

Board



Date: 15 December 2016

Item: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 8 November 2016 and updates the Board on significant projects and initiatives.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – December 2016

List of Background Papers:

None

**Mike Brown MVO
Commissioner
Transport for London
December 2016**

Commissioner's Report

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About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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1 Introduction

Croydon tram derailment

My thoughts are with everyone affected by the tragic derailment in Croydon. We are doing everything we can to ensure that families and relatives receive support at this incredibly difficult time.

Assistance is being offered to those who were injured. TfL's Sarah Hope line, which offers practical and financial support and guidance by trained staff, has been operational 24 hours a day.

Following the completion of a rigorous safety assessment and taking the advice of an independent panel of tram experts, the tram service resumed across the whole network on 18 November.

Prior to services restarting, and in accordance with advice in the Rail Accident Investigation Branch's (RAIB's) interim report into the derailment additional speed restrictions and associated signage were implemented near Sandilands and at three other locations on the network. All tram

drivers were fully briefed prior to resumption of service and additional staff from TfL and FirstGroup have been available across the network to provide support and information for customers.

Information has been displayed across the tram network for passengers including details of our website and contact number should anyone have any concerns about safety on the system.

Across all TfL services, we have reviewed the process of when safety issues are raised and how we assure ourselves they are dealt with quickly and thoroughly.

A separate paper on the agenda updates the Board on developments since the derailment.

2 Delivery



London Underground (LU) Piccadilly line

In recent days we have had to take an unusually high number of Piccadilly line trains out of service to repair their wheels, which means that we do not have a full fleet available and are operating a reduced service. Train wheels sliding on a rail can pick up a flat-spot that can affect the smooth running of the train and in severe cases, can actually damage both the track and the train.

There is a greater risk of this when the rails become more slippery. This is not confined to the Piccadilly line or LU, but the Piccadilly line trains are unique as they are the only fleet without wheel slip protection. This technology was not available in 1972 when the trains were introduced. A procurement process is now under way to buy new trains for the line.

In the meantime, we are working around the clock to make the wheels safe, so that



The Night Tube launched on the Northern line in November

we can return to a good service as quickly as possible. We have commissioned a formal report into this disruption, which will be forensic in its examination of the facts and will aim to identify why this happened and make recommendations to stop it happening again.

London Underground prosecution

The Office of Rail and Road prosecuted London Underground for an offence under the Health and Safety at Work Act 1974 concerning an accident in September 2014 when an employee fell from a scaffold tower erected to enable the cleaning of a disused lift shaft at South Kentish Town disused station. London Underground pleaded guilty and on 2 December 2016 was fined £500,000 and ordered to pay £50,000 costs. This was clearly a serious incident and we acted quickly to investigate the causes and take action to ensure that it does not happen again.

Night Tube

On 18 November, the fourth of London's Night Tube lines, the Northern line, started operating. Serving the West End and providing the first Night Tube service at Camden Town and Leicester Square, it is the most frequent, offering a train every seven to eight minutes between Morden and Camden Town. Services extend on both northern branches of the line to Edgware and High Barnet. Take up of the Northern line service has been excellent: since launch we have added approximately 35,000 Night Tube journeys each weekend. Night Tube now carries some 117,000 journeys per weekend.

On 16 December, Night Tube services will start on the Piccadilly line, providing a train every 10 minutes between Cockfosters and Heathrow Terminal 5. The introduction of the Night Tube throughout the West End will further support London's vibrant night time economy and enhance services to commercial areas such as Hammersmith.

It will also increase travel options for staff and passengers using Heathrow Airport.

As expected passenger journeys are increasing on Night Bus routes that connect with Night Tube but decreasing on those that run parallel with it. We introduced eight new bus routes at the same time as the Central and Victoria line Night Tube services. These are now seeing at least 3,500 journeys each weekend. The two new routes we introduced at the same time as the Jubilee line are seeing at least 500 journeys each weekend.

We are committed to making sure the Night Tube does not impact residents. Where we have received complaints about noise, we are providing customers with a named contact via a dedicated telephone number, with ready access to the experts working to tackle the root cause.

The installation of shock absorbent track fixings has had a positive effect. We have seen significant noise reduction in Pimlico, Notting Hill, Baker Street, Wanstead and Bethnal Green. For some, this means that the problem has gone away completely. We are using the same fixings between Vauxhall and Stockwell and there are plans to introduce them between Oxford Circus and Warren Street and in the Earl's Court area. We have given residents a clear timescale for this work and are keeping them regularly updated on progress. While these results are very encouraging, this technology is suitable only for more modern track. At Woodford, for example,

alternative measures are planned. We are prioritising trials of a rail damping system before the end of the year. This will stop noise caused by rail vibrations.

We have had a number of constructive meetings with Assembly Members and residents in affected areas including Pimlico, Notting Hill, Baker Street, Woodford, Highbury & Islington, Seven Sisters and Walthamstow.

Night Tube crime levels have been lower than those recorded after 22:00. On average there have been 3.4 crimes per 100k journeys on Night Tube, compared with 4.5 crimes per 100k journeys after 22:00 previously.

London TravelWatch review

London TravelWatch (LTW) has released its independent review into the impact of LU ticket office closures. We worked with LTW throughout the review to ensure they had all the information they needed. We also assisted in advertising the review with posters in Tube stations, and an email to customers.

The review was a key Mayoral manifesto pledge, to ensure these changes are working, and to ensure we are listening to the experiences of our customers. We know we need to do more to provide a more visible customer service - especially for our customers with accessibility requirements - and make sure everyone can purchase the tickets they want and move safely around the Tube network.

A separate paper on the agenda updates the Board on the review.

