

Commissioner's Report

27 March 2019



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 central 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 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.

Contents

1. Introduction	5
2. TfL Scorecard	6
3. Safety and security	10
4. Healthy Streets and healthy people	18
5. A good public transport experience	30
6. New homes and jobs	40
7. Our people	44
8. Securing value and generating income	48

This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the Board meeting of 30 January 2019.

2 TfL Scorecard

Period II

Breakdown of scorecard measures categories:

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

Long-term objectives	2018/19 scorecard	Period II		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	n/a	39.8% ■	45.4%
	Reduction in people killed or seriously injured on roads from 2005-09 baseline (incidents involving buses) (%) ¹	Qtrly	n/a	57.4% ■	55.4%
	Injuries on the public transport network	884 ■	905	9,769 ■	9,975
London's streets will be used more efficiently and have less traffic	Operational improvements to sustainable travel	944 ■	996	16,529 ■	13,008
London's streets will be clean and green	Number of London buses that are Euro VI compliant ²	250 ■	n/a	6,300 ■	n/a
More people will travel actively in London	Healthy Streets scheme assessment ³	n/a	n/a	12% ■	10%
A good public transport experience (17%)					
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	4.37 ■	4.51	4.44 ■	4.48
	Average bus speeds (mph)	9.4 ■	9.3	9.3 ■	9.2
Public transport will be accessible to all	Additional time to make step-free journeys (minutes)	Qtrly	n/a	9.2 ■	9.6
Journeys by public transport will be pleasant	Customer satisfaction (percentage of Londoners who agree we care about our customers) (%)	Qtrly	n/a	49% ■	49%

Safety and operations (25%)

Customers (25%)

1. Reduction in number of people killed or seriously injured: Measured in calendar years (YTD is January to December 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

3. Healthy Streets scheme assessment: This a cumulative measure so only YTD is reported

■ Achieved
 ■ Partially achieved
 ■ Not achieved

Long-term objectives	2018/19 scorecard	Period II		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	n/a	40% ■	53%
Mode share (5%)					
80% of journeys will be made by sustainable modes in 2041	Improve sustainable mode share: Movement of 4 elements compared to 2017/18:				
	a. Increase in cycling in Central London zone	0 of 2 ■	2 of 2	1 of 3 ■	3 of 3
	b. Increase in public transport journeys				
	c. Increase in walking				
	d. Decrease in traffic index				
	Cycling (% increase to 2014 Baseline)	Qtrly	-	Increase ■	Increase
	Passenger journeys (millions)	Decr. ■	Increase	Decr. ■	Increase
	Traffic index	Increase ■	Decr.	Increase ■	Decr.
	Walking ⁴	n/a	n/a	n/a	n/a

Customers (continued)

4. Sustainable mode share improvement: The walking survey is scheduled to take place in Q4

Long-term objectives	2018/19 scorecard	Period II		Year-to-date		
Outcome	Measure	Actual	Target	Actual	Target	
All MTS themes (7.5%)						
All MTS outcomes	Deliver key investment milestones (%)	0% ■	90%	75% ■	90%	Customers (continued)
	Open Elizabeth line central section	Delayed ■	Deliver in P10	Delayed ■	Deliver in P10	
People (25%)						
A capable and engaged workforce representative of London	Workforce representativeness					People (25%)
	– all staff (%)	Qtrly	n/a	69.9% ■	70.5%	
	– director/band 5 (%)	Qtrly	n/a	40.6% ■	46.6%	
	Inclusion index (%) ⁵	n/a	-	43% ■	46%	
	Total engagement (%) ⁵	n/a	-	56% ■	57%	
Financial (25%)						
We are prudent and cover our costs	Net operating surplus (£m)	£31m ■	(£2)	£399m ■	£96m	Financial (25%)
	Investment programme (£m) ⁶	£114m ■	£152m	£1,421m ■	£1,774m	

5. Inclusion index / Total engagement: These are final results

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

Our Period II scorecard, covering 6 January to 2 February 2019.

On Safety and Operations, while we are forecasting to be better than target for the number of injuries to customers and staff, we do not expect to meet the target for reducing the number of people killed or seriously injured on the roads. This demonstrates why our Vision Zero programme is so vitally important. There will be renewed focus on this for 2019/20.

We have improved on our target for sustainable travel. This measures the time saved for pedestrians, cyclists and bus users as a result of changes we make to traffic signal timings. We are also on track to meet our target for the number of buses that meet the latest Euro VI emissions regulations, which will improve air quality.

For London Underground, excess journey time is green for Period II, but it is in balance for the year end. Nigel Holness and his team are doing everything they can to hit this target.

We expect to achieve our customer care target and also the target for reducing the additional journey time for people making step-free journeys.

While our quarterly performance on taking affordable homes to market is below the original target that we set in March 2018, this is because we have reprogrammed our delivery during the year. We still expect to

have partners in place for delivering 10,000 homes, and to meet our full year target of at least 50 per cent of the homes brought to market being affordable.

We are unlikely to meet the target for mode share. For the first time, we have split out the mode share measure to demonstrate where we are seeing increases and decreases. For example, while we are seeing an increase in cycling, we are seeing a decrease in passenger journeys on public transport largely due to a subdued economy.

Our target for key investment milestones is at risk due to nine milestones being delayed. This section includes the impact of delays to the Elizabeth line.

Our workforce representation for all staff has improved overall, but due to our current low level of recruitment and the continuing change in our organisation, we are unlikely to meet either of our workforce representativeness targets. We also now know that, based on our annual Viewpoint survey, our total staff engagement measure has been missed by one per cent and our inclusion index measure missed by three per cent.

In terms of finances, we are forecast to be significantly better than target for net operating surplus, which aligns favourably with our longer-term objective to deliver a net operating surplus by 2022/23.

3 Safety and security

Croydon tram overturning

We are making significant progress in implementing the recommendations from the Rail Accident Investigation Branch (RAIB) following the tragic tram overturning at Sandilands in November 2016, working alongside the Office of Rail and Road and the wider UK tram industry.

Many of the most important recommendations have already been completed. These include speed reductions and improved signage. We have also worked with the tram operator, First Group, to improve the customer complaints procedure to ensure that immediate action is taken where a possible safety risk is identified. Work has begun on enhancing the window glazing on London's trams, with work on the whole fleet expected to be complete by the end of March 2019. We have contributed to setting up the newly formed Light Rail Safety and Standards Board, which the Government has now confirmed funding for, with Jon Fox, one of our Surface Transport Directors, representing us on the board.

As we deliver the RAIB recommendations, we are sharing our work with other tram owners and operators so that all networks across the country can learn from the tragedy at Sandilands. We are also publishing progress updates on the recommendations on our website.

Meeting and learning from road trauma victims

As part of our commitment to Vision Zero, we will never forget that the lives of real people are affected by collisions on London's roads. To help inform our plans, we are working with the charities RoadPeace and Brake. We also met with people affected by road trauma and their families with senior leaders from across the Greater London Authority (GLA) family and the Mayor on 31 January.

The purpose was to understand more clearly what we could do as an organisation, either directly or working with partners, to prevent unnecessary suffering and to support people who have suffered road trauma.

I joined the Mayor with the Deputy Mayor for Transport, the Walking and Cycling Commissioner, the Managing Director – Surface Transport and the Chief Superintendent of the Metropolitan Police Service (MPS) to take part in discussions with a group of people with direct personal experience of collisions and the subsequent aftermath. The participants were an inspiring and highly motivated group who were determined to turn their own tragic experiences into positive outcomes by giving their voice to people affected by road trauma.

Participants identified opportunities where we could improve things at every stage of the process: from the support given in the immediate aftermath of an



incident, to better information during the course of the investigation; more appropriate outcomes from the criminal justice system; greater involvement on the changes that are made following an incident, such as changes to the road layout. The discussions were highly productive and we are using some of the suggestions to identify practical actions in response.

Vision Zero

Our close working relationship with the Roads and Transport Policing Command will be critical in delivering the Vision Zero action plan.

We have jointly delivered Operation Goldstein, using a problem-solving approach to tackle road danger at Tooting High Street, the A23 (Brixton Hill and Streatham High Road), Seven Sisters Road and Marylebone Road. Through this programme, we are able to identify and target the root causes of

road danger and deploy a combination of enforcement, engagement and engineering interventions to make a lasting change to road user behaviour. Enforcement activity has included on-street and camera enforcement to target speeding, red light jumping, encroachment of advanced stop lines and parking and loading contraventions, as well as engaging with people around crossing roads safely.

This year to date, 19 'close pass' tactics have been deployed across London to improve cyclist and driver safety. These tactics see a plain clothes officer riding on an unmarked bicycle and alerting a second officer on a powered two-wheeler if a close pass between vehicle and bicycle takes place. The vehicle will then be flagged down and directed to a designated stop site where the driver will be offered the choice of receiving a ticket or viewing a short educational presentation.

In January, we launched a crack down on illegal, dangerous and careless behaviours that create risk on our roads. During this enhanced programme, Roads and Transport Policing Command officers dealt with speeding, mobile phone use, no insurance, drink/drug driving, and mechanical defects such as problems with steering and lights. In total 84 drivers were arrested for offences including drink, drug, dangerous and disqualified driving.

