

Agenda

Meeting: Board

Date: Wednesday 30 January 2019

Time: 10.00am

**Place: City Hall, The Queen's Walk,
London, SE1 2AA**

Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Kay Carberry CBE

Prof Greg Clark CBE

Bronwen Handyside

Ron Kalifa OBE

Dr Alice Maynard CBE

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Val Shawcross CBE

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

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

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

Further Information

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

For media enquiries please contact the TfL Press Office; telephone: 0845 604 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 22 January 2019

**Agenda
Board
Wednesday 30 January 2019**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

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

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

**3 Minutes of the Meeting of the Board held on 21 November 2018
(Pages 1 - 14)**

General Counsel

The Board is asked to approve the minutes of the meeting of The Board held on 21 November 2018 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 15 - 20)**

General Counsel

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

5 Commissioner's Report (Pages 21 - 76)

Commissioner

The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 21 November 2018 and updates Members on significant projects and initiatives.

6 Quarterly Performance Report (Pages 77 - 130)

Chief Finance Officer

The Board is asked to note the report.

7 Health, Safety and Environment Annual Report 2017/18
(Pages 131 - 160)

Commissioner

The Board is asked to note the HSE Annual Report 2017/18.

8 Viewpoint Survey Results - 2018 (Pages 161 - 182)

Chief People Officer

The Board is asked to note the report.

9 Crossrail Update (Pages 183 - 186)

Commissioner

The Board is asked to note the paper.

10 Board Appointments (Pages 187 - 190)

General Counsel

The Board is asked to note the appointment of Mark Phillips to the Board and to appoint him to its Programmes and Investment Committee and its Safety, Sustainability and Human Resources Panel.

11 Report of the meeting of the Audit and Assurance Committee held on 29 November 2018 (Pages 191 - 194)

Committee Chair, Anne McMeel

The Board is asked to note the summary report.

12 Report of the meetings of the Finance Committee held on 3 December and 13 December 2018 (Pages 195 - 200)

Committee Chair, Ron Kalifa OBE

The Board is asked to note the summary report.

13 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 5 December 2018 (Pages 201 - 204)

Panel Chair, Kay Carberry CBE

The Board is asked to note the summary report.

14 Report of the meeting of the Programmes and Investment Committee held on 11 December 2018 (Pages 205 - 210)

Committee Chair, Prof. Greg Clark CBE

The Board is asked to note the summary report.

15 Report of the meeting of the Remuneration Committee held on 23 January 2019 (Pages 211 - 212)

Committee Chair, Ben Story

The Board is asked to note the summary report.

16 Member suggestions for future agenda discussions

The Board is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.

17 Any Other Business the Chair Considers Urgent

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

18 Date of Next Meeting

Wednesday 23 March 2019 at 10am

Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
11.00am-1pm, Wednesday 21 November 2018**

Members

Sadiq Khan (Chair)
Heidi Alexander (Deputy Chair)
Kay Carberry CBE
Prof Greg Clark CBE
Bronwen Handyside
Ron Kalifa OBE
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Val Shawcross CBE
Dr Nina Skorupska CBE
Dr Lynn Sloman

Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Michele Dix CBE	Managing Director, Crossrail 2
Vernon Everitt	Managing Director, Customers, Communication and Technology
Nigel Holness	Interim Managing Director, London Underground
Simon Kilonback	Chief Finance Officer
Gareth Powell	Managing Director, Surface Transport
Alex Williams	Director of City Planning
Tricia Wright	Chief People Officer

Also in attendance

Mark Wild Chief Executive Officer, Crossrail Limited

Staff

Andy Brown	Head of Corporate Affairs
Sarah Bradley	Group Financial Controller and Statutory Chief Finance Officer
Tanya Coff	Finance Director, London Underground
Patrick Doig	Finance Director, Surface Transport
David Hughes	Director of Strategy & Network Development, London Underground
Shamus Kenny	Head of Secretariat
Clive Walker	Director of Risk and Assurance

91/11/18 Apologies for Absence and Chair's Announcements

An apology for absence was received from Ben Story.

The Chair welcomed everyone to the meeting, including the press and the public and

explained that the meeting was being held in Committee Rooms 4 and 5 as the Chamber was not available.

Nigel Holness was welcomed to his first meeting as the Interim Managing Director of London Underground, following the secondment of Mark Wild to Crossrail Limited as its new Chief Executive Officer.

Following approval by the Board on 24 October 2018, an agreement had been reached with Government to provide short term capital financing support to the Crossrail project; £350m had been made available by way of a loan to the GLA to cover the additional capital requirement for the financial year. The standing Crossrail Update later on the agenda would cover progress on agreeing a longer-term funding /financing solution. The update would include the progress on the independent reviews into Crossrail Limited's schedule, finances and governance, which would inform the funding solution, as well as the changes to the Crossrail leadership team and the project itself, which continued at pace.

The Chair remained committed, as far as possible, to publishing information and discussing in public matters relating to the Crossrail project. The closed minutes from the meetings of the Board were on the agenda but Members would be invited to approve these in public and the resolutions from the closed meetings had been included in the public minutes. While there was a Crossrail Update item on Part 2 of the agenda, it was the Chair's intention to have all of the discussion in public unless issues arose that were market or commercially sensitive.

The Chair reflected on the tragic tram overturning at Sandilands, on 9 November 2016, just over two years ago. His and TfL's thoughts remained with all those affected by the incident. TfL had made significant changes to improve safety on the tram network, addressing recommendations from the Rail Accident Investigation Branch and the independent review that TfL had commissioned. Where recommendations had not yet been fully addressed, this was due to contract awards or work to ensure that the right solutions were implemented to provide the maximum safety for passengers. Good progress was being made with other UK tram operators and infrastructure managers to establish the structure, governance and function of a new Light Rail Safety and Standards Board. TfL continued to offer support to those affected through its Sarah Hope Line. To date, more than £5m had been paid for counselling, rehabilitation, compensation and other activities to assist all those who need it. In March 2018, provision of £750,000 had been agreed for the London Borough of Croydon to support work in the local community. The Chair, Heidi Alexander, Mike Brown and all at TfL remained determined to ensure that such a tragedy did not happen again on the trams or any other TfL services.

92/11/18 Declarations of Interests

Members confirmed that their declarations of interests, as provided to the Secretariat and published on tfl.gov.uk, were up to date. There were no interests to declare that related specifically to items on the agenda.

Anne McMeel and Dr Nelson Ogunshakin OBE had not received the exempt minutes from the previous meetings of the Board, as they had an interest in the matters discussed as directors of the Board of Crossrail Limited.

93/11/18 Minutes of the Meetings of the Board held on 19 September and 24 October 2018

While remaining exempt from publication, Members confirmed that there were no matters on the closed minutes that required discussion. Subject to the correction to the spelling of Shirley Rodrigues in minute 75/09/18, the public and exempt minutes of the meetings of the Board held on 19 September and 24 October 2018 were approved as a correct record and the Chair was authorised to sign them.

94/11/18 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. There had been no use of Chair's Action or specific authority delegated by the Board since the last meeting. Updates had been provided for all of the actions.

The Board noted the updated actions list.

95/11/18 Commissioner's Report

Mike Brown introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 19 September 2018 and updated the Board on significant projects and initiatives.

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

- 1 TfL Scorecard 2018/19:** TfL was on target for most of the Scorecard measures. The Board had set challenging and stretching targets for TfL, with a particular focus on reducing the number of people killed and seriously injured on London's roads. Scheduling issues meant TfL was behind target on bringing 50 per cent of affordable housing to market but was expected to achieve this aim by the year-end.
- 2** As set out in the cover paper to the report, an exercise to re-baseline TfL's representativeness data by bringing together multiple sources of diversity data had shown a slight change in senior leadership numbers. As TfL was committed to improving its diversity to better reflect the city it served, the target would not be adjusted and remained at 46.6 per cent.
- 3 Safety and security:** As referenced by the Chair in his opening remarks, 9 November 2018 marked the second anniversary of the tragic overturning of a tram at Sandilands, which resulted in seven people losing their lives and more than 60 people injured. A public ceremony had been held in New Addington, along with a minute's silence across the tram network, as a mark of respect to all those affected by the tragedy. TfL continued to make contact with those affected to ensure they received all the support they needed.
- 4** Members noted the update on work being done to improve safety on the tram network, which included: a permanent speed reduction across the network, installing chevron signs at significant bends, fitting in-cab driver protection devices to all trams, adopting iBus technology for the tram network, replacing and upgrading the CCTV recording system, working with other UK tram operators to establish a

new Light Rail Safety and Standards Board and the procurement of a new safety system that automatically applied the brakes under set circumstances. Progress on the trams network remained a standing item on Mike Brown's weekly executive team meetings.

- 5 TfL had recently published the latest figures on road casualties; while overall casualties fell by one per cent last year, a huge amount of work was still to be done to make Vision Zero a reality and eliminate road deaths and serious injuries from London's Roads by 2041. On 13 November 2018, Mike Brown, Heidi Alexander, several Board Members and a large number of London politicians, council leaders and businesses met to discuss how they could contribute to the Vision Zero ambition. There were many powerful presentations from victims of road trauma, which highlighted the imperative of addressing the ambition, and from experts on their experiences of launching Vision Zero campaigns in Sweden and New York. Val Shawcross commented on the paradigm shift in support of Vision Zero and the need to work across parties and with different organisations to encourage Government to adopt the Vision Zero approach across the country.
- 6 Vision Zero initiatives already introduced in London included transforming London's most intimidating junctions, introducing the world's first Direct Vision Standard for HGVs and working closely with the police on a new approach to target dangerous drivers and illegal activity on the roads. From 2019, all new London buses would include improved safety measures, such as automatic speed limiters, an audible alert for pedestrians and other road users, and more blindspot mirrors and reversing cameras. Members welcomed the research being undertaken to better understand the reasons for the increase in pedestrian casualties. Further information would be submitted to the Safety, Sustainability and Human Resources Panel. **[Action: Gareth Powell]**
- 7 TfL had launched the new Bus Safety Standard on 16 October 2018, at its second Bus Safety Summit, which harnessed the best technology and best available design to prevent fatalities and reduce injuries caused by buses. The technology included a noise device that raised awareness of buses approaching, technology to help drivers avoid mistakenly pressing the accelerator instead of the brake and greater visibility through reversing cameras. A contract would shortly be awarded for a new bus driver safety training course for all 25,000 drivers, focusing on driver awareness of more vulnerable passengers as well as reducing the number of slips, trips and falls on board, which accounted for a large number of customer injuries each year.
- 8 Members commented on two recent serious incidents on the roads involving buses and the thoughts of the Board and staff were with all of those affected. Gareth Powell confirmed that all such incidents were thoroughly investigated and bus companies were increasingly sharing learning with each other and other highways authorities.
- 9 TfL continued to support the Met Police and the Violent Crime Task Force in tackling knife crime and ensuring its public transport network remained safe. The public transport network remained a very low crime environment. TfL had released officers from its Roads, Traffic and Policing Command to bolster the numbers of officers working on violent crime to tackle youth violence, while maintaining a focus on Vision Zero and tackling speeding and reckless and dangerous driving through intelligence-led, targeted operations. The Customer Service and Operational Performance Panel had discussed the increased concern about safety due to low

level crime and behavioural issues. In addition to the measures already being taken, TfL was working with its police partners and also looking at nudge campaigns to encourage better behaviour.

- 10 The programme of work to reduce customer injuries on London Underground continued. Action was being taken in response to an increase in the number of customers injured while getting on and off trains, including an increased focus on the platform-train interface at hot-spot locations. Action was also planned for the festive season to remind customers to take extra care as this period typically saw an increase in customer injuries due mainly to alcohol.
- 11 In the week commencing 13 October 2018, TfL held more than 250 community engagement events to support National Hate Crime Awareness week; these raised awareness of hate crime and how TfL actively worked with its partners to target offenders and encouraged people to report crimes.
- 12 TfL gave evidence on barriers and protective security on bridges as an “interested person” at the recent inquest into the 22 March 2017 Westminster Bridge terror attack. Following the London Bridge terror attack, the Metropolitan Police installed temporary hostile vehicle mitigation barriers across eight bridges in central London. TfL was also working with the police and local councils to develop permanent physical measures to protect bridge users from the threat of terrorism, while enhancing their attractiveness as places to walk, cycle and linger, and recognising the historic and iconic nature of the bridges.
- 13 **Healthy streets and healthy people:** Improving air quality was one of TfL’s top priorities. TfL had taken delivery of the first of 90 Ultra Low Emission Zone (ULEZ) Dial-a-Ride vehicles and 60 per cent of the 9,000 London bus fleet was now ULEZ compliant. 135 rapid electric vehicle charging points had been installed to date, including 64 dedicated to taxis. Members asked if the rapid charging points target across London was high enough and were informed that the Electric Vehicle Task Force was analysing the take up of electric vehicles, including the incentives and charging issues and the appropriate charging technology. Work was also being undertaken to encourage the London boroughs to set and meet targets for both private and trade vehicles.
- 14 The Mayor had just announced five more Low Emission Bus Zones and the target of 12 Low Emission Bus Zones would be met by the end of 2019, ahead of the previous 2020 target. To mark World Car Free Day on 22 September 2018, over 50 streets across London became car free for the day.
- 15 TfL was working with local boroughs, community and cycling groups to tackle the barriers that stopped people from cycling, as identified by new research commissioned by TfL; it was estimated that reducing barriers could get 30,000 more women cycling, an increase of 10 per cent, as well as encouraging Londoners of all ages and backgrounds.
- 16 On the centenary of the end of the First World War, TfL had installed Poppy roundels at stations and across its network and used celebrity announcements to encourage Londoners to give generously to the Royal British Legion to enable it to support the armed forces and their families. On 11 November 2018, to mark Armistice Day, 43 marchers from the London Transport Old Comrades Association took part in the parade, led by Jacky Carter ex-London buses and with the wreath

laid by Pauline Cottam. The B-type Battle Bus on display at the centenary commemoration had been restored with the help of the London Transport Museum and a grant from the national lottery heritage fund. It demonstrated the contribution and sacrifices of transport workers during the war.

- 17 **A good public transport experience:** Mark Wild had been appointed as Chief Executive of Crossrail Limited, officially starting on Monday 19 November 2018 and would see the project through its critical final phases. Nigel Holness had agreed to defer a move to Australia to step up as Interim Managing Director of London Underground while Mark Wild was at Crossrail Limited. A more detailed paper on the Elizabeth line appeared elsewhere on the agenda.
- 18 TfL continued to work hard to avoid every instance of strike action given their impact on the public and staff. Strikes had reduced by 65 per cent since May 2016 but the Chair and TfL were committed to reducing this further through constructive engagement at every level. Planned action on the Piccadilly line on 7 and 8 November 2018 had been called off following discussions with the union. A strike did take place on 7 November 2018 on the Central and Waterloo & City lines and the impact on the public was mitigated through the provision of additional buses and the deployment of travel ambassadors at key locations to provide travel advice and assistance.
- 19 The work to extend and modernise the Underground network continued. On the Northern line extension, track had been installed in the tunnel sections from Nine Elms station to the station at Battersea Power Station and the Travel Demand Management team was looking at the impact of the temporary stopping of Bank branch trains at Kennington, as many users had kept to the alternate routes used during the closure even after the service had resumed in September 2018. Progress continued on the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines; 120 out of 192 S-stock trains had been fitted with the new automatic signalling system along with 18 out of 33 engineering vehicles, and one had run successfully in test conditions.
- 20 The Bakerloo line extension consultation received over 4,800 responses. More detailed plans were now being developed, which included changes to the station at Elephant and Castle, two new stations on the Old Kent Road and further evaluation of proposals for a station at New Cross Gate and at Lewisham. Previous proposals for a new station at the Bricklayers Arms junction would not be progressed. A public consultation on the detailed proposals would take place in 2019.
- 21 On 22 October 2018, Victoria station, the fourth busiest station on the Underground, became the 75th step-free station on the network as part of the station's capacity upgrade programme. Customers using the mainline station could now travel step-free to the Underground as well as interchange more easily between the three Underground lines from the station.
- 22 The Customer Service and Operational Performance Panel had discussed the poor performance issues on the Gospel Oak to Barking Overground line. Gareth Powell apologised to the users for current performance issues, which TfL was working hard to address. Bombardier was being engaged at the highest level to get the new electric trains ready for service, which were almost a year late and TfL and the operator were working on ways to improve the reliability of the existing rolling stock

and how best to communicate with users about planned and unplanned service disruption.

- 23 A consultation on proposed closures of ticket offices on the Overground had received a very large public response, which had delayed their consideration by London TravelWatch. Bronwen Handyside raised concerns about the impact on the proposed closures for elderly and disabled people as well as the safety and security of all passengers and lone-working staff. Mike Brown suggested that any decisions should await the response from London TravelWatch but that the proposals would see every station staffed to provide support to the public, any step-free access provision would be checked to ensure that it was operational and facilities were provided for the staff and public to ensure safety and security. TfL was planning to reduce the use of agency staff on the Overground, as it wanted staff to be employed on normal TfL arrangements so they had certainty of employment.
- 24 On 28 September 2018, TfL published proposals for the first large-scale modernisation of the bus network in 16 years. The proposals would enable the network to grow in outer London, where it was needed, while adapting central London routes to respond to lower current and predicted passenger demand through frequency changes and restructured routes. The proposals were intended to ensure the subsidy invested provided the very best service for passengers. TfL recognised that the changes would evoke strong feelings and undertook extensive pre-engagement with local boroughs and community groups to make sure they were briefed on the plans and able to respond fully to the consultation. Over 7,200 responses were received to the consultation and these were being analysed and the results would be published in due course. Members recommended that more should be done to publicise the rationale for the changes and to promote the positive impact on outer London. Further information on the purpose of the bus network and the detailed proposals would be considered by the Customer Service and Operational Performance Panel. **[Action: Gareth Powell]**
- 25 New boats had been procured and would begin operating on the Woolwich Ferry in January 2019. They had 14 per cent more space, could carry 150 passengers with a further 210 metres of space for vehicles, as well as dedicated cycle spaces and the latest cycle-specific facilities. The vessels had new hybrid-propulsion engines, improving fuel efficiency, noise and emissions.
- 26 Members commended the TfL teams, working on the line rental schemes, for their work to reduce the disruption caused by utility roadworks. Gareth Powell was confident that the teams were appropriately resourced and advised that it had co-located with GLA staff to identify further ways to coordinate utility roadworks.
- 27 **New homes and jobs:** TfL continued to work with the Department for Transport to address issues raised through the Independent Affordability Review on Crossrail 2 in order to prepare for a decision on the next steps for the project. TfL was keen to get agreement to the route so it could be consulted on and safeguarded.
- 28 As part of the plans to meet a target of delivering 10,000 homes by 2021, TfL was looking for a partner to create a new build-to-rent portfolio capable of delivering more than 3,000 homes. TfL had also recently announced a new partnership with Apartments for London to create high quality, affordable homes over car parks and other available sites on TfL land and a partnership with Pocket Living to provide 100

per cent genuinely affordable homes for first-time buyers. Mike Brown confirmed his commitment to the homes meeting the Lifetime Homes standard.

- 29 **Our people:** The Board congratulated Michele Dix on winning the Sir Robert Lawrence award, in recognition of her outstanding contribution to the transport industry. Harun Khan, who worked in Strategy and Network Development and was also Secretary General of the Muslim Council of Britain, had been recognised for Outstanding Contribution to Communities at the Investing in Ethnicity Awards.
- 30 On equality issues, Tricia Wright and Staynton Brown were looking at development opportunities to support emerging talent in the middle-management pool and ways to encourage more women into STEM careers and TfL's workforce. TfL was about to roll out software that redacted personal information from recruitment applications to avoid any bias. The success of the Stuart Ross BAME internship programme in the Press Office meant the programme was being rolled out to three new areas within Vernon Everitt's remit. Following TfL's support for Black History Month, Tricia Wright would check with the Staff Network Group for Disability and provide an update on any plans to mark Disability History Month. **[Action: Tricia Wright]**
- 31 TfL's staff survey "Viewpoint" had received 18,186 responses, 66 per cent of its workforce, which was a significant increase from previous surveys. The results would be analysed in depth and the feedback used to improve TfL. Members commended Mike Brown for the work undertaken to reassure staff from the EU that may be impacted by Brexit.
- 32 **Value for money:** TfL continued its comprehensive programme to identify and implement further cost savings and efficiencies across the organisation. A new single Business Services function had been established that would further help to streamline common processes, standardise reporting and look for other ways to provide a better service for customers at a reduced cost.
- 33 On income generation, TfL had recently announced a new commercial partnership with Change Please, the award-winning coffee company that trained people who had been homeless as baristas, which had opened its first kiosk at Clapham Common station. On 2 October 2018, TfL also announced a new partnership with online street trading company StreetDots which gave small businesses the opportunity to trade at transport hubs across the Capital. There had also been collaboration with Adidas on a range of limited edition trainers inspired by London Underground and the 15th anniversary of the Oyster card. Each of these initiatives generated publicity and in turn new revenue streams to reinvest into the transport network.
- 34 Vernon Everitt confirmed that the grant to "Go Jauntly" did require the walking app to be accessible, as there was an ongoing issue with many apps not being fully accessible.
- 35 Members requested that the Finance Committee be provided with further information on the costs to TfL of supporting the Judicial Review on the third runway at Heathrow Airport. **[Action: Howard Carter]**

Members thanked the Commissioner and his team for the open dialogue, both in meetings and informally, and for the positive response to the rigorous way the Board held the executive to account.

The Board noted the Commissioner's Report.

96/11/18 Quarterly Performance Report Quarter 2, 2018/19

Simon Kilonback introduced the report and related slides, which set out TfL's financial results for Quarter 2, 2018/19 – the period from 1 April to 15 September 2018. The report showed that total passenger income was slightly under budget due to a reduction in paying bus passengers and the impact of the wider economy on disposable income and discretionary travel. Operating costs were significantly below budget due to the rigorous drive to reduce costs. The net operating surplus was currently £121m better than budget and this was expected to rise, though the final outturn would be impacted by the delay in the opening of the Elizabeth line.

Ron Kalifa OBE commended staff on the work to control costs to provide some headroom for the challenges ahead. Mike Brown and Simon Kilonback confirmed that the impact of cost cutting on the resilience of staff was constantly monitored and TfL was committed to the Good Work Standard and encouraged its partner organisations to do the same.

The Board noted the report.

97/11/18 Quarter 2 Customer and Operational Performance Report

Vernon Everitt, Nigel Holness and Gareth Powell introduced the report, which was considered in detail by the Customer Service and Operational Performance Panel. As requested by the Panel, the report continued to evolve with a greater focus on healthy streets and active travel and safety and security. At the last meeting of the Panel there had been discussions on the proposed changes to buses, the customer care metric travel demand management and safety and security.

The Panel's discussion on safety and security looked at the work of the Sarah Hope Line and how TfL tackled some root causes of low level crime. TfL was currently encouraging the British Transport Police to reinstate local policing to work in partnership with station staff but recognised that the force determined how its staff were deployed to meet TfL's safety and security outcomes.

Members noted that the increase in safety concerns by bus users would be analysed. The main issue was drivers pulling away from stops too sharply and this was being fed into the new Bus Safety Standard. All safety related complaints to TfL were reported to the operational team and analysed by the Health and Safety team to identify themes and ensure feedback was provided to front line services and contractors. There had been a noticeable cultural shift in the bus operators to prioritise safety and to encourage customers to report issues.

The Board noted the report.

98/11/18 Travel in London Report

Alex Williams introduced the item, which provided an overview of the Travel in London report, which would be published shortly. The full report was TfL's annual report on trends and developments relating to travel and transport in London. It set out how travel in London was changing and the progress being made towards the goals of the Mayor's Transport Strategy (MTS). The information and analysis contained in the report had informed the preparation of the 2018 TfL Business Plan.

The data showed the population of London continuing to grow in the medium to long term but at a lower rate than previously forecast and people travelling less. TfL was working with University College London and Greg Clark to look at the data in a London context, such as leisure and shopping trips, and to compare it with other major UK and world cities which had a similar economy.

On improving sustainable mode share, TfL was confident that its Business Plan proposals would put it on the right trajectory to achieve the 80 per cent MTS target. Car traffic continued to decline and switchable trips to sustainable modes were expected to increase when the Elizabeth line opened. The report clearly demonstrated that investment in high quality cycling infrastructure significantly improved cycling rates, making an important contribution to the health of Londoners and the environment. TfL was encouraging local authorities to contribute to delivery of the MTS through changes to the Local Implementation Plan bid process and evaluation.

Greg Clark reiterated the appetite among Members for TfL to consider how mobility systems in London would emerge in the future through changes such as supply side demand and alternative transport such as scooters and ride sharing services; TfL needed to plan for these changes in terms of its own service offering and in its regulatory role.

Members noted the increase in light van traffic from figure 6 of the report and the need to gather more information on what was being carried to see if more sustainable transport modes could be used. Alex Williams was due to discuss the report at the Freight Policy Forum and to ask its membership to provide data. A number of courier firms were also interested in looking at this area and the use of micro-consolidation sites. TfL was offering some of its land as storage for micro-consolidation sites and encouraging boroughs to do the same. More information would be provided to the Panels in due course.

The Board noted the report.

99/11/18 TfL Business Plan 2018

Simon Kilonback introduced the item, which sought a delegation of authority to the Finance Committee on 13 December 2018 to approve the Business Plan, to meet the requirements for the GLA Budget process.

Members had been engaged and their views incorporated into the development of the Plan. They would have an opportunity to comment on the full draft before it was published with the meeting papers for the Finance Committee.

Developing the Plan had been challenging, given the statutory requirement to balance the budget. TfL was impacted by the uncertainty over Brexit affecting passenger and other income and the cost and income impact of the delay of the completion of the Crossrail project, which was reflected in the Plan. These issues were compounded by the loss of funding from central government, which had implications for TfL's roads and long term funding strategy.

The Plan reflected the need to deliver the Mayor's Transport Strategy, including the need to invest in improving air quality and connectivity to remain globally competitive. TfL's objective to achieve 80 per cent of journeys being made by walking or cycling by 2041, from an existing 63 per cent today, required people to feel safe to travel. The Plan had a relentless focus on operating a safe and reliable network to achieve the Vision Zero aspiration by 2041. The bus network was being reshaped to match existing demand and provide a more efficient service and improve connectivity particularly in outer London.

TfL continued to develop its ambitious plans to improve its revenue generation while managing its core operating costs. TfL was currently £121m ahead of budget on its net operating surplus, which provided a strong base for the Plan.

The Board delegated to the Finance Committee authority to approve those matters reserved to the Board in relation to the approval of the TfL Business Plan 2018.

100/11/18 Crossrail Update

The Chair opened the item and reiterated his desire that matters relating to Crossrail were as transparent as possible. While some previous discussions had needed to be held in private to update on commercial and market sensitive information, it was not expected that any such issues would arise today. Crossrail Limited would shortly be in a position to publish the minutes of its previous and future Board meetings. Following the publication of the terms of reference of the KPMG reviews into the project's finances and governance, the review findings would also be published once completed.

Since the meeting of the Board on 24 October 2018, positive discussions had continued with Government, both at official and ministerial level, to agree long term funding arrangements for the Crossrail project. As soon as a conclusion was agreed there would be a full announcement about the future funding arrangements for the project.

The Chair had written today to the National Audit Office to express his support for the investigation it had started into the project and that TfL would provide all the support it could to help ensure the review identified lessons to learn for future nationally significant infrastructure projects. He remained concerned about the governance of the project and that TfL was not kept up to date about issues. He wanted proper information flows in place and the governance, strategic risk and assurance regimes to be fit for purpose.

Mark Wild had started in his new role as Crossrail Limited Chief Executive Officer (CEO) on 19 November 2018. He had spent the previous two weeks meeting the team and contractors to understand the challenges and to start to put a plan in place. He commended the work of Simon Wright, whom he was replacing as CEO. Mark Wild said the management team was very professional, focussed and motivated to achieve the single and most important goal of getting the central section of the Elizabeth line up and running.

He outlined the two main critical paths to establish a credible plan: the first was the completion of the construction work on the central section stations (Paddington, Bond Street, Tottenham Court Road, Liverpool Street, Farringdon, Whitechapel, Canary Wharf, Custom House and Woolwich), which were at varying degrees of completion, to enable dynamic testing to commence; and the second was the integration of the complex signalling and train control systems, which in a few instances were unique to Crossrail. While the systems integration task was significant, good progress had been made in recent weeks, both with the on board train software and the signalling system in the central tunnel. Crossrail was pushing hard to commence around the clock dynamic testing of these systems in the central section in January 2019, as that would identify and remove any software bugs and glitches in order to have a safe and reliable platform for the start of trial operations later in 2019. It was not currently possible to give a date for the opening of the central section, as it was impacted by these two very challenging critical paths. Members wanted the opening date to be stretching but achievable and fully agreed that the main priority was to ensure that Crossrail opened a safe and reliable railway. Regular updates at future Board meetings would be provided.

Crossrail would also maintain focus on delivering Stage 4 of the project, which would enable direct services from Shenfield to Paddington running through the central section tunnels, and Stage 5 which would complete the project with services running from Reading and Heathrow Terminal 5 in the west to Shenfield and Abbey Wood in the east.

Simon Kilonback updated the Board on the discussions with Government on the long-term funding of the project, following agreement of the interim funding package of £350m to the end of the financial year. The Secretary of State for Transport and Chancellor recognised the need for a joint solution as to how the additional project costs would be funded and financed. The KPMG reviews were key to informing the agreement and their findings would be published when completed.

Mike Brown advised that the financial impact of the delay to opening the Elizabeth line was very significant, and TfL had looked at the full range of options for how it could be mitigated, including the Put option. While discussions with Government were positive and the use of the Put option was unlikely, it remained a consideration if an agreement could not be reached in the next couple of weeks. Once a detailed proposal had been agreed with Government, an additional meeting of the Finance Committee would be called to consider it.

The Board noted the paper.

101/11/18 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 27 September 2018

The Chair of the Panel, Kay Carberry CBE, introduced the item and drew the Board's attention to the discussion on a new plan to reduce workplace violence and that the Panel would track its progress.

The Board noted the summary report.

102/11/18 Report of the meeting of the Programmes and Investment Committee held on 11 October 2018

The Chair of the Committee, Greg Clark CBE, introduced the item. The extensive and productive meeting noted the sustained and consistent progress being made on the Investment Programme and welcomed Alison Munro in her role as the new chair of the Independent Investment Programme Advisory Group.

Greg Clark drew the Board's attention to the change of approach by Government to the Emergency Services Network, which had a number of implications for TfL. While discussions were being held at officer level, the Mayor and Deputy Chair supported the Committee's view that they should have further and regular engagement with Ministers on these issues.

The Board noted the summary report.

103/11/18 Report of the meeting of the Finance Committee held on 17 October 2018

The Chair of the Committee, Ron Kalifa OBE, introduced the item and commended the Committee's members for the detail of its scrutiny.

The Board noted the summary report.

104/11/18 Report of the meeting of the Remuneration Committee held on 7 November 2018

In the absence of the Chair, Kay Carberry CBE as Vice-Chair of the Committee introduced the item. There were no specific issues to bring to the attention of the Board.

The Board noted the summary report.

105/11/18 Report of the meeting of the Customer Service and Operational Performance Panel held on 14 November 2018

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Board's attention was drawn to the discussions on Assisted Transport Services (ATS) and the London Underground Station Action Plan. The ATS discussion considered the challenges in delivering the outcomes of the ATS Vision and Roadmap. The Station Action Plan was almost completed with TfL taking positive action beyond many recommendations made by London TravelWatch. The Panel was keen that the lessons from the project be applied to the station plan for London Overground and would keep a watching brief on this.

The Board noted the summary report.

106/11/18 Any Other Business the Chair Considers Urgent

There were no further items of urgent business.

107/11/18 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 30 January 2019 at 10.00am.

108/11/18 Exclusion of the Press and Public

As the exempt minutes on the agenda had been approved in the open session, there was no business on the agenda that required the exclusion of the press and public.

The meeting closed at 1.00pm.

Chair: _____

Date: _____

Board



Date: 30 January 2019

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

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of actions agreed at previous meetings and the use of delegated authority.
- 1.2 There has been one use of Chair's Action since the last meeting in relation to the nomination of a Chair and Deputy Chair for Crossrail Limited.
- 1.3 The Finance Committee has exercised authority delegated by the Board on two issues; the approval of interim funding for the Crossrail project and approval of the TfL Business Plan.
- 1.4 Appendix 1 provides an update on the actions, all of which are completed or being addressed.

2 Recommendation

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

3 Exercise of Chair's Action – Appointments to the Board of Crossrail Limited

- 3.1 On 12 December 2018, the Chair of TfL exercised Chair's Action to nominate the new Chair and a Deputy Chair of Crossrail Limited. The Secretary of State for Transport also made the same nominations.
- 3.2 The Crossrail Limited Board approved the appointment of Tony Meggs as its Chair and Nick Raynsford as its Deputy Chair, with effect from 14 January 2019.
- 3.3 Tony Meggs is the former chief executive of the Infrastructure and Projects Authority who brings a wealth of experience from that role as well as a long career in leadership positions in the private sector. Nick Raynsford is a former MP and served as Minister for London on two occasions between 1997 and 2003. The combined remuneration for the two roles will be less than that for the previous Chair and so is considered to represent value for money.

4 Exercise of Delegated Authority by the Finance Committee – Crossrail Funding Arrangements

- 4.1 On 19 September 2018, the Board delegated authority to the Finance Committee to approve those matters reserved to the Board in relation to the Crossrail Project. On 3 December 2018, acting under the delegated authority from the Board, the Committee approved proposals for the interim funding for Crossrail Limited. Further approval was given on 7 December 2018 by the Chair of the Finance Committee, in consultation with available members of the Committee, using Chair's Action. A summary report of the meeting of the Finance Committee and the use of the Chair's Action is elsewhere on the agenda for this meeting.

5 Exercise of Delegated Authority by the Finance Committee – Approval of TfL Business Plan 2018

- 5.1 On 21 November 2018, the Board received an update on the progress on the development of the Business Plan. The Board delegated authority to the Finance Committee to approve the final Plan. A draft of the Plan was shared with all Members of the Board before it was submitted to the Finance Committee for approval.
- 5.2 The TfL Business Plan 2018 was approved by the Committee at its meeting on 13 December 2018. A summary report of the meeting of the Finance Committee is elsewhere on the agenda for this meeting.

