

Board



Date: 17 March 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 3 February 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 – March 2016

List of Background Papers:

None

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



Commissioner's Report

17 March 2016

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 3 February 2016 and updates the Board on significant projects and initiatives.

Thank you

There will be some changes to the Board. I would like to take this opportunity to thank the Chair, Deputy Chair and all Board Members for their contribution to the success of TfL during their time in office. Their advice, scrutiny and support has been invaluable.

Cover image: Crossrail to become the Elizabeth Line in honour of her Majesty the Queen

2 Delivery

The Night Tube

All infrastructure and technical arrangements for the introduction of the Night Tube are in place. 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 Underground (LU) has taken the decision to implement its long-term solution for train drivers, recruiting part-time drivers specifically for the Night Tube. The use of part-time drivers will mean the introduction of the Night Tube will have no impact on the vast majority of our current staff, while still ensuring the service is delivered in a fair and sustainable way that is affordable. It is positive to see that RMT and ASLEF members have both voted to accept the pay offer. We await to hear from TSSA and Unite.

We continue to focus on the recruitment and training of part-time drivers to deliver the Night Tube for London as quickly as possible. The first groups of new recruits have now started their operational training, with several additional train operator training courses scheduled.

London Underground

Performance

LU's Quarter 3 Customer Satisfaction score remained at 85, matching the all-time high of the previous three quarters.

Overall customer satisfaction achieved the best periodic score on record at 88 in Period 10. The increase in satisfaction reflected lower crowding levels on platforms and trains, increased seat availability, and customers experiencing fewer delays.

There were 338.4 million passenger journeys in Quarter 3, which is 14.5 million more than the same quarter last year. The quarter saw a record breaking number of journeys, with the five busiest individual days and the five busiest weeks on record. Daily demand topped 4.8 million twice (on 4 and 12 December), and in the week ending 12 December weekly demand exceeded 29 million journeys for the first time.

Underlying Tube reliability, measured in lost customer hours (LCH), was slightly worse than target, but still better than last year. This was partly because of lower fleet availability on the Central line early in the quarter, owing to train motors failing with short circuits, or flashovers, four times more frequently than expected.

We have since taken steps to address these faults with a recovery plan which has resulted in less frequent flashovers in subsequent periods. Reliability was also affected towards the end of the quarter by lower fleet availability on the Piccadilly line due to flat spots on wheels caused by locking and skidding as a result of a combination of factors, including some weather issues.

In Period 10 LCH was the best ever (0.82 million) the first time it has ever been under one million in a period.

LU excess journey time (EJT), excluding the effects of industrial action, was worse than target but better than the same quarter last year. This was also mainly due to the fleet issues encountered in periods 7 and 9 which are described above. In Period 10 EJT was the best on record, at 3.64 minutes. Excess journey time is a measure of the average excess time it would take to complete a journey compared to the time it would have taken if there was no delays.

London Underground investment

New Tube for London tender

We have invited train manufacturers to submit bids for the design and build of the new rolling stock for the deep Tube lines. The new trains will provide improved accessibility and safety features, including level access between the train and the platform, wider doors and additional space for wheelchairs/pushchairs. These new trains will be rolled out first onto the Piccadilly and Waterloo & City lines from the early 2020s, followed by the Bakerloo and Central lines.

The new trains will mean faster, more frequent and more reliable journeys for our customers. The trains will also provide greater capacity and more comfortable journeys and offer the first deep-level walk-through and air-cooled carriages for our customers. The new trains will serve London for around 50 years and will be future-proofed to harness new advances in technology.

Transforming Customer Service

We are making great progress improving the way we run our stations across the LU

network, to better meet the needs of our customers and provide a more personalised service. Twenty three stations are now operating under this new approach, this will be followed by a network-wide roll-out in April.

We have moved staff from ticket offices out into ticket halls where they are more visible, approachable, and can better serve customers. More than 280 ticket offices have closed, and nearly all stations are now operating without a ticket office. Those stations have seen a consistent rise in customer satisfaction.

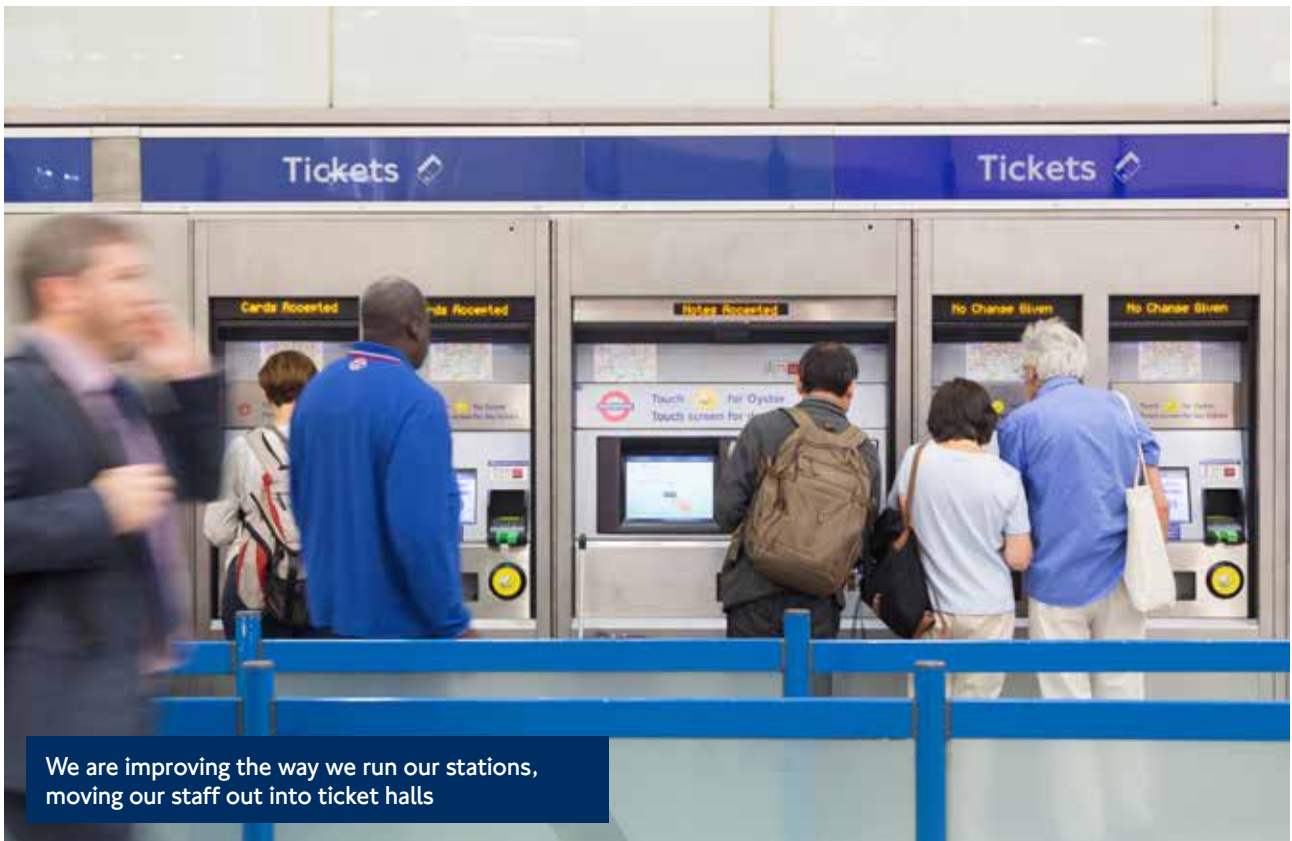
Caledonian Road

We planned to temporarily close Caledonian Road station to carry out essential engineering works to the two lifts that serve the station. This was based on an assessment that a full closure provided the optimal plan to replace the lifts. The London Borough of Islington opposed this plan, favouring sequential closure of each lift. We agreed to review the decision in light of additional information and more detail has been sought on safety and equality issues. We expect to reach a final decision on how to progress, soon.

Central line tunnel incident

During the evening peak on 22 February, external contractors working on an extension to the Westfield shopping centre in White City breached the tunnel roof of the Central line in the Shepherd's Bush area. This resulted in a small amount of concrete debris being dislodged.

Services on the Central line were promptly halted between White City and Marble Arch.



We are improving the way we run our stations, moving our staff out into ticket halls

Our engineers worked hard to clear the debris as quickly as possible and ensure the tunnel was safe to reopen. No passengers were injured and trains resumed serving this part of the line just over three hours after the incident.

We are carrying out a full investigation into the cause of this issue alongside the external parties involved.

Four line modernisation

The roll-out of walk-through air-conditioned S stock trains on the Metropolitan, Circle and Hammersmith & City lines is complete, and 47 (of a planned 80) new trains for the District line have been delivered to London – five trains have been delivered in the period. Production of the last train of the original production run has started, with an additional train ordered for the Metropolitan line extension. Introduction of the new trains is still on track to be completed in 2016, ahead of the Department for Transport (DfT) milestone.

After the successful demonstration of the Thales signalling equipment working with the

S stock train, we have continued with our tests of the prototype automatic train control train. The tests were held at the Railway Innovation Development Centre in Old Dalby in the East Midlands and are the culmination of partnership working between Thales, Bombardier, Serco and LU's rolling stock and signalling teams. Trials have also started with the pre-production train for the antenna and other hardware, and will be complete by the end of the financial year.

