

Agenda

Meeting: Board

Date: Wednesday 24 July 2019

Time: 10.00am

Place: Committee Rooms 4 and 5 - City Hall, The Queen's Walk, London, SE1 2AA

Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Kay Carberry CBE

Prof Greg Clark CBE

Bronwen Handyside

Ron Kalifa OBE

Dr Alice Maynard CBE

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](http://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat; telephone: 020 7983 4913; email: ShamusKenny@tfl.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 16 July 2019

**Agenda
Board
Wednesday 24 July 2019**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Board held on 22 May 2019 (Pages 1 - 14)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 22 May 2019 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 15 - 22)**

General Counsel

The Board is asked to note the updated actions list and the use of authority delegated by the Board.

5 Commissioner's Report (Pages 23 - 70)

Commissioner

The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 22 May 2019 and updates Members on significant projects and initiatives.

6 Crossrail Update (Pages 71 - 80)

Commissioner

The Board is asked to note the paper.

7 Quarterly Performance Report (Pages 81 - 138)

Chief Finance Officer

The Board is asked to note the Report.

8 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2019 (Pages 139 - 144)

Managing Director, Customers, Communication and Technology and Chief Finance Officer

The Board is asked to approve the TfL Annual Report and Statement of Accounts for the year ended 31 March 2019 and the provision of an ongoing parent company guarantee by Transport Trading Limited to a number of TfL's subsidiary companies, as recommended by the Audit and Assurance Committee. (The draft Annual Report and Statement of Accounts is provided in a separate document).

9 Health, Safety and Environment Annual Report 2018/19

(Pages 145 - 202)

Commissioner

The Board is asked to note the Annual Report.

10 Slavery and Human Trafficking Statement (Pages 203 - 216)

Chief Finance Officer

The Board is asked to note the paper and approve TfL's Slavery and Human Trafficking Statement, as recommended by the Safety, Sustainability and Human Resources Panel.

11 Employee Engagement Update (Pages 217 - 222)

Chief People Officer

The Board is asked to note the report, as reviewed by the Safety, Sustainability and Human Resources Panel.

12 Report of the meeting of the Audit and Assurance Committee held on 10 June 2019 (Pages 223 - 228)

Committee Chair, Anne McMeel

The Board is asked to note the summary report.

13 Report of the meeting of the Customer Service and Operational Performance Panel held on 13 June 2019 (Pages 229 - 234)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the summary report.

14 Report of the meeting of the Remuneration Committee held on 18 June and 11 July 2019 (Pages 235 - 238)

Committee Chair, Ben Story

The Board is asked to note the summary report.

15 Report of the meeting of the Finance Committee scheduled to be held on 1 July 2019 (Pages 239 - 242)

Committee Chair, Ron Kalifa OBE

The Board is asked to note the summary report and use of Chair's Action.

16 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 10 July 2019 (Pages 243 - 246)

Panel Chair, Kay Carberry CBE

The Board is asked to note the summary report.

17 Report of the meeting of the Programmes and Investment Committee held on 17 July 2019 (Pages 247 - 250)

Committee Chair, Prof. Greg Clark CBE

The Board is asked to note the summary report.

18 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

19 Date of Next Meeting

Wednesday 18 September 2019 at 10am

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Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
10.00am-12.52pm, Wednesday 22 May 2019**

Members

Sadiq Khan (Chair)
Heidi Alexander (Deputy Chair)
Kay Carberry CBE
Bronwen Handyside
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nina Skorupska CBE
Dr Lynn Sloman

Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Simon Kilonback	Chief Finance Officer
Peter McNaught	Director of Asset Operations (for Nigel Holness, Managing Director), London Underground
Gareth Powell	Managing Director, Surface Transport
Alex Williams	Director of City Planning
Tricia Wright	Chief People Officer

Also in attendance

Tony Meggs	Chair, Crossrail Limited
Mark Wild	Chief Executive Officer, Crossrail Limited

Staff

Sarah Bradley	Group Financial Controller (Statutory Chief Finance Officer)
Andy Brown	Head of Corporate Affairs
Jackie Gavigan	Secretariat Manager
Shamus Kenny	Head of Secretariat
Dili Origbo	Head of Internal Audit

41/05/19 Apologies for Absence and Chair's Announcements

Apologies for absence were received from Professor Greg Clark CBE, Ron Kalifa OBE, Dr Nelson Ogunshakin OBE and Mark Phillips.

The Chair welcomed everyone to the meeting, including the press and the public. The Chair also welcomed Jane Taylor from Deloitte who was observing the meeting as part of the Board Effectiveness Review.

Since the last meeting, Val Shawcross had stood down from the Board to take up new opportunities. On behalf of the Board, the Mayor expressed his sincere thanks to Val for all her work and significant contributions to the Board and as Deputy Mayor for Transport, in particular around the development of the Mayor's Transport Strategy. He also recognised and thanked her for her work on the Customer Service and Operational Performance Panel and the Safety, Sustainability and Human Resources Panel.

At the last meeting, the Board had delegated authority to the Programmes and Investment Committee to consider issues in relation to the Crossrail project. Following the review of the project timetable and cost by the Board of Crossrail Limited, the Committee had met and reviewed the position on behalf of the Board. It subsequently approved a change providing for a new Stage 3 opening date. Further information was provided in the Use of Delegated Authority and Crossrail Update papers which would be discussed later in the meeting.

The Chair invited Members to raise any issue of safety or security at the Board meeting, either under a specific agenda item or with the appropriate member of the Executive Committee after the meeting.

42/05/19 Declarations of Interests

Howard Carter informed Members that, since the last meeting, there had been minor updates to the biographies and declarations of interest of several members. Professor Greg Clark's interests had also been updated to reflect his new role as an advisor to HSBC Bank from 1 April 2019.

There were no interests to declare that related specifically to items on the agenda.

43/05/19 Minutes of the Meeting of the Board held on 27 March 2019

The minutes of the meeting of the Board held on 27 March 2019 were approved as a correct record and the Chair was authorised to sign them.

44/05/19 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. There had been three uses of authority delegated by the Board to the Programmes and Investment Committee since the last meeting, all of which related to the Crossrail project.

The Committee had appointed Sarah Atkins as a TfL sponsor nominee non-executive director to the Board of Crossrail Limited, and extended the appointments of the other two TfL nominees, Anne McMeel and Dr Nelson Ogunshakin OBE, until the end of their terms of office as Members of the TfL Board. The Committee had also agreed a change to the Sponsors Agreement to reflect the revised opening date. Further information was provided under the Crossrail Update item, which would be addressed later in the meeting.

All of the actions in the action list were either completed or being addressed.

The Board noted the updated actions list and the use of authority delegated by the Board.

45/05/19 Commissioner's Report

Mike Brown introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 27 March 2019 and updated the Board on significant projects and initiatives.

The key issues arising from the overview and discussion were summarised as below.

- 1 **TfL Scorecard 2018/19:** The report covered the provisional full year results for the 2018/19 scorecard. A challenging set of targets had been set for the year, and the scorecard results showed both major successes and areas where more work was needed.
- 2 TfL had not met its full year target for overall reduction in the number of people killed and seriously injured on the road network. On its public transport network, TfL had met its death and injury reduction targets by reducing these figures considerably.
- 3 TfL had met all of its other targets across safety and operations, including work to retime traffic signals and retrofit thousands of buses to the highest emissions standards in advance of the introduction of the Ultra Low Emission Zone on 8 April 2019. Operational service delivery targets for both London Underground and bus services had been met, reducing excess journey time on the Tube and holding bus speeds steady.
- 4 TfL had exceeded its affordable housing target by 12 per cent, which contributed to supporting London's growth.
- 5 TfL had increased the number of walking, cycling and public transport journeys, all of which were important indicators of progress towards the aim in the Mayor's Transport Strategy for 80 per cent of journeys to be on foot, by cycle or using public transport by 2041.
- 6 Having delivered 81 per cent of its investment milestones, those that were not met included a number that were affected by factors outside of TfL's control, such as the development consent decision for Silvertown Tunnel coming later than expected.
- 7 Huge investment successes had been delivered, including making five London Underground stations step-free, letting the contract for 94 new Piccadilly line trains and submitting major planning applications ahead of schedule at Kidbrooke and Blackhorse Road.
- 8 It was disappointing that opening the central section of the Elizabeth line had not opened in 2018. The 2019/20 scorecard would include a revised delivery milestone for the scheme.

- 9 Whilst TfL had improved how representative its workforce was of London overall, it had not met its target but remained ambitious to improve next year. Similarly, the total staff engagement and inclusion index measures remained steady but had narrowly missing their targets.
- 10 TfL had performed very well in meeting both its primary financial targets despite the difficult climate. This supported the longer-term objective to deliver a net operating surplus by 2022/23.
- 11 **Safety and security:** The report provided an update on the latest work in response to the tram overturning at Sandilands in 2016. All of the tram vehicles now had strengthened glazing, in response to one of the recommendations of the Rail Accident Investigation Branch. Engineering Support Group Limited had been appointed to develop an automatic braking system this year, which would be the first of its kind for tram systems in the UK.
- 12 Fatal injury data showed that 47 people had been killed and 1,360 injured on London's roads. Mike Brown emphasised how important safety was to TfL and how vital it was to implement the Mayor's Vision Zero approach to reduce these figures. TfL continued to work with the police on targeted operations to tackle road danger, including working with the Met Police and local Boroughs to increase the levels of safety camera enforcement to tackle speed and dangerous driving.
- 13 As part of an organisational review, following concerns from employees around the rise in aggression and threatening behaviour they experienced, a workplace violence and aggression summit was held on 19 March 2019. Issues and ideas captured would inform the strategic review to tackling workplace violence and aggression, and the findings would be shared initially through the Safety, Sustainability and Human Resource Panel in September 2019.
- 14 The latest consultation results on the final proposals for the Direct Vision Standard, a world-leading scheme to make HGVs much safer, showed 60 per cent support for the proposals. Colleagues and member associations in the freight industry had worked collaboratively with TfL to develop the proposals, which when implemented from October 2019 would significantly reduce the risks on London's roads.
- 15 On 10 April 2019, Hammersmith and Fulham Council had decided to close Hammersmith Bridge with immediate effect after safety inspections revealed critical faults. TfL was working closely with the Council to identify a plan for opening the bridge again as soon as possible. In the meantime, TfL was also working to minimise the impact of the closure for those who live, work and travel in the area, including re-routing local bus networks to improve travel links for people affected.
- 16 The London Bridge inquests opened on 7 May 2019 and were expected to last for around two months. TfL would give evidence at the inquests alongside the City of London Corporation, which owned the structure of the bridge, and other agencies.
- 17 **Healthy streets:** Recent highlights to accelerate walking and cycling schemes across London included the East-West cycleway project, the opening of the junction at Trinity Square following completion of the resurfacing works, and construction on the new route between Acton and Notting Hill Gate. As part of the Mini-Hollands, Quietways and Central London grid work, TfL had introduced a new pedestrian and cycle crossing, and new segregated cycle lanes.

- 18 TfL was undertaking a huge programme of work to improve London's air quality and reduce emissions across a range of different transport modes. There were now 178 rapid charging points in place, which showed continued good progress towards the target of 300 points by December 2020. There were more than 1,623 Zero Emission Capable taxis licensed in London, and 72 of the rapid charging points were dedicated to taxi use.
- 19 TfL was working with London Boroughs to encourage and support the delivery of rapid charging points on their roads, and there were particularly exciting opportunities in Greenwich and the City of London to develop 'hub sites' that brought together a cluster of rapid charge points in one place.
- 20 Mike Brown and Members congratulated the team involved in successfully delivering the world's first 24/7 Ultra Low Emission Zone (ULEZ), which went live on 8 April 2019. The scheme was a centrepiece of the Mayor's strategy to improve air quality in London, and was implemented at the same time as removing the exemption for private hire vehicles from the Congestion Charge. The ULEZ system enabled the detection and enforcement of non-compliant vehicles that entered the zone, with a daily charge incurred by those motorists using vehicles that did not comply. A major awareness campaign ran for more than nine months prior to launch to help drivers and businesses prepare for its introduction and thousands of motorists changed their behaviour by driving less polluting vehicles in the zone or using cleaner transport alternatives ahead of its launch, followed by an impressive compliance rate of 74 per cent for vehicles entering the zone since its launch.
- 21 In addition, TfL made adjustments to around 2,800 of its conventional diesel bus fleet and door-to-door Dial-a-Ride vehicles to ensure compliance with the tighter ultra-clean ULEZ standards. Work had begun on taking forward the expansion of the zone to the North and South Circular roads in October 2021.
- 22 On 24 April 2019, three more Low Emission Bus Zones were launched in Lewisham, Stratford and Edmonton, covering more than 1,330 buses across 79 bus routes. 20 new hydrogen double-deck buses were on order, which was a world-first for that fuel technology, and work continued on the bus retrofit programme with over 76 per cent of buses now low emission compliant.
- 23 On 15 May 2019, an agreement had been entered into with a project company to finance, design, build and maintain the new Silvertown Tunnel. This would allow works to commence this year on the new river crossing, which was designed to address the significant problems of queueing and poor reliability at the Blackwall Tunnel, as well as enable a step change in cross river bus services in east London.
- 24 On Old Street roundabout, some roads would be shut over the Bank Holiday weekend to enable construction work to move onto the next phase and prepare for the switch to two-way traffic. There were also signed cycle routes in place, including segregated cycle lanes and dedicated cycle signals for people cycling east-west through Old Street.
- 25 At Highbury Corner, as part of the Safer Junctions programme, the footway paving and kerbing works had been completed and the traffic was switched to two-way operation over the Easter weekend. This was a major milestone in making the

junction much safer, and the remaining highway works and urban realm improvements were on track to be completed over the summer.

- 26 On 15 May 2019, a senior level meeting was held with the London Borough of Wandsworth to discuss the proposed changes to the Wandsworth gyratory scheme. The scheme would help reduce both land take and cost, whilst delivering the benefits of reducing traffic from the High Street through removal of the gyratory and improving conditions for pedestrians, cyclists and buses.
- 27 TfL's network had been disrupted by the Extinction Rebellion demonstration which ran from 15 to 29 April 2019. Almost 700 police officers had been deployed to help ensure that the bus network and traffic flowed adequately to keep London moving, while allowing space for the peaceful protest and the management of public order risk. Uniformed operational staff were also deployed at key bus diversion points to provide customer service and assist with onward journeys.
- 28 Dr Nina Skorupska CBE asked whether a joined up, strategic approach was being taken to track and monitor progress on environment and sustainability criteria. Mike Brown confirmed that it was and that this information would be made more explicit in his report in future. **[Action: Mike Brown]**
- 29 **A good public transport experience:** A detailed update on the Elizabeth line was included on the agenda later in the meeting.
- 30 Since 18 March 2019, London Overground train services had been operating on the Gospel Oak to Barking line at 30 minute intervals using three, four-car electric trains, as the new Class 710 trains were not yet ready for passenger service. Arriva Rail London had begun driver training on the new trains and customers would be experiencing the new trains on the line, in test, during service hours.
- 31 The delay was frustrating and TfL recognised the challenges it posed for passengers. Customers were being kept informed of the travel options during this period via the website and at stations. Station staff had up-to-the-minute information and were able to help with journey planning.
- 32 On the Northern line extension, work continued to progress both below and above ground with 845,000 tonnes of excavation waste having been removed from the site by river barge. This saved over 2,000 tonnes of waste being transported by road, and the waste was being used by Goshems Farm in Essex to restore a Victorian landfill site to arable land, thereby making a significant difference in the environmental footprint of these schemes
- 33 In response to falling bus demand in parts of central London of around 12 per cent, and a recognition that the bus network was overly complex and led to problems such as bus-on-bus congestion, TfL had brought in changes to make the network more efficient while continuing to support the city. Having reviewed consultation responses, proposed changes to four routes were dropped and changes were made to another four proposals. Delivery of the central London service change was planned in two phases, first in June and then in October 2019. Service changes to increase capacity in outer London were a continuous programme and would be implemented throughout 2019.

- 34 23 April 2019 marked the second year anniversary of the launch of the free priority seating badge scheme, with over 44,000 badges issued so far. The badge had also been adopted by a number of transport networks in the UK including Greater Anglia trains, as well as by the New York Transport Authority. TfL had recently partnered with Mothercare and Baby Zen, a baby accessories distributor, as new sponsors of the pioneering 'Baby on Board' badge for the next three years. The deal would generate more than £100,000 which would be reinvested back into the network.
- 35 **New homes and jobs:** TfL continued to work closely with the Department for Transport and Network Rail to refine the Crossrail 2 scheme, and was preparing to submit an updated Strategic Outline Business Case to the Government this summer.
- 36 In April 2019, TfL had selected Grainger plc as partner for the Build to Rent programme, which had the potential to deliver more than 3,000 homes with a minimum of 40 per cent affordable housing. Dr Alice Maynard CBE asked that any common parts of the housing be accessible. Mike Brown confirmed that they would be and that this information would be made more explicit in his report in future.
[Action: Mike Brown]
- 37 TfL had announced the sale of the site above Holborn station, with the proceeds to be reinvested into the transport network. Good progress was also being made in the Harrow and Bond Street developments.
- 38 Following the success of the first unit that opened at Clapham Common last year, a second 'Change Please' kiosk had opened at Goodge Street station. 'Change Please' was a social enterprise which trained homeless people to become baristas and supported them back into the workplace.
- 39 **Our people:** The ongoing change programme would be reducing back and middle office costs by 30 per cent over the next three years. Consultation had commenced on the next phase of change, reviewing 1,400 roles across 10 business areas. Savings were also being made through smart working by consolidating office accommodation and reducing demand for desks by 30 per cent.
- 40 A wide range of equality training was being rolled out for staff. This included one-day Disability Equality Training that gave people the opportunity to go on a guided visit with a disabled guide who showed them the needs and barriers disabled customers faced first hand.
- 41 Recent employment fairs had demonstrated the array of opportunities available to develop a skill or seek employment prospects. For example, TfL would soon be employing more than 7,000 people in construction on developing sites and recently teamed up with Lambeth Skills Hub to help residents access careers in construction. At the Supplier Skills apprenticeship fair on 7 March 2019, more than 550 people interested in a career in transport, engineering and/or construction had attended.
- 42 During Mental Health Awareness Week (13-19 May 2019), the Occupational Health team had hosted drop-in sessions, alongside the staff network group, to raise awareness of the support available for those with mental health issues.

- 43 **Value for money:** The sale and leaseback of Elizabeth line trains was now completed, which would release around £1bn to reinvest in the network, with an option to buy back the fleet at the end of the initial lease term. The deal had no impact on the operation or maintenance of the fleet, which stayed with TfL and MTR Crossrail.
- 44 As part of the initiative to recover and reuse equipment from the network, £28k had been generated in income as a result of the sale of 2,500 'open door' buttons following the refurbishment of the Jubilee line trains, whilst £31k had been generated from the sale of old Metropolitan line luggage racks.
- 45 Bank had become the first station on the Underground to unveil the new digital landmark advertising boards, alongside the installation of a new screen at London Bridge. The screens provided seamless advertising where advertisers were keen to promote their products with the potential to reach millions of passengers every day. Screens would be further rolled out to five premium stations across the network and were expected to generate around £2.2m gross revenue annually.

The Board noted the Commissioner's Report.

46/05/19 Crossrail Update

The Chair explained that on 15 May 2019, the Programmes and Investment Committee had considered a similar paper and had discussed the need to retro-fit Canary Wharf station, the National Audit Office report and when Crossrail would be clearer on the window for the opening of phases 4 and 5 of the project. Following on from Crossrail's announcement of a revised opening plan, the Committee and the Department of Transport had agreed to change the Sponsors Requirements in the Project Development Agreement to reflect the new opening window for the central section of the Elizabeth line.

Changes to the opening date of the central section to between September 2020 and March 2021 had been agreed. Further changes were expected for other key programme milestones including the opening dates of connecting the great eastern and great western routes to the central section. Crossrail would issue further change notices following the development of its detailed schedule and revised baseline.

The Committee had approved the appointment of Sarah Atkins as a TfL nominated non-executive director of Crossrail Limited for the remainder of the Crossrail project. It also approved the extension to the appointment of Anne McMeel and Dr Nelson Ogunshakin OBE until 2 September 2020 to align with their terms as TfL Board Members.

Tony Meggs and Mark Wild introduced the update. The delayed opening window reflected the reality of the work left to do, including software development, which was difficult to predict with precision. The objective now was to keep stakeholders informed and narrow down the opening window.

In response to a request from Dr Mee Ling Ng OBE for assurance that Crossrail could work within the funding restraints, Tony Meggs confirmed that the project was expected to be delivered within the current funding package, and that some very detailed analysis was being carried out over the next six weeks. The project was being managed to keep costs under control by ensuring that the people intensive parts were completed as

quickly as possible, and an integrated plan was in place to maximise the efficiency of the remaining work.

Following the governance and financial/commercial reviews of the project, all the KPMG recommendations had been acted upon or appropriate plans put in place. Additional transparency and governance measures had been taken, and a joint Sponsors and Crossrail close-out report on the actions that had been taken since the reviews would be presented to the TfL Audit and Assurance Committee on 10 June 2019.

Safety was paramount and a whole week of safety activity was planned across the programme at the start of June 2019, following some safety concerns that had arisen from an increase in potential near misses.

There were three parallel activities that needed to be completed by January/February 2020 before the next stage could begin, which were to finish the installation of equipment in the tunnels, build and test the software for the signalling systems, and install and test the station systems. Once those activities were completed, the systems would be tested for bugs and the stations finished, following which safety critical tests would begin in live operation. At this point in mid-2020, Board Members would be welcome to view the systems in operation.

A comprehensive baseline schedule showed 1,800 individual lines and 250,000 tasks remaining. A lot had been achieved over the last few months on this immensely complex programme but a huge amount of work remained with challenges ahead.

In response to a question from Kay Carberry CBE, Mark Wild explained that, following the delay announcement, the focus had been on utilising the 600 drivers and maintenance workers as effectively as possible to ensure they remained motivated and busy, whilst retaining key members of the workforce.

In response to a question from Dr Nina Skorupska CBE, Mike Brown confirmed that the meetings of the TfL Board and Committees and Crossrail meetings were aligned as far as possible to allow the smooth interplay of business and decision making. He and Simon Kilonback also attended every Crossrail Board meeting for a detailed update.

The Board noted the paper and the exercise by the Programmes and Investment Committee of authority delegated by the Board in relation to:

- 1 changes to the Sponsors Requirements in the Project Development Agreement providing for a new Stage 3 opening date of ‘September 2020 to March 2021’;**
- 2 the appointment of Sarah Atkins as a TfL nominee non-executive director to the Board of Crossrail Limited by Chair’s Action; and**
- 3 changes to the period of appointment for two of TfL’s nominee non-executive directors to the Board of Crossrail Limited.**

47/05/19 Quarterly Performance Report - Quarter 4 2018/19

Simon Kilonback introduced the report, which set out TfL's financial results for Quarter 4 2018/19, including the preliminary results for the full year from 1 April 2018 to 31 March 2019. He took Members through the presentation slides at Appendix 2, which provided a summary of the financial information contained in the report.

Despite a very challenging year, TfL had delivered a strong financial performance, with net cost of operations £479m better than the 2018/19 budget, and £168m better than last year. The delay to Crossrail meant that TfL had to fully absorb the impact of delayed revenues without any additional funding. The success on the operating account was a product of galvanising the organisation to push further on its savings programme to meet financial objectives.

Passenger income was £48m above budget with an increase in revenue on the Underground, offset by the loss of revenue from the delayed opening of the Elizabeth line and continuing weaker performance on buses and rail.

Other income was below budget, largely due to Elizabeth line delays impacting regulatory access charges (£102m), but there was an equal and opposite benefit in operating costs. Other income was up on budget and the previous year.

Operating costs were £243m lower than budget, with significant additional cost savings over and above those already in the budget. The increase against last year reflected the Elizabeth line opening preparations and additional TfL Rail services.

Key deliverables in the capital investment programme included the new signalling system as part of the Four Lines Modernisation programme, opening passenger-facing facilities at Victoria and submitting the final Silvertown Tunnel proposals.

In response to a question from Dr Alice Maynard, Simon Kilonback reported that TfL was mindful of the impact of rapid change on staff and that impact assessments were undertaken to minimise risks on all changes and when bringing functions together. Teams were prioritising their business requirements and staff were aligned according to those priorities. In areas such as project work, where it was desirable to have more non-permanent labour and flexibility in the workforce, rigorous reviews were carried out and much of the resources were centrally co-ordinated.

The Board noted the paper.

48/05/19 Annual Update on the Mayor's Transport Strategy

Alex Williams introduced the item, which was the second annual update to the Board on the Mayor's Transport Strategy. The paper included the latest position on the delivery of the strategy, the achievements made over the last year and planned activity for next year. It also included an update on the environmental policies in the Mayor's Transport Strategy and the London Environment Strategy.

The aim to reduce car dependency in favour of walking, cycling and public transport had been embedded into TfL's business processes. This had resulted in detailed action plans in these areas, alongside new Scorecard measures for bus customer journey times,

affordable homes on TfL land with planning applications, public transport trips, and a reduction in customer and workforce killed and seriously injured.

The Local Implementation Plans submitted by the London boroughs so far had been of high quality in detailing how the Boroughs plan to deliver the strategy at a local level, particularly in their support for Vision Zero on road safety.

Performance in mode shifts to walking, cycling and sustainable transport had remained the same as the previous year, although progress was not expected to occur in a linear trajectory to 2041. Key deliverables to achieve mode shift focussed on increasing rail capacity, making public transport more attractive, road space reallocation and car-free/car-lite housing developments.

To progress towards the Vision Zero aim of no deaths or serious injuries on London's roads, activities in 2019/20 would include implementing a 20mph speed limit in central London and the Direct Vision Standard for HGV drivers to improve road visibility.

For public transport experience, the Scorecard showed an uplift in customer care performance due to improved perceptions of value for money on fare promotions, positive experiences with staff and support when things go wrong. There had also been significant improvements in reliability on both London Underground and the bus network. Crowding remained a significant issue and more capacity was needed on London's transport system to meet growing demand.

Meeting the need to build at least 65,000 homes every year until 2041 relied on the relationship between delivering new homes and jobs, and the transport and environment schemes that enabled it and ensured growth was sustainable. TfL's role included improving transport infrastructure through negotiating Community Infrastructure Levy and Section 106 funding, and developing its own housing delivery.

The recent success and planned expansion of the ULEZ, and the low emission standards that would be operating on all TfL's buses by 2020, were highlighted as key areas of progress in improving air quality and decreasing emissions from vehicles. More detail of the outcomes of the London Environment Strategy, including reducing energy and carbon emissions, would be reported to the Safety, Sustainability and Human Resources Panel meeting in July 2019.

It would be crucial to secure sufficient long-term funding for the full life of the projects and a strong submission would be made for continued investment to the forthcoming Government Spending Review.

In response to a question from Dr Mee Ling Ng OBE, Alex Williams said his team was looking at how it might quantify and measure the totality of the health benefits of the Strategy outcomes, particularly around better air quality.

Dr Lynn Sloman asked whether it would be possible to reach 80 per cent sustainable transport mode share, given the realities faced with increased traffic volumes, and that a step change was required which combined acceptable nudges towards public transport combined with what was deliverable. The Chair responded that as the majority of roads were controlled by London boroughs, the Deputy Chair met with them on a regular basis to encourage all organisations involved to share responsibility and play their part to reduce car dependency, and enable walking and cycling initiatives.

The Board noted:

- 1 the progress made on the Mayor's Transport Strategy and the London Environment Strategy, including the new action plans and the borough Local Implementation Plans;**
- 2 the current performance in working towards the outcomes in the Mayor's Transport Strategy and London Environment Strategy, with regard to shaping and refining next year's Business Plan; and**
- 3 the steps being taken to secure the required funding for delivery of the strategy in the Spending Review.**

49/05/19 Remuneration Committee Terms of Reference

Howard Carter introduced the paper, which set out proposals to change the terms of reference of the Remuneration Committee.

The Mayor had recently commissioned the Dawn Jarvis review of termination clauses and payments for senior employees across the GLA Group, which looked at whether termination clauses in contracts were being used in line with organisational policy and were effectively guarding the use of public money.

In order to give effect to the outcome of the review, it was recommended that the Remuneration Committee had oversight of any proposed exit payments for the Commissioner, Managing Directors and other Senior Directors reporting to the Commissioner.

It was also proposed that exit payments outside of standard redundancy terms which exceeded £100k be considered by the Committee, regardless of the grade and/or salary of the member of staff.

The Board agreed the new Terms of Reference of the Remuneration Committee, as set out in Appendix 1 to the paper.

50/05/19 Report of the meeting of the Programmes and Investment Committee held on 15 May 2019

In the absence of the Committee Chair and Vice-Chair, Dr Alice Maynard CBE introduced the item. Aside from Crossrail and the major projects updates already considered by the Board, the other key issues considered by the Committee were the Independent Investment Programme Advisory Group 2019/20 workplan and the Silvertown Tunnel proposals.

The Board noted the summary report.

51/05/19 Any Other Business the Chair Considers Urgent

There was no urgent business.

52/05/19 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 24 July 2019 at 10.00am.

The meeting closed at 12.52pm.

Chair: _____

Date: _____

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Board



Date: 24 July 2019

Item: **Matters Arising, Actions List and Use of Delegated Authority**

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of actions agreed at previous meetings and the use of delegated authority since the last meeting.
- 1.2 Appendix 1 provides an update on the actions, all of which are completed or being addressed.
- 1.3 There have been three uses of Chair's Action exercising authority delegated by the Board: the Chair of the Finance Committee approved two matters in relation to the Statutory Chief Finance Officer (CFO); and the Chair of the Programmes and Investment Committee approved additional appointments to the Board of Crossrail Limited (CRL).

2 Recommendation

- 2.1 **The Board is asked to note the Actions List and the use of authority delegated by the Board.**

3 Use of Chair's Action

- 3.1 Under Standing Order 114, in situations of urgency, the Board delegates to each of the Chair and the Chairs of any Committee or Panel the exercise of any functions of TfL on its behalf. Any use of Chair's Action is reported to the next ordinary meeting.

Statutory Chief Finance Officer

- 3.2 The Greater London Authority Act 1999 requires the appointment by TfL of an appropriately qualified person as statutory CFO. This role is required to ensure that TfL has made arrangements for the proper administration of its financial affairs. The appointment or removal of the CFO is a matter reserved to the Board.
- 3.3 On 2 April 2019, as part of the ongoing organisational change programme in the Finance directorate, the Chair of the Finance Committee (in consultation with members of the Committee) agreed that Sarah Bradley will cease to be the statutory CFO from 31 July 2019 (when she leaves TfL), noted that approval will be sought in due course for the Group Finance Director to be

appointed as the statutory CFO, confirmed the existing list of staff authorised to undertake the statutory CFO responsibilities if Sarah Bradley is unavailable and approved the addition of Tony King to that list.

- 3.4 Following consideration of the further changes to the Finance Leadership Team, on 14 July 2019, the Chair of the Finance Committee (in consultation with Board Members) agreed that Tony King would be appointed as interim statutory CFO with effect from 31 July 2019, noted that approval will be sought in due course for the Group Finance Director to be appointed as the statutory CFO, agreed that any one of Andrew Pollins, Patrick Doig and Tanya Coff are authorised to undertake the statutory CFO responsibilities if Tony King is unavailable; and authorised any of the Commissioner, Chief People Officer and the General Counsel to take any steps necessary or consequential to implement the matters approved above.
- 3.5 Finance Committee Chair's Action was sought as the decisions were required ahead of the meetings of the Board on 22 May and 24 July 2019 to enable arrangements to be made for the departure of Sarah Bradley and the arrangements for an interim statutory CFO ahead of the changes coming into effect.
- 3.6 The information contained in the papers seeking Chair's Action remains exempt from publication under paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL.

Crossrail Limited appointments

- 3.7 On 27 March 2019, the Board delegated authority to the Programmes and Investment Committee to take decisions on matters reserved to the Board in relation to the Crossrail project, including the appointment of further non-executive directors.
- 3.8 On 27 June 2019, the Chair of the Committee, following consultation with available Members of the Board, approved the appointment of two additional independent, non-executive directors of CRL for a period of one year, renewable with the approval of TfL and the Department for Transport, as Sponsors.
- 3.9 The use of Chair's Action was considered appropriate as a decision was needed on the appointment of the new non-executive directors as part of the implementation of the recommendations made by KPMG following its review of CRL's governance as soon as possible.
- 3.10 The information contained in the paper seeking Chair's Action remains exempt from publication under paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL.

List of appendices to this report:

Appendix 1: Board Actions List

List of Background Papers:

Minutes of previous meetings

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Board Actions List (reported to the meeting on 24 July 2019)

Actions from the meeting held on 22 May 2019

Minute No.	Item/Description	Action By	Target Date	Status/Note
45/05/19	Commissioner's Report: Information to be provided or made more explicit in future reports: <ol style="list-style-type: none"> 1) Healthy Streets – progress on environment and sustainability criteria 2) New Homes and Jobs – confirmation that any common parts of build to rent housing schemes was accessible 	Mike Brown	July 2019	Completed. These are addressed in the report on the agenda.

Actions from previous meetings:

Minute No.	Item/Description	Action By	Target Date	Status/Note
75/09/18 (1)	Commissioner's Report – Green GB Week Members would be briefed on TfL's proposals to promote Green GB Week.	Vernon Everitt	September 2019	A paper on promotional activity plans is on the Safety, Sustainability and Human Resources (SSHR) Panel forward plan.
75/09/18 (2)	Commissioner's Report – Major Events Following suggestions from Mee Ling Ng to Shirley Rodrigues, Mike Brown asked Gareth Powell and Vernon Everitt to have a strategic discussion with organisers of major events such as the Notting Hill Carnival on how to make their events more environmentally friendly. An update would be provided to the next meeting.	Gareth Powell and Vernon Everitt	September 2019	A paper on sustainability in major events is on the SSHR Panel forward plan.
04/01/19	Matters Arising – London Overground Stations Arriva's conclusions and proposals arising from its consideration of the London TravelWatch review would be presented to a future meeting of the Customer Service and Operational Performance (CSOP) Panel.	Gareth Powell	September 2019	On CSOP Panel forward plan and briefly discussed at its last meeting.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/01/19 (1)	Commissioner's Report – Crime Reduction Members welcomed the initiatives but requested details on how the equality impacts of initiatives were assessed.	Siwan Hayward	July 2019	Completed. Equality Impact Assessments were provided to Members.
05/01/19 (2)	Commissioner's Report – Direct Vision ISO standard Members suggested that TfL's international consultancy look at how the Direct Vision initiative could be converted into an ISO standard.	Gareth Powell	July 2019	This was reviewed and considered. There is no current plan to take this forward due to a number of factors including cost, timescales, ownership rights and likely take up by SME's.
07/01/19 (1)	HSE Annual Report – Reducing Road Injuries Members suggested that the Safety, Sustainability and Human Resources (SSHR) Panel look at how local borough strategies were performing against the Mayor's Transport Strategy.	Gareth Powell	September 2019	Paper on SSHR Panel forward plan.
07/01/19 (2)	HSE Annual Report – Waste Strategy Members recommended that TfL consider developing a waste strategy so that it was a leader in reducing green house emissions in its operations and also in the work it was doing to support housing. TfL would look at how it captured that information and report back to the Safety, Sustainability and Human Resources (SSHR) Panel.	Jill Collis	November 2019	The waste strategy is being developed as part of the corporate environment framework The corporate environment strategy will be presented to the SSHR Panel in November 2019.

Minute No.	Item/Description	Action By	Target Date	Status/Note
23/03/19	<p>Commissioner's Report – Location and use of Rapid Charging Points (RCPs) The Safety, Sustainability and Human Resources (SSHR) Panel would be provided with more information on the location and peak usage times for RCPs.</p> <p>Commissioner's Report – App development for RCPs TfL would also look at the technology that supports the Cycle Hire scheme to see if an App could be developed for ZEC taxi drivers to locate the nearest RCP, its peak usage time and if it was available for use.</p>	Alex Williams	June 2019	Completed. A copy of the Electric Vehicle Infrastructure taskforce report was sent to Members on 17 June 2019. The comprehensive report included: the location of the current charge points and the strategy for increasing them; and how we will work with app providers and other innovators to increase the use of rapid charging points.

27/03/19	<p>2019/20 TfL Scorecard</p> <p>The new approach for the reduction in customer and workforce KSIs which used absolute numbers rather than a percentage was welcomed, with a request that other measures be reviewed to see if they could also be framed in a similar way in the future.</p>	Simon Kilonback	June 2019	<p>Completed. This was reviewed and addressed when the 2018/19 TfL Scorecard outturn was confirmed.</p> <p>As well as the reduction in customer and workforce KSIs, the reduction in KSIs and reduction in KSIs involving buses measures are now presented as absolute numbers. As KSIs reduction has historically been reported as a percentage against the 2005-09 baseline, we now include the percentage reduction and the year on year reduction in absolute numbers.</p> <p>The notes section also includes the absolute numbers.</p>
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Board



Date: 24 July 2019

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 The Commissioner's Report provides an overview of major issues and developments since the meeting of the Board held on 22 May 2019 and updates the Board on significant projects and initiatives.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

List of appendices to this report:

Commissioner's Report – July 2019

List of Background Papers:

None

**Mike Brown MVO
Commissioner
Transport for London
July 2019**

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Commissioner's Report

24 July 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 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.

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This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the Board meeting of 22 May.

2 TfL Scorecard

Period 3

Breakdown of scorecard measures categories:

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

■ Achieved ■ Partially achieved ■ Not achieved

Long-term objectives	2019/20 scorecard	Period 3		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
Healthy Streets and healthy people (12.5%)					
London's transport system will be safe and secure	Reduction in people killed or seriously injured on the roads from 2005-09 baseline ¹	39.9% (47 fewer people than in May 2018) ■	39.7% (46 fewer people than in May 2018)	40.2% (51 fewer people than YTD 2018) ■	41.4% (81 fewer people than YTD 2018)
	Reduction in people killed or seriously injured involving buses from 2005-09 baseline ¹	66.9% (4 fewer people than in May 2018) ■	60.8% (1 fewer person than in May 2018)	63.1% (9 fewer people than YTD 2018) ■	57.4% (no reduction against YTD 2018)
London's streets will be clean and green	Number of London buses that are Euro VI compliant ²	100 ■	n/a	7,400 ■	7,400
London's streets will be used more efficiently and have less traffic	Traffic signal changes to support healthy streets (person hours per day)	1,002 ■	1,166	3,730 ■	3,500
More people will travel actively in London	Healthy Streets check for designers ³ (average % uplift)	n/a	n/a	15 ■	10

Safety and operations (25%)

1. Measured in calendar years and a month in arrears. Period 3 shows May 2019 data. Year to date is January to May 2019. These are provisional estimates and may be subject to change. In May 2019, 325 people were killed or seriously injured on roads compared to 372 in May 2018. From January to May 2019, 1,512 people were killed or seriously injured on roads compared to 1,563 from January to May 2018. In May 2019, 16 people were killed or seriously injured in collisions involving buses, compared to 20 in May 2018. From January to May 2019, 81 people were killed or seriously injured in collisions involving buses compared to 90 from January to May 2018
2. The full year target for this measure is 8,350 buses. There are no periodic targets due to the unpredictability of when operators will offer new buses. The retrofitting programme is on track
3. This is a cumulative measure, so period targets are not set

Long-term objectives	2019/20 scorecard	Period 3		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
A good public transport experience (30%)					
Public transport will be accessible to all	Reduction in customer and workforce killed and seriously injured ¹ (compared to 2018/19) ⁴	14.5% (24 fewer people) ■	2.4% (7 fewer people)	11.2% (56 fewer people) ■	2.4% (16 fewer people)
	Additional time to make step-free journeys (minutes)	9.1 ■	9.1	9.1 ■	9.1
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	4.66 ■	4.45	4.47 ■	4.45
	Weighted bus customer journey time (minutes)	32.1 ■	33.5	31.8 ■	33.4
	Customer satisfaction (percentage of Londoners who agree we care about our customers) ⁵	54 ■	53	54 ■	53
The public transport network will meet the needs of a growing London	Deliver key investment milestones (%)	100 ■	90	100 ■	90
	Key Elizabeth line delivery milestone: start of TfL Rail/Elizabeth line services between Paddington and Reading ⁶	n/a	Dec 2019	n/a	Dec 2019

4. In period 3, there were 141 customer and workforce killed or seriously injured compared to 165 in period 3 last year. Year to date, between periods 1 and 3 2019, there were 443 customer and workforce killed or seriously injured compared to 499 between periods 1 and 3 2018. These are provisional estimates and may be subject to change

5. The target shown is a revised target following a change in methodology, and is subject to approval by the Finance Committee

6. Milestone subject to approval by the Finance Committee

Long-term objectives	2019/20 scorecard	Period 3		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 cumulative percentage of affordable homes on TfL land with planning applications submitted – post May 2016	n/a	n/a	54	50
Mode share (5%)					
80% of journeys will be made by sustainable modes in 2041	Public transport trips (millions)	311	305	915	902
	Average kilometres cycled per day ⁷ (thousands)	478	469	478	469
People (25%)					
A capable and engaged workforce representative of London	Workforce representativeness				
	– all staff (%)	71	70	71	70
	– director/band 5 (%)	38	38	38	38
	Inclusion index (%)	Annual	n/a	Annual	n/a
	Total engagement (%)	Annual	n/a	Annual	n/a
Financial (25%)					
We cover our costs and we are prudent	Net operating surplus (£m)	65	40	177	67
	Investment programme (£m)	107	144	337	431

Customers (continued)

People (25%)

Financial (25%)

7. Measured in calendar quarters. Year to date is January to March 2019

Our Period 3 scorecard results cover performance between 26 May and 22 June 2019.

Three months into our 2019/20 performance year, we are currently ahead of target on 16 out of 19 measures including all of our Customer, People and Financial measures.

Safety & Operations

So far this year we have met our targets for reducing the number of deaths and serious injuries involving buses and on our public transport network, the conversion of buses to Euro VI standard, and the retiming of signals and design of new street schemes to support healthy streets. We have also met our targets for making step-free and bus journeys quicker.

We have not met our targets for deaths and serious injuries on the road network overall and on our public transport network. We are analysing the data behind these trends to identify the causes so that we can take targeted action in response.

Reliability on London Underground is very slightly below target. This has been driven primarily by train operator attendance and rolling stock reliability on some lines, which we have action plans in place to address.

Customer

All of the key investment milestones have been delivered, and more than half of the homes in the planning applications we have submitted are affordable. There have been more than 900 million journeys on public transport since 1 April and on average nearly half a million kilometres are being cycled in London every day.

People

Our people are at the centre of everything we deliver, and improving the way we lead and support them is one of the top priorities for the year ahead.

Our staff inclusion and engagement measures are outputs from the annual Viewpoint survey, which will take place in September. Activity is taking place across the organisation to explain the actions that have come out of previous surveys.

Workforce diversity is ahead of target both across all our people and in our senior leadership community. It is important to keep up momentum in this area because there is still further progress needed to meet our full year targets.

Financial

Our strong financial performance has continued, building on the 2018/19 full year results. We are ahead of target on both of the financial measures in the scorecard.

3 Safety and security

Croydon tram overturning

We continue to make significant progress in implementing all of the recommendations from the Rail Accident Investigation Branch (RAIB) following the tragic tram overturning at Sandilands in November 2016.

In addition to what has been put in place, a new lighting system will operate independently of the tram's battery in the event of an emergency, with installation due for completion in the autumn. A new system called iTram, derived from proven technology in buses and which will provide drivers with an in-cab speed alert, is currently being tested and will be fitted to all trams by the end of the year.

We are supporting the UK tram industry in a review of the procedures for emergency evacuations from trams. We are continuing to share our work with other tram owners and operators as we deliver the RAIB recommendations so that all networks across the country can learn from the tragedy at Sandilands.

Remembering 7/7

On 7 July, we remembered the victims of the July 2005 attacks on London's transport network with the Managing Director of London Underground, alongside the Mayor and other senior officials, laying a wreath at the Memorial in Hyde Park.

Our thoughts remain with the 52 innocent people who lost their lives, the survivors and their loved ones on the 14th anniversary of the London attack.

Local memorial events also took place at locations directly affected by the 7/7 attacks.

Lowering speed limits

We have consulted on introducing a 20mph speed limit on all our roads within central London by May 2020, in line with the Vision Zero Action Plan.

We ran a public consultation on the 20mph speed limit from 5 June to 10 July 2019, which also included traffic calming features such as pedestrian crossing points and raised tables. We are currently reviewing the responses to this consultation.

Direct Vision Standard

The Direct Vision Standard (DVS) has been created to improve the safety of all road users, particularly pedestrians, cyclists and motorcyclists.

The scheme requires all heavy goods vehicles (HGVs) weighing more than 12 tonnes to obtain a permit to operate in London, and all those with an unacceptably low DVS rating to fit additional safety equipment.

The final statutory consultation on the Traffic Regulation Order (TRO) to implement DVS closed on 23 May 2019. A total of 24 responses to the consultation and statutory notice were received, with overall responses in favour of the scheme. On 13 June, London Councils' Transport and Environment Committee approved the Amendment Order to the TRO.

Subject to the conclusion of this process, permits for HGVs will be available from October 2019, with scheme enforcement launching a year later.

Intelligent Speed Assistance

By the end of July, there will be Intelligent Speed Assistance (ISA) on 800 vehicles in our bus fleet.

ISA lets vehicles operate up to the speed limit by tracking them against a digital speed map for London. The system is being rolled out across the entire fleet, with all new-build buses expected to meet our ISA specification from as early as August this year.

Bus Safety Standard

The first buses which meet all the 2019 Bus Safety Standard requirements are expected to be delivered from September this year. These requirements include blind spot mirrors to improve drivers' indirect vision, better anti-slip flooring in interior passenger areas, and a dashboard light to signal acceleration to help avoid rare incidents of pedal confusion.

The buses will also have a new audible warning system so people can hear them and to make them more noticeable to vulnerable road users.

Looking further ahead, the Bus Safety Standard sets out continuing safety enhancements for London buses up to 2024 and will evolve to take account of technological innovation. We are encouraged to see that some bus operators and manufacturers have

developed and introduced some of these features ahead of the required dates.

One enhancement being taken forward earlier than expected on a small number of single-deck vehicles is the use of camera monitors in place of conventional external wing mirrors. This will only become a requirement from 2021, but Metroline are already trialling this and Go-Ahead group has ordered vehicles for delivery by the end of this year. By removing mirrors protruding from the vehicle, the system makes collisions less likely and provides the driver with enhanced indirect vision, particularly in poorer light.

Bus Safety Innovation Challenge

We invited bids to our Bus Safety Innovation Challenge to help exploit the latest opportunities to reduce risk on the network. The challenge was open to suppliers and operators to trial and evaluate new safety technology.

We have judged the entries and will be advising the winners soon on which initiatives will be taken forward to help us achieve our Vision Zero targets of a 70 per cent reduction in people killed and seriously injured on the bus network by 2022 and no one killed on or by a bus by 2030. The announcement will be made by the end of August.

Police activity to deliver Vision Zero

The Roads and Transport Policing Command (RTPC) is targeting the most dangerous drivers who use the A10 and A12 for driving recklessly and at excess speeds.



Metroline are trialling using camera monitors in place of external wing mirrors, which is part of the new Bus Safety Standard

Officers deployed to the A10 have captured a total of 147 instances of excess speed, seven insurance offences, 36 defective vehicles, four drink/drug drive offences, seized eight vehicles, recovered six lost or stolen vehicles and made six arrests. The highest speed captured to date on the A10 was 127mph in a 40mph zone. Since targeted enforcement commenced on the A12, a total of 800 traffic offence reports have been issued and 12 arrests have been made for people drink/drug driving. The highest speed captured was 107mph in a 50mph zone.

As part of Child Safety Week 2019, we worked with the Metropolitan Police Service (MPS) and Kingston Council to give children the opportunity to educate drivers about the dangers of speeding, as part of the new Junior Roadwatch road safety education scheme. On 6 June, 30 children from Our Lady Immaculate Catholic Primary School participated, with 32 vehicles stopped and one vehicle being seized.

Unattended deployable camera trial

On 3 June, we launched a trial of unattended deployable cameras, using mobile camera technology to detect offences on the road network around the clock.

The cameras allow us to address offences such as drivers making banned turns at junctions or driving in bus lanes in locations where we do not currently have camera coverage.

Over the next few months, we will monitor these new cameras and assess their impact on deterring non-compliant road user behaviour. We will use the results to shape how we use this technology to support our goal of providing a safe, reliable and compliant road network.

Crime and antisocial behaviour on public transport

We published our annual crime statistics in June, which bring together crime data from the British Transport Police (BTP) and MPS for all of our public transport networks for 2018/19.