Modernising the Victoria, Jubilee and Piccadilly lines

On the Victoria line, we will achieve a peak service of 36 trains an hour from May 2017, the highest frequency ever operated. All preparatory signalling work is complete at Brixton, so the focus is now on works at Northumberland Park depot and Walthamstow. The fan and air chilling system upgrade is complete and power cable and substation ventilation works to increase traction power and energy efficiency are on schedule.

On the Jubilee line, power and cooling works are under way and signalling design for the upgrade and replacement of the crossover at West Hampstead is at an advanced stage. A plan to achieve train service improvement on the core section of the line in advance of the additional new trains is being formulated. Delivery of 36 trains an hour remains on target for 2021.

As mentioned above, procurement of the new generation of rolling stock for the Piccadilly line is progressing well and we received bids from the train manufacturers on 26 September. The bid evaluation continues, with supplier negotiation and contract award planned for autumn 2017.

The Circle, District, Hammersmith & City and Metropolitan lines

The final new S stock train has been delivered to Ruislip depot. It is the last of 192 trains built in the UK as part of the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines. This concludes the largest ever order for a fleet of trains in the UK at just over 1,400 carriages. Work is well under way to completely overhaul the signalling and control systems on these four lines. With the new automatic train control signalling we can run more trains, more quickly and reliably, contributing to a 33 per cent increase in capacity across the four lines by 2023.

As a vital component of the work to increase the number of trains from 28 to 32 per hour once the new signalling is in place, the Metropolitan line north of Harrow to Amersham, Watford and Chesham, will operate at a traction current of 750V. Previously, the current was 630V like the rest of the LU network. However, without 750V power, only 28 trains per hour are possible.

To migrate from 630V to 750V, a significant amount of work has been completed, reconfiguring the substation transformers. We also needed to make sure existing systems and equipment were compatible with the higher voltage; this included online relays, fault detection, tunnel lighting systems, passenger trains and engineering trains. We will migrate further areas of the



The final new S stock train has been delivered

Circle, District, Hammersmith & City and Metropolitan line tracks to 750V over the next year.

The work also reduces our energy consumption as this section of the Metropolitan line can now operate regenerative braking. This uses a converter on the train to recycle the energy generated by braking so that it is delivered back to the rail for the next train to use. It saves energy, reduces the carbon footprint and maintenance, and improves rolling stock performance. By introducing regenerative braking earlier than originally planned, we have already achieved £2.4m in cost savings on parts of the District line, which is forecast to increase to £4.8m by May next year.

Northern line extension

The Northern line extension will provide two new stations, one at Battersea Power Station and the other at Nine Elms, and includes two railway tunnels linking

Battersea with the existing Northern line at the Kennington loop. The stations will be built in two phases.

Tunnel boring machines (TBMs) will be launched from the Battersea station crossover box and will tunnel up to the Kennington shafts, taking about five months.

The new railway tunnels from the Kennington shafts to the Kennington loop are being constructed using a combination of mechanical excavators and manual digging. These tunnels are being supported with a sprayed concrete lining.

We have made excellent progress excavating both of these tunnels and are now carefully excavating, by hand, the section between the new tunnels and the existing Northern line at the Kennington loop. Connecting with the existing railway is a complex and delicate task and will not be fully complete until December 2017.

At Battersea, we continue to construct massive retaining walls for the station box. When these are complete, in spring 2017, we will start bulk excavation to create the new station.

At the Battersea Power Station crossover box, we have already excavated to the level at which the steel-reinforced base-slab is being cast where the railway will eventually run. We have completed sections of this base slab and the railway tunnel headwall, and are ready for the construction of the two TBM launch chambers.

At the Nine Elms station site, the retaining walls are complete and we are making the capping beams that hold the top of the walls in place. We have also begun bulk excavation in the station box.

Victoria

The continuing investment programme will more than double the size of the existing station. Improvements will make it easier for people to change between the Victoria and District and Circle lines, and provide nine new escalators and eight new lifts.

Fit-out of the north and south ticket halls is under way, with escalators installed, lifts in progress and mechanical, communications, fire and electrical systems all being tested and integrated. Additionally, the existing station continues to be fully modernised with new systems and new finishes.

Vauxhall

With its recently completed 16-person lift from platform to ticket hall, Vauxhall now provides a fully accessible interchange between rail, bus and Tube services. Subway five has now re-opened to the public. Remedial works to both the electrical installation and ceilings are continuing, with the main focus on the ticket hall and subways, followed by back-of-house areas including station staff accommodation and equipment rooms. Completion of works is forecast for early 2017.

Bond Street

The transformation of the station has progressed with the fit-out of the new tunnels and installation of the new sub-station. The escalators and lifts are the focus of current work. The dividing walls throughout the new structure have been erected, both in the tunnels and within the new ticket hall, defining the shape of the new station facilities. Plaster and finishes are being applied.

Bank

There will be a new entrance on Cannon Street following the construction of the station box on the site bounded by King William Street, Nicholas Lane, Cannon Street and Abchurch Lane. This work is on schedule to start next March. The Arthur Street worksite will be ready for Northern line tunnelling to begin in the same month.



Architect's impression of Ilford Station

Paddington

Work is on schedule to provide direct step-free access between the Bakerloo line and the new Elizabeth line station. The new switch room on the Bakerloo northbound platform is now in use, enabling the old one to be decommissioned. Tunnelling works for the escalator barrel through the old switch room have started. The lift lobby and concrete lining to the lift have been completed.

In the main link between the Bakerloo and Elizabeth lines, waterproofing and secondary tunnel lining are progressing and preparations are under way for the fit-out phase. Work on the link is due to be completed in late 2018.

Works at Paddington and Victoria are just two examples from our ambitious programme to transform accessibility on the London Underground network.

