

Commissioner's Report

19 September 2018

About Transport for London (TfL)

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

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground, London Buses, the 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. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10 per cent to London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means freezing TfL fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the Board meeting of 25 July.

2 TfL Scorecard

Period 5

Breakdown of scorecard measures categories:

Safety and Operations: **25%** Customer: **25%** People: **25%** Financial: **25%**

Long-term objectives	2018/19 scorecard	Period 5		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
Healthy Streets and healthy people (18%)					
London's transport system will be safe and secure	Reduction in people killed or seriously injured on the roads from 2005-09 baseline (%) ¹	Qtrly	Qtrly	39.3 ■	38.1
	Reduction in people killed or seriously injured on roads from 2005-09 baseline (incidents involving buses) (%) ¹	Qtrly	Qtrly	72.6 ■	51.8
	Injuries on the public transport network	875 ■	880	4,545 ■	4,591
London's streets will be used more efficiently and have less traffic	Operational improvements to sustainable travel	2,909 ■	2,467	6,837 ■	6,221
London's streets will be clean and green	Number of London buses that are Euro VI compliant ²	50 ■	n/a	4,200 ■	n/a
More Londoners will travel actively	Healthy Streets scheme assessment (%)	Qtrly	Qtrly	10 ■	10
A good public transport experience (17%)					
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	4.05 ■	4.36	4.38 ■	4.40
	Average bus speeds (mph)	9.5 ■	9.4	9.3 ■	9.2
Public transport will be accessible to all	Additional time to make step-free journeys (minutes)	Qtrly	Qtrly	9.9 ■	9.9
Journeys by public transport will be pleasant	Customer satisfaction (percentage of Londoners who agree we care about our customers) (%)	Qtrly	Qtrly	48 ■	49

Safety and operations (25%)

Customers (25%)

¹ Reduction in KSIs: Measured in calendar years (YTD is January to March 2018). These are provisional estimates and may be subject to change.

² Number of London buses that are Euro VI compliant: The full year target for this measure is 6,050 buses. There are no quarterly targets due to the unpredictability of when operators will offer new buses. The retrofitting programme is on track.

■ Achieved ■ Partially achieved ■ Not achieved

Long-term objectives	2018/19 scorecard	Period 5		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
New homes and jobs (2.5%)					
Transport investment will unlock the delivery of new homes and jobs	The percentage of affordable houses we take to market in the year (%)	Qtrly	Qtrly	40 ■	40
Mode share (5%)					
80% of journeys will be made by sustainable modes in 2041	Improve sustainable mode share improvement ³	Qtrly	Qtrly	0 of 3 ■	3 of 3
All MTS themes (7.5%)					
All MTS outcomes	Deliver key investment milestones (%)	100 ■	90	92 ■	90
	Open Elizabeth line central section	Delayed ■	On track	Delayed ■	On track
People (25%)					
A capable and engaged workforce representative of London	Workforce representativeness - all staff (%)	Qtrly	Qtrly	69.6 ■	69.9
	- director/band 5 (%)	Qtrly	Qtrly	42.1 ■	42.0
	Inclusion index (%) ⁴	See note	Annual	Annual	Annual
	Total engagement (%) ⁴	See note	Annual	Annual	Annual
Financial (25%)					
We are prudent and cover our costs	Net operating surplus (£m)	(44) ■	(82)	163 ■	56
	Investment programme (£m) ⁵	124 ■	151	719 ■	859

3 Sustainable mode share improvement: The walking survey is scheduled to take place at the end of Q3. Therefore, this element is not included in Q1 results.

4 Total inclusion index/total engagement: These measures are a result of the annual Viewpoint survey. Results are expected to be available in Q3.

5 Investment programme: This measure is rated amber as spend is behind target owing to rephasing rather than value engineering or other cost reductions

3 Safety and security

Croydon tram overturning

Our thoughts remain with all those affected by the tragedy at Sandilands and we continue to do all we can to support them. The Sarah Hope Line continues to provide help with counselling and other support.

We are making good progress with the procurement of a new safety system on the London Trams network, which would automatically apply the brakes should the speed limit be exceeded at high-risk locations. A number of companies have responded to our Invitation to Tender, indicating their interest in supplying and fitting this system. We are evaluating their initial submissions against our safety and performance requirements and we are working toward a contract award by the end of the year.

We are also assessing the options available to strengthen the type of glazing fitted on the tram fleet.

We are working closely with other UK tram operators and infrastructure managers to establish the structure, governance and function of a Light Rail Safety & Standards Board, which the Rail Accident Investigation Branch recommended should be formed in its report into the tram overturning at Sandilands.

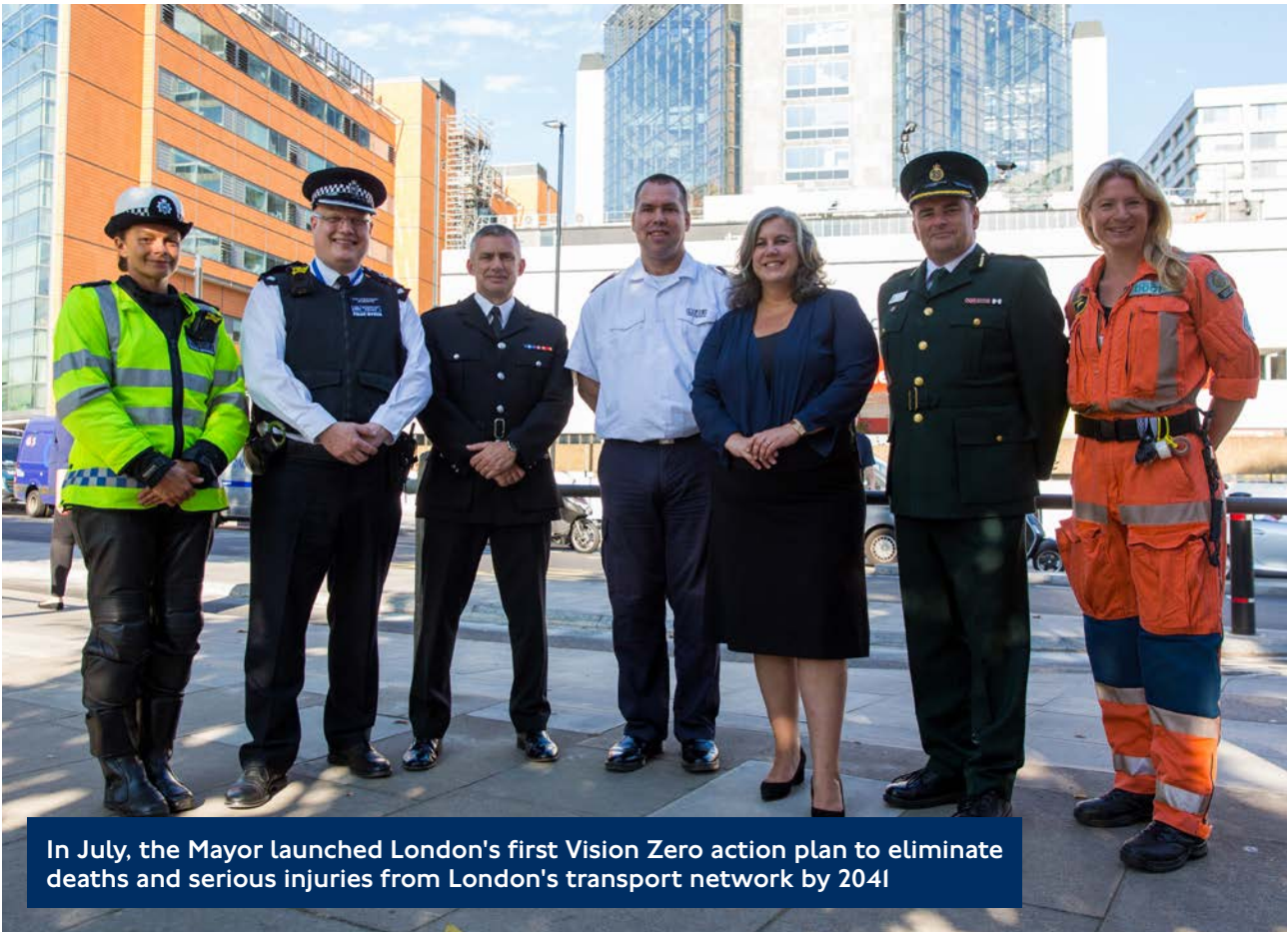
Vision Zero

On 24 July, the Mayor published London's first Vision Zero action plan. We have worked closely with the Metropolitan Police Service (MPS) on the action plan, which sets out measures to eliminate deaths and serious injuries from London's transport network by 2041.

These include lower speed limits on key parts of our road network, transforming dangerous junctions, a Direct Vision Standard for heavy goods vehicles (HGVs), and joint work we will carry out with the police on speed enforcement. Our plan also features a new focus on the most dangerous drivers, and an evolving and comprehensive bus safety programme that includes speed-limiting technology, an innovative training course for all drivers, and a safety innovation fund.

