

Board



Date: 6 November 2013

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

This report provides an overview of major issues and developments since the meeting of the Board held on 25 September 2013 and updates the Board on significant projects and initiatives.

2 Recommendation

That the Board note the report.

List of appendices to this report:

Commissioner's Report - 6 November 2013

List of Background Papers:

None

**Sir Peter Hendy CBE
Commissioner
Transport for London
November 2013**

Commissioner's Report

6 November 2013

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

This paper will be considered in public

I Introduction

This report provides an overview of major issues and developments since the meeting of the Board held on 25 September 2013 and updates the Board on significant projects and initiatives.



2 Delivery

2.1 Record week for passenger numbers

The week commencing 22 September saw the highest volume of journeys ever made on the TfL network. There were more than 75 million journeys on buses and the Underground combined. In addition, on the Friday of that week 3.6 million different Oyster cards were used for travel, the most ever. This is further demonstration of the burgeoning growth of London.

2.2 London Underground

2.2.1 London Underground (LU) Performance

LU continues to meet key performance targets. Passenger journeys in period 6 of 2013/14 were

90.8 million, exceeding budget by 1.1 per cent. Year-to-date passenger journeys were 2.7 per cent above budget and 3.5 per cent better than last year once prior year demand is adjusted for Games-related journeys.

5.9 million kilometres were operated in period 6, which equates to 98.4 per cent of schedule operated, which is 1.2 per cent better than target, and an increase of 1.5 per cent over last year.

LU beat the excess journey time target by 0.98 minutes in period 6 and this was the best on record, beating the previous best set in period 6



of last year. LU reliability, as measured by Lost Customer Hours, in period 6 was 0.1 million better than target and represents a 14 per cent improvement on the same period last year.

LU's customer satisfaction score (CSS) Quarter 2 is 82 remaining above the target of 81.

UITP - International Association of Public Transport

In September, LU hosted the UITP (International Association of Public Transport) metro assembly. Members from 30 countries attended to reflect on the evolution and future of metro systems, with a seminar dedicated to automated metros, and celebrate the 150th anniversary of LU and other metro anniversaries.

2.2.2 LU Investment Programme Sub-Surface Railway

The first S7 train ran on the District line between Olympia and West Ham stations. Eighty-four S Stock trains out of a total fleet of 191 have now been delivered to London. The programme remains on track to achieve the DfT milestone to complete the roll out on the Circle and Hammersmith & City lines ahead of their target of the end of 2014.

S8 trains are undergoing a reliability enhancement programme, of which 12 trains are now completed. A further 12 trains will be completed over the next three months and conclusion of the programme is forecast for March 2014.

Victoria Line Upgrade

Technical train reliability continues to be good.

Cooling requirements on the Victoria line are being assessed as part of the feasibility to run 36 trains per hour. Analysis of further requirements for the increased service has been successfully completed.

Northern Line Upgrade

The project is maintaining good progress against the programme milestones.

Trial operations over Camden Town Junction (a complex area on the Northern line) were successful, with only a few minor issues that have already been investigated and dealt with. This section went into full revenue service in October 2013.

System testing between Euston to Oval and Oval to Morden continue in line with the programme.

Northern Line Extension

Ground investigation works around the Kennington loop have identified thicker clay bands than had been expected, meaning that the ground quality is better than anticipated for tunnelling, thus easing the current assumptions and cost plan.

Infrastructure renewals

The Infrastructure renewals programme continued to deliver well. The Track Partnership, Track Delivery Unit and Civils programme continue with strong delivery. The newly integrated Track Partnership team delivered a number of key jobs in period 6 including 479 metres of ballasted track renewal (BTR) on the Metropolitan line and 1,528 metres of drainage across various lines.

Uplifts in scope were achieved against the overall plan and all jobs were handed back into service reliably. The success of the drainage meterage was due to innovative and first use of UNIMOGs (multi-purpose 4 wheel drive vehicles) on LU to supplement the Transplant train fleet and add extra capacity with additional wagons making much more use of the overall possession time to undertake vital reliability work.

The Track Partnership also delivered three TfL milestones early – BTR, Points and Crossings, and Drainage.

Major stations improvement

Bond Street station

The first phase of the main shaft excavation has been completed to a depth of 12 metres. The over-site development re-build at 354-358 Oxford Street has now re-commenced.

Bank station

On 4 October, public consultation began on TfL's proposals for the major upgrade of Bank station. The Bank/Monument station complex is the fourth busiest interchange station on the LU network with 98 million customers using the station in 2012/13. This is set to increase in the coming years, so TfL is planning a major upgrade of the six-line interchange, which will increase capacity and provide a step-free route between the Northern line platforms, Docklands Light Railway (DLR) and street levels.

2.3 London Rail

2.3.1 London Overground (LO) performance

LO passenger journeys were 6.8 per cent more than budget at 10.4 million for period 6 representing an increase of 5.9 per cent year on year, driven by strong growth on the East London Line (up one third). When prior year demand is adjusted for the Olympics/Paralympics, the underlying rate of passenger growth year-on-year is 21 per cent (YTD).

LO's operational performance, as measured by the public performance measure, was 96.6 per cent for period 6, which is 0.8 per cent better than target.

LO's customer satisfaction for Quarter 2 2013/14 increased by one point to 83 versus a target of 80, equalling the best ever previous score. Satisfaction with the number of staff seen on trains and stations has fallen significantly since the last quarter, while there has been an increase for punctuality of the current service.

2.3.2 LO Capacity Improvement Programme

The invitation to tender (ITT) for both signalling and platform extension works was issued for the North London Line in early September 2013. The ITT for Willesden stabling and Traction Maintenance Depot works were issued as a combined package of works in October 2013.

Closures on the South London Line (Surrey Quays to Clapham Junction) took place during October 2013 to undertake preparatory works, for example, lineside cable diversions, equipment bases and cable routes, to enable point and crossing installation.

Traction power modelling by Network Rail (NR) is now complete and the final report is awaited. NR has confirmed that Thameslink works at Brockley will address previously identified deficiencies.

2.3.3 DLR performance

DLR passenger journeys for period 6 totalled 7.2 million which was 7.5 per cent below budget, and demand was the lowest since period 10 (Christmas/New Year). Passenger numbers were affected by three days of engineering closures over the Bank Holiday weekend. Year to date passenger journeys were one per cent above budget and six per cent better than last year once prior year demand is adjusted for Games-related journeys.

The percentage of schedule operated during the period was 99.3 per cent, which was 1.1 per cent better than budget. This was 0.8 per cent better than the corresponding period last year.

The record departures moving annual average of over 99.0 per cent was maintained in period 6.

The DLR Quarter 2 CSS score has increased to 88, equalling the highest ever score, which was achieved in the immediate post-Olympic period. This is six points above target.

2.3.4 DLR Twin-tracking

The track monitoring equipment has been installed and the site compound has been established. Additional information has been supplied to the Canals and Rivers Trust regarding the protection of the river wall foundation.

2.3.5 London Tramlink performance

Passenger journeys for the period at 2.0 million were 0.4 million below budget and 13 per cent lower than the same period last year. Demand was lower than the previous year due to a 10-day closure of the Croydon loop for track replacement compounded by the hot weather and a later start to the school term. During the engineering works demand was down by around a third, which is consistent with previous closures.

During period 6, performance for Tramlink, as measured by percentage of scheduled service kilometres operated, was 97.6 per cent, which is 0.4 per cent worse than target. The result was affected by a major power failure between Sandilands and Woodside and a car on the track near Addington Village.

Customer satisfaction in Quarter 2 remains at 89 versus a target of 86.

2.3.6 Emirates Air Line (EAL) Performance

Customer satisfaction with EAL remains high with passengers giving it a score of 93 out of 100 in a survey undertaken in Quarter 2 versus a target of 85. This maintains the high level of satisfaction recorded since EAL opened.

Passenger demand in period 6 was second highest this year, as seasonal demand peaked over the summer holidays. EAL passenger journeys were below budget. An improved operational readiness plan is being prepared to allow access to the EAL for mobility scooter users later this year, this project includes subtle cabin modifications and specialised staff training.