Crossrail

Project update

The project, which remains on time and within the funding envelope of £14.8bn, is 80 per cent complete overall. The schedule that will enable the Elizabeth line to be brought into service on time, and guides all of Crossrail's activities, continues to define the lowest-cost delivery option for completing the work. Cost pressures continue to be managed by Crossrail Ltd's executive team. There is a 47 per cent chance of drawing on the £600m TfL contingency part of the funding envelope.

Proposals for Ilford station

Network Rail has submitted plans for a new station building in Ilford as part of improvements for the Crossrail project. The proposals, submitted to the London Borough of Redbridge, include a spacious building with a striking glass façade, a larger ticket hall with a wide entrance and significantly longer gateline, and new

lifts providing step-free access from street level to all platforms. Further improvements to prepare the station for the start of Elizabeth line services include longer platforms, better lighting, signage, customer information points, CCTV and overhead information screens.

Construction progress and railway fit out

Crossrail's central section construction programme remains focused on fitting out the stations, tunnels, shafts and portals. At Liverpool Street station, both eastbound and westbound platform tunnels have been handed over to the contractor for fit-out. At Moorgate shaft, the final tunnelling passage breakthrough has been achieved. Across the programme, surface finishes are being applied to public spaces, and glass fibre reinforced concrete cladding panels are being installed at Farringdon, Bond Street and Tottenham Court Road stations. Polished reconstituted black stone panels are also being fitted in the western ticket hall at Tottenham Court Road as are the escalators. At Paddington, the brick slip concourse walls are under way. Track installation is continuing and 70 per cent has now been completed.

The latest phase of work at Ilford depot has been completed successfully. This is in line with the programme to have stabling available, ready for the introduction of the first of the new Class 345 trains between Shenfield and Liverpool Street in May 2017.

Unite and the Union of Construction and Allied Trades and Technicians have begun

a campaign for an 'incentive bonus' for the Crossrail contractors' mechanical and electrical workforce who are undertaking fit-out activities on the project.

Surface works

The upgrade of the existing rail network for Crossrail, being carried out by Network Rail, should be more than 80 per cent complete once the extensive Christmas 2016 works across multiple sites both on the eastern and western stretches are completed. Network Rail's Crossrail team is continuing critical preparatory work during the weekends running up to these Christmas works.

Crossrail stations upgrades

We are installing new lifts and footbridges at seven stations (Hanwell, Iver, Langley, Taplow, Manor Park, Maryland and Seven Kings) on the Crossrail route. We have successfully completed the construction of a temporary footbridge and the demolition of the old brick overbridge and staircases at Manor Park station, as well as platform-based piling and other works at Maryland and Seven Kings stations. The work, although technically difficult as it required the construction of cradles to lift the old sections of the overbridge and meant working in very tight spaces, was completed on 6 November. It was vital to complete the work on time as this was the last possession of the year. There was no disruption to services as existing planned closures were used. Preparations are in progress for the installation of the new lifts and footbridges in 2017.

London Rail

London Overground

On 13 November, Arriva Rail London (ARL) took over the operation of the concession from London Overground Rail Operations Limited (LOROL). The occasion was marked by an event at Willesden Junction, attended by ARL's senior leadership team, where the new uniform was unveiled. We look forward to working with ARL over the next seven and half years to make further improvements for customers on the already hugely popular London Overground network.

Rail devolution

A detailed business case for rail devolution, running to over 100 pages, was submitted by the Mayor to the Department for Transport on 14 October, as requested by the Secretary of State. Officers met DfT officials on 26 October to discuss the business case and answer detailed questions. The business case found a benefit:cost ratio of 4.3:1 for the transfer of suburban rail services in southeast London to TfL from 2018, and also found that the construction of 80,000 homes could be enabled or accelerated if services across the whole of south London were transferred.

Unfortunately the Secretary of State for Transport has said that he will not proceed with this for the South Eastern franchise. We will continue to work with business and politicians from all parties, both inside and outside the London boundary, to make our case, which is compelling, for rail devolution.

Barking Riverside extension

The procurement process to deliver the Barking Riverside extension is continuing. The proposed 4.5km extension will unlock a wide range of benefits for people in the local area and beyond, including almost 11,000 new homes. The pre-qualification process is under way to shortlist suppliers. Responses have now been received and are being evaluated. Our programme could see train services operating from 2021.

Docklands Light Railway

Ticket vending machines upgrade

This work has now begun at 10 sites. Phase one preparation works will restore weatherproof seals, internal drainage and power supply and are due to be complete early next year. Phase two works will renew the Pin Entry Devices, computers, and card readers. This is scheduled to be finished later in 2017.

London Trams

New Stadler trams

The final two Stadler Variobahn trams have completed their final checks and have entered passenger service.

These final two trams complete the first phase of works to deliver the Trams for Growth programme, which looks to accommodate growing demand, improve reliability and support the regeneration of Croydon town centre.

To accommodate passenger growth (demand is expected to nearly double by

2030), we are proposing to construct an additional loop along Dingwall Road, next to East Croydon station, which would enable us to increase the frequency of westbound trams to Croydon without running them through the existing town centre loop which is already at capacity.

Roads

Tackling London's road congestion

Over the last few years congestion in London has increased. This has been caused by:

- Rising traffic volumes as a result of population growth and more economic activity – especially an increase in light goods and internet shopping deliveries
- Rapidly expanding private hire industry
- Re-allocation of road space for major schemes and large developments, for example, Lewisham Gateway, Battersea Reach and Victoria Station upgrades, and urban realm improvements
- A large number of high impact schemes being implemented, for example Elephant and Castle and Cycle Superhighways, without sufficient measures in place to protect bus journey times, therefore exacerbating delays

People using London's roads are facing congestion and reliability problems on a daily basis and, unless we address the underlying causes, it will only get worse. To tackle this immediate challenge, the

Mayor announced a series of measures aimed at directly tackling growing congestion and improving reliability for all road users. The measures include better communication directly with road users to allow them to plan their journeys, and better collaboration to reduce disruption from roadworks. As well as outlining measures to improve the reliability of bus services, the plans also include reducing disruption and improving journey time reliability.

