

**Board**

**Date: 8 November 2016**

**Item: Commissioner's Report**

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**This paper will be considered in public**

**1 Summary**

- 1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 22 September 2016 and updates the Board on significant projects and initiatives.

**2 Recommendation**

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

**List of appendices to this report:**

Commissioner's Report – November 2016

**List of Background Papers:**

None

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



# Commissioner's Report

8 November 2016

MAYOR OF LONDON



**TRANSPORT  
FOR LONDON**  
EVERY JOURNEY MATTERS

# About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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This paper will be considered in public

# I Introduction

This report reviews major issues and developments since the Board meeting on 22 September and provides updates on significant projects and initiatives.

**Cover image:** The new bus station at West Croydon



## 2 Delivery

### **London Underground (LU)** **Night Tube**

The third of London's Night Tube lines, the Jubilee line, began operating on the evening of Friday 7 October. This service supports the growing night time economy in the West End, as well as Stratford – one of the busiest stations on the Central line Night Tube service – and key venues such as Wembley Stadium, Wembley Arena and The O2 at North Greenwich station.

Night Tube services on the Central and Victoria lines, which launched on 19 August, continue to exceed expectations with passenger journeys higher than forecast. Since adding the Jubilee line service, the Night Tube is now carrying around 130,000 customers each weekend. We have now confirmed the launch of Night Tube services on the Northern line on Friday 18 November.



Our investment in policing is ensuring that the Night Tube is a low crime environment, with two to three crimes being reported each weekend over recent weeks. These numbers are about half the levels we have seen in late evenings. British Transport Police (BTP) officers continue to provide both station and mobile patrols, and are proving a visible deterrent to crime. The Metropolitan Police Service (MPS) are also seeing reduced crime levels in areas near to lines providing night services.

We are continuing to introduce measures across the Tube network to manage and reduce noise and vibrations for our neighbours. So far we have installed 5,000 resilient track fittings at noise complaint hotspots. Our rail grinding programme, which has covered 155km this year continues and in the Woodford area, we are trying out self-adhesive track coating designed to reduce noise and vibration. In early September we saw an average 10dB reduction in noise generated by the Jubilee line around Baker Street station.

#### **Jubilee line incident**

A suspicious item was found on a Jubilee line train at North Greenwich station on the morning of Thursday 20 October.

Specialist officers from the BTP and the MPS arrived at the scene quickly and carried out their standard procedures to make the item safe. No one was

harmed and the Jubilee line team reacted brilliantly to the incident and worked with police to deal with the matter safely and decisively.

The MPS have since arrested and charged a man under the Terrorism Act following the discovery of the suspicious item. Staff will continue to remain extra vigilant, report anything suspicious and follow correct procedure if they come across any unattended items.

#### **Ticket office review**

London TravelWatch concluded its independent review of LU's ticket office closures on 24 October. This followed six-weeks of evidence gathering, which began on Monday 12 September. The review meets a key transport manifesto pledge by the Mayor to examine the impact of ticket office closures on customers with the aim of ensuring they can:

- Travel safely on the Tube network
- Purchase the right ticket easily
- Access the information they need to get around London

We have supported LTW throughout the review and we have also assisted in advertising it with posters in Tube stations, and an email to customers. Their report is expected before the end of the year.



A new walk-through S stock train

### The modernisation of the Circle, District, Hammersmith & City and Metropolitan lines

We have introduced 179 new walk-through, air-conditioned S stock trains on these lines and are upgrading our signalling equipment to provide more reliable and frequent services.

Depot, station and siding modifications allow us to accommodate the new trains. There are 58 new trains on the Metropolitan line and 121 on the Circle, District and Hammersmith & City. On the District line, 68 (from a total of 80) new trains have entered service and the remainder will be introduced by the end of December 2016. As part of this, we are removing old District line trains from service but will keep a small number until late spring 2017 while new signalling equipment is fitted to the S stock trains.

The first weekend closure for the new signal installation was 20-21 August and was used to install fibre optics, concrete signal mast foundations and anchor posts. Installation works have started at the new Hammersmith service control centre. Construction at the Paddington and Edgware Road station equipment rooms is scheduled for completion next period. All major construction works have been completed at Hammersmith depot.

### Northern line extension

We have made progress at all four construction sites on the Northern line extension (NLE) at Battersea, Nine Elms, Kennington Green and Kennington Park.

Acoustic enclosures were installed in July at the shaft sites in Kennington Green and Kennington Park. These



significantly reduce noise and dust levels for local residents, as well as enabling us to work 24/7 within the enclosures during tunnelling works.

In August, 25 metre deep shafts were excavated from within each of the acoustic enclosures in advance of sprayed concrete lining (SCL) tunnelling. Recently, SCL tunnelling has begun between the Kennington shaft sites and the Kennington loop, where the NLE will connect with the existing Northern line.

At the Nine Elms station site, we are using Europe's largest piling rig and more than 94 per cent of piling has now been completed. A 30 tonne crane has also been installed at Nine Elms for the excavation of the station box. The crane makes the work easier, more efficient and safer and reduces the visual impact of our work on local residents.

At Battersea Power Station, we are excavating for the crossover box and undertaking piling and work on retaining walls in preparation for the excavation of the station box.

### Victoria

Structural works to the north ticket hall and tunnelling works have been completed at Victoria station. Land above the north ticket hall has been handed back to Land Securities for a commercial development and a new library, meeting a target date first set in 2010.

We are now nearing completion on architectural, mechanical, electrical and communications fit-outs, including escalators and lifts, for the new north ticket hall and station operations room in the south ticket hall. New installations are being coordinated, tested and integrated. Upgraded systems and finishes, including wall tiles, ceiling tiles and cladding, are also being installed during engineering hours.

Once completed, the station will be more than twice its current size. It will be easier for customers to interchange between the Victoria, District and Circle lines, and there will be nine new escalators and eight new lifts. The new north ticket hall and entrance in Cardinal Place will open next month, providing step-free and improved access from the Victoria line platforms to Victoria Street.

### Bond Street

Building works at Bond Street (walls, floors and stairs) are progressing well and remain on time. Planning permissions from Westminster City Council for the substation below the pavement are critical for United Kingdom Power Network to take over the rooms and provide power to the new ticket hall.

The travelling crane has been removed from the over-site development building and two additional floors are being installed in the space previously occupied by the crane. The temporary crane shed building on the eastern end of the site



Work is nearly finished at Victoria

has also been dismantled to enable civils and building work. Fit-out continues throughout the tunnels and the four lifts and two escalators are on target.

### Tottenham Court Road

The transformation of our station at Tottenham Court Road is on track for completion over the coming months. It will feature three new entrances, a ticket hall five times larger than its original size, eight new escalators and five new lifts to provide step-free access. Around 150,000 people currently use the station every day, and numbers are expected to rise to more than 200,000 when the Elizabeth line opens in 2018.

The northern plaza glass entrance structure has been completed and Charing Cross Road is now open. The Charing Cross Road/Oxford Street

junction has been resurfaced and the new plaza is being constructed around the glass entrances. Urban realm and utility works are continuing on Oxford Street to realign the kerb line outside the station. Work continues within the existing station to complete the wall and floor tiling, the six new step-free access lifts, the platform cladding and other finishes.

### Vauxhall

Customers at Vauxhall station can now get to Victoria line trains without using steps after a new lift was opened between the Tube ticket hall and the platforms. This, combined with the lift from the bus station to the Tube ticket hall, means the station now has full step-free access. This is part of a broader programme to make the Tube more accessible, which is a key priority for the Mayor.

This is part of a major investment designed to support the growth and regeneration of the surrounding area. The number of passengers using Vauxhall LU station is set to increase by 40 per cent over the next few years. To meet this increased demand, the ticket hall has been reconfigured to create extra space and increase the number of ticket gates, reducing congestion within the station.

### Bank

Preparation of the worksite at Bank, bounded by King William Street, Nicholas Lane, Cannon Street and Abchurch Lane, continues with three of the five buildings now demolished. Site preparation on Arthur Street continues ahead of tunnelling, which is due to start in March 2017.

Within the station, work continues on the cable shaft construction between ticket hall level and the Central line. This will allow us to relocate the existing transformer room, to construct the new Central line escalator from 2018.

The station entrance for the Waterloo & City line within the new Bloomberg building is progressing with the fit-out of the station box and the connections to the existing station.

### Camden Town

We have completed essential track replacement at Camden, which was planned for August to coincide with the quieter summer period. The complex

programme of work on the northbound Northern line involved three weekend closures. It was the first time that an innovative, more durable type of rail fastener with a longer lifespan (the Delkor plate) has been used on a deep Tube line. Deep Tube points replacement is the most difficult of all track replacement activity.

In the time allotted it was particularly difficult to complete the concrete breakout, precise lining up of the new points and direct-fix base plates. We also had to pour concrete from nearly 30 lorries from busy streets around the station via hundreds of metres of pipes, which had to be installed and removed each weekend. To eliminate the margin for error and ensure customer disruption was kept to an absolute minimum, we carried out a full dress rehearsal for the installation of these new materials at our training facility at Acton.

Our passengers will notice real benefits from this much needed modernisation, with improved journey times and an even more reliable train service.

