

**Date: 19 June 2013**

**Item 15: TfL's Annual Report 2012/13**

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**This paper will be considered in public**

**1 Summary**

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

**2 Recommendation**

**2.1 The Committee is asked to note the Annual Report and comment on its contents and delegate to the Managing Director, Customer Experience, Marketing and Communications the task of making any adjustments prior to submission to the Board.**

**3 Background**

3.1 The Annual Report is one of TfL's key publications and a statutory requirement under the Greater London Authority Act. Following discussion at the Audit and Assurance Committee meeting, the report will be submitted to the TfL Board on 3 July.

3.2 The structure of the report has been designed for the web and reflects the Mayor's Transport Strategy and TfL's business priorities. This version may still require minor changes for design and editorial purposes, and will be updated to include the remuneration pages which are still under preparation. The Message from the Mayor is currently being finalised.

3.3 The Statement of Accounts and the Annual Governance Statement are being considered elsewhere on the agenda. Following approval, the documents will be combined to form the Annual Report and Statement of Accounts 2012/13 and will be taken by the TfL Board at its meeting of 3 July 2013.

**List of appendices to this report:**

Appendix 1 – Draft Annual Report

**List of Background Papers:**

None

Contact Officer: Vernon Everitt, Managing Director, Customer Experience,  
Marketing and Communications

Number: 020 3054 7167

Email: [VernonEveritt@tfl.gov.uk](mailto:VernonEveritt@tfl.gov.uk)



# Annual Report and Statement of Accounts

2012/13  
Draft 10

**MAYOR OF LONDON**

Transport for London





# Annual Report and Statement of Accounts

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# Message from the Mayor

To come

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**Boris Johnson**  
Mayor of London

# Commissioner's foreword

This has been a remarkable year for London's transport systems. Our networks are carrying more customers than ever, more reliably, safely and more efficiently.

The Capital's population is increasing by the equivalent of two full bus loads of people every day or one full Tube train a week and we have completed the first key stages of the renewal of the world's oldest underground ready to cope with it.

London's transport, once seen as the Achilles' heel of our bid for the 2012 Olympic Games, was one of its greatest successes.

Efficient and reliable transport is at the centre of maintaining London's position as a world-leading city, the engine of the UK economy and a generator of thousands of jobs and apprenticeships across the country.

This was a year in which steady and sustained investment continued to translate into visible improvements to the millions of customers and users who rely on us to keep London working, growing and make life here better.

The Tube, celebrating 150 years of serving London, has never been more reliable.

Investment in new signalling, track and trains as well as a relentless focus on improving day-to-day reliability saw passenger numbers break all records, with 1.23 billion journeys made and reliability 40 per cent better than in 2007/08.

The BBC documentary 'The Tube' and its companion programme on the 150th anniversary gave an insight into what it takes to keep the system running efficiently every day while at the same time undertaking the largest capital investment programme to effectively rebuild it. It also showed, in a very human way, the

passion and dedication of the Tube's staff in delivering a better network and increasingly high standards of customer service. And, the 150th anniversary of the Tube was celebrated in style by running a steam train, which captured the world's imagination and enabled us to make the case for investment very convincingly.

We completed the London Overground extension to deliver the first orbital rail service since the Circle line in 1884, revolutionising service levels and stimulating new economic activity along the route. This better service has seen passenger numbers grow so rapidly that we have ordered new rolling stock to alleviate the worst of the overcrowding.

The construction of Crossrail continued at pace, with fantastic progress made in digging the 26 miles of tunnels that will bring such desperately needed capacity to the rail network. This spring and summer will see huge tunnel boring machines break through at what will be brand new stations at Bond Street, Canary Wharf and Woolwich.

On the roads, action such as making utility companies pay for the amount of time they dig up our busiest roads has led to more than 90 per cent of these roadworks taking place outside peak hours, reducing lost time and frustration. Working in partnership with the London boroughs, we have introduced new single roads maintenance and construction

contracts that will save up to £450m and deliver better roads for road users.

Our bus network goes from strength to strength, with passenger numbers not seen since the golden age of the bus in the 1950s. This is one of the greatest bus networks in the world and crucial to the success, not only of the Outer London economy, but to central London and the booming night time economy. Our wonderful new, fuel-efficient New Bus for London is also setting new levels of quality for our passengers.

The popularity of cycling continues to grow and we've been able to make major improvements such as expanding Barclays Cycle Hire to new



parts of the city, make key junctions safer and improve cycling conditions in many town centres. I am also determined to take every step possible to protect cyclists by improving the safety of HGV construction vehicles.

With the early opening of the Emirates Air Line – on budget and in time for the Games – we've taken to the skies for the first time in our history.

Every element of what we do came together to be at the heart of the success of the London 2012 Olympic and Paralympic Games.

Unprecedented partnership working across the transport industry, the sensible attitudes of Londoners, businesses and the freight and logistics industry and the sheer hard work of our staff meant record numbers of passengers were carried and our roads kept moving.

The efficient city the entire world saw meant that the focus remained on the sport and ensured that people from around the world will want to come to live, work and invest in London for many years to come.

The Games also led to a change in the way we think about the accessibility of the transport system and the way in which we engage with our stakeholders. What we learned during the Games we are applying to make permanent improvements to transport.

I would like to pay particular tribute to our customers and road users who changed their travel behaviour during this period.

Around 30 per cent changed travel time or route, or worked a day or two from home and successfully delivered the most successful travel demand programme of its kind.

As part of a renewed focus on improving the experience of our customers and users, significant improvements have also been made in making us easier to do business with.

We led the world in introducing payment by contactless debit and credit cards on the bus network, saving people money, and made keeping track of Oyster journeys and fares as simple as it is with online banking. Many more such improvements are to come.

We also continued to improve the information we provide customers, with WiFi on the Tube and Countdown for buses. Our open data policy, which encourages innovation and the creation of thousands of useful travel apps, is also seen as world-leading and is helping to give the UK's developing new media industry an edge over its foreign competitors.

Finally, 2012/13 has been packed with achievements. We have provided unprecedented levels of service to many more customers, and helped to deliver one of the greatest Games ever. And we have achieved all of this while delivering more than £1.4bn in efficiency savings as part of a multi-year and multi-billion pound exercise that will save 15 per cent of our budget and help protect frontline services and investment. We also published and agreed with the Board the best Business Plan ever for TfL, in the midst of the Games.

You would expect someone in my position to argue for further sustained investment in transport. But the case for doing so carries the overwhelming support of customers and users, business and politicians who can see what this brings to London and the country as a whole.

In many ways, this year was a watershed for London's transport system, with the benefits of investment clearly coming through for millions of customers and businesses. The job, however, is far from being complete.

Paris has expenditure planned out into the early 2030s. To keep London a world-leading city and to attract the investment that creates growth, regeneration and jobs across the UK, we must match their vision and their scale of their commitment.

I have never worked so hard in my life as in the Olympic year; neither have my colleagues, who deserve huge credit for an extraordinary year – fulfilling all (but one) of the 2008 Mayoral election manifesto pledges. They have done an outstanding job on the Games, provided the best ever Business Plan, and even more service at an even higher quality with less cost and greater efficiency. And, lest it be misunderstood, they do this at a huge discount to the salary, performance related pay and benefits equivalent to the positions they could occupy in the private sector.

It was a remarkable year.



A handwritten signature in black ink, reading "Peter Hendy". The signature is written in a cursive, flowing style.

**Sir Peter Hendy CBE**  
Comissioner of Transport

# Year at a glance

Record passenger numbers, strong performance and reliability, plus a Games to remember

April 2012	May 2012	June 2012	July 2012	August 2012	September 2012
TfL launches campaign to encourage Londoners to 'Get Ahead of the Games'	Crime rates on London's transport network at lowest levels	Emirates Air Line, the Capital's first cable car service, opens to passengers	During the Games, TfL services carry record passenger numbers	DLR celebrates 25 years of service connecting the heart of the City to the regenerated Docklands	Mayor announces plans to expand Barclays Cycle Hire to southwest London
					
October 2012	November 2012	December 2012	January 2013	February 2013	March 2013
TfL's real-time bus information service deals with 620 million requests in its first year	Tube delays on the Victoria line cut by a third in four years following its upgrade	London Overground orbital link completed with the opening of the Clapham Junction - Surrey Quays branch	London Underground celebrates 150 years of service as improvements continue and reliability increases	The Mayor and TfL unveil a host of measures to double journeys on the Thames by 2020	The Mayor's Cycling Vision launches with radical plans to boost cycling in the Capital
					

# Operational performance

## Buses

	2012/13	2011/12	2010/11	2009/10	2008/09
Passenger journeys (millions)	2,335	2,344	2,289	2,257	2,247
Kilometres operated (millions)	490	490	486	483	478
Percentage of schedule operated (per cent)	97.6	97.6	97.4	97.1	97
Excess wait time (high frequency) (minutes)	1.0	1.0	1.0	1.1	1.1
Customer satisfaction (score)	82	80	80	79	80

Note: The figure for bus passenger journeys in 2011/12 reflects a change in the method for calculating child journeys. The comparable figure for 2009/10 is 2,265 million journeys.

## TfL's road network

	2012/13	2011/12	2010/11	2009/10	2008/09
Journey time reliability (am)*	89.2	88.9	88.8	89.3	n/a
Hours of serious and severe disruption	2,249	1,994	2,176	2,344	2,035
Traffic flow**	92.91	91.87	93.02	94.27	95.06
Customer satisfaction with TfL's road network***	76	75	72	n/a	n/a

Notes: \* Data unavailable before 2009/10 \*\* Score against an index of 100 from Period 13, 2006/07  
\*\*\* Data unavailable before 2010/11

## London Underground

	2012/13	2011/12	2010/11	2009/10	2008/09
Passenger journeys (millions)	1,229	1,171	1,107	1,065	1,089
Kilometres operated (millions)	76	72.4	68.9	69.4	70.6
Percentage of schedule operated (per cent)	97.6	97	95.6	96.6	96.4
Excess journey time (weighted) (minutes)	5.3	5.8	6.5	6.4	6.6
Customer satisfaction (score)	83	80	79	79	79

## Docklands Light Railway

	2012/13	2011/12	2010/11	2009/10	2008/09
Passenger journeys (millions)	100	86.2	78.3	69.2	66
Kilometres operated (millions)	5.7	4.9	4.7	4.6	3.9
On-time performance (per cent)	98.8	97.5	97.4	94.8	94.6
Customer satisfaction (score)*	87	83	81*	91.9	92

Note: \*During 2010/11, the scoring system changed from the previous Serco measure to the TfL CSS measure. For comparison the score for 2010/11 using the previous measure was 94.9

## London Tramlink

	2012/13	2011/12	2010/11	2009/10	2008/09
Passenger journeys (millions)	30.1	28.5	27.9	26.5	27
Kilometres operated (millions)	2.9	2.7	2.7	2.6	2.7
Planned kilometres delivered (per cent)	98.2	99	98.6	98.6	98.4
Customer satisfaction (score)	89	86	85	86	86

## London Overground

	2012/13	2011/12	2010/11	2009/10	2008/09
Passenger journeys (millions)	124.6	102.6	57.2	34.3	33.2
Kilometres operated (millions)	7.5	6.9	5.2	3.4	3.4
On-time performance (per cent)	96.6	96.6	94.8	93.2	92.3
Customer satisfaction (score)	82	82	80	73	74

## Emirates Air Line

In its first year, two million passenger journeys were completed and passenger satisfaction scored 93 per cent. Performance, measured in terms of availability, reached 94.2 per cent.

