

Board



Date: 19 September 2017

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 19 July 2017 and updates the Board on significant projects and initiatives.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – September 2017

List of Background Papers:

None

**Mike Brown MVO
Commissioner
Transport for London
September 2017**



Commissioner's Report

19 September 2017

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

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 use the Healthy Streets Approach to 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 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 that 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	4
2 Safety and security	5
3 Healthy Streets and healthy people	12
4 A good public transport experience	20
5 New homes and jobs	34
6 Our people	38
7 Securing value	40

This paper will be considered in public

1 Introduction

This report provides a review of major issues and developments since the Board meeting of 19 July.

You will all be aware of the awful news that Ian Nunn, our Chief Finance Officer, passed away suddenly on 24 July. Ian joined us in 2015 and has made an enormous contribution to our organisation. He is much missed by me and the rest of his colleagues. My thoughts are with his family and friends.

As an interim measure, Simon Kilonback has taken accountability for the leadership and line management of the Finance and Procurement teams. Simon will be supported by the other senior finance and procurement leaders in their own business areas. Sarah Bradley will temporarily hold the statutory Chief Finance Officer responsibilities.

2 Safety and security

Croydon tram derailment

The Sarah Hope Line continues to be available to those affected by the tragic derailment at Sandlands.

Making the tram service safer remains one of our top priorities. We are continuing to work with the Rail Accident Investigation Branch (RAIB), the Office of Rail and Road (ORR) and the British Transport Police (BTP) on their investigations.

We are taking action in line with the recommendations we expect to be included in the RAIB's formal report. Since the derailment, we have introduced a number of extra safety measures, including additional speed restrictions, enhanced speed monitoring, new signage for drivers and an upgrade of the CCTV recording system.

We are trialling an in-cab driver protection device system, which will be fitted to all trams by the autumn. Drivers are alerted if any signs of distraction or fatigue are detected. We are also working on an alert system for monitoring and managing tram speed.

It is important that we help the wider tram industry learn all the lessons from the derailment, and so continue to work on these improvements as well as consider any further measures that could be introduced to improve safety.

Putney Bridge – jogger/bus driver

In early August, footage from Putney Bridge came to light, where a jogger appears to push a pedestrian into the path of an oncoming route 430 bus. Although this occurred on 5 May, at around 7.40am, CCTV footage was only released by the Police in August. The driver has since been identified and commended for his actions. Police are continuing to investigate.

Lavender Hill bus

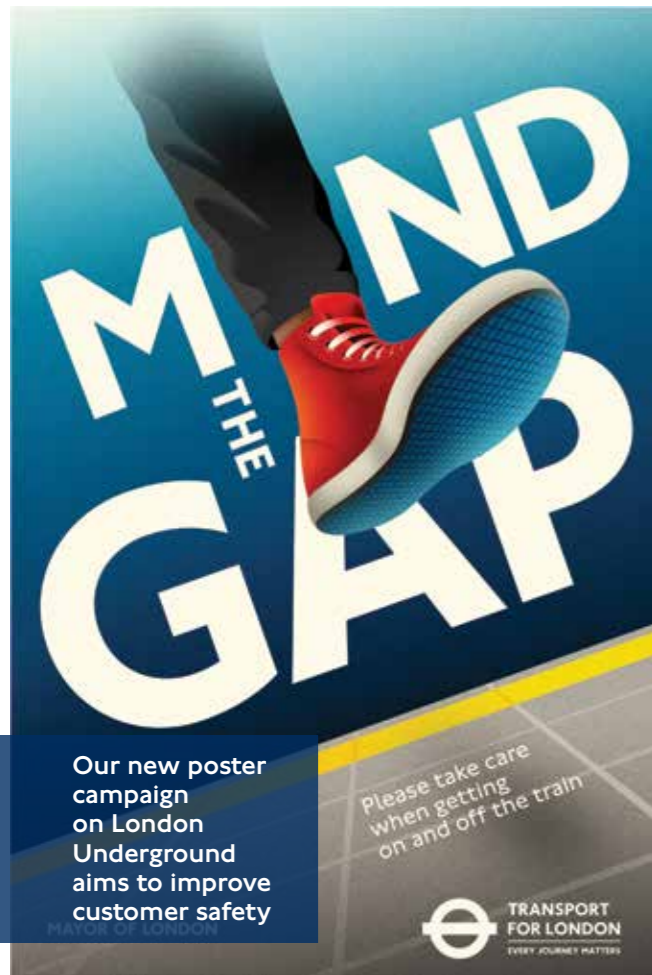
On 10 August at around 7am, a route 77 double-decker bus collided with a shop front on Lavender Hill at the junction with Elspeth Road. Thankfully, there were no serious injuries.

We are carrying out a detailed investigation and we will provide a full report at the next meeting of the Safety, Sustainability and Human Resources Panel on 28 September.

Customer safety

Nothing is more important than the safety of our customers, staff and contractors. We carry millions of customers every day, and we want all of them to arrive home safe and healthy.

We have set ambitious targets in our scorecard to drive down customer and workforce injuries by 17 per cent, and we are seeking to address these through a combination of encouraging safer behaviours, and providing new direct communication with our customers and users.



In July, we launched a new poster campaign aimed at improving customer safety targeting three priority areas on London Underground (LU) - minding the gap, keeping clear of closing train doors, and taking care on stairs and escalators.

Greenford station

On 19 July, a customer alighted from a train at Greenford, lost his footing at the platform edge and was hit by an

oncoming train. The BTP has declared the death as non-suspicious and the ORR has also investigated and concluded this was a tragic accident. We have carried out a thorough check of the platform at the station and no issues have been identified.

Canning Town station

As part of its investigation into the customer fatality in a non-public area at Canning Town station on 22 January, the ORR has issued us with a notice to improve risk assessments for lone working by station staff in the West Ham area. We have put in place a plan for addressing the issues in the notice and will ensure the changes are completed by the end of September, ahead of the ORR's deadline. We are also reviewing other stations where there is lone working to ensure the safety of our customers and our employees.

Cardinal Place, Victoria

On 23 February, a member of the public was injured by architectural metal panelling that became detached from the roof of the Cardinal Place entrance at Victoria station. We have now completed a formal investigation with our contractor, Taylor Woodrow BAM Nuttall. The report captures both specific and wider lessons being introduced internally and by our suppliers and we will be sharing our findings with the ORR.

ORR annual health and safety report

In July, the ORR published its annual health and safety report on LU. The



report concludes that overall LU continues to manage risks well. It recognises the good work we are doing to reduce customer accidents on escalators and what we have done to manage the risks associated with electricity at work. It also recognises our proactive engagement with the ORR on the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines.

Improving the safety of buses

Our Bus Safety Programme is contributing to the 'Vision Zero' approach to reducing road danger set out in the Mayor's draft transport strategy. It aims for no one to be killed in or by a London bus by 2030, and for deaths and serious injuries from road collisions to be eliminated from London's streets by 2041.

In late July, we held a workshop with bus operators to strengthen the quality and speed of investigations into bus incidents, to ensure we learn lessons and share them across the industry in a timely manner. All our operators attended and gained a greater understanding of the causes of fatalities and injuries. We will maintain this focused engagement with operators to help inform their risk control measures and improvement plans.

We now carry out additional peer reviews of bus operator incidents to ensure that investigations into the most significant incidents are robust, identify the root causes and contain clear recommendations that prevent recurrence. This provides the opportunity for bus operators to highlight any matters that we need to act upon and ensures that all potential causes and contributory factors are fully explored.

On 16 August, we announced plans to test new safety technology on London buses. We have appointed leading engineers and technical specialists to work with us and with the bus manufacturers and operators to trial a range of innovative safety measures including:

- Autonomous Emergency Braking Systems that allow the vehicle to detect its surroundings and automatically apply the brakes
- Features to alert pedestrians and other road users of the presence of buses, such as lights or audible warnings

- A re-design of the front of buses, which could reduce the impact of a collision
- Changes to bus interiors to improve passenger safety, such as higher-grip flooring and softening sharp edges
- Improvements to vision for drivers, including improved mirror design

The results of the trials will feed into a new Bus Safety Standard that will be incorporated into bus operator contracts from the end of 2018.

