

**Board**



**Date: 4 November 2015**

**Item: Commissioner's Report**

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**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 24 September 2015 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 – November 2015

**List of Background Papers:**

None

**Mike Brown MVO  
Commissioner  
Transport for London  
November 2015**





# Commissioner's Report

4 November 2015

**MAYOR OF LONDON**



**TRANSPORT  
FOR LONDON**  
EVERY JOURNEY MATTERS

This paper will be considered in public

# I Introduction

This report provides a review of major issues and developments since the meeting of the Board held on 24 September 2015 and updates the Board on significant projects and initiatives.

Cover image: MBNA Thames Clippers is expanding its fleet with two new 150-capacity catamarans

# 2 Delivery

A full update on operational performance will be provided at the next TfL Board meeting on 17 December in line with the quarterly Operational and Financial Performance and Investment Programme Reports.

## Government grant funding

The Government Spending Review is now under way, and we have the following three remaining requests:

1. Confirmed support for our Business Plan to 2020/21, to continue modernising the roads and public transport
2. To progress detailed development of Crossrail 2 so building can start by 2020
3. To progress rail reforms to improve south London services

Discussions are continuing with the Department for Transport (DfT) and HM Treasury officials; we expect to hear the outcome on 25 November 2015.

## Night Tube

The Night Tube will transform night-time journeys across the Capital for millions of people. Journey times will be cut by an average of 20 minutes, with some cut by more than an hour. London's night-time economy will be opened up to a host of new opportunities, with the Night Tube supporting around 2,000 permanent jobs and boosting the economy by £360m.

Practical arrangements for the introduction of the Night Tube are in place. However, the launch of Night Tube was deferred by LU to allow a successful conclusion of talks with the Trades Unions. This includes reaching an agreement on rosters and working practices that is affordable, sustainable and fair.

We have been clear that the introduction of Night Tube will not be at any cost, however the unions have now shifted the dispute to include a four day week for train operators. We have committed to looking at this on a trial basis.

In addition to hiring an extra 500 people, we have made guarantees that no one will work more hours than they do today, drivers will have the same number of weekends off as now and, in future, staff will be able to choose whether they work Night Tube shifts.

Discussions with the Trades Unions continue.



**LU Investment Programme**  
**Walthamstow blockade ends**  
**ahead of schedule**

Our biggest closure ever, on the Victoria line for three weeks in August, was completed two days ahead of schedule. The success of the project to increase the line’s capacity was the result of hard work by teams across TfL.

Customers were kept informed about the work and alternative journey options through a coordinated communications campaign and careful management of travel demand.

The rebuilt crossover track at Walthamstow Central has increased train frequency north of Seven Sisters from 24 to 36 trains per hour, providing a significant boost to the line’s capacity for our customers.

**Victoria station**

We have reached a major milestone in the modernisation of Victoria Tube station. Engineers broke through the final metre of earth to connect the north and south tunnel schemes, completing the key section of a complex three-year project. The 300 metres of new tunnels will link the new North ticket hall with the existing South ticket hall, which is being doubled in size to reduce crowding for the growing numbers of customers using the station.

The tunnelling was carried out with no disruption to customers, despite the fact that in some places it was less than 30cm away from the Victoria line and within 60cm of the District and Circle lines.

The site’s challenging ground conditions required innovative techniques, including the first large-scale use of jet grouting for tunnel construction in the UK. Effective project management enabled the work to be done while the station continued to operate, keeping cost and time to a minimum. The project also required the hand

excavation of 3,000 cubic metres of ground, alteration of three Thames Water chambers, and working beneath the Grade II Listed Victoria Palace Theatre.

One of the busiest stations in London, Victoria is used by more than 80 million customers each year – more than use Heathrow Airport. The radical £700m transformation, set for completion in 2018, will increase the station's size by 110 per cent. As part of this transformation we are also easing congestion by improving entries, exits and passenger flows, adding step-free access, nine new escalators and eight new lifts.

Victoria Tube station's transformation is one of a number of major projects being made possible through a loan from the European Investment Bank (EIB). The EIB has agreed to provide a 35-year loan of £1bn that will support the modernisation of Victoria and Bank stations, as well as LU's track renewal programme.

### **Arsenal**

Work to replace the 500 square metres of flooring at Arsenal station finished nine weeks ahead of schedule. This was achieved through working during daytime operating hours rather than at night, which would have added around 4,000 more hours. In addition, the team worked intensive 12-hour shifts, reducing the number of shifts required and minimising disruption to customers.

### **Escalator contract**

TfL and Crossrail's combined contract for escalators with Otis is producing cost savings and performance improvements. Under the contract, escalators at King's Cross were replaced at 56 per cent lower cost. We are supporting Crossrail in agreeing delivery programmes for escalators, and Otis will manufacture these in advance. Along with these advantages in costs and planning, the new escalators installed under this contract perform well in service – above a 99.6 per cent availability threshold that ensures they are available for customers to use.

### **Bond Street**

Tunnelling at Bond Street reached a key milestone at the end of September with the breakthrough from LU's station modernisation into the new Crossrail station.

More than 550 metres of new tunnels have been constructed so far, and works will now begin on the new lifts and escalators and the fit out of the tunnels. As a result of a number of constraints, including the close proximity to underground pipes and cables, and working in the narrow space between existing running tunnels, much of the tunnelling has been completed by hand. More than 173,000 passengers use Bond Street station every day and numbers are set to rise to over 225,000 when Crossrail arrives in 2018.

## Bank

LU has received the underground concrete station box from the developer that will house the enlarged Bank station, which is part of the Bloomberg Place development.

The station box was handed over almost three weeks ahead of schedule, enabling the fit-out to begin. Representing a £26m saving compared with a standalone scheme, the station box is the culmination of a lengthy planning process that provides a new entrance to the Waterloo & City line on prime city space, just metres from Cannon Street station and Walbrook Square. The spacious development also includes full step-free access and will be open by the end of 2017.

The project is part of a broader capacity and congestion relief programme at Bank, which is one of London's busiest stations, with 98 million customer journeys a year. The station fit-out will include four new escalators, two lifts and a new ticket hall, plus two additional tunnels to the existing Waterloo & City line platforms. The work will be completed and the station opened by the end of 2021.

## London Rail (LR) investment

### London Overground (LO) customer service is one to watch

Pioneering a new approach to customer service, LO is the first UK train network to provide smartwatches to frontline station staff. The watches are backed by an app that gives up-to-date information on departures and service disruption across the whole LU and LR network.

Following a successful trial earlier this year, the watches are being supplied to LO's team of 35 Customer Service Ambassadors.

### Crossrail rolling stock

Production of the new Crossrail trains reached an important milestone with the completion of a test carriage at Bombardier's manufacturing plant in Derby. This first body shell is being used to refine the design and manufacturing techniques for full production of the 594 carriages needed for the 66 Crossrail trains.

At more than 200 metres long, each train will be around the length of two football pitches or 18 New Routemaster buses. They will carry up to 1,500 passengers and help to relieve congestion on journeys between east and west London and beyond into Berkshire in the West and Essex in the East. The trains will have wide interconnecting gangways and three double doors on both sides of each carriage, providing high capacity plus quick boarding and alighting times.





The newly repainted Stamford Hill station

### Wimbledon line

We are increasing London Tramlink services between Wimbledon and Croydon from eight to 12 trams an hour. To achieve this 50 per cent increase, we have replaced the single track section between Beddington Lane and Mitcham Junction with double track, and have received three of four new trams. We are preparing the new trams for service and have just finished building an additional platform at Wimbledon.

Tram services have been restored to Wimbledon again after terminating at Dundonald Road since July. Once the four new trams enter service in early 2016, customers will experience less crowding at peak times, a more reliable service and shorter waiting times.