# Effective and efficient business operations

TfL exceeded its target for gross savings in 2012/13, achieving £1,417m against a target of £1,394m. The cost of terminating the London Underground PFI PowerLink contract resulted in a position of £56m below target with savings of £1,237m against a target of £1,293m (net). Significant savings generated by this deal in future years will more than offset the initial cost and TfL therefore remains on target for delivery over the Business Plan.

Total cumulative net savings since the efficiencies programme began in 2009/10 are £3,262m, which is £179m ahead of target.

## Rail and Underground

In 2012/13, Rail and Underground delivered gross savings of £614m, against a target of £565m. This included the following:

- Ongoing savings from reorganisations and staff reductions in previous years, including the integration of Metronet (£53m), plus reductions in operational staff (£105m) and back office staff (£49m)
- Project savings, the largest items being the new signalling contract for the sub-surface railway saving (£62m), more efficient ways of working and greater productivity in the Track Programme by using 24 hour closures as opposed to multiple weekend closures (£20m), and savings in the station upgrade programme (£62m)
- Efficiencies owing to better maintenance practices (£88m)

## Surface Transport

Surface Transport achieved gross savings of £299m against a target of £291m. Savings delivered included:

- Continuing savings through competitive tendering of the bus network
- Cancellation of proposed enhancements to bus quality incentive contracts after the pilot showed only marginal improvements in customer satisfaction
- Savings derived from the re-let of the Congestion Charging contract
- The implementation of iBus which led to a reduction in traffic recording roles

## Corporate and Group-wide

Gross savings in Group-wide back office costs and in the Corporate Directorates of £504m were delivered against a target of £538m. The variance reflected the postponement of various initiatives to future years and TfL remains confident that the savings target over the full Business Plan will be achieved. Savings delivered in 2012/13 included:

- Recurring savings following the completion of Project Horizon, which delivered a leaner organisation with ongoing savings through improved sourcing and better ways of working
- Income from letting property to third parties and the disposal of property assets including the rationalisation of TfL's office portfolio based on the use of more efficient hub buildings
- Secondary revenue generated through commercial contracts for various activities including advertising rights
- Ongoing cuts in marketing spend in line with Mayoral commitments



# Progress against the Mayor's Transport Strategy

In May 2010, following extensive consultation, the Mayor of London published a new transport strategy, setting out his goals and aspirations for the transport network over the next 20 years.

These are aimed not only at increasing capacity but also bringing improvements in comfort, safety and security, and helping London meet its climate change and environmental targets.

The Mayor's Transport Strategy (MTS) identifies six goals:

- Support economic development and population growth
- Enhance the quality of life for all Londoners
- Improve the safety and security of all Londoners
- Improve transport opportunities for all Londoners
- Reduce transport's contribution to climate change and improve its resilience
- Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

The following pages highlight the progress TfL has made this year in meeting these goals.

Overall progress against the MTS outcomes is reported every year in TfL's Travel in London report.



# Support economic development and population growth

This MTS goal is being addressed by the biggest investment programme on the Capital's transport network since the 1930s:

- Vital investment and improvements in reliability have led to a record year for Tube performance. Statistics for 2012/13 show that passengers made more journeys on the Tube than ever before – 1.23 billion – while the number of train kilometres operated increased by 4.5 per cent to almost 76 million. Reliability, measured by the amount of delays to customers, has never been better
- The Mayor submitted a proposal to Government outlining his plans to improve suburban rail services and stations currently under the control of private train operating companies. The plan highlights that savings from the Southeastern and West Anglia franchises alone could amount to £100m over 20 years if the inner suburban routes came under direct Mayoral control. TfL would invest in around 100 stations, bringing them up to superior London Overground standards
- The proposed new river crossing, the Silvertown Tunnel, has been designated a 'Nationally Significant Infrastructure Project' in recognition of the impact it would have on reducing congestion and boosting economic growth and development. If all approvals are received, the new river crossing could be in place and open to traffic by 2021
- In July, experts, academics and user groups came together to form the Mayor's Roads Task Force. Its aim is to carry out a major strategic review of London's roads. Throughout the year the task force has been analysing the challenges facing the road network and looking at how TfL and the London boroughs could redesign gyratories and congestion blackspots to make journeys more reliable and roads safer for everyone. A report of its findings will be published in summer 2013
- Docklands Light Railway (DLR) celebrated its 25th birthday this year, and carried a record-breaking 100 million passengers. The network has grown from two routes and 11 trains into a 34km railway, with 40 stations and more than 100 trains. London's first fully accessible railway was a key part of the London 2012 Olympic and Paralympic Games. It carried 7.2 million passengers during the Games, up 100 per cent on normal levels
- The £700m transformation of Victoria Underground station, one of the busiest on the network, is well under way. Work to double the size of the south ticket hall continues behind hoardings so it can remain in use. When complete, the station will have three ticket halls, including a new north ticket hall and entrance, a new south ticket hall twice its original size, nine new escalators and seven new lifts. The station will become step-free by 2018



- TfL has awarded a 30-year contract to Otis to install at least 50 new escalators and increase the reliability of existing escalators across the Underground network. The £190m contract is awarded jointly with Crossrail Limited and also includes 57 escalators for the new Crossrail stations in central London. It is one of the biggest orders ever placed in the UK for station escalators

- TfL and the boroughs have awarded four new area-based joint highways contracts that could save £450m during the next eight years and help drive through £2bn investment in road infrastructure. The new Consolidated London Highways Alliance Contracts, developed jointly by TfL and the boroughs, cover the road maintenance, design and construction of new schemes, and, for the first time, introduce standards for works on all

London roads. The frameworks will apply to the TfL Road Network (TLRN) highway contracts from April 2013, and will be worth up to £1.2bn during the next eight years. TfL has written into the Local Implementation Plan (LIP) guidance that boroughs will be expected to use the new arrangements when they represent better value than existing ones. This new way of working will help deliver jobs, innovation and 250 apprenticeship opportunities

- London's boroughs have received £148m to invest in community transport projects. TfL has allocated the money, through LIP funding, to be spent on hundreds of projects to make cycling safer and easier, improve pedestrian facilities, make roads safer, smooth traffic flow, breathe new life into town centres and boost local economies. Brent, for example, received £3.2m towards the redevelopment of Harlesden town centre, improving conditions for pedestrians, public transport users and cyclists
- TfL awarded Briggs Marine and Environment Services a £50m contract to operate and maintain the Woolwich Ferry over the next seven years. Briggs Marine will work with TfL's London River Services and be responsible for the day-to-day operation and maintenance of three ferries and terminals at Woolwich and Woolwich North. The free ferry service carries up to 50,000 passengers and 20,000 vehicles every week

- The Mayor launched his River Action Plan, which outlines £10m in investment to improve services and aims to double the number of river passengers by 2020. Key improvements include three new piers, with the first opening at Plantation Wharf in Battersea as part of a private initiative later in 2013, real-time arrivals information plus contactless 'wave and pay' ticketing. The plan also envisages the river as a fully integrated part of London's transport network
- Engineering consultancies have been appointed to work on TfL's structures and tunnels. The design partnership will form part of TfL's wider £3.8bn investment into the Capital's road network. It will cost around £200m to deliver and includes improvements to:
  - Upper Holloway railway bridge and Highbury Corner bridge on the A1
  - A127 Ardleigh Green railway bridge
  - A406 Power Road railway bridge
  - Chiswick Bridge on the A316
  - The Hammersmith Flyover



# Spotlight

## An historic 150 years of the Tube

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

In its 150th year, London Underground has broken all previous performance records, with 1.23 billion passenger journeys made – a five per cent increase on 2011/12. Reliability, measured by the amount of delays to customers, also reached new levels of performance with the number of lost customers hours down by 20 per cent on last year – the lowest number since measures began in 1999.

The Tube also played a major role in delivering a successful Olympic and Paralympic Games and activities to mark its 150th anniversary have helped to highlight the Tube's role in Londoners' lives today.

This included a recreation of the first steam train run on the Metropolitan line. This and other events have allowed many members of the public to experience the Tube's rich heritage.

Public transport systems around the world have benefited from the lessons learnt during the last 150 years. From station architecture to Harry Beck's much-loved maps, the Tube has set the standard that others follow.

### Major achievements

To thrive for another 150 years, the Tube needs sustained investment for ongoing major improvements. These are critical to helping it cope with a growing population in London. Over the next 20 years the number of people living in the Capital is expected to increase by more than a million.

Record investment over the past decade has already triggered one of the largest and most complex engineering projects in the world, bringing with it tangible benefits for passengers in boosted capacity, new trains, more frequent services and record reliability (now 40 per cent better than 2007/08).

This year the Jubilee line recorded best ever performance levels during the Games and continues to sustain good performance following the completion of its upgrade. In addition, the Victoria line now runs 33 trains an hour during the peak – that's less than two minutes between trains – meaning passengers have faster, more reliable and comfortable journeys.

Future plans for the network include a challenging programme to further reduce delays by 30 per cent by 2015.

And the Tube is still growing. The Government has committed to a loan of up to £1bn that will allow TfL to fund a 3km extension of the Northern line from Kennington to Battersea via Nine Elms. Public consultations have confirmed there is strong support for this potential new link which could help kick-start the major regeneration planned for this area of south London.

### Royal approval

The network received the Royal seal of approval in January when the Prince of Wales and Duchess of Cornwall visited Farringdon station, which is poised to become one of the busiest rail stations in Britain as a major hub for Crossrail services. In addition, the Queen,

Duke of Edinburgh and Duchess of Cambridge visited Baker Street Tube station to meet staff and see improvement work progressing. The Queen also unveiled a plaque to launch one of the spacious new S-stock air-conditioned Tube trains currently being introduced on 40 per cent of the network.



'It is sustained investment that will enable us to create a network able to support London's growing population and maintain our city's vital role in the UK economy for the next 150 years.'

**Mike Brown,**  
Managing Director for London Underground and London Rail

# Spotlight

## Crossrail – Europe’s largest construction project

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport’s contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

Crossrail’s lead tunnelling machine has made great progress since beginning its dig in May at the Royal Oak Portal in west London. One year on, the machine – named Phyllis – has passed through Paddington and Bond Street in central London having completed more than 3.5km of new tunnels with the next stop Tottenham Court Road in sight.

Phyllis is one of eight giant custom-made digging machines constructing a marathon-equivalent 26 miles (42km) of tunnels between Royal Oak in west London and Woolwich in southeast London. Phyllis’s sister Ada has also progressed to complete more than 3km of tunnels. Both machines are on track to reach their destination – Farringdon – by the end of 2013.

There are five machines currently operating and more than 10km of tunnels have already been built with digging continuing around-the-clock. They are weaving their way through the Capital’s congested sub terrain, snaking between the existing Tube network, sewers, utilities and hidden rivers at depths of up to 40 metres. The push force of the machines is huge – equivalent to the force needed to lift more than 2,900 London taxis.

### What’s in a name?

The naming of tunnel boring machines after women is a long-held tunnelling tradition and the names of Crossrail’s first six were inspired by British heritage and history. Ada and Phyllis are named after early computer scientist Ada Lovelace and Phyllis Pearsall, the creator of the London A-Z. The eastern tunnel machines Elizabeth and Victoria are named after Queen Victoria and Queen Elizabeth II; and Mary and

Sophia in southeast London, are named after the wives of famous railway engineers Isambard Kingdom Brunel and Marc Isambard Brunel.

