

Commissioner's Report

20 November 2019

MAYOR OF LONDON



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

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 18 September.

2 TfL Scorecard

Period 7

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 7		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	43.6% (56 fewer people than in Sep 2018) ■	41.9% (47 fewer people than in Sep 2018)	39.3% (126 fewer people than YTD 2018) ■	42.2% (267 fewer people than YTD 2018)
	Reduction in people killed or seriously injured involving buses, from 2005-09 baseline ¹	63.3% (2 more people than in Sep 2018) ■	68.4% (11 less person than in Sep 2018)	61.6% (7 fewer people than YTD 2018) ■	60.8% (4 fewer people than YTD 2018)
London's streets will be clean and green	Number of London buses that are Euro VI compliant ²	100 ■	n/a	7,800 ■	7,800
London's streets will be used more efficiently and have less traffic	Traffic signal changes to support healthy streets (person hours per day)	1,439 ■	1,500	9,369 ■	8,500
More people will travel actively in London	Healthy Streets check for designers (average % uplift) ³	n/a	n/a	14 ■	10

Safety and operations (25%)

1. Measured in calendar years and a month in arrears. Period 7 shows September 2019 data. Year to date is January to September 2019. These are provisional estimates and may be subject to change. In September, 311 people were killed or seriously injured on the roads, compared to 367 in September 2018. Between January and September 2019, 2,881 people were killed or seriously injured on the roads compared to 3,007 between January and September 2018. In September, 21 people were killed or seriously injured in collisions involving buses, compared to 19 in September 2018. Between January and September 2019, 170 people were killed or seriously injured in collisions involving buses compared to 177 between January and September 2019
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 a cumulative measure so periodic targets are not set

Long-term objectives	2019/20 scorecard	Period 7		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 or seriously injured (compared to 2018/19) ⁴	17 fewer people 	9 fewer people (2.4% reduction)	91 more people 	57 fewer people (2.4% reduction)
	Additional time to make step-free journeys (minutes)	Qtr'ly	n/a	9.1 	9.1
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	5.66 	4.81	4.81 	4.40
	Weighted bus customer journey time (minutes)	33.4 	34.4	31.9 	33.3
	Customer satisfaction (percentage of Londoners who agree we care about our customers) ⁵	Qtr'ly	n/a	53 	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	On track 	Dec 2019	On track 	Dec 2019

4. The methodology by which these figures are derived is currently being reviewed to remove the possibility of over-reporting serious injuries. Any subsequent required changes in methodology and reporting will be introduced from the start of the 2020/21 financial year. The last Commissioner's Report included an early version of the actual figures that has been subject to this review. The figures here reflect the methodology we have used since the beginning of 2019/20 to enable consistent comparison.

157 people have been killed or seriously injured in period 7, and 1,303 between periods 1 and 7 2019. In period 7 2018/19 174 were people killed or seriously injured, and 1,212 between period 1 to 7 2018.

5. The target shown is a revised target following a change in methodology. The change was noted at the 9 October Finance Committee meeting, and is subject to approval by the Board.

Long-term objectives	2019/20 scorecard	Period 7		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	55 ■	50	Customers (continued)
Mode share (5%)						
80% of journeys will be made by sustainable modes in 2041	Public transport trips (millions)	327 ■	323	2,140 ■	2,100	
	Average kilometres cycled per day (thousands) ⁶	Qtr'ly	n/a	521 ■	519	
People (25%)						
A capable and engaged workforce representative of London	Workforce representativeness					People (25%)
	– all staff (%)	Qtr'ly	n/a	70.8 ■	70.4	
	– director/band 5 (%)	Qtr'ly	n/a	37.9 ■	38.1	
	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)	82 ■	29	346 ■	125	Financial (25%)
	Investment programme (£m)	118 ■	108	754 ■	1,001	

6. Measured in calendar quarters. Year to date is January to June 2019

Our Period 7 scorecard covers 15 September to 12 October 2019.

Safety and Operations

This Period we met our overall target for reducing the number of people killed and seriously injured on London's roads. We did not meet our focused target for people killed or seriously injured in incidents involving buses, but we remain ahead of our year-to-date target. We met our Period target for deaths and serious injuries to our customers and workforce on our public transport network.

A recent review of our data has identified that the number of people seriously injured is being overestimated due to how the term was being defined. The results of this review were presented to the Safety, Sustainability and HR Panel on 13 November. Revised targets and 'backcast' actuals will be recommended to the Finance Committee in December.

Reliability continues to be behind target on London Underground. Action plans are improving train operator attendance and overall rolling stock availability, but there has recently been an impact from trespassers on the tracks and from faults identified on some Jubilee line trains.

We remain on target so far this year for our other Safety and Operations measures. The Period target for road traffic signal timing improvements was only partially met, but our performance is well ahead of the year-to-date target and we are confident that the full-year target will be met.

Customer

All of the key investment milestones have been delivered, and we remain on track for more than half of the homes in the planning applications we bring forward to be affordable.

The 2019/20 key Elizabeth line delivery milestone was agreed by the Finance Committee on 9 October. We are on course to start operating the stopping services from Paddington to Reading under the TfL Rail brand next month.

Public transport trips remain on target, and more than 2.1 billion journeys have now been made on public transport since 1 April.

People

Our annual Viewpoint survey, which measures staff inclusion and engagement, closed on 27 September. The results were not available for our Period 7 scorecard but it has been confirmed that both inclusion and total engagement have increased and met their targets (of 47 and 57 per cent, respectively). These are therefore the first scorecard measures to be confirmed as fully met for 2019/20.

Our latest workforce diversity results were measured in Period 6. We have made good progress on overall workforce diversity but fallen slightly behind our target for senior management.

Financial

Our strong financial performance has continued and we are ahead of target on both of the financial measures in the scorecard.

We are now halfway through the year and our fare revenues are tracking marginally above our conservative forecasts for the year-to-date.

3 Safety and security

Croydon tram overturning

Saturday 9 November marked the third anniversary of the tragic tram overturning at Sandilands where seven people lost their lives and a further 62 people were injured. We worked with First Group, as the operator, to support the memorial services that were led by the London Borough of Croydon.

The Rail Accident Investigation Branch (RAIB) conducted an independent investigation and published its report in December 2017. It included 15 recommendations to address safety on London's tram network as well as other networks across the country. We have made significant progress to implement these recommendations. The vast majority have been completed and the remaining are in the late stages of implementation, including the installation of a new automatic braking system at key locations on the tram network, which we are due to complete next month. This will be the first such system on a tram network in the UK.

We are working closely with the Office of Rail and Road (ORR) to ensure that they remain satisfied with the progress we are making. We are not complacent and are implementing these recommendations by working with all parties concerned, including the RAIB, ORR, Light Rail Safety and Standards Board and the wider UK tram industry.

The Crown Prosecution Service has carefully reviewed all the available material in this case in accordance with the Code for Crown Prosecutors and concluded that the evidence does not support a prosecution of the driver for the offence of gross negligence manslaughter. They considered other criminal offences but the evidence did not support a prosecution.

As well as the work on our network we are helping to improve safety standards in the tram industry overall, and ensuring we apply the knowledge we gain across all our activities. To achieve this, we are proactively sharing any lessons we have learnt with the wider UK tram industry.

The victims and all others affected remain in our thoughts. We continue to provide support to those directly affected as well as the wider community.

Waterloo fatality

On Wednesday 18 September 2019, Christian Tuvi, a colleague working for one of our contractors at Waterloo Underground station, died as a result of an injury he sustained while working at the station. We are deeply saddened by this tragic accident and have been working closely with the British Transport Police (BTP) and the ORR as part of their investigations to understand why this terrible accident happened. Support is being provided to Christian's family by his

employer, and we have also offered any support necessary to others who were involved in the incident.

Following the accident, we immediately stopped all similar work across our network (including on Crossrail sites) to allow us to review our activities, and work was paused until we were confident our working practices were safe. We have also commissioned an internal investigation into the incident and will carefully review its findings.

Bus incident in Orpington

Our sympathies go out to the family and friends of Kenneth Matcham, our colleague, a bus driver working for Metroline (part of Go Ahead) who tragically died in a traffic collision involving a car and two buses in Orpington on 31 October 2019, after the car failed to stop at a junction.

We are working with Go Ahead and the Metropolitan Police Service (MPS) to ensure we find out what happened and will continue to assist with the police investigation that is underway.

Tackling knife crime in the Capital

There have been three tragic murders on our network since September. On 1 September, two men were stabbed on the platform at Elephant and Castle station, and one, 24-year-old Norman Joseph Bertran Tavarez, later died of his injuries.

A young man, Tashan Daniels, was murdered in an unprovoked attack at Hillingdon station on Tuesday 24 September. At the time of writing, two suspects had been arrested for his murder. There was a third tragic murder on our network on 10 October. Two victims were stabbed on a route 241 bus from Canning Town to Stratford, with one, Baptista Adjei, suffering fatal injuries. A 15-year-old male has been charged with his murder and a second 15-year-old was charged with conspiracy to murder.

While our transport network remains a low-crime environment, we are continuing to work closely with our policing partners to prioritise keeping knives and weapons off our public transport network. Targeted high-visibility patrols and the use of weapon detection arches have been carried out to provide a visible deterrent to violent offenders on the transport network, and regular weapons sweeps at transport hubs have taken place.

The police use stop and search powers to allay or confirm their suspicions about an individual without having to arrest them while recognising that, to maintain public confidence in this activity, this power must be used in a fair and effective manner that stands up to public scrutiny.

During September 2019, 1471 weapons sweeps were carried out at various pan-

London locations on an intelligence led basis. These resulted in 5,737 stops and searches, and 698 vehicle searches. A total of 219 knives were seized overall, alongside 79 offensive weapons. As a result of stop and search powers, 127 people were arrested for weapons and there were 366 arrests for drug offences.

The MPS continually monitor the impact that stop and search has on communities and individuals through both community engagement and community accountability. Since January 2012, there has been a significant reduction in the volumes of searches carried out, increased arrest rates and reduced complaints.