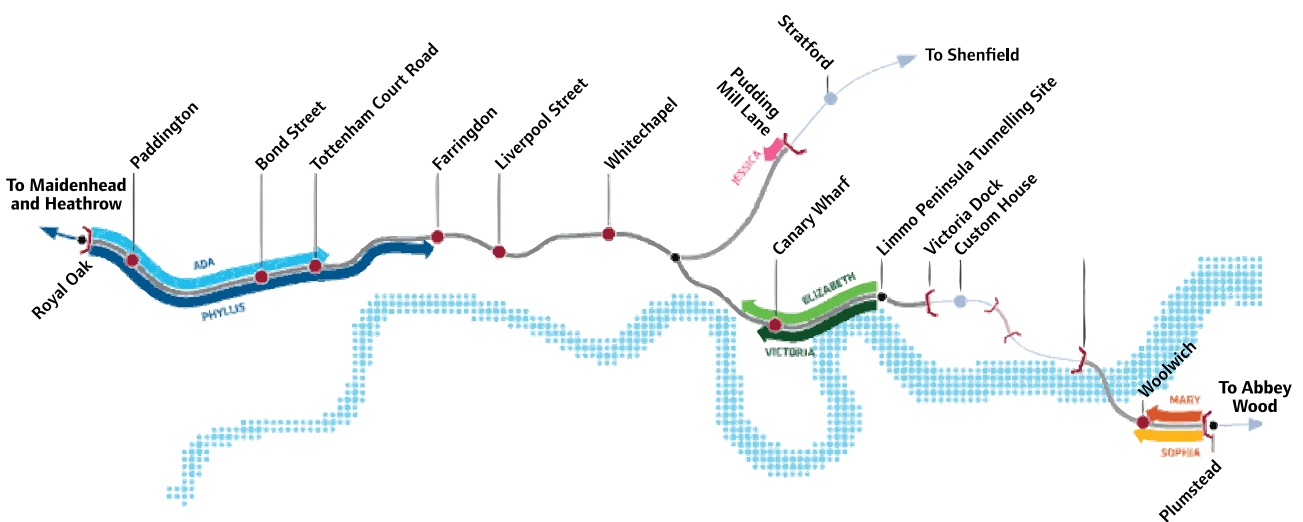
Operational availability for the period was 99.6 per cent. The downtime relates to three large vessels passing underneath.

2.4 Crossrail

2.4.1 Construction Progress

Crossrail remains on time and within the funding envelope, with the overall cost projection reducing by £95m this period. At the end of period 6 (18 August to 14 September) 44 per cent of the overall programme was complete.

On 2 October, Phyllis and six other Crossrail tunnelling machines collectively passed the 13 mile, halfway point, of their 26-mile marathon to build the train tunnels under London. Shortly afterwards, Phyllis finished the project's first tunnel, 17 months after commencing her 4.2 mile (6.8 km) journey from Royal Oak in west London to Farringdon in central London. The current location of the tunnelling machines is illustrated below:



During the coming weeks, Phyllis will be dismantled and her 130-metre long trailer system will be removed from the tunnel via the recently completed Fisher Street shaft. Crossrail is asking Londoners to submit ideas for items to be included in a time capsule that will be concreted into the shell of Phyllis, at the Farringdon site, to mark the first completed tunnel.

Construction of the sprayed concrete station tunnels is approaching 30 per cent complete. Notable progress at each central station includes:

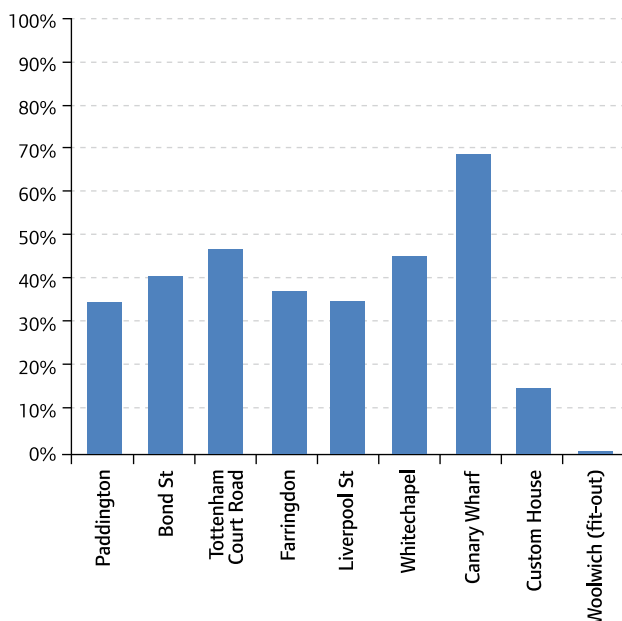
- Paddington station – roof slab complete, critical to the reopening of Eastbourne Terrace in February 2014, an important date for the local community
- Bond Street station – the western ticket hall (Davies Street) excavation is now complete, with concrete works nearing completion
- Tottenham Court Road – close working continues with LU to manage the complex interface between our projects
- Farringdon - Lindsey Street ticket hall is well advanced
- Liverpool Street – start of grouting works at Moorgate shaft
- Whitechapel – good progress with Durward Street shaft just under halfway down and Cambridge Heath Shaft with just four metres remaining to the bottom



- Canary Wharf station – construction of the structural timber roof to the over-site development has begun and is on course for opening in 2015
- Custom House – piling and substructure work continues in preparation to receive the superstructure works that are being manufactured off site
- Pudding Mill Lane – erection of the glass cladding to the new DLR station has commenced

Overall progress at each central station is summarised in the chart below.

Station progress (at period 6 2013)



The surface works, delivered by Network Rail, are progressing well. These are now over 18 per cent complete and on target to achieve all key dates. Significant progress has been made on the major construction projects at Stockley (providing access to Heathrow), Acton, the western bridges and the south east spur. Network Rail has now awarded over two thirds of the design and construction contracts, most recently announcing that Vinci has been awarded the contract for the design and upgrade of 13 stations in west London and Berkshire, while Balfour Beatty has been awarded the contract for the installation of overhead line equipment between Airport Junction and Maidenhead.

2.4.2 Procurement

The evaluation of the rolling stock tenders (received from Bombardier, CAF and Hitachi on 12 August) is progressing well. Crossrail continue to work closely with sponsors to plan for the award of this critical contract in mid-2014.

Crossrail announced its intention to award the contract for Paddington New Yard to Costain Limited on 14 October. This c.£30m contract includes the construction of a new 180-metre long elevated bus deck, which will connect to Westbourne Park Bus Garage, and the relocation of an existing concrete batching plant.

2.4.3 Jobs and skills

There are now approximately 9,000 people working on Crossrail on 40 construction sites and, at the end of period 6, 264 apprentices are engaged on Crossrail.

Young Crossrail is the education programme for young people and schools. Crossrail has established links with six partner schools – one in each of the central section boroughs – and will be delivering a range of activities with them. Recently, Young Crossrail has successfully promoted the engagement of three of the partner schools (Swanlea, Rokeby and Greenwich University Technical College) in the First Lego League, an international robotics competition for school children. Similarly, working with 31 primary schools and Enabling Enterprise, Young Crossrail has developed a Going Green project which is being used to promote environmental awareness among 1,975 Year 1 students during this academic year.

On 15 October Crossrail opened its graduate recruitment scheme to new applicants, as part of a coordinated initiative across TfL.

Crossrail continues to promote opportunities to regional suppliers, with visits to the West Midlands and North East England taking place during October.

2.4.4 Archaeology

Crossrail tunnellers have discovered approximately 20 Roman skulls while building a utility tunnel at Crossrail's Liverpool Street station site. Working under the direction of Crossrail's archaeologists, the construction workers have carefully removed the human skulls and Roman pottery, found in the sediment of the historic river channel of the River Walbrook.

2.4.5 Health and safety

On 10 October, the Department of Health's new Public Health Responsibility Deal 'health and work' Construction Pledge was launched. Crossrail was a part of the working group that developed the pledge and presented at the launch alongside the Government's Expert Adviser on Health and Work, Dame Carol Black and Health Minister, Earl Howe.