### Tunnelling near you

People can find out where each of the machines are by visiting Crossrail’s website [www.crossrail.co.uk](http://www.crossrail.co.uk) and using its Near You mapping tool. It allows you to search for current works taking place. An indicative line shows the Crossrail route and by using the search tools you can zoom to a location and click on the tunnel boring machine cutterhead symbol to see progress.

### Best use of raw material

More than one million tonnes of earth will be excavated during the construction of Crossrail’s western tunnels between Royal Oak Portal and Farringdon station.

In May, the first load was transported by train to a site in Northfleet, Kent ahead of it being shipped to regeneration sites, including Wallasea Island off the coast of Essex. Here it will be used in the creation of a new RSPB nature reserve.

At the peak of tunnelling up to five freight trains a day will operate, carrying a total of 7,000 tonnes of earth and avoiding at least 50,000 lorry journeys in central London.

### The Crossrail effect

Crossrail will run from Maidenhead and Heathrow in the west to Shenfield and Abbey Wood in the east, via the West End, City of London and Canary Wharf. The first services will run on parts of the network from 2015, with the entire route operational from 2019.



New Underground stations will be built in central London at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street and Whitechapel.

Currently the largest single infrastructure investment in the UK, Crossrail is expected to stimulate the economy by more than £40bn and has already created thousands of jobs in construction and through the wider supply chain.

‘When Crossrail is completed it will provide essential new links, extra transport capacity and enable an additional 1.5 million people to reach London’s major employment districts within 45 minutes.’

**Andy Mitchell,**  
Crossrail Programme Director

# Spotlight

## Cutting roadwork delays

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

In June 2012 London became the first city in the UK to make utility companies pay for the amount of time they dig up the busiest roads.

TfL is now able to charge utility firms up to £2,500 a day for working in congested areas or at busy times.

Designed to make utility companies work more efficiently and reduce delays, the scheme covers more than half of TfL's red routes and applies to any utility or TfL works carried out on the road network.

Already the scheme is proving successful with more than 90 per cent of utility company roadworks now taking place outside of peak traffic hours. This is compared with around 30 per cent prior to the scheme's introduction. In addition, disruption from roadworks has been cut by more than a third.

By encouraging utility companies and highway authorities to carry out work overnight or during off-peak hours, all road users will benefit from more reliable journey times and fewer delays.

Any additional revenue raised, once operating costs have been recovered, will be put towards further measures to reduce roadwork delays.

These include advanced underground mapping techniques, 'key hole surgery' to maintain utility pipes while avoiding the need to completely dig up the road surface, new plating and bridging systems over openings

in the road, temporary backfill materials for trenches, acoustic covers to enable noisy work to be undertaken at night, 'smart cameras' to monitor works and the use of rapid drying materials for quicker reinstatement of the roadway following works.

### Better conduct

The latest version of the Mayor's Code of Conduct for Roadworks was released in June and was signed up to by TfL, London Councils (on behalf of London's boroughs) and the six major utilities, who committed to specific targets to reduce disruption from roadworks.

'Lane rental is a win-win as it will not only help traffic pump smoothly around the vital arteries of our road system, but also give us for the first time the chance to penalise disruptive works where it hurts – in the wallet – using the revenues to fund further innovative ways to keep London's roads moving.'

**Boris Johnson,**  
Mayor of London



# Spotlight

## The Emirates Air Line – a UK first

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

Launched on 28 June 2012, just ahead of the Games, the Emirates Air Line is the UK's first urban cable car.

The spectacular new transport link provides a vital connection between Greenwich and the Royal Docks, cutting journey times considerably. Also, this most recent addition to the Capital's transport network is supporting job creation and economic growth in Greenwich and Newham.

Since it opened around two million passenger flights have been made. And, on its busiest day during the Games – 11 August 2012 – almost 32,000 people used the Emirates Air Line.

### Improving transport links

Offering a fast, regular service, the cable car links two world-class attractions – the O2, Europe's largest entertainment venue, and the ExCeL exhibition and conference centre.

The terminals – at Emirates Greenwich Peninsula and Emirates Royal Docks – are close to Tube and DLR lines, as well as bus and riverboat services.

A carefully designed ticketing structure means that the Emirates Air Line is attractive as a visitor experience, while offering multi-journey discounts to encourage regular use by the local community. During the 1.1km journey, the route takes in panoramic views of the City, Canary Wharf, historic Greenwich, the Thames Barrier and the Queen Elizabeth Olympic Park. The cable car is accessible to wheelchair users, cyclists and pedestrians.

### Revitalising east London

The Emirates Air Line is a key part of the Mayor's ambitious plans to revitalise east London, create jobs and attract investment into the Capital.

Following the Games, and with Tube modernisation in place and Crossrail on the horizon, the local economy is progressing at an unprecedented pace as surrounding areas benefit from a number of regional projects.

Newham has seen a great deal of investment as one of the Olympic boroughs, and the Royal Docks, with its prime waterfront land and new Enterprise Zone, is fast becoming a highly desirable location in which to live, work or visit.

The Emirates Air Line has directly created around 130 jobs in operational and front-of-house roles. More than half the employees come from the local area.

### Construction

Lead contractor, Mace, began construction in August 2011 and took just under a year to complete the main structure. Three soaring helix towers, manufactured in Bolton, were hoisted into place in sections by crane. At around 90m tall, the south tower is the largest of the three.

Twisted steel cabling, 50mm thick, stretches between the towers, across the river, and is tensioned to gain a minimum clearance of 55m above the Thames.

The cable cars were made by specialist contractor Doppelmayr. Thirty-four are in use at any given time, with each one able to carry up to 10 passengers. This means up to 2,500 people can travel per hour in each direction, the equivalent of 30 buses.

Emirates is sponsoring the new transport link in a deal worth £36m over 10 years. The project has also been granted £8m funding from the London 2007/13 European Regional Development Fund Programme, managed by the Greater London Authority (GLA) on behalf of the Department for Communities and Local Government.



# Spotlight

## Creating a climate for innovation

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Innovators, experts and Tube staff were given the chance to submit their ideas to improve the network with the launch of TfL's Technology Innovation Portal in February.

The web-based portal is part of the Mayor's ambitions to use the latest technological solutions to address the challenges faced by London Underground. It covers six main areas – customer service, value and sustainability, best practice in project delivery, reliability through smart data, safety, and people.

Targeted at TfL staff and suppliers, as well as individuals working in the industry, and research academics in London and across the globe, the portal presents all areas where changes and improvements need to be made.

The list covers the full spectrum of modernisation, from minimising the transport network's impact on the environment by improving energy efficiency and reducing noise, to finding ways of running trains at higher speeds and reducing journey times and service disruptions.

### **New ways to improve the Tube**

Issues such as how TfL can reduce theft, particularly cable and small plant theft, or how it can minimise the impact of snow, high temperatures, frost and falling leaves on services, are also addressed.

Contributors are invited to consider how passengers could be encouraged to adopt more sustainable travel patterns. Ideas are also invited to encourage high performance among staff to increase motivation, collaboration and flexibility.

Developed jointly by London Underground Capital Programmes and Asset Performance directorates, the portal is seen as a crucial tool in helping to meet the target of improving 2011 reliability levels by 30 per cent by 2015.

David Waboso, London Underground Capital Programmes Director, said: 'The TfL Innovation Portal provides the platform to engage with staff, suppliers and innovators on the technological challenges facing TfL, and will help harness and manage innovative solutions.'

'We saw last year during a massive staff engagement programme that staff want to be involved to identify common needs and opportunities and collaboratively develop solutions for the whole business.'

Proposals submitted to the Innovation Portal team are being reviewed by technical experts, who use an expansive list of criteria to assess each one. These include business impact, innovation focus and ease of implementation.

Already the portal has proved fertile ground for a wave of new technical and practical ideas and is helping to create a busy and thriving climate for change.



**'We'll find those pioneering solutions by getting everyone involved, and refusing to accept that anyone has a monopoly on good ideas.'**  
**David Waboso, London Underground Capital Programmes Director**

# Spotlight

## Coming full circle

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The much-awaited London Overground extension was declared open in December 2012, providing passengers with the Capital's first new orbital rail route in 128 years.

The new £75m extension, funded largely by the DfT with a £15m contribution from the Mayor and TfL, involved the construction of 1.3km of track southwest of Surrey Quays station.

It connects Clapham Junction, Wandsworth Road, Clapham High Street, Denmark Hill, Peckham Rye, Queens Road Peckham and Surrey Quays, then all stations to Highbury and Islington on the former East London line stretch of the network.

The first orbital service since the Circle line was completed in 1884, it is now offering fast, frequent and reliable connections and promising further growth in east London.

### Improved services for all

Four trains an hour run on the new link, increasing the frequency between Surrey Quays and Dalston Junction to 16 trains per hour. It is estimated that around 12 million passengers will use the route every year.

Journey times between the south and east of the city have been cut significantly. Passengers can now travel from Clapham Junction to Surrey Quays in 24 minutes, while the connection to Canada Water and its interchange with the Jubilee line takes less than half an hour.

The Overground is opening up more areas of the Capital, increasing transport options and improving social inclusion. Thirty per cent of Londoners now live within a 15-minute walk of an Overground station.

In addition, accessibility has been boosted with station enhancements, including new lifts at Clapham Junction and Denmark Hill as part of the DfT's Access for All scheme. Passengers are also benefiting from plans to ensure staff are always available, while trains are running, at Wandsworth Road, Clapham High Street, Peckham Rye and Queens Road Peckham stations.

### A success story

The Overground was launched in 2007 to improve connections between areas outside of central London. Between 2007 and 2011 TfL refurbished all stations and introduced 62 new trains. The route from West Croydon to Dalston Junction was opened in 2010, and extended to Highbury & Islington in 2011.

This hard work has reaped rewards and the network, which runs through 21 of London's 33 boroughs, has become one of the most popular and punctual rail services in the UK - passenger satisfaction levels, as measured by the autumn 2012 National Passenger Survey, stand at 93 per cent, joint highest among all UK franchised train operators. TfL's survey, which uses a different methodology, saw satisfaction reach a score of 82.



'This final connection across south London will be a boon for businesses and commuters alike and I congratulate all those who worked on this successful scheme.'

