

Board

**Transport
for London**



Date: 5 February 2014

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

This report provides an overview of major issues and developments since the meeting of the Board held on 11 December 2013 and updates the Board on significant projects and initiatives.

2 Recommendation

That the Board note the report.

List of appendices to this report:

Commissioner's Report – 5 February 2014

List of Background Papers:

None

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

Commissioner's Report

5 February 2014

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1 Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 11 December 2013 and updates the Board on significant projects and initiatives.

2 Delivery

2.1 London Underground (LU)

2.1.1 LU performance

Passenger journeys in periods 8 and 9 of 2013/14 were 210.1 million, exceeding budget by 4.8 per cent and the same period last year by 5.2 per cent. A new non-Olympics daily record was set on Friday 6 December with 4.53 million journeys made, which is only 14,000 fewer than the record set during the Games. Year-to-date passenger journeys are 2.2 per cent higher than last year, without adjusting for Olympic and Paralympic Games journeys. Once prior-year demand is adjusted for Games-related journeys, underlying year-on-year growth is 4.1 per cent, meaning the Q3 full year forecast of 1,269 million journeys is on target to be delivered. A total of 11.8 million kilometres were operated in periods 8 and 9, which equates to 97.4 per cent of schedule operated, which is 0.2 per cent better than target.

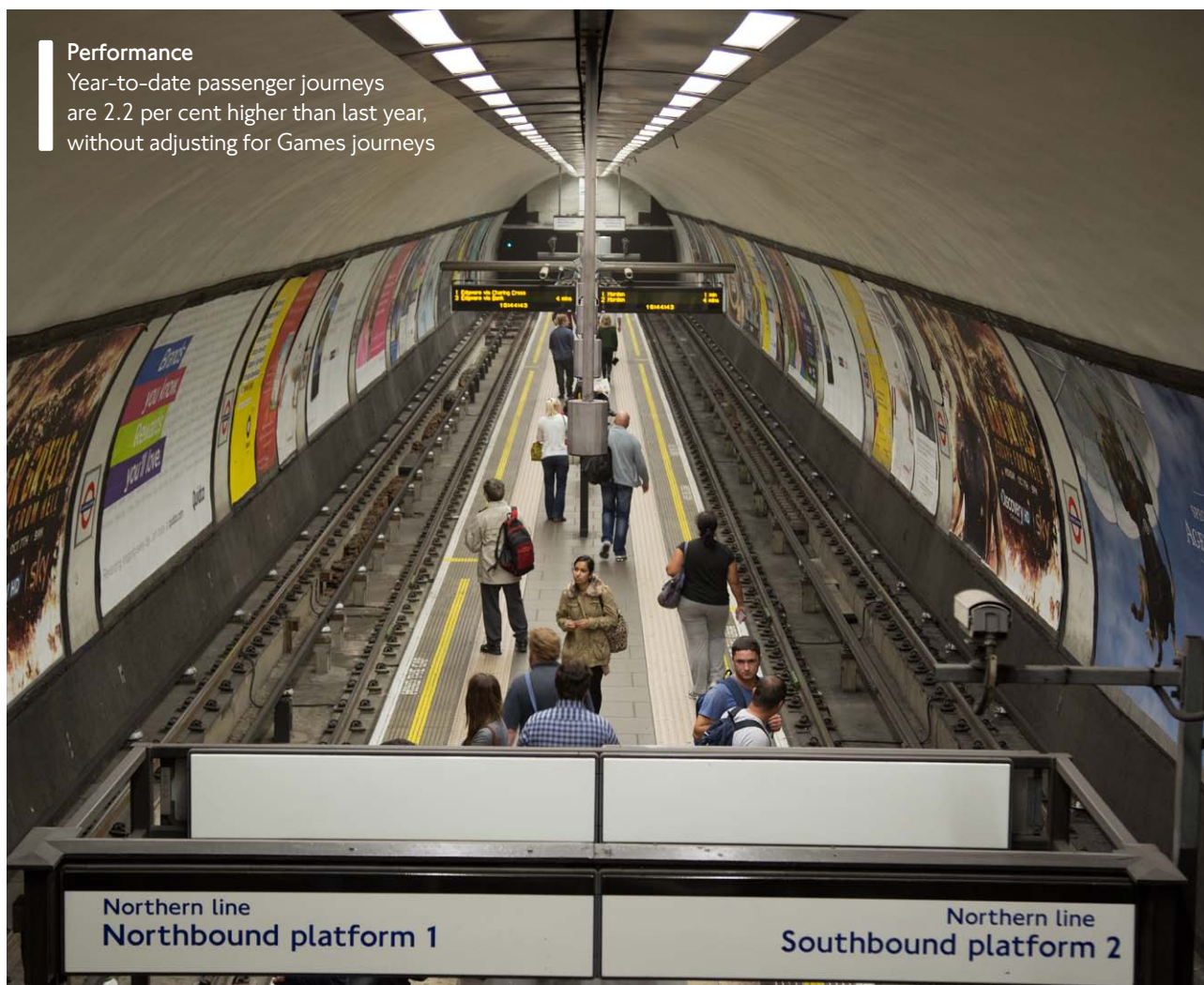
Network excess journey time rose in period 8 owing to the storm on 28 October which contributed 0.23 minutes to period 8. However, LU reliability, as measured by Lost Customer Hours, was 3.7 million in periods 8 and 9, 4.8 per cent better than budget. We began detailed preparations for the storm when the first weather forecasts were received, five days before it hit London. While some Tube lines experienced brief early morning service suspensions to allow for the removal of fallen trees, all lines operated a service for the morning peak and throughout the rest of the day. Excluding the impact of the 28 October storm, performance would have been 15.6 per cent better than target.

2.1.2 LU Investment Programme Sub-Surface Railway (SSR)

Overall reliability of S-Stock is steadily improving. Twenty trains have now finished the

Performance

Year-to-date passenger journeys are 2.2 per cent higher than last year, without adjusting for Games journeys



enhancement programme and a further 17 trains will be completed over the next three months with conclusion of the programme forecast for March 2014. The S7 version has seen steady improvements in reliability.

Completion of the replacement of C-Stock with S-Stock remains on track for the end of May 2014 ahead of the Department for Transport (DfT) target date. Infrastructure work required to run S-Stock on the Wimbledon to Edgware Road District line service is due for completion in January 2014. The introduction of S-Stock on all lines remains in line with the 2016 DfT target date.

Over the weekend of 2-3 November, we delivered the most complex roll-out of the new S-Stock trains. Bringing eight new trains in to service, at the same time as removing for scrap the old C-Stock trains they replaced. This

required nine months of planning to ensure that the process, which involved cycling trains, drivers and low loaders around the LU network, worked perfectly.

Our work with Bombardier Transportation continued and on 31 December we announced that the signalling contract for the Circle, District, Hammersmith & City and Metropolitan lines (sub-surface lines) is to be re-let. Expressions of interest are now being sought. This contract is vital to achieving LU's vision of a world-class service as it will see signalling modernised on 40 per cent of the Underground network. This will allow us to run more trains more often and more reliably. Enabling works already completed by LU and Bombardier can be used when works restart after the contract is re-let.

Victoria line upgrade

The Victoria line demonstrated impressive reliability this period, with train and train borne equipment operating around 45,000km between failures that affect services.

Northern line upgrade

A new automatic signalling system is now controlling the Northern line from High Barnet and Mill Hill East through the City and West End branches to Oval. Work to commission the central London section was so successful that a scheduled full-day closure on Saturday 18 January was not required and the line reopened fully to customers in the evening.

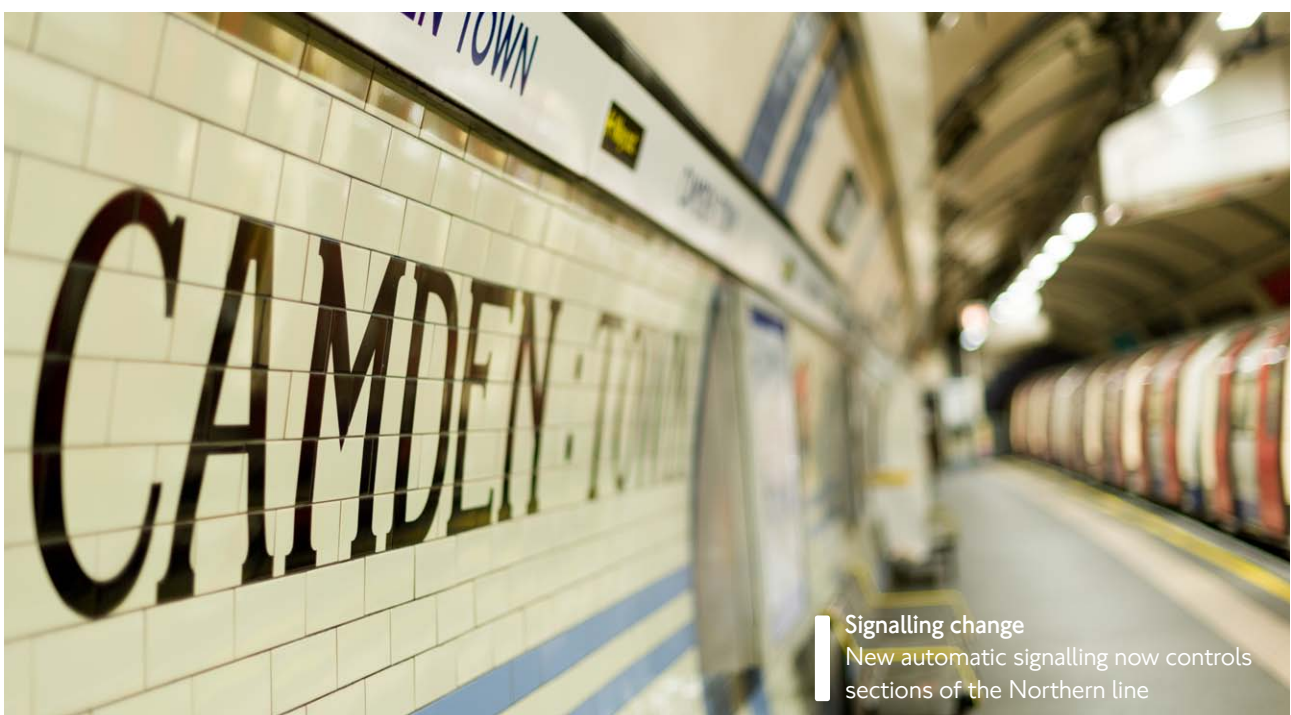
The rest of the line will move to the new Transmission Based Train Control system

over the next few months. When the upgrade is complete, line capacity will increase by 20 per cent – the equivalent of an extra 11,000 passengers an hour and there will be an 18 per cent saving in journey time.

The overall programme remains ahead of schedule.