List of appendices to this report:

Appendix 1: Board Actions List

List of Background Papers:

Minutes of previous meetings

Contact Officer: Howard Carter, General Counsel
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Board Actions List (reported to the meeting on 30 January 2019)

Actions from the meeting held on 21 November 2018

Minute No.	Item/Description	Action By	Target Date	Status/Note
95/11/18 (1)	Commissioner's Report – pedestrian casualties Members welcomed the research being undertaken to better understand the reasons for the increase in pedestrian casualties. Further information would be submitted to the Safety, Sustainability and Human Resources (SSHR) Panel.	Gareth Powell	February 2019	On SSHR Panel forward plan.
95/11/18 (2)	Commissioner's Report – bus network proposals Further information on the purpose of the bus network and the detailed proposals would be discussed by the Customer Service and Operational Performance (CSOP) Panel.	Gareth Powell	February 2019	On CSOP Panel forward plan.
95/11/18 (3)	Commissioner's Report – Disability History Month Following TfL's support for Black History Month, Tricia Wright would check with the Staff Network Group on Disability and provide an update on any plans to mark Disability History Month.	Tricia Wright	December 2018	Completed. TfL marked the International Day of Disabled People, 3 December 2018, through: a purple flag above Broadway; a poster campaign; Disability Staff Network Group open meeting at Pier Walk; a cascade pack for managers to raise awareness amongst operational staff; Yammer sessions; and an intranet article.
95/11/18 (4)	Commissioner's Report – Heathrow Airport Judicial Review Members requested that the Finance Committee be provided with further information on the costs to TfL of supporting the Judicial Review on the third runway at Heathrow Airport.	Howard Carter	January 2019	Information was provided to the members of the Finance Committee.

Actions from previous meetings:

Minute No.	Item/Description	Action By	Target Date	Status/Note
06/01/18 (1)	TfL HSE Annual Report 2016/17 – Publication of the names of the bereaved Members requested that for future HSE Annual Reports TfL considers naming every person killed on one of TfL's networks.	Jill Collis	January 2019	The report is on the agenda.
44/05/18 (1)	Annual Update on the Mayor's Transport Strategy – Active Travel Work on promoting active travel would be brought to a future meeting of the Safety, Sustainability and Human Resources Panel.	Alex Williams	February 2019	Item on the Customer Service and Operational Performance Panel forward plan.
75/09/18 (1)	Commissioner's Report – Green GB Week Members would be briefed on TfL's proposals to promote Green GB Week from 15 October 2018.	Vernon Everitt	September 2019	An update on promotional activity in 2018 and plans for 2019 on the Safety, Sustainability and Human Resources Panel forward plan.
75/09/18 (2)	Commissioner's Report – Major Events Following suggestions from Mee Ling Ng to Shirley Rodriguez, Mike Brown asked Gareth Powell and Vernon Everitt to have a strategic discussion with organisers of major events such as the Notting Hill Carnival on how to make their events more environmentally friendly. An update would be provided to the next meeting.	Gareth Powell and Vernon Everitt	July 2019	An item providing an overview on how TfL manages major events is on the Safety, Sustainability and Human Resources Panel forward plan.
75/09/18 (3)	Commissioner's Report – TPH compliance Members noted the work of the Taxi and Private Hire compliance team and the high non-compliance rate from vehicle checks. Gareth Powell said the vast majority of checks were safety related, such as the right number plates and documentation though the proportion of major non-compliance issues was much lower and resulted in the vehicles being immediately taken off the road. The Customer Service and Operational Performance Panel would receive a more detailed paper on this.	Gareth Powell	February 2019	Item on the Customer Service and Operational Performance Panel forward plan.

75/09/18 (4)	Commissioner's Report – Bank Station Step Free Access Members were disappointed that the entire station would not have step-free access. Redesigning the project now would be difficult but TfL had commissioned a report on this topic which would be shared with the Programmes and Investment Committee.	Nigel Holness	March 2019	An update will be provided to the Programmes and Investment Committee as part of the Major Stations Programme submission.
75/09/18 (6)	Commissioner's Report – Viewpoint (TfL staff survey) The results of the Viewpoint survey would be reported to the Safety, Sustainability and Human Resources (SSHR) Panel and shared with the Board.	Tricia Wright	January 2019	A paper is on the agenda for this meeting.
77/09/18 (2)	Quarter 1 Customer and Operational Performance Report – Barking to Gospel Oak Services An update on the service would be provided to the next meeting of the Customer Service and Operational Performance (CSOP) Panel.	Gareth Powell	November 2018	Completed. An update was provided at the meeting of the CSOP Panel.
77/09/18 (iv)	Quarter 1 Customer and Operational Performance Report – Borough engagement on active travel agenda A report on how boroughs were contributing to active travel would be submitted to a future meeting of the Customer Service and Operational Performance Panel.	Alex Williams	February 2019	Item on the Customer Service and Operational Performance Panel forward plan.

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Board



Date: 30 January 2019

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 The Commissioner's Report provides an overview of major issues and developments since the meeting of the Board held on 21 November 2018 and updates the Board on significant projects and initiatives.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – January 2019

List of Background Papers:

None

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

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Commissioner's Report

30 January 2019

About Transport for London (TfL)

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

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

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

We run most of London's public transport services, including the London Underground, London Buses, the Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

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

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

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

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

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

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This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the Board meeting of 21 November 2018.

2 TfL Scorecard

Period 9

Breakdown of scorecard measures categories:

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

Long-term objectives	2018/19 scorecard	Period 9		Year-to-date	
Outcome	Measure	Actual	Target	Actual	Target
Healthy Streets and healthy people (18%)					
London's transport system will be safe and secure	Reduction in people killed or seriously injured on the roads from 2005-09 baseline (%) ¹	26.7 ■	44.3	34.0 ■	45.4
	Reduction in people killed or seriously injured on roads from 2005-09 baseline (incidents involving buses) (%) ¹	54.1 ■	58.7	57.7 ■	58.0
	Injuries on the public transport network	872 ■	936	8,134 ■	8,266
London's streets will be used more efficiently and have less traffic	Operational improvements to sustainable travel	2,007 ■	1,395	14,389 ■	11,016
London's streets will be clean and green	Number of London buses that are Euro VI compliant ²	n/a	n/a	6,000 ■	n/a
More people will travel actively in London	Healthy Streets scheme assessment	n/a	n/a	12	10
A good public transport experience (17%)					
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	5.66 ■	5.01	4.61 ■	4.53
	Average bus speeds (mph)	9.0 ■	9.0	9.2 ■	9.2
Public transport will be accessible to all	Additional time to make step-free journeys (minutes)	9.2 ■	9.6	9.2 ■	9.6
Journeys by public transport will be pleasant	Customer satisfaction (percentage of Londoners who agree we care about our customers) (%)	49 ■	49	49 ■	49

Safety and operations (25%)

Customers (25%)

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

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

■ Achieved
 ■ Partially achieved
 ■ Not achieved

Long-term objectives	2018/19 scorecard	Period 9		Year-to-date		
Outcome	Measure	Actual	Target	Actual	Target	
New homes and jobs (2.5%)						
Transport investment will unlock the delivery of new homes and jobs	The percentage of affordable houses we take to market in the year (%)	40 ■	50	40 ■	91	Customers (continued)
Mode share (5%)						
80% of journeys will be made by sustainable modes in 2041	Improve sustainable mode share ³	1 of 3 ■	3 of 3	1 of 3 ■	3 of 3	
All MTS themes (7.5%)						
All MTS outcomes	Deliver key investment milestones (%)	75 ■	90	76 ■	90	
	Open Elizabeth line central section	Delayed ■	On track	Delayed ■	On track	
People (25%)						
A capable and engaged workforce representative of London	Workforce representativeness – all staff (%)	69.9 ■	70.5	69.9 ■	70.5	People (25%)
	– director/band 5 (%)	40.6 ■	46.6	40.6 ■	46.6	
	Inclusion index (%) ⁴	43	46	43 ■	46	
	Total engagement (%) ⁴	56 ■	57	56 ■	57	
Financial (25%)						
We are prudent and cover our costs	Net operating surplus (£m)	84 ■	38	369 ■	150	Financial (25%)
	Investment programme (£m) ⁵	105 ■	156	1,207 ■	1,495	

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

4. Inclusion index/total engagement: These are the final results from the Viewpoint survey. The inclusion index result, though below target, is just above the floor target and slightly above last year's result, and so rated amber.

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

3 Safety and security

Croydon tram overturning

We are working urgently to implement all of the recommendations from the Rail Accident Investigation Branch following the tragic tram overturning at Sandilands in November 2016.

In response to Recommendation 3, regarding measures to automatically reduce tram speeds, on 14 December 2018 we awarded the contract for such a system to Engineering Support Group Limited, with full implementation expected by December of this year. This is a complex and safety-critical control system, which means it has required extensive feasibility and scoping work before a contract could be let. We have shared this work with other tram owners and operators around the country to help them develop programmes for installing similar suitable systems to their networks as soon as possible.

In response to Recommendation 6 regarding improving passenger containment, this month saw the start of the installation of the selected glazing option. We expect this to be completed in Spring 2019.

Customer safety – London Underground

Over the Christmas period, there is traditionally an increase in the number and seriousness of alcohol-related customer accidents on the network. We increased messages to our customers about the importance of looking after themselves and others when they

were travelling on our network at this time. We also launched new posters, distributed Oyster card wallets, and used station signage, train indicator boards and social media to convey this key message of staying safe to our customers in November and December. We are now analysing the statistics from the period to determine how effective these initiatives were.

Workforce safety

On 23 November, we rolled out a new safety video to all our maintenance teams and will be briefing each of them over the coming year on our key safety message of getting home safely every day. We are actively encouraging our staff to report all injuries and near misses, with a focus on reducing the most significant injuries to staff and contractors. We had fewer major injuries compared to the previous financial year (less than one per cent of all injuries are major injuries).

Keeping people safe at roadworks

Between 2005 and 2017, 99 people were killed or seriously injured in the vicinity of roadworks on our road network. Even if the works may not have always been the direct cause of these tragedies, no death or serious injury on London's roads is acceptable or inevitable.

We have created a Temporary Traffic Management Handbook to provide guidance for traffic management designers and work promoters on how



We continue to work with the Roads and Transport Policing Command on Vision Zero to tackle illegal, dangerous and careless road user behaviour on our roads

to make roadworks safer. Poorly planned and designed roadworks can cause unnecessary delays and in some cases, unsafe conditions. The handbook will make our roads safer, in particular for vulnerable road users and help to unlock the barriers to active travel faced by people who are visually impaired or who use wheelchairs and other mobility aids.

There is already existing regulation and legislation setting standards for temporary traffic management, but we know more can be done to deliver safer and more accessible provision for everyone. We held a summit for industry works planners, traffic management designers, assessors and inspectors, where an overview of the handbook was

presented. Other innovative roadworks solutions funded by our Lane Rental Scheme were also showcased, including a cycle lane bridge plate, a low-gradient footway ramp for wheelchair users, and a pothole and crack repair system.

Operation Vision Zero

As part of our joint commitment with the Roads and Transport Policing Command (RTPC) to eliminate death and serious injury on London's roads by 2041, we ran two weeks of enhanced enforcement of Operation Vision Zero from 12-23 November. Operation Vision Zero targeted illegal, dangerous and careless road user behaviour.



Our Safer Travel at Night operation returned over the Christmas period to help Londoners using taxis and private hire vehicles get home safely

During the operation, 700 officers were deployed to 132 of the Capital's roads from the afternoon to early evening – the peak period for collisions resulting in serious injury or death. Officers enforced against offences such as speeding, mobile phone use, drivers and passengers not wearing seatbelts, close passing and inconsiderate driving. They also carried out activities focused on cycle safety.

Over the two weeks of action, 4,758 offences were dealt with by on-street officers. Some of the offences dealt with were:

- 176 drivers were arrested for offences including drink and/or drug driving, dangerous driving and driving while disqualified
- 507 drivers were reported for mobile phone use
- 654 drivers were speeding
- 559 were driving without insurance
- 1,394 offences were for vehicles with mechanical defects

Officers also dealt with 519 cycling offences such as running through red lights. Our enhanced approach with the Metropolitan Police Service (MPS) as part of Vision Zero includes persistent targeting of high-harm drivers – those drivers with multiple offences who are a constant danger on the Capital's roads.

Operation Safer Travel at Night

From 3-22 December, Operation Safer Travel at Night (STaN) returned to help keep London safer over the Christmas and New Year period, with a programme of integrated activities aimed at reducing the risk of sexual offences, especially for Londoners using taxis and private hire vehicles.

Our Taxi and Private Hire Compliance Officers were deployed to support the STaN campaign by engaging with the public and taking enforcement action against illegal and bogus drivers. Our policing partners in the MPS and City of London Police carried out intelligence-led patrols, stopping and checking vehicles and drivers through the night to keep our customers safe. MPS officers were also mobilised to promote the campaign across all of London's 32 boroughs.

Crime and antisocial behaviour on public transport

On 20 December, we published our Q2 2018/19 crime and incident statistics which covered the period between July and September 2018. While public transport in London continues to be a relatively safe and low-crime environment, overall the level of all transport-related crime in Q2 2018/19 increased by 0.9 per cent when compared with Q2 2017/18 (72 more offences), and the rate of crime increased to eight crimes per million passenger journeys.

Measures have been put in place to deal with the increase in violence and serious public order offences reported on London Underground (LU), DLR and the London Overground networks. The rise is largely due to an increase in passengers reporting offences such as pushing and shoving, altercations and threats made, particularly at busy commuter times when services are at peak capacity. The British Transport Police (BTP) has reported that over the last 12 months it has seen a 60 per cent increase in the use of its texting service, with no reduction in other reporting channels due in part to the success of the security campaign, 'See it. Say it. Sorted'. We remain determined to create a travelling environment that is safe for our customers and staff.

We are taking concerted action to improve the visibility of policing, such as organising joint operations with the MPS and our operational staff, such as Operation Dustin, which is a revenue-led operation. We are also taking part in a Neighbourhood Plus trial, alongside the BTP based in 11 central London stations at main rail terminals, to combat issues such as antisocial behaviour. We continue to manage travel demand and communicate with Londoners to discourage such activities.

With the BTP, MPS and City of London Police, we are continuing with Project Guardian, a partnership initiative to increase confidence in reporting sexual offences on London's public transport system, reduce the risk of becoming a victim, challenge unwelcome sexual behaviour and target offenders. As expected, there has been an increase in the number of sexual offences reported to the police on our transport network.

Theft, primarily pickpocketing of wallets and smartphones, remains a challenge and we always experience a spike in reported theft in the run-up to the Christmas period. Most theft is organised by criminal gangs targeting our network. The BTP and MPS are working together to tackle this organised crime through the deployment of plain-clothes officers and other undercover tactics, while maintaining high levels of visibility and engaging with the public on simple theft risk reduction measures in hotspots such as Stratford and stations close to Oxford Street.

The BTP ran an enhanced programme of activity from 12 November up until the New Year to reduce alcohol-related problems on our network. A mixture of additional plain clothes and uniformed armed officers were deployed at key stations including Oxford Circus, Marble Arch and Hyde Park. There were also a

number of mobile operations underway, with uniformed officers policing the Underground from Bond Street to Bank (Central line) and Oxford Circus to Green Park to Holborn (Victoria and Piccadilly lines). A number of announcements were recorded to complement this BTP activity to remind people not to travel with open alcohol bottles and cans.

Tackling knife crime in the Capital

Tackling knife crime and serious youth violence is one of the Mayor's highest priorities. We are working with the Mayor's Office for Policing and Crime (MOPAC) to support the London-wide campaigns to tackle violence, and we are determined that public transport remains safe for all, particularly young people, in the Capital. To support the Mayor's efforts, we have seconded 120 officers from the RTPC to the MPS Violent Crime Taskforce until March. Our police partners in the MPS and BTP carry out regular patrols and sweeps to keep knives and weapons off our network.

The RTPC ran Operation Winter Nights, a knife reduction operation from 3-13 December. During this period, officers conducted 295 stop and searches, and 441 weapons sweeps including seizure of a loaded hand gun, and made 132 arrests. Officers from the RTPC are also continuing work on Operation Venice, targeting moped-enabled crime.

The BTP carried out seven operations on our network during November and December, with 96 persons searched by the police, resulting in 11 arrests. As a result of stop and search powers, a number of criminals with an extensive list of offences have been searched and subsequently charged. This important work will continue this year.

Direct Vision Standard

Work continues on delivering the Mayor's commitment on road safety. In addition to investing record sums in our main cycle ways and Quietway networks, we are also improving safety for cyclists by setting higher standards for heavy goods vehicles (HGVs) coming into London through our ambitious Direct Vision Standard (DVS). The European Union raised no objection to the scheme allowing us to continue with implementing the scheme. The DVS will allow for better detection of cyclists on our road network and help continue the trend of reducing those killed or seriously injured in London.

We are also investing in technology to ensure that the road space permit process is as straightforward as possible so we do not overburden our vital road haulage industry. Although we have consulted on these proposals in the past, as the scheme has developed we want to share more detail on how it will

work in practice. We are encouraging all interested parties to visit our website and have their say before consultation ends on 18 February.

DLR ambassadors offer travel safe training for mobility scooter and wheelchair users

On 28 November, we announced that free advice and training is being offered to mobility scooter and wheelchair users as part of the Docklands Light Railway (DLR) Community Ambassador programme.

Run by KeolisAmey Docklands, which operates the DLR, the voluntary scheme will help mobility-impaired passengers stay safe while travelling, as well as boost their confidence and independence when out on the transport network.

The Community Ambassador programme also includes liaising with the local community through schools, community groups and local businesses to provide travel advice and assistance. Ambassadors have accredited accessibility training and work closely with charity organisation Whizz-Kidz, which supports wheelchair users aged 2-25 years to develop their skills.

Office of Rail and Road v. (1) London Underground Ltd and (2) Balfour Beatty Rail Ltd

The Office of Rail and Road (ORR) issued criminal proceedings in the Magistrates' Court against London Underground Ltd (LUL) and Balfour Beatty for a breach of section 3(1) of the Health and Safety at Work etc. Act 1974. The prosecution concerned an incident on 4 June 2016 when a crane controller (a third party contractor) working on track improvements was crushed between a road-rail vehicle and the platform edge at Whitechapel station and suffered severe life-changing injuries.

LUL and Balfour Beatty pleaded guilty and the sentencing hearing took place on 29 November at Snaresbrook Crown Court. The sentence was handed down on 3 December. Having taken into account the level of responsibility and mitigating factors, LUL was fined £100,000 and Balfour Beatty was fined £333,000. Each company was also ordered to pay £30,000 towards the costs of the prosecution.

The investigation into the incident at Whitechapel recognised that there were shortcomings in the planning of vehicle movements from their stabling point to the worksite. A revised procedure was implemented removing the need for anyone to walk with the road-rail vehicles. Since its implementation, there have been no further incidents.



A new 'travel safe' voluntary scheme has been introduced to help mobility impaired passengers on the DLR to travel more safely

4 Healthy Streets and healthy people

Cycling action plan

On 17 December, the Mayor launched the Cycling action plan in Enfield. The Mayor was joined by Will Norman (Walking and Cycling Commissioner), Heidi Alexander (Deputy Mayor of London for Transport), Gareth Powell (Managing Director – Surface Transport) and Nesil Caliskan (Leader of Enfield Council) to launch the plan, which sets out how we will work with boroughs, businesses and communities across London to enable more Londoners to cycle everyday journeys in the next five years. The actions in the plan are aimed at breaking down the main, evidence-based barriers to cycling in the Capital, and will help us achieve our target of 1.3 million cycling journeys in London every day by 2024.

We will work with the boroughs to implement the most significant expansion of the London-wide cycle network in the city's history, with more than 450km of new routes planned for delivery by 2024. These routes will be delivered to meet new quality criteria, which focus on addressing the factors that put people off cycling, such as volume and speed of traffic, and interaction with HGVs. The plan also sets out the evolution of the branding of the London-wide cycle network into a single system.

This change comes after listening to feedback from Londoners on the current descriptions, which can be misleading

and off-putting – especially for those new to cycling. It is also in line with best practice from the world's top cities for cycling.

The plan also includes the world's largest Cycling Infrastructure Database, which we will launch this year. This is a comprehensive digital record of all cycling facilities on the streets of the Capital, and will lead to an image change for the accuracy and quality of cycling data in London. The data will have a range of applications including personalised journey planning and information about on-street cycle parking, and will be made available to everyone, free of charge, through our open data platform. The plan also references our new Healthy Streets Activation Programme, which details how we are investing £5m each year to encourage more Londoners to use the growing cycle network for everyday journeys, along with further investment in community grants and cycle training.

East-West Cycle Highway

Work continues on the remaining non-core parts of Cycle Highway East-West. Handover of West and South Carriage Drive to The Royal Parks is scheduled for late January 2019, whilst detailed design work for North Carriage Drive has begun with build due to commence in January 2019, subject to works licence and approvals. Handover

Our Cycling action plan includes plans for the world's largest cycling infrastructure database



to Westminster City Council is planned once final anti-skid works at Buckingham Gate and Lancaster Gate are completed in March. Main construction works at Trinity Square were completed on 30 October 2018. The final resurfacing works were completed on 5 December.

Cycle Highway 4

Following the Cycle Highway 4 public consultation in late 2017 and publication of the Consultation Report in March 2018, the Response to Issues Raised Report was published on 12 December 2018, with construction work planned to start this summer. The detailed design has been progressing well, with draft detailed designs for two out of the five sections

completed in December. The construction programme and traffic management designs are also progressing well.

Cycle Highway 9

The concept design for Cycle Highway 9 is progressing well. Following the public consultation held in late 2017, a number of amendments were made to designs for Kew Bridge, Duke's Avenue and King Street. As a result of these changes a further localised public consultation is necessary on parts of the proposed route and will commence at the start of February 2019. Subject to the consultations, construction work is planned to start on the route in summer 2019.

A record-breaking 10.5 million journeys were made in 2018 on Santander Cycles



Cycle Highway II

Following a court hearing on 6 September 2018, a judgement was given on 13 September and an order granted preventing us from starting construction works at Swiss Cottage. An application for permission to appeal to the Court of Appeal was filed on 11 October 2018 and consideration is being given to next steps for progressing the route.

Cycle Hire achieves record-breaking year

Santander Cycles achieved a further record-breaking calendar year with more than 10.5 million journeys made in 2018. There was an average of 29,500 hires each day last year, the highest daily average since the scheme started in July 2010. In total there have been more than 77 million journeys since the scheme was launched.

Improvements to the scheme in 2018 include an expansion to Brixton in February, with seven new docking stations and 200 new bikes contributing 43,500 hires to the scheme. The new docking stations mean that the scheme now covers areas of London from Brixton in the south to Camden in the north, and Hammersmith in the west to Queen Elizabeth Olympic Park in the east.

Following an upgrade project in mid-November, customers using the cycle hire scheme are able to use contactless payment cards to hire cycles for the first time. The introduction of contactless payment means the hiring process at the scheme's terminals is now much more straightforward.

Future cycling routes

Good progress continues to be made with the design of improvements between Acton and Notting Hill Gate (formerly Cycle Highway 10). On the outer section between Acton and Wood Lane, detailed design will be completed in January with construction planned, subject to approvals, for spring 2019. On the inner section between Wood Lane and Notting Hill Gate, traffic modelling of the concept design when completed prior to public consultation in the spring.

Work continues on a number of major new routes, identified in the Strategic Cycling Analysis (2017) report. The first two are planned to go to consultation publicly in spring 2019 on proposals for improvements between Camden and Tottenham Hale and between Hackney and the Isle of Dogs. A number of subsequent routes will be consulted upon later in the year, including Dalston to Lea Bridge and Greenwich to Woolwich.

Mini-Hollands, Quietways and Central London Grid

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

We have constructed 112km and have a further seven kilometres under construction of the proposed 250km network of Quietway routes through inner and outer London.

The Mini-Holland programme involves 98 infrastructure schemes and five behaviour change schemes across three outer London boroughs – Waltham Forest, Enfield and Kingston. Thirty-two of the 103 Mini-Holland schemes are now complete, including the A105 Green Lanes scheme, a five-kilometre protected cycle route linking Enfield Town to Palmers Green. Initial post implementation monitoring of the A105 Green Lanes scheme has shown a 52 per cent rise in cycling along this route compared to surveys undertaken in 2016. Further schemes currently under construction include segregated cycle routes on Wheatfield Way in Kingston, on the A1010 in Enfield, and on Lea Bridge Road in Waltham Forest. Additional schemes are going through design and consultation, including a number of Quietway links and Enfield's Quieter Neighbourhoods.

Rapid electric vehicle charging

To support the growing number of Zero Emission Capable (ZEC) taxis and the wider take-up of electric vehicles, we continue to build a network of rapid charge points across London. The total number of charge points across London

is now 153, which is a major step towards our target of 300 rapid charge points by December 2020. At present, there are slightly more than 1,000 ZEC taxis licensed in London. Of the 153 rapid charge points that have been installed, 64 are currently dedicated to taxi use. We are also developing the designs for two hub sites; one in Greenwich and the other in the City of London. The hubs will consist of a cluster of rapid charge points to support both taxi and public electric vehicle users.

To enable the growth of the rapid charge point network, we continue to work with the London boroughs to encourage and support the delivery of charge points on local roads. In October 2018, the London Councils' Transport & Environment Committee endorsed a directive for all boroughs to identify 20 possible sites for rapid charging points by January 2019. To date, 11 sites have been installed through this process.

In order to help remove the most polluting vehicles from the taxi fleet, we have reviewed and restructured the taxi delicensing scheme, with tiered payments at twice the previous level and top payments of £10,000. The new payments have attracted a lot of interest from individual cab drivers and we are confident that this will accelerate the shift to the new ZEC taxis. We will also shortly be consulting on gradually reducing the taxi age limit to 12 years by

2022, and offering support for a limited number of LPG conversions for Euro 5 taxis which, though younger, emit high levels of NOx.

Low Emission Bus Zones go live

We are more than half-way towards the rollout of 12 Low Emission Bus Zones in London following the launch of five more clean corridors, bringing the total in place to seven. These busy roads are now served only by the cleanest diesel buses which emit a fraction of the most harmful tailpipe emissions. The zones have a positive effect on air quality even before they have been fully completed as each bus that is upgraded through the conversion process is put straight into service, reducing emissions on the corridor. The Mayor formally launched these five new zones in Camberwell on 15 November. The zones run between:

- High Road and Green Lanes
- Camberwell and New Cross
- Wandsworth and St John's Hill
- A12 Eastern Avenue and Homerton Road
- Edgware Road Kilburn and Maida Vale

This follows the launch of the first zones in Putney High Street and the route between Brixton and Streatham and is part of a much larger upgrade of all buses



in the 9,000-strong fleet between now and 2020. More than 60 per cent of diesel buses are already at this ultra-clean engine standard and the rest will follow through a combination of retrofitting or replacement with new vehicles over the next couple of years.

Ultra Low Emission Zone

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

The core software build and the majority of testing of the systems to allow us to operate the ULEZ is now completed. We will be carrying out final system performance checks and staff training by 31 January. The installation of more than 300 warning signs at the zone boundary has begun and will help raise awareness of the scheme. We continue to advertise the scheme via multiple communication channels to help raise driver awareness.

The Mayor announced last month a £23m scrappage scheme funded by London’s business rates to help micro-businesses replace non-compliant vans ahead of the introduction of ULEZ in central London. We are aiming to launch the scheme early next month.

The Mayor is also calling for government to match fund this so the scheme can be expanded.

Amendments to the Congestion Charge and ULEZ schemes and tackling taxi emissions

A package of measures have been introduced to reduce air pollution and congestion in central London.

Following a public consultation that received more than 10,000 responses, the changes to the Congestion Charge include the replacement of the ULEZ discount with a new phased Cleaner Vehicle Discount (CVD) that will incentivise only the cleanest vehicles to drive in central London.

In the first phase, only ZEC vehicles will be exempt from the Congestion Charge from 8 April 2019. The restrictions will tighten further in October 2021 to support the Mayor's ambition for zero-emission road transport by 2050, with only pure electric vehicles qualifying for the discount. The discount will expire in December 2025.

Private hire vehicles that do not meet the CVD standard or are not wheelchair accessible will also be discouraged from driving in central London with the removal of their exemption from the Congestion Charge on 8 April 2019. This change will help reduce congestion and, combined with the start of ULEZ next April, will ensure further action is taken to clean up the private hire fleet. This change will help tackle congestion

and its associated problems, such as poor air quality, and is expected to reduce the number of private hire vehicles circulating in the Congestion Charging Zone by up to 8,000 a day. The proposal was supported by the majority of respondents to the consultation.

The new package of measures being proposed to tackle taxi emissions and support drivers switching to new ZEC taxis includes:

- An enhanced delicensing fund, providing up to £10,000 for drivers who trade in their older, dirtier vehicles early;
- A £2.5 million fund to help drivers of newer Euro 5 taxis to convert to much cleaner LPG fuel;
- A consultation early next year on a phased reduction in maximum taxi age limits for the dirtiest vehicles from 15 years to 12 years by 2022.

This will help ensure the Mayor is on track for reducing taxi emissions by 65 per cent in 2025 to protect the health of Londoners and coincide with the delivery of 150 rapid-charge points and grants of £7,500 to help taxi drivers to switch to electric as soon as possible. There are now slightly more than 1,000 ZEC taxis in the fleet.

ULEZ expansion

The ULEZ expansion project involves the expansion of the central London ULEZ to the North and South Circular Roads. Following a public consultation, the Mayor announced the expansion scheme on 8 June for delivery in October 2021. A feasibility study is in progress to understand the options for delivering the systems and services. Work is well underway to support decisions on the delivery strategy in January, ahead of a recommendation to our Programmes and Investment Committee in March 2019.

Changes to the Congestion Charge

On 17 December, the Mayor announced that we would proceed with proposed changes to the Congestion Charge, including removing the exemption for private hire vehicles (PHVs), and introducing a new, phased Cleaner Vehicle Discount. Removing this exemption is expected to reduce the number of PHVs entering the Congestion Charging Zone during charging hours from more than 18,000 a day to around 10,000. Wheelchair-accessible PHVs will retain the exemption.

Meanwhile, the new Cleaner Vehicle Discount will apply only to plug-in hybrids during the first phase, and to full electric vehicles in the second phase in 2021, before being discontinued in 2025. The changes to the Congestion Charge will take effect in April, alongside ULEZ.

Safer Junctions

In April 2017, the Safer Junctions list was produced highlighting the 73 most dangerous junctions on our road network (defined as those with the highest vulnerable road user collision rates between 2013 and 2015). We have now completed work at 27 of these junctions and mitigation measures have been introduced to reduce road danger. We are currently undertaking a review of the completed projects to ensure that they have been successful in reducing collisions. We are taking the remaining 46 schemes through design, with 15 of these scheduled for full improvement work by spring 2020.

Old Street

The initial stages of construction works started on 19 November as planned at Old Street roundabout, with the main works due to follow in May. As well as improving safety at this critical and busy junction, the project will transform the area. Key features will include the removal of the gyratory system, the creation of a large public space, new and improved pedestrian and cycling facilities, as well as new entrances to Old Street Underground station.

Highbury Corner

Construction is progressing well for the major reconfiguration of the road network and removal of the gyratory at Highbury Corner, with highway works due to be completed in summer 2019. The latest phase of construction has focused on completing gas works on Canonbury Road, where we have been able to save time by working closely with Cadent Gas. The project has also secured significant savings through value engineering activities, with £800,000 realised so far.

Vauxhall

We are working to transform Vauxhall gyratory to make it safer for cyclists and pedestrians, improve the bus station, and accommodate the increased number of passengers as a result of the Vauxhall, Nine Elms, Battersea development.

The proposals are subject to a number of complex consents. The revised plans for the Vauxhall Cross Island site (located in the middle of the gyratory) were approved by Lambeth Council Planning Committee in December and will now be referred to the Mayor with a decision expected in early 2019. This planning permission is the last external consent required and, subject to a review by the Secretary of State for Transport, we will progress with a mini-competition through our civils project framework to appoint a design and build contractor.

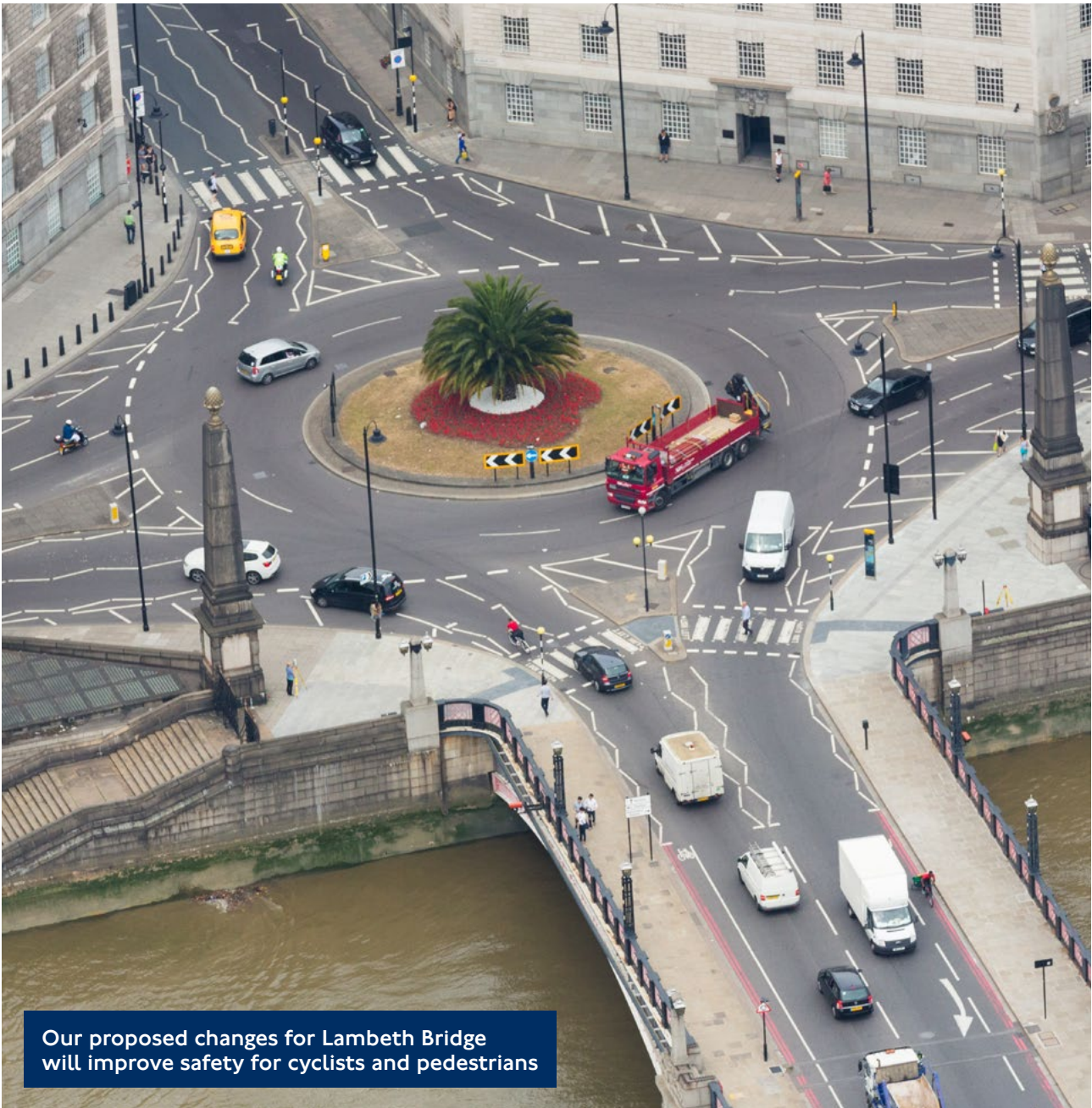
King's Cross

Safety improvements at the junction of Duke's Road with Euston Road are progressing well. By redirecting an out-of-service portion of bus route 18, we have found a way to provide controlled pedestrian crossings on both side roads at this busy junction. Subject to consultation and securing the necessary consents, the scheme is planned to start construction in late 2019. This is one of a number of phased improvements we plan to make in the King's Cross area to make it safer and easier to walk or cycle.