**Patrick McLoughlin, Transport Secretary**

# Enhance the quality of life for all Londoners

Progress has been made on a range of projects to enhance the quality of life for Londoners:

- Major work has started at Tottenham Hale to return the gyratory to two-way traffic and make the area more accessible for pedestrians and cyclists. The £34m regeneration scheme also includes expanding the bus station to improve the interchange between bus and train services. In addition, by 2014, a new public space with trees and benches for local residents will be created as part of the Great Outdoors Programme to revitalise London's streets and squares
- TfL launched a competition to create new accessibility apps to make its real-time data available to a wider audience. The competition invites ideas from developers that can help make it easier for disabled and older people to travel around the transport network. The winners will be announced in September, when the new apps will also be released into the market
- Passengers continue to enjoy strong and steady reliability performance on the Tube. Latest figures (from 6 January to 2 March) show London Underground operated 97.5 per cent of scheduled train services. Customer satisfaction, measured quarterly through independent surveys of Tube passengers, also rose to a record high of 84 for Quarter 3 of 2012/13. The continuing trend of long-term improvement follows the success of the London Underground Reliability Programme

- To beat the summer heat, station-cooling works were completed ahead of the 2012 Games at two of London's busiest Tube stations. At Green Park, borehole cooling technology was used to source naturally cold water below the station to reduce temperatures at platform level. At Oxford Circus, the air-cooling scheme in the ticket hall was expanded to include all platform areas
- TfL's real-time bus information service 'Countdown' has dealt with more than 620 million requests in its first year, making millions of journeys easier. Each day Countdown deals with 1.6 million requests for information via the internet and smartphones, and 36,000 requests via text. Countdown now informs around 830,000 bus journeys each working day via digital channels. This equates to more than 12 per cent of all passengers
- TfL has completed the installation of 2,500 new and improved bus information roadside signs across the Capital. Bus arrival information is also freely available to apps developers. More than 30 smartphone travel apps are available to download
- Free travel on TfL services for 60-year-olds was restored from November 2012 with the introduction of the 60+ London Oyster photocard. The scheme is designed to bridge the gap after the age of eligibility for the Freedom Pass increased to state retirement age. Around 10,000 Londoners will be eligible for the TfL scheme each month



- TfL's plans to greatly improve bus stop accessibility reached their first milestone in February, two months early, when 70 per cent of stops were made fully accessible. Bus stop accessibility has improved dramatically across London, rising from 29 per cent in 2008 to current levels. An injection of £18m additional funding will ensure that at least 95 per cent are accessible by 2016
- The first phase of the Mayor's Clean Air Fund has improved air quality at a number of hotspots across London. The fund is just one way TfL is working to improve the Capital's air quality. The Government provided £5m for the first phase which focused on targeted, short-term measures to reduce local particulate matter (PM10) emissions and concentrations.

# Spotlight

## Quick and convenient payments

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Since December, passengers have been able to use contactless payment cards (CPCs) for bus journeys. Fares are charged at the Oyster tariff rather than the full cash amount. Currently, there is no daily price cap but by the end of 2013, the scheme will be available on the Tube, DLR, London Overground and trams with daily and weekly price capping.

### Meeting the needs of the modern traveller

There are still large numbers of people who try to board TfL transport without change or enough credit on their Oyster card, so paying with a credit, debit or similar payment card will make life simpler.

As with an Oyster card, no tickets are issued, and two or more people travelling together must use a separate card for payment. If an inspector asks to see a ticket, then he or she must be shown the contactless card that was used for payment.

Passengers can still check their journey details online and see where they have been and how much it cost them. TfL will never have access to their credit or bank account details.

TfL is the first major urban transport provider in the world to accept this method of payment.

### A new kind of card

CPCs are debit, credit and charge cards that use radio frequency technology. All major credit card companies, including American Express, MasterCard and Visa, are now issuing CPCs bearing the special symbol.

Currently, the maximum amount for any single purchase using a CPC is £20, and many places already accept them.

- Every day, around 85,000 bus journeys are paid for using cash – and costing the passenger £1 per journey more than if they used an Oyster or paid by CPC
- About 500 people each day try to pay their fare with a high denomination note for which the bus driver does not have change
- A total of 36,000 people per day board a bus and find they have insufficient credit on their Oyster card
- Around 25 million bus journeys will be made by the end of 2013 using a CPC



‘Bus passengers will realise significant savings by swapping from cash to a contactless payment card and getting the cheaper single Oyster fare, and we look forward to seeing the number of people using this payment option increase over the next year as the banking industry issues more contactless cards to their customers.’

**Shashi Verma, Director of Customer Experience, TfL**

# Spotlight

## Digital revolution goes underground

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More customers can now stay connected while on the move following the launch in June of WiFi internet access at 40 Tube stations.

Uptake was swift, with 100,000 people using the service in the first four weeks. The online revolution roll-out continued throughout the year and now 120 Tube stations offer passengers the opportunity to check real-time travel updates, tweet, post Facebook updates, send emails or simply surf the web.

TfL's partner for the service, Virgin Media, ran fibre optic cables to each planned WiFi station and London Underground installed wireless equipment to create internet hot spots at ticket halls, escalators, corridors and on platforms. Users can even connect while on a train at a station.

To prove the service's capacity to withstand the rigours of customer demand, engineers first simultaneously connected hundreds of mobile devices to a station's WiFi system. This reproduced the peak service surge that happens when a busy Tube train pulls into a station, delivering dozens of new internet-hungry passengers.

### Free trial period for every customer

To introduce WiFi to passengers, the service was freely available to every Tube traveller. The unlimited access deal was due to finish after the Games but after delivering one million Tweets, Facebook posts, emails and web pages in just one week, the service was soon handling one million internet hits in 24 hours. The success saw Virgin Media extend the free browsing period to January 2013.

The Virgin Media WiFi access portal provides free, up-to-the-minute travel information, plus regional news and entertainment content, to all passengers. Beyond that, those already signed up as customers of Virgin Media Broadband, Virgin Pay Monthly Mobile, EE, T-Mobile, Orange or Vodafone can use any part of the internet for free. All other passengers can hop on to the web by buying a daily, weekly or monthly Virgin Media WiFi pass.

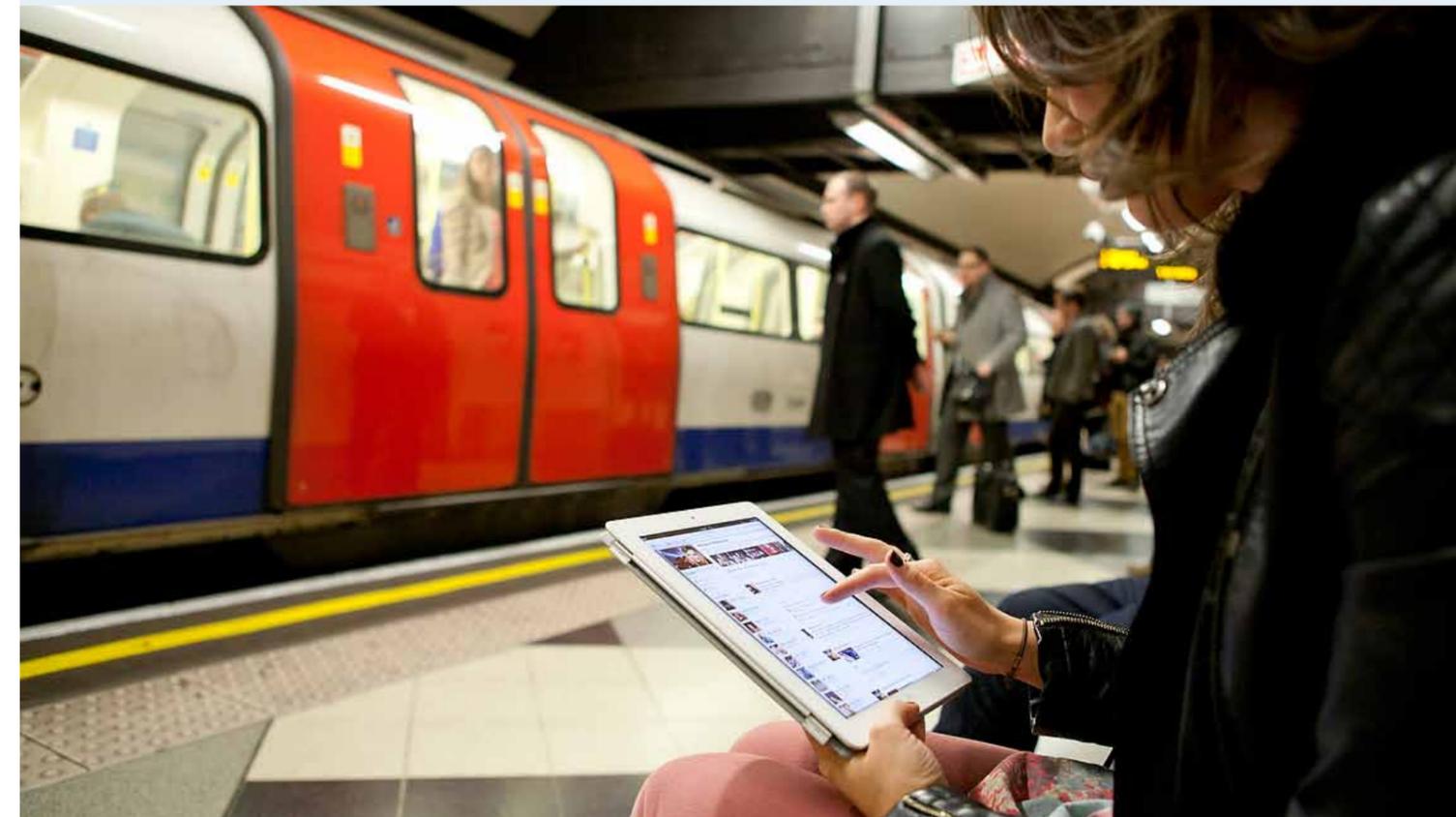
### WiFi's Overground too

While TfL estimates some 800,000 people are now using web services on the Underground, Overground customers are also getting the opportunity to communicate digitally while on the move.

A partnership with The Cloud to bring WiFi to the Overground network is allowing passengers to browse, connect and share information online at ticket halls, corridors and platforms, with the first 60 minutes free every day.

**'Londoners and visitors are loving our new WiFi service. With millions of smartphones, gadgets and tablets taken on to the Tube each day, the demand for data continues to grow.'**

**Kevin Baughan, Virgin Media's Director of Metro Wireless**



### The WiFi timeline

- **June 2012** – the first 40 WiFi Tube stations include Oxford Circus, Stratford, Liverpool Street, Leicester Square and King's Cross, and 100,000 passengers go online underground in the first four weeks
- **July 2012** – WiFi reaches 80 Tube stations
- **October 2012** – with 660,000 Underground WiFi users, 72 stations connected, and a million web hits in 24 hours, the free unlimited web use is extended to January 2013
- **December 2012** – WiFi is available at 92 Underground stations including Camden Town, Clapham Common, Notting Hill Gate and Russell Square
- **February 2013** – 50 Overground stations go WiFi through The Cloud
- **March 2013** – WiFi coverage is available at 120 Tube stations
- **June 2013** – the last seven Overground stations will get WiFi coverage

# Spotlight

## Every journey matters

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This year, TfL continued to introduce a range of initiatives to make life easier for its customers.

One of these is the new Oyster online account which allows customers to manage payments quickly and easily.

Similar to online bank accounts, the system enables passengers to view their journey and fares history, monitor their pay as you go balance, see when their season ticket expires, and get a no-quibble refund if charged for an incomplete journey.

It shows up to eight weeks of journey history, so customers no longer need to contact the Oyster help desk to ask for a copy to be posted to them. The information can also be used to claim for work expenses.

There are plans to further improve the service by bringing in online refunds later this year.

In addition, TfL introduced one low-rate phone number for people to call to find out information on fares and refunds. It will progressively replace TfL's other telephone numbers over the next 18 months.

Shashi Verma, TfL's Director of Customer Experience, said: 'Oyster cards are used by millions of Londoners every day but we totally understand the frustration felt by the small percentage of customers who forget or are unable to touch out at the end of a journey.'

### The right to complain

TfL is committed to being open about what it does and has, for the first time this year, published an annual complaints report.

The report (which covers 2011/12) documents the number of complaints per 100,000 journeys and allows TfL to benchmark its performance against other train operating companies who provide the same data to the Office of Rail Regulation.

TfL also analyses the type of complaints received and uses customer feedback to identify trends and tackle not only the root cause of major problems, but individual issues as well.

