

Board



Date: 29 March 2017

Item: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 8 February 2017 and updates the Board on significant projects and initiatives.

2 Recommendation

2.1 **That the Board note the report.**

List of appendices to this report:

Commissioner's Report – March 2017

List of Background Papers:

None

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



Commissioner's Report

29 March 2017

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

About Transport for London (TfL)

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

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

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

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

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

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

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

We listen to, and act upon, feedback and complaints to constantly improve our services and work with communities, representative groups, businesses and many other stakeholders to shape transport provision in London.

Improving and expanding transport in London is central to driving economic growth, jobs and housing throughout the United Kingdom. Under the Mayor's housing strategy, we are using our surplus land to provide thousands of new, affordable homes. Our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

Contents

1	Introduction	4
2	Safety, health and security	5
3	Planning and delivery	12
4	Our customers	28
5	Our people	30
6	Securing value	33

This paper will be considered in public

1 Introduction

This report provides a review of major issues and developments since the Board meeting of 8 February and updates on significant projects and initiatives.

2 Safety, health and security

Current investigations

Croydon tram derailment

The investigation into the tram derailment at Sandilands continues, and the Rail Accident Investigation Branch (RAIB) issued their second interim report on 20 February 2017. We continue to progress extra safety measures, similar to those used on the road network, with chevron-style signage installed at Sandilands, Love Lane and Larcombe Close. To complement the chevrons, we are working to install line-side digital signs at these sites, which will warn drivers of an approaching speed limit. The functionality and message displayed by the signage have been evaluated and the specification has been agreed with First Group, the operator of the trams. The signs will be installed at the end of March.

We are evaluating other technical options and producing a set of recommendations for further possible infrastructure changes, following the Trams Summit that we hosted on 24 January.

We continue to provide support to the bereaved families and those injured, via the Sarah Hope Line. This includes interim payments to those affected. So far, we have made payments in excess of £500,000 and, at the time of writing, no requests for payments from passengers on the tram are outstanding. A number of people have come forward with formal legal claims, which we are encouraging everyone affected to do.

Following discussions with insurers, liability has been admitted in relation to civil claims arising from the derailment on behalf of Tram Operations Limited and Tramtrack Croydon Limited to the people who have notified claims for injuries and to the people who are claiming as next of kin or dependents of those who lost their lives.

We are discussing longer-term community support arrangements with Croydon Council and will assist it in whatever way we can as it develops its long-term plan.

Incident at Victoria station

On 23 February, a 30-year-old member of the public was seriously injured by a piece of architectural steel that was blown off the recently opened Cardinal Place entrance to Victoria station during the high winds of Storm Doris. The root cause is still being investigated. The two areas of focus are the design of the structure and the installation of specific components. A full investigation is under way by London Underground (LU), and the principal contractor Taylor Woodrow BAM Nuttall (TWBN). Owing to the severity of the incident, a formal incident investigation has also been called by LU.

Details of the Sarah Hope Line have been provided to the family of the person injured. The site was made safe and additional checks were carried out on similar assets. The entrance has since reopened.



Six escalator safety actions have been rolled out

All employees working on the affected site have been briefed. LU and TWBN have both put support measures in place for employees.

DLR incident

On 6 February, a passenger became trapped by their coat as a DLR train was departing Bank station. The passenger managed to remove their coat without getting injured. KeolisAmey Docklands, who operate the DLR on our behalf, are investigating and the RAIB has also begun an investigation into this incident.

London Underground Escalator safety

Approximately 40 per cent of customer accidents on LU happen on escalators. We have started the roll-out of six escalator safety actions at 10 stations where we have the greatest number of escalator incidents. This is as a result of 12 evidence-based trials carried out last year on more than 40 escalators. This

encourages customers to hold on to the handrail, take care getting on and off the escalator, stand safely on the step and use lifts where appropriate.

Working near electricity

Over the past year, we have increased our focus on improving the safety of our employees who work near electricity. Our signals team has identified new approaches to further improve the safety of employees who maintain and respond to faults involving our signals equipment.

Roads

Road safety data

We are investing in infrastructure – including safer cycle lanes and junctions – to improve road safety. This includes working with London boroughs to introduce more 20mph limits, remove the most dangerous Heavy Goods Vehicles (HGVs) from the Capital's roads by 2020 and continuing our road safety education and enforcement programmes.

We have published our provisional road safety figures for Quarter 2 of 2016. While some of the results comparing this year with last are welcome – including a reduction in cyclist, pedestrian and motorcyclist fatalities – we are concerned about the increase in the number of pedestrians and car occupants killed or seriously injured during this period. We are closely monitoring the data to ensure we respond effectively and reduce such incidents.

Construction Logistics and Community Safety (CLOCS) progress event

The sixth CLOCS conference and exhibition was held at London's ExCeL on 14 March 2017. We reaffirmed our continued commitment to the programme and support for the expansion of the scheme beyond London.

Those adopting CLOCS outside the Capital provided an update, and organisations making use of procurement to embed work-related road risks shared their experiences. We looked at the forward vision for CLOCS, and provided an update on our latest research. We also provided an update on our Direct Vision Standard and the Mayor's plans to remove HGVs with the lowest levels of direct vision from London's roads by 2020.

An exhibition of 25 vehicles with enhanced safety features and increased direct vision demonstrated the progress CLOCS has made in influencing vehicle

design and improving vulnerable road user safety. A number of technology and service providers were also on hand to offer assistance to fleet operators, construction clients and contractors wishing to meet the requirements of the national CLOCS Standard for work-related road risk.

Tackling railway bridge strikes

Ensuring our roads are safe and reliable is a top priority. We have recently worked with Network Rail, the London Borough of Lambeth and local residents to install a detector system to spot vehicles that are too high to pass through Thurlow Park Road Bridge at Tulse Hill.

The bridge's low height means it was regularly struck by high vehicles, causing more than 200 hours of delay to Southern and Thameslink passengers in the past 12 months.

A new detector system uses sensors to identify vehicles that are too high to pass under the bridge and sets off a series of warning signs to alert drivers that they need to stop or leave the road before the bridge. There are six sets of electric warning signs that can be triggered by the system, along with signposted alternative routes and new signs on the bridge and around it. These new signs will ensure road users know the bridge's height restrictions – helping reduce disruption caused by HGV drivers who fail to notice the existing signs.

The electronic signs use energy-efficient lighting. The installation and future maintenance costs have been shared by Network Rail and TfL. The systems are linked to TfL's London Streets and Traffic Control Centre, which oversees London's road network 24-hours a day. This means the condition of the system can be remotely monitored and if a fault occurs it is raised immediately, resulting in a rapid response.

Further signage has been placed on the bridge to warn of its low height and steel beams added to protect it. Engineers have also been based at the bridge during peak hours to quickly inspect the bridge if needed.

Buses **Bus Safety Collisions Reduction Programme**

On 2 February, a year on from the launch of the Bus Safety Programme, we presented evidence to the GLA Transport Committee on how we are enhancing the safety of the bus network and developing our safety standard for new vehicles. The committee was investigating major issues facing bus passengers and other roads users, and was seeking the views of guest speakers including Sarah Hope, an independent victim support consultant; Tony Wilson, Abellio's Managing Director for London and Surrey; Paul Russell, Head of the Confidential Incident Reporting and Analysis System (CIRAS); and Wayne King, Unite's Regional

Coordinator Officer. The committee has met separately with bus drivers to obtain their opinions.

The Bus Safety Programme has committed funding of £4.65m for the roll out of intelligent speed assistance and the development of the new bus safety standard, which will specify the technologies and vehicle design modifications required on new vehicles from 2018 to cut casualty rates. This investment will be used to investigate, assess and validate the most promising technologies.

