
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 27 March 2013 and updates the Board on significant projects and initiatives.

2 Recommendation

That the Board note the report.

3 Delivery

3.1 London Underground

3.1.1 London Underground (LU) Performance

LU continues to meet key performance targets. Full year passenger numbers in 2012/13 reached new levels, with 1.2 billion passenger journeys made, a five per cent increase on 2011/12 and four per cent better than budget. Passenger journeys in periods 1 and 2 of 2013/14 were 189 million, exceeding budget by one per cent and three per cent better than the same period last year. LU reliability, as measured by Lost Customer Hours (LCH), reached new levels of performance in 2012/13, with the lowest number of LCH recorded since the measure began in 1999. Performance was 20 per cent better than 2011/12. The improvement continued in periods 1 and 2 of 2013/14 with performance 0.5 million better than target.

The continuing trend of long-term improvement follows the success of the LU Reliability Programme, and LU is on track to meet the Mayor's commitment of reducing delays by a further 30 per cent by 2015. Additionally, over the last five years the reliability of LU's assets, for example trains, track and signalling, has improved faster than any other European or North American metro. LU's delivery of record reliability while carrying ever-increasing numbers is mirrored in the independent Customer Satisfaction Survey, which reached a new high of 84 out of 100 in quarter 3 of 2012/13 and continued into quarter 4.

3.1.2 LU Investment Programme

Sub-Surface Railway Upgrade

Following the May timetable change, there are nine new air-conditioned S Stock trains in peak service operating on the Hammersmith & City line. The next stage of the roll out will be additional new trains operating on the full Circle line service, which remains on schedule to happen in September 2013. This will be a significant step towards the successful achievement of the Department for Transport (DfT) milestone to complete roll-out of the new trains on the Circle and Hammersmith & City lines by 2014.

Other progress includes the immunisation of some of the old signalling from electromagnetic interference from the new trains which is now being progressed to an agreed schedule. This activity remains on schedule to achieve the DfT milestone to complete roll out of new trains on the District line by 2016.

Northern Line Upgrade

The new Transmission Based Train Control signalling system was introduced into full passenger service on 24 June from West Finchley to Highgate. Trains already successfully use the new signalling at the north end of the line between High Barnet and West Finchley. System testing on central sections of the Northern line including Camden Town and Kennington continue in June and July.

The Northern line mid life fleet refurbishment has seen the first train complete on programme, with trains two and three now in fit out. The rate of conversion should accelerate as lessons from train one are applied.

3.1.3 Major Stations Improvement

Tottenham Court Road Station

The project is on programme and budget. Work to the basement of the new ticket hall is progressing well and the base slab steelwork at the Goslett Yard site was completed ahead of plan. The main contractors, Vinci and Bam Nuttall, are finalising plans to achieve a sustained uplift in site production to allow the proposed 2015 closure of Central line platforms to begin on time.

Bond Street Station

The project has been awarded a gold award in the Considerate Contractor Scheme for the second year running. Activities in the project have been re-sequenced to run concurrently to save further time on the schedule. The start of tunnelling has been re-sequenced to start in the summer to allow the escalators six, seven and eight to commence early and mitigate a significant project risk. The residual delay to the start of tunnelling has now been fully mitigated.

Victoria Station

The project remains on schedule and within authority. The installation of load bearing columns to the south ticket hall is complete which will allow further construction work to continue. Allington Street has re-opened for two way construction, in line with the agreement with Land Securities. The jet grouting columns have been installed which makes the ground more suitable for tunnelling safely. The excavation of the north ticket hall paid area links is progressing to programme, and excavation for the northbound cross passage has commenced.

Vauxhall Station

Vauxhall Tube station will be transformed over the next few years, with a £36m modernisation, which is part of wider investment designed to support the growth and regeneration of the surrounding area. The project will make the station step-free, give passengers more space and make journeys through the station quicker and more pleasant.

Bank Station Upgrade

Work is now underway to complete a new additional entrance to Bank station, one of London's most congested stations. While the new entrance is planned to open at the end of 2015, the station needs a major upgrade to cope with the growth in passengers it has seen over the last few years and will see over coming years, as London's population grows by one Tube train full of people a week. The City of London is central to London's role as the motor of the UK economy and Bank station, beneath the streets of the City, one of the busiest on the Tube, is approaching capacity.

Proposals for a major upgrade to the station, including a new Northern line southbound running tunnel to free up platform space, interchange tunnels and an additional station entrance – as well as step-free access to the Northern line – are being finalised. The details of this are covered in the separate Bank Station Capacity Upgrade Project paper.

3.1.4 Northern line extension

We have applied for powers to build and run an extension of the Northern line to Battersea from Kennington, providing better access to the Tube for thousands of people in South London. When the Tube link is complete, travel to the West End and the City will be cut to 15 minutes from the Battersea area. If planning powers are obtained from the Government, and a funding package is in place, construction of the Northern line extension could begin in 2015 with the two new stations opening in 2020.

We submitted a Transport and Works Act Order application to the Secretary of State for Transport on 30 April 2013. This marks the start of a seven week statutory process during which people or organisations can make representations to Government with their views on the proposal. Results from three public

consultations on plans to extend the Northern line have confirmed strong support for this potential new Tube link.

3.2 London Rail

3.2.1 London Overground (LO) Performance

LO passenger journeys were 17 per cent better than budget at 124.6 million for 2012/13, the highest recorded and a 22 per cent increase year on year. The opening of the new South London line in Quarter 3 led to an increase in customer demand, with journeys in the first two periods of 2013/14 eight per cent ahead of budget.

LO's operational performance was 96.7 per cent for 2012/13, better than target by one per cent for the public performance reliability measure and was 0.3 per cent better than 2011/12. Operational performance in periods 1 and 2 of 2013/14 was six per cent better than target.

A Passenger Focus report, published on 19 June 2013, revealed that passengers have again voted LO as one of the best rail services in the south-east region and achieved a customer satisfaction of 92 per cent. This compares with an average of 81 per cent for services across the rest of the region.

Latest figures for punctuality from Network Rail's Public Performance Measure show LO's annual moving annual average score is 96.6 making it the second most punctual service in the UK.

3.2.2 Additional carriages ordered for London Overground

An £88m order placed with Bombardier Trains in Derby will enable existing Class 378 electric trains to be increased from four to five carriages on all of the network's lines, except the Gospel Oak to Barking route where trains remain diesel powered. The lease delivers savings of £9.4m in present value terms, relative to the assumptions in the Business Plan. The first five-carriage train will be introduced on the East London Line by December 2014. Each new carriage has the capacity to carry approximately 150 passengers. The £320m capacity improvement programme also includes the construction of longer station platforms and other infrastructure upgrades.

3.2.3 Docklands Light Railway (DLR) Performance

DLR achieved 100 million passenger journeys for the first time in its history in 2012/13. This was 13.9 million more than last year and 6.7 million better than budget. Passenger journeys in periods 1 and 2 2013/14 exceeded budget by two per cent.

The percentage of schedule operated in 2012/13 was 0.5 per cent better than target at 98.5 per cent. This improved to 99.4 per cent in periods 1 and 2 of 2013/14.

3.2.4 DLR new franchise

On 17 April 2013, we announced the names of the companies shortlisted to bid for our new DLR franchise, which is due to commence on 14 September 2014. The companies are Stagecoach Rail Projects Ltd, a joint venture between Keolis (UK) Ltd / Amey Rail Ltd, a joint venture between Go Ahead PLC / Colas Rail Ltd and Serco Ltd. This shortlist is as a result of the pre qualification process undertaken following the publication of a notice in the Official Journal of the European Union. We will be issuing an Invitation to Tender (ITT) to these companies within the next few weeks.

3.2.5 London Tramlink Performance

Passenger journeys in 2012/13 were one per cent better than budget at 30 million (five per cent above demand levels for the same period last year). Demand in periods 1 and 2 2013/14 was two percent above budget.

In 2012/13 service performance for Trams, as measured by percentage of scheduled service kilometres operated, was 98.2 per cent compared with a target of 98 per cent. Performance was adversely affected by poor vehicle availability following the introduction of six new trams halfway through last year; however a recovery plan has been put in place. The percentage of schedule operated in periods 1 and 2 has improved to 0.3 per cent better than target.

3.2.6 Emirates Air Line (EAL) Performance

Customer satisfaction with EAL is high, with passengers giving it a score of 93 out of 100 in a survey undertaken in the last quarter of 2012/13.

The survey shows the scheme continues to play a vital role in the Mayor of London's plans to regenerate east London as EAL celebrated two million passenger journeys on Monday 2 April – nine months after opening. Local businesses are already reporting an increase in footfall as a result of the scheme.