The level of crime on our public transport networks in 2018/19 was 8.6 per cent higher (2,762 additional offences) compared with the previous year. The rate of crime was 8.7 crimes per million passenger journeys compared to 8.0 in 2017/18.

Despite the increase seen last year, London's public transport network remains a safe, low crime environment. We are committed to tackling the increases in crime, which are primarily driven by an increase in theft as well as low level violence and public order offences (passenger on passenger aggression when the network is at peak capacity). The increase seen is in line with wider London trends and is also in the context of our progress in making it easier for customers to report crimes.

There has been a notable increase in theft offences on London Underground. The increase is largely a result of organised criminal networks targeting public transport and other busy places. We are working with the police to catch thieves, which includes uniform and plain clothes police patrols to disrupt their activity, as well as providing crime prevention advice to our customers.

We are working with the BTP, the MPS and our RTPC to tackle the increases seen in

crime to ensure that the network remains a safe, low crime environment for our customers.

Tackling knife crime and tackling serious youth violence in the Capital

Tackling knife crime and serious youth violence remains one of the Mayor's highest priorities. We are working with the BTP and RTPC on operations to help reduce the number of violent incidents.

In May, 42 people were searched by the police, resulting in four arrests. As a result of stop and search powers, 10 people who were searched for weapons were also identified for other offences, including possession of drugs, leading to four court summonses.

In June, the RTPC carried out a number of weapon sweeps and various youth engagement sessions to educate young people. In the first week of June, a total of 29 weapon sweeps took place at transport hubs in Barnet and Harrow. Knife Crime and Keep Safe School workshops were held at Shaftesbury High School, in Harrow, and were delivered by the RTPC in partnership with our Roads Policing team with over 150 school children engaged as part of this operation.

On 27 June, a joint policing operation in partnership with Westminster City Council was launched at Pimlico and will be ongoing during the summer. This operation included the use of a Knife Arch, Drugs Dogs and plain clothed as well as uniformed officers, as well as a weapons sweep of the area.

The MPS and BTP provided officers for this operation and London Underground Revenue Control Officers were also present, carrying out revenue patrols.

Hate crime and #WeStandTogether

On 30 May, two women travelling on the N31 bus were subject to a shocking homophobic attack. The RTPC arrested five suspects all aged between 15 and 18.

Our public condemnation of this attack made clear that homophobic behaviour and abuse is a hate crime and will not be tolerated. All customers have the right to travel without fear of verbal or physical assault and we are working with the police to eradicate this behaviour.

We continue to run the #WeStandTogether campaign with the BTP and MPS. This includes regular engagement events to reassure customers who feel vulnerable to victimisation because of their disability, gender identity, race, sexual orientation, religion or any other actual or perceived difference that public transport is a safe and welcoming place. We continue to urge anyone, victim or witness, to come forward and report incidents so that they can be investigated and to ensure offenders are dealt with robustly.

Customer safety on the Tube

Luggage is a factor in a significant number of our customer incidents, particularly during the summer months. We are working with Visit Britain on improved signage to help visitors with luggage travel safely on our network.

We have also observed an increase in the number of customer incidents where alcohol is a factor, so in August we will be introducing new customer communications to advise passengers of the risks of travelling while under the influence of alcohol.

The highest risk to customer safety is still at the platform edge, as they get on and off the train. We have developed a prototype system to close the gap between the train and the platform at Baker Street station, and will be beginning testing soon.

Alongside these new technologies, we rely on our staff to help improve safety on platforms. To support them, we are rolling out refreshed guidance for train operators on the actions needed as they depart a platform.

London Bridge inquests

The inquests arising from the eight deaths in the London Bridge and Borough Market terror attack on 3 June 2017 took place between 7 May and 28 June 2019. TfL was an interested person in the inquests for Christine Archibald and Xavier Thomas, who were struck and killed by the van that was driven over London Bridge by the attackers. We gave evidence at the inquests about physical protective security measures on London Bridge and the removal of the pedestrian guardrails in 2010, as well as evidence about the employment of one of the attackers as a London Underground Customer Services Assistant.

The City of London Corporation, which owns the physical structure of the bridge, also gave evidence about protective security measures. The Coroner concluded that all of the victims were unlawfully killed. In relation to the deaths of Christine Archibald and Xavier Thomas, the Coroner concluded there was no form of physical protective security on London Bridge although it was vulnerable to a terrorist attack using a vehicle as a weapon. There were weaknesses in systems for assessing the need for such measures on the bridge and implementing them promptly, and absent such weaknesses, suitable hostile vehicle mitigation measures may have been present.

The Coroner has invited submissions from interested persons as to whether a prevention of future deaths report should be made and the points that should be included in such a report. Responses to those submissions are also invited following which the Coroner will reach his views on whether a report is made and its contents. It is expected that any such report made would be issued later this year.

4 Healthy streets and healthy people

Walking and cycling

We are encouraging more walking and cycling across the capital through continued investment in Healthy Streets.

Our most recent analysis shows that the average daily total distance cycled in 2018/19 broke four million kilometres (2.5 million miles) for the first time, which reflects a record-breaking annual increase of almost five per cent.

Growth was highest in central London, up eight per cent on 2017/18. In areas where new cycle lanes have been installed, increases of up to 53 per cent in the number of cyclists were estimated.

East-West Cycleway

The North Carriage Drive cycle track opened on the 3 June, ahead of schedule. The handover to Westminster City Council is planned after the final antiskid works at Buckingham Gate and Lancaster Gate are completed in August.

Cycleway 4

Construction along Jamaica Road and at Rotherhithe roundabout began on 5 July and includes new pedestrian crossings along Tooley Street and Jamaica Road. We are working closely with Southwark, Lewisham and Greenwich councils on this major new high-quality route which, when complete, will connect neighbourhoods between Tower Bridge and Greenwich to London's growing network of Cycleways.

This scheme involves £54m of investment from our Healthy Streets budget and will enable thousands more journeys in south-east London to be made more safely.

The impact on buses and general traffic is being monitored while constructing the scheme, with a view to providing further mitigation measures to reduce the impact if necessary. The London Borough of Southwark started consultation on the Lower Road section on 15 July.

Cycleway 9

Following the completion of consultation in April, the 'Response to Issues Raised' report is due to be published later this month. Further design work is now under way for the Kew Bridge and the London Borough of Hounslow sections. Further investigations on Kew Bridge have shown that the bridge is in need of some repairs, particularly in terms of waterproofing. This may require additional time to incorporate potential design changes. Subject to any additional design work, we are on track to start construction at Kew Bridge in October 2019.

Cycling future routes

Work continues on several major new cycle routes identified in the 2017 Strategic Cycling Analysis.

In addition to the public consultation for the first route between Hackney and the Isle of Dogs, consultations for sections of two more routes have also started, between Ilford and Barking Riverside and Dalston and Lea Bridge.

Two additional public consultations are also planned for spring 2020, for routes between Camden and Tottenham Hale and Greenwich and Woolwich.



Walking and Cycling Commissioner, Will Norman, launched the Summer of Cycleway events in Southwark park to help promote cycling in London

Barking and Barking Riverside

On 24 June, we launched the public consultation for the new Barking to Barking Riverside cycle route. The proposed 7km Cycleway is the second new cycling route to be consulted on following our Strategic Cycling Analysis, which used data to identify 25 areas that showed the best potential for growing cycling numbers.

The route would connect the development at Barking Riverside, where more than 10,000 new homes are being built, with Barking Town Centre. It is part of wider proposals to connect with Ilford Town Centre and the Elizabeth line station there. The new route will also connect with Cycleway 3 at Mayesbrook Bridge, which provides a direct link to Canary Wharf and Central London.

New pedestrian crossings in the area will give priority to people moving on foot and a new walking and cycling footbridge over Mayesbrook will make journeys between Barking and Barking Riverside safer, faster and more direct. The public have until 5 August 2019 to have their say.

Improvements between Wood Lane and Acton

We began construction in March on 3.5km of the upgraded shared-use facility for pedestrians and cyclists and new off-carriageway bi-directional cycle track along the A40 between Wood Lane and Acton.

Works are progressing well between Savoy Circus and Gibbon Road to install the cycle track and footway, a new section of carriageway lighting, and drainage and resurfacing works. Works are also under way between Wood Lane and Savoy Circus to upgrade the existing shared-use facility.

Proposed improvements between Wood Lane and Notting Hill Gate

Consultation for these improvements between Wood Lane and Notting Hill Gate closed on 16 June and included a number of well-attended public events in the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham. It was extremely disappointing that Kensington and Chelsea Council chose to announce at a public meeting on 13 June, that it would not support the scheme, before the consultation had closed and the full set of consultation responses were available.

We are now analysing the feedback received during consultation over the summer prior to the publication of results, and discussions are continuing with local boroughs and other stakeholders.

Cycleway between Camden and Tottenham Hale

We have completed initial traffic modelling on the concept design layout for the new cycle route which will run from Camden to Tottenham Hale. The modelling has identified areas requiring further refinement, and work is under way to optimise the design and traffic model to ensure the scheme that goes out to public consultation is the best that can be achieved for the local communities and road users along this route and surrounding areas.

Cycleway between Hackney and the Isle of Dogs

We ran a public consultation for this route between 8 May and 21 June. We are now analysing the results, ready to report later this summer. We are working with our supply chain on elements of the detailed design and have identified opportunities for advanced works which, subject to the outcome of the consultation and authority approval process, could commence in November 2019.

We are working closely with the London Borough of Tower Hamlets on the northern section of the route to ensure consistency with their Liveable Neighbourhood scheme in the same area.

Mini-Hollands, Quietways and Central London Grid

We continue to make good progress on the Mini-Holland, Quietways and Central London Grid programmes, with a focus on completing and opening whole or significant sections of these routes. We have constructed over 150km of cycle routes and have a further five kilometres under construction through inner and outer London. Over 50km of the original 85km Central London Grid network are complete.

We launched the 'Summer of Cycleways' campaign on 9 June, including the launch of the new Cycleways branding which will be rolled out on all new routes including those being completed this summer.

We have also been working in partnership with LB Islington on plans for a new high-quality Cycleway between Finsbury Park to Highbury Fields. Consultation on the plans started on 17 June, and proposals include protected cycle tracks, widened footways and safer junctions for walking and cycling. The results of the consultation will be reported to the Islington Council Executive Board in the autumn before any decision is made on the route.

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, a 5km protected cycle route linking Enfield Town to Palmers Green and the Kingston station plaza, which sees improved accessibility for both pedestrians and cyclists. Schemes currently under construction include protected cycle routes on Wheatfield Way in Kingston, on the A1010 in Enfield and on Lea Bridge Road in Waltham Forest. Further schemes are progressing through design and consultation, including a number of cycle links and Enfield's Quieter Neighbourhoods.

Rapid electric vehicle charging

To support the growing number of Zero Emission Capable (ZEC) taxis and the wider take-up of electric vehicles, we are spending £18m and working with the boroughs and other organisations to build a network of rapid charge points across London. The total number of charge

points across London is now 189, which is a major step towards our target of 300 rapid charge points by December 2020.

At present, there are more than 1,934 ZEC taxis licensed in London. Of the 189 rapid charge points that have been installed, 73 are dedicated to taxi use. We are working with the taxi trade to identify the most favourable locations and are focusing on central London for taxi-dedicated sites following feedback from the taxi trade.

Electric vehicle infrastructure delivery plan

The Mayor's Electric Vehicle Infrastructure Taskforce has been investigating the scale of infrastructure required to accommodate the switch to electric vehicles (EVs) in London up to 2025, and how to tackle the barriers to implementing it.

On 17 June, the Mayor launched the London electric vehicle infrastructure delivery plan. This sets out London's infrastructure needs and looks at ways to unlock barriers to expanding charging infrastructure, to accelerate the switch to EVs.

The highlights of the report include proposing that the next phase of infrastructure delivery should focus on at least five flagship rapid hubs, subject to funding and EV growth. We have already created a 'virtual hub' at Southwark Street, where six rapid charge points are placed metres apart along the street, and these are proving very popular with the taxi trade. The first dedicated rapid hub, with ten rapid charge points, is due to be



installed by the end of the year at Baynard House in the City of London.

To improve overall coverage of rapid chargers, further delivery should be prioritised to serve London’s town centres. The private sector should adopt these approaches going forward, and we will also be doing so for the remainder of the 300 rapid chargers we will install in London by the end of 2020.

For all chargers, the focus is on increasing numbers, reducing the physical impact of on-street chargers on streetscapes, and exploring new models around off-street deployment (such as in car parks in or around residential areas). Deployment of these chargers must be both strategic and demand-led, in order to improve commercial viability.

Ultra Low Emission Zone

The Mayor’s world-leading Ultra Low Emission Zone (ULEZ) has now been in operation in central London for three months. At this early stage, it is not yet possible to determine the full impact of

the scheme. The best measures of success currently available are vehicle compliance data and traffic reduction in the first month. As with all schemes of this type, our understanding of the impact of the scheme will improve over time.

Key findings for the first month of the scheme:

- There was a 28 per cent reduction in the total number of vehicles recorded in the ULEZ. Importantly, the reduction was much larger for older, more polluting, non-compliant vehicles: a reduction of 40,000 vehicles on an average day, or around 64 per cent.
- There has been a continuing trend of reduced traffic volume in the zone, which has most likely been accelerated by the introduction of the ULEZ. However, it should be noted that the first month of operation fell during school holidays when traffic volume generally decreases, and that road

diversions and climate protests may also have contributed to a decrease in traffic. More data is needed to fully understand this trend.

- In the first month of operation, the rate of compliance with ULEZ standards was around 70 per cent. This is at the higher end of the level of compliance expected at this stage of the scheme.
- Within the zone, there was a 78 per cent increase in the proportion of vehicles that met the ULEZ standards between February 2017 and April 2019. The proportion of vehicles that are compliant is the best way of comparing changes in the vehicle fleet, given that the total number of vehicles in the zone has also changed.

ULEZ expansion – October 2021

The ULEZ expansion project extends the current ULEZ boundary up to the North and South Circular Roads. The Mayor announced the scheme on 8 June 2018 for delivery in October 2021. A feasibility study to understand the options for delivering the necessary systems and services has now concluded. The project is now in design phase to define the system, infrastructure and operations. Work is also under way to develop marketing and communications programmes.

Making our bus fleet greener

We have now raised the proportion of the London bus fleet at the ultra-clean diesel standard to 80 per cent, keeping us on course to deliver our air quality commitments. We expect our bus fleet to be at the Euro VI engine emission standard or better by 2020.

We continue our more far-reaching plans to make the bus fleet zero-tailpipe emission no later than 2037, with around 165 zero emission buses already in the fleet. This number will climb to more than 200 by the end of 2019, including the introduction of new electric double deck vehicles that are currently being manufactured and will be introduced on route 43, which runs between Barnet and London Bridge, and route 134, which runs between Finchley Bus station and Warren Street. We also recently announced the order of 20 double deck hydrogen buses, which will operate on a range of routes from Perivale in 2020.

We have 10 Low Emissions Bus Zones in place to target the most polluted corridors and expect the final two – Chiswick High Road to Kensington High Street and Uxbridge Road to Shepherds Bush – to be ready for launch by the end of the year.

Safer Junctions

We have completed work at 29 of the most dangerous junctions, with public consultation and engagement started in June 2019 on a further six locations, including:

- Kingsland Road/Balls Pond Road
- Kennington Park Road/Braganza Street
- East India Dock Road/Birchfield Street
- Edgware Road/Harrow Road,
- Clapham Road/Union Road
- New Kent Road/Harper Road

We have undertaken an initial review of completed projects, which found a 25 per cent collision reduction on average across all such locations. Work is planned to start on the six junctions in the next 12 months, subject to consultation, and is being funded by our £2.3bn Healthy Streets programme, which is making London's streets safer, more attractive, accessible and people-friendly places. The consultations close on 25 July.

Dial-a-Ride vehicles

We now have 90 new ultra-clean Dial-a-Ride minibuses that operate within the new ULEZ to the higher emission standards, and we have placed orders for a further 166 Euro VI diesel vehicles for phased delivery with manufacturing set to begin in August.

As well as meeting the ULEZ requirements, the minibuses have new safety features such as city braking to assist in emergency stops, and better air conditioning and heating for passenger comfort. We were not able to move to zero-emission electric vehicles due to a lack of supply in this market, linked to the specialised requirements of assisted transport vehicles. We are continuing to engage with manufacturers to stimulate production of zero-emission minibuses in the near future.

High Speed 2

The High Speed 2 project is continuing design work for Euston and Old Oak stations. During June and July, we reviewed their designs against our requirements to ensure that the new interchanges present the best possible outcome for Londoners, both above and under ground. In addition, we are jointly developing a process for working together during the construction phases to minimise disruption and will be carrying out initial testing of this in late July, ahead of main works starting next year.

Hammersmith Bridge

We are working closely with the London Borough of Hammersmith and Fulham on plans to refurbish Hammersmith Bridge. We have completed a detailed structural assessment and identified and costed a range of options. Once a preferred option has been endorsed, work on the concept design will start.

The closure of the Bridge to all motorised vehicles has significantly disrupted the operation of buses. We have introduced

an amended network at short notice, maintaining links to the Tube network and keeping a step-free route linking Barnes and Hammersmith for those who cannot walk across the bridge. As we were not able to carry out our usual consultation process before the changes, we are listening to concerns on the current routes and will make further changes over the summer.

We have been working with local boroughs and others (including local MPs) to keep people updated, including through a number of well-attended public meetings. We plan to organise further public meetings after the summer to update people on the proposed way forward.

Rotherhithe to Canary Wharf crossing

On 21 June, the Programmes and Investment Committee of the Board agreed that we should pause development work on proposals for a walking and cycling bridge between Canary Wharf and Rotherhithe. The committee concluded that the project should revert to the feasibility stage of development where strategic alternatives, such as a ferry service, can be reassessed.

The proposed design for the bridge, which would potentially be one of the largest vertical-opening bridges in the world, has progressed significantly and while we have developed what we believe is a deliverable scheme in terms of engineering and operations, our work has also identified that the costs are substantially higher than originally predicted. For this reason, it was

necessary to pause work on the bridge at this stage.

There remains a strong case for a new river crossing for pedestrians and cyclists between Rotherhithe and Canary Wharf to relieve congestion on existing transport links, encourage more active travel and support good growth in the Canada Water and Isle of Dogs Opportunity Areas. We are therefore investigating the possibility of an improved ferry option as a more affordable short-term option. This is alongside our wider investment in walking and cycling across the area, including delivery of Cycleway 4 and new cycle routes from Rotherhithe to Peckham and Hackney to Isle of Dogs.

The valuable work that has been done to date to demonstrate the technical and operational feasibility of the bridge will be taken to a logical end point to ensure it can be used in the future, should circumstances allow.

Old Street

The late May Bank Holiday saw the closure of the southeastern side of Old Street roundabout and introduction of two-way traffic in the latest phase of the roundabout's transformation. The changes were expected to have significant impact on the inner ring road with 30,218 bus users and 4,845 cyclists passing through the roundabout every day.

A Travel Demand Management strategy was developed to minimise impact on customer journeys and delivery and servicing activity, and to also support road danger reduction. Travel advice was

promoted in a multi-channel communications response, coordinated in partnership with the boroughs of Islington and Hackney. This included tailored cycling and road user maps, on-network signage, radio, social media and customer emails. We also used targeted advice including retiming freight journeys, reducing car journeys in favour of public transport and active travel, and the rerouting of cars.

We have been working with the Old Street District Partnership business group to support local businesses through workshops to improve deliveries and servicing efficiencies and realise business benefits during, and after, the area's transformation. This was the fourth high profile junction to change to two-way traffic this year. Lessons were applied from the previous three (at Baker Street, Tottenham Court Road and Highbury Corner) to lessen the impact on the network. There have been no safety incidents at the junction since the switch, and our strategy has helped minimise major disruption. Work with local businesses has also started to deliver benefits, with workshop participant Pinsent Masons LLP reducing their waste collections by 40 per cent.

Highbury

Construction is under way for the major reconfiguration and removal of the roundabout at Highbury Corner. Following the traffic switchover, which closed the west arm of the roundabout and changed traffic to two-way operation over the Easter weekend, construction works are now focused on installation of

the urban realm and remaining highway works which are on track to be completed by late summer 2019.

Vauxhall

The planning application for the development on the island site adjacent to the bus station was called in by the Secretary of State on 21 May. This means a public inquiry is now required which could delay the project by more than a year. We are assessing the best options for securing the delivery of the scheme and minimising the time and cost of the delay.

Lambeth Bridge north and south

This project will provide much-needed safety improvements for cyclists at the busy junctions north and south of Lambeth Bridge. The project includes controlled crossings at both junctions and permanent protective measures on the bridge. We are working with the London Borough of Lambeth and Westminster City Council to finalise the concept design and agree the full requirements for the safety scheme. A further public engagement will be held in autumn 2019 to provide an update on the development of the scheme.

Wandsworth Gyratory

The purchase of properties from landowners on Putney Bridge Road is progressing, with the purchase of the remaining three properties expected to complete in August 2019. The revised scheme layout in Armoury Way has been completed and design refinements requested by the London Borough of Wandsworth are awaiting final agreement and endorsement by 16 August. Detailed

design remains on track for March 2020, with the Compulsory Purchase Order (CPO) following this. We plan to start construction at the end of 2021.

Fiveways

A planning application is being prepared for submission in September 2019 and a detailed design and build contract is being prepared for tender in October 2019. Approval to make a CPO will be sought at the TfL Board meeting in November 2019. Planning approval is expected in December 2019 and the CPO will be issued in January 2020. Authority is expected to be sought in April 2020 for the detailed design and delivery of the project, after which the detailed design and build contract will commence.

White Hart Lane station

We have completed the majority of the premises and systems fit out of the new station buildings. This includes a timber ceiling structure in the main ticket hall and an innovative clay pot design that forms part of the walls of the new buildings, which reflects the local area's historic links with pottery production.

We have also installed the last of the four new staircases that have been designed to support station operation during busy event days at the new Tottenham Hotspur stadium. Parts of the new station have entered the testing and commissioning stages, ahead of opening later in the summer.

Bus priority

We have completed seven schemes so far this year, including one at A503 Seven Sisters Road. A further four projects are currently being designed and programmed for delivery in the remainder of 2019. We are also planning the delivery of around 135 traffic signal technology projects throughout London to drive efficiency improvements.

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

Healthy Streets traffic timing review

We have completed a timing review to tackle air quality issues in Enfield town centre. The signal timings have been adjusted to reduce vehicular congestion near Enfield Town station where there are high numbers of pedestrians. Instead, traffic is held on the A105 London Road approach to the Town Centre, where there is a bus lane, to ensure buses are not delayed by the revised strategy.

Bus Driver Facilities

We have installed toilets along 32 of the 42 prioritised routes, and are on track to have installed them on the remaining 10 routes by the end of July.

It is a challenging task finding locations at a discreet distance from neighbours while allowing drivers to have a break at the end of a route so that they do not need to stop in service or suffer discomfort behind the wheel. We continue to notify residents of our plans with leaflet drops in the immediate vicinity and have met



certain communities to discuss some of their concerns. While we continue to pursue the goal of providing driver toilets on these routes, we remain mindful of the desire of residents to be affected as little as possible by their introduction.

Green man’ authority sites

The first three green man authority pedestrian crossings are now being trialled at the following sites:

- Westfield Avenue in Stratford
- Queen Victoria Street by the Millennium Bridge
- Queen’s Road, outside Wimbledon station

This is a new way of operating pedestrian crossings where a continuous green signal for pedestrians is shown, until traffic is detected. The sites are being rolled out at locations where there is a high pedestrian footfall compared to lower traffic flow, resulting in a significantly reduced

pedestrian wait time with very little detriment to road traffic.

A further seven pedestrian crossings are planned to be upgraded to operate in this way.

Demand responsive buses

We launched our first 12-month trial of demand-responsive buses in south London on 28 May. GoSutton, run by ViaVan and Go-Ahead, aims to complement the bus network in an area of high car use, enabling customers to book trips via smart phones and join journeys across the wider Sutton area from virtual stops rather than along a fixed route.

As with our mainstream red buses, which we also contract out to private operators, there are ramps and wheelchair areas on board, and Freedom Passes are accepted. The buses operate from 06:30 to 21:30 seven days a week, and the cost is £3.50 for a single trip, which reduces to £2 for every additional person added to the

same booking, for a maximum of six people. The Sutton catchment area includes the Royal Marsden and St Helier Hospitals, Carshalton College, and Sutton, Cheam and Hackbridge mainline rail stations.

Because of the high quality of bids for the trial, we are launching a second trial in Ealing with Régie Autonome des Transports Parisiens (RATP) and the Volkswagen ride-sharing start-up MOIA at the end of the year.

Protests and events on our network

As we moved into the summer period, we saw the usual increase in demonstration activity in the central London area. The high impact Brexit demonstrations have all but ended, but we anticipate a re-emergence of these later in the summer as we approach the next key date for Brexit in October.

Ceremonial activity has also increased through spring into summer with the Major General's Review on 25 May, Colonel's review on 1 June and Trooping the Colour on 8 June. All these were preceded with increased Hostile Vehicle Mitigation measures which were further enhanced for the official State Visit of the President of the United States of America from 3 to 5 June. Significant security measures were in place throughout, with planned road closures to facilitate the official engagements in and around the Parliament Square and Regent's Park areas. The demonstrations that took place in relation to the visit were managed through a good working partnership with

numerous stakeholders across local and national government.

The last two months have seen a high volume of sporting events across London. The Vitality 10k in Central London took place on 27 May and the Cricket World Cup started with the opening ceremony on The Mall on 29 May, with numerous games at venues across London. On Sunday 16 June, the annual London to Brighton bike ride started in Clapham Common before heading through the southern suburbs to Brighton, and the Wimbledon tennis championships took place from the 1 to 14 July.

Safer and less disruptive ways of working – UK Power Networks directional drilling Kingston Road

UK Power Networks (UKPN) successfully completed directional drilling under the A240 Kingston Road to provide power connection to a development site. Initially, UKPN proposed disruptive 24/7 lane closures for 10 days. However, we pushed for an innovative solution and it was agreed that directional drilling could be used to complete the work. The use of this innovative method resulted in a significantly reduced disruption, with no excavation of the carriageway, and allowed sufficient space to be left for both cyclists and pedestrians.

Congestion Charging private hire vehicle exemption removal – judicial review

On 8 April 2019, to align with the introduction of the ULEZ in central London, we removed the exemption for private hire vehicles from the Congestion Charging Zone. This change recognises the significant impact on congestion from private hire vehicles, which have seen a big increase in numbers since the Congestion Charge was first introduced.

A trade union representing private hire vehicle drivers has brought a challenge by way of judicial review of the Mayor's decision to remove the private hire vehicle exemption from the Congestion Charge. A hearing took place on 4 April 2019, at which applications for an injunction to stop the change being implemented and for permission to bring the judicial review were determined. The injunction application was refused. Permission for the alleged breach of the public sector equality duty was also refused. Permission to proceed with the claim alleging indirect discrimination and breach of human rights was granted.

The judicial review hearing took place on 10 and 11 July 2019. The court has reserved judgment, which is expected by the end of July.

Workplace Parking Levy – consultation on Mayor's guidance

A Workplace Parking Levy (WPL) is a charge on employers who provide workplace parking. It can help to raise revenue to pay for public transport improvements and reduce parking supply in the long term. The schemes can be implemented by us or the boroughs, and can encourage a shift to sustainable modes, helping to meet the Mayor's aim of 80 per cent of all journeys in London to be made by foot, by cycle or using public transport by 2041.

All WPL schemes in London will require approval by the Mayor before they can be implemented, and the Mayor has power to issue guidance on how this should be done. The guidance describes the process for developing the schemes and the required and optional features.

We have prepared draft guidance on the process and expectations for WPLs so that the schemes that come forward are capable of being approved by the Mayor. We have recently begun to engage with boroughs and other stakeholders on this draft guidance. Once this engagement is complete, we will report to the Mayor on the feedback received with a view to the final guidance being signed off by the Mayor by October.

5 A good public transport experience

Elizabeth line

Following the approval of a revised delivery schedule by the Crossrail Board on 25 April 2019, the Crossrail team is now focused on a detailed Delivery Control Schedule (DCS) and is using this to update its forecast for the final project cost. The DCS is aligned with the six-month opening window announced in April 2019 and the funding envelope announced in December 2018.

The milestone for Tier One Substantial Demobilisation (TOSD) was achieved at Stepney Green shaft on 5 June 2019, bringing the total to 19 of the 22 TOSD milestones now having been achieved. Plans are also underway for handing over the Victoria Dock portal, the Mile End shaft and the Pudding Mill Lane shaft from the project team to the long-term asset maintainers and operators.

Close headway multi-train testing in the tunnels has now commenced with a minimum safe distance between trains, at slow speed, of only 50 metres. During July, testing will see the speed of the trains progressively increase and more of the automatic train operation functions brought into the testing programme. Testing of further versions of software provided by Siemens and Bombardier is also underway at the Crossrail Integration Facility located in Chippenham.

The project team continues to work collaboratively with Siemens and Bombardier to develop the software to the level necessary for full trial running early next year. Trial running also requires further progress in other aspects of

testing and commissioning, including communications systems and also on the physical infrastructure, notably at Bond Street.

Maintenance teams started moving into the new Maintenance Management Centre at Plumstead at the end of June 2019. Training and familiarisation continues although transfer of maintenance information from contractors continues to be slower than planned. Some limited track inspection is now being carried out by our maintenance teams and this has proved extremely valuable. Work is underway to increase the scope of the maintenance remit and allow the construction contractor to focus more on their remaining tasks.

New London Overground trains

Since the introduction into passenger service of the first two new four-car Class 710 electric trains on 23 May, we have gradually added more, and now have five new trains in operation on the Gospel Oak to Barking line. Soon the service will be operated entirely by the new electric trains.

We have restored the regular 15 minute/four trains an hour frequency, which marked an important step in returning the full service on this busy north London line, operated by Arriva Rail London. A month of free travel will be given to customers on the line in September.

The new electric trains, built by Bombardier in Derby, can carry nearly 700 passengers, which is double the capacity

of the old diesel trains that had been operating on the line. They also include new features, such as temperature control as well as Wi-Fi, USB charging points and digital information screens giving passengers real-time travel information while on board. The new trains will also be much better for both air quality and the environment.

Contract awarded to replace oldest DLR trains

Those using the Docklands Light Railway (DLR) will benefit from more frequent and reliable journeys from 2023, after we awarded a contract to replace the oldest trains currently serving the railway.

The order, awarded to Construcciones y Auxiliar de Ferrocarriles (CAF) will see the replacement of the oldest rolling stock on the DLR, which are nearly thirty years old. These trains are in vital need of replacement to ensure a reliable service is maintained for passengers.

With over 400,000 journeys made each weekday, the DLR is currently the busiest light railway in the UK. The new trains will provide more frequent direct services to the growing employment centre and cultural hub at Stratford, allowing people from across south east London to reach new jobs in east London without the need to travel through Zone 1. The DLR also serves Canary Wharf.

The modernisation of the DLR is a key part of our strategy to make London a greener, more accessible place to live, work and visit as well as supporting new jobs and homes. The investment in

improving public transport will help reduce reliance on the car and contribute to the Mayor's Transport Strategy target of 80 per cent of journeys made by public transport, cycling or walking by 2041.

The new fleet of walk-through trains are expected to start entering passenger service from 2023, providing a number of improvements, including the latest audio and visual real-time travel information, air conditioning and mobile device charging points. They will provide better facilities for those with mobility impairments, with three multi-use areas in addition to three dedicated wheelchair spaces. These multi-use areas can also be used to accommodate pushchairs, bicycles or luggage.

London Underground Northern Line Extension

We are building a twin-tunnelled extension of the Northern line from Kennington to a new terminus at Battersea Power Station, via a new station at Nine Elms. The extension of the line is a catalyst for the regeneration of the Vauxhall Nine Elms Battersea Opportunity Area. It is expected to be completed in autumn 2021, with a target of September.

The first engineering train delivering high voltage cable – has now travelled end to end through the 3.2km Northern line extension to Battersea. The cable was installed in the southbound tunnel using a mixture of engineering vehicles and hands-on working by the team to guide it into the newly installed cable management system within the tunnels.



Good progress continues on all work sites along the Northern line extension

The first train to be driven along the full length of the extension marks the completion of the tunnels and track. Work to extend the line now focuses on the fit-out of the new stations, installing the power supply, and installing the signalling used on the Northern line to the extension.

Good progress continues on all work sites. Civils work is nearing completion and fit-out of the two new stations continues.

At Nine Elms station, we have now built the pre-cast lift shaft walls in the western superstructure and poured the final concrete slab for the roof of the station. We have completed the internal walls and rooms in the station and started applying the finishes. The installation of the modular cable management system in the basement service corridors continues.

At Battersea station, we have finished the blockwork in the station and begun applying the finishes.

The “diamond” track crossover, which enables trains to select between the northbound and southbound platforms and tunnels, is now in place. We have also completed installation of all conductor rail.

The construction of the external structures for head houses at Kennington Park and Kennington Green is complete. Work will now start on making the structures watertight and fitting the architectural cladding. Construction of the internal walls and parapets of the head houses continues.

We are developing the operational readiness and start of service plans.

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. The first section is now operating reliably between Hammersmith and

Latimer Road, and trains are running in automatic mode on this branch. Testing is now being undertaken on the north side of the Circle line and new asset installation is progressing on the east end of the District line.

The new signalling system will enable trains to run closer together on the four lines. Once complete, we will be able to increase train frequency in central London from 28 to 32 trains per hour and improve the reliability of the four lines. The frequency increases will be introduced from 2021, with the project targeted for completion in 2023. This will lead to a capacity increase of a third on the four lines, equivalent to the space for an extra 36,500 customers during peak times.

This modernisation programme will eventually transform the oldest parts of the Underground network into one of the most modern railways in the world, providing better customer information and making journeys quicker and more comfortable.

Piccadilly line

The late May Bank Holiday saw a three-day Piccadilly line closure between Hammersmith and Heathrow for essential track replacement and drainage work. We put in place travel advice, directing customers to the best route for their needs. Alternatives included local replacement buses, up to 32 extra non-stop coaches per hour from Hammersmith to Heathrow for those with luggage and pushchairs, and a step-free route on TfL Rail for people who required it.

We also worked closely with teams at Heathrow Airport who promoted our advice on their Twitter feed, at baggage reclaim and on information boards. All major third-party apps such as Google, Apple and CityMapper supported our messages and actively directed customers to the coach replacement services.

Bakerloo line upgrade and extension

We have completed the final train in our five-year programme to upgrade and enhance the existing Bakerloo line rolling stock, ensuring it will continue to operate safely. The trains are due to be replaced in 2035.

We are continuing to develop plans to extend and upgrade the Bakerloo line to unlock much needed new homes and jobs, improve connectivity into South East London, increase the capacity of the transport network and reduce journey times to key destinations.

The scheme will provide a fully modernised service from Harrow & Wealdstone to Lewisham and beyond providing better connectivity across London, including through direct interchange with every other London Underground line as well the Elizabeth line, London Overground and the DLR.

The project team continues to develop the scheme through to confirmation of a single preferred option, including updating the business case, confirming key infrastructure requirements along the route, and investigating funding and financing options. An internal assurance review will take place during the summer.



Over half of the construction work is now complete at Bank Tube station

A public consultation on the next development stage of the scheme will take place in the autumn. The outcome of this consultation will inform the selection of a single preferred option to Lewisham and support the next stage of project development as we look to safeguard the scheme and further optimise the design.

Bank station

At Bank station, we are boosting capacity by 40 per cent. This includes a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step-free access to the Northern line, additional step-free access to the DLR platforms and two new moving walkways between the Central and Northern lines. We are due to complete the work in spring 2022.

The new escalator tunnel up to the Central line is nearly complete and the secondary lining works to the new running tunnels are 60 per cent complete. Construction of the new Cannon Street ticket hall is progressing well, with the

ground floor slab installed and the support columns to the new roof nearly complete. These will support the new over station development that is to be constructed once the project has been completed. The works to facilitate the new cross passages to be connected to the existing Northern line are now complete.

Tunnelling of the new lift shaft continues, delivering step-free access to the Northern line and improved step-free access to the DLR in 2022.

Waterloo station

By working closely with developers at South Bank and Waterloo, we reopened the newly enlarged and refurbished York Road entrance on 29 May, with three brand new escalators at Waterloo Tube station.

By working with Canary Wharf Group and Qatari Diar to deliver these improvements as part of the wider development, the cost has been borne by the developer.

The York Road entrance has been closed for three years to facilitate work on the entrance and the construction of a new oversite development. Shoppers, workers and visitors to the South Bank, one of London's most popular tourist destinations, now experience quicker and easier journeys through the station. The opening will also reduce congestion at the station and provide increased capacity to the 250,000 customers passing through Waterloo station each day. The entrance provides direct access to the Northern and Bakerloo lines, with interchanges to other lines also available.

Victoria station

At Victoria station, we have built a new north ticket hall and 300 metres of subways, and have increased the size of the south ticket hall by 50 per cent. Step-free access to all platforms is now meeting the needs of the 83 million customers who use the station each year.

The new station has opened in stages with all passenger-facing facilities now in use. The Duke of York pub, which was closed so jet grouting works for the tunnels could be carried out, has now been returned to the possession of the freeholder. The area of Terminus Place is being returned for use now that the site office cabins have been removed.

The taxi rank and Network rail site areas have now reopened and the actual area of the removed cabins will open after some further remedial works have been completed.

The overall completion of the station, surrounding buildings and urban realm is planned for this summer.

Barking Riverside extension

We are delivering a new rail link to enable construction of 10,800 new homes that are planned for the Barking Riverside development area. We will build a spur from the Tilbury Loop line east of Barking, to extend our Overground service to Barking Riverside. Train services are planned to start in December 2018.

Our main works contractor has completed set up of their compounds. We have successfully delivered the first set of Network Rail possessions completing overhead line equipment piling, track and signalling work. We are working to ensure that all preparations are complete ahead of an important Network Rail blockade planned for early August.

West London Orbital

We have been working closely with the West London Alliance, Network Rail and our west London borough partners to consider a new orbital rail service in west London, as set out in the Mayor's Transport Strategy. The proposed orbital rail scheme would operate on existing, underutilised rail lines, and could form part of the London Overground network.



On 22 and 23 June, we ran a vintage steam train between Ealing Broadway and High Street Kensington

The ‘West London Orbital’ rail line is proposed to run from Hounslow or Kew Bridge towards Hendon and Brent Cross in the north, with stops at Brent Cross, Wembley, Old Oak Common and the Great West Corridor Opportunity Area. This would provide much needed orbital transport capacity to support mode shift to sustainable travel options and improve air quality.

Our initial work is summarised in a Strategic Outline Business Case (SOBC), which was released in June. The SOBC shows that the scheme could enable the delivery of at least 8,800 homes and 23,000 jobs along the route, and help alleviate crowding on congested rail and Tube lines.

We are now considering the next steps towards developing the scheme and how such a scheme may be funded.

The District line - 150 years old

We have been celebrating the 150th birthday of the District line, which opened as the Metropolitan District Railway in 1868, running services between South Kensington and Westminster.

On 22 and 23 June, with the London Transport Museum, we ran a vintage steam train between Ealing Broadway and High Street Kensington.

WiFi data

We are using depersonalised WiFi connection data to improve the information we give to customers on the Tube. Using data from more than 260 WiFi enabled stations, we can better understand how people navigate the network. It will help us provide better, more targeted information, so customers can plan their routes to avoid congestion and delays. The system, which we have developed in-house, will automatically depersonalise data, with no browsing or historical data collected.

We currently use data from ticketing to understand journeys across the network. While this is accurate for people entering and exiting the stations, it cannot show movement through a station.

Depersonalised WiFi data gives a more accurate, almost real-time, understanding of the flow of people through stations or interchanging between services.

Later this year, customers and our staff will begin to see the first benefits from this data, which could include:

- Crowding data on our website to help customers plan their routes
- Making crowding data freely available to developers, academics and businesses so that they can use it for new products and services
- Early warning via our website and social media about congestion at ticket halls or platforms
- The latest up-to-date information for staff when they are helping customers and advising them about travel conditions on the network
- Actual customer volumes to show the effectiveness of our advertising estate. Being able to reliably demonstrate this should improve commercial revenue, for reinvestment back into the transport network

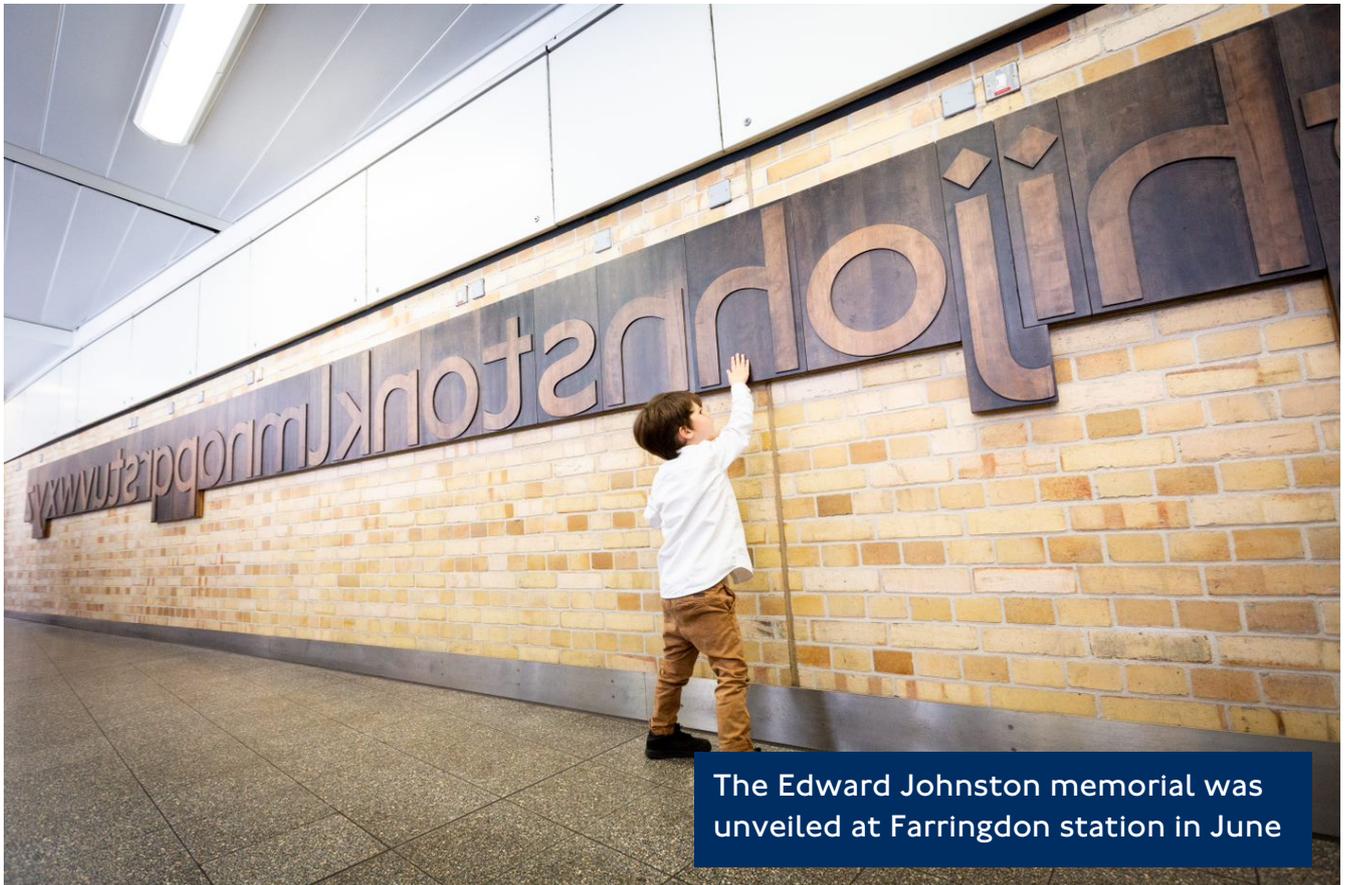
We have installed clear signage across the Tube network to inform customers about this initiative and direct them to a web page with more information.

Protecting revenue

We currently lose approximately £116m every year across all our public transport services as a result of fare evasion and ticket fraud. This is money which could and should be invested into growing our network and improving the travel experience for our customers.

A new framework has been developed which builds on research and provides an evidence-based approach to tackling fare evasion. By grouping fare evaders by common behaviour traits, the framework will help focus our strategic and operational response and enable better alignment of activity across the business, to maximise impact.

A pan-TfL Revenue Protection Programme is also being developed to enhance the way we currently tackle fare evasion and ticket fraud. The programme will include projects which harness new technology and data to help prevent, detect, predict and remotely enforce against those who commit fare evasion and fraud. It will also include activity to drive behaviour change, through a more multi-agency approach as well as a review of our existing policies, processes and resourcing models to ensure we are best placed to effectively address revenue loss.



Johnston memorial

In June we unveiled a memorial to Edward Johnston at Farringdon station. Edward Johnston was one of the foremost calligraphers and typographers of the 20th century. His ground-breaking Underground typeface was commissioned by Frank Pick, then Commercial Manager of the Underground Electric Railways Company of London, and first appeared in 1916. Its balanced proportions and clean design were radically different from the heavy typefaces then in use. Originally designed for posters, its use has gradually extended to every form of signage on London's transport networks in the modern digital age. Johnston also went on to redesign the Underground symbol into the familiar 'roundel' logo that now identifies London's transport system.

The installation is a simple replication of the original wooden printing blocks showcasing the precision and purity of the typeface, and the location in the Turnmill Street ticket hall of Farringdon station was chosen due to its historic links with London's printing and creative industries. Together, Johnston and Pick gave a public authority one of the most visible and recognisable brands in the world. The memorial is a not only a permanent reminder of the creative brilliance of Edward Johnston, but also a celebration of the profound impact of the iconic typeface he designed for our city.

6 New homes and jobs

Crossrail 2

Our main focus over recent weeks has been the preparation of the Crossrail 2 SOBC. The SOBC comprises five cases; strategic, economic, financial, management and commercial, and reflects lessons learnt from Crossrail 1. This was submitted to Government in June and details the development of Crossrail 2 to date and the options explored to deliver the greatest benefits and most affordable scheme. It charts the connectivity benefits and economic impact for the rest of the country. The SOBC will now be reviewed by a number of different expert groups over the coming months, including the Independent Assurance Panel, TfL's Programme and Investment Committee, the DfT's Business Investment Commercial Committee, the Infrastructure and Projects Authority's Project Assessment Review and, finally, HM Treasury's Major Projects Review Group. Comments and advice will be put forward and a decision on the project is expected to be incorporated into the Spending Review process in the autumn.

Our programme of stakeholder activity continues with speaking engagements and briefings to borough leaders and the London Assembly. We have been updating them on the project and our work with the DfT to refresh the safeguarding directions at the earliest opportunity.

Affordable homes

Construction at Blackhorse Road

Construction has started on 350 homes at our 1.8-acre site in Blackhorse Road in the London Borough of Waltham Forest, creating up to 300 jobs and local apprenticeships. Half of the homes on site will be affordable, and the site will generate much-needed revenue to invest back into the transport network.

The development, Blackhorse Point, will also deliver 17,000 square feet of retail and commercial space, which will include opportunities for small and independent businesses. This includes a new co-working hub and creative workspaces, which will further support the Blackhorse Lane Creative Enterprise Zone.

South Kensington station

Along with our joint venture partner, Native Land, we unveiled our proposals to restore and improve South Kensington Tube station and the surrounding streets, respecting the heritage of the area. We are proposing to create around 40 additional homes, a new range of shops, restaurants and workspaces, and step-free station access to the ticket hall and District and Circle line platforms via a new entrance on Thurloe Street.

Our proposals, designed by Stirling Prize-winning architect Rogers Stirk Harbour + Partners, aim to sensitively repair and enhance the Grade-II listed station and surrounding area's historic streets, while also delivering a range of improvements for those living, working and visiting locally.



Our proposal for the new South Kensington station development has been designed by prize winning architect Rogers Stirk Harbour + Partners

As well as delivering step-free access to the District and Circle lines, restoring the historic station arcade and improving the main station entrances, a key part of the development will be improvements to properties around the station in a way that reflects the importance of the location. The plan proposes a new bullnose-shaped building next to the station entrance that will serve as a landmark for the gateway to London's museum and cultural quarter. The five-storey building will provide workspace, restaurants and shops and give the station area a renewed sense of place.