At Hammersmith Service Control Centre, the Communications Equipment Room and simulator room have now been prepared for hand-over to Thales to start equipment installation from April. Work continues to configure the track layout as part of the Four Lines Modernisation. This will improve reliability ahead of increases in train frequencies from the new signalling system. Work involves modifying some key junctions and crossings to allow them to operate more efficiently. Recent improvements have been completed at Hornchurch and Gloucester Road.

Tottenham Court Road

The transformation of Tottenham Court Road station is due to be completed this year, and will feature three new entrances, a ticket hall five times larger than its original size, eight new escalators and five new lifts to provide step free access. Around 150,000 people currently use Tottenham Court Road station every day, and numbers are expected to rise to more than 200,000 when Crossrail opens in 2018.

The first of two new station entrances is now open and Central line trains are stopping at the station again. The new 15-metre-tall glass entrance is giving customers much easier access to the Northern and Central lines. It is next to the Centre Point building in what will become a new public plaza.

We are preparing for the removal of the 'Church Window' Eduardo Paolozzi mosaic from the former Oxford Street station entrance and its relocation in the new Central line interchange passageway. When the project is completed, 95 per cent of the mosaics at the station will be restored to their original 1984 locations.

Bond Street

At the heart of the West End, 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. Alongside the interchange with Crossrail, the station is being improved with the addition of step-free access and a new entrance to relieve congestion.

More than 550 metres of new tunnels have been constructed so far, and works have begun on the new lifts and escalators and the fit out of the tunnels. We have almost completed the secondary spray concrete lining works in the Northern tunnels. Work continues to construct the new escalator shaft to the Jubilee line. Once this is complete, escalator installation will begin in April.

Vauxhall

Passengers at Vauxhall station, an important transport interchange, have seen improvements in the ticket hall area since the new straightened gateline, now with 10 gates (two more than previously), has opened. To make room for the new gateline we have widened the ticket hall which used to create bottlenecks during peak hours. The gateline is also further from the escalators reducing congestion for passengers.

The newly-replaced lift linking the bus station and the Underground station ticket hall was successfully opened on 12 February. The new lift to platform level, refurbished subways and ticket hall are expected to complete later in the Spring. They will make Vauxhall fully accessible for the first time.

Bakerloo line trains

With over 40 years of service, the Bakerloo line fleet is the oldest on the Tube network and is inevitably starting to show its age. Much needed work to refurbish the Bakerloo line trains continues ahead of schedule. This includes replacing flooring and ceiling ventilation fans, and repairing window surrounds, corner post and door pillars. At

the same time we are also replacing the seat cushions and fabric with a new moquette.

This will enable the current fleet to remain in service until it is replaced by the new trains in the mid-2020s. With the reopening of the previously disused workshop shed, work on the third train was completed two months early. The fourth train is in production and due for completion in mid-March, and trains 5-7 are due to be ready by the end of August, enabling refurbishments to all 36 trains to be completed in 2020.

Northern line extension

The construction of two new tunnel boring machines (TBMs), which will build the new Northern line extension tunnels under south London, are now complete. Each of the 650 tonne TBMs will be named by local school children, and will run 24 hours a day, seven days a week stopping only for scheduled maintenance. When tunnelling begins in 2017, nearly 20,000 pre-cast concrete segments will be built in rings to form the tunnel lining behind the TBMs as they proceed.

Significant changes to the proposed development above the new Tube station at Battersea, led by the Battersea Power Station Development Company, mean that the station design needs to be revised to ensure it can support their proposed new, more ambitious structures. These revisions will lead to increases in the overall cost of the project, which we are seeking to recover from the developer. In parallel with this, we

are also working to deliver the project at a reduced cost where possible.

The twin tunnelled extension will run from Kennington to a terminus at Battersea Power Station via an intermediate station at Nine Elms. Its primary aim is to allow sustainable regeneration of the Vauxhall Nine Elms Battersea Opportunity Area, where there is potential to create up to 20,000 homes and 25,000 jobs, thus supporting economic growth in London and the wider UK economy.

London Rail

London Overground (LO) performance

A total of 47.3 million people were carried by LO in Quarter 3 – 14.2 million more than the same quarter last year and 5.8 million above target.

In Quarter 3, operational performance, as measured by the Public Performance Measure (PPM) Moving Annual Average (MAA) (the industry standard measurement for punctuality and reliability performance) was 94.2 per cent, which was below target and the same as Quarter 3 last year.

Like LU, LO performance was very good in Period 10 and delivered the second best PPM performance in the UK behind our own TfL Rail service on the Liverpool Street to Shenfield route.

LO had a challenging quarter in terms of rail adhesion and weather-related Network Rail infrastructure.



Similarly, Network Rail performance fell across the network, most notably because of the volume of small incidents created by the challenging conditions on the worst days of autumn, but also due to infrastructure faults affecting key routes.

Despite missing target, LO performance continues to exceed the national average for train operating companies (TOCs) – of 89.3 per cent MAA – and was ranked in Quarter 3 as the fourth most reliable TOC in the national PPM table. We continue to work with the operator and with Network Rail to achieve the best possible performance.

Overall, LO customer satisfaction in Quarter 3 at 83 was slightly lower than the previous quarter (84) due to the disruption described previously.

Performance has continued to improve on TfL Rail services, which will eventually form part of the Elizabeth line. Since we took over from

Abellio Greater Anglia in May 2015, the PPM MAA has continued to improve every single period, and is above target.

Period 10 saw a strong public performance measure (PPM) result of 95.73 per cent, with TfL Rail's performance the best of any rail operator in the UK, just ahead of LO. This has increased the PPM MAA again, up by 0.2 per cent on the previous period, and up 2.3 per cent since Period 10 last year, before TfL took over the service.

In Quarter 3 the customer satisfaction score for TfL Rail was 83, down from 84 in Quarter 2 but still one point above target.

Docklands Light Railway (DLR) performance

In Quarter 3, despite a 48-hour strike on 3 and 4 November 2015, the DLR carried 27.9 million passengers, 0.8 million more than the same period the previous year. Excluding the strike action, reliability was very good, up 3.1 per cent from the same quarter last year.

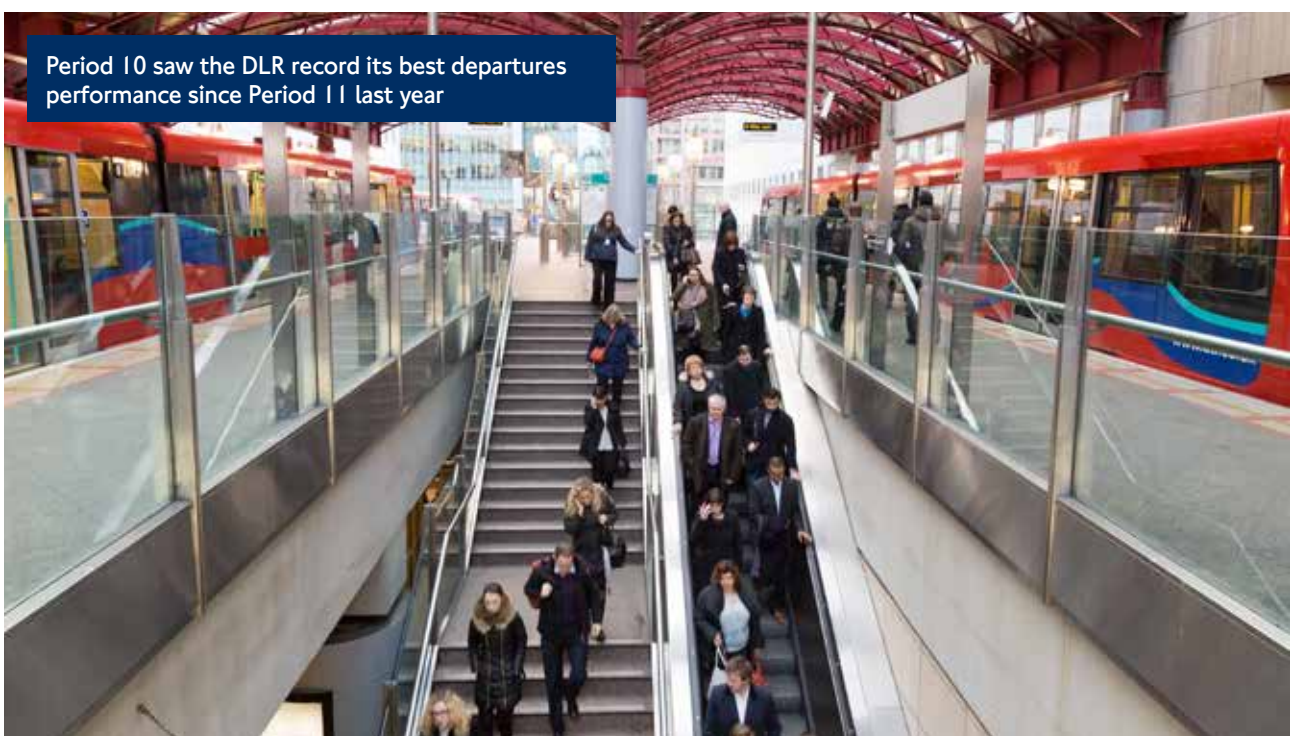
Period 10 saw the DLR record its best departures performance (a measure of the percentage of trains leaving on time) since Period 11 last year. This was achieved as a result of improvements in rolling stock reliability and a reduction in incidents relating to poor adhesion. We are successfully addressing some of the key train reliability issues. This includes the replacement of the train door guides within the floor, and replacing door actuators (the mechanism which opens/closes the doors). The emerging benefits from the installation of remote condition monitoring are also allowing us to identify failures before they happen.