### West Anglia stations

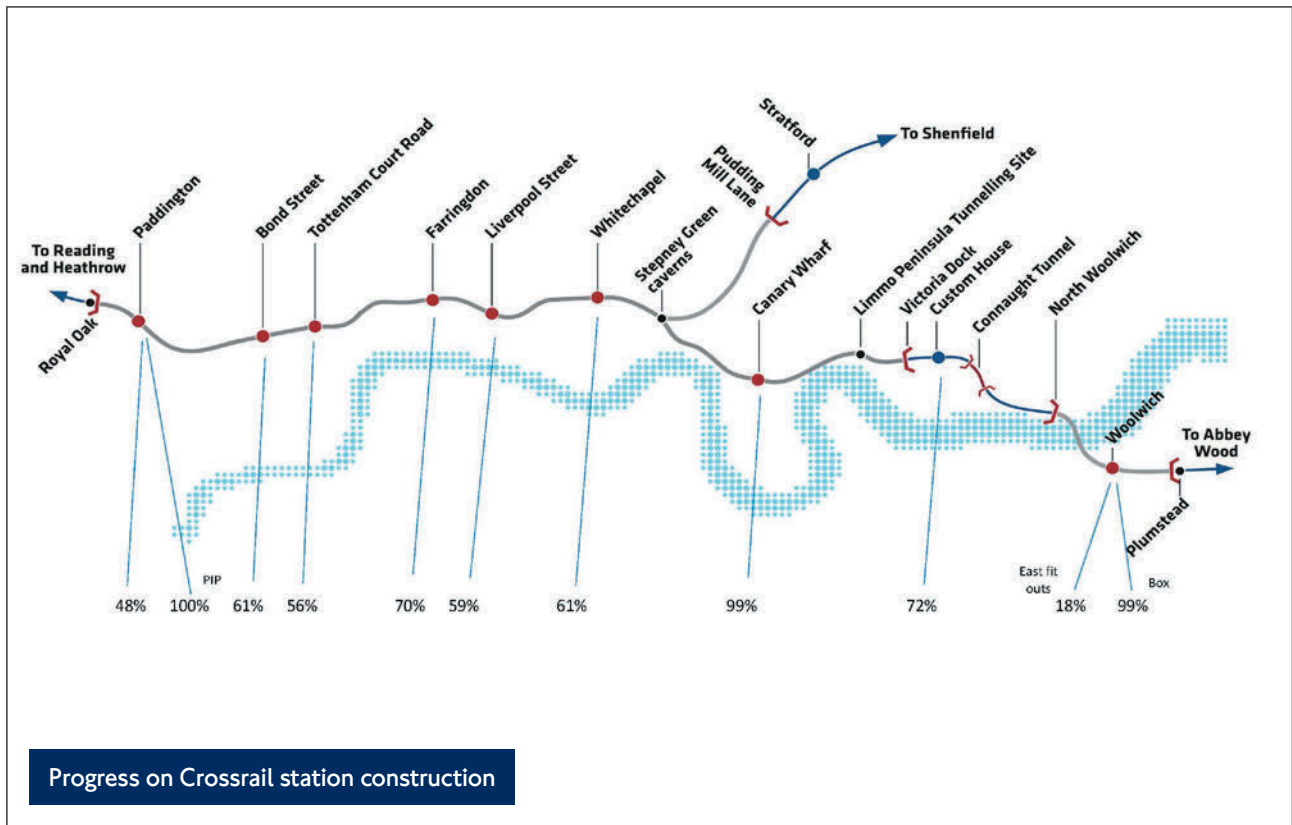
We have replaced signage and repainted columns at four West Anglia stations, improving station appearance. Works have been completed at Hackney Downs, London Fields, Stamford Hill and Bethnal Green, and are well under way at the remaining stations. We have received tenders for the first round

of more significant station improvements, including new gatelines, waiting facilities, improved CCTV, a PA system and customer information screens. The contract will be awarded in the next month.

### London Overground sidings

We have commissioned new sidings near Wembley that can berth 12 of LO's five-car trains. The sidings are equipped for daily service, with a new control room and driver facilities, a new track layout, electrification, walkways and a new train wash.

Innovative signalling technology enables trains to enter and exit the sidings from the West Coast mainline. We can now convert more five-car trains and introduce them on the North London Line to provide greater capacity for our customers. Service from the sidings is due to start in November.



## Crossrail

### Construction progress

Crossrail remains on time and within the funding envelope of £14.8bn. The project is now 70 per cent complete. During the period some £150m was spent progressing the project. Crossrail's cost and schedule performance remained stable, although cost pressures remain at a number of stations and are being addressed by Crossrail's senior management. There remains a greater than 20 per cent chance that some of the £600m TfL contingency funding may be needed.

### Station construction progress

More than 10,000 people are currently working at Crossrail sites. The project has exceeded its target of 400 apprentices over the lifetime of the project with the total nearing 500. More than 11,000 people have enrolled at the Tunnelling and Underground Construction Academy since it opened and 4,115 jobs have been provided for local people. Safety performance on the project during the period has been strong, and the team completing Crossrail works at Victoria

Dock Portal recently reached a record 1,000 days without a single lost time incident.

### Railway fit-out

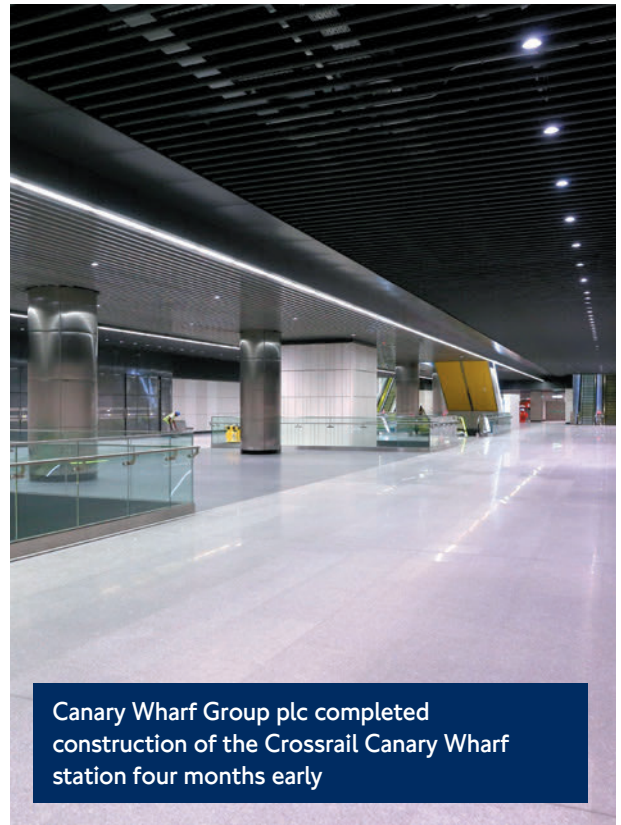
The focus of Crossrail's construction programme has now shifted to the task of fitting out the tunnels, shafts and portals. Platform secondary lining is now 70 per cent complete, first stage concrete in the running tunnels is 75 per cent complete, platform construction is more than 50 per cent complete and installation of the structures to support the platform screen doors has begun at Bond Street and Tottenham Court Road. Crossrail's 465 metres long concreting train slab started its work fitting out the standard track slab along the Crossrail route in October.

### Surface works

The £2.3bn upgrade of the existing rail network for Crossrail being undertaken by Network Rail is now 50 per cent complete. Crossrail continues to work closely with Network Rail on the critical issue of signalling on Crossrail's western route in preparation for the opening stages in 2018.



Architect's impression of the new Abbey Wood station



Canary Wharf Group plc completed construction of the Crossrail Canary Wharf station four months early

Network Rail has begun work to build the new station at Abbey Wood. The first of more than 100 piled foundations which will support the new station building has been installed. The piling will continue until the end of the year, after which the new station will start to become visible above ground. The new station, which will be built over two new dedicated Crossrail tracks and those used by North Kent services, will open at the end of 2017.

The final concrete beam to support the construction of a second ramp at the huge Stockley Flyover in west London has been lifted into place. A total of 146 beams were installed to support the second ramp, each weighing around 40 tonnes – more than three times the weight of a London bus.

### Major achievements

Canary Wharf Group plc completed construction of the Crossrail Canary Wharf station four months early and handed over the ticket hall and platform levels to Crossrail Ltd in September. Work has now started on the station fit-out. The station was used as the backdrop to the recent Evening Standard Progress 1000 event.