### Elizabeth line: preparations for new trains

The first Class 345 test train was delivered to the Old Dalby test centre in August for high-speed testing and integration with trackside systems. Work continued throughout September and October in preparation for further tests on Network Rail track in the London area

from November to February 2017. Results will be used to support Stage I service introduction in May 2017.

We will shortly start driver training on the new Class 345 simulator, which was installed at Ilford during August and September. With realistic driving cabs replicating the functions of the actual train, the simulator uses virtual reality computer-generated views of the Elizabeth line routes.

#### **Ilford York Road**

The original Ilford York Mews station entrance building has been restored and converted back into a ticket hall. Opened to the public in September, it provides an alternative to the main entrance on Cranbrook Road.

The extensive restoration of this building is part of a wider programme of station improvements and lift schemes ahead of full Elizabeth line services in 2019. They include new ticket gates and ticket machines, improved customer information, lighting, interior decoration, external renovation, new accessible toilets and retail spaces.

#### **Contract award for maintenance engineering trains**

Plasser UK Ltd has been awarded a contract to supply two maintenance engineering trains for the Elizabeth line. This £20m investment will enable work to be carried out on essential heavy maintenance tasks involving points

replacement transformers and tunnel drainage.

The trains are equipped with lifting cranes, elevating platforms, heavy plant/machinery delivery cradles and logistic distribution modules for inspection, maintenance and renewals within the limited engineering hours available.

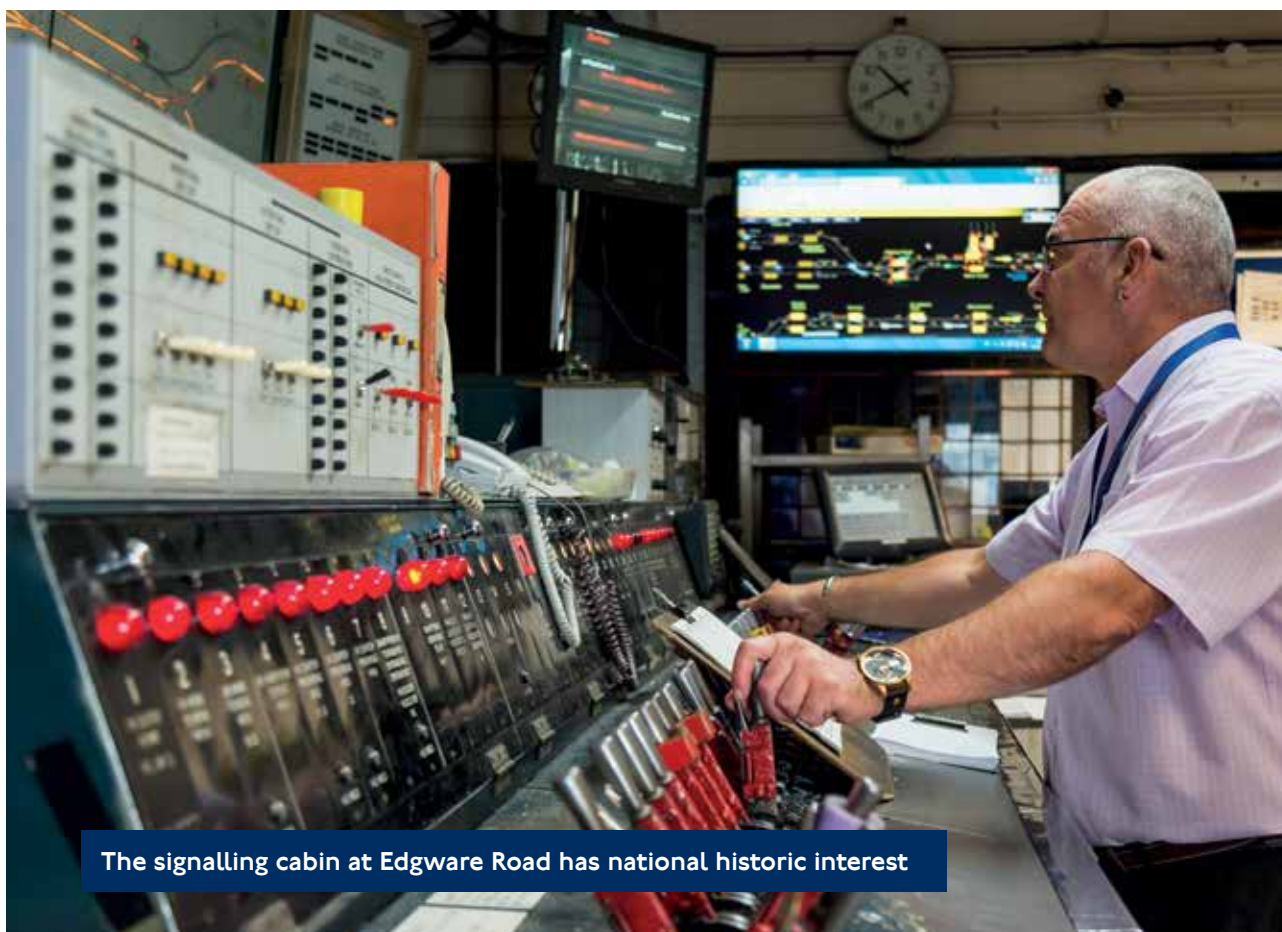
Both will be equipped with communication-based train control signalling so they can operate at 80kph. They will also be fitted with train protection warning systems and will be future-proofed for European train control systems, so they can be used beyond Elizabeth line boundaries and over adjacent Network Rail infrastructure. They will be supplied with the latest specification clean burn diesel engines, minimising operating noise and emissions. Due for delivery in June 2018, they will be operated and maintained from the purpose-built Elizabeth line maintenance management centre at Plumstead.

#### **Saving time at Whitechapel**

For the new Elizabeth line station at Whitechapel, we have developed a procedure that will help Crossrail complete construction more quickly and efficiently.

We have installed a tower crane between existing platforms to enable lifting over the District line tracks during traffic hours. The proximity of the operational railway means it can only be used during





The signalling cabin at Edgware Road has national historic interest

engineering hours and possessions so we use gaps in the District line timetable towards the end of the day. Trains are held at the previous stations while lifting takes place, eliminating the safety risk that would be presented by lifting over LU tracks and platforms while trains are running beneath.

This gives a minimum of 45 minutes additional lifting time every shift, which adds up to a shift's worth of extra lifting time every week. Over the course of the project this will save enough time to enable Crossrail to hand back six planned weekend closures of the District line. As well as saving more than £100,000 the new method will reduce disruption to customers.

The process was developed specifically for Whitechapel but can easily be adapted to suit any project on the LU network where tall plant is needed for construction work adjacent to the railway.

### Edgware Road signalling cabin an item of national historic interest

The Circle and Hammersmith & City line signalling cabin at Edgware Road has been declared an item of national historic interest by the Railway Heritage Designation Advisory Board. Built in 1926 and operated by the Metropolitan Railway – the world's first underground railway and predecessor to LU – its robust technology is still in use today. Its mechanical K-style lever frame operates the interlocking of signals and points at this complex junction.

Although the signalling system has been operating safely, we must now use new technology to run trains even closer together and give Londoners the high-frequency service they need. The system at Edgware Road will be upgraded as part of the modernisation of the Circle, District, Hammersmith and City and Metropolitan lines programme to help reduce journey times and provide a significant boost in capacity. Once





completed, trains will run every two minutes across much of this part of the network in central London.

### Crossrail

Crossrail remains on schedule and within the funding envelope of £14.8bn. Overall the project is close to 80 per cent complete. Cost pressures that have emerged in the programme are being actively managed by Crossrail Ltd's executive team, which includes reaching settlements with contractors.

At present around 14,000 people are engaged in the project. This reflects the current project phase, which is completion of final civil engineering works around Liverpool Street and Whitechapel, station fit-out and mechanical and electrical activity, as well as surface works being carried out by Network Rail and its contractors. The project has exceeded its target of 400 apprentices over its lifetime, with the total now at 602. The Young Crossrail corporate work experience programme has now been completed and has developed into the TfL Schools and Young People programme.

### Construction progress and railway fit out

Crossrail's central section construction programme remains focused on fitting out the tunnels, shafts and portals. The

planned rotation of the concreting train was completed ahead of time and work is now under way on the eastbound section from Stepney Green to Pudding Mill Lane. On the western stretches central section, concreting is progressing well through the use of shuttles. More than 55 per cent of track has now been completed. Platform edge screen frame installation is now more than 90 per cent complete and drilling, cable management and ventilation installation are continuing. Operating and maintenance rooms are being progressively handed over across all stations to our contractors who are responsible for fitting out the rooms.

Progress is being maintained at Whitechapel station, which is essential for dynamic testing of the central section of the railway in early 2018. An important milestone was reached when the westbound platform and tunnels were handed over to the main system-wide contractor for fit out. This means that an east-west link under London has now been achieved. In addition, following the opening of the temporary ticket hall earlier this year, the station's steel canopy installation above the London Overground and LU tracks is progressing well.

The work being carried out under blockade at Ilford depot remains



challenging. However, it is on schedule to provide stabling to support Crossrail's Stage I introduction of new Class 345 trains from Liverpool Street to Shenfield in May 2017.