Overall customer satisfaction on the DLR in Quarter 3 remained high and stable at 89.

London Trams performance

Passenger journeys on London Trams were 6.6 million in Quarter 3, one million below target. Demand was affected by the closure of the Wimbledon tram stop while we built an additional platform, which was completed on 2 November 2015, and a lower than expected number of off-peak journeys during November.

The percentage of scheduled kilometres operated in Quarter 3 was better than both target and the same quarter last year. Up to and including Period 10, performance has been





Crossrail to become the Elizabeth line in honour of Her Majesty the Queen

better than target in every period this year, reflecting the increase in fleet availability since tram maintenance was taken in-house in Period 10 last year.

In Quarter 3, the overall customer satisfaction score for Trams was 89.

Emirates Air Line (EAL) performance

Quarter 3 performance on the EAL was significantly affected by strong winds, particularly in Period 9 when operational availability was reduced to 78.1 per cent. Operational availability averaged 91.7 per cent over the quarter, achieving 99.9 per cent availability in Period 7. (Operational availability is the ratio of actual operating hours/planned operating hours.)

For the second time ever the EAL achieved its highest ever overall customer satisfaction score of 94 in Quarter 3.

There were 0.3 million passenger journeys on the EAL in Quarter 3, which is similar, despite the wind, to last year.

Love is in the air

A Valentine's Day experience on EAL, with private cabin hire, Champagne, chocolates, in-flight video and mood music was launched for the evenings of 11-14 February. It attracted more than 1,000 additional customers, with each couple paying £50. At least one marriage proposal was reportedly accepted.

Crossrail

The Elizabeth line

Her Majesty the Queen visited the Crossrail station at Bond Street on 23 February as the Mayor of London, Boris Johnson MP, announced the new railway will be known as the Elizabeth line in her honour. The Mayor



Crossrail construction remains on time and on budget, we have over 12,000 people working across the Crossrail sites

was joined by Secretary of State for Transport, Patrick McLoughlin MP, London's Transport Commissioner, Mike Brown MVO, Crossrail Construction Company Chairman Terry Morgan and Chief Executive Andrew Wolstenholme. Her Majesty met a wide range of people involved in the construction of Crossrail. This included apprentices working on building the railway, engineers fitting out the station and drivers of the trains that will serve the line.

Construction remains on time and within the funding envelope of £14.8bn. Overall, the project is more than 72 per cent complete. There remains a 30 per cent chance that some of the £600m TfL contingency funding may be needed.

There are 12,000 people working across the Crossrail sites, more than 540 apprentices have worked on the project and around 4,400 jobs have been provided for local people. TfL and Crossrail are now

working closely on the planned transfer of the Tunnelling and Underground Construction Academy (TUCA) to us during 2016 in order to build on its success of training more than 12,000 individuals since opening. Crossrail Chairman Terry Morgan recently launched the Government's new Transport Infrastructure Skills Strategy at TUCA, alongside the Secretary of State for Transport, Rt Hon Patrick McLoughlin MP and Transport Minister Lord Ahmed.

Construction progress and railway fit out

Crossrail's central section construction programme is focused on fitting out the tunnels, shafts and portals. During the period crucial milestones were met including the first stage of a sequence of staged handovers at Whitechapel and Liverpool Street Stations, which will allow our system-wide main works team to start installing track in the Whitechapel tunnels later this year.

Progress is being made against all our production targets, with platform secondary lining more than 80 per cent complete, and first stage concrete in the running tunnels approaching 100 per cent complete.

Platform construction is over 64 per cent complete, 20 per cent of track has been laid and the westbound section between Plumstead and Victoria Dock Portals is now complete and platform edge screen brackets and trusses installation to enable handover to the systemwide contract is 60 per cent complete.

Crossrail's Liverpool Street station construction team has started platform construction in their westbound platform tunnel. The contractor is using an innovative precast method, where the platform structure is produced off-site rather than pouring wet concrete on site, and a gantry crane will position 332 eight-tonne L-shaped precast concrete units to support 170 10-tonne platform slabs along both of the platform tunnels.

In February, Crossrail's Eastern Running tunnels and Farringdon contracts each achieved one million hours without a lost time incident. The Victoria Dock Portal contract has completed over three years without a lost time injury and three other contracts have achieved over two years without a lost time injury – Custom House, Bond Street, and Mile End. This is a result of Crossrail's commitment to health and safety across its sites and workforce. In addition, Crossrail, along with the Metropolitan Police and Construction Logistics and Cycle Safety attended the London Bike Show as part

of the Changing Places initiative where cyclists are given the opportunity to experience how HGV drivers view the road.

Surface Works

The £2.3bn upgrade of the existing rail network for Crossrail being undertaken by Network Rail is now more than 60 per cent complete.

Following the successful completion of the Christmas 2015 works, focus has now turned to preparation for Easter works and the works required on the eastern route in preparation for Stage 1 in May 2017. A new footbridge has been installed across the Great Eastern Mainline at Harold Wood and the first of several platform extensions have been completed on the line. Work is also progressing at Abbey Wood, with the first section of the new station now open. The new London-bound platform is wider than the old platform, provides increased canopy cover, better lighting and new customer information screens.

We have started improvement works at Manor Park, Seven Kings and Ilford stations in preparation for full Crossrail services in 2019. Works include external deep cleaning, refurbishment and repair of the station buildings and signage and lighting, and will result in an improved station environment for passengers.

Key events

Planning approval has been granted for a new office development above the Crossrail Farringdon station. Crossrail has planning consent for 10 oversite developments along the route.

Crossrail launched the first two books of a series detailing finds from its archaeology programme. The books cover 'The Thames Ironworks 1837-1912 – a Major Shipbuilder on the Thames' and 'Stepney Green – Moated Manor House to City Farm'. Crossrail's archaeological finds were also the subject of the feature article in the February issue of National Geographic magazine, which has a global circulation of over 6 million.

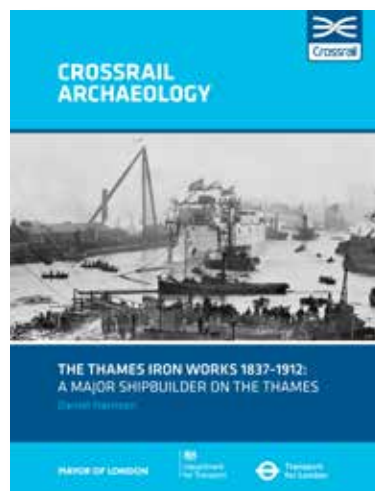
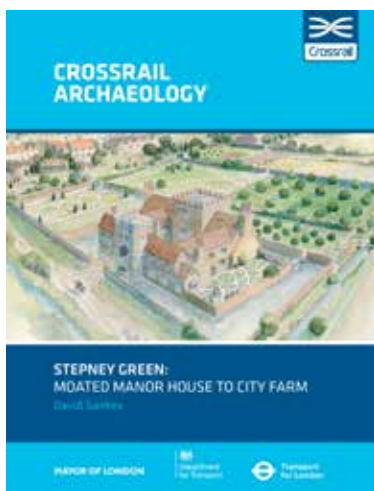
Crossrail's learning legacy programme went live on 26 February, with the launch of a dedicated website www.learninglegacy.crossrail.co.uk. The programme has begun to collate and communicate some of the early lessons learned from the Crossrail programme, with the aim of offering knowledge and insight to the wider industry. Over the remaining life of the project, the

Crossrail will regularly publish additional information on the website and will work with industry partners to communicate these as a resource for future major projects.

Surface Transport

Surface Transport Performance Passenger journeys and demand

Bus passenger journeys in Quarter 3, at 559 million, were 34 million (5.7 per cent) below target. The primary cause of this decline in demand was the slight deterioration in bus network reliability, caused by increased traffic levels. This growth in traffic is being driven by London's strong economic growth (including extensive building and construction projects), a rapidly rising population, our Road Modernisation Plan (RMP) and by town centre improvements.



Crossrail launched the first two books in a series detailing finds from its archaeology programme and Crossrail's archaeological finds were also the subject of a feature in the February issue of National Geographic magazine

Fare-paying passenger journeys were just over 25 million below target, with non-fare paying passengers 8.6 million below target. Full-year passenger journeys are now expected to be 79.3 million below target – 19 million less than the same period last year. To respond to this fall in demand, we are introducing a number of bus priority measures to improve passenger journeys (see section on Bus priority).

Cycling

Cycling in London has more than doubled in the past decade, with more than 645,000 journeys now made every day. Since 2010, cycling journeys in central London have trebled.

In Quarter 3 a daily average of 527,931 km, or about 172,600 journeys, were cycled in the central zone, a 0.2 per cent increase over the same quarter last year.

A two per cent increase in cycling levels in central London is now forecast for 2015, against a targeted four per cent rise. Cyclists are more sensitive than other road users to the weather and Quarter 3 of 2015 was wetter than the same quarter during 2014, with over 50 per cent more rainfall.

Road Safety

Provisional data for Quarter 3 shows that 494 people were killed or seriously injured (KSI) on London's roads, the lowest level on record for Quarter 3. This is a 46.4 per cent reduction on the 2005-2009 baseline and 4.7 index points lower than the same quarter last year.

The full-year target for 2015/16 is a 40 per cent reduction in KSIs against the 2005-09 baseline, which means we would remain on track to meet the Mayor's new stretch target of a 50 per cent reduction by 2020. We now expect to see KSIs fall by 42.4 per cent this year, which is in line with this target.