Crossrail participated in Open House London weekend in September for the fourth year running. Nearly 2,000 members of the public were able to see behind the hoardings across five Crossrail sites at Farringdon, Liverpool Street, Mile End shaft, Pudding Mill Lane and Tottenham Court Road.



New Routemaster fleet has passed the 540 mark

## Surface Transport

### Surface Transport Investment Programme Providing a quality bus network

#### New Routemaster

The New Routemaster fleet has passed the 540 mark following the phased conversion of route 88 (Camden Town to Clapham Common) in September and the start of the conversion of route 16 (Victoria to Cricklewood). These are the 15th and 16th routes to be selected in the roll-out of 800 vehicles by 2016. We have awarded further contracts for the conversion of routes 91, 149 and 159 with exact dates for conversions to be set later this year.

#### Night Bus consultation

The delay to the introduction of Night Tube means that most of the associated changes to the night bus network have also been delayed. The consultation which closed in July received more than 3,300 comments from members of the public and other stakeholders. The responses indicate a high level of support, and we have decided to adopt a phased introduction of the changes.

On 12 September we began making a number of improvements to the night bus network. These include a new night route N199 and a 24-hour service on route 47, new night services on routes 222 and 238 seven nights a week, and a Friday and Saturday night service on routes 132, 154 and 486. We also extended night route N133 to Morden. Other changes to the night bus services are directly connected with the introduction of Night Tube, and these changes will be announced in due course.

#### Technology demonstration projects

The 312 became the Capital's first entirely electric route in September when the two existing Optare Metro City vehicles were joined by seven other battery-powered buses. Later this year, we are also planning to launch London's first all-electric double-deck vehicles. The first vehicles have arrived in the UK for preparations including testing, UK approval requirements and driver training.



Camberwell Bus Garage Open Day

### Bus garage open days

Willesden Park Bus Garage held an open day on 19 September which attracted more than 1,000 people. The fifth and final bus garage open day was held at Westbourne Park on 10 October as part of the wider work to improve customers' experience on the bus network. This follows other successful open days at Epsom, Potters Bar and Camberwell Garages during the summer.

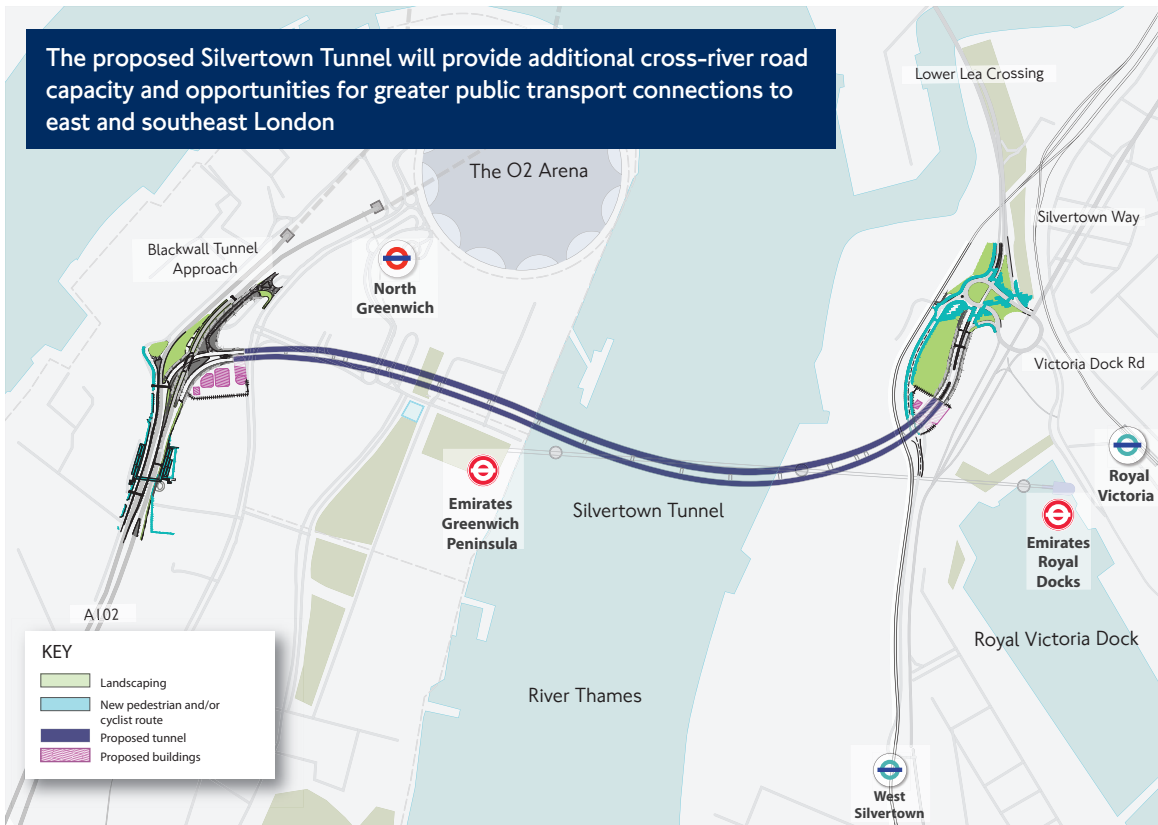
### Keeping London moving Road Modernisation Plan

We are now approaching the peak level of construction in the current phase of the Road Modernisation Plan. While the summer holidays provided some temporary respite in traffic volumes, levels have increased since schools reopened in September. This increase in traffic levels has been driven by London's strong economic growth (including extensive building and construction projects across London), a rapidly rising population, our Road Modernisation Plan and by town centre improvements.

The height of the disruption will occur between now and early 2016, after which delays should start to reduce as individual schemes are completed and the benefits of the plan are realised. London should therefore start seeing steady improvements to conditions on the road network to the point when key schemes complete by early 2017.

We continue to use our sophisticated traffic signal systems to actively manage flows on the road network to minimise traffic disruption. There are 140 key sites where we know we can manage the biggest traffic movements towards central London, particularly in the morning peak, while minimising disruption to bus users. We have traffic signal timing plans for these locations that enable us to respond to different traffic situations and ever-changing works and network conditions. These have been used recently to manage the impacts of the Cycle Superhighway works, the Better Junction scheme at Oval and the regeneration project at Elephant and Castle, where key junctions have been kept clear to maintain the flow of traffic.

The proposed Silvertown Tunnel will provide additional cross-river road capacity and opportunities for greater public transport connections to east and southeast London



### Traffic management innovations

We are introducing new and innovative ways to keep road users moving during the modernisation programme. For example, we are trialling a new operating system of temporary traffic lights that can be remotely controlled from our control centre. This will mean we can quickly and efficiently improve traffic flow and cut delays through areas of roadworks.

### Silvertown Tunnel

The Silvertown Tunnel project will create a twin-bored road tunnel alongside the Blackwall Tunnel, with connections to Silvertown in the north and the Greenwich Peninsula in the south. The tunnel will provide additional capacity and resilience to the road network around Blackwall Tunnel and opportunities for greater road and public transport connectivity to east and southeast London. Construction is expected to start in 2018, with completion in 2022.

The statutory public consultation for the scheme began on 5 October and will run to 29 November. The consultation material gives detailed descriptions of the scheme, including

the outline design of new junctions to link the tunnel to the existing road network, a description of the improvements to public transport, walking and cycling improvements, charging proposals and a description of the expected traffic and environmental impacts.

Details can be found at: [consultations.tfl.gov.uk/rivercrossings/silvertown](http://consultations.tfl.gov.uk/rivercrossings/silvertown)

As part of the engagement activities, we will write to almost 500,000 residents and businesses in surrounding areas, place targeted advertising in local and London-wide media, and use a variety of digital marketing tools to communicate in areas where we consider there will be greatest potential interest in the scheme.

Once results of the consultation have been considered, a Development Consent Order is expected to be submitted in spring 2016 for the powers to construct and implement the scheme.

We are proposing to procure the scheme through a public/private partnership for the design, build, finance and maintenance of

the tunnel. To help us understand the market factors, we have begun early engagement with potential industry partners and financial institutions before we formally launch the procurement programme in spring 2016.