We supported a Home Office trial of new detection technology for weapons and other metal items, by assessing how the equipment worked during busy times at Stratford Underground station for five days from 16 September.

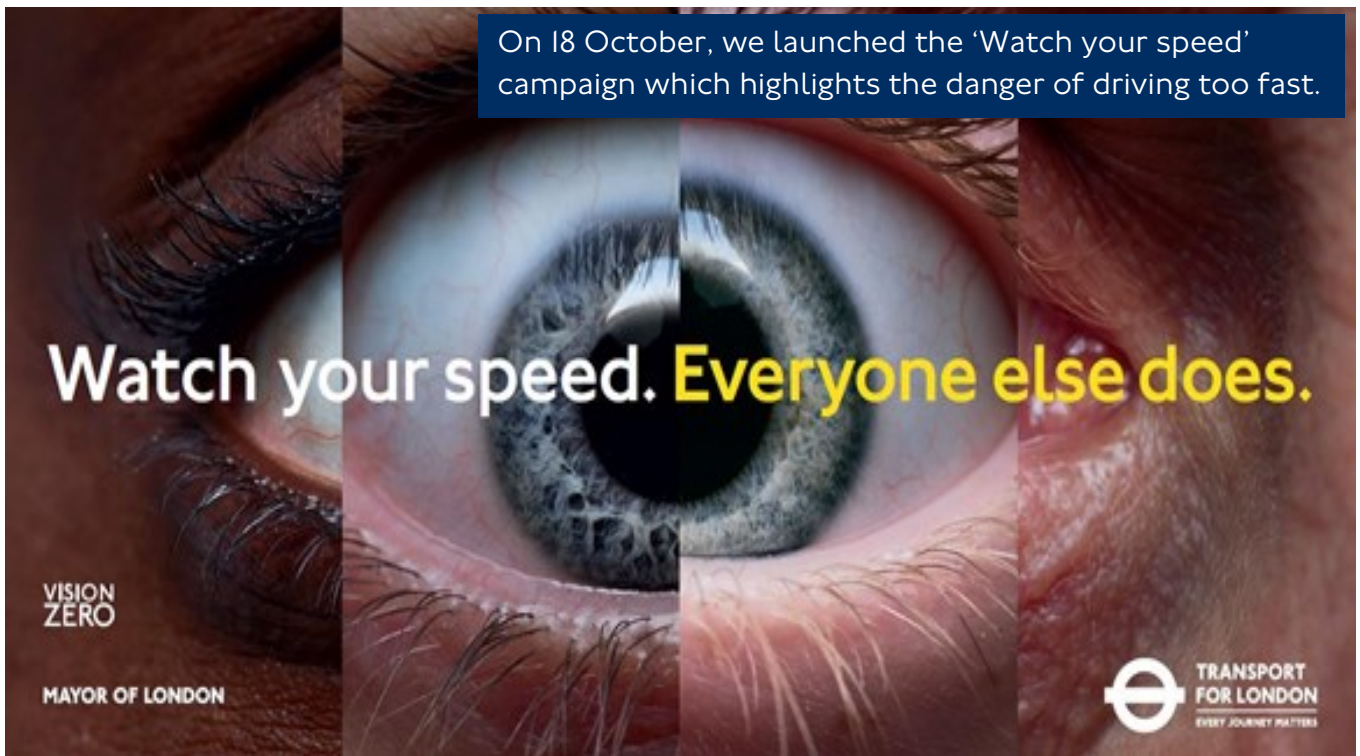
Police activity to support Vision Zero

We continue to work with the MPS to support the Mayor's Vision Zero target to eliminate death and reduce serious injury on London's roads by 2041, through a number of initiatives aimed at making London's roads safer. The MPS have continued increased enforcement on the A10 and A12, to address speeding, anti-social behaviour and other public concerns.

Thursday 26 September 2019 marked European Day Without A Road Death (E.D.W.A.R.D.). We worked with officers from the MPS's Roads and Transport Policing Command (RTPC) to launch a new virtual reality video to warn drivers, motorcyclists and people cycling about the dangers of 'dooring' – when drivers and passengers open their car doors in the path of people who cycle and motorcyclists. As well as the new video, officers from the RTPC held a focused day of action tackling dangerous drivers on more than 100 priority roads within the MPS's jurisdiction. This day of action saw 125 Traffic Offence Reports issued, including 40 traffic light contraventions, 30 for speeding and 10 for no insurance. In London, we received no reports of anyone being killed or seriously injured across our rail or London's wider road network.

On Tuesday 2 October 2019, 300 officers from the RTPC commenced a day of action to target uninsured drivers. Officers issued more than 270 Traffic Offence Reports for offences ranging from driving while using a mobile phone, to excess speeding and dangerous driving. Additionally, 67 vehicles were seized for being driven without insurance, or not being in accordance with the conditions of a licence.

On 18 October, we launched the 'Watch your speed' campaign which highlights the danger of driving too fast.



Direct Vision Standard

The Direct Vision Standard (DVS) is improving the safety of all road users – particularly the most vulnerable, such as people walking and cycling and motorcyclists – by assessing vehicle blind spots. The Safety Permit scheme for heavy goods vehicles (HGVs) requires all 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.

Following consultation earlier this year on the proposals, we launched the HGV permitting scheme on 28 October 2019, and scheme enforcement will begin in October 2020.

Safer Travel at Night

Our Safer Travel at Night (STaN) campaign relaunched in September, delivering targeted police enforcement and engagement activity to identify, disrupt and deter illegal cab operators and inform people of how best to travel safely at night. The campaign ran from 16 to 29 September to coincide with the start of

college and university terms when many young people arrive in London for the first time, unaware of the rules governing the operation of taxi and private hire. Our teams carried out 32 unannounced inspections of private hire operators, resulting in 750 driver and vehicle records being checked and the distribution of more than 280 STaN leaflets to operators in the process.

We also worked with the MPS to set up 21 roadside check sites to stop and inspect drivers and vehicles, and ran around 100 high-visibility patrols as part of the initiative to protect the public and educate on the ways to get home safely using taxi or private hire vehicles.

20mph speed limit in central London

On 6 September, we announced that we will be taking forward proposals to lower speed limits on our roads across central London, following a positive response to our public consultation earlier in the year. We will introduce 20mph speed limits on all our roads in the Congestion Charge Zone by early 2020 – mirroring the lower

speed limits already in place on most borough roads in the central London area.

The lower speed limit will be supported by new 20mph signage and road markings, as well as raised pedestrian crossings in seven locations where a high number of people walk, including near Embankment and Tower Hill stations and outside Tate Britain. We will recalibrate all speed cameras in central London and use mobile speed cameras to ensure that drivers are complying with the new safer speed limit. We will aim to complete work overnight to minimise the impact on road users and will use single lane closures, avoiding fully closing any roads, subject to permits.

We also undertook research which showed that the majority of car passengers (61 per cent) have felt uncomfortable with the speed at which they have been driven. Thirty per cent of passengers indicated that they would feel uncomfortable asking a friend or family member to slow down – raising the need to change wider attitudes about the acceptability of speeding. This research supported our new hard-hitting ‘Watch your speed’ campaign, which we launched on 18 October. The campaign, which is running across TV, radio and posters, highlights the danger of driving too fast and urges people to speak up and challenge unsafe speeds.

Vision Zero Innovation Challenge

The Vision Zero Innovation Challenge is an opportunity for our employees to pitch and develop new and innovative ideas for reducing road danger in London that will help achieve our Vision Zero ambition. Ideas need to be aligned to the principles of the Safe System approach, outlined in the Vision Zero action plan, and focus on tackling those behaviours that put the most vulnerable road users at risk. People walking, cycling and motorcycling make up approximately 80 per cent of all fatal and serious injuries in London, so developing new and innovative ways to reduce road danger for these modes of travel will be essential to achieving Vision Zero.

Customer safety on London Underground

As we approach the festive season, we are increasing our focus on safety, particularly for those who travel on the Underground after a night out. We have launched two new campaigns this month – one with Soho Angels, who offer support and information to those who need help while out at night, and another on customer safety and alcohol.

We continue to focus on keeping our customers safe as they board and alight our trains. A key part of our safety plan is to improve the cameras that train operators use to make sure that it is safe to close the train doors. We have

completed the design work for these cameras on the Central line and we are currently working on cameras at Stratford, Liverpool Street, Canning Town, West Ham and Oxford Circus stations.

Work-related violence and aggression

For several months, we have been focussing on the issue of work-related violence and aggression and how we can strengthen our approach across our network.

Following the attacks in September on three members of London Underground (LU) staff at West Ham station, we are accelerating elements of our strategy to tackle work-related violence. To help reassure and support station staff, we provided additional uniformed enforcement officers for six weeks at stations on the east end of the District Line, including West Ham. The BTP led a successful investigation and appeal for witnesses, with all three suspects now arrested. The BTP also enhanced local patrols and carried out additional knife crime and revenue protection operations.

This type of additional operational support to our frontline staff across the bus, rail and Underground networks – providing visible reassurance and deterrence, and enforcing our byelaws – is a key element in the package of measures to address the growing concern about

safety at work from threatening behaviour, aggression and abuse.

Later this year, we will publish the first pan-TfL strategy which sets out how we will deliver our vision to eradicate workplace violence and aggression through strong leadership, prevention, support and learning across our services, operators and contractors.

National Hate Crime Awareness Week

Between 12 and 19 October, we worked with police services and partners to support National Hate Crime Awareness Week, which raises awareness of hate crime and how to report it. Our message is clear: everyone is welcome on London's public transport network and we will not tolerate any hateful abuse of our customers or staff. We stand together with all communities against intolerance and ignorance.

More than 120 engagement events were held throughout the week, including over 30 at community centres and places of worship, and 40 transport hubs and stations across the network. We worked with our police partners to raise awareness and highlight the message that we never tolerate hostility towards anyone using our services.

This year, our Staff Network Groups have been supporting National Hate Crime Awareness Week using their advice and

expertise to offer peer-to-peer support, ensuring improved engagement with a wide range of London's community groups.