Infrastructure renewals (track)

The track programme delivered 1.7km of ballasted track renewal (BTR). This included the start of full BTR work during week nights in January and weekend works including one on the Metropolitan line in a section next to the Network Rail track.



Signalling change
New automatic signalling now controls sections of the Northern line

Detailed planning allowed Chiltern services to continue operating during the works. In addition, and following extensive preparatory work, the LU/Balfour Beatty Track Partnership carried out overnight re-ballasting works for the first time. Forty-three metres were completed on the Central line in a single week. An initial trial of rail grinding on track crossings was successful. This process involves removing irregularities from worn rail to extend its life and improve the ride of trains. More than 23km were completed during two sessions on the Central line against an initial plan of nine kilometres.

Track drainage renewal exceeded the baseline programme by 910 metres following a successful weekend at Leytonstone on the Central line, which achieved 676 metres of lining works. Mid-week overnight drainage renewals produced 100 metres. The total drainage works for period 9 were 1,806 metres compared to a plan of 896 metres.

A recent edition of the Rail Engineer magazine featured the LU/Balfour Beatty Track Partnership, highlighting how it is transforming the way essential rail renewal works are undertaken. The article praised the partnership for how it keeps London moving, from the 'ground breaking' blockade on the Hainault loop in October/November 2012, to the 'innovative thinking' around a new type of sleeper which takes less time to install than traditional models.

Major stations improvement

• **Tottenham Court Road**

Scaffolding has been installed over the two

newly installed escalators to protect them from the weather. Internal wall construction on levels -1, -2 and -3 and piling on level -5 of the Goslett Yard Box has been completed and the main switch panel installation is progressing to plan. One of the new entrances to the station is now visible from Oxford Street.

• **Bond Street**

The future tunnelling schedule has been changed to mitigate disruption caused by delays in constructing the concrete frame over the site. Excavation for the new electrical sub-station has begun.

• **Bank**

The public consultation on the plans for the re-development of the station concluded on 8 November with more than 500 responses received – the vast majority positive. A memorandum of understanding has been signed by the Bishop of London, on behalf of the Diocese of London and TfL, to work to support the Transport and Works Act Order (TWAO) for the station.

• **Victoria**

All four vertical load-bearing piles have been completed in the north ticket hall and the protection deck has been successfully installed over the south ticket hall. The Board has approved proposals to refurbish the District and Circle ticket hall and platforms. These plans will bring them up to the same standard as the new-build areas of the station.

• **Victoria station – cement leakage**

On the afternoon of 23 January, our contractors were working on the new station

in an area next to the Victoria line signal control room. These works involved the use of water and cement which leaked into the room, damaging equipment. This meant that no signals worked on the southern section of the line, leading to the suspension of services between Warren Street and Brixton.

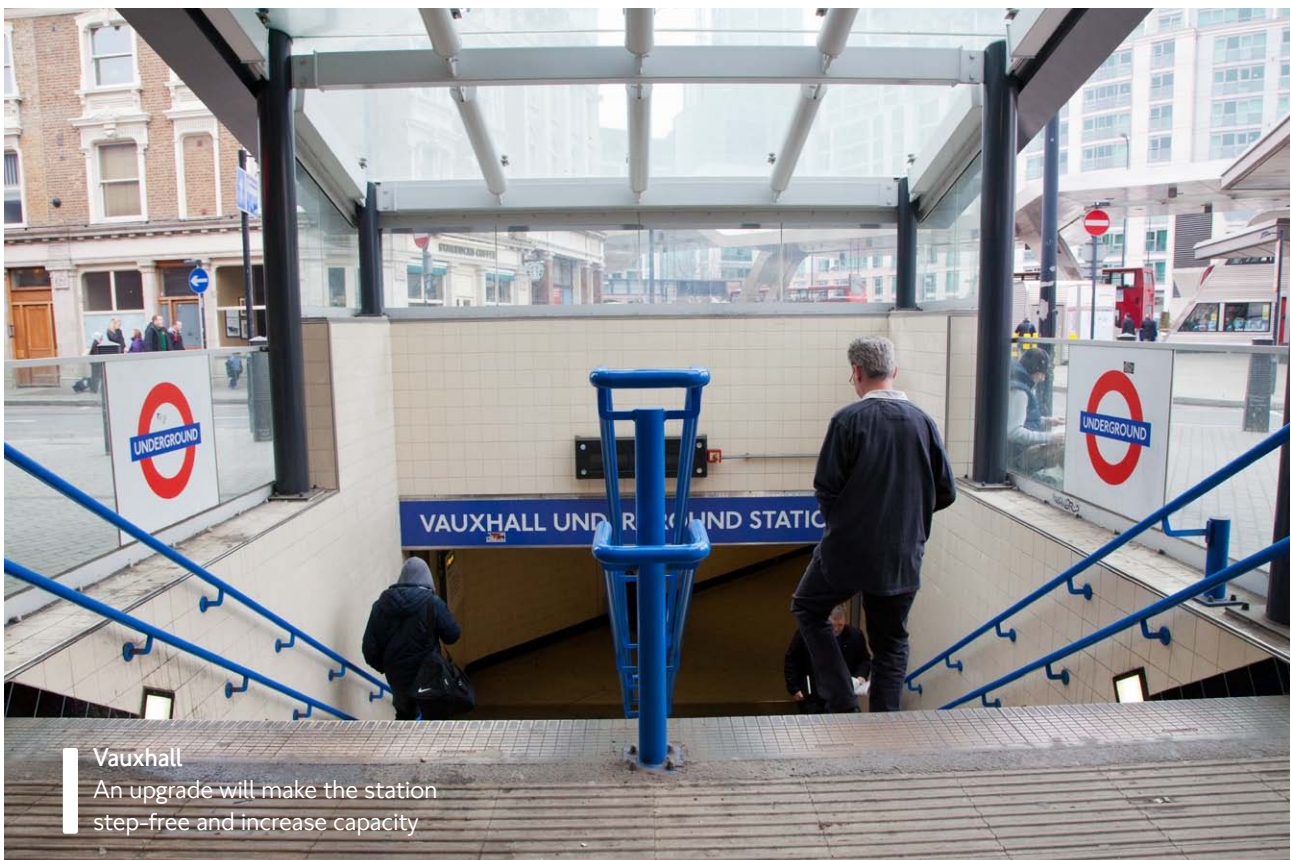
Our engineers arrived on site immediately and worked through the night to successfully repair the damaged signalling equipment, ensuring trains were up and running across the Victoria line for the start of services the following morning.

During the works we operated a limited replacement bus service between Green Park and Brixton to help affected passengers. Tickets were also accepted on South Eastern Trains, South West Trains, Greater Anglia, London Overground and some London Buses.

We apologised to our customers and a full investigation is now under way.

- **Vauxhall**

The number of passengers using Vauxhall Underground station is set to increase by 40 per cent over the next



Vauxhall
An upgrade will make the station step-free and increase capacity

few years. To create extra space, the ticket hall will be reconfigured to allow the expansion of ticket gates, which will reduce congestion. The upgrade will make the station step-free, give passengers more space and make journeys quicker and more pleasant. These works, along with other TfL investment in improving the local transport network, will play a key role in helping to support the growth and regeneration of Battersea Nine Elms.

The station will be kept open for passengers during the work and disruption will be kept to a minimum during this vital work. Construction will start in January next year and will be completed by the end of 2015.

- **Embankment**

Work to replace four escalators at Embankment Tube station started on 7 January and will continue until November 2014. From 8 January, Bakerloo and Northern line services will not stop at the station until the work is completed. Customers who normally start or end their journey on these lines at Embankment are being advised to use Charing Cross station, which is a short walk along Villiers Street. District and Circle line services will continue to serve Embankment as usual. Customers who normally interchange at the station can use alternative Tube routes or interchange via Villiers Street between Embankment and Charing Cross.

2.2 London Rail

2.2.1 London Overground Performance

Passenger journeys in periods 8 and 9 were 20.3 million which is 0.1 per cent below target.

Year-on-year demand growth has slowed to 2.1 per cent.

Operational performance, as measured by the public performance measure moving annual average, was 96.1 per cent for periods 8 and 9, which is 0.3 per cent better than target. Latest figures for punctuality from Network Rail's public performance measure moving annual average league table show London Overground as the second most punctual service in the UK (after c2c).

2.2.2 London Overground Capacity Improvement Programme

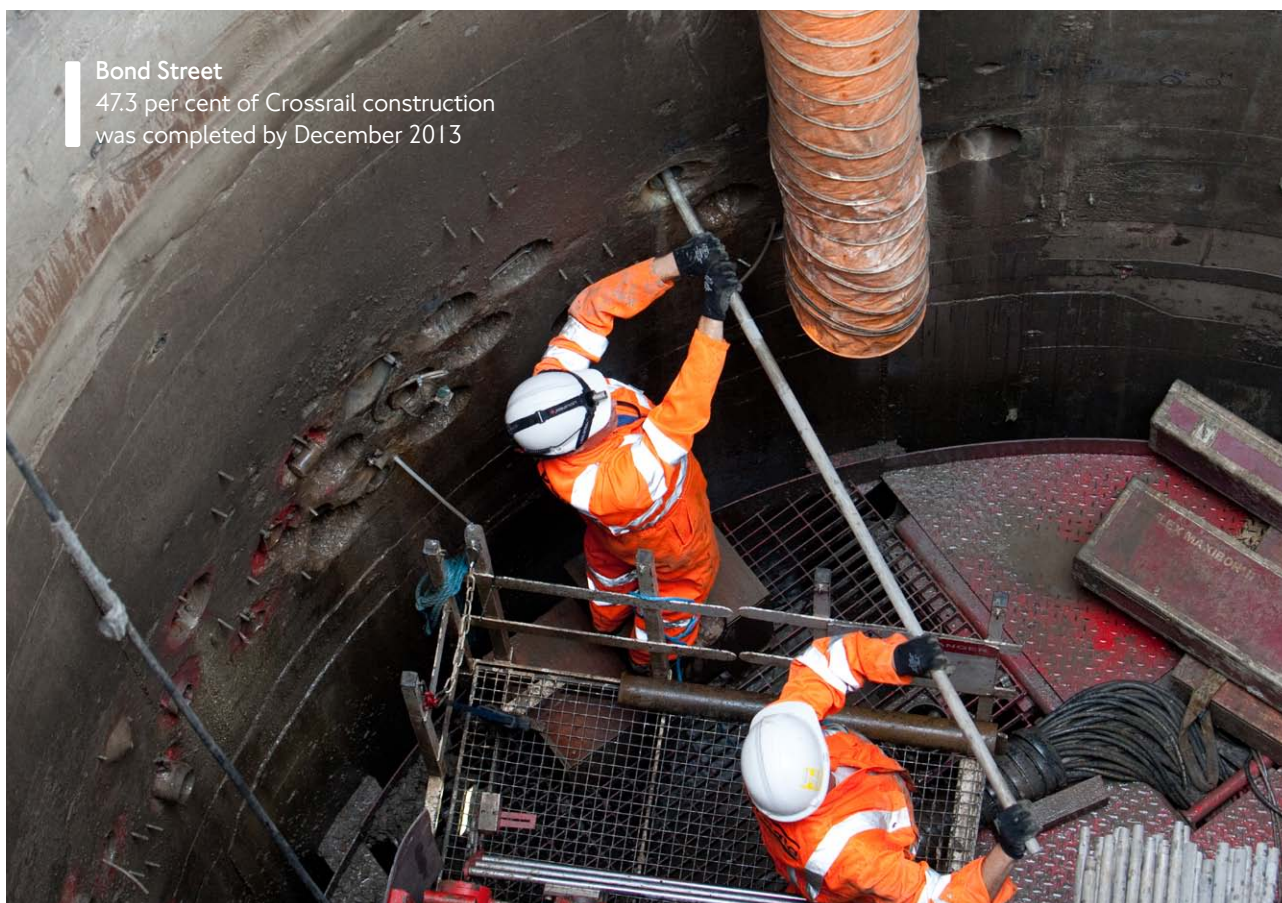
Civil engineering firm Dyer and Butler has been appointed to lengthen and modify some of the station platforms on the West London line. The platforms will accommodate longer trains, which are being lengthened from four to five carriages. This will provide a 25 per cent increase in capacity. The first of these trains will run on the East London line from the end of 2014, followed by the South London line by the end of 2015.