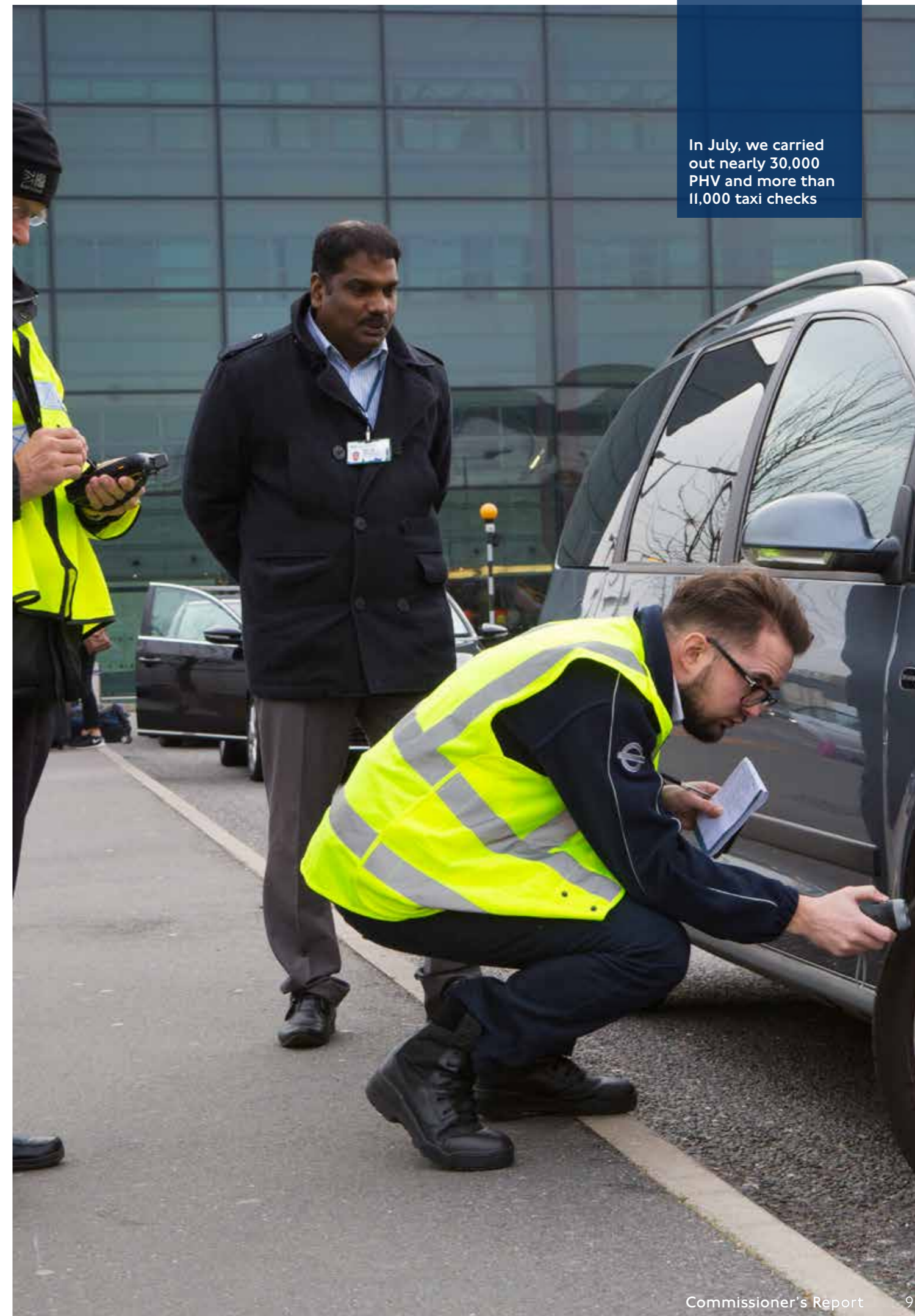
Taxi and Private Hire compliance

Last year, the Mayor committed to increasing the size of our Taxi and Private Hire Compliance Unit and asked us to recruit 250 new officers. We have now completed this process and so we have significantly enhanced our ability to tackle non-compliant and illegal taxi and minicab activity.

We have been using this opportunity to seek to improve workforce diversity in operational roles. Thirty-five per cent of the 250 new recruits are women (our highest ever rate in this area) while 56 per cent are BAME. More progress is still needed but we have learned many valuable lessons regarding our recruitment processes which we are applying to other parts of the business.

We are now checking more than five times as many Taxi and Private Hire

In July, we carried out nearly 30,000 PHV and more than 11,000 taxi checks



drivers and vehicles than we were a year ago. In July we carried out nearly 30,000 PHV driver and vehicle checks and more than 11,000 taxi driver and vehicle checks.

We have also boosted our compliance checking on PHV operators and compliance levels are improving; 90 per cent of taxis and 89 per cent of PHVs checked are now compliant, which is an increase of two per cent in both areas.

All our new officers have a very strong customer service ethos and we have regularly received positive comments from both drivers and the Taxi and Private Hire trade.

Improving cyclist and driver safety

On 21 July, the Metropolitan Police Service (MPS) launched a new tactic to improve cyclist and driver safety. Officers from the MPS Roads and Transport Policing Command held a number of operations in hotspot sites across London, to ensure drivers were obeying the rules of the road. The officers worked in plain clothes, wore video cameras and rode unmarked bicycles. In particular, they found:

- Unsafe following (tailgating)
- Unsafe overtaking (close passes)
- Unsafe turning (left or right turns across a cyclist's path)

During the first week of action, officers in Bexley, Hackney, Southwark, Bromley, Lewisham and Richmond stopped 18 drivers and offered advice, while charging five drivers with other traffic offences. The next phase of the campaign will be focused on taxi and private hire drivers and bus drivers. We will also be working with the Metropolitan Police Service (MPS) to develop a social media film to further support this activity.

Support for the Women's Night Safety Summit

On 24 July, we supported the inaugural Women's Night Time Safety Summit, hosted by the Mayor's Night Czar Amy Lamé.

The Summit saw 100 activists and influencers take part in workshops on policing, transport, culture and workforce, generating ideas to help improve women's safety at night. The transport workshops were led by the Deputy Mayor for Transport, Val Shawcross, with support from our Head of Transport Policing, Siwan Hayward. The ideas are being developed into a Women's Night Safety Charter.

Operation Sceptre and ministerial visit to Elephant & Castle

The Home Secretary, Amber Rudd MP, visited Elephant & Castle Underground station in July to see a knife arch being used outside the station in order to detect, anyone carrying a knife.

This was part of Operation Sceptre, the MPS's high profile campaign to tackle knife crime. It involves coordinated action on knife crime across the country, including weapon sweeps, test purchases in shops, targeted use of stop-and-search powers, and the use of knife bins.

Early regulator engagement for the Silvertown Tunnel

The Health and Safety Executive, was invited to take part in sessions with potential suppliers to highlight the importance of health and safety within the project. This early engagement provided an opportunity for the bidders to gain a greater understanding of the regulator's expectations and how they will monitor the safety of the design and completion of this major scheme.

3 Healthy Streets and healthy people

Walking and cycling

Mini-Hollands programme

The London Borough of Waltham Forest continues to make good progress on their Mini-Holland programme with most schemes now in construction or completed. Consultation has finished on plans to improve conditions for pedestrians and cyclists at two junctions along Forest Road (Bell Junction and Blackhorse Junction). The majority of responses are positive.

The London Borough of Enfield is continuing the construction of the A105 scheme, which will be substantially completed in autumn 2017. The borough has started section one of its second major cycle route along the A1010. This section will be completed this year with the rest finishing in 2018/19. A new crossing for cyclists and pedestrians along the A10 at Salmons Brook is also under way and will be completed by the end of September this year.

The Royal Borough of Kingston has finished building the first section of the New Malden to Raynes Park cycle and pedestrian link. Work continues at Kingston Station Plaza on improvements to the local environment, a new cycle hub and a better pedestrian and cyclist bridge. The scheme is forecast to complete in summer 2018.

Quietways programme and the Central London Grid

Over August and September, work began on a further 25km of Quietway, taking the total now started to 116km. We have completed 89km of Quietway, with signs and carriageway markings now installed on Quietway 2 (Q2) and on finished sections of Q3, Q5, and Q6. Consultation has started on another 22km, bringing the total under consultation to 154km.

By the end of September we will have completed or begun construction on a total of 50km of the Central London Grid, including 30km with wayfinding signage. Our designers are now working on feasibility plans for phase two of the grid.

Cycle grants for communities

We are making £300,000 available through grants to help 30 community and not-for-profit groups get communities cycling - this initiative is aimed at people who may not otherwise ride a bike. The grants cover cycle training, loan bikes, guided rides and basic cycle maintenance courses. There is also an additional £3,000 grant available this year for new and existing projects to buy electric bikes.

In just two years, our Cycling Grants London programme has helped 46 community groups encourage more than 12,000 people to cycle. Applications close on 18 September.



Walking challenge weekend

To celebrate 10 years of Legible London signs and 50 years of British Orienteering, we partnered with British Orienteering to host a weekend inviting Londoners to put their knowledge of the city's walking routes to the test. People were invited to walk to as many locations as possible in three hours using Legible London signs. Encouraging more people to walk is a vital part of the draft Mayor's Transport Strategy, which aims to make London's streets more welcoming and encourages active travel.

The Legible London signage system was developed to give more confidence to Londoners in their ability to navigate the city on foot, and to encourage people to

walk as part of their daily journeys. There are now more than 1,700 Legible London signs across the Capital, in almost every London borough, and new signs are being installed each year.

Rotherhithe – Canary Wharf crossing

We are working to deliver a new walking and cycling crossing between Rotherhithe and Canary Wharf, linking two Opportunity Areas that together are expected to create more than 36,000 new homes and 112,000 new jobs. This will provide a safe, attractive and direct route for pedestrians and cyclists, reducing journey times and encouraging healthier travel.

Throughout June and July we have run a series of workshops with local residents and other interested parties, to inform the design of the new crossing. Due to the taller ships and boats on this part of the river, a bridge would have to open and close. We are therefore carrying out surveys of the river traffic in the area, so that we can determine the best design and minimise the number of closures to the crossing that will be needed to allow river vessels to pass.

The new crossing will be considered at the Programmes and Investment Committee before a formal consultation takes place on the initial design on 2018.

Public consultations - cycling

We published our public consultation report for Phase 2 of the East-West Cycle Superhighway in August, detailing our way forward for this part of the route. We have carried out extensive additional work and stakeholder engagement to explore alternative alignment options and to ensure we maximise opportunities for cyclist and pedestrian improvements.