This plan is the first step in improving London's streets, while the new Mayor's Transport Strategy is being developed. This will focus on the strategic long-term goal of achieving more efficient use of limited road space as well as tackling poor air quality and promoting better health for Londoners.

Tower Bridge closure

The City of London's maintenance work on Tower Bridge is on track to be completed by 30 December. Works on the eastern footway have been completed and pedestrians were moved from the west to the east footway on 8 November. Traffic conditions on the network have settled and we have extensive plans in place to reduce delays and disruption, including on affected bus routes. We are continuing to monitor and review our measures to mitigate disruption on a daily basis.

AI Holloway Road Bridge

Vital work is continuing to replace the

century-old Upper Holloway Bridge. It has meant having to close sections of the AI Holloway Road to allow utility services to be moved from the site to a specially-made utilities bridge, which has been constructed to ensure Londoners do not experience interrupted services when the Upper Holloway Bridge is rebuilt. It will also mean that future utility works will not result in road closures or disruption.

The existing bridge will be demolished and replaced over the Christmas period when further full closures will be required. Installing a new bridge will allow the electrification of the Gospel Oak to Barking Overground line, enabling passenger trains to run again from February 2017. We are continuing to advise road users of the closure as part of a widespread communications campaign, and have banned all non-emergency roadworks on surrounding roads to reduce the impact.

Camden 20mph trial

We started the trial on Camden Street on 28 November. It involves innovative 'textured imprint' surfacing at crossings and speed humps, which create a subtle rumble effect to help drivers reduce speeds while also increasing skid resistance. Monitoring of traffic flows and speeds started in early December. The trial will run for 18 months, after which we will consider the long-term proposals.

Textured surfacing will also be installed at road entrances in the form of 20mph roundels set into the carriageway. This feature has been nominated for the Highways Magazine Road Marking Project of the Year award.

A100 Tower Bridge Road junction with Queen Elizabeth Street

A scheme to improve pedestrian crossings and cycling facilities at this junction in the London Borough of Southwark is on track for completion at the end of December. The scheme will provide formal pedestrian crossing points on the southern, western and northern arms of the junction with the addition of pedestrian countdown, and will add a two-stage right turn for cyclists to reduce the risk of conflict with motor vehicles. This is one of many examples where we are encouraging more people to walk and cycle as part of the Mayor's plan for Healthy Streets.

Silvertown tunnel

Following the publication of the procurement notice and Pre-Qualification Questionnaire (PQQ) in October, around 30 organisations registered to take part in the exercise and downloaded the documentation. Returned PQQs are now being evaluated with shortlisting due to be completed in the New Year. We remain on track to publish the Invitation to Negotiate in April 2017.

Following the start of the Development Consent Order (DCO) public examination

on 11 October, we have submitted responses to written questions and representations, responses to Local Improvement Plans and statements of common ground. A site visit was held with the examining authority from the Planning Inspectorate and key stakeholders on 6 December, and two topic-specific hearings took place on 7 December (traffic modelling) and 8 December (compulsory acquisition process). The DCO examination is due to be completed on 11 April 2017, with the Secretary of State decision expected by October 2017. The tunnel is scheduled to open from 2023.

Buses

Bus ridership

Bus passenger journeys continue to be lower than forecast, with total passenger journeys in Q2 five per cent less than last year. The decline in demand is due to a reduction in bus speeds. The measures, outlined by the Mayor to tackle London's road congestion, aim to improve bus performance by reducing bus excess wait time, improving journey time reliability and reducing disruption and incident resolution time.

We are also running a customer campaign to encourage people back on to buses. The campaign promotes positive improvements on the network such as greater reliability, increased frequency, new routes and station upgrades, and it communicates developments on a location and route-specific level.

Low Emission Bus Zone and environmental improvements

Around half of the 51 buses required to make routes 507 and 521 fully electric have been delivered to the Go Ahead Group. The remaining all-electric buses are expected to be supplied by the end of this month. The phased delivery of the BYD-made vehicles marks a significant step forward in the Mayor's comprehensive plan to transform London's bus fleet to ensure it is among the greatest in the world. The plan includes all 300 single-deck buses that travel through central London being zero emission for the Ultra Low Emission Zone (ULEZ) launch in 2020.

The trial of three range-extended hybrid buses, which can operate for up to 80 per cent of the time in all-electric mode, continues on route 69. They are supported by rapid ground-based induction charging at Walthamstow and Canning Town bus stations, as well as overnight charging.

The proportion of the bus fleet served by low-carbon emission and quieter diesel-electric vehicles is now approaching 23 per cent. There are currently 2,100 hybrids in the fleet. This will grow to at least 3,000 as part of ULEZ requirements for cleaner double-deck buses by 2020. In addition, we now have 1,600 of the latest ultra low emission Euro VI engine vehicles, most of which are hybrids.

On 30 November, the Mayor unveiled the world's first double-decker hydrogen bus. The new hydrogen double-decker,

launched at the International Zero-Emission Bus Conference and Summit at City Hall, is at the forefront of green technology and is due to be trialed on our roads next year, where it will undergo durability and range testing. It forms part of the Mayor's plan to transform our bus fleet by phasing out the oldest diesel buses and making the entire fleet ultra-low or zero emission.

The Mayor also announced that no more pure diesel double-deck buses will be added to the Capital's fleet from 2018 and that all new single-decks for central London will be zero-emission.