Passenger journeys for 2012/13 were 56 per cent ahead of budget, mainly driven by increases over the Games Period, at 1.9 million with an operational availability of 93.9 per cent. Most of the downtime was attributable to high winds.

At the Institution of Civil Engineer awards on 14 March 2013, EAL won the Evening Standard Award, voted for by readers, as their favourite project. EAL celebrated its one year anniversary on 28 June 2013 with a number of activities including music events and competitions to gain media coverage, raise awareness of the scheme further and encourage new journeys.

3.3 Rail planning

3.3.1 Rail Franchising and Devolution

Following discussions between the Mayor and the Secretary of State for Transport, it has become clear that devolution to TfL of rail services in southeast London is unlikely for the time being. We continue to make the case for greater control over

London's suburban West Anglia rail service. We have demonstrated through London Overground that we can significantly improve rail services and station facilities.

3.3.2 Rail Industry Liaison

Senior level meetings were held with both the Association of Train Operating Companies (ATOC) and Network Rail (NR) in April 2013. The main agenda items at the TfL/NR meeting were the NR strategic business plan, joint work on travel demand management at London Bridge, Crossrail timetables and the forthcoming joint consultation on Crossrail 2. As part of its long term planning process, NR published forecasts for London and South East routes to 2043.

NR has published draft access charges for Control Period Five starting in April 2014. TfL and London Overground Rail Operations Limited (LOROL) met with NR to understand changes to LOROL's Fixed Track Access Charges.

3.4 Crossrail

3.4.1 Progress and Future Milestones

Construction for Crossrail is now nearly 40 per cent complete. The project continues to be delivered on time and within budget.

Crossrail now has six tunnel boring machines (TBMs) in the ground with over 13km of tunnel now constructed – a sixth TBM, Mary, was launched from Plumstead on 18 May. Around 1km of new Crossrail tunnels are currently being constructed under London every two weeks.

Crossrail celebrated three tunnelling milestones during May. Two of Crossrail's TBMs, Sophia and Elizabeth, broke through into the new station boxes at Woolwich and Canary Wharf with a further milestone reached at Stepney Green, where the eastbound cavern was completed ahead of schedule. A second TBM, Victoria, broke through into the Canary Wharf box on 11 June 2013.

An event to mark the Canary Wharf breakthrough was held on 31 May 2013 and was attended by the Secretary of State for Transport and the Mayor of London. The two photographs overleaf are taken from the event.

The Stepney Green caverns are one of the largest Spray Concrete Lining projects constructed in Europe. The eastbound cavern is where Crossrail trains will branch towards Stratford or Woolwich and so is scaled to accommodate two TBMs that are due to arrive this summer. It is 50m long, 13.4m wide and 16.6m high at the largest section. To construct the cavern, the team had to excavate 7500m³ of material and apply 2500m³ shotcrete to the walls.

A Victorian rail tunnel beneath the Royal Docks in east London has been exposed to the light of day for the first time in 135 years as part of works to prepare for the arrival of Crossrail trains in 2018. A hole measuring 20m long and 10m wide has been created in the exposed crown of the Connaught Tunnel, which runs beneath

the Royal Victoria Dock, following work to drain 13 million litres of water from a section of the docks that lie above.

Work is now underway to strengthen, deepen and widen the central section of the tunnel so that it can accommodate Crossrail's trains. Over the last few months a cofferdam measuring 1300m², around the size of four tennis courts, has been put in place to allow a section of the Royal Victoria Dock to be drained so that Crossrail workers can access the tunnel from above. The tunnel was built in 1878 and has not been in passenger use since December 2006. It is the only existing tunnel that will be re-used for Crossrail.

A further Crossrail tunnelling drive, between Pudding Mill Lane and Stepney Green, will commence this summer. Work to assemble Crossrail's seventh TBM is well underway.



The Canary Wharf breakthrough

Pudding Mill Lane

On Thursday 16 May 2013, The Chancellor of the Exchequer George Osborne, visited Crossrail's Pudding Mill Lane site and was joined by the Indian Finance Minister and the Treasury's Commercial Secretary, Lord Deighton to highlight British engineering and construction. Crossrail Limited (CRL) Chairman Terry Morgan outlined the huge scale of the project to the guests and the transport and supply chain benefits that Crossrail will deliver not only for London but the whole of the UK.

Crossrail Supply Chain Engagement

A supply chain event was held in Northern Ireland on 28 and 29 April 2013 to encourage businesses to make the most of the opportunities that Crossrail has to offer. Senior representatives from CRL and principal contractors Laing O'Rourke and Costain Skanska spoke at a conference in Belfast organised by Invest Northern Ireland that was attended by almost 100 suppliers to inform them about the business opportunities that will arise over the coming years. The Northern Ireland Enterprise minister Arlene Foster MLA and the CRL Chairman also visited a business in Co. Down that has already won four Crossrail contracts covering the supply of 300 tonnes of steel to two Crossrail sites.

A 'Meet the Contractor' event was held in London on 23 May 2013 at which suppliers were brought together with a number of CRL's principal contractors. Over 200 targeted one to one appointments took place, during which suppliers had the opportunity to explain to contractors what they do and to explore the possibility of working together on Crossrail.

Procurement

In April 2013, CRL awarded the last of its major delivery contracts to a joint venture comprising Alstom Transport, Travaux du Sud-Ouest and Costain Limited for the major fit-out of the new rail tunnels. The value of the contract is in the region of £300m.

As tunnelling concludes work will get underway to turn the tunnels into an operational railway with new track installed as well as power, drainage and ventilation systems. The fit-out works will be carried out within the entire tunnelled section of the Crossrail route between Royal Oak, Pudding Mill Lane and Plumstead Portals.

Tunnel fit-out is one of the largest contracts to be let by CRL and will create hundreds of new job opportunities as well as providing a welcome boost to regionally-based manufacturers and suppliers.

The contract also includes commitments to provide apprenticeships and job opportunities for Londoners. The contractor will be required to create around 50 new apprenticeships and new job start roles for individuals who are long-term unemployed or out of education or training for six months or more during the life of their contract. It is a requirement that all of the new job starts are taken up by individuals living within Greater London or within one mile of the Crossrail route.

NR issued a major ITT in April 2013, for the majority of Crossrail works planned on the northeast surface section of the Crossrail route, between Stratford in east London and Shenfield in Essex. The ITT includes the design and build of major station improvements at Romford and Ilford as well as improvements at stations including Forest Gate, Goodmayes, Harold Wood, Gidea Park, Chadwell Heath and Brentwood.

Platform extensions will allow longer, higher capacity trains to run, and new lifts to enable step-free access will be installed at many stations along the route. The detailed design phase will commence in early 2014 and main works will take place between late 2014 and 2017.

In May 2013, CRL awarded a £50m contract to VolkerFitzpatrick Limited for the upgrade of existing depot facilities at Ilford including the construction of ten new sidings. The depot will not only be vital for Crossrail's operation but will also create job opportunities during construction and up to 90 jobs once the depot upgrades have been completed. Ilford Depot will remain an operational depot during the construction works.

Crossrail, Heavy Goods Vehicles (HGVs) and cycle safety

On 3 May 2013, CRL held an Exchanging Places event at Marble Arch to provide cyclists with an understanding of blind spots faced by HGV drivers. Over 175 cyclists attended. The Exchanging Places event is one of a series of joint CRL and police road safety initiatives being held on London roads and in schools.

CRL requires all HGVs delivering to its worksites to have cycle safety equipment and for regular drivers to undergo a one day intensive training course regarding vulnerable road users. Lorries are inspected when arriving at site to ensure the required safety equipment is fitted and in working order. 5,000 professional drivers have now completed CRL's Lorry Driver Training course.

CRL requirements include that HGVs are fitted with Fresnel lenses or cameras, blind spot detection equipment which warns the driver when a cyclist is in the near-side blind spot and under-run guards to prevent cyclists from coming into contact with lorry wheels. Vehicles must also carry warning signs to alert cyclists and pedestrians of the risks they face by getting too close to HGVs.

Operation of Crossrail

On 25 June, TfL announced the names of the companies shortlisted to bid to run the Crossrail services. The bidders are:

- Arriva Crossrail Limited
- Keolis/Go Ahead
- MTR Corporation (Crossrail) Limited
- National Express Group PLC

The ITT is due to be issued in September 2013 and an operator will be appointed at the end of 2014. The successful train operator will start running the first services

from May 2015 between Liverpool Street and Shenfield, taking over the stopping services currently operated by Greater Anglia. The route through Canary Wharf, the City and the West End will open in late 2018, with the full route running in 2019.