Consultations on a number of transformational schemes across London that launched in June and July have now closed. These include proposals to create a safer environment for cycling and walking at the northern and southern roundabouts at Lambeth Bridge, and nearby improvements at Waterloo and Nine Elms. They also include consultations for safety improvements

at Charlie Brown's Roundabout and Redbridge Roundabout, and a scheme to reduce congestion and increase provision for pedestrians and cyclists in Waddon, in Croydon. We are currently reviewing the results of these consultations and preparing our responses.

Dockless cycle hire

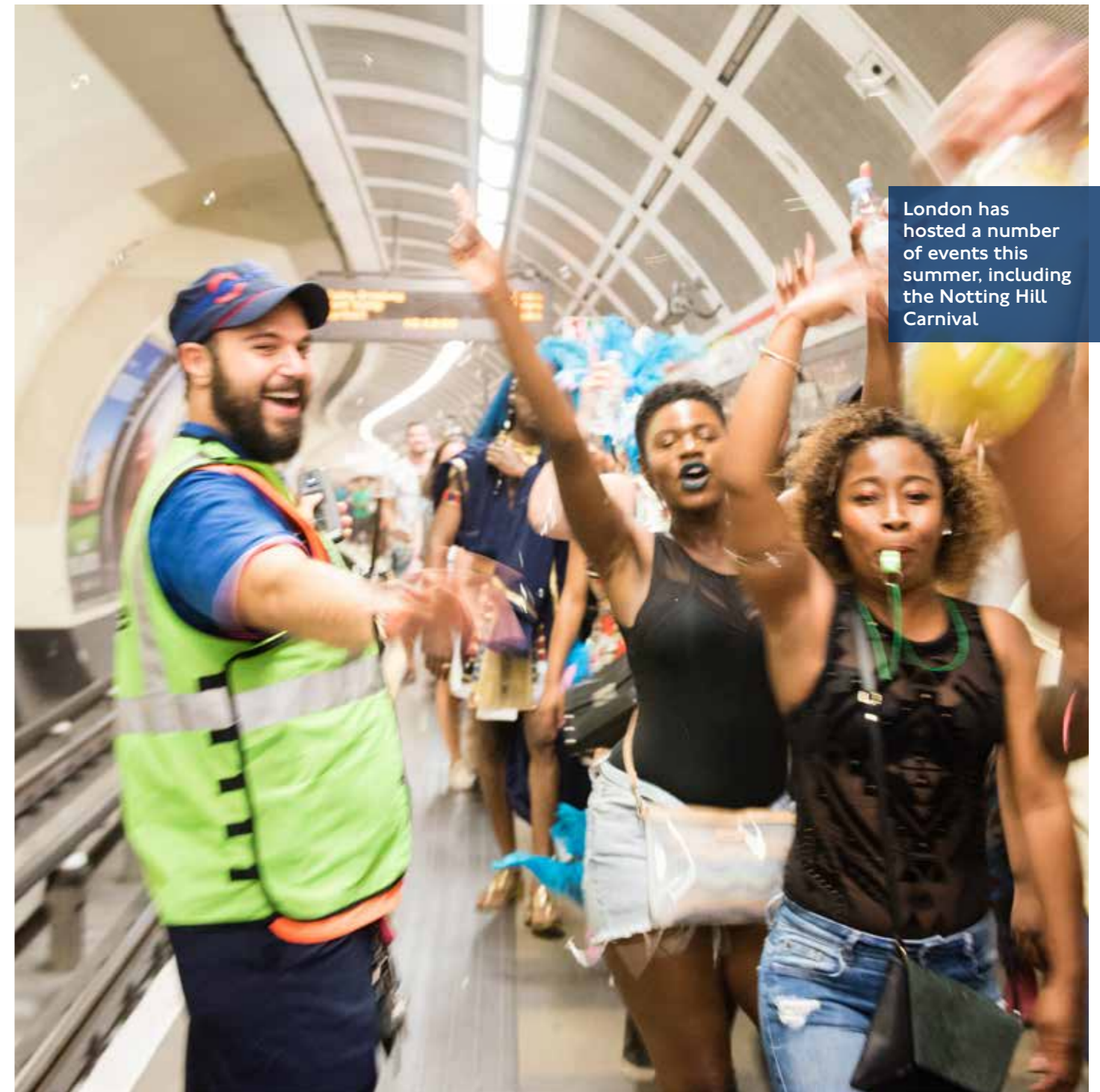
On 18 July we hosted a workshop with London Boroughs and Transport for Greater Manchester to share learnings around dockless cycle hire bikes. We are also developing a Code of Practice which will allow operators to show their commitment to integrating their schemes into London in a safe and responsible manner.

Events

Summer is always a busy time for events in London and this year has been no exception. We have put on successful major roads-based events including the London Triathlon, Prudential Ride London and the Notting Hill Carnival. In July, Ride London saw more than 100,000 people of all ages and abilities cycling more than three million miles around London on closed roads.

London also hosted the World Para Athletics Championships and IAAF World Athletics Championships. Both events posed unique challenges to us.

We worked collaboratively with the event organisers as well as transport partners to ensure spectators and



customers were advised of the expected additional demand on the transport network at key days and times during the Championships, including the marathon on Sunday 6 August.

Well-rehearsed operational plans at Stratford and other key pinch points were put in place to ensure the stations coped with the large crowds. We know event-goers heeded our advice to allow plenty of time and arrive early as many event-

goers arrived at Stratford well before sessions were due to commence.

The alignment in customer communications and operations of the transport network allowed event-goers to have smooth arrivals and departures, including the attendance of 40,000 children who travelled for free to morning sessions on Monday 17 and Tuesday 18 July. This was a particular challenge as they travelled during the morning peak,



The project on Westminster Bridge South will introduce significant improvements and connectivity for pedestrians and cyclists

however travel advice was provided to 865 schools, including best routes and times for travelling groups. This ensured regular commuters were not affected.

Streets Managing roadworks

We are continuing to lobby for greater powers in managing roadworks, and in the autumn we plan to consult on extending the scope of the Lane Rental charge to help us better manage them. We continue to take every opportunity to increase collaboration between large maintenance activities and utility works. In the last financial year, there were 634 collaborative work sites, with a target to maintain more than 78,000 assets inside these work sites. We continue to work with the utility companies and other organisations, such as the London boroughs, so works can be coordinated better to minimise the impact on London.

The LondonWorks2 system went live on 24 July. This is a new tool for enabling better coordination of roadworks and minimising their impact. It will mean we have a complete picture of roadworks into the future, allowing better planning on a city-wide basis. LondonWorks2 has approximately 600 industry users from TfL, London boroughs, utility companies and roadworks contractors.

On 2 September, the Department for Transport announced that it is consulting on proposals that would allow local authorities to charge utility companies by the hour to carry out works on selected routes, encouraging them to avoid busy roads and peak times, following successful trials in London and Kent.

These measures would encourage companies to join together when they do need to dig up congested roads, reducing severe congestion caused by utility works.

Westminster Bridge South

This project will introduce significant improvements and connectivity for pedestrians and cyclists, tackling an intimidating junction currently dominated by motor traffic. Since we started construction in April, works have been progressing well around the gyratory south of Westminster Bridge and a number of pedestrian crossings have been reopened. We are working with the police and other stakeholders to incorporate permanent hostile vehicle protection measures into the final layout, to replace the police's temporary Hostile Vehicle Mitigation that is currently in place. The full scheme is on track to be complete by Christmas 2017.

Ardleigh Green Bridge replacement

Following the demolition in May of the eastbound carriageway of the existing bridge above the East Anglia railway line, the new bridge section was successfully completed in July. This new bridge has been lowered into its final position and road construction highway works have now begun. The main works are due to finish by autumn 2019.

Power Road Bridge replacement

We are replacing the Power Road Bridge that carries the A406 North Circular Road (Gunnersbury Avenue) over the Broad Street to Old Kew railway line, as the bridge has reached the end of its operational life. Over the August Bank Holiday, we successfully diverted the

westbound traffic from the A406 onto the expanded eastbound carriageway to allow the demolition of the western bridge section.

Old Street roundabout replacement

We are working on proposals to improve the Old Street area for pedestrians and cyclists, balancing the needs of local residents and businesses with traffic flow in the area. In July, we received tender returns for the project to improve the roundabout, surrounding area and station entrance. These have now been evaluated and a recommendation for award is imminent. Design will begin in October 2017, with full construction starting in autumn 2018.

Improving Air Quality Low Emission Bus Zones

The first Low Emission Bus Zone, in Putney High Street, is successfully operating seven low-emission routes from a fleet of 145 ultra clean Euro VI buses. Since the launch of the zones in March, there has been a sharp fall in excessive pollution according to provisional monitoring results collected by Wandsworth Council. The council has two high street monitoring stations and the first recorded six exceedances in nitrogen dioxide between February and June this year compared to 742 times during the same six months in 2016. The other recorded no hourly pollution incidents since February compared to 200 last year.



We recently published guidance on Electric Vehicle Charging Infrastructure

We will launch London's second Low Emissions Bus Zone between Brixton and Streatham in the autumn. It will require 450 buses to meet the ultra clean Euro VI engine emissions standard.

Ultra Low Emission Vehicles

On 13 July we published our 'Electric Vehicle Charging Infrastructure: Location Guidance for London' and our research on Ultra Low Emission Vehicles (ULEVs) – available at tfl.gov.uk/ulev-research. Our evidence-based guidance will help inform the boroughs and charge point operators where best to install charging infrastructure to meet the current and future needs of electric vehicle users. This will enable more people and businesses to switch from conventionally fuelled vehicles to ULEVs.

