

Audit and Assurance Committee



Date: 16 June 2015

Item: Annual Report 2014/15

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to present the Annual Report to the Audit and Assurance Committee.

2 Recommendation

- 2.1 **The Committee is asked to note the Annual Report, comment on its contents and delegate to the Managing Director, Customer Experience, Marketing and Communications the task of making any adjustments prior to submission to the Board.**

3 Background

- 3.1 The Annual Report is one of TfL's key publications and a statutory requirement under the Greater London Authority Act 1999 (as amended). Following discussion by the Committee, the report will be submitted to the meeting of the Board on 1 July 2015.
- 3.2 The structure of the report has been designed for the web and reflects the Mayor's Transport Strategy and TfL's business priorities. This version may still require minor changes for design and editorial purposes. It will be available on TfL's website.
- 3.3 The Statement of Accounts and the Annual Governance Statement are being considered elsewhere on the agenda. Following approval, the documents will be combined to form the Annual Report and Statement of Accounts 2014/15.

List of appendices to this paper:

Annual Report – Appendix 1

List of Background papers:

None

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Annual Report and Statement of Accounts

2014/15

About Transport for London

We are the integrated transport authority for London. Our purpose is to keep London working and growing and to make life in the Capital better. We reinvest all of our income to run and improve London's transport services.

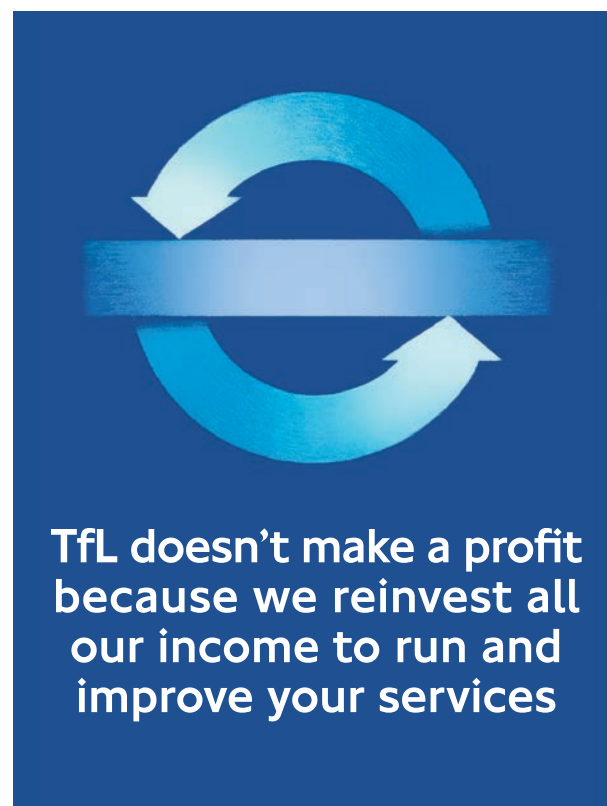
Our operational responsibilities include London Underground, London Buses, Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line.

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 6,200 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 Crossrail, modernising Tube services and stations, improving the road network and making the roads safer, especially for more vulnerable road users, such as pedestrians and cyclists.

We are a pioneer in integrated ticketing and providing information to help people move around London. Oyster is the world's most popular smartcard, and contactless payment is making travel ever more convenient. Real-time travel information is provided by us directly and through third parties who use the data TfL makes openly and freely available to power apps and other services.

Improving and expanding transport in London is central to driving economic growth, jobs and housing across the country.



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Mayor's foreword

London's continued success depends on an efficient and reliable transport network that quickly adapts to the changing needs of the greatest metropolis on the planet. Transport for London's achievements in enabling the city's development have once again been immense.

This year London achieved an historic milestone when our population passed 8.6 million, meaning we have more souls living here than ever before. The Malthusian doom-mongers were wrong. Far from choking the city, this growth in economically active and productive talent is the driving force behind the economic and social wellbeing of the entire nation.

Businesses are thriving, jobs and homes are being created and we live in an increasingly safe environment. None of this would be happening without high quality and constantly improving transport.

Across the TfL network, capacity has been increased and reliability improved.

London Underground is now more than 50 per cent more reliable compared with 2010/11 owing to a relentless focus on getting the detailed day-to-day operations right while simultaneously modernising the network. Train frequencies and capacity on the upgraded Victoria, Jubilee and Northern lines now rival those of the best metros anywhere in the world.

Our roads are undergoing radical and rapid change. Delivery of my vision for cycling is in full swing. Communities across London are being transformed through investment in better high streets and made safer through improved road layouts. And, somehow, TfL engineers even managed to jack up the Hammersmith flyover to breathe decades more life into it. Our new Santander Cycles partnership, the largest public sector sponsorship deal in the world, will deliver excellent value to Londoners.

These are enormous achievements. But TfL has not been content just to do the same old job on a bigger scale. It is adapting and innovating to support a very different London.

I am especially proud of what we have been able to do this year for London's army of part-time and flexible workers. The old fares system worked against them. On a day-by-day basis they paid more for travel than their full-time counterparts. I was able to restructure fares to give these customers a fairer deal and help develop today's flexible labour market.

There is, of course, still so much to do. Our population is set to reach 10 million by 2030 and it will grow larger still. This represents one of the nation's greatest economic opportunities. We must continue to invest in transport and other infrastructure to make the most of that opportunity. We need to support the necessary expansion of our bus services. The case for Crossrail 2 is overwhelming; London itself can pay for much of it and we must press ahead without the delay that surrounded the start of Crossrail 1. We must also make our network more accessible for all Londoners to use and the new £75m fund I announced last year will enable another 12 stations to become step-free.

We need to build on the success of London Overground to further improve commuter rail services into central London providing south London with a metro-style service it deserves. And we must underpin our ambitious housing programme with the transport that links these new homes to jobs. Extending the Bakerloo line into south London and the London Overground to Barking Riverside are two crucial examples.



Our city has proved that with just a small measure of devolution great things can be achieved. Just think what more could be done if London and the UK's other great cities were given even more say in their own futures. That's why I will continue to fight for a better deal for London so we can continue to deliver.



Boris Johnson
Mayor of London

Message from the Commissioner

Transport is not an end in itself. It is an enabler of economic development, housing, jobs and social cohesion. Everything we do is designed to meet a core promise to our customers and users – that every one of the 30 million journeys made on our network each day matters to us.

The way in which we deliver against our promise is constantly changing as the city develops. And, like most parts of the public sector, my organisation must do more, do it better and do it all for less money.

We are rightly judged by the standards of the best in the private sector. Why should a not-for-profit agency like mine be any less agile, any less innovative, any less aware of its cost base and any less sensitive to the needs of its customers than a commercial business?

Indeed, it is because many of our customers and users have little choice but to use our services that we must always act in their interests and be proactive in reforming the way in which we operate. Transport exists for the benefit of our customers and users, not us as provider, and it is why every penny of our income is ploughed back into running and improving services.

The scale of the challenge is enormous. As part of a huge savings and efficiencies programme, we have taken 15 per cent out of our cost base. At the same time, we have expanded capacity, made existing infrastructure work even harder and made transport more accessible and safer.

We manage a range of models to deliver this in the most effective way. Some services we run directly, like London Underground, while others are out-sourced, like our bus service, London Overground and our London Highways Alliance with the boroughs. Our job is to make sure that the quality and value for money of all of them are equally high, that there is a joined-up customer experience and that everything we do, either directly or through partners, delivers what this city needs.

Our public transport services carried record numbers of customers in 2014/15. There were 1.3 billion journeys made on the Tube, where underlying safety performance remains strong, and 2.4 billion journeys on the bus. Despite these high numbers, crime on the network actually remains at its lowest level since reporting began.

Capacity on the Northern line, one of the busiest on the Underground, was increased by 20 per cent as part of the Tube modernisation programme. The Victoria line is now one of the most frequent rail services in Europe with a train every 90 seconds at peak times.

New S stock trains are now in full passenger service on the Circle, Hammersmith & City and Metropolitan lines, and increasingly out on the District line. The entire fleet of District line trains will be replaced by the end of 2016. This huge programme of modernisation includes major stations, trains, track and control systems being updated or replaced to provide more capacity for this growing city. We completed and successfully opened the first new part of Tottenham Court Road station as planned in January. The station now has a new spacious ticket hall, plus an entrance on Oxford Street and six new escalators.

We added a fifth car to our ever more popular London Overground and a new station and extra capacity to the DLR. Crossrail 1, which will add 10 per cent extra capacity to the rail network from 2018, is now more than halfway built and is on time and on budget.

We increased bus services by two per cent and introduced many more British-built New Routemasters. And our 'Year of the Bus' reminded us all of the vital and flexible role the service plays in keeping London



moving. The centenary of the outbreak of the First World War and our splendid B-type London bus from the period was a poignant reminder of the role transport staff played in that conflict.

Our unprecedented £4bn roads modernisation programme is delivering improved and more agreeable environments, and safer roads

Message from the Commissioner (continued)

on our own network and in London's local centres. It signals fundamental change.

To support massive growth in cycling journeys, we began the construction of new segregated Cycle Superhighways and, with the boroughs, will introduce new Quietways. As ever, reducing loss of life and serious injury remains a top priority, particularly in respect of more vulnerable road users including cyclists, pedestrians and motorcyclists.

We funded a new Roads and Transport Policing Command, bringing together 2,300 Police and Community Support Officers to further improve the safety and security of roads and buses, making it the largest police command in the UK.

The world's first Safer Lorry Scheme was launched, another fantastic example of effective partnership working. The rogue minority of HGVs that operate without even basic safety equipment will be forced to improve or be banned. This will save more lives and create a level playing field for operators.

New technology is challenging traditional operating boundaries between the taxi and private hire trades, and the legislation we use to regulate the industry is becoming increasingly out-dated, straining the relationship between TfL and the industry we regulate.

Over the past 12 months, we have seen a huge growth in the number of licensed private hire vehicles on London's streets, contributing to increasing traffic congestion in key locations.

In the coming year, we will work hard to clarify the existing legislation on taxi-meters, produce a new set of Private Hire Regulations, taking account of technology developments, enabling us to more effectively license the industry, and also seek new powers in primary legislation to restrict vehicle numbers and remove dangerous pedicabs from London's streets. In addition, we will upscale the enforcement activity we do to reflect the more challenging operating environment 'on street' and to ensure compliance across the industry.

Work with a range of partners, especially the freight and logistics industries and London's boroughs, will continue as together we manage our roads differently to reflect the changing city.

Our relentless focus on improving London Underground customer service continued. We began moving more staff out from remote ticket offices and back rooms into the public areas of stations, improving training and equipping staff with the latest technology to provide an even better service with a human touch.

We became the first transport authority to introduce contactless ticketing, vastly improving convenience for customers and quickly becoming the fastest growing merchant in Europe for payments. We developed a new smartphone-friendly website to meet these needs of our tech-savvy city and continued to be a driving force for free open data, fuelling hundreds of new travel apps. We are also pioneers in the use of 'big data' to improve services for customers.


Our work is not just limited to London. We have joined other cities to argue for reform in the way transport infrastructure is funded. Alongside Manchester, Birmingham, Leeds and Sheffield we have been making the case for Whitehall to give us a greater say over our own futures and in turn boost the prosperity of UK plc.

My organisation touches all who live in, work in and visit our city. That is both a privilege and a huge responsibility for my colleagues and I. London's growth and its booming economy will pose new challenges in the years ahead and we are determined to rise to them efficiently and effectively, and always to the benefit of our customer and users.

Sir Peter Hendy CBE
Commissioner of Transport

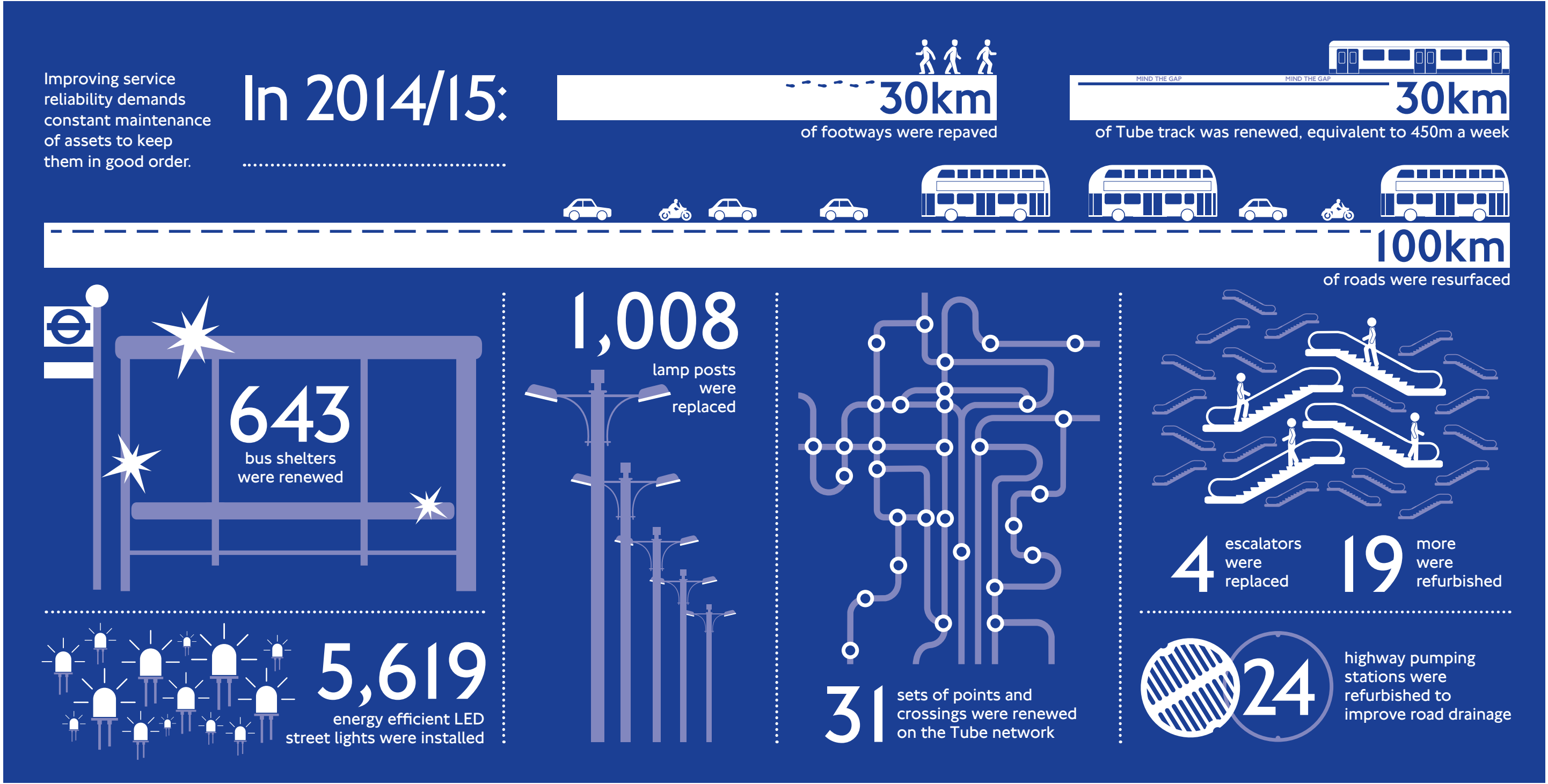
Year at a glance

2014/15 saw the continuation of the wholesale modernisation of the London Underground and road networks. Record numbers of customers used public transport services and contactless payment was extended to Tube, trams and rail services.

April 2014	May 2014	June 2014	July 2014	August 2014	September 2014
<p>Pudding Mill Lane DLR station opens, boosting capacity by an extra 1,100 customers an hour</p> 	<p>UK's first 'bridge style' ramps at Tube stations offer step-free access from street to train where traditional ramps can't be used</p> 	<p>The Victoria line is now the most frequent train service in the UK, with up to 34 trains an hour</p> 	<p>A million spectators line the route between Cambridge and London to watch the Tour de France.</p> 	<p>A total of 264 New Routemasters now in service. There will be 600 by 2016.</p> 	<p>Contactless payments are introduced on the Tube, trams, DLR, London Overground and most National Rail services in London</p> 
October 2014	November 2014	December 2014	January 2015	February 2015	March 2015
<p>Additional funding totalling £75m is announced to speed up accessibility improvements on the network</p> 	<p>Five-car trains are introduced on the London Overground network, boosting capacity by 25 per cent</p> 	<p>Modernisation of the Northern line increases capacity by 20 per cent</p> 	<p>Crossrail 2 is recognised by the business community as the top priority for London's next major infrastructure project</p> 	<p>Final plans for 'Crossrail for bikes' is approved by the TfL Board, as part of delivering the Mayor's Cycling vision</p> 	<p>The Mayor confirms the world's first Ultra Low Emission Zone will launch in central London in 2020</p> 

Delivering for London

No other city is as defined by its transport system as London. Each year, as well as delivering increasingly reliable services more efficiently, we're also building new transport infrastructure and planning further improvements to secure the city's future as a world-leading city.



Operational performance

Buses	2014/15	2013/14	2012/13	2011/12	2010/11
Passenger journeys (millions)*	2,385	2,382 2,405	2,311 2,335	2,320 2,344	2,289
Kilometres operated (millions)	489	491	490	490	486
Percentage of schedule operated (per cent)	97.1	97.7	97.6	97.6	97.4
Excess wait time (high frequency) (minutes)	1.1	1.0	1.0	1.0	1.0
Customer satisfaction (score)	85	83	82	80	80

*The method for calculating child journeys changed in 2014/15. The figures on the top row show corrected figures between 2011/12 and 2014/15. The figures on the bottom row show uncorrected figures for previous years as published previously
There were two instances of industrial action on the bus network in 2014/15, reducing journeys by around seven million

TfL's road network	2014/15	2013/14	2012/13	2011/12	2010/11
Journey time reliability (am)	88.3	89.0	89.2	88.9	88.8
Hours of serious and severe disruption	3,555 ⁺	2,263	2,249	1,994	2,176
Traffic flow*	95.9	94.6	92.9	91.9	93.0
Customer satisfaction with TfL's road network	74	75	76	75	72

Notes: *Traffic volume compared to an index of 100 from Period 13, 2006/07

⁺ Figure for planned and unplanned

London Underground (LU)	2014/15	2013/14	2012/13	2011/12	2010/11
Passenger journeys (millions)	1,305	1,265	1,229	1,171	1,107
Kilometres operated (millions)	80.3	76.2	76.0	72.4	68.9
Percentage of schedule operated (per cent)	97.6	97.5	97.6	97.0	95.6
Excess journey time (weighted) (minutes)	4.6	5.2	5.3	5.8	6.5
Customer satisfaction (score)	84	83	83	80	79

Docklands Light Railway (DLR)	2014/15	2013/14	2012/13	2011/12	2010/11
Passenger journeys (millions)	110.2	101.6	100.0	86.2	78.3
Kilometres operated (millions)	5.8	5.8	5.7	4.9	4.7
Scheduled departures operated (per cent)	99.3	99.2	98.5	97.6	97.5
Customer satisfaction (score)*	89	87	87	83	81

London Trams	2014/15	2013/14	2012/13	2011/12	2010/11
Passenger journeys (millions)	30.9	31.2	30.1	28.5	27.9
Kilometres operated (millions)	3.0	3.0	2.9	2.7	2.7
Planned kilometres delivered (per cent)	97.9	98.8	98.2	99.0	98.6
Customer satisfaction (score)	89	89	89	86	85

London Overground	2014/15	2013/14	2012/13	2011/12	2010/11
Passenger journeys (millions)	139.8	135.7	124.6	102.6	57.2
Kilometres operated (millions)	7.8	7.9	7.5	6.9	5.2
On-time performance (per cent)	95.2	96.1	96.6	96.6	94.8
Customer satisfaction (score)	83	82	82	82	80

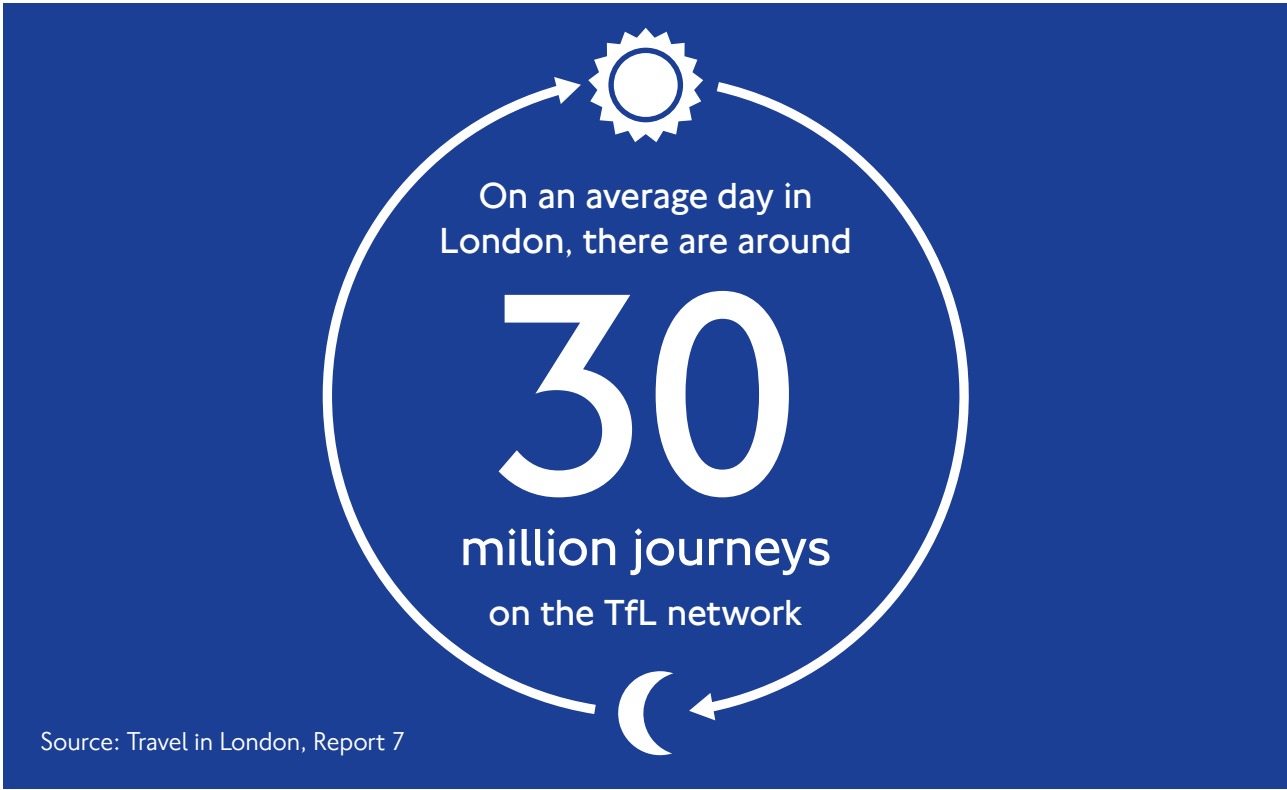
Emirates Air Line	2014/15	2013/14	2012/13
Availability (per cent)	96.3	95.0	94.2
Customer satisfaction (score)	93	93	93
Passenger numbers (millions)	1.5	1.5	2.0

Keeping London working and growing

Every day millions of people travel on TfL's transport network and demand for our service is increasing all the time. Everything we do helps keep the city moving now and in years to come.