Police action targeted pickpocketing and theft offences

Our public transport network remains a low crime environment. However, we have seen a growth in the overall volume of crime this year, largely driven by increases in reports of theft and pickpocketing and we know that our public transport networks are being targeted by prolific thieves working as part of organised criminal networks. In September, we supported our partners in the BTP and MPS in a significant joint operation to take action against theft and organised crime gangs on our network. Over five days, hundreds of officers worked with our staff at twenty of our busiest stations. Customers were given advice on how to protect their belongings and avoid becoming a victim of theft, and warrants were executed for known suspects.

Thousands of crime prevention leaflets and a number of card protectors – protecting against wireless skimming and card fraud – were handed out. In addition, digital screens were used at Liverpool Street and Victoria mainline stations to display crime prevention advice. This operation resulted in 48 arrests.

First Bus Safety Standard buses

There are now 45 buses operating in London with better visibility mirrors, enhanced anti-slip floors, intelligent speed assistance, early warning of unintended acceleration, and with features that make people more aware of their presence. These are being used alongside conventional vehicles on routes such as the 232 from Turnpike Lane station to Mitchell Way, near Wembley.

Bus operators are also planning the work to bring in mandated elements planned for early 2021, such as camera monitoring systems which will replace conventional mirrors and reduce protrusion from the side of the bus by using recessed digital cameras. These not only make risk of collision with pedestrians less likely, they also give better visibility in low light, as brightness and contrast are added to give a view almost as good as normal daylight.

The Bus Safety Standard is our most important single mitigation to help us achieve our target of no-one being killed on or by a bus by 2030, and no-one being killed or seriously injured on our road network by 2041. The new technology and better vehicle design have been proven to help avoid or reduce the severity of collisions in relation to certain types of incidents.

We continue to develop a new sound for quiet-running buses in London so that

they are detectable and can warn visually-impaired road users of their approach. The sound they will play is being modified to address feedback from a broad group of stakeholders including disability groups. It is on schedule to be introduced from the end of this year – two years earlier than required by new laws.

As Intelligent Speed Assistance was ready ahead of the Bus Safety Standard, it has now been fitted to around 900 buses – or 10 per cent of the overall fleet – and prevents vehicles exceeding the speed limit.

Alongside new technology and improved designs, we continue to roll out innovative safety training to all our contracted bus drivers in London. Around 4,000 of our 24,500 drivers have now attended the new course and participants have rated it extremely highly. The learning material includes virtual reality headsets and digital films to assess potential dangers to road users such as people walking or cycling, and motorcyclists. Course attendees have to select the best course of action in these circumstances. Because of the sheer number of drivers, the course will run through to autumn next year and help raise awareness among drivers of our wider Vision Zero work.

Third Bus Safety Summit

We are proposing the roll out of Intelligent Speed Assistance and the wider introduction of buses with the Bus Safety Standard at our third Bus Safety Summit on 27 November 2019. The event, which is being sponsored by Go Ahead London, highlights the joint work being done to reduce casualties as quickly as possible and harness a range of safety technologies that will help us to achieve Vision Zero.

CollisionSTATS

On 1 October 2019, we implemented the CollisionSTATS app which will also play a part in achieving the Mayor's Vision Zero strategy. CollisionSTATS is a newly developed web app that allows us to gain insights into collisions on London's road network and take preventive measures.

Once embedded across our organisation, we will provide access to London boroughs to give them detail collision hotspots on their roads. This will allow them to take similar appropriate measures to make travelling on London's roads safer.

Highest roadworks site safety pass rates in four years

We have witnessed the highest roadworks site safety pass rates (94 per cent measured over a 6-period average) on our roads since April 2015, and BT, the telecoms company, achieved a 100 per cent pass rate for the first time ever in mid-September. We have been working with companies who regularly carry out works on our network to produce bespoke action plans and industry-wide initiatives to ensure that works on the road network are as safe as they can be, with a focus on safety for people walking and cycling around work sites. Our expectations for roadworks in London are set out in the Temporary Traffic Management Handbook and in the Road Works Charter, which was signed by all the big utility companies in September.

4 Healthy streets and healthy people

Walking and cycling

Cycleway 4 from Tower Bridge to Greenwich

We are making good progress with the latest construction phases of Cycleway 4, which started on 5 July 2019. The works run along A200 Jamaica Road, Rotherhithe Roundabout and Tooley Street, and are anticipated to complete by May 2020. We are also planning the construction phases for the Lewisham and Greenwich sections of the project. The Greenwich section is currently planned to start before the end of November 2019. Consultation for the Lower Road section of the route, led by Southwark Council, was completed on 4 October and includes their proposals to make some roads in the area two-way.

Cycleway 9 from Olympia to Brentford

Having re-consulted on two elements of the scheme in February, we published the 'Response to issues raised' report in July 2019 and completed the detailed design for the Kew Bridge section in early September. The London Borough of Hounslow approved their section of the scheme on 3 September 2019, and we are expecting a decision from the London Borough of Hammersmith and Fulham on their section next month. Subject to the remaining stages of the decision-making process, construction work is scheduled to commence soon.

Cycleway between Hackney and Westferry

We published the results of our public consultation for this route on 3 October. Detailed design for the first section of Burdett Road has been completed ahead of the start of advanced works at the end of November. We have secured planning permission for a relocated cycle hire station, and made arrangements for advanced utility works and the relocation of assets including bus shelters. Main construction works could start later in Winter. We are continuing to work closely with the London Borough of Tower Hamlets to coordinate the Grove Road proposals with their proposed Liveable Neighbourhood scheme in the same area.

The northern section of the route is being led by the London Borough of Hackney who are still finalising plans for the first section (Frampton Park Road, Ainsworth Road and Skipworth Road) and discussing next steps within the Council. A decision on the first section is expected to be made later this year.

The Isle of Dogs section has now been de-scoped from the main project as traffic and cycle flows are too low to justify a fully segregated layout. Improvements in the Isle of Dogs will be progressed as part of the Cycleway network development with Tower Hamlets Council.

Future Cycleway routes

Design 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, other public consultations that have recently closed include the proposed Cycleway between Ilford and Barking Riverside, and the first section of the Cycleway between Lea Bridge and Dalston, which was followed by the second section in early November. We also plan to consult the public on a Cycleway between Greenwich and Woolwich in January.

Cycleway between Camden and Tottenham Hale

We have begun full re-modelling of the scheme following a design review of the route which will run between Camden and Tottenham Hale. This review has enabled us to further refine the proposals and to engage with key stakeholders including the relevant local councils. These activities aim to ensure the scheme which will be consulted on in summer 2020 is the best that can be achieved for the local communities and road users along this route and in surrounding areas.

Proposed improvements between Wood Lane and Notting Hill Gate

We have now set out the next steps for improvements in west London between Wood Lane and Notting Hill Gate, which

would make the area a more pleasant place to be and make it much easier and safer for people to get around on foot and by bike.

More than 5,000 people responded to the consultation which closed on 16 June. Of those who provided a view, over 70 per cent thought that the proposals would enable more people to walk, with 58 per cent saying the same about cycling. A majority of people responding also believed that the changes would reduce the number of private car journeys in the area.

We have had initial discussions with the borough regarding these potential improvements and will now widen the discussions to include local residents' groups, businesses and other organisations. We will set out its proposed way forward for the scheme within the borough after these discussions.

Mini-Hollands and Cycleway Network development

We continue to make good progress on the Mini-Hollands programme, and the development of the wider Cycleway network, with a focus on completing and opening whole or significant sections of these routes. We have constructed more than 140km of cycle routes and have a further five kilometres under construction through inner and outer

London. All newly completed routes will now be signed as Cycleways.

The Mini-Hollands 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 five-kilometre protected cycle route linking Enfield Town to Palmers Green and The Kingston Station Plaza, which sees improved accessibility for people walking or cycling. Schemes currently under construction include protected cycle routes on Wheatfield Way in Kingston, the A1010 in Enfield and Lea Bridge Road in Waltham Forest. Further schemes are progressing through design and consultation, including several cycle links and Enfield’s Quieter Neighbourhoods project.

Liveable Neighbourhoods

Liveable Neighbourhoods are a key part of how we work with boroughs to deliver the Mayor’s Transport Strategy, by creating locally-led, attractive, healthy and safe neighbourhoods which encourage walking, cycling and public transport use and reduce car journeys. In 2018/19, feasibility funding was awarded for the first phase of the programme.

There are now 18 projects in progress across eighteen boroughs. The phase one projects are:

- West Ealing, London Borough of Ealing
- Greenwich Town Centre, Royal Borough of Greenwich
- Hackney Central, London Borough of Hackney
- Crouch End, London Borough of Haringey
- Romford Town Centre, London Borough of Havering
- Deptford Parks, London Borough of Lewisham
- Coppermill Village, London Borough of Waltham Forest

Over the last six months, early works commenced on Essex Road in the London Borough of Waltham Forest and public consultation was launched on the West Ealing project.

In March 2019, we awarded feasibility funding for 11 new projects. Proposals for the phase two projects are:

- Shortlands, London Borough of Bromley
- Holborn, London Borough of Camden
- Old Town, London Borough of Croydon

- Enfield Town, London Borough of Enfield
- South Chiswick, London Borough of Hounslow
- Brixton, London Borough of Lambeth
- Custom House, London Borough of Newham
- Bramcote Park, London Borough of Southwark
- Bow, London Borough of Tower Hamlets
- Ilford, London Borough of Redbridge
- City Cluster, City of London

Improving signal timings for cyclists in partnership with cyclist groups

Following the success of our partnership with Living Streets, whose members identify various locations where a review of the traffic light timings would benefit pedestrians, we will be embarking on a similar collaboration with cyclist campaign groups, including the London Cycling Campaign.

We hosted a successful ‘behind the scenes of network management’ session where we demonstrated the benefits which could be achieved quickly on streets for people cycling through our traffic light timing review process. We used changes made across 20 junctions in Aldgate as an example, as this work had been done following complaints on

Twitter from people who cycle about vehicles blocking access to Cycleway 2. Harnessing the local experience of London’s cyclists will allow timing reviews to be focused on issues in areas with the most benefit.