In Quarter 3 we published the Mayor's 'Safe London Streets: Our Approach' which sets out our new joint approach to further improve road safety by more effectively targeting the key sources of road danger, and to reduce KSIs by 50 per cent by 2020. This was launched alongside a new 'One Risk is One Too Many' campaign consisting of posters, radio adverts and an online interactive quiz.

On 1 October we launched the average speed camera trials on the A40 and hosted a conference for all London boroughs to promote best practice in delivering 20 mph schemes.

We continue to make good progress with work on the Pedestrian Town Centre programme in Tooting and Peckham to improve pedestrian safety through a combination of better information and enforcement activities.

We are continuing to trial Intelligent Speed Assistance (ISA) on London buses, which limits vehicles to the speed limit of the road it is driving on. The trial will enable us to better understand the benefits of ISA and the potential to widen its use on the bus fleet.

Roads

In Quarter 3 Traffic flows decreased slightly compared with the same quarter last year, with a 1.6 index point reduction in the volume of traffic on London's major roads. Delays to traffic, including buses, is expected to start improving over the coming months as individual improvement schemes start to complete and the benefits of the Road Modernisation Plan are realised.

In Quarter 3, morning Journey Time Reliability (JTR) on the Transport for London Road Network (TLRN) was 86.9 per cent, 0.6 points lower than the same quarter last year, but 0.8 points better than target overall.

JTR remained on target in Quarter 3 with reliability of 86.9 per cent but was worse than the same quarter last year, despite a decrease in traffic flows. This decrease in reliability was due to more planned and unplanned events.

Quarter 3 saw a total of 509 hours of serious and severe disruption, from planned events. This is an overall increase of 320 hours compared with the same quarter last year.

The amount of serious and severe disruption per event, a measure of effectiveness of the resolution of unplanned incidents, was 2.0 hours, in line with the full-year target. However, there was an increase of 0.1 hours compared to the same quarter last year.

Bus reliability, measured by excess wait time, was 0.1 minutes worse than target in Quarter 3 and was equivalent to the same quarter last year. Reliability was adversely affected by a high level of major road schemes, including those for the East-West and North-South Cycle Superhighways. Congestion was particularly severe at locations where these works coincided with other improvement schemes, such as at Aldgate and Elephant and Castle. As a result, reliability over the full year is forecast at 1.2 minutes, 0.1 minutes worse than target.

A range of measures as part of our Bus Priority Delivery Portfolio have been introduced to reduce the impacts of major roadworks and wider deterioration in traffic congestion upon bus service reliability.

Buses

Bus Priority

As part of the £200m Bus Priority Delivery Portfolio, we have identified over 800 possible interventions on the road network which could deliver improvements for bus passenger journeys.

Over the next financial year we expect to deliver 138 schemes on the TLRN and via the boroughs on borough roads. We will continue to develop further schemes for delivery in future years, which will vary in size from smaller interventions, such as moving parking and loading bays, through to larger schemes such as new bus lanes, carriageway widening and major junction redesigns.



Leon Daniels, Managing Director Surface Transport marks the 60th Anniversary of the Routemaster

Construction started in February on three large bus priority schemes – Loampit Vale (TLRN – Lewisham), Brentfield Road (TLRN – Brent), and North End Road (Bexley) and will continue throughout March. These schemes will be completed in early summer.

By the end of March we expect to hit our target of delivering, 72 small-to-medium scale schemes on the TLRN and borough roads which will, in conjunction with schemes being developed for future years, combine to provide significant whole-route benefits to bus passengers.

New Buses

8 February marked the 60th anniversary of the first London Routemaster (RM1) to enter service in the Capital. The first Routemaster came into service on Route 2 from Golders Green to Crystal Palace. The Routemaster soon became synonymous with London and has since developed into an international icon.

The New Routemaster, which draws inspiration from its predecessor, first entered service in

2012. Route 24 was the first London route to be converted entirely to the New Routemaster in June 2013.

On 29 February the Mayor and I were in Northern Ireland to confirm an order with Wrightbus for a further 195 of the iconic New Routemaster buses. We invest billions of pounds on products and services from businesses outside of London every year. The deal with Wrightbus will safeguard 300 manufacturing jobs, as well as support a supply chain of companies across the UK. The additional 195 buses will be delivered by Summer 2017.

From 6 February we started a phased conversions of Route 68 and Route 3. Route 68 runs to West Norwood via Euston, Russell Square, Holborn, Aldwych, Waterloo, Elephant and Castle, Camberwell, Herne Hill and Tulse Hill. The service will be running entirely with New Routemaster buses by the end of April. Route 3 (including N3) was fully converted by 4 March. There are now 21 routes converted to the New Routemaster buses.



The original Routemaster ran on route 2

Bus safety programme launched

On 1 February, we launched a world-leading programme to drive major improvements in safety across London's bus network. London's bus fleet is already one of the safest in the world, thanks to the wide range of safety processes currently in place. Injuries occurring on the bus network equate to 2.5 instances for every million passenger journeys. However, we are committed to making the bus network even safer.

A programme of work is now underway, designed to improve and promote safety and to increase transparency. This will contribute to the Mayor's target of reducing the number of people who are killed or seriously injured on the Capital's roads by 50 per cent by 2020.

A range of innovative new bus safety technologies are currently being considered as part of a new Bus Safety Standard, including:

- Collision avoidance systems, which utilise sensors on the bus to warn drivers of potential dangers nearby and could trigger Automatic Emergency Braking systems, which would come into effect if a bus was in danger of colliding with another vehicle or road user
- Intelligent Speed Adaption, which automatically limits the speed of buses depending on the speed limit of the road they are using

This technology, alongside other innovations like safer wing mirrors, pedal confusion avoidance systems and making the front of buses safer in event of a collision with a vulnerable road user, will all be considered as we work on new Bus Safety Standards for London. The new standard will be announced later this year and will require new buses, being introduced to the fleet from September 2017, to be fitted with a range of new life-saving features.

Development of the bus network

Driven by development in the Alperton area, including 440 residential units under construction along Ealing Road and the commercial re-development opposite Alperton bus garage, we have increased the frequency of route 487, which runs between South Harrow and Willesden Junction.

Alperton has been identified by the London Borough of Brent as an area for additional planned development, with a masterplan of the area anticipating 1,600 new residential units, a secondary school and retail space. Combined with the significant growth planned in the Park Royal GLA growth area, routes serving this area, including route 487, are likely to experience further growth in demand, and will be monitored accordingly.

Roads

Road Network Operations

Construction to deliver the £4bn RMP continues, with substantial progress being made on all major schemes across the network. As expected with this scale of activity – combined with the extensive highway works being undertaken by the boroughs, utilities and major developers as part of London’s wider growth – some sections of the road network have been experiencing increased congestion.

We continue to use our sophisticated road space management strategy to get more capacity from the road network. We achieve this by using 140 key junctions to manage the largest traffic movements towards central London, particularly in the morning peak, to minimise disruption to road users and bus passengers. This strategy continues to enable us to keep traffic moving around the Inner Ring Road, other key junctions, and major construction work sites such as the Cycle Superhighways, Elephant & Castle Northern Roundabout, and other major works being undertaken by the London Boroughs, developers and utility companies.

TfL and National Grid begin joint two-year mission to reduce impact of utility roadworks

We are working with the National Grid on a two-year trial involving new technology which is changing the way roadworks are carried out in the Capital. This will seek to gather evidence to support formal recognition for the use of ‘Keyhole’ technology. Compared to the more traditional style of utility works, where wider areas of the road surface are dug up, this new method significantly reduces the impact to the various road users. This new method delivers savings in time, as five keyhole excavations can be carried out within the same time it would take to complete one using the traditional method, reducing the duration of the impact on road users.

Twitter – now over 500,000 followers

We have gained an additional 196,000 followers on @TfLTrafficNews Twitter feed since April 2015 and now have a total of 546,000 followers.

Each tweet is read by about 12,500 subscribers and we receive and respond to around 1,000 direct questions and comments every week. It is one of the fastest ways for customers and users to get information about traffic disruptions in London.

Based upon survey evidence, more than double the number of followers (84 per cent) use the feed to find out about disruptions compared to last year (40 per cent). In the majority of cases, information provided has led to 79 per cent of users making a change to their journey. Around a quarter of followers ask us questions, up from just one per cent in 2014.



Major road improvement schemes – public consultations

We have recently completed, or are currently consulting on, a number of major road improvement schemes, which include;

Westminster Bridge South (Better Junction)

In March we will publish a report on our proposals for Westminster Bridge South. This was following a consultation in 2015 on proposals for Westminster Bridge, Westminster Bridge Road, Lambeth Palace Road, Addington Street and York Road in the London Borough of Lambeth.

These proposals will deliver improvements for cyclists and pedestrians. The current roundabout is dominated by traffic and can be an intimidating place to walk and cycle. We propose to give cyclists dedicated space and separate cycle signals at junctions. These proposals would deliver improvements for pedestrians, including upgraded pedestrian crossings, clearer footways and a new pedestrian crossing on Westminster Bridge Road.

The consultation, which ran from 10 November to 22 December 2015, received over 600 responses, with the majority of respondents supportive or partially supportive of the proposals.

Wandsworth town centre

In partnership with the London Borough of Wandsworth, we are proposing a number of changes to Wandsworth town centre to reduce the dominance of traffic along the high street and return the road network to a two-way operation.