Our purpose is to keep London working and growing and to make life in the Capital better. Every penny of our revenue is reinvested in running and improving transport for our customers and users, and to maintain London's position as a world-leading city and engine of the UK economy. Delivery of this purpose is supported by plans organised under four strategic pillars – Customers, Delivery, People and Value.

Customers: the heart of our business	People: dedicated to customer service
Putting customers and users at the centre of everything we do	Valuing our people
Delivery: our plans and our promises	Value: delivering more with less
Delivering safe, reliable, clean, sustainable and accessible transport	Providing value for money for fare and tax payers



Customers: the heart of our business

Putting customers and users at the centre of everything we do

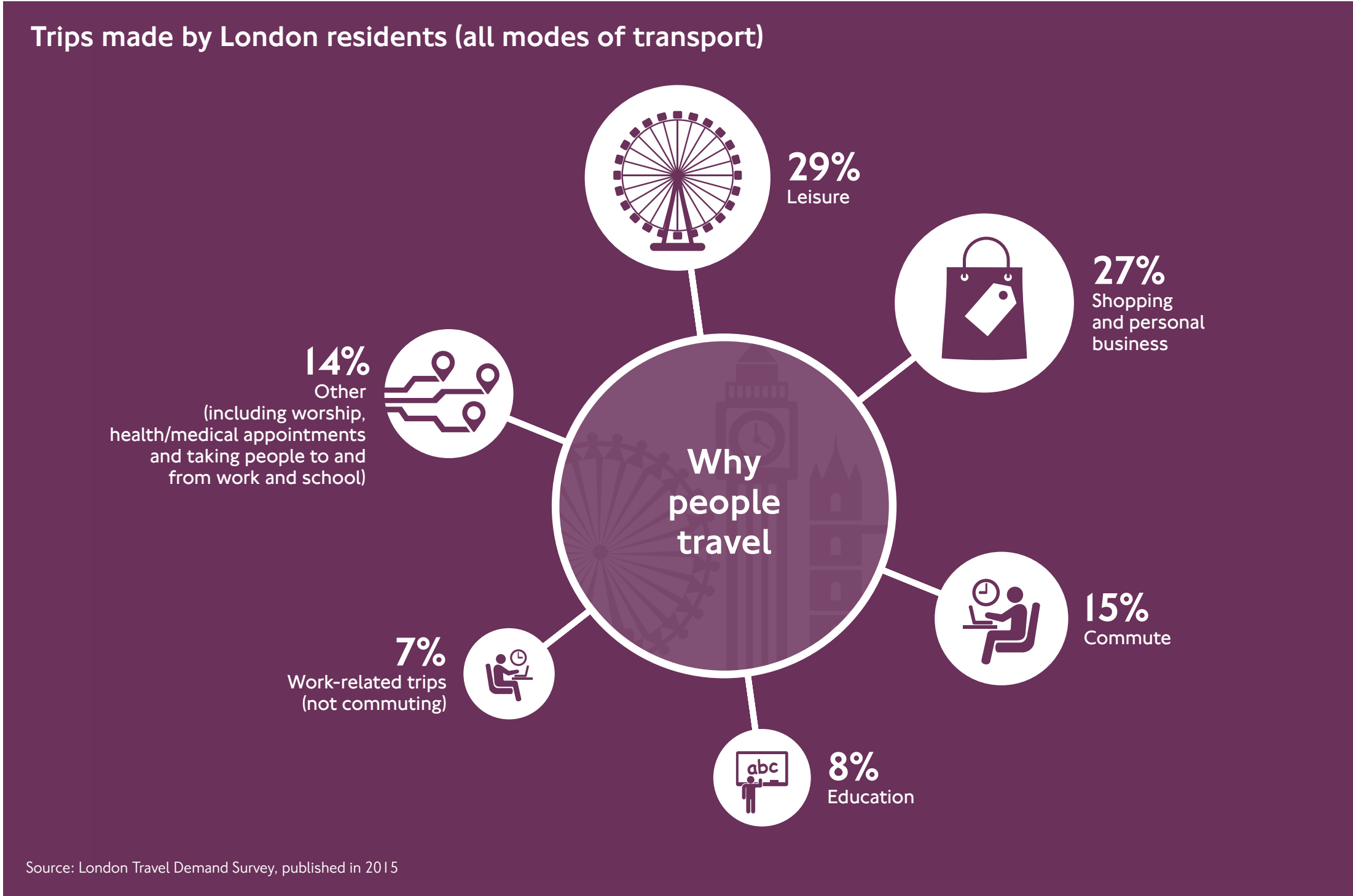
	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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We plan both for today and tomorrow. London’s population of 8.6 million is expected to grow to nearly 10 million by 2030. This is equivalent to two full Tube trains a week arriving in London.

Every journey matters – the daily commute, a hospital appointment, a visit to friends or a shopping trip. This is why we are committed to making continuous improvements to transport and London’s environment.

We listen carefully to comments and complaints about our services and address them through specific action planning. This includes areas such as improved customer services at the frontline, greater safety and security, better real-time information for customers and road users, and improved accessibility and ticketing.

We aim to operate openly and transparently. We place an enormous amount of information into the public domain about our activities and decisions, allowing our performance to be scrutinised by the people we serve.



Touch and go

Customers:
the heart of our business

Delivery:
our plans and our promises

People:
dedicated to customer service

Value:
delivering more with less

‘Total contactless spending reached a record £2.32bn in 2014 – more than double that of all the previous six years combined.’

Richard Koch, Head of Policy at The UK Cards Association



One million contactless taps are made each day on London's transport network

The contactless payment card has become the preferred option for travel for a large, and steadily increasing, number of our customers.

Since its launch in September 2014 on the Tube, trams, DLR, London Overground and most National Rail services in London, TfL has become the fastest growing contactless merchant in Europe.

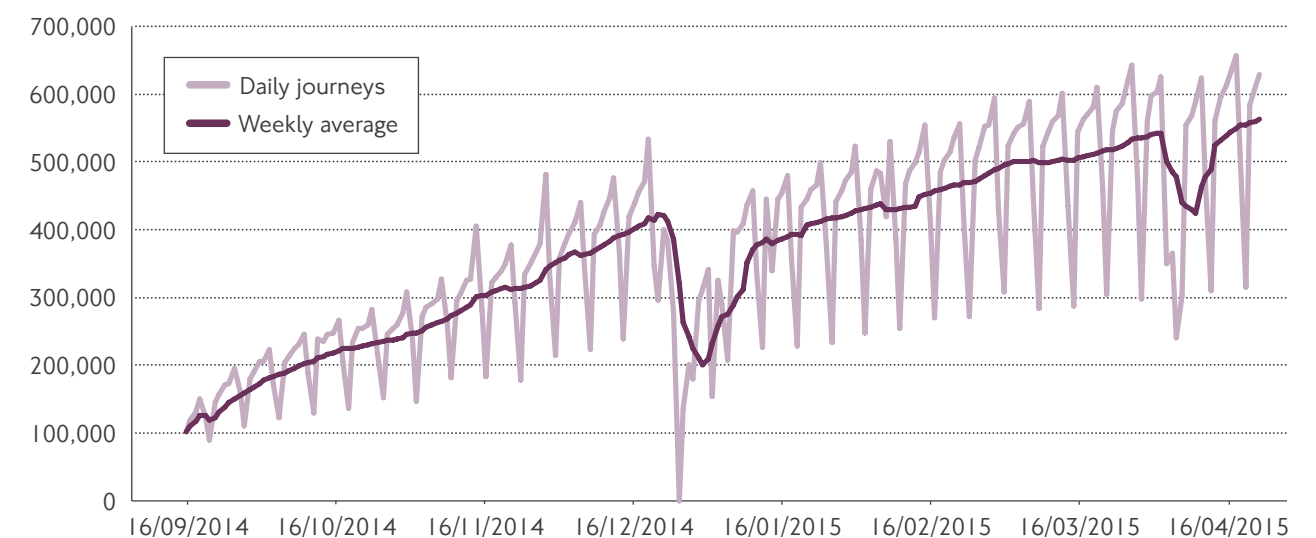
Customers can now pay for their rail journeys simply by touching their debit, credit or charge card on the reader at the beginning and end of each trip. People have been able to touch in on buses with their cards since December 2012.

Those using contactless cards can also benefit from daily and Monday-Sunday capping. This means that once the cap has been reached, there are no further charges. Contactless payment charges the same fare as Oyster.

‘I’ve been using contactless payments when I’ve forgotten my Oyster and left it at home and when I’ve been in a rush and not had the time to top up. It’s really good, very efficient and very easy.’

Sheena Patel, a passenger at Green Park

Number of journeys processed by TfL made using contactless payment



The new face of customer service

Customers:
the heart of our business

Delivery:
our plans and our promises

People:
dedicated to customer service

Value:
delivering more with less



Tube staff are now more visible in ticket halls offering assistance to customers

Our wholesale modernisation of London Underground continued, including major improvements to face-to-face customer service.

In February 2015, LU station staff began moving out from behind ticket windows and into the public areas of stations such as ticket halls and station platforms. They have been equipped with tablet devices loaded with information to help address customer queries on the spot.

From service updates and an overview of ticket types – including National Rail options – to researching local directions or confirming the time of the last train, customers can now get help more easily than ever before.

Mystery shopper feedback on the first wave of stations to operate without ticket windows, including South Wimbledon, Queensway and King's Cross St. Pancras has been extremely positive. Some staff received maximum scores as they helped customers discover the flexibility of the network's new upgraded ticket machines.

These improvements to customer service will continue to be introduced across the

LU network until April 2016. Customers can see the latest updates at tfl.gov.uk/futuretube

Change for good

The following improvements are being introduced as part of this modernisation:

Ticketing: improved touch screen ticket machines featuring a simpler design and instructions in 17 languages, as well as additional functions to save customers time. Transactions that previously meant queuing at a ticket office window can be carried out at the machines (with a few exceptions such as purchasing annual season tickets, which can now be done online).

Signage: clearer customer information has been introduced. Maps, leaflets and timetables will be displayed in one central place at each ticket hall, with larger locations, such as King's Cross St. Pancras, having dedicated Visitor Centres and information areas.

WiFi: This is being made available at every station to enable staff to use mobile devices.

'It is nice to have the Customer Service Assistants actually out by the machines answering any questions you have.'
Paulo Mendes from Portugal at Queensway station

Online, and right on the button

Customers: the heart of our business

In the 12 months since it was launched in April 2014, our re-designed website has received 250 million visitors, with more than 1.2 billion page visits.

Satisfaction levels are higher than they've ever been. In the latest customer survey, 90 per cent of respondents rated their experience of using the website as excellent, very good or above average.

With the rapid growth in use of smartphones and tablets, it was recognised that the old website, itself an award winner in previous years, needed to be updated to make it more responsive to customers on the move who rely on hand-held devices to get information.

Our team adopted a customer-driven design process so the site was developed in partnership with users through an extensive period of testing.

Social media feeds

Demand for our social media feeds continues to rise strongly, with 2.3 million followers on Twitter receiving real-time updates on bus and rail services and roads status. Since April 2014, a further 150,000 people have signed up to the @TfLTrafficNews Twitter feed, taking the total number of followers to 350,000 and we now have 13,500 followers of our @TfLAccess feed designed to help disabled customers.

Delivery: our plans and our promises

This input from customers means that information is provided in a way that suits them. It is easy to access and responsive to all types of mobile device. It's also cleverer – remembering, for instance, customers' settings and their last five journeys.

In the coming months, Journey Planner options for bus and cycle hire users will be improved, as will the Travel Alerts service. The 'Help and contact' page will also be modified to make it easier for customers to ask questions or raise issues.

We also make our travel data openly and freely available to more than 6,000 app developers. There are now 30 data feeds available to developers and more than 360 apps have been created that are helping customers to see when their next train is due or decide which journey to take.

Our goal is to ensure that any person needing travel information when they're in the Capital can get it wherever and whenever they wish, in any way they want.

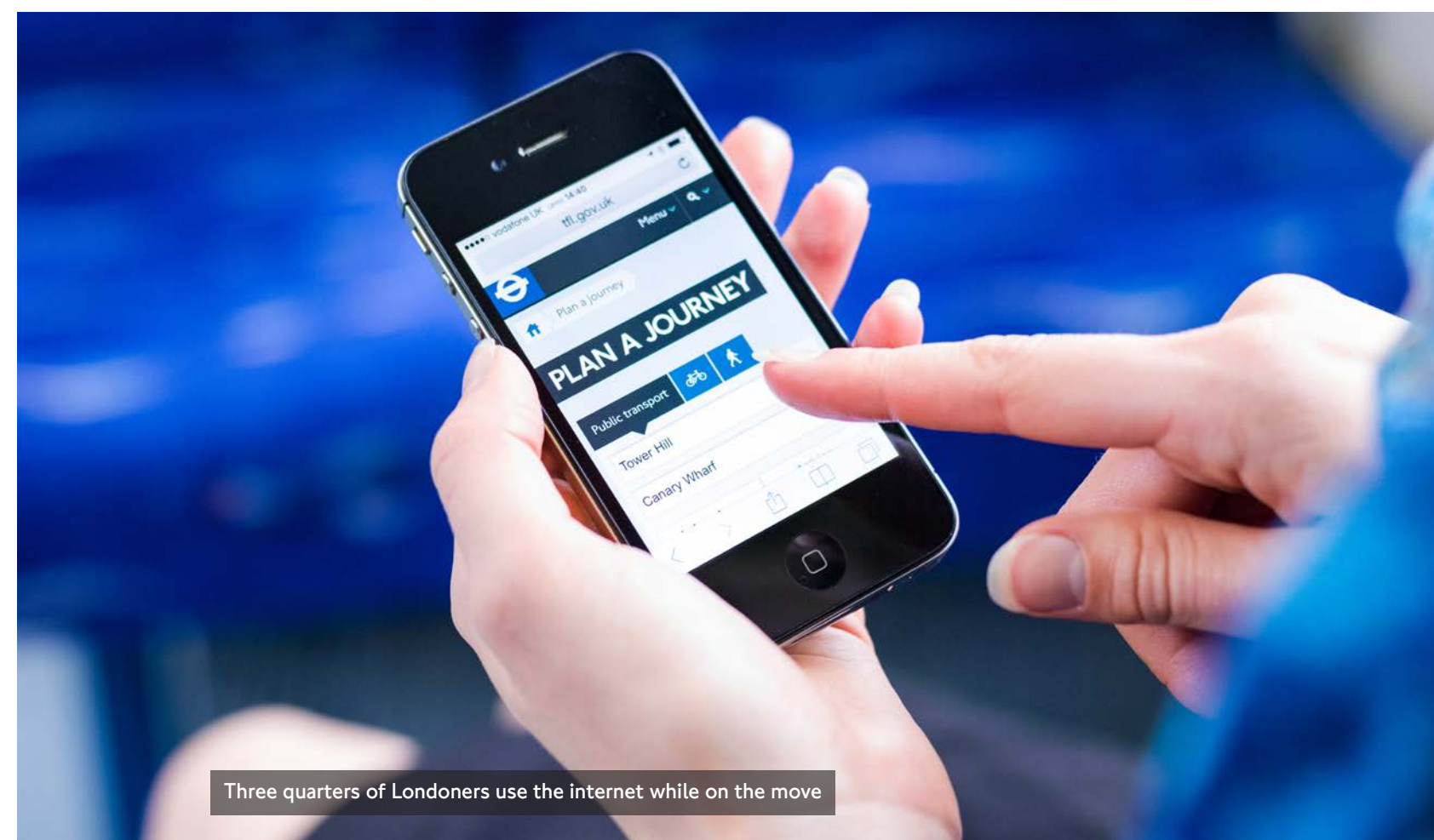
Email updates

Based on customers' individual journeys and travel habits, we send out regular email updates with information ranging from changes to our services to more convenient ways to pay.

During 2014/15 we sent more than 263 million tailored email updates across more than 1,000 campaigns.

People: dedicated to customer service

Value: delivering more with less



Three quarters of Londoners use the internet while on the move

Online... the numbers

- More than four-fifths (81%) of Londoners use our website – up from 76% a year ago
- More than three-quarters (76%) of Londoners use mobile internet
- Our website remains the most common source of real-time travel information in London, used by 61% of internet users

(Figures: Digital Media Monitor)

Access all areas

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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The invitation was clear – come and try out our newest buses and taxis, see the latest street and station designs, meet the people who plan and run our transport network... and tell them what you think.

More than 1,500 visitors attended our first transport accessibility show, Access All Areas, believed to be the biggest of its kind ever held in the UK.

The idea was prompted by research showing that, despite major improvements to public transport accessibility in recent years, many disabled and older people remain unaware of what is being done or how to plan accessible journeys. Nearly two-thirds said they would like to make more trips by public transport.

TfL has run smaller events for similar groups in the past but nothing as big or comprehensive as this.

Held at ExCeL London in October, Access All Areas highlighted some of the latest thinking and most advanced technology, from ‘talking’ bollards to our own Innovation Bus, which tells passengers when there are empty seats upstairs to allow more room for wheelchair users or buggies downstairs.

We also displayed some new electric vehicles – a single deck bus, a coach, London Dial-a-Ride minibus and taxi – as well as life-size mock-up stations, piers and street environments for visitors to test. London Transport Museum was also there, featuring display boards charting 20 years of accessibility on the Capital’s bus network.

Other exhibitors included the Guide Dogs charity, which offered blindfolded tours of the vehicles, University College London’s Accessibility Research Group

and the Royal College of Art, with roadwork layouts and interactive street furniture designs to help visually impaired people navigate streets safely.

London Councils, the accessibility campaign group Transport for All, transport watchdog London TravelWatch, and cycling charity Wheels for Wellbeing also exhibited, and British Transport Police officers were on hand to talk to visitors.