Oxford Street pedestrianisation

We continue with our review of the Capital's bus network to support the proposed phased pedestrianisation of Oxford Street and help us understand how we should respond to wider changes in demand across inner and central London, including the opening of the Elizabeth line in 2018. We have also started a separate review of bus services to hospitals and held an inaugural steering group meeting in October. The group includes London TravelWatch and London Councils and is reviewing current bus services to and from the capital's 35 principal hospitals.

On 25 November, we launched a consultation on proposed changes to 23 bus routes operating in central London, which could lead to a 40 per cent reduction in buses using Oxford Street.

The proposals, which are an important part of the Mayor's commitment to tackling air quality and making Oxford Street pedestrian friendly, have been made possible by improving travel options across central London.

The Tube is now much more reliable, and this has attracted customers from the bus network. The Victoria and Northern lines are now among the highest frequency services in Europe, with a train every two minutes at the busiest times. Bus services that follow similar routes to these lines have seen a drop in passenger numbers. The 73, which closely follows the route of the Victoria line, has seen up to 11 per cent fewer passengers compared with 2011. The Night Tube is also providing new travel options to and from the West End at night and in the early hours of the morning.

The opening of the Elizabeth line will also transform how people travel. When fully open in 2019, it will boost rail capacity in central London by 10 per cent and provide a new east-west link across the Capital, with 24 trains an hour in each direction. Many people will choose to use these faster services rather than take a bus.

The proposed changes to bus services would create easier journeys within London. They would also ensure the network matches demand, with fewer services on Oxford Street but the same or an increased number elsewhere. More bus routes would start and finish at Park Lane,

Trafalgar Square and Tottenham Court Road rather than moving at very low speed along one of the country's most important retail streets.

Some of the proposals may result in passengers having to take a second bus to complete their journey. However, the Hopper fare, introduced earlier this year by the Mayor, would mean that the second bus journey would be free.

Buses customer experience programme

More than 6,000 of London's 24,700 bus drivers have so far attended the two-day customer experience training programme, Hello London, which runs until spring 2018. It emphasises the core requirement of good customer service and empowers drivers to deliver this with the appropriate skills and confidence. Of those who have attended, 92 per cent rated the quality of the course as excellent or very good. Prior to the driver stage of the programme, 1,700 garage support staff attended a one-day version.

A number of staff suggestions are being taken forward, including:

- The first bus station community day at Stratford on October 30
- An Abellio-led bus driver name badge trial on route 235 in south west London
- A new bus station controller scheme, where their name badges display any other languages they speak

A programme that gives drivers the opportunity to practise their public address (PA) skills at bus garages is also being coordinated. We are developing a mock-up of a driver cab with PA equipment to enhance the learning environment. We are also using voting devices to develop new ways to capture instant customer feedback, both on vehicles and at bus stations.

Bus Safety Collisions Reduction Programme

Research into the causes of fatal bus collisions is being broadened to include not only London but the wider UK, as part of the Bus Safety Collisions Reduction Programme.

We are analysing police investigation files for London plus in-depth road accident studies from the DfT to give us a holistic view of casualty risks. We will then look at how the latest and most effective technology can be incorporated into the new Bus Safety Standard to help reduce these risks. Independent evaluation of technical solutions to accidents will start in March 2017 following competitive tendering.

A safety scorecard has been developed for bus operators using safety-related metrics weighted in favour of injury reduction. This will be used to benchmark safety performance at an operator and garage level. We continue to publish quarterly bus and coach casualty trends on our website to enhance public



Members of the Armed Forces selling poppies on our network

transparency on network safety. From spring 2017, a new police reporting tool will mean collision data can be split to show exact figures for incidents involving TfL-operated buses and coaches.

London Tourist Coach Forum

On 18 November, we organised the third Annual Tourist Coach Forum, chaired by Stephen Smith of the Confederation of Passenger Transport. It included a series of presentations from the coach industry and tourism and transport policy experts, including Westminster City Council, London & Partners and Ben Plowden, our Director of Surface Strategy and Planning. The meeting provided an opportunity to further examine the challenges that London's coach industry faces, with a participative panel discussion and attendance by members of the coach industry press.

Events

We worked closely with the Royal British Legion and Network Rail to support the launch of this year's Poppy Appeal (the 10th annual London Poppy Day). Fundraising activities took place across the Capital including at Tube and Network Rail stations, with up to 2,000 uniformed personnel from the Royal Navy, the British Army and the RAF taking part. We were proud to host the event management at our Event Liaison Facility at Palestra.

Cycling

Cycle hire mapping at docking stations

We are upgrading the maps at cycle hire docking stations so they include Cycle Superhighways and the first Quietway, with trials taking place at a third (229) of all stations. The maps will provide enhanced wayfinding information for cyclists to raise awareness of new cycle routes and help them navigate London's cycle network. We will gather customer



A Santander Cycle on the East-West Cycle Superhighway

feedback in the spring to help shape future versions of the maps.

Quietways

Quietway 2 is now 80 per cent complete and will launch in the New Year. Sixty-five per cent of Quietway 3 is either finished or under way. Work is also progressing on routes 4, 5, 6 and 7 and the Newham Greenway. A total of 14km of route has been completed so far this financial year, and a further 50km has been consulted on. To date, 40.7km of Quietways are complete or on-site, and more than 50km will be finished by spring 2017.

Mini-Hollands

We approved the A105 scheme in Enfield and construction has now

started. This will deliver 5km of lightly segregated cycle route to Enfield town centre and Palmers Green. The borough has produced some new designs for Enfield Town for consultation, which respond to the strong public opposition for a bus and cycle-only corridor on Church Street.

The 1.4km segregated cycle track on Portsmouth Road in Kingston is now complete, and the landscaping work on the riverside walk is in progress. A trial bus and cycle-only filter on Surbiton Crescent is now in place. Following consultation, Kingston plans to start construction of the station plaza and segregated cycle route on Wheatfield Way in the next financial year. Residents

did not support plans to replace Fountain roundabout in New Malden with a signalised junction and it didn't receive the Cabinet's approval.