Lambeth Bridge

In December, we published the consultation report on our proposals for improvements to both the north and south sides of Lambeth Bridge. The scheme proposals generated much discussion and more than 2,000 people responded to the consultation. We will now consider the comments and make some amendments to the proposals before releasing the response to the issues raised report.

This scheme would provide important safety improvements for cyclists at these busy junctions, provide controlled crossings at both junctions and permanent protective measures on the bridge. Subject to deciding to progress with the scheme and securing the necessary consents, construction would start in 2020.



Our proposed changes for Lambeth Bridge will improve safety for cyclists and pedestrians

Westminster Bridge South

The scheme was substantially completed and opened in December 2017. The remaining works around the Park Plaza Westminster Bridge hotel to provide a new footway were completed on 11 January and the cycle track on Westminster Bridge Road between the York Road slip road and Lambeth Palace Road eastbound opened on 11 January. We have also installed new hostile vehicle mitigation bollards, as well as planting and granite paving.

Charlie Brown’s Roundabout

On 26 November we completed important improvements for vulnerable road users at Charlie Brown’s Roundabout. The scheme includes five new signal-controlled pedestrian and cycle crossings on all arms of the roundabout, wider footpaths and measures to slow down traffic. The schemes are part of the Safer Junctions programme. The roundabout had not been updated since the 1970s making it a hostile environment for pedestrians and cyclists trying to cross the junction.

Waterloo City Hub

We are working on a transformational scheme which provides a significant upgrade for the safety of pedestrians, cyclists and public transport users, with surface level pedestrian crossings, segregated cycling facilities and improved bus waiting and boarding. It also provides a much better environment, connecting the Southbank area and public transport services. The scheme is progressing well and the initial concept design has been prepared. This early design will aid engagement with key stakeholders and the public. We are now working with our supply chain to review risks and opportunities in our current design proposals. We hope to start construction in spring 2020, subject to securing the necessary consents. In December, we obtained a decision from Lambeth Council confirming that an Environmental Impact Assessment for the scheme was not required. Pre-application meetings and dialogue with the council will continue over the coming months, ahead of a planning application submission in the spring.

Power Road Bridge and Ardleigh Green Bridge upgrades

On the Ardleigh Green Bridge replacement, project works are progressing well to complete the highway on the approaches to the new bridge, with a planned opening to four lanes

of traffic in spring 2019 as scheduled. The final phase of the railway-side of the bridge has been rescheduled to 2019 following an issue in the supply chain. This has no impact on the highway works but will delay completion of the works. All costs associated with this issue are to be borne by the principal contractor.

At Power Road Bridge, following the successful re-opening of all four lanes to traffic, to schedule in November, the final carriageway and footway works have continued and are due to complete in February 2019 followed by the removal of the site compound.

High Speed 2

High Speed 2 (HS2) early works construction is underway and we are working closely with the HS2 team to ensure minimum disruption to our customers during this time. At Euston, a number of our assets will need to be temporarily closed or permanently moved to enable HS2 construction. On 6 January the taxi rank was relocated (from the Euston station basement to the front of the station in Euston Square Gardens) while two cycle hire docking stations have also been moved, with replacement docking stations opening at the end of January.

The main works contractors for delivery of Euston and Old Oak stations are due to be appointed by January. We will also work closely with them to mitigate the impact on our customers while construction is underway.

Barking Riverside extension

We have now appointed Morgan Sindall Construction & Infrastructure and VolkerFitzpatrick for the main works on the Barking Riverside extension project to start in early 2019. This project will deliver a new station and line, extending the London Overground Gospel Oak to Barking services. It will also support the development of one of Europe's largest brownfield sites, building up to 10,800 new homes and unlocking a wide range of benefits in the local area, including

a new school, healthcare facilities and the construction of a new district centre with commercial and leisure facilities. As much as 50 per cent of the new homes could be affordable, helping to tackle London's housing shortage crisis. The target date for entry into service is 2021.

Rotherhithe to Canary Wharf crossing

We are continuing work on the design and are preparing for the next phases. The next steps involve further public consultation and engagement to develop detailed proposals before applying for a Transport and Works Act Order, currently planned for the end of 2019.

Bus stop bypasses

We are progressing with work to retrofit zebra crossings following a trial at a bus stop bypass. We have completed sixty per cent of the sites identified and the completed crossings are now in use. The remaining sites are planned to be finished by the end of March.

Bus priority

This month we completed two bus priority schemes on our road network, at Brixton Hill and Streatham High Road. A further six are programmed to be delivered before the end of March, including an extensive project on the Greenwich Peninsula serving North Greenwich station and the O2 Arena. Additionally, we are on target to deliver 112 traffic signal technology projects throughout London including 'call cancel', a method by which the 'green man' request made by pedestrians is cancelled when sensors detect that pedestrians have crossed the road. This helps maintain traffic flow by automatically cancelling the call request. We are also using other similar traffic efficiency improvements across our network.

Healthy Streets at the core of network operations

We are always working to review the timing of traffic signals, to keep junctions flowing efficiently and to improve the experience for people using sustainable modes of travel. With passengers on buses experiencing faster journeys through junctions, there has been a focus this year on bus routes that carry the greatest number of people. Londoners choosing to make journeys on foot are, this year, waiting less time for the green man to appear and are waiting less time on central islands as staggered crossings are more effectively linked. This work has been tested and endorsed by Living Streets, which has conducted surveys showing that pedestrians notice when signal cycle times are lower. Our target for 2018/19 has been to use these reviews to save 15,000 hours for people using sustainable modes – and we passed that target on 21 December.

These savings are largely accrued by passengers on our bus network, as buses carry the highest proportion of people using sustainable modes through junctions. However, sizable benefits reported at Oxford Street (between Selfridges and New Bond Street) and Fulham Palace Road, for example, have contributed to an increase in the delay saved for pedestrians, which is now 12 per cent of the total.

New Bridge Street collaborative works

On 12 and 13 January, New Bridge Street was closed (southbound) to enable four separate set of works to take place.

Installcom replaced two manhole covers for CenturyLink, Thames Water repaired a meter which monitors leakage levels; euNetworks installed a telecom chamber and ducts; and we carried out carriageway repair work.

This is one of many examples where we take the opportunity to work alongside others, negating the need for the same section of road to be closed again further down the line. This also mitigates the impacts these works have on cyclists, pedestrians and bus passengers. These works alone accounted for six days of disruption saved – the benefits of working this way are evident with more than 4,166 days of disruption saved for our customers as of the end of period 10 (5 January 2019).

Borough of Culture - Waltham Forest

Waltham Forest has become London's first Borough of Culture. We have worked closely with the GLA and the borough of Waltham Forest to provide support for the year, and encouraged visitors to use public transport, walk and cycle to make the most of the fantastic events on offer. We also sit on its Partnerships Board and give strategic advice on support to create a legacy.

We installed a specially commissioned, GLA-designed 'Welcome to the Forest' roundel at six London Underground and London Overground stations across the borough, and used the closed ticket office at Walthamstow Central to promote the year. We have also created a cultural map for the borough of cultural events during the year, which we will be promoting across the network.

We promoted the launch events on our social media channels, email and TfL blog, and will promote the events in the Wonderful World of Off-Peak TimeOut partnership content. This content will also make people aware of our low fares and encourage travel in outer London.

Protests and events on our network

During November, we saw a high level of climate change demonstrations action included stepping out at selected traffic junctions across central London. The weekend demonstrations were far larger and on 17 November culminated in the

closing of five central London bridges for most of the day. The impact from these closures was significant, but our close working partnership with the MPS helped to manage them. On 24 November, Parliament Square was closed for the duration of the demonstration.

There were some other relatively small-scale Brexit demonstrations throughout November and December from both pro- and anti-EU lobbies. We are anticipating that these may increase as we get closer to March, and are working closely with partners and stakeholders in our resilience planning and mitigation operations for any disruption related to Brexit.

The New Year's Eve celebration saw several hundred thousand spectators coming into central London, including approximately 110,000 within the ticketed viewing area, to watch the firework display at the culmination of the event.

This marked the end of another year of successful events in London. The New Year began with the annual London New Year's Day Parade, with thousands of participants and tens of thousands of spectators, highlighting the city to a worldwide audience and supporting the London is Open campaign.

Waltham Forest London Borough of Culture 2019

Chingford May Day Fayre
Monday 6 May 2019

The People's Forest
Year-long

Chingford

Highams Park

Art Night
22 June 2019

Welcome to the Forest
11-13 January 2019

Waltham Forest Tours
Year-long

Walthamstow Central

Molecules on the Marshes
October–November 2019

Blackhorse Road

Leytonstone

E17 Art Trail
1-16 June 2019

London Borough of Culture hub
Year-long

Leyton Midland Road

Leytonstone High Road

Leytonstone Loves Film
27-29 September 2019

Atomic 50
1-30 April 2019

Africa Express: Circus
Friday 29 March 2019

Leyton

Find out more at wfculture19.co.uk

To plan your journey visit tfl.gov.uk

MAYOR OF LONDON

WALTHAM FOREST LONDON BOROUGH OF CULTURE 2019

TimeOut

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

5 A good public transport experience

Elizabeth line

Since Crossrail Limited announced in August 2018 that the central section of the Elizabeth line (Paddington through to Abbey Wood) will not open in December 2018 as originally planned, Crossrail, TfL, and the operator have been carrying out a review to determine the priority tasks needed to open the central section as soon as possible. Following the review, Crossrail will provide a revised schedule to open the central section and open the full Elizabeth line, from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, as soon as practicable after that.

All sites have continued with their 'Finish Safe' campaigns to ensure that all teams are reminded of the paramount importance of conducting all work safely. Sites also focused on safe shut-down and start-up procedures over the Christmas and New Year period. There has been extensive programme-wide communications on key risk areas as the work transitions to system testing and integration phase. A new planning authority has been established within Crossrail to manage and coordinate the complex access and electrical isolation requirements in the coming months.

Crossrail has made progress on developing a revised delivery plan and has identified two critical paths to opening the central section of the

Elizabeth line between Paddington and Abbey Wood. The first is completing the installation of railway systems along the route, start and finish dynamic testing and carry out trial running and trial operations. The second is completing and integrating all works and associated safety assurance documentation in the stations, shafts and portals.

The completion of the rail systems infrastructure in the tunnels remains a key issue and productivity has been disappointing. Any outstanding work remaining after the start of Main Dynamic Testing (MDT) will have to be undertaken around the testing programme and the plan for MDT reserves some time for this.

Crossrail started MDT on 14 January 2019 which allows for integrated systems tests with trains running at full speed through the tunnels. The initial tests involve a single train completing a number of planned tests. It is obviously very early in the testing programme, but so far the train and rail systems have been stable and tests successfully completed. The forward programme of tests in the coming weeks includes testing with multiple trains in the tunnel and also the transitions to the Network Rail infrastructure.

Crossrail's focus for the completion of stations, shafts and portals has been on the dates for the substantial demobilisation of Tier I contractors. It is encouraging that these dates have been achieved for Custom House, Woolwich, Farringdon, Whitechapel platform areas and several shafts and portals. Achieving the remaining dates in the next six months is a key programme priority.

Crossrail has continued to develop a reprioritisation of tasks and integration activities across the programme that will provide the basis of a new schedule and opening date.

First anniversary of Night Overground

The Night Overground service on the East London line had its first anniversary on 15 December. The service has proven to be a popular and safe way for many Londoners wanting to enjoy vibrant east London and Islington nightlife at the weekend. In total, 250,000 journeys were made along the Highbury & Islington to New Cross Gate route during the first year of the Night Overground. The anniversary weekend also saw Whitechapel station being served for the first time.

Customer safety and security remains a priority on the Night Overground with only 10 (mainly low-level) reported crimes in the first year. All stations along the route are staffed at all times

while trains are running, with CCTV, modern lighting and Help Points available across the network to assist customers as required.

London Underground's record-breaking week

The first week of December was the busiest week in London Underground's history: for the first time ever, more than 30 million journeys were made during the week. From Tuesday 4 December to Saturday 8 December, each day was the busiest on record – and on Friday 7 December, we had our busiest day ever, with 5.031 million journeys made.

Northern line extension

The Northern line extension (NLE) will provide twin tunnels from Kennington to a new terminus at Battersea Power Station, via a new station at Nine Elms.

The installation of platforms at Nine Elms station was completed on 19 November. We put in almost 600 precast platform units, weighing around six tonnes each. The casting of the lining wall and column encasement is proceeding on schedule. The blockwork to create the internal walls for the rooms in the new station and construction of the eastern superstructure continue. We have installed the support for the escalators to be installed at the station.

Track installation is now complete through the platforms and overrun tunnels at Battersea station. The civil engineering work was completed with the pouring of the western core concrete roof slabs. Construction work has started on the internal walls to form the rooms in the new station. Installation of the ceiling in the ticket hall continues with 88 out of the final 92 sections in place.

At Kennington Green, work continues to join the shaft to the basement. We have finished installing the cable management system between the Kennington Park shaft and Nine Elms station.

At Oval, we installed the first 22kV cable through the southbound platform. This represents a major milestone on the path to energising the LU high-voltage and direct current power distribution systems on the extension.

Good progress has been made on the extension of the Northern line to Battersea. Major tunnelling finished last year and the new and existing Northern line tunnels were connected for the first time. Track is being laid in both tunnels and the first engineering trains have been running through the extension since October. Platforms at the new stations have been installed ahead of the further station fit-out next year.

The end of December 2020 opening date is under review as we have had to adapt the construction programme

as the designs for both Battersea Power Station's oversite development and the Tube station underneath it have evolved. We are working collaboratively with Battersea Power Station to ensure that the opening of both projects are closely aligned.

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

With only S-stock trains now running on the Circle, District, Hammersmith & City and Metropolitan lines, we are focusing on installing the new lineside and in-cab signalling systems. We are also working on depot and sidings upgrades and building signalling equipment rooms (SERs) around the network. We have completed 24 out of 46 SERs.

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

Lineside signalling installation progresses to schedule and we have completed 126 out of 192 in-cab installations, in addition to 18 (out of 33) engineering vehicles.

Piccadilly line

On 19 November, we signed a contract with Siemens Mobility to design and build 94 new-generation Tube trains to replace the existing 1970s Piccadilly line

fleet. The current trains on the Piccadilly line are old, increasingly unreliable and expensive to maintain. The new trains will be more spacious, with wider doors, air-conditioning, walk-through carriages and improved accessibility. In-train information systems will help customers plan their onward journey more easily. Overall, the trains will provide additional capacity and improve the customer experience for millions of passengers.

From 2023, the new spacious Inspiro London trains will be delivered for testing on the Piccadilly line. The first trains are expected to be serving customers in 2024. These will improve reliability and enable increased frequencies during peak times by the end of 2026 (up from 24 to 27 trains per hour). This service will help to address crowding on the line as London's population continues to rise.

The initial order is for 94 Piccadilly line trains and covers spares and whole life technical support (a value of approximately £1.5bn). The contract provides LU with options to place orders with Siemens Mobility to build trains for the rest of the Deep Tube lines – the Bakerloo, Central and Waterloo & City. By creating a single train design, we will maximise cost savings through standardising train operations, staff training, equipment, spares and maintenance.

The contract will facilitate a multi-million-pound investment in a new factory in Goole, East Yorkshire, creating thousands of UK jobs.

Central and Waterloo & City line trains

We have completed our long-term project to overhaul the Central and Waterloo & City lines' fleet. We began at the end of 2014, tackling the bigger maintenance jobs that cannot be done during the day. Trains were taken out of service and lifted so teams could get underneath and carry out heavy work, such as replacing underframe equipment including wheels and brakes.

The project was completed by a team of 74 people, including dozens of new recruits hired especially for the job. Each Sunday, a Central line train came out of service and the team worked round the clock to have it ready for service by the Monday of the following week. The team working on the Waterloo & City line fleet had an even quicker turnaround, receiving the trains on a Thursday night and returning them to service on the Monday.

We worked on a total of 2,800 wheelsets and traction motors. The team turned around three units per week (a full train consists of four units) and overhauled 95 trains, which equates to more than 700 carriages.



The new entrance at Bank station provides direct access to the Waterloo and City line with four escalators and two lifts

Bank

At Bank, we opened a new station entrance on Walbrook within the ground floor of Bloomberg’s European HQ on 30 November, ahead of its formal opening on 12 December. Waterloo & City line customers now have quicker, easier access into the station. The Walbrook entrance, only three minutes’ walk from Cannon Street mainline station, provides direct access to the Waterloo & City line and a connection to the existing concourse. The project has provided a new gateline in a ticket hall dedicated to the Waterloo & City line, together with four escalators and two lifts.

The opening of the new entrance is the first major milestone in the modernisation of Bank, which will see the station’s capacity increase by 40 per cent by 2022. This includes creating a new Northern line tunnel,

platform and circulation spaces, and creating another new station entrance on Cannon Street. As well as the Waterloo & City line, we will be providing step-free access to the Northern line and DLR platforms, and a moving walkway between the Central and Northern lines to reduce connection times.

Tunnelling works are progressing well, with 85 per cent of tunnelling now complete, and the waterproofing of the new tunnels continues ahead of schedule. We have started the secondary lining along the new Central line moving walkway link. The remaining tunnel work is continuing on schedule with three new cross passages constructed.

At the Cannon Street site, we have completed the final base slab concrete pour and started constructing the lift shaft in the new station entrance.

Preparatory works at the Northern line platform are complete and will ensure an efficient connection between the existing and the new parts of the station in the future.

Bank is the third busiest station on the Underground network, serving more than 120 million customers each year. The new entrance has increased the capacity of the existing station, equipping it to meet increased demand and reducing the congestion of customers exiting from the Waterloo & City line.

Paddington

At Paddington, we are creating a step-free link from the Bakerloo line to the new Paddington Elizabeth line station. Two new escalators and a new lift have been installed.

The supply of permanent power has been achieved and customer safety features such as CCTV and public address system, together with lighting, are complete. Testing and commissioning are now taking place for the new lift and two escalators.

The project achieved its key milestone of having the link ready by the end of November.

Newbury Park

We completed the installation of two new lifts at Newbury Park station, providing step-free access to east and westbound platforms. The lifts, combined with manual boarding ramps, mean that step-free access is available from street to train. Newbury Park saw more than 5.5 million passenger journeys in 2017. It becomes our 76th station with step-free access.

We finished the modernisation a year ahead of the original programme, with a 40 per cent saving on previous schemes. The step-free access programme has since identified even more opportunities for cost saving on future schemes through our low-cost lift specification.

Knightsbridge

We are continuing the modernisation of Knightsbridge station on the Piccadilly line, working closely with the developer of the building above the station. Our improvements include two new station entrances and lifts to provide complete step-free access from 2021.

There will be a new modern entrance at 15 Brompton Road, opening to customers in 2020. Another new entrance at Hooper's Court will provide two new lifts and will make the station step-free from street to train.

We are constructing a new lift shaft between the Piccadilly line tunnels and the station passageways which are 40 metres below surface level. We have 28 weeks to complete the work to fit in with the developer's timetable. During this short period, mining will continue 24 hours a day to complete in the allotted time: we have communicated this to local residents.

Knightsbridge Tube station sees more than 19 million journeys each year.

Colindale

We have been seeking views on our proposals for significant improvements to Colindale station, including a spacious new station entrance, a new lift providing step-free access to the platforms, and new homes and street-level improvements around the station. We held a well-received exhibition for the proposals at the RAF Museum in Colindale.

Colindale station is currently used by 7.1 million customers each year. It suffers from considerable congestion at street level because of the constrained ticket hall which contains only four standard gates plus one wide-aisle gate. The local population is expected to increase significantly between now and 2032, meaning the station will continue to get busier. To meet the expected demand, we are proposing to modernise the station significantly.

We will work with the developer of the adjacent site, and intend to submit a planning application to Barnet Council for a new station building and up to 350 new homes. The proposals include improved access to the station through a new ticket hall, nine ticket gates to reduce crowding, a lift to provide step-free access from street to platform level, new commercial space within the ticket hall, and new housing around the station – a car-free development with an aim of 50 per cent affordable housing. Subject to planning permission we expect to start work in spring 2021 and deliver step-free access by March 2022. Through collaborative working with the London Borough of Barnet we look forward to securing significant third-party funding for these transport improvements.

Finsbury Park

Two new lifts providing step-free access at Finsbury Park station are due to be in use by early 2019. The new lifts will serve the northbound and southbound Victoria and Piccadilly line platforms, making the station step-free from street level to the trains. We have worked collaboratively with Network Rail (NR) during the project and the LU southbound lift will also serve platform 5, which is used by northbound NR services.

Later this year, we will open a new larger entrance on the western side of the station that will add a further step-free access route from street to train.

These improvements to Finsbury Park station to provide step-free access, reduce congestion and improve security and safety have been made possible by working closely with the London Borough of Islington and the developer of the adjacent site, which is creating a mixed residential and commercial development including more than 300 new homes and structure for the new station entrance.

Sloane Square

We have completed a refurbishment of Sloane Square station, making the station cleaner and brighter for our customers. This included upgrades to the ticket hall, station entrance and stairwells, with extensive wall and floor tiling. New flooring has made customer journeys safer by minimising trip hazards in wet weather.

The project has also installed botanical art works that reflect the heritage of the station. The station entrance has new blue tiling to make it more visible and new cladding has replaced the old corrugated iron plates.

This is the latest of several station refurbishments to make our customers' journeys more enjoyable and safer every day.

South Kensington

Our proposal to increase capacity at South Kensington station received listed building consent from the Royal

Borough of Kensington and Chelsea in January. The improvements will reduce congestion in the ticket hall and on the single staircase that serves both eastbound and westbound District and Circle line services. We will create a new dedicated platform for eastbound District and Circle line trains and a new emergency staircase leading out to the street.

At the same time, we will work with our development partner, Native Land, to improve our commercial offerings around the station. Step-free access will feature within this design, which will provide lifts from street to the District and Circle line platforms and the museums subway. Step-free access will be in operation by 2022.

We will appoint our main contractor in early 2019, with the objective to deliver the new capacity improvements by end of 2019/20.

Southwark

At Southwark station, Art on the Underground is presenting a major public commission by British artist Linder. The work, the first large-scale public commission by the artist in London, consists of an 85-metre-long street-level billboard.

The Bower of Bliss is a photomontage inspired by the histories, myths and fables of the many women Linder has uncovered during her four-month

residency in Southwark. From the women of Londinium in AD 43, to an 1815 illustration of the Night Queen from Mozart's opera *The Magic Flute*, to the women who run the Tube today, the work maps and celebrates the women who have passed through the area over the centuries.

The centenary of the 1918 Representation of the People Act, which gave some women the vote, was celebrated during 2018. To mark this occasion, Art on the Underground commissioned a year-long programme of women artists.

The District line celebrates 150 years

The District line turned 150-years-old on Christmas Eve. When it opened in 1868, as the Metropolitan District Railway, it started running services from South Kensington to Westminster, which was then known as Westminster Bridge station. Now the line is 40 miles long and serves 60 stations.

In January, we began the celebrations at South Kensington station, and will be holding events at all stations on the line throughout this year. There will also be posters in stations celebrating the line's heritage, and events later in the year in conjunction with the London Transport Museum and London Open House weekend, an architecture festival that gives free public access to more than 800 buildings.

Marking 150 years of the traffic light

The first traffic light was installed on 10 December 1868, outside the Houses of Parliament. To celebrate this anniversary, we coordinated a series of events including our showcase event at our offices in Southwark on 14 December. This event, pulled together by many teams across the organisation and attended by the Department for Transport, provided a number of stalls, interactive activities and Technology, Entertainment and Design (TED) talks to educate, inform and generate debate about traffic lights and the future of urban traffic control. Our TED talk on audible Pedestrian Countdown at Traffic Signals (PCaTS) (and also a Customer Innovation Fund idea) raised huge interest, as well as sparking interest from a third party who is keen on exploring funding opportunities to get this technology on to the street. We also used our event to showcase an immersive 360-degree video to take viewers through a history of the traffic light. This will become one of the tools available for our science, technology, engineering and mathematics (STEM) ambassadors to use as part of our school engagement work.

Christmas travel

Every year, we collaborate with Network Rail and Train Operating Companies through our Travel Demand Management Board to coordinate works over the

Christmas and New Year period and ensure Londoners have the best possible service and information about changes.

We also promoted what was open and the least busy times to get around (between 23 December and 1 January), to help spread demand and encourage travel across our network.

We also increased the scope of the project this year to incorporate initiatives to tackle longer-term behaviour change to tackle congestion, and produce a multi-faceted, collaborative Christmas campaign.

Initiatives included publishing and promoting an improved personal deliveries toolkit in time for Black Friday and ahead of the Christmas season, helping businesses to reduce the number of parcels to their premises; and exploring ways we could work with shopping centres to decrease congestion and increase public transport use for future Christmas shopping journeys.

TfL fares

On 27 November, the Mayor approved changes to some of our fares and issued a Direction to TfL to implement these changes on 2 January.

Further to the Mayor's commitment to freeze TfL fares over the next two years, there is a freeze on all TfL bus and Tube fares, a freeze on fares for

all other rail services in London where TfL fares apply, and all TfL fare concessions are protected. Where fares are set by the Train Operating Companies, such as on most rail services not devolved to the Mayor, pay as you go (PAYG) fares typically increased by 10p or 20p. Travelcard fares and the associated PAYG caps increased from January, by an average of 3.1 per cent, in line with the 3.2 per cent annual increase in the Retail Prices Index in July 2018. These increases reflect national government rail fares policy over which the Mayor has no control.

Weekly fare capping on Oyster

On 10 December, 'Monday to Sunday' (weekly) capping on Oyster became available for adult bus and tram users. The cap is already available for contactless bank card users and is hugely beneficial as it ensures customers are never charged more than the cost of an equivalent 7 day Bus & Tram Pass, as their travel will be automatically capped when their fares reach this amount. Plans are also being finalised with the Train Operating Companies to fully introduce the cap across the Tube and rail network by spring this year.

6 New homes and jobs

Crossrail 2

Since the submission of the Independent Affordability Review's (IAR's) Draft Interim Report to the Mayor and Secretary of State for Transport in the summer, we have met with the Chair of the IAR to brief him on our progress and the recommendations put forward by the panel.

A meeting was held at the end of the year which discussed current progress, the proposed timetable and key work areas for updating the strategic outline business case and funding for 2019/20.

We are continuing to develop and refine the scheme as we prepare to provide the Government with an update to our business case in anticipation of the next phase of work. We are also supporting the Greater London Authority (GLA) in its work with Homes England and the Ministry of Housing, Communities & Local Government to deliver 200,000 homes across London and the South East. Additionally, we will be engaging with boroughs along the route in anticipation of government go-ahead to refresh our safeguarding directions in 2019.

Following last year's Independent Affordability Review, we have been working with the Government to assess a number of plans for the project's schedule, including possible phasing. We await agreement on these and the route with the Secretary of State.

Meanwhile it is imperative that we complete Crossrail and open the Elizabeth line safely and reliably as quickly as possible. Central government's loan to the GLA to achieve this will be paid back principally through MCIL2, which forms part of London's proposal to fund 50 per cent of Crossrail 2.

However, the Mayor remains fully committed to delivering Crossrail 2 as quickly as possible, and ahead of the Spending Review later this year will be making the case for continued Government support for this nationally significant infrastructure project. The Crossrail package will have an impact on Crossrail 2's funding assumptions and potentially its schedule. Further discussions will be needed around the delivery options in advance of the Government's Spending Review this year.

East London line Housing Infrastructure Fund bid

We submitted a bid to the Housing Infrastructure Fund (HIF) on 3 December for various enhancements to the transport network to support the provision of around 14,000 new homes by 2031. The enhancements included in the bid were as follows:

- An increase in service frequencies on the East London line to 20 trains per hour



- A second entrance at Surrey Quays station
- A new station at Surrey Canal Road, between Queens Road Peckham and Surrey Quays
- Additional facilities at Canada Water bus station, to enable the provision of a new bus route serving the Convoys Wharf development

These enhancements will support the major developments proposed at Canada Water, New Bermondsey and Convoys Wharf, delivering mixed-use development that supports key Mayoral objectives. A decision on funding for the bid is expected from central government during 2019.

Blackhorse Point

On 5 December we received planning permission to progress 350 homes, 50 per cent affordable, for our 1.8-acre site at Blackhorse Road. The 350 new homes in the London Borough of Waltham Forest will be provided across six new buildings, and will be a mixture of studio, one-, two- and three-bedroom properties. We will ensure that those living and working in the area continue to benefit from the changes taking place by improving public amenities – including new public pedestrian links, new trees and new children’s play areas.

Blackhorse Point will also deliver 17,000 square feet of retail and commercial space, which will include opportunities for small and independent businesses.

This includes a new co-working hub and creative workspaces, which will further support the Blackhorse Lane Creative Enterprise Zone.

Construction is expected to start in summer 2019, and will create up to 300 jobs and local apprenticeships.

Harrow-on-the-Hill and Colindale consultations

We have started consultations for two major property development projects in northwest London. We have been asking the public for their views about our proposals for the modernisation of Colindale Tube station, as described in the previous section of this report, to deliver a completely new station building with an enlarged ticket hall. Plans also improve the public realm outside the station to encourage walking and cycling, as well as delivering new housing.

We also shared our plans to develop the area around Harrow-on-the-Hill Tube and bus stations, which will provide around 600 homes, 35 per cent of which will be affordable. We also plan to provide step-free access to the southern station entrance.

Kidbrooke planning submission

On 29 November we submitted a planning application for 619 homes at Kidbrooke, in the Royal Borough of Greenwich, with 50 per cent of the

homes on our four-acre site to be affordable, and there will be new public space and an improved bus interchange.

Build-to-rent

We have shortlisted three companies – Argent Related, Grainger and Greystar – to bid to be our investment partner in delivering our build-to-rent proposals. Build-to-rent provides us with an unrivalled opportunity to deliver affordable, high-quality homes at pace while also generating significant ongoing revenue to reinvest back into the transport network. Together the sites have the potential to deliver in excess of 3,000 homes, with a minimum of 40 per cent affordable on all new planning consents. Our aim is to quickly become the largest build-to-rent landlord in London.

Small business policy

As one of London's largest landlords, we know the huge value of small businesses in supporting the economy. With strong support from the Federation of Small Businesses, we published our Statement of Support for Small Businesses which showcases our commitment to the small or medium-sized enterprise community and underscores our belief that small businesses are drivers of the Capital's growth. We have more than 2,000 commercial units on our estate, of which more than 90 per cent are small businesses.



Victoria Market Place is another exciting example of how we are using our estate to enable businesses to thrive, while generating vital revenue to reinvest in the transport network

7 Our people

Settled status applications

On 20 December, the Mayor announced that City Hall and all members of the GLA family, including TfL, have confirmed that they will pay the fees for all their EU employees if the Government does not agree to scrap the settled status fees for those living in Britain after Brexit.

Applications open on 30 March and cost £65 for adults and £32.50 for under-16s.

Queen's New Years Honours

Sam Mullins, the Director of London Transport Museum, was recognised with an OBE for services to the London Transport Museum (LTM) and Alan Johnson, Programme Manager at TfL, was also recognised with a BEM for services to transport and the community in London.

Sam was appointed the Director of LTM in 1994 and since then, he has transformed the Museum into the world's premier urban transport museum. Under his leadership, LTM has engaged and delighted millions of visitors as well as reaching out to young people in every London borough through its outreach programmes, encouraging them to travel safely and to pursue careers in the transport and cultural industries.

Alan Johnson, a Programme Manager at TfL, leads a team of project managers with drive, determination and commitment every day, regularly going above and beyond to serve and

protect the travelling public. He has been commended for his role and enthusiasm when taking charge of the essential work needed to maintain the A406 Staples Corner Flyover in the summer of 2017.

I am also pleased to see that a number of previous employees at TfL have been recognised, including:

- Richard Bristow has been recognised with a MBE for services to Transport in London and to the community in Hertfordshire.
- Leon Daniels has been recognised with an OBE for services to Transport for London
- Cheryl Johnson has been recognised with a BEM for services to Bereaved Families

Northern line extension project

The Northern line extension (NLE) project and GPS Marine have received a prestigious Green Apple Champion Award for maximising the transport of materials by river, and minimising lorry movements through central London.

The environmental benefits include reducing emissions of toxic pollutants from the busy streets of London and substantial carbon savings compared to HGVs. Minimising lorry trips also reduces congestion on the road and risks to vulnerable road users, such as cyclists.



Our Supplier Awards recognise the contribution a wide range of companies across the UK make to improving transport in London

The Green Organisation’s annual Green Apple Awards recognise environmental best practice across the globe. This is the second Green Apple Award for the NLE, which won its first award in 2015 for advanced environmental monitoring.

Tunnelling Awards project

In December, the NLE project won in three categories at the New Civil Engineer’s ninth annual Tunnelling Awards. The awards celebrate global tunnelling expertise and project excellence, recognising people, innovation, projects and company initiatives.

The NLE project won Tunnelling Project of the Year in the \$100m to \$1bn category. It also took Health, Safety & Wellbeing Initiative of the Year for its mental health programme. In addition, Young Tunneller of the Year went to Alejandro Vazquez of Ferrovial Agroman Laing O’Rourke JV (FLO), the main NLE contractor.

Supplier Awards

In partnership with London Transport Museum, we announced the winners of the TfL Supplier Awards 2018 on 5 December, recognising the contribution that a wide range of companies from across the country make to running and improving transport in London.