2.5 Surface Transport

2.5.1 Providing a quality bus network

New Bus for London

On 21 September, route 11 became the second route to fully convert to the New Bus for London. The route, which is operated by Go Ahead, runs from Liverpool Street station to Fulham Broadway, via Bank, Mansion House, St Paul's, Ludgate Circus, Fleet Street, Aldwych, Trafalgar Square, Westminster, Victoria, Sloane Square and Chelsea. It carries 23,000 people every day.

New buses also appeared on route 9 from Saturday 26 October and will appear on route 390 by the end of the year. Buses on both of these routes will operate with the rear door open and a conductor on the rear platform, for the majority of the day on weekdays. The New Bus for London vehicles, already introduced on routes 24 and 11, operate with just a driver in the evening when passenger numbers are lower, as do the prototypes on the route 38 in common with the conventional double-deck buses on this route.

When the New Bus for London is operated with just a driver, passengers can still use all three sets of doors which are opened automatically at bus stops. This enables us a degree of flexibility with staffing the buses at less busy times but retains the versatility of three entrances.

On Sunday 22 September, a New Bus for London was involved in a road traffic accident on Chelsea Bridge Road and on Friday 4 October an accident occurred involving a passenger alighting a new bus on route 24. Thorough investigations into these accidents are being undertaken.



2.5.2 Keeping London moving

Tottenham Hale Gyratory removal

During the early hours of the 13 and 20 October, we completed works to convert Monument Way, Hale Road and The Hale to two-way traffic, as part of a wider £34m scheme to improve the area around Tottenham Hale Gyratory.

On Sunday 13 October works were carried out to make Monument Way into two-way traffic, with Hale Road and The Hale changed on Sunday 20 October. Allowing two-way traffic has significantly improved the road network by providing more options for vehicles travelling in both directions through the area, as well as providing easier access for local residents and businesses. It has also helped reduce traffic levels along Broad Lane, making the area safer and more appealing for pedestrians and cyclists.

While the changes were introduced, police were present to help drivers understand the new road layout. Variable messaging signs were also in place throughout the area from early October to warn drivers of the changes.

The work at Tottenham Hale forms part of the wider work we are carrying out across London to deliver the recommendations of the Mayor's Roads Task Force to tackle the challenges facing London's streets and roads.

From Sunday 20 October, the bus station at Tottenham Hale also closed to allow a new bus station and public square to be constructed. Alternative bus stops have been installed nearby for interchange with Tottenham Hale rail and underground station. Work will complete at the end of 2014.

More information on improvements at Tottenham Hale can be found on our website, tfl.gov.uk/TottenhamHaleScheme.

Improving Tottenham Hale – proposed reduction of the speed limits

To support the gyratory removal and the Mayor's commitment to supporting regeneration of Tottenham Hale, we are proposing to introduce a lower speed limit of 20 miles per hour on Broad Lane and the surrounding roads. Consultation on the proposals closed on 18 October. The proposals would include the introduction of speed cushions and raised zebra crossing points to slow traffic and enforce the lower speed limit. Footways would also be widened and trees planted to help reduce the speed of traffic.

To link with the improvements being proposed for Broad Lane, Haringey Council are proposing to lower the speed limit on all the roads within the area bounded by Broad Lane, High Road and Monument Way.

Plans for new out-of-hours delivery trials and wider freight legacy

A plan for new Olympic-style trials of out-of-hours deliveries to businesses across London was announced on 4 October.

This was part of a wider package of works to deliver a freight legacy for the Capital. Unveiled at the London Freight Forum, the Delivering a Road Freight Legacy document outlines the successes delivered by us, key partners and the freight industry during the London 2012 Games, as well as a number of key actions that we will look to deliver in partnership with the industry during the next two years.

We will work with London boroughs and the freight industry on the trials which will explore how more deliveries could take place outside of the busiest times of the day. It is hoped that this will reduce congestion and benefit other road users, as well as allowing for quicker and more efficient freight trips.

The trials form part of a wider package of works, which look to change the way goods and services are delivered, and were a key recommendation of the Mayor's Roads Task Force. The trials will be used to determine the barriers that need to be overcome in order to roll out these measures more widely. They will look to begin early in the New Year and we will work in partnership with the industry during the next two years to develop a wider, long-term freight strategy for London.

We will also be working to revise street loading guidelines for planners, helping to ensure that the needs of the freight industry, local businesses and local residents are all considered when streets are developed and redesigned.

To achieve a more concerted step change in the approach, an Out-of-Hours Consortium has been formed, comprising TfL, boroughs, key retailers, London Councils, the Freight Transport Association and the Road Haulage Association.

The Consortium will carry out a comprehensive review of the practicalities and regulations surrounding re-timing activity, monitor additional local trials and take the lead in delivering a sustainable increase in out-of-hours operations, without causing unnecessary disruption to residents. The first meeting was held on 31 October 2013.

2.5.3 Encouraging more cycling Tour of Britain (2013)

The final stage of the Tour of Britain was held in central London on 22 September. London experienced the largest ever crowds for this cycling event since its inception in 2004, with high attendance numbers for the women's race in the morning. Over 100,000 spectators and 27 million TV viewers throughout Europe witnessed Bradley Wiggins complete overall victory, while Mark Cavendish won the final stage, including the stage winners jersey presented by Leon Daniels, Managing Director Surface Transport. Indicative figures provided by Prudential Ride London show that 61 per cent of spectators are motivated to start cycling or cycle more as a result of watching cycle racing events.

Tour de France

In mid July 2013, we agreed to a UK Sport request to manage the delivery of Tour de France 2014's Stage 3. Two hundred riders will set out from Cambridge, on 7 July, entering London through Epping Forest before completing a circuit of the Queen Elizabeth Olympic Park. They will then ride through the East End before turning westwards along the Thames. Buckingham Palace will then form the backdrop to the climax as riders sprint up The Mall. Up to two million cycling fans are expected to turn out to see the Tour de France when it reaches London.

On 4 October we awarded the contract to an event management company to deliver event planning for the full stage. First draft event plans (traffic and crowd management) are expected at the end of January 2014.

The Tour de France will kick off a spectacular summer of cycling in London, with the exciting event followed by Prudential RideLondon on 9-10 August and then the Tour of Britain, which traditionally finishes in the Capital, taking place between 7 and 14 September.

The Mayor is committed to ensuring London retains its status as the world capital of sport, and has recently set up a Major Events Oversight Board to assess the role of major sporting events in the Capital. This will ensure that any events held will have a clear benefit to London, while also making sure that any disruption that may result is kept to an absolute minimum.



Barclays Cycle Hire (BCH)

On the weekend of 14/15 September, the Cycle Hire software system was upgraded to allow for the expansion of the scheme towards the south and west in December 2013. The upgrade also introduced some improvements for customers. This necessitated a planned 24 hour outage for non-members. Improvements since the upgrade mean that members can now hold different access periods on each of their keys, meaning greater flexibility and convenience. Non-registered users can now obtain up to four bikes having only swiped their payment card once, saving time and fixing a known frustration with the scheme. The upgrade also allows more flexible accounts and payment schemes, paving the way for corporate and group accounts next year.

Barclays Cycle Hire (BCH) expansion and intensification

Construction of site foundations for the BCH expansion to new areas within Wandsworth, Hammersmith & Fulham, Lambeth and Kensington & Chelsea continues. The scheme is on track to launch an operable network in the expansion area in December 2013.

Barclays Cycle Superhighway 2 Extension to Newham*

Following the commencement of works in June to extend Barclays Cycle Superhighway 2 (CS2) to Stratford, we will shortly be holding a media event launching the extension. We will also provide an update on the Cycling Vision since its launch in March 2013.

* The text in this paragraph was amended after initial publication. The date for the media event has been removed as the date had not been confirmed. Details will be announced once the route is fully complete.

2.5.4 Encouraging more walking

TfL sponsored over 30 free guided walks across London on Saturday 28 and Sunday 29 September. The walks aimed to help Londoners enjoy the bustling sights and sounds as well as the changing landscapes of the Capital. The walks also helped people appreciate how easy and enjoyable it is to walk around our great city.

Known as 'Autumn Ambles', the walks help Londoners discover the richness of landmarks in central London and the wealth of parks, rivers, canals, open spaces and hidden gems across the city, with something suitable for all ages and abilities. All walks were accompanied by a trained walk leader. The led walk weekends have proved extremely popular with around 10,000 people taking part across three weekends in 2013 (Winter Wanders, Spring into Summer and Autumn Ambles).