The new safety specification will put in place bus collision mitigations that have emerged from analysis of police investigations into fatal bus collisions. Alongside this work, we will be looking at the human factors that can contribute to fatal accidents. We explored these in a workshop with operators in February. The results of this will help shape future bus driver training and our communications campaigns.

Creating safe environments

As part of our continuing commitment to rid the transport network of unwanted sexual behaviour, we are working with the British Transport Police (BTP), the Metropolitan Police Service (MPS) and City of London Police (CoLP), as part of Project Guardian. Together we seek to increase confidence in the reporting of sexual offences (which are widely



recognised as being under-reported across society), reduce the risk of becoming a victim, challenge unwanted sexual behaviour and target offenders.

On 10 March, we launched the next phase of the 'Report It to Stop It' communications campaign, which received widespread broadcast and national media coverage. This is an important element of our activity to clamp down on unwanted sexual behaviour. The previous 'Report It to Stop It' campaign was launched in 2015 and made strong inroads into tackling the barriers that prevent people from reporting this behaviour. More than 13 million people viewed the previous film on YouTube making it our most successful campaign film to date. Reports of sexual offences on London's public transport system have doubled since Project Guardian was launched in 2013. However, one of the main

reasons some people are unlikely to consider reporting an incident is that they believe the offender will never be caught. This phase of the campaign serves to highlight that multiple reports help police build a picture of the offender until they are caught.

The new communications campaign film has been viewed by 60,000 people on YouTube to date and is also being shown on video-on-demand services. The campaign runs in parallel with ongoing targeted police activity. Investigation of these offences, action on offenders, frontline engagement activity and victim care and research help to better understand the nature and motivation for offending, as well as the victim's experiences in the criminal justice process.

Operation Atlas

This is a joint operation between the MPS Roads and Transport Policing

Command and Revenue Protection Inspectors to tackle fare evasion, antisocial behaviour and low-level crime on selected bus routes. The latest operation took place on 23 February, with officers deployed to some of the bus routes that experience the highest rates of fare evasion. The operation delivered some excellent results:

- 128 buses and 3,476 passengers checked
- 167 irregularities identified with enforcement action taken
- Two arrests were made

Capital programmes

The current Capital Programme Directorate HSE strategy, which focused on everyone taking personal responsibility for HSE, concludes in March this year. We are developing a new strategy, which will support our new Major Projects and LU Renewals and Enhancements departments. This strategy will cover around 12 months, rather than the usual three years, to allow it to focus on the challenges of running a safe, healthy and environmentally positive capital programme, while transforming into a more efficient projects organisation. The strategy will launch in April 2017 and be supported by a dedicated improvement plan.

Occupational health

Employee health and wellbeing

We have a five-year Health and Wellbeing Improvement Programme in place which focuses on lifestyle health factors by engaging with employees to improve musculoskeletal, mental and general health. In 2016/17, key achievements included a walking initiative aimed at increasing employees' physical activity levels. A total of 3,521 employees took part with the target of achieving 10,000 steps for 100 consecutive days.

Employees demonstrated health improvements such as better sleep and feeling less stressed. A new Wellbeing at Work index has been added to the annual employee survey report, which allows teams to review their results and plan action for change.

Workplace Support Team

Our Workplace Support Team continues to provide support for members of our workforce who are attacked at work. The majority of its support goes to bus drivers and revenue protection staff. Since the last report the Workplace Support Team has focused on these two groups of staff and has more than doubled the number of workforce engagement events. This resulted in the team assisting the police with 288 cases.

Within our Dial-a-Ride operation, new 'tool-box talks' and refresher training have been introduced to support manual handling tasks, reducing the risk of injury to our staff and customers. New recruits are also tested on safely loading, handling and securing wheelchairs.

Delivery of a new, tailored manual-handling course for LU's projects and maintenance workforce has started. The training focuses on practical techniques relevant to the LU working environment.

3 Planning and delivery

Crossrail 2

The Crossrail 2 Programme Board carried out a final review in February of each of the five cases that make up the Strategic Outline Business Case (SOBC), the Strategic Alternatives report and other supporting documents. Members of the Board, which includes representatives from across Government, have been involved in the preparation of the suite of documents and provided their endorsement that the SOBC should be submitted to the DfT's Business Investment Commercial Committee (BICC).

The SOBC was shared with the Mayor during its development, and he formally endorsed its submission this period following a recommendation to do so from the Programme Board.

The Crossrail 2 senior team presented the case for the scheme at a workshop with members of BICC at the end of February, in particular focusing on the strategic narrative, the alternatives plus funding and finance. This provided an opportunity to brief members first-hand on the project, ahead of their formal meeting to discuss the Crossrail 2 business case at the end of March.

In early March, a Project Assessment Review, was conducted by the Infrastructure and Projects Authority. This formed part of the HM Treasury assurance process, and was a precursor to the Government's consideration of the

SOBC. A number of areas were looked at, including the maturity of the SOBC, evidence of value for money and the proposed funding approach. The findings of the report were made available in draft in time to inform the DfT's BICC meeting. Following advice from BICC and Treasury's Major Projects Review Group, a decision from Government is expected in the spring and, pending a positive outcome, the project is on course for a deposition of a Hybrid Bill in 2019.

David Lammy MP, chair of the Crossrail 2 All Party Parliamentary Group, hosted a meeting of the group on 9 March. Lord Ahmad of Wimbledon, Parliamentary Under Secretary of State for Transport, with responsibility for London and Crossrail 2, updated the group on progress and the Government's position, and took questions from members. The meeting was well attended and allowed the team to remind members how critical Crossrail 2 will be to ensuring that London and the south east are able to respond to increased levels of congestion on public transport. It will also provide an opportunity to deliver 200,000 new homes and 200,000 jobs.

Mayor's Transport Strategy

On 28 February, the Mayor directed us to use his delegated powers to undertake all of the pre- and post-publication tasks associated with revising his Transport Strategy, including drafting the Strategy itself.



We have been carrying out an extensive engagement programme ahead of publishing the draft Strategy for consultation in the spring. Since last summer, we have spoken to a wide range of interested groups to raise awareness of the Strategy and to seek feedback on policy areas. More than 300 stakeholders from local authorities, business, community groups, academia, active travel, campaign groups, freight and fleet, environment and politics have given some input. There has been a combination of one-to-one meetings and other set-piece events, such as workshops, round table and panel discussions.

Cycling and walking

Healthy Streets for London

In the first week following the appointment of the Walking and Cycling Commissioner, Dr Will Norman, we

launched 'Healthy Streets for London', setting out how we will work with our partners, such as the boroughs, to deliver the Mayor's Healthy Streets Approach. Physical inactivity causes many of London's major health problems, but walking, cycling and using public transport are the easiest ways to stay active. As the Capital's strategic transport authority, we have a crucial role to play in improving the health of all Londoners.

'Healthy Streets for London' sets out our commitment to supporting increased travel by walking, cycling and public transport. Our new approach puts people at the heart of our decisions, to make London a safer and more pleasant city to live and move around in. This will reduce traffic and noise; lower air pollutants and CO₂ emissions; create more attractive, accessible and people-friendly streets; and ultimately improve people's health.

On 17 March, more than 250 delegates attended 'Healthy Streets for London: Making a Great City for Walking' conference. This explored how London can become a better city for walking and celebrated the role that high-quality streets and public spaces play in making the capital more inclusive and liveable.

The conference highlighted the Mayor's ambitions for Healthy Streets and walking; considered the benefits that high levels of walking deliver for London; and explored the role that different sectors and organisations can play in delivering the Healthy Streets Approach.

Cycle route data

Our open data Application Performance Interface is being updated to include London's new cycle superhighways and first Quietway. This data can be accessed freely by all app developers and mapping websites (eg Google Maps, Citymapper, CycleStreets, etc), allowing them to incorporate our new cycle routes into their online mapping and journey planning information, helping millions of Londoners plan their journeys more easily.