#### **FIA Conference 2015**

We played our part when London hosted the Federation Internationale de l'Automobile (FIA) 2015 Mobility Conference in September, under the theme the 'connected city'. With 235 delegates from 78 countries, the week-long conference examined emerging approaches to mobility and transport in the urban environment. Invited to host a half-day programme, we took 70 delegates to Palestra for an exhibition of the new technology we are using to improve London's transport network.

The exhibition included a focus on innovative bus technology, active traffic management and ultra-low emission vehicles. Alan Bristow, Director of Road Space Management, also led tours of the Surface Transport and Traffic Operations Centre. The session was closed by Leon Daniels, Managing Director of Surface Transport, who spoke to the delegates about innovations in our integrated transport network which could benefit transport systems worldwide.

#### **Cycle Superhighways Programme**

##### **Cycle Superhighway 5 (Oval to Pimlico)**

Work is on schedule to finish in late October. The section north of the river between Rampayne Street and Vauxhall Gyratory, including Vauxhall Bridge, is complete and open to cyclists travelling southbound. A new bi-directional segregated cycle track through Vauxhall Cross gyratory is well under way and we have completed work on the Network Rail Arch at Vauxhall.

##### **Cycle Superhighway Route 2 Upgrade (Bow to Aldgate)**

Work is roughly 70 per cent complete and on schedule to finish by April 2016. The first sections of new segregated cycle track, with bus stop bypasses for cyclists, have opened in Mile End and Whitechapel. A junction at Cambridge Heath Road, which uses innovative methods to separate cyclists from turning traffic, was completed on 18 August.

##### **Cycle Superhighway 1 (Tottenham to the City)**

Work started on 6 July and, with some 35 per cent already finished, is progressing well ahead of anticipated completion in April 2016. Works at the major Apex junction in Shoreditch have started. When the route is completed, it is expected that cyclists' journeys will be 12 minutes faster than by the adjacent busy A10 route.



East-West Cycle Superhighway on Victoria Embankment

In response to feedback from residents during the Cycle Superhighway 1 consultation in early 2015, we started another consultation on 5 October for these North London locations:

- Wordsworth Road area
- De Beauvoir area
- Broadwater Road area

The proposals aim to reduce the amount of traffic that use the areas, and make them safer and more pleasant places in which to live, walk and cycle.

### North-South Cycle Superhighway (Elephant and Castle to Blackfriars)

Work remains on schedule and is about 60 per cent complete. The new junction layout at St George's Circus in Southwark, incorporating a new, separated bi-directional cycle track, is on schedule to open in October. There are construction challenges at Blackfriars junction where the route connects to the East-West Cycle Superhighway, owing to the need to

coordinate works with Thames Tideway Tunnel and Audit House. However, we remain confident of meeting the planned completion date in March 2016.

### East-West Cycle Superhighway (Tower Hill to Lancaster Gate)

Construction is approximately 35 per cent complete and on schedule to finish by May 2016. The first section of new segregated track between Horse Guards Avenue and Derby Gate opened in August. A final design solution for Parliament Square has been agreed with the City of Westminster, with works in this area planned to start this autumn.

We consulted on proposals for a new cycle route in St James's Park and Green Park, including Constitution Hill and Birdcage Walk, between 9 February and 29 March. Having considered the response to this consultation, we have developed new proposals for a segregated cycle track along Spur Road in collaboration with Royal Parks. Two public exhibitions were held in September. The final report will be published later this year once responses have been analysed.



Early next year we will begin a public consultation on Phase 2 of the East-West route between Lancaster Gate and Acton, via Westway flyover.

### Quietways

The Quietway programme will provide a cross-London network of high-quality quiet routes, clearly signed for easy use. Linking key destinations, they will include sections through parks and along waterways and tree-lined streets, and provide an alternative to cycling on busy main roads. They are designed to appeal to new or inexperienced cyclists, or those wishing to travel at a more leisurely pace. The Quietways are being developed in partnership with the London boroughs, Royal Parks and the Canal and River Trust. Construction of Quietway 1 (Waterloo to Greenwich) and Quietway 2 (Bloomsbury to Walthamstow) continues. Construction on both routes will complete in late 2015 while work to build Quietway 3 (Regent's Park to Gladstone Park) has begun.

Construction of the following Quietways will begin later this month:

- Quietway 4 - Clapham Common to Wimbledon
- Quietway 5 - Waterloo to Croydon
- Quietway 6 - Aldgate to Hainault
- Quietway 7 - Elephant and Castle to Crystal Palace

### Central London Cycling Grid

The Central London Cycling Grid provides a cohesive network of routes to improve accessibility of central London by bike. It spans 10 central London boroughs and involves the Royal Parks and Canal and River Trust as delivery partners. Construction is now in progress, with 23 of the 125 borough schemes now under way or complete.

### Mini-Hollands

The aim of the Mini-Holland programme is to transform the town centres in three outer London boroughs – Enfield, Kingston and Waltham Forest – into cycling friendly places to live in and travel around, much like their Dutch counterparts.

Construction on the Meridian Water to Enfield Town Quietway has begun in Enfield, and Waltham Forest has substantially completed two major schemes at Walthamstow Village and Ruckholt Road. Two of the Waltham Forest cycle hubs launched on 31 July in Town Square Gardens and Leytonstone. Consultation has also started on Whipps Cross and Section A of Lea Bridge Road, while detailed design has continued on the remaining sections.

### Walthamstow Village – grand opening of Mini-Holland and Dutch Cycling Fair

The London Borough of Waltham Forest launched the Orford Road Mini-Holland scheme on 14 September. The scheme is part of the wider Walthamstow Village project, which aims to improve conditions for cyclists and pedestrians by reducing non-local traffic in the area.



Waltham Forest organised this community event in partnership with London Cycle Campaign (LCC). Activities included cycle dancers and music, a bike try-out zone, information stand, Mini-Holland Programme information point and local business stands selling food, drinks and more.