The design of the new Bullnose building is informed by the original 19th-century vision for the site, which drawings show was intended to include several floors. The proposed building will be contemporary in style, but sympathetic to its context, mirroring the distinctive curved shape of the Bullnose and using

the iconic signage from above the arcade entrance across the new retail units.

The proposals include a number of new homes around the station and will also provide new retail opportunities with the potential for independent outlets and a focus on health and well-being.

Southwark - Over Station Development

In June, we began a programme of engagement with the local community to progress plans for new offices, retail and cultural space. The proposals are likely to result in significant community benefits, including financial contributions to the local economy and new jobs. We are working together with Southwark Council, who are proposing at least 24 new council homes on the neighbouring site. We intend to submit a planning application next year, subject to feedback from the local community.

Finchley Central and High Barnet

We are working with Taylor Wimpey to deliver 1,000 new homes in the London Borough of Barnet, with 40 per cent of those being affordable. Across the two sites, Finchley Central and High Barnet, we are proposing to provide new commercial units, improvements to the public realm and better connections for pedestrians.

In June, we started to talk to the local community and ask for feedback on the emerging proposals for the two sites.

Arnos Grove and Cockfosters

We started engaging with communities in the London Borough of Enfield, introducing them to our development partner, Grainger, and talking about our sites at Arnos Grove and Cockfosters. These sites form part of our new Build to Rent portfolio, which will deliver more than 3,000 rental homes across London.

We are now taking on board the feedback and will return to present initial designs for the two sites after the summer.

7 Our people

Hannah Dadds

On 31 May 2019, as part of the District line's 150th anniversary celebrations, Upton Park station got a new plaque celebrating Hannah Dadds, the first female Tube driver.

Hannah joined the company in 1969, and started her career at Upton Park station. She moved through various roles in the company, including as a railwoman and guard. In 1978, she enrolled in training to become a District line train operator, and passed with flying colours. Hannah often worked with her sister, Edna Field, who served as her guard on the first all-female train crew on the Tube. Hannah retired from the company in 1993.

At the ceremony, Chris Taggart, Head of Line Operations for the District, Circle, and Hammersmith & City lines, joined Vivian Parsons, Hannah's niece, to unveil a plaque at the station. The event was attended by more than 20 members of Hannah's family, as well as District line managers and representatives from our Women's Staff Network Group.

Royal recognition

We are very proud that Siwan Hayward, our Director of Compliance, Policing and On-street Services (CPOS), has been recognised with an OBE in the Queen's Birthday Honours, for her outstanding services to transport and policing.

Siwan joined us in 2007 and is now responsible for leading the transport policing, enforcement, community safety and security agenda for TfL. As part of her role, Siwan has led a number of award-

winning projects to make the capital safer. These include Project Guardian, a world-leading project that increases awareness of the range of unwanted sexual behaviour on public transport and encourages people to report it. Siwan has also led London-wide activity to tackle hate crime on our transport network. This has included more than 1,000 #WeStandTogether events, online learning and awareness sessions for frontline staff. She has also been a trailblazer within the business in driving forward how we identify and safeguard vulnerable children and adults.

European Women in Construction & Engineering Awards

Kathryn Macoy secured a major success in this year's European Women In Construction & Engineering Awards when she was acclaimed Best Woman Project Manager. Now in its fifth year, this competition recognises and celebrates the achievements of women working across the whole European construction and engineering industry. Kathryn works as a senior project manager on the Barking Riverside extension project.

There were four other TfL finalists:

- Neera Kukadia – finalist Best Young Woman Engineer
- Anna Lau – finalist Best Woman Quantity Surveyor
- Dee McGinn – finalist Best Woman Project Manager



- Zoe Stevens – finalist Best Woman Contractor

WeAreTheCity

Project manager Ninarita Williams has been shortlisted for this year's WeAreTheCity Rising Star Awards in the Property, Construction & FM category. Rita joined our project management graduate scheme in 2013 and, during that time, was seconded to Hong Kong MTR. She is now working on the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines, project managing the construction of complex signalling equipment buildings in logistically challenged spaces in Hammersmith and Uxbridge.

Now in their fifth year, the Rising Star Awards focus on the achievements of women below senior management and director level – representing the female talent pipeline and the next generation of future leaders. Over the past four years, and with the support of leading organisations, WeAreTheCity has

highlighted the achievements of over 350 women in the UK and 100 women in India.

British Ex-Forces in Business Awards

In this year's British Ex-Forces in Business Awards, we were shortlisted for Employer of the Year, and Richard Perkins, who works on the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines, was shortlisted for Reservist of the Year. There were more than 400 nominations in total for many categories. We have a rich history of employing ex-forces talent and this year we ran targeted recruitment events for those with a military background, securing hires for roles requiring scarce skills.

Celebrating diversity with new roundels for Pride

A trio of inclusive roundels were seen across the transport network ahead of Pride in London on Saturday 6 July. For the first time ever, the Bi Pride roundel was also seen across the transport network alongside the now iconic colours

of the rainbow and Trans Pride flags to celebrate the LGBT+ community.

To reflect the diversity of sexualities and gender identities, the ever-popular rainbow roundel has returned with additional black and brown stripes to mark the representation of the BAME LGBT+ community. The new Bi Pride roundel uses the pink and purple colours of the Bisexual Pride flag, and the light blue and pink stripes of the Trans Pride flag represent the transgender community. All three roundels carried the hashtag #EveryStoryMatters.

This year's initiative builds on our strong legacy in supporting Pride, following the introduction of diversity traffic signals and range of rainbow-wrapped vehicles on the transport network.

Over 34,000 people marched through the streets of London to celebrate every part of London's LGBT+ Community. The theme for this year's parade was the Pride Jubilee, marking 50 years since the Stonewall Uprising.

Siemens Mobility collaborated with us to create our float mounted with eight real traffic signals which had been converted to disco traffic lights and flashed to the music whilst displaying a range of diversity symbols representing the wider LGBT community.

More than 100 members of our LGBT+ staff network group joined colleagues from Siemens Mobility marching through central London to celebrate LGBT+ Pride. The march was the biggest ever at London Pride.

Dementia Action Week

To launch Dementia Action Week, we held our first dementia-friendly summit in Palestra in partnership with the Alzheimer's Society. Opened by our Director of Diversity, Inclusion and Talent, Staynton Brown, the event was attended by a number of delegates from across the business, including our suppliers, the GLA and the Alzheimer's Society.

Over the afternoon, we demonstrated the commitment and actions we are taking to become a dementia-friendly organisation, such as our e-learning module and training courses we are making available to our employees. There were table-top discussions involving all attendees, some of whom have dementia, helping all sides gain a better understanding of the impact of the condition and how we can make our transport network a more inclusive place for people with dementia, and their families and carers. This is part of our contribution to making London the world's first Dementia Friendly City by 2025.

Carers Week

Carers Week is an annual campaign to raise awareness and support for those who provide unpaid care to look after family members or friends. Carers Week is an opportunity not only for carers to come together to chat with those who are in similar situations, but also for all of us to learn more about what it means to be a carer and how we can support carers in the workplace.

This year, Carers Week took place from 10 to 16 June and the theme was 'Getting Carers Connected'. Our Carers Staff Network Group ran a programme of events and seminars to mark the week across our estate, and supports our commitment to the recruitment and retention of a diverse workforce that includes employees with caring responsibilities.

8 Securing value and generating income

A separate report on the agenda sets out our financial results, including further extensive cost savings.

Transformation

On the 22 May 2019, we launched formal consultation with trade unions on our next phase of organisational change.

These changes will not only reduce our operating costs, critical to delivering our Business Plan and achieving a net operating surplus by 2022/23, but will also make us a more effective organisation. Our change programme continues to reduce duplication and reduce costs through end-to-end processes and structural integration across the organisation.

As part of these changes, we are integrating all our sponsorship activities into a single Investment Delivery Planning Directorate which will lead on sponsorship of our capital investment programme. A new Business Services function will provide HR and Finance transactional services across TfL (e.g. payroll, accounts payable etc.), and integrated data and reporting that will allow us to run our business and support front line service delivery. In addition to these changes, our Finance function will be able to drive revenue growth and cost reduction to deliver an operating surplus by 2022/23.

Retail innovation challenge

In May, we launched an exciting competition that challenges businesses to come up with an innovative and technological retail concept. The winner will get the chance to pilot and test their idea out on our network for a whole year – using space valued up to £100k. The competition showcases to businesses how they can use our retail space in inventive ways. It builds on our history of supporting businesses to grow and expand what they can offer to our customers. The competition has now closed and we are shortlisting entries. The winner will be announced in September.

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July 2019

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Board



Date: 24 July 2019

Item: Crossrail Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the status of the Crossrail Project and the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from the Crossrail project.
- 1.2 In addition, the paper provides an update on the period reports from the Project Representative on Crossrail as well as an update on the actions being taken by Crossrail Sponsors and Crossrail Limited (CRL) in response to two of the reviews undertaken for the Sponsors by KPMG.
- 1.3 On 17 July 2019, the Programmes and Investment Committee will consider the information in this paper. The views of the Committee will be reported to the Board.

2 Recommendation

- 2.1 **The Board is asked to note the paper.**

3 Crossrail update

- 3.1 While the project has seen a positive reduction in injuries on site, there has been an increase in high potential near misses, partly related to the move from construction activities to more testing and commissioning of an operational railway. This is being taken very seriously and CRL is assessing what further measures can be put in place to reduce the risk of further incidents.
- 3.2 CRL carried out a 'Stepping up Week' in the first week of June 2019 to highlight the importance of safe procedures and operations in completing the Elizabeth line. The critical importance of safety to every part of the job was demonstrated throughout the week as every site across the programme hosted special events.
- 3.3 Following the approval of a revised delivery schedule by the CRL Board on 25 April 2019, which was reported to the Committee on 15 May 2019, CRL's immediate focus has been to transition the high-level programme into a logic linked and detailed Delivery Control Schedule (DCS) and develop the resultant final cost forecast. The DCS is being developed with the help of specific targeted reviews to support delivery within the six-month opening window announced in April 2019 and the funding envelope announced in December 2018.

- 3.4 Following the achievement of Tier One Substantial Demobilisation (TOSD) at Stepney Green shaft on 5 June 2019, 19 of the 22 TOSD milestones have now been achieved. Plans are underway for handover to the IM of the Victoria Dock portal, the Mile End shaft and the Pudding Mill Lane shaft.
- 3.5 Close headway multi-train testing in the tunnels has now commenced with a minimum safe distance between trains, at slow speed, of only 50 metres. During July, testing will see the speed of the trains progressively increase and more of the automatic train operation functions brought into the testing programme. Testing of further versions of software provided by Siemens and Bombardier is also underway at the Crossrail Integration Facility located in Chippenham. These tests will build reliability of the software before it is used in the tunnels. The latest release of software is important as it will allow testing of further functionality and allow Bombardier to commence critical assurance activities for the train.
- 3.6 The project team continues to work collaboratively with Siemens and Bombardier to develop the software to the level necessary for full trial running early next year. Trial running also requires further progress in other aspects of testing and commissioning, including communications systems and also on the physical infrastructure, notably at Bond Street. Whilst the start of close headway testing is an important milestone, significant work lies ahead for both the project and all its suppliers.
- 3.7 The Mayor responded to the London Assembly Transport Committee's report into the Crossrail project on 4 July 2019 in a letter (Appendix 1) to Florence Eshalomi AM. The Mayor's letter outlined the significant changes that have been made to the project's governance and the way it is now being delivered since the committee's report and the independent KPMG reviews published earlier this year. This includes the appointment of a new executive leadership team in January 2019 and the strengthening of the Project Representative (P-Rep) function. The P-Rep's periodic reports are now sent to the Deputy Mayor and the Mayor's Chief of Staff when available and are included as part of the regular Crossrail update at the Programmes and Investment Committee. In addition transparency has been improved by the Sponsors now sitting as observers for parts of the CRL Board meetings to hear the very latest status of the project. The letter is available on the Crossrail project updates page on the TfL website along with all CRL Board and Sponsor Board meeting minutes.

4 Operational Readiness

- 4.1 Maintenance teams started moving into the new Maintenance Management Centre at Plumstead at the end of June 2019. Training and familiarisation continues although transfer of maintenance information from contractors continues to be slower than planned. Some limited track inspection is now being carried out by our maintenance teams and this has proved extremely valuable. Work is underway to increase the scope of the maintenance remit and allow the construction contractor to focus more on their remaining tasks.
- 4.2 The training of Traffic Managers, Incident Response Managers and Service Infrastructure Managers continues using signalling and power systems simulators and desktop exercises. After the latest update to the simulators, more of the functionality of the systems is now available. During mid-June 2019, members of

the training and signalling staff worked at Siemens' signalling laboratory in Germany and tested the next release of the signalling software due to be rolled out on Crossrail. This was a very helpful exchange for both parties and will be repeated. Signalling and Response Managers continue to be engaged in support of the wider Dynamic Testing programme, including providing support on-board the trains and working with testers in the Romford Control Centre to observe and support train signalling.

- 4.3 The process for tracking the readiness for asset handover from the Project to TfL operational teams is being reviewed and strengthened. As the first shafts and portals have approached handover, further outstanding work has been found and the supporting asset and maintenance information has not been available. A more rigorous countdown process is being put in place alongside the DCS. This is vital as the handover process needs to be trialled and optimised with 'simple' assets such as the shafts and portals before the major station and routeway completions commence later in the year.

5 Project Representative report update

- 5.1 The P-Rep is in place for the purpose of providing Sponsors with oversight of project delivery, advising and raising points of the challenge to the Sponsors and scrutinising progress.
- 5.2 P-Rep regularly meets with the Joint Sponsor Team and attends the CRL Board and Sponsor Board. The P-Rep also provides a periodic report (every 4 weeks) to Sponsors that outlines the progress of the project and summarises their concerns. Other reports on particular topics are also produced as required.
- 5.3 In line with the KPMG recommendations and the commitments made by the Mayor for greater transparency of the Crossrail project, the most recent P-Rep reports will now be included as part of this regular update to the Programmes and Investment Committee. The P-Rep reports will also be published on our website¹ (where the reports from 2018/19 have already been made available).
- 5.4 The two most recent P-Rep reports have been published on our website. As with all the P-Rep reports, it has been necessary to make some redactions to the reports prior to publication to protect commercially sensitive material. We have sought to keep such redactions to a minimum. Unredacted versions of the two most recent P-Rep reports were provided to the Committee on Part 2 of the agenda.
- 5.5 In its most recent report, P-Rep highlighted the following:
- (a) that CRL needed to undertake further work to underpin the DCS and to ensure that the final cost forecast results in a robust and predictable output. Key to this would be confirming buy-in of the Tier 1 contractors;
 - (b) CRL's need to enhance the maturity of its risk management approach to ensure that it was fit for purpose for a programme of this type and at this stage of the delivery lifecycle;

¹ <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-project-updates>

- (c) that the production rate of regulatory safety and technical assurance documentation by the contractors and CRL must increase if the DCS completion dates are to be met. Handover materials such as Operations and Maintenance manuals are behind schedule and their delivery is now a significant risk to formal handover; and
 - (d) that the production of a robust dynamic testing schedule can only be confirmed once the requirements of both rolling stock and signalling have been incorporated into an integrated schedule. The P-Rep report makes clear that this is one of the most urgent priorities for CRL in the finalisation of the DCS and the securing of the future assured delivery of the Crossrail Project.
- 5.6 The P-Rep observations are shared with CRL and discussed in detail by CRL, P-Rep and the Sponsors at the regular meetings of the Crossrail Sponsor Board. With effect from period 2, Sponsors have asked that CRL produce a response to the P-Rep report on our website, the first of which will be included with the P-Rep report.
- 5.7 In previous reports, P-Rep has highlighted concerns relating to optimism bias, CRL's plan to integrate the IMs, and CRL's mitigation plans for limiting the increases to the cost forecast.

6 KPMG update

- 6.1 Sponsors and CRL have now largely completed the implementation of recommendations made by KPMG following their governance and financial and commercial reviews of the project. All recommendations have either been completed or have actions in place which, for example, are reliant on the availability of CRL's revised schedule and cost baseline.
- 6.2 An update was presented to the Audit and Assurance Committee on 10 June detailing the actions that have and are being taken. A further update will be provided to the Audit and Assurance Committee on 26 September 2019 on completing the remaining actions.

List of Appendices:

Appendix 1: Mayoral and TfL response to London Assembly Transport Committee report

List of Background Papers:

Papers submitted to the 10 June 2019 meeting of the Audit and Assurance Committee relating to Crossrail KPMG Review Update

Contact Officer: Howard Smith, Chief Operating Officer - Elizabeth line
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Florence Eshalomi AM

Chair of the London Assembly Transport
Committee
City Hall
The Queen's Walk
London SE1 2AA

Our ref: MGLA230419-0976

Date: 04 JUL 2019

Dear Florence

I am writing in response to the previous Chair of the Transport Committee's letter of 23 April and the recommendations contained in the Committee's report into the Crossrail project. Please accept this as a joint response from myself and Transport for London (TfL).

The Elizabeth line will be the single most significant new public transport infrastructure in London for decades. As I explained to the Assembly on 2 May, I remain frustrated and angry at the delay to Crossrail and the impact this is having on millions of Londoners who expected the Elizabeth line to open in December 2018. The delay has also meant a significant loss of revenue, which TfL now has to manage. TfL continues to assess the potential net impact of the delay on its financial position. Any potential change to the financial impact beyond 2019/20 will be reflected in TfL's 2019 update to its Business Plan.

Your report is one of a number of important independent reviews into the project to ascertain why the railway did not open as planned and identify a successful path to opening. As soon as I heard about the delay, I asked the Joint Sponsors to commission independent reviews by KPMG into the project's governance as well as its financial and commercial practices. The findings and recommendations contained in both reviews have led to significant changes being made to the project's governance and the way it is delivered.

Many of these improvements address similar areas to those raised in your Committee's report. The Joint Sponsors have published a report detailing how all the recommendations from the KPMG reviews have been implemented. This report was considered by TfL's Audit and Assurance Committee in June. The report is available here: <http://content.tfl.gov.uk/aac-20191006-agenda-and-papers-updated-v2.pdf>.

Last autumn, I worked with the Government to agree a financial package to meet the additional capital cost caused by the delay and, working with the Department for Transport (DfT) as Joint Sponsor, I have now put in place a new leadership team at Crossrail Ltd to see the project through to completion. I am pleased with the progress that Mark Wild and his team have made in reconfiguring the project and ensuring it has the expertise needed to safely complete the railway as soon as possible. Although uncertainties and risks remain, Crossrail Ltd's revised plan, published on 25 April, gives Londoners clarity on when the central section is expected to open.

MAYOR OF LONDON

Please see below individual responses to the recommendations contained in your Committee's report.

Recommendation 1 – The governance model

Sponsors should ensure governance systems are robust and remain fit-for-purpose throughout the lifetime of a project. Governance systems must involve key players from the start, and embed adequate financial and accountability processes to protect the public purse right from the outset. Reviews of governance systems should take place periodically, in particular when there is a clear shift in the nature of the project (e.g. from construction to fit-out, to operation).

I agree that governance structures must be robust and remain under review. That is why, as soon as the difficulties with the project became apparent, I asked the Sponsors to commission independent reviews that have led to a number of improvements in the systems and processes on the project.

For example, a new Chair and Deputy Chair were appointed in January 2019, and a new executive leadership team is now in place. Crossrail Ltd has also overhauled governance through an Executive Group, an Investment Committee, a re-established Audit and Assurance Committee and a strengthened Safety and Health Executive Leadership Team. Both the Investment Committee and Audit and Assurance Committee are chaired by TfL-appointed non-executive directors. In addition, Crossrail Ltd has a new, comprehensive visual management process, to support effective management and decision-making. Sponsors now have sight of a weekly dashboard that provides them with greater direct visibility of project progress and key risks.

The Crossrail Sponsor Board now has a new independent member, in addition to a technical adviser, who rigorously reviews the quality of assurance and information provided by Crossrail Ltd from an independent perspective.

The Joint Sponsors will continue to keep the governance structures under review as the project progresses through to completion.

Recommendation 2 – Skills profile in the project

Sponsors should ensure Crossrail has the right skillset now for successful programme completion. For future projects, Sponsors should review the skills needed throughout the lifetime of the project, to ensure the right technical capacity is present at each stage.

Ensuring that projects with multiple stages, and which span a number of years, have the right technical expertise at each stage is an important lesson for future infrastructure projects. The new leadership now in place at Crossrail Ltd includes some of the world's foremost experts in systems integration and commissioning who are best placed to take the project through these final stages. This new leadership is now focussed on effectively resourcing the project with the right expertise across all areas including systems integration and risk, and ensuring the correct organisational structures are in place for effective delivery and oversight.

In addition, TfL and the DfT have now appointed a technical adviser who is providing expert insight on railway systems delivery. The Project Representative (P-Rep) function, currently held by Jacobs, has also been greatly enhanced with additional resources to give them increased oversight on key elements of the programme including monitoring risk, the schedule and whether the right technical expertise is in place.

MAYOR OF LONDON

Recommendation 3 – The role of independent reviewers

The role of independent reviewers on Crossrail and other infrastructure projects needs to be clearly and fully built into the governance structure. Sponsors should strengthen the role of independent reviewers by clearly outlining from the outset the actions to be taken in response to their recommendations. This will not only provide assurance of deliverability, but will also protect the public purse.

and

Recommendation 5 – Role of Sponsors

Sponsors need to keep an overly optimistic corporate culture in check by bolstering the role of independent reviewers, and encouraging consistent and strong scrutiny, informed by independent advice.

I agree that the role of independent reviewers is crucial to the success of projects such as Crossrail. The P-Rep consistently scrutinised the project and Sponsors have always raised their concerns with the Executive team of Crossrail Ltd. However, ultimately, it is the Crossrail Board and Executive who are responsible for the delivery of the project.

Throughout my time as Mayor, I have consistently raised any concerns I have had, with the previous leadership at Crossrail Ltd. It is now clear that the information presented to Sponsors was not of adequate quality and did not tell the whole story. It remains the role of both Sponsors to provide strong scrutiny of the Crossrail project, which is why, as explained above, we have considerably strengthened the P-Rep function. This is alongside the addition of a new independent member and technical expert to the Sponsor Board.

In addition, my Deputy Mayor for Transport has spoken to the Transport Commissioner about what more could be done to strengthen arrangements with regard to visibility of the P-Rep reports. This includes my Chief of Staff and Deputy Mayor being sent the P-Rep reports when they become available. In addition, my Deputy Mayor for Transport has asked TfL to consider how the views of the P-Rep may be best reported to the TfL Board going forward, for example via the Programme and Investment Committee.

Recommendation 4 – Corporate culture

Crossrail and future infrastructure projects should have a system of governance and accountability that encourages a culture of transparency and openness, and offers mechanisms for these to be sustained at all levels of the organisation. This culture should balance optimism, to keep the project and staff motivated, against reliable communication of risk, productivity and project performance.

I have made clear the need for Crossrail Ltd to provide regular and transparent performance reporting going forward. The two-way flow of information between the project and its Joint Sponsors has greatly improved, with detailed updates now provided at the Crossrail Ltd Board, Sponsor Board, TfL Finance Committee, TfL Programmes and Investment Committee and TfL Board meetings. Senior representatives from both Joint Sponsors also now sit as observers for parts of Crossrail Ltd Board meetings to hear the very latest status of the project.

The Transport Commissioner and I meet with the Chair and Chief Executive of Crossrail Ltd around every six weeks. My Chief of Staff and Deputy Mayor for Transport also meet with Crossrail Ltd every fortnight to discuss progress on all aspects of the project and go through weekly metrics on a range of measures including safety performance and testing progress.

MAYOR OF LONDON

Crossrail Ltd's new leadership have made clear a number of times their commitment to full transparency and openness, which I welcome. It is now essential that Mark Wild and his team focus on the job at hand and safely complete the railway as quickly as possible.

Recommendation 6 – Chief Executive remuneration

The remuneration packages for chief executives in large infrastructure projects should be benchmarked against those for other projects. Additionally, the process for setting and assessing performance bonuses should be revisited periodically, to ensure the remuneration of programme chief executives adequately reflects progress towards the successful delivery of a publicly-funded project.

It should be remembered that the Government established the governance arrangements for the Crossrail project such that the running of the company, including remuneration policy, was kept to Crossrail Ltd's independent board.

KPMG's independent reviews recommended that Sponsors and Crossrail Ltd should agree changes to the procedures around, and oversight of, remuneration of senior Crossrail staff.

Consequently, Crossrail Ltd's Remuneration Committee and the Nomination Committee has been consolidated into one Remuneration and Nomination Committee with an Independent Non-Executive Director as Chair. Meetings are to be held at least once a year, with the first meeting having taken place on Thursday 20 June. Conversations between the Crossrail Chair and Sponsors are ongoing, with detail regarding the committee's terms of reference and membership to be confirmed in due course

Recommendation 7 – Access to board meetings

Decision-making on major projects should occur in formal meetings. These meetings should be comprehensively minuted and recorded. Further, barring commercially-sensitive business, these meetings (e.g. Crossrail Board and Sponsor Board) should be public, in particular given that funding is coming from the public purse.

The governance structures agreed when the project was initially set up provided the Crossrail Ltd Board a high degree of autonomy in regard to the set-up and format of their meetings and purposefully made it difficult for Sponsors to interfere with this.

Crossrail Ltd Board minutes have always been comprehensively recorded. However, everyone involved in Crossrail, including both Sponsors, is fully committed to improving the transparency of the project. In this spirit, I have ensured the minutes of both the Crossrail Ltd Board and Sponsor Board meetings are now published on TfL and Crossrail Ltd's websites. These can be found on TfL's website at: <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-board-minutes>.

The publication of the minutes, monthly updates to you as Chair of the Transport Committee, along with detailed reports from the Chief Executive and Chairman of Crossrail Ltd at the TfL Board and its Programme & Investment Committee (PIC), has delivered a step-change in transparency. The flow of information between the Crossrail Ltd Board and TfL Board has also been enhanced. Every Crossrail Ltd Board meeting now includes a Sponsor Update item, where the TfL Commissioner and Chief Financial Officer rigorously challenge Crossrail Ltd on progress, with this information then fed back into public sessions of the TfL Board and the PIC.

MAYOR OF LONDON

As a result, and in light of the fact that KPMG did not recommend the Crossrail Ltd Board meet in public, we now believe an appropriate balance has been struck.

Recommendation 8 – The Mayor as Chair of TfL

The Mayor and TfL Board must strengthen control over TfL, and implement the necessary processes to allow them to remain fully informed and on top of progress on the projects they are ultimately accountable for.

As Chair of TfL, I have very clear processes in place to ensure I am kept fully informed of key transport projects and issues in London. I meet with my Deputy Mayor for Transport regularly, as well as meeting with the Transport Commissioner at least once a fortnight. In addition, I am kept up to date about any emerging issues as they arise in between these meetings.

On Crossrail specifically, I meet with the Transport Commissioner as well as the Chair and Chief Executive of Crossrail Ltd around every six weeks. My Chief of Staff and Deputy Mayor for Transport also meet with them every fortnight to discuss progress on all aspects of the project and to go through weekly metrics on a range of measures including safety performance and testing progress.

This is a significantly improved reporting process, and a big step forward in creating a more open and collaborative relationship between all organisations involved in the Crossrail project. This is, of course, in addition to all the governance changes that I have outlined above and that have been championed by both Sponsors as well as by the Crossrail Ltd leadership, following the independent KPMG reviews.

With regards to the role of the TfL Board, the governance of the project was set up with an independent Crossrail Board, who are responsible for the delivery of the project. The role of Sponsors, including the TfL Board, is to question and challenge the delivery team, but decision-making and accountability ultimately lies with the Crossrail Ltd leadership.

The relationship between Crossrail Ltd and the Joint Sponsors has improved considerably since the new Crossrail Ltd leadership team was appointed late last year. Crossrail Ltd's Chair and Chief Executive both attend all meetings of the TfL Board to give comprehensive updates to the Board in public, and the Chief Executive also attends TfL's PIC meetings, where he recently provided PIC members with an in-depth overview of the project's status. It has also been agreed for the Chair of the PIC to attend the fortnightly meeting on Crossrail between my Chief of Staff, Deputy Mayor for Transport and the Chair and Chief Executive of Crossrail Ltd.

More generally, the TfL Board is the most experienced and diverse Board that TfL has ever had, and they remain fully aware and in control of all of TfL's activity.

Recommendation 9 – The Commissioner's role

Given the strong evidence presented in this report, we recommend that the Commissioner reflects on whether he is fit to fulfil his role in TfL.

I have every confidence in Mike Brown, who is doing an excellent job as London's Transport Commissioner. Responsibility for the inadequate information provided about the delay to Crossrail lies squarely with the former management of Crossrail Ltd. It is clear that the previous leadership at Crossrail Ltd failed to understand and report the true position of the project. Both TfL and the DfT, as Sponsors, should have been given a clearer picture from Crossrail Ltd's leadership far sooner.

MAYOR OF LONDON

Recommendation 10 – Complex infrastructure

Future infrastructure projects should strive to keep designs simple, incorporating standard rather than bespoke features, in order to reduce risks to budget and timelines, and protect the public purse against overspend.

TfL, as a Sponsor of the Crossrail project, is ensuring that all the lessons that have been learned are taken into account during the planning of future large infrastructure projects, including Crossrail 2.

In delivering their capital investment programme, TfL already seeks to keep designs simple and minimise bespoke features where possible. For example, the pan-TfL escalator contract allows TfL to work with their nominated supplier to deliver a standard product (reflecting the station layout requirements and environment) across the network. In addition, the use of digital tools has enabled TfL to adopt standardised and modern construction methods, such as off-site construction on projects such as the Northern Line Extension and Bank Station Capacity Upgrade programmes, to deliver higher and more consistent product quality and improve productivity whilst also minimising risk to the programme.

Recommendation 11 – Complementary works

Future infrastructure projects should make plans to deliver complementary works—including step-free access—at the outset.

Improving the accessibility of London's transport network is one of my top priorities. Since I became Mayor 10 stations on London Underground have become step-free, taking the total to 78. It is important that project activities are carefully sequenced in order to minimise time and cost, while delivering benefits at the earliest possible stage. To a large extent this was done for Crossrail, save for a small number of stations in outer London.

For future infrastructure schemes, such as for Crossrail 2, all stations are being designed from the start with step-free access from street to platform, with all stations in the tunnelled part of the route step-free from street to train.

I trust that these responses demonstrate my continued commitment to ensure crucial lessons are learned from the Crossrail delay. It is now crucial that we focus all our attention on safely delivering the railway as quickly as possible for all Londoners. As I said to the Assembly on 2 May, I will be happy to appear in front of the Assembly again in around six months to provide a further update to members on project progress.

Thank you again for the Committee's report and the opportunity to respond to its recommendations.

Yours sincerely,



Sadiq Khan
Mayor of London

Board

Date: 24 July 2019

Item: Quarterly Performance Report – Quarter 1 2019/20

This paper will be considered in public

1 Summary

- 1.1 The Quarterly Performance Report sets out TfL's financial results for Quarter 1, 2019/20 – the period from 1 April to 22 June 2019.

2 Recommendation

- 2.1 **The Board is asked to note the Quarterly Performance Report.**

3 Financial Reporting to the Board

Quarterly Performance Report

- 3.1 In response to feedback from a number of stakeholders the Quarterly Performance Report (QPR) has been changed in order to provide the latest quarterly financial information in a timelier manner and to reduce duplication with other Reports.
- 3.2 The operational and customer information previously included in the QPR will continue to be presented in the quarterly Customer Services and Operational Performance Report.
- 3.3 The QPR presents year-to-date performance against budget, as well as year-on-year and four year trend analysis.

Quarterly results presentation

- 3.4 Accompanying the QPR is a quarterly results presentation, which will be presented to the Board.
- 3.5 The QPR is intended to be a reference document with the accompanying slides containing the same financial information but presented in a more visual way which summarises the story behind the numbers.

List of appendices to this report:

- Appendix 1: Quarterly Performance Report, Quarter 1 2019/20
Appendix 2: Quarterly results presentation, Quarter 1 2019/20

List of Background Papers:

None

Contact Officer: Simon Kilonback, Chief Finance Officer
Number: 020 3054 8941
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Transport for London quarterly performance report

Quarter 1 (1 April 2019 - 22 June 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 DLR, 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 open, 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 TfL fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day.

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

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The financial information included in the report is unaudited and does not constitute TfL's statutory accounts. TfL's last audited **Statement of Accounts** for the year ending 31 March 2018 was published in July 2018. TfL's draft unaudited **Statement of Accounts** for the year ending 31 March 2019 was published in May 2019.

Introduction

We had a strong first quarter, with net operating surplus ahead of budget and last year.

Passenger income is £29m above budget with strong performance on the London Underground. London Buses revenue is above budget, with a lower than expected decline in off-peak journeys.

Other income is close to budget but significantly up on last year due to the launch of the Ultra Low Emission Zone (ULEZ) on 8 April 2019. Compliance rates are higher than originally modelled, which is encouraging, although does result in a considerable income pressure to the budget.

Operating costs for Q1 are £81m, or five per cent, below budget and are down on last year. Variances against Budget are from a combination of lower costs than expected, as well as timing differences on projects and restructuring costs.

Key highlights in the capital investment programme in Q1 include the completion of track installation for the Northern Line Extension, and the removal of both the Old Street roundabout and

Highbury Corner Gyratory as the first stage in transforming both these junctions.

Following the announcement in April by the new Crossrail management team of the six-month opening window for the central operating section, work continues on the detailed delivery programme and associated final cost forecast.

The underlying business performance remains strong. Year-on-year income is up and like-for-like operating costs are down, despite a tough external environment and delays to the Crossrail project.

The Budget was written in January on the expectation that the UK would leave the EU on 29 March 2019. Our demand and cost assumptions were cautious reflecting uncertainty in the wider economy. We are now seeing significant out-performance against our Budget, despite continuing economic uncertainty. As a result, we are reviewing our budgetary assumptions and will report back to the Board.

Simon Kilonback
Chief Finance Officer

Sarah Bradley
Group Financial Controller



Business at a glance

Keeping London moving, working and growing to make life in our city better

How we report on our business



Facts and figures

945 Trains on the TfL network



580km

TfL-operated highways



720km

TfL-operated Rail and London Underground routes



9,330

Buses on the TfL network



6,365

Traffic signals operated by TfL

Budget at a glance



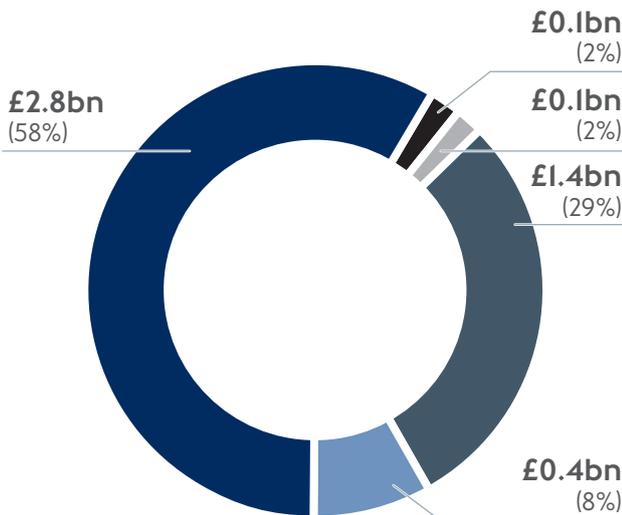
Sources of funds
£10.3bn

75%
spent on running and operating the network every day



25%
spent renewing and improving the network through one of the largest capital investment programmes in Europe

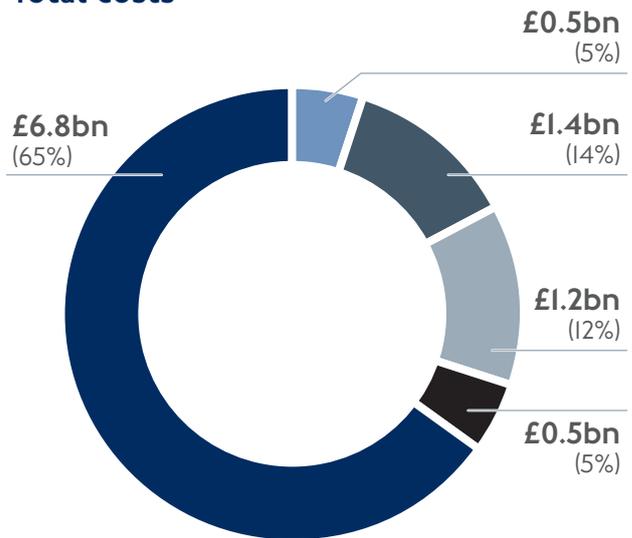
Total passenger income



Total: **£4.9bn**

- London Underground
- Rail
- Buses
- TfL Rail
- Other

Total costs



Total: **£10.3bn**

- Operating cost
- New capital investment
- Capital renewals
- Crossrail
- Net financing

Financial summary

Performance in the year to date

Operating account

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	1,108	1,079	29	1,096	12
Other operating income	213	214	(1)	183	30
Total operating income	1,321	1,293	28	1,279	42
Business Rates Retention	258	258	-	256	2
Other revenue grants	24	23	1	10	14
Total income	1,603	1,574	29	1,545	58
Operating cost	(1,426)	(1,507)	81	(1,406)	(20)
Net operating surplus	177	67	110	139	38
Capital renewals	(88)	(110)	22	(92)	4
Net cost of operations before financing	89	(43)	132	47	42
Net financing cost	(102)	(106)	4	(102)	-
Net cost of operations	(13)	(149)	136	(55)	42

Capital account

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
New capital investment	(249)	(320)	71	(350)	101
Crossrail	(260)	(339)	79	(351)	91
Net capital expenditure	(509)	(659)	150	(701)	192
Financed by:					
Investment grant	241	241	-	264	(23)
Property and asset receipts	17	21	(4)	-	17
Borrowing	(66)	278	(344)	235	(301)
Crossrail funding sources	245	376	(131)	47	198
Other capital grants	44	62	(18)	40	4
Total	481	978	(497)	586	(105)
Net capital account	(28)	319	(347)	(115)	87

Cash flow summary

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Net cost of operations	(13)	(149)	136	(55)	42
Net capital account	(28)	319	(347)	(115)	87
Working capital movements	(90)	(171)	81	31	(121)
Decrease in cash balances	(131)	(1)	(130)	(139)	8

Passenger journey analysis

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	909	892	17	922	(13)
Average yield per passenger journey (£)	1.22	1.21	0.01	1.19	0.03
Operating cost per journey (£)	(1.57)	(1.69)	0.12	(1.52)	(0.05)

We have made a strong start to 2019/20, with the year-to-date net cost of operations being £136m better than budget and £42m lower than last year.

Total income is £29m higher than budget owing to stronger than expected demand on both London Underground and London Buses. Other operating income has grown by £30m compared to the same quarter last year owing to the launch of the ULEZ in April 2019.

Operating costs are £81m lower than budget. Around 50 per cent of this saving relates to timing differences from restructuring projects and maintenance costs. The rest represents savings which we expect to carry through to the end of the year.

Total capital renewals and new investment are £93m lower than budget. This is from a combination of timing and re-phasing, as well as genuine savings. Some are linked to how we historically accounted for risk and we are reviewing our budgetary assumptions.

At the end of Q1, cash balances are £130m below budget. Favourable movements in the operating account are offset by the timing of new borrowings. During Q1 our level of borrowing decreased by £66m following the repayment of debt and no new borrowing has been undertaken.

Financial trends

Total income Quarterly (£m)



Year on year (£m)



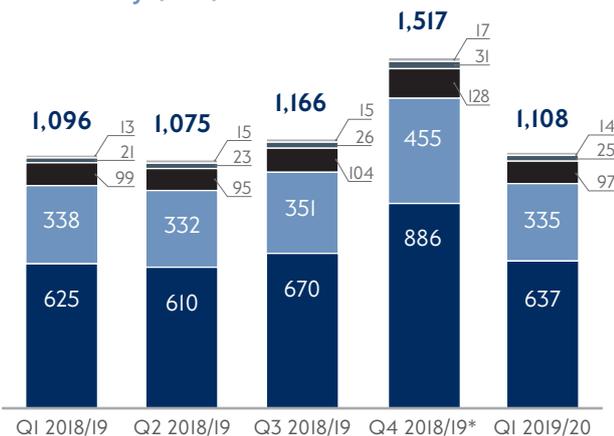
- Passenger income
- Grants
- Other income

Total income
£29m above budget

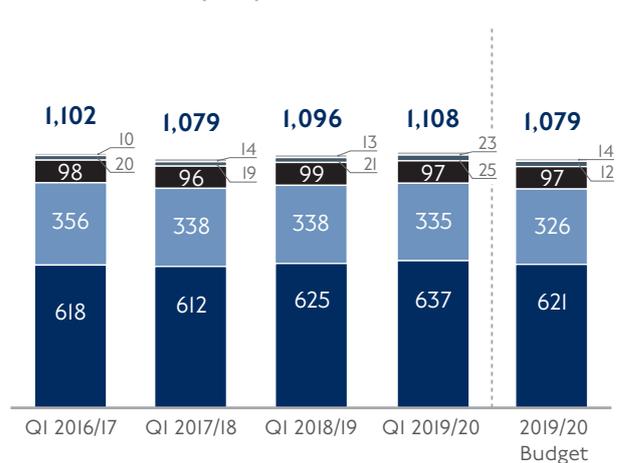
4% ▲ year on year

Total income is better than budget, largely owing to higher passenger income. This is a result of increased demand on London Underground and upturn in off-peak demand on London Buses.

Total passenger income Quarterly (£m)



Year to date (£m)



- London Underground
- Buses
- Rail
- TfL Rail
- Other operations

Passenger income
£29m above budget

1% ▲ year on year

Passenger income continues to grow compared to 2018/19. Overall customer demand has increased for London Underground, TfL Rail and some areas of Rail.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Total cost
Quarterly (£m)



Year on year (£m)



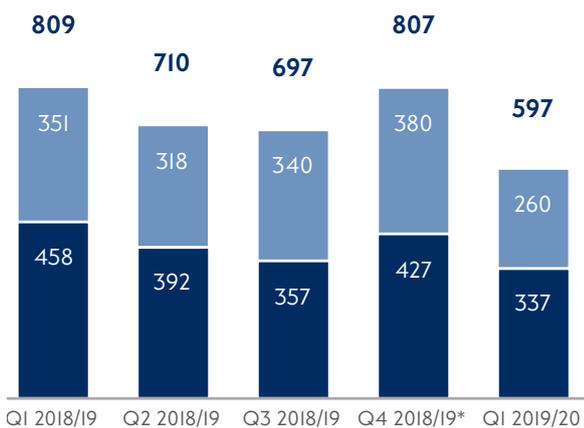
- Operating cost
- Net financing cost

Operating costs
£81m below budget

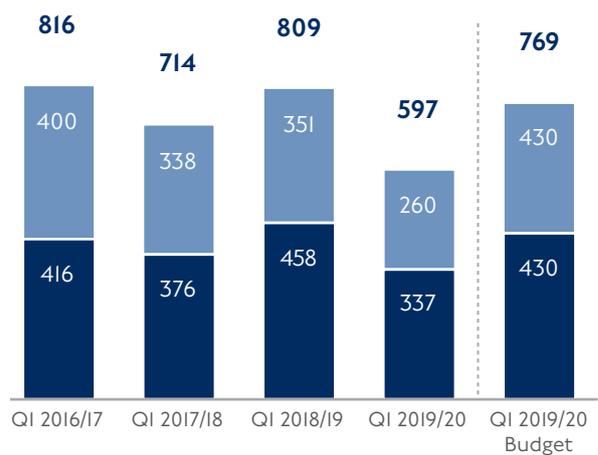
1% ▲ year on year

Lower than budgeted operating costs are owing to all areas performing ahead of budget.

Total capital expenditure (incl. Crossrail)
Quarterly (£m)



Year to date (£m)



- Capital investment and renewals
- Crossrail

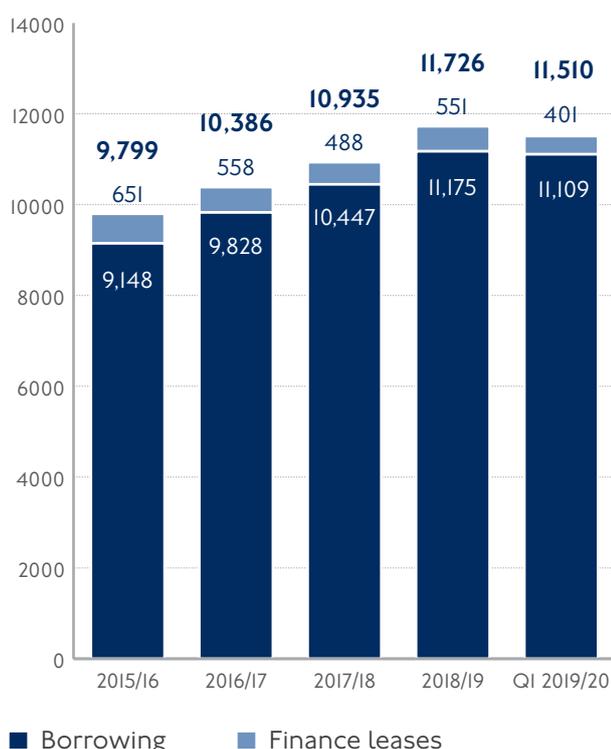
£3.1bn
full year budget

26% ▼ year on year

Capital expenditure is significantly below budget. The in-year rescheduling of projects currently has no impact on overall milestones.

Debt and cash

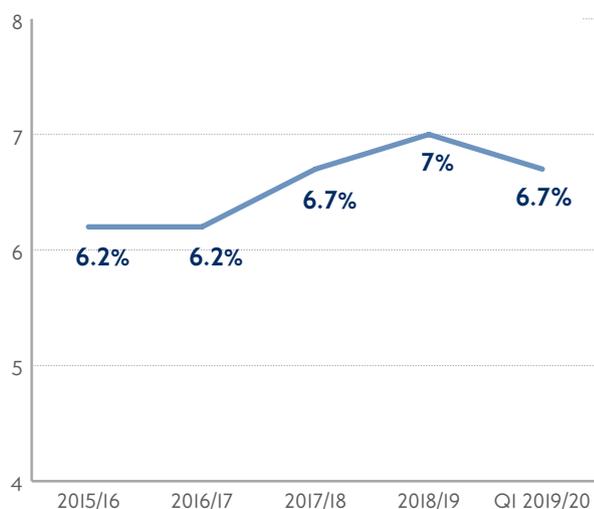
Total value of debt (£m)



The Budget assumes that our borrowing will grow by £845m by 31 March 2020, within the limits agreed with the Government. At the end of Q1, our borrowing had decreased by £66m, owing to £16m long-term debt repayments and a £50m reduction in our outstanding commercial paper balance. No new borrowing was undertaken during Q1. We are planning to raise new borrowing later in the year to meet our incremental borrowing target.

The total nominal value of borrowing outstanding at the end of the quarter was £11,109m, of which £10,421m was long term.

Financing costs (% of total income)*



The ratio of financing costs to total income, including operating grants, helps TfL to monitor the affordability of its debt.

Financing costs and income (£m)

Year to date	Q1 2019/20	Q1 Budget	Variance
Interest income	5	4	1
Financing costs	(96)	(100)	4
PFI interest payable	(11)	(11)	-

* Financing costs include interest costs for borrowing and finance leases

Cash balances (£m)



- TfL cash balances
- Crossrail

£131m
Decrease in cash

7% ▼

Cash balances

Cash balances have decreased by £131m since the start of the year to stand at £1,751m at the end of Q1. Of the total balance, £132m is ring-fenced to deliver the Crossrail project. In addition, we aim to hold a prudent minimum level of cash for TfL (excluding Crossrail) for exceptional circumstances and to retain a high credit rating, in line with our liquidity policy approved by the TfL Board. This level of cash reserves – currently around £560m – is driven by the size of our operating costs and the level of our debt.

We expect to continue to use our balances to fund the improvements outlined in our Business Plan and in our Budget.

Credit ratings

We are rated by the three leading international rating agencies. Our rating with Fitch is currently on Rating Watch Negative, reflecting the Rating Watch Negative on the UK Government due to the ongoing uncertainty over Brexit and the likely impact on the UK economy.