A lot of work is being done to make London a city that is easier and more pleasurable to enjoy on foot, with many improvements being delivered such as creating new public spaces, enhancing London's streets and improving walking routes. TfL and the London boroughs are also expanding the network of Legible London signs to help people find their way around the city on foot.

2.5.5 River services

Additional passenger and berthing capacity to foster river services through central London

As part of our ambitious plans to increase passenger journeys on the river to 12 million a year by 2020, we have appointed a firm of specialist marine consulting engineers, Beckett Rankine, to carry out a design study to identify options for increasing both passenger and berthing capacity at three central London piers.

The study will focus on Bankside, Embankment and Westminster piers, and will seek to unlock the potential for further growth of river services in central London. The three-month study is due to be completed by the end of the year when options will be considered, with physical works completed and benefits delivered by the end of 2015.

The rate of increase in passenger journeys on the river continues to grow and is due to exceed eight million passengers a year by the end of 2013/14.



2.5.6 Taxi and Private Hire

Vehicle licensing service

The new licensing system, the Taxi and Private Hire Operational Licensing Administration (TOLA), went live on 30 September following successful migration of the data from the old system. The new system will provide an end-to-end licensing system for Taxi and Private Hire staff, and will speed up the licensing process and make it more transparent. The new system will also enable applications and renewals to be made and tracked on line.

2.5.7 Inquests

On 14-16 October 2013, the inquests into the deaths of cyclists Brian Dorling at Bow roundabout on 24 October 2011 and Philippine de Gerin-Ricard on 5 July 2013 on Whitechapel High Street were held. I wish to express my deep sympathies to their family and friends personally, and on behalf of TfL.

Both accidents occurred on Barclays Cycle Superhighway (CS2) and involved a collision with an HGV. The Coroner heard how Mr Dorling had cycled through the red light by the side of a lorry, which had also driven through the red light and was turning left even though it was in lane 2. Miss de Gerin-Ricard had undertaken a moving HGV on the pavement and had gone in front of it into its blind spot.

We provided our full assistance to the coroner to ensure both inquests were a thorough investigation into the circumstances of these tragic incidents. The Coroner concluded that both deaths were accidental and has now issued a 'Prevention of Future Deaths' report setting out her concerns relating to the use of unbounded blue on the Cycle Superhighway, the layout of the junction of Whitechapel High Street and Commercial Road and the education of cyclists about safer riding techniques. We will respond to the Coroner shortly.

We have a range of measures already under way to further reduce the number of collisions involving cyclists across London. Earlier this year, the Mayor published his 'Cycling Vision' which details how we and the boroughs will work to further improve safety for cyclists. This explained in detail how we will work to improve Cycle Superhighways and bring more innovative road layouts for cyclists, like the early start system for cyclists at Bow roundabout.

In addition, we have provided, and continue to provide, funding for both cyclist and driver safety training. We have also recently established a new joint MPS/VOSA Industrial HGV Vehicle Task Force with the DfT to take direct enforcement action against the minority of dangerous operators, vehicles and drivers.

Every death on London's roads is one too many and we will continue to do everything we can to reduce the risk to all road users, especially cyclists.

2.5.8 Pedestrian Crossing upgrades

All pedestrian crossing facilities in London have now been upgraded to meet the DfT's standards with regards to the time pedestrians have to safely complete their crossing. We are continuing our programme to install either tactile or audible indicators at all crossings by March 2016 in line with 'Your Accessible Transport Network'.

3 Customer experience

3.1 Improving the journey experience

3.1.1 Safety and security

Road safety campaign

The new Road Safety Action Plan (RSAP) for London was published in 2013. Stakeholder feedback on the RSAP consultation was clear: we should take a balanced and even-handed approach to road safety messaging.

The role of our road safety marketing and communications is therefore to:

1. Encourage individuals to take responsibility for their own safety, and the safety of others by increasing awareness of the main causes of collisions among the road user groups who are involved, and providing advice on the main causes of deaths and serious injuries to empower people to avoid putting themselves and others at risk. We

need to do this in a balanced and even-handed manner to avoid placing 'blame' on any particular group of road users.

2. Support the pan-TfL 'Every journey matters' strategy. More than half of Londoners do not consider TfL to be responsible for road safety. Our marketing will demonstrate that we care about the safety of those travelling on London's roads.

3. Ensure data and updates are provided to the public and stakeholders on a regular basis. This is in keeping with our commitment to operate openly and transparently and facilitate the sharing of our research, data and analysis through the appropriate channels for example websites, PR, stakeholder communications.



The main vulnerable road users are powered two-wheeler (P2W) riders, cyclists, teenage and older pedestrians and young car drivers. The vulnerable groups who are killed or seriously injured (KSI) are mainly involved in collisions with cars. However, any communication to this audience needs to be balanced and in proportion to messages to other road users.

Road safety campaigns are timed to coincide with peaks in KSIs. KSIs for teenage pedestrians, older pedestrians and P2W riders peak in October, so a number of campaigns launched on 21 October, along with a campaign encouraging motorists to take care at junctions, where 77 per cent of collisions occur.

Driver and Cycle Safety Tips Campaign

In keeping with our road safety strategy, at the end of September, we launched the autumn phase of our Driver and Cycle Safety Tips campaign.

This educates both motorists and cyclists about the safe and correct way to drive and cycle in London through a series of straightforward tips, including in relation to HGVs. The aim of the campaign is to contribute to the overall reduction in road casualties.

Key messages include:

- HGVs: Cyclists - stay back; HGV drivers - look out for cyclists
- Pedestrians: Cyclists, don't ride on the pavements; Pedestrians - look before stepping out

- Taxis and Private Hire Vehicles: Passengers, look out for cyclist before getting out

The tips are available on our website tfl.gov.uk/cycling by clicking on the cycle safety tips link.

Following the success of our Cycle Safety Tips campaign, the DfT is using the same creative to run similar campaigns in Leeds, Manchester, Birmingham, Bristol and Cambridge. These launched on 21 October and will run for four weeks:



Cycle safety Taxi and Private Hire Vehicles

At the end of September, we wrote to more than 30,000 licensed taxi drivers and private hire operators providing stickers designed to help prevent collisions with cyclists when vehicle doors are opened.

The stickers, which go on the offside passenger window, advise passengers to look out for cyclists when getting out of the vehicle.

In London, taxis and private hire schemes make up less than one per cent of vehicles, but they are involved in about 10 per cent of serious

collisions with doors due to the sheer number of journeys they make on a daily basis.

Other cities, such as New York, have significantly reduced the problem of these so-called 'dooring' incidents by putting stickers in the offside passenger door windows. We have previously issued advice and guidance to help drivers avoid collisions with cyclists and keep passengers safe and these stickers will help further in getting the message across. A copy of the sticker is shown below:



As well as the stickers, every standard licensed private hire operator was also sent a cycle safety poster for display in their waiting areas.

Cuts in cycle theft

We have joined forces with the Metropolitan Police Service, British Transport Police and the City of London Police to crack down on cycle theft across the Capital in an operation called Project Cycle Ops.

Since the start of the initiative in October 2012, bike theft has fallen by 11 per cent with more than 2,000 fewer offences. The number of bike thefts in London from October 2012 to the end of August 2013 was 19,052, compared with 21,488 in 2012 and 20,411 in 2011 over the same time period. Activity to tackle bike crime has included bike marking and registration events, educating cyclist, high-visibility policing patrols to discourage thieves, surveillance, and special undercover policing tactics.

During the course of Project Cycle Ops police have security marked and registered more than 40,000 bikes on BikeRegister.com, which helps to deter thieves and reunite people with their bikes if they are lost or stolen. However, they still have over 2,000 unclaimed bikes held in police stations across London and have launched a photo gallery site in an attempt to return bikes to their owners. The site is available on www.flickr.com/photos/metropolitanpolice.