The second and final phase of consultation ran from 24 November to 17 January 2016, which followed a consultation on initial proposals in 2014. Over 950 responses were received to the second consultation, with analysis indicating the majority of respondents support or partially support the proposals.

Analysis of these responses is almost complete and the consultation report is due to be published in March. Subject to the outcome of the consultation, construction could commence in 2017.

Highbury Corner

Working with the London Borough of Islington, on 5 February we launched a consultation on proposals to introduce a number of changes to make Highbury Corner more pleasant and accessible for all users, with improved facilities for pedestrians and cyclists. We are proposing to transform the one-way roundabout into a two-way traffic system. The proposed closure of the western side of the roundabout, together with a larger station square would create a new public space. The consultation runs until 20 March.

Hammersmith gyratory (Better Junction)

Working with the London Borough of Hammersmith & Fulham on 2 February we launched a consultation on proposals for a number of changes at Hammersmith gyratory, King Street, Beadon Road and Hammersmith Road. The proposals aim to deliver a safer and more direct east-west cycle route through Hammersmith town centre.

We are proposing to create a direct, segregated two-way route for cyclists across the northern side of the gyratory, with separate cycle signals to protect them from traffic. These proposals would address a current key barrier to cycling in west London by removing the need for cyclists to cycle round the gyratory and mix with fast-moving traffic. We are also proposing bus priority measures, such as a new bus lane, to improve journey times for many bus passengers. The consultation runs until 15 March.

King's Cross

We are working in partnership with the London boroughs of Camden and Islington to review the road network at King's Cross with the aim to deliver substantial improvements to the existing road network and provide a better environment for all road users.

The improvements involve the creation of a simpler road network, implementing new and enhanced crossings and cycle lanes and the introduction of two-way traffic to reduce the length of some journeys and traffic on residential streets. This work builds upon initial safety improvements for cyclists which were completed in May 2015.

An initial public consultation to help shape the development of the designs was launched on 8 February and will run until 20 March 2016. A second consultation, planned for early 2017, will provide more detailed information on the benefits and impacts of any further proposed changes to emerge from the initial public consultation currently underway.

Lower Clapton Road

On 1 February, in partnership with the London Borough of Hackney, we launched a consultation on proposals to redesign the junction of Lower Clapton Road and Urswick Road. The proposals involve an innovative scheme to replace the existing traffic and pedestrian signals with an 'informal' roundabout and distinctive informal pedestrian crossings. The road surface would be raised to help encourage lower vehicle speeds, although we would retain a detectable kerb height between the road and the footway to ensure the junction remains accessible.

The consultation closed on 13 March 2016 and we are now in the process of analysing responses. Subject to approvals, construction could start in summer 2016.

Transformation of Croydon Fiveways

On 9 February, in partnership with the Croydon Council, we published our preferred option for a road improvement scheme at Fiveways in Croydon. The proposed design would help to reduce delays and congestion, and

would provide quicker and safer access for pedestrians across the A23 Purley Way, while also reducing bus journey times.

With 7,300 new homes and 8,000 new jobs planned in Croydon, the Opportunity Area has been identified for improvement to help reduce congestion, accommodate future growth, and improve accessibility for all transport users. The proposed design will be progressed ahead of a consultation in autumn 2016.



Structures and Tunnels Investment Programme

Highbury Corner Bridge

In addition to our plans for Highbury Corner, we are replacing Highbury Corner Bridge, which was constructed in 1930 and is made up of cast-iron and stainless steel beams. The bridge, jointly owned by TfL and Network Rail, carries the A1 across the LO railway.

Unexpected deterioration of the Network Rail-owned beams spanning the East London Line led to the suspension of our works on the bridge following Network Rail's instruction. As a result, the demolition of the abutment vaults, originally planned for September 2015, was deferred and started in January and is scheduled to be completed by the end of March.

Power Road Bridge

We are replacing the Power Road Bridge which carries the A406 (Gunnersbury Avenue) over two Network Rail lines. A service bridge has been fabricated off site, with the utility ducts and cables being pre-assembled in the factory, prior to delivery to site for erection in June 2016. We continue to make good progress with the project, which remains on track to be completed by December 2017.

Upper Holloway Railway Bridge

We will be replacing the 1868 Upper Holloway Railway Bridge, which carries the A1 Holloway Road, with two traffic lanes and two bus lanes, over the railway. We continue to make good progress with the project which remains on track to be completed by the end of summer 2017.

Asset Capital Programme

In Quarter 3 we delivered more than 155,844 square metres of carriageway resurfacing at locations which included the A12 Blackwall Tunnel northern approach, A3 Kennington Park Road, St John's Wood Road and A4 Great West Road. We also re-laid more than 22,000 square metres of footway at various locations including at A107 Upper Clapton Road, A3212 Millbank and A214 Trinity Road.

We have now completed tunnel renewal works on Hanger Lane and structural repairs on Normansmead footbridge, Dog Lane Arches, Great West Road footbridge and A3 Hook Underpass footbridge. We have also delivered other improvements including the replacement of more than 1,600 conventional luminaires with energy efficient LEDs and the replacement of 5.6km of vehicle restraint barriers.

Encouraging more walking and cycling

Cycle Superhighways

Cycle Superhighway 1 (Tottenham to the City)

Work remains on schedule to finish by spring 2016 and as of 29 February construction was approximately 90 per cent complete – with sections of cycle track substantially completed on Tottenham High Road in Haringey.

Cycle Superhighway 2 Upgrade (Bow to Aldgate)

Work remains on schedule to finish by spring 2016 and as of 29 February, construction was approximately 90 per cent complete. Works in the sections nearest to Aldgate are being carefully coordinated with the City of London



We continue to deliver Cycle Superhighways across London

scheme at Aldgate gyratory to manage the movement of traffic.

A number of sections of route between Bow and Aldgate are already open to cyclists eastbound and westbound, providing new segregated and semi-segregated facilities separated from other traffic. Further sections will continue to open each month through to spring 2016.

North-South Cycle Superhighway (Elephant & Castle to Stone Cutter Street) – Cycle Superhighway 6

Work remains on schedule to finish by summer 2016. As of 29 February construction was approximately 85 per cent complete. Work on the City of London sections to the north of Blackfriars Bridge are continuing at Blackfriars Station junction, New Bridge Street and Farringdon Street from Ludgate Circus to Stonecutter Street.

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

As of 29 February construction was approximately 55 per cent complete and remains on schedule for substantial completion by summer 2016, including Hyde Park Corner and from Parliament Square to Tower Hill.

Works continue in Parliament Square at St Margaret’s Street and Broad Sanctuary. Works in Parliament Square are targeted for overall completion prior to the London Marathon on 24 April.

Further sections of route will continue to open each month through to summer 2016.

Cycle Superhighways Public consultations

In early February we started public consultations for East-West Cycle Superhighway (Phase 2), North-South Phase 2 (Farringdon to Kings Cross) and CS11 (Swiss Cottage to Westminster).

East-West Cycle Superhighway (Phase 2)

On 8 February we launched a consultation on proposals for a new section of the East-West Cycle Superhighway between Paddington to Acton, connecting to the section already under construction from Tower Hill through central London to Paddington. These proposals would provide a clearer and safer route for cyclists through west London by separating them from other vehicles. The proposed scheme, which has the potential to encourage large numbers of people who would like to cycle but currently feel unable to do so, is comprised of two parts:

- a A continuous, segregated route from Paddington to Wood Lane, connecting to the route from Tower Hill to Lancaster Gate already consulted on.
- b Improvements to existing cycling facilities from Wood Lane to North Acton, connecting to the first scheme to form a continuous route.

The consultation runs until 20 March.

North-South Cycle Superhighway (Phase 2)

In partnership with the London boroughs of Camden and Islington, on 8 February we launched a consultation on proposals for the North-South Cycle Superhighway (CS6) between Stonecutter Street (near Holborn Viaduct) and King's Cross.

We previously consulted on the North-South Cycle Superhighway in autumn 2014 and are currently constructing the first phase between Elephant & Castle and Stonecutter Street. The proposals in this consultation would continue the segregated cycle route along main roads to Farringdon Road, then provide cycle improvements along quieter backstreets towards King's Cross. The consultation runs until 20 March.

Cycle Superhighway 11 (Phase 1)

On 8 February we launched a consultation on proposals for a major new cycle route from Swiss Cottage to the West End. Cycle Superhighway 11 (CS11) would improve conditions for existing cyclists and would in turn encourage the uptake of cycling by making it more attractive to more people.

We are proposing significant changes to existing road layouts and junctions to make them safer and more convenient for cyclists and pedestrians, taking account of local conditions and other demands.

The new route would run from Swiss Cottage southwards, along Avenue Road, the Outer Circle of The Regent's Park, Park Crescent and Portland Place, ending at the junction with New Cavendish Street where it would link in with the planned Central London Grid.

The consultation runs until 20 March.

High Court Judgement on East-West Cycle Superhighway

On 10 February, the High Court gave judgment in the judicial review brought by the LTDA concerning the East-West Cycle Superhighway. The court agreed with us that planning permission was not required for the construction of the route to date and also decided that, in any event, it would not have been appropriate to grant a Court Order.

Cycle training (Bikeability) Forum

We continue to work with our borough partners to offer cycle training to people of all ages and abilities in all London boroughs.

From 1 April to 31 December 2015, we trained 7,038 adults and 23,619 children. All cycle trainers are accredited through Bikeability, the 'cycling proficiency for the 21st century'.