Taxi delicensing scheme

On 28 July, we launched a new £42m fund to encourage owners of the oldest, most polluting diesel black cabs to retire them from the Capital's fleet.

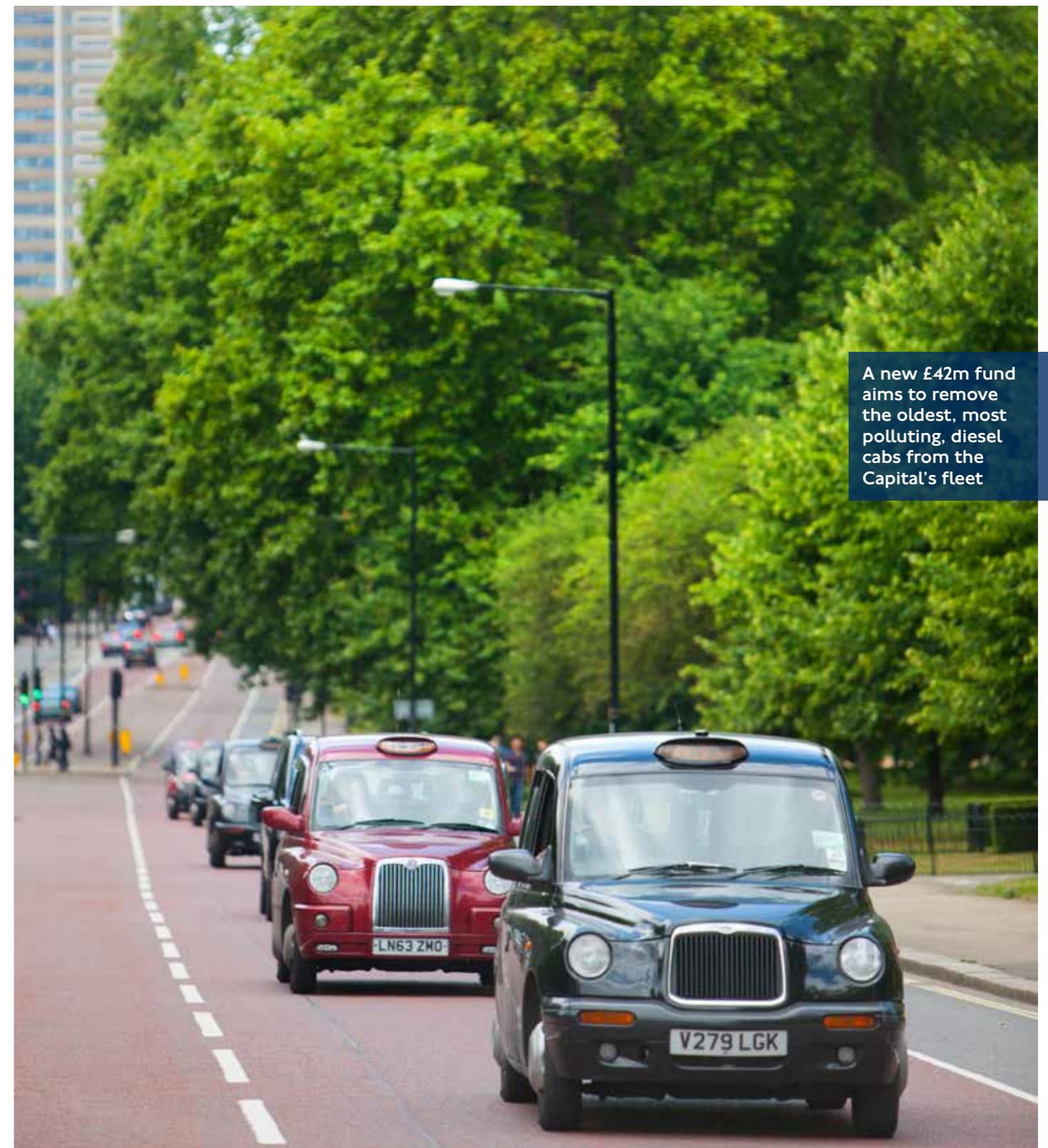
Taxis are a significant contributor to London's air quality, and are responsible for 16 per cent of NOx and 26 per cent of Particulate Matter road transport emissions in central London. The owners of black cabs aged between 10 and 15 years old can check whether they are eligible for our 'delicensing' scheme and then apply for a grant of up to £5,000 in exchange for retiring their taxi. For example, the owner of a 10-year-old taxi would receive the highest amount of £5,000, scaling down to £1,200 for a vehicle aged between 14 and 15 years old.

A greener fleet could reduce harmful NOx emissions from taxis by 45 per cent in central London by 2020, making a major contribution to cleaning up the city's air and preparing for the introduction of zero emission zones from 2025.

Safer and greener working in tunnels

We are trialling an alternative fuel for construction equipment in London Underground tunnels, which is reducing emissions significantly. This is helping us to support the Mayor's clean air strategy and is particularly beneficial to our workforce.

EcoPar is a low-carbon fuel based on natural gas that almost completely eradicates harmful diesel Particulate



A new £42m fund aims to remove the oldest, most polluting, diesel cabs from the Capital's fleet

Matter. It is exceptionally effective in areas of poor air ventilation and needs no modifications to engines.

The modernisation programme on the Circle, District, Hammersmith & Metropolitan City and lines has been trialling the fuel in diesel generators in

tunnel sections to mimic genuine working conditions. People working in tunnels or areas of restricted air movement need to wear carbon monoxide monitors and stop work to move areas when the monitors are triggered - to date there have been no carbon monoxide monitors triggered when using EcoPar.

4 A good public transport experience

Oyster improvements

Anyone topping up their pay as you go credit or buying Travelcards using Oyster online can now collect their purchase from any Tube or rail station, tram stop or River Bus pier when they touch in, rather than having to nominate a station when they make the purchase.

The upgrade also significantly reduces the time it takes for the product to be ready to collect – from up to 24 hours to just 30 minutes. By the end of autumn, these improvements will be expanded to allow products to be collected directly on all 9,000 London buses.

The improvements to Oyster will be followed by further upgrades to the system in the coming year. Earlier this month, we launched a new app that allows customers to top up their Oyster card with pay as you go credit and buy Travelcards wherever they are.

The new app, which is available to download for free via the Apple App Store and Google Play Store, allows customers to use their smartphone to quickly add pay as you go credit to their Oyster card.

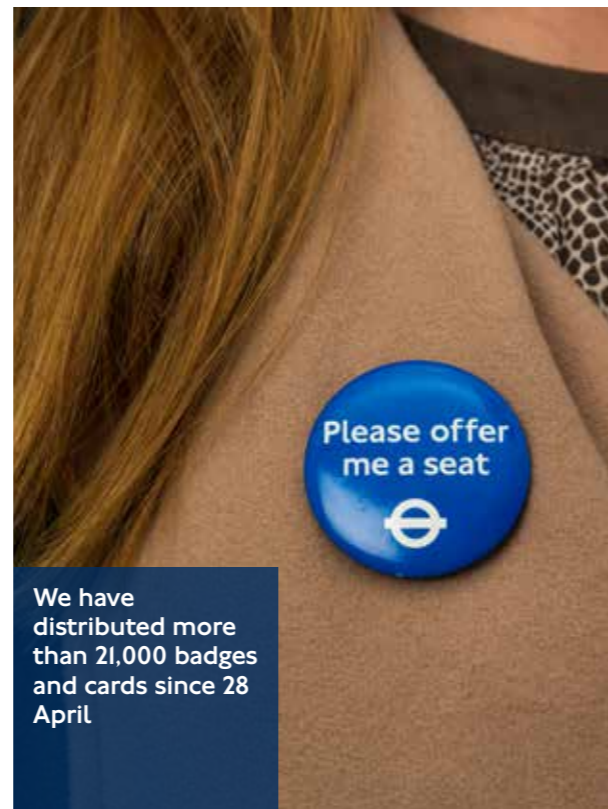
It allows customers to check how much credit they have on their Oyster card and also provides, for the first time, a 'Low balance' alert direct on their mobile to help customers ensure they have enough pay as you go credit before they travel.