The data forms part of our wider commitment to make the information we hold openly available, to assist developers in creating better products and services that can be brought to Londoners and visitors quickly.

Santander Cycles

London's cycle hire scheme has enjoyed

a record-breaking start to the year, with 638,491 hires in January exceeding January 2016 which was itself a record. Overall last year, an unprecedented 10.3m hires were made using Santander Cycles – a 4.4 per cent increase on 2015. In total, since the scheme was launched in July 2010, there have been more than 56m journeys.

Among the improvements made to the scheme last year were the introduction of Blaze Laserlights to all 11,500 bikes, a new Santander Cycles Business Accounts scheme, and more bikes and docking stations – including at the Queen Elizabeth Olympic Park. A range of Santander Cycle activities have also helped drive the growth, including: online 'how to' films starring Jenson Button; and Jessica Ennis-Hill's women's cycle ride along the East-West Cycle Superhighway.

Later this year, we will introduce a new bike for Santander Cycles retaining the popular features of the existing model, but lighter and more manoeuvrable with smaller wheels, a lower frame, a new gear hub and a more comfortable seat.

Quietways

A total of 53km of Quietways are now under construction or complete on 12 routes. The next route Quietway 2, from Bloomsbury to Walthamstow, will be complete in the spring. The full programme will establish approximately 30 routes, totalling more than 250km

across Greater London by 2021. These routes have been chosen to align with current and predicted future demand, and will complement the Healthy Streets Approach.

Designs for a further 146km of Quietways have been defined and agreed with the relevant London boroughs for delivery. These include Hornsey to North Finchley, Greenwich to Kent House, Lower Sydenham to Bromley, Bermondsey to Catford, and Peckham to Wimbledon. More than 50km of additional Quietways will be finished by spring 2017.

Mini-Hollands

Construction is continuing on the A105 scheme in the London Borough of Enfield. This will deliver 5km of lightly segregated cycle routes to Enfield town centre and Palmers Green. The borough has produced new designs for Enfield Town for consultation, as a result of strong public opposition for a bus and cycle-only corridor on Church Street. They intend to start construction of some elements by the end of 2017.

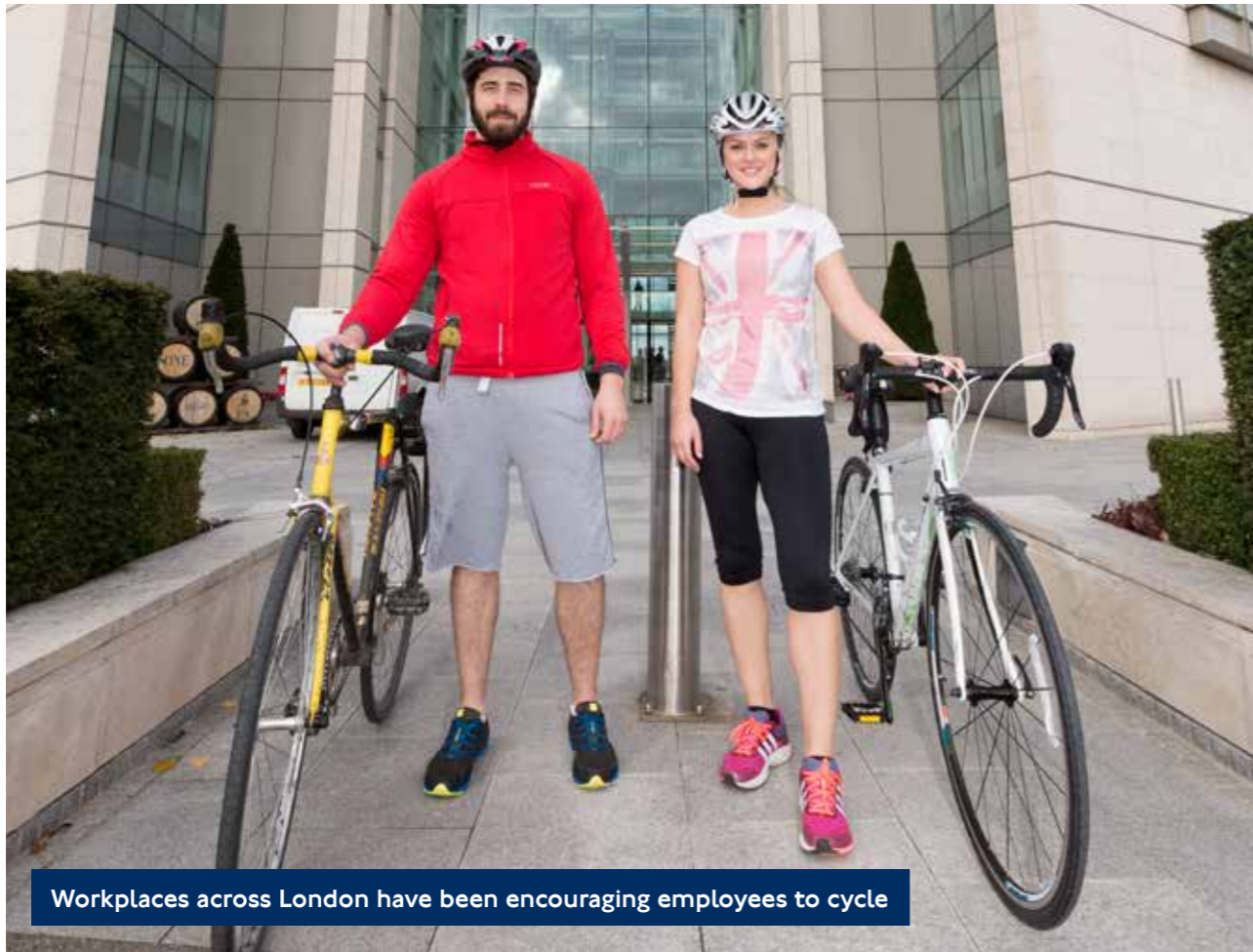
The 1.4km segregated cycle track and associated landscaping on Portsmouth Road in the Royal Borough of Kingston upon Thames is now complete. The Surbiton Crescent bus and cycle only filter trial is complete and we are evaluating the impacts to inform the permanent scheme. The borough plans to start construction of the station plaza scheme in April. This will improve the overall look and feel

of the area around Kingston station, and provide a new cycle parking hub and bridge link to the river. The segregated cycle route on Wheatfield Way is due to be implemented next financial year.

The London Borough of Waltham Forest's Mini-Holland programme is also progressing well, with the Walthamstow gyratory interim layout now in place while the permanent scheme is constructed. The widened bus station entrance has already reduced bus journey times. Construction on Lea Bridge Road is ongoing and will be substantially complete by 2018. This will provide a 4km fully-segregated link between a new cycling and walking-friendly junction at Whipps Cross and the borough boundary with Hackney and Quietway 2.

Central London Cycling Grid

Forty-eight per cent (45km) of the 85km core Central London Cycling Grid network is now either complete or under construction. We have approved designs for 78km of the network, and a further 4km are being reviewed. Construction has begun on schemes in the Royal Parks, Lambeth, Hackney, Islington, Westminster and Southwark. The Royal Borough of Kensington and Chelsea completed the link from Brompton Cemetery/Old Brompton Road to Bute Street Harrington Road on 23 January, and Westminster City Council has now received cabinet member approval for its route between Edgware Road and Talbot Road.



Workplaces across London have been encouraging employees to cycle

Cycling Workplaces programme

Our Cycling Workplaces is an award-winning initiative to encourage more commuters to cycle to work. We work with employers to install cycle parking and fund cycle safety seminars, on-bike cycle skills and bike safety checks for staff at participating organisations. This financial year we have created 1,992 cycle parking spaces and 1,102 bike safety checks, and 625 people have attended a cycle safety seminar.