On 30 November, we hosted the first London Bikeability Forum. The event was jointly facilitated by TABS (The Association

for Bikeability Schemes), a trade association working to ensure the highest quality delivery of cycle training across the country.

Quietways

Quietways is a £123m programme which will create a network of radial and orbital cycle routes across London. They will be well-signed, linking key destinations that follow direct back-street routes, and may include parks or waterways. Quietways are designed to appeal to non-cyclists, as well as existing cyclists; providing quieter routes away from main roads for cyclists who wish to travel at a more leisurely pace.

The first pilot Quietways route, Q1 (Waterloo to Greenwich), will be launched in the spring. Construction is well underway on Q2 (Bloomsbury to Walthamstow) and construction has begun on Q3 (Regent's Park to Gladstone Park) and Q6 (Aldgate to Hainault).

Central London Grid

The Central London Grid is a network of routes for cyclists across central London consisting of 85km of Quietways and 15km of Superhighways. Construction is now underway, with 39 of the 126 schemes now in construction or complete, which equates to 17km of route. Designs for 105 of the 126 schemes have been received from boroughs, of which we have approved 95 (figures correct as at 03 February 2016).

Mini-Hollands

The Mini-Holland programme will give three outer London boroughs – Enfield, Kingston and Waltham Forest – the funding to transform

local cycling facilities and encourage people to take to two wheels.

Delivery of supporting measures has started in all three boroughs, with all projects on schedule to complete by August 2018.

Mini-Holland infrastructure projects are progressing well, with the following progress expected to be made by the end of 2016:

- a Waltham Forest will have nearly all of the 30 schemes complete or under construction (the Lea Bridge Road major scheme will continue construction beyond the end of 2016);
- b Enfield will have 14 of 51 schemes complete or under construction, including some of their major corridor schemes; and
- c Kingston will have 6 of 17 schemes complete or under construction.

Taxi and Private Hire

Private Hire regulations review

Following a review of private hire regulations in London, which included a public consultation which closed on 23 December and received more than 16,000 responses, we have set out proposals to modernise and enhance London's private hire industry.

We have now completed a consultation on the regulatory impact assessment consultation which closed on 24 February 2016. The responses have now been reviewed and have informed the proposals being taken to this Board.

Operation Neon

Working in partnership with the Metropolitan Police Service (MPS) we continue to run the hugely successful Operation Neon, a high-visibility, multi-agency enforcement operation to deter and disrupt illegal minicab activity in a number of central London hotspots. The operation involves police officers and Traffic Police Community Support Officers from the MPS Roads and Transport Policing Command (RTPC) and TfL's Taxi and Private Hire Compliance Officers, Revenue Protection Inspectors and Road Network Compliance officers as well as Local Authority parking attendants.

The operation, which runs every Friday and Saturday, continues to have a high level of support from the Taxi and Private Hire trades.

The results for the last 87 days of action include:

- 6,861 PHV drivers advised and moved on to keep roads clear for taxis and booked PHVs;
- 378 PHV drivers were reported for not having a badge and were stopped from working for the remainder of the evening;
- 4,119 PHV drivers were reported for not wearing their badge;
- 873 PHV drivers reported for plying for hire offences;
- 847 PHV drivers reported for parking on Taxi ranks; and
- 1,847 parking tickets issued.

Sustainable Freight

Next Steps for London's Safer Lorry Scheme

Following the start of the Safer Lorry Scheme in September 2015, we launched a public consultation on 22 January on proposals to make further improvement to lorry safety.

The proposals include fitting an additional window in the lower part of lorries' passenger-side doors to improve driver vision of vulnerable road users and restricting or charging lorries without this window. This is part of the Mayor's ambition to hasten the deployment of the safest possible lorries operating on London's streets.

The public consultation closed on 4 March by which time we had received just under 2,100 responses. We are still analysing the responses but initial analysis indicates 83 per cent of respondents indicated their support for fitting windows, while 68 per cent support a restriction and 14 per cent support a charge for lorries without these additional windows.

The existing Safer Lorry Scheme mandates a minimum indirect vision standard, to reduce HGV blind spots through the mandatory fitment of basic 'blindspot' mirrors and sideguards.

Development of the Safer Lorry Scheme presents the opportunity to push for lorries with improved direct vision, where the basic design of the cab allows for higher levels of direct vision from the driver's seat. This is an initial consultation on outline proposals – the response will inform a further consultation on finalised statutory proposals.

Deliver and encourage behaviours that lead to safe and secure transport

TfL's Annual Road Safety Conference

On 4 March, we held our annual road safety conference on the theme of 'Sources of Road Danger: A New Approach'. The conference was attended by borough officers, campaign organisations and other key groups. Speakers presented on a range of subjects related to the five sources of road danger (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) and workshop sessions provided learning opportunities for delegates.

The conference was also an opportunity to highlight the publication of London's online Collision Map, which shows all personal injury collisions on London's roads between 2005-2014.

Hate Crime on Public Transport

Following two high-profile hate crimes on London's bus network, and with reports of a general increase in Islamophobic, anti-semitic and other racist hate crime in London, a number of community organisations and Members of Parliament and Government departments have contacted us about the measures we have in place for dealing with this.

While levels of Islamophobic, anti-semitic and other racist hate crime remain low, currently around 5 per cent of crime on the network, we are working closely with our police partners

to address concerns and to reassure Londoners and local communities we take this issue extremely seriously and that we are working to tackle these offences on our network.

The London Transport Community Safety Partnership's (LTCSP) – which brings together TfL, London's policing agencies and other key groups which have a responsibility for and influence over the safety, security and reliability of the transport system – is looking at this issue at a strategic level to ensure a coordinated response across London's public transport network.

Both the BTP and the MPS have stepped up operational activity to provide a visible, engaging, reassuring presence across our network. Safer Transport Teams in the RTPC are linked in with the local policing team colleagues across the MPS to ensure that any transport-related issues are identified and dealt with as a matter of priority. The BTP also continues to make use of Independent Advisory Groups, made up of local volunteers, to help ensure the policing approach reflects the needs of the whole community.

TfL Urban Motorcycle Design Handbook

On 2 March we published our Urban Motorcycle Design Handbook. The handbook offers guidance and advice that raises awareness of the unique safety needs of motorcycles.

Environment

ULEZ Next steps

Following the approval of the ULEZ portfolio at the TfL Board in December 2015, we have been progressing the development of the Rapid Charging proposal and are working with private and public landowners to identify suitable locations for rapid charging stations.

We will begin publicising the vehicle charging aspects of the ULEZ scheme in March with adverts in press and trade publications, radio advertisements and targeted information sent to stakeholders and customers.

OLEV City Scheme Bid

On 25 January 2016, the Secretary of State for transport Patrick McLoughlin MP announced London had been awarded £13m as part of the Government's 'Go Ultra Low Cities' scheme, to promote and support the growth of green vehicle technology.

We developed the bid jointly with the Greater London Authority (GLA) and London Councils (representing the 32 London boroughs, and the City of London Corporation). The bid was also supported by over 35 businesses, organisations and research institutions across London. The national scheme also saw Office of Low Emission Vehicles (OLEV) funding provided to Milton Keynes, Nottingham and Bristol, with four other cities receiving development funding.

Increasing the use of ultra-low emission vehicles plays a key role in our plans to improve the Capital's air quality and reduce its impact on people's health. The funding will be used to introduce a range of measures to help London's residents and businesses make the switch, confirming London's place as the electric vehicle capital of Europe.

3 Customer experience

Digital Services

Eighty per cent of Londoners now use our website and satisfaction has reached a record high, with 90 per cent of people rating their experience as 'excellent', 'very good' or 'above average' – an increase from 86 per cent in October 2014. And 70 per cent of internet users in London now use it as their primary source of real-time travel information (up from 61 per cent in October 2014).

Social media is also growing in importance and we have seen our combined Twitter and Facebook followers rise to 3.9 million, an increase of 89 per cent from February 2015.

We have also increased the number of emails tailored according to the specific journeys our customers make. In January, for example, we undertook 99 email campaigns and sent 24.5 million emails, an increase of around 14 per cent over last year. These emails have a range of content, from advising on bus route changes and weekend service updates to the benefits of contactless payment and how to get the most from Oyster. Our research shows that these emails are well received by our customers.

Our continued commitment to open data means that there were over 460 mobile applications 'powered' by our data in November 2015, double the number over the previous year. This has resulted in 42 per cent of Londoners using apps for travel in London in addition to our own direct channels.

Over 6,800 developers, academic institutions, sat-nav providers and other data users are

registered to receive data from our unified API ('application programme interface') and we continue to release new data month by month, most recently for car parking at 61 Tube stations, with live parking space information for 23 stations.

Contact Centre social media volumes

Visitor Information Centres

We have made major changes to the service we provide for visitors to London. A network of new Visitor Centres opened in September 2015. These are located at London's main gateways to provide extra assistance to over three million visitors and enhance their first and last impressions of the capital. They have been upgraded from Travel Information Centres at Kings Cross St Pancras, Euston, Victoria, Piccadilly Circus, Liverpool Street and Heathrow Terminals 1 2 3, and in some cases expanded. Two new Centres have been opened at Paddington and Gatwick Airport. The service has been well received by visitors and customer satisfaction scores have risen.

We have also reflected the needs and knowledge levels of visitors in our other customer service channels. Acknowledging that visitors are now major consumers of digital information, both before they arrive and while they are 'on the go' in London, we have refreshed our web based content and launched an improved Visiting London section. This is accompanied by a Visiting London leaflet that is available at Tube stations, social media posts aimed at visitors and a 'top tips' film due for launch at Easter.