### Surface works

The upgrade of the existing rail network for Crossrail, being carried out by Network Rail, is now 76 per cent complete. Network Rail's Crossrail team is completing critical work in the weekends running up to the Christmas 2016 blockade, when extensive works will be undertaken at sites on the eastern and western stretches. Work is continuing at the new Abbey Wood station and the 'manta ray' timber roof structure, which will cover the two new Elizabeth line tracks terminating there, is now taking shape.

### Key events

On 27 September, Crossrail published the second wave of [Learning Legacy](#) content doubling the insight and data

available from the project. New material including good practice documents, peer-reviewed case studies and technical papers were added. In addition, Crossrail has partnered with industry bodies to host two webinar series that provide collaborative learning for people within Crossrail and our peers. All of the webinars, past and present, can be watched directly on the website.

Stepping Up Week, Crossrail's annual health and safety event, took place in October with the theme of 'Target Zero: The Human Factor'. Activities took place across all Crossrail sites, focusing on behaviour as the most important aspect of health and safety, and asking the question: 'What can you do personally to contribute to improving our health and safety culture?'

Scientific analysis of skeletons excavated as part of the Crossrail programme identified the DNA of the bacteria responsible for the 1665 Great Plague.





This is the first identification of plague DNA from 17th Century Britain. The bacteria itself perished days after the individuals died 351 years ago and is no longer active. Scientists are now attempting to sequence the pathogen's full DNA genome. In doing so they hope to be able to compare the 1665 Great Plague with the 1348 Black Death epidemic as well as recent outbreaks.

### **The Culture Line**

Crossrail's art programme has been progressing well. The artwork design for the Paddington canopy on Eastbourne Terrace has been finalised by the artist, Spencer Finch. Fabrication of the 120 metre glass canopy within which the 'Cloud Index' art will be incorporated will begin later in the year and the final design will be announced soon. Artists and artwork for Bond Street and Farringdon stations have been selected by the Crossrail Art Foundation and this will be developed further over the coming months. A funding partner

for Whitechapel station is still being pursued. The City of London Corporation has agreed to provide advance funding to progress the artist selection process in partnership with Whitechapel Gallery. Crossrail has to date secured £5.78m in committed sponsorship for artworks across six of its seven central stations.

### **London Rail**

#### **New concession on London Overground (LO)**

Arriva's mobilisation to take over the operation of the LO concession from 13 November is proceeding to plan and we expect a seamless transition from the current operator London Overground Rail Operations Limited (LOROL).

As LOROL enters the final weeks of its tenure, its focus on operational performance remains strong, which will provide a solid foundation for Arriva to build upon. Arriva will be looking to make further improvements, and is progressing its plans in collaboration with key

partners, including Network Rail and Bombardier.

### **New trains**

Work continues on the development of the new LO Class 710 trains with the interior mock-up completed in Bombardier's workshops in Derby. The new trains are due to enter service from 2018 and will transform the service experienced by customers as they will include walk-through carriages, air conditioning and improved accessibility.

### **London Trams**

#### **Arrival of new Stadler tram**

The final two Stadler Variobahn trams have been delivered to our depot, completing this phase of works as part of the Trams for Growth programme, which looks to accommodate growing demand, improve reliability and support the regeneration of Croydon town centre.

We expect journeys to nearly double to 56 million trips a year by 2030 and these additional trams are part of a number of actions required to meet future demand.

The first Stadler vehicles were introduced to London Trams in 2012 and these final two bring our Stadler fleet to 12, with the remaining fleet being made up of 28 CR4000 trams.

#### **Trams refurbishment**

We have passed the halfway stage in the CR4000 tram mid-life refurbishment

programme, with 14 trams completed. The refurbishment involves new flooring, seat moquette, grab rails and handles, with a complete interior repaint and roofs resealed to address leaks. Built in 1998, the vehicles had an original design life of 25-30 years.

### **Docklands Light Railway (DLR)**

#### **Limehouse escalators – increased passenger capacity**

DLR has awarded a contract to Dyer & Butler to design and build two covered escalators between the westbound platform and street level at Limehouse station. The escalators, in addition to the existing stairs, will improve station capacity and ease congestion for passengers interchanging with National Rail. They are due to enter service by June 2017.

#### **Custom House station**

DLR has brought forward the start of the enabling works for the Custom House station upgrade by three months. The project will provide a new mezzanine level to handle the increased passenger numbers expected from Crossrail. The site was acquired earlier than planned and by working with the contractor, a safe method has been devised that allows the enabling works to progress during operational hours when the station is still open. The main construction works will begin in January 2017, with the station reopening before the end of next year.

### Emirates Air Line

The current contract for the operation and maintenance of the Emirates Air Line cable car is due to end in June 2017. The formal procurement process for a new contract began in August. The Invitation to Tender was issued in October and evaluation of the bids will be completed by January 2017. TfL Board approval will be sought in early 2017.

### Roads

#### Recycled asphalt trial

In April we resurfaced parts of the A1 at Mill Hill, using a 50 per cent recycled material to test the properties and viability of this potentially more efficient surfacing method. The material was laid next to a standard non-recycled mixture to provide an accurate real-world comparison.

Widespread use of the recycled mixture would bring significant sustainability benefits by halving the requirement for aggregate, much of which is currently sourced and transported from Wales and Northern Ireland.

A number of tests have since been carried out and early indications show there is no difference in performance between the recycled material and the standard mixture and that their current age properties are identical. Testing will continue as we work with suppliers to investigate how we can use the recycled surface, but

we hope that it will be in use on our network from spring 2017.

### Transfer of the new London Streets Tunnel Operations Centre (LSTOC)

The transfer of LSTOC is now complete and it is fully integrated within the other control rooms in Surface Transport.

Our Surface Transport and Traffic Operations Centre (STTOC) operates 24/7, 365 days a year to keep London's road and bus networks moving.

The integrated control rooms enable all key agencies, including the police and other emergency services, to work together more efficiently to resolve network incidents.

Traffic management safety-critical systems and functions have moved from the Blackwall Tunnel into a modern control room, enabling LSTOC staff to work more closely with the other control centre partners, both physically and through improved technology.

The new systems can automatically operate pre-defined operational plans and activate various safety critical systems. This will greatly improve our operational controls and ability to identify and respond to incidents, which will ultimately help minimise disruption on the roads.





A public consultation has begun on Silvertown Tunnel

### Tower Bridge closure

A three-month closure of Tower Bridge, to allow for vital City of London maintenance work, began on 1 October. Vehicles will be unable to use the bridge until 30 December.

We have been advising road users of disruption to the area and have banned all non-emergency roadworks on surrounding roads to help reduce the impact. As Tower Bridge is outside the Congestion Charge zone, drivers will not be charged if they do not deviate from the signed alternative routes. We will continue to manage the impact of the closure on our network and will keep our customers updated.

### Utility prosecutions

We successfully prosecuted Vodafone for the second time this year as part of our commitment to ensure that streetworks cause as little disruption as possible to road users.

Vodafone's offences, which took place between February and March 2016, included working without a permit in Borough High Street and failing to serve the required streetworks notices before starting work at St Thomas Street in Southwark, Loampit Vale in Lewisham and Bishopsgate in the City of London. Vodafone failed to pay the Fixed Penalty Notices that we issued in response to these offences.

Ahead of a hearing at Westminster Magistrates Court on 28 September, Vodafone pleaded guilty to the offences and the company was fined a total of £3,500 and ordered to pay prosecution costs of £3,020.

Including this offence, Vodafone has been ordered to pay a total of £12,706 in fines for mismanaging streetworks since 2015.

### Silvertown Tunnel

On 4 October, the Mayor announced his commitment to providing greener and more public transport-focused river crossings in the east and southeast of London. He set out a package of new river crossings to be built in the next five to 10 years that will improve travel across the Capital, while supporting new affordable homes and business opportunities in east London. These include:

- Accelerating plans for a new pedestrian and cycle bridge linking Rotherhithe and Canary Wharf
- A series of enhancements to the proposals for Silvertown Tunnel to make it greener and more public transport focused, and exploring further benefits for local residents who use the tunnel
- A DLR crossing at Gallions Reach, helping support the development of around 17,000 new homes across Newham and the Royal Borough of Greenwich

- Further assessment work for a Barking Riverside-Abbey Wood London Overground crossing
- Further assessment of a North Greenwich Isle of Dogs ferry, supporting new developments on the Greenwich Peninsula and the Isle of Dogs

This announcement followed the Mayor's review of the Silvertown Tunnel. A series of enhancements have now been made that will benefit local residents, pedestrians and cyclists, and mean a greener and fairer scheme. These are:

- A Silvertown Tunnel bus strategy with funding for bus services and bus priority measures through the tunnel, which will be vital for improving travel and supporting growth. The tunnel will be one of London's low emission bus zones when it opens
- A trial of a new bespoke cycle shuttle service that will carry cyclists and their bikes through the tunnel
- Further pedestrian and cycling improvements to the local areas on both sides of the tunnel entrance
- More use of the river during construction, reducing the number of lorries on the road
- Exploring further benefits for local residents using the tunnel

Following the Mayoral announcement, we started the formal process to appoint a contractor to design, build, finance and maintain the new crossing.