Credit ratings	
Moody's	Aa3 stable outlook
Standard & Poor's	AA- negative outlook
Fitch	AA- Rating Watch Negative

Passenger journeys

Q1, year to date

909m
total journeys

892m
budget

922m
prior year



London Underground

315m

2.9%▲
budget

0.5%▲
prior year



Buses

505m

1.4%▲
budget

2.8%▼
prior year



DLR

28m

1.3%▲
budget

1.5%▼
prior year



London Overground

42m

0.2%▲
budget

3.5%▼
prior year



London Trams

6m

1.4%▼
budget

2.8%▼
prior year



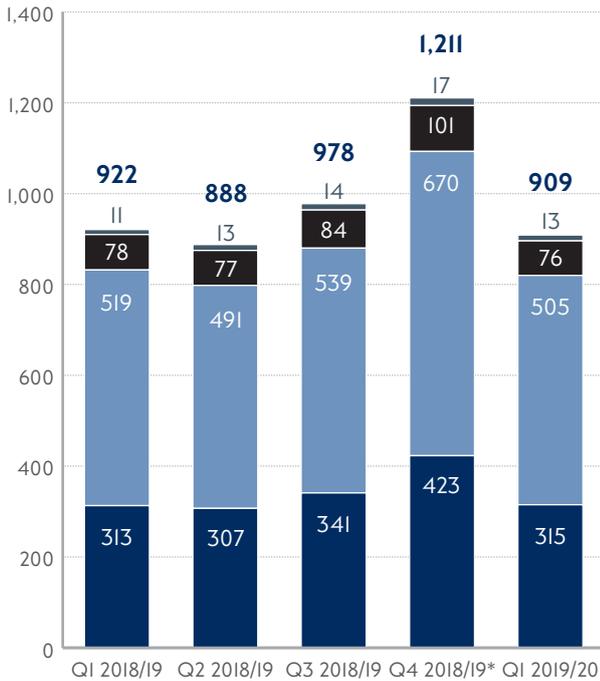
TfL Rail

13m

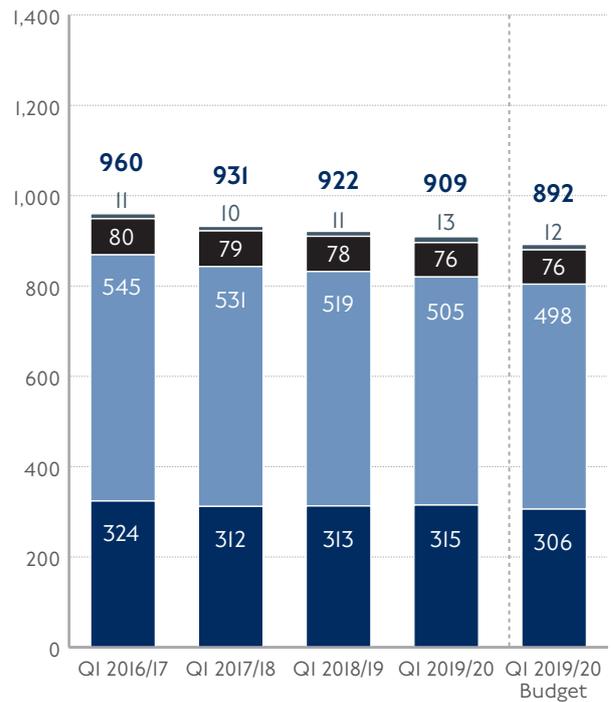
5.2%▲
budget

15%▲
prior year

Quarterly (millions)



Year to date (millions)



■ London Underground ■ Buses ■ Rail ■ TfL Rail

London Underground passenger volumes are two million better than last year, showing positive growth despite this quarter having one less day and an extra bank holiday compared to Q1 2018/19.

Overall rail passenger journeys are broadly in line with budget, with increases in DLR and Overground offsetting a decrease in London Trams.

Bus passenger journeys in the quarter are seven million higher than budget owing to an unexpected increase in off-peak demand.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Underground

London Underground

Financial summary

London Underground has benefited from increased passenger demand and lower costs due to the timing of non-critical maintenance spend.

London Underground (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	637	621	16	625	12
Other operating income	11	8	3	7	4
Total operating income	648	629	19	632	16
Direct operating cost	(456)	(479)	23	(479)	23
Direct operating surplus	192	150	42	153	39
Indirect operating cost	(83)	(102)	19	(82)	(1)
Net operating surplus	109	48	61	71	38
Capital renewals	(63)	(73)	10	(60)	(3)
New capital investment	(14)	(13)	(1)	(7)	(7)
Net capital expenditure	(77)	(86)	9	(67)	(10)

Total operating income is £19m higher than budget and £16m better than last year. This reflects an improvement in customer demand of 2.9 per cent against budget and compared to last year improved underlying demand of 2.1 per cent.

Direct operating costs are £23m lower than both budget and last year. This is due to the delayed start of the Victoria line overhaul programme and the timing of non-critical maintenance costs which are planned to be completed later in the year.

Capital expenditure is £9m lower than budget but £10m higher than last year. The year-to-date underspend is owing to operational delays to the planned completion of the Track Maintenance Unit Workshop, and slippage on capital programmes on the Bakerloo and Central lines.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	315	306	9	313	2
Average yield per passenger journey (£)	2.02	2.03	(0.01)	1.99	0.03
Operating cost per journey (£)	(1.71)	(1.90)	0.19	(1.79)	0.08

Passenger journeys

Passenger journeys are nine million better than budget and two million higher than last year as underlying demand is showing positive growth on last year. This year we had an extra Easter bank holiday and one less day compared to Q1 last year reducing demand.

Average yield per passenger journey

Underlying passenger income per journey has increased compared with the equivalent period last year. This is partly due to the impact of average National Rail fares increasing in January 2019, which has an impact on a proportion of TfL tickets, for example, Travelcards.

Operating cost per journey

Operating cost per journey is significantly below budget and last year due to increased passenger journeys and savings delivered while maintaining a safe and reliable network.

Underlying passenger journeys year-on-year change (%)



2.1%▲



0.2%▼



0.9%▲

Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Elizabeth line

Currently operating as TfL Rail 

Financial summary

The focus is on successfully introducing Elizabeth line services.

Elizabeth line (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	25	23	2	21	4
Other operating income	2	2	-	7	(5)
Total operating income	27	25	2	28	(1)
Direct operating cost	(78)	(83)	5	(41)	(37)
Direct operating deficit	(51)	(58)	7	(13)	(38)
Indirect operating cost	(2)	(3)	1	(2)	-
Net operating deficit	(53)	(61)	8	(15)	(38)
New capital investment	(5)	(11)	6	(125)	120
Crossrail construction cost	(260)	(339)	79	(351)	91
Net capital expenditure	(265)	(350)	85	(476)	211

An increase in passenger journeys has resulted in passenger income being £2m more than budget. The £4m increase compared to last year is mainly owing to the start of the Paddington to Hayes & Harlington and Heathrow services, which began in May 2019.

The £5m reduction in other operating income compared to last year relates to one-off third party income received in 2018/19.

Operating costs are lower than budget mainly owing to a reduction in train maintenance and concession costs. Operating costs are £37m higher compared to last year owing to the introduction of train lease costs following the sale and lease back of the rolling stock fleet, charges paid to Network Rail and concession costs.

New capital investment is £6m lower than budget, mainly owing to the acceleration of stations improvement costs into 2018/19. New capital expenditure in 2018/19 included stock production costs prior to the sale of the fleet.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	13.1	12.5	0.6	11.4	1.7
Average yield per passenger journey (£)	1.91	1.84	0.07	1.84	0.07
Operating cost per journey (£)	(6.11)	(6.91)	0.80	(3.77)	(2.34)

Passenger journeys

Passenger demand is five per cent better than budget owing to underlying demand growth. This year had a full quarter of the Paddington to Hayes & Harlington and Heathrow services as well as one extra Easter bank holiday, and one less day compared to Q1 last year.

Average yield per passenger journey

Passenger income per journey is 3.2 per cent better than budget and 3.8 per cent better than last year. This increase is mainly driven by a higher yield from the Paddington to Hayes & Harlington and Heathrow services.

Operating cost per journey

Operating cost per journey is 12 per cent lower than budget mainly owing to train maintenance and concession savings. The increase from last year is mainly owing to Class 345 train lease costs and Network Rail charges.

Underlying passenger journeys year-on-year change (%)



Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Buses

London Buses

Financial summary

Higher passenger income has contributed to the net operating deficit being £10m lower than budget. Total operating costs have increased compared to last year due to the annual contract price inflation in our bus contracts.

Buses (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	335	326	9	338	(3)
Other operating income	2	2	-	3	(1)
Total operating income	337	328	9	341	(4)
Direct operating cost	(491)	(492)	1	(485)	(6)
Direct operating deficit	(154)	(164)	10	(144)	(10)
Indirect operating cost	(5)	(6)	1	(6)	1
Net operating deficit	(159)	(170)	11	(150)	(9)
Capital renewals	-	(1)	1	-	-
New capital investment	(2)	(7)	5	-	(2)
Net capital expenditure	(2)	(8)	6	-	(2)

Passenger income is £9m higher than budget, primarily as a result of a lower year-on-year reduction in demand than previously assumed. The lower reduction in demand is mainly due to an upturn in off-peak demand. Underlying year-on-year demand shows around a 1.1 per cent decline in the year to date, 1.4 per cent above budget.

Direct operating costs are slight better than budgeted and have marginally

improved year on year. This is primarily owing to the annual contracted price inflation within the bus operators' contracts, which is estimated will drive a cost increase of £56m in the full year. We are partly offsetting the higher cost by continuing to deliver savings in our contracting activities.

Capital expenditure is £6m under budget as we have rescheduled some of our capital works to later in the financial year.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	505	498	7	519	(14)
Average yield per passenger journey (£)	0.66	0.65	0.01	0.65	0.01
Operating cost per journey (£)	(0.98)	(1.00)	0.02	(0.95)	(0.03)

Passenger journeys

Total passenger journeys are one per cent higher than budget and three per cent lower than the previous year. This was mostly due to the quarter having one less day than the previous year. On a normalised basis, passenger journeys were one per cent lower.

Average yield per passenger journey

The average yield per passenger journey is one pence higher than budget. Compared to the same period last year average yield has increased by two pence. This is primarily due to fares increase on travel cards in January 2019.

Operating cost per journey

Operating cost per journey is two pence lower than budget due to higher passenger journeys. It is three pence greater than last year primarily due to a decrease in passenger journeys.

Underlying passenger journeys year-on-year change (%)



1.1% ▼



1.3% ▼



1.2% ▲

Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Streets

Transport for London Road Network (TLRN)



Financial summary

Operating performance is tracking ahead of budget as a result of improved income.

Streets (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	81	72	9	76	5
Total operating income	81	72	9	76	5
Direct operating cost	(100)	(99)	(1)	(107)	7
Direct operating deficit	(19)	(27)	8	(31)	12
Indirect operating cost	(17)	(19)	2	(17)	-
Net operating deficit	(36)	(46)	10	(48)	12
Capital renewals	(5)	(9)	4	(11)	6
New capital investment	(24)	(27)	3	(17)	(7)
Net capital expenditure	(29)	(36)	7	(28)	(1)

Other income is up £9m against budget and £5m against 2018/19. This is due to changes made to the Congestion Charge scheme to reduce the use of cars in central London, and the removal of the Private Hire Vehicle exemption. Continuation of our improved efficiency in Road Network Compliance is also increasing our income.

Our operating costs are in line with budget and £7m better than last year. This is owing to transformation costs recognised in Q1 last year and the continuation of staff cost savings.

Capital costs are broadly in line with budget and continue at previous years' levels. However, we have paused our programme of proactive capital renewals on highways assets. This reduction has been offset by an increase in delivery of cycling and other road schemes, where the focus is on reducing the number of people killed or seriously injured while using London's road network.

Volume analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Congestion Charge volumes (thousands)	3,415	3,165	250	3,344	71
Congestion Charge and enforcement income (£m)	57.3	52.6	4.7	53.9	3.4
Traffic volumes – all London (index)	97.0	-	-	96.8	0.2
Cycling growth in CCZ (%)*	18.8	16.5	-	14.3	-

Cycling

A daily average of 477,994 kilometres were cycled in central London during Q1, which is a four per cent increase compared to last year. This is the highest level of cycling on record for Q1 since monitoring began in 2014. Weather conditions can affect levels of cycling. This year has been warmer and drier than the same quarter last year, which was affected by the ‘beast from the east’.

Traffic flow

The general trend of growth continued in Q1, but softened, with outer London growing more modestly and central and inner London showing drops.

Traffic flow (volume) year-on-year change (%)



* Cycling data is based on calendar quarters rather than financial quarters ie, Q1 is January to March and is the latest available data. It is presented as a percentage change from the previous year

Compares traffic flow volumes for the year-to-date with the corresponding quarters in the previous year.

Rail

DLR, London Overground and London Trams



Financial summary

Year-to-date passenger journeys are higher than planned, and total operating income is higher than the same period last year.

Rail (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	97	97	-	99	(2)
Other operating income	8	10	(2)	5	3
Total operating income	105	107	(2)	104	1
Direct operating cost	(106)	(114)	8	(98)	(8)
Direct operating surplus/(deficit)	(1)	(7)	6	6	(7)
Indirect operating cost	(4)	(5)	1	(5)	1
Net operating surplus/(deficit)	(5)	(12)	7	1	(6)
Capital renewals	(11)	(9)	(2)	(5)	(6)
New capital investment	(11)	(11)	-	(6)	(5)
Net capital expenditure	(22)	(20)	(2)	(11)	(11)

Passenger income is in line with budget, but slightly below last year due to one less operating day this year.

The continued compensation from Bombardier for the delayed delivery of the new trains has contributed to other operating income being higher than last year.

Operating costs are lower than budget as the roll out of new trains on the Overground is slower than expected. There have also been contract savings on DLR.

Total capital expenditure is £2m higher than budget mainly owing to expenditure moving from 2018/19 into 2019/20. This has been offset by the re-profiling of Sandilands programme, which includes alterations to the on-tram emergency lighting system and control room upgrades to support the installation of new safety software.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
London Overground					
Number of passenger journeys (millions)	41.9	41.8	0.1	43.4	(1.5)
Average yield per passenger journey (£)	1.25	1.24	0.01	1.22	0.03
Operating cost per journey (£)	(1.72)	(1.87)	0.15	(1.46)	(0.26)
DLR					
Number of passenger journeys (millions)	27.9	27.5	0.4	28.4	(0.5)
Average yield per passenger journey (£)	1.42	1.44	(0.02)	1.42	-
Operating cost per journey (£)	(1.05)	(1.10)	0.05	(1.06)	0.01
London Trams					
Number of passenger journeys (millions)	6.4	6.5	(0.1)	6.5	(0.1)
Average yield per passenger journey (£)	0.83	0.82	0.01	0.81	0.02
Operating cost per journey (£)	(1.25)	(1.31)	0.06	(1.23)	(0.02)

Underlying passenger journeys year-on-year change (%)



0.8% ▼



2.4% ▲



0.7% ▼

Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Other operations

London Dial-a-Ride, London River Services, London Taxi and Private Hire, Santander Cycles, Victoria Coach Station, Emirates Air Line and others      

Financial summary

As well as the operations names above, we include the costs of the Crossrail 2 project team and the Planning team, together with certain group items, in this category.

Other operations (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	14	12	2	13	1
Other operating income	54	65	(11)	30	24
Total operating income	68	77	(9)	43	25
Direct operating cost	(54)	(71)	17	(50)	(4)
Direct operating surplus/(deficit)	14	6	8	(7)	21
Indirect operating cost	(12)	(14)	2	(12)	-
Net operating surplus/(deficit)	2	(8)	10	(19)	21
Capital renewals	(3)	(9)	6	(10)	6
New capital investment	(21)	(31)	10	(20)	-
Net capital expenditure	(24)	(40)	16	(30)	6

Other operating income is significantly higher than last year due to the introduction of the ULEZ. The ULEZ is a central part of the Mayor's far-reaching plan to improve the health of Londoners' by reducing air pollution. Most vehicles, including cars and vans, need to meet the ULEZ emission standards or their drivers must pay a daily charge to drive within the zone. Initial high compliance rates

have contributed to income being £11m below budget.

New capital investment is lower than budget, owing to in-year timing differences on the Emergency Services Network project, the mobile network project and other tech and data work streams.

Volume analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Santander Cycles					
Number of hires (millions)	2.6	2.8	(0.2)	2.8	(0.2)
Average income per hire (£)	1.24	1.25	(0.01)	1.23	0.01
Operating cost per hire (£)	(2.11)	(2.21)	0.10	(2.33)	0.22
Victoria Coach Station					
Number of coach departures (thousands)	51.0	53.0	(2.0)	53.0	(2.0)
Average income per departure (£)	37.18	38.93	(1.75)	34.49	2.69
Operating cost per departure (£)	(50.63)	(51.16)	0.53	(38.47)	(12.16)
London River Services					
Number of passenger journeys (millions)	2.7	2.8	(0.1)	2.8	(0.1)
Average income per journey (£)	0.25	0.29	(0.04)	0.24	0.01
Operating cost per journey (£)	(0.99)	(0.85)	(0.14)	(2.01)	1.02
London Dial-a-Ride					
Number of passenger journeys (thousands)	223.0	230.5	(7.5)	240.4	(17.4)
Operating cost per trip (£)	(40.90)	(32.19)	(8.71)	(49.34)	8.44
Taxi and Private Hire					
Number of private hire vehicle drivers	106,472	-	-	112,002	(5,530)
Taxi drivers	23,030	-	-	23,710	(680)
Total income (£m)	7.7	7.5	0.2	7.5	0.2
Total costs (£m)*	(7.2)	(7.9)	0.7	(8.2)	1.0
Emirates Air Line					
Number of passenger journeys (thousands)	327.0	338.0	(11.0)	345.0	(18.0)
Average income per journey (£)	4.02	4.55	(0.53)	3.88	0.14
Operating cost per journey (£)**	(2.53)	(2.32)	(0.21)	(2.22)	(0.31)

* Operating costs exclude depreciation and the management fee, which are also charged to the licence fee

** Costs of Emirates Air Line are shown net of sponsorship income

Major projects



Financial summary

Major Projects is responsible for our largest and most complex projects. It comprises line upgrades, network extensions and major stations.

Major projects (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	1	-	1	-	1
Total operating income	1	-	1	-	1
Direct operating cost	(3)	(2)	(1)	(5)	2
Direct operating deficit	(2)	(2)	-	(5)	3
Indirect operating cost	(7)	(7)	-	(7)	-
Net operating deficit	(9)	(9)	-	(12)	3
Capital renewals	(6)	(10)	4	(6)	-
New capital investment	(150)	(186)	36	(159)	9
Net capital expenditure	(156)	(196)	40	(165)	9

Four Lines Modernisation

All 59 S8 trains for the Metropolitan line have been fitted with the automatic train control system and is on schedule for go-live. A change in contractor on some of our infrastructure works has led to a year-to-date underspend of £10m, which is forecast to be caught up by year end. Following detailed management reviews of the estimated final cost (EFC) we are forecasting an increase of £33m, but still within overall spend authority.

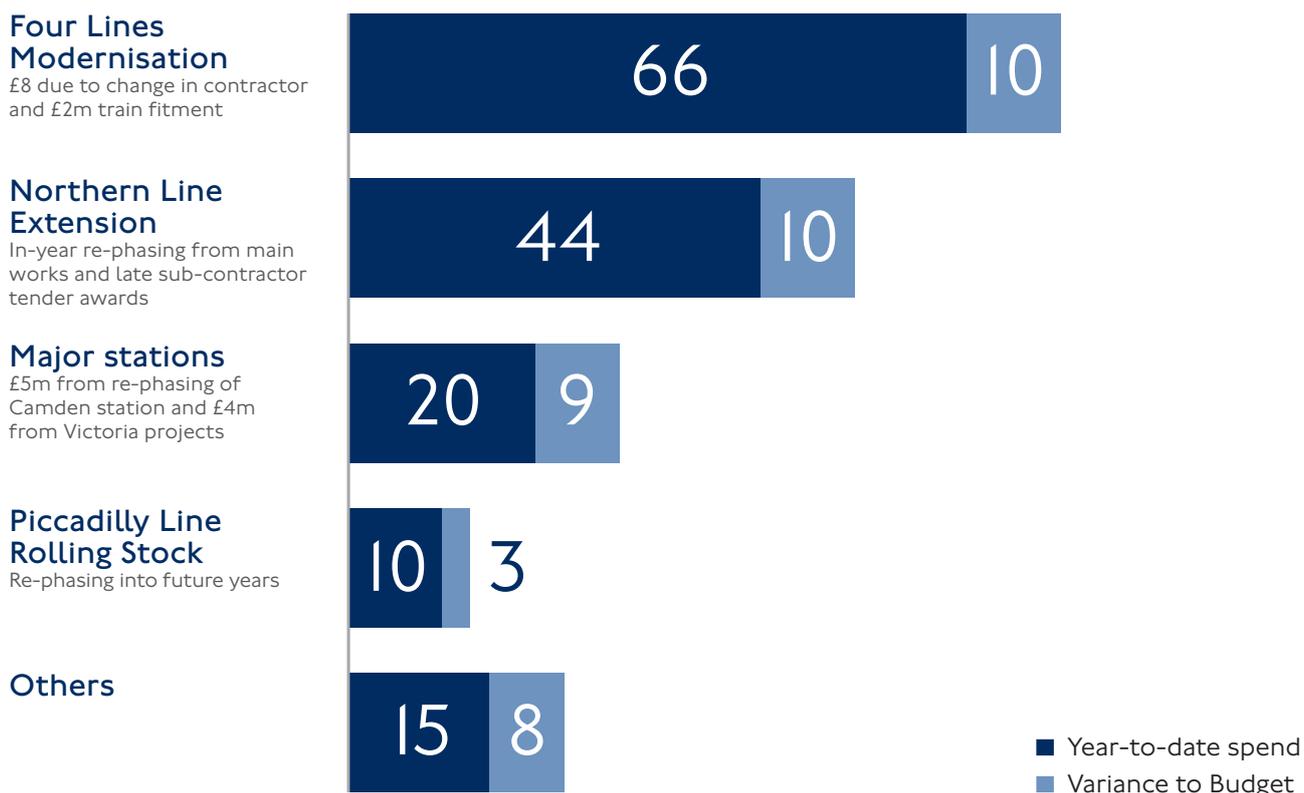
Piccadilly Line Rolling Stock

Following the award of the Piccadilly line trains contract, Siemens are developing a concept design and the supporting activities remain on target.

Northern Line Extension

Track installation across the Northern line is complete, enabling deliveries by engineering trains to be made deeper into the extension. Successful test trains concluded that signalling cables can be permanently installed directly to the track bed, which will improve safety and save both time and money. We are forecasting a reduction of £83m in the EFC, reflecting a reduced risk profile.

Year-to-date capital spend by programme (£m)



Silvertown Tunnel

The Silvertown Tunnel will tackle the significant issues of traffic congestion and unreliability at Blackwall Tunnel. We are forecasting the deferral of some works from this year into next and there remains pressure on the EFC.

Major stations

At Bank station, the breakthrough between the new entrance on Cannon Street and the newly constructed Northern line tunnel will make further construction work easier, helping

to ensure the important upgrade is delivered by 2022. During Q1, the EFC increased by £8m owing to a changed risk profile. TfL continue to work collaboratively with the main contractor to identify and realise potential savings, with a view to reduce the EFC back to Business Plan levels or below.

DLR Rolling Stock and System Integration

Following an extensive review, the contract for the supply of DLR trains was awarded to Construcciones y Auxiliar de Ferrocarriles in June 2019.

Property



Financial summary

Net operating surplus is slightly higher than budget and last year due to lower operating costs.

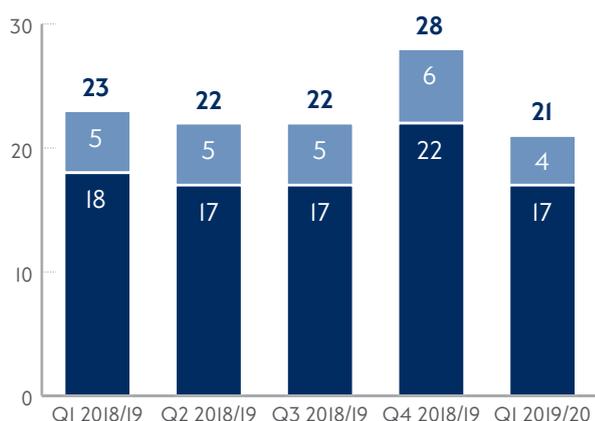
Property (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	21	23	(2)	23	(2)
Total operating income	21	23	(2)	23	(2)
Direct operating cost	(5)	(8)	3	(7)	2
Direct operating surplus	16	15	1	16	-
Indirect operating cost	(2)	(2)	-	(3)	1
Net operating surplus	14	13	1	13	1
New capital investment	(16)	(31)	15	(11)	(5)
Property receipts	17	21	(4)	-	17
Crossrail over site development	-	18	(18)	16	(16)
Net capital expenditure	1	8	(7)	5	(4)

Other operating income is lower than budget and last year. During Q1, our new outsourced property management provider experienced some billing issues during invoicing, which had an impact on the timings of some payments. Year-on-year we have reduced rental income, mainly arising from the planned disposal of Kingbourne House in Holborn at the end of March 2019.

Operating costs are lower than expected due to reduced scheme feasibility activity and lower property costs. These are currently forecast later in the year, but will be kept under review.

Property receipts and Crossrail over site development income are impacted by the short-term re-phased disposal of the Crossrail site at 65 Davies Street. A number of project costs have also been re-phased until later in the year.

Property income (£m) Quarterly



Compared to Q1 last year, property income is down by £1.3m caused by the disposal of Kingsbourne House in March 2019. Other income is down by a further £0.6m with the main driver being a reduction in cash machine income due to contractual terms changes post November 2018.

- Property
- Car parking

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Continuing to deliver homes on our land

We continue to work with communities and boroughs to identify the needs of the area and create places and neighbourhoods where people want to live. We are currently engaging with communities across Barnet, Enfield and Southwark to talk about our emerging proposals for over 1,200 homes, commercial space and improvements for the local areas.

Site preparation works for 350 homes at our 1.8 acre site in Blackhorse Road in Waltham Forest began, creating up to 300 jobs and local apprenticeships. Half

of the homes on site will be affordable and the site will generate much needed revenue to invest back into the transport network.

We have also unveiled our proposals to restore and improve South Kensington Tube station and the surrounding streets, respecting the heritage of the area with our joint venture partner Native Land. We are proposing to create around 40 additional homes, a new range of shops, restaurants and workspaces, and step-free station access to the ticket hall and District and Circle line platforms via a new entrance on Thurloe Street.

Media



Financial summary

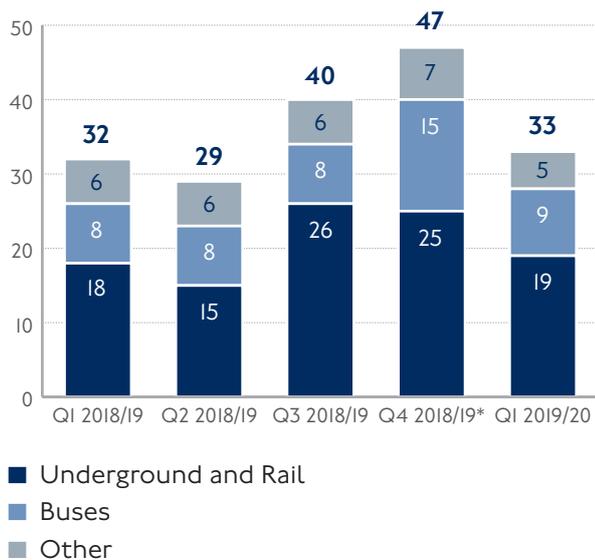
Overall performance in Q1 is broadly in line with budget and last year.

Media (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	33	32	1	32	1
Total operating income	33	32	1	32	1
Direct operating cost	(1)	(1)	-	(1)	-
Direct operating surplus	32	31	1	31	1
Indirect operating cost	-	-	-	-	-
Net operating surplus	32	31	1	31	1
Capital renewals	-	-	-	-	-
New capital investment	(6)	(3)	(3)	(5)	(1)
Net capital expenditure	(6)	(3)	(3)	(5)	(1)

Operating income is broadly in line with budget, driven by advertising income on the rail estate.

New capital investment is higher than budget due mainly to the phasing of delivery, with activity and spend being pushed into 2019/20 from 2018/19. The capital programme overall is within budget.

Advertising income (£m) Quarterly



* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Advertising income is higher in Q3 due to Christmas trading. Q4 sees a further increase due to the extra weeks and the receipt of annual volume incentives from the two main advertising contracts.

During the first quarter of 2019/20, we delivered a wide range of new assets across the rail advertising estate. New runs of digital escalator panels were delivered at Waterloo, Liverpool Street and Leicester Square and our new digital ribbons (end-to-end continuous escalator screens) were delivered at Waterloo, South Kensington and Oxford Circus.

A brand new digital landmark format was delivered at both Bank and London Bridge. The digital landmarks provide very large format digital advertising on the headwall above key escalators. All of these assets will increase the digital footprint of advertising across our estate, which will result in a drive for increased revenues for investment back into the transport system.



Appendices

TfL Group balance sheet

Balance sheet (£m)	22 June 2019	Q1 Budget	Variance	31 March 2019	Variance
Intangible assets	107	102	5	113	(6)
Property, plant and equipment	41,193	41,389	(196)	40,815	378
Investment property	492	492	-	492	-
Investment in associate entities	234	235	(1)	233	1
Long-term derivatives	6	7	(1)	7	(1)
Long-term finance lease receivables	35	42	(7)	39	(4)
Long-term debtors	95	111	(16)	113	(18)
Long-term assets	42,162	42,378	(216)	41,812	350
Stocks	62	61	1	61	1
Short-term debtors	619	694	(75)	697	(78)
Assets held for sale	122	122	-	122	-
Short-term derivatives	9	12	(3)	12	(3)
Short-term finance lease receivables	17	13	4	13	4
Cash and short-term investments	1,751	1,881	(130)	1,882	(131)
Current assets	2,580	2,783	(203)	2,787	(207)
Short-term creditors	(1,961)	(1,999)	38	(2,167)	206
Short-term borrowings	(687)	(746)	59	(746)	59
Short-term finance lease liabilities	(59)	(61)	2	(70)	11
Short-term derivatives	(11)	(3)	(8)	(3)	(8)
Short-term provisions	(335)	(341)	6	(346)	11
Current liabilities	(3,053)	(3,150)	97	(3,332)	279
Long-term creditors	(229)	(208)	(21)	(194)	(35)
Long-term borrowings	(10,392)	(10,677)	285	(10,399)	7
Long-term finance lease liabilities	(342)	(343)	1	(348)	6
Long-term derivatives	(46)	(45)	(1)	(46)	-
Long-term provisions	(56)	(53)	(3)	(55)	(1)
Pension provision	(5,369)	(5,371)	2	(5,371)	2
Long-term liabilities	(16,434)	(16,697)	263	(16,413)	(21)
Net assets	25,255	25,314	(59)	24,854	401
Reserves					
Usable reserves	1,611	1,706	(95)	1,627	(16)
Unusable reserves	23,644	23,608	36	23,227	417
Total reserves	25,255	25,314	(59)	24,854	401

Headcount

Full-time equivalents (FTEs) including non-permanent labour (NPL)

	31 March 2019 Actual	YTD net (leavers)/joiners	End of Q1 Actual
London Underground	18,442	(159)	18,283
Elizabeth line	263	2	265
Buses	465	14	479
Rail	274	(4)	270
Streets	1,307	35	1,342
Other operations	1,380	(30)	1,350
Professional services*	3,825	14	3,839
Property	140	9	149
Crossrail	541	90	631
Major projects	614	(10)	604
Media	29	-	29
Total	27,280	(39)	27,241

TfL's organisational change programme is central to reducing cost and raising more revenue to hit the target of achieving a surplus on net cost of operations by 2022/23. The next phase of savings will come from delivering efficiencies, including reducing the cost of back and middle offices by 30 per cent.

* Professional Services comprises functions within TfL including Legal, Finance, Human Resources, Ticketing, Procurement and Customer, and Communications & Technology where services are provided on a shared basis across all TfL divisions.

NPL

We continue to make use of the flexibility offered by NPL, particularly through this time of change and temporary peaks in demand, such as in recruitment resulting from our

transformation programme. It is equally important that we do not limit our ability to hire talent in areas where skills are scarce.

Date	Number of NPL	Weekly cost (£)	Reduction since December 2015	
			Number of NPL	Weekly saving (£)
15 December 2015	3,092	5,249,002		
31 March 2017	1,742	2,544,009	1,350	2,704,993
31 March 2018	1,422	1,874,029	1,670	3,374,973
31 March 2019	1,192	1,688,494	1,900	3,560,509
22 June 2019	1,217	1,717,174	1,875	3,534,829

The above table shows the cost reduction made from actions taken to reduce NPL costs. The weekly cost assumes seven hours a day and five days a week worked.

NPL by length of service

Length of service	31 March 2019 Actual	YTD net (leavers)/joiners	End of Q1 Actual
0-6 months	342	57	399
6-12 months	183	3	186
1-2 years	282	(41)	241
2-3 years	220	5	225
3-5 years	100	1	101
5+ years	65	-	65
Total	1,192	25	1,217

There remain a large number of non-permanent contractors who have been working at TfL for more than two years. Many of these are working on large construction projects, but we continue to seek to reduce reliance on these resources to the extent that is possible.

July 2019
tfl.gov.uk

PUB19_029_QPR_Q1



TfL Board

Quarterly Performance Report Quarter 1, 2019/20

24 July 2019



Section I

Quarter I

Financial performance

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Quarter I financial performance	1
Business unit review	2



Strong start to 2019/20

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Budget outperformance driven by operating costs and passenger income better than expected

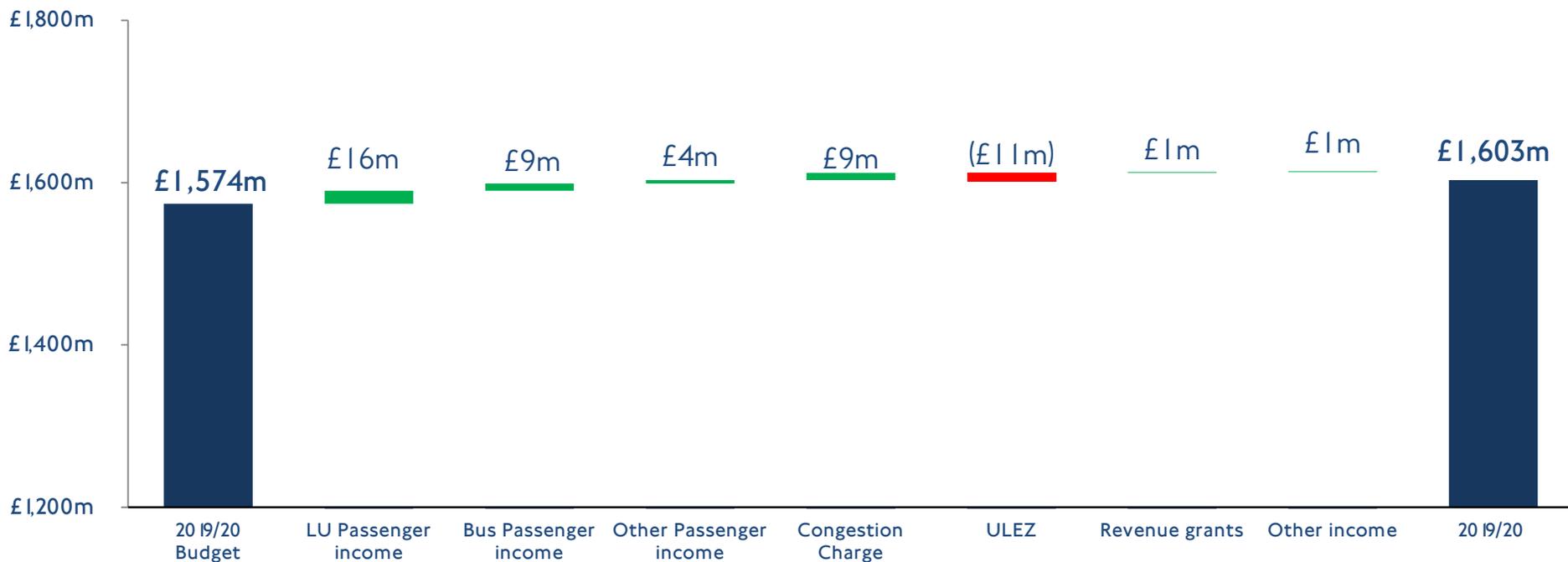
£m	2019/20 YTD				2018/19		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Operating account							
Passenger income	1,108	1,079	29	3%	1,096	12	1%
Other operating income	213	214	(1)	0%	183	30	16%
Total operating income	1,321	1,293	28	2%	1,279	42	3%
Business Rates Retention	258	258	-	0%	256	2	1%
Revenue grant	24	23	1	4%	10	14	140%
Total income	1,603	1,574	29	2%	1,545	58	4%
Operating costs	(1,426)	(1,507)	81	5%	(1,406)	(20)	-1%
Net operating surplus	177	67	110	164%	139	38	27%
Capital renewals	(88)	(110)	22	20%	(92)	4	4%
Net cost of operations before financing	89	(43)	132	307%	47	42	89%
Net financing costs	(102)	(106)	4	4%	(102)	-	0%
Net cost of operations	(13)	(149)	136	91%	(55)	42	76%

Income growth driven by better than expected demand

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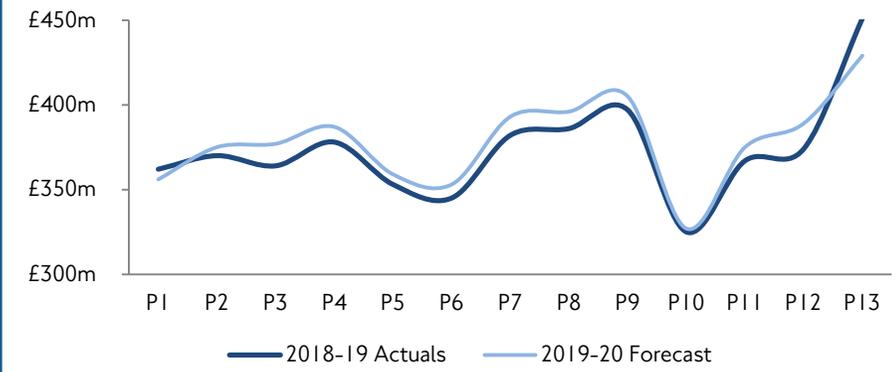
Overall passenger income is 1% up on last year, and we are now forecasting to outturn better than last year

Total income



- Passenger income is outperforming budget in both LU and Buses – demand assumptions remain cautious given macroeconomic conditions
- ULEZ compliance levels are higher than Budget, which was based on modelling from previous schemes

Outlook on passenger income: £60m higher than Budget by year end

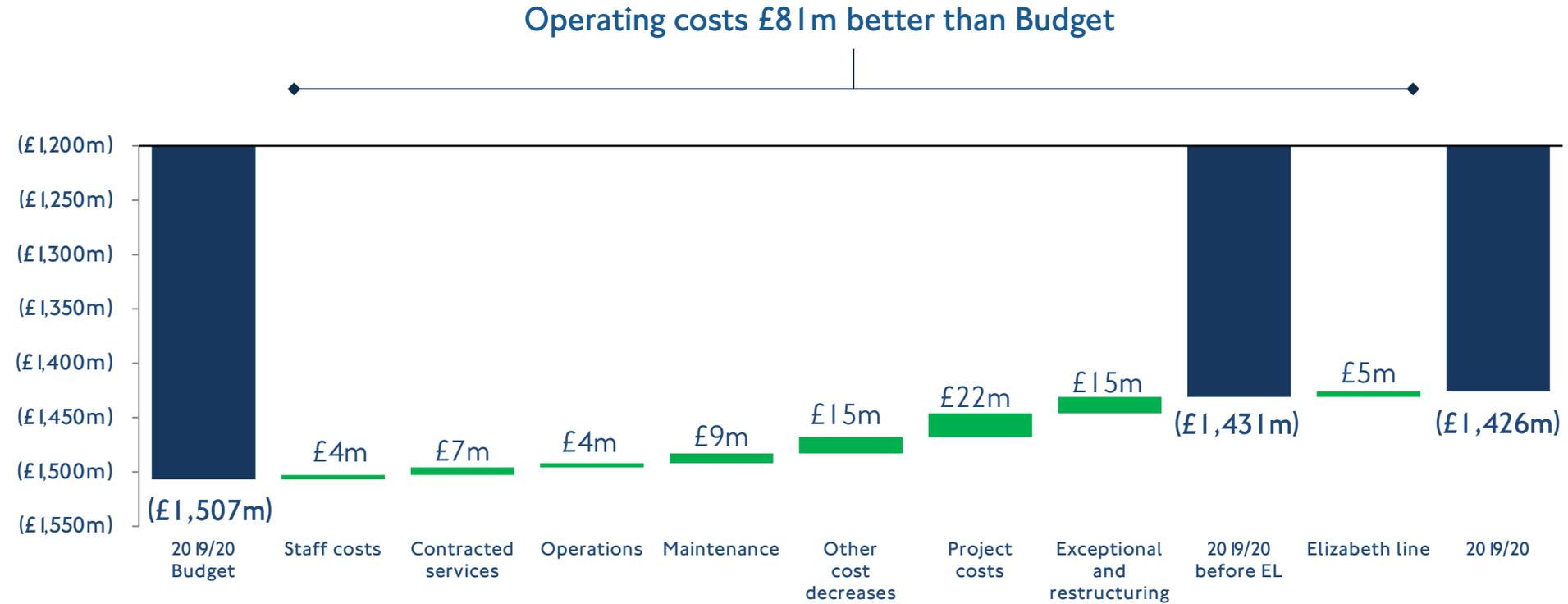


We continue to deliver ahead of Budget

We are achieving underlying savings ahead of expectations.

Operating costs are below Budget driven by project and transformation costs

Operating costs



Like-for-like costs

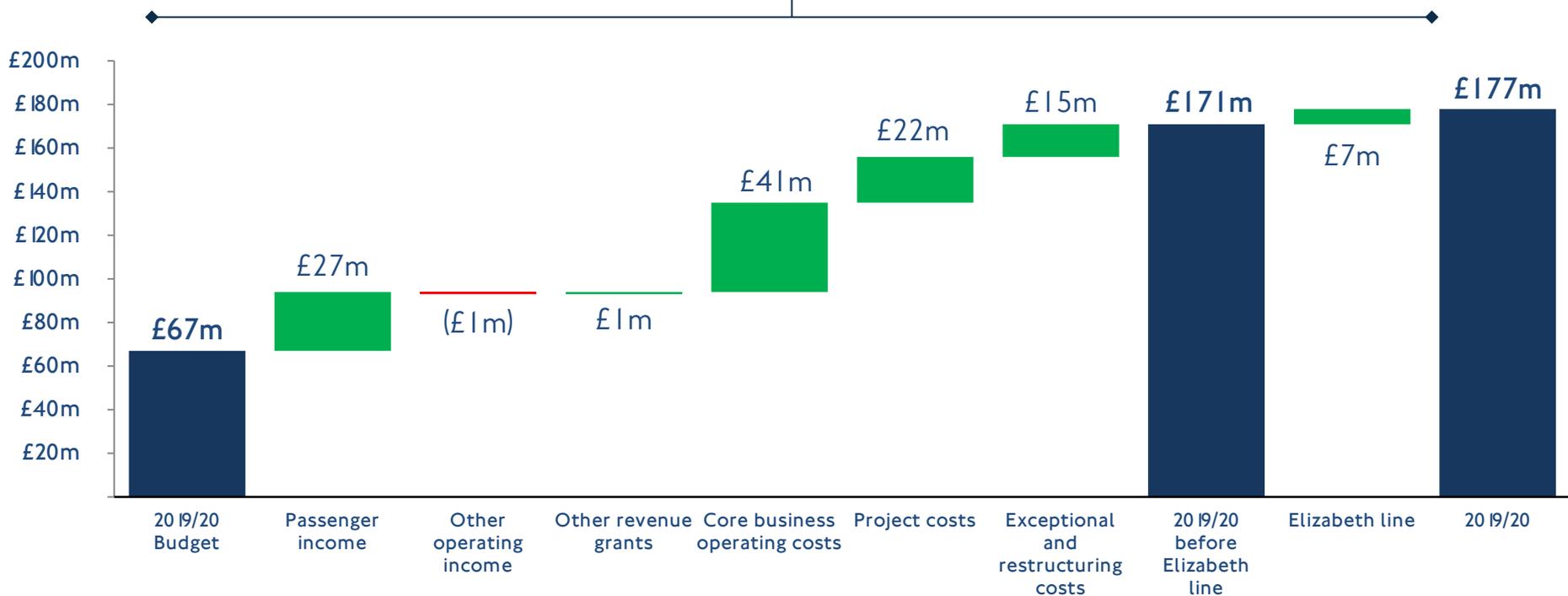


- Like for like costs down 1.3% on last year
- Operating costs are £81m better than Budget, half of which are from timing of project and restructuring costs to later this year

Summary: net operating surplus significantly ahead of Budget

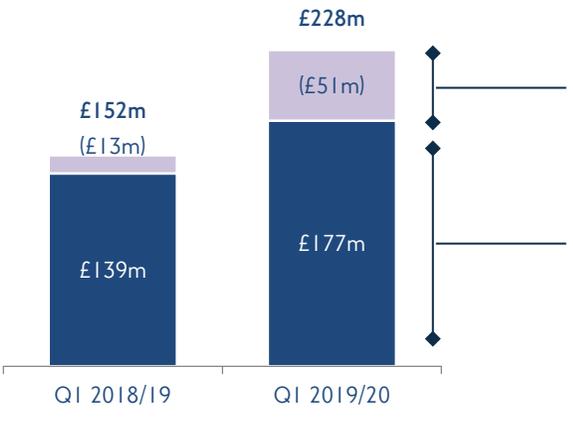
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Net operating surplus £110m ahead of budget



We are reviewing our budgetary assumptions post Q1 and will report back to the Board

Core business excluding the Elizabeth line



Core business improving year on year, after removing Elizabeth line costs

Operating surplus incl. Elizabeth line

Elizabeth line operating deficit

Total TfL operating surplus

50%

of upside to budget from timing differences

we are reviewing our budgetary assumptions post Q1 and will incorporate our revised view in the 2019 Business Plan



Capital spend continues to track below Budget

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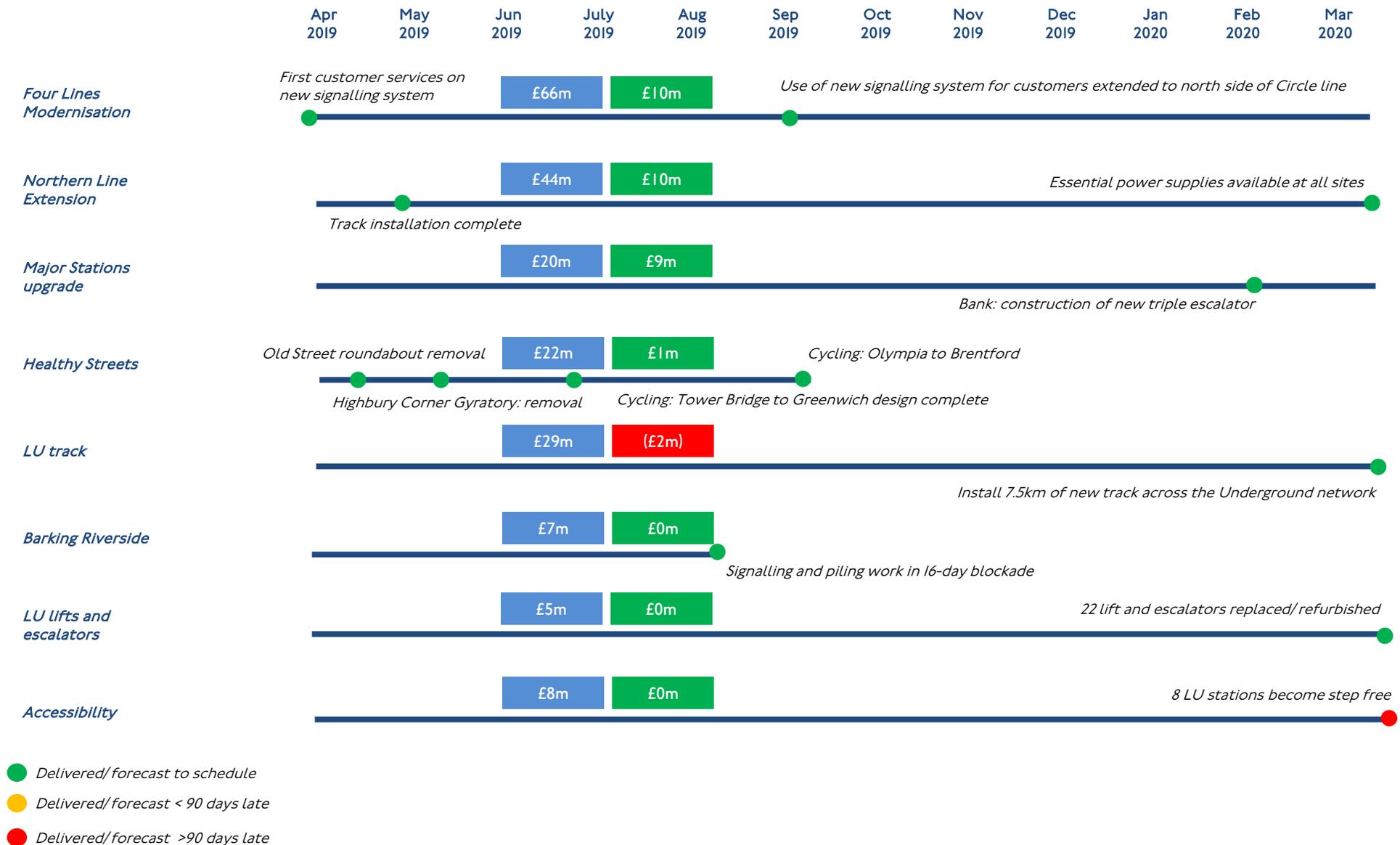
We do not expect the final delivery dates expected to be impacted at this stage

£m	2019/20 YTD				2018/19		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Capital account							
New capital investment	(249)	(320)	71	22%	(350)	101	29%
Crossrail	(260)	(339)	79	23%	(351)	91	26%
Total capital expenditure	(509)	(659)	150	23%	(701)	192	27%
<i>Financed by:</i>							
Investment grant	241	241	-	0%	264	(23)	-9%
Property and asset receipts	17	21	(4)	-19%	-	17	0%
Borrowing	(66)	278	(344)	-124%	235	(301)	-128%
Crossrail funding sources	245	376	(131)	-35%	47	198	421%
Other capital grants	44	62	(18)	-29%	40	4	10%
Total	481	978	(497)	-51%	586	(105)	-18%
Net capital account	(28)	319	(347)	-109%	(115)	87	76%

95% of the investment programme milestones are forecast to be achieved on time

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Budget milestones



Costs pressures and opportunities broadly offset in the long term

Key programme spend below Budget is from a combination of timing, rephasing, as well as genuine savings. Some is linked to how we account for risk.