2.2.3 Docklands Light Railway (DLR) performance

DLR passenger journeys for periods 8 and 9 totalled 16.5 million which is 3.6 per cent better than target and 5.3 per cent higher than last year. Year-to-date passenger journeys were one per cent above budget and 5.5 per cent better than last year once prior-year demand is adjusted for Games-related journeys.

The percentage of schedule operated during the periods was 98.6 per cent, which exceeded target by 0.4 per cent. The moving annual

Bond Street
47.3 per cent of Crossrail construction
was completed by December 2013



average for percentage of schedule operated has been at or above 99 per cent since period 5.

2.2.4 DLR twin-tracking

An extra track between Stratford and Canary Wharf/Lewisham will allow for an increase of more than 1,000 journeys an hour by spring 2014. A new station is also planned at Pudding Mill Lane, which is set to have the largest capacity on the DLR network.

Installation of the permanent piles to support the new track has started and good progress is being made. Completion prior to the mid-April 2014 possession is on schedule.

2.2.5 London Tramlink performance

Passenger journeys for the periods 8 and 9, at five million, were 1.7 per cent better than budget and 8.1 per cent higher than the same period last year.

During periods 8 and 9, performance for trams, measured by the percentage of scheduled

service kilometres operated, was 98.6 per cent, which exceeded target by 0.6 per cent.

2.2.6 Emirates Air Line performance

Passenger journeys were 6.8 per cent above target in periods 8 and 9. Year-to-date passenger journeys were on budget at 1.2 million.

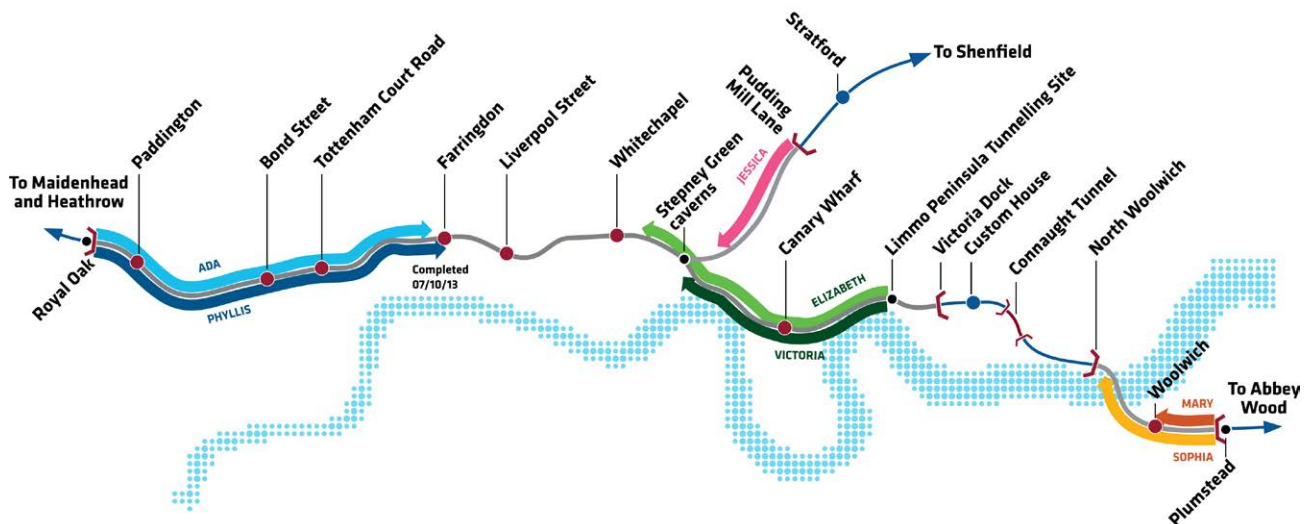
Operational availability was 94.6 per cent which is one per cent lower than target. The shortfall is owing to the number of days of exceptionally high winds.

2.3 Crossrail

2.3.1 Health and safety

Crossrail's safety performance has continued to improve and its corporate objective on health and safety performance has been achieved. A detailed holiday and return to work pack was prepared to help refresh the Target Zero message for those returning to work after the festive period.

Crossrail's Exchanging Places cycle safety initiative continued, with the CEOs of their major contractors given the opportunity to sit



in the driver's seat of a Heavy Goods Vehicle (HGV) to gain a better understanding of vehicle blind spots.

2.3.2 Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn. At the end of the most recent reporting period (7 December 2013) 47.3 per cent of the overall programme was complete with cost performance increasing and schedule performance holding. The Prime Minister, the Mayor of London, the Transport Minister and I joined Crossrail's Chairman and Chief Executive at Crossrail's Tottenham Court Road site in January to kick start a series of events celebrating the project's 'halfway there' achievement.

The emergency access shaft at Fisher Street was completed nearly nine months ahead of schedule. Crossrail submitted proposals for major improvements to Ealing Broadway station to the London Borough of Ealing. The plans would significantly improve the current station providing a bright, spacious entrance and make it easier for passengers to get from the ticket hall level down to the platforms.

Collectively, the tunnel boring machines have now completed 26.7km out of a total of 42km. The current location of the machines is shown above.

The sprayed concrete construction that forms the majority of station platform tunnels is now 34 per cent complete.

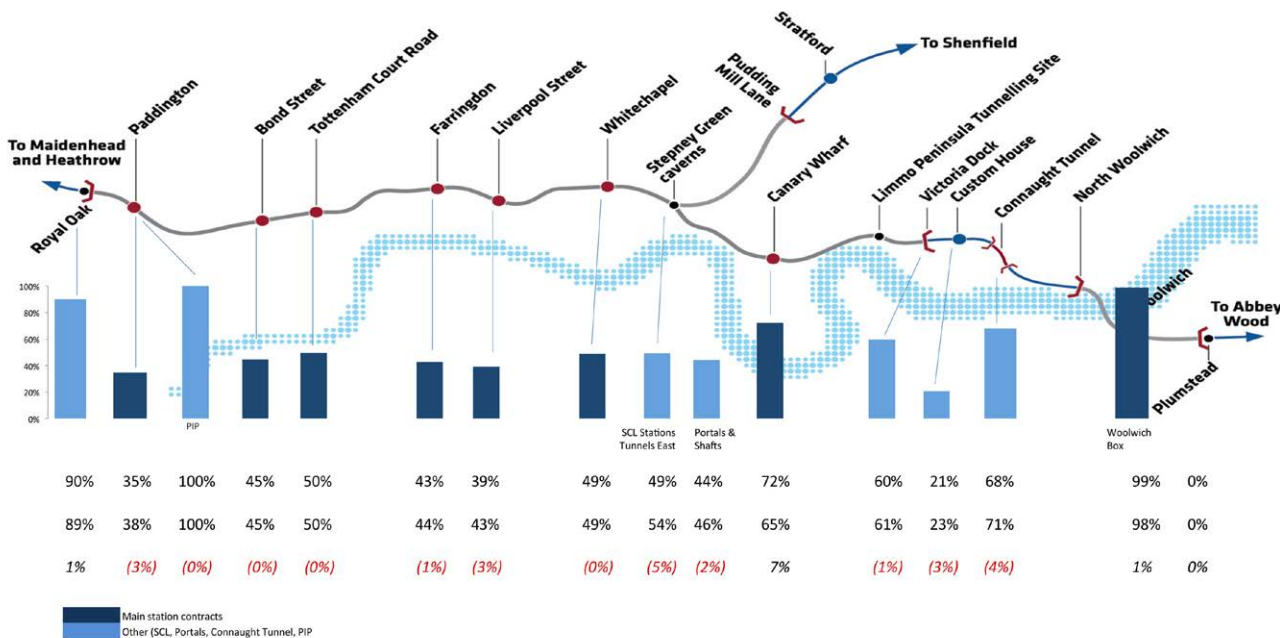
The surface works being carried out by Network Rail remain on target. Network Rail's Christmas 2013 works, which primarily focused on the Great Western main line, were completed without any health and safety lost-time cases and to time. They included 935 metres of track renewals and the installation of 28 new overhead line structures and involved 67,000 person hours.

By the end of February, urban realm designs will be complete for all 27 stations within the London boundary.

Overall construction progress at each station is summarised on page 10.

2.3.3 Railway systems, operations and integration

There has been considerable focus on the work needed to bring Crossrail into service. This includes developing and modelling timetables, a new technical assurance plan, operations and maintenance integration reviews, devising the layout of the control centre, standardising approaches to all platform and fit-outs, plus preparing a programme-wide testing and commissioning plan. In addition, customer service strategies are being developed and



the principles for the design of waiting rooms and ticket halls have been developed for the surface stations.

2.3.4 Procurement

Good progress has been made evaluating rolling stock tenders (received from Bombardier, CAF and Hitachi). An update is being provided to this Board meeting.

Crossrail continues to progress two contract awards. One is for the fit-out of the new station at Woolwich (Balfour Beatty, Laing O'Rourke, Morgan Sindall and VINCI Construction were shortlisted) and the other for the Crossrail Train Operating Company, for which Arriva Crossrail Limited, Keolis/Go Ahead, MTR Corporation (Crossrail) Limited and National Express Group plc are bidding.