The public consultation into the scheme began on 11 October and will run for six months. After that time, the Planning Inspectorate will make a recommendation to the Secretary of State for Transport whether to grant consent. We expect a decision from the Secretary of State for Transport in October 2017.

### **Major road improvement schemes**

#### **AI Holloway Bridge**

We continue to work on replacing the century-old Upper Holloway Bridge. This vital work has meant we have had to close sections of the AI Holloway Road to allow vital utility services to be moved from the Upper Holloway Bridge to a specially made utilities bridge. The road bridge needs to be replaced and the utilities bridge has been built to ensure Londoners do not experience an interruption to their services when it is rebuilt and future utility work will not result in road closures or disruption.

The new utilities bridge was built in June but the cables and pipes could not be moved across at that time due to their complex layout, very poor condition and a leaking water main. Once the works are complete the Upper Holloway road bridge will not only be stronger – to last more than another century – it will

also have better surfaces and ultimately upgraded streetlights.

During the works we discovered unexpectedly complex utility services in and around the bridge. We therefore had to do more work than originally planned. We apologise to the London Borough of Islington, residents and businesses for the additional disruption this extra work and the associated closures will cause. We are doing absolutely everything we can to complete the work as quickly as possible.

The bridge will be demolished and replaced over the Christmas period when further full closures will be required. The installation of a new bridge will allow the electrification of the Gospel Oak to Barking LO line, enabling passenger trains to run again from February 2017.

We are doing everything we can to complete the works as quickly as possible and minimise disruption to local residents and businesses.

#### **Highbury Corner Bridge**

Work has begun on installing the majority of the new apparatus and connections for the utility services (gas, water, power and telecoms) on either side of the existing bridge. This is ahead of the North London line demolition and replacement works under the station forecourt, scheduled for Easter 2017.

Highbury Corner Bridge, which we jointly own with Network Rail, carries the AI





Utilities work at Highbury Corner

across the London Overground railway.

### **Ardleigh Green Bridge**

We are replacing the highway bridge that carries the A127 above four railway lines. Preparatory works have been completed and the partial demolition of the existing bridge is to be carried out during a weekend possession of the railway in November 2016, after which the first phase of the new bridge construction will begin.

### **Congestion Charge**

On 26 September, Capita started to run the 'back office' for the Congestion Charge, Low Emission Zone and payment of Penalty Charge Notices. Capita will be responsible for the implementation and subsequent operation of these services, under a five-year contract awarded in January 2014. Benefits the new contract will bring are:

- Improved efficiency with faster, simpler payment processes
- Enabling Auto Pay customers to use Direct Debit
- Online applications for discounts and reimbursements for charges paid by NHS patients and staff
- An official TfL app for payment, due to be launched in autumn 2016

### **Southwark 20mph trial**

Two trial 20mph speed limits have been introduced on Southwark Street (between Blackfriars Road and Southwark Bridge Road) and Stamford Street, as part of a wider programme of trials and to coincide with Southwark's borough-wide 20mph limit.

As part of the trial we have introduced 'virtual' speed humps, which appear as a

'3D' hump, to test an innovative solution for reducing vehicle speeds. An initial study found that these road markings, which create an optical illusion, were very effective and show a reduction of up to 3mph. They are a cost-effective alternative to the traditional hump and are quick to install. We will continue to monitor their use and assess the potential for the rest of the network.

### **Bow pedestrian improvements**

While we continue to develop plans for Bow Interchange and the wider Bow area, we have completed a scheme of pedestrian improvements at the interchange. These include signalised pedestrian crossings at Bow roundabout, Bow Road and Stratford High Street, improved access to the River Lea towpath and lengthening an 'early start' cycle facility on Bow Road. The scheme also created a new area of public space, and included improvements to urban realm and pedestrian wayfinding.

### **Road safety**

#### **Partnership enforcement to improve road safety**

We are working in partnership with the MPS Roads and Transport Policing Command (RTPC), City of London Police (CoLP) Transport and Highway Operations Group and the Driver and Vehicle Standards Agency (DVSA) to tackle road danger through targeted enforcement activity against non-compliant drivers, vehicles and operators.

Operation Cubo is a regular RTPC enforcement initiative that uses automatic number plate recognition technology to identify uninsured and unlicensed drivers, who are more likely to cause collisions and be involved in a hit-and-run incident. The aim is to deny high risk drivers the use of the road. The operation runs twice monthly and high-visibility police stop locations are set up across London. Since April this year, 4,808 offences have been detected, leading to 1,365 dangerous vehicles being taken off the road. Officers have also taken action against 1,127 drivers for mobile phone offences.

Alongside our partners, we continue to focus on dangerous HGVs, targeting persistent offenders who disregard the rules for driving and operating safely in London. During this period 7,654 commercial vehicles have been checked with 2,168 fixed penalty notices issued. Thirty-four dangerously non-compliant operators have been identified for additional targeted checks.

We host the only freight intelligence fusion centre, combining our data and intelligence on drivers, vehicles and operators with that of the police and DVSA. We are also supporting neighbourhood policing and empowering local communities to tackle concerns about speeding and antisocial driving. Community Roadwatch gives residents the opportunity to work with local police teams and use speed detection



equipment to deter antisocial drivers. We are on target for London-wide rollout by December 2016.

## **Buses**

### **Bus route 3**

On bus route 3, where we have introduced a significant proportion of the planned bus priority schemes, monitoring indicates journey time improvements of approximately two and a half minutes in the morning peak, which is more than double the expected benefit. There are further schemes planned on route 3 later this financial year, and bus journey times will continue to be monitored.

### **Recovering lost patronage**

We have launched a campaign to encourage customers back on the bus network. It raises awareness of the positive improvements, such as greater reliability, increased frequency, new routes and bus station upgrades.

The campaign, communicates news stories on a location- and route-specific level where possible, including a detailed local message.

### **Bus Network Seminar**

At the end of September we shared with the boroughs our vision of how the bus network responds to changes in passenger needs and improves London's air quality. This was our third pan-borough Bus Network Seminar and included presentations on the challenges

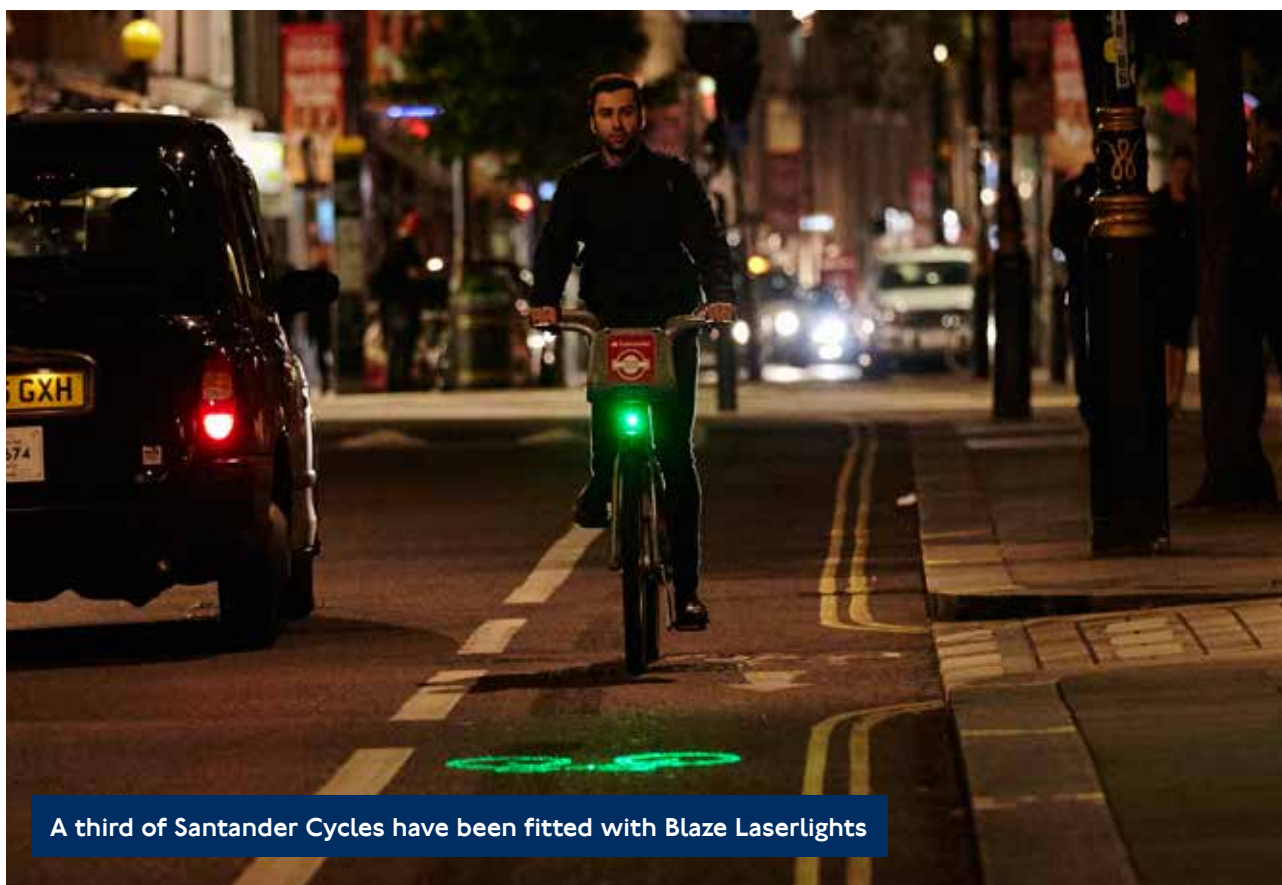
ahead; a customer perspective from London TravelWatch; how the bus fleet will become cleaner to improve air quality; an insight into borough aspirations on cleaner air; building a network that adapts to growth; and how we will be working together with our transport partners.