In order to keep London moving, working and growing, we work with a number of different suppliers across the UK. By working together, TfL and our supply chain support economic growth in London and across the country, from Rochdale to Basingstoke. This investment supports thousands of jobs inside and outside the Capital. It also builds on the work already taking place across the supply chain to provide skills and employment opportunities, such as schemes to help those who often face barriers when trying to get a job.

At the TfL Supplier Awards, organisations in our supply chain are recognised for their efforts across a range of areas, such as how, by working collaboratively with us, they are helping to make the transport network more innovative and delivering better value for money, while making a difference and improving transport in London.

There were more than 100 submissions for nine different awards which were shortlisted before the winners were announced on 5 December.

The 2018 winners were:

- Collaboration – telent
- Best Health Initiative – Ferrovial Agroman Laing O’Rourke JV
- Best Safety Initiative – Dragados
- Best Environmental Initiative – Mott MacDonald
- Best Apprenticeship Scheme – Morson International
- Best Initiative for increasing those underrepresented in the workplace – Fujitsu (Winner), K&M McLoughlin Decorating Ltd (Special Recognition)

- Best Efficiencies – telent
- Best Innovation – Go-Ahead London
- Best SME – K&M McLoughlin Decorating Ltd

We also announced that Taylor Woodrow BAM Nuttall was recognised as TfL Supplier of the Year 2018 for its approach to collaborative working, enabling it to work with us in an honest and proactive way, as well as for its high safety ethos and performance. Taylor Woodrow BAM Nuttall was also commended for its involvement in upgrading Bond Street and Victoria Tube stations, which are now more spacious and offer step-free access, helping to ensure that the stations are accessible to all customers, including disabled or older customers, parents or carers with buggies and people with heavy luggage.

Bus driver toilets

We are almost half way to implementing our £6m programme to ensure 42 top-priority bus routes have a toilet at one end. We passed the 20 mark at the end of December and remain on course to introduce the rest by the end of this July. This is subject to successfully agreeing locations with boroughs and stakeholders. While we have tried to ensure that we liaise with boroughs and

stakeholders, we are aware that some have been missed. We have flagged this with our project team to ensure this does not happen again. These facilities support a safe and efficient bus network by providing driver conveniences in the right locations. The sites and order of introduction has been jointly agreed by the principal drivers' union Unite, our operators and us to ensure we get the most out of the investment. We have completed detailed surveys for the entire plan and continue to liaise with boroughs, private landowners and stakeholders to achieve this. Ultimately, our aim is for any temporary facilities required in the initial programme to be made permanent by April 2020.

Gender pay gap

We are working hard to make our organisation more representative of the city that we serve, but we realise there is much more work to do.

We have made progress with an increase in the proportion of women within our organisation, including in senior management roles. However, we know we need to go much further and that's why we are working hard to tackle the gender pay gap head-on by continuing to improve our recruitment and hiring processes as well as encouraging more women and girls to consider a career in the transport industry.

The pay gap at TfL has increased marginally due to more women applying for and working in operational roles which tend to have lower rates of pay, compared to roles such as train operators or engineers, which are higher-paying roles.

Action to address the pay gap at TfL includes measures that address bias within the recruitment cycle, focused leadership and development programmes – such as the Mayor's 'Our Time: Supporting Future Leaders' scheme – as well as specific performance targets and outreach programmes to encourage more girls into the transport industry.

Wrap up London

Following last year's campaign, a phenomenal 16,835 coats were donated by our customers over a three day collection event on the LU network between the 12 - 14 November. In total, Wrap Up London reported that they received a total of 35,953 coats across the campaign. With over 46 per cent of the total number collected on the LU network, we are reminded once again of the generosity of our customers.

8 Securing value and generating income

2018 Business Plan

On 13 December 2018, the TfL Finance Committee approved our updated Business Plan, covering the five-year period from 2019/20 to 2023/24. The plan sets out how, despite a range of financial pressures – from lower passenger numbers to delays to the Elizabeth line – we will break even on our day-to-day operations in 2022/23, one year later than set out in the previous business plan. We are also maintaining an average of £1.9 billion in capital investment every year.

London RoadLab

During November, together with the utilities, we launched London RoadLab. This is a programme of activity to identify new and innovative solutions to reduce the adverse impact of roadworks. We are using a multi-stage Innovative Partnerships Procedure procurement process which has been rarely applied in the UK. We are expecting to procure any final selected companies in April after the pitch day on 30 January and the incubation period (to develop the product further) between February and April.

Bosch collaboration

We have signed an agreement with Bosch for an 18-month pilot, which will enable us to share our problem statements with the aim of developing new prototypes or solutions to solve some of London's key challenges. The innovation lab consists of Bosch staff and start-ups.

A key objective of the pilot is to evaluate how we could innovate with corporate research and development teams and establish whether we should rollout a wider programme.

Bond Street

We have signed a development agreement with the GHS Limited Partnership to build above Bond Street station's eastern entrance at Hanover Square.

The site will be transformed into an eight-storey mixed-use development, which will include office space and ground floor retail space. The agreement enables GHS to acquire the site through the granting of two new 150-year leases, generating vital revenue that TfL will reinvest back into the transport network.

Plans are in place for 12 major developments above and around the new Elizabeth line stations and construction sites. In total, the development plans cover more than three million square feet of office, retail and residential space between Paddington in the west and Woolwich in the east.

Development agreements signed during 2018 include Bond Street station west, where Grosvenor Britain & Ireland will develop six floors of office accommodation above the station; Farringdon station east, where Helical will develop six storeys of office space; and Farringdon station west, where HB Reavis will develop a mix of retail and office space.

The site above Tottenham Court Road's eastern ticket hall, on the corner of Oxford Street and Charing Cross Road, was handed over to Derwent London in early 2018. The mixed-use development will include the first new West End theatre in a generation.

adidas trainers

We continued our successful collaboration with adidas, and launched another range of TfL-inspired trainers. Ten new designs were launched, including four different styles of trainer celebrating the identity of the new Elizabeth line and six pairs paying tribute to the London Underground network. Each pair features two of the 12 different Underground lines' distinctive colour identities and roundels debossed in the heel tabs of the shoes.

Save the Children

We have been working with Save the Children and Visa to celebrate Christmas Jumper Day. In addition to charity collections across the network, Save the Children chose our network as the perfect canvas to raise the profile of Christmas Jumper Day. TV stars including Natasha Kaplinsky, Aston Merrygold, Mary Portas, Dom Joly, and from Love Island fame Megan Barton-Hanson and Josh Denzel, sold Christmas jumpers at King's Cross station on 14 December, using Visa's contactless technology at a pop-up jumper shop. This is another great example of how we collaborate with big brands to generate revenue to reinvest in the network, as well as raising funds for a good cause.



We continue our collaboration with adidas, which saw the launch of another range of TfL-inspired trainers

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January 2019

Board

Date: 30 January 2019

Item: Quarterly Performance Report – Quarter 3 2018/19

This paper will be considered in public

1 Summary

- 1.1 The Quarterly Performance Report sets out TfL's financial results for Quarter 3, 2018/19 – the period from 1 April to 8 December 2018.

2 Recommendation

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

3 Financial Reporting to the Board

Quarterly Performance Report

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

Quarterly Results presentation

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

List of appendices to this report:

- Appendix 1: Quarterly Performance Report, Quarter 3 2018/19
Appendix 2: Quarterly Results presentation, Quarter 3 2018/19

List of Background Papers:

None

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Transport for London quarterly performance report

Quarter 3 2018/19



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 (LU), London Buses, the DLR, London Overground (LO), TfL Rail, London Trams, London River Services (LRS), London Dial-a-Ride, Victoria Coach Station (VCS), Santander Cycles and the Emirates Air Line (EAL). The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

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

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

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

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

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

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

Introduction

This is the third Quarterly Performance Report of the year and covers the period to 8 December 2018.

The strong progress made in the first half of the year has continued and the net operating surplus is £220m better than budget.

Passenger income is £31m above budget with encouraging upside on the Underground offsetting weaker performance on buses and rail. The Underground is seeing income and passenger numbers above both the budget and last year. Friday 7 December also saw the busiest day ever on the Tube.

Other income continues to be marginally up on budget and significantly better than the prior year, due to higher rental receipts and road network compliance income together with some one-off items.

Operating costs are £189m lower than budget, with additional cost savings over and above those already reflected in the budget. The increase against last year reflects the preparations for the opening of the Elizabeth line.

Simon Kilonback
Chief Finance Officer

Sarah Bradley
Group Financial Controller

Inflationary pressures across the business have been more than offset by year-on-year savings.

Key deliverables in the capital investment programme include the opening of the new Bloomberg entrance at Bank station and Victoria became our 75th station to go step-free.

On 10 December the Mayor of London, the GLA, and TfL confirmed a financing package with the Government to deliver the final stages of the Crossrail project and open the Elizabeth line to passengers as quickly as possible. The new Crossrail management team is working on a robust and deliverable schedule and the opening date will be announced in due course.

TfL faces some real financial challenges with the loss of the operating grant from central Government, a subdued national economy, and the delay to the opening of the Elizabeth line. However, as a result of our tight financial management, we are expecting the full year net cost of operations to be at least £250m lower than budget.



Business at a glance

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

How we report on our business



Facts and figures*

940 Trains on the TfL network



580km

TfL-operated highways



680km

TfL-operated Rail and Underground routes

9,550

Buses on the TfL network

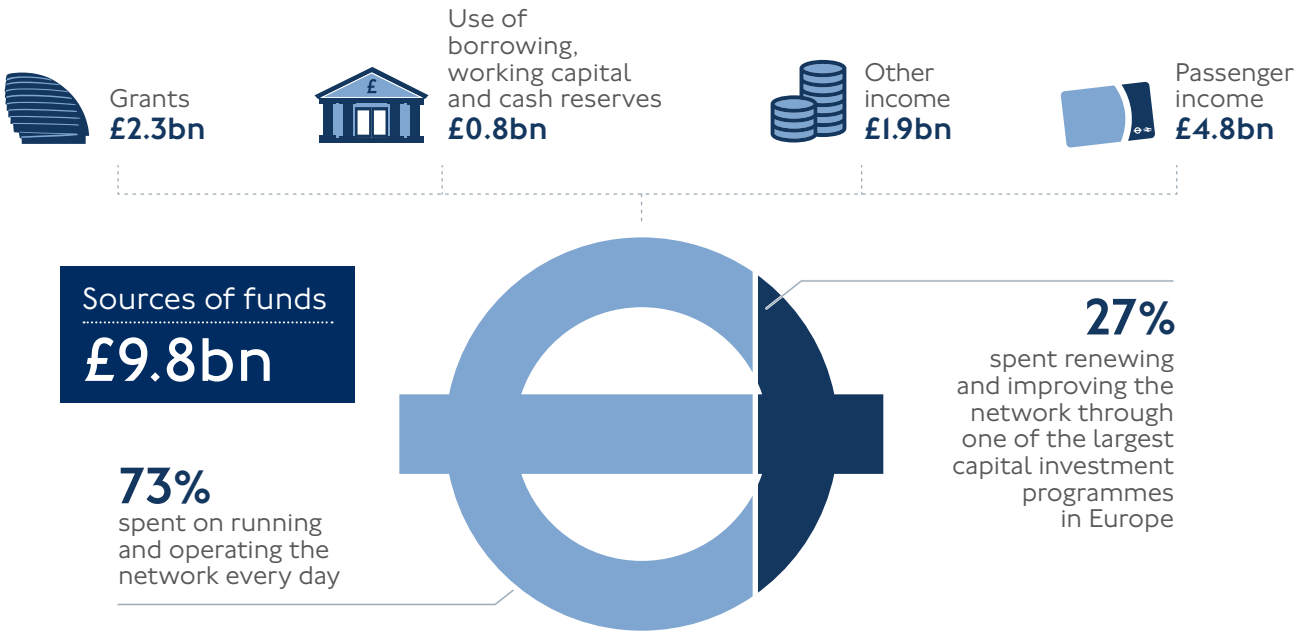


6,350

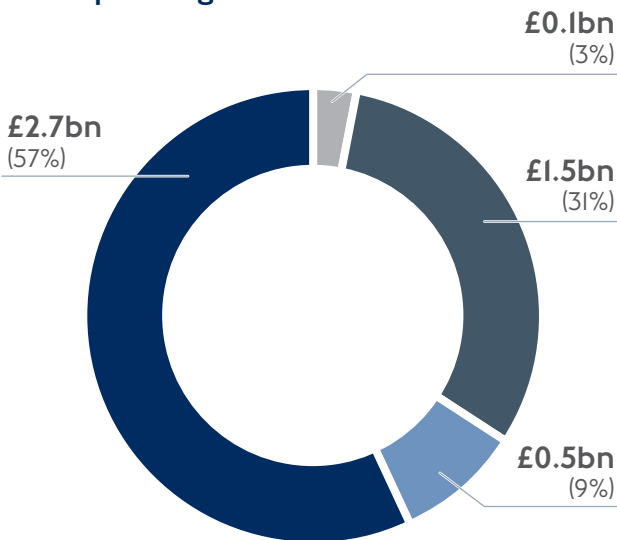
Traffic signals operated by TfL

* Based on full year 2017/18

Budget at a glance



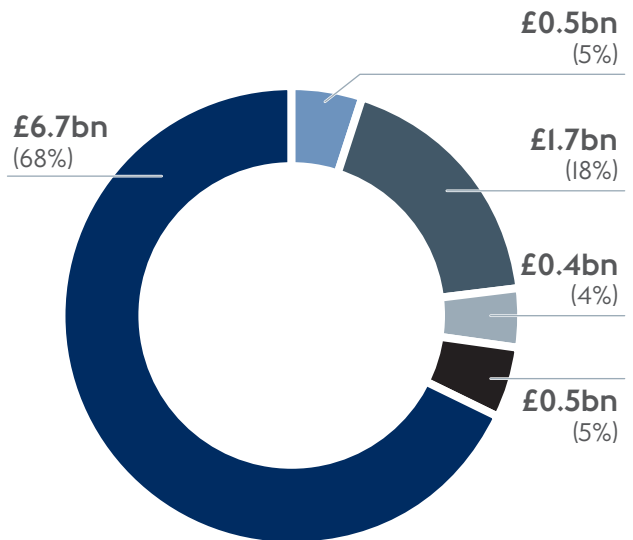
Total passenger income



Total: **£4.8bn**

- Underground
- Rail
- Buses
- TfL Rail

Total costs



Total: **£9.8bn**

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

Financial summary

Performance in the year to date

Operating account

TfL Group (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	3,337	3,306	31	3,269	68
Other operating income	555	550	5	507	48
Total operating income	3,892	3,856	36	3,776	116
General Grant	-	-	-	158	(158)
Business Rates Retention	644	644	-	581	63
Other revenue grants	42	47	(5)	53	(11)
Total income	4,578	4,547	31	4,568	10
Operating cost	(4,208)	(4,397)	189	(4,192)	(16)
Net operating surplus	370	150	220	376	(6)
Capital renewals	(260)	(343)	83	(367)	107
Net cost of operations before financing	110	(193)	303	9	101
Net financing costs	(310)	(328)	18	(292)	(18)
Net cost of operations	(200)	(521)	321	(283)	83

Capital account

TfL Group (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
New capital investment	(976)	(1,193)	217	(907)	(69)
Crossrail	(1,009)	(473)	(536)	(1,034)	25
Total capital expenditure	(1,985)	(1,666)	(319)	(1,941)	(44)
Financed by:					
Investment grant	664	664	-	653	11
Third-party contributions	29	41	(12)	66	(37)
Property and asset receipts	5	19	(14)	20	(15)
Borrowing	669	831	(162)	300	369
Crossrail funding sources	345	198	147	93	252
Other capital grants	127	170	(43)	126	1
Total	1,839	1,923	(84)	1,258	581
Net capital account	(146)	257	(403)	(683)	537

Cash flow summary

TfL Group (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Net cost of operations	(200)	(521)	321	(283)	83
Net capital account	(146)	257	(403)	(683)	537
Working capital movements	(310)	(244)	(66)	1,142	(1,452)
Increase/(decrease) in cash balances	(656)	(508)	(148)	176	(832)

Passenger journey analysis

TfL Group (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Number of passenger journeys (millions)	2,786	2,795	(9)	2,806	(20)
Average yield per passenger journey (£)	1.20	1.18	0.02	1.17	0.03
Operating cost per journey (£)	(1.51)	(1.57)	0.06	(1.49)	(0.02)

The year-to-date net operating surplus is £220m better than budget, while the net cost of operations is £321m lower, both reflecting the solid progress made towards reducing our annual operating deficit.

Total income is £31m higher than budget, largely owing to London Underground continuing to perform well. Friday 7 December saw the busiest day ever on the Tube, with 5.03m passengers.

The reduction to General Grant of £158m in the year to date is offset through favourability in operating income and an increase in Business Rates Retention, owing primarily to the receipt of £75m relating to GLA funding commitments deferred from previous years.

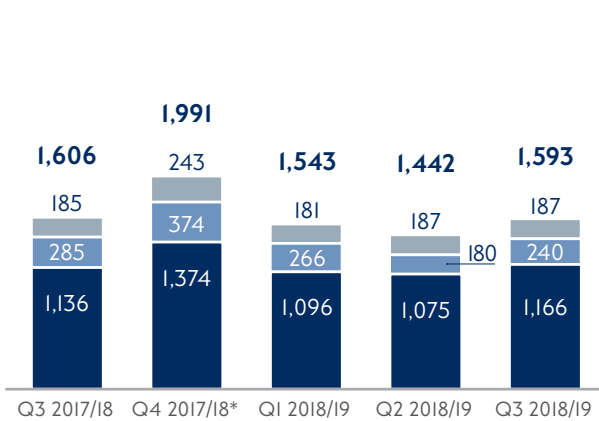
Year-to-date operating costs are £189m lower than budget. £137m of this is from additional savings, with our modernisation programme successfully delivering cost savings across all areas of the business. A further £52m will be incurred later this year and in subsequent years.

New capital investment is £217m lower than budget. £143m is forecast to be spent in future years on projects such as the Emergency Services Network, London Underground stations and Healthy Streets.

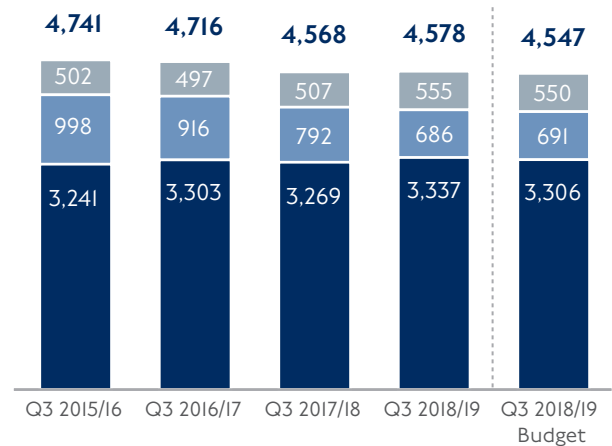
Crossrail funding sources are higher than budget following the receipt of £150m from the DfT. This additional funding has partly offset the increased Crossrail expenditure, which has contributed to our cash balances decreasing by £148m more than budget.

Financial trends

Total income Quarterly (£m)



Year to date (£m)



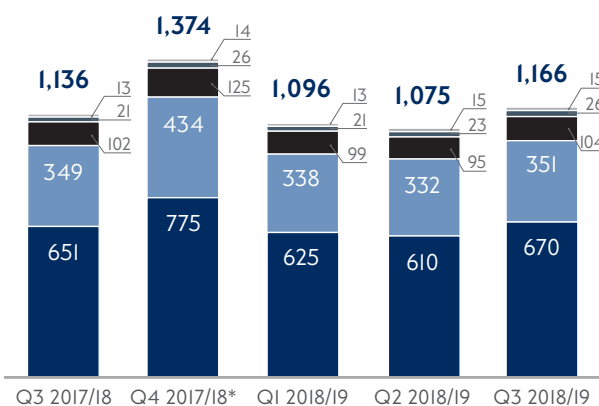
- Passenger income
- Grants
- Other income

Total income £31m above budget

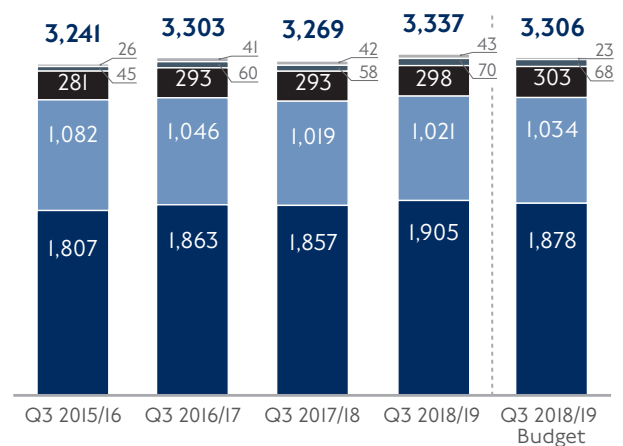
0.2% ▲ year on year

Total income is better than budget, largely owing to higher passenger income. This is a result of increased demand on London Underground, partially offset by lower income on buses and rail.

Total passenger income Quarterly (£m)



Year to date (£m)



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

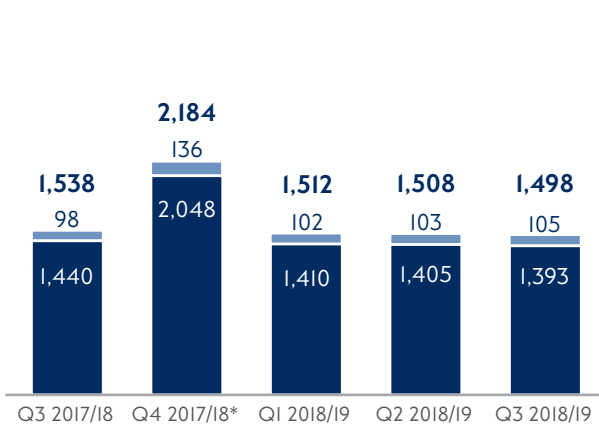
Passenger income £31m above budget

2% ▲ year on year

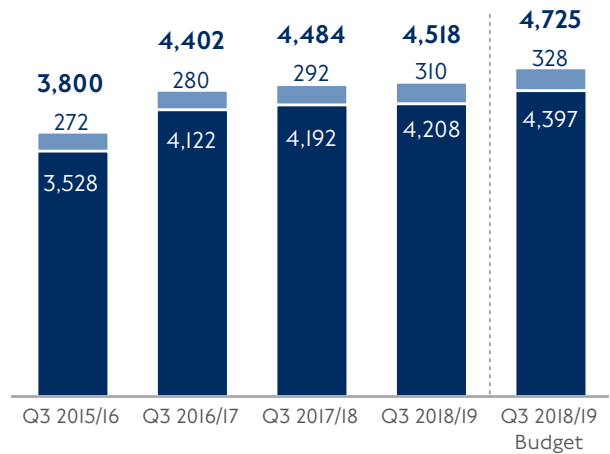
Passenger income continues to grow compared to 2017/18. Overall customer demand has increased for rail travel in London and the South East.

* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

Total cost
Quarterly (£m)



Year to date (£m)



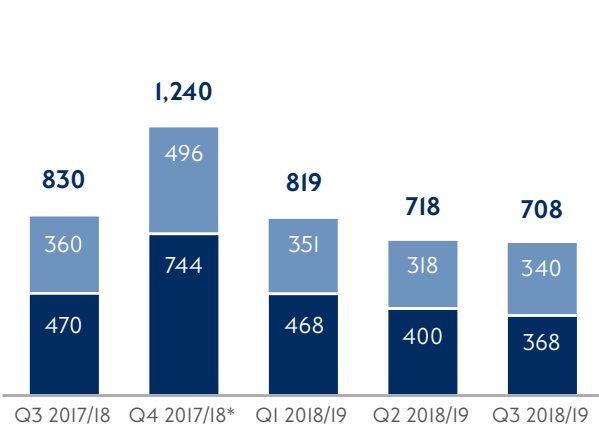
- Operating costs
- Net financing costs

Operating costs
£189m below budget

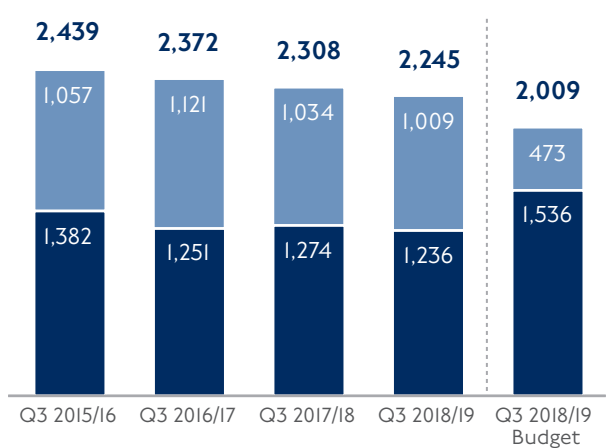
0.4% ▲ year on year

Operating costs are lower than projected as all areas perform ahead of budget. The year-on-year increases are due to non like-for-like spend; our core operating costs are one per cent lower than last year.

Total capital expenditure
Quarterly (£m)



Year to date (£m)



- Capital investment and renewals
- Crossrail

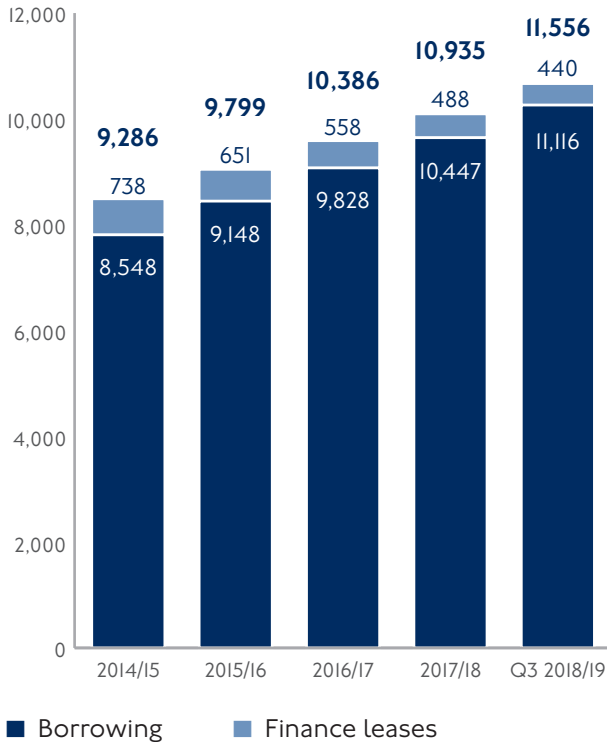
£2.2bn year-to-date expenditure

3% ▼ year on year

Victoria became our 75th station to go step-free and the new Bloomberg entrance at Bank station for Waterloo & City line customers opened in the quarter. Work has also begun to transform Old Street roundabout.

Debt and cash

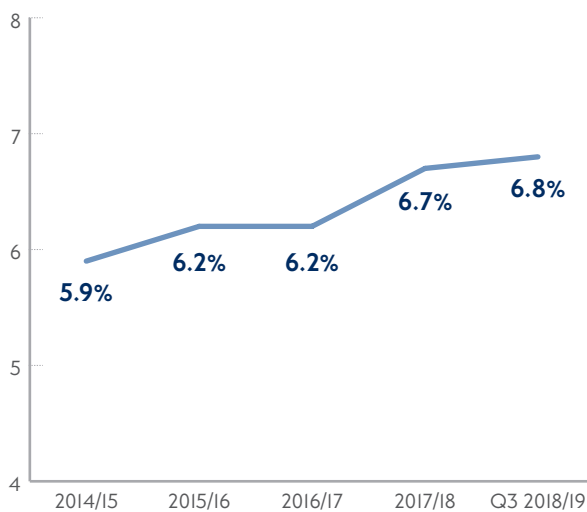
Total value of debt (£m)



The incremental borrowing agreed with Government for 2018/19 is £800m. At the end of Quarter 3, £250m of long-term debt had been drawn down under facilities with Export Development Canada and the European Investment Bank, and £500m had been drawn from the Public Works Loans Board. These were partially offset by debt repayments of £41m and a reduction of £40m in our outstanding commercial paper balance.

The total nominal value of borrowing outstanding at the end of the quarter was £11,116m, of which £10,299m is long term.

Financing costs (% of total income)*



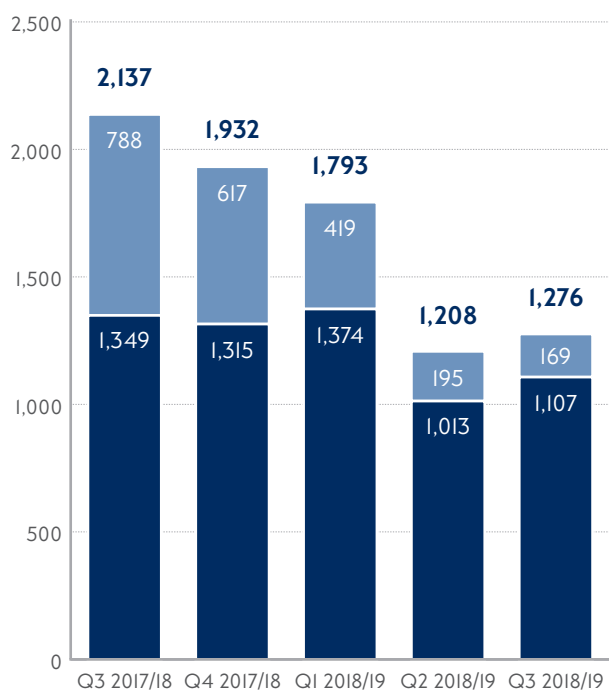
The ratio of financing costs to total income, including operating grants, helps TfL to monitor the affordability of its debt.

Financing costs and income (£m)

Year to date	Q3 2018/19	Q3 Budget	Variance
Interest income	8	8	-
Financing costs	(285)	(305)	20
PFI interest payable	(33)	(31)	(2)

* Financing costs include interest costs for borrowing and finance leases

Cash balances (£m)



- TfL cash balances
- Crossrail cash balances

£656m **34% ▼**
 Decrease in cash over the year to date

Cash balances

Cash balances have decreased by £656m over the year to date to stand at £1,276m at the end of Quarter 3. Of the total balance, £169m is ring-fenced to deliver the Crossrail project. In addition, we aim to hold a prudent minimum level of cash for TfL (excluding Crossrail) for exceptional circumstances as well as to retain a high credit rating, in line with our liquidity policy approved by the TfL Board. This level of cash reserves – currently around £550m – is driven by the size of our operating costs and the level of our debt.

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

Credit ratings

We are rated by the three leading international rating agencies. As at the end of Quarter 3, our rating from Standard & Poor's was on CreditWatch negative. This has since been affirmed at AA- and the CreditWatch has been removed.

Credit ratings	
Moody's	Aa3 stable outlook
Standard & Poor's	AA- CreditWatch negative*
Fitch	AA- negative outlook

* From 20 December 2018, our Standard & Poor's credit rating is AA- with negative outlook

Passenger journeys

Year to date

2,786m **2,795m** **2,806m**
total journeys budget prior year



London Underground

961m

1.3%▲
budget

0.8%▲
prior year



Buses

1,550m

1.4%▼
budget

2.0%▼
prior year



DLR

85m

1.3%▼
budget

0.4%▲
prior year



London Overground

132m

0.3%▼
budget

0.8%▼
prior year



London Trams

20m

0.5%▼
budget

1.5%▼
prior year



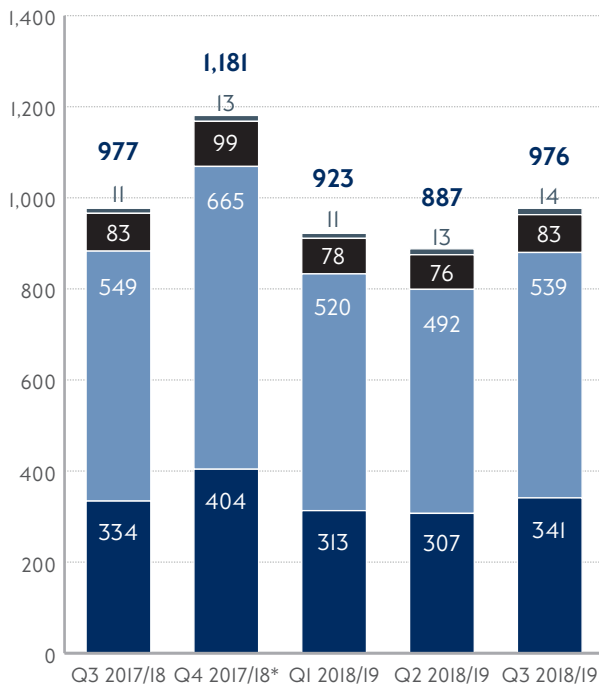
TfL Rail

38m

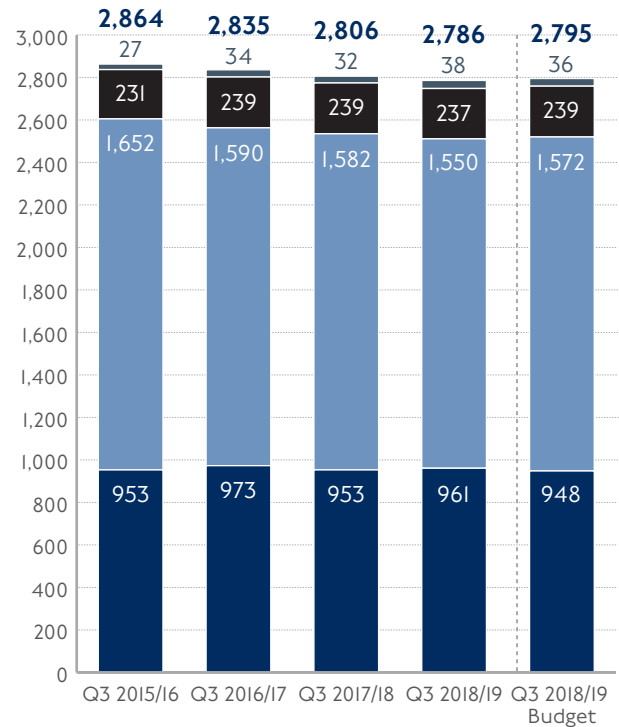
5.0%▲
budget

18.8%▲
prior year

Quarterly (millions)



Year to date with Budget (millions)



■ London Underground
 ■ Buses
 ■ Rail
 ■ TfL Rail

London Underground passenger volumes were 13 million better than budget and eight million better than those in 2017/18 year to date, with customer journeys continuing to increase following the suppressed demand in the previous year. The first week of December was a record breaking week. Friday 7 December was the busiest day ever on the Tube, with just over five million journeys.