Over the full course of the project, we expect there to be at least 75,000 opportunities for businesses, with over a third based in London and 58 per cent going to small and medium-sized businesses.

2.3.5 Jobs and skills

There are more than 10,000 people currently working on Crossrail across 40 construction sites and 283 apprentices are currently engaged on the project, exceeding the target of 260 for the year. The organisation remains on course for recruitment of more than 400 apprentices during the project. In addition to Crossrail, 61,000 jobs a year are created around the country annually through our Investment Programme.

Crossrail was part of a major feature on engineering and manufacturing at the Skills Show in Birmingham and participated in Skills London at ExCel, where more than 1,300 young people visited the display stand.

Crossrail's Job Brokerage Service held a workshop with Jobcentre Plus managers from its 15 stakeholder boroughs. The managers were advised on the next stage of the project and skills requirements, with the aim of improving the referral pathway to jobs for local people.



Whitechapel
Crossrail tunnel boring machines have now completed 26.7km out of a total of 42km

2.3.6 Diversity

More than 150 Crossrail staff and contractors discussed the need to improve gender diversity with Alderman Fiona Woolf CBE, Lord Mayor of the City of London. Crossrail launched its Equality Strategy and one of the three priority themes is to raise the profile of women in construction. Currently in Crossrail, 12 per cent of the workforce is female, 29 per cent of project managers are women and four per cent of engineering managers are women. The company's ambition is to leave a legacy on how to use a diverse workforce to deliver a world-class project.

2.3.7 Sustainability and quality

Crossrail launched its second Annual Sustainability Report in the House of Commons. The report demonstrated its commitment to sustainability and its performance against social, economic and environmental criteria.

Crossrail organised a programme of events for World Quality Week, with the theme 'A Quality Job is a Safe Job'. Teams across the project

ran a packed programme of activities to raise everyone's awareness of quality issues and that it is everyone's responsibility to build the railway 'right first time'.

2.3.8 Innovation and awards

Crossrail's innovation programme (www.innovate18.co.uk) has continued to expand. It aims to encourage process, service, organisational and financial improvements across the project and wider industry. More than 150 innovative ideas submitted by Crossrail employees, contractors and members of the supply chain have now been published.

Whitechapel station has been awarded the Building Research Establishment Environmental Assessment Method (BREEAM) 'Excellent' rating for its design. In addition, Crossrail has been awarded 'Risk Management Programme of The Year' at the Continuity, Insurance & Risk Management Awards.

The Connaught Tunnel team was recognised for its use of the Six Sigma set of techniques and tools for process improvement in the



Bechtel Civil Global Business Unit Six Sigma Excellence Awards. Crossrail’s health and safety Gateway programme was recognised as the ‘Most Inspiring Initiative’ at the Inspiring Safety Awards.

2.4 Surface Transport

2.4.1 Operational performance

A trend of increasing passenger journeys and demand has continued over the past three periods across almost the entire Surface Transport network. This has had some negative impact on road network reliability, but the overall safety and security of the network continues to significantly exceed targets.

• Passenger journeys and demand

Bus passenger journeys were 194 million in Period 9, 3.5 per cent higher than last year. Adjusting for exceptional factors, the current underlying growth in journeys for the year is 1.4 per cent. It is expected that this underlying growth will rise to two per cent by the financial year end with overall bus passenger journeys totalling 2,390 million.

The pan-London traffic flow index for Period 9 was 1.5 points up from the same period last year. This is the third period in a row where volumes have been significantly up on the prior year, which appears to be linked to London’s improving economy.

Cycle flows on the TLRN in Q3 were 4.6 per cent higher than last year, which represents the highest Q3 volumes since the index began.

• Reliability

The increasing traffic flows during Period 9 were a significant factor on Transport for London Road Network (TLRN) journey time reliability, which stood at 87.5 per cent for the morning peak, 1.3 percentage points below the period target. Increased traffic between 06:00 and 07:00 appears to be the key reason for the deterioration, which is a trend seen over the past three periods.

An increase in kilometres lost, impacting bus excess wait time and schedule services operated, owing to traffic delays compared

All aboard

There were 194 million bus journeys in Period 9, 3.5 per cent higher than last year

with the previous period is to be expected in Period 9 because of the seasonal deterioration in operating conditions. However, this was the third consecutive period when losses owing to traffic delays were worse than forecast, resulting in bus excess wait time (1.3 minutes) and scheduled services operated (96.9 per cent) being slightly below target. Nevertheless, traffic losses so far this financial year remain slightly better than forecast. In the year-to-date both measures are either on target or exceeding the target and they are expected to remain so for the full year.

• Safety and security

Provisional data shows that the number of people killed or seriously injured (KSI) on London's roads was 37.1 per cent below the 2005-2009 baseline during Q3, compared to a reduction of 21.5 per cent from the baseline for this quarter last year.

The full year forecast for 2013/14 is a reduction in KSIs of 31.7 per cent from the baseline, over 10 percentage points ahead of the target reduction against baseline of 21.3 per cent target, with one further quarter to report.

The crimes per million passenger journeys rate on buses, the Tube and the DLR were significantly reduced in Period 9. There were 7.3 on London's buses with 7.1 on the LU/DLR. The period targets were 8.7 and 8.5 respectively and the figures show an even larger improvement on the same period last year (9.1 and 11.4 respectively).

Notable cuts in bus-related crime were seen in robbery and criminal damage, building on significant falls over recent years. The success on the Tube and DLR reflects the additional measures put in place by the British Transport Police to deal with the rise in theft in 2012/13. This improvement is shown in the year-to-date performance and is expected to be maintained for the full year.

2.4.2 Providing a quality bus network

• London's first pure electric 'emission-free' buses begin operating

In partnership with Go-Ahead London we have begun a trial of the first emission-free electric buses to operate in the Capital. The new buses will be trialled on routes 507 and 521 as the technology is particularly suitable for the busy short commuter services operating between Victoria, Waterloo and London Bridge, allowing the vehicles to be recharged in the off-peak.

The electric buses have zero tailpipe emissions, resulting in lower-carbon emissions. The trial will help us develop plans for greater use of electric buses in London in the future and will be used to establish whether the technology can stand up to the rigours of operating in the Capital. The buses also support the Mayor's vision of a central London Ultra Low Emission Zone.

• Assembly members invited to attend bus operator driver training

Following the London Assembly's report 'Bus Services in London' and a London Assembly Transport Committee meeting discussing

the subject, we have invited Gareth Bacon, Victoria Borwick and Richard Tracey to visit one of our contracted bus operators. They will be able to see the training that bus drivers receive and gain an understanding of the skills required to drive a bus on London's network, as well as an awareness of the high standards expected by bus operators.

- **Year of the bus - 2014**

On 27 January, the Mayor, Leon Daniels and I launched the 'Year of the Bus' at City Hall. Along with the London Transport Museum, we are using 2014 as an opportunity to mark some significant milestones for the

bus industry and demonstrate the vital role buses play in providing people with access to employment, education, services and social opportunities. The event will also highlight the economic significance of the bus and advances in technology.

There will be three key anniversaries in 2014:

- One hundred years ago the B-Type bus carried troops to the front line at the start of the First World War
- Seventy-five years ago the first RT-Type bus was taken into stock



Year of celebration for buses
A silver routemaster helped launch the
Year of the Bus in January 2014

- Sixty years ago one of the most iconic and popular buses of all time – the Routemaster – was unveiled at the Commercial Motor Show at Earls Court

Staff, bus operators and the public will be able to take part in events throughout the year. I will update on activity in my reports through 2014.

• **Victoria Coach Station**

The poor weather on 23-24 December meant that Victoria Coach Station was even busier than normal during the Christmas period, dealing with lots of additional customers who were affected by problems with National

Rail services. Although many people were helped to get away, some were left stranded on Christmas Eve, so the east terminal, which should have been closed, was kept open overnight to accommodate them until they were able to complete their journey.

• **Dial-a-Ride**

Dial-a-Ride provides a vital transport service for older and disabled people who cannot always use buses, trains or the Tube. We continued to run the Dial-a-Ride service on Christmas Day

VCS

Victoria Coach Station was even busier than normal during the Christmas period



which enabled nearly 1,000 members to visit friends and relatives both at home and in hospital.

2.4.3 Keeping London moving

• Traffic signal timing reviews

We have continued to review traffic signal timings. From 1 April to mid-December 2013 681 reviews were completed, which has reduced delays for traffic at these sites by 7.71 per cent with no negative impact on pedestrians.

This reduction has been achieved alongside a 0.13 per cent rise in the number of occasions when all pedestrians waiting to cross the road will have cleared the kerb during the first green man period.

A traffic signal timing review of Victoria Embankment, including the key junction of Whitehall and Horse Guards Avenue, has resulted in an average reduction in pedestrian delay of 10 per cent. Similarly, in Lisson Grove the average pedestrian delay was reduced by 11 per cent. Improvements have also been made at Regents Park Outer Circle, for pedestrians accessing the park, and London Zoo, where the number of opportunities to cross has increased by 25 per cent.

• TfL commended for road space management operational modelling

We were invited to attend the MULTITUDE Conference on 4-6 December 2013. MULTITUDE is a research programme focused on traffic modelling and simulation and is sponsored by the European Union's Cooperation in Science and Technology

Initiative. Representatives from the DfT, Highways Agency and Transport Scotland also attended.

The conference provided an opportunity to present our industry leading work in traffic modelling and discuss best practice with leading researchers and practitioners from around the world. We were commended by industry experts for our approach to operational modelling in the context of Road Space Management and for the success of the transport operations for the 2012 Games.

Reducing disruption to London road users

Network Rail planned to carry out works on the rail bridge crossing the A11 Bow Road in Tower Hamlets. Due to take place in three phases over around three months, works were proposed to take place in daytime with two lanes closed to traffic. After discussions, Network Rail agreed to work at night which not only avoided 68 days of peak disruption on a major route on the TLRN but also saved Network Rail £54,400 in lane rental charges.

We also suggested alternative approaches that helped Network Rail to cut the duration of works by 16 days. As a result, the total length of works were reduced, working hours were changed and a total of 168 peak periods avoided, helping to reduce disruption to London road users.

• London Highway Alliance Contract (LoHAC)

A new pan-London agreement has been reached for supporting out-of-hours response to reports of structural problems on the TLRN. This involved each of the four LoHAC



Central London Grid: Changing the culture of cycling in London

Proposed cycle routes in central London for local engagement
December 2013

MAYOR OF LONDON



On the level

Signals at cyclists' eye level have now been authorised for use by the DfT



contractors supporting the whole the Capital for one in every four weekends. This will lead to more efficient use of resources and better response times across the network.