The Waltham Forest Mini-Holland is progressing well and the scheme has received positive press coverage focusing on the reductions in traffic volumes and collisions. Other completed projects include Ruckholt Road, Pembroke Village, Lea Bridge Road aqueduct bridge, and three cycle hubs. The Walthamstow gyratory scheme is now also progressing.

Santander Cycles performance

More than one million Santander Cycles hires have been made using the scheme's app, which was launched in May last year. It is available via Apple's App Store or Google Play.

As part of our commitment to improving cycle infrastructure, we have introduced 188 new solar-powered bollards at all carriageway docking stations in Westminster. The benefits are:

- Less expensive implementation – solar bollards are easier to install and are materially cheaper
- They do not consume power
- Reduced maintenance/replacement requirements
- Improved safety for customers and other road users

STARS event

STARS (Sustainable Travel; Active, Responsible, Safe) is our flagship accreditation scheme for schools that is designed to help reduce single occupancy car use and increase active journeys. Results show that STARS schools achieve, on average, an eight per cent reduction in car use, which equates to 22 million vehicle kilometres saved in the morning peak per day. Each year, schools apply for one of three levels of accreditation in recognition of their efforts to promote safe and active travel to school. A total of 1,557 schools were awarded STARS accreditation in July 2016 (almost 50 per cent of those in London), which is an increase on 2015 figures and in line with targets.

Each October, we run a series of regional seminars with schools so they can share their achievements, discuss the challenges they face, network with other schools and be rewarded for their successes. Pupils and teachers from 250 schools attended this year's seven seminars and feedback has been extremely positive. On 7 November, our STARS Top Schools event was held at City Hall and the best in London were recognised for excellence in areas such as increased walking and cycling, road safety and pupil-led projects. There were also awards for School Travel Champions.

Sustainable freight

TfL Retiming Deliveries Consortium: award winners

We are now half way to achieving our target of 500 premises who will have retimed their deliveries by November 2017. In the next 12 months, these 250 premises will receive 85,500 fewer deliveries in peak periods, reducing congestion and making our streets healthier. The collaborative and responsible approach used by our Retiming Deliveries Consortium, chaired by the Freight Transport Association with representatives from TfL, London's boroughs, London Councils and major retailers, helped us to achieve this milestone. In recognition of this work, in November 2016 the consortium received the first ever John Connell Quiet Cities Collaboration Award from the Noise Abatement Society.

Taxi and Private Hire

Recruitment of Taxi and Private Hire compliance officers

On 2 August, the Mayor announced the introduction of 250 more compliance officers to tackle illegal taxi and minicab activity in London. These officers will quadruple the size of the existing team – with 332 officers, it means approximately one for every 400 licensed drivers.

Women compliance officers are currently under-represented – they make up around 24 per cent of the team. We have sought to understand the reasons for the gender imbalance and as a result of this

work (including focus groups involving staff), a revised assessment process has been introduced to remove any potential bias.

Recruitment started in September using this new process. To date, offers have been made to around 109 candidates, with more than 40 per cent going to successful women candidates.

The first class of 14 new officers – half of whom are women – started their training on 7 November and are now deployed across London. 250 new officers expected to be in place by September 2017.

Pedicab enforcement

We currently provide funding to the Metropolitan Police Service (MPS) Westminster Borough Operational Command Unit to enhance the level of enforcement activity to address nuisance pedicabs.

The Oxford Street, Regent Street and Bond Street team use their limited powers to issue written warnings and Community Protection Notices (CPNs), seek Criminal Behaviour Orders through the courts and arrest offenders for offences including immigration breaches.

An operation took place on 16 November to target those causing a nuisance and disrupting the network. Thirty police officers, supported by two immigration officers, were deployed to priority

locations along Oxford Street and around Cambridge Circus and Covent Garden.

It resulted in eight warnings, four CPNs, one court summons, with a further eight riders being ordered to disperse.

Safety and security

Project Guardian

On November 25, to mark International Day for the Elimination of Violence against Women, we organised a day of action in partnership with the British Transport Police, the MPS and City of London Police to tackle sexual offences on the network.

The event was part of our commitment to rid the network of unwanted sexual behaviour. It builds on the significant achievements of Project Guardian in raising awareness and encouraging victims to report incidents. More than 150 additional police officers worked alongside our staff to engage with customers at key transport hubs including Stratford. The police used a variety of tactics including high visibility patrols and plain clothes operations.

Safeguarding

We launched a new training programme for our people, as part of our commitment to improve awareness of safeguarding and promote a consistent approach across the organisation. The online course provides staff with vital information about safeguarding, including raising awareness of the different types of

abuse, how to identify behaviour that may indicate a safeguarding risk, scenarios and situations they may see, and how they can respond to help keep vulnerable children and adults safe from harm or abuse.

Road Safety Week

The TfL-funded MPS Roads and Transport Policing Command (RTPC) supported this year's BRAKE Road Safety Week from 21 to 27 November. The focus was on the six elements of the BRAKE pledge – slow, sober, secure, silent, sharp and sustainable. The RTPC held an Exchanging Places event that gave cyclists and pedestrians the opportunity to sit in the cab of a large vehicle to better understand what a driver can and can't see. The event also allowed people to participate in on-site drug and eyesight tests.

Throughout the week the RTPC focused their activities on a different pledge each day. It also included Community Roadwatch operations, which allowed members of the public to get involved in enforcing speed limits in their local area. In addition, there was enhanced on-street speed enforcement and large-scale, high-visibility Safeway operations at junctions. Other activities targeted seatbelt use, using mobile phones at the wheel and driving under the influence of drink and drugs.