£m	2019/20 YTD		Full programme costs				
	Actuals this year	Variance to Budget	Total spend to date	Costs to go	Estimated final cost (EFC)	EFC variance to 2018 Business Plan	
Capital account variance by key programme							
Major projects							
Four lines modernisation	(66)	10	(4,783)	(580)	(5,363)	(33)	-1%
Northern line extension	(44)	10	(726)	(364)	(1,090)	83	7%
Major stations *	(20)	9	(438)	(226)	(664)	(8)	-1%
Piccadilly line rolling stock	(10)	3	(113)	(2,998)	(3,111)	(2)	0%
Elizabeth line – stations	(5)	7	(71)	(21)	(92)	-	0%
Barking Riverside	(7)	-	(20)	(84)	(104)	10	9%
DLR rolling stock	(3)	1	(17)	(583)	(600)	29	5%
Silvertown tunnel **	(2)	(1)	(41)			-	
Other programmes							
Healthy Streets	(22)	1					
LU capital renewals	(63)	10					
Surface - public transport	(23)	(3)					
Corporate programmes							
Tech & Data projects	(16)	14					
Growth engines – property	(16)	15					

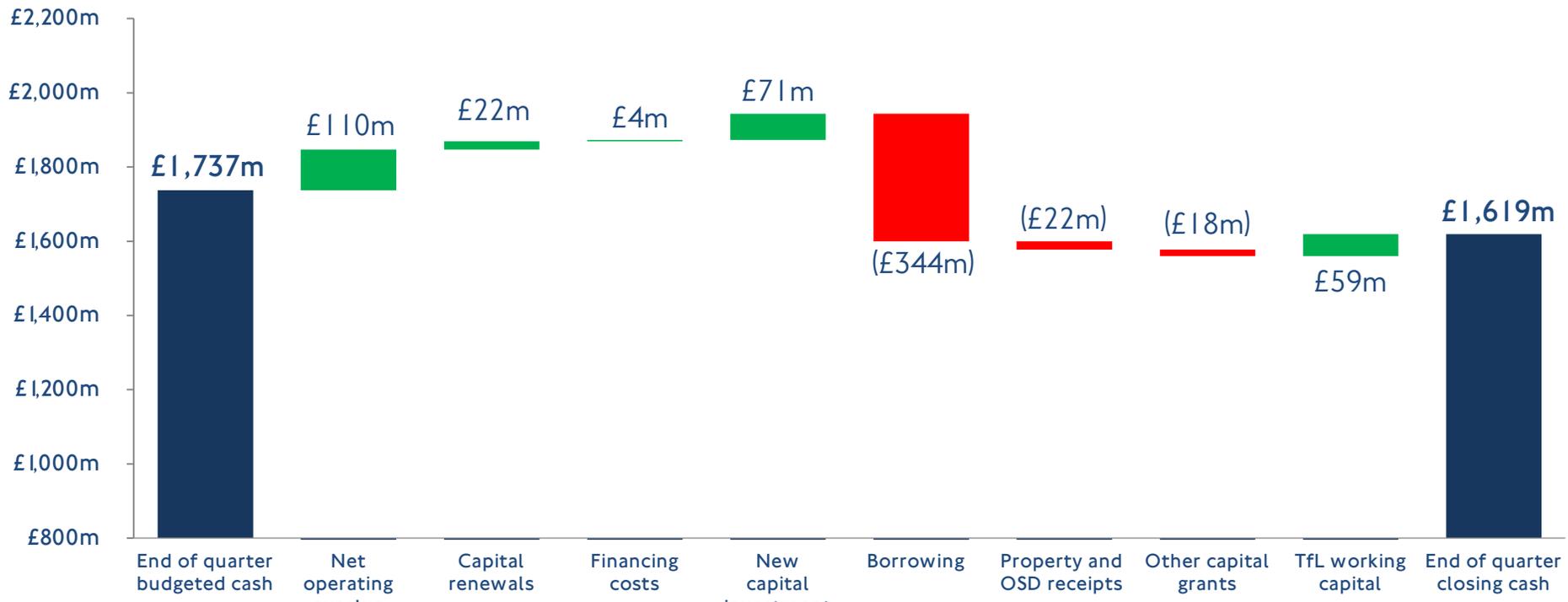
* Bank station estimated final cost

** Costs for 2019/20 include reimbursement of costs incurred in prior years EFC removed for commercial reasons

Cash balances lower than Budget

Driven by timing of borrowings and timing of capital receipts, offset by favourable movements in the operating and capital account

TfL cash balances (excl. Crossrail)



Section 2

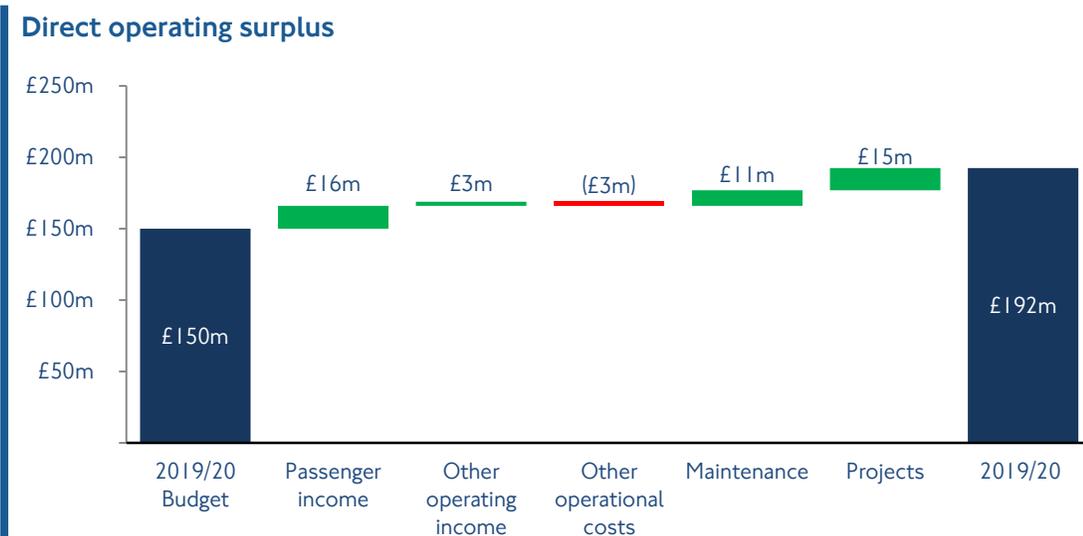
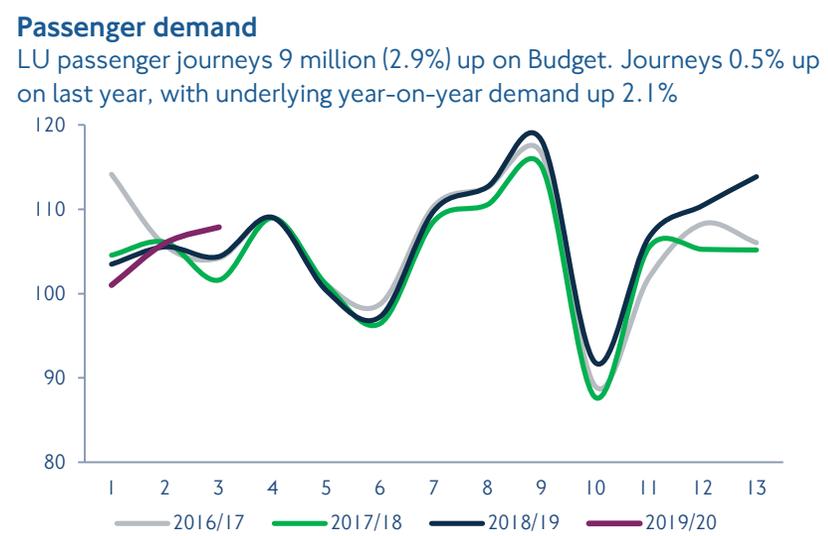
Business unit review



London Underground: good start to the year

Passenger income ahead of Budget and last year. Operating costs favourable from timing of project and non-critical maintenance costs

£m	2019/20 YTD				2018/19 YTD		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Operating account							
Passenger income	637	621	16	3%	625	12	2%
Other operating income	11	8	3	38%	7	4	57%
Total operating income	648	629	19	3%	632	16	3%
Direct operating cost	(456)	(479)	23	5%	(479)	23	5%
Direct operating surplus	192	150	42	28%	153	39	25%
Indirect operating cost	(83)	(102)	19	19%	(82)	(1)	-1%
Net operating surplus	109	48	61	127%	71	38	54%
Capital renewals	(63)	(73)	10	14%	(60)	(3)	-5%
New capital investment	(14)	(13)	(1)	-8%	(7)	(7)	-100%
Net capital expenditure	(77)	(86)	9	10%	(67)	(10)	-15%



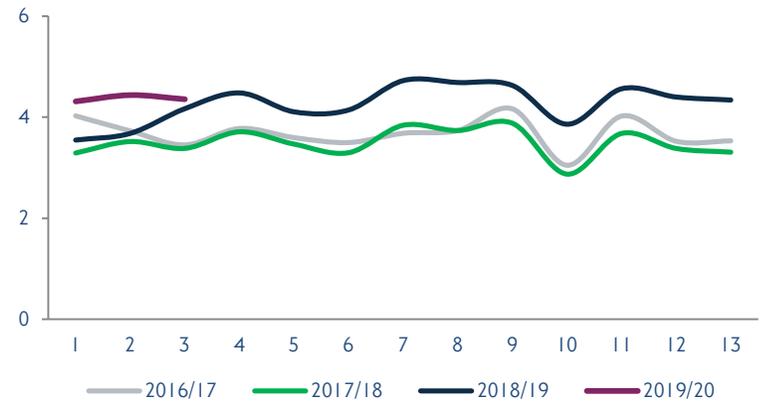
Elizabeth line: focus on introducing new services

Passenger income
ahead of Budget and
last year. Operating
costs under Budget, but
up on last year from
train and concession
costs

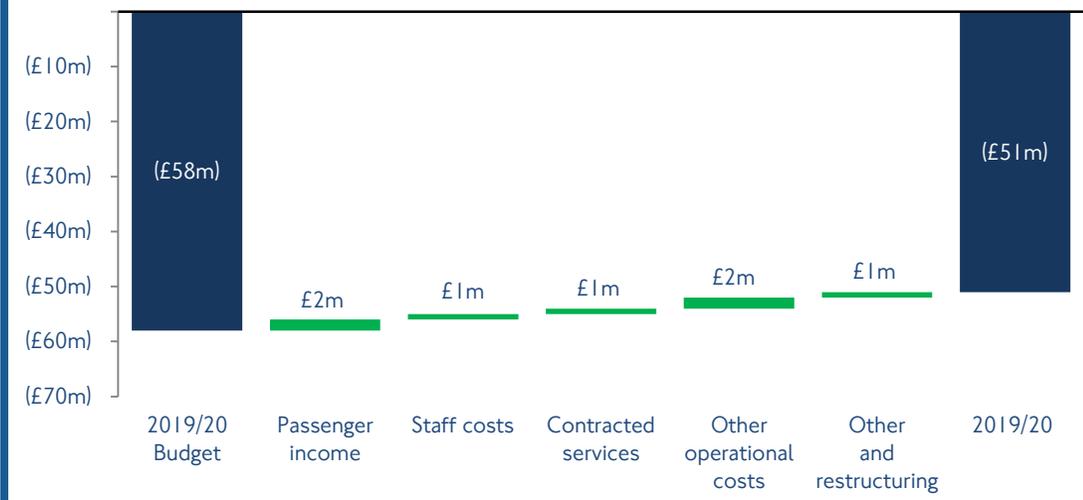
£m	2019/20 YTD				2018/19 YTD		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Operating account							
Passenger income	25	23	2	9%	21	4	19%
Other operating income	2	2	-	0%	7	(5)	-71%
Total operating income	27	25	2	8%	28	(1)	-4%
Direct operating cost	(78)	(83)	5	6%	(41)	(37)	-90%
Direct operating deficit	(51)	(58)	7	12%	(13)	(38)	-292%
Indirect operating cost	(2)	(3)	1	33%	(2)	-	0%
Net operating deficit	(53)	(61)	8	13%	(15)	(38)	-253%
New capital investment	(5)	(11)	6	55%	(125)	120	96%
Crossrail construction costs	(260)	(339)	79	23%	(351)	91	26%
Net capital expenditure	(265)	(350)	85	24%	(476)	211	44%

Passenger demand

Passenger journeys are 5% higher than Budget. Year-on-year journeys are up by 1.7 million with the new Paddington to Hayes & Harlington and Heathrow services



Direct operating deficit

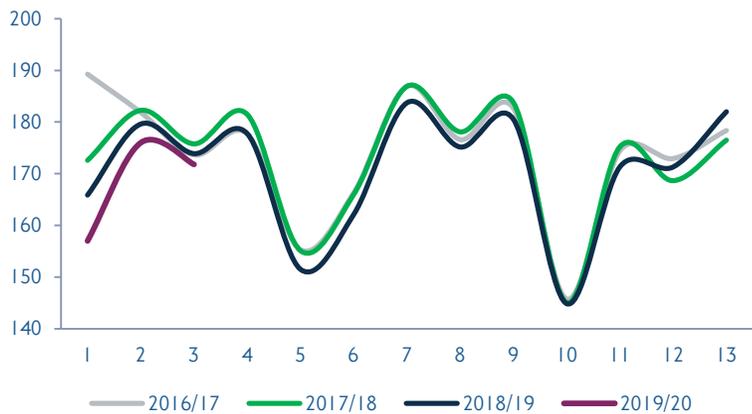


Buses: ahead of Budget driven by demand

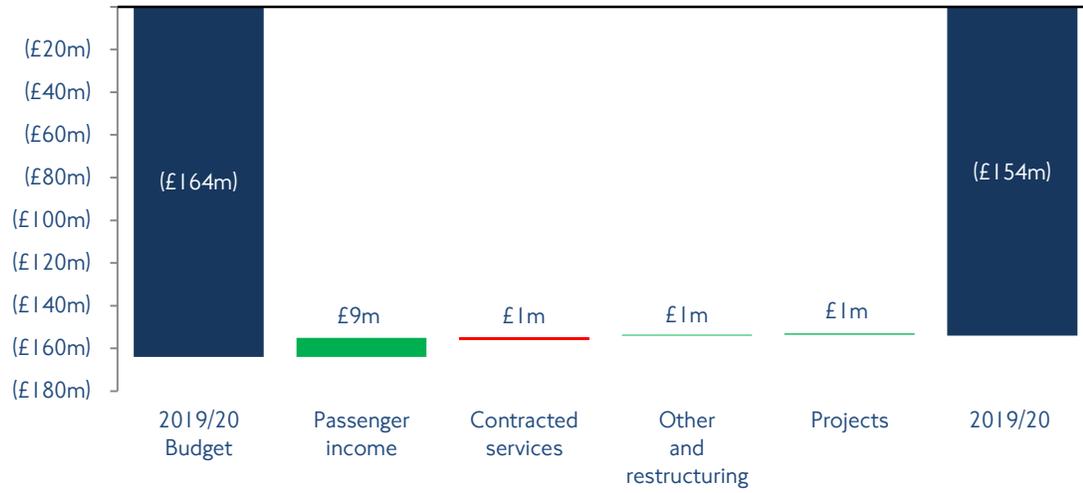
Underlying passenger income 1% behind last year with decline lower than budgeted. We continue to control operating costs

£m	2019/20 YTD				2018/19 YTD		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Operating account							
Passenger income	335	326	9	3%	338	(3)	-1%
Other operating income	2	2	-	0%	3	(1)	-33%
Total operating income	337	328	9	3%	341	(4)	-1%
Direct operating cost	(491)	(492)	1	0%	(485)	(6)	-1%
Direct operating deficit	(154)	(164)	10	6%	(144)	(10)	-7%
Indirect operating cost	(5)	(6)	1	17%	(6)	1	17%
Net operating deficit	(159)	(170)	11	6%	(150)	(9)	-6%
Capital renewals	-	(1)	1	100%	-	-	0%
New capital investment	(2)	(7)	5	71%	-	(2)	0%
Net capital expenditure	(2)	(8)	6	75%	-	(2)	0%

Passenger demand
 Bus journeys 7 million (1.4%) up on Budget, but 2.8% lower than last year. Underlying year-on-year journeys 1.1% down



Direct operating deficit

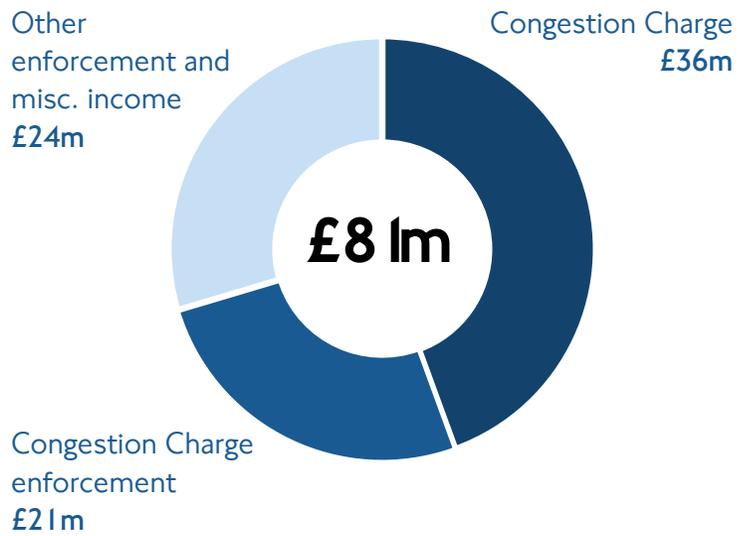


Streets: income better than Budget

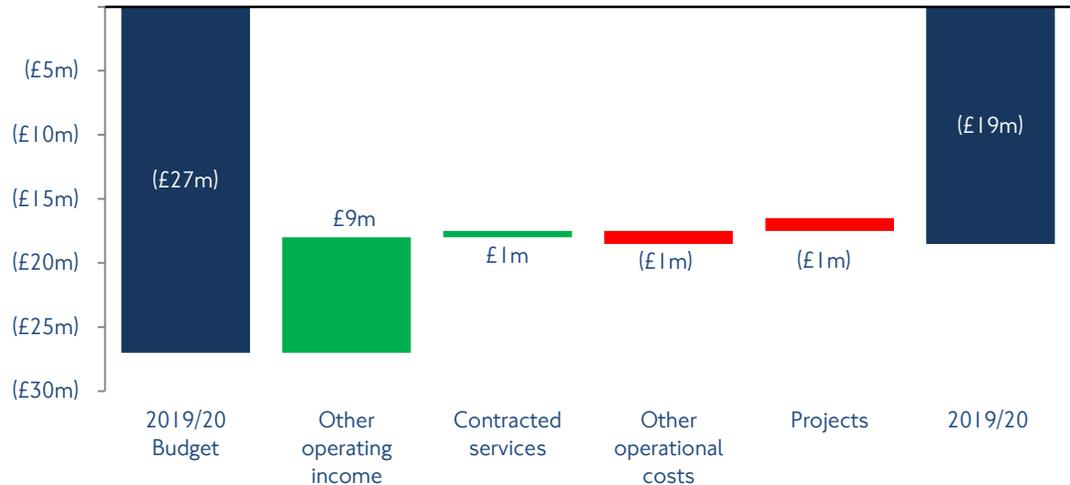
Improved performance in Congestion Charging and enforcement, while costs broadly in line with Budget

£m	2019/20 YTD				2018/19 YTD		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Operating account							
Passenger income	-	-	-	0%	-	-	0%
Other operating income	81	72	9	13%	76	5	7%
Total operating income	81	72	9	13%	76	5	7%
Direct operating cost	(100)	(99)	(1)	-1%	(107)	7	7%
Direct operating deficit	(19)	(27)	8	30%	(31)	12	39%
Indirect operating cost	(17)	(19)	2	11%	(17)	-	0%
Net operating deficit	(36)	(46)	10	22%	(48)	12	25%
Capital renewals	(5)	(9)	4	44%	(11)	6	55%
New capital investment	(24)	(27)	3	11%	(17)	(7)	-41%
Net capital expenditure	(29)	(36)	8	21%	(28)	(1)	-5%

Operating income



Direct operating deficit



Rail: ahead of Budget driven by operating costs

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 Operating cost below Budget as roll out of new trains on the Overground is slower than expected

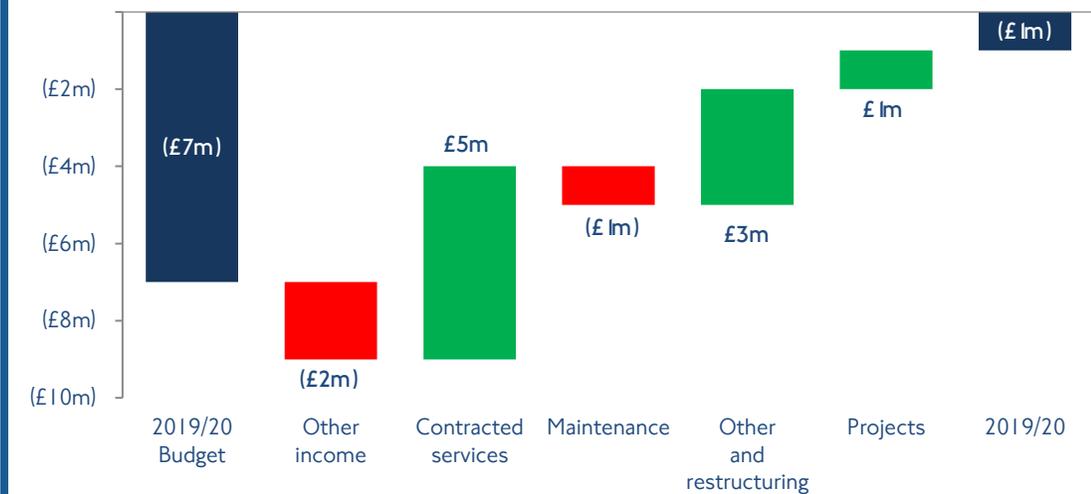
£m	2019/20 YTD				2018/19 YTD		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Operating account							
Passenger income	97	97	-	0%	99	(2)	-2%
Other operating income	8	10	(2)	-20%	5	3	60%
Total operating income	105	107	(2)	-2%	104	1	1%
Direct operating cost	(106)	(114)	8	7%	(98)	(8)	-8%
Direct operating deficit	(1)	(7)	6	86%	6	(7)	-117%
Indirect operating cost	(4)	(5)	1	20%	(5)	1	20%
Net operating deficit	(5)	(12)	7	58%	1	(6)	-600%
Capital renewals	(11)	(9)	(2)	-22%	(5)	(5)	-100%
New capital investment	(11)	(11)	-	0%	(6)	(5)	-83%
Net capital expenditure	(22)	(20)	(1)	-7%	(11)	(10)	-92%

Passenger demand

Millions	2019/20	2019/20 Budget	Variance
London Overground	41.9	41.8	0.1
DLR	27.9	27.5	0.4
London Trams	6.4	6.5	(0.1)

Millions	2019/20	2018/19	Year-on-year variance
London Overground	41.9	43.4	(1.5)
DLR	27.9	28.4	(0.5)
London Trams	6.4	6.5	(0.1)

Direct operating deficit



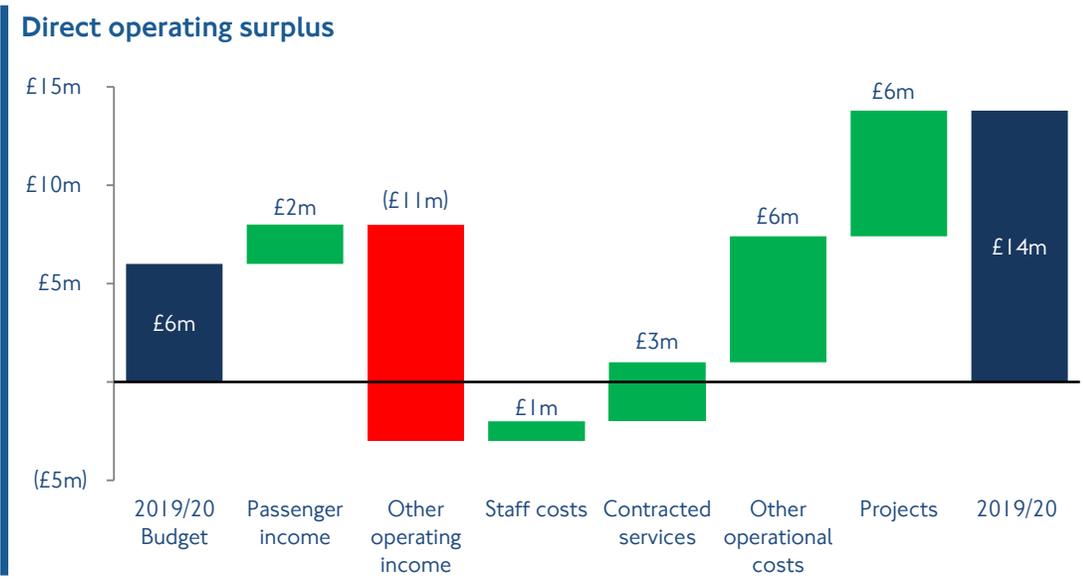
Other operations: ULEZ introduced, high rates of compliance

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Income down on Budget, with higher rates of ULEZ compliance than expected. Costs down from lower bad debt exposure

£m	2019/20 YTD				2018/19 YTD		
	Operating account	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year
Passenger income	14	12	2	17%	13	1	8%
Other operating income	54	65	(11)	-17%	30	24	80%
Total operating income	68	77	(9)	-12%	43	25	58%
Direct operating cost	(54)	(71)	17	24%	(50)	(4)	-8%
Direct operating surplus	14	6	8	133%	(7)	21	300%
Indirect operating cost	(12)	(14)	2	14%	(12)	-	0%
Net operating surplus	2	(8)	10	125%	(19)	21	111%
Capital renewals	(3)	(9)	6	67%	(10)	7	70%
New capital investment	(21)	(31)	10	32%	(20)	(1)	-5%
Net capital expenditure	(24)	(40)	16	40%	(30)	6	20%

ULEZ				
	2019/20	2019/20 Budget	Variance	% variance
Income (£m)	24	35	(11)	-31%
Vehicles in zone (millions)	8.7	8.5	0.2	2%
Non-compliant vehicles (millions)	2.2	3.4	(1.2)	-35%
Compliance rates	74.5%	66.7%	7.8%	12%



Growth engines: performing in line with expectations

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£m Property	2019/20 YTD				2018/19 YTD		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Other operating income	21	23	(2)	-9%	23	(2)	-9%
Total operating income	21	23	(2)	-9%	23	(2)	-9%
Direct operating cost	(5)	(8)	3	38%	(7)	2	29%
Direct operating surplus	16	15	1	7%	16	-	0%
Indirect operating cost	(2)	(2)	-	0%	(2)	-	0%
Net operating surplus	14	13	1	8%	14	-	0%
New capital investment	(16)	(31)	15	48%	(11)	(5)	-45%
Property and asset receipts	17	21	(4)	-19%	-	17	0%
Crossrail OSD	-	18	(18)	-100%	16	(16)	-100%
Net capital income	1	8	(7)	-88%	5	(4)	-80%

£m Media	2019/20 YTD				2018/19 YTD		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Other operating income	33	32	1	3%	32	1	3%
Total operating income	33	32	1	3%	32	1	3%
Direct operating cost	(1)	(1)	-	0%	(1)	-	0%
Direct operating surplus	32	31	1	3%	31	1	3%
Indirect operating cost	-	-	-	0%	-	-	0%
Net operating surplus	32	31	1	3%	31	1	3%



Board



Date: 24 July 2019

Item: TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2019

This paper will be considered in public

1 Summary

1.1 This paper presents the draft TfL Group Statement of Accounts for the year ended 31 March 2019 and requests the Board's approval:

- (a) of the Statement of Accounts included in the Annual Report;
- (b) for the provision of an ongoing parent company guarantee by Transport Trading Limited (TTL) to a number of TfL's subsidiary companies and the extension of that guarantee to four other subsidiary companies; and
- (c) for the publication of TfL's 2018/19 Annual Report.

1.2 On 10 June 2019, the Audit and Assurance Committee considered the Annual Report and the Statement of Accounts for the year ended 31 March 2019. Comments made by the Committee have been addressed in the documents.

2 Recommendations

2.1 The Board is asked to:

- (a) approve the 2018/19 Annual Report, subject to any comments it might have;**
- (b) authorise the Managing Director, Customers, Communication and Technology, to make any further design or editorial changes to the Annual Report as may be required;**
- (c) approve the Statement of Accounts and to agree that the statutory Chief Finance Officer will make any adjustments arising from the work prior to the auditors signing their opinion. Should any changes be required to the Statement of Accounts which, in the opinion of the statutory Chief Finance Officer, are material, she will seek the approval of the Board to these changes; and**
- (d) confirm its overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts**

audited:

- (i) Woolwich Arsenal Rail Enterprises Limited;**
 - (ii) City Airport Rail Enterprises Limited;**
 - (iii) London Underground Limited;**
 - (iv) LUL Nominee BCV Limited;**
 - (v) LUL Nominee SSL Limited;**
 - (vi) Docklands Light Railway Limited;**
 - (vii) Tube Lines Limited;**
 - (viii) Rail for London Limited;**
 - (ix) Rail for London (Infrastructure) Limited**
 - (x) Tramtrack Croydon Limited;**
 - (xi) London Buses Limited;**
 - (xii) London Bus Services Limited;**
 - (xiii) London River Services Limited;**
 - (xiv) Transport for London Finance Limited;**
 - (xv) TTL Properties Limited;**
 - (xvi) TTL Earls Court Properties Limited; and**
 - (xvii) Victoria Coach Station Limited**
 - (xviii) TTL Blackhorse Road Properties Limited;**
 - (xix) TTL Landmark Court Properties Limited;**
 - (xx) TTL Kidbrooke Properties Limited; and**
 - (xxi) TTL Southwark Road Properties Limited.**
- (e) confirm its approval in respect of the provision of a guarantee to the following subsidiary companies with effect from the financial period ended 31 March 2019:**
- (i) TTL Northwood Properties Limited; and**
 - (ii) TTL South Kensington Properties Limited.**
- (f) note that, as a result of the application of IFRS 9 Financial Instruments, our auditors, Ernst & Young LLP, requested that letters of financial support previously provided by Transport for London in respect of the liabilities of its subsidiaries be re-signed annually by TfL's Chief Finance Officer and these letters were signed in June 2019. TfL Board approval for the issue of such letters was granted when the subsidiaries were first established or acquired.**

3 Background

- 3.1** TfL is required under section 161 of the Greater London Authority Act 1999 (the GLA Act) to produce a report on its achievements and the performance of its functions during the year. Approval of the Annual Report is a matter reserved to the Board under TfL's Standing Orders. The Annual Report includes the information that is required under the GLA Act.
- 3.2** TfL is also required, under the Accounts and Audit Regulations 2015 (the Regulations) to prepare a Statement of Accounts each year. The Regulations further require that the Statement of Accounts is approved by a resolution of a

Committee of the Board, or otherwise by a resolution of the members of TfL, meeting as a whole.

- 3.3 The 2018/19 Annual Report will include TfL's Statement of Accounts for the year ended 31 March 2019. While this is not a legal requirement, it is regarded as good practice and will assist key audiences in understanding TfL's financial and operational performance over the year.
- 3.4 The structure of the report has been designed for the web and it will be available on TfL's website, electronically and in other formats on request.

4 Statement of Accounts

- 4.1 The Statement of Accounts has been prepared in accordance with the provisions of the Local Audit and Accountability Act 2014 and the Accounts and Audit Regulations 2015 ("the Regulations"). The form, content and accounting policies followed in preparing the Statement of Accounts are as prescribed in the Regulations and by the Code of Practice on Local Authority Accounting which is developed and published by the CIPFA/LASAAC joint committee ("the Code"). The Code is based on International Financial Reporting Standards ("IFRS").
- 4.2 The Regulations require that the responsible financial officer, namely the Statutory Chief Finance Officer, sign and date the Statement of Accounts before the commencement of the period for the exercise of public rights, and certify that it presents a true and fair view of the financial position of TfL at the end of the year to which it relates and of TfL's income and expenditure for that year.
- 4.3 The Statement of Accounts was certified by the Statutory Chief Finance Officer on 31 May 2019 and published on TfL's website together with the Annual Governance Statement on that day. Appropriate notices were placed on TfL's website, and media briefings were offered. The period for exercise of public rights consequently commenced on 3 June and concluded on 12 July 2019.

5 Subsidiary Companies Audit Exemption

- 5.1 For the year ended 31 March 2014, the Group took advantage of changes under section 479A of the Companies Act 2006 that enable certain UK subsidiary companies to claim exemption from audit of their accounts.
- 5.2 The exemption is conditional on a parent undertaking giving a guarantee to its subsidiary in respect of all liabilities of that subsidiary outstanding at the balance sheet date, and on 5 June 2014, under authority delegated by the Board on 26 March 2014, the then Finance and Policy Committee agreed that, for the year ended 31 March 2014 and for future years until withdrawn, the holding company for TfL's trading subsidiaries, Transport Trading Limited, will offer the guarantee to a majority of its subsidiaries.
- 5.3 For the year ended 31 March 2019, the majority of TfL's subsidiaries claimed exemption from audit.

6 Audit and Assurance Committee Review

- 6.1 On 10 June 2019, the Audit and Assurance Committee considered the draft Annual Report, the draft Statement of Accounts and the Annual Governance Statement.

Annual Report 2018/19

- 6.2 The Committee welcomed the report as balanced, accessible and easy to read. It made suggestions for improvement, including an explanatory footnote to be added on the reduction in net cost of operations and like for like savings under Cutting our Costs, and a footnote on value for money and re-occurring savings under the Severance Payments section. These have been addressed in the updated Annual Report.

TfL's Statement of Accounts for the Year Ended 31 March 2019

- 6.3 The Committee noted the draft Statement of Accounts and the delegation to the Statutory Chief Finance Officer to make any adjustments arising from the ongoing audit work, prior to the submission to the Board.
- 6.4 The Committee recommended that the Board confirm its overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies previously provided with a guarantee and to extend that guarantee to one other subsidiary. The recommendation to the Board includes the addition of a further subsidiary that was omitted in error from the report to the Committee. While the accounts of Transport Trading Limited are audited, those subsidiaries given a guarantee are exempt from the need to have their accounts audited, which results in savings in audit fees.

Review of Governance and the Annual Governance Statement for Year Ended 31 March 2019

- 6.5 The Committee delegated the sign off of the Statement to its Chair to allow for a number of changes to be made, including references to benchmarking, security and further detail regarding the internal audit opinion on TfL's governance and control framework. The changes were signed off by the Chair of the Committee and the revised statement is included in the Annual Report and Statement of Accounts.
- 6.6 Subject to those changes being made, the Committee supported the Annual Governance Statement for signing by the Chair of TfL and the Commissioner, for inclusion in the 2018/19 Annual Report and Accounts.
- 6.7 The Committee also reviewed the progress against the Governance Improvement Plan 2018/19 and agreed the Improvement Plan for 2019/20.

7 Information

- 7.1 The Annual Report may need minor editorial changes. However, these changes are not expected to be substantive.

List of appendices to this report:

Appendix 1: Draft Annual Report and Statement of Accounts 2018/19 (provided as a separate printed document)

List of Background Papers:

Audit Exemption for Subsidiary Companies – Finance and Policy Committee paper June 2014.

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Board



Date: 24 July 2019

Item: TfL Health, Safety and Environment Annual Report 2018/19

This paper will be considered in public

1 Summary

- 1.1 The TfL Health, Safety and Environment (HSE) Annual Report describes the HSE performance across all of the TfL businesses. Generally, the report covers the financial year from 1 April 2018 to 31 March 2019. However, the road safety data for Greater London and the Transport for London Road Network (TLRN) covers the calendar year from January to December 2018.
- 1.2 The safety data includes customer, employee and supplier incidents. The health data relates to employee wellbeing but does not cover contractor or customer health issues. The environment data covers London's public transport operations, including taxis and private hire vehicles, plus the activities we and our suppliers undertake.
- 1.3 The members of the Safety, Sustainability and Human Resources Panel were invited to provide comments on the draft report. No issues were raised for the attention of the Board.

2 Recommendation

- 2.1 The Board is asked to approve the report prior to publication.**

List of appendices to this report:

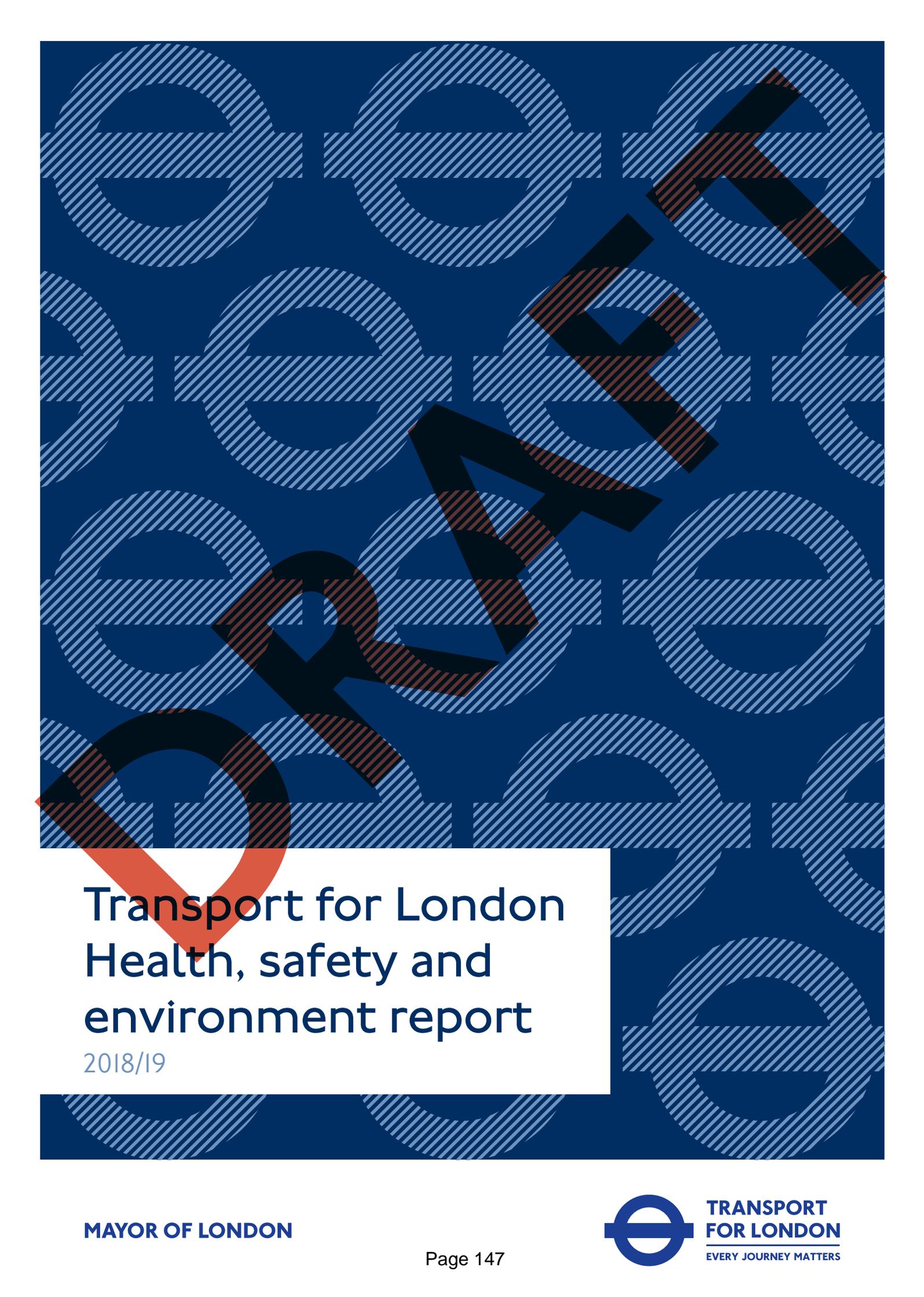
Appendix 1: Health, Safety and Environmental Annual Report 2018/19

List of Background Papers:

None

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Transport for London Health, safety and environment report

2018/19

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London 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% 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 (LU), London Buses, the DLR, London Overground (LO), TfL Rail, London Trams, London River Services (LRS), London Dial-a-Ride, Victoria Coach Station (VCS), 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% to London's rail capacity.

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

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

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

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

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About this report

This report covers the financial year from 1 April 2018 to 31 March 2019. However, the road safety data for Greater London and the Transport for London Road Network covers the calendar year from January to December 2018, in line with national standards. The safety data includes customer, employee and supplier details. Health data relates to employee wellbeing and includes employee sickness absences but does not cover contractor or

customer health issues. Environment data covers London's public transport operations, including taxis and private hire vehicles, plus the activities we and our suppliers carry out. Our ongoing effort to provide more accurate data means that, following further checks, there are some changes to the figures we reported last year. Where possible, data is compared over five years and, where appropriate, comparisons have been made with previous years.

Commissioner's foreword

We have made significant progress in implementing the Rail Accident Investigation Branch's recommendations following their investigation into the overturning of a tram near Sandilands junction in November 2016. We have completed many of them; the installation of a driver protection device that alerts to any incident of driver distraction or fatigue and improvements to the glazing. By the end of 2019, we will have also installed a new automatic braking system, which brings a tram to a controlled stop if it exceeds the speed limit. We continue to share the significant, ground-breaking safety improvements we are implementing with the wider UK tram industry. My thoughts remain with all who lost their lives or who were otherwise affected as we continue to ensure that they are being provided with the appropriate support and assistance. While we continue to support the British Transport Police and the Office of Rail and Road with their ongoing investigations, our attention remains focused on preventing anything like this from happening again.

Our priority is to eradicate all deaths and serious injuries from London's roads and our public transport system, as part of the Mayor's Vision Zero ambition. In July 2018 we launched our Vision Zero action plan which puts the elimination of danger at the core of our decision-making. Tragically this year, 34 people lost their lives following incidents on the Tube and 14 died in incidents involving London's buses. Provisional figures for 2018 indicate that the number of fatalities on London's roads has fallen from 131 last year to 111, the lowest number on record, with pedestrian fatalities the lowest level recorded and motorcyclist fatalities at their lowest level since



2013. Although road deaths have reduced, we are behind the overall 2018 target required to meet the Vision Zero goal of a 65 per cent reduction in the number of people killed or seriously injured by 2022. There were concerning increases in the number of people killed or seriously injured among car occupants and cyclists.

We must lead the way by ensuring our own operations are as safe as they can be. Applying the principles of Vision Zero, we are making changes to our infrastructure that will reduce risk at source; altering the layout of the highest risk road junctions and realigning platforms across the Underground to reduce the gap between the train and the platform. We already set higher standards for London buses than regulations require and our new Bus Safety Standard goes even further. It is a key element of our overall Bus Safety Programme, which sets out our plans to make buses in London the safest in the world. The standard is focused on vehicle

design and safety system performance and will make a substantial contribution to helping us achieve the Mayor's goal of nobody being killed in or by a London bus by 2030.

As safety is our core value we continue to look for innovative ways to reduce risk and injury, as shown by our Bus Safety Programme and bus safety innovation fund. We have also trialled blue lights under the platform at Farringdon to make the gap between train and platform clearer and help reduce the number of falls; we have also developed the Direct Vision Standard to eliminate blind spots on heavy goods vehicles. And, as part of the Thames Partnership Group, we developed the first safety improvement plan for the Thames, which will be launched in summer 2019.

The number of injuries to our workforce and suppliers reduced for the second consecutive year and are now at a five-year low. A key contributor to this is our "making safety personal" programme, which will continue in 2019/20. Our people perform safety critical tasks and so improving our safety performance not only requires ongoing investment in our infrastructure but in our people. Over the last year, we have increased our peer support network and the number of health and wellbeing champions and provided training for our frontline staff to help them identify and assist vulnerable customers. Later this year, we will launch our revised health and wellbeing strategy, which is a holistic and comprehensive approach to improving health and wellbeing and will help to create a safer more caring organisation.

We continue to play an important role in helping the Mayor achieve his ambitious environmental goals, especially in relation to improving

London's air quality. During 2018/19 we delivered the programmes of work and communications necessary to support the successful launch of the Ultra Low Emission Zone on 8 April 2019. We only issue licenses to zero emission capable taxis, we now have 106 zero emission buses on our network and we continue to retrofit our fleet with cleaner engines. To support the London Environment Strategy, we continue to reduce our carbon dioxide emissions and energy use, reuse and recycle materials to reduce waste, and improve our green infrastructure. This report will outline our progress and challenges in more detail.



Mike Brown MVO
Commissioner
Transport for London

Business at a glance

Keeping London moving, working and growing to make life in our city better

How we report on our business



Facts and figures*

945 Trains on the TfL network



580km

TfL-operated highways



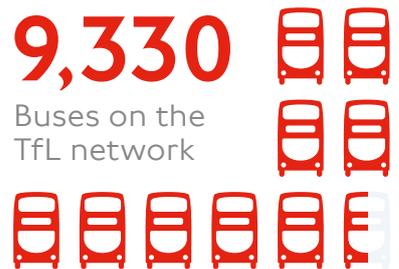
720km

TfL-operated Rail and London Underground routes



9,330

Buses on the TfL network



6,365

Traffic signals operated by TfL

* Based on full year 2018/19





Our approach

We take a Vision Zero approach to health, safety and environment (HSE), which includes a commitment to eliminate death and serious injury from our network by 2041.

We want to make sure that:

- Every journey is safe for our customers, employees and suppliers, and that everyone goes home safe each day
- We maintain our assets and deliver projects safely
- We fulfil our commitments to prevent pollution and nuisance, protect biodiversity, improve air quality and reduce waste and carbon emissions

An important part of our HSE management strategy is measuring and benchmarking our performance internally and against international standards. Across TfL, we use the Office of Rail and Road (ORR) Railway Maturity Model to assess, benchmark and improve our approach to HSE management. The model looks at the five areas of our safety management system:

- Policy
- Organising for safety
- Cooperation and competence
- Planning and implementing
- Monitoring, audit and review

This enables us to identify long-term targets and address barriers to safety improvement.

Our businesses also set HSE targets against a number of indicators to enhance our day-to-day performance and drive reductions in injuries, environmental harm and risk. To deliver our performance targets, we have established HSE improvement plans at both a strategic level, such as the Vision Zero action plan, and a local business unit level to address the risks, injuries and sources of environmental harm. We regularly monitor and review these plans and evaluate the effectiveness of our control measures.