3.5 Surface Transport

3.5.1 Providing a Quality Bus Network

Record-Breaking Week for Bus Journeys

In April 2013, a record-breaking week on London's bus network saw passenger numbers reach their highest level since before 1960. Approximately 49.5 million weekly journeys are now being made on London's bus network – around half the number of all bus journeys in England. The annual figure of around 2.3 billion passengers is 60 per cent above the levels that were seen as recently as 2000 and comes against the backdrop of London's continued population rise.

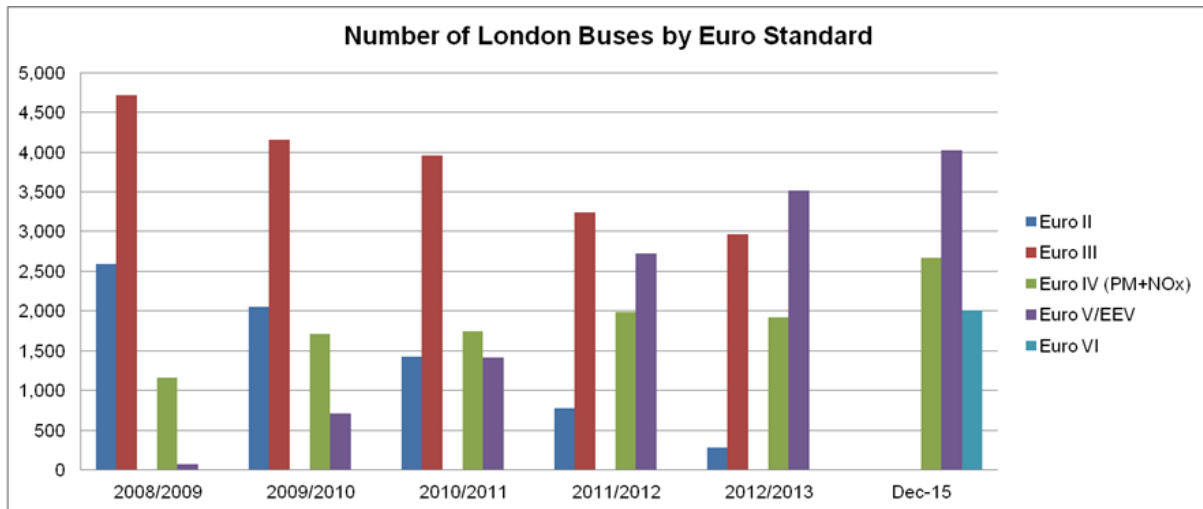
Green Bus Fund Award for Hybrids and Electric Buses

We have been awarded £5m from the DfT's Green Bus Fund to finance a further 90 hybrid buses and four electric buses for the capital. The DfT's announcement, on May 27 2013, represented the fifth successful bid to the fund which has contributed £23m to London to date.

The latest contribution includes £360,000 towards the cost of purchasing four single-deck fully-electric buses for the fleet. These emit no tailpipe emissions and will be trialled to establish whether the technology can deal with the rigours of operating in London.

The number of diesel-electric hybrid buses in the fleet rose to 452 in period two, with a further 100 on order. The introduction programme anticipates this figure rising to 1,700 by 2016, representing 20 per cent of the total bus fleet, supported by an order for 600 New Bus for London (NBfL) production vehicles.

The latest bus fleet audit, updated for March 2013, shows that 63 per cent of a total of 8,695 buses are now Euro 4 engine emissions standard or better. The average vehicle age is 5.9 years which is very similar to the 5.8 years for March 2012. The entire fleet is expected to meet or better Euro 4 for nitrogen oxide (NOx) and particulate matter by the end of 2015, following retrofitting of 900 buses with selective-catalytic reduction equipment and early replacement of the remaining Euro 3 buses with the latest ultra-low emission Euro 6 buses from 2014 when they become available from engine manufacturers. The diagram overleaf demonstrates the progress made over the last four years in ensuring London's bus fleet meets these higher Euro standards for NOx and particulate matter emissions.



Mayor opens New Bus for London manufacturing plant in Northern Ireland

On 10 May 2013, the Mayor of London visited Northern Ireland to open a manufacturing plant that is building the chassis for the NBfL. Bus manufacturer Wrightbus, a family-owned company based in Ballymena, County Antrim, will build 600 of the Mayor's NBfL vehicles – the greenest diesel hybrid buses in the world – over the next three years.

The order for 600 of these new buses is set to provide 50 new jobs and highlights how investment in the Capital's transport system has the knock on benefit of providing jobs and growth throughout the rest of the UK. Investment in London's transport network is safeguarding jobs across the whole of the UK; with more than 60 per cent of our supply chain spend going to suppliers outside of London. Investment in London's transport network supports 40,000 jobs in the UK supply chain, with a further 19,000 supported in the supply chain within London.

New Bus for London Roll Out

On 24 June 2013, Route 24, running between Hampstead Heath, Camden, Trafalgar Square, Parliament Square, Victoria and Pimlico switched to 27 brand new NBfL vehicles operating in the peak period. This is the first route to be fully served by NBfL vehicles.

Route 11 will be the second route in the capital to be served entirely by NBfL vehicles from 21 September 2013. Route 11 will have 25 new buses in service during peak hours from Liverpool Street Station to Fulham Broadway, via Bank, St Paul's, Aldwych, Trafalgar Square, Victoria, and Chelsea. The service will be operated by Go Ahead and will carry around 23,000 people a day.

New Bus for London in New York City

In May 2013, HRH Prince Harry and the UK Prime Minister David Cameron kicked off a global tour promoting Britain as a world class destination for trade, tourism, investment and education as part of the GREAT Britain Campaign. They launched the tour at Milk Studios, New York City, and arrived on board a NBfL.

The bus is an innovative platform that will help support British companies in developing their overseas markets, generating local interest in investing in Britain, as well as increasing numbers of tourists and students. The tour also aims to generate sales of this state-of-the-art vehicle. UK Trade & Investment (UKTI) teams will work with Wrightbus to market the NBfL to potential customers.



HRH Prince Harry and UK Prime Minister David Cameron aboard the New Bus for London in New York City

New Bus Services for the Queen Elizabeth Olympic Park

On 14 June 2013, we announced a number of changes to bus services in Stratford that will take place later this year in support of Queen Elizabeth Olympic Park. The park is due to open in phases beginning with the north side in July 2013. We sought the views of the public and stakeholders to the proposed changes to bus services as part of a nine week consultation. The responses to the consultation were broadly positive so a decision has been taken to go ahead with the proposed changes to bus services. Bus routes will be re-routed or extended to serve the new community in Stratford with changes affecting routes 26, 30, 97, 308, 339, 388, 588, D8 and N205.

Changes to Bus Routes in Hackney Town Centre

On 15 June 2013, we introduced changes to local bus routes and bus stopping arrangements in Hackney town centre. This is owing to the trial closure of Narrow Way and part of a town centre regeneration scheme led by London Borough of Hackney Council. The changes to bus services follow a consultation that we conducted in May and the closure is expected to last until early 2014.

Brand new Sunday Service for Route B12

On 28 April 2013, we introduced a brand new Sunday service for route B12. This follows extensive work in consultation with Bexley Council, other stakeholders and requests from passengers. The new service runs every 30 minutes throughout Sundays, linking Joydens Wood, Coldblow and parts of Northumberland Heath to Bexleyheath and a number of railway stations. The route runs clockwise round the Joydens Wood loop before noon and anticlockwise thereafter, as it does on other days of the week.

3.5.2 Keeping London Moving

Keeping the Capital's Roads and Buses Moving

We have let the cameras in again for another remarkable behind-the-scenes BBC documentary series, following last year's programme 'The Tube'. The programme, 'Route Masters - Running London's Roads' gives viewers an unprecedented look at how we keep the Capital's roads and streets flowing to successfully manage 21 million daily journeys by car, bus, taxi, cycle, delivery lorry and van, motorcycle, scooter and on foot. The first programme was on 18 June 2013 and the series continues on BBC2 at 2100 on Tuesdays. The stars of the programme are our fantastic staff and wider family of contractors, who work 24/7, many of them unseen, to keep the Capital's roads and streets moving. I am sure the programme will open many peoples' eyes to these extraordinarily dedicated, talented and resilient men and women, who reflect the city they serve and keep the network functioning and help support the economy.