We meet each London borough separately every year to discuss their individual network plans and obtain details about developments that require changes to bus services. This gives us the opportunity to discuss how we can work together in the face of financial and other constraints to improve bus services and support growth in jobs and housing, and access to opportunities.

### **Croydon bus station**

On 12 October, the Deputy Mayor for Transport, Val Shawcross, formally opened West Croydon bus station. The station will serve 25 bus routes and 150 buses per hour at peak times, with 23,000 passengers using the bus station each day. The station provides a connection between buses, trams, LO and National Rail services.

The new bus station provides a modern and accessible station that is more spacious, provides better customer information and features fully accessible bus stops. The redevelopment has been designed to integrate with the London Borough of Croydon's wider proposals.



A third of Santander Cycles have been fitted with Blaze Laserlights

### Bus driver training

Our two-day bus driver training course continues. The course will be attended by all of London's 24,700 bus drivers and aims to improve customer experience and supports bus drivers to deliver high quality customer service as a key part of their role.

### Cycling Santander Cycles

On 3 October, we announced that Serco had been awarded a new contract and will continue providing, maintaining and distributing bicycles for the Santander Cycles scheme from 1 August 2017. The new contract will have a total value of approximately £79m for the initial term of five years and three months. It includes an option to extend for up to a further five years and involves the design of the scheme's next-generation bike, to be made by British company Pashley Cycles at its factory in Stratford-upon-Avon. The bike will retain the popular features of the existing model but will be

lighter and more manoeuvrable with smaller wheels, a lower frame, new gear hub and a more comfortable seat. It is expected that they will be on the streets in 2018, with around 500 supplied each year to replace older models. The scheme now includes 11,500 bicycles, 785 docking stations and 21,000 docking points across the 100 sq km London network.

### Blaze Laserlights

Making cycling safer is a key priority for the Mayor. As part of this, a third of our Santander Cycles have now been fitted with Blaze Laserlights to make riders more visible on the roads. Over the next nine months the lights will be fitted to the rest of the fleet of 11,500 bicycles.

Blaze Laserlights project the symbol of a bicycle onto the ground six metres in front of the cyclist, making them more visible to those around them. The light alerts drivers and pedestrians to the approach of a bike and helps them to

be seen when they might otherwise be invisible, such as in a vehicle's blind spot. The intelligent Laserlights will only come on only when it is dark to save energy.

People cycle less over winter than they do in warmer months, but with the lights we aim to encourage more people to keep up the cycling habit. An on-street survey of cyclists riding bikes with Laserlights revealed that around three-quarters felt more confident. Almost half also said they would be more likely to use Santander Cycles at night with the Laserlight fitted.

### Quietways

Construction began in October on the final scheme of phase one of Quietway 2 from Bloomsbury to Hackney. The second phase and completion of Quietway 2 from Hackney to Walthamstow also started in October and is due to be substantially complete by the end of the financial year.

The 3.7km section of Quietway 3 from Gladstone Park to Kilburn station in the London Borough of Brent is now complete. Construction has also started on the Newham Greenway, which forms part of phase 2 of the wider Quietways programme. This will provide a traffic-free cycle route from Victoria Park to Beckton.

The full Quietways programme will establish approximately 30 routes totalling more than 250km across

Greater London by 2021. These routes have been chosen to align with current and predicted future demand, and will complement the Cycle Superhighways and Mini-Hollands programme.

### Central London Grid

A total of 40km of the Central London Grid is now either complete or under construction, which represents more than 47 per cent of the core network. Schemes have recently been completed in Smithfield and Barbican in the City of London, and will shortly be completed on Quietway 2 in Islington.

The Central London Grid is a network of cycle Quietways and Superhighways in central London, created by the central London boroughs to provide safe and attractive cycle routes.

### Mini-Hollands

Good progress continues to be made in transforming the three Mini-Holland boroughs of Enfield, Kingston and Waltham Forest into cycling and walking friendly places for those who live in and visit them.

Within the London Borough of Enfield, construction has begun on the lightly segregated cycle route along the A105 (Green Lanes). Once complete, this will establish a 5km cycle route along one of Enfield's key high streets.

Construction is complete on the segregated cycling track at Portsmouth

Road in the Royal Borough of Kingston upon Thames. A trial closure has begun to remove general traffic on Surbiton Crescent – previously a busy, narrow corridor – to allow cycle and bus access only. As there was no space for a designated cycle space, this option was chosen to remove general traffic to make the road safer for cycling. The trial will last between four and six months and a monitoring plan is in place to understand the impacts.

The fifth cycle hub in Waltham Forest was completed and is on course to provide 80 secure cycle parking spaces with a cycle maintenance stand and pump for users. The cycle hubs have so far provided more than 280 cycle spaces as part of the Mini-Hollands programme in Waltham Forest.

## **Walking**

### **Autumn Ambles guided walks**

Autumn Ambles returned to London's streets during the first weekend of October, when 42 free guided walks were held across the Capital. The walks ranged from short strolls to challenging treks, exploring sections of the city's seven popular Walk London Network routes.

The Autumn Ambles weekend is one of three that take place throughout the year to encourage Londoners to explore their city on foot. The walks were well attended and attracted a high level of media coverage.

## **Sustainable freight**

### **Lorry safety – Direct Vision Standard launched**

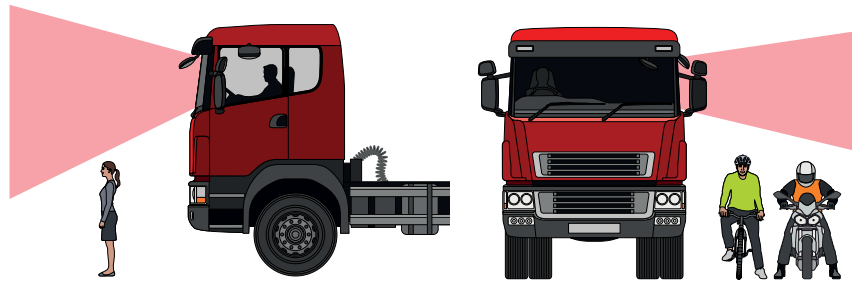
We must continue to improve the safety of the vehicles making deliveries across the Capital. Our research shows that low direct vision – how much Heavy Goods Vehicle (HGV) drivers can see from their cab without a mirror or camera – is a major contributor to pedestrian and cyclist fatalities. The more a driver can see, the lower the risk of a collision.

To reduce the number of HGVs in London with low direct vision, the Mayor launched the world's first Direct Vision Standard on 30 September. This uses a simple 'star rating' (from zero where the driver's vision is very limited and the cab is high up, to five stars where the cab is lower and there is good all round vision) to define how much HGV drivers can see directly from their cab.

We will be using the standard to increase the number of HGVs on London's roads with improved direct vision. This will contribute to our target of a 50 per cent reduction in the number of people killed or seriously injured by 2020.

### **Reducing congestion – retiming deliveries**

In September, the Fitzcloud Freight consolidation service in the Fitzrovia Business Improvement District was launched, which we funded through the Future Streets Incubator Scheme. The Deputy Mayor for Transport,



Limited direct vision model



Increased direct vision model

The Direct Vision Standard was launched on 30 September

launched this and outlined the Mayor's objectives around air quality and congestion. Fitzcloud is a procurement-led consolidation project to reduce the number of delivery vehicles in the Fitzrovia area. It has encouraged businesses to adopt a single supplier to deliver office supplies and, already, the number of vehicles has halved. The launch aimed to encourage more businesses to sign up to the project, including the next phase that will also include waste collections and other deliveries.

### Freight Forum

On 21 October, I hosted the 13th Freight Forum. It brought together more than 80 businesses and organisations from across the industry and London's boroughs

and enabled me to update them on our work and discuss issues affecting them, including how the industry can help us clean up London's air, make our roads safer for cyclists and pedestrians and keep traffic moving. We have a broad range of activities under way to continue working with this important industry to increase the use of the cleanest, safest vehicles and in the most efficient way.

### Taxi and Private Hire

#### Private Hire regulations

The phased implementation of the private hire regulation changes has continued to enhance public safety and raise standards. Examples of recent developments include providing booking confirmations to passengers, uploading details of drivers and vehicles to us



and updated regulations on the English language requirement. The new language requirement came into force on 14 October 2016 and means applicants must pass a test or provide evidence that they can communicate in English at a specific level. Applications received on or before 31 March 2017 have until then to comply and those received after will need to satisfy the requirement before a licence is granted.

#### **Payment cards in taxis**

The licence condition for taxi drivers to accept payment by credit or debit card came into force on 31 October 2016. The new measure was hugely popular with customers when we previously consulted on the proposal, with 86 per cent of respondents in support. Local radio advertisements will inform the public that all taxis now accept card payments.