Bus passenger journeys were two per cent lower than both budget and prior year. Initial analysis shows a reduction mainly occurring in off-peak journeys (evening and weekends), and further analysis into the factors of the decline in fare-paying journeys is currently being carried out.

Rail passenger journeys are lower than budget, mainly owing to the late cancellation of four days' strike action on the DLR at the start of the year. Also, some delay in the introduction of new trains offering increased capacity has reduced London Overground volumes below budget.

* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

Underground

London Underground

Financial summary

London Underground has benefited from a trend of increasing passenger income coupled with a focus on continued savings.

London Underground (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	1,905	1,878	27	1,857	48
Other operating income	13	8	5	18	(5)
Total operating income	1,918	1,886	32	1,875	43
Direct operating cost	(1,398)	(1,452)	54	(1,436)	38
Direct operating surplus	520	434	86	439	81
Indirect operating cost	(180)	(206)	26	(197)	17
Net operating surplus	340	228	112	242	98
Capital renewals	(164)	(206)	42	(205)	41
New capital investment	(31)	(53)	22	(26)	(5)
Total capital expenditure	(195)	(259)	64	(231)	36

Passenger income is £27m higher than budget and £48m better than last year. This reflects a small improvement in customer demand compared with last year.

Direct operating costs are £54m lower than budget and £38m better than last year. This is due to our continual focus on making cost savings while maintaining a safe and reliable network with limited impact on frontline services.

Capital expenditure is £64m under budget for the year to date and £36m lower than last year. We have rescheduled £42m of capital renewals – including Victoria fleet works – to next year. In terms of new capital investment, we have re-profiled £22m of costs to next year – primarily station improvement works – as we review the design and procurement strategy to maximise value for money.

Passenger journeys analysis

	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Number of passenger journeys (millions)	961	948	13	953	8
Average yield per passenger journey (£)	1.98	1.98	0.00	1.95	0.03
Operating cost per journey (£)	(1.64)	(1.75)	0.11	(1.71)	0.07

Passenger journeys

Underlying demand is recovering from the downturn seen last year, despite three service strikes in Quarter 3. The first week of December was the busiest on record, with demand comfortably surpassing 30 million journeys in one week.

Average yield per passenger journey

Passenger income per journey has increased compared with the equivalent period last year.

Operating cost per journey

Operating cost per journey is below budget and last year. Savings have been delivered while maintaining a safe and reliable network.

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



Compares underlying year-to-date passenger journey numbers with those in the previous year. Not actuals – adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Elizabeth line

Currently operating as TfL Rail 

Financial summary

The focus is on successfully introducing Elizabeth line services.

Elizabeth line (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	70	68	2	58	12
Other operating income	15	30	(15)	3	12
Total operating income	85	98	(13)	61	24
Direct operating cost	(135)	(166)	31	(76)	(59)
Direct operating deficit	(50)	(68)	18	(15)	(35)
Indirect operating cost	(6)	(6)	-	(6)	-
Net operating deficit	(56)	(74)	18	(21)	(35)
New capital investment	(247)	(273)	26	(217)	(30)
Crossrail construction cost	(1,009)	(473)	(536)	(1,034)	25
Total capital expenditure	(1,256)	(746)	(510)	(1,251)	(5)

An increase in passenger journeys, including the new Paddington to Heathrow service, resulted in a £2m increase in passenger income compared to budget and £12m compared to last year.

The £15m reduction in other operating income is mainly owing to delayed central operating section (COS) regulatory access income (offset in operating costs) as well as third-party income now expected to be received in future periods. The year-on-year increase of £12m relates to third-party contributions and higher ticket sales commission receivable.

Operating costs are £31m lower than budget owing to delayed COS regulatory access charges (offset in income), reduced COS costs and train maintenance savings. Direct costs are higher than last year as preparations are made for the opening of the Elizabeth line as well as additional costs for operating new services to Heathrow.

New capital investment is £26m lower than budget, mainly owing to the timing of rolling stock delivery and Old Oak Common Depot works.

Passenger journeys analysis

	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Number of passenger journeys (millions)	38.1	36.3	1.8	32.1	6.0
Average yield per passenger journey (£)	1.84	1.87	(0.03)	1.81	0.03
Operating cost per journey (£)	(3.70)	(4.74)	1.04	(2.55)	(1.15)

Passenger journeys

Passenger demand is five per cent higher than budget and 19 per cent higher than last year. Demand increase is as a result of new services from Paddington to Hayes & Harlington and Heathrow, which started in May 2018, as well as a reduction in the number of closures this year and the timing of Easter.

Average yield per passenger journey

Passenger income per journey is 1.4 per cent lower than budget. However, it is an increase year on year of 1.6 per cent.

Operating cost per journey

Operating cost per journey is 22 per cent lower than budget, mainly because of the cost savings associated with the delayed handover of the COS. The increase from last year is owing to additional costs as we prepare for the opening of the Elizabeth line.

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



Compares underlying year-to-date passenger journey numbers with those in the previous year. Not actuals – adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter. Planned closures are not adjusted for.

Buses

London Buses

Financial summary

Reduced passenger income has contributed to the net operating deficit being £9m higher than budget. Total operating costs are broadly flat compared to the same quarter last year.

Buses (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	1,021	1,034	(13)	1,019	2
Other operating income	9	7	2	10	(1)
Total operating income	1,030	1,041	(11)	1,029	1
Direct operating cost	(1,455)	(1,454)	(1)	(1,452)	(3)
Direct operating deficit	(425)	(413)	(12)	(423)	(2)
Indirect operating cost	(19)	(22)	3	(23)	4
Net operating deficit	(444)	(435)	(9)	(446)	2
Capital renewals	(1)	(6)	5	(6)	5
New capital investment	(14)	(34)	20	(17)	3
Total capital expenditure	(15)	(40)	25	(23)	8

Lower bus passenger income is primarily due to fewer passenger journeys. Underlying year-on-year demand shows around a 1.7 per cent decline in the year to date with the reduction primarily occurring in off-peak travel.

Direct operating cost is slightly worse than budgeted and is marginally up year on year. We continue to almost offset the higher cost, owing to the annual contracted price inflation (2.4 per cent average) within the bus operators' contracts and the roll-out of cleaner buses.

Capital expenditure is lower as a result of a change in the way of accounting for the installation of enhanced catalytic converters, which reduce the emissions of buses so they meet the Euro VI standard, is reported.

Passenger journeys analysis

	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Number of passenger journeys (millions)	1,550	1,572	(22)	1,582	(32)
Average yield per passenger journey (£)	0.66	0.66	-	0.64	0.02
Operating cost per journey (£)	(0.95)	(0.94)	(0.01)	(0.93)	(0.02)

Passenger journeys

Total passenger journeys remain two per cent lower than budget and the previous year. On a normalised basis, passenger journeys were 1.7 per cent lower.

Average yield per passenger journey

The average yield per passenger journey has increased by 2p compared to the same period last year. It remains as per the budget.

Operating cost per journey

Operating cost per journey is two per cent higher than budget and last year, largely because of lower passenger journeys.

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



1.7% ▼



0.3% ▲



3.8% ▼

Compares underlying year-to-date passenger journey numbers with those in the previous year. Not actuals – adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Streets

Transport for London Road Network (TLRN)



Financial summary

Operating performance is ahead of budget as a result of improved income and reduced investment programme spend.

Streets (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	-	-	-	-	-
Other operating income	229	226	3	219	10
Total operating income	229	226	3	219	10
Direct operating cost	(321)	(336)	15	(338)	17
Direct operating deficit	(92)	(110)	18	(119)	27
Indirect operating cost	(46)	(50)	4	(47)	1
Net operating deficit	(138)	(160)	22	(166)	28
Capital renewals	(28)	(20)	(8)	(78)	50
New capital investment	(65)	(86)	21	(56)	(9)
Total capital expenditure	(93)	(106)	13	(134)	41

Income in Quarter 3 is up £3m against budget and £10m against 2017/18. Enforcement, compliance and cost recoveries account for the rise, more than offsetting reduced Congestion Charging income resulting from lower volumes of charge-paying vehicles entering the zone.

Operating costs are £15m better than budget, largely as a result of Westminster City Council's cancellation of the pedestrianisation of Oxford Street. There is a £17m improvement compared to last year primarily as a result of lower staff costs.

As previously announced, we have paused our programme of proactive capital renewals on highways assets, resulting in the drop compared to 2017/18. Total capital expenditure is running lower than budget, owing in part to the capital element of our Oxford Street scheme being cancelled.

Volume analysis

	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Congestion Charge volumes (thousands)	9,015	11,255	(2,240)	10,987	(1,972)
Congestion Charge and enforcement income (£m)	164.5	163.8	0.7	162.6	1.9
Traffic volumes – all London (index)	97.1	-	-	95.9	1.2
Cycling growth in CCZ*	10.4%	7.6%	-	5.8%	-

Cycling

A daily average of 573,646km, or around 188,000 journeys, was cycled in central London during Quarter 3. This is the highest level of cycling recorded since measurement began in 2014. Analysis shows that, during the quarter, levels of cycling increased on all Cycle Superhighway (CS) corridors, in particular on CS3 east to west along the Victoria Embankment and on CS6 north from Elephant and Castle to Kings Cross.

Traffic flow

The pan-London traffic flow index stands at 97.1. This is 1.2 index points higher than the same quarter last year. This reflects an increase of 1.8 per cent in outer London, being offset by small drops in central and inner London. This continues the trend established in the first two quarters.

* Cycling data is based on calendar quarters rather than financial quarters i.e. Q3 is July to September and is the latest available data. It is presented as a percentage change from the previous year

Traffic flow (volume) year-on-year change



1.2%▲



0.2%▲



0.4%▼

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

Rail

DLR, London Overground and London Trams



Financial summary

Passenger journeys year to date are lower than planned, however total operating income is higher than budget and the previous year.

Rail (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	298	303	(5)	293	5
Other operating income	22	11	11	5	17
Total operating income	320	314	6	298	22
Direct operating cost	(298)	(328)	30	(290)	(8)
Direct operating surplus/(deficit)	22	(14)	36	8	14
Indirect operating cost	(12)	(13)	1	(13)	1
Net operating surplus/(deficit)	10	(27)	37	(5)	15
Capital renewals	(16)	(32)	16	(18)	2
New capital investment	(23)	(35)	12	(23)	-
Total capital expenditure	(39)	(67)	28	(41)	2

Passenger income is £5m below budget, mainly owing to fewer passenger journeys on DLR and London Overground than planned.

Other income is £11m above budget owing to contractual payments from Bombardier to London Overground in relation to the delayed delivery of trains.

The direct operating surplus is £36m better than budgeted and £14m better than last year. The year to date variance to budget is driven by a one off credit of £9m and lower payments to Rail operators, as well as infrastructure maintenance savings.

Passenger journeys analysis

	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
London Overground					
Number of passenger journeys (millions)	131.9	132.3	(0.4)	133.0	(1.1)
Average yield per passenger journey (£)	1.23	1.23	-	1.18	0.05
Operating cost per journey (£)	(1.46)	(1.64)	0.18	(1.36)	(0.10)
DLR					
Number of passenger journeys (millions)	85.3	86.4	(1.1)	84.9	0.4
Average yield per passenger journey (£)	1.40	1.43	(0.03)	1.41	(0.01)
Operating cost per journey (£)	(1.04)	(1.10)	0.06	(1.11)	0.07
London Trams					
Number of passenger journeys (millions)	20.2	20.3	(0.1)	20.5	(0.3)
Average yield per passenger journey (£)	0.82	0.84	(0.02)	0.83	(0.01)
Operating cost per journey (£)	(1.18)	(1.19)	0.01	(1.15)	(0.03)

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



1.1% ▼



0.2% ▼



1.9% ▲

Compares underlying year-to-date passenger journey numbers with those in the previous year. Not actuals – adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Other operations

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

Financial summary

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

Other operations (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	43	23	20	42	1
Other operating income	87	91	(4)	83	4
Total operating income	130	114	16	125	5
Direct operating cost	(166)	(169)	3	(145)	(21)
Direct operating deficit	(36)	(55)	19	(20)	(16)
Indirect operating cost	(27)	(31)	4	(29)	2
Net operating deficit	(63)	(86)	23	(49)	(14)
Capital renewals	(34)	(54)	20	(45)	11
New capital investment	(57)	(125)	68	(40)	(17)
Total capital expenditure	(91)	(179)	88	(85)	(6)

Passenger income variance is largely a result of the accounting treatment for Oyster deposits.

The capital renewals underspend is driven by in-year re-profiling of the cycle hire payment system, The payment terminals for Santander Cycles have been upgraded, enabling contactless payment for the first time, which will make hiring quicker for customers.

New capital investment is lower than budget, following the re-profiling of the Emergency Services Network project while discussions continue with the Home Office to agree scope and timings. There have also been changes to the spend profile for the Ultra Low Emission Zone.

Volume analysis

	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Santander Cycles					
Number of hires (millions)	8.3	8.3	-	8.0	0.3
Average income per hire (£)	1.18	1.18	-	0.90	0.28
Operating cost per hire (£)	(2.07)	(2.33)	0.26	(2.35)	0.28
Victoria Coach Station					
Number of coach departures (thousands)	157.1	167.1	(10.0)	167.1	(10.0)
Average income per departure (£)	35.73	38.45	(2.72)	24.99	10.74
Operating cost per departure (£)	(36.52)	(34.81)	(1.71)	(32.34)	(4.18)
London River Services					
Number of passenger journeys (millions)	7.8	7.7	0.1	8.0	(0.2)
Average income per journey (£)	0.27	0.30	(0.03)	0.21	0.06
Operating cost per journey (£)	(1.53)	(1.46)	(0.07)	(1.17)	(0.36)
London Dial-a-Ride					
Number of passenger journeys (thousands)	710.4	709.0	1.4	737.2	(26.8)
Operating cost per trip (£)	(46.69)	(48.03)	1.34	(48.36)	1.67
Taxi and Private Hire					
Number of private hire vehicle drivers	108,072	-	-	115,070	(6,998)
Taxi drivers	23,422	-	-	24,055	(633)
Total income (£m)	23.1	27.7	(4.6)	18.0	5.1
Total costs (£m)*	(23.2)	(24.3)	1.1	(22.7)	(0.5)
Emirates Air Line					
Number of passenger journeys (thousands)	1,119.1	1,334.7	(215.6)	1,162.7	(43.6)
Average income per journey (£)	4.05	4.41	(0.36)	3.98	0.07
Operating cost per journey (£)	(2.06)	(2.23)	0.17	(2.33)	0.27

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

Commercial Development

Property development, commercial property, media, telecoms and facilities 

Financial summary

The net operating surplus is higher than budget and the previous year as a result of significantly reduced cost and increased property income.

Commercial Development (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	-	-	-	-	-
Other operating income	180	177	3	169	11
Total operating income	180	177	3	169	11
Direct operating cost	(99)	(120)	21	(101)	2
Direct operating surplus	81	57	24	68	13
Indirect operating cost	(9)	(10)	1	(10)	1
Net operating surplus	72	47	25	58	14
New capital investment	(59)	(99)	40	(39)	(20)
Property receipts	5	19	(14)	20	(15)
Crossrail over site development	120	101	19	-	120
Net capital account	66	21	45	(19)	85

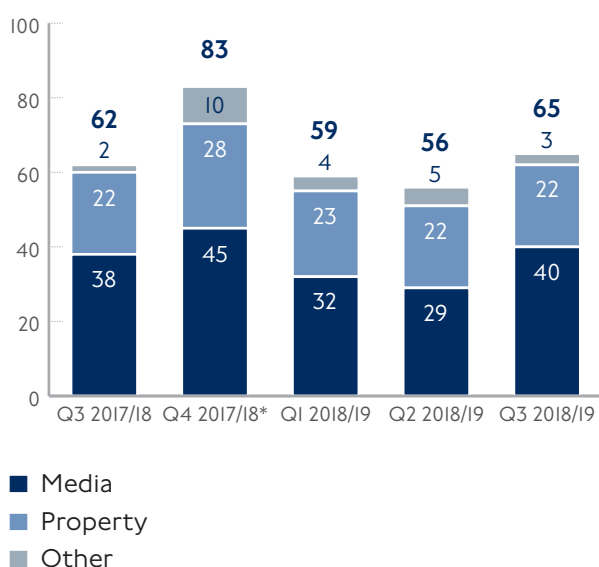
Operating income is higher than budget and the previous year owing to higher back-dated rents and the sub-let of head office buildings. Media income is also outperforming last year.

Operating expenditure is considerably lower than budget as office maintenance costs have been controlled, projects re-profiled, and unbudgeted rates refunds and other credits/write backs received.

New capital investment is significantly lower than budget as a result of the re-profiling of digital media assets roll-out, along with a slower start on property investments and re-profiled head office building works.

Crossrail receipts are higher as we have generated £90m in sales from assets on Hanover Square and Oxford Street, in excess of target. This performance is mitigating adverse movements in other Crossrail funding sources, keeping overall funding in line with the plan.

Media, property and other income (£m) Quarterly



* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

Income has increased by £3m over Quarter 3 last year.

This increase has been driven by improved performance in media on the Underground.

Property income is growing overall. There has been no change quarterly year on year, owing to billing variability.

Other income has increased year on year owing to the sub-let of head office buildings.

Delivering homes on our land

We were given the go ahead to build 350 homes, 50 per cent of which will be affordable, on our 1.8 acre site at Blackhorse Road. Construction is expected to start in summer 2019, and will create up to 300 jobs and local apprenticeships.

We also started consulting with the local communities in Colindale and Harrow-on-the-Hill. In Harrow our redevelopment will provide around 600 homes, 35 per cent of which will be affordable. In Colindale, our proposals for the modernisation of Colindale Tube station would deliver a completely new

station building with an enlarged ticket hall and up to 350 homes (50 per cent affordable).

Commercial partnerships

We continued our collaboration with Adidas and launched another range of TfL-inspired trainers. Ten new designs were introduced, including four different styles of trainer celebrating the identity of the new Elizabeth line and six pairs paying tribute to the London Underground network. These latest designs are another fantastic example of how we can raise revenue through external partnerships and commercial collaborations.

Major Projects

Financial summary

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

Major Projects (£m)	Q3 YTD 2018/19	Budget YTD 2018/19	Variance	Q3 YTD 2017/18	Variance
Passenger income	-	-	-	-	-
Other operating income	-	-	-	-	-
Total operating income	-	-	-	-	-
Direct operating cost	(12)	(7)	(5)	(4)	(8)
Direct operating deficit	(12)	(7)	(5)	(4)	(8)
Indirect operating cost	(25)	(27)	2	(25)	-
Net operating deficit	(37)	(34)	(3)	(29)	(8)
Capital renewals	(17)	(25)	8	(15)	(2)
New capital investment	(480)	(488)	8	(489)	9
Total capital expenditure	(497)	(513)	16	(504)	7

Four Lines Modernisation

The new automatic train control signalling system will allow more frequent and reliable services. Trains running in automatic mode have now been tested between Hammersmith and Monument/Stepney Green, and the installation of line-side signalling is on schedule.

Deep Tube Upgrade

This project will deliver new trains and signalling to modernise the Bakerloo, Central, Piccadilly and Waterloo & City lines. The rolling stock contract for the Piccadilly line trains has now been awarded to Siemens.

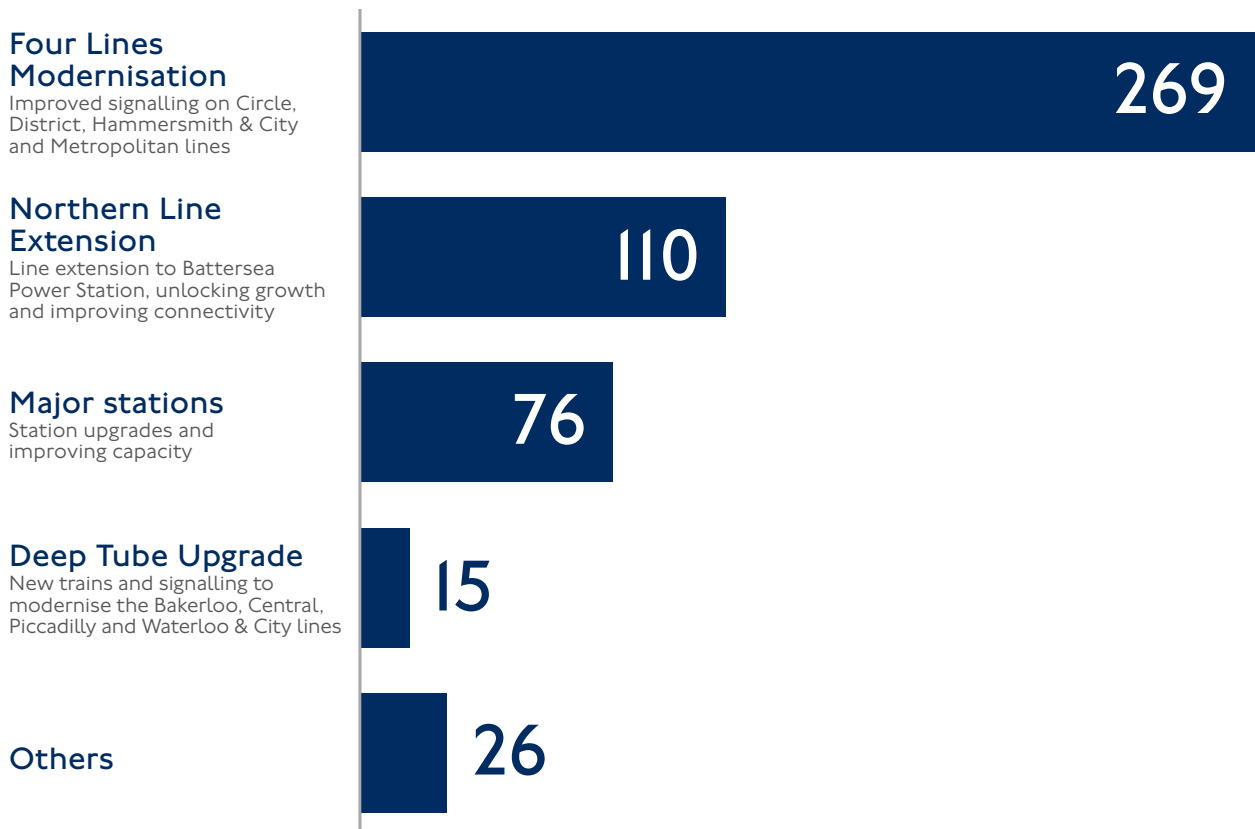
Northern Line Extension

This will provide a twin-tunnelled extension from Kennington to a new terminus at Battersea Power Station, via a new station at Nine Elms. Platform construction at Nine Elms station has been completed, as has the track installation at Battersea.

Major stations

Victoria and Tottenham Court Road stations are substantially complete and open to our customers. At Bank station, the new Bloomberg entrance for the Waterloo & City line opened to customers on 30 November and had its formal opening on 12 December 2018.

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



Silvertown Tunnel

Silvertown Tunnel will tackle the significant issues of traffic congestion and unreliability at Blackwall Tunnel, and the effect these have on travel, the environment, the economy and growth across the wider South East region.

Clarification meetings have been held with the two bidders to respond to queries and the first stage technical submissions have been evaluated by our engineering specialists.

Barking Riverside Extension

This is a new rail link to serve the 10,800 new homes that are planned for the Barking Riverside development area. Installation of overhead line equipment and switching works are planned for December 2018, and train services are planned to start in 2021.

We awarded a contract for the works to a joint venture of Morgan Sindall Construction & Infrastructure and VolkerFitzpatrick (MSVF) at the end of December 2018.



Appendices

TfL Group balance sheet

Balance sheet (£m)	8 Dec 2018	Q3 Budget	Variance	31 March 2018	Variance
Intangible assets	89	122	(33)	118	(29)
Property, plant and equipment	40,917	40,595	322	39,274	1,643
Investment property	537	537	-	537	-
Investment in associate entities	297	325	(28)	319	(22)
Long-term derivatives	17	12	5	12	5
Long-term finance lease receivables	33	49	(16)	17	16
Long-term debtors	77	25	52	28	49
Non-current assets	41,967	41,665	302	40,305	1,662
Stocks	65	64	1	64	1
Short-term debtors	614	481	133	561	53
Assets held for sale	83	83	-	83	-
Short-term derivatives	4	6	(2)	6	(2)
Short-term finance lease receivables	15	13	2	8	7
Cash and short-term investments	1,276	1,424	(148)	1,932	(656)
Current assets	2,057	2,071	(14)	2,654	(597)
Short-term creditors	(2,255)	(2,143)	(112)	(2,348)	93
Short-term derivatives	(6)	-	(6)	(2)	(4)
Short-term borrowings	(816)	(846)	30	(846)	30
Short-term finance lease liabilities	(73)	(61)	(12)	(70)	(3)
Short-term provisions	(345)	(226)	(119)	(334)	(11)
Current liabilities	(3,495)	(3,276)	(219)	(3,600)	105
Long-term creditors	(63)	(71)	8	(66)	3
Long-term borrowings	(10,269)	(10,401)	132	(9,570)	(699)
Long-term finance lease liabilities	(367)	(379)	12	(418)	51
Long-term derivatives	(42)	(52)	10	(52)	10
Long-term provisions	(79)	(75)	(4)	(84)	5
Pension provision	(4,704)	(4,707)	3	(4,707)	3
Long-term liabilities	(15,524)	(15,685)	161	(14,897)	(627)
Total net assets	25,005	24,775	230	24,462	543
Capital and reserves					
Usable reserves	1,295	1,152	143	1,790	(495)
Unusable reserves	23,710	23,623	87	22,672	1,038
Total capital employed	25,005	24,775	230	24,462	543

Headcount

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

	31 March 2018 Actual	YTD net (leavers)/joiners	End of Q3 Actual
Underground	18,851	(284)	18,567
Elizabeth line	238	30	268
Buses	578	(112)	466
Rail	285	(7)	278
Streets	1,518	(197)	1,321
Other operations	1,400	(51)	1,393
Professional services*	3,850	(58)	3,749
Commercial Development	298	10	308
Crossrail	651	(129)	522
Major Projects	786	(179)	607
Total	28,455	(977)	27,479

We have embarked on a major programme of change, becoming leaner through merging functions, reducing management layers, broadening roles and increasing areas of control. As a result, headcount levels are down by 977 in the year and there has been a high level of movement across directorates as new teams and reporting lines are formed.

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

NPL

Our overall use of NPL has fallen by 231 during the year to date.

It is important that we continue to make use of the flexibility offered by NPL, particularly through this time of

change and temporary peaks in demand, such as in recruitment resulting from our transformation programme. It is equally important that we do not limit our ability to hire talent in areas where skills are scarce.

Date	Reduction since December 2015			
	Number of NPL	Weekly cost (£)	Number of NPL	Weekly saving (£)
15 December 2015	3,092	5,249,002		
31 March 2017	1,742	2,544,009	(1,350)	(2,704,993)
31 March 2018	1,422	1,874,029	(1,670)	(3,374,973)
8 December 2018	1,191	1,671,902	(1,901)	(3,577,100)

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

NPL by length of service

Length of service	31 March 2018 Actual	YTD net (leavers)/joiners	End of Q3 Actual
0-6 months	280	37	317
6-12 months	355	(164)	191
1-2 years	259	22	281
2-3 years	237	1	238
3-5 years	174	(70)	104
5+ years	117	(57)	60
Total	1,422	(231)	1,191

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

January 2019

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PUB18_079 QPR_Q3

TfL Board

Quarterly Results

Quarter 3:

1 April 2018 – 08 December 2018

30 January 2019

Simon Kilonback



Summary and outlook

Summary

- Passenger income is 1% ahead of budget and 2% better than last year
- Operating costs lower than budget, driven by our management of costs and timing differences
- Net operating surplus ahead of budget and broadly in line with last year, despite the loss of day-to-day operating grant

Outlook

- Despite the subdued economic environment our focus on cost control has delivered efficiencies ahead of budget
- We are expecting the full year net operating surplus to be over £200m better than budget



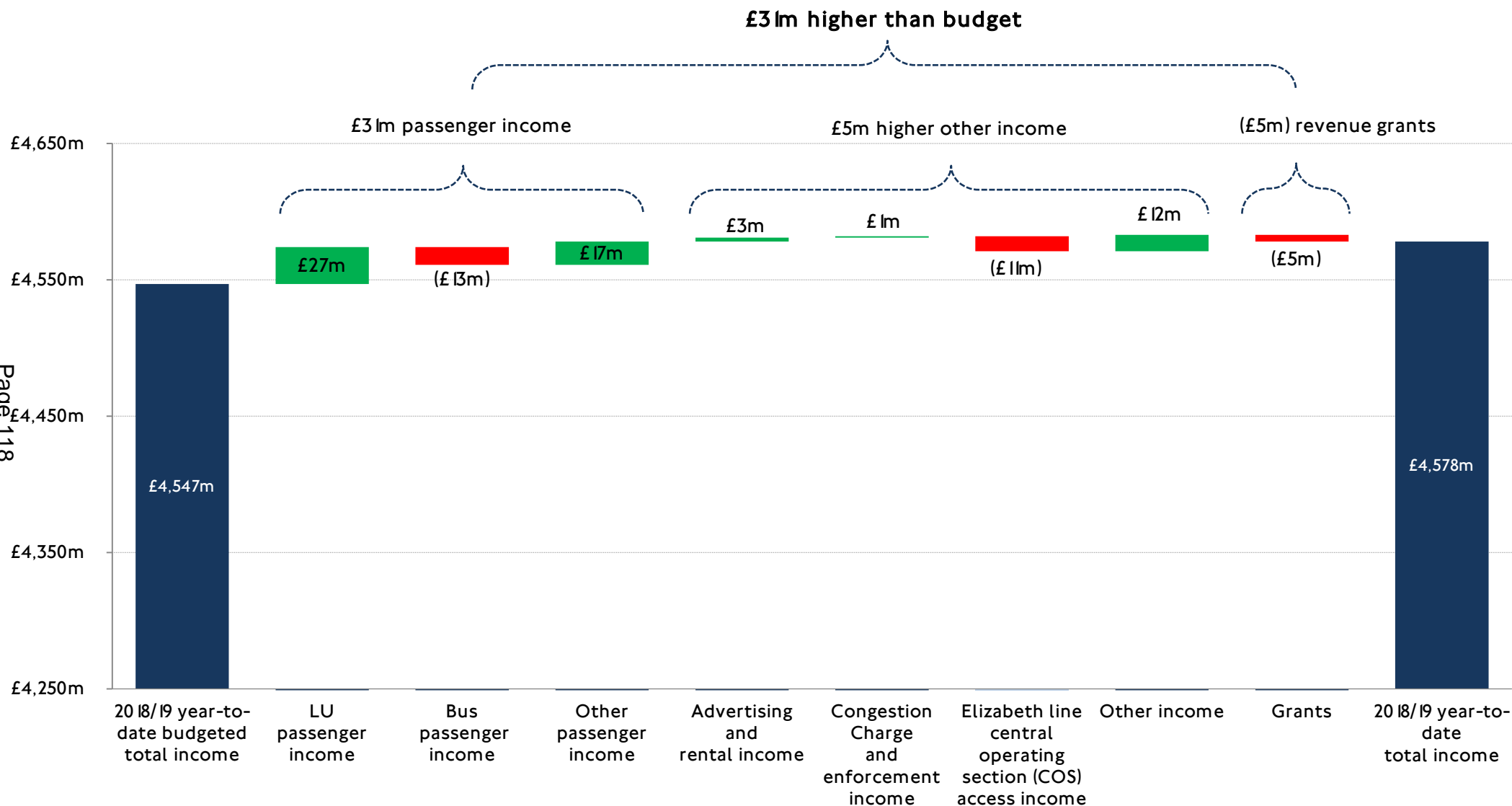
Performance against 2018/19 budget

Key figures - Operating account

	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	3,337	3,306	31	1%	3,269	68	2%
Other operating income	555	550	5	1%	507	48	9%
Total operating income	3,892	3,856	36	1%	3,776	116	3%
Total revenue grants	686	691	(5)	-1%	792	(106)	-13%
Total income	4,578	4,547	31	1%	4,568	10	0%
Operating costs	(4,208)	(4,397)	189	-4%	(4,192)	(16)	0%
Net operating surplus	370	150	220	147%	376	(6)	-2%