Tackling crime on the network

Although crime remains at a low level on the transport network, we are supporting the police in any way we can. We worked with the British Transport Police (BTP) in February as part of Operation Sturgeon to tackle fare evasion, violence and antisocial behaviour. This work aims to detect and deter antisocial offences, including fare evasion and wider violence.

In February, three days of targeted enforcement action took place at Seven Sisters station. Uniformed and non-uniformed BTP officers were deployed alongside colleagues from the MPS who provided and operated a knife arch, as well as teams of Revenue Officers from London Underground, who assisted with fare evasion. Outside of these days of action there was a police presence at the station to reassure staff and customers.

Operation Tiber started on 15 February and ran for one month targeting organised begging on London Overground through deterrence based on high visibility policing and intervention with offenders. Officers from BTP with support from MPS Safer Transport officers were deployed in areas identified as having a high instance of begging.

Operation Winter Nights ran from 13 December to 22 February and targeted knife crime. Officers from the Roads and Transport Policing Command were deployed to bus hubs across London, which were identified the most high-risk locations. The operation resulted in 1,604 stop and searches; 4,986 weapon sweeps; 80 knives recovered; 28 other weapons seized; 9 firearms recovered and 277 violence related arrests.

From January 2019, the BTP have carried out 23 operations targeting knife crime on our network. Tactics such as knife arches, weapons sweeps and drug detection dogs have been used to catch offenders. A total of 137 stop and searches have taken place resulting in 38 arrests. A further 78 intelligence reports have been gathered as an outcome of this activity. Another 23 tactical operations are set to take place before the end of the financial year.



The Direct Vision Standard will allow for better detection of all vulnerable road users

Direct Vision Standard

As part of Vision Zero, we are setting higher standards for heavy goods vehicles (HGVs) coming into London through our ambitious Direct Vision Standard.

We now have confirmation that the European Union has raised no objection to this work, allowing us to continue implementing the scheme. The Direct Vision Standard will allow for better detection of all vulnerable road users including cyclists, pedestrians and motor cyclists and help continue the trend of reducing the number of people killed or seriously injured on London’s transport network.

We are developing the technology to ensure the DVS process is as straightforward as possible so that we do not overburden our vital road haulage industry. We have consulted on these proposals in the past, but wanted to share more detail on how it will work in practice

as the scheme develops. We carried out a further consultation which ended on 18 February and we are currently reviewing the responses to this.

Customer safety on the Tube

The movement of passengers between the platform and our trains is one of the highest risk areas on London Underground. We continue to explore innovative approaches to help passengers board and alight our trains safely.

We are trialling the use of blue lights at Baker Street, Farringdon, Tower Hill, Monument and Victoria. The lights on the underside of the platform shine on to the side of the train, and act as a reminder to customers about the gap between the train and the platform.

We expect the trial to run at these stations for 12 months and we will continue to monitor the impact of the lights throughout the trial period.

Workforce safety

One of our areas of focus over the winter was ensuring our Safe Systems of Work are effective. This includes making sure worksites are tidy, for example, no cables trailing around, and all equipment being in the correct places to avoid slips, trips and falls. We ran a campaign to encourage our project staff and contractors to work to the agreed standard. There have been some improvements in compliance, but there is room to increase managers' involvement in the campaign.

We launched a new safety film on slips, trips and falls and showed this to all our maintenance teams. In our Renewals and Enhancements track team we rolled out a new reporting app, which will make it easier for frontline staff to report near misses. The number of accidents to our staff and contractors has decreased by more than five per cent from last year. We are sharing lessons of what works between teams to ensure good practices are adopted.

Streetworks prosecution - Cadent Gas Ltd

On 25 February, we successfully prosecuted Cadent Gas Ltd for unsafe execution of streetworks at two separate locations on the Transport for London Road Network. The two offences were committed between April and June 2018 when Cadent Gas failed to comply with safety regulations in the course of carrying out the works in Kingsland Road and the North Circular. They failed to properly sign and guard the work area and forced pedestrians dangerously close to traffic narrowly avoiding traffic accident.

The Judge fined Cadent Gas £20,000 for each offence (£40,000 in total) and ordered it to contribute £11,909 towards the prosecution costs.

This is the second prosecution of Cadent Gas in the last 18 months and more than 169 Fixed Penalty Notices have been issued to them within the last year.

Safer Junctions

In April 2017, we identified 73 most dangerous junctions on our road network, defined as those with the highest vulnerable road user collision rates between 2013 and 2015. We have now completed work at 27 of these junctions and all have had some mitigation measures introduced to reduce road danger. We have undertaken an initial review of the completed projects, and have found a 25 per cent decrease in collisions, on average, across all locations. We are taking a further 46 schemes through design, with 14 of these scheduled to start construction by spring 2020.

Driving innovation in roadworks management

Our Lane Rental fund has provided £500,000 to the London RoadLab programme. The concept is to encourage experts and start-up companies to develop new solutions to help roadworks become safer, more inclusive and less disruptive. Nine bids were selected at the pitch day, including intelligent barriers which sound an alarm when breached, monitoring social media data (which will be anonymised) for better disruption alerts, and sensors to detect noise and air pollution at work sites. This is a new use of the Lane Rental fund. Projects will be finished and presented in May.

Intelligent Speed Assistance

We have been fitting Intelligent Speed Assistance (ISA) to our buses to improve compliance with road limits, particularly with many 30mph suburban zones being steadily redesignated as 20mph areas.

ISA enables vehicles to operate up to the speed limit wherever they are by tracking them geographically against a speed map of London. By April, around 700 buses will have this control available – and from this year all new buses will incorporate a wider range of safety equipment, including ISA, as part of the Bus Safety Standard.

The standard will additionally bring: improved nearside and offside mirrors to give a broader field of view and minimise blind spots, better interior anti-slip floors in passenger areas, technology making buses more conspicuous to pedestrians, cyclists and motorcyclists who might not otherwise be aware of them, and dashboard lights to signal when drivers accelerate or brake to help avoid rare incidents of pedal confusion.

Bus safety days

Our bus operators will be holding three safety days to improve safety on busy parts of the network. This will help contribute to our goal of no one being killed on or by a bus by 2030. The first event is scheduled for Walthamstow on 12 June, with Stagecoach acting as host organiser and inviting other companies to observe and travel on bus services to assess how best to operate safely there. There will be an autumn safety day in the Dalston and Shoreditch area and a further safety day in Stratford during the winter.

From the first half of 2019, operators will also be starting the roll out of a one-day road safety training course for their drivers. This will encourage drivers to focus on risks to vulnerable road users such as pedestrians, cyclists and motorcyclists, and provide the safest journeys possible for passengers and road users. The course will contribute to the Driver Certificate of Professional Competence, which they need to keep up-to-date to demonstrate continuing proficiency.

Bus security briefings

We have briefed 90 per cent of our bus drivers on the latest security information so they are better prepared for risks that might materialise on the network. Around 22,500 drivers have been advised on terrorism awareness, dealing with suspicious behaviour and packages, knives and chemical attacks. The last groups will be briefed by spring of this year. Content of the briefings has also been incorporated into bus operator inductions to ensure new drivers receive the current guidance.

London Bridge inquests

The inquests arising from the deaths in the London Bridge and Borough Market terror attack of 3 June 2017 will begin on 7 May 2019 at the Old Bailey before the Chief Coroner. The inquests will last approximately two months.

TfL is an 'interested person' in the inquests for the two people who died on London Bridge – Christine Archibald and Xavier Thomas. One of our senior employees will be giving evidence at the inquests about physical protective security measures on London Bridge.

United Cabbies Group (London) Ltd v Westminster Magistrates' Court

The United Cabbies Group challenged the decision on 26 June 2018 to grant Uber London Limited a London private hire vehicle operator's licence. As well

as claiming bias on the part of the Chief Magistrate who heard the case, the claim also alleged that the Court applied an incorrect approach when considering whether an operator is fit and proper to hold a licence. The Licensed Taxi Drivers' Association (LTDA) supported the claim but on additional grounds that the Chief Magistrate made a mistake of law in finding it was irrelevant to the issue of whether Uber London Limited was fit and proper that it incentivises drivers to work in areas outside London where it is not licensed.

A High Court hearing took place on 13 February 2019 and on 26 February 2019 the Court dismissed the claim on both grounds.

Private Hire Congestion Charging Exemption

On 1 March we received a pre-action letter from the Independent Workers' Union of Great Britain (IWGB) concerning a proposed judicial review claim relating to the decision to remove the exemption from the Congestion Charging scheme for PHV drivers with effect from 8 April 2019.

The proposed grounds of challenge are that the decision failed to properly take into account the equalities implications of the change, indirectly discriminates against PHV drivers and is in breach of Human Rights legislation. A reply to the letter has been sent explaining that the decision to remove the exemption was made following a full public consultation and detailed consideration of the equalities impacts and answering all of the points raised.