Journey Time Reliability

We are committed to improving Journey Time Reliability (JTR) on 23 corridors on the Transport for London Road Network (TLRN). This is delivered through comprehensive corridor management, identifying pinch points, valves and hot spots, and understanding how each corridor operates in relation to the surrounding road networks. We can then apply techniques such as signal timing reviews, designed to maximise the performance of London's existing infrastructure, Split Cycle Offset Optimisation Technique (SCOOT) implementation to better respond to changes in flow across the network, and management of road capacity through specific engineering interventions to ensure the road network runs smoothly. At the end of Period 2, overall JTR on central London TLRN corridors stood at just under 89 per cent, an 0.7 point increase on the same period last year. The year-to-date figure is just over 89 per cent, a year on year improvement of 0.3 percentage points.

Traffic Signal Timing Reviews

The Signal Timing Review programme allows us to maintain London's traffic signals at optimum settings, thereby minimising unnecessary vehicle stops and delay, reducing congestion, smoothing traffic flow and in doing so, contributing to reductions in emissions. To date this financial year, 104 signal timing reviews have been completed, delivering on average a nine per cent reduction in delays for traffic at these sets of signals, with no detriment to pedestrians.

Split Cycle Offset Optimisation Technique

SCOOT reduces delay and improves journey time reliability through the dynamic control of traffic signals. Prior to 2008, SCOOT was installed at around one third of London's traffic signal locations. As part of the Mayor's Smoothing Traffic Flow initiative, we have installed the technology at a further 1,000 locations by the end of 2012/13. SCOOT optimisation has now been completed at 835 sites, delivering over a 13 per cent reduction in delay and around a five per cent reduction in the number of times vehicles have to stop as they travel through the network. Optimisation of all 1000 new sites is still on target for July 2013.

Reducing Delay and Disruption

Our Lane Rental Scheme, the first of its kind in the UK, is designed to encourage work promoters to avoid digging up the busiest roads at peak traffic times. Following introduction of the scheme in June 2012 and up to March 2013, more than 92 per cent of utility company roadworks have been undertaken outside of peak times and avoided a lane rental charge (compared to around 30 per cent that would have avoided a charge before the scheme came into effect). For TfL's own roadworks, this figure is now 99 per cent. The scheme has also seen serious and severe disruption from roadworks in lane rental areas cut by more than a third compared to the same period the previous year. There is also a separate paper on the impact of the Lane Rental scheme.

Traffic Incident Reporting Improvements

On 1 April 2013, we replaced our current traffic incident reporting system with the Traffic Information Management System (TIMS). This new system continues to provide the majority of traffic information to road users and also serves as our internal reporting system. TIMS represents a step-change improvement in London Streets Traffic Control Centre operations, with the net result being better congestion management and mitigation.

Traffic Control Maintenance and related Services (TCMS)

The TCMS contract, which began in March 2008, has seen its most successful year in 2012/13 (the fifth year of the contract). Over the last year, the challenging traffic signal availability target of just over 99 per cent has been consistently exceeded. Availabilities for over-height vehicle detectors and variable message signs have also improved on previous years.

Several initiatives were put in place to boost performance on the TCMS contract, including the Fault Control Centre adopting a 24/7 shift pattern, reducing fault numbers, targeted preventative maintenance, an enhanced inspection regime, cost recovery efforts and overall commissioning improvements. Between Year four and Year five of the contract, fault hours were reduced by over 1.5 million hours. Cost recovery from third-party damage has increased in three years from £500k to £2.5m per annum.

Tottenham High Road

On 30 June 2013, we returned the A10 Tottenham High Road to two-way traffic, completing the first phase of the Tottenham Hale Gyratory removal scheme. The traffic switch significantly improves the road network by providing more options for vehicles travelling in both directions through the area, as well as easier access for local residents and businesses. It will also help to reduce traffic levels along Broad Lane and Monument Way, making the area safer and more appealing for pedestrians and cyclists. New paving, lighting and trees have also been installed as part of this first phase, helping to further improve the look of Tottenham High Road.

3.5.3 Encouraging more cycling

Barclays Cycle Superhighway 2 extension (CS2x) in Newham

Later this month, we will begin work to extend CS2x to Stratford. The extension of CS2 from Bow Roundabout to Stratford Town Centre will contribute towards our continuing work to make cycling safer and more accessible to all.

More than 600 stakeholders and members of the public responded to the public consultation, and results were overwhelmingly positive with 83 per cent supporting the proposals and 11 per cent partially supporting the proposed design. Construction of CS2x will see around 3km of brand new cycle lanes, separated from traffic, delivered along Stratford High Street by autumn 2013. Improvement measures include new early-start traffic signals, bus stop bypasses and both on-board and bus stop messaging to remind bus stop passengers to look out for cyclists.

In addition, we are writing to the DfT to ask permission to introduce a red cycle logo on cycle-specific traffic signals, following independent research by Transport Research Laboratory. This will allow the cycle-specific traffic signals to be more clearly defined, helping to reduce possible confusion at the junction. Subject to DfT approval, it is hoped that this upgrade to the early start system can be delivered later this year.

Barclays Cycle Superhighway 5 (CS5)

Later this month we will begin work to construct CS5, after 85 per cent of respondents to the recent consultation showed support for the scheme.

CS5, from central London to New Cross Gate, will be substantially improved over the plans previously announced, including more full segregation, junction improvements, more semi-segregation and two new 20mph speed limits, in line with the Mayor's recent Vision for Cycling.

The new CS5 will open in three stages:

- Work will begin this month on stage one, the section between Oval and New Cross Gate. It is being constructed to the plans announced in December 2012, with some slight alterations. This stage will be open by October 2013 and will include two new 20mph speed limits, at Camberwell and New Cross Gate, and long stretches – 3.2km – of new, wider mandatory cycle lane;
- In stage two, all the bus lanes and mandatory cycle lanes on the first section – the majority of the route – will be semi-segregated from general traffic using cats eyes, rumble strips, traffic wands or similar. Off-street trials will be carried out later this year to assess which types of semi-segregation work best in particular situations. Once identified, we will look to implement these methods by spring 2014;
- Stage three, the section between Oval and central London, will be completed later in 2014 to a higher standard. The more extensive changes to this stretch of route are still being finalised. They will be announced and consulted on later this year; and

- We are also investigating ways in which CS5 could be taken further east from New Cross, restoring the original ambition to serve Lewisham and other local centres.

Barclays Cycle Hire (BCH)

BCH journeys are continuing to increase, reaching over 22 million. The first week of June was the busiest in the year to date, with over 203,000 hires in the week and over 33,000 in one day. The rolling monthly average, calculated over the preceding 12 months, reached 762,000 journeys per month in May 2013 compared with 646,000 in May 2012, showing steady overall growth.

Driving take up is a key priority, to improve revenue and to contribute to increasing the modal share of cycling. A number of focused marketing initiatives are planned or underway to drive usage of the scheme, capitalising on improving weather and increased daylight. The campaign includes encouraging trial by new users, take up by tourists, greater inter-peak hours use, re-engagement with lapsed registered users and consideration by students living and studying in London.

Barclays Cycle Hire Expansion and Intensification

Planning permission has now been granted for 225 sites, including contingency locations across the existing Cycle Hire area. While the scheme is generally well-supported, some sites have been withdrawn and others refused in response to local concerns. Where this has impacted the viability of the network, we are working with London boroughs to agree new suitable locations, or in some cases, to appeal the original site's planning refusal.

3.5.4 Electric Vehicles

Source London

In May 2013 Source London, the capital's electric vehicle charge point network and membership scheme, met the Mayor of London's commitment to provide 1,300 publicly accessible charging points.

Since its launch two years ago, 1,300 charging points have been installed by a TfL led consortium of over 60 public and private partners, at over 300 sites in the capital. These include supermarkets, shopping centres, council and private car parks, hospitals and on the street – and make it Europe's largest urban charging network.

In developing options for the future of the scheme, we are working closely with the Government, partners and key stakeholders to protect the legacy of Source London and ensure it develops to meet the needs of all electric vehicle drivers in the capital.

3.5.5 River Services

River bus service - Putney to Blackfriars

River Bus services between Putney and Blackfriars saw record passenger numbers following our April appointment of KPMG Thames Clippers as the new operator of the route. During the first four weeks, the enhanced service saw passenger numbers rise from 2,700 to a record 6,400 – an increase of more than 130 per cent compared to the same period last year.

The Woolwich Ferry

The Woolwich Ferry has now been operating for 50 years. April 2013 saw Briggs Marine and Environmental Services commence a £50m seven-year contract to not only operate the Woolwich Ferry Service but to make a number of improvements designed to increase reliability and extend the life of these three hard working ferries and their infrastructure. Each ferry is being overhauled and, in keeping with the Mayor's clean air strategy, will be made more environmentally friendly to improve London's air quality. All three vessels already use low sulphur diesel and will now be fitted with diesel particulate filters that will reduce particulate matter emissions by 90 per cent. Improvement work will also continue on the infrastructure improving the reliability of both terminals on the north and south of the river.