Mobile phone operation

Between 14 and 18 November, the RTPC, supported by the National Police Chiefs Council, led a national week of action focusing on the unlawful use of hand-

held mobile devices while driving. Each day the RTPC committed a minimum of 400 officers, who were supported by a further 200 borough officers. In total 6,045 traffic offence reports were completed during the week-long operation, of which 4,878 were for using a mobile phone while driving. Each report will result in the driver either being summonsed to court, issued with a Fixed Penalty Notice or invited to attend a driver diversionary training course.

Highways obstructions

We have updated our enforcement computer systems, which included the introduction of a smartphone app that allows Road Transport Enforcement Officers to report offences in real-time. Officers can now submit their reports electronically, attaching all the evidence necessary for successful enforcement, whether it's to support a warning, Fixed Penalty Notice or prosecution.

Electronic case submission also means we can now handle reports more efficiently and can bring offenders to justice more quickly.

Heathrow expansion

Following the Government's decision that increased aviation capacity should be achieved by building a third runway at Heathrow, the Mayor has directed TfL to provide expert advice and assistance to the parties who challenge the Government's decision and to participate in that challenge as appropriate. We will use our expertise in aviation matters as a consequence of the

work we undertook in engaging with the Airports Commission and the Government on the development of aviation policy and will assist the parties and the Court in any legal challenge to understand the more technical issues. We will also engage with the Government on the planning aspects. The Mayor's direction also includes a delegation of his powers so that we can continue to appraise the option of a third runway at Heathrow and consider aspects which are beyond our transport remit.

Utility prosecutions

We successfully prosecuted BT for the fourth time in 12 months for unsafe work carried out in April and May this year. The company was ordered to pay more than £10,000 after their works on Bruce Grove in Haringey and Hook Road in Kingston-upon-Thames were found to have been unsafe. Both locations had poor signing, lighting and pedestrian guarding, as well as incorrect traffic control. We have prosecuted BT for 38 previous offences since 2010 and have issued the company with more than 200 Fixed Penalty Notices in the past year alone.

Unsafe and badly managed roadworks, such as those carried out by BT, put the public at significant risk. On 21 November, the Mayor announced plans to lobby Government for greater powers to manage road works, including increasing the current level of fixed penalty notice fines and also widening their scope to cover road safety offences.

Company prosecuted for safety infringements	Number of prosecutions	Percentage of total prosecutions
BT Openreach	40	36
Thames Water	13	12
Infocus	11	10
Virgin Media	10	9
Fulcrum	9	8
UK Power Networks/London Power Networks	9	8
Vodafone	7	6
National Grid Gas	5	4
Cable & Wireless	3	3
Abovenet	2	2
McNicholas (on behalf of Virgin Media)	1	1
O2	1	1
Total	111	100%



The Frank Pick memorial was unveiled at Piccadilly Circus

3 Our customers

Frank Pick memorial

On 7 November, a memorial honouring Frank Pick's contribution to the Capital was unveiled on the concourse at Piccadilly Circus. Pick worked for the London Underground and then London Transport from 1906 until 1940, and was the driving force behind a range of iconic designs, including the Johnston typeface, the RT bus and 1938 Tube stock. Until now, there had been no memorial in London to the man who had such a profound influence on the design standards and civic vision of the city's transport. With commercial sponsorship from online retailer Bouff.com, the seven-metre installation was commissioned from artists Langlands & Bell. This was the last event in our 18-month Transported by Design festival.

Bus driver accessibility training

On 28 October, the Buses Customer Experience team held an event with stakeholders to demonstrate how our bus driver training helps to improve access for those with accessibility needs. This includes a City & Guilds qualification for new drivers and a training programme called 'Hello London'. This two-day programme, is being delivered to all 25,000 bus drivers. At our accessibility event, actors from 'Hello London' presented stakeholders with a scene that forms part of the training, focused on the conflict between wheelchair and buggy users. Attendees then took part in a question and answer session and had the opportunity to feed back on the training. There was representation from a number of accessibility groups including: London TravelWatch, Transport for All, the Independent Disability Advisory Group, RNIB, Age UK London, National Autistic Society and Suzy Lamplugh Trust.

4 People and awards

Awards for ambassador scheme

On 10 November, our Youth Travel Ambassadors (YTA) scheme, which is run by London Transport Museum, won two honours at the ModeShift National Sustainable Travel Awards in Sheffield. It won Best Educational Initiative and Team of the Year, and was runner-up in two other categories.

The scheme, which has been delivered to more than 130 secondary schools and sixth form centres across London, encourages students to become YTAs and develop behaviour change campaigns to promote walking, cycling, road safety awareness and responsible travel among their peers. Last year 1,259 YTAs delivered campaigns that reached 139,487 students.

The programme also supports secondary school engagement with our STARS programme. Last year, 76 per cent of YTA schools achieved STARS accreditation.

The Princess Royal Training Award

We have been awarded a Princess Royal Training Award for outstanding training and skills development. Following the success of the 2012 Olympic Games, we have been recognised for making large-scale changes to training by using innovative technology and practical role-plays to gain staff buy-in, transform attitudes to learning and roll out a service fit for the future.

Annual Workforce Monitoring Report

Our 2015/16 report has now been published. It outlines our progress towards increasing

the diversity of our workforce and provides equality data covering recruitment and development, the outcomes of harassment and grievance cases, plus promotion statistics by gender, ethnicity and disability.

The data covers all our permanent employees in both operational and non-operational roles. It reflects our structured approach to diversity and inclusion and complies with the recommendations of the Equality and Human Rights Commission guidance on public sector equality duties.