Air quality and the environment Ultra Low Emission Zone

The Ultra Low Emission Zone (ULEZ) has now been in place for six months and the latest figures show that there are now 13,500 fewer polluting cars being driven into central London every day and there has been a significant drop in harmful air pollution. Since the ULEZ was introduced, roadside nitrogen dioxide (NO₂) pollution has reduced by 36 per cent within the zone and carbon emissions are four per cent lower.

The £25m ULEZ car and motorcycle scrappage scheme was launched at the World Air Quality Conference on 23 October 2019. It is now available to help eligible low-income and disabled Londoners scrap older, more polluting vehicles. More information is available on our website.

We are now working to deliver the expansion of the ULEZ 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 systems and services has now concluded and key decisions on the delivery strategy were approved at the Programmes and Investment Committee in May 2019. The project is now in design phase with work ongoing to define the system, infrastructure and operations, and progress the supply chain commercial agreements that are required. Survey work has begun on all camera and signage infrastructure work streams and the signage designs have been agreed and submitted to the Department for Transport for approval. The first phase of traffic modelling has been completed. Work also continues to develop marketing and communications plans.

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 installed is currently 213 and we are on track to achieve 225 by December, which will be a major step towards our target of having 300 rapid charge points on the streets by December 2020.

At present, there are more than 2,625 ZEC taxis licensed in London. Of the rapid charge points that have been installed under this scheme 73 are dedicated to taxi use. We are working with the taxi trade to identify the most favourable locations and are focusing on the central charging zone for taxi-dedicated sites following feedback from the taxi trade. We are also developing designs for two hub sites, one in Greenwich and another 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.

Taxi vehicle age limits

From 1 November 2019, the maximum taxi operating age has been mandated so that no taxi will be licensed to operate over its relevant age limit. This applies to all licensed taxis. Between 1 November 2020 and 1 November 2022, the age limit of Euro 3, 4 and 5 diesel taxis will be reduced by one year, each year. The age limit for ZEC and Euro 6 vehicles and taxis newly converted to run on liquid petroleum gas will remain at 15 years throughout this period.

The Mayor's Transport Strategy makes it clear that air pollution caused by diesel emissions, high levels of nitrogen dioxide and particulate matter exacerbate poor health conditions and shorten the lives of Londoners. London's transport network must contribute to meeting legal air quality levels as soon as possible, and



these changes in taxi vehicle age limits have been brought in to reduce harmful emissions from taxis and improve air quality in London.

Significant communications activity was undertaken with licensees in advance of the changes, through our weekly bulletins, OnRoute magazine, social media and trade meetings. We also launched a taxi age limits calculator, which sets out the last date a licensee can renew their vehicle, based on the DVLA date of registration.

Nissan Dynamo taxi launch

On 23 October 2019, the Mayor launched the new Nissan Dynamo taxi as part of the World Air Quality Conference. We also met with the manufacturers and the driver/owner on 8 November 2019. This new vehicle, initially licensed in August 2019, is the first pure electric taxi licensed

in London and the second taxi model to meet our ZEC requirement, which was introduced for all newly licensed taxis in January 2018. The Dynamo taxi also offers additional choice and competition for drivers and taxi rental companies. Along with the London Electric Vehicle Company's TX, this vehicle will help to accelerate the growth of green taxis on London's roads to meet our air quality targets.

Dial-a-Ride vehicles

We are starting to see the first of 166 new ultra-clean minibuses join the Dial-a-Ride fleet with the first vehicle having joined the fleet on 24 September. These have been ordered to allow us to operate uninterrupted door-to-door services for passengers with the greatest accessibility needs within the expanded ULEZ from 2021. This follows an earlier order of 90

vehicles to comply with the introduction of the current ULEZ area in April this year. As of 11 November 2019, 28 of the 166 new vehicles have entered the fleet.

Cleaning the bus fleet

We are building on our successful delivery of all 12 Low Emission Bus Zones with a much larger upgrade of the entire fleet to the same emission standard or better by autumn 2020. We are already 85 per cent of the way there as we continue to retrofit and replace buses in the fleet at a rate of around 100 buses a month.

Our more far-reaching plans to make the bus fleet zero tailpipe emission no later than 2037 continues with around 200 zero-emission buses, and routes 43 and 134 being converted from now to the end of this year to become the UK's first entirely double-deck electric routes. Both north London routes head to the heart of the capital, the 43 from Friern Barnet to London Bridge and the 134 from North Finchley to Warren Street. This number makes the electric fleet one of the largest in Europe and will continue to grow to around 300 by the first half of next year. The buses are quieter as they make less noise than a diesel engine and they have other features like USB charging points.

Water fountains

We are continuing our work to support the Mayor's goal of installing water fountains to help to reduce single use plastic consumption and waste. We are currently working on 15 sites for potential installation, in conjunction with Thames Water. We are shortly due to complete two new installations at Highbury & Islington and West Hampstead stations.

Sustainable drainage systems

To help improve the road network's resilience to flooding, we have worked with the Greater London Authority (GLA) to deliver a training programme on Sustainable Drainage Systems. These are currently being proposed as part of the design of several highway schemes including Edgware Road, Old Street and Morden Road.

Reducing the carbon footprint of our head office estate

As part of our commitment to reduce our carbon footprint, our head office buildings have been recertified to the Carbon Trust Standard. We have taken real action on climate change by reducing our carbon emissions by 11.2 per cent between 1 April 2017 and 31 March 2019. The Carbon Trust Standard requires us to keep reducing our carbon emissions and to recertify every two years.

Lane rental scheme

On 10 October 2019, we launched a five-week public consultation to modify our lane rental scheme, one of the many tools we use to manage the impact of roadworks. The framework for the scheme has not been updated since it first went live in June 2012, with the subsequent publication of the Mayor's Transport Strategy which focuses on a Healthy Streets approach and features a Vision Zero action plan.

The proposals for the new scheme have been tailored to reflect these ambitions and the way the road network now operates, with more cycleways included in the charging area, along with 20 of London's busiest footways – an industry first. We are also committing to offering discounts when roadworks are delivered to the highest safety and congestion management performance standards.

The extent of the new scheme's network is set to increase from the current 56 per cent coverage of our road network to 72 per cent. Charging hours will be reduced in many locations to offer utility companies and our own contractors more opportunities to work outside the most impactful times and avoid incurring excessive charges.

Following the consultation period, an application will be made to the Secretary of State for Transport with the aim of operating the new scheme from April 2020.

New road maintenance methods save more than two weeks' disruption

Planned maintenance works on the A20 in southeast London were completed more than twice as quickly thanks to a new way of working.

Using traditional methods of road closures along the A20, the planned annual maintenance works would have taken up to 25 nights to complete. After working closely with the London boroughs of Greenwich and Bexley and their contractors, we were able to reduce this to just 10 nights – saving more than two weeks of disruption to road users. Sections of road that might have otherwise been inaccessible due to traffic management constraints were also made available for repair.

The works were part of scheduled maintenance carried out annually to make sure the roads remain safe to use and in a good state of repair. This includes resurfacing, repainting road markings and repairing any defective street lighting.

Works carried out included:

- Resurfacing 10,500 square metres of road and repairing defective potholes
- Cleaning 656 signs and refreshing 65,689 metres of road markings to improve visibility and wayfinding
- Cutting 55,282 square metres of grass and weeding to keep the area looking clean and tidy
- Repairing defective street lighting to improve safety and accessibility
- Cleaning 1,026 gullies to reduce the risk of flooding
- Replacing 5,103 road studs to provide effective lane markings for road users at night and during severe weather conditions
- Carrying out repairs to the road's vehicle restraint system, which can be lifesaving in the event of a collision

Following the success of the planned maintenance works on the A20 and A2, we are looking to roll out similar methods in other boroughs to minimise disruption across the capital.

Safer Junctions

In April 2017, the Safer Junctions list highlighted the 73 most dangerous junctions on our road network (defined as those with the highest vulnerable road user collision rates between 2013 and 2015). Following completion of Highbury Corner in September, we have now constructed 31 of these junctions and all of them have had mitigation measures introduced to reduce road danger. Construction of the Safer Junction at Camberwell Green began in October, and work continues on the Rotherhithe tunnel junction as part of Cycleway 4. The programme is currently on target to complete 41 junctions by May 2020, in line with the Mayor's Vision Zero commitment.

Public consultation reports have been completed on the following Safer Junction projects:

- The junction at Kingsland Road and Balls Pond Road
- The junction at Kennington Park Road and Braganza Street
- The junction at East India Dock Road and Birchfield Street
- The junction at Edgware Road and Harrow Road
- The junction at Clapham Road and Union Road

- The junction at Holloway Road, Drayton Park Road and Palmer Place
- The junction at Camden Street and Camden Road

In summary, respondents said they would feel safer when walking or cycling around the junction as a result of the proposals. We have made some changes to the designs at some locations following analysis of the consultation responses, and will be going ahead with construction later in 2019/20.

Hammersmith Bridge closure

The London Borough of Hammersmith and Fulham has now confirmed that it intends to restore the bridge, with a 7.5 tonne limit for general traffic and future proofing for a limited number of electric buses. We have committed £25m to progress with the concept and detailed design phases, together with advanced works. While this activity continues, we will work with the borough to provide greater clarity on the likely final cost and where the balance of funding will come from.

We are using our network data to make informed decisions on traffic light timings and implement contingency plans to manage unplanned events: for example, we have completed a significant redesign of timings around Hogarth Roundabout,

a comprehensive change to timings around Hammersmith, and the rebalancing of priorities at Chalkers Corner and Lower Richmond Road. Journey times are showing some improvement because of these traffic light changes.

There have been further bus service changes arising from the Hammersmith bridge closure. Following requests by stakeholders and the public, on 28 September 2019 we extended route 419 to restore the direct link between Roehampton and the south end of Hammersmith Bridge, which had been previously provided by route 72.

The frequency of the 419 bus route was also increased during the day (Mondays to Saturdays).