The report shows that London Overground has been the best performing train operating company since the first quarter of 2011/12 and London Underground is now only receiving just over one complaint per 100,000 journeys, while achieving the best customer satisfaction ratings in its history.

### All about Oyster

Since Oyster was introduced in 2003, more than 40 million Oyster cards have been issued. In excess of eight million Oyster cards are in regular use and 10 million journeys are made using Oyster every day.



'The move to a local call rate telephone number for Oyster services is a very positive development and something which London TravelWatch has been advocating for a long time.'

'We look forward to other TfL services introducing local call rate numbers in the near future.'

**Janet Cooke, Chief Executive, London TravelWatch**

# Spotlight

## No-idling campaign

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September 2012 saw the launch of the second phase of TfL's no-idling campaign, encouraging drivers to switch off their engines when stationary to reduce unnecessary emissions.

Surveys of the first phase of the campaign, targeted at central London roads with high levels of pollution, show an average drop of five per cent in unnecessary engine idling across all vehicles.

Engine idling is a significant contributor to pollution in the Capital. TfL estimates 59 per cent of drivers parking or loading at the side of the road in central London leave their engines idling unnecessarily. Switching off a vehicle's engine when it is stationary for more than a minute will not only reduce the amount of harmful pollutants such as PM<sub>10</sub> and NO<sub>x</sub> emitted, it will also reduce fuel consumption.

TfL undertook research at Millbrook Proving Ground that showed vehicle engines were able to withstand repeatedly being switched on and off more than 100 times in an hour with no loss of performance. This would far exceed the number of restarts that a vehicle would actually experience. TfL's testing disproves the commonly-held view that repeated stopping and restarting is either bad for engines or uses more fuel.

The no-idling campaign is targeted at vehicles waiting in traffic, parked or loading at the roadside, and uses radio and poster adverts to highlight the impact of pollution on health and show that small changes can make a big difference.

Reducing pollution levels can prevent or alleviate illnesses such as asthma and heart and lung conditions. Leading health and transport organisations such as Asthma UK, the Confederation of Passenger Transport (CPT) and the Freight Transport Association (FTA) have voiced their support for this campaign.

Funded by the DfT's Clean Air Fund, the campaign is part of a wider package of measures the Mayor is introducing to improve air quality by cleaning up emissions from buses, taxis and lorries, and encouraging cleaner cars.

Research has shown that if for just one minute each day, all drivers in central London switched off their engines, rather than leaving them idling unnecessarily, particulate emissions could be cut by around 290g per day, or at least 90kg per year.

This is the equivalent of a medium-sized diesel car travelling 2.5 million kilometres, or 62 trips around the world.



'We have been working hard to improve air quality in London and are pleased to launch the second phase of our campaign as part of the Clean Air Fund measures.'

'We are working with our bus operators and other transport organisations, such as the Confederation of Passenger Transport and the Freight Transport Association, to reduce unnecessary engine idling in London.'

**Garrett Emmerson, Chief Operating Officer for Surface Transport, TfL**

# Improve the safety and security of all Londoners

A wide range of projects and programmes were introduced or progressed during the year, aimed at improving safety and security on the transport network and the Capital's streets:

- A Facebook poll on the danger caused by distraction on London's roads was part of TfL's latest teen road safety campaign. Nine out of 10 youngsters said they had seen other teens using a mobile phone while crossing the road. This behaviour was just one of a series of distractions highlighted in TfL's 'Stop. Think! Live' campaign. Its posters showed the stark consequences of being involved in a collision while crossing the road. In addition, video bloggers used their 'vlogs' to spread the message via social media.
- Twenty medically trained British Transport Police (BTP) officers now work across the Tube network to help speed up the response when passengers are taken ill. Their special skills also help to cut delays. Passenger incidents account for a third of all delays on the Tube and people becoming ill on the train make up a large proportion of these. The team uses two fast response vehicles equipped with medical equipment including defibrillators and oxygen to assist people at the scene
- TfL is developing a safety action plan called 'Safe Streets for London'. It sets a new target of a 40 per cent reduction in the number of casualties on London's roads by 2020, which means reducing casualties by 1,500 each year. A Road Safety Reference Board will help develop and put in place the plan's proposed measures. TfL has already begun to implement a number of them. These include a review of key junctions, extending the Fleet Operator Recognition Scheme, a European-level campaign for safety features to be installed on freight vehicles and the upgrade of London's safety camera equipment. Safe Streets for London will be published in June 2013
- TfL launched an advertising campaign in November to reduce the number of motorcyclists killed or injured in London. Radio adverts, posters and an online campaign asked motorists to 'Look out for motorcycles'. The month-long push highlighted the need for drivers to take extra care on the road and to make sure they have seen motorcycle riders.
- TfL continued to warn the public about the dangers of taking illegal minicabs in the run up to the festive season. Although the number of cab-related sexual assaults has dropped 26 per cent in the past two years, the campaign aims to continue the positive trend. Appearing in cinemas, print and online, it promoted the new Cabwise mobile phone app, which offers a free and quick way to book a licensed minicab and get home safely



- London schools that have shown the greatest commitment to safer and more active travel for the journey to school were rewarded by TfL at an event at City Hall in November. The schools were invited to showcase their achievements in travel planning as part of TfL's STAR (School Travel Accredited and Recognised) scheme. More than a third of

the Capital's schools are STARS, with 1,079 achieving an accredited travel plan that encourages a cut in car use and an increase in the number of children walking, cycling and taking public transport, as part of the school journey. Schools that are part of TfL's scheme have seen an average seven per cent increase in cycling and walking

# Spotlight

## The road ahead

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Junctions account for 20 per cent of the road space in London but are where 75 per cent of cyclist deaths have occurred over the past three years.

To make these locations safer, TfL is working with representatives from cycling and road user groups, London boroughs and the police to design better, safer junctions.

From an initial review of more than 500 junctions, TfL has identified 100 priority locations based on user feedback, cyclist numbers and collision data.

### A range of options

For each junction, a number of solutions are being discussed. Improvements will include widening to allow extra space, creating more segregated cycle lanes and installing innovative 'early-start' traffic signals to allow cyclists to move on to the junction ahead of other traffic.

TfL plans to introduce more cycle-only paths or phases through junctions and gyratories, and more cycle bypasses around difficult junctions, where an attractive and safe route through them cannot be found.

Where possible, short stretches of segregated bike lane will be created on the approach to busy traffic lights to allow cyclists to pass stationary traffic and reach the advanced stop line at the front.

Rather than risk being stuck with schemes that don't work, TfL will trial changes to junctions using the type of temporary interventions seen on the Olympic Route Network during the Games.

With £100m in funding, TfL will be able to make improvements at a number of priority junctions by the end of 2013. Ten have already seen enhancements as part of the programme, including advanced stop lines, new cycle lanes, better traffic light phasing, blind spot mirrors and new surfacing.

### Addressing blind spots

Sites have also been identified for the installation of around 100 cycle safety mirrors across central London. These will be positioned to cover blind spots at junctions. In some cases, pedestrian subways may be converted for use as safe cycling routes.

TfL is also refining its traffic modelling systems to take better account of cyclists. With the benefit of these, all future road and junction builds or redevelopments and transport schemes on the roads controlled by TfL will be subjected to improved forms of cycling safety assessment prior to approval.

### Off-street innovation trials

TfL has started building the infrastructure for off-street trials of a range of innovative cycling improvements which would be new features on London's streets. Options being investigated include the 'Dutch-style' roundabout (with single-lane entry/exit points and a segregated track around the outside with cyclist priority) and low-level traffic signals at junctions, positioned at eye level for cyclists. Subject to Department for Transport (DfT) approval, these designs could be introduced on-street.



'Cycling in London is about 25 per cent safer than it was 10 years ago. But safety remains at the heart of what we do and is fundamental to this plan.'

**Sir Peter Hendy CBE,**  
TfL Commissioner

'I want cycling to be normal, a part of everyday life. I want it to be something you feel comfortable doing in your ordinary clothes, something you hardly think about.'

**Boris Johnson,**  
Mayor of London

# Spotlight

## Lowest ever crime rates on the transport system

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TfL's transport system is a safe, low-crime environment. More than 10 million passengers travel on TfL's services each day with very few ever experiencing or witnessing crime. This year, there were just 8.9 crimes per million passenger journeys – down from 9.4 in the previous year. And the risk of becoming a victim of crime while travelling in London is now at its lowest level.

This year saw the lowest rates of crime on TfL's public transport network since records began in 2004/05. On the buses, in particular, there were just 8.6 crimes per million journeys – down from 9.3 the year before and less than half of what it was in 2005/06 when levels peaked and the rate was 21.6.

Across TfL's network, crime fell by 2.3 per cent compared with the previous year – 802 fewer offences. Robbery dropped by 17.6 per cent with 520 fewer offences, criminal damage was down by 15.7 per cent with 410 fewer incidents and violence against the person was reduced by 6.8 per cent with 527 fewer instances.

### A problem-solving focus

These successes build on the significant reductions seen over recent years, which have been driven by a range of initiatives introduced with TfL's police partners. Examples include visible policing with more than 2,500 transport police and community support officers, an extensive CCTV network across the transport

system, a problem-solving focus on local crime and disorder issues, targeted police operations, crime prevention and behaviour change campaigns, plus community engagement.

TfL's key investment in transport policing and commitment to improving safety and security, as well as transport infrastructure has ensured the system remains a low-crime environment.

These activities also helped to deliver a successful, safe and secure Games for London. Crime on the transport system was incredibly low during the events, down seven per cent compared to the average of the same period over the previous three years. This is particularly impressive given the opportunities for crime that the Games present in terms of increased passenger numbers, many of whom were unfamiliar with London and carrying both large sums of money and valuable items such as cameras and phones.

Despite low levels of crime on the system, increases have been seen in some crime types on some transport modes. These increases are largely attributable to an increase in theft driven by organised thieves targeting the London network, predominantly stealing mobile phones. TfL and its police partners are redoubling their efforts and have put measures in place to deal with those issues.



'We want everyone in London to travel with confidence, and we are working tirelessly with police colleagues to ensure that the network remains safe. The rate of crime on the transport system is at its lowest level as a result of our continued investment in transport policing. We are working with our partners to bear down on crime in those areas and crime types that haven't seen the same reductions that have been achieved elsewhere.'

**Leon Daniels, Managing Director, Surface Transport and Chair of the London Transport Community Safety Partnership**

# Spotlight

## Emergency unit gets the 'blue light'

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An initiative allowing TfL's emergency vehicles to use blue lights is halving response times to major Tube incidents.

The specialist Emergency Response Unit (ERU) is now able to cut through London's traffic more quickly and under the same 'blue light' and siren conditions used by the police, ambulance and fire services. The aim is to enhance passenger safety, as well as reduce disruption and delays on the network.

The ERU is operated by TfL and consists of more than 100 highly skilled staff. The trial involves a new fleet of three vehicles, nine fire engine-style trucks containing equipment to fix track, signals and trains, and other support vehicles. They also serve the London Overground, DLR and tram networks.

Using 'blue lights', the ERU can respond to incidents where public safety is at risk, such as obstructions on the track, broken-down trains, 'person under a train' incidents and many other emergency response and recovery situations. Its work also involves responding to signal failures and broken-down lifts.

Criteria for using blue lights on the ERU vehicle is the same as with any incident police attend – in that public safety must be at risk before they can be activated. The blue lights allow vehicles to disregard speed limits and other road signs when safe.