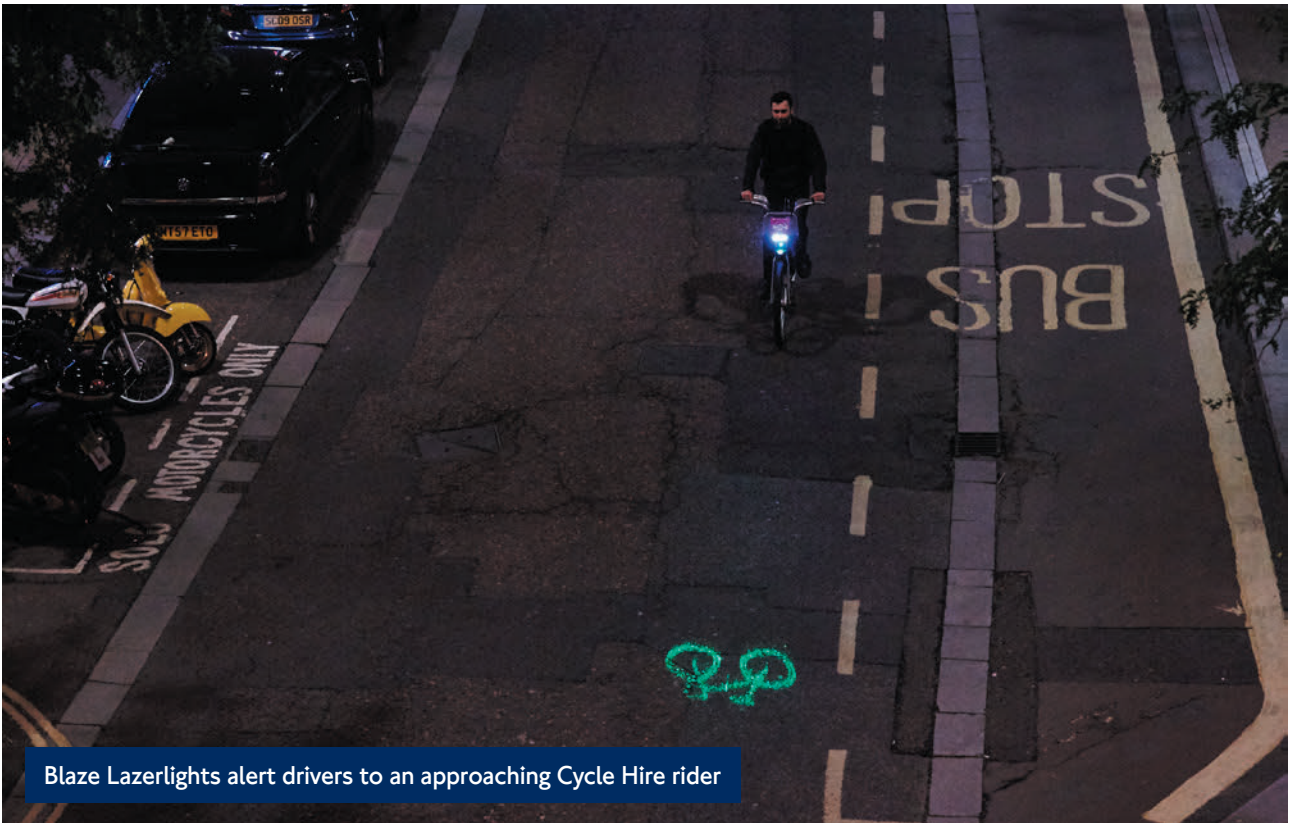
### Aviva Tour of Britain

A 6.2km closed road circuit around central London saw the final stage of the Aviva Tour of Britain on 13 September. Crowds came out in force to support the world-class field and TfL staff were on hand to meet people at the Mayor's Vision for Cycling stands.

To accommodate Cycle Superhighways construction, the race was moved to a new circuit encompassing Piccadilly Circus, Regent Street, Trafalgar Square, Strand and Whitehall. Traffic impacts were minimised before the event through a Travel Demand Management campaign, and on event day by TfL's Strategic Coordination Unit run from the Palestra Events Liaison Facility.

More than 200,000 spectators came out in force to watch the race, the highest number since we began supporting the event in 2004. The London stage was broadcast in 120 countries. One million viewers watched in the UK alone, a larger audience share than for the Tour of Spain, which was broadcast on the same day.

In previous years 50 per cent of spectators have claimed to cycle more after watching events such as the Tour of Britain. Making the most of the opportunity, our staff talked with 1,200 potential cyclists at the Mayor's Vision for Cycling stands in Trafalgar Square and Regent Street and, to further promote cycling to a younger audience, ran a competition in London schools to design the race start flag. The two young winners proudly used their flag designs to start the race alongside Surface Transport Managing Director Leon Daniels (above).



Blaze Lazerlights alert drivers to an approaching Cycle Hire rider

### Blaze lights

As part of our wider work to make London's roads safer for cyclists, we are currently carrying out a trial of Blaze Lazerlights that alert drivers to an approaching Cycle Hire cyclist in their blind spot. This is the first time this technology has been built directly into the frame of a hire bike and is being tested on 250 bikes.

### East Croydon Cycling Parking Hub

The Croydon Cycle Parking Hub and Brompton Bike Hire dock were formally opened in Croydon town centre on 18 September. Located in College Road opposite East Croydon station, the hub provides free covered cycle parking for 80 bikes while the neighbouring Brompton Bike Hire dock offers eight folding bikes for hire. There is also a cycle work station for carrying out small repairs.

The project is joint funded by Croydon Council and TfL. The hub forms part of Croydon's Biking Borough programme, a three-year TfL cycling initiative to provide for, and encourage more, cycling in outer London. The programme provided lessons for the current Mini-Hollands Programme.

### Cycle Secure Week

More than 3,000 bicycles were registered across London during a week of cycle security action by TfL, BikeRegister, Metropolitan Police Service, City of London Police and British Transport Police.

As well as increasing the number of bikes marked and registered, Cycle Secure Week, which ran from 7-13 September, raised awareness of other free bike-registering events across the Capital throughout the year and offered cyclists advice on how to keep their bike safe from thieves.

### National Cycle to Work Day

As part of National Cycle to Work Day on 3 September we encouraged all Londoners to consider switching from their regular commute to a bicycle. Those who pledged to cycle via the 'Cycle to Work Day' website were given free access to Santander Cycles for 24 hours.

### Cycling awards

Santander Cycles has won the 'Best Integrated Community Hub or Cycle Scheme' at the Cycling Planning Awards 2015. While Cycle Hire has won awards previously, it is pleasing to note that more than five years since the original launch, the scheme is still seen as setting the pace for cycling programmes in Britain.

### New boats to support River Bus services

MBNA Thames Clippers is expanding its fleet with two new 150-capacity catamarans. The new boats, which arrived in London on 19 October, will operate on River Bus route RB6 Blackfriars to Putney, providing enhanced comfort and space and helping to meet the Mayor's River Action Plan goal of 12 million passengers using the river by 2020.

### Walk London Weekend

'Autumn Ambles', 40 free guided walks covering London's seven top walking routes, was launched by Walk London on the weekend of 17-18 October. All walks are designed to connect London's best attractions, parks, woodland, rivers, canals and open spaces and are perfect for anyone wanting to discover what's on London's doorstep. The Autumn Ambles weekend is organised by Walk Unlimited and funded by TfL. All walks start and finish at, or within easy reach of, public transport facilities.

### Pedestrian Countdown

In September we confirmed our commitment to double the number of Pedestrian Countdown sites across London by summer 2016. Following the Mayor's target of upgrading 400 crossings with the technology by April 2016, we are committed to upgrading 800 crossings, 20 per cent of all pedestrian crossings in London, with Pedestrian Countdown by next summer.

The technology will replace the 'blackout' period on traffic signals with a numerical counter to show how long pedestrians have left to cross the road safely. The work forms a key part of the Mayor and TfL's road safety target to halve the number of people killed or seriously injured on London's roads by 2020. Currently more than 430 sites are fitted with the technology across London.

### Streetworks prosecution

On 7 October we successfully prosecuted British Telecom (BT) for carrying out streetworks on the Transport for London Road Network (TLRN) in a dangerous manner.

BT executed streetworks in Brixton on 23 March 2015. The works were improperly signed with disorganised traffic management and vehicles were forced to use opposite traffic lanes, narrowly avoiding collision.

BT pleaded guilty to the offence and was fined £3,330 and ordered to pay our costs of £2,472.

TfL has prosecuted BT for 27 previous offences since 2010. BT has also been issued with over 600 Fixed Penalty Notices, including 27 between January and March this year.



Operation Neon has been running for 42 nights

## Safety

### Operation Neon

We continue with our important work to combat touting, unlawful plying for hire and other illegal cab activity. This activity poses a serious risk to the travelling public and undermines the legitimate, law abiding Taxi and Private Hire trades.

In response to the issues raised through the London Assembly's Future Proof report, we have put additional measures in place and substantially increased the levels of visible enforcement to deter and disrupt illegal minicab activity in hotspot locations in central London.

Launched in May, Operation Neon is a high visibility, multi-agency operation involving TfL enforcement and compliance officers, TfL funded officers in the Metropolitan Police Roads and Transport Policing Command (RTPC) and local authority parking attendants. It is proving to be very effective in dealing with many of the issues identified by the trade and in keeping roads and ranks clear so that the legitimate, law abiding trades can operate.

Over the 42 nights that the operation has been running:

- 3,644 PHV drivers have been advised and moved on to keep roads clear for taxis and booked PHVs
- 251 PHV drivers were reported for not having a badge and were stopped from working for the remainder of the evening
- 2,310 PHV drivers were reported for not wearing their badge
- 47 PHV drivers reported for plying for hire offences
- 459 PHV drivers reported for parking on Taxi ranks
- 974 parking tickets were issued

Operation Neon is just one element of our robust enforcement action with police partners, which continues to tackle illegal and non-compliant cab activity in central London and other priority areas.

Siwan Hayward, TfL's Deputy Director of Enforcement and On-street Operations, hosted a visit for Michael Liebreich, TfL Board member, to observe TfL and RTPC cab enforcement activity on 4 September.

Michael observed Operation Neon at one of the priority patrol locations, observing the conflict for road space between taxis and the private performance cars, and keeping the rank full while stopping taxis for tailing back and obstructing buses. Michael also observed a plain-clothes police anti-touting operation as part of Operation Safer Travel at Night.