Industrial HGV Task Force

Following the successful launch of the Industrial HGV Task Force on the 4 September, we held a media visit at Victoria Embankment with journalists from the Evening Standard on 27 September 2013. The visit included a briefing on the Task Force and explained why we have joined forces with the Metropolitan Police and Vehicle Operator Services Agency on tackling illegal HGVs.

The London-based Industrial HGV Task Force has been formed to raise awareness of safety requirements for vehicles and drivers and to take enforcement action against the minority of dangerous operators, vehicles and drivers. Since its launch a number of roadside enforcement operations have been undertaken. Between 1 and 18 October 2013, 236 vehicles were stopped as part of the operations, which resulted in 64 Fixed Penalty Notices being issued. Over 40 roadside enforcement operations are planned during November and December, we are also planning a number of seminars with the Traffic Commissioner and non-compliant operators.

3.2 Making things easier for our customers

3.2.1 Ticketing

Child and Student Zip Oyster card issuance

This is the peak time of year for issuing new cards. Again, as part of focusing on the needs of our customers, significant extra resource and process improvements have helped us to deal with this peak more effectively than ever before.

Applications for the 16+ Zip Oyster photocard opened earlier and, for the second year, offered an online application process. As the online application process is now proven, we emphatically promoted it as being the quicker and easier application route. This was all designed to get cards into customers' hands in good time before their previous cards expired on 30 September. There was an increase of 224 per cent in 16+ Zip Oyster photocard applications made online this year.

As a result of this new approach, the annual peak of Zip Oyster photocard and 18+ Student Oyster photocard issuance has gone well. There have been 44,690 Under 16 Zip Oyster photocards, 171,792 16+ Zip Oyster photocards and 142,032 18+ Student Oyster photocards issued since the start of the 2013-2014 academic year. In addition, 94,071 18+ Student customers who held photocards valid for more than one year have successfully reconfirmed their continuing eligibility. All applications have been dealt with within the advertised timescales.

Many of these applications are tied to the start of the academic year, which results in this peak in late September and early October. With the mandatory age for remaining in education rising to 18 next year, we will make further changes to the application process to smooth the peak even further in future years.

Contactless payment cards

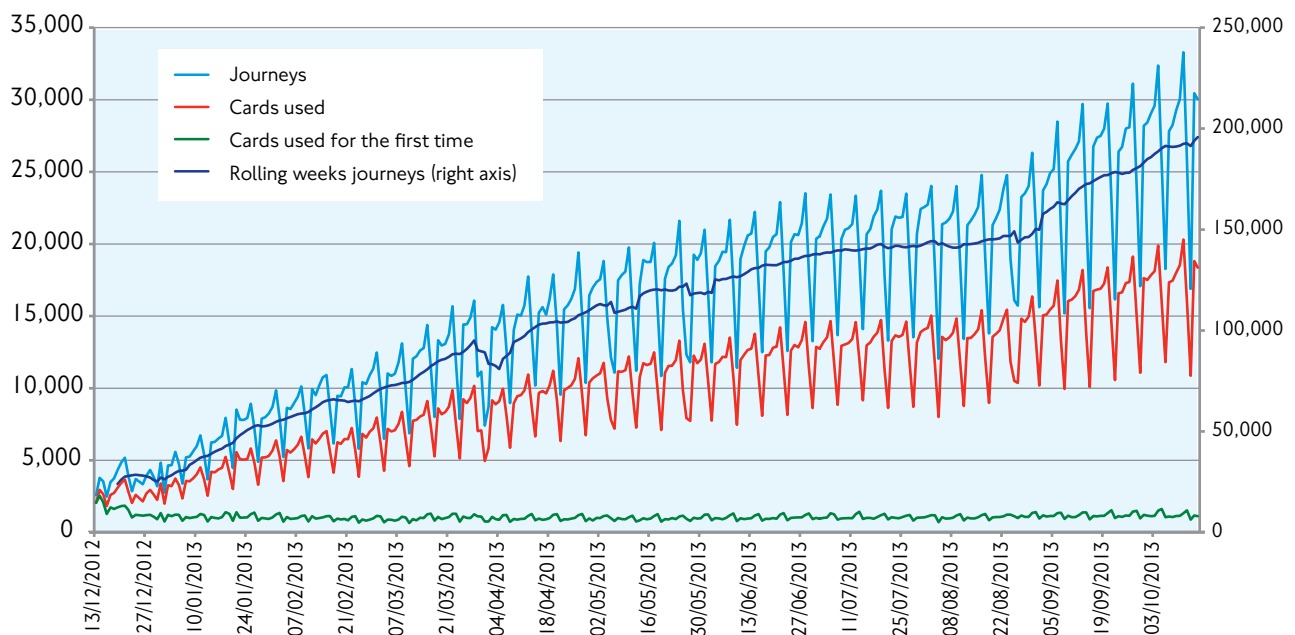
The growth in acceptance of contactless payments cards (CPCs) on buses continues apace. More than four million bus journeys in London have now been paid for using a contactless debit, credit or charge card. Usage has risen steadily, as more customers save money by paying the Oyster single fare rather than the cash fare. Nearly 180,000 trips are now made each week using CPCs. More than 15,000 cards are used each weekday, of which about 1,000 are being used for the first time.

Customers are comfortable using this form of payment and no security concerns have been detected either by us, our contractors, or the payments industry.

A customer information campaign will continue to advise customers to keep their bank card separate from their Oyster card when presenting it to the card reader. Just 0.03 per cent of transactions so far have required a refund to be made due to the wrong card being charged.

CPC acceptance will be introduced on our rail services during 2014. By the end of this year, a controlled pilot will take place of around 5,000 customers, staff and other interested groups to test CPCs before we make it available across these services.

Use of contactless payment cards on buses since launch



3.2.2 Customer services

Accessibility improvements

As part of our continuous programme of making the transport system more accessible to all, LU has completed the roll out of boarding ramps, bringing the total number of Tube stations with level access from platform to train to 35.

The portable ramps are put in place by Tube staff to allow wheelchair users to get on and off trains. They were first introduced at 16 Tube stations during the London 2012 Games and proved so successful that we have introduced them more widely.

Two additional London Overground stations, Denmark Hill and Crystal Palace, have also become fully step-free since the Games.

We are also on course to complete the introduction of new specialist training for staff both on the system itself and in our customer contact centre.

Early next year we will publish an update to ‘Your Accessible Transport Network’ reporting back on progress in delivering the full range of commitments we made to improve accessibility across all our services and setting out the further action we are taking.

TfL and accessibility charities launch new awareness training for bus drivers

On 3 October, we launched a new accessibility awareness training programme designed to give bus drivers a greater understanding of the needs of older and disabled passengers.

The training will be delivered to all of the Capital's 24,500 bus drivers by the end of 2014 and builds upon the extensive training London's bus drivers currently receive.

The new training scheme, called 'All Aboard!' has been carefully developed in partnership with disabled and older passengers, Transport for All and Age UK London.

Using the personal experiences of passengers with accessibility needs the training is designed to improve bus drivers' understanding of passenger needs and encourage the best customer service possible. Making London's bus network more accessible remains a key priority.

New Tube campaign

We run a continuous campaign to explain the benefits that investment is delivering to Tube passengers and helping us operate the system more reliably.

A new campaign aims to raise awareness of how passengers can help to reduce delays by making small changes while travelling. The actions that can cause delays include dropping litter which can interfere with track and signalling equipment; pulling the passenger alarm between stations, rather than when the train is in a station; holding the doors open and not letting passengers off trains before they get on.

Last year there were more than 400 hours of delays caused by such actions and reducing them will help us add to the 40 per cent improvement there has been in reliability since 2008/09.



Low rate telephone numbers for customer services

In my last report I explained that, as part of a wide ranging programme to improve value for money for our customers and users, we were moving all of our customer service telephone lines to lower cost 0343 numbers to reduce the costs of contacting us. This transition has now been completed.

At the same time, we have rationalised the total number of telephone lines from approximately 40 to fewer than 10 to make it easier for customers to get through to the right people first time.

The majority of telephone calls to us are made in respect of the Oyster card (eg for fares queries or refunds) and travel information. This core number has changed from 0843 222 1234 to 0343 222 1234.