### Passenger safety

Since the initiative began as a trial in February 2012, passenger safety has improved as engineers are able to get themselves and their equipment to the scene of incidents in about half the time. Trains stuck in tunnels are freed more quickly and by getting the line moving sooner, there have been fewer crowd safety issues in and around stations. Once at the scene, the officer driving the ERU vehicle performs regular policing duties and works alongside colleagues to resolve any crime or safety issues and help get the system running again.

The improvement in response times has led to the initiative being made permanent, contributing to the Tube Reliability Improvement Programme, which aims to reduce disruption to customers caused by incidents on the network. The programme includes other initiatives, such as being able to better predict when maintenance should be carried out to prevent unexpected equipment failure, both on the track and with signalling systems.



'Having the capability to travel with blue lights and sirens will mean that the specialist engineers of our ERU can cut through heavy traffic and respond to incidents more quickly and so restore services more swiftly for our customers.'

**Mike Brown, Managing Director for London Underground and London Rail**

# Improve transport opportunities for all Londoners

Work continued on a range of projects to widen the availability of transport for all Londoners:

- From June, London Tramlink passengers enjoyed a 50 per cent increase in services on the busiest part of the network, with a new service through Croydon's town centre. The addition boosts the number of trams per hour between Therapia Lane and Croydon town centre from eight to 12 at peak times. The improved service follows a £16.3m investment in six new air-conditioned trams and forms part of a wider £23m regeneration of Croydon
- Paddington (Hammersmith & City) Tube station is being rebuilt to increase its capacity. When works are complete in 2014, customers will have a new station with step-free access. As well as a new entrance with access from Paddington Basin for the first time, improvements already delivered include a new station concourse, improved CCTV, two new stairways and extended platforms for new, longer air-conditioned trains. More than 60,000 people use the station every day and this will rise when Crossrail services start serving Paddington in 2018
- Exploring London on two wheels ramped up a gear with four new Barclays Cycle Hire routes. The routes, created by cycling blogger Andreas Kambanis of London Cyclist, vary in length and difficulty. They feature docking station information and offer turn-by-turn guidance through the Capital's favourite leisure haunts
- Major progress continued on improvements to the Northern line with new signalling up and running between West Finchley and High Barnet, paving the way for the rest of the upgrade on the Tube's busiest line. When the signalling system is switched on across the whole line in 2014, trains will run faster and closer together, bringing huge improvements to capacity with an extra 11,000 passengers per hour and reducing journey times by 18 per cent
- The state-of-the-art signalling and new trains on the Victoria line have reduced delays by a third in four years. The line now runs 33 trains an hour during the peak – that's less than two minutes between trains – meaning passengers have faster, more reliable and comfortable journeys. The new higher-capacity trains are more accessible with wider doors and more space for wheelchair users, and there is onboard audio and visual electronic information for hearing and visually impaired passengers, plus CCTV in every carriage
- Farringdon is the 66th Tube station to become step-free from street to platform level. Five new lifts have been installed providing direct access to all four platforms for wheelchair users and passengers with luggage or buggies. The new lifts follow the opening of a spacious new ticket hall in December 2011 and contribute to a raft of improvements as Network Rail redevelops the entire station



# Spotlight

## Cycle fever to reach southwest London

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

Barclays Cycle Hire is going from strength to strength.

In March 2012, the central London scheme was expanded to Tower Hamlets and parts of Hackney to include Shoreditch, Canary Wharf, the Isle of Dogs, Wapping, Bow and up to the edges of the Queen Elizabeth Olympic Park.

The opening of this eastern extension saw the average number of weekly hires increase by 50 per cent, from 20,000 to 30,000. The final Friday of the 2012 Games alone saw a record-breaking 47,105 cycle hires.

### Making it easier to cycle

Since 2000/01, cycling on TfL's road network has increased by 173 per cent, and the Mayor has set out his plans to build on this success by making cycling an integral part of the city's transport network.

Part of the strategy is to 'normalise' cycling by making it easy and comfortable for anyone to do. The Mayor has acknowledged that the Barclays Cycle Hire scheme had been enormously important in promoting cycling as a normal part of everyday life in the Capital.

He has also announced that he will double London's cycling budget to nearly £400m over the next three years. In 2015, more than £145m will be spent on cycling – roughly £18 a head, which is almost on a par with the Netherlands where cycling is hugely popular. Over the next 10 years, spending on cycling will total £913m, more than treble the previously planned levels.

### Go west

The southwest expansion later this year will add more than 200 new docking stations across the boroughs of Wandsworth, Hammersmith & Fulham, Lambeth and Kensington & Chelsea.

Improvements are also to be made to the availability of bicycles and docking points in the existing area. By spring 2014, there will be more than 2,000 new bicycles and around 5,000 additional docking points, almost half of which will be south of the Thames.

There have been more than 20 million cycle hires since its launch in July 2010. It has also successfully introduced people to cycling, with 49 per cent of members saying that they started cycling in London because of it, and another 28 per cent reporting that they cycle more.

### Making cycling safer

As well as expanding and enhancing Barclays Cycle Hire, the Mayor wants to make serious improvements to junctions and cycle safety, and establish a 'proper network of cycle routes throughout the city'.

This will include a mainly segregated 15-mile route running across London from the western suburbs to Barking in the east. It is likely to be the longest substantially segregated continuous cycle route of any city in Europe.

New 'Quietways' will make the most of London's side streets, greenways and parks to create a city-wide network of low-traffic routes, particularly suited to new and younger cyclists. Additional Barclays Cycle Hire docking stations will complement the new cycle routes and Quietways to encourage their use.

Other long-term plans include a mainline terminus 'Cycle Superhub' which will have London's largest docking station capable of holding several hundred bikes, Barclays Cycle Hire tour routes have accompanying leaflets and phone apps for tourists, and a contactless payment system to integrate cycle hire with the rest of the transport network.



# Spotlight

## More travel access for everyone

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

The past year has seen great progress in making sure everyone can access London's transport network.

More bus stops in the Capital are now easy to access, step-free signage has been introduced, and free travel reinstated to people turning 60 with the launch of the 60+ Oyster photocard.

A suite of 'how to' films has been produced to help disabled people unfamiliar with using public transport to use the ticketing and journey planning systems, and travel on buses, the Tube, rail, river services and taxis.

In February, two months ahead of schedule, TfL reached its target of making 70 per cent of London's 19,000 bus stops accessible to all passengers. All now have appropriate kerb heights, no obstructions and suitable clearways for buses to pull into. This figure will increase to 95 per cent by 2016.

TfL also decided to capitalise on the success of its step-free route signage for the 2012 Games by installing permanent replacement signs. The signs are a distinctive blue and will be used for all future signage of routes to lifts and level access boarding points.

Innovative measures such as raised platform sections (or humps) were installed in selected stations to aid access and boarding ramps were sited at a 16 Tube stations to bridge the step and gap to the train. Boarding ramps are now being provided at a further 19 stations.

In addition, five Tube stations became step-free during the year. These were Wembley Central, Farringdon, Gospel Oak, Hackney Central and Camden Road.

Oyster photocard and TfL also completed its third phase of installing wide-aisle gates. There are now 348 gates at 180 stations.

And London's 24,000 bus drivers also received more guidance to help them improve journeys for wheelchair and mobility scooter users – and other bus passengers with accessible needs – in the latest version of the award-winning Big Red Book.

**'RNIB welcomes the investment made by TfL to make the Capital's transport network more accessible. Initiatives such as practical disability awareness training for staff, audio and visual announcements on buses, passenger assistance on the Tube and travel mentoring, are a necessity for disabled people to travel independently. These ideas should act as an example for other transport operators.'**

**Fazilet Hadi, Group Director, Inclusive Society, RNIB**



### Accessibility apps

Apps are fast proving they can deliver great results for many bus and rail passengers who, owing to physical or communication barriers, are unable to use conventional means of accessing real-time public transport information.

In early 2013, TfL launched a competition inviting developers to submit ideas for a travel app.

Leon Daniels, Managing Director of Surface Transport at TfL, said: 'TfL has a great track record of helping passengers with different

needs get the right information. We have audio and visual announcements on all Tubes, trains and buses. Now we want to go even further – using the most imaginative solutions and the latest technology to take the accessibility of London's transport network to the next level.'

The winning entries will receive development support from TfL

### Creating a more accessible network

In December, TfL published Your Accessible Transport Network. The document details plans to improve access for disabled people.

# Reduce transport's contribution to climate change and improve its resilience

Efforts to reduce the impact of the transport network on the environment continued during the year as TfL worked to support targets set by the Mayor, including a 60 per cent cut in carbon dioxide (CO<sub>2</sub>) emissions by 2025:

- Members of the electric vehicle charging networks, Source London and Source East, can now travel between the Capital and the east of England secure in the knowledge they can charge their electric vehicles across both schemes. With easy access to around 940 charge points, the collaboration will strengthen and encourage the adoption of electric vehicles in the region. London's charge point network is already the UK's largest at 1,196
- In November TfL asked Londoners for their views on proposed changes to the Congestion Charging scheme. The proposals included an increase in the penalty charge from £120 to £130, and the removal of the under-used retail (shops or petrol stations) payment channel. In May 2013, the penalty charge will be increased from £120 to £130 which will bring it in line with other traffic, bus lane and parking penalty charges within London. They also included the introduction of a new Ultra Low Emission Discount (ULED), which would replace the current Greener Vehicle Discount (GVD) and the electric vehicle discount. More than 19,000 vehicles currently registered for the GVD would be granted a 'sunset period' and would not pay the charge until 2015
- An innovative green wall has been installed at The Mermaid in Blackfriars to help reduce harmful pollution. The 120-metre square wall is made up of 15 plant varieties designed to capture and reduce airborne particulate matter (PM10) from nearby roads. This is TfL's second green wall following an earlier installation at Edgware Road Tube station, and forms part of a package of short-term measures introduced where PM10 levels are high
- TfL's efforts to accelerate the shift to lower carbon vehicles and fuels, and to reduce road transport emissions, were rewarded with two Low Carbon Vehicle Partnership Awards in January. TfL received a special award for Outstanding Achievement in Low Carbon Transport over the past decade as judges noted the expansion of its hybrid bus fleet. TfL also won Low Carbon Heavy Duty Vehicle Manufacturer of the Year, with Wrightbus, for the New Bus for London. The judges noted that, as well as being stunning and passenger friendly, the bus has impressive environmental credentials
- TfL has begun installing innovative pollution reducing equipment on 94 double-decker buses travelling through Putney as part of a £10m bus retrofit programme. The vehicles will be fitted with catalysts that remove up to 88 per cent of nitrogen oxide (NO<sub>x</sub>) emissions to improve local air quality. This forms part of a wide programme to replace 900 buses in the fleet with the latest Euro 6 ultra-low emission buses by 2016.



# Spotlight

## Hybrid buses improve air quality, and reduce CO2 emissions and costs

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

As part of TfL's drive to improve the Capital's air quality, there are now more than 420 diesel-electric hybrid buses in service across the city, with more than 200 planned during 2013 (not including the forthcoming New Bus for London, which also uses hybrid technology). The total number will rise to 1,600 by 2016.

Different types of hybrid bus are currently being run by seven bus operating companies, serving 25 routes across London. The roll-out has exceeded TfL's Air Quality Strategy goal which called for 300 to be in service by the end of 2012.