Equality Act prosecutions

In October 2017, a disabled person in a wheelchair approached a taxi driver on a rank. Although the driver accepted the fare, he then proceeded to put on the taximeter to cover the period he would spend assisting the passenger into the taxi. The disabled person objected and decided to go with another taxi driver who did not charge extra. We prosecuted the driver for the offence of making an additional charge for the carriage of a disabled person and he was convicted.

The driver appealed to the High Court and the Court has rejected the appeal. Our published guidelines to taxi and private hire drivers on the carriage of disabled persons in a wheelchair is consistent with the decision.

On 27 February 2019, we also successfully prosecuted another taxi driver for imposing an additional charge for the carriage of a disabled person in a wheelchair, despite being notified by the passenger that it was unlawful to do so. The taxi driver pleaded guilty to the offence at Court and was fined £200, ordered to pay compensation of £200 to the disabled passenger and to contribute £250 to the costs of the prosecution.

4 Healthy Streets and healthy people

Eleven new projects to receive £50million investment to create Healthy Streets across London

On 5 March, we announced 11 new successful bids in our multi-million pound Liveable Neighbourhoods programme.

The funding, which has increased from £33m in November 2017 to £53.4m this year, will be used to transform local neighbourhoods in inner and outer London, with new walking and cycling infrastructure, new pedestrian crossings and rat runs closed to motor traffic. New pocket parks and revamped public spaces will improve air quality and make local streets more attractive places, helping to support local high streets.

The London boroughs of Bromley, Camden, Croydon, Enfield, Hounslow, Lambeth, Newham, Southwark, Tower Hamlets and Redbridge and the City of London Corporation have all been successful in being awarded funding.

On top of the £33m funding awarded last year, this means that 18 boroughs have now received Liveable Neighbourhoods money to reduce car use and turn local areas into safer, greener and healthier places for Londoners to live.

Liveable Neighbourhoods is part of a record £2.3bn of overall investment to create Healthy Streets across the capital, with the aim of increasing the proportion of people walking, cycling and taking

public transport to 80 per cent by 2041, and cut the damaging impact of air pollution in the capital.

Working with these boroughs to make our streets more welcoming for walking and cycling is vital for our health and wellbeing, but also essential for the future vibrancy and success of London's local high streets.

Walking and cycling Cycleway 3

Work continues on the remaining sections of Cycleway 3 (East-West), which was substantially completed in 2016. We began construction on North Carriage Drive, the last construction package for the scheme, on 4 February following completion of detailed design work. We expect to complete construction in June 2019, and handover to Westminster City Council is planned once final anti-skid works at Buckingham Gate and Lancaster Gate are completed.

Cycleway 4

We are on course to begin construction work on Cycleway 4 this summer, following publication of the Response to Issues Raised report on 12 December 2018. Detailed design has been progressing well, along with the construction programme and traffic management designs. The London Borough of Southwark is planning to consult on the Lower Road gyratory section of the route later this year.



Cycleway 9

On 30 January 2019, we published the Response to Issues Raised report following our public consultation on Cycleway 9. At the same time we launched two further localised consultations on amendments to the design at Kew Bridge and Duke's Avenue. We expect to begin construction work on the route later this year, subject to these consultations and approvals.

Cycleway 11

Following a court hearing on 6 September 2018, on 13 September the court made an order preventing us from starting construction works at Swiss Cottage. An application for permission to appeal to the Court of Appeal was filed on 11 October and was refused on 7 February 2019. We remain committed to improvements towards safer walking and cycling in the area and are considering next steps.

Santander cycles continues to break records

Following a record-breaking 2018 for Santander Cycles, January and February was our best-ever start to the year with more than 700,000 hires per month.

New cycling routes

We are making good progress with the route between Acton and Notting Hill Gate (formerly Cycleway 10). Detailed design was completed in February 2019 and construction started on 18 March on the outer section, between Acton and Wood Lane. Proposals for the inner section between Wood Lane and Notting Hill Gate are due to be consulted on in April.

Work continues on a number of major new routes, identified in the Strategic Cycling Analysis (2017) report. We started stakeholder engagement for four routes on 31 January to get views and suggestions on our initial plans. Public consultation is now planned for late

spring on two routes, between Camden and Tottenham Hale and between Hackney and the Isle of Dogs. We also plan to consult the public later in the year on a number of additional routes including Dalston to Lea Bridge and Greenwich to Woolwich.

Mini-Hollands, Quietways, Central London Grid

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

We will also be re-branding these as Cycleways over the coming months as outlined in our Strategic Cycling Analysis. We have constructed 116km and have a further six kilometres under construction, of the proposed 250km network of Quietway routes through inner and outer London.

Thirty-nine kilometres of the Central London Grid, of the original 85km network, is 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 eight kilometres of network is currently under construction, including a new pedestrian and cycle crossing across Edgware Road, which will remove a key severance point on the future extension of Quietway 2, unlocking a safe cycle

route from Marylebone to Bayswater and Notting Hill. A further 65km of potential Quietway routes have been identified to be delivered over the next few years and we continue to work with the boroughs to define more detailed plans. This includes important routes such as the link between Cycleways 2 and 3 in Tower Hamlets; a link between Dalston and Bethnal Green via Queensbridge Road in Hackney; and a route connecting Kensington High Street to Notting Hill in Kensington and Chelsea. The first of these routes will begin construction this spring.

The Mini-Holland programme involves 98 infrastructure schemes and five behaviour change schemes across three outer London boroughs – Waltham Forest, Enfield and Kingston. Thirty two of the 103 Mini-Holland schemes are now complete, including the A105 Green Lanes scheme and a five-kilometre protected cycle route linking Enfield Town to Palmers Green. Enfield has also opened two new cycle hubs in Enfield Town and Edmonton Green. Further schemes currently under construction include segregated cycle routes on Wheatfield Way in Kingston, on the A1010 in Enfield, and on Lea Bridge Road in Waltham Forest. Further schemes are going through design and consultation, including a number of cycle links and Enfield's Quieter Neighbourhoods.



Work continues on a number of major new routes as identified in the Strategic Cycling Analysis (2017) report

Rapid electric vehicle charging

We continue to build a network of rapid charge points across London to support the growing number of Zero Emission Capable (ZEC) taxis and the wider take-up of electric vehicles. The total number of charge points across London is now 162, a major step towards our target of 300 rapid charge points by December 2020.

At present, there are more than 1,100 ZEC taxis licensed in London. Of the 162 rapid charge points installed, 64 are dedicated to taxi use. We continue to work closely with the taxi trade to identify the most favourable locations and are therefore focusing on the central Congestion Charging zone for taxi-dedicated sites.

The Mayor's Electric Vehicle Infrastructure Taskforce has been investigating the scale of infrastructure required towards 2025 in London. The taskforce is currently trying to understand the barriers to implementing this work and drafting a delivery plan to set this out.

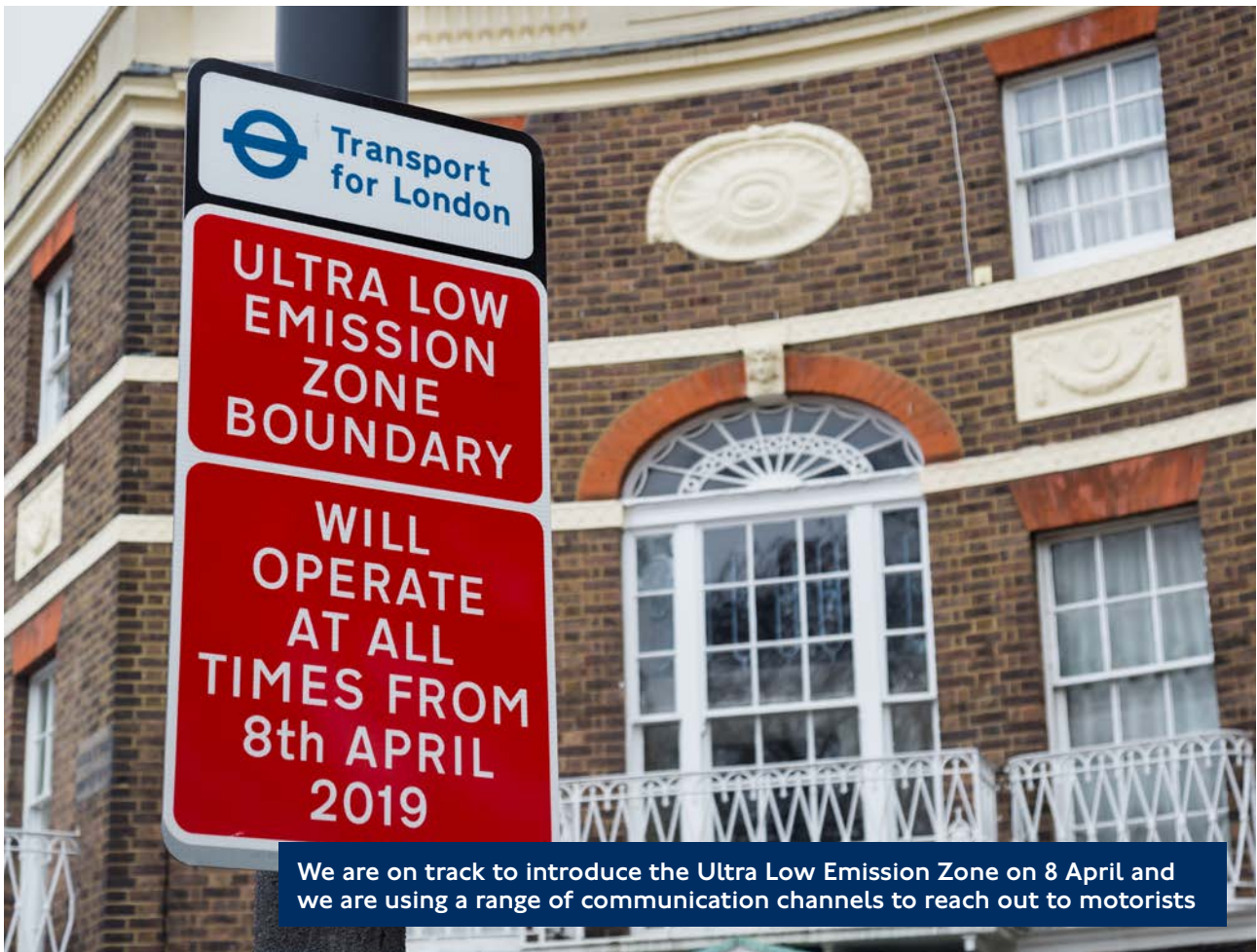
We continue to work with London borough councils to encourage and support the delivery of charge points on local roads. To date, 14 have been delivered as a result of this work. In October 2018, the London Councils Transport and Environment Committee endorsed a directive for each borough to identify 20 possible sites for rapid