During the day, two 30-minute sessions offered an insight into how ‘All Aboard’ training for all London bus drivers is ensuring that older and disabled passengers receive the support they need when travelling.

Conference sessions examined topical issues, and a panel session chaired by Baroness Grey-Thompson gave visitors the chance to put questions to LU Managing Director Mike Brown, Surface Transport Managing Director Leon Daniels, and Planning Managing Director at the time Michèle Dix CBE.

For us, the show was a valuable way for our staff to talk to disabled and older customers; it clearly made its mark with visitors too. In a survey afterwards, 94 per cent rated it good or very good, 90 per cent felt TfL is making it easier for them to get around, and 92 per cent said they would attend a similar event in future.

A similar event is being planned for early 2016.



More than 1,500 people visited Access All Areas, TfL’s first transport accessibility show, held at ExCel in October 2014

‘Outstanding event. It has given me the confidence to travel more around London and beyond.’

‘Excellent comprehensive content. The help offered and information relating to my twin 13-year-old disabled grandchildren was superb.’

‘Good to see the improvements being made for disabled people in London.’

‘Excellent day. More please.’

Stepping up
A £75m fund to boost our work on accessibility was announced at the show. The money will enable another dozen Tube stations to become step-free over the next 10 years. The number of stations on the transport network with step-free access from street to platform will rise from 194 in March 2014 to at least 287 by March 2024. It was confirmed in October 2014 that all Crossrail stations will be step-free.

This time it's personal: using 'big data' to make every journey better

Customers:
the heart of our business

Delivery:
our plans and our promises

People:
dedicated to customer service

Value:
delivering more with less

London's incredible growth provides us with many exciting challenges; not least our customers' demand for instantly accessible – and increasingly personalised – travel information.

The city's population is constantly on the move. The 30 million trips taken on an average day (a significant proportion of which are made with the 9.46 million Oyster cards that are in regular use) are captured by our ticketing and other automated systems, providing a huge amount of information – 'big data' – about how people travel around the Capital.

We are actively analysing and improving our capability to apply big data to provide better transport: it can measure and anticipate the impact of changes to our services, as well as effects of alterations to London's landscape such as new housing, offices and shopping developments.

Anonymised, personalised

Of course, to protect customers' private information, we remove all personal details from the data that we analyse: but while the information used is anonymised, the benefits are increasingly personalised.

As part of our work to manage rising travel demand, we are using big data to develop programmes that encourage customers to explore alternative travel options. This is particularly useful during peak times when the transport system is close to capacity.

With the information our customers provide, their needs can be 'segmented'. This means



that we can email them with travel information updates that match their travel patterns and typical choice of transport service.

We are also using big data to send automatic refunds to customers where there has been a material delay to their journey.

Planning better bus services

Our customers make an average of 46 million bus journeys a week. As people do not need to 'tap out' with their Oyster cards on buses, there aren't records of destinations for each passenger journey. Instead we use bus location and ticketing data to infer where people are likely to get off the bus. This enhanced data tool helps us to match London's constantly evolving transport system to customer needs; from improving network and interchange planning and coordination to reviewing the impacts of bridge closures or diversions.

Analysing travel demand to ease disruption

In summer 2014 the London Borough of Wandsworth had to close Putney Bridge for repair work. While people were still able to walk or cycle across it, cars were not permitted and bus services had to stop either side of the bridge. We used our big data and stitched together Oyster taps and iBus location data to predict how many bus passengers would be affected by the bridge closure.

In an average week, 870,000 passengers travelled on bus routes that cross Putney Bridge. Around 40,000 unique Oyster cards in a week made 111,000 bus journeys that actually crossed the bridge. Roughly half of these journeys started or ended very

close to the bridge, meaning that these passengers would probably opt to walk across the bridge as a start or end to their journey, only needing one bus.

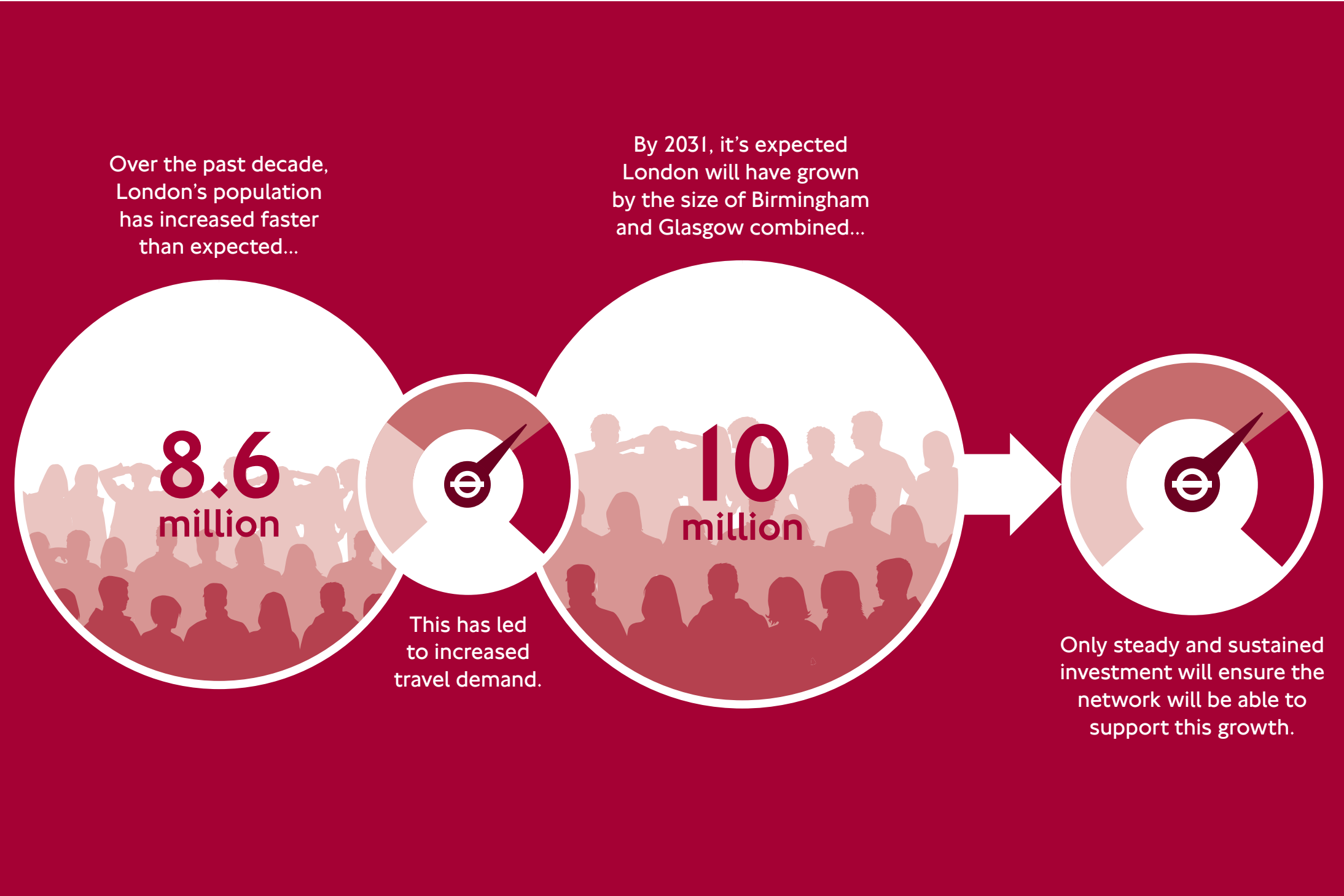
That left 56,000 journeys that involved crossing the bridge in the middle of a trip. These journeys would now require two bus trips, one either side of the bridge, so we made arrangements to offer transfer facilities so that they would not be charged twice.

We sent targeted emails to provide customers with information about alternative routes to minimise the impact of the disruption. We also made some temporary bus route changes to help customers get to other rail interchanges, such as Hammersmith.

Delivery: our plans and our promises

Delivering safe, reliable, clean, sustainable and accessible transport

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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The core element in delivering for our customers and users is the provision of safe and reliable services day in, day out so we have a relentless focus on improving what we offer.

We are also managing a multi-billion pound investment programme to increase capacity and connectivity on the public transport and road networks.

With London's population increasing faster than previously thought, we must make the most of our existing assets and expand the network to provide greater capacity. We can do this by developing and harnessing new technologies and learning from the work of others.

Faster and more frequent trains on the Northern line

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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In the past year capacity on the Northern line has been increased by 20 per cent through central London, helping to meet the demands of a rising population.

The work, vital for London’s future, included more than 11km of track renewal, station improvements, refurbished trains and full replacement of the old signalling system. The new technology allows trains to run faster and closer together, providing a more frequent and reliable service, as well as capacity enhancements.

Since December 2014, the Charing Cross and Bank branches have been running up to 24 trains and 26 trains an hour respectively, increasing the line’s capacity by an extra 11,000 passengers every hour.

The signalling upgrade also paves the way for further improvements to train frequencies in the early 2020s, when the number of trains on the line will increase. Work is under way to rebuild critically important Tube stations that are vital to enhancing capacity and supporting regeneration. These include Tottenham Court Road, Bank, Camden Town and Elephant & Castle.

The Northern line will also make up part of the Night Tube network when 24-hour services on Fridays and Saturdays are introduced in September (see page 70), while the extension of the line to Nine Elms and Battersea will provide many more people with better transport links.


Construction of the extension will begin this year, with completion set for 2020. Work to dig new tunnels will start in 2016 from Battersea and progress east to Kennington. The extension is expected to support up to 24,000 new jobs and 18,000 new homes, and will cut journey times to the West End and the City to just under 15 minutes.

Transforming Tottenham Court Road

The station, which currently serves 150,000 customers a day, is being transformed to serve 50,000 more passengers when Crossrail services begin in 2018.

A new ticket hall was opened in January that, when complete, will be six times larger than the original. This is part of LU’s £2bn Station Capacity Programme, which is expanding and modernising some of the Tube network’s busiest interchanges.

The work at Tottenham Court Road includes installing six new escalators and refurbishing passageways to the Northern line platforms. When its overhaul is complete next year, the station will feature high-capacity entrances, five more lifts to allow step-free access, new artwork and the restoration of the much-loved mosaics by Eduardo Paolozzi and new work by Daniel Buren.





A new, larger entrance opened at Tottenham Court Road station in January 2015

Crossrail: the wait's nearly over

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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Crossrail’s massive boring machines have now completed more than 23 miles of train tunnels

‘While we are over 60 per cent complete, there is still a huge amount of work to be undertaken as the challenge shifts to the complicated and substantial task of fitting out the stations and tunnels with the necessary systems and equipment to enable Crossrail services to operate.’
 Andrew Wolstenholme, Crossrail Chief Executive

Crossrail’s tunnelling marathon entered the final stretch in March 2015 when tunnel boring machine Elizabeth, named after HM The Queen, and sister boring machine Victoria both came within reach of Farringdon in what will be the big East-West breakthrough.

Europe’s biggest and most ambitious construction project, Crossrail is set to transform the way people travel across London. This state-of-the-art feat of engineering is now more than 60 per cent complete.

When fully operational, Crossrail will add 10 per cent capacity to London’s rail network. The 100km route will run from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, passing beneath the heart of central London.

With the creation of the tunnels nearly complete, the focus will soon switch to fitting everything out. This will include new stations at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel, Canary Wharf, Custom House, Woolwich and Abbey Wood.

Surface works in outer London, Berkshire and Essex are now one third complete and TfL began operating rail services in May 2015 between Liverpool Street and Shenfield in Essex – the northeast tip of the project. Existing rolling stock is being used initially, before the first Crossrail trains are introduced in 2017. The eagerly anticipated first services through central London will start in late 2018.

- Royal delivery**
 Boring machines Elizabeth and Victoria each weigh 1,000 tonnes, are 150 metres long and more than seven metres in diameter. They are the last of eight Crossrail tunnel machines to have carved a route beneath London linking the West End, the City, Canary Wharf and southeast London.
- Crossrail in numbers:**
 10,000: people currently working on the railway during its peak construction period
- 84,300: jobs supported last year across the UK through TfL’s investment programme and Crossrail
- 62 million+: working hours spent on the project so far
- 200 million: annual passengers expected to use the service after its full opening in 2018
- £42 billion: the railway’s estimated benefit to the UK economy

The long game: maintenance that lasts

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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Most of the work on the Hammersmith flyover has taken place overnight to keep disruption to a minimum

Summit promotes collaboration

The ‘Ironworks Summit’ held at Transport Research Laboratory in March promoted creative thinking across TfL, our supply chains, Thames Water and National Grid, in considering better solutions for when ironwork structures, such as manhole covers, need maintenance work carried out. On the

TfL Road Network, this is estimated to cost the London economy approximately £4m a year. The summit provided an opportunity to discuss concerns, generate ideas and helped to establish closer connections between TfL, our contractors and the utility companies present to help manage these incidents more effectively.

Since its completion in 1961, millions of people have driven over the Hammersmith flyover, which connects the west of England to central London, arching over the urban landscape. The flyover carries an immense volume of traffic in this part of London, supporting the four-lane arterial A4 road over the Hammersmith gyratory.

And yet, despite its importance, we inherited this crucial piece of infrastructure in a bad state. Having been poorly maintained for decades, investigations in 2011 revealed that, as a result of water seeping into the structure, steel cables on a number of the flyover’s 16 spans had corroded and deteriorated significantly.

In 2012, urgent strengthening work began on the five worst-affected spans, and since October 2013 a major refurbishment programme (part of the huge Road Modernisation Programme) has strengthened the remaining 11 spans.

As well as strengthening, resurfacing and completely waterproofing the structure, the work has also included replacing the drainage system and installing new bearings underneath the flyover. This has meant lifting entire segments to access the existing bearings and replacing them, all carried out overnight to allow the flyover to remain open during the day.

Sixty of these lifts have been scheduled – four for each of the 15 flyover piers – with each lift the equivalent in weight to six jumbo jets. Regular overnight road closures have ensured that this can be done safely and efficiently, with

care being taken to avoid times when there have been sporting events nearby or major gigs at the Hammersmith Apollo, to reduce disruption to road users and local residents.

The project is due to be completed in spring 2016. Strengthening the flyover will prolong its life and mean that no major maintenance will be required for many years to come.

Millimetre precision on a grand scale

The bearings are intrinsic to the stability of the flyover, enabling it to expand in the summer and shrink in the winter by up to 180mm. Ensuring that the bearings are in pristine condition once again has been a fundamental part of the project.

For each of the 60 lifts scheduled to replace the bearings, TfL has raised more than 2,500 tonnes of flyover on to temporary bearings (or jacks). These jacks lift the flyover segments by between three and 10mm, allowing engineers to install new permanent bearings. Once they have finished their work (in a space less than 1.5 metres wide) the flyover section must then be replaced with absolute accuracy onto the new bearings.

Caution and total precision are crucial. While the work is done, the flyover’s movement across its 622-metre structure is closely monitored to within 0.01mm.

Four becomes five

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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London’s thriving economy makes it a busy place. As our population increases, passenger demand continues to rise.

We are tackling this on London Overground with a £175m project to boost capacity. At the end of 2014, an extra carriage was added to most existing four-car trains, increasing capacity by 25 per cent. This work will be completed on the following lines by the end of 2015:

- Dalston/Highbury & Islington – West Croydon/Crystal Palace/New Cross
- Richmond/Clapham Junction – Stratford
- Willesden Junction – Clapham Junction

In all, 57 new carriages are being introduced and this has presented a huge logistical challenge. Platforms have been extended and signalling alterations made at 30 stations. The extra carriages also have to be stored at night – expansion work began at Willesden depot in spring 2014 and in Silwood, Lewisham, a new stabling facility was built in just 18 months.

All of this has been achieved without major interruption to weekday London Overground services.



Five-car London Overground trains provide more capacity to ease overcrowding

Preparing for the future
Since 31 May 2015, TfL has been managing three quarters of all journeys in and out of Liverpool Street station. Services between Liverpool Street and Enfield Town, and Chingford and Cheshunt (via Seven Sisters), became part of London Overground. Shenfield services are running under the TfL Rail brand in preparation for their incorporation into Crossrail in the next few years.

‘I’ve definitely noticed the difference since the trains were extended to five cars, especially at Clapham in the rush hour because it used to be really crowded but that has died down now.’
Yazon Muzas, a passenger at Shepherd’s Bush

While you were sleeping

Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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During the four hours each night when Tube services aren't running, hundreds of workers are busy replacing and renewing tracks, sleepers, ballast and rails before cleaning up ready for the first morning train.

Efficient use of time is critical and we are always looking for ways to make the most of these engineering hours, while keeping disruption to a minimum. An example of improved ways of working means up to 20 metres of track can now be replaced a night – around 10 times more than just one year ago

Sometimes, repair work needs more time than the Tube nightly downtime and longer closures are needed. The weekend – when fewer commuters are travelling – is often the least disruptive time to work, providing more than 50 uninterrupted hours to pack in as much activity as possible.

Alternatively, planned block closures allow engineers to work continuously on an area of track and carry out more work in less time. Last summer, for example, by having exclusive access to a stretch of track between Harrow-on-the-Hill and Uxbridge stations, workers were able to complete the equivalent of 14 weekends' work in just three weeks.

This line closure was scheduled during the summer holidays when fewer people use the service. Work carried out included replacing 6.1 km of track, installing new points at Harrow-on-the-Hill and improving points at Uxbridge station, as well as drainage work along 4 km of track and 6.3 km of rail grinding.

All of this essential work improves reliability, minimises future delays and renews old infrastructure. This in turn supports future service enhancements such as new trains and signalling upgrades as part of the modernisation of the Tube.

Innovate to renovate

The innovative use of a redundant ventilation shaft at St. Paul's station on the Central line has revolutionised the way we deliver materials to repair sites on the Underground.

Using the purpose-built industrial lift system within the shaft, equipment and materials can be moved quickly and safely from the street to the disused passenger walkways below and distributed to work sites up to 4 km away on trolleys pulled by electronic powered carts.

At the same time, waste materials such as rubble and sleepers are continuously taken from the work sites back to the hub.

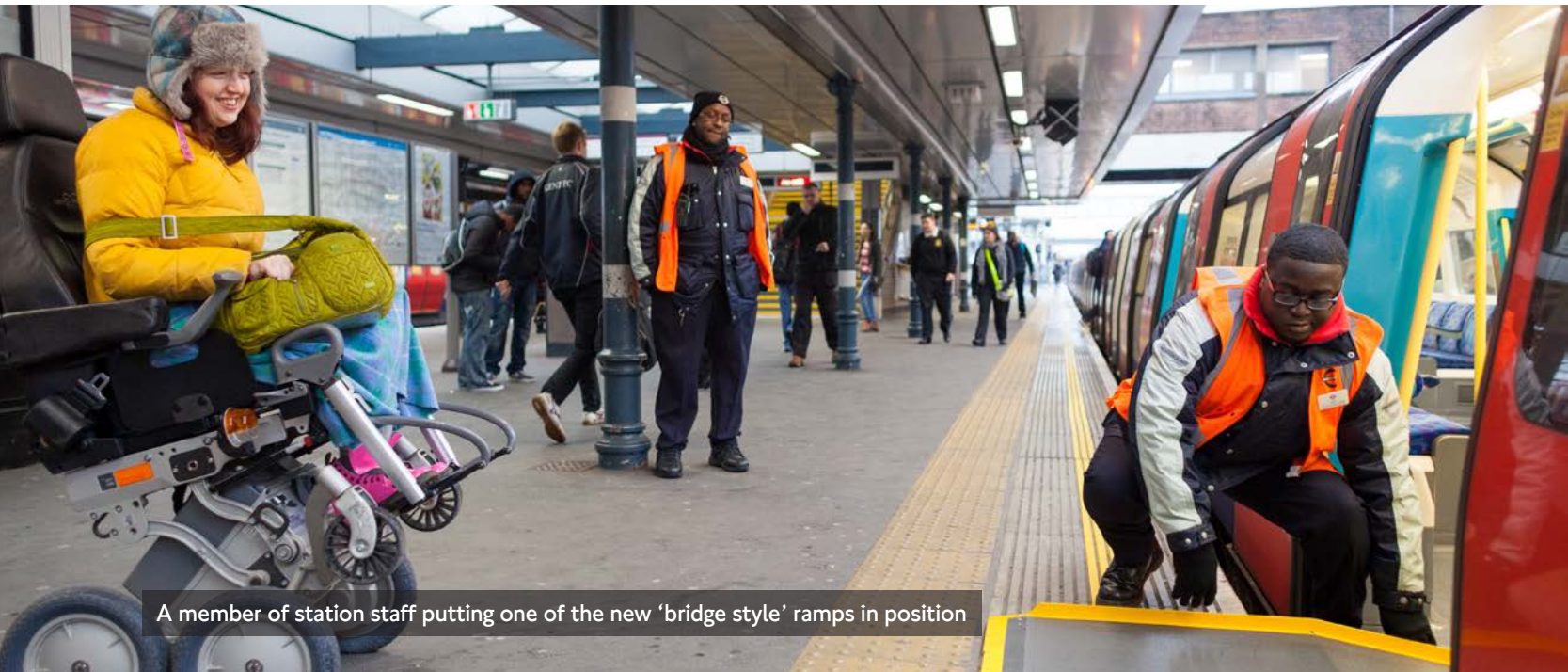
The process has significantly increased productivity, reduced the risk of injury to people working on the tracks and, because the hub is independent of the passenger service and can be accessed 24 hours a day, it also minimises disruption.