Hybrid buses were first trialled in 2006 but, since then, the fleet has doubled year on year. The vehicles combine batteries and an electric motor with a conventional diesel engine.

Different hybrid systems are available – some have a more conventional transmission supplemented by an electric motor (parallel hybrid), others are entirely powered by electric motors with the diesel engine generating electricity (series hybrid). Regenerative braking is also used to charge the batteries when slowing down.

By combining batteries and an electric motor with a standard diesel engine, they use 30 per cent less fuel than conventional buses. NO<sub>x</sub> emissions are reduced by 20 per cent and CO<sub>2</sub> emissions by 30 per cent, delivering great environmental benefits for Londoners.

This improved fuel economy has the added benefit of cutting costs. Hybrid buses are also quieter than conventional diesel vehicles, with a typical three decibel reduction in perceived sound levels.

'The benefits of these cleaner, greener buses only increase as we add more to our fleet. That's great news for Londoners and the health and wellbeing of all who live here.'

**Mike Weston, London Buses Operations Director**

'I am determined to clean up London's buses to improve quality of life. We are pioneering new technology to do so, including the wider introduction of these greener hybrid vehicles and my brand new bus for the Capital.'

**Boris Johnson, Mayor of London**



### New Bus for London

In September 2012 the TfL Board approved the purchase of 600 New Bus for London vehicles.

The first tranche of 27 new buses is due to enter service in June 2013, with the final batch being delivered in 2016. This will contribute to bringing the Capital's hybrid bus fleet to 1,600. The new bus uses cutting-edge hybrid technology, offering twice the fuel economy

and half the emissions of a conventional diesel bus.

Inspired by the iconic Routemaster, the new vehicle resurrects the hop-on, hop-off platform for maximum passenger convenience. The vehicles are being built by Wrightbus in Northern Ireland and many components, including engines, chassis, superstructure and seats, are made or assembled in the UK.

# Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

A wide range of transport initiatives and projects contributed to making the 2012 Olympic and Paralympic Games a major success and will leave a lasting legacy for the Capital:

- A timely upgrade transformed Heathrow Terminals 1,2,3 Tube station on the Piccadilly line into a key 2012 Games gateway. Step-free measures and refurbishment have created a more welcoming station with better access, a modernised ticket hall and travel information centre. It also has two new larger lifts and more ticket gates to help passengers move more quickly through the station
- The UK's first national Transport Coordination Centre (TCC) was set up to get athletes, officials and spectators to the Games and keep London and the UK moving. It also delivered a coordinated response to any incidents, and ensured all participants and spectators were re-routed around disruptions and provided with transport information and advice. The Games were the first time representatives from all key transport operators and authorities in London and the UK had joined together to coordinate transport operations and information from one location. The legacy of improved coordination and communication, particularly in the management of major events or issues such as extreme weather will continue into the future
- A range of social media and digital channels, including Twitter feeds and GetAheadoftheGames.com, were used by TfL during the London 2012 Games to provide real-time travel information and advice. With a million more visitors in the Capital, and the situation changing from hour to hour, social media proved one of the fastest ways to let people know how to avoid travel hotspots
- A £6.5bn investment in transport infrastructure ahead of the Games helped to ensure the best ever Paralympic Games with one of the most accessible transport networks in the world. TfL invested hundreds of millions of pounds in helping disabled passengers travel safely and with confidence. Improvements included more accessible trains, new lifts, platform humps, wide-aisle gates, tactile paving, audio-visual displays, planning and travel advice and specially trained staff
- Accessible boarding ramps introduced at 16 key Tube stations to help spectators using wheelchairs travel to the London 2012 Games have been retained following positive feedback from customers. More are being introduced and by summer 2013, the number will rise to 35. The ramps are used where there is a gap between the train and platform



# Spotlight

## The greatest show on earth

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

Summer 2012 was a momentous time for London. The city hosted the largest Olympic Games to date with millions of people coming to see not only the sport but also the Capital's cultural delights. TfL's challenge was to achieve a great Games while still keeping London moving and open for business.

Meticulous preparations took place to ensure success, along with a massive programme of vital upgrades to transport services to increase passenger capacity.

TfL ran services later and more frequently; it introduced an enhanced maintenance regime, which included the deployment of rapid response teams to fix breakdowns quickly; it completed a comprehensive testing programme to ensure transport operations and systems were robust; and it worked with all staff to ensure they understood how important the Games were to the organisation and to London itself.

### Integrated communications

An integrated communications strategy, including an ambitious Travel Demand Management (TDM) programme, provided robust, reliable information for businesses, spectators and regular travellers to help them plan journeys.

This included:

- Online planning toolkits
- Games travel maps and information

- Real-time updates
- Station hotspot messaging
- Workshops
- Advice to businesses to help manage deliveries and flexible working

The nationwide Get Ahead of the Games programme was launched and supported by an intensive marketing campaign, which included social media, to help people understand how the Games would affect them.

### A summer of culture

As well as a great Games, the Capital flourished in summer 2012 with events, shops and restaurants attracting millions of Londoners and visitors.

Demand for transport services was high – not just around Games venues but in other parts of London too – with West End Tube stations busier than in 2011.

Businesses experienced varying degrees of impact from the Games, with surveys showing that more benefited positively than not. However, the real benefits will be seen in the longer term, with increased international awareness of London as a business and tourist destination.

### Staff and Travel Ambassadors

To ensure exceptional customer service during the Games, operational staff worked more flexibly. They were supported by around 4,000 staff members who took time away from their regular jobs to work in customer-facing roles. Well-trained and kitted-out with striking tabards, iPads and iPhones, plus a range of customer travel planning tools, they were able to provide up-to-the minute information for travellers quickly and efficiently.

### A more accessible London

Ahead of the Games, TfL invested millions of pounds to make it the most accessible ever. Passengers benefited from improved step-free provision, extra tactile platform-edge paving, audio/visual information displays, hearing aid induction loops and better information. Almost 40,000 wheelchair users attended the Games, with more than 2,000 travelling on the busiest days.

The improvements were well received and resulted in a much higher number of disabled users travelling on public transport than usual.



# Spotlight

## One Team Transport

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

Collaboration was crucial to the smooth running of the Capital's transport networks during the Games. By working closely with other operators, the DfT, the GLA and the boroughs, TfL was able to handle an extra one million journeys a day on its rail and Tube services.

With the city taking centre stage, and a combined 10 million people expected to visit both the Olympic and Paralympic Games, it was vital that London delivered. As well as keeping the Capital open for business, the aim was to ensure spectators could walk cycle or use TfL services to reach competition venues. In essence, it was to be the 'public transport Games'.

More than 40 organisations were responsible for different aspects of Games transport, so working together as one integrated transport body was critical. And, this level of cooperation had never been attempted before.

An effective government structure was set up early in the planning process. This included establishing a nationwide Games Transport Board, chaired by TfL's Commissioner. It played a major role in planning and providing transport services. In addition, the UK's first ever national Transport Coordination Centre was set up for transport operators to share information and work together in response to incidents.

### Managing demand

This coordinated approach, along with the successful TDM programme (see p.64), and close working with partners, businesses and freight operators, resulted in around one-

third of regular passengers altering how they travelled. Across the Capital passengers were staggering journey times, avoiding hotspots and working flexibly. As a result, 83 per cent of spectators\* rated their experience of getting home after an event as 'extremely good'.

The effectiveness of the relationships was a major factor in transport success and TfL is working to maintain and reinforce them in the future. The Games provided TfL with the opportunity to build on the lessons learnt and continue its TDM programme to ensure Londoners and visitors to the Capital carry on receiving fully integrated travel advice and excellent customer service in future. Forthcoming events which will benefit from it include the London stage of the Tour de France in July 2014, the Virgin London Marathon, and the Prudential Ride London weekend in summer.

### The magenta army

Around 4,000 Travel Ambassadors volunteered their time to direct around 11 million visitors to event venues and help commuters avoid travel hotspots. Standing out in their magenta tabards, they became the life and soul of the Games and could be found across the network, from rail, Tube and bus stations to river piers and taxi stands. Most of the Ambassadors were office-based TfL staff – from department heads and planners to admin employees.

Proving extremely popular with the travelling public, they were out in force again at a number of major events, including the Notting Hill Carnival, and during the festive season, when they helped shoppers and tourists at the busiest



West End stations and around Hyde Park.

### Getting ahead

As part of its travel demand management work, TfL took advantage of social media and online services. The Get Ahead of the Games Twitter feed was popular with 62,594 followers and 6.29 million journeys were planned on TfL's Journey Planner, with 2.2 million bespoke trips planned on the Spectator Journey Planner.

As part of its work with businesses TfL issued 107 million travel advice emails and provided 611,000 employees with direct support. In addition, 42,000 information packs were mailed to London's businesses and around 2,979 businesses came to TDM workshops to find out more about how they needed to plan ahead.

\*Source LOCOG customer surveys

'One of the undoubted highlights of the summer was the fantastic community spirited, magenta and pink clad Ambassadors, who gave up their time to welcome the world. I am delighted that we have delivered on our promise to build on the remarkable success of the volunteers during the Games with the expansion of the Ambassadors Programme.'

**Boris Johnson,**  
Mayor of London

# Spotlight

## Keeping London moving

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support the delivery of the London 2012 Olympic and Paralympic Games

An essential element for a successful Games is making sure the athletes, Games Family, officials and media can get to venues on time.

As part of its winning bid, London was required to design, install and operate the Olympic and Paralympic Route Networks (ORN and PRN). It was also committed to delivering Games Family journey times that were around 30 per cent better than normal London road journeys, and twice as reliable.

Built over a seven-week period – mostly at night – the ORN began operating just two days before the start of the Olympics. The PRN started on the day of the Paralympic Opening Ceremony. Throughout the Games, the networks helped make journeys easy and reliable for the Games Family while at the same time having minimal impact on other motorists. Both networks involved ‘active traffic management’ which meant changing the timings at 1,300 signals to enable a smoother flow of traffic.

Some sections of the ORN/PRN had Games Lanes which were reserved for official vehicles to ensure reliable journey times. These were managed flexibly and switched on and off using variable messaging signs. This maximised the road capacity available to motorists as they did not need to operate for 60 to 70 per cent of the time. As a result, all Games Family journey times and the rest of London was able to keep moving.

### Keeping London stocked and serviced

With significant changes to the road network, it was essential that London's businesses and suppliers could continue to function as effectively as possible.

Ahead of the Games, TfL launched a major campaign to highlight the potential issues that could affect organisations in the area. This included consultancy programmes, workshops and presentations, a freight forum for operators to share information and a Games freight website with an online freight journey planner.

In addition, TfL worked with Government, the Traffic Commissioners, London boroughs and other partners to allow operators to work more flexibly and develop quieter out-of-hours delivery practices during the Games.

This meant that those who needed to drive could do so, helping to keep the Capital stocked and serviced through the Olympics and Paralympics.

### A lasting legacy

The £6.5bn investment spent on major transport improvements to support the Games is now providing a significant legacy for the city and the UK.