Rotherhithe tunnel

A concept design for the refurbishment of the Rotherhithe tunnel has begun and is due to be completed in summer 2020. A separate work stream to install additional protective measures at the tunnel entrances, to prevent over-height vehicles entering the tunnel, has started and is planned to open by summer 2020.

Rotherhithe to Canary Wharf crossing

We are continuing to examine options for a new ferry service, with work focused on route planning, fares, vessels, piers and connectivity to the local area. Initial

feasibility work has been completed and an informal update was provided to the Programmes and Investment Committee in October. We are now continuing work to develop our requirements for the service, identify preferred infrastructure options, and determine a suitable delivery and operating model. By the end of November 2019 we expect to appoint a specialist consultant to support us in the next stages of work and have recently issued a Prior Information Notice seeking feedback from industry on how best to take forward the scheme.

The work on a new ferry to improve connectivity for people who walk or cycle between Rotherhithe and Canary Wharf is alongside the wider investment we are making in walking and cycling across the area, including delivery of Cycleway 4 and new cycle routes from Rotherhithe to Peckham and from Hackney to the Isle of Dogs.

Bus priority

We have now completed the second scheme on our road network this year, at the A10 Kingsland Road in Hackney. A further project is on site and another four projects are currently programmed for delivery by the end of the year.

We completed the delivery of 62 of 135 traffic signal technology projects throughout London – including the 'call cancel' mechanisms that will stop the

green man signal when the person who has pushed the button has already crossed or walked away.

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

Bus driver facilities

Work continues to ensure that our bus drivers have basic toilet facilities. This also helps improve the service to our customers by avoiding the need for unscheduled, mid-route stops, which can cause delays.

Most of these new facilities will be standalone permanent toilet units, adjacent to the bus stands where they are required. Where possible, we are adapting existing infrastructure to ensure integration with the local environment.

We are now working towards the final target of having permanent facilities on all 42 priority bus routes by the end of March 2020. Of the facilities installed to date, 25 are temporary units. We plan to connect these to utilities and construct permanent foundations. One of the 25 temporary units has recently been made permanent (route 163) and a further four (routes 174, 368, E5 and 415) only require final Thames Water connections.

Protests and events on our network

During two weeks of action from climate activists Extinction Rebellion, from 5 to 19 October 2019, officers from the RTPC were deployed to minimise disruption to the bus and road network, following extensive planning in partnership with our key stakeholders.

Extinction Rebellion protestors targeted our network over the two-week period. Bus services were disrupted, with over 50 bus routes diverted or curtailed as well as traffic being displaced throughout this period. On the morning of the 17 October 2019, three separate incidents reported in the media caused severe disruption of services at Stratford (Central Line), Shadwell (DLR) and Canning Town (Jubilee Line). A total of 160 BTP officers were deployed in anticipation of the activity, including trained officers with expertise in known tactics such as the use of adhesive substances. Eight arrests were made, and we worked with the BTP to quickly restore services.

Heathrow Airport expansion

The Heathrow judicial review appeals were heard from 17 – 18 October and 22 – 25 October 2019 in the Court of Appeal. The Mayor and TfL are parties to one of the appeals alongside five boroughs and Greenpeace. There are two grounds of appeal in the Mayor/TfL's appeal both of which relate to the environmental assessments that were undertaken by the

Government. Three other appeals were heard at the same time, two of which focussed on climate change and the other on competition law. Judgment has been reserved and is expected to be given before the end of the year.

Congestion Charging private hire exemption removal

On 24 July 2019, the High Court dismissed a judicial review challenge which had been brought by the Independent Workers Union of Great Britain (IWGB) against the Mayor's decision to remove the exemption from the Congestion Charge for private hire vehicles. TfL was an interested party. The IWGB made an application to the Court of Appeal for permission to appeal. Permission has been granted and the hearing of the appeal will be expedited.

Uber London Limited operator's licence

On 24 September 2019, we granted a private hire operator's licence to Uber London Limited (ULL) for a two-month period, subject to conditions. The licence has the same conditions that were attached to the previous licence granted in June 2018, in addition to various new conditions to ensure passenger safety. We are requesting additional material from ULL which will form part of any re-licensing decision.

Topographical and English language tests for PHV drivers

There has been recent media coverage of a BBC 'Inside Out' programme concerning the topographical skills assessment and the English language test for PHV drivers. The programme claimed that qualifications can be purchased at colleges without the candidate passing the assessment themselves or undertaking the required training.

Approximately three percent of the 108,000 licensed PHV drivers have been licensed on the basis of having a relevant vocational qualification which provides an exemption from the need to undertake the topographical test and provides evidence of attainment of the English language requirement. There are also over 1,600 current applications pending based on such qualifications.

In light of the allegations we have suspended all current licence applications where the applicant has not taken topographical skills assessment at our assessment centre. Any applicant who wishes us to consider a licence application in the meantime can still undertake a TfL assessment directly so this will not be a barrier to entry.

In terms of next steps, we are:

- undertaking an investigation of individual applications in the light of any evidence received;
- liaising with Ofsted and Ofqual and the college concerned to understand what actions they may be taking;
- reviewing the fitness of any licensed driver found to have obtained a qualification fraudulently and liaising with the police as appropriate;
- reviewing the appropriateness of continuing with the vocational qualification exemption; and
- engaging with the PHV trade as appropriate.

We will provide a full update on this issue and progress with the actions taken to the next meeting of the Customer Service and Operational Performance Panel of the TfL Board.

5 A good public transport experience

Elizabeth line

At the Crossrail Board on 7 November, the Crossrail team informed us that they will need further time and funding to complete the complex testing of trains and managing the handover of the railway safely and reliably into passenger service.

Full testing is due to get underway next year and there can be no shortcuts on this hugely complex project. The latest assessment is that the opening of the central section of the Elizabeth line will not occur in 2020. It will open as soon as practically possible in 2021.

The latest cost projections indicate that Crossrail will need a further £400 million to £650 million over the revised capital funding that was agreed with the Mayor and Government in December 2018.

We are currently discussing with the Department for Transport (DfT) how these additional costs will be funded. Any potential financial impacts to revenue will be considered in our 2019 Business Plan.

While this is disappointing news, as joint sponsors with the DfT, we will continue to work closely with Crossrail Ltd to ensure this vital project is delivered safely and as quickly as possible.

The project's health and safety performance remains stable but is still under scrutiny following the serious accident at Farringdon station where two

scaffolders were injured when the scaffolding they were installing collapsed. The stand down safety briefing was well received and improvement action plans are being implemented across the whole programme. The investigation is nearing completion and the wider knowledge gained will be shared. The safety alert ensured immediate action was taken to check all works taking place at height.

As TfL, we have taken on landlord responsibilities for Victoria Dock Portal and Pudding Mill Lane following a successful handover from the project in August and September, respectively. As the first elements to be handed over, we have been able to test the handover completion process with Crossrail Ltd and learn lessons which will be used for the remaining elements.

The hoarding in the ticket hall at Farringdon station was removed in September and the Crossrail worksite subsequently went 'PPE-free', which means that most major work at the station is now complete and hard hats and hi-vis jackets are no longer necessary for everyone on-site.

Siemens and Bombardier collaboration remains strong, with senior resources sharing a location in Westferry Circus and with the right level of CEO engagement, including recent meetings in Germany

with senior officials from Crossrail, Siemens and Bombardier.

We are on course to start operating the stopping services from Paddington mainline station to Reading as TfL Rail in December this year. It is likely that the service will start with the seven-car units currently used between Liverpool Street and Shenfield, swapping to the full-length units once the necessary software updates have been tested and then become available for use in passenger services.

London Overground to run Boxing Day services for the first time

We have announced we will run Boxing Day services on parts of London Overground this year, for the first time.

Two services will operate as follows:

- Four trains per hour between Clapham Junction and Hackney Wick on the east London line
- Four trains per hour between Highbury & Islington and West Croydon, via Canada Water on the north London line

These services will improve the accessibility of various key shopping and leisure destinations, including Westfield White City and Camden, Hackney and Croydon town centres. These services will be available during the operating hours

that normally apply on Sundays on these routes.

We will now operate services 364 days a year, excluding Christmas Day, on London Overground, London Underground, London Trams, DLR, London Buses and the Emirates Air Line. Santander Cycles continue to be available every day.

Since we launched London Overground in 2007, it has been a huge success and grown to become the third largest operator in the UK in terms of passenger numbers (not including London Underground). The introduction of Boxing Day services continues to build on the increasing demand, which has seen passenger numbers rise from 33 million in 2008/09 to more than 190 million a year today.

Free travel to celebrate the new trains on London Overground's Gospel Oak to Barking line

The month of free travel on London Overground's Gospel Oak to Barking line – to mark the arrival of the new trains and thank customers for their patience during the delay in bringing the trains into service – ran until Tuesday 1 October 2019. The highest numbers of refunds were in the fourth week, due to two additional weekdays of travel (Monday 30 September and Tuesday 1 October) to compensate for the weekend closure in the final week.

New London Overground ticket machines make it easier to support Railway Children charity

Supporters of international charity Railway Children are now able to make donations at London Overground stations, after a new feature was added to ticket machines across the network.

The 131 ticket machines will now have the option to add a donation when buying tickets or topping up Oyster cards, with 100 per cent of the donation paid directly to the charity. The feature has been developed in partnership with Railway Children, Arriva Rail London (operators of the London Overground network) and ticket machine manufacturer Worldline.

The charity started working in London in 2018, alongside the BTP and the main transport hubs in the capital. Railway Children has been working on the ground in India and East Africa for more than 20 years and, in 2017, launched its first UK-based project in Manchester, where an average of 15 reports are received each week of children considered to be in a vulnerable position in and around the city's rail stations.

Last year, Railway Children's London project supported 163 young people, referred by the BTP, by providing information, advice and guidance, one to one support and family work. The majority of referrals were for young

people who had runaway, were at risk or being exploited or abused, and those who were victims or suspects of crime. Project workers for Railway Children support these children for as long as is necessary to address the complex issues faced and make long lasting, positive changes in young people's lives.