The other numbers are:

| TfL Area | Legacy Number | New 03 Number |
|--------------------------|------------------------------------|----------------------|
| Customer Support | 0843 222 1234 | 0343 222 1234 |
| Low Emission Zone | 0845 607 0009 | 0343 222 1111 |
| Congestion Charge | 0845 900 1234 | 0343 222 2222 |
| Traffic Enforcement | 0845 603 4545 | 0343 222 3333 |
| Taxi & Private Hire | 0845 602 7000 Customer Support | 0343 222 4444 |
| | 0845 378 2345 Vehicle licensing | 0343 222 5555 |
| Barclays Cycle Hire | 0845 026 3630 | 0343 222 6666 |
| | 020 8216 6666 | |
| Dial-a-Ride | 0845 999 1999 Booking | 0343 222 7777 |
| | 0845 300 4717 General | |
| | 020 7446 0251 Cancellation | |
| | 020 7309 8900 | |
| Corporate – Switch Board | 020 7222 5600 | 0343 222 0000 |

For all lines, customers will now pay a cheaper rate irrespective of where they are calling from. From landlines, these calls are usually free. They are also included in the ‘minute bundles’ on mobile phone contracts. On pay as you go phones, charges are the same as geographical 01, 02 numbers.

This transition to cheaper rate numbers addresses one of the main sources of complaints from our customers.

We also continue to provide travel information through other channels such as our website and via numerous third-party apps made possible through our provision of free, open data on our services.

BBC series ‘The Route Masters – Running London’s Roads’

In June and July this year, a five-part documentary series ‘The Route Masters – Running London’s Roads’ was broadcast on BBC2. This went ‘behind the scenes’ to show how we and our contractors, manage the capital’s complex road, bus and surface transport networks.

The series was the second successful collaboration between us and Blast! Productions, following 2012’s ‘The Tube’ and the one-off special on the history of the Tube broadcast in May as part of the LU150 celebrations.

‘The Route Masters’ regularly received around two million viewers, or over eight per cent of the viewing population, which is above average for that day and time on BBC2.

Research shows that around a third of Londoners were aware of the series. As a result, the proportion of Londoners who feel we are investing to improve road journeys markedly increased and resulted in a positive impact on our reputation as a whole, with 74 per cent of viewers saying it improved their opinion of TfL.

The series also generated a significant discussion via social media, the majority of which was also positive. Much of this concentrated on the great job performed by our staff, often in difficult circumstances.

Overall, the series increased appreciation of the scale and complexity of the road and other networks we manage, as well as showing the very human face of our staff and contractors.

Proposals to stop accepting cash fare payments on London Buses

Since the introduction of the Oyster card in 2003 and the launch of contactless payment cards on London buses last year, more and more passengers are now appreciating the convenience and value for money these options offer. This year cash fares are expected to fall to less than one per cent of total bus journeys, down from 20 per cent ten years ago.

We introduced the 'Pay Before You Board' area in central London in 2003, where passengers wishing to pay by cash had to first purchase a ticket at a roadside ticket machine, as a means of speeding up boarding. Since late 2012, as cash use is now low, the roadside ticket machines have also started to be withdrawn and payment by cash on the bus has resumed, all be at very low levels.

With such low levels of cash use and the alternative cheaper payment options now available, we have developed a proposal to stop accepting cash.

The benefit of removing cash payments on London Buses would be a simpler customer proposition which could be readily communicated and which would reduce delays and disputes. Current cash payers would also benefit from a cheaper fare, saving around £1 a trip as they switch to pay as you go in either Oyster or contactless payment cards. We are also looking at measures to introduce a new Oyster feature that will allow passengers to make one more bus journey if there are insufficient funds on their Oyster card, helping them to get to the nearest station or Oyster Ticket Shop to renew their balance.

We have undertaken a public consultation on this which closed on 11 October. We are currently considering our response to the consultation.

Consultation commences to make it easier to 'stop and shop'

Consultation on proposals to increase free parking on some of London's busiest roads from 20 to 30 minutes concluded on 11 October.

It is hoped that these changes will help revitalise high streets, provide a boost for small businesses across London and provide more flexibility for people who wish to park and shop.



The plans would affect around 600 parking bays on our red route network.

The proposal has already been subject to informal consultation with 22 affected London boroughs, of which 19 welcome the plans. We are currently considering our response to the consultation.

Decluttering London's streets

In 2009, the Mayor announced the Better Streets initiative which aimed to tidy, declutter and relocate/merge street furniture.

Since then we have removed around 83km of pedestrian guardrail, 6,000 bollards and 9,000 traffic signs, together with a continuing programme of removal of redundant bus countdown beacons and CCTV equipment.

The removal of traffic signs has been achieved partly through the successful lobbying of the DfT to change its signing regulations to remove the requirement for 'no stopping at any time' signs which are now indicated by double red lines alone. This enabled the removal of some 8,000 traffic signs.

Decluttering of the network will continue, including the removal of unnecessary guardrail with activities prioritised to those areas identified with a high 'place' value under the Roads Task Force street types.

Art on the Underground

As part of the celebrations for LU150, Turner Prize-winning artist Mark Wallinger has chosen three winners from Art on the Underground's Labyrinth Schools Poster Competition from more than 800 entries from 49 schools across 27 London boroughs.

The winning entries are from young people aged five to 18 years old and were chosen for their highly original design and excellent interpretation of the competition brief. Hundreds of thousands of customers will see the three lucky winners' artwork when it starts to be displayed as a poster across all LU stations.

3.2.3 Technology

Electric bus operations

The first two pure electric buses to enter service will be Build Your Dream (BYD) 12-metre buses leased by Go Ahead London for trial on routes 507 and 521 this November.

These will be joined by four Metro city electric 10.6-metre single-deck buses, likely to operate on suburban routes, from spring 2014.

We are also engaged in a partnership funding bid for a project to demonstrate the potential for electric buses as urban public transport in eight cities across Europe. The project includes a large consortium of partners, coordinated by the UITP and part-funded by a European Union grant programme.

A range of pure electric and hybrid vehicle technologies are proposed across the consortium, including different charging technologies and techniques. We are one partner in the consortium who will represent London in delivering up to four range-extended diesel-electric hybrid double-deck buses and associated wireless (induction) charging infrastructure. The buses will be operated for a period of at least 12 months on a London bus route. The demonstration of the buses will enable detailed evaluation of their performance and the feasibility of further roll out. These initiatives will support the Mayor's Clean Air Programme.

Travel demand management (TDM)

TDM is a core part of our operational strategy alongside the huge programme of capital work underway to increase the network's capacity.

In essence, it is an integrated approach to communicating with businesses, customers and users to make available the information they need on the busiest times and places on

the transport network and major works and events. It offers them options for making small changes to their journey if they are able to do so in order to have a better journey experience.

The programme builds on the strong legacy of collaborative working with partners for the London 2012 Games. While the day-to-day challenges of demand management are very different from the circumstances of the Games, as an industry we have captured the lessons that have application to today's demand challenges.

Collaboration and a 'one team' ethos across the transport industry are at the centre of the programme, with TfL, Network Rail, ATOC, train operating companies and highway authorities all coming together to coordinate the operational and communications elements of helping London work effectively.

The emerging TDM programme coordinates customer advice around major events, large-scale improvement works that could disrupt travel and everyday hotspots where demand regularly exceeds transport capacity at certain times of day.

Specific elements of the programme are summarised below:

Integrated communication

Key to the success of the Games was the coordination of transport operators to speak with one voice and give consistent and authoritative advice to all customers.

To continue this, a TDM Board for London has been established with core membership of Network Rail, TfL, the DfT and the Association of Train Operating Companies. These core members have developed a Memorandum of Understanding that commits all of us to work cooperatively to develop and implement TDM projects.

The TDM Board is overseeing the emerging programme of TDM projects. One of the most significant of these is Network Rail's redevelopment of London Bridge rail station. For this reason the current TDM Board membership is supplemented by train operators Southern, Southeastern and First Capital Connect.

London Travelwatch have expressed their support for this initiative and attend the TDM Board to scrutinise our approach and plans on a regular basis.