- **New gritters operating on London's roads**
South area contractor EM has received delivery of the first Euro 6 gritters in the UK for use on LoHAC contracts. Euro 6 enforces a large reduction in pollutants; more than 99 per cent reduction in particulate matter, more than 97 per cent reduction in NOx and a five per cent reduction in fuel and CO₂ emissions. This makes the gritters cleaner and more environmentally friendly.

2.4.4 Encouraging more cycling

- **Low level signals to boost cyclists' safety**
New low-level traffic lights, designed for cyclists, have been authorised for use by the DfT following off-street safety trials. The lights will give improved, clearer signals to ensure cyclists have the information they need at the junction.

More than 80 per cent of cyclists favoured the use of these signals during the track-based

trials. The lights work by repeating the signal displayed on the main traffic lights at the eye level of cyclists. The system is being piloted at Bow Roundabout. This is the first time the lights have been used in the UK and we are working with the DfT to extend the pilot to a further 11 sites in London.

- **Barclays Cycle Hire (BCH) expansion and intensification**

BCH extended to southwest London on 13 December and now covers more than 100km² of the Capital – a 50 per cent increase in the scheme area. There are 2,000 new bikes serving London, with 150 new docking stations in areas including Clapham Junction, Hammersmith, Fulham and Putney, encouraging even more people to cycle for work or pleasure.

- **Extension to Serco contract for BCH**

Serco Group plc has signed a two-year extension to its contract to manage and operate BCH until July 2017. A number of improvements made last year to the operation of BCH means that the scheme is now easier to use, and recent survey results show that overall satisfaction of members has

reached its highest score since the scheme was launched.

- **Christmas Day busiest for BCH casual hires**
Cycle Hire had its busiest casual hire day of the year on Christmas Day, with 26,024 casual hires out of a total of 27,715 on the day.

- **‘Central London Grid’ published**
On the 19 December 2013, in partnership with the seven central London boroughs, the City of London, the Royal Parks and the Canal and River Trust we published the draft cycle network for Central London, the ‘Central London Grid’ for public comment.

The Central London Grid is a key component of the Mayor’s Cycling Vision and will be a mixture of 60 miles of Quietways and around 20 miles of Superhighways in the City and West

End. Superhighways are mostly segregated and on main roads while Quietways will mainly run along streets with less traffic. Details of the proposed Grid are available at tfl.gov.uk/cycling

The routes contained in the Grid are suggestions and we welcome comments on them from all groups, not just cyclists. Stakeholders have been asked to email any comments to grid@tfl.gov.uk or contact their local authority.

We will continue to develop the proposals with our delivery partners and a revised Grid will be published in 2014.

- **‘Mini-Hollands’ update**
Following the announcement in September that eight London boroughs (Bexley, Ealing, Enfield, Kingston, Merton, Newham, Richmond



and Waltham Forest) were shortlisted for a share of the £100m 'Mini-Hollands' fund, we have continued to work with the boroughs on their proposals. Each submitted an updated bid in mid-December and review sessions were held to provide them with an opportunity to present their proposals to a panel of representatives, which included the Mayor's Cycling Commissioner and members of the Mayor's Design Advisory Group. We hope to announce the winners in spring 2014.

- **New cycling metric used to measure cycling performance**

Growth in cycling is expected to take place not only on the TLRN, but across London. It is therefore essential that we have a methodology which records the number of cycle journeys across the Capital.

We have developed a new cycling key performance indicator (KPI) which will measure the daily average number of kilometres cycled in central London each quarter. This will be presented as the number of kilometres cycled per day in thousands, which is in line with the methodology used by DfT in their national traffic counts. The KPI will capture the outcomes of the investment in cycling infrastructure as set out in the Mayor's Vision for Cycling. It will also be able to report all cycle journeys on those parts of the Barclays Cycle Superhighways that fall within central London, the Central London Grid and the Quietways.

The number of journeys cycled are now being measured by quarterly on-street manual counts at 200 sites in central London. The new KPI will be monitored during 2014/15 to

evaluate its robustness, and in the meantime we will continue to report the existing TLRN cycling index in parallel. The information will be published in the quarterly Operational and Financial Performance report, presented to the Board from Q1 2014/15 onwards.

- **Construction logistics and cycle safety event**

On 9 December the Mayor hosted a construction logistics and cycle safety event which highlighted the progress made by the construction industry in improving road safety. More than 130 executives attended the event which also launched the 'Standard for construction logistics: Managing work-related road risk'. The standard is a groundbreaking approach, facilitated by us, that will ensure construction vehicles are fitted with sideguards and blind spot vision equipment and that drivers are trained on the safety of vulnerable road users. It will also ensure that safety considerations no longer end at the construction site boundary but extend to all parts of the construction process.

Along with a number of major UK developers, we, the GLA, Crossrail and our supply chains have all signed up to the standard and together with the Mayor we will continue to champion the standard as part of our work to improve safety for all road users.

Also at the event we announced a trial of a new construction lorry with vastly improved driver visibility and safety equipment. The Laing O'Rourke vehicle has a cab with larger front and side windows that significantly reduce the blind spot compared to similar vehicles. It will be used to transport commercial waste away from

the Crossrail project. We will also be working with the construction industry to identify other models with similar high-visibility cabs so it can introduce more of them. We will also continue to urge manufacturers to adopt these designs for future vehicles and are pressing Government and the EU to do this.

• **HGV technology event**

On 13 January, we held a vehicle safety technology event with developers, providers and distributors of vehicle technology designs to improve vehicle safety and reduce blind spots on larger vehicles. As part of wider safety trials at the Transport Research Laboratory, we have been investigating potential devices for detecting cyclists and other vulnerable road users around large vehicles. The event provided a forum to bring together technology providers interested in engaging with us so they could hear about our road vehicle safety programmes and discuss the role of various technologies in improving safety.

• **Industrial Heavy Goods Vehicle (HGV) Task Force**

The new joint Driver and Vehicle Standards Agency (DVSA) – previously known as VOSA – and the Police Industrial HGV Task Force (funded by TfL and the DfT) was set up to increase enforcement of the regulations for construction HGVs, especially waste lorries, and take action against dangerous lorries and their drivers.

In the first 81 days of operation (1 October to 20 December), the Task Force stopped 1,061 vehicles. Only 25 per cent of those were stops where no offences were detected. Officers issued 255 prohibitions and warnings

for drivers' hours offences, 295 Fixed Penalty Notices (FPNs) for a variety of offences including mobile phone use, insurance offences and driving licence offences, 375 prohibitions relating to the roadworthiness of the vehicle and 141 prohibitions for load security. They also seized 16 vehicles. In the opinion of Task Force officers, only 55 vehicles had the full range of cycle safety equipment installed.

A key priority over the coming months is to build up an intelligence picture based on information from the police, DVSA, TfL, the Environment Agency and other partners on the most dangerous lorries and operators so they can target their activities accordingly. The Task Force will be carrying out more in-depth investigations of operators and running a series of seminars to encourage operators to comply, or face the consequences in front of the Traffic Commissioner, who can curtail or remove drivers' and operators' licences.

• **Operation Safeway**

The combined strengths of the TfL-funded Safer Transport Command (STC), MPS Traffic Operational Command Unit and City of London Police – more than 2,500 officers – have been mobilised for Operation Safeway, which aims to reduce risk to cyclists and other vulnerable road users by enforcing the rules of the road. In addition to enforcement, officers have been engaging with cyclists, motorists and pedestrians on how they can contribute to making London's roads safer.

Hundreds of officers have been deployed during weekday morning and evening rush hours to key junctions and routes across the

Capital. They have been enforcing against behaviour that creates risk and danger on the roads. Initial results show that a total of 13,524 FPNs and 484 process notices were issued between 25 November and 7 January, including 4,110 FPNs and 20 process notices issued to cyclists and 9,414 FPNs and 464 process notices issued to motorists.

The most common offences committed by cyclists were having no lights (1,608), failing to comply with red traffic lights (1,209) and cycling on the footway (1,031).

The most common offences committed by motorists were mobile phone use (2,492) and seat belt non-compliance (2,413). A total of 234 FPNs were issued to motorists for Advanced Stop Line-related offences while

840 were given for failing to stop at red traffic lights.

Operation Safeway will continue to help keep road users safe as they resume commuting to work following the festive break.

Together with the MPS, we are assessing the impact of the operation and looking at how we can best sustain the benefits of high-visibility traffic enforcement at 'hotspots' into the day-to-day activities of all traffic and transport officers.

2.4.5 Taxis

- **Zero-emissions capable taxi**

A 'New Taxi for London' event took place on 16 January, where the Mayor announced his proposal to introduce a more challenging



A new taxi for London
Taxis of the future will need to be more environmentally friendly

deadline – January 2018 – for all newly licensed taxis to be zero-emissions capable. The taxis of the future will continue to deliver an iconic service while reducing the environmental impact of the vehicles. Five manufacturers intending to produce zero-emissions capable taxis in advance of the Mayor’s deadlines were present at the event, three of them showcasing their vehicles. The event featured a media session, a stakeholder event and a drop-in session for taxi drivers.

2.4.6 TfL selects IER to drive Source London forward

We announced on the 12 December that IER has been selected to manage the operation of Source London, the Capital’s electric vehicle charge point network and membership scheme. IER will take over the scheme from summer 2014. By working with the new and existing Source London Partners, IER aims to expand the network and provide a strong, long-term commitment to electric vehicle drivers in London. IER will be looking to expand the number of Source London charge points from 1,400 to 6,000 by 2018 to meet growing demand.

2.4.7 Funding confirmed for London boroughs to deliver transport improvements

On 16 December 2013, the Mayor confirmed TfL’s financial support to local transport projects through Local Implementation Plan (LIP) funding. A total of £147.8m a year will be available over the next three years to 2016/17.

We recognise the vital role the boroughs play in local delivery of the Mayor’s Transport Strategy, therefore LIP funding has been protected through our savings and efficiencies programme, despite the reduction in our Central Government funding.

The funding will be used by the boroughs to support projects that will create safer cycling infrastructure, improve roads, high streets and neighbourhoods and tackle air pollution.

3 Customer experience

3.1 Providing personalised, real-time, integrated information

Offering high-quality, real-time information to customers and road users is a core part of our service. We regularly survey Londoners to understand how they want to receive and use this information so we can improve what we provide.

In October, an independent digital and social media monitor survey, which measured the levels of various online activities including use of mobile internet and our website, was carried out among a representative sample of 1,000 Londoners.

Results showed around three-quarters of Londoners (74 per cent) had a smartphone, up from 67 per cent in October 2012. This is a key reason for the steep increase in frequent users of the internet on mobile devices – 59 per cent of Londoners use the internet on mobiles at least once a day, up from 49 per cent in October 2012.

Seventy-six per cent of Londoners use our website and 85 per cent of users rate it as 'excellent'/'very good' or 'above average'. Our new website, which is currently being tested, has been developed specifically for use on mobile devices.