3.5.6 Air Quality

On 21 June 2013, the Mayor of London announced the first allocation of grants from the £20m air quality fund that was created to support local efforts at hotspots in the capital over the next 10 years.

Boroughs from all over London submitted bids in partnership with neighbouring authorities, businesses and health authorities with the intention of setting up projects aimed at encouraging local communities to get involved with helping improve air quality. Any funding provided through the Mayor's Air Quality Fund is being match funded by the borough or partnership group. As part of applying for the funding, 26 boroughs have also signed up to become Cleaner Air Boroughs. Following review of the submissions, funding over three years (2013/14 to 2015/16) has been granted to transport related projects such as:

- A Green Action Zone by Hackney Council to identify the ways in which they can reduce air pollution across Shoreditch, Hoxton and Haggerston;
- The use of dust suppressants at Scrubs Lane and the nearby large waste transfer stations by Hammersmith & Fulham Council;
- Camden, Islington, Lambeth, Lewisham, Wandsworth and Hammersmith and Fulham have joined forces to encourage the construction industry in their areas to adopt measures to improve air quality. They will also create a central hub for the exchange of best practice within the construction sector. That will result in a significant improvement in the quality as well as a more consistent and accurate approach to monitoring across sites, enabling a better assessment of current emissions;

- Hillingdon and Hounslow councils have been allocated funding to design and implement area wide schemes to encourage the uptake of low and zero emission transport modes, such as walking, cycling and electric cars;
- Sutton and Croydon Councils were also successful with a joint bid to improve air quality and public health around the Beddington Lane industrial area by promoting a fleet recognition scheme which promotes operational and environmental performances of goods vehicles;
- Southwark and Tower Hamlets have teamed up to reduce the amount of engine idling during the lifting of Tower Bridge through the use of road signs on the approach roads asking drivers to switch off their engines;
- Barnet council's North Finchley Clean Air Project which will see them introducing green infrastructure, cycle parking and pop up environmental centres as well as air quality campaigns with local schools and businesses;
- Haringey Council will be creating an apprenticeship role which they will manage to develop a borough wide awareness raising campaign against engine idling
- Funding has been allocated to a joint bid by Camden, Enfield and Waltham Forest councils to support the establishment of a Pan London-Boroughs; and Consolidation Centre to work with the freight industry on a solution to improve air quality whilst delivering goods across the capital.

4 Customer Experience

4.1 Improving the Journey Experience

4.1.1 Safety and Security

Lowest Ever Rates of Crime – latest transport crime figures

Together with our policing partners, we announced the 2012/13 transport crime figures on 29 May 2013. The latest figures show that transport crime fell by 2.3 per cent, compared with 2011/12 (802 fewer offences). In 2012/13, there were 8.9 crimes per million passenger journeys on the transport system, down from 9.4 in 2011/12. The figures also show that the rate of crime for each mode – Buses, LU/DLR, Tramlink and LO – is at its lowest level since recording began. On the bus network, for example, there were 8.6 crimes per million passenger journeys in 2012/13 – down from 9.3 in 2011/12 and less than half of what it was in 2005/6 when levels peaked and the rate was 21.6.

There was a small increase in violence against the person (VAP) offences (105 additional offences) on LU/DLR; however the rate of VAP offences per million passenger journeys has remained stable at 1.4 crimes per million passenger journeys. The risk of becoming a victim is, and remains, low.

Operation Kansas

As part of continuing efforts to improve road safety in the Capital, we joined forces with the London Fire Brigade (LFB), Vehicle and Operator Services Agency (VOSA) and the Metropolitan Police Service (MPS) in a bid to make people more vigilant when hiring a limousine. A 'limo chop' event took place in Covent Garden on 14 May to highlight the dangers of illegal limousines operating in the capital. London firefighters showcased the vital rescue skills used at the scene of accidents by cutting up a limo with actors from the Casualties Union being 'rescued' from the vehicle. Illegal limousines present a real threat and danger to the safety of people who hire them. We are committed to working in partnership with the LFB, VOSA and MPS to remove these often uninsured, unlicensed and unsafe vehicles from the road.

Operation Kansas, a collaboration between TfL, VOSA and the MPS, has to date run 20 operations in the capital to tackle limousines and novelty vehicles. Almost 380 limousines have been stopped and checked as part of the operation.

During the last operation on 25 May 2013, 15 limousines, four party buses, two recovery trucks and an amphibious assault craft were stopped and checked. In total ten prohibitions were made for vehicle offences, eight Fixed Penalty Notices (FPNs) were issued for road traffic offences and one inspection notice was issued.

Of the 15 limousines, eight prohibitions were issued and seven FPNs and two inspection notices were also issued. One of the limousines had serious defects with the main chassis corroded through and cracked completely which also had the steering box bolted to it. A second vehicle had no hand brake and dangerously worn

steering. When the company's recovery truck arrived, VOSA noticed serious defects on that vehicle also. The recovery truck was prohibited, penalised for dangerous condition and had to be recovered. Three of the limousines checked were dealt with by the Police for not having the required private hire vehicle licence.

4.1.2 Opening of Joint VOSA / MPS Pavilion Lane Office

On 22 May 2013, I opened the new joint VOSA/MPS enforcement office at Blackwall Tunnel Pavilion Lane. The office will allow VOSA and the MPS Safer Transport Command (STC) to increase enforcement at the Blackwall Tunnel, one of the most vulnerable parts of the London road network to congestion. This includes enforcement activity against overweight, overheight and unroadworthy vehicles and driver violations which increase the risk of collisions and breakdown, causing disruption to traffic and risk to other road users. During the single day's operation at the opening of the new facility 87 vehicles were stopped, for a variety of offences for which 62 FPNs and 16 prohibitions were issued. Vehicles that are identified as potentially overweight by the newly installed Automatic Number Plate Recognition system will be accurately weighed and inspected at the new site office.

The new site will facilitate and enhance the existing essential work of the MPS STC dedicated Tunnels Team which has been in place since September 2011. More than 3000 vehicles have been inspected by officers in the last 20 months, of which more than 400 were found to be overweight.

We have also signed a Memorandum of Understanding with VOSA, which commits both organisations to working together to produce a data sharing protocol. This protocol will allow closer collaboration and information sharing as part of the joint efforts to reduce the impact of dangerous and unroadworthy vehicles in London. It will allow us to provide details of every commercial vehicle breakdown on the road network to VOSA which will then be able to take direct and appropriate action against the operator.

4.1.3 London Underground Accessibility

Wide accessible gates

In order to help wheelchair and guide dog users, parents with buggies and passengers with luggage a further batch of wide accessible gates have been installed making a total of 348 gates at LU stations.

Now 180 LU stations – two thirds of the entire LU network – have these gates installed, these gates are passenger-operated, giving customers more independence and quicker journeys. In turn staff can dedicate more time to help passengers in a variety of other ways; at ticket machines, by directing them to the correct platforms, or by guiding visually impaired people.

The wide gates will benefit many thousands of passengers every year and the Mayoral accessibility action plan also sets out an aim for half of the rail network to be

step free by the end of the decade. London will see a further 28 step-free LU and LO stations over the next 10 years, to a total of 94.

Boarding Ramps

Boarding ramps were first deployed for use during the Games in 2012. They were retained at 16 LU stations and will now be introduced at an additional 40 platforms at 19 stations by the end of summer 2013. This will mean that, of the platforms currently step-free from the street to the platform, 76 per cent (149 out of 195) will now have level access onto the train.

4.1.4 LU150 Programme

To celebrate the 150th anniversary, LEGO has built five Tube maps ranging from the early pre-Beck map where the lines follow their geographical position to Harry Beck's 1933 original and a future map showing 2020, including Crossrail, the proposed Croyley Rail Link, and the proposed Northern line Extension. The maps, on display from 12 June for 12 weeks, will be displayed in ticket halls at Piccadilly Circus, South Kensington, Green Park, King's Cross St. Pancras and Stratford Tube stations, before being moved to the London Transport Museum. The maps are a fun and innovative way of explaining the history and development of LU's network.

A series of new posters, which will be displayed at four sites on the LU network, have been created by 15 leading international artists. This project, commissioned by Art on the Underground is called 15 for 150, and is part of this year's celebrations of LU's 150th anniversary. The selected artists, some long established others new and emerging, reflect the diversity and international importance of London. As part of their commission, each artist has created a special signed and numbered edition of prints, which are now on sale. Revenue from the sales of the prints will help support Art on the Underground's programme in the future. The posters are on display at Gloucester Road, Southwark, St. James's Park and London Bridge stations.