Please offer me a seat

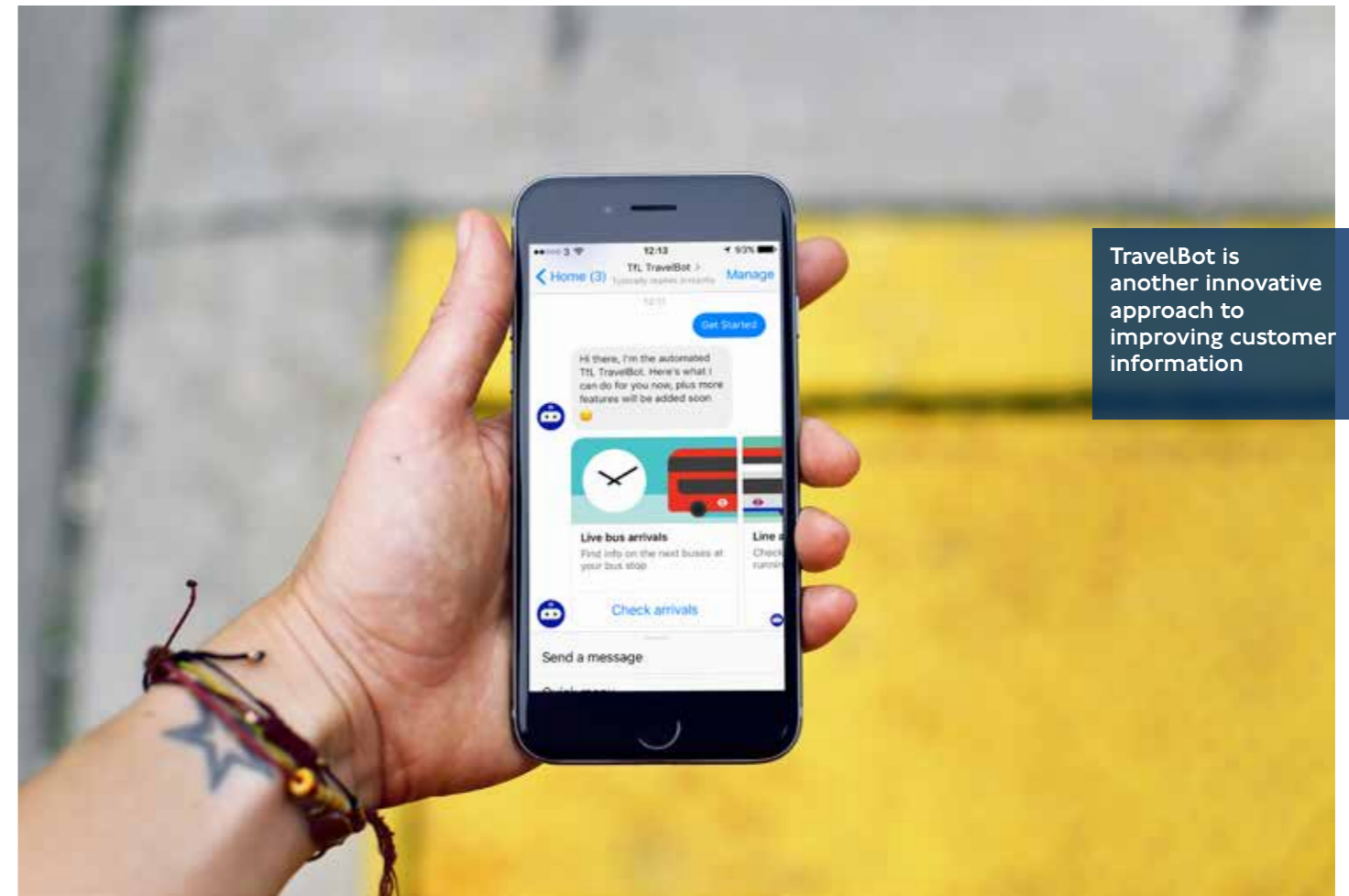
We launched the 'Please offer me a seat' badge and card on 28 April 2017. Since then, we have distributed more than 21,000 packs including clip badges for customers who have requested them.

Feedback has been positive although some users feel we could do more to promote the scheme. We will be including 'Please offer me a seat' in a future marketing campaign, and we will look for further social media opportunities to promote it.

We will soon start evaluating the success of the scheme. We want to know if



We have distributed more than 21,000 badges and cards since 28 April



TravelBot is another innovative approach to improving customer information

customers are finding the badge and card useful, and whether they help them to get a seat on public transport. We also want to know whether they now feel more confident using our services. We will work with the Independent Disability Advisory Group to produce this evaluation.

TravelBot

We launched the TfL TravelBot on Facebook Messenger in June. It is our first conversational bot with the ability to understand natural language queries, such as 'When is the next bus?' and respond using artificial intelligence. In addition to bus arrival times, customers can find out the status of Tube lines and bus routes, access Tube maps or continue the conversation with a customer service agent. As we learn more about our customers' needs we can adapt the TravelBot and add new functionality.

With our open data and unified Application Programming Interface (API) already helping to provide live information via third-party apps and Twitter alerts, this is another innovative approach to customer service on a popular digital platform. After a soft launch, 5,400 unique users have already sent 61,000 messages to the bot. New journey planning functionality is being considered in preparation for a full launch later in the year.

WiFi pilot

On 8 September, we published a report on our four-week WiFi pilot, which ran between November and December last year, studying how depersonalised WiFi connection data from customers' mobile devices could be used to better understand how people navigate the Tube.

The pilot focused on 54 stations within Zone 1-4 and saw more than 509 million

depersonalised 'probing requests', or pieces of data, collected from 5.6 million mobile devices making around 42 million journeys.

These journeys were analysed by our analytics team and broken into different aggregated 'movement types' to help understand what customers were doing at particular points of their journeys - such as entering or exiting a station, changing between lines or just passing through the station while on a train. By using this data, we are able to get a much more accurate understanding of how people move through stations, interchange between services and how crowding develops.

We discovered things that could not have been detected from ticketing data or paper-based surveys. For example, customers travelling between King's Cross St. Pancras and Waterloo take at least 18 different routes, with around 40 per cent of customers observed not taking one of the two most popular routes.

The data could have a number of benefits for our customers including:

- Allowing staff to better inform customers of the best way to avoid disruption or unnecessary crowding
- Helping customers plan the route that best suits them - whether based on travel time, crowding or walking distance

- Enabling greater sophistication in providing real-time information to customers as they travel across London
- Helping further prioritise transport investment to improve services and address regular congestion points - ensuring the maximum benefits to customers
- Providing a better insight on customer flows which could increase commercial revenue from companies which advertise or rent retail units on the transport network

Waterloo blockade

The three-week-long Network Rail works finished on 29 August. We worked very closely with Network Rail and Southwestern Railway to ensure customer communication about disruption was joined up and station management coordinated.

There were no significant crowding or capacity problems reported at key District and Northern line stations.

Elizabeth line

Crossrail construction progress and railway fit-out

The project is now more than 85 per cent complete. The new tunnels and stations through central London remain on schedule to open as planned in December 2018 and Crossrail Ltd's forecasts indicate that the programme will be completed within its £14.8 billion funding envelope.

Elizabeth line trains are now operating throughout the day between Liverpool Street and Shenfield



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

The overhead electric lines that will power the trains are currently being installed to the tunnel roofs. The cabling that will carry signalling, communications and power for the train operation is more than 40 per cent complete. Overall, 1,500km of cable will be used to supply power, lighting and ventilation systems to the new railway. Fit out of the stations continues with over half of the escalators, 1.6km, now installed, together with a quarter of the platform screen doors. Lift installation is continuing.

Significant attention continues on safety, testing and commissioning, regulatory approvals, operational readiness and handover in mid-2018. This will allow for a period of trial running and operations before Elizabeth line passenger services start at the end of 2018.

Network Rail's surface works

The upgrade of the existing rail network for Crossrail, being undertaken by Network Rail, is 87 per cent complete. There has been a strong focus on driver CCTV installation across the east and west surface sections, power availability for the full route, essential track renewals, platform extensions and gauging works on the western route. Crossrail will continue to push Network Rail for the detailed construction schedule for the station building upgrades that ensures completion by December 2019. The new station at Abbey Wood remains on target to open in October this year.

Wallasea Island

Two years on from the completion of Jubilee Marsh on Wallasea Island, Essex, the Royal Society for the Protection of Birds (RSPB) is celebrating record numbers of birds using the Essex nature reserve. The creation of Jubilee Marsh was made possible thanks to a unique partnership

with Crossrail and the RSPB, the UK's largest conservation charity. Crossrail donated more than three million tonnes of material excavated during construction of the new railway to re-create a previously lost wetland twice the size of the City of London on Wallasea Island. This achievement is covered, alongside other environmental achievements in Crossrail's 2017 Environment Report published at the beginning of September.

Elizabeth line train frequency

Services on the Elizabeth line are set to be even more extensive and frequent than originally planned when the line becomes fully operational in December 2019.

Off-peak services between Paddington and Whitechapel will be increased by 25 per cent, from 16 to 20 trains per hour. Two of these trains will continue every hour on to Shenfield, while the other two will run to Abbey Wood.

Peak services to destinations west of Paddington will be boosted significantly, with trains from Reading doubled from two to four trains per hour, and services to Maidenhead increased from four to six trains per hour.

Trains will now also call at Heathrow Terminal 5. A total of six Elizabeth line trains per hour will serve Heathrow terminals every hour from December 2019. Four will go to Terminals 2, 3 and 4 and two will go to Terminals 2, 3 and

5. This will also increase services to Ealing Broadway, Southall and Hayes & Harlington.

To enable the additional services, we will be increasing the number of trains operating on the Elizabeth line from 66 to 70.

Five Great Western Railway services will be replaced by Elizabeth line services. These will provide the same or greater frequency, and the same journey times for the majority of passengers, with the added benefit of being able to continue directly into central London on the Elizabeth line.

From May 2018, new ticket readers will be installed at Heathrow, meaning passengers using Heathrow Express and TfL Rail between Paddington and Heathrow will be able to use pay as you go Oyster or a contactless device.

Elizabeth line rolling stock

Five Elizabeth line trains have now been delivered. Trains are now operating throughout the day including during peak hours, between Liverpool Street and Shenfield. By the end of the year, there will be 11 trains running on the TfL Rail route. The trains are built and designed in the UK by Bombardier, helping to support 760 jobs and 80 apprenticeships, showcasing home-grown design and manufacture.

London Underground

Step-free access

The next six step-free Underground stations have been announced as part of the Mayor's £200m boost to make Tube travel more accessible over the next five years. The stations are Amersham, Buckhurst Hill, Cockfosters, Mill Hill East, Osterley and South Woodford. Together, they see 15.5 million journeys each year.