A total of 36 per cent of Londoners receive our travel-related emails with 82 per cent of them finding them 'fairly useful' or 'very useful'.

One of the most surprising developments is the large increase in the number of people

accessing real-time information from home (65 per cent to 82 per cent) and work (24 per cent to 45 per cent) and on the move (25 per cent to 62 per cent).

These results support our policy of making all our data free and openly available to developers so that a range of apps can be produced in the form customers want. They also support our strategy of 'mobile first' for travel information with our range of Twitter feeds and email alerts, and show how quickly the information market has moved on.

We will continually need to adapt our digital and other services to meet the expectations of our customers and users.

3.1.1 Key highlights for social media in 2013

Our social media channels, such as Twitter and Facebook, are another example of how we are providing our customers with personalised and real-time information.

The number of followers of our social media channels has exceeded one million.

Posts on Facebook about the launch of the 24-hour Tube and changes to stations were seen by more than one million people, while 6,600 comments were posted.

We have promoted our Twitter feeds to accelerate the rate of growth and now have more than 800,000 followers.

3.2 Continuously improving transport accessibility and accessibility information

We are committed to making the transport network more accessible to all customers.

On 3 December we named the winners of a competition to find new apps for disabled and older people.

Developers were asked for ideas for new ‘accessibility apps’ which will make our real-time information simpler to use. All apps use live information, which we provide openly and free of charge.

Specialists from AbilityNet and the Royal National Institute of Blind People (RNIB) tested 194 apps for features that affect accessibility, such as the use of colour contrast, voiceover capability and user experience. A shortlist was then assessed by a panel with a range of disabilities or with expertise in accessibility needs.

The following apps clearly captured the brief:

- Best visually impaired app: London’s Nearest Bus – This allows the user to find the nearest buses and live departure times from their location. Users can also set individual bus alerts to trigger when a bus is due
- Best app for accessibility/step-free information: Station Master – This offers detailed accessibility information for every Tube, Overground and DLR station

- Best all-round app: Tube Tracker – A multi-modal app that finds the nearest station to the user with directions. Provides automatically updated live departure information, a journey planning function, first/last Tubes and Tube status alerts
- Judges’ award: Colour Blind Tube Map – This app displays the LU map in various formats for easier viewing by people with all forms of colour blindness, and other vision impairments such as cataracts, loss of contrast sensitivity and hyperopia

In addition, TfL Fare Calculator, Citymapper and London Bus Times Preview were all highly commended.

The competition provided vital information about good app design and designing for accessibility. The lessons will help support developers and promote well-designed apps using our information. It is an important step in encouraging ‘mainstream’ apps to meet the needs of all passengers.

3.3 Improving the reliability of transport services, including travel demand management

We continue to develop our Travel Demand Management (TDM) programme. We are looking to release hotspot and crowding information on the LU network later this year and are in the early phases of investigating the feasibility of providing passengers with real-time crowding information.


Our collaboration with Network Rail to give customers a joined-up view of their travel options has continued to strengthen. Over the Christmas period we worked to ensure that our communications carried information about Network Rail services where possible, for example using email, web, social media, station posters and PA announcements to warn customers of Network Rail works that would significantly increase journey times from London to Gatwick Airport.

Another example of this increasing collaboration is our joined up delivery approach to customer information and advice around the upcoming London Bridge blockades. Working with Network Rail and the TOCs we are developing a communications and messaging strategy for customers and stakeholders alike, that will ensure we speak with 'one voice' when giving information and advice and realise the necessary behaviour change objectives.

To secure our ongoing collaborative work we are now working with Network Rail to develop a system that will enable us to better coordinate planned works on both our networks, understand the customer impact and consistently present that information to customers.

3.3.1 Festive Travel Demand Management Campaign


The annual festive campaign aimed to help customers understand service changes, plan their journey in advance and avoid disruption.



No surprises




There will be service changes over the festive season.
Know your travel options. Visit tfl.gov.uk/festive

MAYOR OF LONDON

 **TRANSPORT FOR LONDON**
EVERY JOURNEY MATTERS

Enjoy free travel home this New Year's Eve. Sponsored by Diageo
On bus, Tube, tram and DLR services from 23.45–04.30 and London Overground until last train times. Visit tfl.gov.uk

Don't overdo it this festive period #ThinkHowYouDrink
The Diageo, Captain Morgan and DRINKOFF words and associated logos are trade marks. © Diageo 2015
drinkaware.co.uk to the full

The campaign included 1,704 posters displayed across the network, two press adverts in the Metro and Time Out, more than three million emails to our customers, new web content on tfl.gov.uk detailing service changes day by day, more than 30 tweets via [@tflofficial](https://twitter.com/tflofficial) and a press release.

The results were positive; tfl.gov.uk/festive received nearly nine million visits compared to just under eight million the previous year; and a number of festive travel information stories ran across media, including on Time Out and Londonist websites.



3.4 Providing clean and pleasant transport and helping minimise transport impact on the environment

In September, we launched a campaign to raise awareness of how customers’ behaviours can affect system reliability and improve everyone’s travel experience.

The campaign focuses on behaviours that cause incidents which delay services, such as blocking or holding the doors open, leaving litter behind, moving down inside the carriage and other more general etiquette behaviours, such as playing music too loudly and eating pungent food.

Research on the impact of the campaign found that 86 per cent of people agree that it explains clearly why they should reconsider some of their behaviour. In addition, 84 per cent of people believe that the campaign makes them think about how their behaviour can affect the reliability

3.5 Enabling quick and easy payment of the right fares or charges

3.5.1 Performance – ticketing and revenue collection system

Ticketing and revenue collection system availability improved on the Tube in Q3. This is owing to modifications to the self-service ticket machines selling Oyster Cards which improved them, and reduced their down time. A software upgrade also enables our customers to buy the right tickets more quickly and easily.

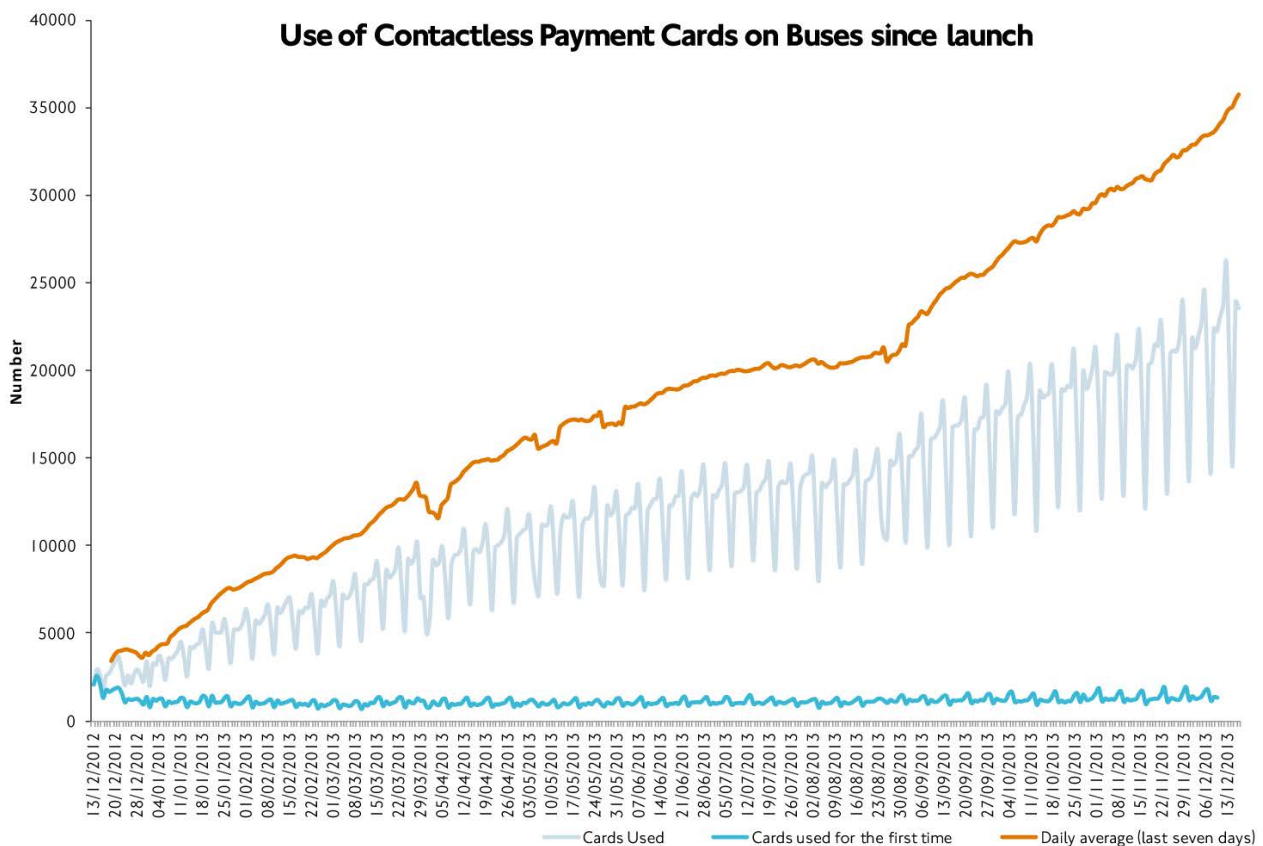
Customers can now buy multiple Oyster Cards from ticket machines with one transaction and sales of Oyster Cards purchased from ticket machines at Tube stations increased from 29.9 per cent in Q2 to 32.7 per cent in Q3.

3.5.2 First anniversary of contactless payment cards on London’s buses

We celebrated our first year of accepting

Ticketing and Revenue Collection system

Percentage	Q1 2013/14	Q2 2013/14	Q3 2013/14
London Underground overall availability (ticket machines, gates and validators)	98.76	98.65	98.76
London Buses overall availability	99.18	99.13	99.09
National Rail Oyster validation availability	99.88	99.86	99.85
Oyster Card Sales, percentage sold at self-service machines, London Underground stations	27.6	29.9	32.7



contactless payment cards on London's 8,500 buses last month. More than 6.5 million journeys have now been made using an American Express, MasterCard or Visa Europe contactless payment card.

Use of this method continues to grow strongly and now around 33,000 daily bus journeys are paid for in this way. About 1,300 new cards are used each day as more customers benefit from the greater convenience this brings, of using the alternative cards they already have securing the cheaper pay-as-you-go fare.

Customer awareness is essential when introducing a new ticketing system. We continue to remind customers about presenting their Oyster or contactless payment cards separately to the yellow card readers to ensure the right card is charged for the journey. This message has been widely published at bus stops on the real-time information displays, via emails to customers and through the media.

Contactless payment will be introduced to the Tube, London Overground, DLR and trams later this year. A controlled pilot is currently taking place to test the system.

