroughs to undertake statutory consultations, which we expect to be determined in the autumn.

6.7 Borough engagement

The local authority elections on 22 May saw significant changes in four boroughs:

- The Labour Party took control of Croydon, Hammersmith & Fulham and Redbridge from Conservative-led administrations
- The Liberal Democrats lost Kingston to the Conservatives

Labour remains in control of the overall borough organisation, London Councils.

We are now undertaking a programme of targeted engagement with boroughs experiencing major changes and with the new political leads at London Councils over the coming months.

6.8 Aviation

In its December 2013 Interim Report the Airports Commission committed to undertake further work on an Inner Thames Estuary option. On 2 September, the Commission confirmed that following these studies, it would not be shortlisting the Estuary option, citing that the risks associated with delivery and the cost of a new facility would be too high despite the much greater benefits that would be felt. Instead the Commission would revert to the shortlisted options for increasing capacity at Heathrow and Gatwick, ahead of a final recommendation to Government in the summer of 2015.

We will continue to work with the Mayor and his team to make the case for a long-term strategic response to the UK's aviation capacity crisis that can adequately meet London's aviation, environmental, transport, housing and employment needs. These cannot be met with expansion at either Heathrow or Gatwick.

We will also continue to engage with the Commission's analysis of the surface access requirements of the shortlisted schemes to ensure the assumptions that have been made by the scheme promoters and the Commission are sound and to understand their implications for Londoners and the wider transport network.

In addition to this long-term strategic work, we continue to provide planning advice and technical support regarding London's existing airports.

6.9 Mayor's London Infrastructure Plan 2050

Further to the London Finance Commission's recommendations in May 2013, the Mayor published the draft London Infrastructure Plan 2050 for consultation at the end of July.

This Plan sets out his view of London's long term infrastructure requirements covering housing, energy, water, waste and technology alongside public transport and roads. It will also set out proposals for delivery, including the establishment of a Delivery Board, alongside an estimate of the magnitude of costs involved and proposals for how this might be funded.

The consultation is due to end on 31 October, with the final report expected to be published at the end of next year.

7 Mayoral decisions relating to TfL

7.1 Garden Bridge Development Proposals

On 27 June, the Mayor delegated statutory powers to TfL in respect of the funding of the Garden Bridge, and directed us to provide funding of up to £30m to the Garden Bridge Trust for the delivery and construction of the Garden Bridge.

The £30m includes funding provided by us to date. The funding will be provided under the terms of an agreement currently being negotiated with the Garden Bridge Trust. Our funding will be matched by a £30m contribution from Government.

7.2 Contactless Payments Decision

On 8 August the Mayor approved the extension of the acceptance of contactless payment cards (CPCs) to LU, LO, DLR, Trams and Oyster-accepting National Rail services, together with daily and weekly bus and multi-modal fare caps where fares are paid by CPCs. The Mayor also gave a fares direction to TfL in respect of the acceptance of CPCs and the fare caps. The fare values for relevant journeys are not affected.

8 Other

8.1 Core Issues Trust Bus Advert

TfL has recently been the subject of a High Court hearing in what I hope will be the end of this protracted issue.

In April 2012, shortly before the Mayoral election in May 2012, two evangelical Christian organisations, Core Issues Trust (CIT) and Anglican Mainstream, sought to place an advert on a small number of TfL buses reading 'Not gay! Ex-gay, post-gay and proud. Get over it!' mimicking that of a then current Stonewall advert. The CIT advert was accepted by TfL's advertising contractors but was not initially brought to the attention of TfL.

The media became aware that the adverts were due to run and this attracted significant adverse public comment. TfL, which had been made aware of the Mayor's views, decided that the adverts contravened TfL's advertising policy and therefore should not run.

CIT issued proceedings for Judicial Review of the decision.

The first High Court hearing took place in February 2013 and the Court found that TfL had been entitled to make the decision it did, and that it was not in breach of the Human Rights Act although the Court commented on TfL's decision-making process and the absence of documentation. Costs were awarded in TfL's favour.

CIT appealed and the Court of Appeal heard the appeal, with additional documents to consider, in December 2013. The Court of Appeal upheld the High Court's decision that TfL was entitled to make the decision. However, it decided that on the information before it, it could not determine whether the decision had


been taken by TfL or the Mayor, and if the Mayor had acted for electoral (and thus improper) purposes. Unusually, it remitted the case for the High Court to hear further evidence on these issues, with the Mayor being joined to the proceedings. The Court of Appeal awarded TfL 75 per cent of its costs in the High Court and Court of Appeal.

The High Court required substantial disclosure of documents by TfL and the GLA, and witness statements from the Mayor, the Commissioner, the former Deputy Mayor Richard Barnes, Vernon Everitt and Guto Harri. On 30 June and 1 July 2014 the High Court considered the issues remitted to it by the Court of Appeal, namely whether the decision to prevent the running of the CIT adverts in April 2012 was taken by the Mayor or by TfL, and whether that decision was for an improper, electoral purpose. On 30 July 2014 the Court decided that, although strongly influenced by the Mayor's opinion, TfL took the decision, and that the Mayor was not motivated by an improper purpose. Costs were awarded in favour of TfL and the Mayor.

CIT has said that it intends to make a further appeal, for which it will require the permission of the Court of Appeal.

8.2 Increased sentencing powers for magistrates

The Secretary of State recently published a draft statutory instrument under powers conferred by the Legal Aid, Sentencing and Punishment of Offenders Act 2012. The statutory instrument, the Legal Aid, Sentencing and Punishment of Offenders Act 2012 (Amendment of Standard Scale of Fines for Summary Offences) Order 2014, proposes to amend the standard scale of fines for summary offences in Magistrates' Courts. The amendments substitute, for the sums specified as levels one to four on the standard scale, sums which are in each case four times the



previous sums. Once in force, the Order will affect all TfL prosecutions including streetworks, taxi and private hire, fare evasion and highway related offences, most of which fall within the existing level four on the standard scale currently capped at £2,500 and rising to £10,000 for offences consulted after the new regulations take effect.

8.3 TfL Secretariat

From 1 August 2014, under a shared services arrangement, the GLA's Member and Committee Services team became responsible for administering our Member support and Member-level decision-making structure and related governance arrangements. These services will continue to be undertaken by the TfL Secretariat staff that co-located to City Hall in April 2013. Those staff have made a considerable effort to ensure that service standards have been maintained and that the benefits of a co-located secretariat function are being realised.

Our General Counsel, as TfL Board Secretary, will continue to be responsible for the service provided to the TfL Board. The administration of our subsidiary companies, declarations of senior officers' interests and gifts and hospitality received, the execution of documents and administering our confidential reporting service 'Safeline' all remain our responsibility.



List of appendices to this report:

None

List of Background Papers:

None

**Sir Peter Hendy CBE
Commissioner
Transport for London
September 2014**