charging points by January 2019. We received a good response with more than two thirds of boroughs providing a list by the deadline and are now working closely with borough councils to identify and deliver the sites.

Ultra Low Emission Zone

To help improve air quality, an Ultra Low Emission Zone (ULEZ) will be in place in central London from 8 April 2019. Most vehicles including cars and vans will need to meet new, tighter exhaust emission standards (ULEZ standards) or pay a daily charge to travel within the area of the ULEZ. The ULEZ will operate 24 hours a day, seven days a week within the same area as the current Congestion Charging zone.

We have now completed all key test phases to allow us to operate the ULEZ. In January, we carried out final system performance checks and undertook some further checks to tune the performance to a satisfactory level during February. Recruitment of additional call centre staff has started and staff were trained in February. We also installed more than 300 warning signs at the zone boundary in February. We continue to advertise the scheme via multiple communications channels and customer awareness continues to grow.



ULEZ readiness

Our vehicle fleets are in a well-advanced state of readiness for the launch of the ULEZ. Only ultra-clean hybrid double-deck Euro VI buses will operate in the central London area from 8 April. Production has started on 90 ULEZ-compliant Dial-a-Ride vehicles to operate in the zone. To date, 71 ULEZ-compliant Dial-a-Ride vehicles have been delivered and we are on track for delivery of the entire fleet by the end of March 2019. The vehicles have additional features such as City Braking to help avoid accidents, and improved heating and cooling systems, which we anticipate will make customers feel more comfortable on journeys. As the Dial-a-Ride minibuses are built in Rochdale, we are helping to boost the UK economy and safeguard manufacturing jobs.

Following a public consultation, the Mayor announced that in October 2021 the ULEZ will extend from the central London area to the North and South Circular Roads.

We have now completed a feasibility study to understand the options for delivering the systems and services.

Van scrappage scheme

On 15 February, the Mayor delegated the necessary powers and directed TfL to implement the van scrappage scheme announced in December 2018. The GLA transferred £23m to TfL by means of a revenue grant to cover the costs of the scheme. The Mayor is also calling for Government to match-fund this so the scheme can be expanded.

Under the scrappage scheme, eligible microbusinesses and charities can apply for funds to scrap older, more polluting vans and charity minibuses and switch to cleaner vehicles that either meet or go beyond the ULEZ standards. We are responsible for implementing and managing the ULEZ and will be administering the London scrappage scheme, including determining eligibility and making payments to third parties.

Freight and Servicing action plan

The Deputy Mayor for Transport launched our Freight and Servicing action plan on 7 March. Freight is essential to London. It supports almost all aspects of life in the city. Changes to London's economy, land use, purchasing habits, new technology and the growth of the service sector are contributing to a significant shift in the way that deliveries and servicing trips are made. Therefore, we need a fresh approach to the way that we manage freight.

This plan is the fourth 'daughter document' to the Mayor's Transport Strategy and includes key trends related to freight in London and evidence-based actions to ensure safe, clean and efficient freight, as well as setting out how we can protect land for freight. We have worked closely with our partners in developing this plan and continuing this work will be vital to achieving its ambitions.

Inspiring and supporting businesses to make their deliveries more efficient

Our Travel Demand Management (TDM) team is supporting businesses to streamline their deliveries and servicing. This is part of a programme of work to enable and encourage more efficient freight activity and minimise the impact of road congestion and poor air quality.

We are using major planned works as an opportunity to encourage businesses to make changes that will have a long-lasting legacy. We are doing this by running workshops to increase their confidence in implementing delivery reduction schemes, and through business toolkits, follow-up support and events that enable them to do so. We have seen an average 31 per cent increase in business confidence in streamlining deliveries following the workshops so far.

More than 200 businesses have been engaged to date and more workshops to encourage business to take action are planned in areas with transformational works such as Fitzrovia, Waterloo, Euston and the Liveable Neighbourhood schemes.

The most recent workshop was held on 5 February for businesses in the Old Street area, in conjunction with the Old Street District Partnership, as a critical part of the TDM strategy for the Old Street roundabout works. It also complements a partnership-led, TDM match-funded project in the area aiming to reduce waste vehicles. As with other workshops, TDM will be following up with Old Street attendees to offer further support to put their action plans into practice and create long-term behaviour change.



We are supporting businesses to streamline their deliveries to be more efficient while minimising the impact on congestion and air quality

Bus emissions

We are more than two thirds towards the roll out of 12 Low Emission Bus Zones in London, bringing the total in place to seven. These busy roads are now served only by the cleanest diesel buses which emit a fraction of the most harmful tailpipe emissions and have been contributing to healthier streets and people, as each bus was upgraded during the conversion process. The remaining five zones will be in place by the end of 2019, and buses along these remaining corridors are progressively being retrofitted or replaced to improve emissions – with air quality increasing as each vehicle is improved.

As we want all London to benefit from the cleanest vehicles, we are continuing a parallel activity to update our entire 9,000-strong bus fleet to the same ultra-clean standard – and are now two thirds

of the way there. We are also growing our zero-emission bus fleet to more than 200 by the second half of 2019. Some of the newest electric buses to enter service will be 68 double-deck buses on routes 43 and 134 – marking an important milestone in the ability of this technology to move people around London. While mainly lighter electric single decks have been introduced to London because of technical barriers (such as vehicle weight and battery range), bus manufacturers are starting to overcome these barriers and, in turn, are enabling us to replace diesel with zero-emission vehicles in a more like-for-like way on shorter mileage routes. As London's bus fleet is made up of two-thirds double-deck buses, this marks an important step forward in our ultimate goal of making the fleet zero-emission no later than 2037.

Demand responsive bus trial

In line with commitments in the Mayor's Transport Strategy, we are trialling a demand responsive bus service to see if it can improve public transport outcomes in outer London, while also improving accessibility and air quality.

ViaVan Technologies B.V. in partnership with Go Ahead London will deliver the trial of up to eight vehicles in an area of Sutton where car dependency is high and public transport accessibility levels are low. The 12-month trial is expected to start in May 2019 and will be a new service to complement the existing public transport network. Consultation on the service area ran from 20 February to 20 March 2019. Due to the quality of the bids received during the procurement process, we are exploring the possibility of a second trial in another part of outer London.

Barking Riverside extension

This project will deliver a new station and line, extending the London Overground Gospel Oak to Barking services, and is due to be completed in 2021.

We have undertaken various enabling works in advance of the main works starting in April 2019, including surveys to ascertain existing asset and ground conditions and installing track monitoring equipment. We have also completed the removal of redundant wagons from the Barking sidings during several weekend possessions.

Rotherhithe to Canary Wharf crossing

This new river crossing for pedestrians and cyclists between Rotherhithe and Canary Wharf aims to relieve existing transport links, encourage more active travel and support growth in the Canada Water and Isle of Dogs Opportunity Areas. We are continuing with design development for our preferred option of a navigable bridge, as well as developing proposals for the way it will operate, and how it will be constructed.

As part of this work we are continuing to engage with a number of stakeholders and submitted a request for a formal scoping opinion to the Department for Transport (DfT) on 8 March. In consultation with statutory environmental bodies, this sets out how we will assess the potential environmental effects of the scheme. All of this work is helping us to prepare for the next public consultation, which is currently scheduled for April 2019. Feedback from the consultation will be used to help inform further development of our proposals in advance of a Transport and Works Act Order application later this year.