#### **Safety and security**

##### **Hate Crime Awareness Week**

During this national event, which ran from Saturday 8 October to Saturday 15 October, we stepped up our engagement activity across London to promote the message that our transport network is safe and welcoming for all.

Events were organised alongside the BTP, the MPS and the CoLP and community organisations. Officers were joined by stakeholder organisations such as Tell Mama, a service that allows people from across England to report any form of anti-Muslim abuse.

This activity is part of our wider campaign, called #WeStandTogether, which is raising awareness of hate crime; encouraging people to report any crimes relating to someone's race, religion, gender, sexuality, age or disability; and demonstrating our commitment to taking action against offenders who commit this type of offence on our network.

Levels of recorded hate crime on public transport remain low, at around five per cent of crime on the network, but it is widely accepted as being significantly under-reported.

Along with the MPS, the BTP and the CoLP, we are working to provide a better and more coordinated approach to tackling hate crime and reassuring London's diverse communities that public transport is safe and welcoming.

##### **Operation Kingsman**

In September, the MPS RTPC launched Operation Kingsman to combat the rise in low-level violence against bus passengers. Working with our operational staff, high visibility patrols were provided on busy bus routes and on those that travel through areas of London that experience a disproportionate rise in violence and antisocial behaviour. A day of action to trace wanted offenders resulted in 14 arrests for violent crime. Police officers also recovered weapons through organised sweeps near bus stops and at transport hubs.



Operation Neon targetted illegal minicabs

### Operation Neon

Operation Neon, a high-visibility enforcement operation to deter and disrupt illegal minicab activity and support the legitimate taxi and private hire trade, continues to operate in the West End, Shoreditch, Camden and other night-time hotspots. This partnership operation deploys around 40 MPS officers, police community support officers, our Taxi & Private Hire Compliance Officers, Revenue Protection Officers and Road Network Compliance Officers as well as local authority parking attendants to enforce against illegal minicab activity on Friday and Saturday nights.

It helps keep taxi ranks clear, improving traffic flow in central London. Since its launch on 8 May 2015, and as of 22 October this year, Operation Neon has achieved the following results:

- 11,335 private hire vehicle (PHV) drivers and other motorists advised and moved on
- 1,423 PHV drivers reported for parking on taxi ranks
- 3,878 parking tickets issued



Olympic and Paralympic stars celebrate in Trafalgar Square

### Team GB parade

The outstanding performances of Team GB athletes at the Rio Olympic and Paralympic Games were celebrated in Trafalgar Square on 18 October, with tens of thousands of spectators attending. We worked extensively with the event organisers to ensure Team GB were able to get to the square to be greeted by the expectant crowds. A full closure of Trafalgar Square and its approaches was successfully implemented.

### NFL returns to London

History was made on 23 October when two major US American Football teams, the New York Giants and the Los Angeles Rams, played at Twickenham Rugby

Stadium. Although NFL has previously been played at Wembley, this was a first for Twickenham and built on the success and lessons learnt during the 2015 Rugby World Cup. An eastbound lane closure on the A316 Chertsey Road enabled a coach operation from Twickenham to London Waterloo to reduce pressure on the rail network. Extensive traffic signal plans were implemented, and road policing units were deployed to assist with traffic flow. Variable messaging signs were set in advance to notify the public on Highways England's and our road networks.



# 3 Our customers

## **Continuously improving customer information**

Last year we piloted new types of customer information at our busiest stations to help customers who have flexibility in their journey times to avoid crowding. While many people cannot vary the time they travel, a significant proportion can and said they would welcome more information. As a result of the pilot, around five to six per cent of people made small changes to avoid the very busiest times.

We are now making this type of information available for all of our busiest stations through our posters, website and Journey Planner.

Through a new app, we are also enhancing the speed with which staff can report faults to lifts and escalators and unusual levels of crowding at their stations. This means the problem can be fixed quicker, and improves live customer information.

Future versions of the app may push this information directly to customers through our website and application programming interface (API) to enable app developers to share it with their customers.

## **Blue Peter competition**

Children's TV programme Blue Peter held a poster design competition this month supporting the Transported by Design programme. Viewers were asked to

design a poster to celebrate travelling by public transport to iconic London sights. Each design had to feature at least one type of travel, the TfL roundel logo and the Blue Peter ship. The prize was to have the poster displayed in a number of LU stations over October half-term and at the London Transport Museum for a year.

The competition proved very popular – with over 3000 entries representing a record for the show. The winner was chosen by a panel consisting of TfL and London Transport Museum staff and the Blue Peter team. The winner, Max aged 7 from Newcastle, was announced live on air on 20 October. This was followed a week later by an extensive section of the show telling the story of the competition and showing Max's own 'Big Day Out'. This included him seeing his poster being displayed in Westminster Station followed by a behind the scenes tour of the station, a Tube cab ride and special visit to the London Transport Museum depot in Acton Town.

The project was managed by the BBC and the Transported by Design teams were assisted by supporters across the business. The end result saw a young boy's idea become reality while the story of our use of design and our dedication to serving our customers was showcased to a young audience around the world. We received excellent feedback from Blue Peter Editor Ewan Vinnicombe, as well as Max's parents.



### **Please offer me a seat trial**

More than 1,000 people are trialling a new 'Please offer me a seat' badge and card to help customers less able to stand. Many of our customers, particularly those with hidden impairments and conditions or who are undergoing treatment, tell us they struggle to get a seat as it is not immediately obvious that they need to sit down.

If the trial is successful, the badge and card will be made more widely available next year.

### **Grass roots campaign supporting older and disabled Londoners**

We produce a range of material such as an 'Accessible travel in London guide' and 'Step-free Tube Guide' to help give older and disabled Londoners greater confidence in using public transport. We use a range of distribution channels to get this material into the hands of the people who need our help such as local community centres, libraries and doctors surgeries but we know that there is always more that we could be doing, including at a very local community level.

'Come on Board' is our latest local grass roots campaign focused on helping older and disabled people. The aim is to raise awareness of our accessible services.

In the last three months we have visited 29 organisations and spoken with around 600 people from 23 London boroughs, distributing hard copies of our materials.

We have another 27 visits booked in over the next three months. We have visited groups that support blind and visually impaired people, people with hearing impairments, older people and carers. We have also attended borough mobility forums and hosted a workshop with Whizz-Kidz's London Regional Board to support their work for improved bus services for young wheelchair users.

Feedback has been very positive. Participants tell us that they appreciate our work and particularly welcome the opportunity to raise concerns and make suggestions on how we can improve. For example, some groups told us that we need to do more to make it easier for people who are profoundly deaf to communicate with us. We are acting on that feedback to see what more we can do.

We will continue to examine how best to make our guides and advice more widely available and continue with our programme of engaging with local community groups.

### **Hackathon - roads information**

We aim to stimulate new and innovative uses of our data to produce better services and greater value for our customers. Large numbers of developers and others attended our week-long 'hackathon', aimed at developing new products and services for our customers and building new innovative partnerships with the technology sector.



More than 1,000 people trialling the new priority seating badge

Funded by Amazon Web Services and Ordnance Survey, we built on our existing engagement with 10,000 developers and the 500 TfL data-powered apps used by 42 per cent of Londoners. At its heart was open data – we made key datasets available and offered advice and support to start-up organisations, mobile-app developers and data scientists. The event focused on three transport challenges:

- Managing capacity on the public transport network
- Managing capacity on the road network
- Tackling London’s poor air quality