### **Private Hire Regulations Review**

On 30 September we launched a second public consultation to support the Private Hire Regulations Review. This consultation includes more detailed proposals, building on the first public consultation between March and June 2015, which was open-ended in its questioning.

The consultation will run for 12 weeks and will close on 23 December.

### **High Court ruling on whether smartphones are taximeters**

In conjunction with the Licensed Taxi Drivers Association (LTDA), Uber and the Licensed Private Hire Car Association (LPHCA) we invited the High Court to make a declaration on whether smartphones used by some private hire drivers are taximeters.

The rapid pace at which smartphone-based technology has developed in recent years has led to a need for clarity about what is required

in order for apps to comply with the regulatory framework in London, to ensure there is a level playing field for all operators.

Following a hearing which took place on 5 October at which the LTDA, LPHCA and Uber were all represented, the High Court declared on 16 October that smartphones such as those used by Uber drivers which use GPS technology and connect to external servers for the calculation of fares, are not taximeters and are therefore not prohibited in private hire vehicles in London.

The LTDA and the LPHCA have both requested permission from the Court to appeal the decision to the Court of Appeal and the outcome of that application is awaited.

### Enhanced enforcement capability

Enforcement capability on the road network is being enhanced through the roll-out of 80 new TfL Roads and Transport Enforcement Officers (RTEOs). They will predominantly provide on-street problem solving and enforcement with some capability to respond to issues in real time.

The first 20 officers are in place and on 3 August began their four week on-street training programme. Despite being in place for only a short time the officers have made a valuable contribution in dealing with road safety and reliability issues and are already proving an effective front-line resource.

As part of their programme, the RTEOs have successfully completed the Lantra 12B traffic management training and the MPS Community Safety Accreditation Scheme training and can now use their stop and direct powers.

The officers are being deployed to 10 default priority locations identified through analysis of roads reliability issues and planned works. The locations are Marylebone Road, Baker Street, Euston Road, King's Cross, Tottenham Court Road/Oxford Street, Hyde Park, Piccadilly Circus/Haymarket, Aldgate, Millbank/Vauxhall, Elephant and Castle and London Bridge.

The next tranche of 20 officers will begin classroom training in October. The full roll-out will be complete by May 2016.

### Operation Clearway

Operation Clearway has been established to develop TfL's strategy to prevent unlawful obstructions on our network, with the aim of removing potential dangers and increasing accessibility for the public.

To gain compliance, our on-street enforcement officers are engaging and educating local businesses on the potential problems unlawful obstructions such as A-boards, tables and chairs, and illegal street trading pose to the public. In some cases where there is non-compliance, warning letters, followed by Fixed Penalty Notices (FPNs) are issued. During the current trial of this approach on Camden High Street and Kingsland High Street, 96 letters and 24 FPNs have so far been passed on to businesses. Compliance rates are currently high, and a policy is being developed to ensure this remains the case in the long-term across the TLRN.

An Operation Clearway Steering Group has now been established, with representatives from a number of business areas, to develop the strategy and engage with stakeholders from across London including local boroughs and disability support groups.

### **Additional targeted policing activity**

On 22 October the Mayor announced an increase in police enforcement to make London's roads safer. Police officers from RTPC will be based at key junctions across London targeting road users who demonstrate unsafe or illegal behaviour.

The enforcement activity will see officers from the MPS and the City of London Police stage an additional day of action each week. This will mean the equivalent of 9,800 extra days of enforcement activity every year and builds on the work London's police services have already delivered to reduce collisions across the Capital.

The Mayor also outlined ambitious plans for London – to eliminate death and serious injury from the Capital's roads by 2020. The original target, to reduce the number of such incidents by 40 per cent by 2020, was achieved six years early.

Our analysis, based on historic collisions, has identified five new key sources of danger which are responsible for causing the majority of fatal and serious injuries on our roads. These are:

- Travelling too fast
- Becoming distracted
- Undertaking risky manoeuvres
- Driving under the influence of alcohol or drugs
- Failing to comply with the laws of the roads

The increased policing activity will specifically target these sources of danger. The enforcement activity is being supported with a new hard-hitting communications campaign, based on these new dangers. The posters and radio adverts feature engaging imagery to highlight the behaviours that cause most road collisions.

### **Digital collision map**

In September we launched the Capital's first interactive digital collision map as part of our continued drive to improve road safety awareness and reduce the number of casualties in London. The Collision Map – which can be viewed at [www.collisionmap.london](http://www.collisionmap.london) – uses extensive data, collected by the police and held by TfL, to provide information on road collisions in local areas. This will be useful in informing road users about junctions with high collision histories and aiding improvement work in line with TfL's commitment to improve transparency for customers and stakeholders.

The map allows easy search for collisions anywhere within London, and provides information about time, place and severity of incidents dating back to 2005. The aim is to help raise awareness of road conditions and encourage road users to take extra care at junctions.



# 3 Customer experience

## **Enable quick and easy payment of the right fares or charges**

### **Oyster and contactless at Hertford East station**

On 19 October Hertford East became the latest station on the National Rail network to accept contactless payments and Oyster cards. We are in discussions with the DfT and train operators to extend Oyster and contactless to other stations as well, making journeys quicker and more convenient for customers.

### **Oyster on River Bus piers**

Oyster cards have been accepted for travel on River Bus services since 22 September. New validators have been installed at piers so that customers can touch in and out, as with rail services in London. Contactless payment acceptance will start next summer.

## **Personalised, real-time, integrated information**

### **Rugby World Cup**

Rugby World Cup 2015 has seen us working closely with the organisers in the 18 months leading up to the tournament. Our objective has been to ensure spectators are able to travel easily and our regular customers can avoid crowding around the three London venues where 17 matches are taking place, as well as taking account of additional events during that time.

With services and roads expected to be much busier than usual before and after each match during the six-week tournament, it was essential to create a common view of the operating plan and a single set of information and advice to be shared by all

operators. With our partners we developed and implemented a communications strategy with the objectives of raising awareness of the tournament among non-spectators, and providing travel alternatives and advice on where to go for more information. Importantly it also aimed to encourage changes in travel behaviour among our regular users in the affected areas, to relieve pressure on the transport and road networks.

By providing continued support and guidance to the organisers and other transport partners, and setting up a pan-London Travel Demand Management Communications Group to enable all partners to align their communications, we ensured there was a clear and consistent message in the run up to and during the tournament.

### **Web chat for Oyster customer services**

Our customer services team has been conducting a pilot on a new 'web chat' service which allows customers to communicate in real time with them using an online chat service. Approximately 100-150 contacts a day are now being made using web chat for support on Oyster. A high proportion of customers report being satisfied or very satisfied and most say they would have called if the web chat service had not been available. The pilot will be fully evaluated before we decide whether to make this service permanent.



## Help residents and visitors get more out of London, using our services

### Visitor Centres

With the opening of the Visitor Centre at Heathrow, all of our centres are now open. These are at Heathrow Terminals 1,2,3, Paddington, Euston, King's Cross St Pancras, Liverpool Street, Piccadilly Circus, Victoria and Gatwick Airport. Feedback from both staff and customers has been excellent. The centres provide a visible point for visitors to get help with their travel and sightseeing in London.

### Dalek on the Tube

Marking the start of the new Dr Who series, we worked with the BBC to promote some of our lesser known safety campaigns. They recorded a number of standard station safety announcements in the voice of a Dalek and these were played at Westminster, Liverpool Street and Oxford Circus Tube stations on Friday 18 October.

We also organised a photo opportunity with the BBC and Dr Who team, bringing a Dalek to Westminster. The Dalek attracted great interest

as it roamed the ticket hall. Our visual services team used the photos and we shared them with the BBC team who posted them on their Facebook page where it received more than 70,000 likes and thousands of shares. We also posted the photos on the TfL Facebook page, generating thousands more likes and shares. The announcements and photos were also widely commented on Twitter with our hashtag #DalekontheTube trending in London.