London Underground Northern Line Extension

The Northern Line Extension project includes a twin-tunnelled extension from Kennington to a new terminus at Battersea Power Station, via a new station at Nine Elms. It is expected to be completed in autumn 2021.

Good progress continues on all work sites. Civils work is nearing completion and fit-out of the two new stations, and two new head houses, continues. At the new stations, we are installing the power supply.

At Nine Elms station, the eastern head house roof is complete and waterproofing of the western head house roof is progressing. Cladding of the escalator atrium is complete as is the over-track glazing. Drainage to the south of the eastern superstructure and drainpipes for the western superstructure are complete. The switch room construction and finishes were completed and the substation room is being fitted-out.



Progress continues on the Northern Line Extension with branding now in place at Nine Elms station.

At Battersea, escalator installation has begun with the lowering of the truss (frame) into position. The signalling equipment room construction has been completed. Cladding of the eastern core has started and the first steel beams have arrived on site for construction of the station entrance.

Work continues on making the Kennington head houses watertight and fitting the architectural cladding. The transformer room construction and finishes have been completed now that the specialist doors are in place. The installation of the cable management system has been completed at track level at Kennington Green.

The installation of (wayside) signalling has begun. High voltage cable was installed in the northbound tunnel, which has enabled handover to our radio supplier, Connect, which continues fibre optic and copper cable installation. Six kilometres of cable has been installed, which

completes cabling in both tunnels. The remaining high voltage cable to be installed is in the connections from the tunnels to the substations. Direct current cable has been delivered to site by engineering train, and will be used to make the connections between the substations and the conductor rail to power the trains.

Spare parts, for maintaining the “diamond” crossing once operational, were delivered by engineering train to the storage area within the Battersea crossover box.

The Northern Line Extension has been shortlisted in two categories for the New Civil Engineer’s Tunnelling Awards. The results will be announced at the awards ceremony in December.

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 of the new signalling system was successfully introduced earlier this year. This quarter, operation of the new signalling system has been extended to Euston Square on the Circle and Hammersmith & City lines, and from there to Finchley Road on the Metropolitan line, and to Paddington on the District and Circle lines. This section has included the major junctions at Baker Street and Edgware Road, with the latter allowing the closure of a signal cabin that had routed trains manually for 94 years.

We have already introduced 192 new S-stock trains on the Circle, District, Hammersmith & City and Metropolitan lines and installation of the new signalling system equipment to the entire fleet has been completed. Ealing Common and Upminster depots have been upgraded in support of maintenance and storing of the District line trains.

The new signalling system will enable trains to run closer together on the four lines, meaning train frequency will increase in central London from 28 to 32 per hour when complete. It will also improve the reliability of these 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 nice trains, better customer information and making journeys quicker and more comfortable.

Bank station

We are boosting capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, introducing step-free access to the Northern line, creating an additional interchange between the DLR platforms, and two new moving walkways between the Central and Northern lines to reduce customer journey times.

The modernisation of Bank station has reached a significant landmark, with the roof on the new station entrance, located on Cannon Street, complete earlier than planned. Work will now continue on the entrance, with the next stage focused on creating the dividing walls and operational rooms, which are spread across 11 floors, before the construction moves to the fit-out stage in mid to late December.

We have completed the excavation of the new escalator barrel to the Central line and have started the last of the new cross passages for the Central line to connect with the new escalator barrel. Secondary lining works to the new southbound Northern line platform tunnel have begun and are progressing well with the running tunnel secondary lining now completed.

Within the existing station, we have now finished the enabling works to support the closure of the DLR central concourse, which is necessary for the start of the final escalator barrel to be constructed from the Northern line to the DLR.

Victoria station

At Victoria station, we have built a new north ticket hall, 300 metres of subways and 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 (increasing to approximately 105 million when interchange flows are included) who use the station each year.

The remaining works on the District and Circle line platforms are now finished. The overall completion of the station and surrounding buildings is also largely complete.

A design study is under way to identify how best to use the space at ground level which was formerly occupied by retail

units (175-179 Victoria Street). The delivery and funding mechanism for any future project here (which must be acceptable to Westminster City Council) have yet to be determined.

Paddington station

We have constructed a new step-free pedestrian walkway tunnel at Paddington to link the Bakerloo line platforms with the new Elizabeth line station. Two new escalators and a new lift have also been installed. These facilities will be operational once the Elizabeth line is opened. All works were completed in July 2019.

High Speed 2

In August, the Prime Minister initiated a review of whether and how to proceed with High Speed 2 (HS2) due to cost and schedule pressures. The independently-led review will enable the government to make decisions on the future of Phases 1 and 2 of the project. In parallel with the review, we continue to work with HS2 Ltd to deliver all agreed scope and information required for the HS2 programme.

We met with Doug Oakervee, chair of the HS2 review, on 23 September 2019. We highlighted the key issues for London, and that stations are needed at both Old Oak and Euston to maximise passenger benefits, ensure effective capacity relief

and support growth in jobs and homes in these areas.

We are supportive of the benefits that HS2 can deliver for London and the UK but, given the statement by the Secretary of State for Transport on 3 September 2019 that HS2 will be delayed and that total costs have risen by approximately £20bn, we support the review to ensure it continues to deliver value for money.

Step-free access at Cockfosters and Amersham stations

The new lift shaft has been craned into position at Cockfosters station, on the Piccadilly line. This is an important construction phase which takes the station a step closer to becoming step-free. The station is a Grade II listed building and the work has involved working closely with Enfield Council. While most lifts are usually silver in colour, the final lift will have bronze doors and metalwork to reflect the station's heritage.

Two lift towers have also been craned into position at Amersham station, on the Metropolitan line, along with an overbridge between the platforms to connect them.

Both stations are on the outskirts of the underground network and, once installations are complete early next year, will give important step-free access

routes into central London, unlocking our city for more of our customers. These are two of 15 stations that will be step-free to customers by Spring 2020, which will make a third of the network step-free.

Bakerloo Line Extension consultation

We launched a public consultation on the Bakerloo Line Extension on 14 October. The consultation is seeking feedback on proposals for the scheme, including a new combined Northern and Bakerloo line station at Elephant & Castle, work sites, station sites on Old Kent Road and at New Cross Gate, the route of the new tunnels between Lambeth North and Lewisham and infrastructure at the end of the line to store trains. It also invites suggestions for names of the two proposed stations on Old Kent Road.

In addition to these proposals for the extension to Lewisham, we are also consulting on a potential further extension to Hayes and Beckenham Junction. The public consultation closes on 22 December 2019.

Progress at Tottenham Hale

The gateline for customers accessing Network Rail services at Tottenham Hale tube station has been moved into a temporary position. This is an important step for the multi-million-pound station upgrade, as it allows major construction work to begin at the rear of the building. The entrance is already well underway



On 22 September 2019, over 70,000 people took part in the largest ever celebrations for World Car Free Day including a yoga session on Tower Bridge.

and customers can now see the dramatic new glass-fronted building taking shape. The gateline will stay in its temporary position for the next nine months for the construction work to take place. After that it will be relocated within the new station interchange building.

Once the upgrade is complete, Tottenham Hale will have:

- Step-free access
- A ticket hall that is double the size of the previous layout, to reduce congestion
- Retail premises in the station front

Barking Riverside Extension

We are delivering a 4.5km rail extension to serve the 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 from

Gospel Oak to Barking Riverside. Train services are planned to start in December 2021.

Our main works contractor has successfully completed piling works during the Network Rail blockade in July and August. This was an important milestone for the project, maximising the opportunity for works to continue while the mainline was temporarily closed for public use. Despite extensive searches during early stages of the project, the amount of underground utilities over such a large site (the new viaduct is 1.5km long) present an ongoing challenge to the programme.

World Car Free Day

On 22 September, an estimated 70,000 people took part in the Mayor’s Reimagine event, London’s largest ever celebrations for World Car Free Day. The event, which encouraged Londoners to imagine their city without cars, included a number of

free activities for people of all ages and abilities taking place over 27km of roads closed around Tower Bridge, London Bridge and the City of London. The day started with 600 people taking part in a sunrise yoga session on Tower Bridge, with guided walks and bike rides on traffic-free roads, pop up playgrounds, and many other activities taking place throughout the day.

There were also a number of pop up stages across the area, which hosted performances by 137 different groups, from jazz to gospel music, street dance to jive. As well as extensive activities in central London, 27 boroughs participated by hosting their own car free events or supporting play streets. London Play – a charity providing play opportunities for the Capital’s youngsters, outside their homes – helped to deliver 385 play streets.

A monitoring site led by the London Air Quality Network noted a 32 per cent reduction in nitrogen oxides in the event’s footprint, and early polling suggests 65 per cent of attendees said they were inspired to use a car less frequently. The event was also used to launch our new behaviour change campaign, ‘Swap a car trip every week’, encouraging Londoners to commit to changing one trip in the car every week for a more sustainable mode of transport.

Continuing to improve our bus network

Our next stage of central London bus route changes was introduced on 12 October. Over the last few years, the use of bus route 48 had fallen by about 25 per cent, so we restructured a number of bus services in the area to match bus frequencies to demand more effectively between the areas of Leyton, Hackney and the City. As well as withdrawing route 48, we extended route 55 from Leyton to Walthamstow Central and route 388 from Liverpool Street to London Bridge Station, and increased the frequencies on route 26. These changes may mean that some customers will now need to change buses, but this can be done easily at either the same or adjacent stops.

The new bus route 335, linking Kidbrooke to North Greenwich, was successfully introduced on 29 October, following full consultation, giving new direct links between these growing areas of southeast London. This is one of a number of new bus routes being introduced in the coming months.

On 7 December, we are introducing a major new bus route scheme in northwest London, including the new bus route XI40 – with parts of the route being non-stop – which links Heathrow and Harrow via Hayes, Northolt, Yeading and South Harrow, as well as new bus route 278 which will give new direct links between Ruislip and Heathrow. We are

also restructuring several other routes in the Harrow area including route 140.

We are also making changes in the Acton and Hammersmith areas to improve reliability of a number of routes. This includes restructuring the 266 so it will run between Acton and Brent Cross, and introducing new bus routes 218 and 306 to maintain through links and provide new journey opportunities. As part of this scheme we are also changing bus routes 391 and 440.