3.5.3 Congestion Charging unofficial website

Around 1,000 people a day may be unwittingly using unofficial sites to pay the London Congestion Charge and are being charged up to £6 premium for the same services that we provide for free. In December a number of activities took place to remind motorists to take extra care and to ensure they use the official Congestion Charge website. In early January we renewed our warnings to motorists following an Advertising Standards Agency ruling (A13-245584) that one site paylondoncongestion.co.uk was 'likely to lead consumers to believe that the web page was an official method of paying the Congestion Charge'. In order to protect our customers we ran the following advertisement in the Evening Standard and Metro, on 15 January,

BE CAREFUL

We would like to remind you to take extra care when paying for the central London Congestion Charge online and to make sure that you only use the official website at www.tfl.gov.uk/cc

Unfortunately search engines do not automatically bring up this site first. So you may find yourself being offered one of the numerous unofficial online payments sites that can charge a premium of up to £6 extra for the Congestion Charge.

You can avoid paying via unofficial websites by registering for TfL's automatic payment service, CC Auto Pay, which automatically records the number of charging days a vehicle travels within the charging zone and bills your debit or credit card monthly. It costs £10 to register your vehicle, then you never need to remember to pay the charge again. You also pay a reduced daily charge (£9 instead of £10) and you're protected from receiving Penalty Charge Notices as long as the vehicle is registered with TfL and the CC Auto Pay account is active.

So to avoid any risk of being charged unnecessarily, please only go to www.tfl.gov.uk/cc

MAYOR OF LONDON



warning customers of the perils of unofficial Congestion Charge sites.

We are also continuing to talk to organisations including Google and the DVLA to see what more can be done to tackle the issue. The official TfL site is available at www.tfl.gov.uk/cc

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

3.6.1 Safer Travel at Night

Following my last report, the Safer Travel at Night (STAN) initiative has been extremely successful in reducing demand for unbooked minicabs (bogus cabs or touts). The programme aims to raise awareness of the dangers of unbooked minicabs while encouraging and making it easier for people, particularly women to make safer travel choices. It includes integrated activities around industry regulation and licensing, police enforcement, education and delivery of improved late night travel services. Activity was stepped up over the festive period to help keep the travelling public safe.

The marketing campaign went live in late November and included posters in bars, clubs and late night venues; a cinema advert; coverage in magazines such as Cosmopolitan; and media including ITV Daybreak and Radio 4 Women's Hour, as well as social media activity.

In addition to regular anti-touting enforcement activity, an operation coordinated by us and the TfL-funded Safer Transport Command (STC), ran over the festive period to detect, deter and disrupt illegal cab activity and get people home safely. The operation involved the STC Cab Enforcement Unit, all 32 Safer Transport Teams, City of London Police and our Taxi and Private Hire compliance officers. Activities included high-visibility patrols, plain clothes officers detecting and apprehending touts, education and crime prevention advice, plus vehicle and licence checks. The police made almost 100 arrests for touting during the December operation while almost 2,000 minicabs and taxis were stopped and checked by police.

Combining the results for the September/October phase (to coincide with the new academic term) and festive phase of the initiative, the police made 172 arrests for touting and stopped and checked around 4,700 minicabs and taxis during phases 1 and 2 of Operation STAN.

4 Value – efficient and effective delivery

Earls Court

The S106 agreement for the overall Earls Court Masterplan has been signed by all parties and the formal planning consent issued. Subject to TfL Board approval at this meeting, we seek to finalise the joint venture documentation and legal agreements by March 2014.

Crossrail rolling stock and depot financing

Group Treasury worked to negotiate final terms with the European Investment Bank for a new corporate loan facility of up to £500m for the Crossrail Rolling Stock and Depot project. The loan agreement was successfully signed shortly after the end of the period, by Steve Allen, Managing Director of Finance and the Vice President of the European Investment Bank, at a ceremony at Crossrail's offices at Bond Street. The facility will allow us to drawdown on the loan over the next five years. The interest rate will be fixed prior to drawdown and it is expected to be highly competitive. The facility follows on from an earlier £1bn loan to the Crossrail project signed in 2009, which will be fully drawn as of April 2014.

Click and Collect

Click and Collect is a new business development initiative instigated by our commercial development team in partnership with Asda. Trials are now under way at six station car parks, where Asda customers may collect their groceries. Initial results have been positive with almost 200 customers using the service in the first two weeks. Based on experience elsewhere, Asda expects use to increase steadily over the next 10 weeks. If successful, we will seek to pursue this opportunity further.

Social needs transport review

We fund a range of door-to-door transport for Londoners who find mainstream transport difficult or impossible to use. In addition to our services there is a range of other statutory and non-statutory door-to-door services available. Given the changing demographics of our customers in this area, including an increasing population of older people with long-term conditions that limit their mobility, we have commissioned an independent review of our overall business activity in this area and our contribution to the wider social needs transport sector to see how it might be improved.

In addition to potential growth in demand for travel, this review will consider how future demand might be affected by other service-related factors. These include improvements in the accessibility of the public transport network and changes to local transport services offered to vulnerable people by other agencies. We will also take into account the potential effect of altering the behaviour and attitudes of future customers – changing travel horizons among users and an increase in the use of internet-based health diagnostics, shopping and social activities.

We have asked Transport for Communities, independent specialists in the development of socially-needed transport services, to act as a special adviser and assist with this work. Initial results are expected in late 2014.

5 People

Train and equip our staff to deliver what customers and users want

On 21 November, we set out our vision for the future of London Underground. It includes a new 24-hour 'Night Tube' service at weekends from 2015 and more staff visible and available at stations to help our customers buy the right ticket, plan their journeys and to keep them safe and secure.

The trend of ticket sales away from ticket offices has surged over recent years and today less than three per cent of all Tube journeys involve a visit to a ticket office. In future, rather than being remote from customers behind closed doors or glass windows, Tube station staff will not be based in ticket offices, but in ticket halls, on gate lines and on platforms, ready and available to give the best personal and face-to-face service to customers.

In future, all Tube stations will continue to be staffed and controlled with more staff visible and available in ticket halls and on gate lines than today. There will also be the same number of staff on platforms. In addition, staff will be equipped with the latest mobile technology, such as tablet computers, which will allow them to monitor and manage stations on the move.

We are determined to involve our employees and the trade unions to help us manage this change. Alongside important commitments to our customers, we have made the following five commitments to our staff:

- Every Tube station will be visibly staffed and controlled by our people during operating hours
- There will be a job for any member of staff who wants to continue to be part of our organisation and who is ready to be flexible
- Any operational change will be done without compulsory redundancies where we can collaborate to make change happen
- We will involve our people in any plans to grow, develop and change our services
- We will do this fairly and support people through change

We have worked hard to ensure our people have as much information as possible as quickly as possible. New communication approaches included a detailed employee pack for every individual affected, plus a robust and interactive internet site that could be accessed either at work or from home. The site has received more than 30,000 visits since its launch.

Traditional communication approaches also continue to be an effective way to communicate, with emails, printed bulletins, internal intranet and most importantly through our local managers. To empower and support our managers to communicate with their team members, we ensure they receive regular and timely communications including face-to-face briefing sessions, weekly update conference

calls, regular managers' briefs and engagement from the senior leadership team.

Throughout this we continue to survey our people to gain an understanding of how they are feeling and how effective our communications and engagement are. To date, responses have been positive with 75 per cent of people reporting that they know where they can access the information they require.

We are committed to continuing to work with our people and customers, to shape and deliver a Tube service fit for London in the 21st century.

Industrial relations update

LU continues to manage relations with the trades unions through formal consultation and negotiation arrangements urging union leaders to work with us to help modernise the Tube.

RMT balloted its members across LU opposing the Fit for the Future stations proposals. The ballot closed on 10 January and the union announced that two 48-hour strikes on the Tube will take place on 4 and 5 February, and 11 and 12 February. Only 30 per cent of RMT members balloted voted for strike action. This result means that nearly 70 per cent of union members either do not want industrial action or refused to vote, reflecting the strong commitments made by LU to our staff. RMT announced strike action on Christmas Day in a longstanding dispute concerning agency staff. There was no impact.

TSSA also balloted its members in LU, again in response to our vision for the future of

the Tube. Despite the very weak mandate, with more than 70 per cent of those balloted voting no or not voting, TSSA immediately notified LU of its intention to stage two 48-hour strikes timed to coincide with those of RMT. This action was particularly pointless given both the poor appetite for strikes among TSSA's members and the fact that shortly before notifying LU of the results of the ballot, TSSA published a 'Better London Transport Passenger Charter', which echoed the commitments that we have made to both Londoners and our people about the future of the Tube.

Mike Brown wrote to the TSSA General Secretary to fully endorse their 'demands'.

Apprenticeships

I met London's future transport workers at a networking event that brought TfL and our supply chain's apprentices together. More than 4,000 apprenticeship roles have been created between us and our supply chain since April 2009, in support of the Mayor of London's campaign to deliver 250,000 apprenticeship roles by 2016.

We are ploughing billions of pounds into modernising and improving London's transport network to support economic growth in the Capital and across the UK. An essential part of this includes investing in a highly skilled workforce for now and the future. We are working to address the current skills shortage in the transport industry and are committed to creating apprenticeship and graduate roles as well as developing and maintaining the skills and talents of our existing workforce.

To date more than 60 suppliers have engaged with the Supplier Skills Team (SST) to provide apprenticeships and in 2012, the SST won the Race for Opportunity Award for 'Youth Partnership and Apprenticeship' for the success of its work in this area.

Since 2007, we have been recognised by the National Apprenticeship Service as one of the top 100 apprenticeship employers. In addition, Crossrail and its contractors will also deliver a legacy of 400 apprenticeships, with more than 270 apprentices having already worked on the project.

Skills London 2013

In November we exhibited at the Skills London 2013 event. This showcases opportunities including apprenticeships education, training, employment, internships and other options.

Our stand was supported by representatives from apprentice teams across the organisation and students and staff from the Royal Greenwich UTC. We have recently been informed that out of more than 180 stands, ours was one of three voted as 'visitor's favourite' on both days. Our attendance was part of the continuing efforts to encourage more young people to pursue a career in transport and infrastructure engineering. It was also an opportunity to profile the wide range of apprenticeship and graduate opportunities available within the organisation, and provides a great platform to warm up potential candidates for the 2014 apprenticeship recruitment campaign.

National Railway Heritage Awards 2013

We had a very successful day at the National Railway Heritage Awards which took place in December.

The joint LU/Surface Transport/City of London project to repair and reconstruct the Monument subways won the First Group award for Craft Skills. It was praised for the extent and quality of works, most notably the complete renewal of all faience tile finishes and renovation of the subway entrance railings and signage.

The LU Operational Enhancement Award was won by our Crystal Palace (London Overground) scheme, specifically for the highly successful introduction of step-free access into a complex heritage station and the works to open up the ticket hall.