Work will begin at Buckhurst Hill on the Central line this year, with work on the other stations starting next year. Step-free access is scheduled to be completed at all of these stations by 2020. This will make life easier for older and disabled people, and those with children and buggies. We are also increasing the number of travel options for everyone.

As part of the Tube accessibility programme, we are taking a market-led approach, by asking suppliers to devise step-free solutions that can be replicated across many different stations. This will yield better value for money, encourage greater use of new technologies, and increase competition between companies bidding for the work, while ensuring we bring about the best possible solutions.

We have brought forward step-free access at outer London stations at Harrow-on-the-Hill and Newbury Park, where work will start in the coming weeks. Bond Street and Victoria will also become accessible this year.

Work to make Bromley-by-Bow step-free is well under way and will be completed this year. Work is also progressing at vital interchanges, including Bank and Finsbury Park, to provide step-free access.

When the Elizabeth line fully opens in December 2019, it will transform accessible travel across London as all 40 stations will be step-free.

Piccadilly line

An action plan to tackle leaf fall on the Piccadilly line is under way this autumn.

It follows the publication of an independent report, commissioned by us, into leaf fall issues that have led to delays and disruption on the line over the past two years.

Two 1973-stock trains have been converted into specialist engineering trains that will travel along the line treating the rails with an adhesive that helps the train wheels grip the tracks during braking. When trains brake on slippery tracks it can cause the wheels to lock and subsequently wear down. Other measures include:

- An intensive trackside vegetation clearance programme to significantly reduce the leaf fall on or near the track, which is already nearing completion
- Using more detailed weather prediction data that allows a quicker response to changing conditions and helps with deciding when to send out the engineering trains

- Putting up new trackside signs warning drivers of any low adhesion areas and any temporary speed restrictions
- Developing a new timetable that allows for slower train speeds in problem areas, to reduce the risk to train wheels. This is in line with industry best practice and happens each year on the Metropolitan line and Network Rail services
- Recruiting additional train maintenance staff, and buying more spare wheels, to provide a 24/7 train wheel changing facility at both depots on the Piccadilly line if needed

Northern line extension

The Northern line extension (NLE) will provide two new stations, at Battersea Power Station and at Nine Elms – with two new tunnels linking Battersea with the existing Northern line at the Kennington loop.

Both tunnel boring machines (TBMs) have begun their excavations. After passing beneath a former industrial area (currently Post Office land) crowded with buried obstructions, both TBMs are now expected to complete the tunnelling work by November 2017.

At the Battersea station site, work is on schedule. The TBMs have now passed through Nine Elms station, and excavation to basement level is under way.

Two large caverns have been excavated around the Kennington loop, which will form the link between existing Northern line tunnels and new NLE tunnels. The caverns are connected to the Kennington ventilation shafts by two running tunnels that have already been constructed. Work is currently under way to remove the old cast iron rings around the existing Northern line loop at Kennington ahead of a 10-day Christmas 2017 blockade, during which new track junctions, signalling, points and crossings will be installed.

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

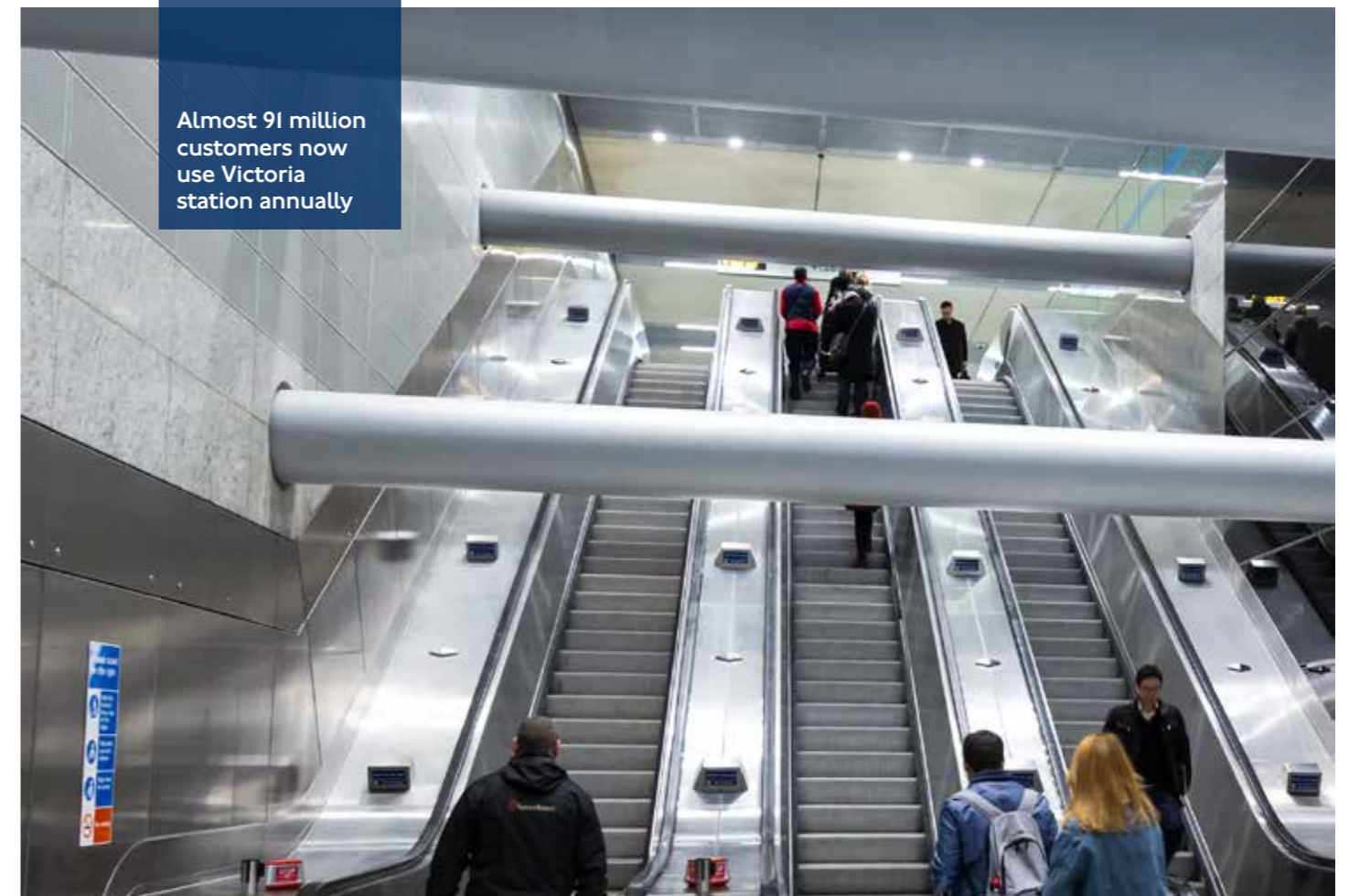
We are preparing trains for automatic train control (ATC) running, which goes live from 2018. ATC systems control train movements, giving more frequent and reliable services.

At the end of July, 19 trains had been modified. We expect to complete more than 50 trains by the end of the year.

Work on the track layout has progressed ahead of schedule, with new layouts at Harrow South Junction and Tower Hill in service. We have now completed 23 of the 29 layouts and we expect to finish the work under budget.

Bank

At Bank station, one of the busiest stations on our network, we are boosting capacity by 40 per cent. The work includes modernising the existing station, with



a new Northern line platform, a new entrance on Cannon Street, step-free access from the street to the Northern line and Docklands Light Railway platforms, and a new Waterloo & City line entrance in the new Bloomberg building.

Piling for the new station box began in July and continues to proceed on schedule. The tunnelling is progressing well, with the tunnel to the south of the new platform complete. Following relocation of staff to their new facilities, the build and fit-out of new rooms to house the relocated electrical equipment has started. The new station operations room opened in August, with the project expected to finish onsite by the end of this year.

The works on the new Waterloo & City entrance within the Bloomberg building are progressing, and additional fit-out resources are being allocated to ensure completion this year.

Victoria

Annual usage of Victoria station has reached nearly 91 million customers, almost the same number as those travelling through London Heathrow and London Gatwick airports combined. We are modernising the station to relieve congestion, offer quicker journeys and improve access in and out of the station to serve the growing transport demands of London and the continuing development of the Victoria area.

The installation of fire and communications systems, and the mechanical, electrical and architectural fit-out, are progressing well in the remaining tunnels linking to the south ticket hall.

Work continues on the east and westbound link passages to the District and Circle line and associated lifts, current station modifications, and the new south ticket hall escalators.



Paddington

The Bakerloo line link, which will provide step-free access between the new Paddington Crossrail station and the Bakerloo line, is progressing on schedule. The escalator trusses have been installed and are being fitted out, and the fixed stairs have been constructed. The new lift is installed and we have started testing and commissioning.

The cladding has begun in the link tunnels. The cable management system has been installed throughout, and cable management installation within the existing station has also started.

Lancaster Gate

Lancaster Gate station reopened eight weeks earlier than planned following the complete replacement of the two 29-year-old lifts. The work included upgrading the interfaces with the station systems, such as fire detection, CCTV, passenger alarms and lift monitoring. The new lifts have a life of 30 years, are more reliable and use less energy.

During the closure, we also took the opportunity to refurbish some areas of the station. This has created a more welcoming environment for customers and staff and has also improved passenger flow with a new, revised gateline layout.