Since the programme launched in September 2014, 1,405 workplaces with more than 255,000 staff have joined. The programme has encouraged more people to cycle in these participating organisations – on average, three per cent of staff have shifted mode to a bike to cycle to work. We are also improving cyclist safety with 84 per cent of the safety seminar attendees saying their understanding of how to cycle safely on London's roads improved as a result of the course.

Walking Tube map

We have launched extended versions of the popular Walking Tube map to help those travelling outside of central London. The maps now include Zone 3 stations with estimated walking time and steps between stations. They also include National Rail stations – helping to give everyone the opportunity to include more walking in their day.

Almost 200,000 users have downloaded the current Walking Tube map and the Steps map has been downloaded nearly 45,000 since it was launched in September 2016.

Reducing emissions and improving air quality

Toxicity charge

On 17 February, the Mayor confirmed his plans to introduce a £10 Toxicity charge (also known as the Emissions Surcharge or T-Charge) for the most polluting vehicles in central London.

The T-Charge will begin on 23 October this year and will operate on top of, and during the same operating times, as the Congestion Charge. Our website has a free vehicle checker so drivers can see whether their vehicle will be affected by the T-Charge. We expect up to 10,000 of the oldest, most polluting vehicles every weekday to be potentially liable for the new emissions levy, which will apply to motorists who own vehicles that do not meet Euro 4 standards – typically those diesel and petrol vehicles registered before 2006. This means it will cost a total of £21.50 (including the £11.50 Congestion Charge) to drive one of these vehicles within the zone.

The T-Charge is one of the bold measures the Mayor is looking at to tackle air pollution in London. Currently more than 9,000 Londoners die prematurely each year as a result of long-term exposure to air pollution – while 438 schools in the Capital are in areas exceeding legal air quality levels.

The Mayor has doubled funding spent on tackling air quality to £875m (over the next five years) and will consult on introducing the start of the central London Ultra Low Emission Zone (ULEZ) in 2019, expanding the ULEZ up to the North/South Circular roads and making it London-wide for heavy vehicles by 2019. We are also spending more than £300m transforming London's bus fleet by phasing out pure double-deck diesel buses and have committed to purchase

only hybrid or zero-emission double-deck buses from 2018.

Low Emission Bus Zones

The first Low Emission Bus Zone was launched earlier this month. The route, which runs from Putney Station to Putney Bridge Road, is the first of 12 new Low Emission Bus Zones to be introduced at air quality hotspots.

Since 9 March, only buses that meet the toughest emission standards will be permitted to run within the Putney Low Emission Bus Zone. Putney High Street already has bus priority measures in place to reduce bus delays and cut unnecessary pollution caused by sitting in traffic.

There will be 11 more Low Emission Bus Zones following Putney, with the Brixton and Streatham zone set to be introduced in October. The remaining zones will be delivered by 2020, fulfilling the Mayor's manifesto commitment.

The zones represent the most extensive network of clean buses of any major world city and will reduce harmful bus emissions in the areas by more than 80 per cent. These areas currently expose Londoners to some of the highest levels of NO₂ pollution, and they generally run older buses that significantly contribute to road transport emissions.

Continuing environmental commitments

In 2016, the 507 from Waterloo station to Victoria station and the 521 from

Waterloo station to London Bridge station became central London's first fully-electric bus routes. As part of our commitment to improve London's air quality, we are making sure all double-deck buses operating in the central Ultra Low Emission Zone comply by 2019. This means each of the 3,100 double-deck buses operating in the zone will be Euro VI hybrid. We are expanding the ULEZ retrofit programme from 800 buses to up to 3,000 buses outside the central zone by 2020 and to 4,200 buses by 2021.

On 15 February, the Mayor announced that two more bus routes will run exclusively with electric vehicles, as part of his ambitious plans to cut toxic air pollution. We already have the largest electric bus fleet in Europe and the addition next spring of 36 buses on routes C1 and 70 – which run between White City and Victoria and between South Kensington and Acton respectively – will take the total number of electric buses to 121, on top of the 2,000 hybrid electric buses currently in our fleet.

The new buses are part of the Mayor's hard-hitting package of proposed transport measures to cut toxic air pollution. Electric buses produce no exhaust pipe emissions and are a more comfortable ride for passengers owing to less noise and vibrations.

London Underground **Modernising the Circle, District, Hammersmith & City and Metropolitan lines**

We have started to install electronic tags on track sleepers on the Circle, District, Hammersmith & City and Metropolitan lines to track trains on the network. The tags emit a radio frequency that is read by equipment on the trains and are a vital component of the signalling system that will enable S stock trains to travel more safely, frequently and reliably. In the first stage, we are putting 750 tags on the track between Paddington and Hammersmith. When the project is complete, there will be thousands of tags in place.

Bakerloo line extension

On 9 February, we launched the next phase of public consultation on proposals to extend the Bakerloo line beyond Elephant and Castle to Lewisham, via Old Kent Road and New Cross Gate. As of 13 March we had received more than 3,700 responses.

Working in collaboration with the local boroughs, Lewisham and Southwark, at least 25,000 new homes and 5,000 new jobs could be supported as a result of the extension. Other benefits include extra capacity on London Underground, relief of congestion on the roads and an increased frequency of services, with a Tube every two to three minutes between

Lewisham and central London, resulting in reduced journey times.

Four new stations are being proposed along the route to boost connectivity and support regeneration. These include:

- New Cross Gate, which will provide an interchange with London Overground and National Rail services
- Lewisham which will provide an interchange with the DLR and National Rail
- Two stations along Old Kent Road

All new stations are planned to provide step-free access and interchanges.

Details of the proposed ventilation shafts needed to support this extension also form part of this consultation. The proposals set out the need to undertake further capacity upgrade works to the Bakerloo line station at Elephant and Castle.

As announced in our Business Plan, the updated proposals bring forward the completion date of the extension by two years to 2028/29, to align with the timetable for the overall modernisation of the Bakerloo line.

Tottenham Court Road

At Tottenham Court Road, new lifts are in service, providing step-free access from

the street to all the station's platforms. There are now 71 step-free station on the network. This completes the modernisation of the station, after seven years work. With three new entrances, six new lifts and eight new escalators, the station will be equipped to serve the 200,000 passengers we expect to use it daily when the Elizabeth line opens in 2018.

Eduardo Paolozzi

The restoration of Eduardo Paolozzi's mosaics at Tottenham Court Road station has been completed. Around 95 per cent of the mosaics have been retained, with restoration and repair work taking place on the Northern and Central line platforms and in the rotunda space. The designs, which cover 950m², contain references to London's entertainment culture, rushing commuters, and the urban economy. Wherever possible, we have reused the original tiles, and where new tiles were needed they have been closely colour-matched using the same process as the originals.

One of the final and most complex parts of the project was the relocation of the mosaic panel from the former Oxford Street entrance. The artwork was removed from the wall in one piece and lowered down a lift shaft to platform level.

Sections of the arches that could not be relocated within the station were transported to Edinburgh College of Art, in the city where Paolozzi studied and



later became a visiting professor, where they will be used in teaching and training.

Bank

Four escalators and two lifts that will serve the new Walbrook Square entrance at Bank station are in place. They will provide step-free access to the Waterloo & City line platforms. We have begun work in the public areas of the entrance, starting with installing high level cabling and lighting, followed by wall and floor finishes in the concourse.

Demolition work as part of the work to upgrade the station is progressing ahead of schedule. We are carrying out basement propping works to allow construction of the new station box, and are continuing to build an access shaft so we can start on the new Northern line tunnel in April. Work to enable the installation of new Central line escalators is also progressing well.