HSE performance is reported at business unit level and discussed in management meetings across the organisation. Audits are carried out to monitor our strategic risks and ensure they are adequately controlled. Where shortfalls or non-compliance with the law or our internal requirements are identified, a corrective action plan is put in place to make sure appropriate improvements are made. This process of planning, implementing, monitoring and reviewing risks is vital to achieving our vision of getting everyone home safe and healthy every day and creating a safer, greener transport network for London.





London's
transport
system will
be safe and
secure

London's transport system will be safe and secure

Significant incidents

The British Transport Police (BTP) and the ORR continue to investigate the tragic overturning of a tram at Sandilands on 9 November 2016.

In January 2019, the Environment Agency gave notice of its intention to impose a Compliance Notice on London Underground for breach of The Environmental Protection (Disposal of Polychlorinated Biphenyl and other Dangerous Substances) (England and Wales) Regulations 2000. The Compliance Notice proposed will require London Underground to ensure that all locations on the network are free of polychlorinated biphenyls by the end of 2023.

London Underground has programmes in place to comply with the proposed Compliance Notice. The Environment Agency has not yet issued the Compliance Notice to London Underground, but we are already working to eliminate all suspected polychlorinated biphenyls from the network.

In December, following the hearing into an incident on 4 June 2016 where a contractor working on track improvements was crushed against a platform at Whitechapel Station by a road rail vehicle, London Underground was fined £100,000 plus costs and our principal contractor, Balfour Beatty Rail Limited, was fined £333,000 plus costs.

Prevention of Future Death reports

Two prevention of future death reports were issued to us by Coroners during the year.

Following the inquest into the deaths arising from the terror attack on Westminster Bridge in March 2017, the Coroner issued a Prevention of Future Deaths (PFD) report, and suggested that we consider:

- Whether there is any further work we can do to improve protective security on major roadways and bridges in the capital,
- Reviewing the height of parapets and railings of bridges for which we are responsible.

Our review concluded that our focus should be the installation of Hostile Vehicle Mitigation measures and we have established temporary measures at Westminster Bridge and other Thames crossings until the permanent solution is provided.

In response to the death of a cyclist in a collision with a lorry on Lavender Hill in October 2016, the Coroner raised concerns about the existing road layout. Alternative design options are currently being investigated with a view to reporting back to the Coroner with our next steps by December 2019.

Independent reporting service

The independent Confidential Incident Reporting and Analysis Service (CIRAS) received a total of 26 reports related to TfL operations in 2018/19, compared with 23 reports in the previous year. Thirteen reports related to London Underground (same figure in 2017/18), with concerns about equipment being the main cause for reports. There were nine reports related to London Buses,

(compared to 10 in 2017/18), with concerns over rostering and the work environment being the main reason. Four reports were sent to TfL as an infrastructure manager. These related to Dial-a-Ride, Crossrail, infrastructure on the London Underground and an Underground rulebook clarification. All cases have been responded to and closed.

Sarah Hope Line

The Sarah Hope Line offers comprehensive help and support to anyone involved in, or affected by, a serious incident on our network. Our dedicated team, based at our contact centre in North Greenwich, offers a range of services, from counselling to reimbursing medical costs. We also work in partnership with organisations including Assist Trauma Care, The Samaritans and private therapy clinics, to provide further specialised support.

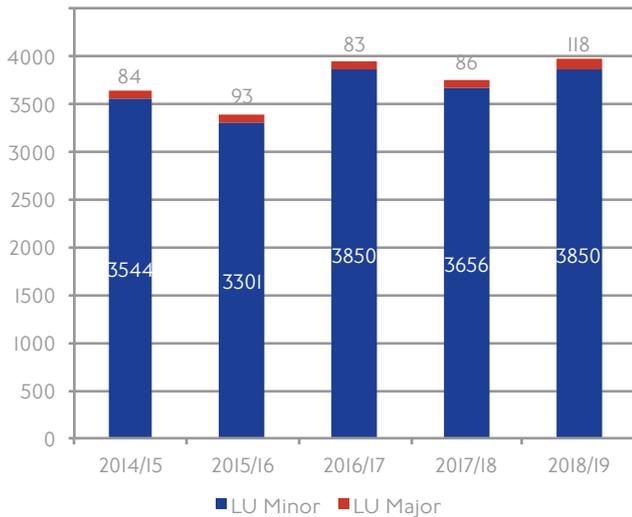
The Sarah Hope Line has been supporting people, including witnesses and their families, in relation to a number of incidents on London Underground, London Overground the DLR and our bus services. The team is also working with our suicide prevention team to support witnesses and families. The Sarah Hope line received 594 calls during 2018/19.



Underground

Customer injuries

Past five years



There were 3,968 injuries reported this year on the London Underground, an increase of six per cent from last year. There were 2.87 injuries per million journeys in 2018/19 compared to 2.76 last year, an increase of four per cent. There were increases in both minor and serious injuries.

There were 38 incidents that resulted in a fatal injury. These have been recorded by the coroner as: suicide (11), open* (3), narrative** (4), mental illness (1) and accidental (1). A further 18 fatalities are awaiting the outcome of coroner inquest.

We developed bespoke training which has helped double the number of suicide interventions on the Tube. The training programme enables staff to identify vulnerable passengers and provides advice on how to deal with situations.

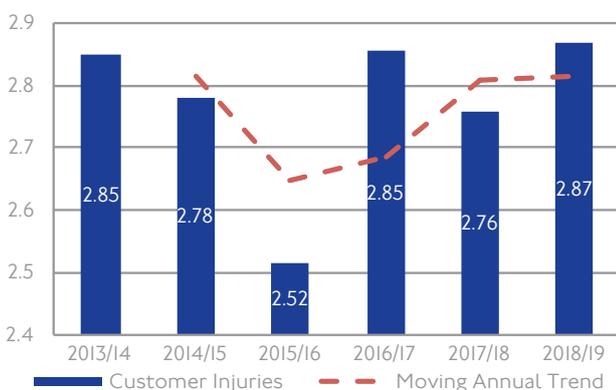
Slips, trips and falls increased by 6.7 per cent in 2018/19 compared to 2017/18 and accounted for 84 per cent of customer injuries. The most common locations for customer injuries were on escalators (44 per cent), stairs (21 per cent) and at the platform train interface (17 per cent.) Injuries on escalators and at the platform train interface rose by 10 and 11 per cent respectively compared to 2017/18.

Top causes of injury (%)

Slips, trips and falls	84
Machinery / Equipment	14
Other	2

Following a rising trend since 2015/16, the moving annual customer injury rate per million passenger journeys has begun to plateau.

Per million passenger journeys



* An open conclusion arises in the absence of sufficient evidence to prove cause of death to the necessary standard

** A narrative conclusion records the coroner's conclusions on the important issues arising in the circumstances by which the deceased came by his or her death

Did we deliver our planned improvements?

To improve safety on escalators, we introduced an Escalator Excellence Award programme for the 10 stations with the most accidents. This programme set the standard for good escalator safety practices on London Underground stations, including new 'Hold the Handrail' signs on escalators, better local announcements and a new safety poster campaign. Our station staff involved their families in communicating safety messages, including getting their children to record safety messages.

Our analysis of the the impact of the Escalator Excellence Award showed the number of accidents on escalators at the initial 10 stations dropped by 29 per cent. These improvements have been rolled out to all Tube stations that have escalators.

We also launched our Stair Excellence Programme, which initially focused on the 18 stations (two per line) with the highest number of stair-related injuries. At the end of 2018/19, the programme was in place at 36 stations and will be rolled out across all stations with stairs during 2019/20. The programme includes:

- An asset condition and customer behaviour survey to identify improvements to reduce injuries
- Targeted public announcements and poster campaigns
- Staff engagement with customers
- A focus on wet weather arrangements

At the start of the year we launched our new plan to reduce injuries at the platform train interface. Key activities included a short film for train operators and station staff and a new programme where senior and local managers talk to station staff and train operators about any issues or concerns. Themes have included a focus

on train operator awareness of their platform train interface hotspots and the importance of reporting faults associated with assets we use to manage safety. Twenty locations accounted for 43 per cent of incidents at the platform train interface. During the year a 23 per cent improvement was achieved at these locations. In September 2018, observations were completed at the 10 stations with the highest number of platform train interface incidents, to check that the correct mitigation measures and customer communications are in place.

We also made changes to our assets and infrastructure to reduce risk. The platform edge has been moved on more than 90 Underground platforms to reduce the gap between the train and the platform. We also improved the cameras on a number of platforms, which will improve the view the train operator has of the platform. We plan to make improvements on 95 platforms between now and April 2021.

We have completed the refurbishment of 27 Jubilee line trains, which includes putting a yellow plate in the footwell to draw attention to the gap between the train and the platform.

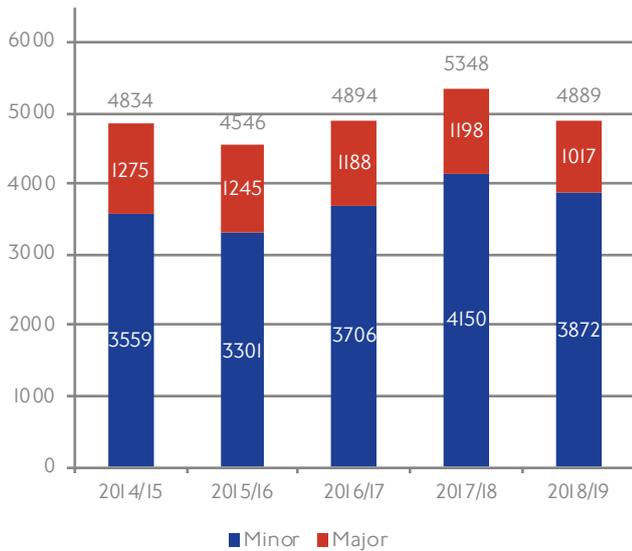
We continue to look for innovative ways to reduce risk and injury. Flashing blue lights were installed under the platform at Farringdon to test new prototype lamps to make the gap clearer.

We launched a communications campaign leading up to Christmas, focusing on the hazards associated with drinking alcohol. The key message to take care of yourself and your friends was communicated using posters and targeted public address messages recorded by London Ambulance Service staff and our senior managers, as well as the singer Mariah Carey.

Buses

Customer injuries

Past five years



A total of 4,889 customers were injured in 2018/19 compared to 5,348 in 2017/18, a reduction of 8.6 per cent. This equates to 2.2 injuries per million passenger journeys, compared with 2.38 in the previous year. There were reductions in both minor and major injuries.

There were 13* incidents that resulted in a fatal injury on the bus network, compared to 11 in 2017/18. This includes nine pedestrians, three bus passengers and one cyclist. One has been recorded by the coroner as death by road traffic collision. The Coroner issued a prevention of future deaths report to the DfT about green men signals at staggered crossings and signage on the pavement. The remaining fatalities are awaiting the outcome of coroner inquest.

In 2018/19, 1,017 customers were taken to the hospital and are therefore classified as major injuries; 14 per cent fewer than in 2017/18. The number of customer injuries has reduced, mainly due to fewer slip trips and falls (down 21 per cent) and collisions (down 11 per cent) compared with 2017/18.

Top causes of injury (%)

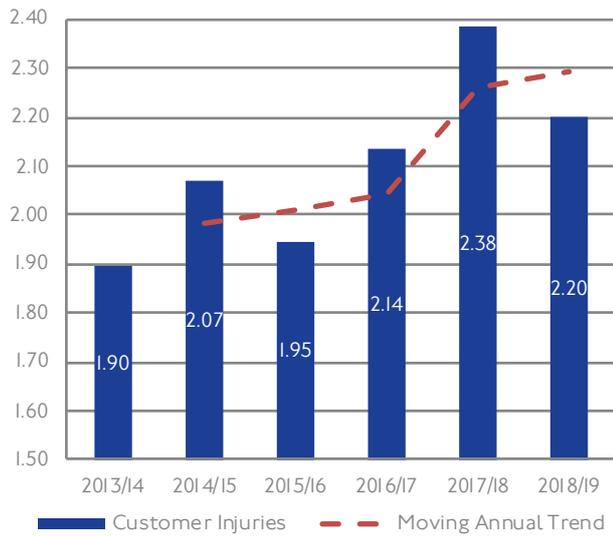
Slips, trips and falls	58
Trapped fingers / imbs	34
Struck by / against object	20
Collisions	6

Despite the significant reduction in slips, trips and falls, they remain the main cause of injuries, accounting for 58 per cent all injuries and 60 per cent of serious injuries. The majority of the falls occur within bus aisles, with sudden bus movement being the key factor.

This year, 114 bus-related deaths and serious injuries on London's roads involved vulnerable road users, with pedestrians accounting for 80.7 per cent of all people killed or seriously injured in 2018. The number of deaths and serious injuries involving a bus has reduced by 16.7 per cent compared to 2017, with fewer cyclists, pedestrians and motorcyclists killed or seriously injured.

* We have previously reported an additional bus fatality related to the provision of a South Eastern Rail replacement service.

Per million passenger journeys



Over the five-year period, the number of customer injuries per million journeys has shown a rising trend. However, 2018/19 has seen an improvement, reducing to 2.2 injuries per million customer journeys.

Did we deliver our planned improvements?

Safety summit

On 16 October, we held our second Bus Safety Summit, bringing together bus operators, bus manufacturers, policy makers and transport research specialists.

The event launched our Bus Safety Standard, a key element of our Bus Safety Programme, which sets out our plans to make buses in London the safest in the world. The standard focuses on vehicle design and safety system performance. As such it will be a substantial contribution to helping us achieve the Mayor's goal of nobody being killed in or by a London bus by 2030.

We already set higher standards for London buses than regulations require, including the areas of environmental emissions, accessibility, construction, operational requirements, and fire suppression systems. The new standard goes further, including requirements on four themes that operators must adopt by 2024:

- Driver assist – helping the driver to avoid or reduce the severity of incidents
- Partner assist – helping other road users avoid collisions
- Partner protection – reducing the severity of injuries for road users outside the bus in a collision
- Occupant protection – reducing the severity of injuries for people on board the bus

The Bus Safety Standard also states that new buses entering the fleet must have the following safety measures:

- Technology that automatically restricts the bus to the speed limit
- An audible alert for pedestrians and other road users of the presence of quieter electric buses, ensuring the bus can still be heard by blind or partially sighted people
- Slip-reduction measures inside buses, such as high-grip flooring

- More blind-spot mirrors and reversing cameras
- Warning pedal indicators to stop drivers pressing the wrong pedal

These innovative safety measures have been thoroughly tested by the Transport Research Laboratory, bus manufacturers and operators to ensure they can be implemented as quickly as possible.

Safety innovation fund

Bus operators are progressing trials of innovative safety equipment through our Bus Safety Innovation Fund. Eight innovation fund projects were carried out in 2018/19, including trials of fatigue detection devices, acceleration limiters and new training apps, with many showing positive results. We successfully completed cycling and walking training, with the operator looking to implement a wider application of the course in 2019.

Fatigue technology trials showed a small reduction in road traffic collisions, but, importantly, led to more welfare-based discussions between managers and drivers. One operator is testing an alarm that warns the driver if they follow too close to other road users, drive too fast, leave the lane or if there is a pedestrian approaching. Early results indicate a 40 per cent reduction in road collisions.

Bus operators have also been coordinating large-scale safety campaigns at locations that have more collisions or near misses, to see if more can be done to reduce risk. Campaigns in Oxford Street and Croydon, in May and December respectively, enabled managers from bus operators and ourselves to engage with drivers on safety messages and to view the behaviour of all road users.

We procured a new bus driver safety training course to focus on their role in achieving Vision Zero, through better awareness of more vulnerable passengers and road users. We appointed Loughborough University, in partnership with the Swedish Road Safety Institute, to conduct independent research into bus driver fatigue. The research has concluded

and is being discussed with trade unions and bus operators. It enables us to the extent and nature of fatigue in bus drivers and suggest evidence-based solutions to reduce fatigue. These actions will help achieve our target to reduce the number of people killed, or seriously injured in, or by, London buses by 70 per cent by 2022 (against 2005-09 levels).

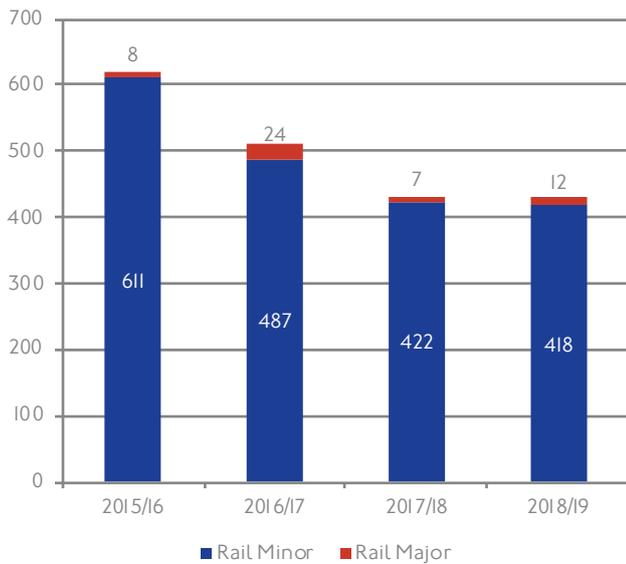


Rail



Customer injuries

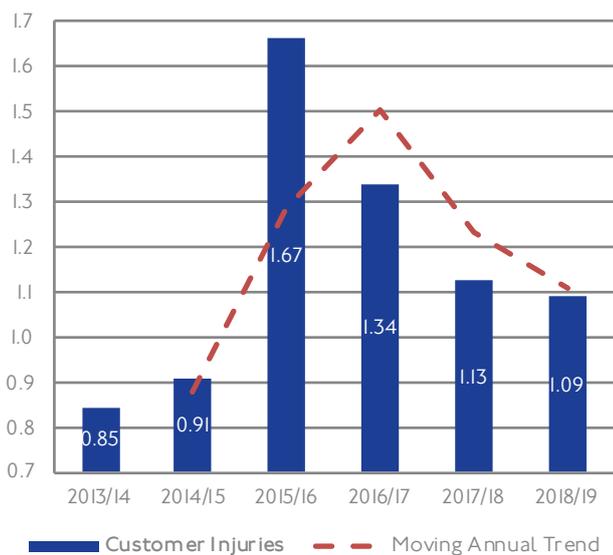
Past four years



A total of 430 customers were injured on our rail network in 2018/19. The injuries occurred within London Overground (189), TfL Rail (126), DLR (89) and London Trams (26). There were four incidents that resulted in a fatal injury on our rail networks. One has been recorded by the coroner as suicide. The remaining three fatalities are awaiting the outcome of coroner inquest.

There were 0.2 per cent more customer injuries in 2018/19 compared to 2017/19. The number of injuries on the tram network remains the lowest of our rail operations, but increased from 20 to 26, an increase of 30 per cent. London Overground saw an increase of 3.8 per cent. Injuries on the DLR reduced by 1.1 per cent. An eight per cent reduction on TfL Rail compared to 2017/18 resulted in the lowest number of injuries since 2016/17.

Per million passenger journeys



The customer injury rate per million passenger journeys has been improving since 2015/16.

Did we deliver our planned improvements?

London Trams

The Rail Accident Investigation Branch (RAIB) made 15 recommendations to the UK tram industry following the overturning of a tram at Sandilands Junction in 2016. We have progressed work on all the recommendations that are relevant to us.

We have completed a number of these, including introducing a permanent speed reduction across the network, speed monitoring and signage at significant bends, an enhanced customer complaints process and the installation of a driver protection device that alerts to any incident of driver distraction or fatigue. We also made progress against the remaining RAIB recommendations.

We revised the London Trams Network Risk Model, incorporated learning from relevant incidents worldwide to provide a more comprehensive understanding of risk. The model is used to guide monitoring activities to confirm our safety controls are working effectively. We also revised driver training following a review of our route risk assessments. Our tram crossing risk assessments for Croydon town centre were updated and we are trialling new pedestrian safety measures, including improved signage, crossing design and layout, and clearer segregation between walking routes.

We have fitted a new, higher specification film to all tram doors and windows to strengthen them. We helped set up and are represented on the Light Rail Safety and Standards Board, which now has confirmed Government funding.

The contract to install a new safety system, which will automatically bring a moving tram to a controlled stop if it exceeds the speed limit at designated locations, was awarded in December 2018. London's tram network will be the first in the UK to have an automatic braking system.

A new emergency lighting system, which will operate independently of the trams' battery, has also been procured and will be installed during summer 2019.

DLR

We introduced Mind the Gap announcements and platform signage at DLR locations with larger stepping distances between the platform and train.

Keolis Amey Docklands, which operates the DLR, has introduced free advice and training to mobility scooter and wheelchair users to help them stay safe. Ambassadors, who have received accredited training from Whizz-Kidz, are available to meet people who need mobility support and their carers, to provide training on using the network safely and guidance on requesting assistance during journeys.

London Overground

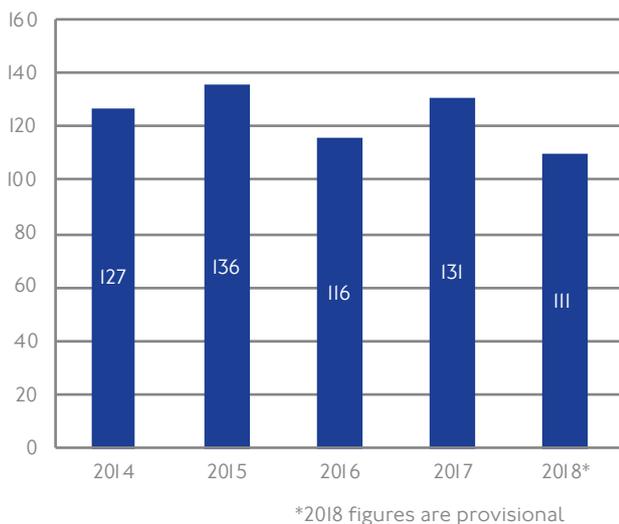
We introduced a new simulator representing the driving cab and route for our new London Overground trains. The simulator enables drivers to experience and prepare for driving through all conditions, including severe weather and trespassers on the track. We have also improved our standards for managing fire precautions at stations where Rail for London is the infrastructure manager and increased the frequency of inspections to ensure controls remain effective.

Rail for London Infrastructure

During 2018/19, the ORR issued its authorisation for Rail for London Infrastructure as the Infrastructure Manager. This means that our regulator is satisfied that we have suitable arrangements in place to safely maintain and manage the infrastructure on the Elizabeth line, which is a significant safety milestone.

Fatalities on London's Roads

Past five years

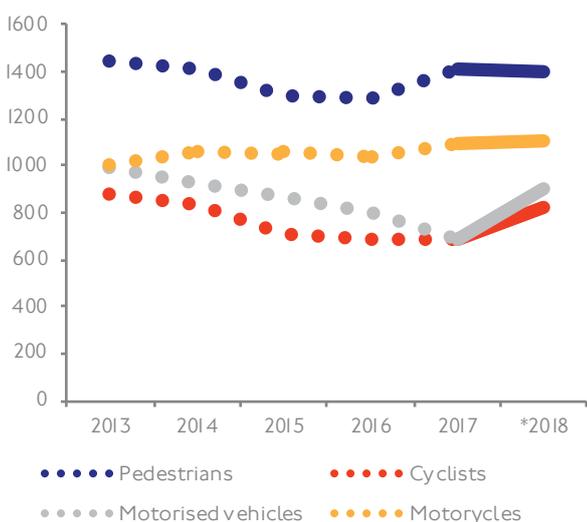


Our priority is to eradicate all deaths and serious injuries from London's roads as part of our Vision Zero ambitions. The provisional figures for 2018 indicate that the number of people killed on London's roads has fallen from 131 in 2017 to 111, which is a 15 per cent reduction.

The greatest reduction in fatalities has been amongst pedestrians, to the lowest level recorded. The number of people killed whilst motorcycling also fell to the lowest level since 2013. However fatalities increased amongst cyclists to the highest level since 2014.

Provisional figures for 2018 show that 4,099 people were killed or seriously injured on London's roads. These figures are subject to change as a result of the Metropolitan Police Service's data validation process.

Annual totals - People killed or seriously injured on London's roads**



This is a 36 per cent reduction in the number of people killed or seriously injured from the 2005-09 baseline. Although this represents a significant improvement, we are behind the 2018 target required to meet the Mayor's Vision Zero goal of a 65 per cent reduction by 2022. Figures for 2018 are provisional and will be finalised during summer 2019, in line with the Department for Transport's national dataset.

During 2018, the greatest increase in the number of people killed or seriously injured was among car occupants, in particular in collisions with people cycling, compared to 2017. The number cyclists killed or seriously injured also increased by 19 per cent. These increases should be considered in the context of a 8 per cent increase in cycling within central London during 2018 compared to 2017, and overall increases in traffic levels. We are analysing this further to understand this concerning trend.

** Figures from the end of 2016 have been reported using a new system (COPA). The dotted lines in the graph for calendar years 2013-2016 denote back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how many collisions would have been reported under this system in previous years.



Did we deliver our planned improvements?

Vision Zero action plan

In July 2018, we launched the Vision Zero action plan, in partnership with the Mayor and the Metropolitan Police Service. The plan takes an internationally recognised approach to road danger reduction and helps to realise the Mayor's Transport Strategy ambition that nobody will be killed or seriously injured on London's transport system by 2041. The goal is to ensure that a collision doesn't happen in the first place, or if it does, it is sufficiently controlled to not cause death or serious injury.

It outlines a range of actions to be delivered in collaboration with us, the Metropolitan Police Service, the London boroughs and other partners and puts the elimination of road danger at the heart of the transport system. The plan is based on a Safe Systems approach and sets out actions with respect to vehicle speed, street design, vehicle design and compliance, behaviours, and post-collision learning.

On 13 November 2018, we held a Vision Zero Summit to inspire senior leaders across London to take ownership and accountability for road safety within their organisations. London politicians, councils and business leaders joined victims of road trauma, emergency services representatives and international experts to understand how they can help eliminate deaths and serious injuries from London's transport network.

Safe speeds

Reducing speed is fundamental to reducing road danger, as the speed at which a vehicle travels increases the likelihood and severity of injury. We have a programme that aims to reduce speed limits to 20mph on all our roads within the Congestion Charging zone by May 2020.

We have consulted on the designs, the comments

are currently being analysed and the results will be published shortly. We continue to look at other locations where the speed limit can be reduced as part of planned schemes, such as the Camden to Tottenham cycle route where a 20mph speed limit will be introduced.

Safe streets and junctions

Our analysis shows that junctions are the highest risk locations, with cyclists and motorcyclists being particularly vulnerable. This is a key focus for our action, alongside delivering continued improvements for cyclists.

We continue to improve the 73 junctions identified as some of the most dangerous, introducing measures to reduce road danger. In 2018/19, construction was completed at three key locations: Charlie Browns Roundabout in Redbridge, Farringdon Road/Clerkenwell Road and Farringdon Street/Snow Hill in City of London.

In June 2018, work began on transforming Highbury Corner junction, which has one of the poorest safety records in London. The changes, due for completion in September 2019, are designed to improve safety for cyclists, pedestrians and other road users. These include removing the 1960s roundabout and replacing it with two-way roads with segregated cycle lanes on the remaining three sides.

We have now completed work at 29 of the 73 junctions. Our initial review of the completed projects found an average 26 per cent decrease in collisions across all locations. We are taking the remaining 44 schemes through design, with 14 scheduled for construction by spring 2020.

Safer cycling

Construction is under way on a potential 250km network of cycle routes. To date, we

have launched:

- Quietway 1 (Waterloo to Greenwich and Greenwich to Bexleyheath)
- Quietway 3 (Kilburn to Gladstone Park)
- Quietway 5 (Oval to Clapham Old Town)
- Quietway 2 (connecting Bloomsbury and Walthamstow via Angel, Haggerston, London Fields and Clapton. Improvements for cyclists and pedestrians along the route include safer crossings and a reduction in large vehicles through Dalston)
- Quietway 14 (a 2km route connecting Blackfriars Road and Bermondsey, which will eventually connect to Deptford and Thamesmead. Five main roads are now safer to cross by bike or on foot and two streets have been closed to motor vehicles)
- Quietway 22 (a 6.5km route connecting Stratford High Street to Cycleway 3 at Newham Way via West Ham and Plaistow Park)
- Quietway 6 (a new 6.5km route connecting Wanstead Flats and Barkingside via a newly built bridge in Valentine's Park, and a new two-way cycle track on Forest Drive)

Segregated cycleways

In 2018/19, we completed a major new extension to Cycleway 6. The 2.5km extension between Farringdon and King's Cross means the route now connects Elephant and Castle to King's Cross. Overall, eight junctions have been made safer, including improvements at the West Smithfield/Snow Hill/Farringdon Street junction, formerly one of the most dangerous in the capital.

Work continued on the remaining non-core parts of east-west segregated cycleway. We handed over West and South Carriage Drive to The Royal Parks in December 2018. Construction started on North Carriage Drive in February 2019 and is now

open to cyclists.

We have completed the designs, construction programmes and traffic management plans for Cycleway 4, with works due to start in July 2019.

Construction started in March 2019 to deliver pedestrian and cycle improvements between Acton and Wood Lane along the A40. Construction work is also under way at two critical junctions on Edgware Road and Euston Road, which will provide significant improvements for people walking and cycling.

Also in March 2019, we published a statement on Cycleway 11, outlining our intended way forward following a judicial review. In the short term, we will focus on other much-needed cycle routes, but Swiss Cottage needs to be made safer and we will work with Camden Council on plans to transform this intimidating traffic-dominated and outdated junction.

Safety at roadworks

Between 2005 and 2017, 99 people were killed or seriously injured near roadworks on our roads. To help prevent unsafe roadworks, we have published a Temporary Traffic Management handbook, giving companies who want to work on London's roads clear guidance and innovative ideas on how to keep people safe around roadworks.

Safe vehicles

Vehicles, such as heavy goods vehicles (HGVs) and buses, present the greatest risk to people walking, cycling and riding motorcycles. We are taking action to reduce the danger posed by larger vehicles through improving vehicle and operating standards. Details of our bus safety programme have already been outlined in the Buses section.

We launched the final consultation on our Direct Vision Standard proposals in January 2019. The world-first approach will tackle road danger by eliminating blind spots from HGVs. This standard will use a zero to five-star rating system to define how much a driver can see directly from the cab, rather than through mirrors or other equipment.

It will give regulators, manufacturers, operators and contractors an objective standard by which to rate and improve the safety of HGVs. The standard, and associated Safety Permit for vehicles that have retrofitted a safe system, will help reduce road danger for vulnerable road users. Our consultation asked people for their views on the process for obtaining a Direct Vision star rating, the safe system requirements, and the enforcement and appeals process. We remain on-track to start registering vehicles for the scheme from October 2019.

Safe behaviours

We will use marketing and communications to tackle the behaviours that create most risk on our streets, such as inappropriate speed, which is a factor in up to 37 per cent of collisions resulting in death or serious injury. This includes a hard-hitting 'Risk Up' campaign, which launched in May 2018 and reminds drivers and motorcyclists of the dangers they pose when travelling at an inappropriate speed and urges them to slow down.

Intelligence-led enforcement

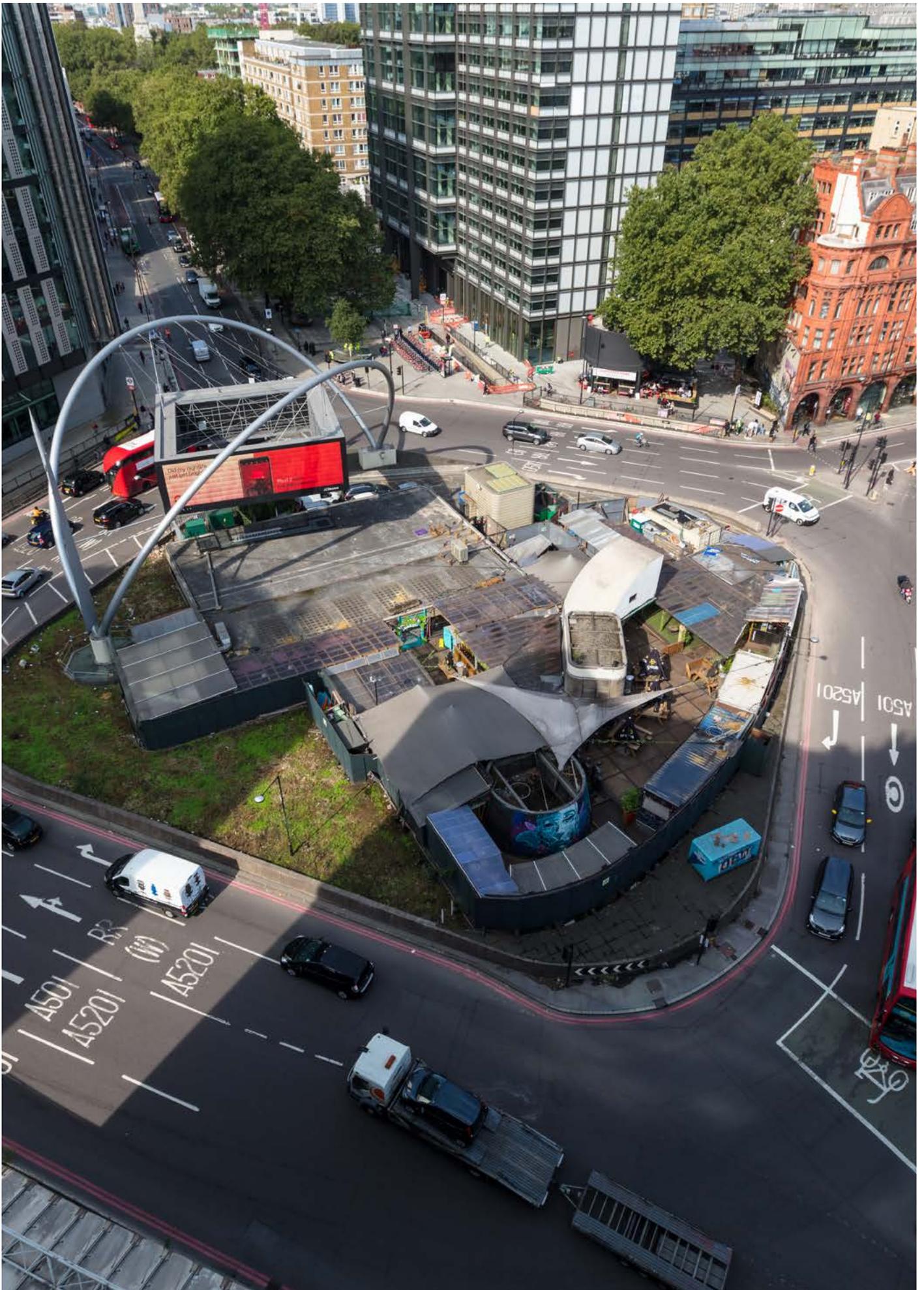
We have launched a new intelligence-led enforcement deployment system, enabling us to deploy our traffic enforcement resources more effectively. This has helped to prioritise sites by compliance levels. In November, our Roads and Transport Policing Command partnership with

the Metropolitan Police Service began Operation Vision Zero, to focus on the most dangerous drivers. During an enhanced two-week programme of enforcement, 4,758 offences were dealt with by officers.

We also deployed a combination of enforcement, engagement and engineering interventions to make a lasting change to road user behaviour. In January 2019, we launched Operation Goldstein to tackle illegal, dangerous and careless behaviours. The operation saw 84 drivers arrested for offences including drink, drug, dangerous and disqualified driving.

During February and March 2019, our Roads and Transport Policing Command focused on motorists and riders along the A12 who exceed the speed limit or commit other road traffic offences as part of Operation Neso, which concentrates on high risk roads. Over 10 weeks, 520 drivers were fined for speeding. Of those drivers, 187 face potential disqualification owing to their high speed. On this six-mile stretch of the A12 there were five fatal road collisions between 9 April 2018 and 1 January 2019. Since road enforcement has been put in place to specifically target this area, there have been no fatalities or serious collisions.

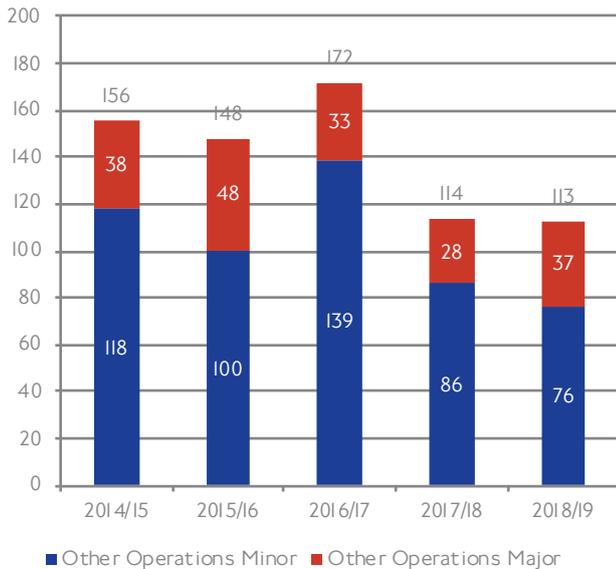
Post-collision learning and restorative justice
On 31 January 2019, the Mayor, the Commissioner and other senior managers met with people whose lives have been significantly changed by road collisions at an event in City Hall. The purpose was to understand what we could do as an organisation, either directly or working with partners, to prevent unnecessary suffering and to support people who have suffered as a result of road collisions. Work is under way to develop a plan for taking this forward.



Other operations

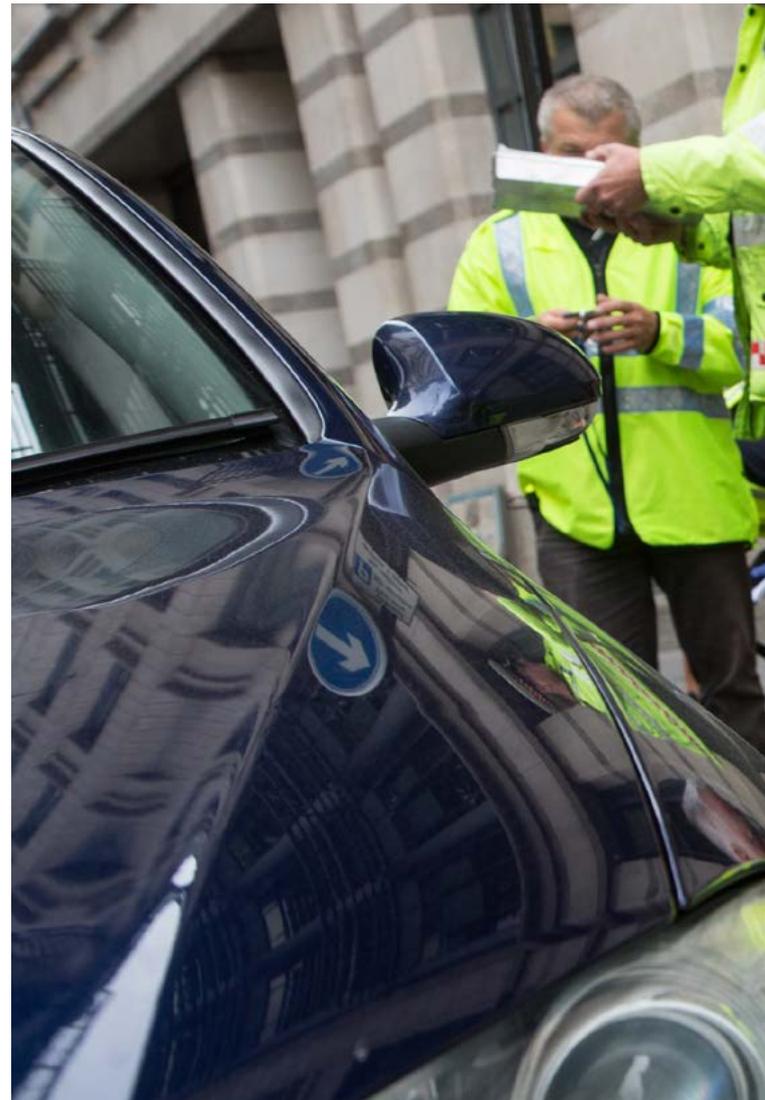
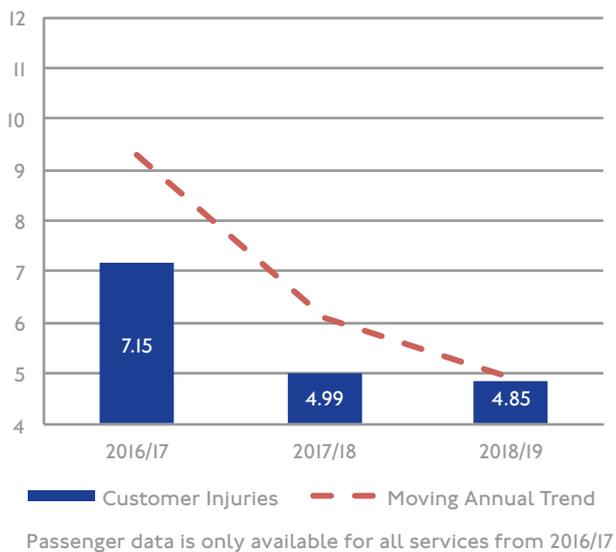
Customer injuries

Past five years



In 2018/19, there were 113 customers injured across our other operations. This equates to 4.85 customer injuries per million passenger journeys, which is an improvement on 2017/18 when there were 4.99 injuries per million customer journeys. We had the lowest number of recorded injuries since 2013/14. There were 58 injuries on Dial-a-Ride, 20 at Victoria Coach Station, 19 on Santander Cycles, 11 on the Emirates Air Line and five on London River Services. There were 37 injuries that required attendance at hospital and were therefore classified as serious. There were no fatal incidents.

Per million journeys



Did we deliver our planned improvements?

We led work to develop the first Safety Improvement Plan for the Thames, which will be launched in summer 2019. The plan will be integral to the London Passenger Pier Strategy. A Thames Partnership Group has been set up to deliver the plan, bringing together ourselves, the Port of London Authority, Marine Coastguard Agency and the Metropolitan Police Service.

In autumn 2018, we took delivery of our new Dial-a-Ride vehicles, which include low floors,

a reduced incline on ramps and wider seats and aisles to ease movement. These measures are expected to help reduce slips, trips and falls and injuries arising from manual handling.

Our licensing and enforcement regimes ensure our assets remain safe. Our new powers to carry out roadside stops of taxi and private hire vehicles without police presence came into force in May 2018, enhancing our ability to eliminate illegal and non-compliant activities.



Workforce

Workforce injuries

Past five years



The number of injuries to our workforce reduced for the second consecutive year to the lowest recorded level over the last five years. There were 10.5 per cent fewer injuries in 2017/18 compared to the previous year and there were 10.5 per cent fewer again in 2018/19.

Of the total injuries reported in 2018/19, 60 per cent were our direct employees and 40 per cent supplier staff.

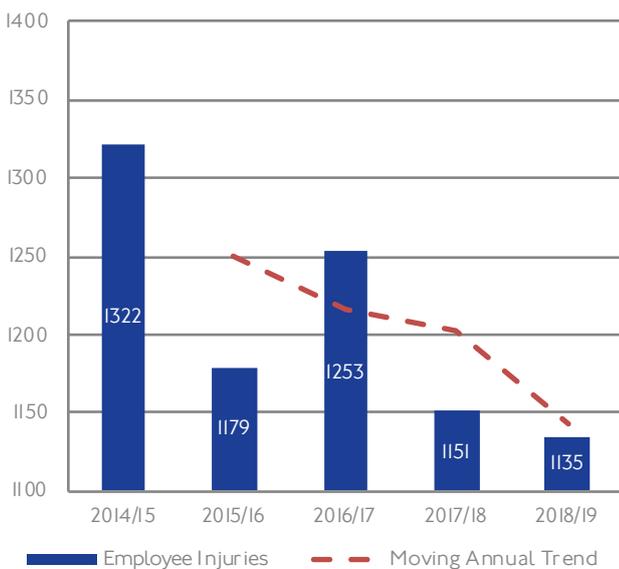
London Underground reported the highest number of workforce injuries, which contributed to 53 per cent of the total. Buses had 22 per cent and Rail had nine per cent.

Slips, trips and falls, workplace violence and injuries connected with contact with machinery, equipment or power tools were the main cause of injuries. Manual handling of tools was also a significant cause of injury on our major projects.

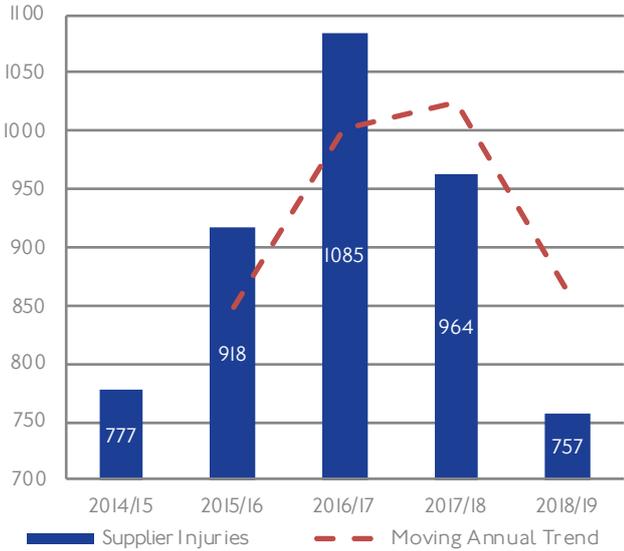
We are required to report certain serious workplace accidents, occupational diseases and dangerous occurrences to regulatory bodies. Across our network, a total of 223 reportable incidents affecting our workforce were reported in 2018/19, of which 88 per cent were on the London Underground. Slips, trips and falls were the most common type of injury followed by assaults.

The overall trend of our direct employee injuries continues to improve, with this year recording the lowest number over the past five years of 1,135 injuries.

TfL direct employee total injuries



Our supplier total injuries



Injuries to our supplier staff are also at a five-year low, with a total of 758 in 2018/19. This is equivalent to a 21.5 per cent reduction since 2017/18. This is primarily driven by a 20.6 per cent reduction in injuries to our bus drivers who account for the majority of supplier staff.



Did we deliver our planned improvements?

We took action to improve the safety of our staff and contractors in a number of other areas during the year. Our ongoing focus on improving safety leadership and culture in TfL continued to ensure that we make safety personal to all.

New training for managers

In early 2019, we launched our new HSE online training course for managers called Managing HSE@TfL. This is supplemented by classroom-based courses for operational, engineering and maintenance managers.

The course equips managers to identify and implement risk reduction measures and a positive HSE culture to make our networks safer and healthier for those who travel and work on them.

Operations

On the London Underground, we held our first "injury-free focus" week in December 2018, looking at a different accident type each day. These continued throughout the year.

Our Fatigue Management Improvement programme has been developed and a long-term action plan has been drafted. The pan-TfL plan will include suppliers. The research into fatigue on the trams maintenance teams is ongoing and the work to research fatigue for bus operators has been drafted for review and development of an action plan.

Tackling violence against our staff

This year, there were a total 4,542 assaults, 30 per cent of which were physical assaults. The total number of assaults to our workforce has reduced by 14 per cent between 2017/18 & 2018/19, driven in the most part by a reduction in non-physical assaults against our suppliers. However we have also seen a reduction of 1.4 per cent in the total number of workplace physical assaults, to 1,384.

Non-physical assaults against our suppliers' employees have reduced by over a third, to 1,337. However, the number of employee workplace physical assaults has increased by 74, to 692 incidents. Workplace violence against this group continues to be driven by disputes concerning fare evasion.

Through dedicated teams, we support our workforce to take formal action through the police against those who commit acts of violence. The workplace violence support teams worked closely with the police to assist their investigations. The British Transport Police also created a Staff Assaults Unit.

As part of our organisation-wide strategic review of this important issue, we held a summit on workplace violence and aggression in March 2019, which brought together people from across our business and beyond to generate ideas for tackling this worrying problem.

Our strategic and organisational review is focusing on employees who are directly employed by TfL, our suppliers, operators and contractors. As part of our review, we are developing a pan-TfL Workplace Violence and Aggression Strategy over summer 2019 in collaboration with trade unions and frontline colleagues.

During 2018/19, we reviewed workplace aggression and staff assault processes for London Underground and our road operations. The result is that staff who are assaulted are supported quicker and a police statement obtained quicker, enabling the police to make investigations immediately. The results are being consulted on.

Another key area of activity was a focus on the use of spit kits for staff, in particular bus drivers. Bus operators are increasingly providing a spit kit in the bus cab, which removes the need for the driver to carry the kit around. We are now seeing

a significant increase in bus drivers using the kits, enabling more suspects to be identified. Spit kits have been used to collect evidence in 90 per cent of spitting cases, which is a positive step for crime detection.