The Capital's network is one of the biggest and most complex metro systems in the world. For example, there are 249 miles of Tube track compared with 133 miles in Paris or 56 miles in Singapore.

Clever stuff

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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A member of station staff putting one of the new 'bridge style' ramps in position

Prevention is better than cure, they say. And nowhere is that old adage more relevant than on the busier-than-ever Tube and rail network.

Take the Victoria line, for instance, where remote track-circuit monitoring technology is being used to provide live information to the signalling system. Any emerging faults are instantly flagged up so they can be dealt with before they turn into full signal failures and disrupt services.

The system, developed in-house, has led to a dramatic fall in signal-related delays and over the past year has saved an estimated 50,000 hours in delays to customers.

It is just one example of our 'predict and prevent' approach, which enables us to assess risks to services, adapting planning and maintenance operations accordingly.

Innovation – in systems, processes and technology – is crucial to our operations.

These range from simple low-tech solutions to problems on one hand, to highly sophisticated use of materials and data technology on the other.

For example, a simple device is now available to retrieve items accidentally dropped on to tracks. Last year these caused delays totalling 195,000 hours.

More worryingly still, the three years up to 2013 saw a 62 per cent increase in incidents of people risking their lives by venturing on to tracks to recover things they had dropped.

In response, staff developed a retrieval tool that they can use to pick up small, high-value items such as mobile phones without having to switch off the track power supply or step on the tracks. Now in use at every Tube station, it saves valuable time and avoids putting lives at risk.

Another simple but effective innovation is the boarding ramp for wheelchair users. We introduced ramps at a number of stations in advance of the London 2012 Games to improve the accessibility of services. Trials found that they also reduce the delays that can occur if a wheelchair user tries to board a train without assistance.

Last year, LU took the idea a stage further, developing a ramp that can be used at stations where the train is lower than the platform – a situation that doesn't occur on any other UK railway, and for which there was no suitable design of ramp already available.

At the other end of the innovation spectrum, we are rapidly speeding up the track renewals process – a major part of our Tube maintenance and upgrade programmes.

Bigger train doors, it's acknowledged, would reduce the time needed at stations for passengers to get on and off, cutting

journey times and increasing capacity. But they would need to be made of lighter-weight materials.

For the solution, a consortium led by LU and including engineering companies and specialists from University College London has borrowed an idea from the aerospace industry and developed a door made from state-of-the-art composite materials and manufacturing processes.

Aerospace technology on the Tube? Not such a daft idea.

The next big thing?

The suggestion box might, like telephone kiosks, be becoming a thing of the past, but bright ideas remain as important as ever.

To encourage staff and our customers to put forward suggestions for ways of improving the transport network – particularly around the areas of reliability, value, sustainability, customer service and delivery – we have introduced a web-based Innovation Portal.

Available at tfl.gov.uk/innovation, it provides a quick and simple means of sharing ideas, which can then be assessed by in-house experts. It works too – the 'aerospace' train door came from an idea on the portal.

Safer streets for all

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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London’s streets are becoming safer and more accessible for cyclists after the TfL Board approved plans in February for the construction of four new Cycle Superhighways and upgrades to some existing routes.

Four new Cycle Superhighways being created are:

- East-West (Tower Hill to Lancaster Gate and later Acton)
- North-South (Elephant and Castle to Stonecutter Street, near Holborn Viaduct, with a later extension to King’s Cross)
- CS1 (White Hart Lane to Liverpool Street Station)
- Inner section of CS5 (Oval to Pimlico)

The four existing Cycle Superhighway routes to be upgraded are CS2, CS3, CS7 and CS8.

Shining a light on night-time travel
We continue to work with our police partners through the Safer Travel at Night initiative to reduce the risk posed by bogus and unbooked minicabs. Research of late night travel showed that usage of unbooked minicabs, which are illegal and unsafe, fell to its lowest level in 2014/15 – down from 16 per cent in 2003 to one per cent in 2015. The number of people approached by minicab touts has also fallen significantly over this time.

The schemes, which will cost around £116m to deliver by May 2016, will help treble the number of cycle journeys made over the next 10 years and transform London’s streets and spaces into places where cyclists feel they belong and are safe.

The new routes, which cross nine boroughs, will help cycling become an integral part of London’s transport network so that anyone can jump on a bike to get to work, to the shops or to discover London.

Work to deliver these schemes has already begun and a wider programme of communication and traffic management is under way to ensure that they are delivered with minimum disruption to London’s roads.

Other action
HGVs are disproportionately involved in cyclist fatalities so we are also taking a number of approaches to improve safety and reduce collisions between cyclists and HGVs. These include the Fleet Operator Recognition Scheme (FORS) and the Construction Logistics and Cycle Safety (CLOCS) programme.

Launched in 2008 by TfL, FORS is an industry-led accreditation scheme that helps operators improve performance and safety. So far a large number of managers, drivers and other personnel have benefited from bespoke training programmes and more than 5,000 cycle safety toolkits have been distributed, designed to improve the safety of cyclists around commercial vehicles.



A member of the Roads and Transport Policing Command taking part in an Operation Safeway patrol

The CLOCS programme has led to the development of 14 new ‘specification’ trucks. These HGVs, already on the market, feature safety measures including improved vision to reduce blindspots and enhanced safety equipment fitted as standard.

In addition, in September the Safer Lorry Scheme will come into force meaning lorries weighing more than 3.5 tonnes on any road in Greater London must be fitted with sideguards to prevent cyclists from being dragged under the wheels in the case of a collision. They must also have extended mirrors to reduce blind spots.

The MPS Roads and Transport Policing Command (RTPC) continues with Operation Safeway, with hundreds of its officers conducting high visibility policing at around 100 key junctions.

Crime rates continue to fall
Crime on our public transport network, including buses, Tube, DLR and London Overground, is at its lowest level since recording began in 2004/05. In 2014/15, the rate of crime fell to seven crimes per million passenger journeys (down from 7.7 in 2013/14).

The Industrial HGV Task Force (IHTF), made up of officers from the RTPC, City of London Police and the Driver and Vehicle Standards Agency, carries out roadside enforcement activity targeted at non-compliant commercial vehicles. Between April 2014 and March 2015, the IHTF stopped 2,835 vehicles, issued 1,082 roadworthiness prohibitions and 509 fixed penalty notices for various offences and seized 17 of the most dangerous vehicles.

The day the Tour hit town

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When German rider Marcel Kittel flashed across the finishing line on The Mall to win the third stage of the Tour de France in July 2014, he brought to an end, in a blur of colour, 18 months of planning by TfL.

Watched by a million spectators lining the route between Cambridge and London, plus 3.5 billion TV viewers in 200 countries, the Tour's final day on English soil reminded people – two years after the 2012 Games – that the Capital can put on a show.

More people are cycling

Bringing the Tour to London was part of our work to inspire more people to cycle. Record numbers of people taking to two wheels in 2014 are testament to the power of the event:

11%: estimated rise in cycling on the Transport for London Road Network (London's main roads) during the past year

22.5%: rise in cycle hire use in London compared with 2013

230%: increase in cycle journeys in London since 2000 when records began

153,000: number of journeys made each day by bicycle in 2014/15

10,083,548: journeys made in 2014/15 on Cycle Hire bikes

It took the 200 riders less than an hour to get from the edge of London at Redbridge to the finishing line, at speeds averaging 47kph. And it earned an estimated £19m in visitor revenue, with £3 gained for every £1 spent.

For TfL, which organised the entire 167km stage from Cambridge to The Mall in partnership with Cambridgeshire and Essex authorities, the day didn't end when Kittel crossed the line.

Within minutes of the race passing through, teams were out on the course removing roadside barriers and signs, and re-opening roads to the public. In London alone that equated to 41km of barriers, requiring more than 200 articulated trucks and vans. In a well-drilled rolling closure programme, more than 1,300 of the Capital's streets were closed at the last moment and re-opened soon after.

It was all orchestrated from a TfL control centre. There a team, which included TfL, the Metropolitan Police Service (MPS) and emergency services, monitored progress on TV screens and liaised by radio with marshals on the ground.

Our team is well versed in managing major events on the Capital's roads. Every year we organise the London stage of the Tour of Britain, which attracts 200,000 spectators. And for the past two years we have managed RideLondon, a weekend of leisure rides for families and races for amateurs and pros on closed roads. During the 2012 Games the team catered for the 16 Olympic road cycle and running races over a three-week period.

More than 800 stewards, volunteers and police took part on the day



600,000 spectators lined London's streets to watch the Tour de France arrive in London

People: dedicated to customer service

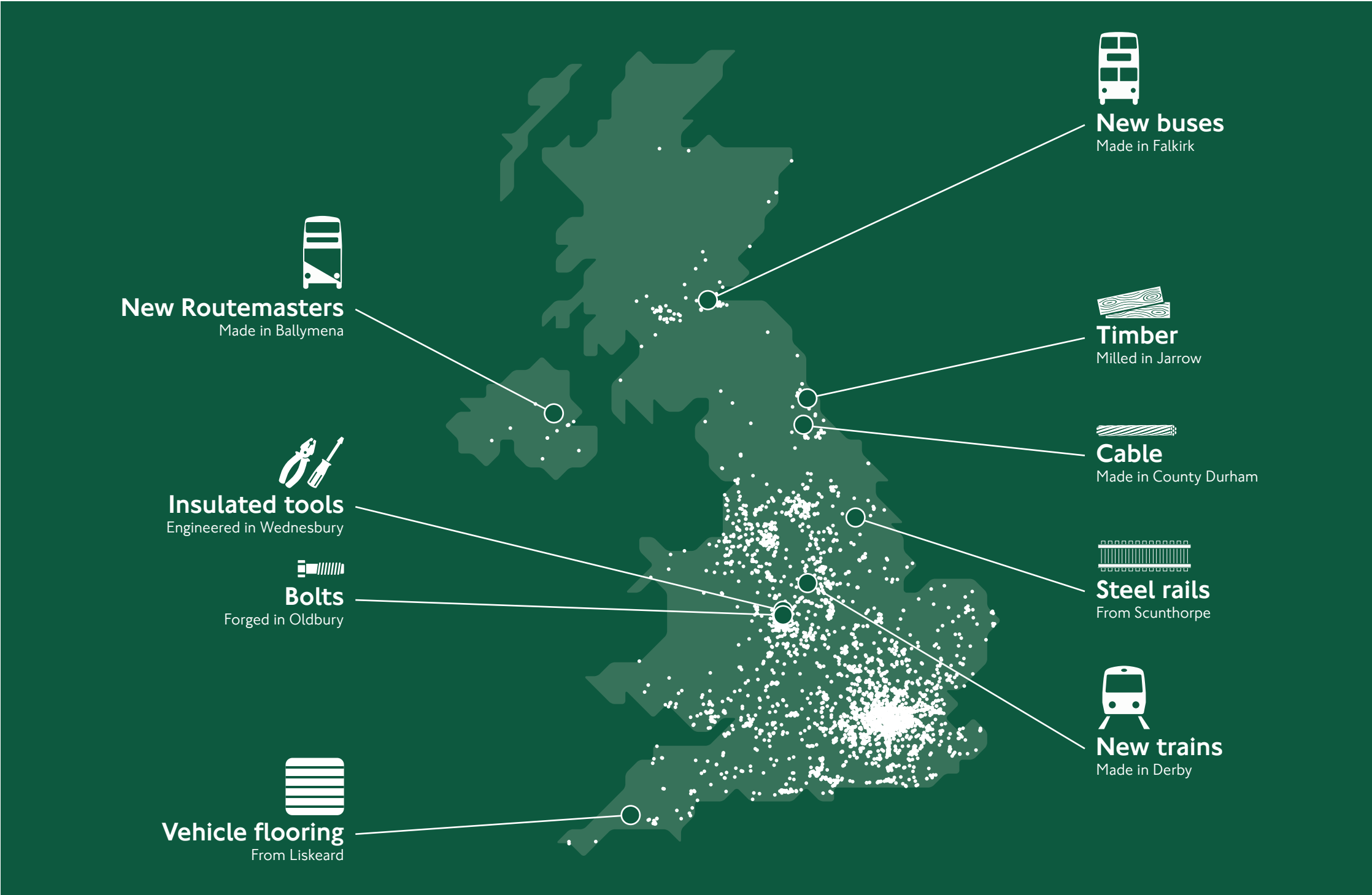
Valuing our people

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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TfL needs to recruit, reward and develop the right people with the right skills and behaviours.

Whether they are our staff, or contractors employed through our supply chain, dedicated people are vital to ensure our organisation provides excellent customer service and helps London prepare for the future.

We work with thousands of suppliers across the UK, supporting an estimated 60,000 jobs outside London.* Each dot on this map represents a company we paid in 2014/15.



*Source: Regeneris

Great eggstpectations

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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Asked what engineering meant to them, the school pupils were quite clear.

‘It means being able to develop an idea into reality so it helps society and its never-ending problems,’ said one 11-year-old.

‘Before, I thought it would be boring but it is actually really good and I want to become an engineer,’ said another.

They were talking after spending a day at London Transport Museum’s Inspire Engineering Day at the Acton Depot, meeting TfL engineers, taking part in hands-on engineering challenges and getting to explore some of the museum’s prized possessions.

One of their tasks was the ‘braking eggperiment’. Students construct a miniature rail track on magnetic boards to safely transport a rubber egg along the track. While protecting the egg, teams compete against each other to achieve the fastest journey time. It is a test of forces, gravity and ingenuity.

‘A lot of them really had no idea about what engineering was,’ said one KS2 teacher. ‘Now everyone knows exactly what it is. They can really see how it fits into science and maths.’

Over the course of a week in June 2014, more than 400 pupils from London secondary schools took part in ‘Inspire Engineering’ days.

These events have run several times a year since 2011 to help young people consider themselves as engineers of the future.

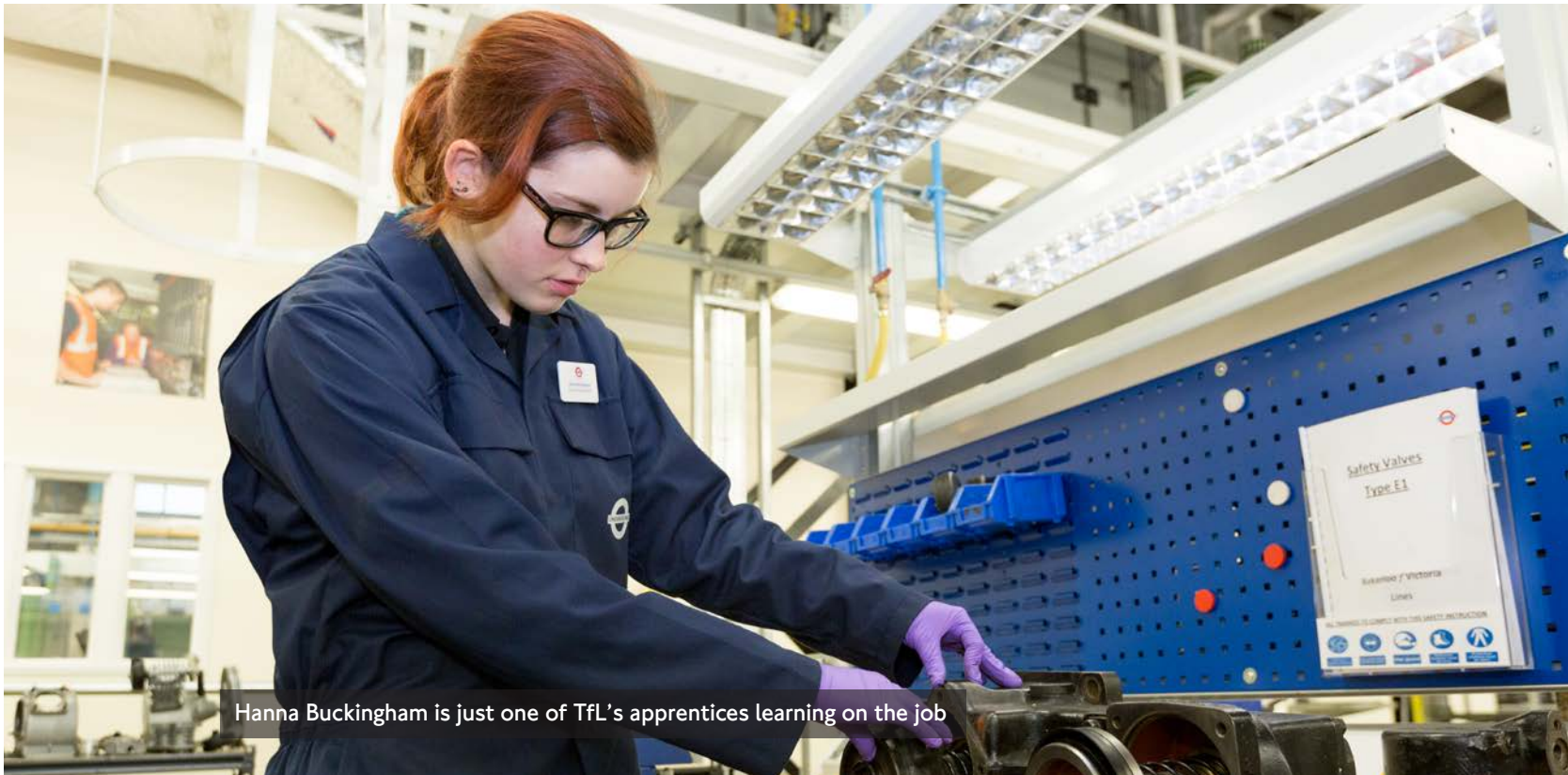
More than 6,000 pupils have taken part so far and their popularity has risen to the point where 93 per cent rated it good or excellent, 96 per cent felt it increased their understanding of engineering, and 95 per cent said it improved their understanding of careers in TfL.

As the TfL apprentices at Acton can testify, it all starts in the classroom. And you have to be prepared to ‘break’ a few eggs...

A new way of working

It’s not just engineers that we’re keen to recruit. Our groundbreaking approach to improving journeys in London also means we’re looking for people like software developers and analytics specialists.

Those joining us will help to develop cutting edge technologies such as contactless, open data and new web channels. The sort of things that friends and family – not to mention millions of Londoners – use every day. It’s high profile and above all, it’s innovative.



Hanna Buckingham is just one of TfL’s apprentices learning on the job

School Skills

Through our new School Skills Programme, we are partnering with seven schools in London to increase awareness of STEM (science, technology, engineering and mathematics) jobs within the organisation.

We are also a non-financial sponsor of one of them, the Royal Greenwich University Technical College, which gives 14 to 19-year-olds the opportunity to specialise in construction and engineering.

Inspiring women

The need to attract more young people – women in particular – into careers in engineering was highlighted in the first National Women in Engineering Day in June 2014.

The day coincided with TfL’s own Inspire Engineering Week at Acton, which saw more than 370 girls from secondary schools participate. They were joined by 10 of TfL’s women engineers, who work in areas such as Tube improvements, Crossrail and highways.

The bus still standing...

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The B-type Battle Bus was proudly displayed at Parliament Square on Remembrance Sunday

Painted khaki and with its windows boarded up, the B-type London bus B2737 stood in Parliament Square on Remembrance Sunday – a poignant reminder of the role the Capital's buses, drivers and mechanics played in the First World War.

For the 10,000 veterans who marched to the Cenotaph, and the many thousands more lining the roadsides or watching on television, Remembrance Sunday 2014 held extra significance in the 100th anniversary year of the outbreak of the Great War. As the parade passed by, the Battle Bus stood as a solitary, lasting symbol of the conflict.

The B-type had been introduced by the London General Omnibus Company in 1910, replacing horse-drawn buses. By 1913, 2,500 were in service on the streets of the Capital.