Our Direct Vision Standard will categorise HGVs according to the level of a driver's direct vision from a cab. We propose that this would form part of a HGV safety permit system that would progressively exclude the most dangerous HGVs from 2020. The scheme is proposed to be introduced in late 2019.

The Bus Safety Standard for London's buses will identify the latest safety technologies and features to reduce casualties on the bus network. This could include improved vision for drivers and automatic emergency braking, as well as



In July, the Mayor launched London's first Vision Zero action plan to eliminate deaths and serious injuries from London's transport network by 2041

redesigning both the interior and exterior of buses. This standard will be written into all new bus operator contracts from the end of this year.

The Vision Zero action plan also includes education campaigns with communities and schools as well as safety training for motorcyclists, moped riders and cyclists.

We are also proposing to make 20mph the general limit on our roads within central London by 2020, as well as proposing 20mph speed limits in many town centres and high-risk locations by 2024. Nearly one-third of streets in London currently have a 20mph speed limit and these measures will mean that more Londoners will benefit from a low-speed environment. We are also working with London's boroughs to

identify areas on local roads where road users would benefit from similar changes in speed limits.

Vision Zero will be supported by the MPS Roads and Transport Policing Command (RTPC), through enforcement by more than 2,000 uniformed officers. The MPS will intensify police focus on the most dangerous drivers and amplify the deterrent effect through widespread high-visibility roadside operations and patrols.

We are committed to the next round of major work to make the most dangerous junctions in London safer. This work has already identified 73 junctions with the worst safety records and is proceeding with a major Safer Junctions programme that will see significant safety improvements at these locations.



One of our employees came up with a unique and effective way of reducing customer injuries by asking their daughter to make safety announcements at Victoria station

Customer safety

Work continues to assess the effectiveness of existing improvement activities designed to ensure that we meet our target of reducing customer injuries across our network. In addition to a new Bus Safety Standard, we have also started to collate and assess the underlying causes of customer slips, trips and falls at stations and inside vehicles, which make up the majority of bus customer injuries. Improvement work is already under way, such as customer safety education campaigns, improved lighting, staff announcements and staff training to intervene when concerns are raised about a person's fitness to travel. This will be reviewed to ensure efforts and activities are focused on those areas which will have the most significant impact.

The actions we have taken are having an effect and the number of accidents is lower than this time last year. As well as reducing the gap between the train and the platform, improving the train operator's view of the platform, and clearer signage about holding the handrail, we are improving how we communicate with our customers. One example of this, reported recently, was where a staff member at Victoria station asked their nine-year-old daughter to make safety announcements. Early signs suggest that this approach has had a positive impact on customer behaviour, which has led to a reduction in the number of safety incidents.

Workforce safety

We have workforce injury reduction plans in every part of the business and a key priority this year is on ensuring we remain focused on building and enhancing the maturity of our safety culture and systems. We are concentrating on our managers having open and honest conversations with their staff about safety issues, especially to ensure everyone feels they can raise safety concerns and that they will be listened to and acted upon.

During the hot weather, we emphasised the importance of remaining hydrated and the practical things people can do to stay cool, particularly in operational locations where air cooling is not yet available. We emphasised to our teams the importance of recognising and reporting fatigue, acknowledging that hotter weather can sometimes reduce the length and quality of sleep, and that this can occasionally affect levels of alertness and concentration.

This year, our plans address key areas of risk for our staff and contractors, so that they can work safely on our network. This includes reducing the number of injuries from working at height; slips, trips and falls; workplace violence; and the risk of accidents while working on the track, on the road, or close to utility services.

A key element of all our plans is improving the safety culture across the organisation. We have launched a new 'Safety conversation' approach for our London Underground (LU) maintenance team and created open forums for discussing safety issues with our staff and contractors who work onsite. We are also simplifying and standardising a range of processes in risk assessment, incident reporting and investigation, to enable us to learn and share lessons faster and wider.

As part of our campaign to reduce falls on or near the track, we started a programme of work in April 2018 to clear redundant materials from the Underground network.

Major project safety

Despite a very low overall rate of accidents, we have identified an increase in the most serious, reportable injuries by our staff and contractors over the last quarter. While there was no common trend in terms of causation, there was a trend in injuries leading to more than seven days off work.

In response to this, we held our first Health, Safety and Environment (HSE) 'stand down', which focused on both our day and night teams. It involved those on our sites and in our offices and focused on how they can ensure the wellbeing, safety and health of themselves and their colleagues by taking very simple steps.

This increase in the most serious, reportable injuries is a pattern across the whole construction industry, and at our next Zero Harm forum this month we will again be working with our suppliers to explore what more can be done to address this industry trend.

We are also taking action to improve how quickly we investigate and close out reports of incidents and near misses. We have:

- Coached our teams on the importance of timely and quality investigations, including what to look for and how to use our reporting system
- Run a campaign, featuring our senior leadership team, highlighting their commitment to high-quality investigation
- Increased the visibility of our incident close-out rates and how we use the data to improve HSE performance
- Started to review our tools and forums for sharing lessons learned

Road Network Compliance

We have seen very positive results from the implementation of new shift patterns in our Road Network Compliance team, aimed at increasing coverage of peak times. The team has been able to identify more instances of non-compliance.

New shift patterns and intelligence-led deployment of our Road Network Compliance team have resulted in increased coverage at peak times



We have also launched a new intelligence-led enforcement deployment system, allowing us to deploy our different traffic enforcement resources more effectively. This has helped to prioritise sites by compliance levels, and highlight areas of non-compliance which we are not currently enforcing.

On 20 July, we ran a night exercise to tackle fare evasion, antisocial behaviour and low-level crime on selected bus routes at night. Between 22:00 and 05:30, a total of 32 Revenue Protection staff and six RTPC officers engaged in targeted activity, including a static exercise on Park Lane and mobile checks elsewhere in Westminster, and in Camden and Southwark. A total of 2,885 passengers were checked on 180 buses, 63 penalty fares were issued and 24 passengers were reported for consideration of prosecution.

Running in parallel with this night exercise, the Taxi & Private Hire Compliance team worked in partnership with MPS officers on a static roadside stop site in Waterloo Place, Westminster. Compliance checks were conducted by pulling taxi and private hire vehicles into the stop site, with a total of 54 compliant and 23 non-compliant checks.

When we find a non-compliant vehicle, our Compliance Officers will issue either an Advisory Notice or an Unfit Notice, dependent on the severity of the issue. Drivers who are issued with an Unfit Notice are required to present the vehicle at an NSL test centre within 14 days to undergo a special inspection to confirm the fault identified has been repaired or corrected. Driver non-compliance is dealt with via warning letters.

Making our bus operations safer

In parallel with the Bus Safety Standard, our bus operators are progressing trials of innovative safety equipment through our Bus Safety Innovation Fund. This work will be made available to the wider bus industry at the Bus Safety Summit and is due to take place at the Millbrook Proving Ground – one of the UK's leading vehicle-testing facilities.

We have also appointed Loughborough University, in partnership with the Swedish Road Safety Institute (VTI), to conduct independent research into bus driver fatigue. This will help us understand whether this is a factor in safety performance.

Bus driver safety training and safety site meetings

We are developing a new bus driver safety training course that will be delivered through our operators to all 25,000 bus drivers. It will focus specifically on drivers' awareness of more vulnerable passengers as well as looking at how to reduce the number and severity of injuries that occur on board.

We are also holding further large-scale safety meetings on-site to see if more can be done to reduce risk on busy highways and junctions. Go Ahead will be the next operator to take the rotating lead role after selecting the new Elephant and Castle road layout as its focus area in September. Previously, operator RATP organised a safety event

in and around Oxford Street on 29 May to allow our team and the bus operators to work together to scrutinise the behaviour of bus drivers, cyclists, pedestrians and other vehicle users who pass through this congested retail centre.

Tackling knife crime and keeping people safe on public transport

Instances of knife crime on our network are low. Officers from the MPS RTPC continue to assist us in carrying out mobile and static revenue protection inspections in a number of priority boroughs. Targeted high-visibility patrols on priority routes have provided a visible deterrent to violent offenders on the bus network and daily weapons sweeps in transport hubs and on priority routes continue to be carried out with a number of weapon seizures.

British Transport Police and local MPS Borough Safer Transport teams have been investigating a number of incidents involving a group of youths targeting commuters on the bus and train networks recently, including those at Harrow bus station. We carried out a successful joint operation over the weekend of 4-5 August, identifying and arresting four youths for their suspected involvement.

We also continue to work with the police to carry out intelligence-led knife screening operations, and we received positive feedback from members of the public and commuters following a recent knife arch operation at Vauxhall bus station.

Safer Junctions

We published a list of Safer Junctions in April 2017, which identified 73 junctions on our roads with the highest vulnerable road user collision rates between 2013 and 2015 and which we have been considering in detail to assess how to make them safer.

We have now completed work at 24 of these junctions and all have had mitigation measures to reduce road danger. We are taking a further 41 through design and construction. We are carrying out safety studies at the remaining eight junctions.