Lambeth North

Lambeth North station has reopened following the replacement of the station's nearly 30-year-old lifts, which were failing regularly and causing disruption to customers. While this work was carried out, we installed new ticket gates to reduce congestion at busy times. Lighting has also been replaced and the ticket hall and passageways have been repainted, creating a more welcoming environment.

Elizabeth line

Crossrail remains on time and within its £14.8bn budget. The project is more than 80 per cent complete. Cost and schedule pressures continue to be actively managed by Crossrail Ltd to maintain progress towards the five opening stages of the Elizabeth line between May 2017 and December 2019. There is a 60 per cent chance of drawing on part of our share of the contingency in the funding.

Construction progress and railway fit-out

Crossrail's central section construction programme remains focused on fitting out the stations, tunnels, shafts and portals. Station construction is more than 70 per cent complete and platforms more than 95 per cent complete, with just Whitechapel to finish. Installation of escalators, lifts and platform screen doors has commenced.

The ceiling at the new Liverpool Street station ticket hall is now finished, using a unique geometric cast concrete design that maximises the sense of space. All the brick cladding on walls within the new ticket hall at Paddington station has been installed. At Whitechapel station, demolition and other works within the main ticket hall entrance have been completed.

Railway fit-out is progressing well, with the track, cables, communication systems and ventilation equipment being put in place to ensure dynamic testing of the new rolling stock can start before the end of 2017. Dynamic testing includes a single nine-car train running through various phases of testing and commissioning at a slow speed, accessing the tunnels via Pudding Mill Lane and running between Abbey Wood and Canary Wharf stations. The test train will gradually build up to nominal speed, moving from 'unprotected' testing, through to using the signalling system for protection. The aim is to start to build

confidence levels in the systems prior to dynamic testing in the tunnels under central London in early 2018.

Surface works

Network Rail is continuing to deliver their upgrade work for Crossrail on the existing rail network. A time-critical date was achieved when gauging work and installation of driver-operated only CCTV on platforms was completed on the eastern route at the end of February. This will enable testing of the new rolling stock on the route prior to the new trains being introduced from late May.

Network Rail's work continues at multiple sites, including Abbey Wood, where the new Crossrail platforms are taking shape; station fit out commences in April and opening is scheduled for October 2017.

Elizabeth line stations

At many of the 10 new stations across the Capital, the ticket halls are now visible above ground as the architectural finishes begin to be installed. All the stations on the Elizabeth line will be step-free to platform level, and the stations in central and southeast London will be fully accessible from street to train.

Train testing

A fleet of 66 new 200 metre long Elizabeth line trains will feature nine walk-through carriages, air conditioning, CCTV and real-time travel information. Each train will be able to carry up to 1,500 people.

Testing of the first train on the Shenfield line continued in January and February at night, and more recently with daytime runs into Liverpool Street station.

On 7 March, the first Elizabeth line train arrived at the Ilford depot from the Midlands for testing and driver training, in preparation for service introduction in May. The eighth train is now in production at Bombardier's Derby factory.

Art and Archaeology

Funding has been secured for artworks across six of the seven central Elizabeth line stations where Crossrail is working with eight artists to deliver a world-class programme of public art. Proposals for art at Whitechapel continue to be pursued, however, a sponsor has not yet been firmly secured.

The first artwork to go into production is at Paddington where American artist Spencer Finch has developed 'A Cloud Index' for the 120m long glass canopy over the station box. The first two of the 180 glass panels have been made in Bavaria. These panels are currently being shipped to a facility in Barnsley, where a mock-up of the canopy is being constructed throughout March 2017 for final verification. Fabrication and installation of the artwork will commence shortly after, with estimated completion towards the end of the year.

Since Crossrail construction began in 2009, more than 200 archaeologists

have unearthed more than 10,000 objects from 40 locations, spanning 55 million years. The key findings of the archaeology programme – the biggest ever undertaken in the UK – are featured in a new exhibition entitled 'Tunnel: the Archaeology of Crossrail', a joint undertaking between Crossrail and the Museum of London. The exhibition opened at the Museum of London Docklands on 10 February and more than 15,000 people have already attended.

London Rail

Gospel Oak to Barking electrification

In January we were informed that Network Rail were unable to complete their electrification project for the Gospel Oak to Barking route in the agreed timeframe, despite months of closures of the railway and significant disruption to our customers, local residents and businesses. Direct discussions have taken place at the most senior level, including to the Chief Executive Officer and Chairman of Network Rail. The railway reopened on the line on Monday 27 February, however, many more weeks of work remain and we are working with Network Rail to minimise any further disruption to our customers ahead of the planned introduction of electric trains in early 2018.

Rolling stock replacement programme (DLR)

The contract for the Beckton Depot RIBA2 concept design development will be awarded in March, pending the outcome of final tender clarification meetings.

The Official Journal of the European Union (OJEU) notice and the Invitation to Tender for the replacement rolling stock are scheduled for issue in April.

Canonbury station

Accessible travel has received a boost with new, level-access raised platforms at Canonbury station, providing customers using the East London line with step-free access from street to train. Successfully introduced at a number of LU stations recently, this is the first time the raised access platforms have been installed on the London Overground network.

Whitechapel

The final piece of the London Overground Capacity Improvement Programme was completed on 6 February, when the five carriage platforms were commissioned at Whitechapel on the East London line. Work continues on the new Elizabeth line station and interchange.

Roads

Silvertown Tunnel

On 10 March 2017, we confirmed the three shortlisted bidders that have pre-qualified to take part in the tendering process for the Silvertown Tunnel scheme. The selection was based on prior experience and capability to manage the project, which will be delivered through a Design, Build, Finance and Maintain (DBFM) contract.

This means the DBFM project company will be responsible for raising the finance and designing, building and maintaining the Silvertown Tunnel, including the associated equipment, for a 30-year period.

We will be responsible for delivering and operating the user charging for the Silvertown and Blackwall Tunnels and we will retain the demand risk in respect of user charging income. However, the majority of the construction, maintenance and availability risks for the Silvertown Tunnel will be passed to the DBFM project company.

A further benefit of a DBFM contract is that there is a strong incentive for the project company to deliver to time (or early) and budget. The payment mechanism we developed also contains strong incentives to maximise asset availability when it matters most, which reduces inconvenience for users, minimises the impact of lost revenue and ensures the project company adopts a whole-life approach.

Subject to the necessary consent from the Secretary of State, a decision on which is expected in October. We will seek agreement from the TfL Board in June 2018 to appoint a contractor which would then enable construction to start in 2019, with the new Tunnel open in 2023.

Lane Rental

Our Lane Rental scheme is designed to incentivise all utility providers (including

ourselves) to minimise disruption to road users by charging for occupying the most traffic-sensitive streets at the busiest times.

The Lane Rental Governance Committee is responsible for approving the use of money received through Lane Rental which is required to be used for disruption-reducing initiatives and has celebrated its second anniversary. The committee is an example of joint working between us and the utility companies. It meets quarterly to authorise funding requests for individual projects aimed at reducing congestion and other adverse effects caused by streets and roadworks. To date, £7m has been approved for initiatives that have saved an estimated £47m in the cost of delays.

Utility prosecutions

On 8 March we successfully prosecuted Scottish and Southern Electric Ltd (SSE) for a streetworks offence committed in Western Avenue, Ealing in August 2016. SSE failed to display the works identification reference number for the duration of the works, as stipulated in the permit conditions. We subsequently issued a Fixed Penalty Notice which SSE failed to pay. SSE pleaded guilty in advance of the hearing and was fined £200 and ordered to pay prosecution costs of £2,130.

This is our first prosecution of SSE but they have been issued with 57 Fixed Penalty Notices since 2010, of which 15 were issued within the last year.