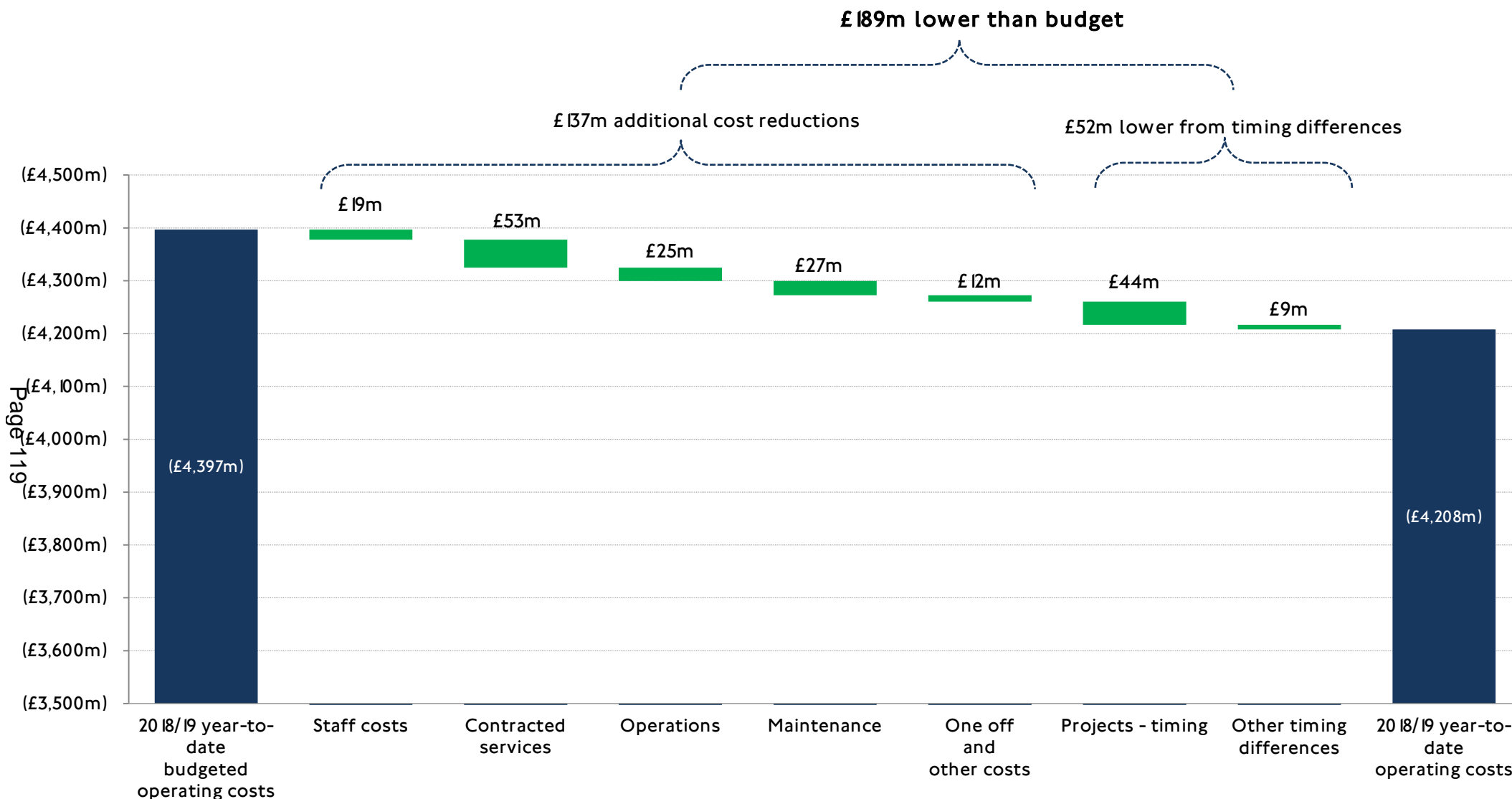
Total Income



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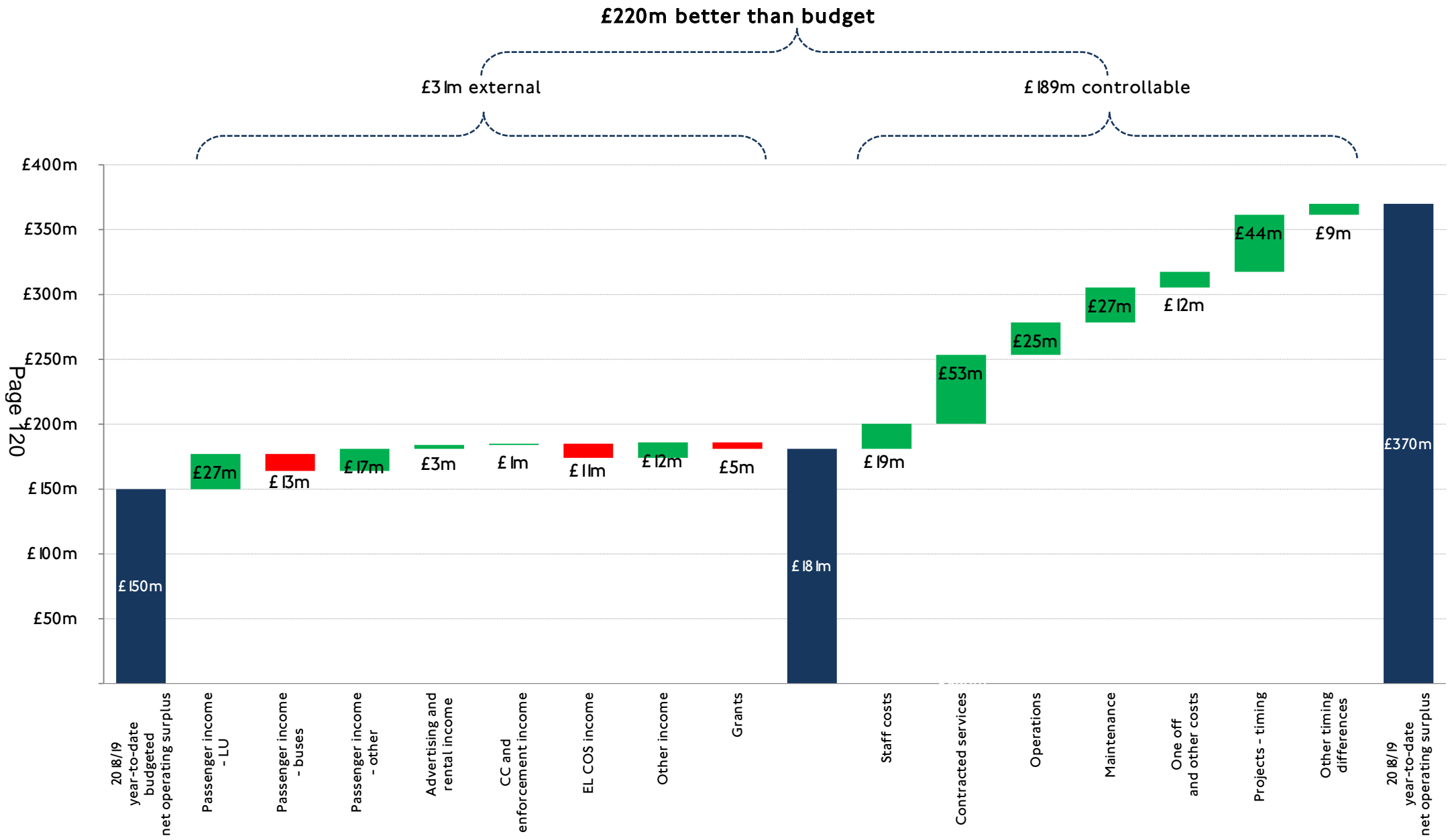
Operating costs



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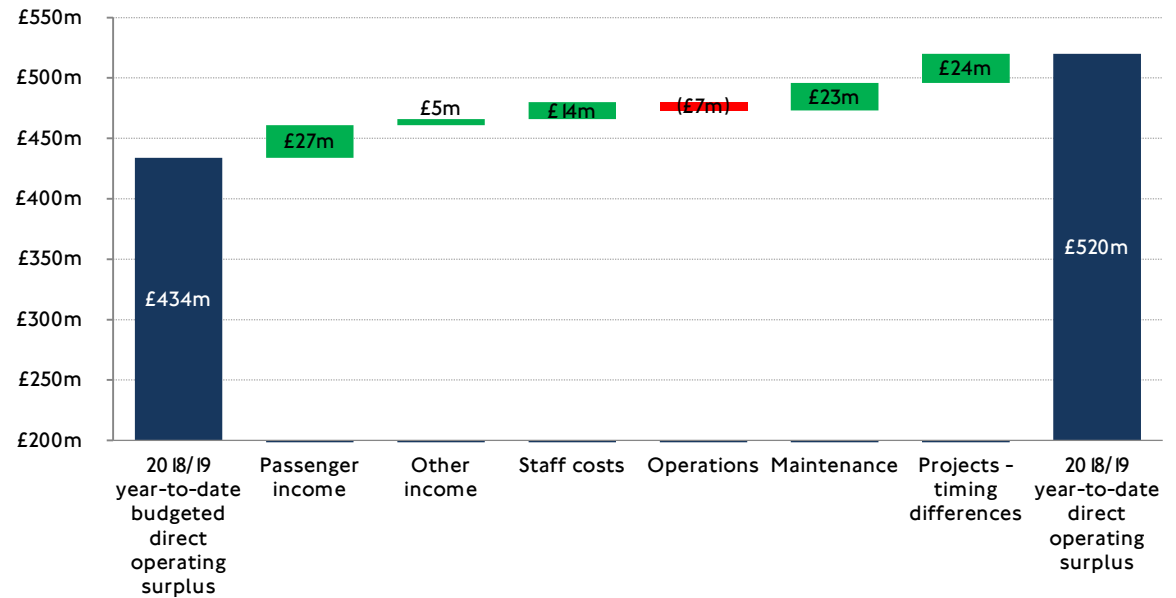
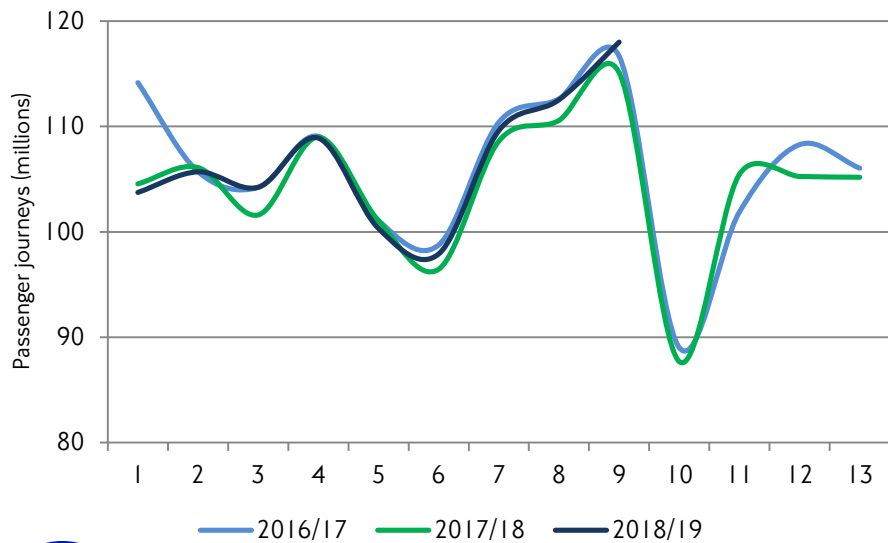
Net operating surplus



London Underground : delivering £2bn railway through robust cost controls

	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	1,905	1,878	27	1%	1,857	48	3%
Other operating income	13	8	5	63%	18	(5)	-28%
Total operating income	1,918	1,886	32	2%	1,875	43	2%
Operating costs	(1,398)	(1,452)	54	-4%	(1,436)	38	-3%
Direct operating surplus	520	434	86	20%	439	81	18%

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 U passenger journeys
 U passenger journeys up on budget and 0.8% higher than last year; busiest day ever on the Tube on Friday 7 December 2018 with 5.03 million journeys



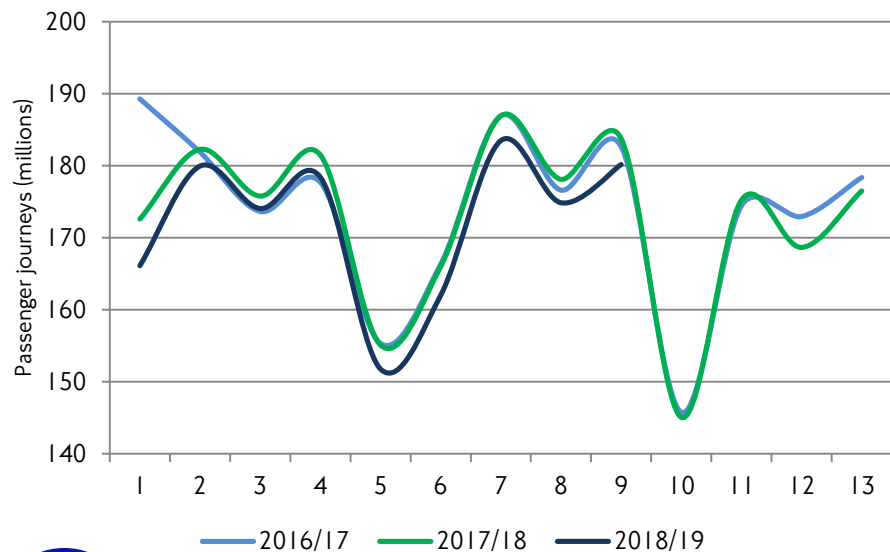
Buses: costs in line with last year, but continued demand softness

	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	1,021	1,034	(13)	-1%	1,019	2	0%
Other operating income	9	7	2	29%	10	(1)	-10%
Total operating income	1,030	1,041	(11)	-1%	1,029	1	0%
Direct operating costs	(1,455)	(1,454)	(1)	0%	(1,452)	(3)	0%
Direct operating deficit	(425)	(413)	(12)	3%	(423)	(2)	0%

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Bus passenger journeys

Bus passenger journeys down on budget and 1.7% lower than last year

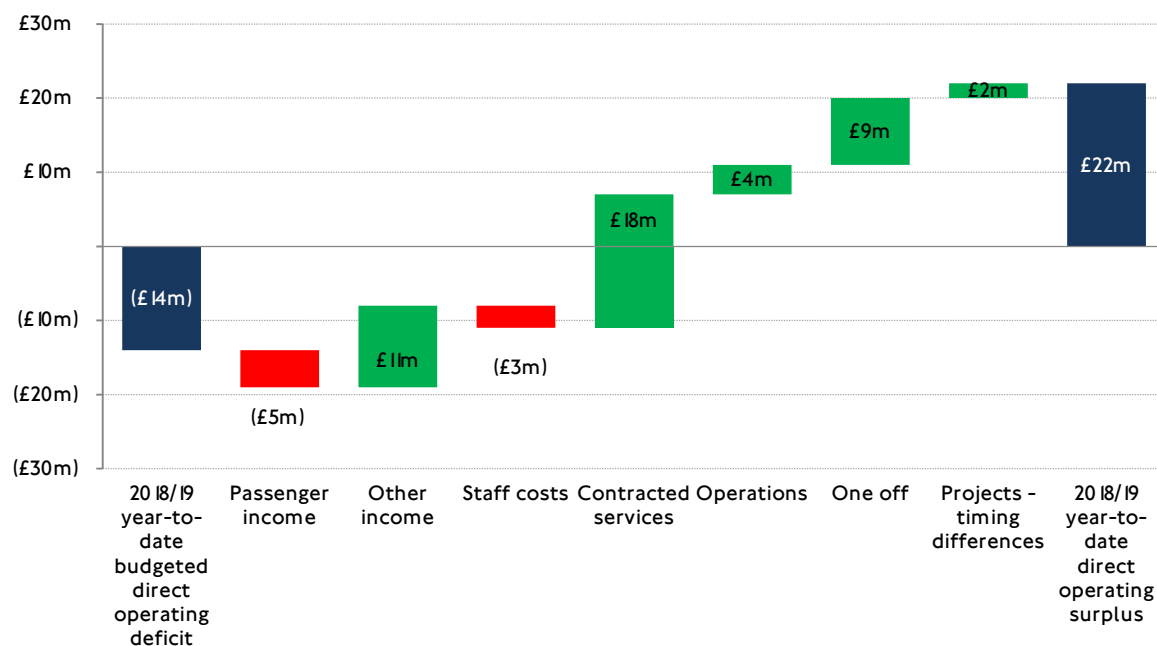


Rail services: surplus driven by one-off cost savings

	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	298	303	(5)	-2%	293	5	2%
Other operating income	22	11	11	100%	5	17	340%
Total operating income	320	314	6	2%	298	22	7%
Direct operating costs	(298)	(328)	30	-9%	(290)	(8)	3%
Direct operating surplus/ (deficit)	22	(14)	36	-257%	8	14	0%

Passenger volumes

	Quarter 3, 2018/19	Quarter 3, 2017/18	Year-on-year change
London Overground	131.9	133.0	(1.1)
DLR	85.3	84.9	0.4

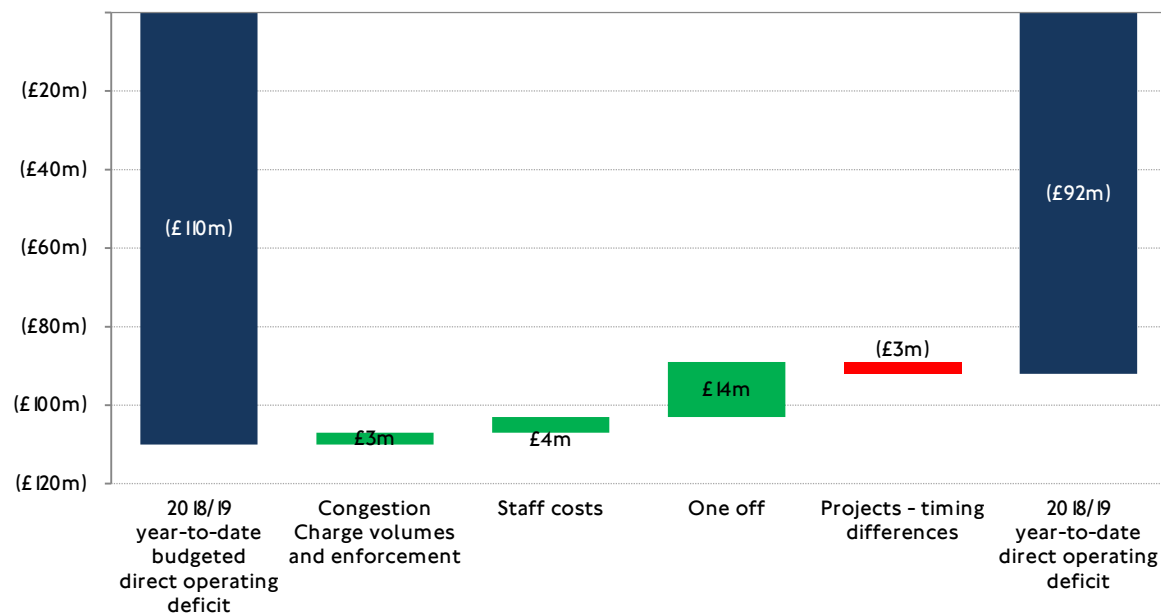
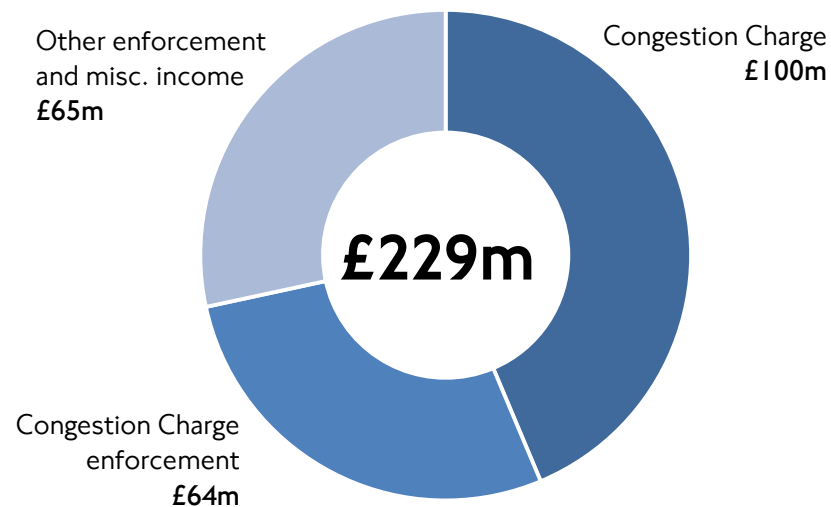


Streets: improved income, but challenging fundamentals

	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Other operating income	229	226	3	1%	219	10	5%
Total operating income	229	226	3	1%	219	10	5%
Direct operating costs	(321)	(336)	15	-4%	(338)	17	-5%
Direct operating deficit	(92)	(110)	18	-16%	(119)	27	-23%

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Income streams

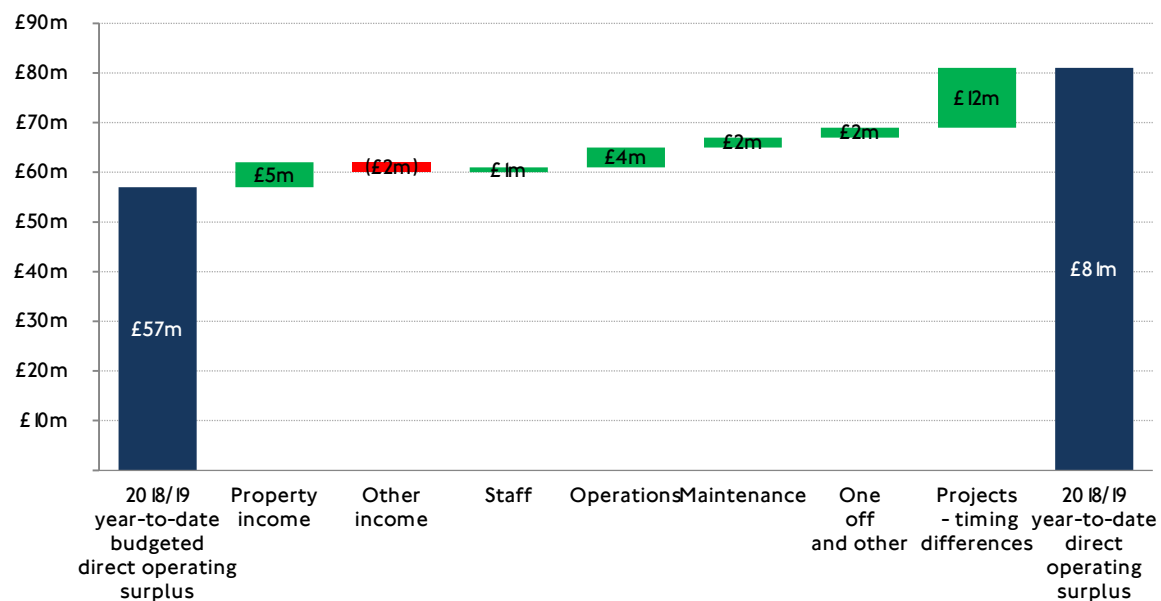
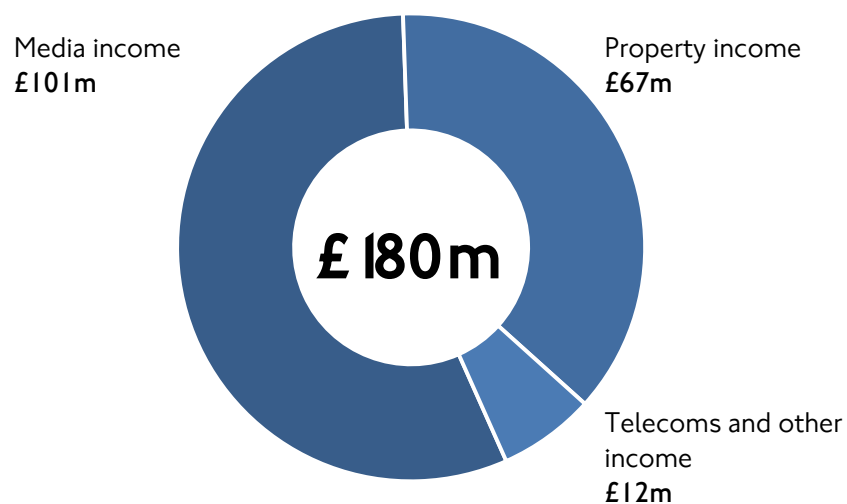


Commercial development: income ahead of budget and cost savings

£m	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Media income	101	101	(0)	0%	98	3	3%
Property income	67	62	5	8%	64	2	4%
Telecoms income	4	4	(0)	-1%	4	(0)	-6%
Other income	8	10	(2)	-20%	2	6	309%
Total operating income	180	177	3	2%	169	11	7%
Direct operating costs	(99)	(120)	21	-18%	(101)	2	-2%
Direct operating surplus	81	57	24	42%	68	13	19%

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Income streams



Commercial development: income ahead of budget and cost savings

£m	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
New capital investment	(59)	(99)	40	-40%	(39)	(20)	51%
Property receipts	5	19	(14)	-74%	20	(15)	-75%
Crossrail OSD	120	101	19	19%	-	120	0%
Net capital expenditure	66	21	45	214%	(19)	85	-447%

Progress this Quarter



Generated £90m sales from assets

Hanover Square and Oxford Street



Homes for London

Waltham Forest planning application approved

350 new homes

50% affordable



Build to Rent programme

4 sites going to market

Over 300 affordable units planned

Investment and income pipeline



Generating capital income from our assets

Further £200m expected this year from investment and portfolio disposals



Investment

Office and retail space above Farringdon Elizabeth line platforms



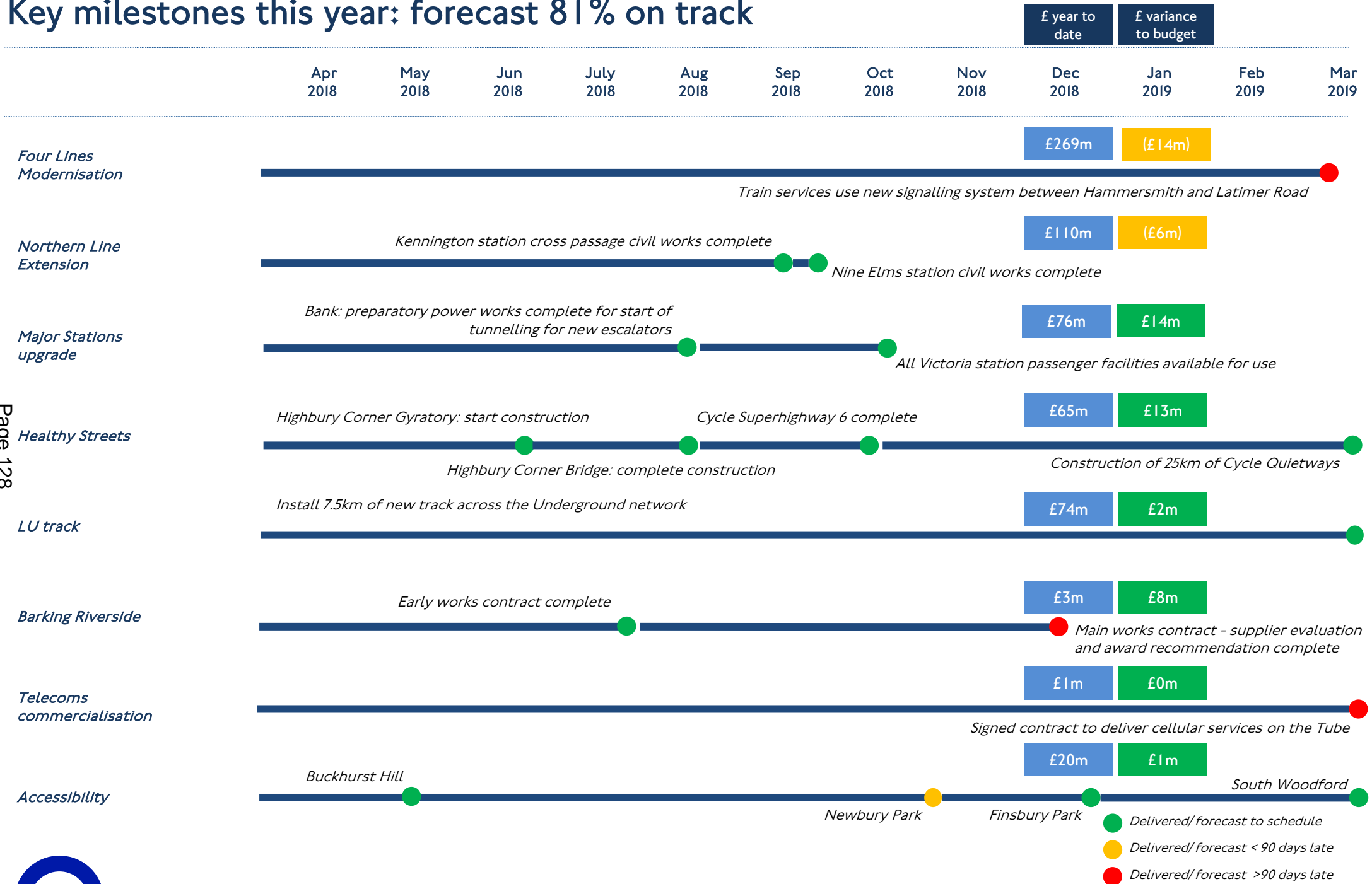
Performance against 2018/19 budget

Key figures - Capital expenditure

	Quarter 3 year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Capital renewals	(260)	(343)	83	-24%	(367)	107	-29%
New capital investment	(976)	(1,193)	217	-18%	(907)	(69)	8%
Crossrail	(1,009)	(473)	(536)	113%	(1,034)	25	-2%
Total capital expenditure	(2,245)	(2,009)	(236)	12%	(2,308)	63	-3%



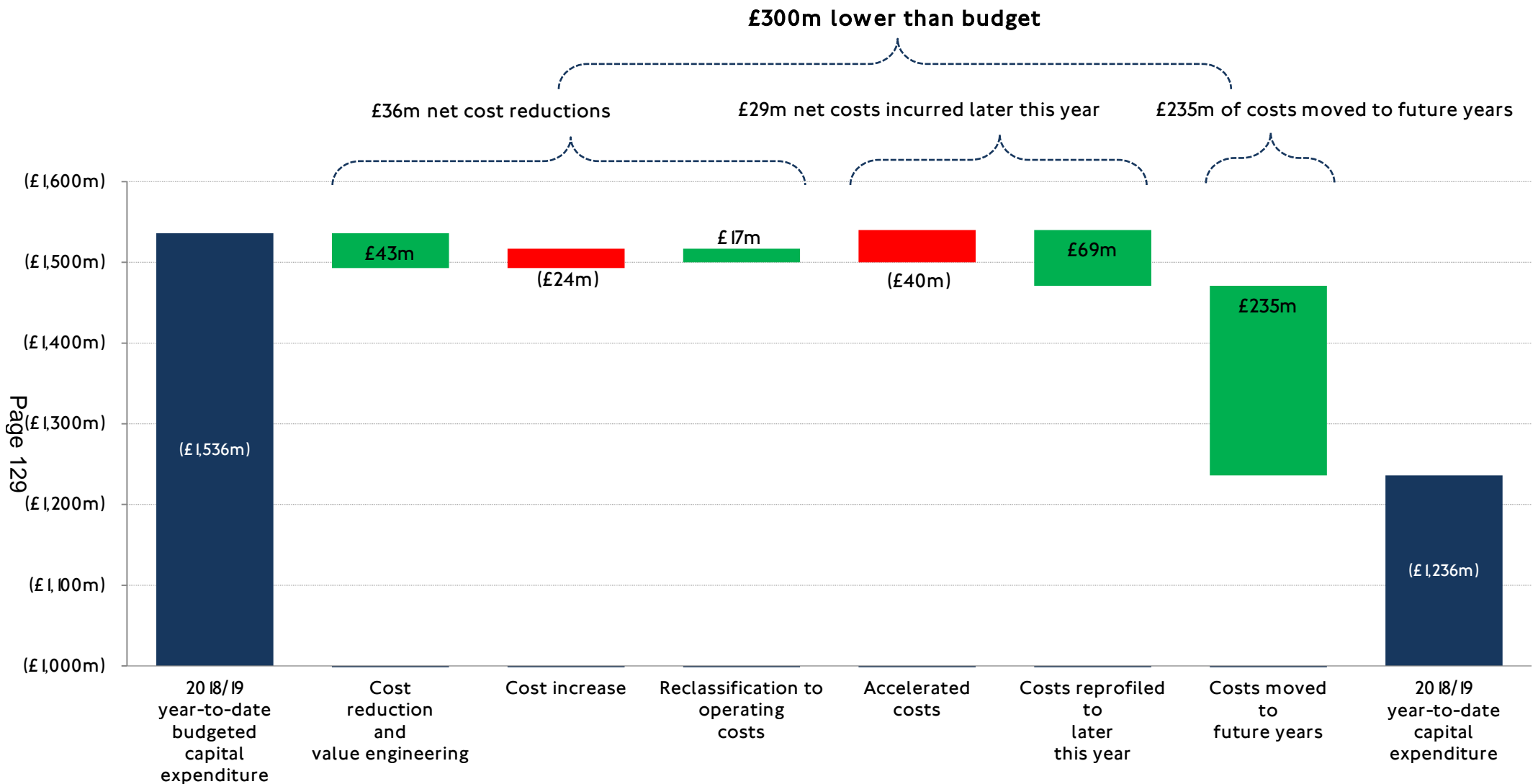
Key milestones this year: forecast 81% on track



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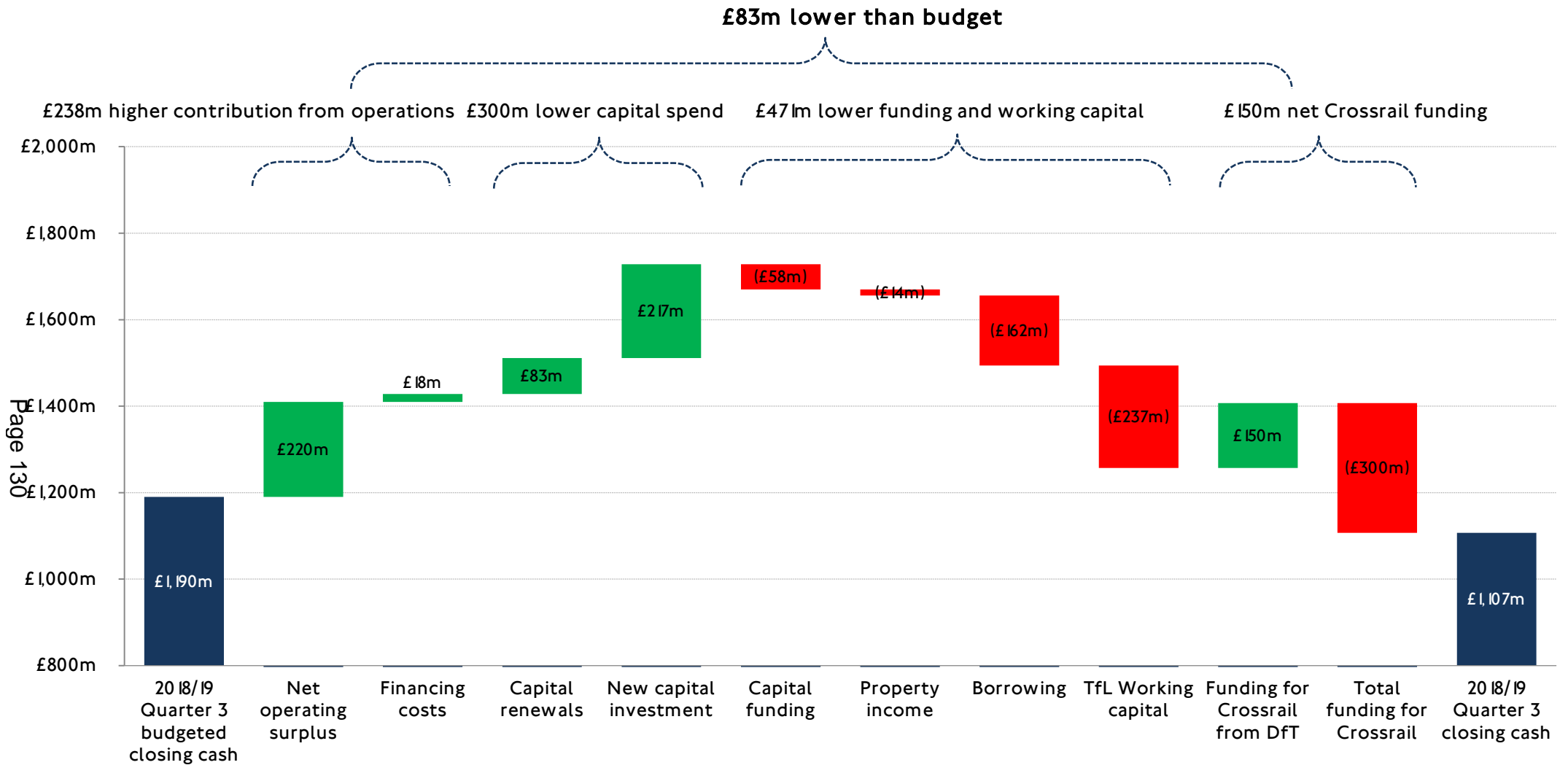
Capital expenditure (excl. Crossrail)



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TfL cash balances (excl. Crossrail)



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Board



Date: 30 January 2019

Item: TfL Health, Safety and Environment Annual Report 2017/18

This paper will be considered in public

1 Summary

- 1.1 The TfL Health, Safety and Environment (HSE) Annual Report describes the HSE performance across all of the TfL businesses. Generally, the report covers the financial year from 1 April 2017 to 31 March 2018. However, the road safety data for Greater London and the Transport for London Road Network (TLRN) covers the calendar year from January to December 2017.
- 1.2 The safety data includes customer, employee and supplier incidents. The health data relates to employee wellbeing but does not cover contractor or customer health issues. The environment data covers London's public transport operations, including taxis and private hire vehicles, plus the activities we and our suppliers undertake.
- 1.3 The Safety, Sustainability and Human Resources Panel provided comments on the draft report. It did not raise any issues for the attention of the Board.