Charing Cross

The Northern line ticket hall at Charing Cross re-opened almost two weeks ahead of schedule. It was closed to

customers in September 2016 for a complete overhaul, including new tiling and finishes, improvements to lighting and a new, straightened gate line to create more space at the top of the escalators. Customers are enjoying a bigger and brighter space when passing through the station. We have also improved advertising areas and made room for a retail unit, which will generate revenue for reinvestment.

Camden Town Station upgrade

We ran our public consultation on the updated proposals to modernise Camden Town station from 22 June to 18 August, and we are now analysing

In August, the DLR celebrated 30 years of service

the results. More than 95 per cent of responders to our first consultation, in January 2015, agreed that a capacity upgrade was needed. We are now seeking views on our more detailed plans, which will see the station treble in size and offer step-free access with a new entrance in Buck Street.

Tottenham Court Road

We have unveiled the final piece of 'Diamonds and Circles', Daniel Buren's permanent commission at Tottenham Court Road station. The finished artwork, installed over two years, features a series of colourful shapes, fixed to the glass walls of the station entrances and ticket

hall. A three-dimensional sculpture of the same forms adorns the ticket hall.

Daniel Buren is a world-renowned French conceptual artist, whose works are on display in Tokyo, Berlin and Paris. This is his first permanent public commission in the UK.

Rail, DLR and Trams

DLR celebrates 30 years of serving east London

In August, the Docklands Light Railway (DLR) celebrated 30 years of service. To mark the anniversary of the Queen opening the line on 30 July 1987, '30 things to do by DLR' was launched along with a new line map that is easier to read.

The new line maps can be found on board the trains and at stations. Using different colour shades for each branch of the railway, it will simplify journey planning for customers and help provide clearer interchange information.

The DLR began with just 11 single-carriage trains that served 15 stations. It has continued to grow, being extended six times to help meet east London's growing population.

Today, the entirely step-free railway carries 122 million passengers, up from 6.7 million in its first year, and encompasses 45 stations with 56 mainly three carriage trains on 38 kilometres of track.

London Overground new rolling stock and route electrification

The first of our new Class 710 trains is complete and began static testing in August; the second and third trains are currently under construction at Derby.

Network Rail has confirmed that they will complete the electrification of the Gospel Oak to Barking line so that the new trains can operate on this section, and they have set out a blockade programme this autumn which will complete the project in January 2018.

The first new trains will come into service on this route from March 2018, following a mandatory 'stand still' period by Office of Rail and Road to allow assessment of the finished work to be completed. Later, they will be introduced on the Watford to Euston route and then on West Anglia services and the Romford to Upminster route in summer 2018. The new trains benefit from air conditioning and wide-aisle gangways to allow mobility between carriages.

Cashless Trams

On 4 September, we began an eight-week public consultation on plans to make trams in London 'cashless'. The proposal would see existing cash ticket machines, which only sell a small number of the more expensive paper tickets every week and do not allow customers to top-up their Oyster card, removed from the Tram network.

As the ticket machines, which were installed when the tram system opened in 2000, have such low usage and have now reached the end of their useful life, it is no longer cost effective for us to maintain them or have them replaced. It is, therefore, proposed that we remove the machines and ask any customers who still buy paper tickets to switch to Oyster or contactless. Customers will be able to top up their Oyster cards at Oyster Ticket Stops along the route, at ticket machines at National Rail stations or via our website and our forthcoming Ticketing app.

Only 0.3 per cent of single tram journeys are paid for with a ticket bought from a tram stop ticket machine. This is fewer than 250 tickets per day, with more than half of these sold from 10 tram stops.

A paper ticket bought from a ticket machine costs £2.60 whereas the equivalent pay as you go single fare with Oyster or a contactless bank card is £1.50. Customers using pay as you go also have access to the Mayor's Hopper fare, which gives a second tram or bus journey for free within one hour of touching in on the first tram or bus journey.

Subject to the results of the consultation, a final decision on whether to remove the machines will be made early next year. The consultation runs until Sunday 29 October.



From March 2018, the first trains will come into service on the Gospel Oak to Barking route

Blackhorse Lane Bridge

We have now started the procurement exercise to replace Blackhorse Lane Bridge on the tram network. We expect to award the contract later this year, with works starting in mid-2018 and completing in mid-2019.

We will also manage the replacement of another bridge, owned by London Borough of Croydon, located near Blackhorse Lane Bridge.

This initiative will bring in cost efficiencies and enhance our relationship with the London Borough of Croydon, who do not have a project delivery capability. The work will be complete late next year.

High Speed 2

High Speed 2 (HS2) includes two significant new stations at London Euston and Old Oak Common, with the latter also serving the Elizabeth line. Over the summer, we were involved in developing Euston Four Stations Masterplan, which aims to bring in a single option for the Euston Station design and surrounding area by September 2017.

We are also working with OPDC to design and establish a number of surface links between the new Old Oak Common HS2 station and the two proposed Overground stations at Hythe Road and Old Oak Common Lane. Early feasibility design started in August 2017 and single option selection will be made by December 2017.

New bus livery and stop signs make the bus network more user-friendly



Buses

Speeding up the bus network

We have brought in more than 30 of the planned 170 bus priority schemes for 2017/18 on our road network and borough roads. These include a new bus lane on Loampit Vale in Lewisham and the removal of traffic at Bank junction.

We have also started marketing bus services in the Barkingside area, with the buses now in a new user-friendly bus livery. Individual routes have been given their own distinct colour. The buses and stop signs are marked in their identifiable colours and the main destinations and interchanges are listed on the side of

the buses. This has simplified use of the bus network in local areas as passengers will be able to tell, at a glance, where the bus will go. More than 60 buses have been given the new livery, the aim being to simplify journeys for passengers travelling in the area. A similar refreshed livery and marketing is planned for Hayes later in the year

Buses Customer Experience programme

More than 60 per cent of London's 25,000 bus drivers have now attended the 'Hello London' training course, which supports their pivotal role of carrying 55 per cent of public transport passengers across the capital each day. Ninety-three per cent of drivers rate the course as excellent or very good. Supporting this is a marketing campaign to show drivers do more than just drive the bus – drivers are recognised for good service where customers observe instances where their actions make a positive difference. We have made more than 600 commendations to date.

In addition to bus drivers, we are also putting our front-line operational bus staff through a one-day version of the course to support the difficult job drivers do. This illustrates the contribution supporting staff can make to improving the overall customer experience.

Kingston & Cromwell Bus Station

Kingston and Cromwell Bus Station was built in the mid-1990s, and is served by 32 bus routes and used by 12,000 passengers daily. A recent mystery traveller survey

showed that the condition of the bus station is below the network average. We plan to redevelop the bus station to improve safety, enhance the customer experience and generate commercial opportunities. We expect the design phase to start in late September 2017, with construction beginning in April 2018.

Freedom of Information requests

The Information Commissioner's Office (ICO) will be monitoring our compliance with the statutory deadlines for replying to requests made under the Freedom of Information Act and the Environmental Information Regulations received between 1 July and 30 September. Around 250 of these requests are received per month and the ICO will be expecting us to respond within the statutory deadlines to at least 90 per cent of them. Performance to date in 2017/18 has been at the level required. We will be carrying out a further consultation shortly on the development of our Transparency Strategy and how we can further extend the information that we make publicly available.

5 New homes and jobs

Crossrail 2

On 18 July, the Mayor had a productive meeting with the Secretary of State for Transport to discuss the way forward for Crossrail 2. A joint statement of support was issued following the meeting in which they both agreed that London needs new infrastructure and pledged to work together to make Crossrail 2 more affordable, and to find ways for London to fund 50 per cent of the cost during construction. This work is now under way. We await a firm commitment from the Government, expected in the autumn, before the project can move forward with the next stage of design, a public consultation, renewed safeguarding and preparation for submission of a hybrid Bill to Parliament in early 2020.

The team continues to meet with stakeholders to explain the regional and national benefits of the scheme and to emphasise the importance of transport investment to all parts of the country.

On 13 September, the Crossrail 2 All Party Parliamentary Group (APPG), chaired by David Lammy MP, and the APPG for London, chaired by Bob Neill MP, will hold a joint meeting centred on rail infrastructure, with particular focus on Crossrail 2 and rail devolution.

In order to continue to develop the detailed designs for Crossrail 2, we intend to appoint two consultants from our approved framework of suppliers. Mott Macdonald and Arup have been selected

following a framework procurement process. Their immediate priority will be to focus on driving down cost as part of our efforts to determine the best-value solution for London and the UK. Subject to approval from the Secretary of State of the Strategic Outline Business Case, they will work with us on developing the design further ahead of the next public consultation.

London Overground extension to Barking Riverside

We have received powers from the Secretary of State for Transport to start construction on the 4.5km extension of the Gospel Oak to Barking line, a project that will help support one of east London's largest new housing developments. The extension will bring London Overground services to a new station at the heart of the Barking Riverside community, with construction beginning in summer 2018 and train services starting in late 2021.

This extension will unlock a wide range of benefits for people in the local area and beyond, including 10,800 new homes, along with a new school and healthcare facilities and the construction of a new district centre with commercial and leisure facilities.

The Overground extension will offer a sustainable public transport alternative to car travel and link Barking Riverside to London's public transport network through connections at Barking with



The Barking Riverside extension will unlock a wide range of benefits, including 10,800 new homes

District and Hammersmith & City line services and c2c to London Fenchurch Street and Essex.

Operating with four trains an hour, the extension will feature the latest state-of-the-art electric London Overground trains that feature air conditioning and walk-through carriages for added customer comfort.