Our Safer Junctions programme includes plans to make Old Street roundabout safer by removing the gyratory, closing one arm of the roundabout and creating a new public space and building segregated cycle lanes. Work was scheduled to start early next year but, following the tragic collision on the roundabout between a cyclist and a lorry on 25 July, we have urgently looked at ways to bring this work forward. Enabling works will start in November and the main works will begin in January 2019. We will do absolutely everything we can to deliver significant incremental improvements over the period until final completion of the scheme in autumn 2020.

On 28 June, we began works to remove the existing gyratory at Highbury Corner and replace it with a two-way traffic system complete with segregated cycling facilities, improved pedestrian crossing points and a new public realm area. We

are working alongside contractor Cadent Gas, which is carrying out urgent gas main replacements in Canonbury Road. This collaborative approach will minimise both the overall works duration and disruption for the travelling public. Our main works will be complete by summer 2019.

At Waterloo roundabout, we have submitted an Environmental Screening Opinion to Lambeth Council in relation to our plans to make significant changes to the roundabout and immediate area. This is ahead of submitting a planning application for the structural elements of the scheme later in the year. The changes will include the introduction of a new public space, walking and cycling improvements and streamlined public transport to enhance the junction for vulnerable users.

Westminster Bridge Inquests

On 22 March 2017, four people were killed in a terror attack when they were struck by a vehicle that was driven by the attacker along the pavement on Westminster Bridge. PC Keith Palmer was killed in the grounds of Parliament by the attacker. The attacker was shot and killed by the police. The inquest for the victims of the terror attack began on 10 September 2018 and will last for three to four weeks. TfL is an Interested Person in the inquest and has provided witness statements in relation to highway responsibilities and security arrangements for the Bridge. A representative of TfL will also be giving evidence at the inquest on security arrangements.

4 Healthy Streets and healthy people

Oxford Street transformation

In early June, Westminster City Council announced that it had taken a unilateral decision to withdraw from the joint project to pedestrianise Oxford Street. Westminster is now working on a short-term safety project for Oxford Street, and a longer-term area strategy for the surrounding neighbourhoods.

The Mayor has written to the Leader of Westminster, indicating his disappointment at the decision, and highlighting the continued challenges to the future of the Oxford Street district, which any new strategy must take into account. We are providing technical advice to assist Westminster in its development of the new strategy, and the Mayor has asked to see details of Westminster's plans by the end of this month. Following this, we will work with Westminster to find a way forward.

In the meantime, we have already reduced bus services along Oxford Street by 40 per cent, reflecting the new ways people are travelling in central London, and after public consultation we intend to change routes further, removing four from Oxford Street.

All planned bus service changes adjacent to feeding in to the planned Elizabeth line route will now, of course, be subject to further review and we will be reviewing the timings of these changes to ensure they are as beneficial as possible.

Air quality

Lowering emissions from our buses

Around 55 per cent of our 9,000-strong bus fleet now meet the ultra-clean Euro VI standard following our programme to upgrade around half our vehicles and replace remaining vehicles. We also continue to rapidly adopt zero-emission vehicles, with 106 already available for service, split between 96 electric and 10 hydrogen fuel-cell vehicles. This number is set to grow later this year.

We are accelerating this transition through the introduction of Low Emission Bus Zones beyond the proposed Ultra Low Emission Zone (ULEZ). This autumn, we will deliver at least three Low Emission Bus Zones: A2 Camberwell New Cross, A3 Wandsworth St John's Hill and Haringey High Road.

Go Ultra Low City Scheme

The Go Ultra Low City Scheme in London is funded by the Office for Low Emission Vehicles and works to: install charge points in residential streets; install car club charge points; and create innovative local schemes to promote electric vehicle uptake, known as 'Neighbourhoods of the Future'.

For the on-street residential and car club charge points, we have put in place a multiple-supplier procurement framework agreement, which went live on 31 July and is in place for the next three years. To promote the launch of the framework, we ran a Special Event



Half of our Rapid Charge points installed to date are dedicated to the new Zero Emission Capable taxis

Day with the GLA on 16 August to enable Borough officers to meet suppliers, view the products and ask questions.

Rapid electric vehicle charging

To support the growing number of Zero Emission Capable taxis and the take-up of electric vehicles, we are building a network of Rapid Charge Points across London. We have installed 120 Rapid Charge Points to date, of which half are dedicated to taxis. This will increase to 150 by the end of December – a major step towards our target of 300 Rapid Charge Points by December 2020. At present, there are more than 400 Zero Emission Capable taxis licensed in London.

Walking and cycling

Working with London's boroughs on improving town centres

In August, the Local Implementation Plan (LIP) funded works to improve Mitcham town centre by delivering stepped cycle tracks and improved pedestrian crossings, while bus priority measures were completed by the London Borough of Merton. Alongside this, town centre improvement schemes – encouraging increased walking – were also completed at Beckenham High Street in Bromley and West Norwood in Lambeth.



The LIP programme is also funding ongoing works to remove traffic-dominated gyratories, and to improve walking and cycling at Stratford in Newham, Baker Street/Gloucester Place in Westminster and Tottenham Court Road/Gower Street in Camden.

We continue to work with Haringey Council on ongoing construction of improved pedestrian facilities in White Hart Lane, in conjunction with the redevelopment of the Tottenham Hotspur football stadium. The London Borough of Hounslow also continues to work to improve congestion around Feltham station.

Works at Bruce Grove town centre, Haringey are progressing well. The scheme will deliver £2m of improvements to the local environment for pedestrians, cyclists and bus passengers, with expected completion in late September.

Cycle Superhighways

Following the Mayor’s announcement on 30 January 2018 of our intention to proceed with six new cycle routes and the publication of the Strategic Cycling Analysis in June 2017, we have begun feasibility design on two of the routes – Tottenham to Camden and Hackney to the Isle of Dogs.

We continue to make good progress with delivering new Cycle Superhighways. Earlier this month, we completed Cycle Superhighway 6 – between Bloomsbury and Elephant and Castle – six weeks earlier than planned and in time for the start of the new school term. The works included a number of items to support Healthy Streets and the Mayor’s Transport Strategy, including the introduction or upgrade of eight junctions to improve pedestrian movements.

We have completed concept design for Cycle Superhighway 4 (Tower Bridge to Greenwich) following the changes from the public consultation and will be starting the detailed design shortly. We are also continuing to work with the Royal Parks on the design for the side road on North Carriage Drive within Hyde Park on the East-West Cycle Superhighway, with work continuing on the remaining non-core parts of the route. We are carrying out more modelling on Cycle Superhighway 9 (Kensington Olympia to Brentford), which should be complete at the end of September, and are continuing to work on the consultation report and responses to the issues raised.

Cycle Superhighway II

Work was due to begin on site for Cycle Superhighway II (CSII), which will run between Swiss Cottage and the West End. The scheme is due to be finished by 2020. However, the start of construction was delayed after we received an application for a judicial review from Westminster City Council in June. At a hearing in July the court granted Westminster an injunction preventing works from starting until judgment has been given following a hearing on 6 September.

Mini-Hollands, Cycling Quietways and Central London Grid

We continue to make good progress on the Mini-Hollands, Quietway and Central London Grid programmes, with a focus on completing and opening significant sections of these routes.

We have completed 104km and begun construction on a further 8km of the proposed 250km network of Quietway routes. We have also implemented wayfinding across 17km of this network, and a further 45km of these routes will have wayfinding implemented over the rest of this year.

Twenty-six of the 103 Mini-Hollands schemes are complete. Twenty-one further schemes are currently under construction, including at Kingston Station, Lea Bridge Road in Waltham Forest and the A1010 South scheme in Enfield. Twenty-five schemes are currently going through design and consultation, including a number of Quietway Links and Enfield Quieter Neighbourhoods.

Work continues on the Central London Grid, with 39km of the original 85km network now complete, including strategically important routes such as Quietway 13 between Broadway Market and Old Street, and Quietway 15 between Earls Court and Belgravia. An additional 8km of network is currently under construction, including a segregated cycle track at Finsbury Square, and a further 9km are awaiting wayfinding to be implemented. These routes are due for completion in early 2019.

A further 65km of potential Quietway routes have been identified and we are working with boroughs to define more detailed plans. This includes important routes such as the link between Cycle



Our cycle hire scheme celebrated its eighth birthday in July, with a record 1.2m hires

Superhighway 2 and 3 in Tower Hamlets, a link between Dalston and Bethnal Green via Queensbridge Road in Hackney, and Kensington High Street to Notting Hill in Kensington and Chelsea. In September, we will publicly launch Quietway 14 between Blackfriars and Tower Bridge Road.

Santander Cycles celebrates eighth birthday with best ever month of hires

The scheme, which was launched on 30 July 2010 with 400 docking stations and 6,600 bikes, has since expanded to cover 100 square kilometres of London, with 11,000 bikes and more than 800 stations, making it the largest cycle hire scheme in Europe. The most recent expansion of the scheme added Brixton to the list of destinations served by the bikes. More than 73.5 million journeys have been made using the cycles since 2010.

In July, there were more than 1.2m hires, beating the previous record of 1.18m in July 2016. The recent hot weather has encouraged even more Londoners to make the most of what the capital has to offer by taking to two wheels. Santander Cycles has been able to meet this demand by providing additional capacity at the most popular stations in and around parks during weekends and launching a 'pop-up hubs' trial in Westminster and the City to provide more cycles at peak commute times.