Surface Playbook

We have successfully rolled-out Surface Playbook to 20 of the London boroughs. This allows users (of which there are now more than 1,700) to access a 'single source of the truth' for mapped information on schemes and works planned over the next 10 years on London's roads.

Event management in the Capital

A number of short-notice events have taken place recently including a major march and gathering at Trafalgar Square on 25 February.

The North London Half Marathon was held on 12 March, the third year the event has taken place. Approximately 8,500 competitors took part. Our traffic signal plans reduced the impact on the A5 Edgware Road, which the marathon route crosses.

Our planning is now well under way for the London Marathon, Ride London, the Women's Tour of Britain and the World Athletic Championships this summer.

Lambeth Bridge North

We are delivering interim changes at Lambeth Bridge North, which will bring road safety benefits while we investigate a more fundamental, long-term solution for the junction. The interim works are on schedule to be completed in March and include traffic-calming measures (raised zebra crossings on all four sides of the junction) and wider footways

to provide more space and a safer environment for pedestrians.

Victoria Coach Station

On Friday 10 March, Victoria Coach Station celebrated 85 years of service. In honour of this achievement and as a coach station birthday party, there was a three-day heritage coach festival at the station from 10-12 March.

Buses

Bus Hopper boost

Since its launch in September, more than 50 million journeys have been made using the Bus Hopper fare. Route 18 (Euston station to Sudbury and Harrow Road station) is the most 'hopped' service.

Bus priority

We have delivered another 50 bus priority schemes on the TfL Road Network and on borough roads. Since April 2016, we have exceeded our target and delivered more than 150 bus priority schemes. Several recently completed schemes will benefit route 185, which spans south-east London, and will result in more than a minute of bus journey time savings. These schemes were delivered across 22 of the London boroughs and have all contributed to an estimated 100 minutes of bus route journey time savings delivered by the 2016/17 Bus Priority Programme.

We expect to provide approximately 170 schemes in the next financial year, all of which will improve bus journey time reliability.

Buses customer experience programme

Bus drivers play a vital role in carrying 55 per cent of public transport passengers across the Capital each day, often in challenging conditions. To make the most of opportunities where they can lessen common frustrations and improve the service, we are putting all 24,500 drivers through a two-day customer experience training programme, 'Hello London'.

Our poster and radio campaign will continue running in 2017 to show the human face of drivers and explain that they do much more than drive the bus. Our new driver commendation scheme called 'Thank You' also continues to support the programme following its launch in November, with more than 110 commendations being awarded to date. Each driver observed delivering a commendable incident of customer service receives a certificate, badge and £25 voucher.

We have reviewed our customer experience programme to ensure it remains responsive to areas where the greatest satisfaction gains can be achieved. Further work is planned to embed changes brought about by 'Hello London'. This includes rolling out the same training to all our front-line bus staff, making them feel more valued, enhancing facilities, reducing incidents of buses not stopping, and improving customer information.

This has already led to public address systems training for bus drivers – to build their confidence and develop their skills. We will focus on providing better and more timely customer information, particularly around journey disruption, making front-line staff feel more valued and reducing incidences where buses don't stop.

Touchscreen devices have been installed at Stratford bus station where waiting customers can answer brief questionnaires on the bus station environment. These will help us understand how we might collect customer satisfaction information at bus stations in future.

Dial-a-Ride

We have rolled out mobile data terminal devices on our Dial-a-Ride service, which allows real-time scheduling of trips. This delivers significant efficiencies and improvements to the service for our customers. Following the roll-out of the devices, the next phase of the project will deliver real-time customer updates and text messaging.

Taxi and private hire

Private Hire Vehicle (PHV) Regulations: judicial review

The High Court decision was given on 3 March in relation to Uber's claim for judicial review arising out of the Private Hire Vehicle Regulations Review. The claim challenged the English language requirement for PHV drivers and the

requirement for PHV operators to make facilities available for passengers to be able to speak with them on the telephone about their private hire booking and the requirement for PHVs to be insured at all times when they are licensed.

The Judge found the English language requirement for PHV drivers to be justified and lawful.

In relation to operator telephone contact facilities for PHV passengers, the Judge found that requiring operators to facilitate passenger telephone contact at all times about any matter concerning their journey was not justified. However, a requirement for passengers to be able to speak with operators in emergency situations could be justified.

The Judge found that because the insurance requirement did not consider the role of the Motor Insurers' Bureau in compensating victims of uninsured accidents as an insurer of last resort, the requirement should be reconsidered. The separate requirement introduced as part of the Private Hire Vehicle Regulations Review for PHVs to be insured for hire and reward purposes at the point of licensing remains in place, as does the requirement for PHVs to be insured for hire and reward purposes when being used as a PHV.

We are carefully reviewing the position in the light of the judgment.

Taxis in bus lanes

Taxis now have access to 15 new bus lanes, including the northbound bus lane on London Bridge. This follows a commitment in the Taxi and Private Hire Action Plan to support quick and convenient journeys by black cabs.

Taxi ranks

An additional 73 taxi ranks have been delivered against the Rank Action Plan target of an additional 100 by 2020. Work continues with Crossrail to identify and deliver a significant improvement in taxi rank provision to support the new Elizabeth line services.

Recruitment of taxi and private hire compliance officers

Last year, the Mayor committed to creating 250 new taxi and private hire compliance officer roles to quadruple the size of the existing team and significantly increase our ability to tackle illegal taxi and minicab activity in London.

Our first phase of recruitment focused on bolstering the number of officers deployed during the daytime and evenings, resulting in a substantial increase in compliance checks across the Capital. We're now training new recruits for our night team. To date, we have recruited 125 new compliance officers and are halfway towards our target. The new staff will all be in place by the end of the summer 2017.

Aviation

Several London boroughs, Greenpeace and a local resident filed a judicial review claim in December in respect of the Secretary of State's decision that increased airport capacity should be achieved by building a third runway at Heathrow Airport. The Mayor and TfL both joined the proceedings as interested parties.

The Secretary of State applied to the court for the claim to be struck out because it was premature having been issued before the start of a statutory consultation process on a draft National Policy Statement (NPS), which will include the third runway option. The application was heard on 19 January 2017 and on 30 January 2017. The court found in favour of the Secretary of State and ordered that the claim be struck out.

The boroughs have decided not to appeal the decision and are reviewing their position.

In a separate challenge Heathrow Airport Ltd has brought judicial review proceedings against the Office of Rail and Road (ORR)'s decision in May 2016 that we only have to pay the airport access and maintenance charges for use of the Heathrow Spur section of Crossrail, and not the cost of building the track as well. We are supporting the ORR decision, along with the DfT. The court heard the challenge between 21 and 23 February 2017, and is expected to give its judgment within a few weeks.

4 Our customers

Stamford Brook and Ravenscourt Park

As part of the modernisation of the District line, customers at Stamford Brook and Ravenscourt Park stations have new train information screens.

Disabled Access Day

Between 10-12 March, we supported Disabled Access Day (DAD) – a UK-wide initiative to encourage disabled people to try something new – by giving out accessibility information at 30 venues in London, including Victoria Coach Station, as part of its 85th anniversary. Venues and event organisers were invited to speak to us about how we can support their customers. The weekend was also an opportunity to raise awareness of our accessible services through other communication channels, including the Metro travel page and social media. We will work with DAD organisers to evaluate the weekend and establish more opportunities to work together.

Crowding data

We are working hard to reduce congestion in order to accommodate London's growing population and provide customers with good journey experiences. We know that customers would like information to help them choose less crowded services, with research showing that 51 percent of London Underground customers would consider changing their journey to avoid congestion. Our pilot projects demonstrate that providing customers with crowding information to allow them

make informed choices about their travel can help move demand away from the busiest times and places.