4.1.5 London Overground Accessibility

Crystal Palace Lifts

Three new lifts with connecting glass walkways were opened at LO's Crystal Palace Station on 26 March 2013 to complete the refurbishment at the historic station.

The 11,000 passengers using the station each day will benefit not only from the lifts but also improved CCTV, customer information screens, a Public Address system and new signage which were delivered in September 2012 in the first stage of the refurbishment.

Four other LO stations, Hampstead Heath, Kensal Rise, South Tottenham and Blackhorse Road are currently being made step-free with funding which we secured from the DfT's Access for All scheme.

4.1.6 Road Safety Plan

On 6 June 2013, we published “Safe Streets for London”, a new road safety plan. The plan sets out a clear path towards helping to reduce death on the capital’s roads and achieving the Mayor’s target of reducing the number of those killed or seriously injured by 40 per cent by 2020. By using detailed analysis, committing long-term investment on proven and innovative schemes and working closely with the boroughs and the police, TfL aims to further reduce death and serious injury on London’s roads. The plan identifies 56 key measures which will help drive forward this change and improve road safety for all. A copy of the plan can be found at www.tfl.gov.uk/roadsafety

4.1.7 Safer Lorries

Since February 2011, we have led the way in promoting safer lorries and safer lorry driving by implementing specific cycle safety requirements into our procurement contracts. These requirements include vehicles being equipped with the latest technology to eliminate blind spots and drivers undergoing on-cycle hazard awareness.

To encourage other organisations to follow this procurement lead, a guidance document – ‘[Improving Road Safety through Procurement](#)’ – was launched on 8 May 2013. This initiative won the ‘Best London Cycling Initiative’ award from the London Cycling Campaign for the project that has most enhanced the experience of cycling in the capital.

Other organisations committed to following this procurement approach include The London Legacy Development Corporation, Thames Water and a number of London boroughs. The cycle safety requirements have also been included within TfL’s Construction Logistics Plan guidance which is now a condition for many planning applications

4.1.8 BikeSafe

BikeSafe-London celebrated its 10th Anniversary in April 2013. The programme helps motorcyclists improve their knowledge, skills and experience to make them better and safer riders. Since April 2003, more than 26,000 motorcyclists have attended a BikeSafe-London Rider Skills Day. We jointly run and fund the scheme with the MPS.

Our recent motorcycle safety campaign targeted both riders and drivers in a bid to reduce the number of motorcyclists killed or injured in the capital. Drivers were asked to ‘Look Out for Motorcyclists’ in a radio advert, poster and online campaign to highlight to drivers the need to take extra care on the road and to make sure they have seen motorcycle riders especially when turning. These initiatives are a key part of our response to reduce the number of people killed and seriously injured in traffic collisions in London by 40 per cent by 2020.

4.1.9 Healthy Schools

We have been working with the GLA Healthy Schools team over the past year to assist with the development of their programme to make London schools healthier. There are important synergies with the wider school travel programme and we have been able to share knowledge and lessons for our School Travel Accredited and Recognised (STAR) scheme (whereby schools are accredited bronze, silver or gold for their school travel activity). We are working together to maximise mutual promotion and delivery opportunities.

Our STAR scheme fits well into the criteria for Healthy Schools status. For example, a valid school travel plan is an essential criteria for the bronze level of Healthy Schools and the Healthy Schools Gold award requires evidence of modal shift towards walking and cycling – the STAR scheme facilitates this through the collation of survey data from schools, undertaken as part of the school travel planning process.

4.1.10 Unclaimed Bikes

We have been working with the MPS to provide a Hackney based charity, The Bike Project, with unclaimed bikes being held by the police, to give to people in need. The charity, set up six months ago, donates refurbished bikes to refugees and asylum seekers to help them access the resources they need to create a life in the capital and stay healthy. The MPS, through the STC, has donated 35 unclaimed bikes to The Bike Project to date.

4.2 Making things Easier for our Customers

4.2.1 Ticketing

Oyster Cards and Refunds

The table below shows this information including average balances held per card. We receive regular requests for information about the balances held on Oyster cards, particularly those which have not been used for a year or more. We intend to publish this information regularly from now on.

Cards currently useable (those that are acceptable on the system for travel)	Standard Oyster card	Concessionary Photocard	Visitor Oyster Card	Total
Number of cards	36,765,050	4,013,710	1,678,970	42,457,730
Total PAYG balance	£133,091,755	£7,223,194	£10,715,197	£151,030,146
Average balance per card	£3.62	£1.80	£6.38	£3.56
Deposits held	£104,831,007	£0	£0	£104,831,007
Useable cards unused for > 1 year (the number of cards available for use that have not been used for more than a year)	Standard Oyster card	Concessionary Photocard	Visitor Oyster Card	Total
Number of cards	21,483,665	2,472,535	983,152	24,939,352
Total PAYG balance	£45,599,547	£2,657,690	£4,478,644	£52,735,881
Average balance per card	£2.12	£1.07	£4.56	£2.11
Deposits held	£46,631,475	£0	£0	£46,631,475

The largest balance that can be held on an Oyster card is £90. Of the 21 million usable cards that haven't been used for over a year, only 314 cards in circulation have this balance. It is important to note that the balance on Oyster cards does not expire.

We have reminded customers how to obtain refunds and encourage anyone who does not intend to use an old Oyster card to return it for a refund. The steps involved in doing so are straightforward. Refunds can be given at any London Underground ticket office if only cash has been used to top up the Oyster card. Later this summer, we will be able to process all refunds at ticket offices regardless of the payment method used. Customers can also telephone us (0343 222 1234) and we will transfer the deposit and any outstanding balance back to the bank account on return of the card. We have also written to every local newspaper in London saying how customers can get their money back.

Contactless payments on buses

The acceptance of contactless payments on buses continues successfully. More than two million bus journeys in London have now been paid for using a contactless debit, credit or charge card.

We successfully launched contactless payment card (CPC) acceptance on buses on 13 December 2012. The launch was well received by our customers and user groups. Since the introduction of CPCs, usage has risen steadily, allowing more customers to benefit from the Oyster single fare, rather than paying the bus cash fare. More than 130,000 trips are now made each week using CPCs, with the two millionth journey being made on 10 June. The most recent peak was on 14 June April, when 22,188 journeys were made. More than 10,000 cards are used each weekday of which about 1,000 are new to the system. Most customers continue to use a CPC for one or two trips and we are now seeing about 18,000 transactions every day and a steady growth in volume.

There have been no technical issues since the system was launched, with payments being routinely settled on a daily basis.

Since the launch, we have monitored the level of issues raised by customers. The number of issues raised has been small. The single biggest customer issue has arisen when both an Oystercard and a CPC have been presented to the card reader in the same wallet. If the reader detects both cards, it will reject both and not charge any card. However, if the wallet or purse contains a number of cards and other items, it is possible that the reader will detect one card without seeing the other (for example, if they are on opposite sides). This can result in the customer's CPC being charged when, for example, they have already bought a season ticket. We have received 144 contacts from customers who have said that their bank card was charged in error. All these customers have received a refund. No instances have occurred where both an Oyster card and a CPC have been charged for the same trip. A customer information campaign started prior to launch to advise customers to keep their card (Oyster or CPC) separate when presenting it to the card reader.

School Rate Fare on Emirates Air Line

We have introduced a fare of £1 per pupil when in a school group. The objective is to increase passenger volume during term and increase awareness of the EAL with schools and families. It also provides the opportunity for teachers to have lessons in a cabin or include a visit to the cable car as part of a school trip to the area.

4.2.2 Information

The Shakespeare Review

An independent report has held up our provision of real-time travel information as best practice.

[The review](#), by Stephan Shakespeare, Chief Executive Officer of YouGov, was commissioned by the Department for Business, Innovation and Skills. It reviewed the value of public sector information and made a number of strategic recommendations to encourage the sharing and use of public data.

As part of the review, consultancy firm Deloitte was commissioned to provide a value of UK-wide public sector information (estimated at £1.8bn for 2011/12). [In Deloitte's report](#), they specifically recognised our efforts to provide data to our customers and to app developers for free, estimating that as a result our customers have a value of time savings of £58 million per year. Deloitte notes that they have been conservative in this estimate, with the true impact likely to be significantly higher.

iBoat

We have introduced a new real time boat arrival information service to all piers served by River Bus services. Using the same technology as the successful iBus service, up-to-the-minute boat arrival information is available on screens at piers and via a text message service. This information is expected to be available on the TfL website later this year and is the first of many measures to be delivered in the aim of doubling passenger numbers using the river by 2020.