Bridge works

Construction works continue to progress well on the bridge replacements on the A406 Power Road and A127 Ardleigh Green projects. At Power Road, we have continued with the construction of the new carriageway and remain on course to reopen the road to four-lane traffic in autumn 2018. At Ardleigh Green, the component parts of the second half of the new bridge have been constructed in preparation for its imminent launch, which will be undertaken during night-time closures of the railway. We plan to reopen this road to four lanes of traffic in spring 2019.

Rotherhithe to Canary Wharf crossing

Design development work continues on our provisional preferred option of a navigable bridge. The current phases of design development are focused on exploring various options for the structure, and landings that will minimise impact as much as possible and remain cost-effective.

We have issued our response to the issues raised report to close out our previous consultation and we have started work to prepare for our forthcoming second public consultation. We have met regularly with the London Boroughs of Southwark and Tower Hamlets and other stakeholders to keep them updated on progress.

Woolwich Ferry

We are replacing the three existing Woolwich ferries with two ferries that will be more reliable and environmentally friendly. As part of the removal programme, we are also upgrading the mooring facilities. All six river piles were successfully installed in July for the north and south berths as planned, which included the removal of two old wooden and steel berths. We are ahead of programme with the construction of the pontoons for the new berths, with all pontoons expected to be completed this month.

Alongside this, we continue with fit-out and testing on the new ferries, which were successfully launched in Poland on 15 May. A period of dock trials, followed by sea trials, is under way and will finish in time for the replacement ferries to be dispatched to the UK in September, ready for the new service to begin at the end of 2018.

Brent Cross

We are working with developer Hammerson Standard Life on its plans for the redevelopment of Brent Cross. The scheme consists of substantial highway works and public transport infrastructure, including a new bus station, dedicated bus priority measures and a new living bridge for pedestrians and cyclists across the A406 North Circular. In July, the developer paused the project for at least six months, which

has delayed the start of works until at least early 2019. In the interim, we are working together to put in place the necessary design and other approvals in advance of works beginning.

White Hart Lane station upgrade

Between 29-30 July, we worked with Network Rail to complete structural strengthening works at White Hart Lane station. This work will support the new pedestrian tunnels under the raised track, being installed as part of the upgrade project.

Events

On 28 and 29 July, we delivered another successful RideLondon weekend, with up to 100,000 participants taking part in the eight events. This one was particularly challenging given the weather conditions, which varied from high temperatures in the run-up to the event to torrential rain and strong winds by Sunday afternoon. The Saturday Freecycle event saw tens of thousands of participants of all ages taking the opportunity to ride on the closed roads of central London and experience the sights. This was followed by the women's UCI Classique race and the Handcycle and Brompton races in St James's Park. On 29 July, more than 26,000 people completed the three ride lengths of 100 miles, the shorter 46-mile course for less experienced riders, and the 19-mile course introduced this year for new and novice riders, which attracted a lower age group of participants.



Despite some challenging weather conditions, up to 100,000 participants took part in RideLondon this year

On 4 and 5 August, the AJ Bell London Triathlon took place in east and central London. Advertised as the largest event of its kind, the activity was based around the ExCeL centre, with the open-water swimming taking place in the Royal Docks. The Sunday activity has a longer cycling course, which brings the participants along Victoria Embankment to return just ahead of the Houses of Parliament.

The annual Notting Hill Carnival took place from 26-27 August, with hundreds of thousands of people attending the event, the majority travelling by public transport.

On 9 September, the final stages of the 2018 OVO Energy Tour of Britain cycling event took place, with the closed-circuit race taking place in central London. The final stage in London was the culmination of a week-long series of hard-fought races across the country.

We work hard to plan every event in meticulous detail with event organisers to ensure the impact on Londoners is kept to a minimum.

5 A good public transport experience

Elizabeth line

On 31 August, Crossrail Limited announced that the central section of the Elizabeth line between Paddington and Abbey Wood will open in autumn 2019, instead of December this year. The revised schedule is needed to complete the final infrastructure and extensive testing required to ensure the Elizabeth line opens as a safe and reliable railway.

The hugely complex 10-year project, delivered by Crossrail Limited, brings together multiple infrastructure contracts, new trains and three different signalling systems. The Elizabeth line will add 10 per cent to central London's rail capacity, and the project will boost the economy by an estimated £42bn.

Crossrail Limited had been working hard to maintain the programme but sufficient testing time is required to introduce the next phase of the railway – the central section between Paddington and Abbey Wood – in a way that can be guaranteed to be safe and reliable.

The original programme for testing has been compressed as fit-out construction activity in the central tunnels is not yet complete. Testing has started but further time is required to complete the full range of integrated system tests.

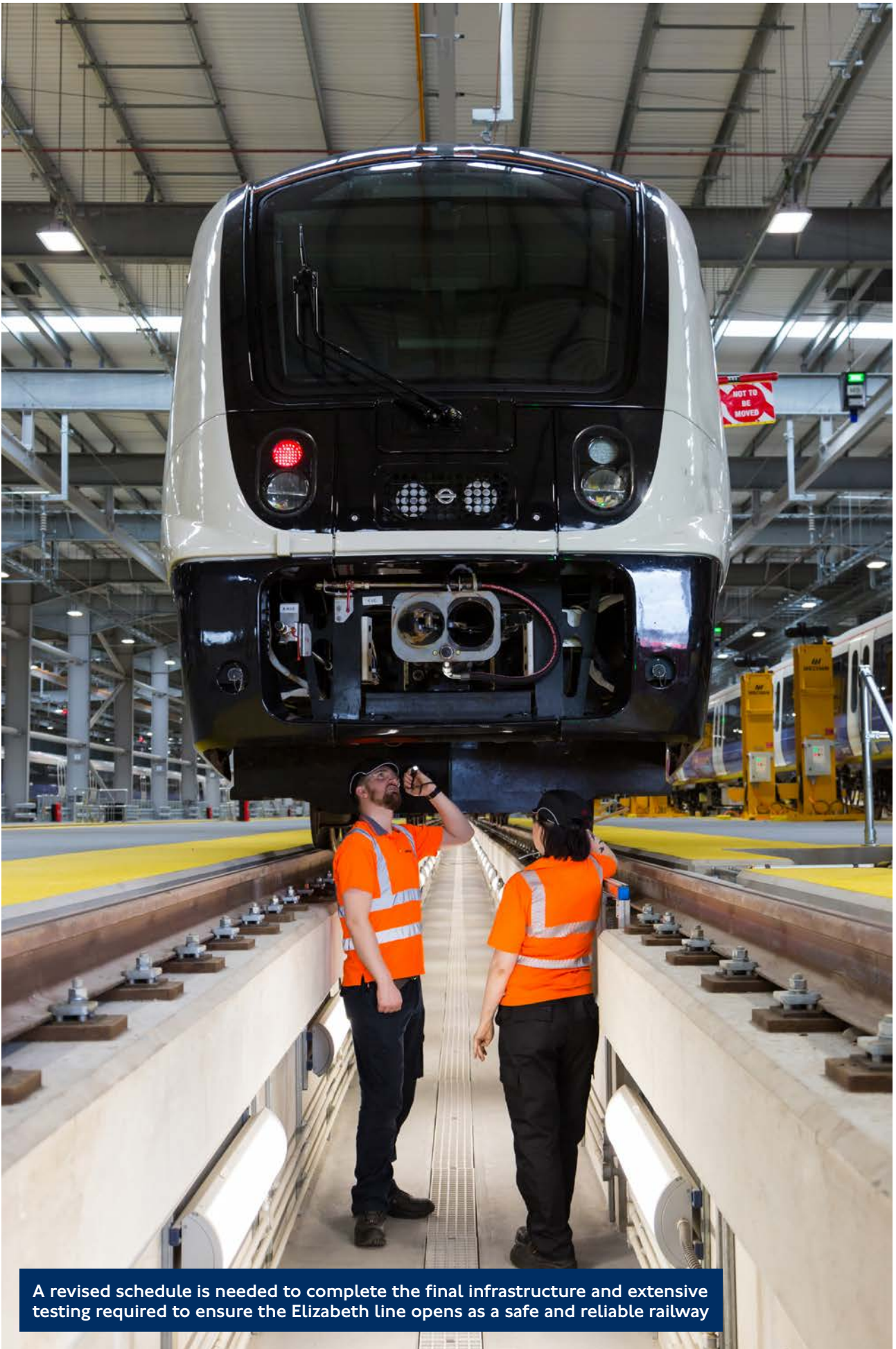
The focus remains on opening the full Elizabeth line, from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, as soon after the central tunnels open as possible.

The delayed opening is extremely disappointing, but ensuring the Elizabeth line is safe and reliable for our customers from day one is vital. We will continue to work closely with Crossrail Limited on the remaining railway infrastructure work and the testing schedule needed to deliver the new railway. The financial impacts are discussed in section eight.

London Underground Northern Line Extension

The Northern Line Extension (NLE) will provide two new stations – at Battersea Power Station and Nine Elms – and will include two new railway tunnels linking Battersea with the existing Northern line at Kennington.