Bus priority

We have completed two bus priority schemes on the Transport for London Road Network so far this year at Brixton Hill and Streatham High Road. Large scale works at West Parkside in Greenwich started in early January and are on programme for delivery by the end of March. A further four projects will also be delivered before the end of March.

We are on target to deliver 112 traffic signal technology projects throughout London including 'call cancel' and similar efficiency improvements.

We continue to work with the boroughs to progress delivery of more than 100 bus priority schemes on their road networks this financial year.

Improving our network of traffic signals

We have set up a new signalling strategy in Putney to reduce the level of vehicle emissions and the air pollution they cause on Putney High Street. Following trials in 2018, and discussions with borough officers in Wandsworth, agreement has been given to set up a new automated strategy which detects congestion and then changes the signal timings to hold traffic away from the high street in locations with better conditions for emissions dispersal.

Upgrading our traffic signalling technology

We are making significant investments through our Surface Intelligent Transport Systems (SITS) programme in innovative, new road transport management systems to make journeys on foot, by bike and by bus, as well as essential emergency services and freight trips, as efficient as possible by modernising our road network control and incident response technology. This includes the Real Time Optimisation (RTO) which gives us a complete real time operational picture of the road network. Work is progressing at speed on this project and, in collaboration with our partner Siemens, we completed the detailed design phase on 24 January.

In February we closed our invitation to tender for external parties to bid to work alongside us in developing our Common Operational View and Incident Management System.

Pedestrian priority at traffic signals

In line with the commitment in the Walking action plan, we have installed a new pedestrian priority technique at seven signalised pedestrian crossings in London, including the crossing leading from Westfield Stratford to the Queen Elizabeth Olympic Park. This is a radical approach to setting up traffic signals in busy urban areas because the priority green signal is given to pedestrians, rather than vehicles. We will evaluate this approach to see how much it can improve conditions for pedestrians, and to understand issues of compliance at these crossings.

Efficient network prioritisation of roadworks

We are revising how we assess roadworks on our network and use our influence and statutory powers across London to mitigate their impact and promote sustainable forms of travel.

Using the latest technology and data sources, we have been working to create a critical network map which highlights those locations that are of greatest importance to keeping London's buses moving. This will allow us to focus our limited resources on the most critical locations when we assess and mitigate works on the Transport for London Road Network and the Strategic Road Network to ensure that buses can travel through roadworks as quickly as possible. This project is still in its early stages, but we believe we have the potential to make a dramatic difference in how we adjust behaviours around roadworks to promote Healthy Streets and encourage people to choose to travel by public transport.

Using traffic signals to reduce vehicle-related air pollution

Southern Gas Networks has started work on the A21 Lewisham High Street using its cast-iron sealing robot. Rather than replacing the mains through traditionally disruptive open-cut methods, the sealing robots renew cast iron pipes by internally injecting all of the joints in a given area with an anaerobic sealant. This operates in live gas mains with

no disruption of services. Only one excavation is performed from the rear of a single box truck making the work less visible and decreasing the amount of traffic disruption, noise, pollution and excavation required.

We awarded Southern Gas Networks with Lane Rental funding for the development of the system and trials began on the Transport for London Road Network in 2014. Since then we have continued to work with Southern Gas Networks to enable it to renew more than 45km of gas mains in London. With another 13km planned each year to 2021, this innovative technology will dramatically reduce inconvenience to the public by minimising the footprint and duration of roadworks.

Events and protests on our network

Over the last two months we have seen several large-scale sporting events take place across our network including the London Winter Run, which has just completed its fourth year, and the second year of the Vitality Big Half marathon on 24 March. Both events saw large numbers of participants and spectators take the opportunity to attend the races around some of London's most iconic venues. We also saw several hundred thousand people attend St Patrick's Day celebrations on 17 March, as well as Chinese New Year celebrations on 9 and 10 February.

From the end of January and during February additional demand was placed on our network and staff by elements of the taxi and private hire vehicle (PHV) trades, as a series of protests took place. Our operational teams on the ground and within our 24/7 control centre worked in conjunction with the MPS, City of London Police and boroughs to minimise the impact of the protests.

Other protests have also taken place as we approach the leaving date from the European Union on 29 March, putting additional demands upon our staff and networks which we would not normally encounter during this period.

Heathrow Airport – judicial review

The Mayor has joined with the London Boroughs of Hammersmith & Fulham, Hillingdon, Richmond, Wandsworth, the Royal Borough of Windsor & Maidenhead and Greenpeace in bringing a legal challenge by way of judicial review against the designation by the Secretary of State for Transport of the Airports National Policy Statement (ANPS). The ANPS provides the policy framework for a third runway at Heathrow. The challenge is based on the failure of the ANPS to adequately address a number of fundamental environmental and social problems that will arise from the development. TfL is an interested party in the proceedings. Several other judicial review challenges have also been brought against the decision and were heard concurrently from 11-22 March.

Healthier choices

On 25 February, new restrictions came into force for advertisements carried on our estate that display products high in fat, salt, or sugar. These restrictions are part of a package of measures announced by the Mayor to combat London's extremely high levels of child obesity.

Research shows that advertising impacts children's food choices. Our advertising sites make up 40 per cent of London's out-of-home advertising in terms of the revenue they provide, so a ban will have a real impact on the amount of junk food advertising children see.

These restrictions will prohibit the advertisement of foods and non-alcoholic drinks that are considered to be HFSS, as well as encouraging brands to advertise healthier products.

We have published guidelines on an exemption process which will enable brands to advertise a particular product if they can demonstrate, with evidence, that the product does not contribute to child obesity.

Since the measures were announced, our advertising team has been working with the brands, agencies and advertising industry groups to ensure that they are ready for the changes to our policy and that our revenue is protected, as far as is possible.

5 A good public transport experience

Rail Delivery Group (RDG) publishes proposals for 'Easier Fares for All'

The rail industry has published radical proposals to reform the UK's National Rail fares and ticketing system.

The proposals represent part of the industry's contribution to the Government's 'Williams Review' of the rail network, with a call for preparatory work to begin now in partnership with the Government to support a rolling programme of railway fares reform across Britain over the next three to five years.

Involving regulatory changes, the proposals would bring transparent/simple fares, pay as you go with a best price guarantee, and integration with other modes. The required technology already exists and is in operation across London. With strong political and technical support, the benefits could be realised quickly.

These proposals will still require a decision by the DfT and concerted action across the rail industry to implement the required changes. The DfT has recently launched its own public consultation on pay as you go extension and associated fares reform.

Elizabeth line

Mark Wild and his team are focused on developing a detailed plan for an opening date and establishing a regime of project and cost control supported by a new visual management process. The result will be better reporting, a clearer understanding of issues, quicker resolution and greater accountability at all levels.

Dynamic testing, which began in January 2019, is continuing and involves trains running at service speed through both tunnels. During this process, a number of tests are carried out on the on-board train software and signalling systems. While the total number of tests completed is behind target, the number of tests passed and the number of test hours completed are both ahead of target.

Further work has been undertaken to gain clarity on completion dates on stations, shafts and portals which are critical to the standing up of the infrastructure managers and, readiness for trial operations and passenger services.

We also continue to make progress with the testing for Stage 2, Phase 2 where 4 trains per hour will be running between Heathrow and Paddington.

Step-free access at four stations

Customers can now benefit from easier journeys as lifts serving all TfL Rail platforms opened at Maryland, Manor Park, Seven Kings and Forest Gate stations. The work, to make the stations step free, is part of a wider programme of accessibility improvements across our rail network.

At Manor Park, the main station entrance has re-opened, providing direct access to Station Road. Other station improvements include a refurbished ticket hall with a new accessible ticket window, new ticket machines, automatic ticket gates and improved customer information screens displaying live travel information.

Similar improvements are in place at Maryland, where the ticket hall has also been refurbished. Minor work such as decorating and small repairs will continue at both Manor Park and Maryland stations, including work to improve platform furniture and canopies. At Seven Kings there are new live customer information boards, a refurbished waiting room and a new retail unit that will start trading in the coming months.

New lifts and a ticket hall have recently opened at Forest Gate station. New lifts at Gidea Park are also due to come into service in the coming months, along with a new accessible toilet.

Passengers who need assistance boarding a train already benefit from the same turn up and go service currently provided on the Tube and London Overground, with all stations staffed from first to last train. Once fully complete, all 41 stations on the Elizabeth line will have lifts providing step-free access from street to platform.

Level boarding could not be provided for the Elizabeth line trains at these stations due to the different types of trains, including freight trains, that already run along the western and eastern section stations. To alleviate this, we have station staff on hand whenever trains are running to deploy boarding ramps between the platform and train.

New London Overground trains introduced on the network

Since Monday 18 March, services on the London Overground Gospel Oak to Barking line are operating at 30-minute intervals using three, four-car electric trains. This temporary reduced timetable is because the new Class 710 electric trains are not yet ready for passenger service and the last diesel trains being used on the line have been released for use elsewhere in the country.