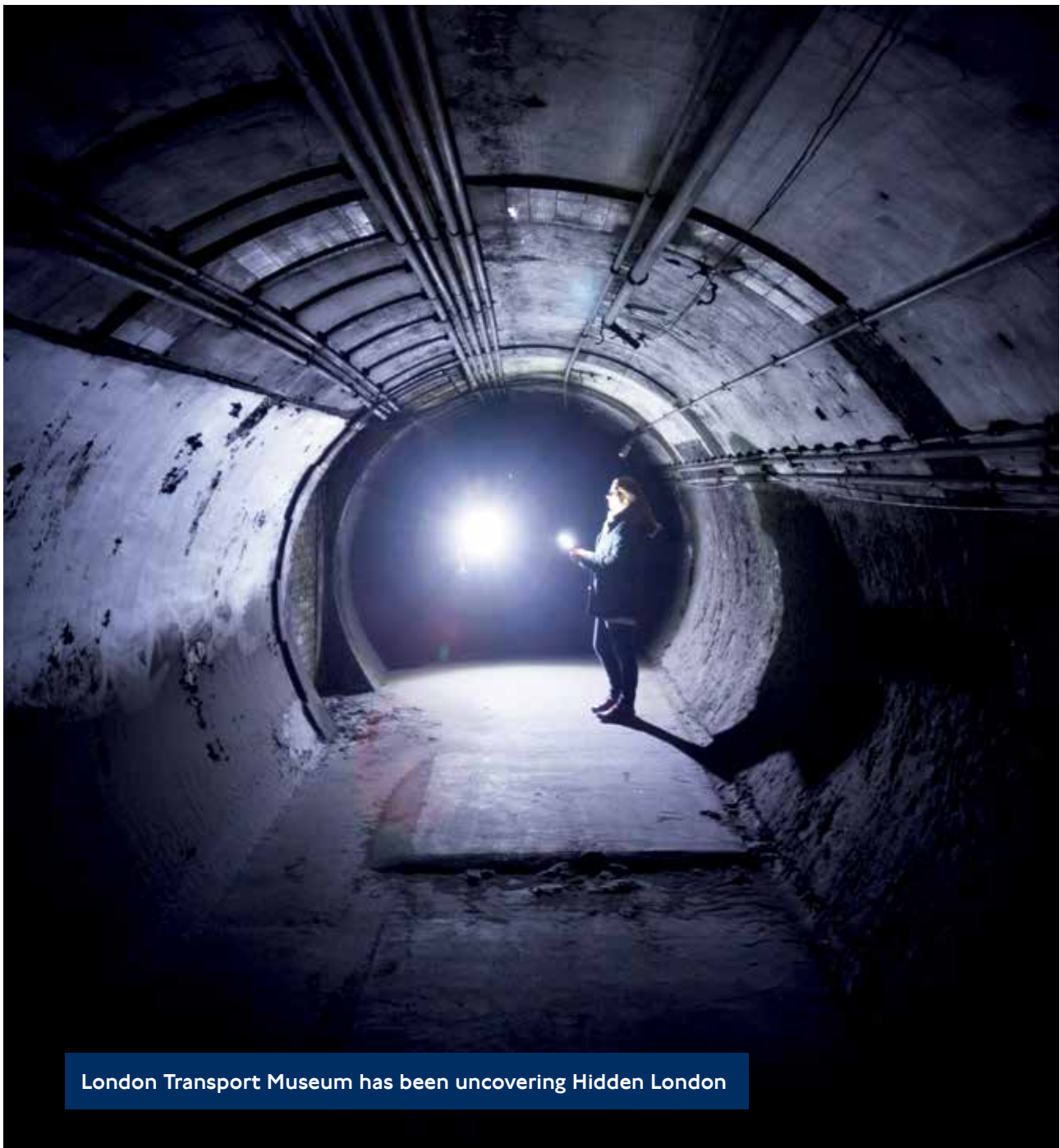
Many excellent ideas were shared that help meet some of our challenges. All of these, plus any potential partnerships, are now being explored in more detail.

In a further move to help road users, we entered into an agreement with Waze,

a fast-growing smartphone app that provides real-time information about road navigation and disruptions. Through the app, which has around one million users in London, drivers provide feedback about congestion, collisions or obstacles on our roads.

This partnership is the first of its kind in the UK and allows us to use this data to help manage traffic flow across the Capital. Our trials have shown that this data could help us to respond to traffic incidents significantly faster than by using our existing methods alone.

Under the agreement, access to this data costs us nothing. We expect this partnership to save Londoners time and money through fewer road disruptions, and continue to explore the potential for data-sharing agreements with other organisations.



London Transport Museum has been uncovering Hidden London

### **Night Tube open data**

We have updated our open data API so customers who use travel apps can start to plan their Night Tube journeys. The API now contains timetables for Night Tube services on the Central, Victoria and Jubilee lines on Friday and Saturday nights. As other Tube lines start running services, the API will be updated to include these.

The data, available free of charge at [tfl.gov.uk/developers](https://tfl.gov.uk/developers), forms part of

our commitment to make live travel information openly available so developers can create better products and services for customers.

### **Canary Wharf**

The team at Canary Wharf station has introduced new public announcements to help change customer behaviour, improve safety and provide a more personal customer experience. They include 'please consider others and remove your backpack before boarding

the train' and 'the Jubilee line is running with a two-minute service'.

Where possible, they have dropped some standard announcements but left in place the critical ones, for instance announcing the arrival and destination of the next train.

This is a pilot scheme at Canary Wharf but has shown signs of success. The team are now looking at rolling it out to other stations.

### **London Transport Museum uncovers Hidden London**

The London Transport Museum's 'Hidden London' programme has been expanded to meet the huge demand for tickets. Launched in 2015, it is a new brand of tours and experiences uncovering London's hidden transport heritage and disused stations.

It has been a tremendous success with nearly 30,000 tickets sold. Londoners and visitors have always been fascinated by the Capital's subterranean history and tickets sell out as soon as they are released. The programme builds on the success of our Aldwych station tours, which the Museum had run for many years previously, and is part of its strategy to engage audiences beyond its Covent Garden location.

Tours have included:

- Down Street – Churchill's secret station
- Euston station – the lost tunnels
- Clapham South – Subterranean shelter
- 55 Broadway – London's first skyscraper

When access allows, Charing Cross station will also form part of the programme.

Media interest has been very high and the tours generate an important income stream through ticket sales and a range of '[Hidden London](#)' inspired merchandise.

New Hidden London tour dates will be announced in November and will include a disused outside area of Highgate station. The Museum also plans to explore opportunities to host corporate events at the disused stations.



# 4 People and awards

## **Supporting the national economy**

Our work in London makes a very significant contribution to supporting jobs and economic growth across the UK. Our supply chain stretches across the country. For instance, our state-of-the-art trains for the Elizabeth line are built in Derby and our hybrid buses are manufactured in Falkirk. These partnerships keep London moving, working and growing, and help to power the wider UK economy. Some 60 per cent of our investment is made outside the Capital, supporting nearly 60,000 jobs and sustaining 5,500 apprenticeships over the past five years.

Steady and sustained investment means suppliers have greater confidence to invest in their businesses through new technology, apprenticeships and skills development.

I recently visited our Liverpool-based supplier RS Clare who supply biodegradable rail lubrication for our Tube tracks and equipment for applying the grease. The lubricant reduces friction between the wheels and rails, minimising rail wear and defects and leading to quieter and more reliable journeys for customers.

We have had a long-standing commercial relationship with RS Clare, which employs 75 people. Last year, we invested more than £15m with suppliers in Merseyside and £279m across the wider North West supplying over 6,000 jobs in the region.

The Deputy Mayor for Transport visited our Birmingham-based supplier DK Rewinds to meet people who repair and make parts for Tube trains.

DK Rewinds specialises in repairing the traction motors that power the Central line. The family-owned business produces new components for motors that match the originals, so faulty trains can be quickly fixed and brought back into service. LU has been working with DK Rewinds for 30 years, and has invested £18m with the company in the past six years.

In Birmingham, we invested £94m with suppliers last year, and £333m across the wider West Midlands, supporting 6,500 jobs in the region.

## **Apprentices and graduates**

In September we welcomed 144 new apprentices, bringing the total to 341. We currently offer more than 26 different apprenticeships ranging from Level 2 through to Level 6 degree programmes. We continue to develop and expand our portfolio with new schemes in engineering and management set to start in September 2017 to meet business demand. Our apprenticeship recruitment for 2017 will begin at the start of the new year and will offer more than 240 opportunities, a substantial increase on previous years.

Our continued belief that apprenticeships are the way forward has seen us join

multiple ‘trailblazers’ and we are currently working with 25 trailblazer groups in various disciplines, which are at the forefront of developing new standards for the UK. We are also ensuring we are well prepared to deal with Government changes, including the introduction of the Apprenticeship Levy in April 2017 and proposed public sector targets.

We are currently recruiting for 44 graduates across a number of schemes having had 153 join us in September 2016. Our current number of graduates in TfL, including Year in Industry, is 338 and we are reviewing overall numbers to ensure the balance of apprentices and graduates is the right one for all our TfL schemes.

#### **LOROL claims top National Rail Award**

LOROL has claimed the top prize at this year’s National Rail Awards. The Passenger Operator of the Year recognises LOROL’s continued operational performance. They were commended for consistently pushing the boundaries through a focus on customer service quality, innovation, employee engagement, developing strong community links and working in partnership with us and Network Rail. It is testament to the hard work of our people and the strong partnership between us and the operator.

#### **Dana Skelley recognised by the Worshipful Company of Paviers**

The Worshipful Company of Paviers, which acknowledges excellence in the

craft of paving (research, planning, design, construction, management and maintenance of paved surfaces) has presented Dana Skelley with the Paviers Medal. She was recognised for being one of the UK’s most prominent women engineers who has overseen major programmes to improve London’s roads, and for encouraging more women into the industry and sponsoring a major programme for apprentices.

#### **National Cycling Awards**

We were recognised at the National Cycling Awards, where our Cycle Superhighways programme won the Best Cycle Infrastructure honour. Michael Barrett, Principal Network Impact Assessment Engineer in Surface Transport, won Cycling Champion of the Year for his outstanding efforts to improve road safety, specifically for more vulnerable road users.

Cycle Superhighway Route 2, from Aldgate to Bow Roundabout, was highly commended for innovation and Quietways was highly commended for best cycle infrastructure.

#### **National Transport Awards**

Our Safer Lorry Scheme was recognised at the National Transport Awards as it won the Road Safety, Traffic Management and Enforcement category. The Safer Lorry Scheme came into force on 1 September 2015. It legally requires every vehicle in London weighing more than 3.5 tonnes to be fitted with mirrors and

side guards to improve overall safety standards and give drivers a better view of pedestrians and cyclists around their lorries. Following the success of the Safer Lorry Scheme we have now launched our Direct Vision Standard.