At the new Battersea station, we have completed the architectural ceiling in the ticket hall and are continuing to build blockwork walls throughout the station. These will create the public and back-of-house spaces. Pre-cast concrete lift shafts have been completed and seven five-metre-thick beams have been cast. These beams will support the future Battersea over-station development.



A revised schedule is needed to complete the final infrastructure and extensive testing required to ensure the Elizabeth line opens as a safe and reliable railway

At the new Nine Elms station, we are continuing to construct the platforms and we have cast both tunnel entrances. Blockwork walls are being built throughout the station and we have completed the concrete lining on the pile walls.

Track has been installed in the running tunnels from Nine Elms station to Battersea Power Station, and in the over-run tunnels. Installation of the cable management system (heavy duty brackets fixed to the tunnel walls) continues. Construction of the Kennington Green head-house basement base slab is under way. Excavation of the head-house basement at Kennington Park has begun.

Work to construct four new cross passages at Kennington station between the Bank branch and Charing Cross branch platforms will shortly be completed and the Bank platforms returned to service on schedule. We will continue to fit out these cross passages behind the hoardings. The new passages are essential to improve passenger flows when the NLE becomes operational.

Modernising the Circle, District, Hammersmith & City and Metropolitan lines

We are installing a new digital signalling system on the Circle, District, Hammersmith & City and Metropolitan lines, enabling trains to run closer

together and increasing frequency and capacity. Overall, the modernisation will make journeys quicker on 40 per cent of the Tube network.

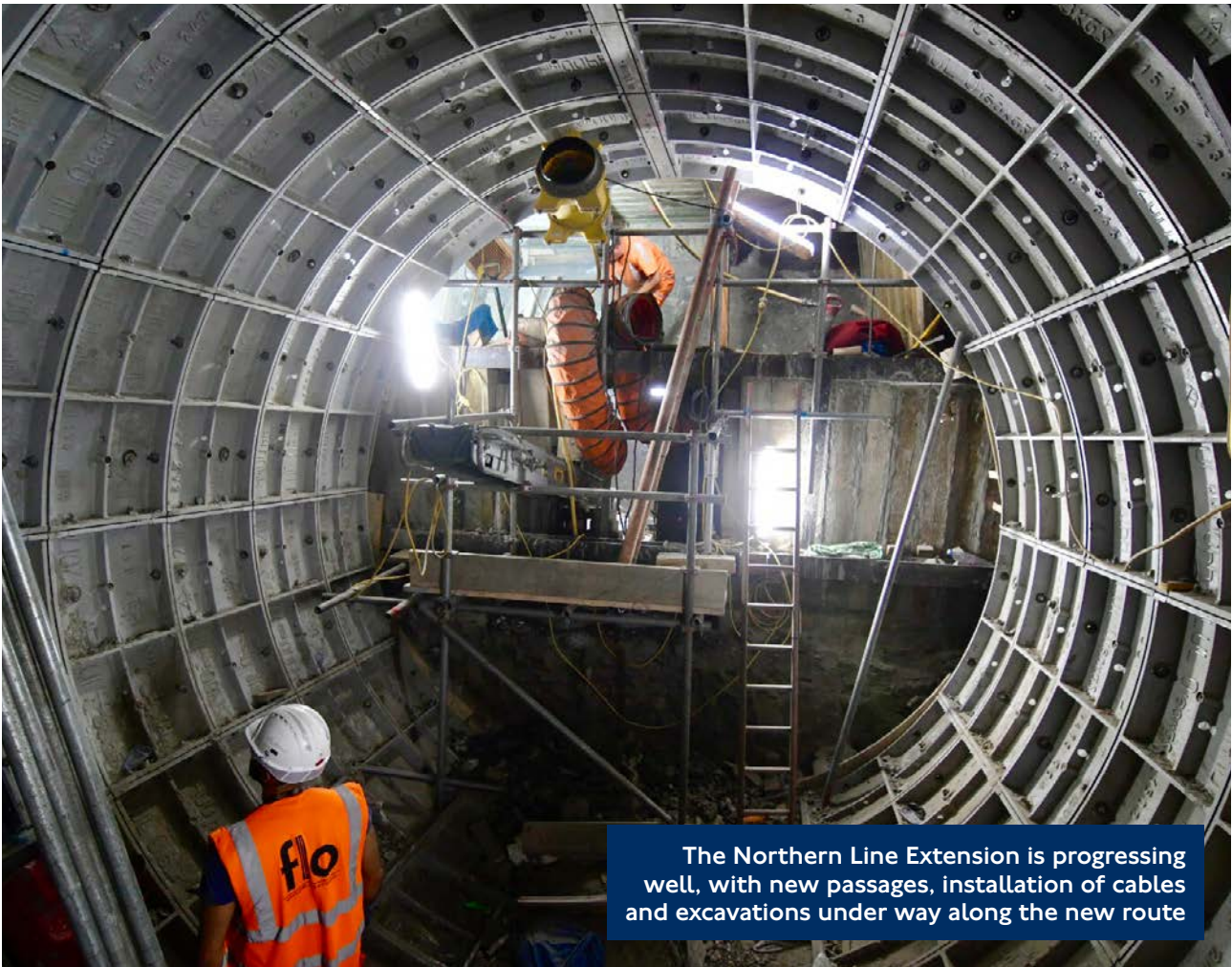
We will be introducing the new signalling system progressively in sections around the network. This follows extensive testing and close working between the project team and our instructor operators, signallers, controllers, service managers and signalling service managers.

We aim to switch on the first sections of new signalling, between Hammersmith and Latimer Road, by the end of this year.

We have fitted a total of 106 (out of 192) S-stock trains with the automatic signalling system in addition to a total of 12 (out of 33) engineering vehicles.

Modernising the Piccadilly, Bakerloo, Central and Waterloo & City lines

On 16 June, we gave notice of our intention to award a contract to Siemens Mobility Limited. The initial order will be to design and build 94 new-generation Tube trains that will transform the experience of millions of Piccadilly line customers. This long-term investment will support not only London's growing population - which is set to increase to 10.8 million by 2041 - but also new jobs, homes and growth, benefiting the whole UK economy.



The Northern Line Extension is progressing well, with new passages, installation of cables and excavations under way along the new route

Following the contract award standstill period, High Court proceedings have been issued challenging the contract award decision in relation to two of the unsuccessful bids. We see no good basis for the claims to be issued and will be taking steps to defend the decision and progress the award of the contract as soon as possible.

Jubilee line

We have been improving the Jubilee line fleet. The £27m, two-and-a-half-year project to refurbish Jubilee line trains is bringing a refurbished train into service every other week. We have now refurbished 27 Jubilee line trains. The work includes:

- Creating a partitioned wheelchair area, compliant with Rail Vehicle Accessibility Regulations
- Fitting the outside of the train with anti-graffiti panels that can be easily replaced
- Putting a yellow plate in the footwell to draw more attention to the gap between the train and the platform
- Resealing the train roofs and replacing windows

Bank

At Bank station, we are boosting capacity by 40 per cent. This includes creating a new Northern line tunnel and platform, one new entrance on Cannon Street and another within the Bloomberg building, step-free access to the Northern line and DLR platforms, and a moving walkway between the Central and Northern lines to speed up the interchange.

Tunnel works remain on schedule and the new Northern line tunnel is moving ahead. Excavation on the Central line moving walkway tunnel is now complete. Hand-mining tunnel works continue at various interfaces with the existing station tunnels. At the site of the new Cannon Street entrance, work on the walls and columns for the construction of the station box continues. The first changeover of high-voltage power to the newly installed equipment was successfully completed during a weekend Central line platform closure. We have completed significant cable diversions at DLR and Northern line platform levels, which are critical to enabling the build of the new station passageways, with further work continuing to divert cables.

The fit-out of the new Waterloo & City line entrance within the Bloomberg building basement is largely complete. The mechanical, electrical, communications and fire systems are now being tested and commissioned ahead of final inspections and the new entrance opening later this year.

The 24 engraved glass panels by the artist John Hutton, which were formerly on the façade of Bucklersbury House on the same site, have now been installed in the new Bloomberg building entrance. These panels commemorate the discovery of the Roman Temple of Mithras during construction of Bucklersbury House in 1954.

Victoria

At Victoria, we have built a new northern ticket hall, as well as 300 metres of subways connecting the northern and southern ticket halls, and increased the size of the southern ticket hall by 50 per cent.

Work is now focusing on completing additional facilities to improve passenger movement. We opened the congestion relief tunnels and three remaining new escalators linking the northern and southern ticket halls in early August. Step-free access to all remaining platforms, the Network Rail station and the new links to the District and Circle line platforms are due to open in the coming months.

The rebuilding of the Duke of York pub (which was partially demolished to allow for significant pumping of material during the station works) is progressing well, with the main works planned for completion in late autumn.

Out and about on the Victoria line

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All remaining station modifications, property refurbishment and urban realm works are planned to complete by the end of October, with the project close-out (which includes removing portakabins and reinstating the roadway and bus station) due by March next year.