The extension is fully funded, with £172m of the £263m cost of the scheme being met by the developers, Barking Riverside Limited. The remainder will partially come from our Growth Fund, which funds schemes that have a direct impact on unlocking housing and employment growth.

Grenfell Tower

We are working with the developers (St Edward Homes) following the Government's instruction to expedite the build on Warwick Road of two luxury blocks for the Grenfell Tower survivors. We have been negotiating with other roadworks promoters to defer their works so we can facilitate hastening the build.

Brent Cross

Brent Cross London is a significant regeneration programme in London Borough of Barnet, bringing 7,500 new homes and 27,000 jobs to the area. There will be a new town centre, an expanded shopping centre, new parks and public

spaces, and more than £300m of third-party investment in the Brent Cross highway network (around £90m investment in our highway assets). The lead developers, Hammerson and Standard Life Investments, have awarded enabling works contracts and are due to start preparatory construction works in November 2017. The Invitation to Tender for the main works, which start in July 2018, was issued on 19 July 2017 and the developers will seek design approval from us in the coming months

Job creation in our supply chain

We have been working with Bombardier and multiple charities and organisations from across London to support the recruitment of 10 Level 2 Engineering Apprentices for Crossrail. More than 20 candidates – from diverse backgrounds and 50 per cent of whom will be female – will be put forward for the roles.

Helping people back to work

Our award-winning Smart Sourcing programme helps remove barriers to employment while improving the diversity of our workforce. We are already helping ex-Forces personnel back into work, and doing more to raise women’s awareness of different roles in our industry. Our latest initiative is all about supporting talented professionals back into the workplace at the right level after a career break.



We are also running a pilot of our new Career Returners scheme, which offers 12-week paid placements on projects that have a real impact on people and communities across London. The pilot is initially being run in our Commercial Development and Finance teams.

All returners will have a full induction with their peers, a dedicated buddy and

Our new Career Returners pilot offers 12-week paid placements for those interested in returning to work after career breaks

touchpoints throughout the programme to see how they are getting on.

The opportunities are open to anyone who has had a career break of two years or more, and all roles are open to flexible working options. There is also the possibility of a permanent role at the end, provided the competencies are met.

New cleaning contract

On 14 August we announced a new five-year contract with ABM UK for the provision of cleaning and associated services – guaranteeing 2,800 people will receive the London Living Wage.

The contract includes the cleaning of Tube stations and trains, bus depots, head office buildings and the London Transport Museum.

It is one of six facilities management contracts that have been consolidated from 50 as part of our work to improve public transport while reducing day-to-day operating costs and delivering the best possible value for money.

The new contract includes a commitment to pay employees the London Living Wage as well as a reduction in the number of agency workers within two years. This will result in 95 per cent of staff being directly employed by ABM UK.

As part of the procurement process, all of the bidders were required to submit an Equality and Diversity plan and ABM UK will be tracked on the delivery of their plan throughout the contract. They will create 150 apprenticeship positions, offering people the chance to earn while they learn, and will also provide opportunities to support people who may encounter barriers when trying to gain employment and once they are in the workplace.

6 Our people

New Director of Diversity and Inclusion

On 7 August, we welcomed Staynton Brown as our first Director of Diversity & Inclusion. Staynton joined us from the NHS, where he has been Associate Director, Equalities at Guy's and St Thomas' Foundation Trust since 2011. Staynton will be an integral part of the HR Leadership Team and my Executive Committee in the future. By developing our Diversity and Inclusion vision and strategy, he will help to ensure further progress in our commitment to providing an inclusive and accessible network and developing a workforce that reflects the diversity of the city we serve.

Gold Standard

On 8 August, the Ministry of Defence gave us a Gold Award for the Employer Recognition Scheme (ERS), its highest badge of honour for organisations that have signed the Armed Forces Covenant and demonstrated outstanding support for those who serve and have served. The ERS Gold Awards recognise employers who actively support the Armed Forces community in their workplace.

European Staff Network Group

We will be holding the first meeting of our new European Staff Network Group on 18 September. Our staff network groups are managed entirely by volunteers, who have shaped the agenda on crucial issues of interest to our people, notably in the equality and inclusion area. This new staff network group will create a forum for

staff potentially affected by Brexit, providing information and support where appropriate.

Recent awards

Bus Awards

We have been celebrating the achievements of our operational staff through the London Bus Awards. This event, held in the London Transport Museum in Covent Garden on 13 July, recognised nine champions who have pushed the boundaries of safety, accessibility, customer service, the environment and vehicle care, and who have been an inspiration to colleagues. The winners were:

- Above and Beyond: Ewulo Gbobaniyi
- Inspirational Role Model: Helen Webster
- Hello London: Ian Holmes
- Outstanding Newcomer: Jayden McGuigan
- On the Road Support: Mitchell Chong
- Safety Champion: Paul Edwards-Moss
- Best Vehicle Care: Rainham Garage
- Environmental Campaign: Richard Harrington
- Accessibility Champion: Tracey Palmer



The London Bus Awards celebrated the outstanding achievements of our operational staff

Surface Transport Safety Awards

Each year, we host the Surface Transport Safety Awards, which recognise staff who have gone the extra mile to make Surface Transport a safe and healthy place to work for everyone. A record number of nominations were received for this year's awards. The Safety Initiative of the Year award recognised two employees: one for their work to protect vulnerable road users at our highway construction sites, and another for their commitment to maintaining public safety around the major works at Highbury and Islington. Two Safety Champion Awards were made to employees whose efforts had brought in safety and HSE compliance improvements at London Overground. The Health and Wellbeing Award recognised the work of one of our Mental Health First Aiders, and the award for Safe Worker was made to a member of the DLR team who consistently demonstrated a level of energy, drive and enthusiasm across a range of health

and safety topics to promote a positive safety culture within DLR.

Constructing Excellence Awards

Our modernisation work at Bank station has won this year's Value Award at the Constructing Excellence Awards for London and the South East. In the judges' view, the project demonstrated that whole-life cost had been considered from the outset, combining the capital costs of construction with maintenance, operational and occupational costs. Emphasis on the operational needs of the owners and users had been a key driver throughout design and construction, and made the project a beacon of best practice

7 Securing value

Reducing costs

We are making good progress on our cost reduction initiatives for 2017/18 and are on target to meet our £699m budget savings this year. We are also continuing to reduce unnecessary costs across the business and are ahead of our operating cost reduction target.

In our drive to modernise our organisation by eliminating duplication and ensuring we are integrated and lean, progress is continuing on the six workstreams in the second phase of our Transformation Programme, which launched in May 2017.

We have also recently transferred all engineering and major projects functions to one area, allowing our new Major Projects Directorate (MPD) to stand up. Stuart Harvey has been appointed as MPD Director, and 14 major projects from LU and Surface have been brought together into this new directorate.

Our new Technology and Data function has also launched under Chief Technology Officer and Director of Customer Experience, Shashi Verma. This brings technology and data strategy, project delivery, development and service operations into one area.

Both new teams will allow us to prioritise our programmes, fulfil services more affordably, and ensure we share knowledge, skills and expertise.

In recognising the importance of involving our people in Transformation, our 2017/18 Scorecard includes a specific measure on 'Engagement with Transformation'. The first survey results show a Total Engagement score of 53 per cent. We are aiming to increase this by 3 per cent over the year and are using feedback from the first surveys to generate action plans.

Generating income

Game of Thrones experiential event

On 17 July, Sky Atlantic launched an advertising campaign across the Tube network to mark the start of the seventh series of Game of Thrones. The Northern line ticket hall at King's Cross station was the hub of the activity, containing the installation of a replica of the Iron Throne from the show, on which our customers could be photographed. Also in the ticket hall were buskers playing the theme from Game of Thrones, immersive advertising (including floor vinyls), themed public service announcements and costumed actors dressed as characters from the show. Costumed actors were also at Waterloo, Paddington and Liverpool Street and our film office accompanied characters for a journey on the Jubilee line.

The event received a large amount of coverage in the press and on social media, and highlighted how brands can use our estate to launch campaigns that have impact and that are fun for our customers. It also generated £217,000 in revenue to reinvest into the transport network.



The Game of Thrones experiential event received a large amount of press coverage and generated revenue to reinvest in the network

Wembley and Hayes underpass advertising screens

On 15 August, the first of our two new digital underpass screens on the A406 near Wembley started showing commercial advertising, followed on 5 September with the switching on of the second screen. On 18 August, we began installing two new digital advertising screens on the Hayes Road underpass on the A312 near Hayes. The screens are part of our contract with Outdoor Plus, generating £13m to reinvest in the transport network over 10 years. During the installation works for both sites, we kept disruption to neighbours and road users to a minimum. We used acoustic sheeting to reduce noise, and each screen required just one full road closure. For the remainder of the works, only single lane closures were in operation. The screens are designed with an enclosed space behind them to allow maintenance to be carried out without the need for road closures. We will be able to use the underpass screens to inform road users of future works, event and traffic disruptions.

Car park tariff increases

On 21 August, we increased tariffs in many of our car parks. The increases were planned to bring our tariffs in line with those charged by our competitors, and there were no increases at locations where our prices were already at the same level as the local market. We own a total of 76 car parks – operated by NCP Ltd on our behalf – providing more than 10,500 parking spaces.

We provide customers with a number of payment methods, including online, SMS text, phone and via a mobile app. We are also introducing car parking bay sensors that will provide our customers with live information regarding space availability, and have also begun to offer dedicated Electric Vehicle Charging spaces at our car parks.

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