All of these infrastructure schemes were delivered within budget – and well before the start of the Games:

- Line upgrades and new trains on the Underground, including 33 per cent more capacity on the Jubilee line and new state-of-the-art Victoria line trains
- The complete refurbishment of Stratford and King's Cross St. Pancras Tube stations, including the interchange with National Rail
- The extension and transformation of the London Overground network, with



new air-conditioned trains, track and signalling systems

- Extending the DLR from Canning Town to Stratford International, and an extra carriage for all trains, increasing capacity by 50 per cent
- Additional step-free access, meaning around a quarter of Tube, half of Overground and all DLR stations are now step-free
- Manual boarding ramps introduced at 16 stations, new platform humps, completed lift upgrades and improved information
- Improvements to traffic signalling technology across London
- A range of improvements to walking and cycling facilities
- Changes to ways of working, including travel demand management, Travel Ambassadors and volunteers, plus closer working relationships with transport and freight operators, as well as businesses

### Record journeys

There were record numbers of journeys during the Games on TfL's network with significant increases compared with 2011:

- 10.9 million DLR trips – up 88 per cent
- 10.5 million Overground journeys – up 48 per cent
- 101 million Tube journeys – up 28 per cent

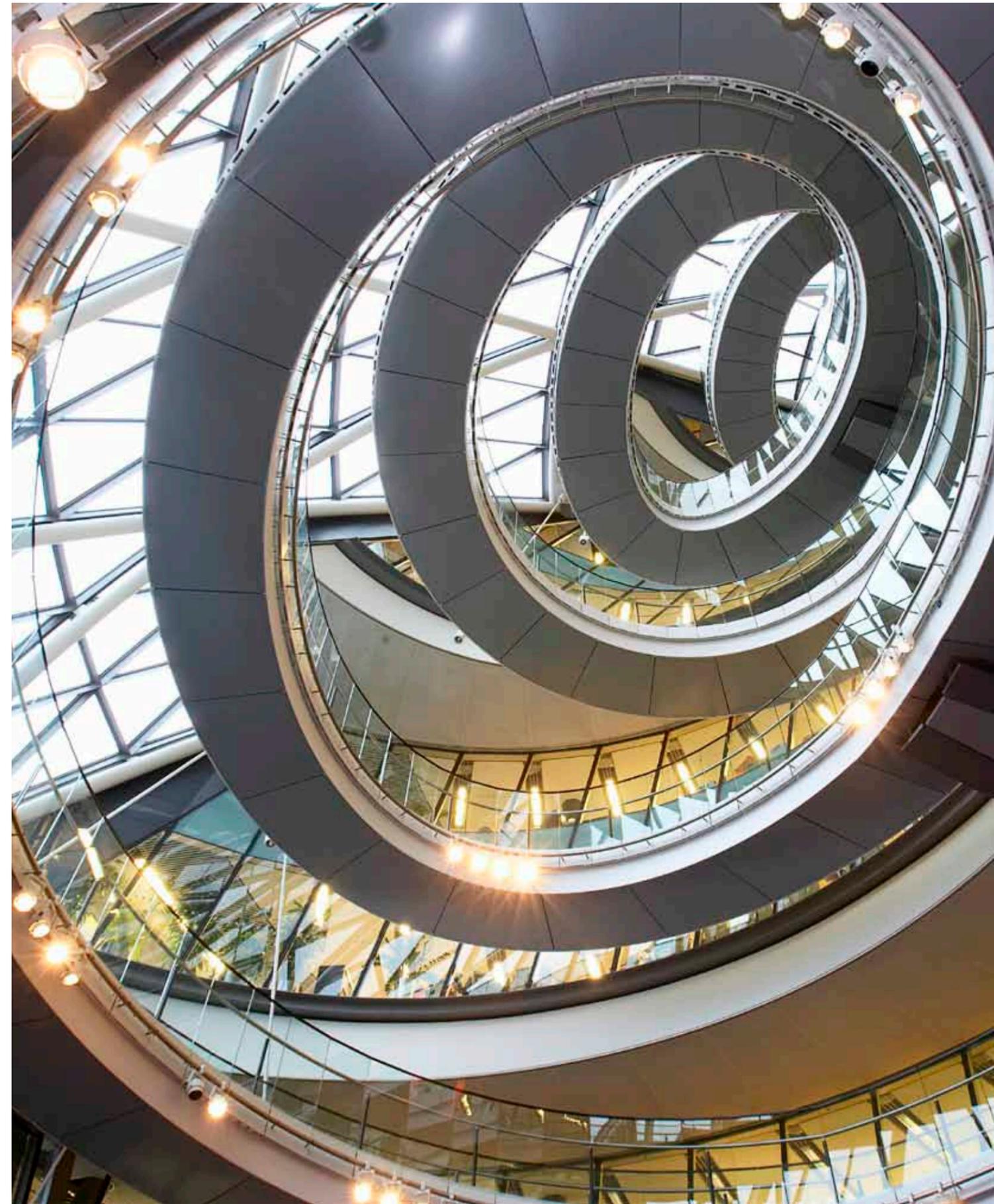
The Games brought around 15,000 athletes and thousands of officials to London during the summer. Their journeys were around 30 per cent faster than normal and reliability targets were met. In addition, morning peak traffic in central London was lower than normal during the Olympics and Paralympics.

London's buses carried 86 million passengers during the Olympics and 63 million during the Paralympics – more than 2011, even with the necessary changes to the roads and bus network. Taxis also played a crucial role transporting spectators and Barclays Cycle Hire trips increased by 44 per cent.

# Statement of Accounts

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# Annual governance statement

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# Chief Officers



Sir Peter Hendy CBE  
Commissioner



Steve Allen  
Managing Director Finance



Mike Brown MVO  
Managing Director London  
Underground and London Rail



Howard Carter  
General Counsel



Leon Daniels  
Managing Director  
Surface Transport



Michèle Dix  
Managing Director Planning



Vernon Everitt  
Managing Director  
Customer Experience  
Marketing and Communications

# Members of TfL



Boris Johnson  
Chairman



Isabel Dedring  
Deputy Chair



Angela Knight CBE



Michael Liebreich



Peter Anderson



Sir John Armitt CBE



Eva Lindholm



Daniel Moylan



Brendan Barber



Richard Barnes



Bob Oddy



Keith Williams



Charles Belcher



Roger Burnley



Steve Wright MBE



Brian Cooke



Baroness  
Grey-Thompson DBE



# Directors of Crossrail Ltd



Terry Morgan CBE  
Chairman



David Allen



Ian Brown CBE



Michael Cassidy CBE



Sir Joe Dwyer  
until 30/04/12



Phil Gaffney



Terry Hill CBE



Sir Mike Hodgkinson  
until 17/06/12



Robert Jennings CBE



Andy Mitchell



Heather Rabbatts CBE



Andrew Wolstenholme OBE

# Membership of TfL panels and committees

(as at 31 March 2013)

## Members of TfL

Boris Johnson – Chairman  
Isabel Dedring – Deputy Chair  
Peter Anderson  
Sir John Armit CBE  
Brendan Barber  
Richard Barnes  
Charles Belcher  
Roger Burnley  
Brian Cooke  
Baroness Grey-Thompson DBE  
Angela Knight CBE  
Michael Liebreich  
Eva Lindholm  
Daniel Moylan  
Bob Oddy  
Keith Williams  
Steve Wright MBE

## Committees of TfL

### Audit Committee

Keith Williams – Chair  
Steve Wright – Vice Chair  
Richard Barnes  
Charles Belcher  
Brian Cooke  
Baroness Grey-Thompson DBE

### Finance and Policy Committee

Peter Anderson – Chair  
Daniel Moylan – Vice Chair  
Isabel Dedring  
Angela Knight CBE  
Michael Liebreich  
Eva Lindholm

### Remuneration Committee

Baroness Grey-Thompson DBE – Chair  
Daniel Moylan – Vice Chair  
Sir John Armit CBE  
Boris Johnson

## Panels

### Projects and Planning Panel

Isabel Dedring – Chair  
Daniel Moylan – Vice Chair  
Sir John Armit CBE  
Roger Burnley  
Baroness Grey-Thompson DBE  
Angela Knight CBE

### Rail and Underground Panel

Sir John Armit CBE – Chair  
Steve Wright – Vice Chair  
Peter Anderson  
Brendan Barber  
Richard Barnes  
Charles Belcher  
Brian Cooke  
Isabel Dedring  
Daniel Moylan

### Safety and Sustainability Panel

Charles Belcher – Chair  
Michael Liebreich – Vice Chair  
Brendan Barber  
Richard Barnes  
Baroness Grey-Thompson DBE  
Bob Oddy

### Surface Transport Panel

Baroness Grey-Thompson DBE – Chair  
Charles Belcher – Vice Chair  
Brian Cooke  
Bob Oddy  
Keith Williams  
Steve Wright MBE

# TfL Members' meeting attendance 2012/13

	Meetings of the Board attended	Meetings of the Audit and Assurance Committee attended	Meetings of the Finance and Policy Committee attended	Meetings of the Remuneration Committee attended	Meetings of the Projects and Planning Panel attended	Meetings of the Rail and Underground Panel attended	Meetings of the Safety and Sustainability Panel attended	Meetings of the Surface Transport Panel attended
<b>Total number in the period:</b>	<b>6</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>3</b>
Boris Johnson	6/6	-	-	2/2	-	-	-	-
Isabel Dedring	6/6	-	5/5	-	6/6	0/4	-	-
Peter Anderson	4/6	-	3/5	-	-	0/4	-	-
Sir John Armit CBE <sup>3</sup>	3/5	-	-	-	1/3	1/2	-	-
Claudia Arney <sup>1</sup>	-	-	0/1	-	1/1	-	-	-
Brendan Barber <sup>4</sup>	2/2	-	-	-	-	1/1	1/1	-
Richard Barnes <sup>3</sup>	4/5	2/2	-	-	-	2/2	2/2	-
Charles Belcher	5/6	4/4	-	-	-	3/4	3/3	2/3
Roger Burnley <sup>3</sup>	4/5	-	-	-	3/3	-	-	-
Brian Cooke <sup>4</sup>	2/2	1/1	-	-	-	1/1	-	1/1
Christopher Garnett <sup>2</sup>	3/4	-	3/4	2/2	3/4	3/3	-	-
Baroness Grey-Thompson DBE	5/6	3/4	-	2/2	3/6	-	2/3	3/3
Sir Mike Hodgkinson <sup>1</sup>	-	-	1/1	-	1/1	1/1	-	-
Judith Hunt <sup>1</sup>	-	-	1/1	-	1/1	-	-	-
Angela Knight CBE <sup>4</sup>	2/2	-	0/1	-	0/1	-	-	-
Michael Liebreich <sup>3</sup>	4/5	-	1/2	-	-	-	2/2	-
Eva Lindholm	4/6	-	4/5	-	-	-	-	-
Daniel Moylan	6/6	-	4/5	2/2	4/6	4/4	-	0/1
Steven Norris <sup>1</sup>	-	-	0/1	-	0/1	-	-	-
Bob Oddy	6/6	-	-	-	-	-	2/3	3/3
Patrick O'Keeffe <sup>2</sup>	4/4	3/3	-	-	4/4	-	2/2	2/2
Tony West <sup>1</sup>	-	1/1	1/1	-	-	1/1	-	-
Keith Williams	2/6	4/4	-	-	-	-	-	0/3
Steve Wright MBE	6/6	4/4	-	-	-	3/4	-	3/3

## Notes:

The attendance figures are shown as number of meetings attended/ number of meetings eligible to attend. The number of meetings eligible to attend will differ for each Member due to changes made to the membership of the Board and its Committees and Panels during the year.

1. Left the Board on 17 June 2012
2. Left the Board on 31 December 2012
3. Joined the Board on 10 September 2012
4. Joined the Board on 2 January 2013

# Remuneration

To come



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Windsor House  
42–50 Victoria Street  
London SW1H 0TL

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