The Victoria line celebrates 50 years of serving London

On 1 September, we celebrated 50 years of the Victoria line. An array of events took place to mark the anniversary, including heritage displays and handouts telling the story of the line's history. Cultural Tube maps, highlighting a range of fun places to visit along the line, were also placed at stations along the route. The handouts included details of the official opening of Victoria Tube station on 7 March 1969, when Queen Elizabeth II unveiled a commemorative plaque. She then took the Victoria line to Green Park, becoming the only reigning monarch ever to use the Tube.

The anniversary coincides with the completion of works at Blackhorse Road station, which serves 15 million customer journeys every year. The station has benefited from a £900,000 investment designed to improve the rear entrance and ticket hall area.

Today, the Victoria line operates 36 trains per hour at the busiest times, with 100 seconds between trains. This means that more than 250 million passengers each year are served by the most frequent train service in the UK and the second most frequent in the world. The Victoria line also operates Night Tube services on Fridays and Saturdays, providing a quick and affordable way to travel across London at night.

Holborn

Our proposals to substantially boost the capacity of Holborn Tube station have received strong backing from the public and local community.

A consultation found that 98 per cent of respondents agreed with the need to upgrade the station and 96 per cent supported our proposals.

We plan a further consultation in 2020 on how the proposed new station entrance will be built and how we will manage the impacts of construction for passengers.

St Paul's

We are refurbishing two escalators at St Paul's Tube station to make them safer and more reliable, reducing disruption to passengers. Work has started on the first escalator, and refurbishment of the second will begin later in the year.

During the work there will be no entry to the station between 07:30-10:00 on weekdays. At all other times, entry will be via a staircase only. Westbound Central line trains will be non-stopping in both the morning and evening peak. We are advising customers to use nearby Bank and Chancery Lane stations while the refurbishment takes place. The work is scheduled to finish in April 2019.

The escalators at St Paul's were installed in 1997. LU escalators tend to be in operation in both directions for up to 20 hours a day and must be refurbished every 20 years and replaced every 40 years. More than 17 million customers use St Paul's Tube station every year. The refurbishment will ensure the station can manage increasing customer demand as London's population continues to grow.

On-demand transport – Assisted Transport pilot

We have recruited around a third of the 300 participants needed for our Assisted Transport pilot, which looks to give Taxicard users more flexibility and choice over how they make journeys in London. We expect to have achieved the full number by mid-autumn so that we have a broad sample of users trying out two adaptable forms of budget.

Both were designed to retain aspects of Taxicard favoured by customers and reduce perceived barriers to travel, such as the ability to make longer journeys while staying within the overall yearly budget limit.

The first model is based on a trip budget, similar to the existing Taxicard offering, while the other tests a virtual cash budget. Participants are being drawn from existing Taxicard users and individuals who are eligible but do not currently use Taxicard. The pilot is being run in partnership with London Councils and the London Boroughs of Hounslow and Southwark.

Dial-a-Ride Fleet renewal

On 19 July, we awarded the contract for the delivery of 90 Ultra Low Emission Zone (ULEZ) compliant Dial-a-Ride minibuses to Mellor Coachcraft ahead of the introduction of the first stage of ULEZ in April 2018. In addition to being much cleaner, the new buses are expected to be more comfortable for passengers and drivers, with improved heating and cooling units, and new suspension. The door-to-door service is also expected to help reduce maintenance costs and fuel consumption across the fleet.

Traffic signal timing review update

We have completed 304 traffic signal timing reviews across London. We have measured the difference in performance before and after these reviews for bus passengers and pedestrians. The reviews have saved 6,364 person hours per day.

Bus benefits are important, as buses carry the highest proportion of people using sustainable modes through junctions, but pedestrian benefits account for 318 person hours (five per cent) of the total delay saved. We can expect this percentage to increase as more timing reviews are carried out within central London, where there are larger pedestrian volumes.

High Speed 2

We are working with High Speed 2 (HS2) to deliver the DfT commitments to enhance our services and facilities at new stations at Euston and Old Oak Common. Design is under way and we are working with HS2 contractors on the preparatory works for the two stations. Design work is also under way before relocating the Euston taxi rank to Euston Square Gardens in October.

Improving the bus network

The way people travel around London is constantly changing – and changing fast – and we need to have a public transport system that adapts to evolving demand, while supporting economic growth, accessibility and social cohesion across the capital. The bus network is our most flexible public transport mode, but we are not currently making the best use of the resources we have for it.

In central London boroughs, peak hour bus usage has reduced by more than 10 per cent in the last three years. The culmination of the investments in upgrades for the Underground, Overground and National Rail have all generated capacity and new journey opportunities by rail, which has allowed our customers to make other choices, and this will continue with the future opening of the Elizabeth line. We are also investing in our streets to make walking and cycling easier and safer, especially for short journeys.

We need to adapt and update the bus network to reflect these changes, and target journey time improvements, especially in outer London to improve its attractiveness and support sustainable mode shift. Our proposed changes

will make services simpler and more efficient and will ensure our resources are invested in the right locations. This flexibility will help us to add capacity where it is needed in outer London, encourage the use of public transport and support growth across the city.

Wonderful World of Off-Peak

Supporting the Mayor's target for 80 per cent of journeys to be made by sustainable modes by 2041, we recently launched our Off Peak London campaign. The campaign aims to encourage and inspire Londoners and visitors to explore 'off-peak London', and for public transport to be their mode of choice. Our key message is 'Tap into the Wonderful World of Off Peak', which combines our role as a transport enabler with the inspirational events that our media partner, Time Out, will promote over 10 months.

We have also created print and digital Cultural TfL Maps, to further inspire Londoners to get the most out of our city. Our first Time Out content piece was in May, focusing on places to go in Zones 2-6, supported by key off-peak and Hopper pricing messages. The Off Peak London campaign was launched on 7 August 2018, alongside the digital version of the Cultural TfL Map, which is hosted on the Time Out website.

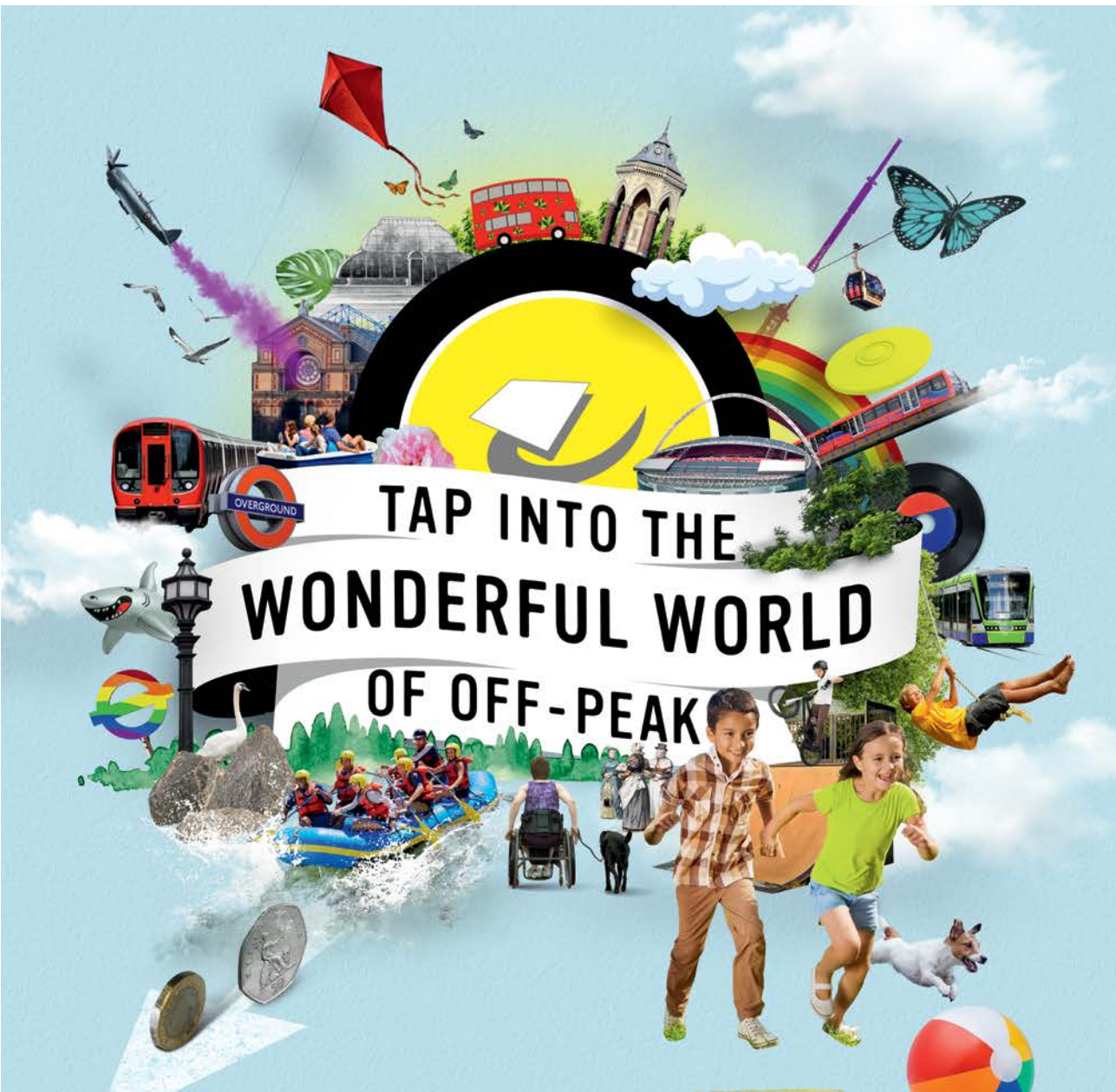
Deal paves way for knowledge sharing between London and West Midlands

The Mayor of London, and Andy Street CBE, the Mayor of the West Midlands Combined Authority, have both welcomed a new knowledge-sharing agreement between London and the West Midlands.