Benchmarking

Benchmarking is an essential tool to drive business improvement. It allows us to share best practice with other high performing organisations, compare performance and monitor trends.

LU is a member of Community of Metros and DLR is a member of Nova, the world's most established metro benchmarking groups. Together, they represent 33 large and medium-sized metro systems in 31 cities.

In addition, LO is a member of the International Suburban Railways Benchmarking Group (ISBeRG) and London Buses is a member of the International Bus Benchmarking Group (IBBG). ISBeRG and IBBG are sister groups of CoMET and Nova and all four groups are managed by Imperial College London.

Urban Transport Group

We have recently joined the Urban Transport Group, the professional network for urban transport authorities in England. Through this organisation, we will work with other transport authorities to build expertise across the country, share best practice and make the case for investment in urban transport.

Campaign to highlight the rights of assistance dog owners

On 12 February we launched a campaign to highlight the rights of assistance dog owners when using private hire vehicles. By law private hire drivers must accept a passenger with an accredited assistance dog and at no extra cost. The campaign, which is specifically targeting the private hire trade, seeks to educate drivers and operators on their obligations and to remind passengers with assistance dogs of their rights, including that their dogs must be allowed in the passenger compartment with the owner.

The campaign comes as we are taking action to prosecute drivers who do not comply with the law. In the last six months, we have successfully prosecuted five drivers and three operators for refusing to take assistance dogs – in addition, we have eight prosecutions pending and are currently investigating eight further cases.

More than 7,000 people are assisted by dogs trained and accredited by the seven charities that come under the Assistance Dogs UK umbrella organisation. The campaign has been welcomed by groups representing assistance dog owners as an important step in ensuring transport services in London are universally accessible and welcoming.

Buggy summit

On 18 February we hosted the UK's first 'buggy summit', with buggy manufacturers, retailers, parents' organisations and the media. Dame Tanni Grey-Thompson addressed the summit which was attended by Bugaboo, John Lewis, Netmums and Mumsnet, among many others.

Feedback from customers has prompted us to consider how we can help parents, grandparents and others who use buggies on public transport to identify the best products for them. Wheelchair users have also voiced concerns about being unable to board buses as their dedicated space is taken by other passengers, particularly by buggy users. The focus was on raising awareness of the challenges buggy and wheelchair users face when on the transport network, and how these might be overcome through innovative buggy designs.

We received fantastic feedback, which we will now use to help buggy and wheelchair users get the most out of our network and London.

Transported by Design

In July 2015, in partnership with London Transport Museum (LTM) we launched Transported by Design. The 18 month programme of events and activities aims to showcase the impact on the past, present and future of design on London's transport network.

The programme, launched with Design Icons, is a search for London's favourite transport designs. Over 10,000 votes were cast to crown 10 winners including the Roundel, the Black Cab, Frank Pick and the original Harry Beck Tube Map. The Icons will now be brought to life across the network through exhibitions, videos, posters, installations, tours and events.

On 3 July, there will be a major public transport design festival on Regent Street and we will also be celebrating the 100th anniversary of the Johnston font including a programme of Johnston themed talks at LTM and new merchandise and the Frank Pick memorial at Piccadilly Circus station later in the year.

The programme is entirely funded by a range of sponsors. These are Exterior (lead sponsor), Bombardier, Cubic and Atkins. We are in the process of securing further sponsorship for the Regent Street Festival in the summer and other Transported by Design events.

London Transport Museum (LTM)

Visitor numbers

LTM welcomed 22,339 visitors over the February half-term period, an increase of over 2,000 compared to last year and 6,000 compared to the same period in 2012.

Families enjoyed the 'Mysterious Midnight bus' storytime sessions and creative workshops based on the Museum's Night Shift exhibition. All workshop and storytime activities are led by skilled educators and supported by volunteers.

The Leyland buses appeal

Last November, the 1914 LNWR Leyland 'Torpedo' charabanc went on display as part of one of the most significant single heritage acquisitions ever made by LTM. The acquisition also includes two other unique heritage Leyland vehicles – the 1924 LB5 'Chocolate Express' double-deck bus and the 1908 London Central X2 type, both of which will come into the Museum's care by 2017.

London Transport Museum Friends have generously kick-started our public appeal by donating £20,000 and we have so far raised an additional £19,000 through individual donations. The appeal will continue throughout 2016 and will support the total purchase cost of £300,000 for all three buses, enabling us to better tell the story of London's transport for future generations to enjoy.

For more information on the Leyland buses appeal visit: www.ltmuseum.co.uk/support-us

South Kensington Pop Up Shop

LTM continues to successfully expand its retail footprint across London. The first Pop Up Shop, which opened in October 2015, continues to perform well and demonstrates the great partnership we have with LTM.

The shop, located in South Kensington, sells a range of LTM products and also showcases the full range of posters through an innovative touch screen kiosk. It has generated over £50,000 in revenues over the last four months.

Building on the success of the South Kensington Pop- Up Shop, LTM will launch a second Pop Up Shop in Piccadilly Circus in March. This will be focused on design icons of London and support the work of the year of Transported by Design.

LTM are also developing a number of showcases across LU stations. These are cabinets which promote LTM retail products and highlight the latest offers and programmes. These are located at St James' Park and Tower Hill stations.



South Kensington Pop Up Shop generated more than £50,000 in revenues over the last four months

Walking the Ginger line

Author Iain Sinclair gave a unique insight into the way transport connects the city's communities, memories and meanings when he spoke at LTM on 6 January about the day he walked the full circle of the LO line, or the 'Ginger line' as it's affectionately known.

In a single day, Sinclair traced the circuit of the LO just after its completion in 2012, linking the urban cool of Shoreditch in the east to the more residential Shepherd's Bush in the west.

The author and his walking companion visited 33 stations on the 35-mile route from Haggerston via Wapping, Peckham Rye, Willesden Junction and Hampstead Heath to Camden Town. Along the way he encountered strange and familiar places, including football stadia, prisons, fish farms and cemeteries. The journey summoned memories of friends and culture heroes and showed the shifting, changing city from new and surprising angles. The paperback edition of Iain Sinclair's *London Overground: A Day's Walk Around the Ginger Line* will be published by Penguin on 7 April.

4 Value – efficient and effective delivery

2015 Spending Review settlement

The Mayor has now received written confirmation of the settlement we will receive from Government following its recent Spending Review. This letter, available in the ‘Funding Letters’ section of the TfL website at tfl.gov.uk/corporate/publications-and-reports/funding-letters, sets out our Government funding over the next five years.

Borrowing

Last summer, we agreed two loan facilities with the European Investment Bank (EIB) and Export Development Canada (EDC). The total of these facilities were £1bn and £500m respectively.

In February, we fixed the rates for a total of £550m with EIB and EDC to be drawn down in future years. Savings of £89.3m were generated in total over the life of these tranches when compared to the forward adjusted Public Works Loans Board certainty rate on an undiscounted basis.

A total of £900m of the £1bn EIB facility and £300m of the £500m EDC facility has now been fixed.

Property Partnerships

On 3 February we announced the successful conclusion of our Property Partnerships procurement to appoint 13 developers to work with us through joint ventures on 50 sites across London.

White City

Contracts have been exchanged with St James Group Ltd, part of the Berkeley Group, to enable St James Group Ltd to build a new bridge over the Central Line, a new pedestrian deck linking Wood Green station and Phase 2 of the Westfield shopping centre, and the creation of two new pedestrian access routes through TfL-owned arches.

This all forms part of the enabling works for St James’ 1,500 residential unit scheme which starts on site in July this year. The project delivers in excess of £4.5m, and will also open up a number of additional arches for commercial use that face onto the new John Lewis Partnership department store.

At White City, an Overarching Agreement has been exchanged with the Westfield group of companies as part of the Phase 2 White City development. The development delivers a 700,000 sq ft extension to the Westfield White City shopping centre, together with an additional 1,350 residential units in return for various payments to the TfL group of more than £10m. As part of the transaction the bus layover facility will relocate to a new building which is under construction.

5 People and awards

Richard de Cani

Richard de Cani, who has served as our Managing Director of Planning, will be leaving TfL in May to take up a new senior position at Arup. Richard has made an immense contribution to London. Joining TfL from the very start, he has been involved in almost all aspects of transport planning, ranging from numerous DLR extensions, new river crossings and Tube extensions to the development of the Mayor's Transport Strategy and the London Plan. The outcomes of his work are all around us.

Isabel Dedring

Isabel Dedring will leave her roles as TfL Board Member (as Deputy Chair) and Deputy Mayor for Transport to become Global Transport Leader with Arup from 21 March 2016. Isabel joined the Board in May 2011 and was appointed Deputy Chair from June 2012. Isabel has been responsible for setting policy and ensuring programme delivery across the Mayor's transport portfolio. We wish her every success in her new role.

Train Operator of the Year award – London Underground

London Underground was named Train Operator of the Year at the Rail Business Awards. This recognises not just the great rail service that we deliver, but also the excellent customer service that is at the heart of everything we do.

The judges praised our achievements in modernising the network and introducing new trains with a focus on reliability, reducing

average train journey times, down 13 per cent since 2002/03, and delivering an overall customer service satisfaction (CSS) score of 85, matching the all-time high achieved in 2014.

Chairman of the Museum

The LT Museum will shortly be advertising for a chairman to succeed Sir David Bell from January 2017. The Museum's Nominations Committee will make the selection and recommend an appointment to the board of trustees who will then seek my approval.