There are a number of areas in which enhanced tools are being developed to enable and support better collaboration. These include:

- A communication toolkit to allow all of the partners to use consistent language, descriptions and presentation of customer information. This is being developed under the heading of 'Know Your Travel Options'
- An enhanced process and analytical tools to ensure that planned engineering and major events are commonly understood during the planning stage, adjusted

where, in combination, they might lead to unacceptable impacts on customers and communicated to businesses and customers. This supplements existing coordination between TfL and Network Rail on works and closures.

Major events

Events of significant scale in London can create pressure on both road and rail networks, so our collaborative management of the transport impacts of major events has been enhanced.

A TDM calendar of events is now used to identify events requiring a response and to identify the action required. Where events require a concerted response we have a new process in place to develop and share customer advice, ensuring that it is consistent.

This approach has been successfully tested during 2013 around a range of major events, including at the Queen Elizabeth Olympic Park, Prudential Ride London and the Tour of Britain.

TfL now hosts an event liaison facility to enable integrated management between event organisers, other transport operators and authorities, the police and our own transport control rooms for streets and traffic signals, buses and the rail and Underground network.

These approaches now form part of our business as usual approach to regular major events as well as one-off events such as the Tour de France 2014 Stage 3.



Major works

A continuing programme of capital investment is essential to supporting London's continued growth. Short-term disruption can result from these works and as an industry we are working to mitigate these disruptions.

An early example is the redevelopment of London Bridge station by Network Rail from 2013-2018. This is a major engineering project that will bring huge benefits to passengers and business as part of the Thameslink project. At certain times, however, the works will require part closure of the station and the diversion of existing services to other stations.

During those periods of major change, partners will supplement the existing Thameslink communications programme to offer customers and businesses advice as to how to best make their journeys so that they are not adversely affected.

Everyday hotspots

As is evident to our customer and users, London's growth means that there are locations where, at certain times of the day, demand for transport results in crowding and less comfortable journeys.

In the longer-term, enhancements to capacity will help alleviate this and we are also supporting long-term behaviour change programmes designed to influence choices such as levels of car ownership. Work flowing from the Roads Task Force will look at this for the road network.

More immediately, we are responding to existing hotspots caused by a rapidly growing London population by providing transparent information that enables customers to make informed choices about when, where and how best to travel.

Later this year we will be releasing detailed information about the times and crowding at our busiest London Underground stations. In subsequent phases this will be expanded to include other services and locations. This data will be presented alongside information about the options available to customers who have the flexibility to make small changes to the time of travel or their route.

We are also developing a pilot project to assess how best to provide information and advice around specific hotspots. This will be tested at a small number of stations on the Northern line during late 2013 and 2014 and will help us learn what does and does not work in addressing particular hotspots.

3.2.4 London Transport Museum - Learning and Engagement

The London Transport Museum (LTM) is a world-class visitor attraction and we are seeing record numbers of visitors at its Covent Garden site and booming sales of its retail products. TfL is the main funder of the LTM and our interests are represented on the Trustee Board by me, Vernon Everitt and Terry Morgan.

What is less well known is the LTM's work to offer a variety of audiences, particularly young people, learning opportunities and skills development.



This programme encourages people to engage with the past, present and future of London's transport and use the collection as the inspiration to help prepare for the future. Outlined below are some of the Museum's current activities with children, young people, families and London's diverse communities.

Work with young people

Through the collection and connection to TfL and our supply chain, LTM has a unique starting point from which to engage children. Whether learning practical life skills for travelling or getting 'hands on' with our transport heritage, the programmes bring history, art, engineering and contemporary issues to life.

Inspire Engineering

Inspire Engineering is LTM's flagship programme to engage young people with engineering and help reduce the skills gap facing the transport and construction industries. Supported by trained TfL engineers (or 'Engineering Ambassadors'), it will reach more than 3,000 young people in the next 12 months.

Engineering Ambassadors help to deliver Inspire Engineering Days at the London Transport Museum Depot in Acton where 60 pupils aged 11-14 take on an Engineering Challenge. Pupils are asked to think about scientific principles, teamwork, budget management and forward planning.

School visitors

Last year more than 24,000 children visited the Museum as part of a school trip. The aim is for each of these visitors to have an exploratory, educational, memorable and fun trip to the LTM.

Educational sessions for schools use a wide range of approaches, from actors, to handling objects and gallery activities. LTM uses these methods to inspire learning for all students in curriculum areas including: History, Science, Numeracy, Art, Design, ICT and Design and Technology.

In 2013 the LTM improved the visitor experience for schools with the launch of the 'Transportorium'. Created with the support of the DCMS/Wolfson Museums and Galleries Improvement Fund and sponsorship from Siemens, this dedicated space for schools is already proving to be an invaluable asset.

Safety and Citizenship

We commission the Museum to provide a range of programmes to schools and community groups in London, from in-school presentations and Junior Citizenship Schemes to community events and Restorative Justice interventions.

Now in its eighth year, the Safety and Citizenship programme is delivered free of charge to London schools and has worked with more than half-a-million primary school children since its inception providing the guidance and support they need to travel independently and safely.

By the end of the last school year, the programme had reached 95 per cent of primary schools (88,000 children) in Greater London and delivered further sessions to 30,000 secondary school students. LTM is working hard to reach the remaining five per cent and is making significant strides, particularly in engaging with harder to reach faith schools.

To help achieve the aim of reaching 100 per cent of London's Year 6 pupils (age 10-11), a new online learning kit, a revamped website for teachers, and even a double-deck bus were all added to the team's resources this year.

The Safety and Citizenship team also deliver the highly successful annual Be Safe week summer programme of family safety activities.

Route into Work

Route into Work targets 16 to 24-year-olds not in education, employment or training and links them to a job opportunity. Young people participate in a four day accredited course at the LTM during which they explore different jobs and careers, improve their CVs and prepare for job interviews.

Each day participants take part in group discussions and activities and access one-to-one support to help them get ready for work. On the third day of the course participants are introduced to staff from the employer commissioning the course and the employer has the opportunity to offer interviews or work trials based on their presentation.

Apprentices

LTM's Apprenticeship programme combines the outcomes of Route into Work and the ambitions of our work with our group of 'Young Consultants' who help us shape how the LTM works with young people.

Thanks to the support of the Heritage Lottery Fund and Arts Council England, four apprentices will support the curatorial team and help deliver work with other young people.

LTM is currently working to develop a sector-leading model of support and mentoring which combined with study gives the Apprentices the practical skills and experience they need to start a career in the cultural sector.

The LTM also reaches out to many other communities and conducts a number of activities which appeal to families over school holidays and I will provide further detail in future reports.

4 Value – efficient and effective delivery

Strategic Labour Needs & Training (SLNT)

Since 2009, we have worked in collaboration with our suppliers to develop the award-winning approach to responsible procurement, known as Strategic Labour Needs & Training (SLNT). This aims to generate apprenticeships and employment opportunities in TfL's supply chain, which are primarily, but not exclusively, aimed at Londoners. To date, almost 2,300 apprenticeships have been created and more than 20 apprenticeship frameworks have been delivered across our supply chain, from civil engineering and accounts, to electrical engineering and horticulture.

The innovative approach of SLNT has generated significant apprenticeship outcomes. This is reflected in two key contracts: the Engineering and Project Management Framework (EPMF) and the recent London Highways Alliance Contract (LoHAC). Engineering consultancies in EPMF joined together to establish a new

Technician Apprenticeship Consortium. Their demand for engineering skills was used to recruit young people as Civil Engineering Apprentices, aligned to the Institution of Civil Engineers. Since 2010, 29 EPMF suppliers have recruited 79 apprentices to the Apprenticeship Consortium, which is now nationwide. LoHAC suppliers are working collaboratively to deliver SLNT and, in the first six months of the contract, have already recruited 12 highways maintenance and engineering apprentices.

Solar panels installed at Paddington

Solar panels will be installed at Paddington station (first station on the network). The collection of 120 panels will capture power from the sun to generate 30,000 kWh of electricity every year and will be of benefit to the environment by using renewable energy. The scheme will also provide an estimated annual saving of £4,500 in electricity costs.