UK's largest HIV workplace testing event

We ran the UK's largest HIV workplace testing event for the second year running in conjunction with the Terrence Higgins Trust during National HIV Testing Week. Confidential HIV testing was offered to staff at three locations, and for the first time it was possible for operational staff to receive the test outside of the office at King's Cross St. Pancras station. Employees had the opportunity to book appointments beforehand or attend a walk-in session. In addition to the lead taken by our Occupational Health team, all our staff network groups promoted the initiative to staff to raise awareness, encourage participation and destigmatise HIV testing. Through our external social media promotion, 80 people visited the Terrence Higgins Trust website to enquire about testing.

Key events

Transport Minister John Hayes visited Liverpool Street station in November, as part

of EngineeringUK's Tomorrow's Engineers Week, to meet apprentices working on Crossrail, including its 600th apprentice Kayne Wilson.

Crossrail's Wallasea Island Wild Coast Project has been nominated for the Institute of Civil Engineers' People's Choice Award, which recognises large-scale engineering projects. Using excavated material from Crossrail tunnels, the initiative has transformed sea-wall protected farmland into a thriving wetland that will create a home for tens of thousands of migratory birds and help combat the threats from climate change and coastal flooding.

Guardian Public Service Award

We recently won the Guardian Public Service Award in the Recruitment Category for our work on recruitment of ex-military personnel. The award was given for the Smart Sourcing initiative, which works to encourage ex-military into roles. To date 27 people have joined the organisation as part of this initiative.

Smart sourcing

Our recruitment activities are reaching new talent pools, particularly in scarce skills areas. They are also helping us to understand our future demand and improve our longer term recruitment planning. One key initiative is smart sourcing, which is aimed at getting people with the right skills back into employment. There are four smart sourcing pilot areas – the Armed Forces,

rehabilitation of offenders, executive resourcing and graduate recruitment.

We have gained a Bronze Employer Recognition award from the Ministry of Defence for the support we pledged through our Armed Forces Covenant and for our work to support service leavers, their families and reservists.

Our smart sourcing approach will also identify opportunities to help address any under-representation of women or black, Asian or minority ethnic individuals in specific areas, for example, in senior posts.

Achievements include:

- To date there have been more than 30 placements across the business and currently we have had over 10 permanent hires from just these pilot schemes
- Delivery of CV and interview training and support to injured veterans at external military rehabilitation units (now a quarterly activity)
- Civilian work attachments for those about to leave military service
- Armed Forces day campaign to showcase us as a military friendly employer
- Working with prison training units to guide training in prison towards apprenticeships
- Working with a number of 'Social Enterprise Organisations'

5 Value – efficient and effective delivery

Fares

On 17 November, we implemented the Mayor's four year freeze from January 2017 on all fares we set on buses, London Underground, London Trams and the Emirates Air Line; on services where Tube fares apply, that is, the Docklands Light Railway, London Overground and TfL Rail; and on certain Train Operating Company (TOC) services that accept fares that we set. All fare concessions are protected and will not change.

Fare agreements with the TOCs and national government, however, determine the prices of Travelcards and the associated pay as you go caps. The TOCs have mandated increases in the cost of London Travelcards and the associated caps in line with the RPI. The Mayor has no control over these rises. As a result, Travel card fares and the associated pay as you go caps will increase from January 2017 in line with the 1.9 per cent annual rise in the RPI.

Van savings

Following a review of how it uses its vans, our lifts and escalators team will shortly have eight fewer vehicles and the rest will be fitted with more seats. Optimising van use will save £5,000 a period.

Each van is now dedicated to a task – for instance, lubrication or cleaning – so they can be properly stocked during the day and sent to the right site at night. Members of the team will have the correct materials to hand and time won't be wasted back at base moving kit from one van to another.

Greenwich Power Station

We have been holding a consultation on a proposal to install six new quiet and energy-efficient gas-powered engines at Greenwich Power Station. The result is expected in January.

The new engines will allow us to manage the expected growth in power supply demand for the Tube, providing a steady source of cheap, low carbon power. They will help the network become more self-reliant and less at risk from rising energy prices.

Installing three engines in the first phase will save £3m per annum when compared to the forecast cost of buying the equivalent power from the National Grid. We propose installing them with the capability to produce both power and heat. This means capturing heat and selling it to a heat network, which presents the opportunity for an additional revenue stream.

The project makes a positive contribution to the Mayor's manifesto commitment to make the most of buildings we own for energy generation, and to back district heating schemes that make the most of waste heat from the Tube. It is also an important component of TfL's Energy Sourcing Strategy, which includes an objective to reduce carbon dioxide emissions and our carbon footprint.

Track drainage

At North Harrow we have trialled an innovative drainage system that will make considerable cost savings and require less maintenance. The previous system drained water from the track to a Thames Water sewer 200 metres away in between a steep embankment and private homes. This made it difficult to access for maintenance.

The team decided to try out Concrete Canvas, a fabric with concrete inside it that hardens when hydrated to form a thin, durable, waterproof and fire-resistant surface. It is as flexible as a piece of cloth and can be moulded into any shape. Representatives from the manufacturers joined the team onsite and worked alongside the construction team during the installation. Between them they created 47 metres of drainage ditch in a week as opposed to the usual 20 metres when working overnight. This was achieved because the product does not need any concrete mixing, which saves time, and it can be installed without machines.

The cost of delivering the project was one third of the usual rate for drainage. Along with the cheaper costs of using the product, we were also able to complete the work during the day, which brought additional savings. This drainage system needs minimal maintenance, so customers, and those in the surrounding areas, will have fewer disruptions, making the introduction of this product a win-win for everyone.

Ticket offices converted to retail units

Two former ticket offices at Westminster and Marble Arch stations have been turned into new retail units. They are the first of a series of ticket offices we intend to redevelop for commercial use. Both shops have been let to a greetings card retailer on short-term leases in the run up to Christmas, ahead of being let on longer-term leases during 2017.

List of appendices to this report:

None

List of background papers:

None

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