We are working with Arriva Rail London on driver training and initial familiarisation began at the end of February. This means that customers will begin to see the new trains on the line during service hours. More than 200 drivers need to be trained, which is expected to take around two months, subject to the training progressing as planned and no further software issues arising.

We share our customers' frustration and continue to push Bombardier Transportation to do everything they can to allow us to bring the new electric trains into service as soon as possible. The Mayor spoke directly with Bombardier and asked them to fund a month's free travel to customers on the line when the new trains are fully introduced. Details of the announced free travel will be published on our website in due course.

Upgraded Woolwich Ferry service opens

We have replaced the three old Woolwich ferries with two new, modern, low-emission vessels that are more reliable and environmentally friendly – one is named Ben Woollacott and the other Dame Vera Lynn. The Woolwich Ferry service was re-opened to the public on a limited service following the upgrade, which includes improvements to the mooring system.

Unfortunately, we did experience some teething problems when we opened the service due to exceptionally low and high tides. However, the service has been operating as normal over the past few weeks and we are continuing to monitor it closely to ensure the service is up to standard.

In addition to providing 14 per cent more space than their predecessors, the new ferries offer additional capacity and are able to carry 150 passengers, with a total of 210 metres of space for vehicles across four lanes, as well as having improved accessibility with separate areas for pedestrians and cyclists. The boats are powered by hybrid-propulsion engines, improving fuel efficiency and reducing noise. They are fitted with equipment to reduce emissions of diesel particulates by 90 per cent and nitrogen oxides (NOx) by 70 per cent, so the vessels are compatible with the emission standards for the ULEZ. These new vessels are also helping us work towards the Mayor's ambition to grow river transport and improve air quality.



We have now replaced our old ferries with two new modern low-emission vessels, which have 14 per cent more capacity



Following recommendations from London TravelWatch, we recently introduced new modern vests for our frontline station staff to make them more visible for customers

London Underground

On 10 February, we launched a new, modern vest for London Underground station staff as part of a programme of improvements to customer service on the Tube network. Frontline station colleagues are wearing the new vests to boost visibility and help customers identify who to speak to for assistance.

The vests are reversible, pairing the standard orange high-visibility on one side with red on the other, featuring a 'Here to Help' message on the back. The red side is visible for customer service duties in ticket halls and around gatelines, while the orange side will be visible when dispatching trains, assisting on platforms and in emergencies.

The vests have been implemented following recommendations from London TravelWatch on how we could improve customer service. Other recommendations implemented are already making a positive difference to the customer experience

across the network. These include more and better signs directing customers to lifts and visitor centres, improved processes supporting disabled customers, faster access to Oyster credit refunds and other upgrades to ticket machines.

New deal agreed for Tube track renewals

On 14 February, we announced that a contract for London Underground track renewals will be awarded to Balfour Beatty. The contract, worth around £220m, encompasses all aspects of track renewal – including track, points and crossings, and trackside drainage – and will help to ensure value for money and a strong focus on safety.

The four-year contract will start in April 2019, with an option included to extend the contract for up to a further six years. London Underground track assets include track drainage, depots and long timber bridges as well as elements like rails, points and sleepers.

The contract replaces a previous eight-year agreement with Balfour Beatty which contributed to modernising around 75 per cent of the Tube network. Our comprehensive and strict procurement process evaluated key criteria focused on safety, behaviours, delivery expertise and value for money.

Northern Line Extension

The Northern Line Extension will provide twin tunnels from Kennington to a new terminus at Battersea Power Station, via a new station at Nine Elms.

This new infrastructure is a catalyst for the regeneration of the Vauxhall Nine Elms Battersea Opportunity Area. The end of December 2020 target opening date is currently under review. The review has been driven by the need to adapt the construction programme as the designs for Battersea Power Station's over-site development and the Tube station beneath it have evolved.

At Nine Elms station, concrete work is going ahead on both the northbound and southbound track. We have now poured the mezzanine concrete floor slab for the eastern superstructure, and the mould is in position for the concrete ceiling of the ticket hall. The casting of the lining wall and column encasement is on schedule. Work on the blockwork to make the internal walls and rooms continues. Installation of the cable management system has begun in the basement service corridors.

At Battersea, we are working on the internal walls to form the rooms in the new station. Installation of the architectural ceiling in the station ticket hall continues with 88 out of 92 sections in place. The last four sections will go in when the tower cranes are decommissioned and removed from site in mid-March.

At Kennington Park, removal of the upper level of props has begun and the level one basement concrete slab is complete. At Kennington Green, work continues to join the shaft to the basement to provide ventilation and emergency access and evacuation.

Rail installation in the northbound and southbound tunnels is complete and is going ahead in Nine Elms station.

All the 22kV cabling has been successfully installed through Oval southbound platform. This represents a major milestone as we take the first steps on the path towards energising the high voltage and direct current power systems. We have completed the testing of the tunnel telephones, which makes it possible to discharge the traction current in the event of an emergency, from plungers on the platforms or remotely from a control centre, as with other London Underground lines.

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 are focusing on installing new lineside and in-cab signalling systems. We are also working on depot and sidings upgrades and building signalling equipment rooms around the network. We have currently completed 31 out of 46 signalling equipment rooms.

We expect the first sections of new signalling to go live soon, and we continue to test and improve the software. We have also now tested trains running in automatic mode between Hammersmith and Monument/Stepney Green.

Lineside signalling installation progresses to schedule and we have completed 150 out of 192 in-cab installations and 18 (out of 33) engineering vehicles.

Bank

On 15 March, the modernisation of Bank station reached a significant new milestone, with the first breakthrough between a new entrance on Cannon Street and the newly constructed Northern line tunnel. The breakthrough

will make further construction work easier, helping to ensure the hugely important upgrade is delivered by 2022.

The project to upgrade Bank station, which is being delivered alongside contractor Dragados, will increase capacity by 40 per cent by 2022, making journeys quicker and easier for the 120 million customers who use the station every year.

Engineering and construction teams have been working 24 hours a day underground, since 2016 to excavate over 1,000m of tunnels and build a new station entrance. All the tunnels have been excavated using two diggers as the confined tunnel space prevented the use of a tunnel boring machine. In some instances, tunnelling has been undertaken by hand, using traditional mining techniques used on the Tube for over 100 years. The tunnelling has produced nearly 200,000 tonnes of material, equivalent to nearly 16,000 Routemaster buses and capable of filling 52 Olympic-sized swimming pools. This material has been repurposed and transported to Dartford, where it is being used as part of a housing development. At the site of the new entrance, the project has excavated an area 30m deep in order to connect to the tunnels below.

We have also installed new wayfinding signage on the Waterloo & City line platforms at the recently opened entrance on to Walbrook, below Bloomberg's new European HQ.



The modernisation of Bank station reached a major milestone with the first breakthrough between a new entrance on Cannon Street and the newly constructed Northern line tunnel

Paddington

At Paddington, we are creating a step-free link from the Bakerloo line to the new Paddington Elizabeth line station. We have installed, tested and commissioned two new escalators and a new lift. We expect to complete the fitting of hard wearing non-flammable wall panels by the end of March.

The link is ready for trial operation leading to full operational service when the Elizabeth line Paddington station opens.

Holborn

Holborn station is a key interchange on the Central and Piccadilly lines and sees significant congestion in peak periods. Our forecasts of future demand show that more controls will be needed in the future to safely manage this congestion, particularly with the improvements in train service as we modernise the Deep Tube lines.

Our proposed upgrade will see Holborn station more than double in size, increasing capacity by around 140 per cent, as well as creating a second station entrance and exit on Procter Street. Step-free access will also be provided as part of the plans, with the installation of three new lifts in the existing Kingsway entrance. Seven hundred metres of tunnel will create new interchange routes between the Central and Piccadilly lines, helping to reduce crowding during peak periods.

It is critical that we deliver this upgrade in an efficient and cost-effective way, and we will shortly be starting a competitive dialogue procedure to drive innovation and savings on the current proposed design and delivery for the project. We have successfully used this model of innovative contractor engagement on other projects in the past, such as the Bank station capacity upgrade.

Finsbury Park

On 28 January, we opened two new lifts at Finsbury Park into service, providing step-free access to the Piccadilly and Victoria lines as well as to platforms in the National Rail station. This makes it easier for customers with mobility needs, buggies or heavy luggage to use Tube and National Rail services.

The new lifts are the first milestone in a major upgrade, which will also create a new, larger entrance on the western part of the station. The new entrance will also provide an alternative step-free route. New ticket gates and a larger staircase have already been installed, making journeys quicker and more comfortable for customers using the station.