Both projects were highly collaborative with work taking place across our organisation and with external stakeholders and the awards recognise this and our commitment to improving the customer environment while sustaining heritage as part of our operational requirements.

They also show that we continue to be highly regarded by our peers in the wider rail and heritage sectors owing to the quality and consistency of our approach to such works.

Heritage Railway Association Annual Awards

The Railway Heritage Association (HRA) responded to the successful celebrations marking LU's 150th anniversary by awarding



Back on track
Metropolitan Railway Locomotive No. 1

the partnership behind these events their most prestigious award - the Peter Manisty Award for Exceptional Contributions to Railway Preservation. This occasional award was given to the London Transport Museum, LU operators and engineers and the Buckinghamshire Railway Centre for what the awards panel described as 'an excellent and exhaustive programme of events'.

The panel, consisting of representatives from the HRA Board and the rail industry press, also praised the successful running of Metropolitan Railway Locomotive No. 1 in a series of popular journeys along the original route of the Metropolitan Railway.

Exchanging Places wins Prince Michael International Road Safety Award

Exchanging Places has won the 2013 Prince Michael International Road Safety Award in the Education and Training category.

This innovative programme is run by the TfL-funded Cycle Task Force and aims to address the most common cause of cyclist fatalities and serious injuries.

During an Exchanging Places event, cyclists have the opportunity to sit in the driver's seat of a large goods vehicle to see its blind spots. In addition, police officers engage with cyclists face to face on cycle safety issues. Feedback showed that 97 per cent would change their riding as a result of the experience, and 98 per cent would recommend the event to others.

In September, Exchanging Places celebrated having 10,000 participants. The 10,000 individual was presented by the Mayor of London with a free bicycle supplied by the programme partners. An Exchanging Places promotional was also launched on YouTube in December, attracting almost 20,000 viewers in its first month.



Protecting nature

Our partnership with the RSPB will help create a more natural environment on LU land

150 Homes for Nature

As part of celebrations marking LU's 150th anniversary, LU has teamed up with the RSPB to create '150 Homes for Nature' across the network. To launch the initiative, LU's Chief Operating Officer Phil Hufton joined schoolchildren at Oaks Park High School near Newbury Park station to plant 150 trees, shrubs and wild flowers in an area bordering the railway embankment next to the school.

LU is a large landowner, managing an area more than 28 times the size of Hyde Park across the network. The partnership with the RSPB will enable both organisations to use their strengths to create a healthier, more natural environment on LU land.

TfL present bikes to Haydon School, Eastcote

We previously awarded Haydon School funding to promote sustainable travel to school. The funding has been used to provide students with free bikes, helmets, lights, padlocks, bike maintenance courses and free cycling proficiency to the students. Leon Daniels, Managing Director of Surface Transport, attended the school on 15 January to present the students with 12 bikes to encourage cycling.

Transport Ticketing 2014 Conference and Expo award

On 27 January we won the 'Most Innovative Transport Provider' at the Transport Ticketing 2014 Conference and Expo. Taking place in London, it is Europe's largest ticketing and passenger information event. Matthew Hudson, Head of Business Development in the Customer Experience Team, was also given a special award for contribution to the industry. He is responsible for the procurement of TfL's fare collection service and for selling or licensing the intellectual property we have developed through the Future Ticketing Project.

David Waboso awarded a CBE

I am delighted to report that David Waboso, LU's Capital Programmes Director, was recognised with a CBE in the Queen's New Year's Honours list.

David is responsible for delivering the £1.3bn per annum upgrade of the Tube, including stations, train systems and track infrastructure. This award brings him and his work the national recognition it richly deserves.

6 Planning

Northern Line Extension (NLE)

In April 2013 we submitted a Transport Works Act Order (TWAO) application to construct and operate an extension of the Charing Cross branch from Kennington, with two new stations at Nine Elms and Battersea. The public inquiry associated with the application began on 19 November and finished on 20 December.

There were 316 objections overall at the start, of which around 36 were withdrawn; 37 objectors appeared at the inquiry to give evidence, many of them attending every day to give evidence on multiple matters. We produced nine proofs of evidence with nine witnesses, while 210 documents were produced and submitted with 41 of these rebuttal proofs of evidence.

The inquiry inspector will now write a report with a recommendation to the Secretary of State and a decision is expected around autumn 2014. On 11 December, the NLE reached its next major milestone with the release of the Invitation to Tender for the main Design and Build Civils works. This was the final call for bids to design and build the extension.

Subject to granting of the TWAO, construction will begin in early 2015, with services beginning in 2020.

Aviation

The Government established the Airports Commission in September 2012, to examine the options for additional aviation capacity in the short, medium and long term. In 2013, it issued

a series of requests for input on a number of key aviation questions, including proposals for new airport capacity. Following consideration of the submissions, the Airports Commission published its interim report on 17 December and shortlisted three long-term options:

1. A second runway south of the current runway at Gatwick
2. A third runway to the north west of the existing two runways at Heathrow
3. An extension of Heathrow's existing northern runway to the west, almost doubling it in length and enabling it to be operated as two separate runways¹

The Commission has said it will also carry out a detailed analysis of an Isle of Grain option (one of the Mayor's preferred options) in the first half of 2014 and will subsequently decide whether to add it to the shortlist. We will seek to contribute to this work. The Commission has also taken a view on certain key factors and has recommended a number of short to medium-term measures. Its final recommendation on long-term options is expected in the summer of 2015.

Tottenham Hale station

Tottenham Hale is situated in the Upper Lea Valley opportunity area, which has the potential to generate 15,000 jobs and

¹ This configuration has never been tried anywhere in the world and its risks are not well understood. For this reason, Heathrow Airport Limited has previously not supported this proposal, made by a third party grouping.

accommodate 16,200 new homes. Tottenham Hale itself has the capacity for 5,000 new homes and 4,000 new jobs.

Improvements at the station have been committed to support this regeneration and a Planning Application was submitted on 18 December for a redevelopment. A set of agreed objectives for the station upgrade project have been agreed with stakeholders (including the Greater London Authority and the London Borough of Haringey) as follows:

- New station control facility
- New ticket office
- Relocated Tube and Greater Anglia gatelines
- Stairs and escalators added to the Access for All bridge being delivered by Network Rail
- Extension of existing bridge to form new unpaid link to Hale Village
- Removal of Ferry Lane subway
- Relocation of vent shaft
- Provision for future over-station development
- Additional retail space

The outcome of the planning application is expected in April 2014.

Croydon – Westfield decision

The Mayor approved the redevelopment of the Whitgift Centre in Croydon, following support from Croydon Council, in late November.

This substantial application, from Westfield and Hammerson, will redevelop the town centre and create 5,000 jobs. It includes up to 600 residential units and 136,000sqm of retail. Our staff have been fully involved in the assessment of this planning application and there has been a substantial amount of work on the transport package. The total contributions will be around £59m, including £10m for mayoral and borough Community Infrastructure Levy (CIL), £10m for buses, £15m for trams and the remainder for public realm and highway works adjacent to the site. In addition, the London Borough of Croydon has agreed to contribute £20m for improvements to Fiveways and the A23 corridor and we will contribute £25m from the TfL Growth fund.

High Speed 2

The HS2 Preparation (Paving) Bill received Royal Assent on 21 November. This provides the DfT with a number of powers which they can delegate (in part) to HS2 Ltd. These include the ability to compulsory purchase land consistent with its proposed property compensation policies, further develop the scheme and fund enabling works in advance of the Hybrid Bill receiving Royal Assent. Carrying out any demolition or utility diversions will be severely restricted until its passage scheduled for 2015.

Travel in London Report

The Travel in London 6 Report was published on 19 December 2013. The report summarises trends and developments relating to travel and transport in the Capital. Its principal function is to provide an interpretative overview of progress towards implementing the transport and other related strategies of the Mayor of London, together with an evidence and analysis base for the general use of stakeholders and policymakers.

The report draws on the latest available data, generally reflecting the 2012 calendar year, or the 2012/13 financial year, and sets these in the longer-term context of the evolution of transport and associated trends in London.

This report contains ‘Spotlight’ chapters covering what we can learn from large-scale surveys of travel behaviour and how travel patterns are changing over the short and longer-term; base-lining and measuring the transport legacy of the 2012 Games, and monitoring progress of the Roads Task Force vision for London.

The report highlights the continued growth in travel demand, with 20 per cent more journey stages in the Capital on an average day in 2012 than in 2000. The established trend in mode shift away from private transport towards public transport, walking and cycling has continued, with 44 per cent of stages made by public transport in 2012, compared with 33 per cent by private transport. Public transport supply and performance have continued to improve, with service reliability in 2012/13 at, or close to, best-ever levels.

The report also shows that there are several areas where particular attention is still required. The number of people killed or seriously injured on London’s roads increased in 2012, with cyclist casualties being a particular concern. Also, population growth has been much higher than forecast in the Mayor’s Transport Strategy, which has led to a greater increase in travel demand than predicted – around five per cent more trips in 2012. The Capital’s population is now predicted to grow by the size of Birmingham and Glasgow combined by 2031, meaning that new infrastructure and services planned as part of the strategy will be required some years ahead of original timeframes.

The Spotlight chapters show the effects of demographic changes on travel demand in the Capital. London’s population has been increasing since 1991, it is also getting younger. In addition, a greater proportion of residents were born outside the UK. Population growth has also been greater in inner London, leading to an increase in population density. All of these factors have contributed to the decline in car use and increase in public transport use in recent years.

The report is available at
tfl.gov.uk/travelinlondon

7 Other

The London Local Authorities and Transport for London Act 2013

The London Local Authorities and Transport for London Act 2013, promoted by TfL and London Councils jointly, received Royal Assent on 18 December 2013. The Act gives London borough councils and TfL additional statutory powers to regulate the attachment of street

lamps and signs to buildings and the placing of builders' skips on the highway. It also makes provision about liability for costs arising out of making good damage caused to highways by persons carrying out development in London and the provision of electric vehicle charging points. We are now taking steps to bring the relevant provisions into force.

8 Mayoral decisions relating to TfL

Direction for fares increases from January 2014

The Mayor has directed us to implement fare changes from 19 January. The draft TfL Business Plan, published in December 2013, assumes annual fares increases of RPI+1 per cent in future years. However, as a one-off measure prompted by current pressures on the cost of living, the plan assumes an overall increase on TfL fares of 3.1 per cent in January 2014 (in line with the benchmark RPI of 3.1 per

cent in July 2013). Following the Chancellor's autumn statement, the January 2014 increase was further reduced to 2.7 per cent overall, including the effect of freezing Travelcard prices in real terms.

The changes to fares are expected to raise £100m per year. The scope of all concessions and discounts on our services remains unchanged.

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