Upgraded passenger information signs are being introduced in the next few weeks at 12 of the existing piers served by the River Bus service, with new signs planned at a further six piers. These include St Georges Wharf Pier in Vauxhall and Hilton Docklands Pier, along with four piers on the River Bus route from Putney to Blackfriars which did not previously have any departure information.

As part of our digital strategy, the information has also been made available to app developers, free of charge, which it is hoped will lead to new and innovative smart phone applications for customers. In addition, a new Twitter feed has been launched - @TfLriver - that provides updates on services.

4.2.3 Technology

The completion of 120 Wifi enabled LU stations

The introduction of Wi-Fi has continued and 120 stations are now live including Blackfriars, Cannon Street, Kennington, Stockwell and Aldgate stations.

Buses Digital Countdown

On 31 May 2013, following a trial at four locations, we launched a new Countdown Digital Sign service. This provides tailored live bus arrival information cheaply and effectively to public locations, such as hospital waiting rooms, schools and shopping centre foyers. This compliments the extremely popular 'Countdown' real time bus information service.

Digital and Social Media and the TfL Website

Demand for personalised information on the move is being driven by rapid growth in the use of mobile devices. Seven out of ten Londoners now use smartphones and a third use tablets. Over half (55 per cent) of Londoners access the internet via a mobile device at least once a day. Three quarters (77 per cent) of Londoners use our website, and 44% access it via a mobile device.

From 25 June, anyone visiting the TfL website – www.tfl.gov.uk – will have noticed an option of testing a new beta version of our site. Our staff are also testing this and it is specifically designed to work on any device and make it easier for customers to get information on the move. The TfL website receives around 250 million visits annually. At least 25 per cent of these are from mobile devices. The new site, which is live in parallel with the current site until the end of summer, is cleaner, touch-screen friendly and quick to load while on the move. New features will continue to be added to the site over the summer as customers are encouraged to test features out and provide us their feedback.

4.2.4 Travel Demand Management (TDM)

The TDM Programme

The TDM programme is a key element of the transport industry's Games legacy, flowing from the integrated way in which travel information was communicated. To ensure continuing coordination across operators for major events and to manage transport hotspots, a London Travel Demand Management Board has been established with partners including Network Rail, the Department for Transport, train operators and ATOC. This serves as a forum for reaching common, cross-industry agreement on the approach to managing travel demand during times of significant planned disruption to transport services. This continued collaboration has been warmly welcomed by business and passenger groups.

As part of this, we have been working with passengers and businesses to identify how they would like us to provide information and support. This is informing the development of a range of products to assist passengers and businesses to plan around them.

London Bridge

One of the first collaborations is at London Bridge National Rail Station. The London Bridge station upgrade will affect passengers that use the station as well as impacting business. The improvement works will continue until 2018 and all partners are working together to ensure that passengers, businesses and stakeholders are given helpful and timely information and advice.

The TDM approach is also leading the development and coordinated communication of information relating to the series of major events this summer at the Queen Elizabeth Olympic Park, the Prudential Ride London ride, the Tour of Britain, The London Triathlon and the World Triathlon.

5 Value – Efficient and Effective Delivery

Rating Agencies Annual Update

Following the rating action on the UK Government on 24 April 2013, Fitch Ratings downgraded the long-term debt rating of a number of UK sub-sovereign entities including TfL. This reflected the economic, financial and institutional linkages between the sovereign and the UK sub-sovereigns.

On 22 May 2013, Standard & Poor's Ratings Services (S&P) affirmed its 'AA+' long-term and 'A-1+' short-term issuer credit ratings on Transport for London. The outlook was also confirmed as stable. The rationale for S&P's decision is that TfL has shown strong performance over the past year and the belief that this will continue, supported by growing fare revenues, effective controls over spending, and the flexibility to absorb likely reductions in government funding.

TfL's Credit Ratings

The latest credit ratings for TfL are shown in the table below.

	S&P	Moody's	Fitch
Long-term rating	AA+	Aa2	AA
Outlook	Stable	Stable	Stable
Short-term rating	A-1+	P-1	F-1
Date of the last rating action	22 May 2013	25 February 2013	24 April 2013

TfL Bond Issue

At the start of period 2, we successfully issued a £400m bond for 32 years at a fixed rate coupon of 3.625 per cent. We believe this is a record low coupon for a long-dated Sterling corporate issuance. This deal builds on the success of the three transactions issued in the last financial year. The bond was issued at a spread of 0.60 per cent over the UK Government Gilt which represents the tightest spread that we have achieved to date. The bond compares very favourably to the equivalent borrowing available from government via the Public Works Loan Board, producing a saving £29.7m undiscounted over the term of the bond. The deal was well received by the Sterling investors and the tight spread indicates that investors are recognising our credit as being similar to that of UK and European Sub-Sovereign Agencies.

Tax – Enhanced Capital Allowances

Confirmation has been received that, as of 1 April 2013, railway assets will no longer be excluded from claims for enhanced capital allowances. Assessment of the criteria is now underway, with a view to enabling our subsidiaries to claim a cash rebate from Her Majesty's Revenue and Customs (HMRC).

The launch of TfL Pathway

In April 2013 TfL Pathway was launched. This is the new methodology for the delivery of projects, programmes and delivery portfolios across TfL. It is an integrated and consistent framework with the clear objective to provide the tools for delivery teams and their stakeholders to work effectively and it replaces legacy methodologies, whilst retaining their key principles of operation. TfL Pathway has been developed in conjunction with more than 300 practitioners around the business. It is part of the TfL Management System and its use is mandatory for all project, programme and delivery portfolio work across TfL. Underpinned by common project management principles, it emphasises professional judgement in its flexible application to manage and control specific programme, project and delivery portfolio scenarios.

Works and Pensions Committee report

The House of Commons published its findings on the review of Welfare Reform - the Work Programme. At the enquiry in March, our Commercial team provided evidence to the committee of cross-party MPs. The official report highlights TfL as an exemplar employer, which leads the way to ensure unemployed Londoners are able to access employment opportunities within our supply chain.

Sponsorship of TfL Assets

We are not currently looking to sell the naming rights to stations on our network. Sponsorship revenues have helped to pay for new services such as our cycle hire scheme and the cable car. However the considerable cost of changing maps and announcements on the Tube network for sponsorship of individual stations or lines means that type of deal is simply not feasible. We will secure around £3.4bn in commercial revenue in the coming years to invest in improving transport in London. This builds on the sponsorship deals we have already done with Barclays and Emirates and other commercial partnerships such as wifi on the Tube with Virgin Media and free travel on New Year's Eve.

Barclays Cycle Hire Revenue, Costs and Performance

The impact of the increased tariff, introduced on 2 January 2013, continues to be analysed. There does not appear to be a significant impact on hire volumes or bike access purchases across the whole scheme, but there are early indications of a shift away from annual access towards daily access purchases. A paper on the impact of the tariff rises on usage will be submitted to a future Finance and Policy Committee.

Reducing costs and improving operational performance are key priorities. The cost of the contact centre has been renegotiated and will lead to significant savings in the 2013/14 financial year. An improved suite of performance indicators have been agreed with our operator, Serco, across the three main measures of bike rebalancing. The changes are expected to lead to a decrease in the overall amount of full and empty stations by 20 per cent in May, with a further 10 per cent gain in August and further improvements in bicycle availability from December.

New buses deliver multi-million pound saving

On 3 May 2013, we confirmed that the final cost for the purchase of 600 NBfL, along with the way that the buses are being procured, will mean that millions of pounds will be saved over the life of the vehicles. The contract, signed with UK bus manufacturer Wrightbus, includes a competitive, fixed price deal for the vehicles - removing the risk and uncertainty of higher production and material costs, and inflation over the next four years.

Purchasing the 600 buses direct from Wrightbus, rather than having bus operators or leasing companies buying smaller batches of vehicles for use on individual routes, is more cost-effective. We fully intend for these new buses to operate for their entire working life – of at least 14 years – in the Capital, which means that a multi-million pound saving will be delivered over the useful life of the buses, even taking into account the marginally higher initial cost of the buses.

Expenses

We are now proactively publishing all expenses claimed by Chief Officers.

The first set of published Chief Officers' expense claims, cover expenses between January and March this year and subsequent reports will be published quarterly.

All expenditure within the organisation is carefully assessed to ensure it is essential to providing a safe, efficient, extensive and reliable transport network including expenses incurred by Chief Officers who often are called upon to travel out of the capital on business and attend conferences and other out of hours business related activities.

Expenses claimed by Chief Officers have previously been available on request but will now be published in the Chief Officers section of the TfL website. The publication of expense claims makes sure customers know how money is spent within the organisation and is a part of a wider transparency programme which includes the publication of any item of expenditure over £500.