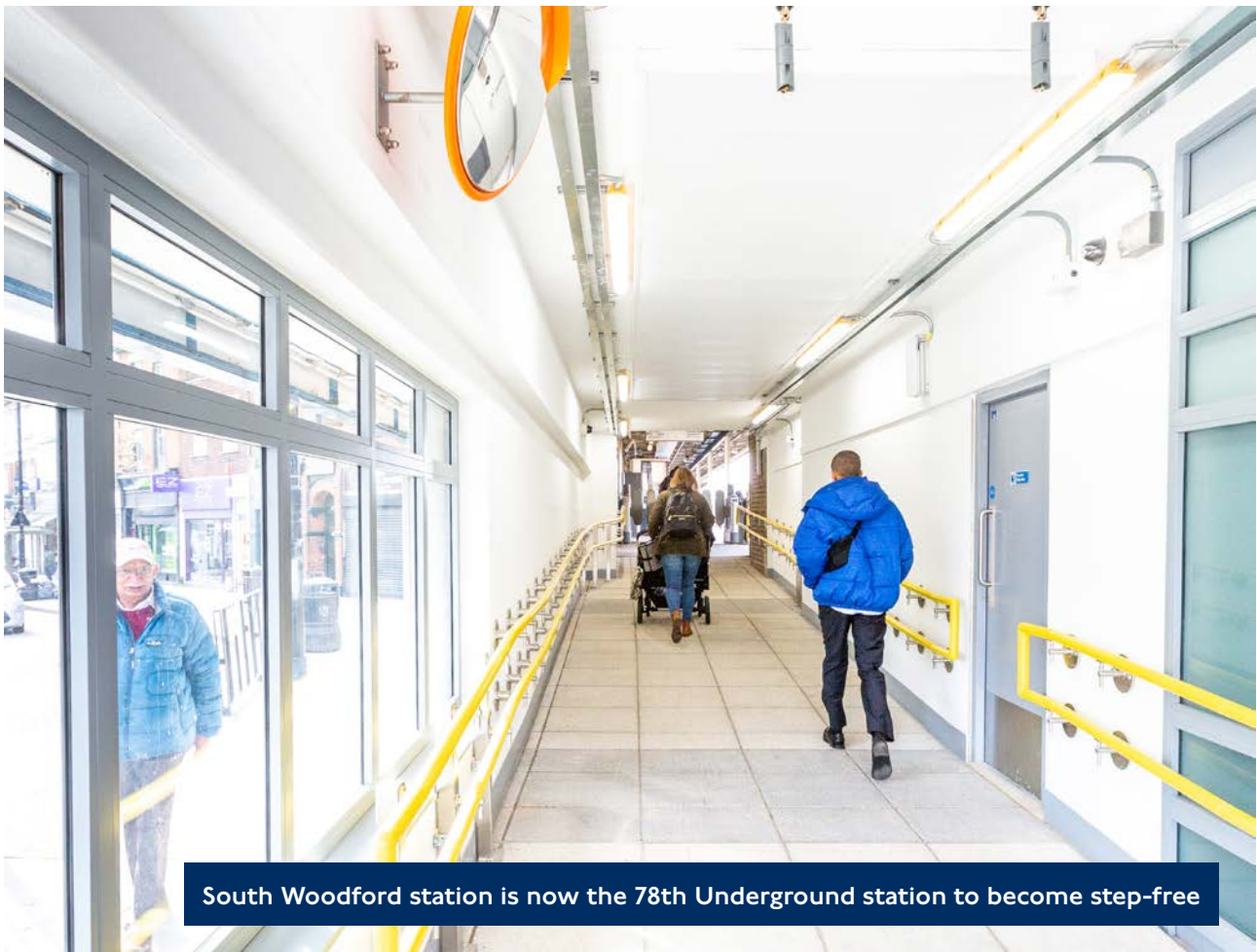
The work has seen two new lift shafts dug, with 7,500 tonnes of spoil, roughly equivalent to 600 double-deck buses, removed and disposed of in an environmentally friendly way. Finsbury Park is the fourth busiest station outside Zone 1, with more than 31 million customers. It provides a crucial link between north London and stations such as King's Cross St. Pancras and Victoria, as well as a connection to National Rail services.

The improvements at Finsbury Park are the result of our collaborative work with City North Finsbury Park, the developer of an adjacent mixed residential and commercial site. This site will create shops, office space and more than 300 new homes, as well as providing the new western entrance to Goodwin Street and Wells Terrace. The new entrance will make access quicker from the bus station at Finsbury Park to the platforms and to the new commercial development.

Victoria

At Victoria, the new escalators that were installed as part of the station upgrade are in service. We are refurbishing three of the remaining six older escalators to make them safer and more reliable. The three escalators that are being worked on lead from the ticket hall directly to the Victoria line platforms. Work began on the first escalator on 18 February, and refurbishment of the second and third will begin on 20 August and 20 January 2020. Each escalator will take 22 weeks to complete.

While this work takes place, customers are directed to use the new escalators and intermediate level passageways to get to and from the Victoria line, with the remaining two escalators being used for exit only at peak times.



South Woodford station is now the 78th Underground station to become step-free

South Woodford

On 18 March, South Woodford station became fully step-free, improving access to the transport network for thousands of people. The station serves the Central line, one of London's busiest Tube lines, and sees almost 5.3 million customer journeys each year.

South Woodford was previously only step-free for customers using the eastbound entrance for services to Epping. With the installation of a new ramp at the westbound entrance, the station has become step-free for customers travelling into central London as well. South Woodford is the 78th Underground station to become step-free and the third of five stations on the eastern section of the Central line to be made step-free in the coming years.

South Woodford station will be further improved in the coming months with the installation of better platform lighting.

Love poems on the Underground

In February, Poems on the Underground launched a new series of love poems on the Underground, featuring works by Emily Dickinson, Robert Browning, Boris Pasternak, Robert Burns, Michael Donaghy and Jane Draycott. In addition, a leaflet featuring a selection of love poetry from the 30 years of the Poems on the Underground programme was made available at Zone 1 stations.

6 New homes and jobs

Crossrail 2

The Crossrail 2 team is already learning lessons from the experience of Crossrail 1. In particular, an improved assurance framework has been developed. As well as internal assurance of our work by TfL and Network Rail experts, a number of Expert Review groups will be established to scrutinise the team's work on issues including cost, risk, schedule, case-making analysis, scheme design and engineering. Separately an Independent Assurance Panel will also be set up to provide independent assurance and expert advice to the Crossrail 2 Sponsors.

The Independent Assurance Panel will review the planned and in-progress development of the project, the quality and rigour of outputs from the project organisation, and the proposals for delivery of the scheme. The Chair of the Independent Assurance Panel will work closely with the Expert Review groups, seeking their advice and challenge on specific technical issues. The proposals have the support of the Department for Transport and the framework is in line with the Government's 'three lines' of assurance.

Borough leaders and Chief Executives along the route are being updated on the pressing need to update the 2015 safeguarding directions.

The Crossrail 2 Programme Board held in February focused on how Crossrail 2 supports the delivery of 200,000 new homes and how colleagues in the Ministry of Housing, Communities and Local Government, Homes England and the GLA work together agreeing delivery mechanisms.

The National Infrastructure Commission published their second Annual Monitoring Report at the end of February. This provides an update on the progress of Crossrail 2 following the publication of their 2016 Report, 'Transport for a World City'. Building upon the 2018 Annual Monitoring Report, the report details our achievements and challenges encountered over the past year.

Finally, a programme of work to assess the impact of Crossrail 1 on the delivery of Crossrail 2 is well underway, considering timescales and funding mechanisms, alongside continuing to implement lessons learned.



Our first small site was given the go-ahead by Barnet recently - it will deliver 97 homes, 50 per cent of which will be affordable

Affordable homes

Landmark Court planning application submitted

Over the past year, we have been developing plans with our partner U+I on proposals to transform our site on Southwark Street to provide new homes and office space, while taking inspiration from the rich heritage of the area. Following months of engagement with the community and borough, we have now submitted a planning application to the London Borough of Southwark for the development of 35 new homes and 1,800 square metres of commercial space. The office and workspaces will be designed to attract and encourage independent businesses and entrepreneurs.

Our development will open up this site again to the public, creating new walking routes, restoring some of the medieval lanes, providing a new marketplace,

cycle parking and a new entrance to the Crossbones Graveyard. We have also been working with the Friends of Crossbones and Bankside Open Spaces Trust to preserve and improve the space which plays an important part in local heritage.

Beechwood Avenue

On 4 March, our first site from the Mayor's Small Sites, Small Builders programme was given the go-ahead by Barnet Council's planning committee. Beechwood Avenue, in Finchley, will deliver 97 homes, 50 per cent affordable and construction is due to start later this year. This is another great example of how we work with small and medium sized builders like Kuropatwa Limited to build the homes that London desperately needs, while also generating revenue to reinvest into the transport network.

Colindale planning application submitted

We have submitted a planning application for around 300 new homes next to Colindale station, as well as considerable improvements to the station. These include:

- A new, enlarged ticket hall
- Step-free access from street to platform
- Nine new ticket gates to reduce crowding
- Wider paving in front of the station
- New commercial space within the ticket hall
- A car-free development with 50 per cent affordable housing

Our plans provide significant improvements to the station and the area around it, joining up the public realm improvements already planned in the area. We will retain Blue Badge parking on site.

Subject to planning, we expect to start work in 2021 and deliver step-free access by 2022.

New homes for Barnet

We have selected Taylor Wimpey to help us bring forward approximately 1,000 new homes across two sites in Finchley Central and High Barnet, of which 40 per cent will be affordable.