Operational communications

There are significant safety risks associated with poor communication of safety information in an operational environment. As a result, London Underground has overhauled its operational communication framework and launched the new approach in June 2019. The new approach was developed with front-line teams and taking best practice from other transport bodies.

Construction

Building a positive safety culture

Across our construction projects, we are rolling out the 'I am safe for...!' campaign, which asks colleagues to write down who they are keeping safe for to help them consider the consequences that unsafe actions at work could have.

While safe systems of work and processes are of an acceptable standard, they are not consistently followed. This year, we began trialling a Behavioural-Based Safety programme with supporting short films as part of a consistent HSE induction pack.

Reporting of near misses is a key aspect of how we learn and prevent harm. To make it easier for our construction workforce to report concerns during working hours, we launched an app as part of our suite of safety management tools. The app was well received and led to more incidents being reported.

Collaborative working

We held three Zero Harm forums in 2018/19, which involved more than 30 key capital suppliers. These

forums brought together our internal project delivery areas and suppliers. The initiative is led by directors across our capital programme through of a Zero Harm Leadership Group. The agenda for the Zero Harm Forum was led by supply chain partners. A number of groups have been established to look at ways to strengthen performance, such as:

- Improving the relationships with subcontractors throughout the supply chain
- Working together for a common purpose
- Involving suppliers at the right time to maximise HSE effectiveness
- Improving how we report positive and negative findings

Each forum demonstrated a genuine enthusiasm and collaboration between us and our suppliers to improve safety, with strong ideas being generated for how we can work together and bring about real improvements.

During the year we extended our Supplier Assessment Tool to a number of highway suppliers to ensure they are achieving the expected levels of performance. The tool involves checks that cover a number of areas, including verifying skills and competence, adopting a positive HSE culture, communicating effectively, and controlling risk.

Awards

The winners in the Health and Safety categories of this year's TfL Supplier Awards were:

Best Environment Initiative

Mott MacDonald for their innovative work on digital Environmental Impact Assessment for Crossrail 2, which increases accessibility produces better information, drives a more cost-efficient environmental impact assessment and better engagement.

Best Health Initiative

The Northern Line Extension team for its Mental Health Programme, which raised awareness of mental health and improved workforce wellbeing.

Best Safety Initiative

The Bank Station Capacity Upgrade team for its sprayed concrete lining tunnel radial construction joint, which can be formed without the need for people to enter the excavation or under freshly sprayed shotcrete.

The Innovation Award was presented to the Go Ahead Safety Pledge, which is a safety initiative that encourages attitude change through staff engagement. The initiative has now been adopted across the wider bus industry.

Our major projects were also recognised for good HSE management at the New Civil Engineer Tunnelling festival, where the Bank Station Capacity Upgrade won the Innovation in Technical Product or Equipment Award for the Orion environmental monitoring system. It also won the Innovation in Instrumentation and Monitoring Award for their fibre optic monitoring solution deployed on St Mary Abchurch (built by Sir Christopher Wren in 1681) while tunnelling underneath it.

Crossrail safety

The focus on strong health and safety performance has been maintained during a time of considerable change for Crossrail and its contractors. The safety risks have been changing as the project progresses and they have focused on the higher risk process issues that come from dynamic testing, energisation and de-energisation, and testing and commissioning.

Drug and alcohol testing

We take a zero-tolerance approach to drug and alcohol misuse, which is enforced through random unannounced testing for operational staff. Disciplinary action up to and including dismissal is taken against anyone who breaches our drugs and alcohol policy. During the year, we conducted 739 unannounced screenings, meeting our target to test five per cent of our safety critical workforce. There were 20 failures, 12 during unannounced testing and eight during 'For Cause' testing. Five were alcohol-related and 15 were drug-related.

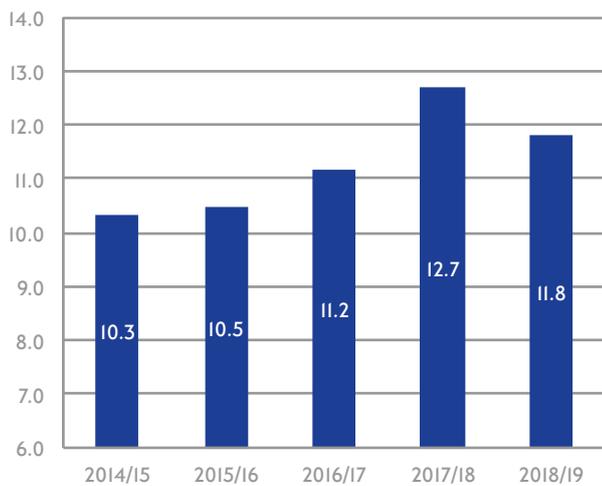


Sickness, absence and wellbeing

Workforce sickness absence

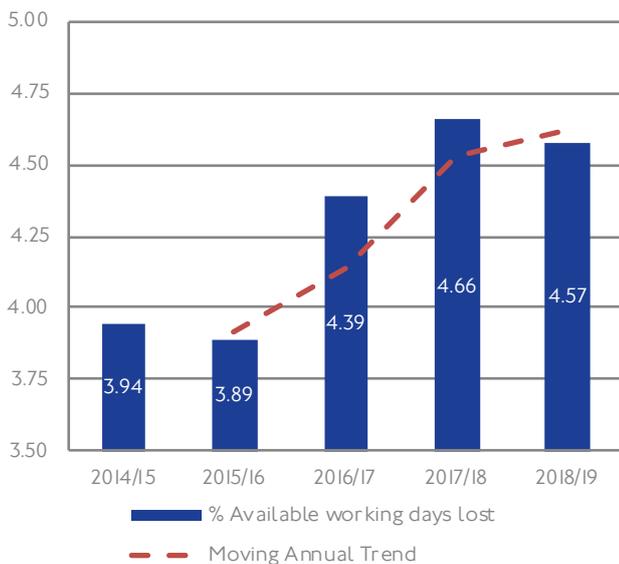
Working days lost to sickness	307,789
% working days lost to sickness	4.57

Average days lost to sickness absence per TfL employee



There were 307,789 days lost sickness absence this year. Mental health, musculoskeletal conditions, and coughs and colds were the three highest causes of absence, accounting for 23 per cent, 21 per cent and ten per cent of all absence respectively. Compared to 2017/18, the number of days lost due to mental health and accidents/assaults increased by six per cent and 4.6 per cent respectively. Absence due to musculoskeletal issues reduced by 2.6 per cent, helped by our awareness and treatment programmes.

Available working days lost - all sickness absence (%)



In 2018/19, 4.6 per cent of available working days were lost to absence. Although this represents a two per cent improvement compared to last year, the moving annual average continues to rise.



Did we deliver our planned improvements?

Health matters

Our focus on encouraging and supporting staff to stay physically and mentally healthy continued during 2018/19. Mental Health Awareness Week, between 14-18 May 2018, was packed with activities around the business, organised through our network of Time to Change agents.

In September 2018, the Health Matters part of our Health and Wellbeing programme was launched, encouraging a focus on adopting a healthy lifestyle, with activities including:

Know Your Numbers Week

Between 10-16 September, employees were encouraged to take part in the UK's biggest blood pressure testing event by having their blood pressure checked at one of Blood Pressure UK's Pressure Stations. There was also an online test to find out their heart age, an indicator of increased risk of suffering a heart attack or a stroke, and how to reduce it.

National Fitness Day

On 26 September 2018, staff were encouraged to take part in 90 free activities across the Capital, designed to get people active and encourage healthier lifestyle choices. We partnered with Public Health England to challenge employees and Londoners to walk briskly for 10 minutes, twice a day and track their progress with the Active 10 app.

World Mental Health Day

For World Mental Health Day on 10 October, we showcased techniques and support available to promote good mental health, including:

- The three-step Taking in the Good approach to enhance resilience, which encourages reflection on positive experiences
- Promoting our staff network groups and awareness of mental health issues faced by them
- A focus on the importance of sleep in maintaining good physical and mental health

Better sleep

On 21 January 2019, we launched our partnership with London's NHS Digital Mental Wellbeing Service, Good Thinking, to give staff free access to Sleepio, an online sleep improvement programme, ahead of its national launch. Through an online self-help programme based on cognitive behavioural therapy, users learn cognitive techniques to help tackle the racing mind and behavioural strategies to help reset sleeping patterns naturally. Sleepio also has specific help and advice for shift workers.

Peer support network conference

On 11 March 2019, we held our Peer Support Network conference at City Hall. The purpose of the day was to recognise the work that the peer support volunteers do to support the delivery of health and wellbeing strategy across our business. Health and Wellbeing champions, Time to Change agents, Trauma Support Group and Supporting Colleagues Network to shared stories and heard from experts in mental and physical health. The group works closely with our Occupational Health team to help deliver key health and wellbeing initiatives. Many also play an important role in providing personal support to colleagues on mental health issues.

Talking Mental Health

We supported the Samaritans Brew Monday campaign on 21 January, encouraging teams to get together with colleagues and have a brew and a chat, in recognition of the challenges that people face during the darker months of the year. We also supported Time to Talk day on 7 February, which is designed to end mental health discrimination. We encouraged everyone to have a conversation about mental health, supported by resources on the Time to Change website.



More people will travel actively in London







Healthy streets

Healthy streets check for designers

The Healthy Streets check for designers (the Check) is a tool that reviews whether proposed changes to the street will result in improvements towards the 10 Healthy Streets Indicators. It aids designers in aligning to the Healthy Streets Approach.

The use of the Check is mandatory for projects of more than £200k on the TfL Road Network and Liveable Neighbourhood schemes within the Healthy Streets investment portfolio. We encourage it to be used for schemes we fund but that are implemented by London boroughs (eg Local

Implementation Plan schemes). While the Check was being embedded in 2018/19, only those eligible projects with an estimated final cost in excess of £200k were included as part of it.

The Check provides a score for both the existing street layout and proposed design, with the uplift demonstrating the scale of the improvement of the street for people's health. It was introduced in 2018/19, with a target of 10 percentage points average improvement across all eligible schemes.

Number of Checks on our road network

	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Full year
Schemes with a completed check	2	6	3	1	12
Average percentage point uplift across schemes	7	11	16	2	11

Scheme average RAG rating

Red	Average uplift across the schemes is <7 percentage points
Amber	Average uplift across the schemes is 7–9 percentage points
Green	Average uplift across the schemes is >10 percentage points

A total of eligible 12 projects completed the Check in 2018/19. The average uplift was 11 percentage points, which exceeded the target. The scope of the Check has been expanded in 2019/20 to include all TfL Road Network and Liveable Neighbourhood projects within the Healthy Streets portfolio regardless of estimated final cost (EFC), if they make a material change to the street environment. This means, for example, that schemes proposing to change traffic signal timings are excluded. This should also increase the number of projects for which the Check is applicable in 2019/20

London's streets will be clean and green





London's streets will be clean and green

Environment

This section details the environmental impacts of our directly managed activities and operations, such as transport services, construction, maintenance and support functions.

The Mayor's vision – to make London the world's greenest global city – was published in the London

Environment Strategy in June 2018, which, along with the Mayor's Transport Strategy, set out the actions required to achieve this goal. We are committed to supporting these measures through the operation of our transport services.



In 2018/19, total carbon dioxide (CO₂) emissions associated with our activities were 1.75 million tonnes, compared with 1.94 million tonnes in 2017/18, showing a 10 per cent improvement. This is mainly due to the reduction in carbon intensity of our electricity supply from National Grid.

Our total grid electricity usage this year was 1,701 gigawatt hours (GWh). This is an improvement of two per cent on last year's figure of 1,731 GWh.

London Underground is responsible for most consumption and recorded a static performance compared to last year, despite increases in service levels.

Our usage of electricity in our surface businesses shows a good performance from street lighting energy efficiency, where a central management system operation and lower emission diode fitting have been used. Our normalised figures for grams of carbon emissions per passenger kilometre remain better than our target trajectory.

Total emissions of oxides of nitrogen fell 26 per cent from last year to 3,200 tonnes, much better than our target trajectory.

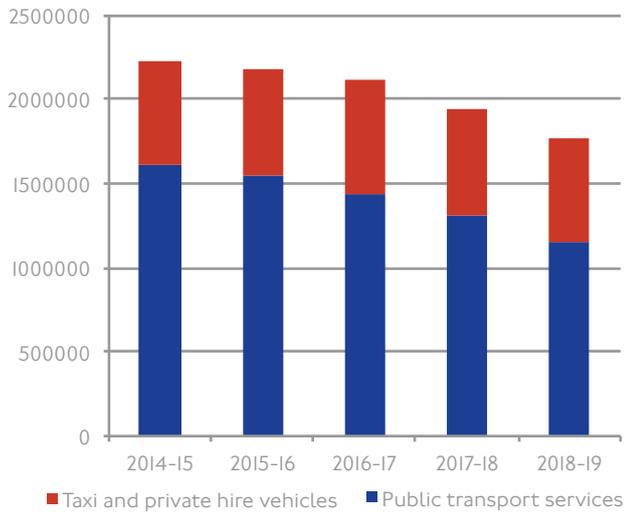
We produced emissions equivalent to 60 tonnes of particulate matter in 2018/19, which was a 12 per cent reduction on the previous year. Our initiatives to improve our bus and other public transport vehicle engines have continued to achieve these results.

We generated 508,103 tonnes of construction, demolition and excavation waste, which was a three per cent increase on the previous year, in line with the progress of our main construction programmes, such as the Northern Line Extension. Of this, all but one per cent was directed for beneficial reuse.

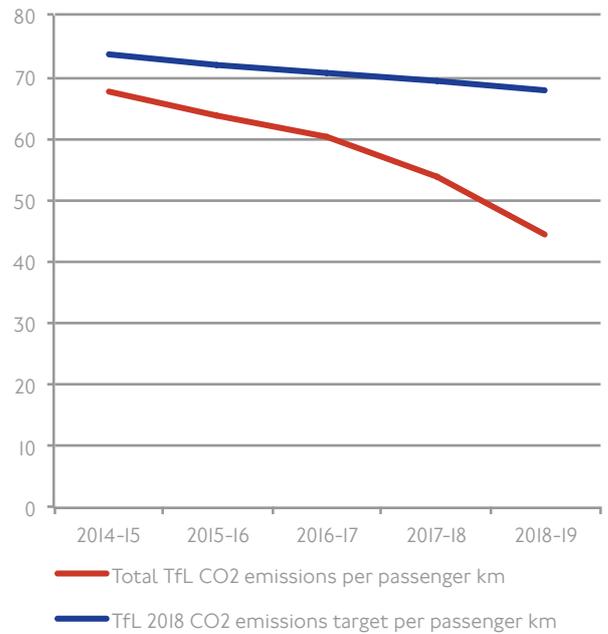
We generated 57,065 tonnes of commercial and industrial waste, which was a six per cent improvement on last year. Our overall recycling rate was 48 per cent and we achieved zero waste to landfill, with other waste being sent for recovery by energy from waste.



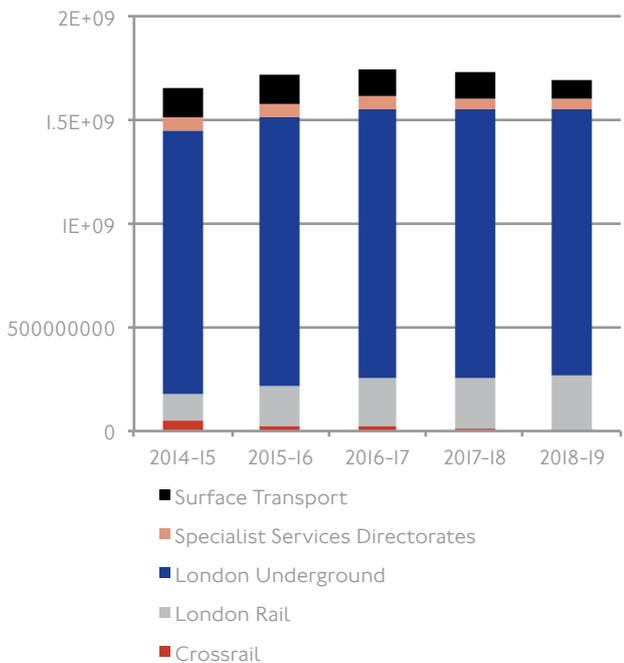
Total carbon emissions (million tonnes of CO_{2e}) Annually



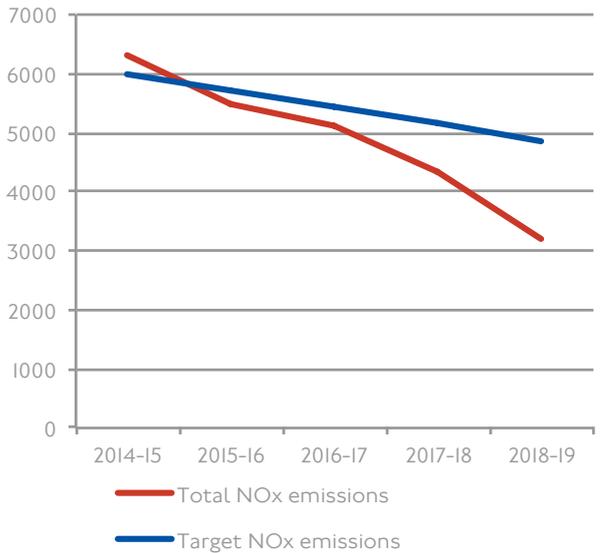
Total carbon emissions grams (g) of CO_{2e} per passenger km



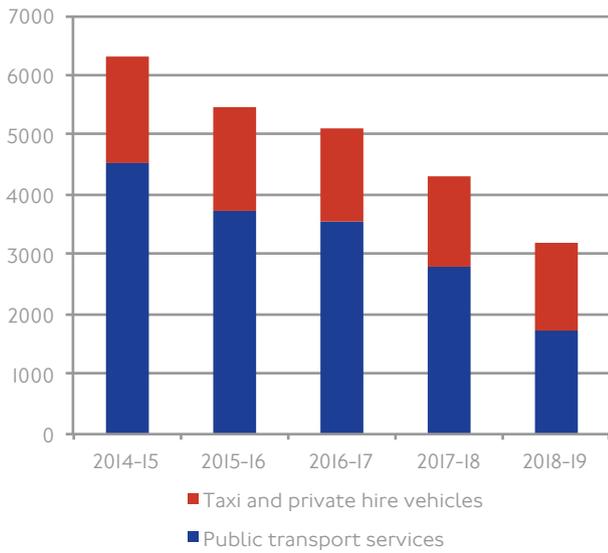
Grid electricity usage (TWh) Annually



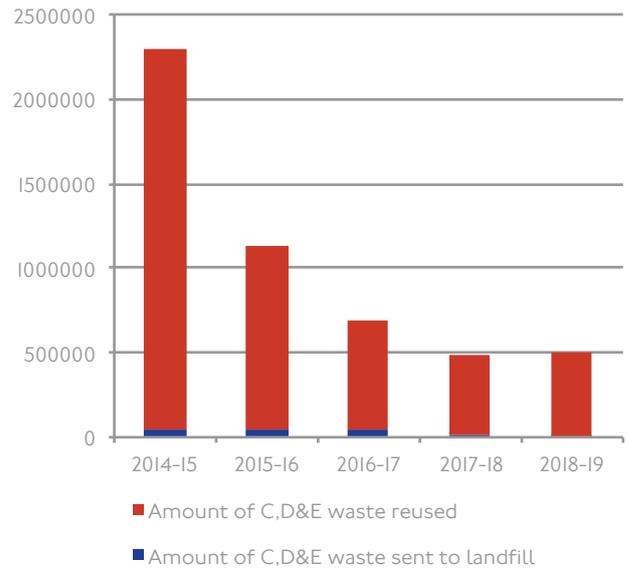
TfL NOx emissions (tonnes) vs targets



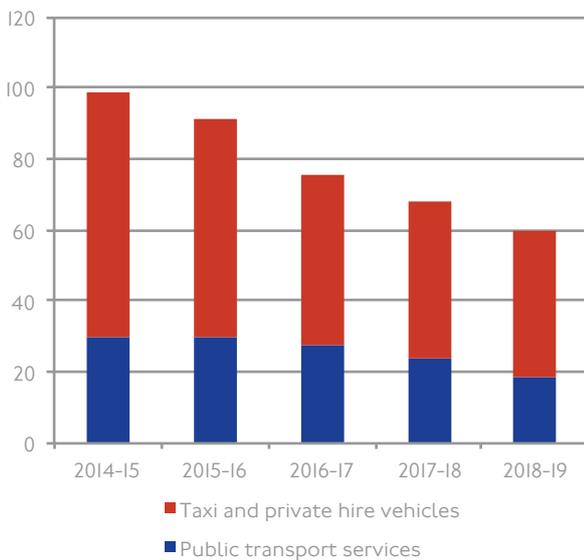
NOx emissions (tonnes)



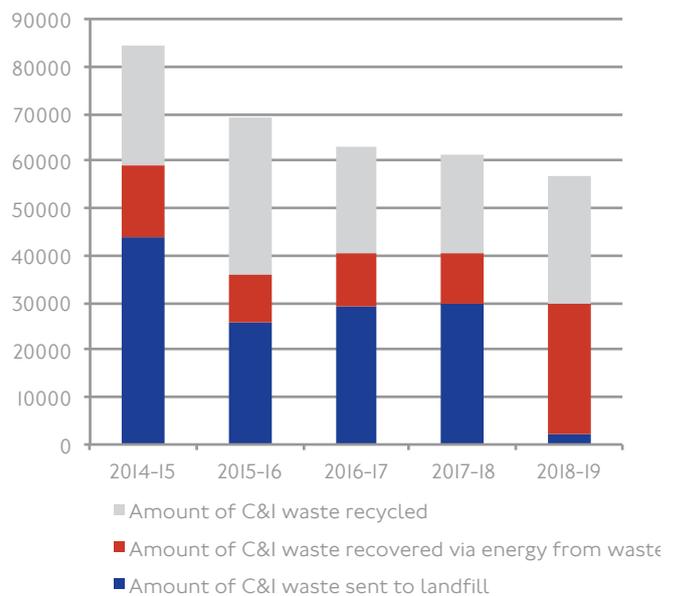
Construction, demolition and excavation (CDE) waste produced (million tonnes)



Particulate matter (PM10) emissions (tonnes)



Commercial and Industrial (C&I) waste produced (tonnes)



Did we deliver our planned improvements?

Progress against Mayoral priorities

In support of the delivery of the environmental objectives outlined in the Mayor's Transport Strategy and the London Environment Strategy, a number of key programmes have continued during the year.

Ultra Low Emission Zone (ULEZ)

We delivered the systems required to support the ULEZ and continued with our concerted marketing and communications campaigns. We successfully launched the scheme in central London on 8 April 2019. Monitoring data has already shown a steady increase in the number of ULEZ compliant vehicles entering the Congestion Charging zone since the Mayor approved the scheme in February 2017. Initial monitoring results since the ULEZ went live indicate that around 70 per cent of vehicles entering the zone are now compliant and the target is that at least 80 per cent of vehicles will be compliant by the end of the first year.

On 15 February 2019, the van scrappage scheme started providing financial support to microbusinesses and charities to switch to compliant (including electric) vehicles. In the first few weeks, we received more than 900 applications and we are now developing a similar scheme to support low income households in the coming months.

Zero emission capable taxis

Since January 2018, only zero emission capable taxis have been issued new licenses. This, combined with an enhanced delicensing scheme, has resulted in more than 1,800 zero emission capable taxis now being on London's streets.

Low emission buses

Following extensive consultation, standards

will be tightened for the most polluting heavy vehicles, including buses, coaches and lorries across the whole of London, using the same boundary as the existing Low Emission Zone. From October 2020, all buses, coaches and HGVs in London will need to meet Euro VI emissions standards or pay up to £300 daily charge.

Three quarters of the London fleet is now at the ultra-clean diesel Euro VI engine emission standard. The conversion and replacement of less clean vehicles has been accelerated by the introduction of 10 Low Emission Bus Zones (LEBZ) and preparations for the Ultra Low-Emission Zone. This fleet transformation process will continue as a further two LEBZs come on-line later in 2019 and turn more polluted corridors into much cleaner highways, served by buses meeting the cleanest diesel emissions standard and emitting a fraction of the most harmful tailpipe emissions. At the end of March 2019 we had 6,950 ultra-clean diesel buses operating in London, including 2,800 operating in central London. By 2020, our whole fleet of over 9000 buses will meet this standard. This is compared with the baseline of 1,194 in 2016. London also has a rising number of zero emission vehicles with 155 electric and 10 hydrogen fuel cell buses. With an average 8g/km saving and given that the average bus travels approximately 60,000km per annum, the reduction is 2,138 tonnes of oxides of nitrogen each year. This represents a 60 per cent reduction since the Mayor came into office and we remain on track to meet the 100 per cent target by the end of 2020.

Our bus retrofit programme has upgraded more than 2,700 buses. Around three quarters of the fleet is now bringing much lower emissions to large parts of London. With every vehicle retrofitted, air quality benefits are immediately brought to London as its tailpipe emissions of

oxides of nitrogen and particulate matter falls by up to 95 and 80 per cent respectively. In addition to this, most new vehicles entering the fleet are fitted with hybrid systems which reduce CO2 by up to 30 per cent.

Greener Dial-a-Ride vehicles

The first batch of 90 low-emission Dial-a-Ride vehicles were delivered four months ahead of the ULEZ. Emissions will be reduced further as most vehicles have technology to stop engines when the vehicle is not moving. The wider fleet of around 300 will continue to be upgraded ahead of the expansion of the ULEZ to the North and South Circulars in 2021.

World Car-free Day

Around 50 streets across London went car free on 22 September 2018 as part of World Car Free Day. The event supported London Play, a charity that works to give children the freedom to play safely in the street.

Electric vehicle charging points

We continue to build a network of rapid charge points to support the growing number of zero emission capable taxis and the wider take-up of electric vehicles.

There are around 2,200 slow electric vehicle charging points across London and 175 rapid charging points, bringing us a major step towards our target of 300 rapid charge points by December 2020. We published an Electric Vehicle Infrastructure Taskforce report in 2019. The taskforce was launched by the Mayor in May 2018 to ensure infrastructure is not a barrier to electric vehicle adoption in London. It estimates the scale of electric vehicle infrastructure London may require and provides a clear set of actions for the immediate future and will inspire confidence for adequate provision out to 2025.

We are also developing designs for two hub sites for electric vehicles; one in Greenwich and the other in the City of London. The hubs will consist of a cluster of rapid charge points to support both taxi and public electric vehicle users.

To enable the growth of the rapid charge point network, we continue to work with the London boroughs to encourage and support the delivery of charge points on local roads. In October 2018, the London Councils' Transport & Environment Committee endorsed a directive for all boroughs to identify 20 possible sites for rapid charging points by January 2019. To date, 11 sites have been installed through this process.

The Mayor's School Air Quality Audit programme

The Greater London Authority (GLA), supported by us, held meetings with representatives of the audited schools. These gave an opportunity for school and borough representatives to establish implementation plans for each of the 50 participating primary schools, as well as discuss how they wish to spend the £10,000 funding made available to them. Going forward, we will support the 50 primary schools in taking forward the transport-related interventions.

Improving air quality on the Tube

Two years ago, we commissioned the Committee on the Medical Effects of Air Pollutants to review academic studies and other research relating to air quality on underground railway systems. In January 2019, the report confirmed that there was no convincing evidence that London Underground dust levels are more toxic than those found outside, but it emphasises that further monitoring and research is needed. We closely monitor dust levels and make sure that exposure levels are well within Health and Safety Executive guidelines. We have already improved our sampling regime by

including tests for additional metals, and we will continue to investigate ways to reduce dust levels.

We spend around £60m every year cleaning our trains, stations and tunnels to ensure dust levels are kept to a minimum. We perform regular health checks for all our operational employees and there is no evidence to suggest our frontline teams suffer ill health effects from exposure to dust on the Underground for longer periods of time compared to customers. We will continue to seek practical ways of reducing particulate matter on the Underground, as the report has recommended.

Zero carbon city

Our Energy Strategy sets out our overarching approach to reducing CO₂ emissions from our operations. This contributes to the following three Mayoral ambitions set in the Mayor's Transport Strategy and London Environment Strategy:

- The TfL bus fleet to emit zero exhaust emissions by 2037
- Aim for all TfL-controlled rail services to be zero carbon by 2030
- Meeting a 60 per cent reduction in GLA group CO₂ emissions on 1990 levels by 2025

We are working to develop the best approach to meeting the ambition to supply TfL rail services with zero carbon energy, both through energy efficiency, on-site generation and procurement of renewable energy. We have mapped the potential for solar generation on our rooftops and assessed high potential land holdings.

We have also conducted an early market engagement exercise to better understand potential opportunities for connecting our assets to local sources of low carbon electricity. We are working with the GLA to explore opportunities for procurement of low carbon energy through Power Purchase Agreements.

Energy consumption on our estate

On-site works were completed under our £2.6m programme of energy efficiency improvements using the Mayor's REFIT framework. Working with E.ON Control Solutions, energy conservation measures were installed at nine of our buildings including head offices, bus garages and London Underground.

We installed LED lighting throughout Trackside House and a building management system at Walworth and Uxbridge bus garages. Our next phase of works under the framework will include a programme of solar PV installations, working in partnership with Engie. The recommissioning of the gas combined cooling, heat and power plant at our Palestra head office in December 2017 were our largest and most complex works, complemented by improvements to domestic hot water and cooling systems. Monitoring of improvements over the first nine months of operation shows an improvement in building energy efficiency of 13 per cent at Palestra and delivered utility cost savings of more than £235,000.

Green infrastructure

We continue to review all schemes and delivery programmes to understand the opportunities for green infrastructure and sustainable drainage. As a result, our projects are now building green roofs including Tottenham Hale station upgrade, Acton Trains Modification Unit and Four Lines Modernisation signalling equipment rooms.

We are currently on track to meet the Mayor's Transport Strategy target of a one per cent year-on-year increase in tree numbers on our roads to 2025. However, there are likely to be some individual years where the target is not met (e.g. 2017/18 saw a net reduction of trees) and we plan to address this with more planting next year.

We are also working to improve monitoring of tree planting and installation of sustainable drainage systems in support of the Mayor's target for an additional effective surface area of 50,000m². We are working to incorporate the systems into improvement works on our roads, as well as encouraging boroughs to deliver them via Local Implementation Plans and the Liveable Neighbourhoods programme.

Biodiversity net gain is being embedded into our project development and management processes. Training has also been provided to staff on how to use the biodiversity net gain project toolkit, as well as the biodiversity baseline data layer on our geographic information systems. We have included the requirement for achieving net gain for biodiversity within contracts for Rotherhithe to Canary Wharf and Sutton Link Project. This commitment and action have been commended by the Environment Agency.

Circular economy

Around 90 per cent of our waste is construction, demolition and excavation waste from construction projects, 98 per cent of which was re-used or recycled in 2018/19. Of our commercial and industrial waste, 50 per cent is recycled and the remainder is sent to one of London's energy from waste plants.

We are working on a single-use plastics reduction plan that was finalised last summer, for example by:

- Including plastic packaging reduction requirements in key contracts, such as head office catering, stationery and consumables
- Replacing single-use plastic bottles with reusable bottles at key maintenance depot locations and issuing all London Underground track delivery staff with reusable bottles

We have successfully applied for Thames Water funding for water fountain installations at 17 sites across our network, including ten London Overground stations, three Underground stations and four bus stations. Work is ongoing to confirm proposed locations, with the aim to start installations from July 2019.

We marked the two-year milestone of our Recover and Reuse Initiative at the disused York Road station as a hub for freecycling within our equipment spares. This ranges from station lockers and booths to CCTV cameras and PA speakers, as well as end of project materials. Since the opening of the York Road hub the initiative has gone from strength to strength. More than £900,000 of London Underground equipment has been re-used since May 2017. A further £900,000 in materials and assets are available at York Road. The Initiative has identified a further £500,000 in upcoming redundant assets. A benefit that defied expectations stemmed from the hub's secure recovery of items of interest to the London Transport Museum with, for example, 3,000 recovered Jubilee line open door buttons bringing us £30,000 income.

Climate change adaptation and resilience

Climate impacts to include infrastructure damage, such as heat damage to old signal systems and flooding destabilising embankments, with consequent impacts on performance. There are also safety implications for our customers including fainting on hot trains and slipping in wet weather.

We established and chair the Transport Adaptation Steering Group, which brings together stakeholders, such as Network Rail and Highways England and experts including the London Climate

Change Partnership to understand how we can address the issue of climate change adaptation in the transport sector. We have also set up a research programme with a range of academic institutions to develop a baseline of how current severe weather events affect our operations. For example, a recent study identified a correlation between London Underground delay frequencies and ambient air temperature, with delays increasing at higher temperatures.

Using this information, the newly released 2018 UK Climate Projections, and the expertise of other transport sector partners, we will be better able to prepare for and recover from the impacts of future climate change. A preliminary assessment of suitable climate change adaptation indicators has been conducted, concluding that there is a need for an annual adaptation performance report.



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July 2019

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Board



Date: 24 July 2019

Item: Slavery and Human Trafficking Statement 2018/19

This paper will be considered in public

1 Summary

- 1.1 The Modern Slavery Act 2015 requires the publication of an annual slavery and human trafficking statement (the Statement). This paper describes the activity undertaken in compliance with the Act and seeks approval of a statement for the financial year 2018/19 that is required to be made and published.
- 1.2 On 10 July 2019, the Safety, Sustainability and Human Resources Panel considered the Statement and raised no issues for the Board's attention.

2 Recommendation

- 2.1 **The Board is asked to note the paper and:**
 - (a) **approve the draft TfL Slavery and Human Trafficking statement appended to this paper; and**
 - (b) **authorise the General Counsel to agree the final form of the Statement.**

3 Slavery and Human Trafficking Statement 2018/19

- 3.1 The Independent Anti-Slavery Commissioner estimates there are at least 13,000 modern slaves in the UK, and global estimates suggest more than 40 million people worldwide. TfL is committed to identifying risks of modern slavery and forced labour in its supply chains, and working with its suppliers to proactively address these risks.
- 3.2 We published our most recent Modern Slavery statement for the Financial Year 2017/18 on TfL's website on 20 August 2018. We are required to produce a new statement for 2018/19 which needs to be published by 30 September 2019, following Board approval. A list of the companies within the TfL Group that the statement will apply to is included in the statement. Crossrail will be providing its own statement. The current TfL statement will be removed from our webpage and archived internally.

4 2018/19 Activity

- 4.1 In 2018/19 we continued our focus on the identified high-risk categories of uniforms, electronics and facilities management.

Uniforms

- 4.2 A key requirement of TfL's uniform contracts is that the factories in China and Bangladesh which manufacture the garments undergo independent, third party audits annually. Non-compliances are captured in audit reports, and followed up through corrective action plans and evidence of resolution. Our efforts to lead by example in addressing the risks posed within the international garment supply chain were recognised in a 2018 report by the International Corporate Accountability Roundtable and The Corporate Responsibility (CORE) Coalition which found TfL's procurement of uniforms is more socially responsible and advanced in comparison to other central government departments featured in the report.
- 4.3 We do however recognise the limitations of social audits in addressing root causes of non-compliances. Therefore our uniforms contract also requires our supplier to undertake capacity building activity at the manufacturing sites, such as workers undertaking training on worker rights, health and safety, and Bangladesh labour laws, including how and when to raise grievances. One factory is partnering with a local university to provide training for interns. This capacity building work develops the knowledge and capabilities of vulnerable workers whilst empowering them to better understand their rights in the workplace.
- 4.4 TfL has also worked closely with the Fairtrade Foundation to ensure that the cotton used in their t-shirts and shirts is sourced from certified producers, meaning that farmers and workers get a fair deal for their work. This was another first in the UK for a public sector organisation.

Cleaning

- 4.5 Given the high number of agency and migrant workers employed in the cleaning industry, we have taken a proactive approach to managing the risks of worker exploitation. Our facilities management contract remains on track to meet its KPI target of 95 per cent of directly employed labour by September 2019.

External Engagements

- 4.6 TfL has been recognised as exhibiting leadership in the UK public sector with regards to its approach to addressing modern slavery and human rights risks in its supply chain. We remain committed to benchmarking with peers to both share our approaches and also to ensure we are aware of emerging risks and any developing best practice. We were part of the panel at the inaugural 2019 International Conference on Tackling Modern Slavery, Forced Labour and Human Trafficking in Public Sector Supply Chains, run by the Home Office, Ethical Trading Initiative (ETI) and the Organisation for Security and Co-operation, on 27 March 2019. More than 150 delegates attended, sharing

lessons learned, best practice, and approaches to managing the common risks faced in public sector supply chains.

- 4.7 On 29 March 2019 we presented at a Commonwealth Parliamentary Association seminar on modern slavery to an audience of members of parliament from Canada, the Turks and Caicos Islands, Bangladesh and Hong Kong.
- 4.8 We also delivered a workshop session at the EcoProcura Conference in October 2018 in The Netherlands, where we communicated our approach to ethical sourcing. The conference was attended by delegates representing public sector purchasing authorities from across the world focussing in particular on how public purchasing can procure ethically, sustainably and responsibly.

5 2019/20 Activity

- 5.1 In the coming year we will build on the strong foundations of our approach, to further embed it in existing areas of focus, and roll it out in new spend categories where risks are identified.
- 5.2 To ensure that the processes we put in place with our suppliers and their supply chains do make a difference in improving the working conditions of our supply chain workers, we will develop a robust assurance process for modern slavery in 2019/20. Working with our Internal Audit team, the approach will be dependant on the level of risk identified for our suppliers and include a range of activities from compliance checks of their Modern Slavery statements, to questionnaires for our key suppliers, to desk-based audits of management arrangements in relation to modern slavery.
- 5.3 We will enter into dialogue with those suppliers whose contracts with TfL include the Electronics Watch due diligence and monitoring clauses and collaborate with them to establish due diligence and mitigation strategies to address human rights risks in the supply chain. To raise awareness and share the Electronics Watch approach to Commercial staff, a training session took place on 21 June 2019.
- 5.4 We have identified the construction workforce as one at risk of forced labour and exploitation, and we will be developing an approach for use when letting and managing construction contracts.
- 5.5 In 2019/20, TfL will roll out Responsible Procurement training which will enhance the knowledge of key Commercial staff to manage the risks of modern day slavery, through ensuring that ethical sourcing risks are considered in the early stages of procurement when developing business cases and category management strategies. A combination of eLearning and classroom based learning will be available to TfL Commercial. It is expected that the former will be mandated to all TfL Commercial staff.

6 GLA Group Responsible Procurement Policy

- 6.1 The revised GLA Group Responsible Procurement Policy was approved by the Mayor and published in 2017. The revised Policy includes six themes:
- (a) enhancing social value;
 - (b) encouraging equality and diversity;
 - (c) embedding fair employment practices;
 - (d) enabling skills, training and employment opportunities;
 - (e) promoting ethical sourcing practices; and
 - (f) improving environmental sustainability.
- 6.2 This high level strategic policy sets out the GLA Group's plans, ambitions and commitments for ensuring continuous improvement in London. In March 2019 the Responsible Procurement Implementation Plan (RPIP) detailing the actions and targets to be delivered was published. To support TfL Commercial to deliver these ambitions, a Commercial-led Responsible Procurement Delivery Group (RPDG) was established in March 2019 with senior representation from each Commercial team, as well as representation from our HSE and Diversity and Inclusion teams. The RPDG are accountable for our ambitions within the RPIP.
- 6.3 Our key Responsible Procurement achievements in 2018/19 were :
- (a) 3728 workers in our supply chain benefitted from the current London Living Wage rate;
 - (b) 521 new apprenticeship starts in our supply chain, of which 50 per cent are from a BAME background;
 - (c) TfL's Supplier Skills Team has ran three pre-employment programmes involving over 50 candidates, focused on addressing underrepresentation and facilitating social mobility;
 - (d) 181 Commercial staff attended the RP Bitesize Training. By the end of 2019, all key commercial staff in TfL will receive training in the application of Responsible Procurement and social value practice and principles;
 - (e) we refreshed our procurement approach to improving Equality, Diversity and Inclusion performance in relevant contracts and trialled this new approach within Q4 2018/19; and
 - (f) the GLA Group Collaborative Procurement Team, hosted by TfL, has undergone an internal assessment against the ISO 20400 sustainable procurement standard. External assessment is planned for Q4 2019/20.

List of appendices:

Appendix 1: Draft Slavery and Human Trafficking Statement 2018/19

List of Background Papers:

None

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Transport for London Slavery and Human Trafficking Statement 2018/19 **Draft**

Period covered by this statement

Transport for London (TfL)'s financial year end occurs on 31 March. This statement covers the financial year 1 April 2018 – 31 March 2019.

Organisations covered by this statement

This statement covers Transport for London, its subsidiary company Transport Trading Limited and the following subsidiary companies of Transport Trading Limited:

Crossrail 2 Limited
Docklands Light Railway Limited
London Buses Limited
London Bus Services Limited
London River Services Limited
London Transport Museum Limited
London Transport Museum (Trading) Limited
London Underground Limited
LUL Nominee BCV Limited
LUL Nominee SSL Limited
Rail for London (Infrastructure) Limited
Rail for London Limited
Tramtrack Croydon Limited
TTL Blackhorse Road Properties Limited
TTL Earl's Court Properties Limited
TTL Kidbrooke Properties Limited
TTL Landmark Court Properties Limited
TTL Northwood Properties Limited
TTL Properties Limited
TTL Southwark Properties Limited
TTL South Kensington Properties Limited
Tube Lines Limited
Victoria Coach Station Limited

More information on TfL and its subsidiaries can be found on our website:
<http://content.tfl.gov.uk/tfl-subsiary-organisation-january-2019.pdf>

Introduction

This Statement is designed to satisfy the requirements of Section 54 of the [Modern Slavery Act 2015](#), by informing our customers, suppliers, staff and the public about TfL's policy with respect to modern slavery, human trafficking, forced and bonded labour and labour rights violations in its supply chains and the steps taken to identify,

prevent and mitigate the risks. This is TfL's fourth annual statement to be published under the Act and relates to the period 1 April 2018 through to 31 March 2019.

TfL is aware of the recent independent review of the Modern Slavery Act 2015 and notes the recommendations it makes in reforming Section 54 of the Act. TfL was the first public sector organisation to join the Ethical Trading Initiative (ETI), a leading alliance of companies, trade unions and non-governmental organisations (NGOs) that promotes respect for workers' rights around the globe. TfL was also the first public body to join Sedex, home to one of the world's largest collaborative platforms for sharing responsible sourcing data on supply chains and used by companies to manage their performance around labour rights, health and safety, the environment and business ethics. Leading by example, we use both these memberships to maintain awareness of best practice and current developments, benchmark with other organisations and externally verify our approach.

Our organisation

TfL is the integrated transport authority responsible for delivering Mayor of London, Sadiq Khan's strategy and commitments on transport. We run the day-to-day operation of the Capital's public transport network and manage London's main roads. Every day, more than 31 million journeys are made across our network. We do all we can to keep the city moving, working and growing and to make life in our city better.

Managing TfL's supply chain is the direct responsibility of the Chief Procurement Officer, reporting to the Chief Finance Officer, who reports to the Commissioner of TfL. During 2018/19, TfL spent in excess of £6bn on goods, services and works required to deliver and upgrade services across London Underground, Surface Transport, Professional Services and Technology and Data.

Our policies in relation to slavery and human trafficking

In June 2017, the Mayor published the [Greater London Authority \(GLA\) Group Responsible Procurement Policy](#).

This document is a high level strategic policy setting out the GLA Group's plans, ambitions and commitments for ensuring continuous improvement in London, delivered through all the Group's procurement activities, which supports the delivery of the Mayor's commitments and strategies. It reflects best practice and demonstrates our procurement activities meet all legislative requirements, including the Modern Slavery Act 2015.

The Mayor's Policy commits us to promote ethical sourcing by:

- adopting the nine provisions of the ETI Base Code¹, or equivalent, as the standard we expect of our suppliers to support working conditions that are legal, fair and safe; and

¹ <https://www.ethicaltrade.org/eti-base-code>

- adopting a risk and opportunity-based approach to identify contracts and areas of spend where there may be a high risk of poor working conditions, human rights abuses or negative impacts on security and crime. We will seek to improve transparency within the supply chain, and work with suppliers to improve any poor performance identified as part of a process of continuous improvement, reflecting existing and emerging legislation and guidance.

To support the business in implementing the Policy, TfL hosts the GLA Group’s Central Responsible Procurement Team within its Commercial function. In March 2019 the team published the [Responsible Procurement Implementation Plan](#). The plan sets out the actions TfL, along with the wider GLA Group, will prioritise to deliver on the commitments of the GLA Group Responsible Procurement Policy, including the promotion of ethical sourcing practices.

Risk assessment, prevention and mitigation

Through robust procurement and governance processes, including the inclusion of the Responsible Procurement checklist in developing an approach to market, Commercial staff across TfL are able to identify categories and contracts which are likely to present a high risk of human rights abuses.

The principal categories which TfL deems as carrying material risks of human rights abuses are uniforms, electronic equipment, cleaning and construction. TfL deems the corresponding source countries in its supply chains for these categories to be:

Category	Country	Identified Sector Risks
Uniforms	Bangladesh, China	High risk countries as identified by the government response, vulnerability and prevalence ratings in the Global Slavery Index ²
Electronic equipment	East Asia, China, India, Eastern Europe, Mexico	Labour intensive, often low-skilled work; mining of raw materials in high risk countries
Facilities Management – including cleaning and catering services	United Kingdom	High numbers of agency and migrant workers
Construction	United Kingdom	Migrant workers, documents instances of forced or bonded labour, multi-tiered supply chains, low paid roles

² The Global Slavery Index provides country analysis and ranking of modern slavery prevalence as well as the actions governments are taking to respond. <https://www.globalslaveryindex.org/2018/data/country-data/bangladesh/>
<https://www.globalslaveryindex.org/2018/data/country-data/china/>

Due diligence processes

Uniforms:

While providing uniform fit for a world class transport system, TfL is actively working to ensure that workers producing the garments are treated fairly wherever they may be in the world. TfL has been including clear requirements safeguarding human rights and working conditions in relevant contracts for many years and with our supply contract for London Underground uniforms we have set new levels of excellence for supply chain due diligence in public procurement. A 2018 report by the International Corporate Accountability Roundtable and The Corporate Responsibility (CORE) Coalition³ found that “in comparison to the central Government departments featured in this report, TfL’s procurement practice is significantly more socially responsible and advanced.”

TfL’s uniforms are manufactured in Bangladesh and China. Each factory is required annually to undergo an independent, third party social audit against the nine principles of the ETI Base Code. Following each audit, a time-bound corrective action plan is agreed with the factory to address any areas of non-compliance. Audit results are viewed and corrective action plans tracked online through the Sedex system.

However, we also recognise the limitations of social audits in addressing root causes of non-compliances. Therefore our uniforms contract also requires our supplier to undertake capacity building activity at the manufacturing sites.

Workers have undertaken training on worker rights, health and safety and Bangladesh labour laws, including how and when to use complaint letters for raising grievances. One factory is partnering with a local university to host interns, with the intention for training to be provided for interns to qualify as technicians and designers. This capacity building work builds the knowledge and capabilities of vulnerable workers, whilst empowering them to better understand their human rights in the workplace.

TfL also worked closely with the Fairtrade Foundation to ensure that the cotton used in the uniforms is sourced from certified producers, meaning that farmers and workers get a fair deal for their work. This was another first in the UK for a public sector organisation such as TfL.

Electronic equipment:

TfL is a founding member of Electronics Watch an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply chains - and remains an engaged member, attending the annual Conference to further benefit from the support network it provides. We have included Electronics Watch contractual clauses in a number of key Information Communication Technology (ICT) contracts identified

³ <https://corporate-responsibility.org/wp-content/uploads/2018/09/ICAR-Core-Report-Who-Made-Our-Clothes-UK-Public-Sector-Apparel-Procurement.pdf>

as presenting a higher risk of potential human rights abuses. The contract for Narrow Band Radio System replacement on our bus network has included Electronics Watch clauses which are closely monitored as part of the management of the contract.

Factory locations of manufacture have been provided and the supplier will provide audit data to identify high risk areas of the supply chain which require further intervention.

Upcoming procurements of the renewal of our ticketing payment solution, Oyster Cards, and the ICT Hardware contract have been published with Electronics Watch clauses integrated, the outcomes of which will be monitored by TfL to ensure our suppliers undertake a robust risk assessment upon contract award and put in place suitable mitigation strategies over the course of the contract.