A year later they were being requisitioned, converted into troop carriers and ambulances and transported to the Western Front, their

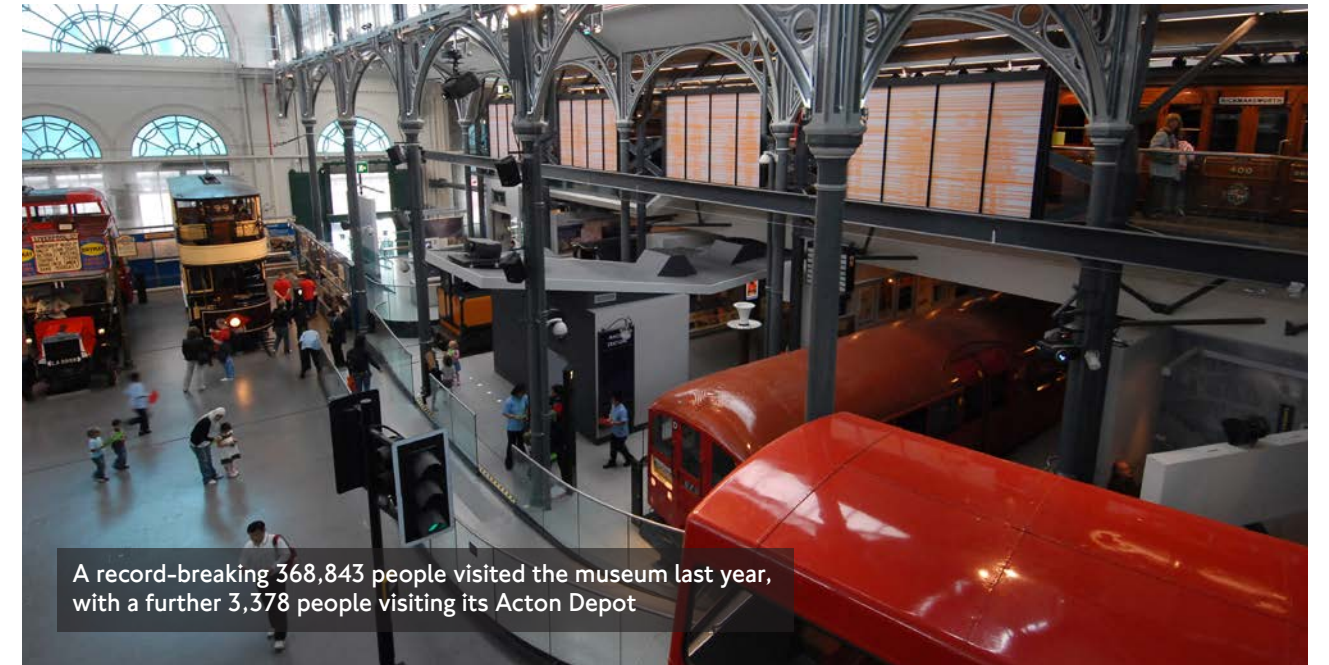
red and cream liveries replaced by military khaki, their windows covered. More than 1,000 were pressed into service, along with their drivers and mechanics – men with vital skills in a horse-drawn age.

Today, just four B-types remain. And of the two in working order, the London Transport Museum's restored Battle Bus is one. Fresh from a commemorative tour of battle sites in France and Belgium, it had joined the previous day's Lord Mayor's Show procession before taking its place in Parliament Square for the Remembrance Sunday parade.

Also joining the parade were 50 members of the London Transport Old Comrades, the only non-military group to take part, granted the privilege by King George V in 1920 in honour of the men who drove the B-types to the front line. Some 4,500 transport workers died in the two world wars and other conflicts, and the Old Comrades march each year in their honour.

'My great uncle Edward was a bus driver at Dalston Garage and served during the First World War. As I lay the wreath this year, I will remember him.'

Barry Osborne, ex-serviceman and bus driver, who laid a wreath at the Cenotaph on Remembrance Sunday



A record-breaking 368,843 people visited the museum last year, with a further 3,378 people visiting its Acton Depot

London Transport Museum

The museum is a heritage conservation and education charity dedicated to understanding and explaining to its visitors the importance of the Capital's transport past, present and future.

Its galleries display original artworks, ephemera, films, photographs, posters and vehicles. Interactive exhibits allow visitors to 'drive' a Tube train and actors help bring the past to life.

The 'All Aboard' family play zone opened in March 2015, creating areas for families to explore the contemporary transport environment. It offers the children the chance to immerse themselves in transport by riding miniature vehicles and dressing up in uniforms to become drivers, mechanics,

cleaners, station announcers and even riverboat captains.

The museum's charitable education programmes also continue to nurture young people's enthusiasm for the transport network, while its Safety and Citizenship initiative reaches around 93,000 primary school children in the Capital every year.

Transport treasures

Museum exhibitions in 2014/15 included a major Crossrail installation, a collaboration with the Royal College of Art and themed 'Poster Parades' showcasing hidden treasures from the extensive museum archive. In addition, 'Goodbye Piccadilly' looked at the role of London's workers on the Home Front and the Western Front during the First World War.

Celebrating women in transport

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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When Lord Kitchener pointed that famous finger and urged Britain’s young men to enlist, more than 17,000 London Tube, bus and tram workers duly obeyed and went off to fight in the First World War.

Into their places, for the first time, stepped women. Over the course of the war 100,000 or more took on roles in transport – drivers, conductors, mechanics, station staff and engineers – and kept London’s services running.

What began as a temporary arrangement has of course remained, with women making up almost 23 per cent of our workforce.

Last year, to coincide with the centenary of the outbreak of the First World War, we joined forces with Crossrail, the Department for Transport (DfT), Network Rail, the Women’s Transportation Seminar, Women’s Engineering Society and others in the industry to celebrate 100 Years of Women in Transport.

Talks, seminars, exhibitions and other activities followed as we highlighted not only women’s historic wartime roles and the part they play today, but the pressing need to recruit more to meet the challenges facing London.

Over the course of 2014/15, inspirational talks were led by women such as Olympic gold medallist Baroness Grey-Thompson, a cross-bencher in the House of Lords and TfL Board member, focusing on her experience

as an athlete, and by Suzi Donoghue, Commanding Officer in the Royal Logistic Corps, on leadership and progression in a man’s world. In February, another senior figure, TfL’s Managing Director of Crossrail 2, Michèle Dix CBE, was a guest speaker at an event on urban planning run by the international Women’s Transportation Seminar. Michèle was recognised with a CBE in the Queen’s New Year’s Honours list for services to transport in London.

Throughout 2015, a mobile historical exhibition will continue touring TfL’s and partners’ premises, highlighting the role of women in transport, while other educational activities such as mentoring, work shadowing and teacher placements will aim to inspire young women to consider careers in the industry and aid career development.

Directly or indirectly, the aim is to attract more young people – and more women in particular – into transport by presenting it as the industry of choice. As Kitchener might have put it: ‘TfL needs you’.

Did you know?

- When Maida Vale station opened in June 1915 as part of the Bakerloo line extension, it was staffed entirely by women
- Nearly one in three employees on the Crossrail construction project is a woman



All about the bus

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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The Bus Cavalcade proved to be one of the highlights of the Year of the Bus

On a warm Sunday in June, as part of the Year of the Bus programme, one of the Capital’s busiest streets was transformed into the world’s longest open air bus museum.

The Regent Street Bus Cavalcade gave 400,000 visitors free, unprecedented access to the most celebrated London buses of the last 185 years. Held along the entire length of a traffic-free Regent Street, almost 50 buses were on show and a special bus stop, constructed entirely from Lego, was put up outside Hamleys toy store.

There were also a variety of free, family activities on offer including Lego workshops and a children’s theatre show which added to the overall experience.

The cavalcade was just one of hundreds of events and activities held during the Year of the Bus, giving us a chance to celebrate the role these iconic red vehicles – the ‘lifeblood of London’ – play in keeping London moving, carrying 6.5 million people across the Capital each working day of the week.

Significant bus anniversaries in 2014 included 60 years since the first appearance of the iconic Routemaster, 75 years since the launch of the RT-Type bus and 100 years since the world’s first mass produced bus, the B-Type bus, carried soldiers to the front line during the First World War.

Another major part of the celebrations were four bus sculpture trails – three within London and the fourth in Croydon – with 60 specially painted and adorned mini buses delighting members of the public. In March 2015, the sculptures were put into a charity auction, making over £100,000 for three worthy causes – Kids Company, Transaid and London Transport Museum.

‘The Year of the Bus was the best ride the children of Kids Company could have hoped for. It made their challenges and their talents visible to the public.’
Camila Batmanghelidjh, Founder, Kids Company

Value: delivering more with less

Providing value for money for fare and tax payers

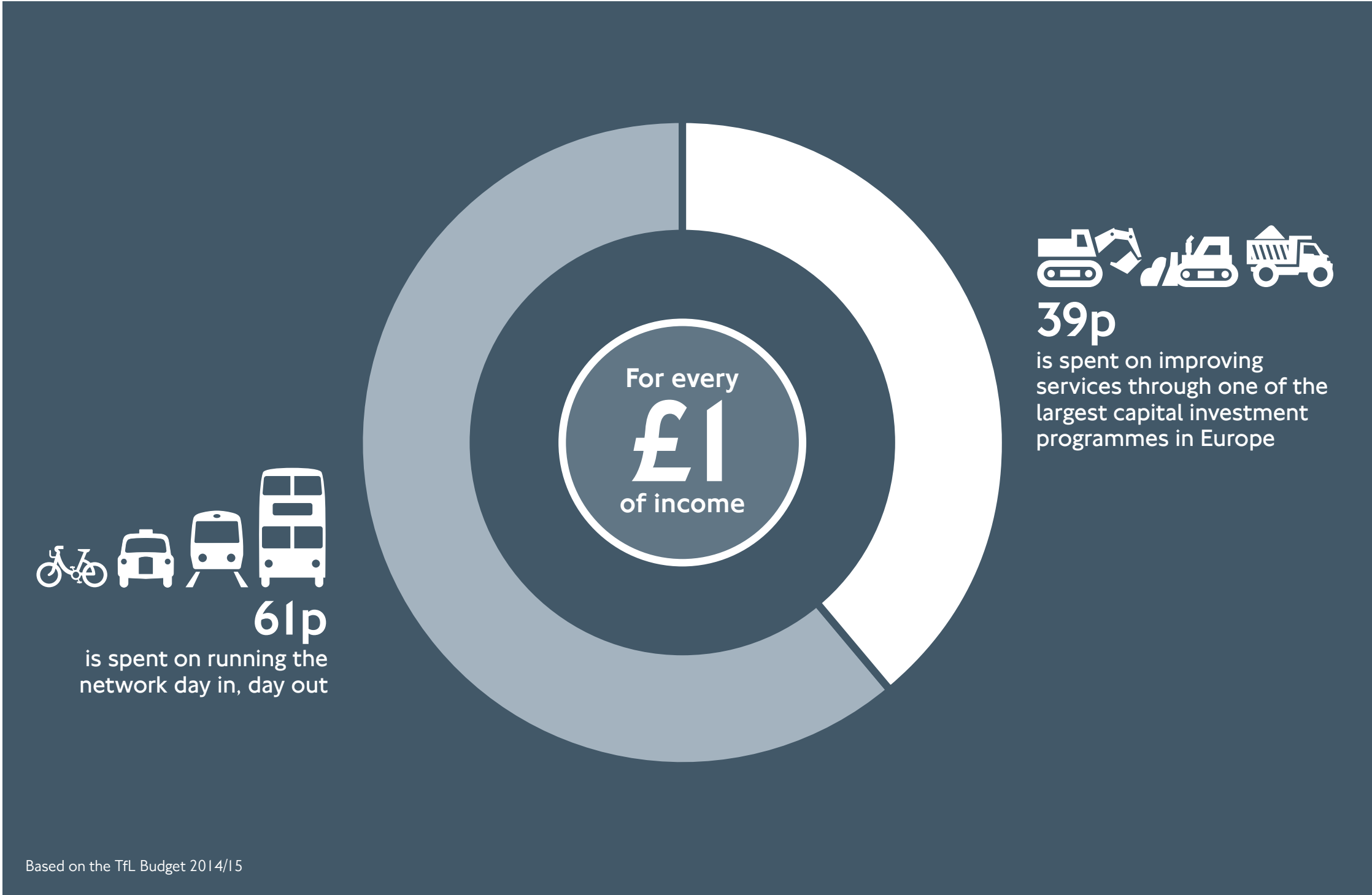
	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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Every penny of our revenue, whether from fares, Government funding or our commercial activity, is reinvested in running and improving services on the transport network.

Sustained investment is making it possible to make real improvements to transport for the millions of people who rely on us every day.

An ambitious £1.6bn efficiencies programme has reduced our operating costs by 15 per cent.

We also recognise our responsibility as a steward of public funds, and the need for environmental and affordable solutions that take into account our wider social and economic responsibilities.



Clicks, bricks and pop-ups

Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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From pop-up shops on Tube station forecourts to ‘click and collect’ lockers at station car parks, we have been finding imaginative new ways to make the most of our assets.

In the past year, a number of innovative schemes have been introduced as part of a commercial development strategy to raise £3.4bn over the next 10 years.

That money is being ploughed back into public transport services as the network expands and modernises to keep pace with London’s success and growth.

The schemes range from tiny and novel to big and bold. Old Street station became the first to open pop-up shops in April 2014. These retail outlets are let on short-term leases designed for small or innovative businesses. There were more than 100 lettings in the first nine months, ranging from start-ups selling gourmet marshmallows and breakfast cereal, to established retailers such as French Connection, Moleskine and Jamie Oliver.

More pop-up shops have followed at Baker Street, St. James’s Park and Piccadilly Circus.

Click and collect

Following the success of our ‘click and collect’ trial with major retailers at LU station car parks since November 2013, the service was extended to 17 more stations in September 2014, bringing the number of locations to 42. This enables customers to order online and collect from lockers at their local station.

It is being run in partnership with retailers such as Amazon, Argos, Asda, Ocado, Sainsbury’s and Tesco.

More than 10,000 orders were placed in the first 10 months. The year also saw Waitrose become the first to introduce temperature-controlled lockers at three stations.

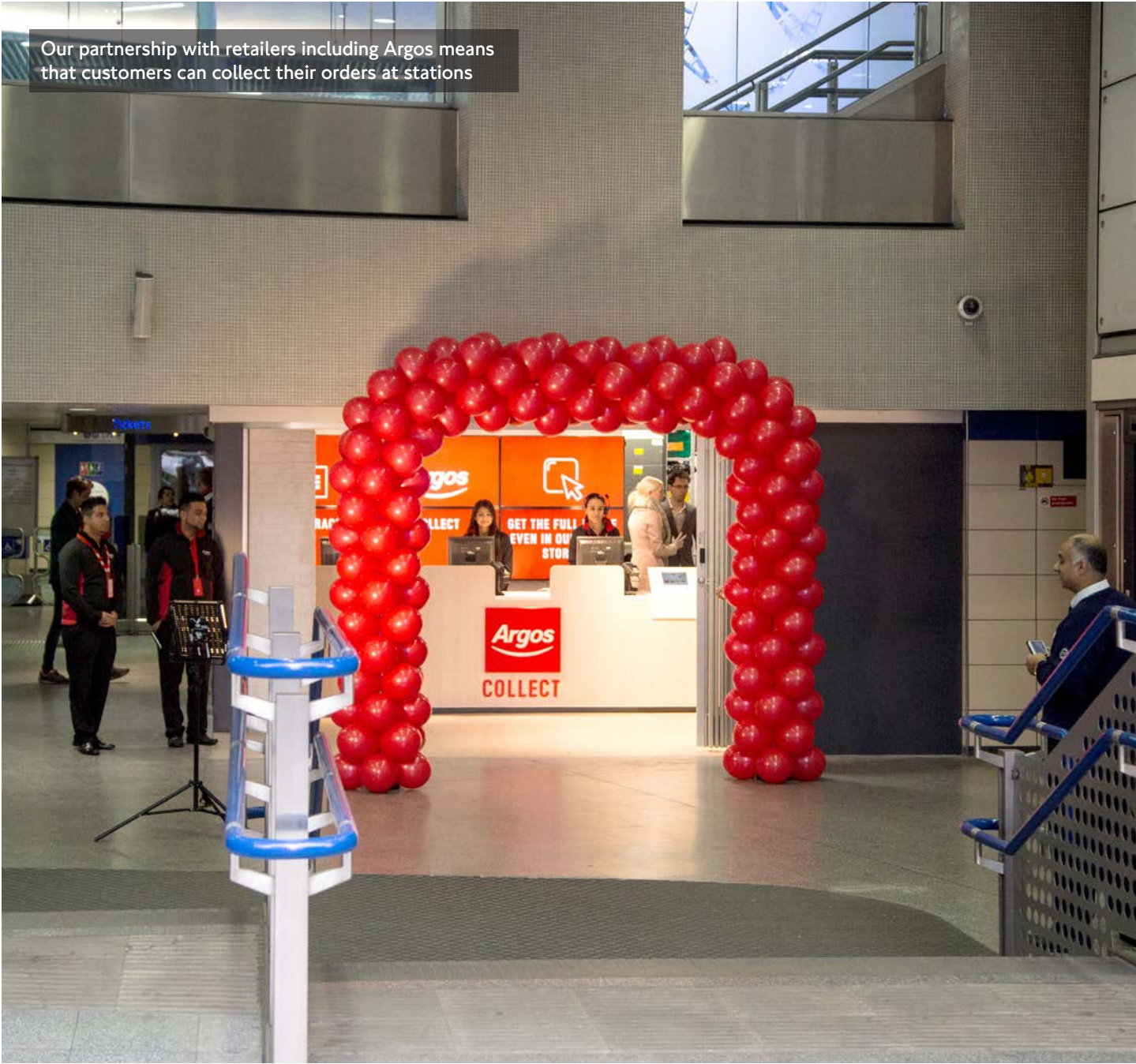
Developing partnerships

At the other end of the scale, we announced plans to develop our property estate through partnerships. With a 5,700-acre portfolio of land and buildings around stations, railways and roads, we are custodians of one of London’s biggest and most valuable estates.

In the past, assets and properties that were no longer needed were simply sold. Now, a new approach has been adopted to enable us to retain and invest in sites to generate long-term revenue that can be used to improve transport.

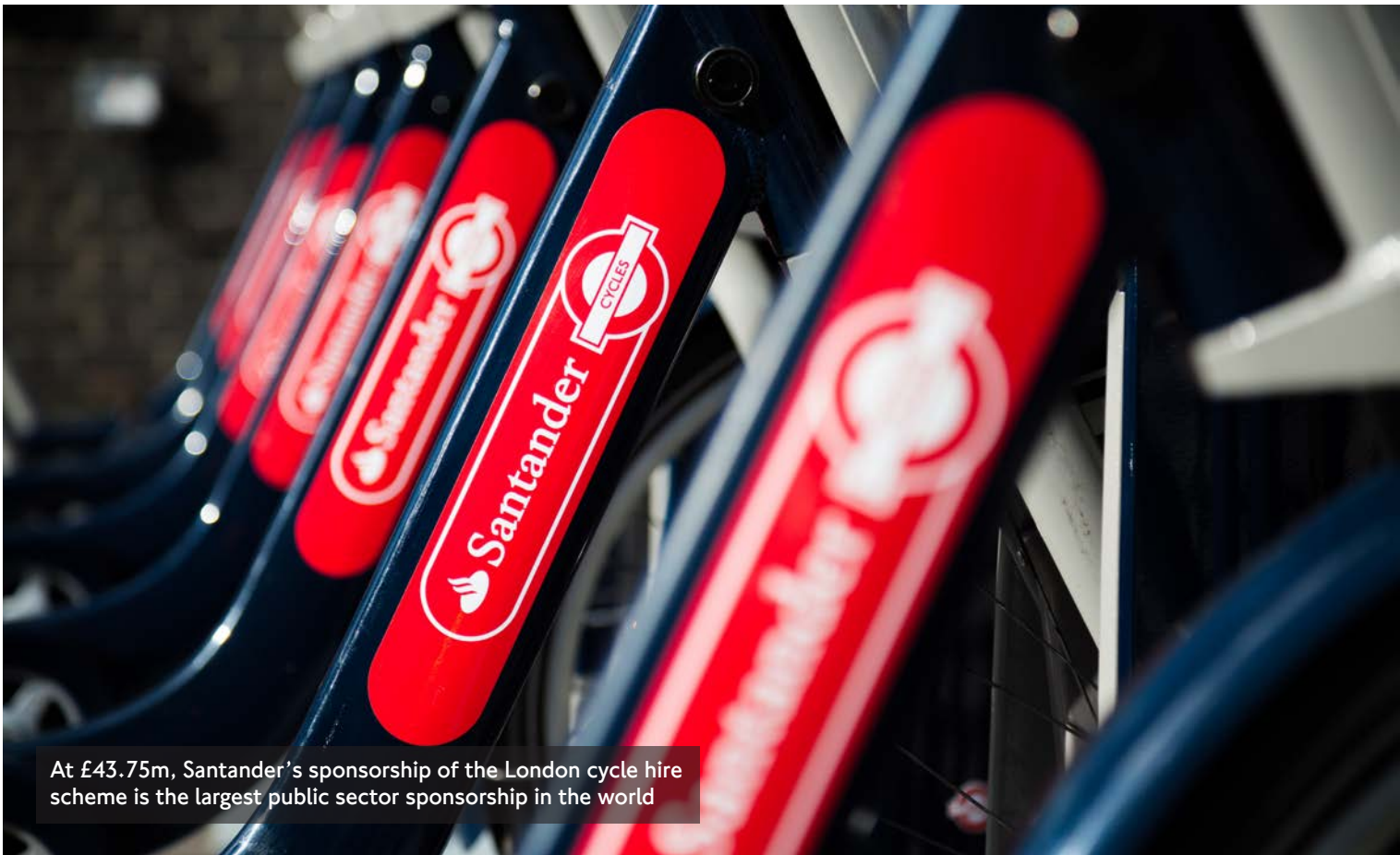
Some 50 sites with potential for development have been identified so far, with around 65 per cent of these in Zones 1 and 2. At Earls Court we have already established a joint venture. Good progress has continued this year as Earls Court 1 & 2 exhibitions halls are redeveloped on the 26.5-acre site.