### All Aboard family galleries

The All Aboard family play zones opened in March. Designed for families with young children under seven, the galleries give children the opportunity to learn about transport in London through play. Full of opportunities to dress up and act out the part, they allow our young visitors to drive buses, taxis and trains, captain a river boat, try being engineers to fix the train or even work in the lost property office. Opening in time for the Easter holidays, the new galleries have been drawing in visitors with daily numbers above target and longer dwell times for those visiting.



Metropolitan No 1 steams over the Grand Union Canal

### Vintage Summer Steam

London Transport Museum (LTM) in conjunction with TfL ran steam train journeys along the Metropolitan line between Watford, Harrow-on-the-Hill and Chesham on 12 and 13 September to celebrate the 90th anniversary of the opening of Watford station.

The event was a huge success with 95 per cent of the tickets sold. The Chesham set carriages on hire from the Bluebell Railway were hauled by Metropolitan No 1 and L150, forming a train with electric loco Sarah Siddons, Jubilee Coach 353 and the milk van.

LTM also worked with a company called Tea Darling to create a pop-up vintage tea room on the platform at Watford. The platform was dressed with beautiful vintage furniture and crockery, with a selection of period music playing on a gramophone, and customers with pre-booked tea room tickets enjoyed a slice of cake and pot of tea before or after their steam run. This also proved extremely popular, with tea room tickets selling out in advance. Some customers really embraced the theme and came dressed in their finest vintage attire.

# 4 Value – efficient and effective delivery

## **Standard & Poor’s semi-annual update meeting**

On 29 September Group Treasury had a semi-annual update meeting with Standard & Poor’s (S&P) rating agency, which reviewed the full year financial results for 2014/15. S&P will hold an internal committee meeting to consider any changes to TfL’s credit rating towards the end of October. However as the date for the Comprehensive Spending Review has been set for the 25 November 2015, we expect that a full report will follow in spring 2016.

## **Live Rugby World Cup updates**

A commercial partnership deal with ITV is bringing live news and updates from the Rugby World Cup to customers travelling on the Underground and DLR. The information is displayed on the digital information boards at station entrances and on platforms at more than 180 stations on the Bakerloo, Central, Jubilee and Northern lines and DLR. The partnership runs for the six weeks of the competition, generating £160,000 of revenue.

## **Duke of Northumberland footbridge**

The single biggest item of branding for the England Rugby team, an advertising banner, has been placed across the Duke of Northumberland footbridge over the A316 next to Twickenham stadium. The banner, which is in place for the six weeks of the Rugby World Cup, will generate £55,000 in revenue.

## **S Stock train wrap**

An agreement has been reached with the Mexican Tourist Board to wrap an S Stock train to showcase different aspects of Mexican culture, including archaeology, colonial, modern day, nature and sea. This will generate £136,000 in revenue over a three-month period from September.



Advertising banner across the Duke of Northumberland footbridge will generate £55,000 revenue over the six weeks of the Rugby World Cup

# 5 People

## **Legal Team Awards**

On 1 October the TfL Legal team were awarded the Legal 500 UK 2015 in-house team of the year in the field of transport.

## **Marketing Magazine New Thinking Awards**

On 12 October our Marketing team was awarded joint winner with John Lewis in the Tech Innovation category for our work launching Contactless. We were also highly commended for our entry for the Tube in the brand evolution category.

## **National Transport Awards**

On 8 October our Customer Experience team along with our partners Cubic was awarded the Most Innovative Transport Project of the Year at the National Transport Awards for the introduction of Contactless.

## **10th Annual Covent Garden Dinner and Auction**

London Transport Museum's tenth annual Covent Garden Dinner and Auction was held at the Royal Opera House on Thursday 10 September. A record 42 tables were purchased by companies from across the transport industry. Guests heard speeches from me, Boris Johnson MP, Mayor of London and Sir Peter Hendy CBE, Chairman of Network Rail, reinforcing the importance of corporate support in enabling the museum to carry out its heritage and education work.

On the evening guests were able to bid on a variety of highly desirable items. A silent auction comprised 38 lots including tickets for the Wales v France Six Nations Rugby game, a

cottage break for two in the Lake District and a tour of the Down Street disused Underground station. A live auction, comprising 10 lots, was expertly managed by James Knight of Bonhams and included the chance to see U2 at the O2, which raised £15,500, a lenticular of the Night Tube map which raised £10,000 and dinner with me, which generated £10,000.

Together the auctions raised a remarkable £134,925. In total the evening made a record £315,000, which will support the museum's heritage preservation and education work across London – a fitting result on the event's 10-year anniversary.

## **Light Rail Awards**

On 7 October London Trams were joint winners with Manchester Trams in the category of Significant Safety Initiative at the Light Rail Awards.

The award recognises recent work to improve pedestrian crossings by using chicane barriers to make pedestrians turn on the approach to the track and face any oncoming Trams. The barriers also ensure that cyclists turn and slow down.

## **Women's Transportation Seminar Awards**

We have been awarded the Employer of the Year at the Women's Transportation Seminar for the second time. The award, which was launched in 2014, recognises businesses that have shown the greatest support for women in the transport industry.

Our success was attributed to our range of initiatives such as a dedicated equality and diversity team promoting diversity



Members of the Press Office with PR Week awards hosts Alexander Armstrong (far left) and Richard Osman (centre)

programmes, leading maternity/paternity policies and encouragement of flexible working, an active Women’s Staff Network Group and the launch of the 100 Years of Women in Transport campaign.

### **PR Week Awards**

On 20 October the Press Office was awarded the Best In-House Team in the UK, at the prestigious PR Week Awards. This recognises the excellent work the team does each day, including delivering up to 50 individual, integrated campaigns a year.

### **TfL’s graduate recognised**

Helen Moretti, a project management graduate, has been recognised by the Chartered Institute of Logistics and Transport McKibbin Research Competition for a research project which focused on the experience of the London Highways Alliance (LoHAC) and collaborative working to understand the benefits and pitfalls of collaboration relating to LoHAC.

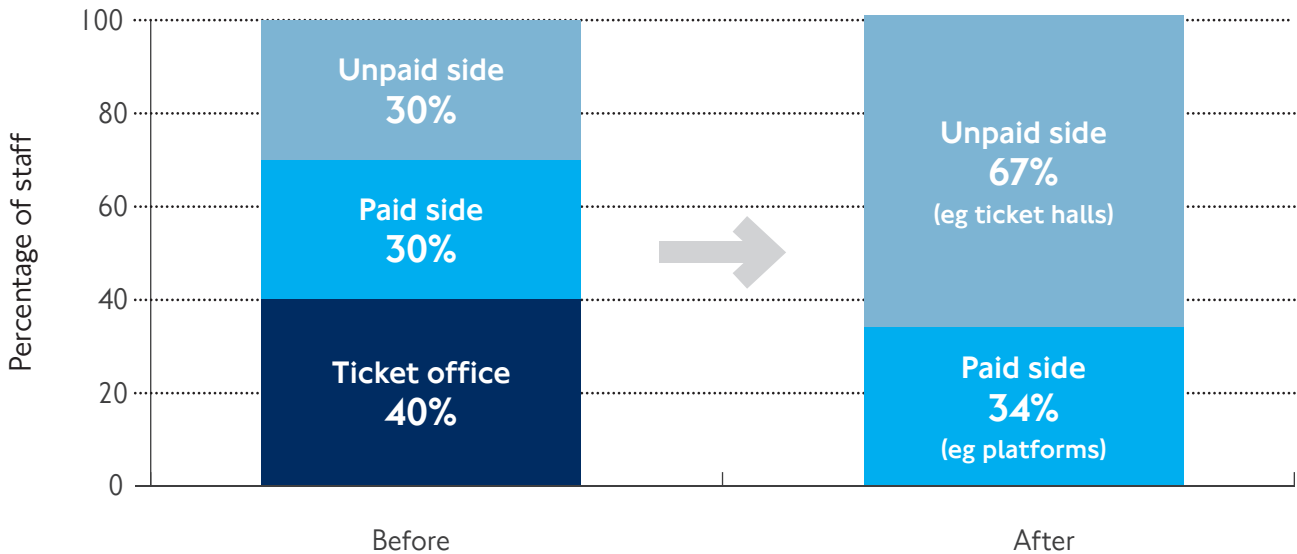
### **New Tube for London wins IDSA International Design Excellence Award**

LU and its design partner PriestmanGoode received a silver award at the International Design Excellence Awards of the Industrial Designers Society of America (IDSA). The award, in the Automotive & Transportation category, was given for the New Tube for London train design. More than 1,700 projects from around the world enter the annual competition.