Cleaning services:

Given the high number of agency and migrant workers employed in the cleaning industry, TfL has continued to take a proactive approach to managing the risks of worker exploitation. The contract remains on track to meet the KPI target of 95 per cent of directly employed labour by September 2019.

Construction:

Our membership of the Supply Chain Sustainability School (SCSS) and membership of their labour leadership group enables us to discuss and share best practice on the industry-wide risks facing the built environment sector. Construction sites, in particular, pose a significant risk of poor employment practices through the use of agency workers and multi-tiered supply chains. Through our involvement with the SCSS, we are able to gain greater transparency on the issues faced by our supply chain and work closely with them to mitigate the risks of human rights abuses on construction sites. We will be developing an approach for use when letting and managing construction contracts to ensure the real risk of modern slavery in this sector is minimised.

External Engagements:

We recognise the importance of tackling the risks of modern slavery with our industry peers and are committed to benchmarking and best practice sharing at conferences, events and workshops.

TfL was a part of a panel at the 2019 International Conference on Tackling Modern Slavery, Forced Labour and Human Trafficking in Public Sector Supply Chains, run by the Home Office, ETI and the Organisation for Security and Co-operation. More than 150 delegates attended, sharing lessons learned, best practice and approaches to managing the common risks faced in public sector supply chains.

We also attended the EcoProcura Conference in October, an event held in Nijmegen for European cities and public authorities to exchange and share best practice in Sustainable Public Procurement, and delivered a workshop session communicating our approach to ethical sourcing. The conference was attended by delegates

representing public sector purchasing authorities from across the world focussing in particular on how public purchasing can procure ethically, sustainably and responsibly.

TfL hosts a key supplier forum every six months, giving the Responsible Procurement team a platform to communicate areas of focus to over 60 key suppliers so our supply chain remains fully informed on our approach to ethical sourcing. It is also an opportunity for our key suppliers to provide valuable feedback so we can collaboratively manage the risks of slavery and human trafficking.

Effectiveness, measured against appropriate KPIs

TfL reports annually to the ETI detailing our annual activity to identify and manage ethical sourcing risks. Last year, our report was given 'Improver' status and the detailed feedback is used to continuously strengthen our approach each year. The activities we undertake to address risks of modern slavery in our supply chain, as detailed in this statement, will be included in our future reporting to the ETI, with a view towards moving up to 'Achiever' status.

As part of TfL's uniform contract, the factories are required to undergo an independent audit every twelve months. Audit reports and corrective action plans are provided by the auditors to TfL, and we track the resolution of non-compliances through the Sedex system, an ethical auditing approach and platform which encourages consistent and collaborative sharing of audit results. To reinforce the effectiveness of auditing, the supplier has trained quality control auditors in SA8000, a social certification for factories and organisations, which increases the coverage of monitoring working conditions through empirical evidence.

TfL's cleaning contract contains a KPI for 80 per cent of cleaning staff to be directly employed, rising to 95 per cent by September 2019. Figure 1 displays the positive trend this KPI has had on the employment relationship of the workers and the effective risk mitigation against labour exploitation this has resulted in.

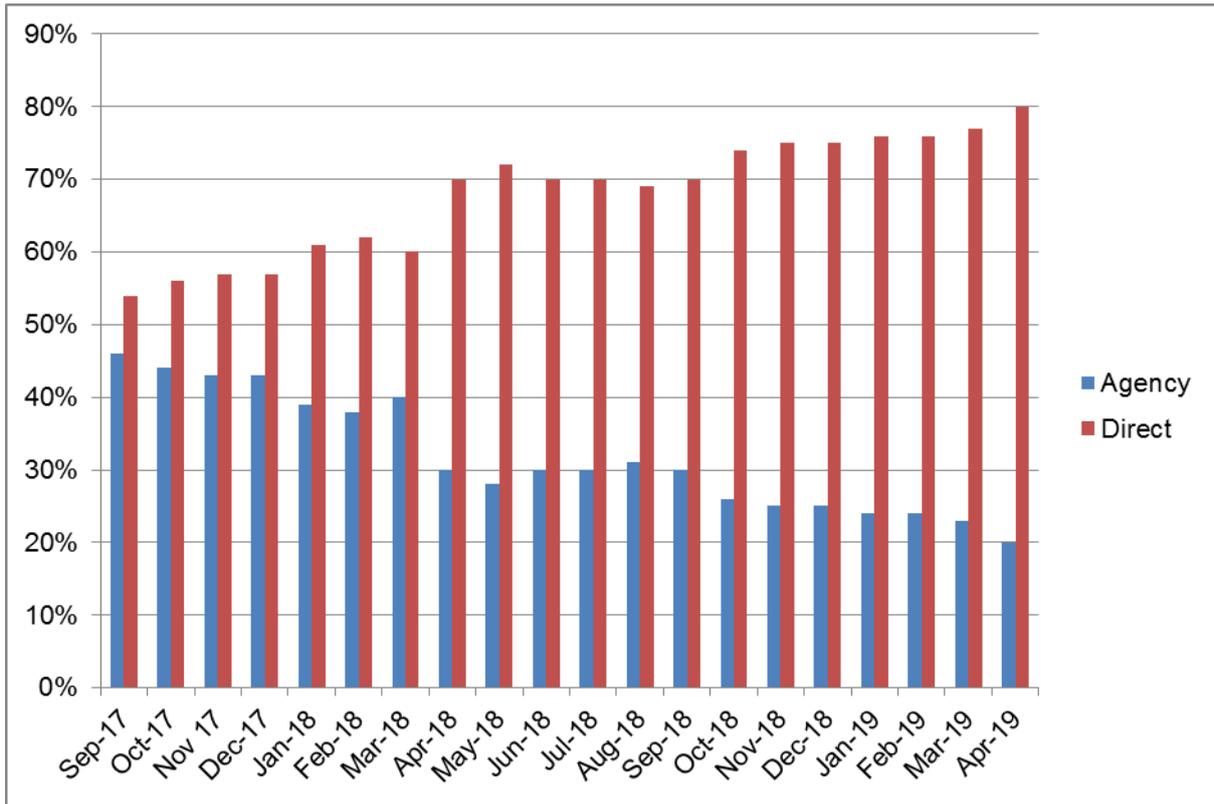


Fig.1 – Positive trend of directly employed workers on TfL’s cleaning contract

The [GLA Group Responsible Procurement Implementation Plan](#) commits TfL to actively encourage its key suppliers to produce a compliant Modern Slavery Statement and as part of this work, we have reviewed over 60 of our key suppliers for compliance with Section 54 of the Modern Slavery Act 2015. As of March 2019, 66 per cent of TfL’s key suppliers have issued a statement compliant to Section 54 of the Act, a 14 per cent increase compared to 52 per cent in August 2017. In 2019/20 we will aim to continue this positive trend by engaging our key suppliers on this issue and developing an approach to address those suppliers who fall short of their obligations.

Training and capacity building

In 2018/19, 181 Commercial staff were trained in the principles of Responsible Procurement. The internal training includes an overview of TfL’s approach to ethical sourcing, ensuring that Commercial staff are able to apply a risk-based approach to managing ethical sourcing practices and where to go for assistance and guidance where high risk areas are identified. This year, TfL will roll out further training to enhance the knowledge of key commercial staff to manage the risks of modern day slavery through a combination of e-learning and classroom based training. The training will have a focus on ensuring that ethical sourcing risks are considered in the early stages of procurement when developing business cases and category management strategies.

TfL continues to utilise its membership with the ETI and benefits from the resources it provides, with the contract manager for the London Underground Uniform Contract having undertaken ETI training courses. TfL is an active member of the Public Procurement Working Group, providing input to the recent report on the review of the Modern Slavery Act 2015.

Our goals for 2019/20

In 2019/20 we will continue to improve and refine our approach to managing the risk of slavery and human trafficking in our supply chain. Whilst we are proactively identifying and managing the high-risk areas in our activity, we understand that the risk of modern slavery is significant in a number of key sectors which we contract in, particularly the identified areas of construction, electronics and uniforms and as such recognise that we must continue to ensure robust risk mitigation throughout the breadth of our activity. A particular significant step in doing this will be to map our risk exposure throughout our supply chain and this will be a focus for us in the coming year.

In the year ahead, we will pursue four **key goals for 2019/20**:

- We will develop a robust assurance process for prevention of modern slavery on construction sites. Our aim is to develop our risk mitigation from desk-based monitoring of Section 54 compliance to on-the-ground, empirical evidence of modern slavery prevention measures.
- We will roll out external training to key Commercial staff to support the robust implementation of our ethical sourcing approach. This will be formed of online and classroom based learning and will ensure commercial staff can make procurement decisions with an in depth understanding of how to manage against the risk of human and labour rights abuses.
- We will ensure implementation and contract management of Electronics Watch contract terms in ICT contracts upon contract award. The clauses stipulate disclosure of factory locations and we will work closely and collaboratively with our supply chain to understand the risks each location presents and in doing so develop plans to improve the working conditions and workers' understanding of their rights.
- We will undertake an ethical sourcing risk mapping exercise of our supply chain to ensure proactive identification and management of risk and enable effective prioritisation of activity.

This Statement has been approved and published by the TfL Board and will continue to be reviewed at least once annually.

[Name of Signatory]

[Date] 2019

For TfL Board

Board

Date: 24 July 2019

Item: Employee Engagement Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on activity taking place to improve employee engagement.
- 1.2 On 10 July 2019, the Safety, Sustainability and Human Resources Panel noted this paper. It did not raise any issues to draw to the attention of the Board.

2 Recommendation

- 2.1 **The Board is asked to note the paper.**

3 Background and current status

- 3.1 Our people are our greatest asset and we care passionately about their wellbeing, yet in 2018 we were disappointed not to meet our own aspirations on engagement.
- 3.2 In 2018 employee engagement, measured through the Total Engagement Index, remained at 56 per cent falling just short of our Scorecard target of 57 per cent.
- 3.3 This paper provides an update on our drive to better understand the needs of our people, make TfL a better place to work and improve our employee engagement now and for the future.

4 Understanding and acting on engagement

- 4.1 We are committed to making TfL a great place to work for everyone, caring for our people, and supporting them to be the best they can be. This is the only way we can truly deliver for London. The best indicator of how well we are doing at this are our Viewpoint engagement scores, which tell us how our people feel about working for us and what needs to be better.
- 4.2 Our 2018 Viewpoint survey had a record response rate, up 9 per cent on the previous year to 66 per cent. This means we can be confident that what it is telling us is important to our people. Three key drivers of engagement from 2018 include:
 - (a) recognition for doing a good job (Recognition);

- (b) open and honest communication from senior managers (Communication); and
- (c) feeling involved in decisions that affect their work (Decisions).

5 Taking action in 2019

5.1 Based on everything our people have told us, we are delivering a comprehensive, integrated engagement strategy, designed to reach everyone who works in the organisation, showing them we are listening and taking action, and making this a better place to work.

5.2 At an overarching corporate level, there are three key initiatives:

- (a) a new recognition strategy will deliver more consistent, high quality recognition across the organisation, underpinned by the launch of the “MyRecognition platform” to encourage recognition from managers and colleagues;
- (b) the Transformation toolkit supports leaders to deliver change in a more people focused way, ensuring a consistent experience of change for all of our people with a particular focus on maintaining wellbeing during uncertainty; and
- (c) new people plans are being put in place in all areas across the organisation with clear objectives, and specific work to better understand the deep-rooted cultural issues that affect engagement in different areas. Our people plans place a significant emphasis on competence and accountability in line management. We are upskilling our managers with new courses and tools, refresher programmes on high quality engagement and using our channels to communicate more effectively. This renewed focus is supported by the inclusion of people leadership objectives in Performance & Development discussions.

5.3 Directly aligned with both the key drivers and supporting these high level strategies are more targeted initiatives in every area of the business designed to deliver measurable change and demonstrate our commitment to making this a better place to work:

- (a) Driving recognition (Recognition) – “You Matter” awards by business area, manager toolkits for integrating recognition into all regular activity.
- (b) Greater visibility for leaders (Communication and Decisions) – “town hall” style meetings, management capability programmes, leadership visibility plans, campaigns around greater leadership and Yammer engagement.
- (c) Initiatives to involve people in decisions (Decisions) – people and change advocate networks, director insight sessions, best practice sharing forums, new agile working groups.

6 Engaging our leader and line manager communities

- 6.1 Leadership accountability and ownership of all these activities is vital for success. We will be supporting our leaders to inspire renewed enthusiasm for direct engagement and will support them to get out there with their teams.
- 6.2 At the Commissioner's recent leadership event, our top 300 leaders dedicated their day to completing a number of challenges around frontline engagement. Their response was overwhelming and a strong sense of enthusiasm was evident throughout the event. Direct feedback from those taking part was uniformly positive and there were hundreds of posts to the dedicated Yammer pages. Our leadership team embraced this opportunity, and we will continue to work to build on this enthusiasm and incorporate regular face-to-face, high visibility engagement into their activities.
- 6.3 In London Underground (LU), Viewpoint scores have consistently highlighted the need for more effective face-to-face management. We are refreshing and relaunching TeamTalk, which is our primary channel for regular face-to-face engagement between local leaders and their team members.
- 6.4 TeamTalk is used every period by around 2,150 managers in London Underground's operations teams to communicate with their people. Its purpose is to facilitate regular high-quality face to face engagement. However, the use of TeamTalk has varied across the network with some managers using it as intended, some only using email or digital screens, and many not really communicating at all.
- 6.5 The refreshed TeamTalk mechanism will be online, giving our operational managers targeted updates to share with their teams aligned with the LU priorities; safety & reliability, customer service, affordability and people, resulting in a direct line of sight from the frontline to the MD. It will be a channel for two-way conversation, allowing team members the opportunity to provide feedback and ask questions, promoting constructive dialogue. The approach will allow us to track both delivery and staff feedback.
- 6.6 We are currently working on a roll out plan for the new channel, including the option of rostering dedicated time for front line colleagues (especially train operators).

7 Supporting wellbeing and creating a safe space to challenge

- 7.1 Our Wellbeing Strategy outlines a framework to support the improvement of physical and mental wellbeing of our workforce. It acknowledges that the work and the health and wellbeing of our employees are interlinked.
- 7.2 In 2017 there were a total of 279,179 sickness absence days and of those 59,902 days were lost due to mental health. These are just the recorded days. Our objective must be to reduce sickness and so to demonstrate a healthy organisation.

- 7.3 So far we have appointed senior ambassadors; Gareth Powell & Ben Plowden, and held our first Health & Wellbeing Strategy Steering Group on 3 June chaired by Gareth Powell.
- 7.4 Feedback from Viewpoint and our other work has also shown us that engagement will improve if we create an environment where people are more confident and willing to speak up.
- 7.5 SafeLine is a confidential and independent reporting service that our people can use if they have concerns about corruption, dishonesty, unethical behaviour, health and safety or discrimination. It is available 24 hours a day, seven days a week.
- 7.6 Our multi-channel communications and engagement campaign will promote access to SafeLine, encouraging people to speak up, creating psychologically safe spaces and actively promoting its use.
- 7.7 We are constantly monitoring and measuring all of our activity to understand what it is delivering for our people and to ensure it is effective. Alongside this, we have a cross-channel communications and engagement campaign to ensure all our people know that we are listening and acting on what they are telling us, directly in response to what they have told us through Viewpoint. This month we are delivering the 'Let's talk Viewpoint' campaign, which uses all of our established channels, including Yammer and blogs, to share success stories and best practice, highlight activities that are taking place, and stimulate discussion of how well we are doing to deliver on our Viewpoint commitments.

8 Looking ahead

- 8.1 While it is essential that we take these immediate actions in response to last year's Viewpoint results. It is also critical that we deeply understand the root causes of low engagement, validate actions we are already taking and develop longer-term strategic plans for lasting improvement. To inform this, we have begun intensive research into what is causing low engagement, with an initial focus on the 18,000 people who work in LU. This work will deliver recommendations for effective interventions to make things better for our people.
- 8.2 This 'deep-dive' is analysing many years of data from a range of sources across LU: inclusive operational culture survey, safety, attendance, and performance data and five years of Viewpoint results. This will help us identify potential causes of disengagement and provide the basis for designing solutions. Early indicative results from the initial analysis are closely aligned to what Viewpoint has been telling us over recent years.
- 8.3 We will then take this work to our people, inviting diverse groups from a range of job, roles and business areas to a series of focus groups. We will listen to their views on our findings and any proposals for improvement to 'sense check' that these are the right interventions. These sessions are taking place throughout June and July.

- 8.4 The purpose of this work is to bring a forensic level of scrutiny into the search for root causes and identifying solutions that will deliver long-term improvement. We will need to embrace the findings of this work and commit to supporting the delivery of proposed changes. Our leadership team, beginning with the executive committee, deliver these actions, ensuring engagement, alignment and accountability at every level of our organisation. Our Employee Communications and Engagement team will support where appropriate in the delivery of these plans and ensure there is consistent widespread awareness and understanding of actions that are being taken. We will also create the channels and opportunities for our people to hold our leaders to account, share their views and be part of a dialogue on making our organisation a great place to work.
- 8.5 To give leaders regular insight into the effectiveness of their actions, we are developing more regular metrics to measure engagement and this year's survey has been brought forward to September. We have also reduced the lead time for the results which will ensure they can be cascaded in good time before the end of the year.

List of Appendices:

None

List of Background Papers:

None

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Board



Date: 25 July 2019

Item: Report of the Meeting of the Audit and Assurance Committee held on 10 June 2019

This paper will be considered in public

1 Summary

- 1.1 To report to the Board on the meeting of the Audit and Assurance Committee held on 10 June 2019.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 10 June 2019 were published on 31 May 2019 and are available on the TfL website:
<https://tfl.gov.uk/corporate/publications-and-reports/audit-and-assurance-committee>
- 3.2 The main matters considered by the Committee were:
- (a) Annual Report 2018/19;
 - (b) Statement of Accounts for the Year Ended 31 March 2019;
 - (c) Review of Governance and the Annual Governance Statement;
 - (d) Independent Investment Programme Advisory Group Quarterly Report and Workplan;
 - (e) EY Report to Those Charged with Governance;
 - (f) EY Letter on Independence and Objectivity;
 - (g) EY Report on Non-Audit Fees for Six Months Ended 31 March 2019;
 - (h) Annual Audit Fee 2019/20;
 - (i) Risk and Assurance Quarter 4 Report 2018/19;
 - (j) Risk and Assurance Annual Report 2018/19;

- (k) Crossrail KPMG Review Update;
 - (l) Cyber Security Update;
 - (m) Register of Gifts and Hospitality for Members and Senior Staff;
 - (n) Legal Compliance Report (1 October 2018 – 31 March 2019); and
 - (o) Strategic Risk Update: Governance and Controls Suitability SR03.
- 3.3 A summary of the items discussed and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 26 September 2019.

4 Issues Discussed

Annual Report 2018/19

- 4.1 The Committee noted the Annual Report and agreed to delegate to the Managing Director, Customers, Communication and Technology the task of making any adjustments prior to submission to this meeting of the Board.
- 4.2 The changes requested by the Committee have been reflected in the text. This Annual Report is elsewhere on the agenda for approval.

TfL Statement of Accounts for the Year Ended 31 March 2019

- 4.3 The Committee noted the draft Statement of Accounts and the delegation to the Statutory Chief Finance Officer to make any adjustments, prior to submission to the Board.
- 4.4 The Statement of Accounts was certified by the Statutory Chief Finance Officer on 31 May 2019 and published on the TfL website together with the Annual Governance Statement on that day. The period for exercise of public rights consequently commenced on 3 June 2019 and concluded on 12 July 2019.
- 4.5 The Committee recommended that the Board confirm its overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies previously provided with a guarantee and to extend that guarantee to one other subsidiary.
- 4.6 While the accounts of Transport Trading Limited are audited, those subsidiaries given a guarantee are exempt from the need to have their accounts audited, which results in savings in audit fees.
- 4.7 The Statement of Accounts is elsewhere on the agenda for approval.

Review of Governance and the Annual Governance Statement for Year Ended 31 March 2019

- 4.8 The Committee approved the Annual Governance Statement, for signing by the Chair of TfL and the Commissioner, for inclusion in the 2018/19 Annual Report and Accounts. The Committee reviewed the progress against the Governance Improvement Plan 2018/19, and agreed the Improvement Plan for 2019/20.
- 4.9 The Annual Governance Statement has been updated as requested by the Committee and forms part of the Annual Report and Statement of Accounts, which are on this agenda for approval.
- 4.10 Board Member training would be considered as part of the Board Effectiveness Review.

Independent Investment Programme Advisory Group Quarterly Report and the Workplan

- 4.11 The Independent Investment Programme Advisory Group (IIPAG) workplan for 2019/20 had been developed from a risk based approach and was therefore subject to change. IIPAG members had worked closely with Internal Audit when drafting the plan to avoid duplication. Additional external expertise, in specialist areas such as digital, would be utilised when and as required.
- 4.12 Members requested a draft timetable of the workplan to be submitted to the next meeting.
- 4.13 The Committee welcomed the approach and approved the workplan for 2019/20.

EY Report to Those Charged with Governance

- 4.14 The Committee noted the key issues identified by EY during the course of the audit of the Statement of Accounts for the Transport for London Group for the year ended 31 March 2019.
- 4.15 The qualified statement in respect of value for money was consistent with TfL's Annual Governance Statement and the Internal Audit opinion included in the Risk and Assurance Annual Report.
- 4.16 Improvements around commercial procurement processes were being addressed as part of the Transformation programme with better controls and end to end processes. An update on procurement controls would be submitted to a future meeting.

EY Letter on Independence and Objectivity

- 4.17 The Committee noted the letter on EY's independence and objectivity.

EY Report on Non-Audit Fees for the Year Ended 31 March 2019

- 4.18 The Committee noted the report on EY non-audit fees for the year ended 31 March 2019.

Annual Audit Fee 2019/20

- 4.19 The Committee noted the proposed indicative fee for the audit of the Group and Corporation financial statements for the year ending 31 March 2020, which was unchanged from the previous year.

Risk and Assurance Quarter 4 Report 2018/19

- 4.20 The Committee noted the quarterly report.
- 4.21 TfL's Head of Enterprise Risk had been sharing best practice with the senior leadership team at the London Transport Museum and the Mayor's Office for Policing and Crime, and would also be working closely with the recently appointed Head of Risk at Crossrail.
- 4.22 All TfL strategic risks would have been reviewed by the relevant Committee or Panel by the end of the year.
- 4.23 No critical issues had been identified in the project assurance quarterly report

Risk and Assurance Annual Report 2018/19

- 4.24 The Committee noted the first annual report of Risk and Assurance, which was formed in February 2018, bringing together Internal Audit, Enterprise Risk Management, Project Assurance and Fraud into an integrated directorate.
- 4.25 The Public Sector Internal Audit Standards (PSIAS) require the Head of Internal Audit to provide an annual Internal Audit opinion based on objective assessment of the framework of governance, risk management and control established by TfL management. The opinion was incorporated into the annual report. Following comments from the Committee, an updated opinion was published on tfl.gov.uk.
- 4.26 The Head of Internal Audit's annual opinion on the adequacy and effectiveness of the overall framework of TfL's governance, risk management and internal control reported that the overall framework was generally adequate for TfL's business needs and operated in an effective manner, but noted that further work is required before risk management is fully effective and that there are a number of areas where commercial processes have not been adhered to which have affected TfL's ability to secure value for money. The opinion also noted that the assurance and governance framework between Sponsors and Crossrail was in the process of being rebuilt and improved following the independent reviews carried out by KPMG and the National Audit Office.

- 4.27 A number of audits of governance and controls over procurement and contract management indicated the need to enhance controls for procuring supplies and services. A programme of activity to strengthen internal controls is being put in place.
- 4.28 The Committee requested that an item on TfL's training and development strategy be discussed at a future meeting of the Safety, Sustainability and Human Resources Panel.

Crossrail KPMG Review Update

- 4.29 The Committee noted the Crossrail KPMG close out report and actions taken in response to the recommendations. The Committee would be advised of any governance or control issues as they arose.
- 4.30 Any concerns would be reported to a future meeting of the Committee, and include an outline of any recommendations which had not been implemented with a clear reasoning why.
- 4.31 This report is elsewhere on the agenda for noting.

Cyber Security Update

- 4.32 The Committee noted the update on the cyber security programme previously reported to the Committee at its meeting of 28 November 2018, and which is also on the Strategic Risk Register (SR04).
- 4.33 A further update would be reported to the meeting on 3 December 2019.

Register of Gifts and Hospitality for Members and Senior Staff

- 4.34 The Committee noted the standing item on details of gifts and hospitality declared by the Board and senior staff.

Legal Compliance Report (1 October 2018 – 31 March 2019)

- 4.35 The Committee noted the summary of information provided by each TfL directorate for the Legal Compliance Report for the period 1 October 2018 – 31 March 2019.

Strategic Risk Update: Governance and Controls Suitability SR03

- 4.36 The Committee reviewed Strategic Risk 3 – Governance and Controls Suitability (SR03).
- 4.37 Members requested that the corrective controls include additional detail in future reports.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 10 June 2019.

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Board



Date: 24 July 2019

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 13 June 2019

This paper will be considered in public

1 Summary

- 1.1 To report to the Board on the meeting of the Customer Service and Operational Performance Panel held on 13 June 2019.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 13 June 2019 were published on 5 June 2019 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/customer-service-op-performance>
- 3.2 The main matters considered by the Panel were:
- (a) Quarter 4 Customer Service and Operational Performance Report;
 - (b) Healthy Streets Check for Designers;
 - (c) Borough Engagement;
 - (d) London Underground Station Action Plan;
 - (e) TfL and Metropolitan Police Vision Zero Action Plan;
 - (f) Customer Accessibility Programme – 2018/19 Delivery Update;
 - (g) Assisted Transport Services;
 - (h) Review of Bus Services to London's Hospitals – 2019 Update;
 - (i) Strategic Risk Update – Operational Reliability; and
 - (j) Suggestions for Future Discussion Items.

- 3.3 A summary of the items discussed at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 12 September 2019.

4 Issues Discussed

Quarter 4 Customer Service and Operational Performance Report

- 4.1 The Panel noted the quarterly report.
- 4.2 Customer injuries on London Underground (LU) had increased by 8.8 per cent, largely because LU had encouraged greater incident reporting. There were 22 per cent fewer injuries reported across TfL's other operations. A number of measures had been introduced to reduce the number of injuries.
- 4.3 TfL had been actively promoting improvement in bus performance and the Hopper Fare to encourage customers to use the bus network and was working to encourage tourism into London from the rest of the UK.
- 4.4 Body worn cameras were being trialled at 12 stations to ascertain how the technology could best be used in the Underground environment and how staff felt when wearing the cameras.

Healthy Streets Check for Designers

- 4.5 The Panel noted the paper, which provided an update on TfL's Healthy Streets Check for Designers (HSCD).
- 4.6 From 2019/20, it was compulsory to use the HSCD if the project was: located on the Transport for London Road Network or in a Liveable Neighbourhood scheme; and it was expected to have a material change on the street environment.

Borough Engagement

- 4.8 The Panel noted the paper, which outlined how engagement with London boroughs and other key community stakeholders was managed. The Local Communities and Partnerships (LCP) team facilitated better co-ordination, planning and delivery of consultations, communication and engagement with TfL's borough partners.
- 4.9 All consultations were channelled through the LCP team. Bespoke information was sent to boroughs, who would be informed of the consultation much earlier than they previously had been.
- 4.10 London Councils, TfL and the GLA had recently outlined plans to expand the electric vehicle charging points through the Electric Vehicle Infrastructure Taskforce. Members would be sent a note on the taskforce.

London Underground Station Action Plan

- 4.11 The Panel noted the report, which provided an update on the delivery of LU's Station Action Plan to address issues raised by London TravelWatch.
- 4.12 Customers, Transport for All and the Royal National Institute of Blind People had welcomed the change to LU staff uniform and felt that it made staff more visible. Three hundred and twenty five additional staff had been recruited to help improve visibility of staff.
- 4.13 This report was the last scheduled paper on the LU Station Action Plan, the Panel requested that any exceptional issues to be brought back for consideration.

TfL and Metropolitan Police Vision Zero Action Plan

- 4.14 The Panel noted the paper, which set out TfL and the Metropolitan Police Service's (MPS) action plan for delivering Vision Zero.
- 4.15 Policing approaches from around the world had been analysed and a new, three-tiered approach had been devised:
 - (a) Tier 1: A focussed effort to monitor high risk individuals, for example those that had been banned multiple times, for whom individual officers would have responsibility.
 - (b) Tier 2: An intelligence-led approach to enhance officers' understanding of where the risks could be greater, driven by data gathered, to inform the policing response.
 - (c) Tier 3: High visibility patrols to maximise the deterrent effect, using random deployments. In addition to safety camera enforcement and mobile speed enforcement cameras, officers would visit communities and schools through the Community Roadwatch and Junior Roadwatch scheme.
- 4.16 The Cycle Safety team engaged with the local cycling communities at regular roadshows and by using innovative technology such as virtual reality to highlight risks. The BikeSafe-London scheme, ran by officers from the MPS and subsidised by TfL, taught around 500 courses per year that aimed to raise the standard of road craft of motorcyclists.

Customer Accessibility Programme – 2018/19 Delivery Update

- 4.17 The Panel noted the paper, which provided an update on the delivery of the Customer Accessibility Programme.
- 4.18 The programme was targeted to address the issues identified through the Accessibility Insight Package and to focus projects on addressing specific customer 'gain points'. A summary of the work that was planned or had been undertaken to address disabled customer gain points and how the gain points connected to the programme priorities would be provided to the Panel.

- 4.19 There were now more than 200 step-free stations across the TfL network and an additional 12 step-free Tube stations were scheduled to be delivered by spring 2020.

Assisted Transport Services

- 4.20 The Panel noted the paper, which provided an update on the progress of the actions outlined in the Assisted Transport Services roadmap for Londoners with reduced mobility.
- 4.21 Three hundred participants had been sought to take part in a pilot to give participants a flexible personal budget for the Taxicard scheme. Take up of the scheme had been low and had therefore been discontinued. Its objectives would be reviewed to identify other ways in which they might be achieved.
- 4.22 TfL offered a public transport support service through a travel mentoring scheme. TfL staff provided advice on planning a journey using accessible routes and assistance to those wishing to use motorised wheelchair and other mobility aids, through the Mobility Aid Recognition Scheme.
- 4.23 Staff in the Travel Mentoring team promoted the needs of mobility aid users to bus drivers and often worked with teams across TfL to find suitable solutions to issues. One-to-ones were held with customers with learning difficulties to determine their needs and give them the tools to travel around the transport network.

Review of Bus Services to London's Hospitals – 2019 Update

- 4.24 The Panel noted the paper, which provided an update on the progress of the provision of bus services to London's hospitals.

Strategic Risk Update – Operational Reliability

- 4.25 The Panel noted the report, which provided an update on how TfL managed the Strategic Risk relating to operational reliability.

Member suggestions for future agenda items

- 4.26 A number of additional matters were discussed including noise levels on London Underground and Overground services.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 13 June 2019.

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Board



Date: 24 July 2019

Item: Report of the Meetings of the Remuneration Committee held on 18 June and 11 July 2019

This paper will be considered in public

1 Summary

- 1.1 To report to the Board on the meetings of the Remuneration Committee held on 18 June and 11 July 2019.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

3 Committee Agenda and Summary

- 3.1 The papers for the meetings of the Committee held on 18 June and 11 July were published on 10 June and 3 July 2019 (respectively) and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/remuneration-committee>

- 3.2 The main matters to be considered by the Committee were:

18 June 2019

- (a) Use of Chair's Action;
- (b) Pay Gap Analysis Update;
- (c) Commercial Development Performance Management System;
- (d) 2018-19 Scorecards;
- (e) Performance Awards 2018-19; and

18 June and 11 July 2019

- (f) Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Management.

- 3.3 A summary of the items discussed and decisions taken at the meetings is provided below. The more detailed minutes of the meeting held on 18 June 2019 were published with the papers for the meeting held on 11 July 2019. The more detailed minutes of the meeting held on 11 July 2019 will be published ahead of the meeting of the Committee on 6 November 2019.

4 Issues Discussed

Use of Chair's Action

- 4.1 The Committee noted the paper and that on 22 May 2019 the Board had approved revised Terms of Reference for the Committee.
- 4.2 Since the meeting of the Committee on 23 January 2019, Committee members had been consulted on two occasions prior to the use of Chair's Action to approve salaries of £100,000.

Pay Gap Analysis Update

- 4.3 The Committee noted an update on TfL's pay gap analysis, with a particular focus on gender and ethnicity, as at 31 March 2018. It noted the work to date to improve the level of disclosure of protected characteristics of its staff and the impact this had on the accuracy of the pay gap figures.
- 4.4 The Committee noted the improvements being made with recent London Underground (LU), MTR (Elizabeth line) and DLR campaigns and the upcoming recruitment campaigns as a result of LU service upgrades. TfL would continue to review how it could further increase the diversity of its drivers, including reviewing the recommendations from the ASLEF "On track with diversity 2019" report.
- 4.5 Members discussed the work proposed to close the pay gaps, including the work with the Cabinet Offices' Behavioural Insights Team and Government Equalities Office. Members recognised that the two different pay models within TfL and the different levels of staff turnover meant gaps may increase in the short term but urged TfL to do all that it could to make a difference and to clearly communicate the dynamics that meant progress may initially be slow.
- 4.6 The Committee recommended that TfL also do some benchmarking with other transport service providers, as well as drawing out the underlying Key Performance Indicators that the Committee should keep under review.
- 4.7 An update to the Committee in November 2019 would include: progress against the current next steps section and other thoughts on actions to be taken; identification of key performance indicators to be tracked; and TfL's recent experience on senior hires and market trends.

Commercial Development Performance Management System

- 4.8 The Committee noted the revised Commercial Development Performance Award Scheme, which was intended to provide clearer alignment and consistency with the other performance award arrangements in operation within TfL.

2018-19 Scorecards

- 4.9 The Committee noted the business performance results as measured by the TfL and delivery business scorecards for the year ended 31 March 2019. The Chair of the Committee had discussed with the Chair of the Audit and Assurance Committee that Committee's review of the assurance report on the Scorecard outturn. The Key Performance Indicators were meaningful where they could be and the scoring was accurate and verifiable.
- 4.10 Members agreed that the Scorecard was an effective tool for driving performance improvement and priorities across the organisation. A separate issue, to be addressed later on the agenda and at the meeting on 11 July 2019, was how effective it was as a tool to measure the proportionate effort expended to achieve the business targets when making remuneration decisions.

Performance Awards 2018-19

- 4.11 The Committee discussed and agreed the individual performance rating proposed for the Commissioner and endorsed the performance ratings proposed for Managing Directors and Directors specified under the Committee's Terms of Reference. It also noted the overall level of performance for other staff.
- 4.12 In light of the discussion of the review of the first year of operation of the new TfL performance award scheme for senior management, the Committee deferred consideration of how the Scorecard would be calibrated to determine the level of performance awards for each rating until its meeting on 11 July 2019.

Review of the First Year of Operation of the New TfL Performance Award Scheme for Senior Management

- 4.13 On 11 July 2019, the Committee considered the additional information provided on the first year of operation of the scheme. It agreed changes to the floor and on-target thresholds for 2018/19 and 2019/20, to ensure that the scheme met its core design principles. The application of the revised floor and on-target thresholds would ensure that performance was appropriately rewarded but the overall spend on performance awards would be less than for 2015/16.
- 4.14 The Committee requested that the scheme and its application against the Scorecard be reviewed as part of the development of the Business Plan and Scorecard for 2020/21.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Remuneration Committee on 18 June and 11 July 2019

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Board



Date: 24 July 2019

Item: Report of the Meeting of the Finance Committee
scheduled to be held on 1 July 2019

This paper will be considered in public

1 Summary

- 1.1 This paper provides a short summary of the items that were to be considered by the Finance Committee at its meeting scheduled for 1 July 2019. As the meeting was inquorate, the Members present noted the papers as informal updates and the remaining decisions were taken by Chair's Action.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee that was scheduled to be held on 1 July 2019 were published on 21 June 2019 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>
- 3.2 The main matters to be considered by the Committee were:
- (a) Use of Delegated Authority;
 - (b) Finance Report;
 - (c) Taxi and Private Hire Licence Fees;
 - (d) Taxi Fares and Tariffs Update;
 - (e) Income from Developers through Planning Obligations Update;
 - (f) DLR Franchise;
 - (g) Build to Rent; and
 - (h) Technical Facilities Management Services.
- 3.3 A summary of the items that were discussed is provided below. As the meeting was not quorate no decisions were taken. Three items were subsequently approved by Chair's Action and these will be reported to the next meeting of the Committee.

4 Issues that were to be Discussed

Use of Delegated Authority

- 4.1 The members of the Committee present noted the paper, which set out the use of delegated authority since the last meeting.
- 4.2 There had been two uses of Chair's Action, relating to Consolidation of Commercial Property Assets and interim arrangements for the Statutory Chief Finance Officer.
- 4.3 There had been one Mayoral Direction relating to fares for up to two time limited research trials of demand responsive bus services in outer London.

Finance Report

- 4.4 The members of the Committee present discussed the report, which set out TfL's financial results to the end of Period 2 2019/20 – the year-to-date period ending 25 May 2019.

Taxi and Private Hire Licence Fees

- 4.5 The members of the Committee present discussed the update on TfL's Taxi and Private Hire licence fees.

Taxi Fares and Tariffs Update

- 4.6 The members of the Committee present discussed the update on TfL's annual taxi fares and tariffs review.

Income from Developers through Planning Obligations Update

- 4.7 The members of the Committee present discussed the end of year (2018/19) update on the Mayor's Community Infrastructure Levy (MCIL), Borough CILs, Section 106 funding and other developer contributions/funding mechanisms that supported either the funding of Crossrail or other TfL transport priorities.

DLR Franchise

- 4.8 The members of the Committee present discussed and endorsed the request for additional Procurement Authority for an extension to the current franchise agreement for the Docklands Light Railway and the maintenance of the Lewisham extension, as set out in the paper on Part 2 of the agenda.
- 4.9 Approval of the decision was taken under Chair's Action on 8 July 2019.

Build to Rent

- 4.10 The members of the Committee present discussed and endorsed the request to:

- (a) approve the investment sum and Land Authority up to the maximum set out in the Part 2 agenda paper;
- (b) approve the formation of a subsidiary entity (Hold Co) as a wholly owned subsidiary of TTL Properties Limited for the purposes of entering into the joint venture agreement with a Grainger entity;
- (c) delegate authority to the Chief Finance Officer to authorise the disposal of sites, and investment into the joint venture vehicle (JVCo) as required up to the maximum value of the investment sum, where the corresponding site-specific business plans satisfy;
 - (i) the agreed investment metrics set out in the Part 2 agenda paper;
 - (ii) best value and State aid obligations;
- (d) delegate authority to the Chief Finance Officer to authorise any other matters relating to the disposal and development of the sites including the provision of associated guarantees and warranties provided such authority shall not exceed the maximum investment sum;
- (e) note the proposal for the formation of wholly owned subsidiaries of JVCo for the purposes of developing, operating and/or owning sites on the basis set out in the paper; and
- (f) note the proposal for a formation of a “For Profit” Registered Provider as a wholly owned subsidiary of the JVCo for the purposes of operating and owning affordable homes on the basis set out in the paper.

4.16 Approval of the decision was taken under Chair’s Action on 8 July 2019.

Technical Facilities Management Services

4.17 The members of the Committee present discussed and endorsed the request to approve the award of a contract for the supply of maintenance and upgrade services for CCTV, access control and security systems to the winning bidder and grant Procurement Authority, as set out in the Part 2 agenda paper.

4.18 Approval of the decision was taken under Chair’s Action on 8 July 2019.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 21 June 2019.

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Board

Date: 24 July 2019

Item: Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 10 July 2019

This paper will be considered in public

1 Summary

1.1 To report to the Board on the meeting of the Safety, Sustainability and Human Resources Panel held 10 July 2019.

2 Recommendation

2.1 **The Board is asked to note the report.**

3 Panel Agenda and Summary

3.1 The papers for the meeting of the Panel held on 10 July 2019 were published on 2 July 2019 and are available on the TfL website:
<https://tfl.gov.uk/corporate/publications-and-reports/safety-sustainability-hr>

3.2 The main matters considered by the Panel were:

- (a) Quarterly Health, Safety and Environment Performance Report;
- (b) Workplace Violence and Aggression Summit Update;
- (c) Responsible Procurement;
- (d) Energy Strategy Update;
- (e) Human Resources Quarterly Report;
- (f) Employee Engagement Update;
- (g) Diversity and Inclusion Dashboard Update;
- (h) Employee Health and Wellbeing Strategy;
- (i) Strategic Risk Update – Talent Attraction and Retention; and
- (j) Transformation Programme Update.

- 3.3 A summary of the items discussed at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 4 September 2019.

4 Issues Discussed

Quarterly Health, Safety and Environment Performance Report

- 4.1 The Panel noted the report, which provided an overview of health, safety and environment performance for London Underground (LU), TfL Rail, Surface Transport and Crossrail services for Quarter 4 2018/19 (9 December 2018 to 31 March 2019). Safety performance remained good, with the number of people killed or seriously injured on London's roads 16 per cent lower than the previous year although further work was required to ensure the targets of Vision Zero could be met. Passenger injuries on buses were following a downward trend while on LU, absolute numbers have increased in line with the increase in passenger numbers and actions would be taken to address this. The Panel commended the work undertaken to promote environment and sustainability and from the next quarter, more detailed environmental reporting would take place.

Workplace Violence and Aggression Summit Update

- 4.2 The Panel noted the paper, which provided an update on the summit that took place on 19 March 2019 and the follow up activities at a staff workshop on 21 June 2019. The Workplace Violence and Aggression strategy was being developed and consultation was taking place with the trade unions. Staff were being encouraged to report incidents and it was expected to result in an increase in reporting as staff awareness and confidence in the system increased.

Responsible Procurement

- 4.3 The Panel noted the draft Slavery and Human Trafficking Statement and work undertaken to ensure compliance in the supply chain was monitored and suppliers assisted where appropriate.
- 4.4 The Statement appears elsewhere on the agenda for approval by the Board.

Energy Strategy Update

- 4.5 The Panel noted the paper, which provided an update on progress in developing the strategy (which will be called the TfL Energy and Carbon Reduction Strategy). Good progress was being made on TfL's carbon commitments on the bus fleet and targeted CO₂ from Corporate activities. Further work was required to reach the zero target for emissions from TfL controlled rail services. There were four workstreams in the energy programme that focussed on energy efficiency, energy generation, procurement and road transport electrification. The Panel welcomed the work done and suggested that the strategy needed to be embedded in all significant programmes and activities undertaken by TfL, with more consideration given

to increasing sustainability in head office buildings and depots. London needed to take a lead in the de-carbonising agenda and TfL would play a key role.

Human Resources Quarterly Report

- 4.6 The Panel noted the report, which provided an overview of key Human Resources led activities in Quarter 4 2018/19 (9 December 2018 to 31 March 2019). Total Workforce Representativeness was slightly below target as was Director / Band 5 Representativeness, which could be attributed to re-baselining the index and increased disclosure. The infrastructure was in place to address this and ongoing recruitment demonstrated a positive trend in representativeness. It was also noted that LU had made significant steps forward in this area. Analysis was taking place on leaver figures, which had shown women to be over represented.

Employee Engagement Update

- 4.7 The Panel noted the paper, which provided an update on activities to improve engagement. The commitment was to make TfL a great place to work through a comprehensive approach to communication with staff, using the most appropriate and suitable mechanisms. The Commissioner had been involved in driving engagement forward with a strong message of collaboration and recognition.
- 4.8 The paper on Employee Engagement Update appears elsewhere on the agenda for this meeting.

Diversity and Inclusion Dashboard Update

- 4.9 The Panel noted the paper, which provided an update on the use of dashboards to underpin the approach to diversity and inclusion. The dashboard delivered a picture of what was happening at a local level, helped build awareness and raised the profile of any areas requiring additional focus. The dashboard also helped inform equality impact assessments and the Transformation Programme. Further reporting improvements were expected that would enable the dashboard to become a more dynamic document.

Employee Health and Wellbeing Strategy

- 4.10 The Panel noted the paper, which provided an update on proposals to create a strategy. TfL was adopting a holistic approach to health and wellbeing, and this was a key component of the People strategy. Its aim was to understand and address the needs of the workforce in terms of both physical and mental health.

Strategic Risk Management Update – Talent Attraction and Retention

- 4.11 The Panel noted the paper, which set out the causes, controls and mitigations for the identified risk.

Transformation Programme Update

4.12 The Panel noted the paper, which set out recent activities in the Transformation Programme.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 10 July 2019.

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Board



Date: 24 July 2019

Item: Report of the Meeting of the Programmes and Investment Committee held on 17 July 2019

This paper will be considered in public

1 Summary

- 1.1 This paper provides a short summary of the items to be considered by the Programmes and Investment Committee at its meeting on 17 July 2019. As that meeting is held after this paper was published, a verbal update on the issues raised by the Committee will be provided to the Board.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 17 July 2019 were published on 9 July 2019 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/programmes-and-investment-committee>
- 3.2 The main matters to be considered by the Committee are:
- (a) Crossrail Update;
 - (b) Crossrail – Project Delivery Partner Incentive Scheme;
 - (c) Investment Programme Report – Quarter 4 2018/19;
 - (d) Independent Investment Programme Advisory Group Quarterly Report;
 - (e) TfL Project Assurance Update – Quarter 1 2019/20;
 - (f) Use of Delegated Authority;
 - (g) Crossrail 2;
 - (h) Silvertown Tunnel Update;
 - (i) Healthy Streets Programme 2019/20 and 2020/21; and
 - (j) London Underground Renewals and Enhancements Track Programme.

- 3.3 A summary of the items to be discussed is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 23 October 2019.

4 Issues Discussed

Crossrail Update

- 4.1 The Committee is asked to note the paper, which provides an update on the status of the Crossrail project and the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from the Crossrail project.
- 4.2 Any issues raised by this Committee will be reflected in the discussion of the Crossrail Update paper elsewhere on the agenda for this meeting.

Crossrail – Project Delivery Partner Incentive Scheme

- 4.3 The Committee is asked to note the paper and, under authority delegated by the Board, to approve in principle the changes proposed by Crossrail Limited to the current Financial Incentive Scheme contained within the Project Delivery Partner Services with the Crossrail project's revised opening programme.

Investment Programme Report – Quarter 4, 2018/19

- 4.4 The Committee is asked to note the report, which describes the progress and performance in Quarter 4 2018/19 of the range of projects that will deliver world-class transport services to London.

Independent Investment Programme Advisory Group Quarterly Report

- 4.5 The Committee is asked to note the Independent Investment Programme Advisory Group Quarterly Report, which address strategic and system issues, logs of progress on actions and recommendations and the effectiveness of the first and second lines of project and programme assurance. The Committee is also asked to note the Management Response.

TfL Project Assurance Update – Quarter 1 2019/20

- 4.6 The Committee is asked to note the paper, which provides an update on the project assurance work undertaken in Quarter 1 2019/20. A total of 18 reviews were undertaken, consisting of four sub-programme and 14 project assurance reviews.

Use of Delegated Authority

- 4.7 The Committee is asked to note the paper, which sets out the use of delegated authority since the previous meeting.

- 4.8 There had been two uses of Chair's Action since the last meeting of the Committee. One matter within the Committee's remit was approved through Chair's Action in relation to the Rotherhithe to Canary Wharf Crossing. One matter delegated by the Board was approved through Chair's Action in relation to appointments to the Board of Crossrail Limited.

Crossrail 2

- 4.9 The Committee is asked to note the submission of the 2019 Strategic Outline Business Case to the Department for Transport.

Silvertown Tunnel Update

- 4.10 The Committee is asked to note the paper, which provided an update on the status of the procurement of the Silvertown Tunnel scheme.

Healthy Streets Programme 2019/20 and 2020/21

- 4.11 The Committee is asked to approve additional Programme and Project Authority of £334m, giving a total of £1.2bn for this programme.
- 4.12 The paper provided an update of the programme's success in delivering projects in 2018/19; summarised planned delivery and potential challenges in 2019/20; and demonstrated the importance of the Healthy Streets Approach in achieving Mayoral priorities in the Mayor's Transport Strategy.

London Underground Renewals and Enhancements Track

- 4.13 The Committee is asked to approve additional Programme and Project Authority of £18.3m for the London Underground Renewals and Enhancements Track Programme for 2019/20 and approve additional Programme and Project Authority of £402m for 2020/21 to 2022/23, giving a total Programme and Project Authority of £651.9m.
- 4.14 The paper provided an update on the programme's achievements since the last submission to the Committee and summarised planned delivery in 2019/20.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 17 July 2019.

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