With London’s population growing rapidly, the need for new housing and investment in public transport has never been greater. Our new approach and innovative working with our partners will help provide both.



The future's red for cycle hire

	Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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At £43.75m, Santander's sponsorship of the London cycle hire scheme is the largest public sector sponsorship in the world

In February 2015, Santander was announced as the latest sponsor of our cycle hire scheme, with the newly-branded, bright red cycles making a colourful splash on the streets.

The seven-year partnership is set to improve the scheme. During 2015, members will see more bikes and docking stations, and will be able to download a free Santander Cycles app, making it easier to access a bike than ever before.

At £43.75m (Santander will pay £6.25m a year for seven years), the deal is the largest public sector sponsorship in the world. This compares with £5m a year under the previous sponsorship.

A £1m per annum 'activation fund' will be used to promote the scheme and tempt new customers with rewards, offers and incentives. Santander will host family events in parks, offer cash back on every journey for customers of their 1|2|3 credit card and install 'Cycle Champions' in all their central London branches to help users make the most of the scheme. This will make cycle hire an even more accessible, rewarding and enjoyable experience.

Perfect partners

- We ran a £100,000 campaign with ESPN during the 2014 World Cup that showed news, results and score updates via our Dot Matrix Indicators on platforms and Electronic Service Update Boards located elsewhere in Tube stations. It won Best Use of Ambient Media Award at the Marketing Agencies Awards in March 2015
- In June 2014, we announced a three-year partnership with Danone to distribute free bottles of Evian water to Tube customers during the summer months to help emphasise advice to carry water while on the move
- In December 2014, MBNA became the latest sponsor of the Tube map. The one-year, £846,000 deal includes the provision of 1,300 large Tube maps displayed across the network and 28 million pocket Tube maps
- In January 2015, we announced Notonthehighstreet.com would sponsor Baby on Board badges as part of a deal worth £420,000 over three years
- Emirates Airline has sponsored the Emirates Air Line cable car since June 2012 in a deal worth £36m over 10 years

Did you know?

- Plans are in place for around 100 additional docking points near Putney Pier, Vauxhall and Tower Bridge. We intend to add a further 1,000 docking points, subject to planning permissions
- Originally confined to central London, it went eastwards in 2012 and extended into southwest London in 2013
- The scheme now has 11,500 bikes, 748 docking stations and 32 service vehicles
- Now an integral part of the public transport network, around 40 million journeys have been made since the scheme was launched. Customer satisfaction is high, with more than 80 per cent of members opting to renew their membership each year

Hens, hippos and nightclubs

Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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Bike parts are recycled at the Penton Street cycle hire depot

Question: What do chicken runs and flowerpots have in common with nightclubs, golfers and the hippo enclosure at ZSL London Zoo?

Answer: TfL.

To be precise, they are all outlets for, or beneficiaries of, things TfL no longer needs.

We are talking, in case you’re wondering, about waste. And last year we produced three million tonnes of it.

The vast bulk of it was demolition and excavation waste arising from the Crossrail programme and from other major construction work at stations such as Victoria, Bond Street and Tottenham Court Road. A further 46,600 tonnes was commercial waste from our offices, depots, garages and stations, and customer litter.

Our policy on waste follows the three Rs: reduce, reuse and recycle.

This means avoiding generating waste in the first place by reusing resources as far as possible. Where waste is unavoidable, the aim is to recover and recycle materials and to look for opportunities to recover energy or produce compost from any remaining waste. Landfill is a last resort.

Finding worthwhile outlets and uses for unwanted material – whether it is office waste or excavation spoil – requires ingenuity. Which is where the hens, hippos and the rest come in.

At Bond Street station, for example, we have been sending approximately 18,000 tonnes of excavated material to Wallasea Island in the Thames estuary to create a wildlife haven for migrating birds. Other uncontaminated

excavation spoil has gone to a golf club in Bedfordshire as part of a redevelopment and extension project.

The team has also been supplying waste material to the National Community Wood Recycling Project, which creates work for disadvantaged people by making products such as chicken huts, garden planters and shelving units from recycled wood. Some 50 tonnes of wood from Bond Street has been supplied so far, with a similar amount being sent from Tottenham Court Road station. Waste timber has even been used to refurbish a nightclub bar.

Since 2010, the Tottenham Court Road project has generated some 160,000 tonnes of excavated waste as well as 5,000 tonnes of construction waste. Of this, more than 95 per cent has been recycled. Even the straw used for filtering excess water during tunnel excavation has found a new home, as bedding for the hippos just up the road at ZSL London Zoo.

At our offices, meanwhile, waste is segregated at source into dry recyclables, general waste and food waste. The food waste goes to a facility to produce electricity or compost. Aerosol cans are pierced and disposed of as metal, and other dry recyclables are sent for segregation, baling and reprocessing. General waste goes to produce fuel.

All of which means our office staff no longer need individual wastepaper bins. But don’t worry, even some of the bins are enjoying a new lease of life – as flowerpots in a London school.

Waste not...

In line with the Mayor’s London Plan, we have set a target to reduce, reuse and recycle 99 per cent of all non-hazardous waste by 2031, as well as reducing water consumption by one third.

Our objectives are to:

- Continue minimising the generation of waste
- For any waste still generated, develop a target for reduction in line with activity levels (for example, amount of construction)
- Develop a target for reducing hazardous waste
- Prioritise reuse of resources and maximise opportunities for recycling unavoidable waste
- Make the most of opportunities to recover energy from remaining waste
- Continue to purchase reused materials or those with a high recycled content

Continuing efficient operational activities

Customers: the heart of our business	Delivery: our plans and our promises		People: dedicated to customer service	Value: delivering more with less	
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TfL is committed to delivering £16bn of efficiencies from 2009/10 to 2020/21. It is one of the largest, and most ambitious, savings and efficiencies programmes in the UK.

As at 2014/15, £5bn of savings have been made, with £1.4bn being recognised in this year alone. These initiatives will generate an additional £8bn of savings to 2020/21. Progress is being made to deliver the remaining £3bn and we continue to develop robust plans to seek to ensure that these are secured. In 2014/15, we implemented new initiatives that contributed an additional £136m against a target of new initiatives being secured of £30m. Key examples of initiatives that have secured cash savings during this year include:

Rail and Underground

- Investment programme saving from securing the best value from our supply chain, including track and escalator procurement, and simplifying technical standards and process improvements
- A reduction in maintenance costs through introducing technology and mechanisation to increase quality, safety and productivity and getting the most from our commercial arrangements

Surface Transport

- Savings from various initiatives including road and traffic control contracts savings, efficiencies through collaboration with London boroughs, roll out of cash-free payment on buses and the removal of roadside ticket machines



Improvement work being carried out on the Metropolitan line in January 2015

Specialist Services

- Continuous savings across the entire back office, rationalising of IM services across our organisation, including consolidating third party contracts and limiting IT changes and licences

We have developed a strong culture of maximising efficiencies, and we will continue to focus on value and long-term effectiveness. Efficiencies secured to date have helped to improve customer experience, while maintaining frontline

services, and fund our £23bn long term investment programme.

Planning for the future

The previous pages highlighted work that took place during 2014/15 to keep London working and growing. In this section the spotlight falls on longer-term projects that are under way now to transform the city's future.

London does not stand still – and neither can we. The Capital’s unprecedented population growth means more demand on transport networks and a greater need to push the boundaries to meet future challenges.

From the advent of the world's first underground line to today, we have developed a rich history of innovation. Across the organisation, this pioneering spirit continues and new approaches are being taken to ensure travelling in London becomes easier, quicker and more reliable for everyone.



Here comes the Night Tube

Missed the last Tube and facing a long journey home on the Night bus?

From 12 September there'll be another option when Tube services start operating throughout the night on Fridays and Saturdays on parts of the Central, Jubilee, Northern, Piccadilly and Victoria lines.

The case for a Tube service to support London's vibrant night-time economy has never been clearer. Since 2000, Night bus use has increased by 170 per cent. Similarly, the number of people using the Tube after 22:00 has risen at twice the rate of daytime use.

From the first train on Friday mornings to the last train on Sunday nights, round-the-clock services will connect the heart of the Capital with stations north, south, east and west. Trains in central London will run every 10 minutes or less throughout the small hours.

'It's great for people going out to theatres, bars and restaurants in the West End and also for the staff that work in these venues.'

Shaban Maqedonci, owner of Koha restaurant

In February 2015 it was announced that 24-hour London Overground services will be introduced in 2017, and by the 2020s night services will run on central sections of the DLR and the Metropolitan, Circle, District and Hammersmith & City lines.

That will benefit those visiting London's theatres, restaurants and other attractions, and others whose working days start or finish when the Tube is not usually available – from shift workers and restaurant staff to public service personnel.

This will also benefit London's economy. Independent research shows the Night Tube will lead to almost 2,000 permanent new jobs in the Capital and boost output by £360m over 30 years. Every £1 spent on the service will produce benefits of £2.70 – a figure that rises to £3.90 when wider economic impacts are taken into account.

The Night Tube service will also enable bars, restaurants and entertainment venues to stay open later, ease late-night congestion at stations after major events, improve accessibility to Heathrow for early-morning departures, and reduce demand for illegal minicabs, making travel safer.

With new routes and other changes planned for Night bus services to dovetail with the Night Tube, night time travel in London is about to get a lot easier.



'It is fantastic to see a move to 24-hour transport that will really make a difference to the, often unseen, night workers who keep our great city going and in many ways are the heart and soul of the service industry.'

Michael Divers, Managing Director of ACT Clean

A route to the future

Highbury Corner, Vauxhall Cross, Stratford gyratory, Marble Arch, Balham High Road, Hammersmith Broadway... the list reads like a cab driver's guide to London's traffic hotspots. And in a way it is.

More to the point, though, these are just a few of the ultra-busy junctions and congested areas on the road network that are being transformed in the coming years as part of TfL's Road Modernisation Plan.

In all, improvements totalling almost £4bn have been identified in the plan,

which was published in October 2014. Projects including 17 major road schemes, 33 junction improvements and four new Cycle Superhighways make it the biggest investment in London's streets in a generation. The work will radically improve highways, bridges, tunnels and public spaces, making roads safer, more reliable and the Capital a better place in which to live, work and travel.

Alongside TfL's projects, a number of road improvement schemes are being carried out by London boroughs throughout the Capital.

The Plan was drawn up following recommendations made in 2013 by the Mayor's Roads Task Force (RTF) and is designed to keep London moving up to and beyond 2030.

London's population will have grown by almost 1.4 million to 10 million. That increase is expected to add a further five million journey stages to the 24 million journey stages already made on London's roads (by all modes) today.

Those numbers were uppermost in the minds of the RTF's team of transport and urban planning experts when they described their vision for a city with 'world-class streets and roads fit for the future'. The plan is the first step towards turning that vision into reality.

Alongside the programme of major improvement schemes, the Road Modernisation Plan explains how we will:

- Invest in road assets (including resurfacing roads and renewing street lights)
- Make further improvements for cyclists
- Reduce fatalities and serious injuries by a further 40 per cent
- Tackle congestion

Roads are vital to the Capital's – and UK's – economic prosperity but keeping them flowing smoothly is no easy task. The Road Modernisation Plan shows how we plan to do it – and at the same time help to make London safer, greener and cleaner.



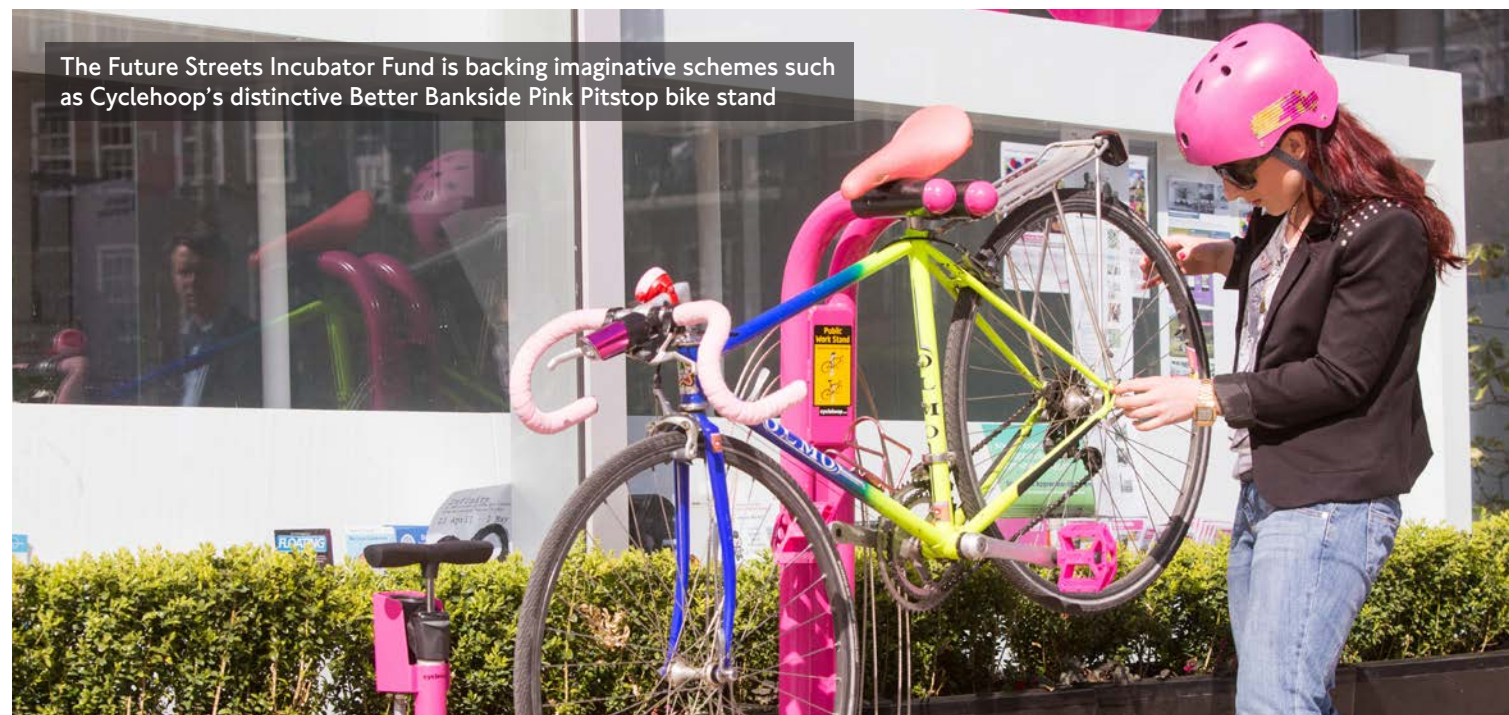
Work is under way to:

- Construct four new Cycle Superhighways and upgrade Cycle Superhighway 2 which runs between Aldgate and Bow roundabout
- Strengthen and refurbish the 80-year-old Grade II listed Chiswick Bridge
- Upgrade Fore Street tunnel in north London
- Upgrade the pedestrian subways and replant trees and flowers around Hogarth flyover, following essential refurbishment work



TfL's £4.6bn Road Modernisation Plan is the biggest investment in London's streets for a generation

Green light for future streets projects



Bringing a taste of tomorrow's world to London today is the Future Streets Incubator Fund.

Launched in March 2014, the fund is helping to explore new ways in which roads can be used within the Capital, making them safer, transforming underused spaces and boosting sustainable transport.

Artist-designed pedestrian crossings and pop-up parks are just two of the imaginative schemes set to benefit from the £1.8m initiative; a joint venture between TfL and the Mayor of London.

When the programme was announced, the Mayor invited organisations with designs on the Capital – be they innovative, quirky or eco-friendly – to apply for funding.

The first projects to receive support are:

Parklets

Specific parking bays will become pop-up micro parks to offer seating, canopies, inner-city greenery and cycle parking.

Simultaneous Green

This scheme will give cyclists their own dedicated green light to safely and efficiently cross a junction in the London Borough of Richmond upon Thames.

Flexi-lane

TfL is working with the London Borough of Bromley to develop a lane that will switch between being a bus lane, a loading bay and parking space through the use of intelligent road studs and signs.

‘Mobile parklets around London Bridge and Vauxhall will transform parking spaces into pop-up parks. Our twist is to add in air quality monitoring and pollution mitigating plants.’

Shane Clarke, Deputy Executive Director, Team London Bridge
(Business Improvement District)

E-permits

Ensuring disabled drivers can find appropriate parking spaces is hugely important. Using the latest technology, E-parking permits will communicate with sensors embedded in disabled resident parking bays to help enforce regulations.

School Streets

Three schools in Camden will benefit from local streets being closed at the start and end of the day to make walking safer and easier for children and promote healthy, active travel.

Tunnel Vision

Interactive new lighting will transform an unloved and blighted underpass, improving safety for pedestrians.

Sight Line

This initiative will assist visually impaired people to navigate around roadwork barriers, with the help of tactile arrows, high contrast signs and real-time digital location information.

Cloud Consolidator

This online purchasing initiative is being developed to encourage businesses to combine their orders and deliveries to significantly reduce the number of lorries and vans on the Capital's roads.

Colourful Crossings

In conjunction with Better Bankside, pedestrian crossings in the area and along Southwark Street will feature bold, graphic designs to brighten and improve public spaces.

‘Bankside is a special creative neighbourhood, enjoyed by Londoners and visitors from all over the world. “Colourful Crossings” is a great opportunity to build on this as, working with world-class artists, we transform our public spaces, how we use them and make them part of the whole cultural experience.’

Donald Hyslop, Chair Better Bankside; Head of Partnerships, Tate Modern

Progress against the Mayor's Transport Strategy (MTS)

In May 2010, following extensive consultation, the Mayor of London published a new transport strategy, setting out his goals and aspirations for the transport network over the next 20 years.

These aim to support population growth and economic development by increasing capacity and improving comfort, safety and security, as well as help London meet its climate change and environmental targets.

The strategy identifies six goals:

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

The following pages highlight the progress we have made this year in meeting these goals.

Overall progress against the MTS outcomes is reported every year in TfL's Travel in London report.



Caption

Interactive digital screens have been trialled on Regent Street giving customers comprehensive travel information

Support economic development and population growth

Support economic development and population growth	Enhance the quality of life for all Londoners	Improve the safety and security of all Londoners		Improve transport opportunities for all Londoners	Reduce transport's contribution to climate change and improve its resilience	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	
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Supporting growth

All of the investment that we are making will enable the transport system to support a bigger city and sustain continued economic growth. A targeted Growth Fund of £300m has been ring fenced to fund transport schemes that will support thousands of new jobs and homes, and help unlock areas of growth.

Plans to improve the Elephant and Castle area for pedestrians, cyclists and other road users won overwhelming public support at consultation in August 2014. Work began in April 2015.

The £30m transformation of the Tottenham Hale gyratory system, a key target area for growth within the Upper Lea Valley, was completed in November 2014. In addition, plans to extend the Northern line, the Bakerloo line, London Overground and London Trams also progressed.