Senior finance appointment

Ian Nunn, who has served as Chief Financial Officer (CFO) since joining the organisation in September, will assume a new wider CFO role reporting directly into me.

Ian joined TfL from Ordnance Survey where he was CFO. He was previously at LOCOG (The London Organising Committee of the Olympic and Paralympic Games), and was CFO at Eurostar for over 10 years.

New DLR Director

Claire Mann has been appointed as the new Director of DLR. She will start on 18 April and has extensive knowledge of the rail industry, joining us from Arriva Trains Wales where she currently works as Operations and Safety Director. Claire also spent several years with LO Rail Operations, so has experience of working in partnership with the DLR.

Youth Travel Ambassadors (YTA)

YTA is a secondary school programme that empowers young people to deliver peer-to-peer campaigns linked to improved road safety, more responsible behaviour on public transport and increased levels of active travel.

Throughout January and February, YTA groups from over 120 schools will be applying for seed funding (up to £250 per school) to deliver their campaigns.

Around 40 of the schools are given the opportunity to visit TfL to pitch their campaigns to a panel of judges.

Leon Daniels, Managing Director of Surface Transport, attended a pitch event in January and sat on the panel providing feedback to three schools from the London borough of Redbridge. The schools will receive their funding in March and begin to deliver their campaigns from April onwards.

Opportunities for ex-Service members

In partnership with our suppliers we have announced our commitment to offer more than 100 new employment opportunities to ex-Service members. We have already helped 27 ex-Service members back into full-time civilian employment within the transport sector in London.

On 11 February I signed the Armed Forces Covenant with the Minister for Defence Personnel and Veterans, Mark Lancaster TD MP. This is in recognition of the value that

serving personnel, reservists, veterans and military families bring to us as an organisation and, in turn, to London as a whole.

London Transport Awards

Our projects and people were recognised for making a real difference to transport across London at the 14th London Transport Awards on 3 March. These awards showcase the work of transport authorities, suppliers and contractors, and all their people in ensuring that London remains a world-leading city.

A lifetime contribution award was given to commemorate the work of Stuart Ross. Vernon Everitt, Managing Director, Customer Communication and Technology, said: “No words can really do justice to Stuart’s contribution to London and making TfL a world-leading organisation.”

Pele Bapere, Station Supervisor at Covent Garden, received the Frontline Employee award for his fantastic efforts towards making the station part of the surrounding community. He has led celebrations for National Poetry Day, WWI remembrance events, as well as the station’s much admired flower display.

The Most Innovative Transport Project went to the bus passenger counting and occupancy screen, which alerts passengers to available seats on the upper deck, avoiding crowds on the lower deck.

Our Traction Inverter Installation on the Victoria Line which allows energy from braking trains to be captured and recycles

it so that it can be used again either as traction current to move trains, or to provide energy for stations won the Excellence in Technology award.

LOROL were recognised as Rail Operator of the Year, while MTR Crossrail, MTR and Network Rail were recognised for their collaborative work on TfL Rail. Our suppliers were also recognised with Bombardier Transportation winning Supplier of the Year for its delivery of the new sub-surface trains.

Former TfL Commissioner, Sir Peter Hendy CBE, was also recognised for his Outstanding Contribution to Transport across London.

UK Rail Industry Awards

LU received three awards at the UK Rail Industry Awards. The Capital Programme Directorate's Power & Cooling Upgrades team received two awards: Best Electrification for using train braking energy to provide power to stations, and Outstanding Project: Small (Under £3m) for the St Paul's station innovative fan chiller system for pumping cool air onto the platform.

The Track Programme's apprenticeship scheme, which has benefitted 25 track renewal apprentices since 2012, with a further six due to join the scheme this September, won Best Apprenticeship Development Scheme. Overall LU and LO were recognised in nearly every category at the awards, being finalists in 18 categories out of the total of 25.

Locomotive liveries honour Harry Beck and Sir Peter Hendy CBE

In association with Bachmann Europe plc, the LTM has unveiled two Class 66 locomotives with new liveries and names dedicated to the former TfL Commissioner, Sir Peter Hendy CBE, and Harry Beck, the designer of the iconic Tube map.

Sir Peter was Commissioner for nine and a half years. Beck was an electrical engineer who designed the modern Tube map in 1931 based on an electrical circuit diagram. The locomotive features elements of the original map on one side and a 2013 version on the other.

The LTM in-house design team created the liveries, which were applied to two of GB Railfreight's existing locomotives. The locomotives are used for freight services that support the construction of Crossrail and the renewal of LU infrastructure on the Metropolitan, District and Hammersmith and City lines.

TfL Press Office named Best Place to Work 2016

On 24 February the leading media relations publication PR Week named the TfL Press Office 'Best Place to Work 2016' in the in-house category.

Some 75 agencies and in-house teams competed for the title over four categories, with a judging panel including representatives from Mumsnet and the Public Relations Consultants Association.



Our press office has been named Best Place to Work in 2016, by PR Week

The group was struck by the scale and intensity of the work undertaken by our Press Office, which operates 24-7 to give customers and users up to the minute information via all kinds of media.

The award also celebrated our pioneering internship scheme, the Stuart Ross BAME Internship, which has seen the Press Office become one of the most diverse around, reflective of the city we serve. This, and other work to give young people career and training opportunities at TfL, was central to our team's success.

Further recognition for Contactless payment

We won another award for Technological Innovation at the Rail Business Awards. This award, won jointly with Cubic Transportation Systems, recognises our work on introducing

CPC acceptance on London's transport network. We are the first city to accept CPCs for transport. More than a quarter of all pay as you go journeys are now made using CPCs.

Deputy Chair of the TfL Board

Following the departure of Isabel Dedring, the Mayor is proposing to appoint Daniel Moylan as the Deputy Chair of the TfL Board. The appointment is subject to the London Assembly's Confirmation Hearing process and the Mayor has written to the London Assembly informing them of his intention to make this appointment subject to that process. The appointment would be on an interim basis until 45 days after the Mayoral Election in line with the terms of office of other Board Members.

6 Planning

Crossrail 2

Crossrail 2 consultation closed on 8 January and received over 20,000 responses. We are now reviewing the scheme options in light of the responses received and are working with the boroughs and other groups in an effort to mitigate the concerns that have been raised.

The consultation report will be published in March and a full analysis of the proposals will be published in the Crossrail 2 'Response to Issues Raised' report at the end of spring.

We submitted our evidence to the National Infrastructure Commission (NIC) making the case for the scheme, in advance of the Budget on 16 March. The NIC is expected to advise on the allocation of a £300m Transport Development Fund.

Following the TfL Board announcement to establish a Crossrail 2 Limited company, Daniel Moylan was announced as the interim Chair. A permanent Chair will be recruited after the Mayoral election.

Recruitment for the Non-Executive Directors is now underway following high calibre responses from many candidates. Work to support the governance arrangements and preparations for the first meeting are progressing. The DfT and Network Rail alongside TfL will be members on the Board.

A number of Crossrail 2 events were held during February, including:

- An event with the Mayor attended by over 100 business leaders, Chief Executives, Leaders of Councils and Developers.
- An All Party Parliamentary Group (APPG) breakfast event to update members and a visit with the Permanent Secretary of State at the DfT to better understand the case for Crossrail 2.

Barking Riverside Rail Extension

We are working on an extension of the LO at Barking Riverside to unlock a major housing development of 10,800 homes, planning consent for which is conditional on significant investment in transport infrastructure.

On 25 January the Mayor directed us to enter into a funding agreement with the developer without a parent company guarantee from its prospective private sector shareholder and to enter into a land and works agreement. Under the agreement we will meet the costs of earthworks needed to enable site permeability and maintenance access in the context of the railway.

The project was discussed by the Finance and Policy Committee at its meeting on 16 February 2016 and approval was given for those agreements to be entered into, together with approvals for the submission of an application for an order under the Transport and Works Act 1992.

Future Streets Incubator Fund – Round 2

On 18 February we announced grant funding for four transformative street-improvement trials as part of Phase 2 of the Mayor's Future Streets Incubator Fund. The fund, which is one element of the Mayor's £4bn RMP, was created to encourage creative and more effective uses of the Capital's limited road space and help alleviate pressures on the network.

The latest projects to receive funding include an intelligent street to generate energy and improve air quality near Oxford Street, an innovative boardwalk to improve a traffic-dominated rat-run in Southwark, a noise-absorbing system to improve an underpass of the A12 and a novel delivery service to reduce vehicles on the Capital's roads. Previously funded projects have included temporary parks and seating through the Ealing Parklet and Team London Bridge's Fresh Air Squares and Westminster's e-tag parking.

7 Other

TfL Bill

Following debates in the House of Commons and the House of Lords, the TfL Bill has been revived and will now proceed to Consideration and Third Reading. These are the Bill's final stages in the House of Commons. We remain hopeful that the Bill will receive Royal Assent in this parliamentary session.

Board Review of Effectiveness

Actions arising from Deloitte's independent review of Board effectiveness are being taken forward. The GLA will contract with an executive search firm to support appointments to the new Board following the May 2016 election. The search specification addresses the additional skills, knowledge and experience identified in the review, in addition to those set out in the GLA Act. Proposals for role profiles for the Chair, Deputy Chair and Members, the future decision-making structure, induction and briefing arrangements etc are being prepared for the reappointment of the Board following the Mayoral Election.

List of appendices to this report:

None

List of background papers:

None

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