5 People

National Transport Awards

On 17 October, the Annual National Transport Awards took place, which recognise the people making a real difference to transport across the UK. We picked up a number of awards as follows:

- Rail Operator of the Year (winner)
- London Underground
- Most Innovative Transport Project of the Year (winner) - TfL and Barclaycard
- Acceptance of contactless payment cards on London Buses
- Excellence in Travel Information & Marketing (joint winners) - TfL - The 150th Anniversary of London Underground A Year of Celebration
- Road Safety and Traffic Management (highly commended) - TfL - Lane Rental Scheme
- Frontline Employee of the Year (highly commended) - Bhupen Pandya, Station Supervisor, TfL
- Rail Operator of the Year (highly commended) - Serco Docklands - Improving Performance and Customer Satisfaction
- One of our suppliers, Bombardier, won Transport Supplier of the Year - Supporting London Overground Rail Operations Limited (LOROL) during the Olympics and Bombardier's contribution to the London Underground Victoria Line Upgrade

National Rail Awards

On 19 September, LU was named Passenger Train Operator of the Year at the National Rail Awards. This is one of the highest honours in the transport industry, giving recognition to operators who set and achieve high standards that result in increased levels of passenger satisfaction and significant increases in the use of their services.

LU's advanced track monitoring system received the prestigious Stephenson Award for engineering innovation. A special judge's award also recognised our contribution to the incredible success of the 2012 Games. Vince Hancock, from the Asset Performance pump team, was highly commended in the Outstanding Personal Contribution category. LU was also shortlisted in other categories, including Maintenance Team of the Year, Environment and Innovation.

Rail Staff Awards

The awards, held in Birmingham on 5 October, celebrate the great work of the people who deliver the railway across the country, from drivers to cleaners and engineers to station staff.

The Every Journey Matters staff engagement team received Team of the Year award and Central line Duty Manager Josie Borg was named Rail Manager of the Year. The Jubilee line depot and two train operators were also highly commended in their respective categories. Other awards went to TfL Strategic Resourcing who won Rail HR Team of the Year and LU Graduate Amy Footer who was highly commended in the newcomer category.

British Construction Industry Awards

LU was awarded the Outstanding Contribution Award at the British Construction Awards in recognition and celebration of the network's 150th anniversary.

LU has constantly set new benchmarks for the way in which modern high-capacity metro systems should be designed, built, maintained and operated.

Light Rail Award

DLR picked up the Team of the Year Award for Olympic success at the 2013 Light Rail Awards held at the Royal Artillery Barracks.

LU was also presented with a special award in recognition of LU's 150th anniversary.

OTM wins top industry awards

On the Move, the LU and Rail staff magazine has been named Best Internal Publication at a prestigious communications industry awards.

The magazine also received the Best Design gong at the Institute of Internal Communication Awards, which celebrate excellence in internal communications across the UK.

PR Week Awards

At the PR Week Awards we won the 'Business' communication award for the Get Ahead of the Games integrated programme. We were also highly commended in the 'Public Sector' category for the LU 150 celebrations.

The Get Ahead of the Games campaign, created by the Olympic Delivery Authority, TfL

and M&C Saatchi PR, was the national campaign which aimed to ensure London and the UK kept moving during 2012's summer of sport.

Legal Team Awards

On 25 September the TfL Legal team were awarded the Legal 500 UK 2013 in-house team of the year in the field of transport. Legal 500 reported that the winners were selected following research and interviews to select the most capable, expert practitioners and firms across a number of different business sectors.

TfL Legal was also runner up in the Annual Lawyer Awards for In-House Public Sector Legal Team of the Year in June.

Graduate recruitment

In September, TfL and Crossrail welcomed 140 new graduate trainees who will work in areas including engineering, project management, transport planning, commercial, information management, finance and marketing.

TfL graduates will spend up to three years as trainees working on projects such as the Bank Station Upgrade, Barclays Cycle Hire, the Northern Line Extension and London Overground. Furthermore, each graduate will spend time in frontline roles across TfL's network, to give them first-hand operational experience of running key services.

Blackwall Tunnel Open House London 2013

On the 21 and 22 September, Blackwall Tunnel took part in the 'Open House London 2013' weekend. Open House promotes public awareness and appreciation of the Capital's building design and architecture and opens

London's buildings which are not otherwise open to the general public. As part of the event 170 people expressed an interest, with 24 selected at random to participate in a tour at Blackwall Tunnel. The visitors were provided with a valuable insight into the everyday challenges we face when managing busy road tunnels.

TfL helps ex-Armed Forces members back into employment

We have announced that we will be creating 30 paid work placements to help ex-Armed Forces members – who may be wounded, injured or sick – back into employment. This was announced at an Industry Day attended by around 60 ex-servicemen and women and representatives from the Poppy Factory, Recovery Career Services and our suppliers. We have been working with the Armed Forces resettlement support groups and Remploy, and have identified that many of the personnel who are leaving the services have useful skills that can be transferred to the transport sector, which has a shortfall of skilled engineering and planning staff. As a result, a pilot of four six-month work placements took place between 2010 and 2012, with three out of the four ending up with permanent positions with us or our suppliers. Following the success of the pilot a wider roll-out of 30 six month placements, will see people working in engineering, planning, project management and operational roles.

LU's Got Talent

On 27 September, talented and brave musicians from across the organisation took over the busking pitches at Waterloo station for charity. The 22 performers ranged from the Chief Operating Officer of Surface Transport to a student with us on Year in Industry placements, and many were performing in public for the first time. Plenty of exceptional talent was uncovered, and an impressive £800 was raised for the Railway Children, thanks to generous colleagues and members of the public.

New college provides vital technical skills

On 24 October, the Mayor spoke at the opening of a new technical college, providing young people with engineering and construction skills. University Technical College (UTC), Royal Borough of Greenwich, which was opened by HRH The Duke of York, KG, offers expert tuition in engineering, construction and design alongside core GCSEs and A-Levels.

TfL is one of a number of sponsors of the college and we have additionally donated a former Circle line Tube carriage to give students hands-on engineering experience within their own school grounds.

6 Mayoral decisions relating to TfL

Cycling events

The Mayor has delegated his general powers under sections 30 and 34 of the Greater London Authority Act 1999 to enable us to deliver cycling road events and connected initiatives we may wish to be involved with. We have worked with various delivery partners and stakeholders in relation to the successful delivery of high-profile cycling road events and initiatives including the Tour de France Grand Départ in 2007, the Tour of Britain 2004-2011, Hovis Freeride and Skyride from 2007 to 2011, cycling events for the London 2012 Olympic and Paralympic Games and RideLondon, the new annual two-day cycle weekend event held for the first time in August

2013. Our participation has included hosting events and associated initiatives and providing organisational, technical and operational support. Our involvement has also included the procurement of the services of event management specialists to support planning and production.

Our participation in cycling events to date has been enabled by arranging delegations of the Mayor's general powers as and when necessary on a case by case basis. The Mayor has now issued a general delegation of powers with effect from 17 September 2013 which will allow us to participate in future cycling events.



6 Additional updates

Metronet Put Option Litigation

We have been in litigation with Freshfields and Herbert Smith in connection with the Put Option Price paid to the former lenders to Metronet Rail BCV Limited and Metronet Rail SSL Limited ('the Metronet Companies') following the administration of the Metronet companies in July 2007. We settled the claims in September 2013.

Addison Lee bus lane access judicial review

In April 2013, the Court of Appeal heard Addison Lee's appeal against the High Court's decision on 11 July 2012 to reject their challenge of our bus lane policy. This appeal focused on alleged breaches of EU law on state aid, free movement of services and the principle of equal treatment.

The Court of Appeal has referred a series of questions to the European Court of Justice, concerning whether or not our policy, which allows taxis but not private hire vehicles to drive in bus lanes, amounts to state aid. The decision of the European Court is awaited on these points before the Court of Appeal will determine the wider appeal. It is expected that this could take at least 18 months. Pending the outcome, we continue to maintain our existing policy on access to bus lanes.

Taxi and Private Hire

Following the first successful prosecution for unlawfully plying for hire, reported to the 25 September TfL Board, on 27 September and 30 September we successfully prosecuted two other private hire drivers with the offences of unlawfully plying for hire and unlawfully accepting a private hire booking when not being a licensed private hire operator.

List of appendices to this report:

None

List of background papers:

None

Sir Peter Hendy CBE
Commissioner
Transport for London

November 2013

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