From dealing with major incidents to limiting the disruption of large-scale transport projects and reducing congestion, the agreement will enable West Midlands and London to learn from each other to improve not only their individual regions, but also the rest of the UK.

The Memorandum of Understanding, which was signed by Transport for London and Transport for West Midlands, is the first time two devolved local authorities have made a commitment to share best practice and work towards common goals.

At a recent event in London's Traffic Control Centre, both Mayors met the staff who monitor the Capital's road network 24 hours a day. As well as seeing how state-of-the-art traffic signal technology is used to monitor and reduce congestion, the Mayors also witnessed how the control centre is used



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to coordinate major sporting events, such as the London Marathon and RideLondon, ensuring swift responses to any incidents or congestion.

With Coventry already planning a range of exciting outdoor activities as the UK City of Culture 2021, and Birmingham hosting the Commonwealth Games in 2022, as well as being in talks to host the UK round of the Formula-E, it is hoped that working together to share knowledge and experience on developing customer information will ensure all these events are as successful as the London 2012 Games.

The agreement covers a range of areas in which both organisations believe they could benefit from working together. These include:

- Sharing information on how to address and manage any potential impacts around the delivery of major transport projects, including how to make transport networks resilient while key elements are delivered
- Working with local businesses and freight organisations to help consolidate and retime freight deliveries to reduce congestion and improve air quality – particularly around construction projects

- Analysis of road and public transport flows between West Midlands and London to improve connectivity and allow for better traffic and congestion modelling between the cities
- Monitoring developments in ‘Mobility as a Service’, as well as a coordinated response towards new disruptive technologies in the future
- Working together to improve open-data for developers through online portals such as TfL’s API platform and identifying new ways to collect key transport data to increase productivity.

Station Real Time Information App

The Station Real Time Information App has been developed to enable London Underground staff to quickly capture and immediately communicate station status to their colleagues and the London Underground Control Centre.

This means that customers receive information about station congestion and lift and escalator faults more quickly, and can therefore make more informed decisions about their journeys.

Following a line-by-line roll out, the Real Time Information App was made available to all London Underground station colleagues from 16 July.

Further work will be undertaken this autumn to improve it in order to drive usage, increase benefits and explore potential adaptation and roll-out to other services, including the Elizabeth line.

The next steps will be to work with colleagues to explore how to integrate the App data with our unified API, so that this information can be directed at customers and accessed by third-party apps.

Efficient deliveries toolkits for business

June 2018 saw the launch of our efficient deliveries toolkits for business, developed with the experience and support of more than 500 businesses, fleet operators and expert organisations.

The toolkits use easy, step-by-step guidance supported by case studies to help businesses to reduce and retime their deliveries, making a positive impact on air quality and congestion in the capital.

Toolkits will be promoted to businesses via the organisations that supported their development, other B2B channels, and a pan-TfL freight PR strategy. The toolkits will be used later in the year in workshops targeted at businesses affected by transformational schemes and those looking to improve their freight footprint.

The toolkits will continue to be improved using regularly sought feedback from the businesses who use them, to ensure they continue to demonstrate best practice.

Customer information during disruption

Cross-industry collaboration between TfL, Network Rail and number of Train Operating Companies has introduced a process for the sharing of disruption information across London rail operators, ensuring our customers get up-to-the minute, pan-London disruption updates, whichever operator they travel with.

Through work led by the Travel Demand Management team, information on Network Rail disruption will be shared with our Underground and rail customers, and vice versa, to provide them with both the opportunity and the options to avoid disruption and the related congestion.

The 'customer information during disruption' process was successfully introduced on c2c and Greater Anglia services from Fenchurch Street and Liverpool Street on 6 August. It has subsequently been rolled out to other termini.

By September, all operators interfacing with our services will be sharing disruption status information in real time, improving customer satisfaction and delivering reliability and safety benefits.

6 New homes and jobs

Crossrail 2

The Independent Affordability Review interim report was completed at the end of July and submitted to the Mayor and Secretary of State for Transport for review. The report was the culmination of nearly six months' work, led by Mike Gerrard, who chaired the review, and supported by an independent panel of experts from across the economic, business and property sectors.

In August, Mike Gerrard met with both the Mayor's Office and the Secretary of State to discuss the report and obtain initial feedback. In early September, the Mayor met the Secretary of State to discuss the report and the recommendations put forward by the panel. At present, there is not an agreed timetable of next steps leading to a decision, however we are working with DfT colleagues to agree these. A decision on the route is expected in the autumn.

The economic benefits of the Night Tube

A new report by London First and EY to mark the second anniversary of the Night Tube has found that it has been a huge success, popular with Londoners and visitors to the capital alike. Demand for the Night Tube grew in its second year, with 8.7 million customers using the service in 2017/18 compared to 7.8 million in 2016/17; with almost 17 million journeys so far, well above the forecast of 14 million.

This increase in demand has meant that the Night Tube helped to generate an additional £190m for London's economy last year, a contribution that has increased by almost £20m from its first year of operation.

Over the next 10 years, it is projected to contribute more than £1.54bn to the wider London economy – which is double the initial projections made before the service launched in August 2016. It is supporting in excess of 3,900 jobs, up 8.5 per cent year on year.

This clearly demonstrates the success of the Night Tube and shows how it is now an essential part of London's transport network. The increase in passenger numbers shows that the demand for the Night Tube remains strong, and that it is helping to transform London into a truly 24-hour city.

Farringdon station oversight development

We signed a development agreement with HB Reavis to build a 138,000 sq ft mixed-use development above Farringdon's new Elizabeth line platforms. The site will be transformed into new retail and seven floors of office space, with generous cycle provision. This is the latest development agreement over and around the new Elizabeth line stations, which could raise £500m for reinvestment in improving transport. The



A recent development agreement with HB Reavis will see retail and office space above Farringdon's new Elizabeth line platforms

announcement follows the signing of development agreements for similar schemes in both Bond Street and Tottenham Court Road stations in March.

Affordable homes

Planning applications

We and our respective joint venture partners have submitted planning applications at Kidbrooke in the Royal Borough of Greenwich and Blackhorse Road in Waltham Forest. Combined, these sites will create approximately 1,000 new homes, 50 per cent of which will be affordable. Securing planning permission will be a significant step forward in delivering these homes for Londoners.

Mayoral Direction

As part of the Mayor's commitment to increasing the number of affordable homes in London, the Mayor is prioritising the delivery of affordable homes on surplus or under-utilised land owned by the GLA Group, including TfL. In support of this, the Mayor has made a Direction which will enable us to deliver an estimated 3,000 homes in 2018/19, 50 per cent of which will be affordable. The Direction enables us to achieve this in a way which is consistent with its legal obligations when selling and developing land, provided the total land value foregone in 2018/19 is no more than £20m.

7 Our people

Welcome to our new graduates and apprentices

On 3 September, 161 new apprentices attended their induction, marking the start of their careers with us. The event gave our new intake the chance to hear about just how important apprentices are to our organisation.

The following week saw 15 new graduates, as part of the 2018 intake, start their induction with us, ensuring we equip our next generation of transport professionals with the right skills to support London's continued success and economic growth.

Pulse survey

At the end of June, we launched our Pulse employee survey across specifically selected teams within the business. The Pulse survey is a mid-year snapshot between our annual Viewpoint surveys to see how we are progressing against our scorecard objective to improve employee engagement. The results of the survey have been mixed, but on the whole positive. This has given us further insight on how to drive more improvements in our employee engagement ahead of our 2018 Viewpoint survey in October.

Summer of Engineering at the London Transport Museum

During the school summer holidays, the London Transport Museum hosted six weeks of STEM (Science, Technology, Engineering and Maths)-related interactive challenges, storytelling and demonstrations. Each week, a new transport challenge explored themes such as steam, electricity and design. These activities form part of our school engagement programme to build interest in STEM subjects – and engineering more generally – at a young age, with young engineers collecting sticker rewards for each session attended and a special London Transport Museum Diploma awarded to those who attended two or more weeks of activity. Each week was designed alongside our industry partners such as Mott MacDonald and Girls4Tech.

Diversity and Inclusion data

We have improved the quality of the Diversity and Inclusion data we have available for our staff. This improvement in our data quality will not only make our Workforce Representativeness scorecard measure more robust, but will also allow us to target Diversity and Inclusion interventions much more accurately as we strive to become more representative of London.