2 Recommendation

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

List of appendices to this report:

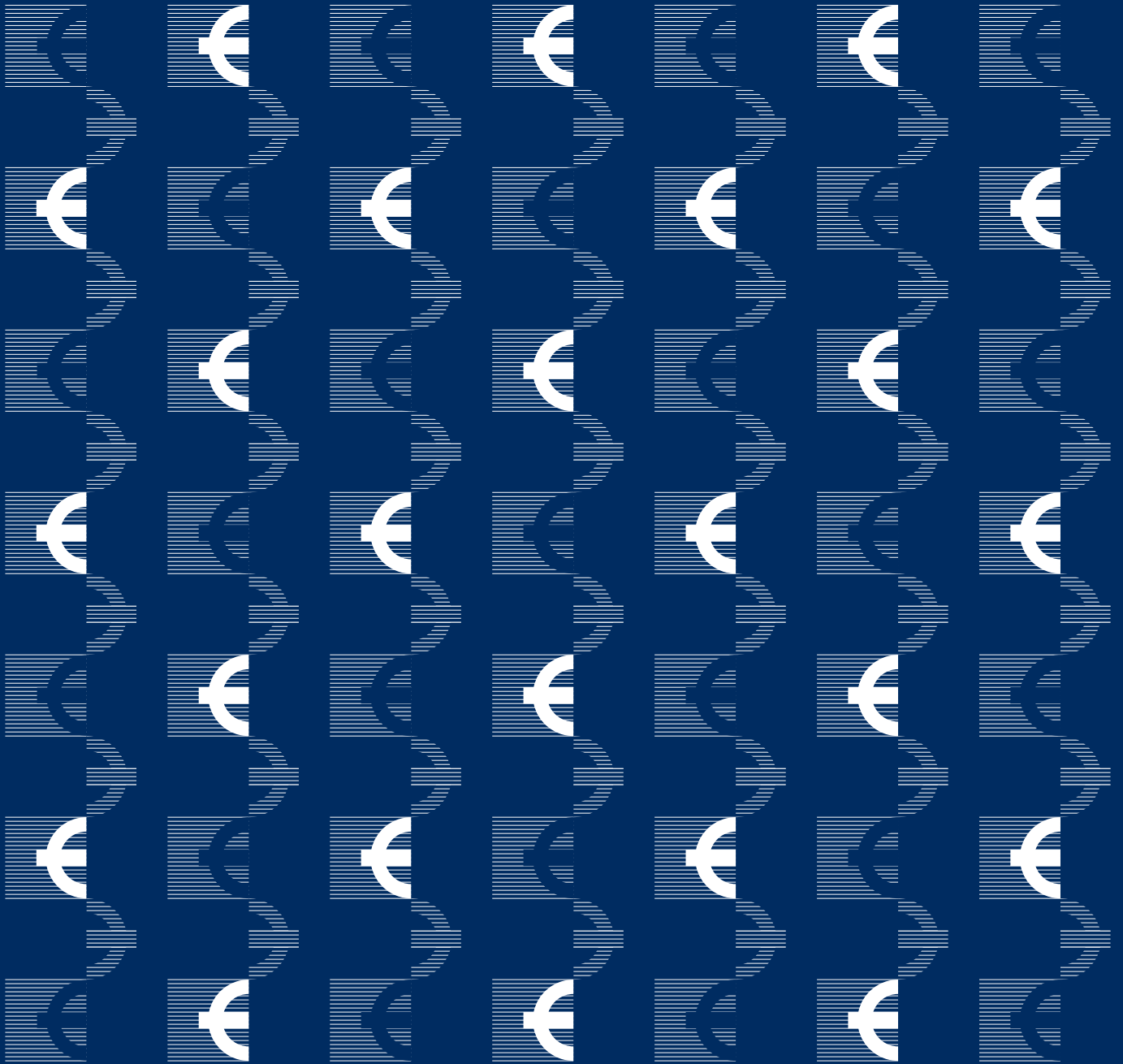
Appendix 1: Health, Safety and Environmental Annual Report 2017/18

List of Background Papers:

None

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Health, Safety and Environment report

2017/18

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% 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 it opens, will add 10% to London's rail capacity.

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

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

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

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

Contents

4	Commissioner's foreword	20	Rail
6	Our business	26	Streets
8	Our approach	34	Other operations
10	Underground	38	TfL workforce safety and wellbeing
14	Buses	44	Environment

About this report

This report covers the financial year from 1 April 2017 to 31 March 2018. However, the road safety data for Greater London and the Transport for London Road Network (TLRN) covers the calendar year from January to December 2017, in line with national standards. The safety data includes customer, employee and supplier details. Health data relates to employee wellbeing and includes employee sickness absences but does not cover contractor or customer health issues.

Environment data covers London's public transport operations, including taxis and private hire vehicles, plus the activities we and our suppliers carry out. Our continuous effort to provide more accurate data means that, following further checks, there are some changes to the figures we reported last year. Where possible, data is compared over 5 years and, where appropriate, comparisons have been made with previous years.

Commissioner's foreword

On 9 November 2016, 7 people tragically lost their lives and 54 others needed hospital treatment after a tram overturned near Sandilands junction in Croydon. Our thoughts remain with those who lost their lives or were injured in the tragedy, and we continue to do all we can to support everyone affected. In 2017/18, both the Rail Accident Investigation Branch (RAIB) and SNC-Lavalin, the company we commissioned to carry out an independent investigation, published their reports. We are now implementing their recommendations and publicly report on our progress against each action through our quarterly TfL Health, Safety and Environment Reports.

Since the incident, we have introduced a wide range of additional safety measures to make sure such a tragedy can never happen again. These include improvements to signage, warning systems, speed monitoring and CCTV; as well as additional speed restrictions and the first UK use of an in-cab device to detect fatigue and alert the driver.

This year, 49 people lost their lives following incidents on the Tube and 11 died in incidents involving London Buses. The number of fatalities on London's roads rose during 2017 to 131, up from



116 in 2016, which was the lowest number on record. In particular, there were concerning increases in the number of pedestrian fatalities, especially those involving heavy goods vehicles (HGVs), as well as the number of cyclist and car occupant fatalities. At TfL, safety is our core value; it is ingrained in everything we do – we are committed to make sure that everyone who travels and works on our network returns home safe and healthy every day.

The Mayor of London published his Transport Strategy in March 2018. At the heart of this document is the Mayor's commitment to Vision Zero. We are determined to work with the boroughs, police and enforcement authorities to help him meet this target and to make sure no one is killed in, or by, a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from our streets by 2041. Our plans to achieve this will be outlined in our Vision Zero action plan. This year we have made good progress with our Bus Safety Programme, which addresses some of our most significant risks and aims to help us achieve Vision Zero. We have also launched a number of initiatives to make escalators safer and improve safety at the platform edge or while boarding or alighting trains.

We have played an important role in helping the Mayor to achieve his ambitious environmental goals, especially when it comes to addressing London's poor air quality. The T-Charge is beginning to tackle air pollution ahead of the start of the central London Ultra Low Emission Zone in 2019. We launched the first 2 Low Emission Bus Zones in Putney and Brixton and continued to retrofit our bus fleet with cleaner engines. We supported low

emission taxis, launched rapid electric vehicle charging programmes and created Low Emission Neighbourhoods. We are closely tracking our performance on issues that help to deliver the new London Environment Strategy, including carbon dioxide emissions and energy use, waste reduction and green infrastructure.

A handwritten signature in black ink, appearing to read 'Mike Brown'.

Mike Brown MVO
Commissioner
Transport for London

Our business

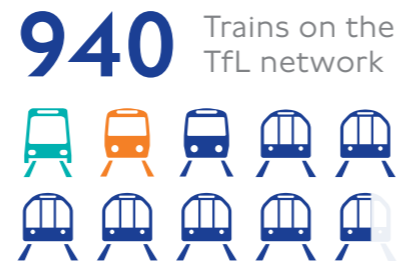
Keeping London moving, working and growing to make life in our city better

How we report on our business



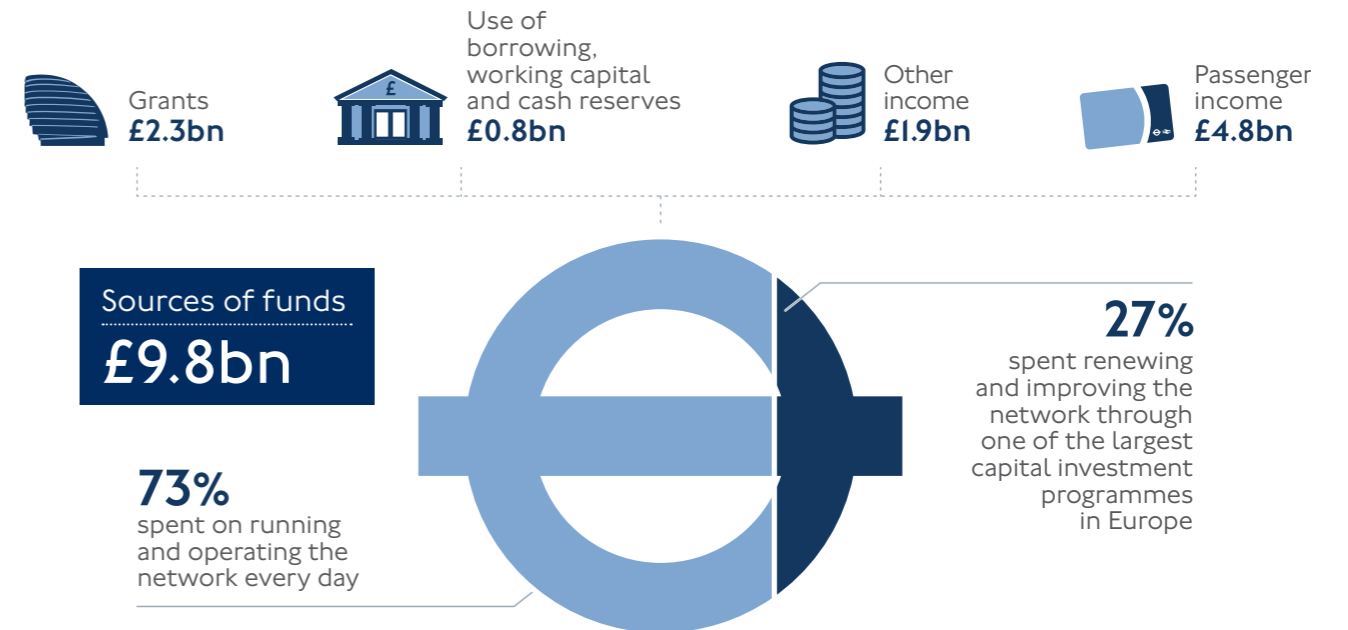
* In this report, TfL Rail is reported as part of Rail

Facts and figures**

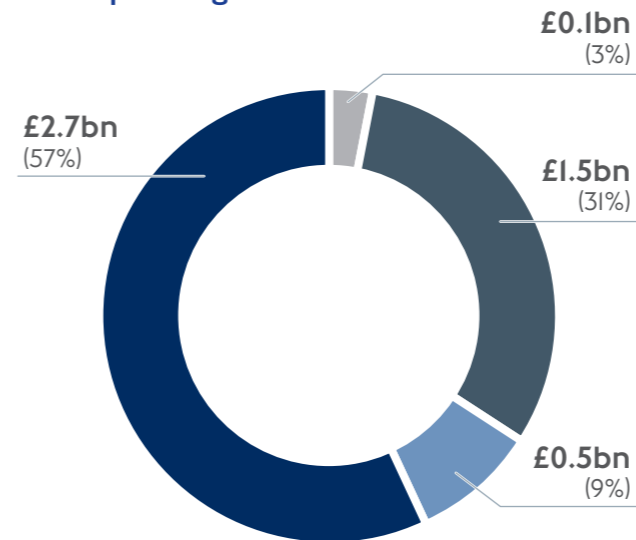


** Based on full year 2017/18

Business at a glance

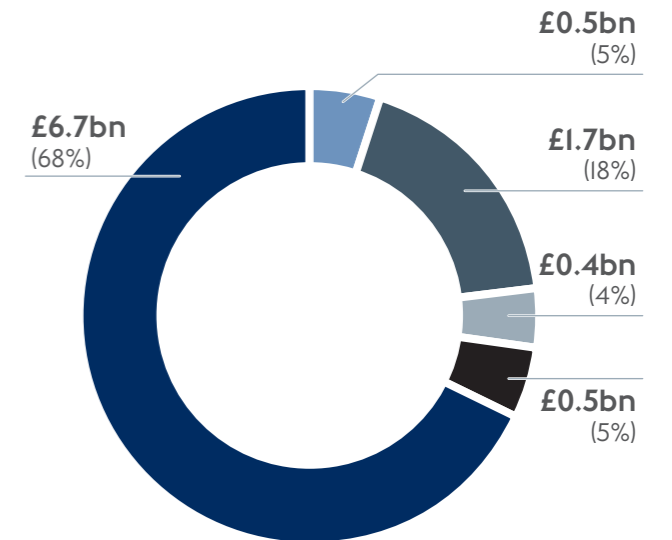


Total passenger income



- Operating costs
- Rail
- Buses
- TfL Rail

Total costs



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



Pedestrians on Oxford Street

Our approach

Our vision for health, safety and environment is to get everyone home safe and healthy every day.

We want to make sure that:

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

An important part of our Health, Safety and Environment (HSE) management strategy is measuring and benchmarking our performance internally and against international standards. Across TfL, we use the Office of Rail and Road (ORR) Railway Maturity Model to assess, benchmark and improve our approach to HSE management. The model looks at the 5 areas of our safety management system:

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

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

Our businesses also set HSE targets against a number of indicators to enhance our day-to-day performance. These indicators focus on customer and workforce injuries, include historical incidents and preventative measures and reflect our continually improving understanding of risks. Based on this, we have improved our trend analysis, which helps us to identify measures to reduce risk, injury and harm to the environment. To deliver our performance targets, each business area develops HSE improvement plans that address the risks, injuries and sources of environmental harm that are relevant to their activities. Each area regularly monitors and reviews their plans and evaluates the effectiveness of their control measures.

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



Escalators at Tottenham Court Road station: 40% of customer injuries across the LU were sustained on escalators

London Underground

In 2017/18, a total of 3,742 customers sustained accidental injuries on London Underground (LU), the equivalent of 2.76 injuries per million passenger journeys. The vast majority (84%) were caused by slips, trips or falls. Consistent with 2016/17, approximately 40% occurred on escalators, while another 22% happened on stairs. The platform train interface (PTI) accounted for 15% of customer injuries.

There were 49 incidents that resulted in a fatal injury on the LU network. These have been recorded by the coroner as: suicide (25), open* (6), narrative** (3) and accidental (5) and rail collision (1). A further 9 fatalities are awaiting the outcome of coroner inquest.

To address this, we launched a suicide prevention programme with dedicated resources helping our staff understand what they can do to try to prevent someone from attempting suicide. We gave our operational staff additional training on how to identify someone in need and how to approach and assist them.

We have been using a number of different approaches to improve customer safety: some focused on changing behaviours (through direct and 'nudge' messaging), while others involved changes to our infrastructure to eliminate or reduce risk. These approaches resulted in a decline of almost 7% in customer injuries.

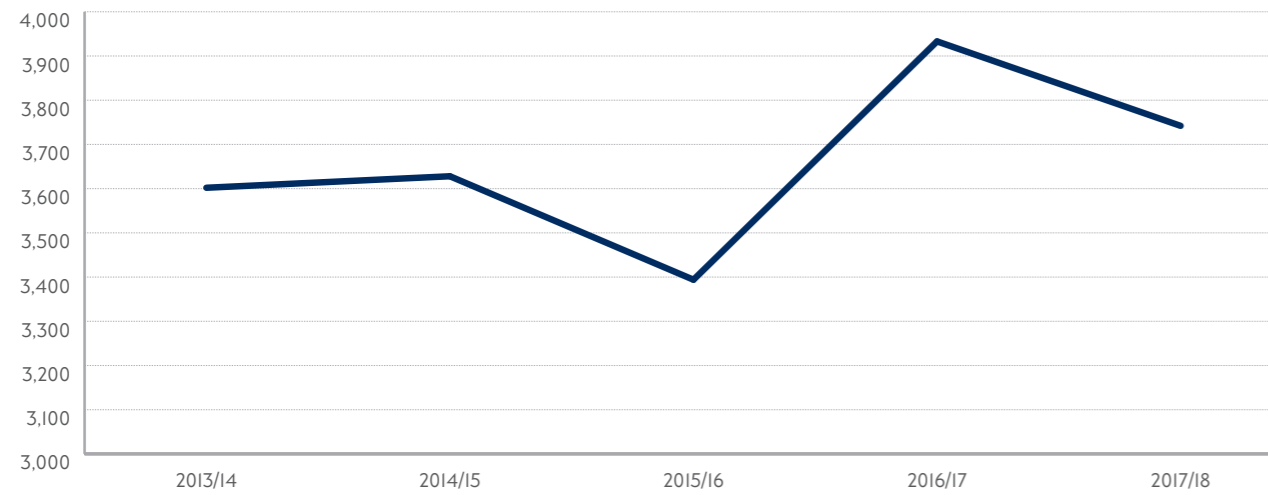
Trend analysis has shown that a quarter of all customer accidents happen at 10 stations on the LU network. Employees at these 'hotspot' stations have developed local customer safety plans to address the specific issues that are causing most of the customer injuries.

We installed red lines at the bottom and top of escalators, which have helped with safety on alighting, and handprints on escalator handrails encourage people to hold on. As a result of the programme, called Escalator Excellence, we have seen a 29% reduction in customer accidental injuries on escalators at the 10 hotspot stations in the final 3 months of 2017/18. In 2018/19, the programme will be extended to all Underground stations with escalators.

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

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

Number of customers injured on LU



We deployed travel ambassadors at the top 4 hotspot stations to help customers during the summer holiday season.

To reduce the number of injuries that took place on stairs and at the platform train interface (PTI) last year, we developed targeted safety communications, including a poster campaign and Mind the Gap Oyster wallets.

Analysis shows that alcohol is often a contributory factor in incidents, especially over the festive period. During December, we displayed awareness posters at stations and in pubs around Zone 1, encouraging customers to take care when travelling after drinking. We have also increased PA announcements and posted social media reminders. The number of accidents where alcohol was a factor was significantly lower in December 2017 compared with the previous year.

The Managing my Platform initiative, which was introduced at stations where employees carry out platform management duties, gave staff guidance (such as PA scripts) to help them better manage safety at the PTI. We have received positive feedback from customers and there was a 5% reduction in platform train interface-related injuries across the network.



Customers safely boarding a bus, which has stopped close to the kerb

Buses 🚌

There were 11 fatalities on London Buses in 2017/18. Seven of these happened after buses collided with pedestrians (6) or motorcyclists (1). A further 3 people died from injuries sustained during falls while on board. One fatality occurred after an assault.

In 2017/18, a total of 5,348 injuries were reported, which is equivalent to 2.38 injuries per million passenger journeys. Almost 56% were the result of slips, trips or falls. A further 19% were caused by passengers being struck by an object (for example, another passenger's shopping) or striking an object (for example, a handrail). 7% occurred when a bus collided with a person, vehicle or infrastructure.

The Bus Safety Programme and response to Driven to Distraction

The Bus Safety Programme was launched in February 2016. It contributes to the Mayor's Vision Zero approach to road safety, which includes a commitment to eliminate death and serious injury from the bus network. The programme was refreshed in 2017/18 and its scope was widened to include further risk management elements, such as fatigue management.

The London Assembly Transport Committee conducted a review of bus safety and published its findings in July 2017 in its report, Driven to Distraction. In October 2017, we responded to each of the report's recommendations and added further actions to the Bus Safety Programme where necessary.

Below are some of the significant improvements we delivered this year.

A new approach to measuring bus safety performance

We have developed 2 new measures to enhance our safety performance monitoring. The first measure, which was introduced at the end of 2017, is a leading indicator that assesses the maturity of an individual operator's safety arrangements. The criteria promote HSE systems and behaviours, and measure the extent to which an operator meets them. It helps to encourage a positive HSE culture and highlights good practice that can be shared with other operators to make the bus network safer. For example, by assessing how different operators work together to improve safety, it encouraged RATP, Metroline, Abellio and Go-Ahead to join forces on a campaign to encourage the safer use of Hammersmith bus station.

The second measure, the Safety Performance Index, uses a range of metrics to identify areas requiring improvement, by individual operators, or across the network. It was trialled in late 2017/18 and came into effect in April 2018.

Bus Safety Standard

As part of our Bus Safety Programme, we are developing a new safety standard, for launch in autumn 2018. This involves identifying innovative technologies that:

- Prevent collisions, such as autonomous emergency braking
- Mitigate the impact of collisions, such as a redesign of the front of buses

These measures were developed and tested throughout 2017 and the standard details the bus safety requirements all bus operators will need to adopt up to 2024. The introduction of Intelligent Speed Assistance technology is considerably more advanced thanks to extensive trials carried out in 2015/16. The technical checks that took place on 30 buses between January and March 2018 were positive and a phased roll-out across the fleet begins in 2018/19.

Bus Safety Innovation Fund

In November 2017, we announced the winners of our Bus Safety Innovation Fund. Operators were invited to bid for up to £500,000 to develop and trial new initiatives to improve safety across London's bus network. Successful bids included:

- A fatigue management system that uses in-cab sensors to detect eye and face movements for signs of fatigue, and alert the driver. The system can also provide invaluable data to better understand the issue of fatigue

- An interactive mobile safety app that enables the bus driver workforce to easily view a series of safety videos
- A collision prevention device that uses a forward-facing sensor to provide the driver with advance collision warnings and a speed limit indicator
- Development of a psychometric test for driver recruitment to quickly identify those candidates who are risk averse and those who exhibit high levels of risk-taking behaviour
- Investigation into the effects of different acceleration rates to identify the optimum rate of acceleration to reduce the number of slips, trips and falls

If trials are successful, the above will be considered for introduction across the bus network.

Alongside these funded trials, operators have introduced their own safety measures. These include:

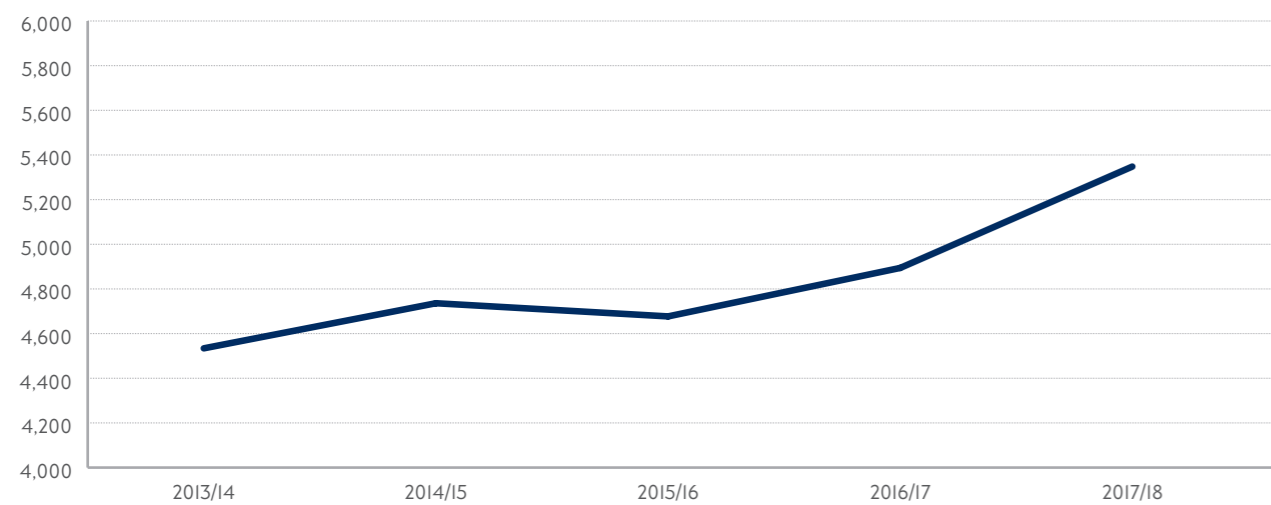
- Training assessments to increase bus drivers' awareness of vulnerable road users
- Applying lessons learned from the Sandilands overturning
- A new voluntary scheme that encourages drivers to sign up to a pledge comprising a series of safety statements. The aim is to ensure safety is at the forefront of their minds

Onboard announcements

Slips, trips and falls are among the main causes of injuries on buses so, over the past year, we have introduced a number of measures to mitigate this risk. Between December 2017 and January 2018, we tested a new onboard announcement that advises customers to hold on to handrails. The trial attracted a lot of media attention, which helped raise awareness of the risk. We evaluated the results of the trial and have established a plan for a more localised trial during 2018/19.

The smoothness of a bus ride is an important factor in controlling falls. We worked with operators to monitor driving standards and have introduced corrective measures where required.

Number of customers injured on buses



The London Bus Safety programme, launched in February 2016, contributes to the Mayor's Vision Zero approach to road safety



Platform marking helps to prevent incidents at the platform train interface at Canary Wharf station on the DLR

Rail

A total of 425 customers were injured on our rail networks in 2017/18, which equates to 0.58 injuries per million passenger journeys. Of these, 72% were caused by slips, trips or falls (down from 79% in the previous year). 27% of all injuries occurred on platforms, while 21% happened on stairs.

Three people lost their lives on the rail network in 2017/18 (awaiting outcome of coroner inquest).

DLR

In 2016/17, 79% of injuries on the DLR were caused by slips, trips or falls. To reduce this, in 2017/18 we adopted best practice improvements from LU's escalator safety study. This included installing red comb plates, which highlight the start of moving steps on an escalator, at locations where most incidents happened.

We organised a series of passenger engagement roadshows to help us understand why customers make decisions that lead to injuries on the network. Feedback from the roadshows has helped to identify further improvements and their priority.

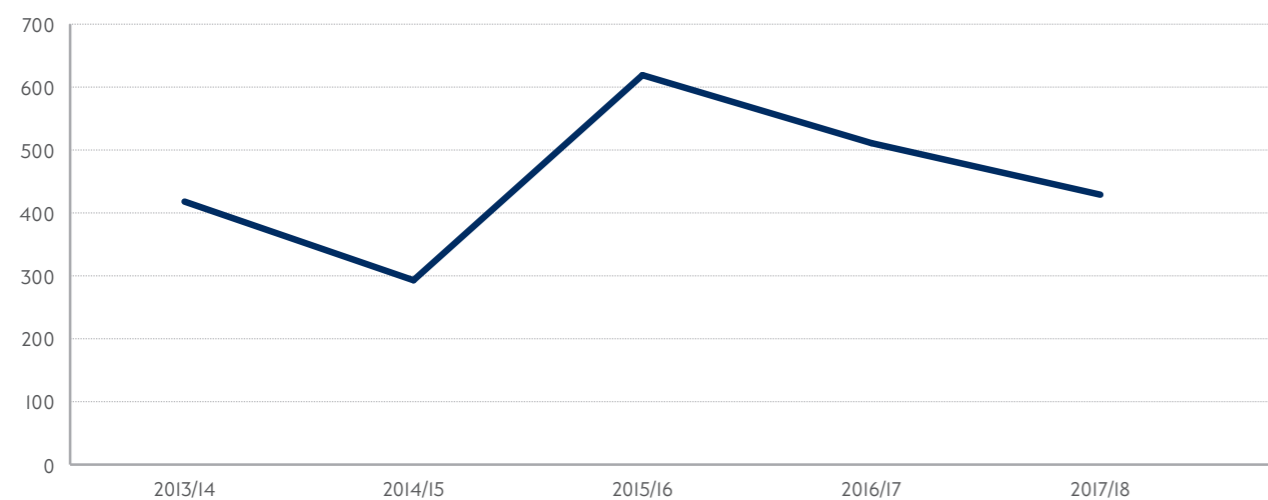
Over the past year, we have made significant progress in delivering our PTI incident reduction strategy. This includes:

- Keolis Amey Dockland (KAD), which operates and maintains the DLR on our behalf, launching a revised train dispatch procedure that focuses on safe door-closing operations. Passenger Service Assistants (PSAs) also received refresher training and this was supported by reminder posters in station rest areas
- Improving visibility by adjusting the platform mirrors that PSAs use to dispatch trains
- Exploring the use of platform edge lighting systems to illuminate the gap between the train and platform

To stop people trespassing on our tracks, we carried out targeted activities at hotspot stations. This included installing 'do not trespass' signs and painting red hashed boxes to discourage passengers from passing through the platform end gates on to the track.

As part of the DLR Back on Track programme, KAD and DLR staff worked with the East London NHS Foundation Trust to help people with mental health, social or psychological difficulties to travel on the network as part of their rehabilitation and recovery programme.

Number of customers injured on TfL Rail



London Overground

In December 2017, we launched night services on the East London line. This was extended to Highbury & Islington in February 2018. The service benefits local businesses and the night-time economy, providing a safe, frequent and reliable service for the thousands of people who enjoy nights out in vibrant east London, as well as local shift workers. Additional British Transport Police (BTP) and Travel Safe Officers patrolled trains and stations. Incident and crime statistics are being regularly monitored to make sure these extra patrols remain effective.

We also introduced a protection system on the West Anglia and Gospel Oak to Barking lines that provides a visual and audible warning for drivers if doors are opened on the wrong side of the train. The technology is now in place across the London Overground network.

Arriva Rail London (ARL), which operates the London Overground, developed a 3-year plan to address the underlying cause of operational incidents on London Overground. It covers Signals Passed At Danger, incorrect door operations, station overruns and people being transported past the train's destination. It also addresses human factors and issues arising from the interaction drivers have with infrastructure and train equipment. The issue of fatigue management has also been considered via related workshops and staff engagement. ARL continues to operate one of the safest railways in the world when compared with its international peers.

ARL has also run its collaborative workforce training programme, which equips staff with the skills and knowledge they need to help vulnerable people on railway premises. The training is coordinated by Network Rail and Samaritans.

London Trams

Since the overturning of a tram at Sandilands in November 2016, we have introduced a wide range of additional safety measures to make sure such a tragedy can never happen again.

These include new signage and warning systems for drivers, additional speed restrictions, enhanced speed monitoring and an upgrade of the CCTV recording system. An in-cab driver protection device is now fitted to every tram, meaning that any sign of driver distraction or fatigue results in the driver being alerted immediately. This is the first time such a device has been used in the rail industry in the UK.

The RAIB published its recommendations in December 2017 and in January 2018, SNC-Lavalin, the company we commissioned to carry out an independent investigation, shared its report. We have identified the actions to be taken in respect of the recommendations from both reports. We have also formally responded to the ORR, the industry's regulator, outlining our intention to implement the RAIB's recommendations and we continue to provide quarterly updates on our progress against each action through the TfL HSE Report.

While our primary focus has remained on implementing the recommendations from both reports, we also continued to work with the rest of the tram industry

to make sure lessons have been learned from this tragic incident. Together, we are introducing measures to improve the safety of trams across the UK. For example, we played an important role in establishing a new tram industry body, which was set up under the guidance of the ORR to develop common standards and work on risk review and identification.

Additionally, customer education campaigns specifically tailored to trams were rolled out across the fleet this year. The messages encourage customers to look out for moving trams and to take care if they're standing while on board.

TfL Rail

On TfL Rail, there was a focus on managing the PTI. This included partnership working with Network Rail to improve congestion management during periods of disruption, and work to enhance the management of busy platforms during winter conditions. CCTV installation was completed to support Driver-Only Operation across the network.

As elsewhere, campaigns raising awareness of the risks of travelling under the influence of alcohol ran across the network.

Throughout the year, Rail for London Infrastructure developed the safety case supporting our application to the ORR to become an Infrastructure Manager during 2018/19.



Tram at the George Street stop in Croydon town centre



One-to-one motorcycle training

Streets

From 1 January to 31 December 2017, a total of 3,885 people were killed or seriously injured (KSI) on London's roads. There were 131 fatalities – a notable rise compared with 116 in 2016. There were also particularly concerning increases in the number of pedestrian fatalities, especially those involving HGVs, and the number of cyclists and car occupants killed. Despite a reduction in motorcyclist fatalities, motorcyclists continued to make up a disproportionate number of deaths and serious injuries, given their traffic share. Child fatalities fell to the equal lowest level on record. For a detailed breakdown of the data, visit <http://content.tfl.gov.uk/casualties-in-greater-london-2017.pdf>

The Mayor's Transport Strategy was published in March 2018. An integral part of this document is his commitment to Vision Zero, which is his aim for no one to be killed in or by a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041. We are committed to ensuring that we work with the boroughs, the police and enforcement authorities to meet this ambitious target through the delivery of a detailed Vision Zero action plan focused on safe speeds, safe streets, safe vehicles and safe behaviours.

We have made a number of improvements to the Capital's roads that have helped them become more reliable, safer and greener. A full list of these works can be found at tfl.gov.uk/campaign/our-plan-for-londons-roads

Safer Junctions

In April 2017, the Safer Junctions list highlighted the 73 most dangerous junctions on the TfL road network (defined as those with the highest vulnerable road user collision rates between 2013 and 2015). We have now completed work at 26 of these junctions and all have had mitigation measures to reduce road danger. We are currently undertaking a review of the completed projects to ensure that they have been successful in reducing collisions. We are taking the remaining 47 through design, with 15 of these scheduled for construction by spring 2020.