A key part of our strategy for giving customers this information is our open data, which we make freely available to developers to incorporate into digital products. There are currently more than 600 travel planning apps and tools powered by our open data and this number continues to grow. In March we released open data about typical levels of crowding on all parts of the London Underground network throughout the day.

We are also incorporating the same crowding information into our own customer and journey planning tools, including tfl.gov.uk, posters and social media. This information will highlight the busiest services and the alternatives for those who can be flexible in their journeys, including retiming, choosing to cycle or walk or taking alternative routes.

Hoarding strategy

Hoardings are used across our network to ensure the safety of our workforce and protect our customers. They allow us to showcase why we are undertaking the work and highlight the benefits that will be delivered to our customers, while also helping to brighten the environment as the work takes place.

We're transforming Finsbury Park station

To provide step-free access, reduce congestion and improve security and safety

Completion spring 2019

Search TfL Finsbury Park

This is one of the ways we reinvest all our income



We're installing lifts at Finsbury Park station to improve your journey

This is how TfL and the Mayor, Sadiq Khan, are helping to deliver more step-free stations across London Underground.

Completion spring 2019

Search Tfl Finsbury Park

This is one of the ways we reinvest all our income



Hoardings have been used to highlight benefits to customers

5 Our people

International Women's Day

For the first time an official International Women's Day flag flew over 55 Broadway between 6 – 10 March to mark the event, which took place on 8 March. Our Women's Staff Network Group (WSNG) partnered with Siemens to organise a full week of events, which were a great success and show our continued commitment to gender equality and diversity.

Apprenticeships

We seek to ensure we target apprenticeships to encourage women and people from BAME communities to apply for jobs in the transport sector. Since September 2016, we have engaged with 142 schools, sixth forms and colleges across 16 of London's most ethnically diverse and disadvantaged boroughs. We ran a joint event with Newham Council on 7 February. The event was hosted by different business areas and disciplines that have apprenticeship schemes launching in 2017, such as London Underground, Crossrail, project management, finance, human resources, transport planning and technology and data. There were more than 380 attendees, of which 39 per cent were female, and 88 per cent BAME. The event has generated nearly 200 applications.

National Apprenticeship week was held between the 6-10 March. We attended a total of 14 events over the week including:

- Six borough events
- Four employability events
- Four school events

This included the Supplier Skills Team Apprenticeship Recruitment Fair at City Hall, which along with 16 of our suppliers, provided information on more than 400 apprenticeship opportunities available for young people across London.

Schools Challenge

The final of the TfL Schools Challenge was held on Friday 10 March at the Institute of Mechanical Engineers. The event was sponsored by one of our suppliers - Cleshar. The Schools Challenge is an opportunity to highlight TfL and Cleshar's support in developing the skills young people need for the world of work whilst promoting opportunities within our scarce skills disciplines. The Challenge was open to Year 12 and 13 students (16/17 year olds) across London. There were four shortlisted teams who presented innovative ideas for transport in London including helping people who do not have English as a first language and making journeys on the Tube to Heathrow more accessible. The winning team demonstrated how to use energy from customers taking a seat to power air conditioning, heating and USB power points.



Our fourth annual Military Industry Day proved popular again

Military Industry Day

On 16 February we held the fourth annual Military Industry Day, supporting the recruitment of ex-military service personnel. Crossrail and London Rail vacancies were of particular interest and a targeted closed link has been sent to 15 ex-military candidates to apply for traffic manager and incident response manager roles. We also ran a number of CV and interview skills workshops as part of the day.

The supply chain intelligence team also supported the event by identifying and directly engaging with our suppliers. The Industry Day drew interest from 14 suppliers and two client peers. Ten of our suppliers were able to offer either job opportunities or work placements on the day. I was pleased that our key suppliers supported this important initiative and I look forward to even more of our suppliers participating and offering job opportunities next year.

Covent Garden dinner and auction

On 8 February, the 11th annual Covent Garden dinner and auction was held at the Victoria and Albert Museum. The event was attended by 400 guests, all senior stakeholders from across the transport industry, as well as our supply chain. The Mayor spoke of his support for London Transport Museum's Enjoyment to Employment programme, which works with children of all ages to promote fulfilling careers in transport, stimulating their curiosity in the world of work from an early age and inspiring them to become the next generation of engineers.

The evening also saw the launch of the museum's new bursary scheme which offers free admission to the museum for those within our local communities who are less likely to visit or engage with the museum. This was generously supported by guests through a table pledge. The event generated £291,332, which will support the museum's heritage and education work.

6 Securing value

Recent awards

London Transport Awards

On 2 March, Sandeep Dhillon from our press office won the inaugural Stuart Ross Young Transport Communications Professional of the Year Award. The award honours the legacy of Stuart Ross, our former Director of News who passed away last year, and recognises the contribution that communications professionals make to the transport industry.

Sandeep's success is an inspiring story. He joined us through our internship scheme to attract more people from BAME communities and has progressed to Head of Press for London Underground.

London First Awards

Crossrail recently won London's Most Impactful Infrastructure Project at the London First 25th Anniversary Awards. The prestigious award celebrates a major infrastructure project which has elevated London's world city status.

UK Rail Industry Awards

On 9 February, our renewals team won Best Track Technology Innovation for Deep Tube Track Form, a design that enables increased train frequency in our deep tunnel environment. The team also won Outstanding Project of the Year for the upgrade of the tunnel ventilation system at Forest Road on the Victoria line.

The team responsible for the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines won the Electrification category for electrical track equipment. The project has installed more than 50km of cabling, along with new low-loss conductor rails.

Golden Whistle and Silver Whistle

The Jubilee line has recently won the Institute of Railway Operators (IRO) Golden Whistle award. The team won the category for the Most Improved Line, and was praised for the way it reviews incidents, especially the focus given to the impact on customers. The Metropolitan line won the Silver Whistle.

The awards were created to give recognition to those who have gone above and beyond expectations, to deliver outstanding operational performance and promote safe, reliable and efficient operation of the railway. Candidates are selected by the IRO based on publicly available information.

Reducing costs

We are driving forward our cost reduction programme. We expect to save £195m in our 2016/17 operating costs against budget. Operating costs for 2017/18 are budgeted to be £75m lower than planned in the Business Plan.

Last year, I announced my decision to create a single engineering professional service and a major projects directorate. We are now in consultation with our Trade Unions and continue to engage with our people on our proposal to transfer all engineering, major projects, change delivery, project management office and project controls activity under a single function.

Consultation is currently taking place in our surface asset management, commercial, technology and data and finance directorates and we are in dialogue with our Trade Unions and our people. We are developing plans for how the necessary change will be delivered in other parts of the organisation.

Generating income

Digital advertising screens

On 16 February, JCDecaux reached the halfway mark on its installation of digital advertising screens on our bus shelters. A total of 1,000 screens will be installed altogether, the largest digital rollout in the world. It improves the appearance of our bus shelters and generates vital commercial revenues for us to reinvest in the transport network.