Future of the Tube

LU's far-reaching plans for the modernisation of the Tube progressed. Milestones included:

- An announcement in April 2014 of a £330m project to upgrade 70 Underground stations
- Introducing contactless payment for travel (see page 20), WiFi, 'click and collect' shopping and other new services for customers
- Announcing 12 September 2015 for the launch of the Night Tube (see page 70)

- The completion, in December 2014, of work to increase capacity on the Northern line by 20 per cent – that's an extra 11,000 customers an hour (see page 32)
- Reaching the halfway stage in December 2014 on the £36m redevelopment of Vauxhall Tube station
- Opening the new Tottenham Court Road ticket hall in January 2015 (see page 32)
- Starting the roll-out in February 2015 of making station staff more available to help customers (see page 22)
- Trialling new uniforms to make station staff more visible to the public

Crossrail and HS2

Consultations in September 2014 on proposals for a new rail link and an interchange for Crossrail and the proposed HS2 at Old Oak Common generated strong public support for the building of two London Overground stations. In November 2014, a £28m funding package was announced to support borough-led schemes to improve public spaces around Crossrail stations in outer London.

Construction continued on the Underground to prepare stations for Crossrail:

- Tunnelling work to provide an interchange at Bond Street was completed in December 2014

- Structural work started in January 2015 to enlarge Tottenham Court Road station ready for the new railway
- In January 2015 it was announced that tunnelling for Crossrail should be completed in the spring and the Liverpool Street/Shenfield service integrated into the TfL network (see page 38)

Crossrail 2

In November 2014, funding and finance options for the proposed new railway were published. And in March 2015 the DfT confirmed that the route for Crossrail 2 has been safeguarded, which protects it from

potential redevelopment plans that could affect the construction.

Extending the Underground

The Northern line extension was given Government go-ahead in November 2014. It will help regenerate the Vauxhall, Nine Elms and Battersea area, and support the creation of 24,000 new jobs and 18,000 new homes. Also, in September 2014 we consulted on plans to extend the Bakerloo line into south London – from Elephant and Castle towards New Cross, Lewisham, Bromley and Hayes. The extension is vital for the future growth of the area.



Support economic development and population growth (continued)

Support economic development and population growth	Enhance the quality of life for all Londoners	Improve the safety and security of all Londoners		Improve transport opportunities for all Londoners	Reduce transport's contribution to climate change and improve its resilience	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	
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Emirates Air Line extends services

From 28 March 2015, the Emirates Air Line offered a new ‘Night Flight’ experience, with later opening hours, a longer flight

time and complementary music and video entertainment in cabins and at the terminals. From Sunday to Thursday, closing time is now 10pm, and 11pm on Friday and Saturday.

River crossings

A public consultation on plans for new river crossings at Woolwich, Gallions Reach and Belvedere took place in July 2014. The crossings are crucial for the continued economic development of east London. In October 2014, detailed proposals for the Silvertown Tunnel also entered consultation. In the same month, refurbishment work started on the Woolwich Ferry to make it more reliable and efficient.

Going Overground

Plans for a 4km extension of the London Overground and a new station at Barking Riverside received overwhelming public support at consultation in September 2014. Regeneration at Barking Riverside could provide up to 2,500 new jobs and 10,800 new homes.

Extra train services were added to the timetable on the Gospel Oak to Barking route in December 2014. On other parts of the network, capacity was boosted with the introduction of five-car trains from December 2014 (see page 38) and they will be introduced on three more lines by the end of 2015.

Customer satisfaction on London Overground continues to rise, with passengers giving the network a 91 per cent overall satisfaction rating in the nationwide Passenger Focus survey. That compares with 89 per cent the previous year and the average for all national Train Operating Companies of 82 per cent.

Take the tram

Plans to build a new London Trams loop near East Croydon station, which would enable an extra 1,600 passengers an hour to be carried, went to public consultation in November 2014.

Property plans

Ambitious plans to develop our property estate by forming partnerships with development companies were announced in January 2015. They are part of a wider programme to generate £3.4bn in non-fare revenue over the next 10 years (see page 60).

Passenger peaks

Travel on the transport network continues to break records. A combined 76.1 million passenger journeys were made on the Tube and buses during just one week in September 2014 – the highest ever. A record 50 million were made on the buses alone.

In December 2014, the Underground notched up its busiest week in Tube history when 28.3 million journeys were made just before Christmas.

London River Services carried more than 10 million passengers for the first time in the last financial year – 10,022,668 in 2014/15 compared with 8,411,200 in 2013/14.

Enhance the quality of life for all Londoners

Support economic development and population growth	Enhance the quality of life for all Londoners	Improve the safety and security of all Londoners		Improve transport opportunities for all Londoners	Reduce transport's contribution to climate change and improve its resilience	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	
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Road improvements

Work has started on several important road improvement schemes which are vital to keeping London moving. Restoration work on Chiswick Bridge began in April 2014, essential repairs were carried out on the Hogarth flyover in July 2014, and work started in September 2014 to transform Croydon bus station which is fully integrated with the £50m Croydon Council-connected Croydon Urban Development Programme.

In December 2014, £148m funding was announced to help London boroughs with local transport improvements and town centre public realm projects over the next financial year (2015/16).

More trains

The search for a company to supply extra trains for the Jubilee and Northern lines began in August 2014. Together with a new modern signalling system, they will boost capacity, increase the frequency of services and support the proposed Northern line extension.

In October 2014, designs for new deep-level, air-cooled Tube trains were unveiled – they will enter service on the Piccadilly, Bakerloo, Central and Waterloo & City lines. Around 250 are to be built and will be introduced from the mid-2020s.

Ultra Low Emission Zone

Following a thorough consultation process, the Ultra Low Emission Zone will launch in central London on 7 September 2020, significantly improving air quality and helping to protect the health of Londoners. This was

confirmed by the Mayor in March 2015. A total of £65m will be required to deliver plans for cleaner taxis, of which £25m has been confirmed by the Government.

Improved information

In April 2014 digital arrival information was introduced on buses, at bus stops, bus stations and on large Countdown screens at several busy bus stations. More than 60 smartphone bus travel apps now use our free open data, displaying arrival times at all 19,500 bus stops and Countdown information at public places such as hospitals and schools.

Lane rental

Disruption caused by roadworks has been cut by 46 per cent since the London lane rental scheme launched in June 2012, according to April 2014 figures. Around 90 per cent of utility works, and 99 per cent of TfL works, now take place outside peak hours.

Tackling deliveries

In November 2014, we hosted ‘Quiet Cities’ the world’s first global summit on retiming freight deliveries. New guidance designed to encourage freight operators to re-time deliveries to avoid rush hours was also announced at the event.

Changing streets

Schemes to use some of London’s streets in new and exciting ways were revealed in October 2014 as part of the £1.8m Incubator Fund which invests in creative and original on-street projects (see page 74).



Competitors take part in the first Cycle Hire bike race

Cycle funding

In November 2014, we awarded a total of £44,000 to 17 community cycling projects across 11 London boroughs to encourage more people of all ages, gender and ability to cycle.

Boost to cycling

It was a summer of cycling in London in 2014 with thousands of people watching the first-ever cycle hire race in June, the Tour de France third stage finale in July, the annual Prudential RideLondon festival of cycling weekend in August and ending with the Tour of Britain that finished on Whitehall in September. Cycling in London is now at its highest level since records began, according to figures released in February 2015.

Supporting young people

To support TfL’s future workforce, a series of events were held in June 2014 to encourage more women to consider a career in engineering. 200 new graduate trainee roles were announced in October and a £1m investment in LU’s new training facility was agreed that will provide the best and most modern equipment.

Year of the Bus

The London Bus was celebrated at numerous events throughout 2014, culminating in the unveiling of 60 bus sculptures in October. A Battle Bus was restored and went on a tour of World War I battlefields across Belgium and Northern France in the summer. In addition, New Routemasters were decorated in poppy livery in November to mark 100 years since the start of the First World War.

Improve the safety and security of all Londoners

Support economic development and population growth	Enhance the quality of life for all Londoners	Improve the safety and security of all Londoners		Improve transport opportunities for all Londoners	Reduce transport's contribution to climate change and improve its resilience	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	
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Crime rates continue to fall
Crime on our public transport network, including buses, Tube, DLR and London Overground, is at its lowest level since recording began in 2004/5. In 2014/15, the rate of crime fell to seven crimes per million passenger journeys (down from 7.7 in 2013/14).

Enforcement activity
A new, single police command with more than 2,300 officers was created in January 2015 to further improve safety and security on the Capital's roads and surface public transport. The MPS Roads and Transport Policing Command goes some way to fulfilling the six commandments laid out by TfL and the Mayor in 2013 to reduce fatalities and injuries on London's roads.

The Industrial HGV Task Force (IHTF) carries out roadside enforcement activity targeted at non-compliant commercial vehicles. There is a particular focus on construction and waste vehicles given the disproportionate number of these vehicles involved in fatal cycle and other vulnerable road user collisions in the Capital. Between April 2014 and March 2015, the IHTF stopped 2,835 vehicles, issued 1,082 roadworthiness prohibitions and 509 fixed penalty notices for various offences and seized 17 of the most dangerous vehicles. In April 2014, it was announced that the IHTF will continue its work targeting the most dangerous commercial vehicles.

Tackling lorry safety remains a priority. Also in April, a new project to test HGV blind spot technology was launched. This was followed by an announcement in February 2015 that HGVs without side guards and safety mirrors are to be banned from London's streets from September 2015.

Other successful road safety campaigns include the 'Kill your speed, not your mates' and the 'Share the road' television and cinema adverts launched in summer 2014. London's first ever Pedestrian Safety Action Plan was also published last July,

addressing 31 key points to tackle collisions. We have also published the Motorcycle Safety Action Plan, a first for London, which sets out 29 actions to cut the number of motorcyclists killed or seriously injured on the Capital's roads.



Improve the safety and security of all Londoners (continued)

Support economic development and population growth	Enhance the quality of life for all Londoners	Improve the safety and security of all Londoners		Improve transport opportunities for all Londoners	Reduce transport's contribution to climate change and improve its resilience	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	
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Sensors for buses

Four buses were fitted with new bus sensor technology in August 2014 as part of a trial to improve bus driver awareness of pedestrians and cyclists. In September 2014, work began on updating the Capital's road safety camera network.

Cycle safety

In June 2014, new cycle safety trials and initiatives were announced that include making bicycles more visible and vehicle braking systems more responsive.

Making junctions safer

Thirty-three of London's busiest and most dangerous junctions are being overhauled to make them safer and less intimidating, as part of TfL's Road Modernisation Plan. Radical proposals to remove the gyratories at Vauxhall, Archway and Stockwell all went to consultation in November 2014, together with proposals to redesign the Old Street roundabout and the junction at Oval. The public's views were also sought in October 2014 on plans to redesign Wandsworth town centre and re-route key roads. Segregated cycle lanes are included in some of these schemes. Work started on the Oval scheme in March 2015.

adjusts traffic signal timings to extend the 'green' phase when lots of people are waiting, allowing more to cross the road.

Pedestrian countdown was installed at another 121 crossings during 2014/15.

Bogus websites

Measures to tackle bogus Congestion Charge websites were announced in December 2014.

Bus driver training

We introduced additional training for bus drivers, focusing on vulnerable road users and reducing crash risk. Funding has also been confirmed for driver training from 2016 that will further improve the customer experience.

Casualties

The number of people killed or seriously injured (KSI) on London's roads has been further reduced this year. Indicative results for the full year show a reduction in KSIs of 40.2 per cent from the 2005-2009 average baseline and a 6.8 per cent reduction from 2013.

Schools and safety

Encouraging schools to get involved in road safety initiatives continued with STARS Online launching in September 2014, which allowed them to record their travel activity and apply for accreditation status. During the 2014 academic year more than 1,000 schools were promoting safe, active travel and their success was celebrated with a dedicated event at City Hall. More than 1,000 Youth Travel Ambassadors have been appointed in 125 London schools. They address school assemblies, highlight road risks and tell fellow pupils how to stay safe.

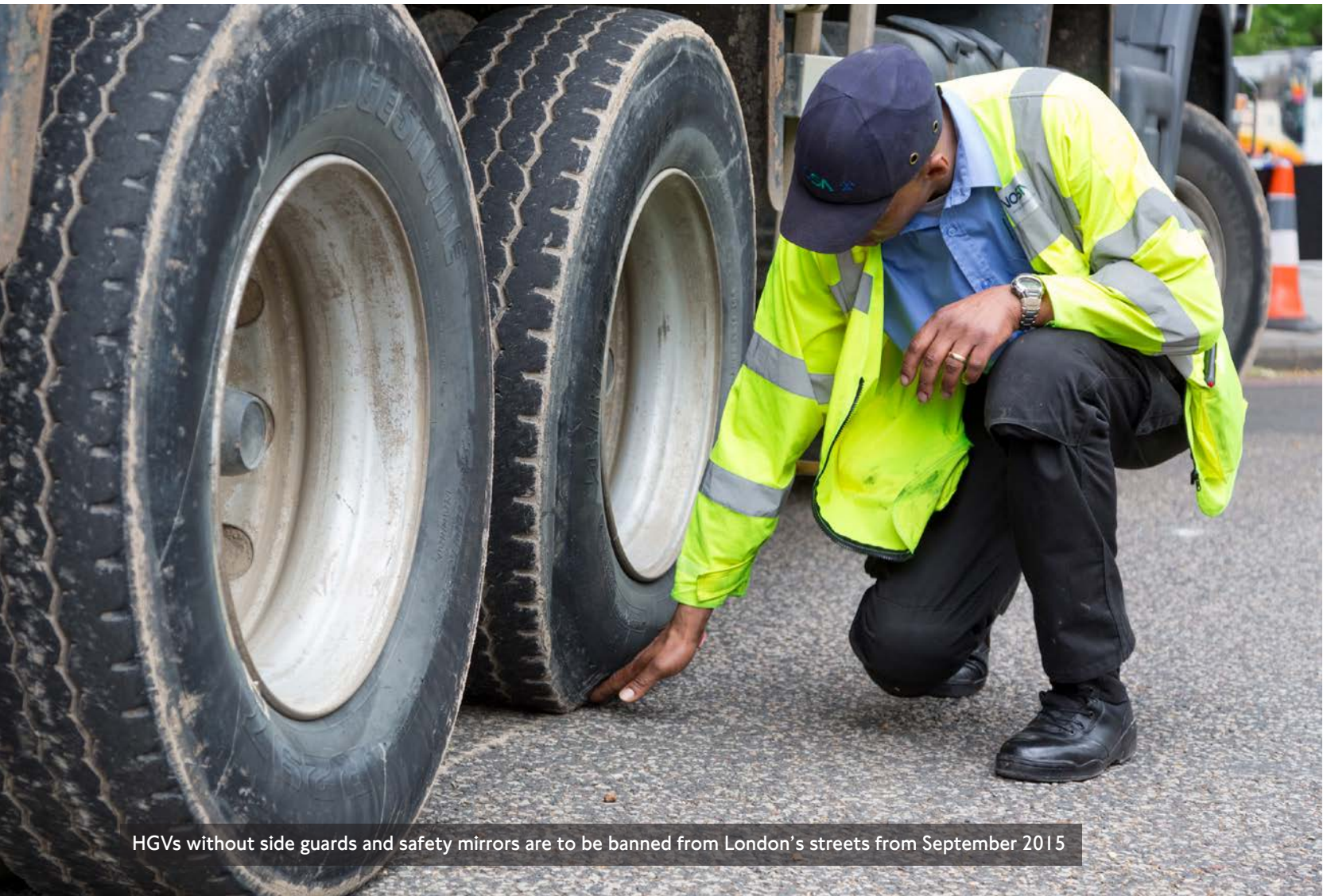
Streets ahead

A draft of our Streetscape Guidance was released for consultation in January 2015 to inform design options and promote an integrated approach to providing quality urban design in London. The final version will be published in summer 2015 with the intention to update regularly online as innovations, new materials and Streetscape concepts are proved.

Clever crossings

The SCOOT (Split Cycle Offset Optimisation Technique) technology scheme continued its roll-out during the year. It was introduced at a further 309 traffic signal sites this year to help to cut delays. The system uses sensors in the road to detect when traffic is building up, and changes the traffic lights accordingly.

The first trial of pedestrian SCOOT finished in March 2014. State-of-the-art video camera technology automatically detects how many pedestrians are waiting at crossings. It then



HGVs without side guards and safety mirrors are to be banned from London's streets from September 2015

Improve transport opportunities for all Londoners

Support economic development and population growth	Enhance the quality of life for all Londoners	Improve the safety and security of all Londoners		Improve transport opportunities for all Londoners	Reduce transport's contribution to climate change and improve its resilience	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	
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Cash free and contactless

London's buses went cash free in July 2014. In September 2014, contactless payments were introduced on the Tube, trams, DLR, London Overground and most London National Rail services.

Tube improvements

Investment in the Tube network continued with major escalator and refurbishment work being carried out at several stations. The completion of the Northern line modernisation boosted services from December 2014, which means the line can carry an extra 11,000 passengers an hour.

Extra buses

To accommodate growing demand and changing travel needs, bus services have been boosted throughout London not only during the busy peaks but at weekends and evenings too. The changes provide services to areas previously not served by buses, and also increase capacity where needed. Routes have been extended in Haringey, Islington, Mitcham and Southwark. And more Night buses have been introduced to the popular night routes serving Shoreditch and Hackney.

More customer services

In June 2014, the 'One More Journey' facility was introduced for Oyster users and online refunds became available for service delays. From July 2014, euros were being dispensed at cash points at 70 Tube stations. And in September 2014, the click and collect service was expanded, enabling people to pick up goods from major retailers at 42 Tube stations.

Free WiFi was also trialled on two bus routes in August 2014 and daily bus fares were capped so people paid the same fare, whether using Oyster or contactless cards.

London Overground additions

More services were added to London Overground's busy Gospel Oak to Barking line in December. The first five-car trains were introduced to parts of the network in November 2014. By 2016, this will have increased capacity on many lines by 25 per cent. Works on a new stabling facility near New Cross Gate was completed in September 2014, ready to take 10 five-car trains.

Cycle routes

London's first 'Quietways' will open this year after construction began in December 2014 on the route from central London to Greenwich and Hackney which will give cyclists a direct, more pleasant, back-street alternative to busy main roads.

Improving access

A £75m fund to speed up accessibility improvements on the transport network was announced in October 2014, together with confirmation that all Crossrail stations will be step-free. Hundreds of people visited our pioneering event, the Accessibility Show at ExCeL, also in October (see page 26). Work continued at a number of Tube stations to provide step-free access and Tottenham Court Road will be the next major station to become step-free in 2016.



TfL's first transport accessibility show, Access All Areas, attracted more than 1,500 visitors

New travel app trial

A trial got under way in March 2015 at Pimlico Tube station to assist blind and partially sighted people to navigate the Tube network independently, using Bluetooth beacons and a smartphone app. The Wayfindr system has been developed by ustwo, a studio that builds digital products and services, in response to the Royal London Society for Blind People Youth Forum's desire

to be able to navigate the Tube network without assistance. The beacons transmit a signal that can be picked up by phones and other mobile devices. Wayfindr uses these signals with ustwo's indoor positioning technology to locate itself and give audible directions to the user. The app is paired with commonly available 'bone conduction' earphones that do not prevent wearers from hearing the sounds around them.

Reduce transport's contribution to climate change and improve its resilience

Support economic development and population growth

Enhance the quality of life for all Londoners

Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners

Reduce transport's contribution to climate change and improve its resilience

Support delivery of the London 2012 Olympic and Paralympic Games and its legacy



Cleaner bus fleet

More than half the target number of New Routemasters planned to be running on London's streets by 2016 are now in service. They will reduce annual carbon dioxide (CO₂) emissions by around 20,600 tonnes. Twelve bus routes have now converted to cleaner, greener buses and data shows their average fuel consumption is almost 50 per cent lower than the previous buses.

Electric buses

The first British-built pure electric buses began running in west London in July 2014 and two electric buses were introduced in Croydon in December 2014. It was announced in March 2015 that the first all electric bus route is to be introduced between South Croydon and Norwood Junction (route 312).

Retrofit expands

London's bus retrofit programme – the largest in the world – was completed in July 2014 and now more than 1,000 buses, on more than 50 London routes, are cleaner with up to an 88 per cent reduction in nitrogen oxide (NO_x) emissions. Government funding for another 400 vehicles was secured in September 2014.

Ultra low bus boost

The introduction of ultra low emission Euro VI buses was speeded-up with the announcement in November 2014 that more than 300 of the vehicles would be operating in London by the end of 2014.

Signals go green

In July 2014, £317m worth of contracts were awarded to upgrade London's 6,200 traffic signals to the latest, greenest standards over the next eight years.