6 People

President of the International Association of Public Transport (UITP)

On 30 May, I was elected President during the General Assembly of the UITP's World Congress and Mobility and City Transport Exhibition in Geneva. This is a significant honour and it demonstrates the respect which TfL, and the progress we have made, is held by the rest of the world. I will be in a position to continue to advocate the role and purpose of public transport in promoting economic growth, particularly in cities.

Graduate Employer of Choice

On 22 April, we were named Graduate Employer of Choice in the Transport and Logistics sector at this year's Times Graduate Awards.

Summer Volunteering

Building on the Games experience, our staff are now volunteering to help as Travel Ambassadors and Incident Customer Service Assistants during the summer of 2013. They will assist with events such as the tennis at Wimbledon, cricket at St John's Wood and numerous events at Wembley and the Queen Elizabeth Olympic Park.

Awards for LU

LU saw success at the London Transport and ICE Awards on 14 March. The Lifts and Escalators Refurbishment Team won the Transport Team award and the Tottenham Court Road Station Upgrade Project was awarded winner of the ICE London Civil Engineering Award for Infrastructure.

LU also shared a special award, London 2012 Transport Teams, with other teams from TfL and the Olympic Delivery Authority who contributed to the success of the Games.

Managing Director Mike Brown was named Rail Executive of the Year at the Metro Awards in Madrid. The award recognised the excellent work achieved across the London Rail and London Underground organisation.

Awards for Customer Experience, Marketing and Communications

The marketing team behind the Get Ahead of the Games campaign won in the 'Best Public Sector' category at the Marketing Week Engage awards. The judges recognised the effect we had on changing the way customers used transport during the Games period to cope with record passenger numbers.

Our Press Office have won the highly coveted 'Outstanding In-House Public Relations Team' category at the Chartered Institute of Public Relations Excellence Awards. The award recognises the achievements, performance and excellent work of an in-house public relations team over a three year period.

The Press Office has been working on some major campaigns over the last three years. Including the launching of Emirates Air Line, supporting the London 2012 Games, managing the BBC documentary series 'The Tube' and encouraging people to incorporate cycle hire into their daily journeys.

The Payroll Team of the year award

The TfL Payroll team was named 'Payroll Team of the Year' at the Pay and Benefits Awards 2013. TfL won the award due to the "truly Olympic" effort in 2012 reflecting the way they worked together during a difficult time. In addition to the large and complex process required to ensure that TfL staff were paid accurately during the Games, during this time the team also implemented HMRC's Real Time Information initiative, assisted in upgrading the TfL BACS payment system and processed the annual Pay Awards to challenging timescales.

Honours

I would like to congratulate Sir Brendan Barber, a TfL Board Member, who received a Knighthood in the Queen's Birthday Honours List 2013 for his services to employment relations. I also meant to mention in my last report that we offer congratulations to a former TfL Board Member, Christopher Garnett, who was made an Officer of the Order of the British Empire in the 2013 New Year Honours for his services to the London 2012 Olympic and Paralympic Games

7 Planning and Strategy

7.1 Strategy Update

London Plan

We have recently provided input into a programme of early minor alterations (EMA) to the London Plan, alongside contributing to a number of supplementary planning documents, including the Housing and Land for Transport and Industry Supplementary Planning Guidance (SPG), and more recently the Town Centres SPG. As part of EMA process, our primary focus was on a review of the cycle parking standards and Community Infrastructure Levy (CIL), and the Examination in Public (EiP) for these proposed changes took place in November 2012. We are currently awaiting the Inspector's report.

The GLA now intends to make a further round of alterations to the London Plan, primarily driven by the need to revisit housing targets to meet the latest population projections that have followed the results of the recent Census. These highlighted the potential for significant additional population pressures against current London Plan predictions, with the population projected to increase to approximately 10m (unconstrained) by 2031 rather than 8.82m as previously thought. This requires the demand for and supply of land for new housing to be reviewed as a priority. Employment growth figures have also been revised in light of this information. This review also presents us with the opportunity to update other parts of the document, including the transport chapter. It should be noted however that this process is intended to cover 'essential' changes only at this stage, with a fuller review scheduled to take place in 2016.

2020 Vision

The Mayor has launched his vision for London where he outlines his plans to secure London's future as the best big city in the world. In the Mayor's '2020 Vision: The Greatest City on Earth' publication, he outlines his plans to secure London's future as the best big city in the world and his vision for the Capital's growth as a key driver of the UK economy.

7.2 Project Updates

Crossrail 2

The Mayor, together with Sir David Higgins (Network Rail), Baroness Valentine and Lord Adonis (London First) and I launched the Crossrail 2 consultation at Wimbledon station on 14 May. The event kicked off a consultation, which is entirely internet-based, on the two options being considered, namely, the metro scheme, and the regional scheme in order to gauge the views of the public and stakeholders.

By lunchtime on 16 May 2013, just over 48 hours after the consultation launched, over 7,000 responses had been received, the overwhelming majority of which were

positively in support of Crossrail 2. The consultation is open until 2 August and afterwards, the responses will be fully analysed and reported back to the Mayor by the end of the year.

The results of the consultation will inform the need to work with the Secretary of State for Transport, in order to update the safeguarding for Crossrail 2, which is scheduled to take place during 2014.

At the same time, further scheme development continues, including preparation of a funding strategy that is being led by our Finance team, together with further engineering feasibility and option assessment.

River Crossings

We undertook a consultation on east London river crossing options between October 2012 and February 2013. There was a considerable response to this consultation (well over 7000 responses). The consultation report analysing the responses received was published in May 2013 (River Crossings Consultation Report 2013), and a further report is being developed for publication to articulate our response to the key issues raised.

In summary, there was strong support for a Silvertown tunnel with some issues raised about potential impacts and mitigation. There was support for a new ferry at Gallions Reach, replacing the existing Woolwich ferry but stronger support for a fixed link at Gallions Reach. A number of key issues were raised including views on user charges, traffic impacts and environmental effects. Environmental groups expressed their opposition to the additional traffic movements the proposed crossings would generate and Friends of the earth are seeking a judicial review of the process. Given the variety of responses to the options for the replacement of the Woolwich ferry, we plan to hold further, more detailed consultation on options for that crossing later this year.

Garden Bridge

We have appointed Thomas Heatherwick and Arup to develop plans for a new pedestrian crossing of the Thames in central London, connecting Temple Tube station with the South Bank. This new bridge would include a major public open space in the form of a garden. The aim of this bridge is to improve pedestrian connectivity in Central London and contribute towards the Mayor's objectives for making London a more pedestrian friendly city as well as supporting development opportunities along both banks. The bridge is proceeding on the basis that its construction and ongoing maintenance costs would be funded by third parties and our contribution is limited to enabling costs associated with securing the necessary consents and approvals. Full third party funding is not yet in place, but there is significant interest and discussions are continuing. TfL has no budget to build or maintain the bridge. The intention is to have a preliminary consultation in the autumn of this year and bring forward a planning application by Easter next year.

8 Mayoral Decisions Relating to TfL Congestion Charging Scheme

On 17 April 2013, the Mayor confirmed modifications to The Greater London (Central Zone) Congestion Charging (Variation and Transitional Provisions) Order 2012 made by TfL, to introduce the following changes to the Congestion Charging Scheme:

- (a) the introduction of a new Ultra Low Emission Discount (ULED), available to new applicants from 1 July 2013, to replace the Greener Vehicle Discount (GVD) and the Electric Vehicle Discount (EVD). Drivers registered for the EVD would automatically qualify for the ULED and be transferred across without requiring any action on their part. Those in receipt of a GVD discount at the date the discount closes to new applicants (28 June 2013) will continue to benefit from a 100 per cent Congestion Charge discount until 24 June 2016;
- (b) the removal of the option to pay the Congestion Charge in retail outlets from 26 July 2013; and
- (c) an increase in the penalty charge from £120 to £130 from 20 May 2013.

The changes were introduced following a public and stakeholder consultation.

Mayoral Direction for Emirates Air Line fares

In June 2012 the Mayor directed TfL in relation to the fares and ticketing structure to apply to the EAL urban cable car. The EAL has carried significantly more passengers than originally forecast for the period since its opening (over 1.9 million as against 1.3 million). Passenger demand varies, and is at its strongest at weekends and during school holiday periods. In order to encourage better usage during quieter periods and to promote the EAL to schools, on 24 April 2013 the Mayor issued a further direction to TfL to apply a new special children's fare of £1 available on school days (with a free pass for suitable numbers of accompanying staff) for a period of two years from 1 May 2013.

List of appendices to this report:

None

List of Background Papers:

None

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