Blackhorse Road development site

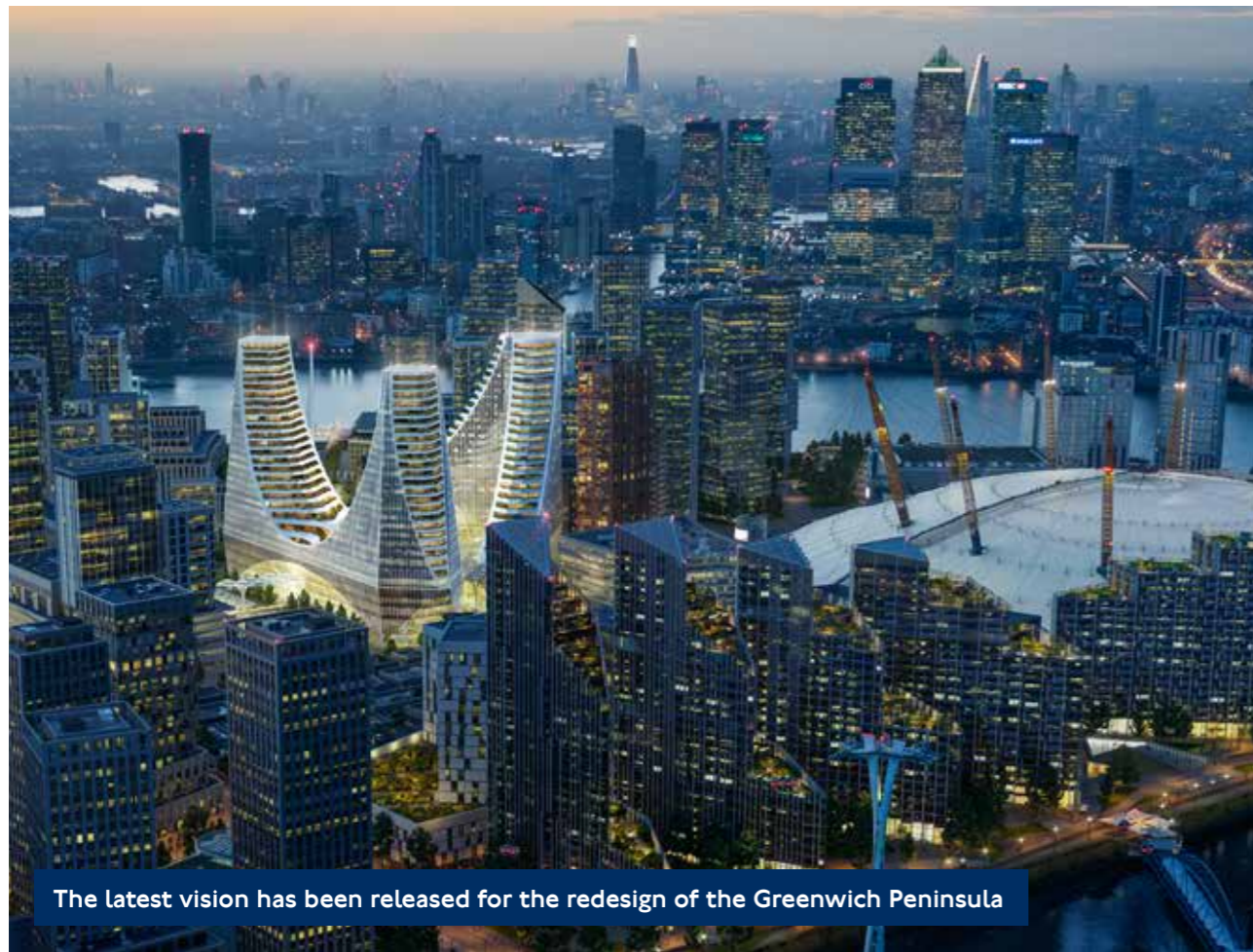
On 2 March we announced our Blackhorse Road site for development to our Property Partnerships Framework. We are seeking a partner to develop the 1.8 acre car park near Blackhorse Road Tube station. The site, located on Forest Road in the London Borough of Waltham Forest, could deliver approximately 350 homes by 2022, with the aim of 50 per cent of the homes being affordable.

The site is part of the GLA Blackhorse Lane and North Olympic Park Housing Zone and is surrounded by former industrial spaces which are being redeveloped to provide around 1,700 new homes, as well as retail, commercial and leisure spaces and improved pedestrian connectivity for the local area.

We expect to announce a preferred bidder later this year to form a joint venture partnership to develop the site. Subject to permissions, works could start on site in 2019.

North Greenwich

In early February developer Knight Dragon launched its vision and proposals for the next phase of its redevelopment of the Greenwich Peninsula. Knight Dragon announced that Santiago Calatrava, who designed the World Trade Centre Transportation Hub, will be the architect on the project to potentially deliver a new North Greenwich station along with 800 new homes.



The latest vision has been released for the redesign of the Greenwich Peninsula

We are in discussions with Knight Dragon, and the GLA, about our land holdings which would be required for the development.

Mayor’s Advertising Steering Group

On 17 February, we hosted the inaugural meeting of the Mayor’s Advertising Steering Group. This is chaired by TfL Board member Dr Mee Ling Ng and its members include Val Shawcross, the Deputy Mayor for Transport; Leah Kreitzman, the Mayoral Director for External and International Affairs; and representatives from rights organisations, academia, the advertising industry and the TfL Youth Panel.

Members heard presentations from our advertising partners on the number of advertisements carried and the number of complaints that we and our advertising partners have received in the last six months. Members learnt more about the

advertisement approvals process and our commercial revenue targets and praised our updated advertising policy and its explicit mention of body image. The group will meet again in July.

Kidbrooke partner selected

On 13 March the Finance Committee agreed the appointment of Triangle London Development (TLD), a consortium of Notting Hill Housing and U+I, as our development partner for our site in Kidbrooke, south east London. We will form a joint venture partnership with TLD to bring the vacant site to life with around 400 new homes, hotel, retail and office space, as well as an improved transport hub, and village square. Fifty per cent of the homes built will be affordable.

Situated in the Royal Borough of Greenwich, the four-acre site is adjacent to the Zone 3 Kidbrooke national rail station and Henley Cross bus station.



The arches in Wood Lane are set to be transformed

Subject to contract completion, the new joint venture will carry out local engagement and consultation to develop concept designs in order to seek planning permissions and start on site in 2018. We aim to have the first homes available to buy and rent by 2020.

Kidbrooke was the first of our sites to be released for development last year to support the Mayor of London’s manifesto commitment to unlock public land to build thousands of affordable homes for Londoners. It was also the first site to be brought forward through our Property Partnerships Framework which is made up of 13 of the Capital’s leading developers.

Other sites that have since been announced, include Landmark Court in the London Borough of Southwark, which has the potential to deliver a mixed use scheme with 35 per cent affordable

housing, and Fenwick South in the London Borough of Lambeth, which will provide 55 homes, which will all be social housing. In the years ahead, we expect to develop hundreds of acres of our land, building thousands of homes - half of which will be affordable to ordinary Londoners - generating hundreds of millions of pounds to reinvest in transport.

Arches transformation gets go ahead

On 14 March, we received planning consent to open up 28 railway arches in Wood Lane from Hammersmith and Fulham Council’s Planning Committee. The redevelopment will deliver a mix of office, leisure and retail space and will improve pedestrian connectivity between two new major developments in the area. The arches are currently largely unused and opening them up will help to transform the local area, while also generating long-term ongoing revenues to reinvest in our network.

The railway arches are located along the Hammersmith & City viaduct between the Wood Lane Tube station and the West Cross route in the London Borough of Hammersmith and Fulham. Adjacent to the arches, major developments are under way, including the extension to Westfield London shopping centre and the construction of nearly 1,500 new homes at St James White City. We expect work to start on site later this year with the first phase of arches opening in 2018.

Wood Lane arches are the first in a new programme of work to bring to life disused arches right across our estate. Our arches provide great locations, particularly for small businesses, to grow and thrive. Arches which are already in commercial use range from restaurants to more traditional light industrial uses, like garages. The size and location of the new units at Wood Lane are likely to attract smaller chains and independent retailers, as well as small and new commercial businesses.

Appendices to this report:

None

Background papers:

None

Mike Brown
Commissioner
Transport for London
March 2017

© **Transport for London**
Windsor House
42–50 Victoria Street
London SW1H 0TL

March 2017

tfl.gov.uk

PUB17_011