Bus charging

It was announced in August 2014 that trials would begin in east London in autumn 2015 to allow some hybrid buses to wirelessly charge their batteries while waiting at bus stands.

Reusing waste heat from trains

All new Tube trains have regenerative braking, a technology that reuses energy when train brakes are applied. It reduces the energy required and the waste heat expelled into tunnels. On the Victoria line, regenerative braking combined with other new technology on trains, signalling and power systems, has cut the energy required to run services by 34 per cent. Opportunities are being investigated for connecting the LU power network to third party low-carbon energy sources.

Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

Support economic development and population growth	Enhance the quality of life for all Londoners	Improve the safety and security of all Londoners		Improve transport opportunities for all Londoners	Reduce transport's contribution to climate change and improve its resilience	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	
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The Olympic legacy continues to influence developments within London’s transport network. The unparalleled levels of face-to-face customer service seen during the London 2012 Games will become the norm under Tube modernisation plans.

New station

The new Pudding Mill Lane station, the largest on the DLR network, opened in April 2014 and has double-tracked rails that allow an extra 1,100 passengers to be carried every hour.

More buses

A new bus service was introduced to Queen Elizabeth Olympic Park in November 2014, providing better transport connections for the area. Stops include the London Aquatics Centre and ArcelorMittal Orbit.

More ramps

Continuing the legacy of accessible travel promised after the 2012 Games, the UK’s first ‘bridge style’ boarding ramps were unveiled in May 2014 and introduced at three stations the following month. The ramps are used at stations where there is a step down between platform and train.

Many major accessibility improvements are currently under way in the Capital, along with dozens of smaller step-free projects, with a target of having at least 25 more Tube and London Overground stations, plus dozens of National Rail and Crossrail stations, step-free within the next 10 years.



Since the 2012 Olympics our Travel Ambassadors have been deployed at many major events including during RideLondon 2014

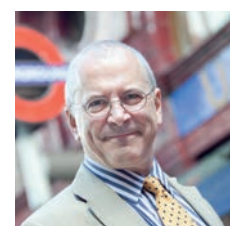
Cycling in the park

It was announced in November 2014 that the cycle hire scheme will expand into Queen Elizabeth Olympic Park with eight new docking stations and 320 docking points. Work will begin this year.

Helping hands

Our Travel Ambassadors continue to help keep London moving when major events, including the Notting Hill Carnival and strike action, put the transport network under pressure.

Chief Officers



Sir Peter Hendy CBE
Commissioner



Mike Brown MVO
Managing Director
London Underground
and London Rail



Leon Daniels
Managing Director
Surface Transport



Vernon Everitt
Managing Director
Customer Experience
Marketing and Communications



Steve Allen
Managing Director
Finance



Howard Carter
General Counsel



Michèle Dix CBE
Managing Director
Crossrail 2

Members of TfL



Boris Johnson
Chairman



Isabel Dedring
Deputy Chair



Eva Lindholm



Daniel Moylan



Peter Anderson



Sir John Armitt CBE



Bob Oddy



Keith Williams



Sir Brendan Barber



Richard Barnes



Steve Wright MBE



Charles Belcher



Roger Burnley



Brian Cooke



Baroness
Grey-Thompson DBE



Angela Knight CBE



Michael Liebreich

Directors of Crossrail Ltd



Terry Morgan CBE
Chairman



David Allen



Michael Cassidy CBE



Phil Gaffney



Terry Hill CBE



Robert Jennings CBE



Jayne McGivern



Daniel Moylan



Andrew Wolstenholme OBE



Simon Wright OBE

Membership of TfL committees and panels

(as at 31 March 2015)

Members of TfL

Boris Johnson – Chairman
Isabel Dedring – Deputy Chair
Peter Anderson
Sir John Armitt CBE
Sir Brendan Barber
Richard Barnes
Charles Belcher
Roger Burnley
Brian Cooke
Baroness Grey-Thompson DBE
Angela Knight CBE
Michael Liebreich
Eva Lindholm
Daniel Moylan
Bob Oddy
Keith Williams
Steve Wright MBE

Committees of TfL

Audit and Assurance Committee

Keith Williams – Chair
Steve Wright MBE – Vice Chair
Richard Barnes
Charles Belcher
Brian Cooke
Baroness Grey-Thompson DBE

Finance and Policy Committee

Peter Anderson – Chair
Daniel Moylan – Vice Chair
Sir John Armitt
Brian Cooke
Isabel Dedring
Baroness Grey-Thompson DBE
Angela Knight CBE
Michael Liebreich
Eva Lindholm

Remuneration Committee

Baroness Grey-Thompson DBE – Chair
Daniel Moylan – Vice Chair
Sir John Armitt CBE
Boris Johnson

Panels

Rail and Underground

Sir John Armitt CBE – Chair
Steve Wright MBE – Vice Chair
Peter Anderson
Sir Brendan Barber
Richard Barnes
Charles Belcher
Brian Cooke
Isabel Dedring
Daniel Moylan

Safety, Accessibility and Sustainability

Charles Belcher – Chair
Michael Liebreich – Vice Chair
Sir Brendan Barber
Richard Barnes
Baroness Grey-Thompson DBE
Bob Oddy

Surface Transport

Baroness Grey-Thompson DBE – Chair
Charles Belcher – Vice Chair
Roger Burnley
Brian Cooke
Bob Oddy
Keith Williams
Steve Wright MBE

TfL Members' meeting attendance 2014/15

Board member	Meetings of the Board attended	Meetings of the Audit and Assurance Committee attended	Meetings of the Finance and Policy Committee attended	Meetings of the Remuneration Committee attended	Meetings of the Rail and Underground Panel attended	Meetings of the Safety, Accessibility and Sustainability Panel attended	Meetings of the Surface Transport Panel attended
Total number of meetings in the period:	6	4	6	3	4	4	4
Boris Johnson	4/6	-	-	1/3	-	-	-
Isabel Dedring	4/6	-	5/6	-	-	-	-
Peter Anderson	4/6	-	5/6	-	2/4	-	-
Sir John Armitt CBE	5/6	-	4/6	2/3	4/4	-	-
Sir Brendan Barber	6/6	-	-	-	4/4	3/4	-
Richard Barnes	6/6	4/4	-	-	2/4	4/4	-
Charles Belcher	5/6	4/4	-	-	4/4	3/4	4/4
Roger Burnley	5/6	-	-	-	-	-	3/4
Brian Cooke	6/6	3/4	6/6	-	4/4	-	4/4
Baroness Grey-Thompson DBE	4/6	4/4	2/6	3/3	-	3/4	3/4
Angela Knight CBE	4/6	-	5/6	-	-	-	-
Michael Liebreich	4/6	-	4/6	-	-	2/4	-
Eva Lindholm	5/6	-	3/6	-	-	-	-
Daniel Moylan	5/6	-	6/6	3/3	3/4	-	-
Bob Oddy	6/6	-	-	-	-	4/4	2/4
Keith Williams	4/6	4/4	-	-	-	-	0/4
Steve Wright MBE	6/6	4/4	-	-	3/4	-	4/4

Notes:

The attendance figures are shown as number of meetings attended/number of meetings eligible to attend.

There were two extraordinary FPC meetings, called at short notice, that are not included in the table. Daniel Moylan and Brian Cooke attended both meetings, John Armitt and Angela Knight attended the first meeting and Peter Anderson and Eva Lindholm attended the second meeting.

The FPC Special Purpose Sub-Committee also met twice and this is not included in the table. Daniel Moylan and Brian Cooke attended both meetings and Angela Knight attended the second meeting.

Remuneration

This report outlines TfL’s policy regarding the remuneration of our Members and the Commissioner and Chief Officers, who are responsible for directing the affairs of the organisation.

Policy for Members

Members are appointed by the Mayor and are non-executive. Remuneration payable for 2014/15 for each Member related directly to the number of committees and panels on which each member served. Remuneration also took into account those members who served as Chair of the committees and panels, up to a capped maximum.

Remuneration levels are set for each Mayoral term, but are reviewed periodically to reflect the responsibilities and accountabilities of the role. Since 1 August 2004, the basic fee has been £18,000 per annum.

Members who act as Chair, or as a member of a committee or panel, receive additional fees of £4,000 per annum (as a Chair) and £2,000 per annum (as a Member) for each appointment.

The maximum payment in aggregate is set at £24,000 per annum. Most Members also received free travel for themselves and a nominee valid on TfL transport services. The remuneration for each Member for the year ended 31 March 2015 is shown on page xxx.

No allowances are paid to Members, although expenses can be claimed. Any expenses claimed by Members are published on tfl.gov.uk, however there were no expenses claimed by Members in 2014/15.

**Policy for Chief Officers
Remuneration Committee**

The Remuneration Committee currently consists of four Members of TfL. The terms of reference of the Remuneration Committee include reviewing the remuneration of the Commissioner and Chief Officers.

The remuneration of the Chief Executive of Crossrail is determined by the Crossrail Remuneration Committee. Crossrail is a wholly owned subsidiary of TfL with its own governance arrangements. These include a board comprising executive and independent non-executive directors as well as two non-executive directors appointed by TfL and DfT. The Crossrail Remuneration Committee operates to a set of contractually agreed Remuneration Principles and a Remuneration Framework rather than the TfL Remuneration Framework.

Remuneration policy

The policy of TfL is to provide remuneration packages for Chief Officers which attract, retain and motivate individuals of the high calibre required to manage such a large, complex organisation.

Remuneration packages reflect their responsibilities, experience and performance and the market from which TfL recruits. The Remuneration Committee has established a reward structure commensurate with

this policy, which includes a base salary and a performance award scheme against the achievement of a range of stretching customer, operational, investment and financial targets.

TfL employs external remuneration advisers to benchmark the remuneration of its Chief Officers against a peer group of comparable companies from transport, infrastructure, and public services sectors with which TfL competes for senior staff. This contract is competitively retendered from time to time and the outcome of the latest procurement exercise was that the contract was awarded to New Bridge Street, a division of Aon Hewitt.

The peer group for the most recent benchmarking exercise included significantly more public sector facing organisations, at the request of the Remuneration Committee. The Committee uses two primary pay comparator groups when considering senior officer pay. The benchmark is calculated on the basis of a 60:40 split between a Listed Companies Group, consisting of a bespoke selection of large transport and infrastructure companies and a Publicly Accountable Group, consisting of a bespoke selection of companies accountable to the UK public, owned or overseen, by the government, and with a degree of sensitivity around pay.

Listed Companies Group

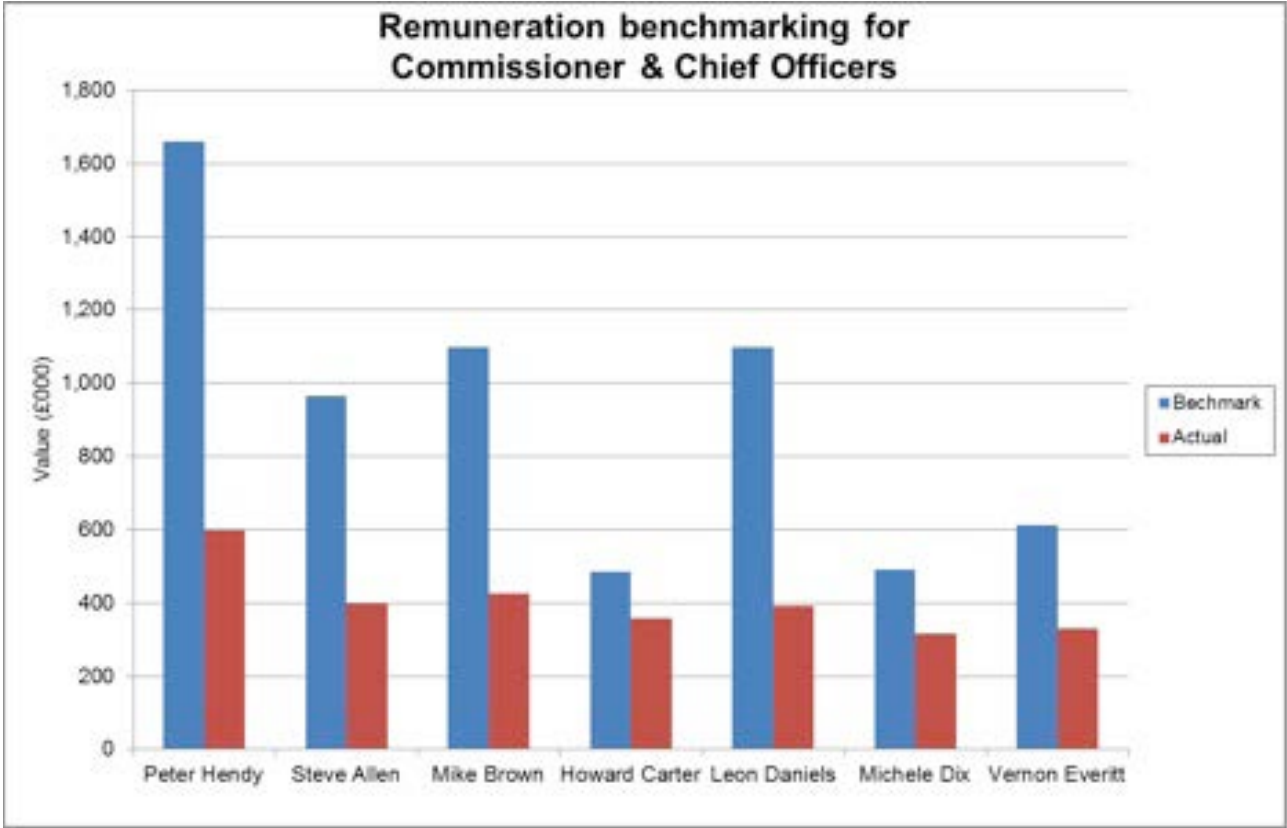
- National Grid
- BT Group
- SSE
- Centrica
- International Consolidated Airlines Group
- Capita
- EasyJet
- United Utilities
- Bunzl
- Severn Trent
- Royal Mail
- Pennon Group
- Amex Foster Wheeler
- Stagecoach Group
- Thomas Cook Group
- Balfour Beatty
- Carillion
- National Express Group
- FirstGroup
- Go-Ahead Group
- Serco Group

Publicly Accountable Group

- BBC
- Manchester Airport Group
- NATS
- Network Rail
- Nuclear Decommissioning Authority
- Post Office

Remuneration has been benchmarked on a 'target' basis. The annual bonus is valued at on 'target' performance and long-term incentives are included on an 'expected' or 'fair' value basis. Target remuneration for the purposes of benchmarking for the current incumbents has been valued using the average level of performance related pay over recent years, and valuing pension provision based on standard actuarial assumptions. Target remuneration will not therefore match actual remuneration as the basis of preparation is different.

This research has shown that the base salaries and total target remuneration for the Commissioner and all Chief Officers are significantly below the market level; total is between 36 per cent and 74 per cent of market of total target remuneration as shown in the graph below.



Remuneration of senior staff

In recognition of the continuing challenging economic climate and financial constraints upon TfL, in 2014/15 the base pay of the Commissioner was frozen for a sixth consecutive year. The Commissioner’s salary was £348,444.

The Commissioner is eligible for consideration of a performance award up to a maximum of 50 per cent of base salary. The Chief Officers are eligible for consideration of a performance award up to a maximum of 30 per cent of base salary.

Other benefits

Senior officers are eligible to receive the following:

- Private medical insurance
- Annual health check-ups
- Subscriptions to professional organisations
- Pension
- Where appropriate, recompense for loss of benefits from previous employers and/or to comply with TfL’s policies
- As with all TfL employees, the Commissioner and Chief Officers are provided with a free travel pass for themselves and a nominee valid on TfL transport services. Chief Officers who joined after 1 April 1996 are eligible to receive reimbursement of 75 per cent of the

cost of an annual season ticket on National Rail. Chief Officers employed by predecessor organisations prior to April 1996 receive National Rail facilities in line with the policy of the predecessor organisation

Pension arrangements

Chief Officers are eligible for the following pension benefits:

- Membership of the TfL Pension Fund, a ‘defined benefit’ scheme which provides for a pension payable from age 65, based on 1/60th of pensionable salary for each year of service
- Pensionable salary is capped for joiners from 1 June 1989. For 2014/15, the cap was £145,800
- Up to 25 per cent of the value of the pension can be taken as a cash sum (under current legislation)
- Lump sum death benefit of four times salary on death in service
- Dependant’s pension and children’s pensions are paid on death in service and after retirement
- Member contributions payable at the rate of five per cent of pensionable salary
- Pension payable in the event of retirement due to ill health

- An employer contribution of up to 10 per cent of salary to either the TfL Supplementary Pension Scheme, a ‘defined contribution’ scheme, which provides additional benefits for those earning above the cap or paid as a supplement to base salary less an adjustment for employer national insurance contributions.

The Commissioner is entitled to a pension based on TfL service equal to what would be due under the TfL Pension Fund if the cap did not apply

The remuneration received by the Commissioner and Chief Officers for 2014/15 is shown on page xx.

Comparative pay across TfL

The number of TfL staff receiving total remuneration of more than £50,000 is on page xxx and the remuneration of senior employees with a base salary of more than £150,000 is on page xxx.

The number of TfL staff (excluding Crossrail) who received total remuneration more than £100,000, including those paid above this amount due to severance payments and overtime worked, was 413 in 2014/15 compared to 326 in 2013/14. The number of Crossrail staff who received total remuneration of more than £100,000 was 41 in 2014/15 compared to 40 in 2013/14.

This is largely attributable to the increased number of employees working overtime to complete major multi-billion pound projects to modernise London Underground and Crossrail. There was also an increase in those who received voluntary severance as part of efficiency measures, which will deliver significant financial savings and improved customer service in the future (see below).

The overtime was worked by specialist engineers and highly skilled project staff, 91 of whom earn a base salary of less than £100,000. However, the overtime they earned took their total remuneration above this. This is more than double the number of people who were in this position in 2013/14, due to the fact that the modernisation programme increased in its scale during this year. Examples of their work include:

- Replacing hundreds of kilometres of track, sleepers, ballast and rails to improve service reliability for customers
- Upgrading major stations to improve capacity and reduce crowding
- Upgrading and replacing ageing signalling and power systems to provide faster, more frequent and reliable services

There was also an increase of 19 people (40 in 2013/14 to 59 in 2014/15) who were on a base salary of less than £100,000 but who received a one-off Voluntary Severance payment which took their total remuneration above this. This is largely the result of modernisation under London Underground’s Fit for the Future – Stations programme, which is making staff more visible and available in stations to serve customers more effectively and which will deliver £270 million in savings over the term of TfL’s Business Plan to 2020/21.

The following table provides a summary of the changes to the Commissioner’s cash earnings for 2014/15 versus the change in pan TfL median earnings over the same period. This demonstrates an increase in median earnings across TfL while there has been no change in the base salary of the Commissioner and a reduction in performance related pay received during the year.

	2014/15 £’000	Change from 2013/14
Commissioner	478	-2.2%
Pan TfL median earnings	50	+3.6%

Note: Earnings are defined as total taxable earnings for the year, including base salary, performance related pay, allowances and the cash value of any benefits-in-kind. Median TfL earnings are based on those employees who have been employed by TfL throughout the year to avoid distortion from starters or leavers

The table below shows how total remuneration is split between employees by grade.

	2015 Percentage of total
Commissioner and Chief Officers	0.2
Directors	0.7
General managers	1.9
All other TfL employees	97.2
	100.0

Note: Employees’ remuneration is consistent with the definition in note 5a on page xxx and includes salaries, fees, performance related pay, benefits in kind, lump sums and termination payments. It excludes employer pension contributions and employer national insurance contributions paid, and is based on remuneration received by employees during the relevant year.

Members' remuneration	For the year ended 31/03/15 £
Boris Johnson	Not remunerated by TfL
Isabel Dedring ¹	Not remunerated by TfL
Peter Anderson	24,000
Sir John Armitt CBE	24,000
Sir Brendan Barber	22,000
Richard Barnes	24,000
Charles Belcher	24,000
Roger Burnley	20,000
Brian Cooke	24,000
Baroness Grey-Thompson DBE	24,000
Angela Knight CBE	20,000
Michael Liebreich	22,000
Eva Lindholm	20,000
Daniel Moylan ²	89,000
Bob Oddy	22,000
Keith Williams	24,000
Steve Wright MBE	24,000

¹ Isabel Dedring is not remunerated as a Member of TfL. She is remunerated as a TfL employee on secondment to the GLA as Deputy Mayor for Transport.

² This is the total remuneration received from TfL in 2014/15 which comprised £24,000 as a Member of TfL and £65,000 for additional aviation duties.