### **Supplier Skills programme**

We won the Enterprise and Employment category at the Lord Mayor's Dragon Awards at Mansion House on 27 September. The awards recognise excellence in corporate community involvement that benefits Greater London.

Our entry was around our Supplier Skills programme, through which we include contract requirements for suppliers to create skills and employment opportunities for disadvantaged Londoners as a condition of working with us. This programme was set up to meet two key aspirations: the Mayor's desire for us to create skills and employment opportunities for London and the UK, and address the increasing skills shortages in the transport and engineering sector. More recently, we signed up to the Department for Transport's Transport Infrastructure Skills Strategy, which requires us to create one apprenticeship in our supply chain for every £3m-£5m of spend, and to work to address underrepresentation and lack of diversity in the industry. The Supplier Skills programme is a part of our wider Responsible Procurement programme, which fulfils Mayoral policy by creating social, economic and

environmental benefits through our commercial activities.

Our entry highlights the work that the Supplier Skills Team does with the London Transport Museum to provide the Route into Work pre-employment training programme. This is a three-day course for young Londoners who are Not in Employment, Education or Training which uses the Museum's collection to provide employability skills and promote opportunities in the transport sector. The third day of each training course is attended by one or more of our suppliers who present to the young people and in many cases offer guaranteed interviews to those that complete the programme.

A film highlighting our entry, produced by the [Dragon Awards](#), features two young apprentices who have completed the Route into Work programme and moved into roles with Telent and Cleshar. Both have overcome the barrier of being in youth offender institutes.

### **The new TfL Board**

I am delighted to welcome Bronwen Handyside as the final Member of the new TfL Board and I look forward to working with her. Further details on her appointment and proposed appointments to Committees and Panels are set out in a paper elsewhere on the agenda.

# 5 Value – efficient and effective delivery

## **Advertising partnerships**

As part of our continuing work to harness commercial revenues from our estate, we launched a new advertising partnership with Exterior Media on 1 October. We will work together to generate more than £1bn to reinvest in our services over the next eight and a half years. It is the most valuable 'out of home' advertising contract in the world and exemplifies the new approach we are taking to generate long-term, sustainable revenues to support London's development.

The new partnership, called Hello London, is an entirely different approach to how we have managed our advertising estate in the past. We are now a majority partner in the Capital's most powerful out of home advertising company. Hello London brings together Exterior Media's advertising management and sales skills with our own project management, data and sponsorship capabilities. We will be investing £85m to modernise our advertising estate, which will both increase revenues and improve our customers' journey experience through better station environments and more engaging advertising.

As part of Hello London we switched on one of two giant double-sided digital advertising screens in Canary Wharf London Underground station on 28 October. The screens premiered with the Mayor's #LondonIsOpen campaign for three days and followed with the first commercial advertising campaigns

from major brands including Google and Johnson & Johnson. The screens enable six digital ads a minute to run and are expected to generate more than £1.5m a year in revenues to reinvest in transport.

Alongside our rail and advertising assets we are also delivering increased revenues from the rest of our advertising estate. On 11 October we announced a new contract with Outdoor Plus to bring digital advertising screens to road underpasses across the Capital. The selection followed a competitive tender and will see the network of roadside screens generate at least £13m to reinvest in modernising the transport network over ten years.

The new contract will see Outdoor Plus introduce these new screens at six road underpass locations along main arterial routes including the A3 Kingston, the A40 in Ealing and the northern ring road at Wembley Way. These six sites will be viewed by an estimated half a million road users a day. Subject to planning permission, a further three sites could be added.



## **Borrowing**

At the end of September, we fixed the rates for £100m to be drawn down from our Export Development Canada loan facility later this year. A record low interest rate and revised timing of borrowing will enable us to generate savings of £3.4m this year compared to budget.

The rate achieved on the loan compares favourably to the forward adjusted Public Works Loans Board certainty rate on an undiscounted basis, which would have cost £13.7m more over the 20-year term of the loan.

## **Rating agencies**

On 18 October, Moody's published an update on our credit rating factors with no changes to our rating. The report recognises the strategic importance of our services, but highlights credit challenges arising from decreasing operating support from Government. It is expected that all three agencies will review the outcomes of the business planning process to assess our ability to address any credit challenges and will publish full credit reports in early 2017.

# 6 Planning

## **A City for all Londoners**

On 24 October the Mayor published his vision for London – [A City for all Londoners](#) – for consultation. This is the first step towards the creation of a new London Plan, the document that sets the rules for how London develops. The document outlines the Mayor's plan to respond to the big changes the Capital faces, including the pressure of a fast-growing population, the increasing diversity of Londoners, rising inequality, the uncertainty caused by the EU referendum result and the effects of climate change.

In order to support the Mayor's priorities he has asked us to prepare his new Transport Strategy for London. We are working closely with the GLA, the Deputy Mayor for Transport and a wide range of stakeholders to develop this and will publish a draft for consultation in spring next year. We will arrange a meeting with the TfL Board ahead of this to ensure you have time to shape this important document.

## **Air quality**

On 14 September, the Mayor announced the results of a consultation held during the summer to get the public's views on the issue of poor air quality. A total of 15,000 people responded – a record for a consultation such as this – demonstrating the strength of feeling among Londoners. The results revealed an overwhelming majority (79 per cent)

supported the Mayor's proposal to bring the Ultra Low Emission Zone forward to 2019, with 71 per cent agreeing that it should be extended to the North and South Circular.

There was support from 81 per cent of respondents for a £10 Emissions Surcharge (dubbed the T-charge) on the most polluting vehicles entering central London from 2017.

On 10 October, we launched the next phase of the consultation, focusing on the detailed statutory proposals for the Emissions Surcharge and reflecting comments made in the first round. The consultation will close on 18 December.

A further round of consultation will take place in 2017. This will examine proposals to widen the ULEZ boundary to take in more of inner London and tighten emissions standards for the London-wide Low Emission Zone for heavy vehicles.

A more detailed report on these initiatives will be presented at this Board meeting.

## **Barking Riverside Overground Extension: public inquiry**

The public inquiry into our Transport and Works Act Order application for a new LO extension to Barking Riverside took place between Tuesday 18 October and Friday 21 October. The Inspector will

now prepare a report for the Secretary of State to consider. If our application is approved, it could mean that construction will begin in late 2017, with train services starting in 2021.

### **Oxford Street**

We continue to make good progress with our colleagues at Westminster City Council towards the Mayor's commitment to pedestrianise Oxford Street. I attended an extremely positive meeting of the West End Partnership Board on Wednesday 28 September, along with the Deputy Mayor for Transport.

It is clear that the enhancement to the existing Underground lines that serve Oxford Street and the forthcoming arrival of the Elizabeth line in two years time will significantly reduce the demand for bus travel in the area. To respond to this changing demand we will soon be consulting on plans to remove 40 per cent of buses from Oxford Street. Further consultation on the first phase of pedestrianisation will take place next spring.

### **White Hart Lane station**

Our application for planning permission for a major enhancement of White Hart Lane station was approved by the London Borough of Haringey Planning Committee on Monday 10 October.

The station, which is used by 1.3m passengers a year, will be redeveloped

with the proposed plans central to Haringey Council's 20 year regeneration plan for Tottenham. This includes building up to 2,000 new homes and redeveloping Tottenham Hotspur Football Club's nearby White Hart Lane stadium. Improvements will include:

- A new ticket hall located at the centre of the platforms on Love Lane, delivering a better connection with Tottenham High Road
- A new additional entrance providing access to Penshurst Road for the first time
- New lifts delivering step-free access from the street to platform
- Direct access from the new ticket hall to provide more central access to platforms, reducing bottlenecks and allowing passengers to move between the street and trains more quickly
- A new station forecourt to create a nicer and safer environment for pedestrians and cyclists on Love Lane
- New cycle parking, improved CCTV and Legible London wayfinding

### **Aviation**

On 25 October the Government announced its support for a third runway at Heathrow. Significant investment will be needed to improve road and

rail connections to Heathrow, and we will work to ensure the impacts of the airport's expansion on London's transport network are properly considered by the Government as it develops a draft National Policy Statement for public consultation.

### **Crossrail 2**

A Crossrail 2 All Party Parliamentary Group (APPG) was held on 11 October. The APPG, led by David Lammy MP, re-elected officers and discussed plans for activities over the coming year. The group discussed the current status of the project and reaffirmed support for seeing Crossrail 2 maintain momentum to reach the Hybrid Bill submission in 2019.

Working collaboratively with the DfT and Network Rail, the Crossrail 2 Sustainability Policy has been completed. This is a huge milestone in the project's development and will ensure that environmental and social benefits and opportunities can be factored into the design, procurement and construction phases.

The Crossrail 2 website has been redesigned and will be launched in November. The website will be easier to navigate and have improved functionality and updated visuals, including photographs of sites along the route and an interactive map of the core section.

The Crossrail 2 Programme Board has continued to meet on a monthly basis to ensure the programme is on track to submit a Hybrid Bill in 2019. Three sub-panels have also been established to support the functions of the Programme Board: Funding and Finance; Growth and Development; and Scheme Development.

### **List of appendices to this report:**

None

### **List of background papers:**

None

**Mike Brown**  
**Commissioner**  
**Transport for London**

**November 2016**



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