Covering more than 14 acres these two sites will create hundreds of new affordable homes, and will provide new commercial units, improve the public realm, and provide better connections for pedestrians.

New homes for Wembley Park

We have started the search for a partner to provide approximately 400 new homes near Wembley Park station, 50 per cent affordable, as well as reinstalling the operational facilities currently on-site.

The site is located within the Wembley Growth Area which seeks to provide at least 11,500 new homes by 2026.

We expect to choose our partner for the site later this year and to begin consultation with the local community in early 2020.

Build to Rent progress

We have now received the bids to select our partner to help us deliver our plans for Build to Rent on our land. Together, we will deliver an initial wave of 3,000 homes, with a minimum of 40 per cent affordable on all new planning consents. Over the coming months, we will work with our selected partner, the local community and the boroughs to develop plans for the sites before submitting planning applications later this year.

There are approximately two million private renters in London and this number is growing. Making this significant move into the Build to Rent sector has huge benefits for us and London as a whole.

Sutton Link consultation

A public consultation on options for the Sutton Link project ran from October 2018 to January 2019. The Sutton Link would create a high-capacity route for people travelling between Sutton town centre and Merton using zero-emission vehicles, along a corridor with potential for growth. This consultation sought the views of the public and stakeholders on three route options and whether the project should be developed as a tram extension or a new bus rapid transit route.

In principle, there was strong support with around 86 per cent of respondents stating they support or strongly support the scheme. We are currently preparing a report summarising the responses we received, which will be published soon. These results will be used to inform the next steps for this project. We expect to publish a Response to Issues Raised report later this year, setting out the next steps for the Sutton Link project.

7 Our people

Bus driver toilets

We continue to work closely with communities as we look for suitable sites to locate bus driver toilets for 42 prioritised routes on the network. We are halfway to providing permanent and temporary toilets after advising residents of our plans and discussing sites in more detail with boroughs.

Toilets in the right locations are an important part of running a safe and efficient bus network so drivers can use them at the end of a route, rather than stopping in service and disrupting passenger journeys, or being potentially distracted behind the wheel. We realise that the siting must be right to minimise the impact on the communities we serve. We have been providing advance leaflets of our plans and liaising with residents where concerns have been raised.

International Women's Day

To celebrate International Women's Day, our Women's Staff Network Group hosted a week of 32 events with more than 1,000 people attending.

To mark International Women's Day on 8 March, female colleagues took over Victoria Station with an all-women roster and portrait exhibition, to highlight to our customers the inspirational women who work at TfL.

The programme of events this year not only celebrated women, but also the importance and the power of an inclusive workplace with a diverse and collaborative workforce.

Innovate TfL in association with Cleshar schools challenge

On 4 March, four finalist teams attended our Endeavour Square offices to present their innovations to improve our organisation. Huge congratulations to this year's winning team 'Mind the Girls' from Northwood College for Girls whose fantastic innovation suggests the introduction of a fob device designed to be used by wheelchair users. The device would be activated while they wait for a bus, which would in return send an alert to the bus driver, giving them advance notice to activate a message in the bus for passengers and buggy users to create space for the wheelchair.

The winning team was awarded tablet computers which were presented by Jennette Arnold, Assembly Member Hackney, Islington and Waltham Forest, and Damian Tiernan, Executive Director Cleshar. Well done to runners-up from The Henrietta Barnett School who were highly commended and to the other two finalist teams from London Academy and Yavneh College. All finalists will be undertaking work experience at TfL before the summer holidays.



On International Women’s Day, we took over Victoria station with an all-women roster and portrait exhibition

Innovate is one of our skills and employment activities promoting Science, Technology, Engineering and Maths and Transport careers with students designing an innovation addressing at least one of the three objectives of the Mayor’s Transport Strategy. Innovate is open to all schools, targeting girls schools and schools with high deprivation indicators. Sixty-one schools, colleges and youth groups registered to take part this year, including 12 girls schools - our highest numbers to date.

Annual London Transport Awards

On 7 March, our Bakerloo line Edgware Road station team were among the winners at the 16th annual London Transport Awards, which celebrates the achievements of those who work hard to make a real difference to transport across London.

The Edgware Road team was recognised for its world-class treatment of customers at the station, from regular commuters to visitors from outside the city. This followed a comprehensive survey of passengers and commendations received, with the focus on customer care.

The awards are by judged by a panel including Professor David Begg; Janet Cooke, Chief Executive, London TravelWatch; and Katharina Winbeck, Head of Transport, Environment and Infrastructure, London Councils.

CIBSE Building Performance Awards

At the Chartered Institution of Building Services Engineers (CIBSE) Building Performance Awards 2019, our Facilities Operations team won the Facilities Management Team Award.

The CIBSE awards recognise the people, products and projects that demonstrate engineering excellence in the built environment. They focus on actual, measured performance outcomes, not just design intent or performance specifications. Our team demonstrated that it had both significantly reduced carbon emissions and made six-figure savings on energy use.

Golden Whistle Awards

On 25 January at the Golden Whistle Awards, the Bakerloo line received the gold award and the Northern line took the silver award for Underground line performance.

The Institution of Railway Operators Golden Whistle Awards recognise those who have gone above or beyond expectations to deliver excellence in railway operations. They are awarded on the basis of operating improvement statistics, celebrating the best of railway operating and the greatest strides in punctuality and best practice. London Underground lines are judged on performance, based on the highest improvement in lost customer hours.

Construction skills

We have seen the first students embark on training as part of our construction skills programme. Working with London Transport Museum as part of our Route into Work programme to support under-represented Londoners access our apprenticeships, we are setting up three temporary on-site practical learning hubs. We also recently became a Mayor's Construction Academy hub, to help better coordinate demand and supply of construction training and to work closely with a number of partners including London boroughs, the London Legacy Development Corporation, construction employers, training providers and targeted charities that support hard to reach groups.



Our Facilities Operations team won the Facilities Management Team Award at the recently held Building Performance Awards 2019

8 Securing value and generating income

Securing value

Our change programme has already delivered substantial, recurring savings. To date, in 2018/19, operating costs are £311m below budget - £277m of this is from net cost reductions across the business. We are continuing with this programme, which includes further reducing back and middle office costs over the next three years by 30 per cent and building our capability to raise revenue.

Consultation has now closed on our new HR function and in January, we launched consultation with staff and trade unions in respect of the Finance and Commercial Senior Management Teams. We are currently considering options for a number of further business areas ahead of potential consultation at the end of this month.

Change is not solely about cost savings but also modernising our ways of working. Smart working will make us a more attractive employer and create improved work-life balance for our people. It is also vital in supporting the consolidation of our office accommodation allowing a 30 per cent reduction in demand for desks by December 2019. Pilots in three areas have seen a reduction in desk use of 30 per cent. A wider implementation plan begins in April 2019.

We are adapting our approach to managing change to learn from the past and mitigate future risks. This includes acting on feedback from staff, including

results from the latest Viewpoint staff survey. We are focusing on three priorities: how we improve the effectiveness of communication and engagement with staff; how we measure and manage the effect of change on diversity, inclusion, talent, health and wellbeing and management capability; and how we make better use of data to deliver and understand financial benefits.

Fitch places UK Government and government-related entities on negative watch

Our borrowing for 2018/19 has been completed and we are now looking at the most appropriate options for our 2019/20 borrowing requirement.

On 20 February, Fitch placed the UK government on Rating Watch Negative owing to the ongoing uncertainty over Brexit and the likely impact on the UK economy. On 25 February, Fitch placed TfL (and certain other bodies with links to UK government) on Rating Watch Negative as a result. Fitch will look to resolve the Rating Watch on the UK within the first half of this year.

Women We See competition

We launched a competition in July 2018 to encourage advertisers to create more positive and inclusive campaigns after research revealed that Londoners did not feel represented by most of the adverts they saw around London. Sponsored by our media partners, ExterionMedia and JCDecaux, the competition called on



brands to create advertisements that reflect London’s diversity, feature women from all backgrounds, and move away from harmful gender stereotypes.

The competition received more than 80 entries from a diverse range of big brands and agencies. In January, we announced Holland & Barrett as the winner for its ‘Me. No.Pause’ campaign, which was aimed at challenging misconceptions around the menopause and featured women aged 40-55. Holland & Barrett won £500,000 worth of advertising value on the TfL estate for this campaign, and it will be displayed across the TfL rail and bus network including on the iconic Canary Wharf advertising screens.

The runner-up for the competition was Mothercare which submitted a campaign on new mums and post-birth bodies. It received £50,000 in match funding for its campaign.

We partnered with Universal to launch its new programme, ‘Proven Innocent’, a legal drama centred on Madeline Scott, played by Rachelle Lefevre, and her opposite number, District Attorney Gore Bellows, played by Kelsey Grammer.

This partnership saw a whole range of experiential activity, roaming actors, filming, social media coordination and themed public address announcements.

As well as being fun for customers, this campaign is a good example of how brands can use our stations in an engaging way. It is yet another illustration of how we can work with brands to create flexible and dynamic opportunities and generate revenue to reinvest in the transport network.

© Transport for London
March 2019