On 28 October 2019, we completed a consultation on extending bus route 112 to North Finchley. We plan to announce the outcome at the beginning of next year. This proposed enhancement to the outer London bus network would provide new orbital links to Ealing via Brent Cross and Neasden. We hope to introduce this change in spring 2020.

Victoria Coach Station to stay

One of our most iconic transport hubs, which serves around 14 million passengers a year, is to stay at its 87-year-old base in central London following a review of its future.

Victoria Coach Station will need to gradually consolidate activities to live within a smaller operating site as land leased from Grosvenor Estates returns to its owner in the early 2020s. This will entail changes to the layout of the

terminal which serves up to 1,200 destinations in the UK and up to 400 cities abroad, and represents an opportunity to enhance customer facilities. We will continue to look for smaller sites outside of central London, where pressure can be taken off Victoria Coach Station and passengers can depart closer to their next destinations. Our decision to stay has been welcomed by the Confederation of Passenger Transport, which views it as good move, providing continuity for coach operators and affordable connectivity in the UK and beyond, as well as London TravelWatch, which recognises the particular advantage to elderly and disabled passenger groups.

Improving customer information using Wi-Fi data

Following the collection of depersonalised Wi-Fi data earlier this year, on 5 November, we have updated our Journey Planner to more accurately reflect the time it takes to travel through stations during busy periods. The project uses existing Wi-Fi connection data from more than 260 London Underground stations to help us better understand how customers move across the network. Following the analysis of 2.7 billion pieces of depersonalised data, we have been able to adjust Journey Planner timings for journeys involving 55 stations. This includes major interchange stations such as Baker Street, Canada Water and

Earl's Court to reflect busy station times, as well as high tourist areas like Bond Street and Covent Garden to take account of higher usage outside of peak periods.

These changes are part of a wider programme of customer information improvements which will be delivered over the next 12 months. Customers will see further planned benefits throughout 2020 including the provision of updated crowding data via our website to help customers better plan their route across London, and the incorporation of this updates data into our free open-data API, which could allow app developers, academics and businesses to further utilise the data for new products and services.

All data collected is automatically depersonalised to ensure we are unable to identify any individual. We have worked closely with key stakeholders and the Information Commissioner's Office to ensure privacy concerns and transparency were actively considered and addressed. Any customers who do not wish for their Wi-Fi connection data to be collected are required to turn Wi-Fi off on their devices in order to opt out.

Art on the Underground in Brixton

Art on the Underground has unveiled a large-scale public commission by Grenada-born, British artist Denzil Forrester at Brixton station. This work will be on view until September 2020. Forrester's is the third commission in a new series at Brixton, following on from Njideka Akunyili Crosby in 2018 and Aliza Nisenbaum in 2019.

For his first major UK public commission, Forrester has reinterpreted his work *Three Wicked Men* (1982) into an immersive, large-scale painting. The title was borrowed from a track by Reggae George, and Forrester identifies the three men as a policeman, a politician and a businessman. Forrester recreates the essence of contemporary urban life – the sounds, lights and police sirens – with sharp, angular lines and imposing figures.

Late Night Transport Working Group

In September, we convened the first meeting of our Late Night Transport Working Group. This was a commitment made by the Mayor in his response to recommendations from London's Night Time Commission. Representatives from across our business, as well as from policy teams at the GLA are working to identify short- and medium-term initiatives that we can deliver to improve and enable travel at night, including those linked to existing/ongoing work.

6 New homes and jobs

Crossrail 2

Following the submission of the Strategic Outline Business Case (SOBC) to Government in June 2019, a Crossrail 2 Project Assurance Review (PAR) took place in September on behalf of the Cabinet Office and HM Treasury. The Review findings will be shared with the DfT's Board Investment & Commercial Committee (BICC), TfL Programmes & Investment Committee (PIC) and HM Treasury so they can be assured of the quality and robustness of the SOBC. Government will take on board the PAR's advice when making a decision on the best way to take the project forward.

Work continues to ensure Crossrail 2's assurance processes are fit for purpose. In support of the work of the Independent Assurance Panel which is being led by David Orr, a number of Expert Review Groups have been convened to test, challenge and scrutinise the work of the team with a particular focus, at present, on the Cost and Risk, Tunnelling and Digital work-streams.

Affordable homes

Canada Water masterplan

The masterplan for Canada Water was unanimously approved by London Borough of Southwark's Planning Committee on 30 September. The plan creates a blueprint for a new town centre that will provide more than 3,000 new homes, space for 20,000 new jobs, along

with space for retail, leisure and entertainment. Our team has worked hard on supporting this masterplan over the last few years and on securing substantial developer contributions to support transport infrastructure in the area, including improvements to Canada Water and Surrey Quays stations and increasing bus capacity.

Southwark over station development

We launched a consultation in October asking local people for their views on our proposals to deliver a new development above Southwark Tube station. Our early designs include office as well as retail space, and affordable workspace for independent businesses. This builds on feedback from the local community earlier in the year.

We are also committing to create a new sustainable office building, which will achieve a Building Research Establishment Environmental Assessment Method (BREEAM) Outstanding rating and, importantly, be net zero carbon.

We anticipate submitting a planning application in early 2020.



Construction has started on 97 homes at Beechwood Avenue in Barnet, of which 50 per cent are affordable.

West Ham station

We are soon to sign a development with Berkeley Homes on the development of the old Parcelforce site next to the Jubilee line eastbound track at West Ham station. It will enable Berkeley Homes to develop close to 4,000 new homes as well as community facilities.

To make the development viable, Berkeley Homes will fund and build a new London Underground station entrance on a cantilevered deck above the Jubilee line eastbound track, as well as two new pedestrian bridges and a road bridge. For the air rights associated with the development, which includes the right to use and develop the space above the land, we will receive a cash receipt from the GLA, anticipated to be in the order of £26m.

High Barnet

Earlier this year we selected Taylor Wimpey to help us improve the area around High Barnet station and to deliver

much needed new housing. We held an exhibition in June to showcase our early plans for the site, asking the community what they thought was most important about the area.

In November we held a second exhibition to show how our plans have responded to the community. We are now proposing up to 300 new homes, with 40 per cent affordable housing and a number of improvements to the local area. These plans will change in response to the consultation and we expect a submission in early 2020.

Beechwood Avenue

Construction has started on 97 homes, 50 per cent of which are affordable, at Beechwood Avenue in Barnet.

This site is being delivered by Kuropatwa Property Development who were selected as part of the GLA's Small Sites, Small Builders programme.

Construction is due to be complete by the middle of 2021, with people moving in shortly afterwards.

Bollo Lane

We launched a consultation on our proposals for 800 homes, 50 per cent affordable, at our site in Ealing, alongside new commercial and employment space. Our site at Bollo Lane is a 5.4-acre linear site running from Acton Town station in the north, to the Acton Works car park in the south.

Alongside hundreds of new homes, our proposals also include improvements to the public realm and creating a pedestrian-friendly green link to Chiswick Park with public spaces and ground floor commercial uses.

Build to Rent programme

Our long-term partnership with Grainger plc, called Connected Living London, is progressing well. This partnership will create over 3,000 new rental homes at seven sites across London. We are approaching an important stage as we hold a series of local consultations before the detailed designs are produced. There will then be further consultations before planning applications are submitted in early 2020.

Small Business 100

We are proud that 86 per cent of businesses on our estate are small businesses. We were delighted when Small Business Saturday selected one of our tenants, Active360, to feature in its list of the top 100 small businesses in the UK. Active360 is a company that promotes stand up paddle boarding, and offers Londoners the chance to try something different and get active, while also leading on initiatives to improve the environment.

Retail Innovation Competition

We recently announced Sook Retail as the winner of Connected Retail London, a retail innovation competition that encouraged retailers to think differently about how they could use our spaces. Sook Retail offers fully tailored retail space that adapts to different usage during the course of a day. Sook Retail combine this with flexible options for businesses or individuals to book a space only for the hours when they need it. As the prize for winning the competition, Sook Retail will be awarded up to twelve-months free retail space on our estate.

Construction skills

We have now had over 860 people come through our construction skills programme that helps Londoners access training and employment opportunities across the capital. By 2021, over 7,000 people will be employed in construction on our development sites. We are actively targeting under-represented groups in construction, such as women, those from black, Asian and minority ethnic backgrounds, and ex-offenders.

7 Our people

PR Week UK award

On the 15 October, our Press Office won the award for 'Best in-house team of the year (Public Sector)' at PR Week UK's annual award ceremony. The PR Week awards celebrate the best teams, consultancies and PR campaigns over the year.

Best LGBT Advertising Campaign

On the 16 October, we won the Advertising Campaign of the year award, hosted by PinkNews for our annual Pride campaign. We celebrated Pride this year with station roundels made over with the colours of the LGBT+ Pride flag, the trans Pride flag and, for the first time, the bisexual Pride flag.

The LGBT+ Pride flag roundels this year featured black and brown stripes to represent BAME communities and our #EveryStoryMatters campaign also included posters of its LGBT+ employees in stations around the city.

Good Work Standard

On the 25 October, we received confirmation that we had been recognised as an Excellent employer, under the Mayor's new initiative; the Good Work Standard.

The Good Work Standard sets the benchmark for the best employment standards and helps employers contribute to a fairer and more inclusive London economy. This means the economy works

for all Londoners and more Londoners can access good jobs, in workplaces that support their health and wellbeing.

We demonstrated excellence as an employer in all areas of the standard: pay and conditions, contracts, workplace wellbeing, skills and development, and diversity and recruitment. We will be reviewed against this standard on an annual basis as we continue to strive to be an excellent employer for our employees and for London.

Raising the flag for World Mental Health Day

To mark World Mental Health Day on 10 October, we raised a green flag from our offices at 55 Broadway with our theme focusing around suicide prevention. To support this theme, we organised a number of events across our offices and stations to engage staff and raise their awareness. This included an event with our Graduate and Apprentice Committee where apprentices had the opportunity to hear about the importance of having a healthy work-life balance from our Director of Bus Operations, Claire Mann.