### **Secure Stop award for London Trams**

London Trams has achieved national accreditation for its measures to improve safety and security for customers at its stops. The Secure Station Scheme, run jointly by the British Transport Police (BTP) and the DfT, is awarded to stations or stops that have reached high standards of design and management.

The number of staff on the 'unpaid' side of the gateline helping customers has more than doubled



Ticket office numbers for P7 wk 3

The BTP examined all 39 stops served by London Trams to ensure they were bright and welcoming, with Help Points and CCTV to reduce crime and discourage antisocial behaviour.

### Winning teamwork at the National Rail Awards

The award for Outstanding Teamwork at the National Rail Awards has gone to the Network Incident Response Team, a collaboration between LU and the BTP. Created two years ago, the team comprises seven LU incident response managers and six BTP medics.

LO was also highly commended in the Medium Station of the Year category for the restoration of Crystal Palace station. The station has been transformed through investment in numerous lifts and additional canopies over the platforms, with a forward thinking design that maximises customer benefits.

Also shortlisted for awards were the London Overground Capacity Improvement Programme and the Victoria line traction inverter technology team, whose inverter at the

Cloudesley Road substation captures energy from braking trains and recycles it, to be used again either as traction current or to provide energy for stations.

### Fit for the future: changes in staff presence

The modernisation of LU station services continues. By the end of Period 6 (19 September), 3,034 members of staff had received the new customer service training. Staff have been moved from ticket offices to public areas of stations. The biggest increase is in the number of staff now on the 'unpaid' side of the gateline, helping customers, which has more than doubled. Across the network, 206 ticket offices (68 per cent) are closed, and 174 stations (66 per cent) operate without a ticket office.



# 5 Planning

## Strategy and policy development

### Crossrail 2

Over the last quarter the team has focused on preparing for and undertaking the Crossrail 2 consultation, which began on 26 October and will close on 9 January 2016.

Community engagement panels and briefing sessions with the boroughs, councillors and other key stakeholders along the route have continued in the run up to and throughout the consultation.

Alongside this, the team has prepared an extensive suite of consultation materials and conducted an integrated communications campaign to raise awareness of the consultation itself. This includes leaflet drops, a multi-media campaign, a series of public drop-in events, stakeholder briefings, and press, social media and interactive web materials.

The Growth Commission, chaired by Sir Merrick Cockell, held its first meeting on 22 September. This was a positive meeting and a programme of work to include one-to-one meetings between Commission members and key boroughs, site visits and evidence gathering is now well under way. The Commission will meet formally twice a month as a group to review progress.

On 5 October, the Chancellor announced a new independent National Infrastructure Commission (NIC) that would enable long-term strategic decision-making to build effective and efficient infrastructure for the UK. The NIC's initial focus will include 'advising the Government, by Budget 2016, on the best

approach to large-scale future investment in London's transport infrastructure'. DfT officials have indicated that an assessment of Crossrail 2 against alternatives in London is likely to form a key element of this. Lord Adonis has been appointed the Commission's chairman and will begin work immediately.

In September we started a process of market engagement that will inform our procurement strategies as they develop. An initial meeting with Tier 1 contactors took place on 30 September, facilitated by the Civil Engineering Contractors' Association. Further meetings are planned with both the supply-chain and project clients, with the initial objective of determining effective ways of bringing supply-chain expertise to bear at the very early stages of Crossrail 2, well in advance of the works procurements – not expected to begin before 2019.

We are continuing to make a national and regional case for Crossrail 2. To influence the Spending Review outcome we have held a number of meetings and well attended events with key stakeholders, including London and South East MPs, council leaders and business/industry stakeholders. To support our work, we recently published a document setting out the regional and national benefits of the project, 'Crossrail 2: regional and national benefits. September 2015' supported by media activity.



## **Air quality**

### **Ultra Low Emission Zone**

The Ultra Low Emission Zone (ULEZ) will launch in central London in September 2020 with the aim of significantly improving air quality and helping to protect the health of Londoners.

Following the Mayor's approval of the ULEZ scheme in March and a further round of consultation, we confirmed the specific proposals relating to taxis and private hire vehicles on 26 October.

As of January 2018, all newly manufactured taxis will need to meet Zero Emission Capable (ZEC) standards. A voluntary decommissioning scheme for vehicles more than 10 years old will be implemented in 2017 when ZEC vehicles are available, offering drivers the opportunity to receive funding for the early replacement of vehicles.

From 2018 all newly licensed private hire vehicles will need to meet Euro 6 standards, with exemptions for petrol hybrid vehicles meeting Euro 4 standards. From 2020 all newly manufactured private hire vehicles will

need to meet ZEC standards and from 2023 this will be extended to all newly licensed private hire vehicles.

As a result, by 2033 the entire taxi and private hire vehicle fleet will be ZEC. The proposals for ULEZ standards for cars, motorcycles, buses and light and heavy goods vehicles which were confirmed by the Mayor in March remain unchanged.

### **Vehicle emissions testing**

On 1 October, Sam Longman, Policy Manager for Environment, attended the London Assembly Environment Committee alongside Oliver Lord, the GLA's lead on air quality, to take questions on TfL's response to the Volkswagen emissions testing scandal. Questions were also taken at the TfL Safety, Accessibility and Sustainability Panel on 13 October.

We base our policy development and assessment on our best understanding of how vehicles perform in the real world, not how they perform during official 'type approval' emissions tests or the emissions limits within the Euro standards. Therefore, the Volkswagen

scandal does not alter our understanding of the benefits of schemes such as ULEZ. Despite the failure of the EU's diesel engine standards which have seen NO<sub>2</sub> limits being breached by most major European cities, London's measured NO<sub>2</sub> concentrations are down 12 per cent since 2008, thanks to an ambitious air quality programme, and the number of Londoners living in areas which are above NO<sub>2</sub> limits have been halved.

However, if vehicles – particularly diesel cars and vans – performed much better in the real world in terms of emissions, there would be much greater benefit from our policies to encourage the use of newer, cleaner vehicles. We would therefore urge organisations such as the London Assembly to join us in lobbying Brussels to confirm and bring in a more rigorous testing regime as soon as possible and at the very least by the proposed 2017 timeline.

### **Growth and regeneration**

Alex Williams, Director for Borough Planning, joined the GLA on 3 November to present evidence to the London Assembly Regeneration Committee on Intensification Areas, including the designation process and how development in them has progressed during the current Mayoral term. Intensification Areas are built up with good existing or potential public transport links and can support redevelopment at higher densities. They have significant capacity for new jobs and homes but at a level below that which can be achieved in the Opportunity Areas.

### **Aviation**

On 14 October, Richard de Cani, Managing Director of Planning, appeared alongside the Mayor's Aviation Adviser, Daniel Moylan, at the House of Commons Environmental Audit committee to answer questions about the environmental impacts of expanding Heathrow, the option recommended by the Airports Commission. Issues covered included the air quality and congestion impacts of many more journeys by road to and from the airport and the deliverability and funding of new public transport infrastructure for an expanded Heathrow.

On 26 October, Richard de Cani also appeared in front of the House of Commons Transport Select Committee as part of their investigation in to surface transport access to airports (not limited to airport expansion).

### **Garden Bridge**

Discussions are under way with Lambeth Council following the Leader's desire to increase private sector contributions to the project and minimise our contribution. This has led to some delay with concluding the various agreements with Lambeth while these issues are being addressed. A resolution is expected shortly.

# 6 Other

## **Aviation**

On 21 September the Mayor issued a Direction to TfL to continue work on aviation issues, beyond the current end point in September, to deal with matters arising from and in connection with the recommendation of the Airports Commission. The Airports Commission recommended a third runway at Heathrow, and further consideration of other options, leading up to and beyond the Government's decision on airport expansion which is expected to be made later this year.

List of appendices to this report:

None

List of background papers:

None

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