We also launched our Diversity and Inclusion 'One-stop shop' at the end of July. This is a tool for our employees that consolidates diversity and inclusion guidance and best practice in one place. Coupled with our dashboards, it provides senior managers with the information and tools to drive meaningful change in our organisation.

New Staff Network Group Chairs

In September, our six Staff Network Groups appointed new Chairs following an open recruitment campaign over the summer. Each Chair was appointed by a Panel of Diversity and Inclusion subject matter experts. Our Staff Network Groups provide a great opportunity for our employees to actively shape the

work of our staff networks, and the way in which they contribute to achieving our diversity and inclusion objectives.

Awards

London Bus Award winners

Our night traffic controllers Kenny Martin, Glenn Michaels, Derek Roberts, Mohammed Sadiq, and Ade Shodimu were recognised for outstanding services at the London Bus Awards 2018. Their collective work regularly keeps London moving in the face of large public events, emergency and planned roadworks and large construction projects.

8 Securing value and generating income

Crossrail delay

Crossrail Limited has only recently informed us and the DfT about the delay. Crossrail Limited is working to establish any additional impact on funding from the revised schedule.

The predicted revenue from the opening of the central section was mainly attracted from other TfL services, for example customers switching from the Central and Jubilee lines to the Elizabeth line, rather than being new revenue from new sources.

We estimate that the net impact on our passenger revenues for 2018/19 will be approximately £20m, which we consider manageable within our own wider budget. The full implications for us will be set out as part of the annual business planning process at the end of 2018.

Reducing costs

Momentum continues as we review every area of our existing business to reduce costs and operate more efficiently. All business areas that started organisational change in November 2017, including Surface, Engineering and HSE, have now closed formal consultation and implemented their new structures.

Our Transformation programme has redesigned 30 business areas and reviewed more than 10,000 roles. It has reduced the overall number of roles in these areas by 1,771 (18 per cent), including

the number of senior manager roles by 25 per cent. By the end of 2018/19, we will have invested approximately £87m in restructuring our business to realise more than £111m per annum of recurring organisational savings. This investment unlocks the benefits of our wider savings programme, which has already delivered more than £500m of recurring operating cost savings (including the £111m per annum that is directly related to the structural changes). Over the next year, we will increase these overall savings to more than £630m per year and then, by 2022/23, to a recurring saving of £1.2bn on our annual operating costs.

Other parts of the business are continuing to look at how they can operate differently to reduce costs. HR, Network Command (LU) and Information Governance (General Counsel) have had recommendations approved for changing the way they work in the future, and started formal consultation with our people and trade unions in July.

Mayoral Community Infrastructure Levy 2

The Mayoral Community Infrastructure Levy 2 (MCIL2) will undergo an independent examination in public from 10-12 September. Subject to successfully passing the examination, the MCIL2 will be levied from April 2019 and will supersede MCIL1 and the associated planning obligation/Crossrail Section 106 charge scheme.



Our partnership with Visa to temporarily rename Southgate station 'Gareth Southgate' received a huge amount of publicity and generated £80,000 to reinvest in the network

Borrowing

At the beginning of August, we agreed a £100m loan from the Public Works Loan Board for a tenure of 34.3 years. The interest rate compared favourably to an equivalent capital markets transaction, and a material saving on the transaction costs payable was also secured.

Generating income

Hong Kong

We have signed a deal with the Hong Kong Transport Department to help get more people walking in its city.

We are designing and constructing five bespoke plinths and seven posts and signs for use in Tsim Sha Tsui, one of the most popular tourist areas in Hong Kong. The plinths and signage, which will be trialled for three years, are based on

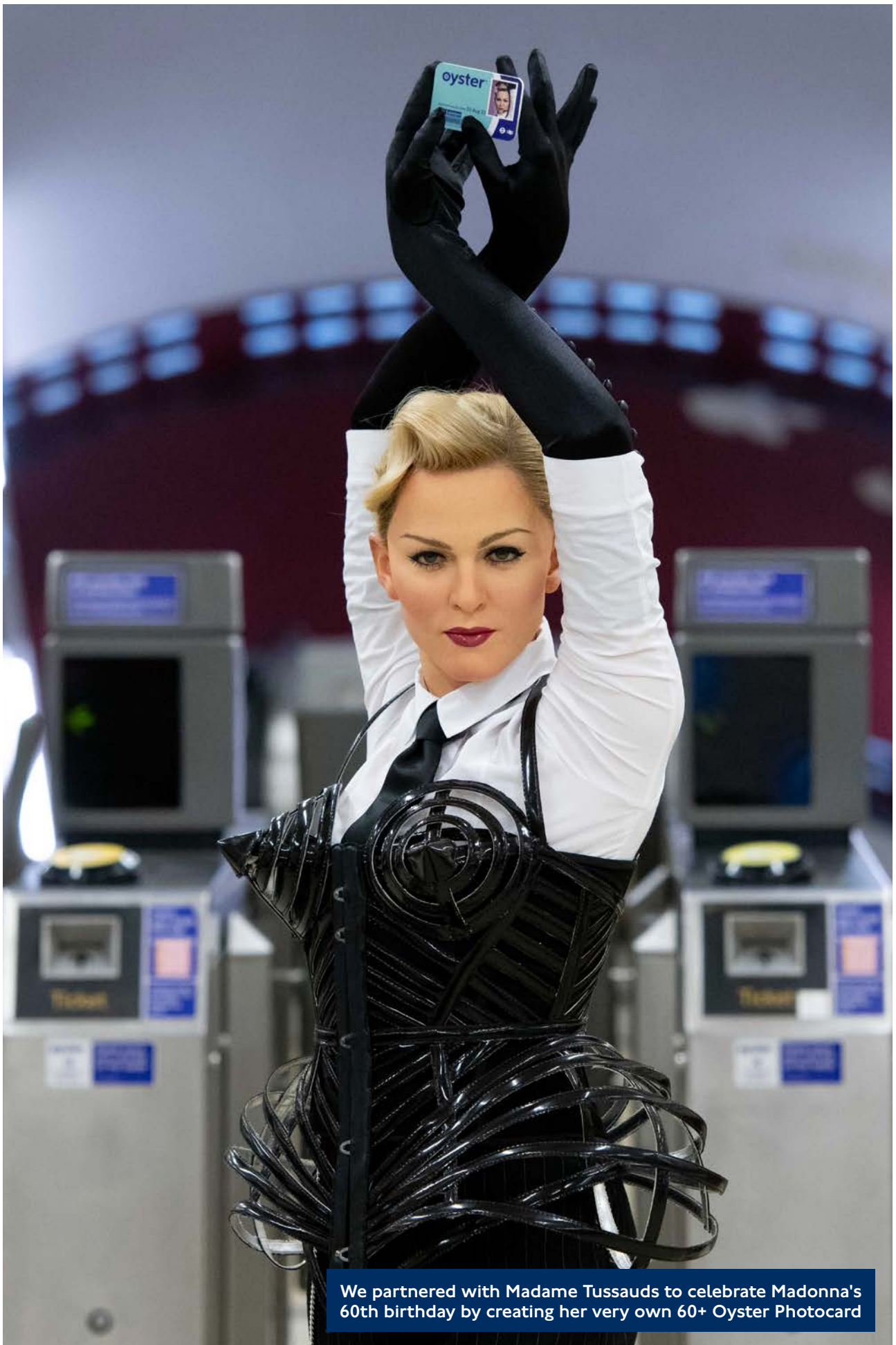
our Legible London signs, which were created in 2007 to help residents and visitors walk to their destinations more quickly and easily.

The trial is worth £95,000 and, if successful, the plinths and signage could potentially be installed in other parts of Hong Kong.

Our Consultancy arm is now taking our unique skills and expertise around the globe, working with peer organisations to plan, design and implement the world's safest, most efficient and cost-effective urban transport solutions.

Southgate station renaming

We partnered with Visa to temporarily rename Southgate Tube station for two days in celebration of the England men's football team making it to the semi-final



We partnered with Madame Tussauds to celebrate Madonna's 60th birthday by creating her very own 60+ Oyster Photocard

of the 2018 FIFA World Cup in Russia. Commuters were encouraged to share their pictures and videos on social media using the hashtag #SouthgateSelfie.

The temporary sponsorship deal generated £80,000 to reinvest in the transport network, and was a great example of how we are working creatively with brands to transform our assets to bring in vital income.

'Madonna' at Baker Street

Following the success of renaming Southgate station, our commercial team joined up with Madame Tussauds as part of celebrating the performer, Madonna's 60th birthday. They created her very own 60+ Oyster Photocard. This was extremely well received on social media and is another example of how we are using our assets to raise revenue.

Live news on Tube platforms

We have partnered with Exterior Media to install 60 screens across the Underground network, which will provide a live news stream for commuters.

Broadcaster Euronews will show a range of sports, technology, weather, business and lifestyle stories – with the aim of keeping travellers both informed and entertained. The screens will be dotted around 15 stations, including Oxford Circus, Green Park and Camden Town.

This initiative is another key source of revenue that we can reinvest in the transport network.