Black History Month 2019

Throughout October we showcased archives of black, Asian and minority ethnic employees through the years as well as features on current colleagues, highlighting the positive contribution our

black, Asian and minority ethnic colleagues have made to our organisation.

Scheduled events included a 'Let's talk about race' workshop on 28 October, in partnership with Business in the Community; an ethnicity pay gap 'lunch and learn' session on 30 October, hosted by Staynton Brown, our director of diversity, inclusion and talent; and the launch of a new Women's Staff Network Group subgroup on 31 October, focused on promoting awareness of intersectionality – the understanding that different aspects of someone's social or cultural identity can combine and overlap – and celebrating, supporting and empowering black, Asian and minority ethnic women in our organisation.

Viewpoint 2019

Our annual employee survey took place from 9 September to 1 October 2019, inviting our people to have their say about what it is like to work here. We recorded a 64 per cent response rate, with over 17,600 people responding to the survey. That is 2 per cent lower than last year, but still 7 per cent higher than 2017 and provides a solid picture of our people's views.

Total Engagement has improved this year by 1 per cent to 57 per cent, which means we have met our annual scorecard target (57 per cent). Our Inclusion index has also

increased by 4 per cent to 47 per cent, exceeding our target (46 per cent).

These results are positive news, but there is still a lot more work to do, to act on what our people are telling us and make this a great place to work for everyone.

The results were shared with our people on 12 November 2019 and over the coming weeks managers will discuss the results with their teams, ahead of agreeing local actions.

A full update will be presented to the Board in January, where we will also focus on how we will respond to our people's feedback.

Reach Mentoring Programme

On 11 October 2019, we launched the second year of Reach, our inter-company mentoring programme, at an event in Fujitsu's offices in Baker Street.

The programme, which currently works with colleagues in our Technology and Data department, launched for the first time last year and has proven to be a popular initiative.

Through mentoring, coaching and giving advice from experience, Reach supports our objective to provide a greater diversity of people looking to reach leadership positions. Like us, Fujitsu is dedicated to diversity and inclusion in the workplace, and demonstrates the positive



A special fundraising event took place at Liverpool Street station to help collect donations on 31 October.

work we are progressing with our supply chain partners.

Combined human resources

On 15 October 2019, we held the first event combining our human resources (HR) expertise at the HR GLA Collaboration event at City Hall. This event was the first of its kind and brought together senior human resources (HR) colleagues from across London, including the London Fire Brigade, the MPS, the Mayor's Office for Policing and Crime, London Ambulance Service, London Councils, the Old Oak Common Development Corporation and the London Legacy Development Corporation.

The event included a keynote presentation from the civil service's chief people officer, Rupert McNeil, who shared his experiences in bringing together the different HR departments within individual government departments.

This provided useful examples of how the HR functions across the GLA might work together and promote a more collaborative approach going forward.

Ethnic diversity in advertising

Our 2019 Diversity in Advertising competition is now open. This year we are challenging media, advertising and creative agencies, as well as brand marketing teams to create a campaign which reflects London's Black, Asian or Minority Ethnic communities. A panel of industry experts will judge the entries and are looking for a campaign that acts as a catalyst to change perceptions and challenges stereotypes – whilst genuinely marketing the brand or product behind it. Last year's competition focused on challenging attitudes around gender inequality; won by Holland & Barrett for its Me.No.Pause campaign. The winning campaign will receive £500,000 of digital advertising value and will be displayed

across the TfL Rail and Bus Shelter networks during the first quarter of 2020. This builds on the inaugural competition. The competition closes on 12 December 2019. Judging takes place in late December and the winner will be announced in early 2020.

Poppy Day

We again supported the Royal British Legion's fundraising for London Poppy Day on 31 October 2019. Recordings of Stephen Fry could be heard across the Underground network, encouraging members of the public to donate and support the legion's important work to help the armed forces community and their families.

Throughout the day, an estimated 1,200 members of the Royal Navy, British Army and Royal Air Force collected donations across 40 stations on our network. A special fundraising event also took place at Liverpool Street station supported by volunteers, including actor and investigative journalist Ross Kemp and Lance Corporal Richard Jones, the 2016 Britain's Got Talent winner.

Single poppies appeared on the front and rear of trains on the Underground, Overground, DLR, and Trams, as well as on the front of selected Santander Cycles. Our network also included other displays of poppies to raise awareness of the campaign and celebrate our staff

members who have armed forces experience. This included poppy roundels at 10 Underground stations and 15 London Overground stations, poppy flags on our piers, and six buses which were fully wrapped in poppy vinyls.

London Transport Dinner

The 14th annual London Transport Dinner and Auction took place at the Guildhall on the 22 October 2019, in support of London Transport Museum. The evening saw 450 people from transport businesses across our supply chain and wider industry join together to raise essential funds for the Museum's charitable work. Each year the Museum reaches more than 150,000 children, young people, parents and teachers through its learning and employment programmes, inspiring a love of transport and engineering, and promoting active, safe and sustainable travel. Thanks to all the generous donations and support, the museum were able to raise of £350,000 to continue their charitable work; developing the skills and talents of tomorrow's transport professionals.

Open House

On 22 and 23 September 2019, we took part in Open House Weekend – an annual celebration of architecture during which members of the public were given free access to buildings across London. More than 700 people were taken on guided, behind-the-scenes tours at four TfL

locations by staff who had volunteered to share their knowledge and love of our heritage. Members of the public were given access to South Kensington and Earl's Court stations in continuation of our District 150 celebrations, celebrating 150 years of the line, tours of 55 Broadway as well as a night time journey of stations along the Jubilee line extension, now celebrating their 20th anniversary.

National Poetry Day

On Thursday 3 October 2019, we partnered with the Poetry Society to bring poetry to customers on National Poetry Day. At Covent Garden station, poets John Hegley, Mona Arshi, Imtiaz Dharker, and Maura Dooley recorded poems – both their own works and classic poems they admire – which were projected onto the walls of London's Tube carriages. They were ably assisted in the recording by station supervisor Jonathan Byrne, who is known for his calligraphic work writing the quote of the day at the station. On the day itself, Covent Garden station distributed books of verse from Poems on the Underground. The Poetry Society and Underground staff also broadcast poems at Walthamstow Central and Moorgate stations, so our customers got a steady dose of poetry throughout the day.

Epping locomotive and signal cabin museum

On Sunday 22 September, senior London Underground staff attended the opening of the Locomotive L11 & Epping Signal Cabin Museum. The museum was set up to preserve a unique example of Tube rolling stock and the now disused signal cabin at Epping, which is leased from London Underground.

The electric Locomotive L11 was created in the early 1960s from pre-World War II standard stock and used for shunting at London Underground's Acton and Ruislip depots until the late 1980s. It is now a static exhibit which has undergone extensive restoration by railway enthusiast volunteers.

The Epping signal cabin opened in 1949 and was in use until 1996. A team of volunteers have re-built the original 47 lever frame mechanism using components from a decommissioned lever frame in the Hainault signal cabin. There is also a small museum of London Transport signalling and other artefacts, with space to display guest model railways on open days.

8 Securing value and generating income

Separate reports on the agenda set out our financial results, including further extensive cost savings, and the work underway to update our five-year Business Plan.

Transformation

Our ongoing programme to improve the efficiency and effectiveness of our organisation continues. This is critical to delivering our Business Plan and achieving a net operating surplus by 2022/23.

We have begun consultation with our people and trade unions in four further business areas. Two of these focus on reducing operating costs, two on improving safety.

We are also reducing costs in our performance analysis and improvement team in London Underground, improving capability and aligning with the new Safety, Health and Environment function.

A new, single Safety, Health and Environment Directorate will enable us to make faster progress on reducing road death, meeting our Vision Zero ambitions and improving the health and wellbeing of our staff and our corporate environmental performance.

This change is focused on driving a step change in performance and will further strengthen our capability in construction and project safety and assurance.

We are also taking a new approach to tackling workplace violence and aggression and developing the first TfL-wide strategy to eradicate this, which will be delivered by a dedicated team.

New Routemaster front-door boarding

To ensure everyone pays the correct fare and encourage greater uniformity in the way people board buses in London, we will continue to pilot front-door boarding on New Routemaster buses on bus routes 8 and night route N8 from Bow Church to St Giles High Street. We intend to roll out this change across our fleet and will be reviewing how best to achieve this.

Delivering this change will help minimise fare evasion on these routes and provide a more consistent experience for all bus customers, especially by providing priority boarding for users of the accessibility ramp.

Fare evasion documentary

We have worked closely with Production Company Middlechild and Channel 5 on a new programme, Fare Dodgers: At War with the Law, a four-part documentary exploring how our revenue inspectors are tackling fare evasion.

The documentary, broadcast over October and November, follows individual stories including both our staff and cases of fare evaders. It focuses on how we are proactively tackling fare

evaders on the underground and bus network, using new innovative technology to identify offenders, and follows prosecutions to raise awareness that fare evaders will be pursued through the legal system, and risk a criminal conviction.

The financial impact of fare evasion on us is an estimated net revenue loss of around £116m every year. This is money that could and should be reinvested in services for our customers.

55 Broadway

We have sold a 150-year lease on 55 Broadway to Integrity International Group. We put the Grade I-listed office complex on the market in May this year to reduce our office administration costs and to provide revenue to reinvest into our transport network. The leasehold also includes both 100 Petty France and Wing Over Station and the ground floor retail units, but not the ticket hall and other operational property. There will be no material impact on the operation of St James's Park station.

The sale of the 55 Broadway lease has raised more than £120m. We are on track to deliver savings of £120m on our accommodation by 2022, which will be invested back into the transport network.

Waste

Reusable water bottles are now available to London Underground frontline station employees, after a successful trial on the Jubilee and Bakerloo lines last year, significantly reducing our consumption of single-use plastics – and saving money. The reusable bottles are set to replace all plastic cups in our stations, reducing our waste from single-use plastics by 3.6 million cups, which cost us almost £70,000 to purchase a year.

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