At the end of March 2018, detailed design was under way for Charlie Brown's Roundabout, a Safer Junctions location where proposed improvements will make the area safer for people walking and cycling. New signal-controlled toucan crossings will be installed on all arms of the roundabout, as well as measures including widened footways and central islands to encourage slower speeds at the roundabout and make the area feel less intimidating.

The extension to Cycle Superhighway 6 was under way at the end of March 2018, delivering safety improvements at 2 Safer Junctions locations. In addition to segregated cycle lanes replacing sections of traffic and bus lane on Farringdon Road/Farringdon Street, new traffic restrictions were introduced at the junction with Clerkenwell Road to help create better conditions for cyclists.

Road improvements

Examples of road improvements include:

- Highbury Corner: traffic modelling and design was carried out before the roundabout could be replaced with 2-way roads. Work will begin in summer 2018 and will take around 12 months to complete
- Tooting Broadway: proposals to transform the junction outside Tooting Broadway station are currently in design and will be subject to public consultation later in 2018. Widened straight-across crossings are planned to replace the existing staggered crossings that encourage poor pedestrian behaviour at this busy junction
- Lambeth Bridge roundabouts: during spring 2017, we made interim changes to improve safety for vulnerable road users at the northern roundabout. We consulted on long-term plans to further transform both the northern and southern roundabouts. Our intention is to start construction in mid to late 2020

Enhancing town centres

Two pedestrian town centres, Peckham and Tooting, were identified as locations for trials for a package of innovative changes to reduce collisions, encourage walking, improve the urban realm, and change behaviour.

Public consultation on Tooting town centre is due to begin in October 2018 following the completion of feasibility design. We propose to introduce a 20mph speed limit with new raised pedestrian crossings and a transformation of the junction outside Tooting Broadway station. We also propose an innovative feature to provide extensive pedestrian priority across side roads through 'continuous crossings' where traffic is required to give way to pedestrians. Subject to consultation, implementation is planned to start in summer 2019.

We have completed feasibility designs and modelling for improvements to Peckham town centre on the A202 between Southampton Way and Asylum Road. This will include integrated measures to enhance safety for pedestrians and cyclists, such as the provision of new signalised crossing points, the creation of new turning facilities for cyclists, and the implementation of a safer road layout. This also includes continuous crossings to give priority to pedestrians across side roads. Concept design will now progress ahead of public consultation in spring 2019.

Improving cycling

Cycling Quietways

These are continuous, convenient and less busy cycling routes. At the end of 2017/18, construction was complete or taking place on 110km of a potential 250km network. Wayfinding was implemented across 17km of this network, with signage to be introduced on a further 45km in 2018/19.

Central London Grid

These are continuous, convenient and less busy cycling routes branded as Quietways, delivered in Central London. At the end of 2017/18, construction was complete or taking place on more than 50km of a potential 150km network. Wayfinding was implemented across more than 35km of this network, with signage to be introduced on a further 4km in 2018/19.

Cycle Superhighways

These routes provide protected space for cyclists on some of London's busiest roads. They connect stations, town centres and important destinations, making them more accessible and easier for people to cycle to.

We opened the full eastern section of the East-West Cycle Superhighway in mid-December and have continued work on the rest of the route. We are progressing delivery of Cycle Superhighway 6 North-South and in early 2018 we published the public consultation factual reports for Cycle Superhighways 9 and 4 (the full consultation reports for both routes will be published later in 2018).

Mini-Hollands

This programme is part of the Mayor's Healthy Streets agenda and is designed to help Londoners reduce their reliance on cars, and walk, cycle or use public transport instead. It specifically addresses the demands of growth in outer London. At the end of 2017/18, 26 of the 103 Mini-Hollands schemes (98 infrastructure and 5 supporting measures) were complete. Six started on-site in early 2018, comprising 4 Quieter Neighbourhood (a programme looking to make streets quieter and safer) initiatives in Enfield and 2 schemes connecting Kingston town centre. In total, 25 projects were under way, including the Kingston station scheme, the Lea Bridge Road scheme in Waltham Forest and the A1010 South scheme in Enfield.



Cyclist and HGV on York Way: FORS-compliant HGVs and drivers help to protect cyclists

Safe vehicles

Direct Vision Standard

We began developing a Direct Vision Standard to ensure HGV drivers have direct vision of vulnerable road users around them. In September 2017, we published the interim star ratings for the Direct Vision Standard for Euro VI HGVs and made the case for an HGV permit scheme that combines our standard with other, already established and recognised safety measures. This followed intensive consultation with the freight industry, vehicle manufacturers and vulnerable road user groups. We have since obtained approval from the European Commission to proceed with the scheme, produced permit scheme guidance for operators, shared the Euro IV and V vehicle ratings with operators and finalised the rating protocol. The final consultation phase is due to start in early 2019.

Construction Logistics and Community Safety (CLOCS)

CLOCS brings the construction logistics industry together to manage work-related road risk and embed a road safety culture. A revised version of the CLOCS standard was published at the end of 2017/18. In addition, the 2017/18 target of 500 CLOCS champion organisations and/or individual construction projects actively implementing the standard's requirements for construction logistics was achieved. To find out more about CLOCS, go to www.clocs.org.uk

Fleet Operator Recognition Scheme (FORS)

FORS is a commercial vehicle accreditation scheme that covers trucks, vans and coaches. Initiated by TfL, it now consists of more than 135,000 vehicles across 14 countries. The scheme standards are set above the legal minimum, with additional requirements in place for drivers, management, operation and vehicles.

Safe behaviour

In partnership with police resources funded by us, we undertake intelligence-led activities and enforcement to reduce road danger, with a specific focus on repeat and high-risk offenders. During the year, our activities also supported the National Police Chiefs Council's Mobile Phone Week in January and the Europe-wide Seatbelt Week in March, as well as providing ongoing support to Community Roadwatch. On 21 July, the MPS Cycle Safety Team launched a new programme called Give Space to Cyclists. Officers have been holding events across London, based on intelligence and complaints, to make sure drivers obey the rules of the road. The officers worked in plain clothes, wearing video cameras and riding unmarked bicycles donated by BMW, to identify and manage offences that deter people from cycling. These include tailgating and unsafe overtaking and turning.

Throughout the summer, we ran campaigns to encourage drivers and riders of powered 2-wheelers to reduce their speed and to educate motorists and cyclists on the common causes of collisions. The campaigns, which covered radio, on-street posters and online advertising, led to a significant improvement in attitudes and understanding.

In October 2017, we launched a package of motorcycle safety initiatives. This involved developing a new FORS standard for motorcycle delivery companies and offering a range of rider training schemes aimed at different audiences.

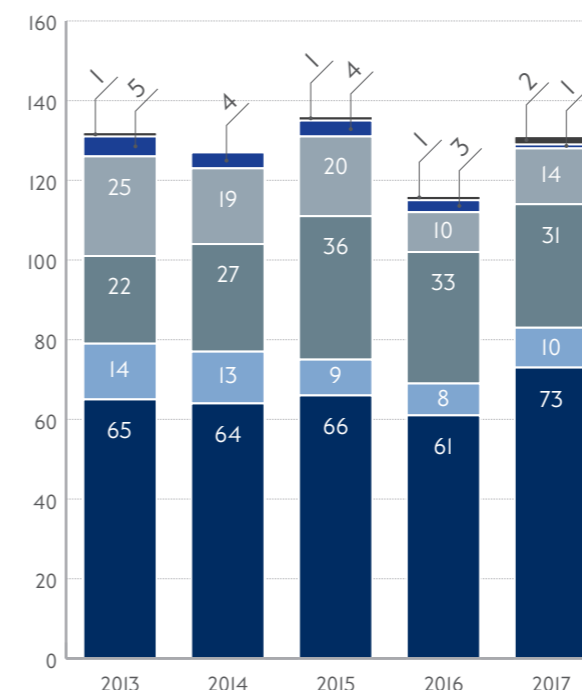
Safe Urban Driving

Our Safe Urban Driving course focuses on the risks and hazards associated with driving HGVs in UK cities. It gives drivers the knowledge and skills necessary to safely share the road with more vulnerable users, particularly pedestrians, cyclists and motorcyclists. Safe Urban Driving is the first accredited course in the UK to include an on-road cycling hazard awareness module. This gives drivers first-hand experience of feeling vulnerable on busy urban roads and helps them to understand how other road users may act in certain situations. This year we exceeded our target and provided training for 6,330 people. Since the launch of the course in September 2011, we have delivered vulnerable road user courses to 67,653 commercial drivers who operate in London – this includes 5,800 who took part in our Van Smart training.

Youth Travel Ambassador end-of-year expo

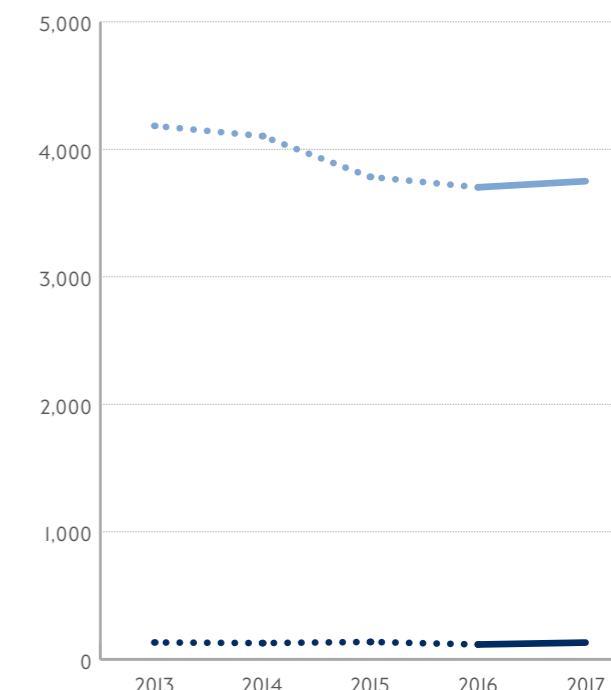
This end-of-year event for the Youth Travel Ambassador (YTA) scheme took place in June 2017 at the London Transport Museum. Attended by more than 600 YTAs from 53 of the Capital's secondary schools, the expo showcased the results of their campaigns and gave them the opportunity to share their experiences with other YTA teams. During the 2016/17 academic year, 43 campaigns were run by YTAs to improve cyclist and driver safety.

Fatalities by vulnerable road user group Annually



- Pedestrians
- Pedal cyclists
- Powered 2-wheeler
- Car occupants
- Other vehicle occupants
- Bus or coach occupants

Killed or seriously injured Annually*



- Seriously injured
- Fatal

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



Santander Cycles users in Shoreditch: The main causes of injuries to cycle hire users were slips, trips or falls, and collisions with vehicles or other cyclists.

Other operations



In 2017/18, a total of 114 customers were injured on other TfL operations, which encompass Dial-a-Ride, London River Services, Santander Cycles, Victoria Coach Station and the Emirates Air Line.

Dial-a-Ride and Cycle Hire customers were most affected. The main causes of injuries on Dial-a-Ride were slips, trips and falls. This was also true for cycle hire customers, along with collisions involving either vehicles or other cyclists, though the number of incidents is low. Tackling road-based collision injuries is part of our Vision Zero ambition for London.

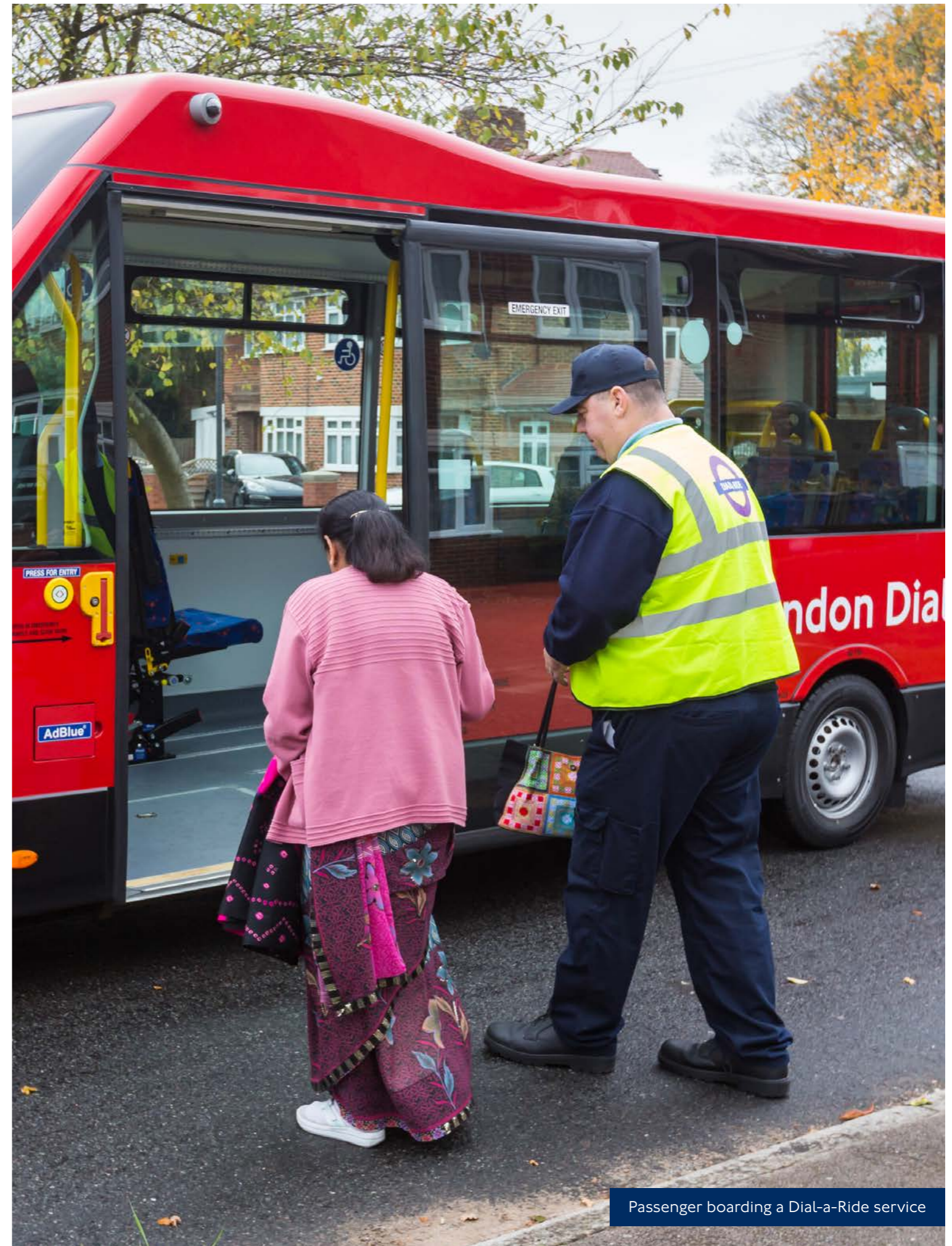
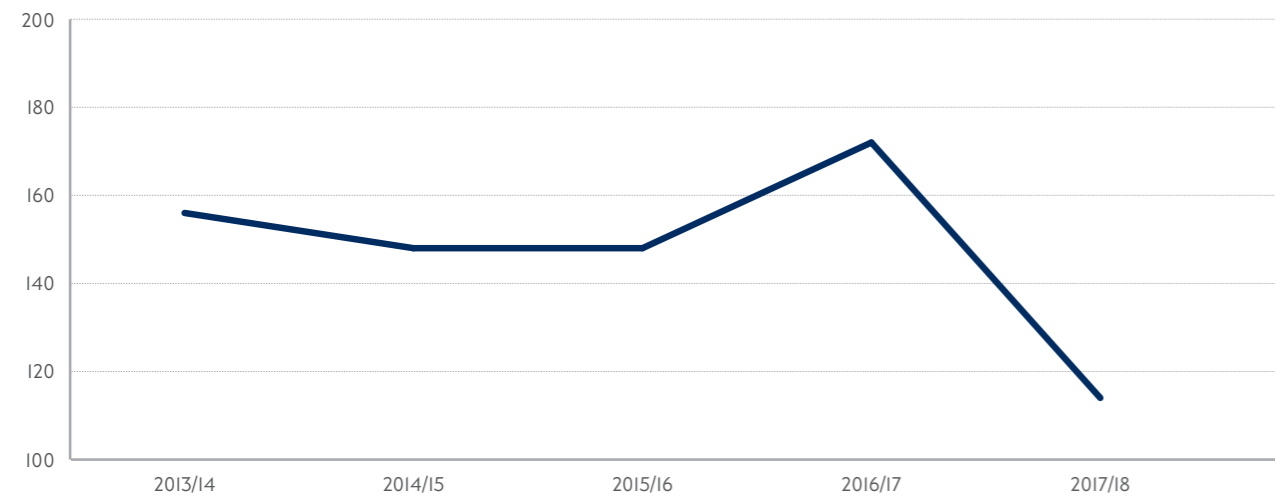
Although we do not operate taxi and private hire services, through our licensing and monitoring activities we play an important role in making sure they are run in a safe and environmentally friendly way. The private hire industry has seen considerable change over the past few years, with many new services now being offered. To retain our status as the world leader in regulating taxi and private hire services and to ensure the safety of passengers, we responded to these changes by publishing a new policy statement in February 2018. This sets out how private hire and ride-sharing services will operate in the Capital in the future. Also, in February, we presented a paper to the Department for Transport's Taxi

and Private Hire Task and Finish Working Group on Cross-Border Hiring, with recommendations on how to tackle some common issues and problems, especially around licensing.

Following the recruitment of 250 new compliance officers between November 2016 and September 2017, we managed to check more than 5 times as many taxi and private hire drivers and vehicles in 2017/18 as the previous year. This led to improved compliance rates over the year. Our compliance officers were also given additional powers by the Metropolitan Police Service (MPS) under the Community Safety and Accreditation Scheme, which will enhance the effectiveness of our on-street enforcement and compliance activities.

Operation Safer Travel at Night (STAN) saw officers from TfL and the MPS Roads and Transport Policing Command out in force at the beginning of the academic year and over the festive period. The operation involved high-visibility and plain-clothed patrols in priority areas to deter illegal activity. Officers also carried out roadside checks of vehicles and drivers, visited private hire operators and shared crime prevention advice. In addition, they followed up on intelligence regarding sexual offences linked to taxi and private hire journeys.

Number of customers injured on other operations



Passenger boarding a Dial-a-Ride service



Go-Ahead London, Waterloo Garage: an engineer working on an electric bus

TfL workforce safety and wellbeing

We aim to eliminate occupational illness and create workplaces that protect employees' health and safety, and promote wellbeing.

Workforce safety

There were 1,151 reported accidental injuries among TfL employees during the 2017/18 financial year, with no fatalities. Common causes of employee accidents include contact with machinery and moving parts, and slips, trips and falls.

We are committed to creating the safest possible working environment for our people. Safety risks are regularly reviewed and control measures put in place. We have developed strategies and Workforce Safety Plans, with a focus on encouraging a positive HSE culture.

Two vital messages have been adopted within LU and our capital programmes to help build this culture: 'Showing We Care' and 'Make Safety Personal'. They are supported by initiatives including:

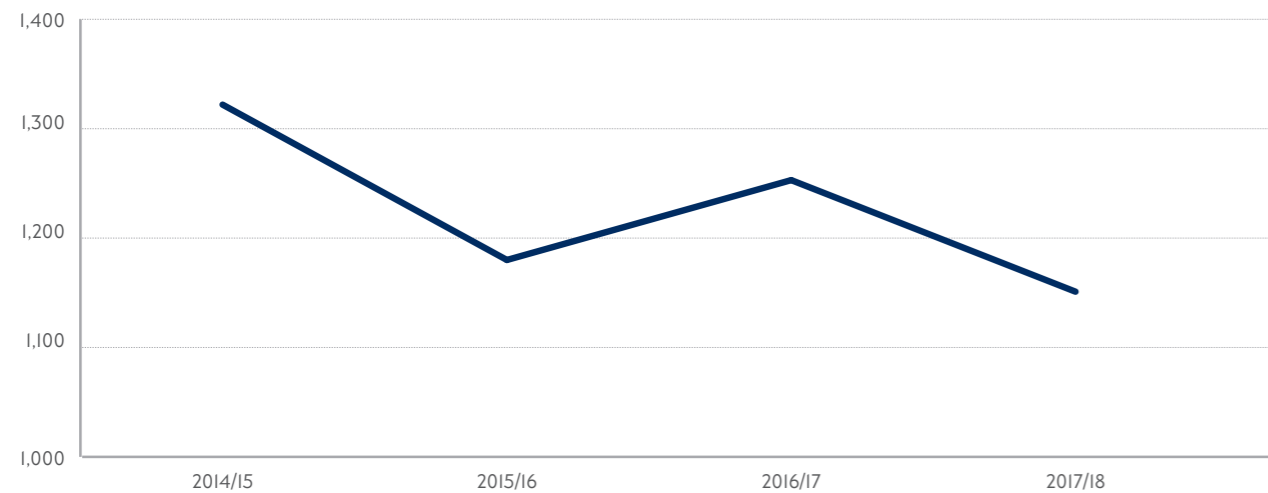
- Senior LU managers and directors launching personal safety charters. These set out an individual's commitment to safety, their reasons for this commitment and the actions they will take to improve safety performance
- Trialling a new, more efficient approach to incident investigation and conducting Back to Work briefings to refocus teams on the importance of good safety practices

- Senior managers carrying out safety tours, talking to staff and sharing their observations from these tours via our internal social media channel

Within our Surface Transport businesses, we use the ORR's Risk Management Maturity Model as our framework for identifying and addressing areas for improvement, and to strengthen our HSE systems and culture. This includes building measures into local performance scorecards to gauge progress. Feedback from our network of safety and health and wellbeing champions confirmed that, as a result, there has been an increased focus on HSE improvement across the business.

We have addressed some of the most common and significant causes of workforce injuries. Data from 2016/17 showed that manual handling accounted for approximately 20% of injuries among LU maintenance staff. So, we introduced manual handling training that provided practical techniques, relevant to our working environment. Similarly, manual handling was the main cause of injury to Dial-a-Ride employees. To help address this, we implemented a new physical capability testing procedure as part of our fitness standard. This procedure tests whether staff are capable of

Number of TfL employee injuries



pushing a wheelchair containing a 100kg dummy up a ramp using manual handling techniques. We also launched online manual handling refresher training for drivers.

Over the past few years there has been a number of significant electric shock incidents on the LU network. To mitigate against these infrequent but potentially high-impact risks, we have installed new and safer equipment in a range of locations. Fewer staff now work on, or near, equipment when the power is switched on.

We have also adapted working practices to reduce risks. These include:

- Reducing working at height on LU
- A new safe system of work for coach departures to protect those working close to vehicles at Victoria Coach Station
- Safety observation cards for London Trams. These are a quick, easy way for employees to report low-level incidents and hazards in the workplace

Construction supplier safety

Our work to safely deliver one of Europe's largest investment programmes continued through the year. With our construction suppliers, we enable the healthy, safe and environmentally-positive delivery of our capital investment and upgrade programme. At a strategic level, this is achieved by building partnerships with senior leadership teams in our supply organisations so we can find practical solutions to shared issues.

We organise 'Zero Harm' forums and Safety Improvement Groups that bring our construction supplier representatives together and promote collaboration on important HSE issues. In March 2018, we successfully held our first TfL-wide HSE Zero Harm forum. This allowed us to capture improvement opportunities and cascade them to programme owners across TfL, so they can be implemented. Safety Improvement Groups were established to encourage consistent progress throughout our organisation. In addition, this year we trialled sessions at supplier premises so we can engage directly with their workforce, share important information and demonstrate unity on HSE.

We keep our contracts under review and set clear health and safety requirements within them. We monitor performance against these objectives to make sure our suppliers continue to achieve high standards of HSE management.

During 2017/18, we enhanced our assurance processes. These help us monitor TfL and supplier activities to make sure we are on track for safe

delivery, and our requirements and HSE standards are being met. We also launched an improved supplier assessment tool across our major construction programmes. This encourages risk-based monitoring of supplier HSE performance and allows us to focus on areas of highest risk.

We are encouraging positive behaviour in our supply chain through our TfL Supplier Awards. In November 2017, we organised our first awards event to recognise the contribution that our suppliers make to running and improving London's transport systems. The winner of the safety category was FM Conway, nominated for its continued approach to mitigating Work Related Road Risk, including making available spare capacity on its training programme to other organisations. Alongside this, our Beacon Awards scheme recognises exemplary HSE practice on TfL sites and among our delivery teams. We awarded 16 Beacon team awards and 15 site awards.

Our injury and near-miss trend analysis helps us to identify compliance issues with planned working arrangements. As a result, we liaised with our suppliers to share best practice in the production of safe systems of work and have been encouraging them to involve their staff in the systems' development. Our suppliers have been running a range of campaigns and initiatives to reinforce the importance of following the agreed way to carry out the work. They have been supported by our own Making HSE Personal campaign and by role modelling behaviours when our representatives visit suppliers' sites.

These initiatives led to a 1% reduction in minor injuries, a 52% drop in major injuries and a 30% improvement in the number of injuries that required people to take time off work. Overall, there was a 20% reduction in total injuries within our major projects.

Workforce violence

In 2017/18, there were a total of 5,260 acts of violence towards our direct workforce and suppliers. This is an increase of more than 100 compared to the previous year (5,121). Of these, 27% were physical assaults.

Dedicated teams in our operational businesses support our workforce to take formal action, through the police, against those who commit acts of violence. The workplace violence support teams worked closely with the police to assist their investigations.

Almost half (47%) of acts of violence were directed to our direct workforce, 25% of which were physical. LU station staff were particularly affected, with the majority of incidents taking place in ticket halls. We have put in place action plans to combat these incidents. For instance, we have worked on improving our data and aligning it with the BTP's to allow more sophisticated analysis, worked with the BTP to establish a more integrated 'one team' approach and worked on improving customer awareness of the consequences of being abusive to staff.

Just over 50% of these acts of violence were directed towards our suppliers – particularly towards bus operators, with 28% being physical. We are actively involved in taking witness statements on behalf of the police, promoting spit kits for bus drivers to capture DNA evidence and working with stakeholders on a joint approach to tackle violence towards staff and suppliers working for or on behalf of us.

Workforce wellbeing

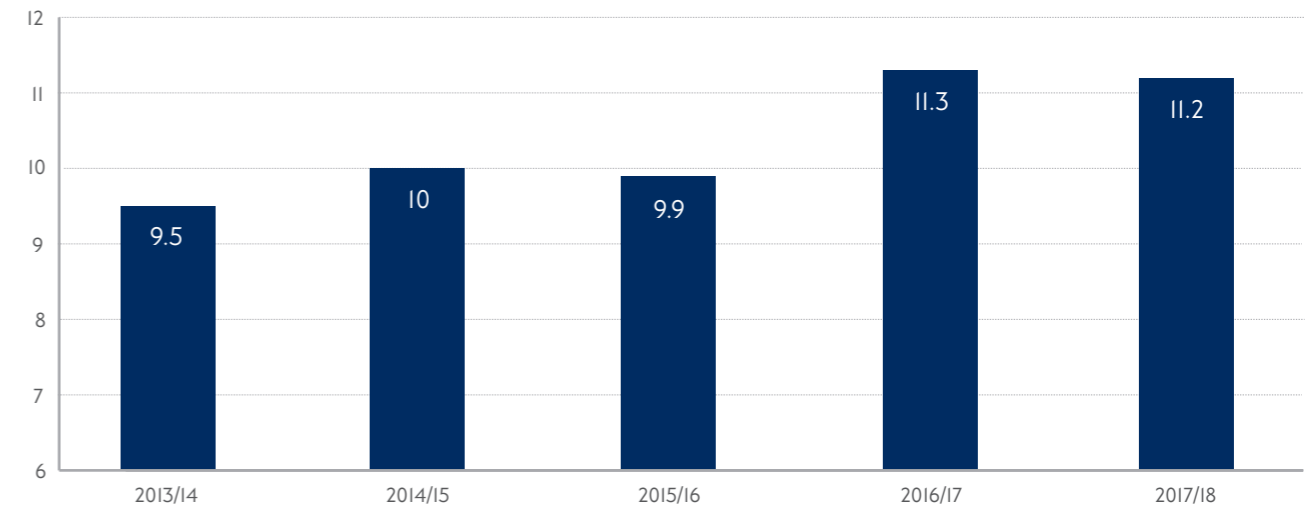
We want to end occupational illness and create workplaces that protect employees' health and promote wellbeing.

We identify occupational health risks and introduce practices to control exposure. We are now 2 years into our 5-year Health and Wellbeing Improvement Programme, which focuses on lifestyle health factors and engages with employees to improve musculoskeletal, mental and general health. Achievements in 2017/18 include:

- A diabetes awareness campaign and associated workshops
- Events such as Walk the Line and Park Run, which encouraged employees to increase their physical activity levels
- Launching an online tool to raise awareness of sleep hygiene
- A series of lunchtime mental health awareness talks

Annual sickness absence

Average number of days sick per TfL employee



- Training 149 mental health first aiders and 40 'Time to Change' agents to provide peer-to-peer workplace support for those experiencing mental health issues. 'Time to Change' is a campaign run by Mind and Rethink Mental to end the stigma and discrimination that people with mental health problems face in England
- A series of presentations on skin awareness

Workforce attendance

We use sickness absence data to identify health risks. Musculoskeletal conditions, mental health issues and colds and flu continue to be the main causes of sickness absence. In response, we introduced health and wellbeing initiatives along with the continuing

support provided to employees by our Physiotherapy, Counselling and Medical Services teams within our Occupational Health department. The average annual sickness absence is 11.2 days per employee across TfL. This is slightly lower than the 11.3 days in 2016/17, with both years being periods of significant change within our business.

Drug and alcohol testing

We take a zero-tolerance approach to drug and alcohol misuse by operational staff and this is enforced through random unannounced testing. Disciplinary action, up to and including dismissal, is taken against anyone who breaches our drugs and alcohol policy. During the year, we conducted 706 unannounced screenings, exceeding our target to test 5% of our safety-critical workforce by 0.15%. There were 9 failures.

Environment

This section provides an update on our progress against the Mayor's environmental goals. It also details the environmental impacts of our directly managed activities and operations, such as transport services, construction, maintenance and support functions.

The Mayor's vision – to make London the world's greenest global city – was published in the London Environment Strategy (LES) in June 2018. Both the LES and Mayor's Transport Strategy set out the actions required to achieve this vision. We are committed to supporting these measures through the operation of our transport services.

Progress against Mayoral priorities Operating a cleaner and greener bus network

We have retrofitted conventional diesel buses to help achieve the Mayor's wider target of raising the entire fleet to at least the ultra-clean Euro VI engine emission standard by 2020. This programme passed the 1,000-vehicle milestone during 2017/18 and the number of retrofitted buses continues to rise. We also secured £3m from the Government's Clean Bus Technology Fund to help cover the cost. In addition, our pure electric bus fleet increased to 96 vehicles with the introduction of 12 single-deck vehicles.

We launched the first 2 Low Emission Bus Zones in Putney High Street and between Brixton and Streatham. We

continued to plan further Low Emission Bus Zones, 5 more of which have since been delivered, and will upgrade or replace vehicles that do not meet the highest diesel emission standards.

We trialled oxides of nitrogen (NO_x) abatement equipment on a New Routemaster that entered service in January 2018. A further 5 trial vehicles were upgraded and, following good performance, the other 300 buses are being upgraded during 2018/19.

The T-Charge

The Mayor launched the world's toughest emissions standard – the T-Charge – in October 2017. The most polluting petrol and diesel vehicles must now pay the charge plus the Congestion Charge, a total of £21.50, every weekday when they drive in the zone between 07:00 and 18:00. Since its introduction, the number of polluting vehicles driven in the zone has dropped by almost 1,000 a day when compared with the previous month. At the end of the reporting year, there were 2,000 vehicles per day paying the T-Charge.

Rapid charging infrastructure

We are installing rapid charging infrastructure to support the uptake of new zero-emission capable taxis. This will also encourage vehicle owners to switch to electric vehicles. The first sites were opened in October 2017. Individual operators are responsible for operating the points, servicing and accepting payment. Some may offer membership schemes too and most provide pay as you go options.

We continued to make progress on the delivery of rapid charging points. A total of 103 rapid charge sites were installed by the end of March 2018, exceeding our target of 100 sites. This included a number of sites dedicated for use by London licensed taxis. Over the following 2 years, 300 new rapid charging points will be installed on TfL, borough and private land.

Go Ultra Low City Scheme

The Go Ultra Low City Scheme (GULCS) started during the year. A joint project between TfL, local authorities and the Greater London Authority, the aim is to provide more on-street electric vehicle charging infrastructure across the Capital.

We also supported a GULCS initiative, Neighbourhoods of the Future, with innovative electric vehicle charging technologies, policies and programmes that support the growth of clean vehicles in London. In November, the GULCS project team advertised up to £1.5m of funding for boroughs to implement additional projects.



Crossrail engineers laying a track crossing point

Environmental accreditations

During the year, we recorded good performance in the civil engineering sustainability rating system, CEEQUAL. The Bakerloo line link achieved an 'excellent' score for construction at Paddington. The Barking Riverside Extension was given 'very good' for its interim design stage.

Carbon dioxide emissions and energy use

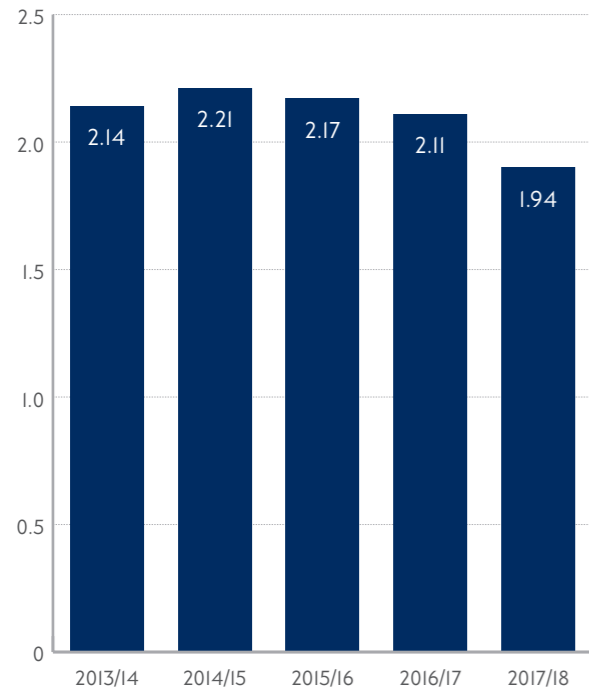
Our carbon dioxide (CO₂) emissions come from the fuel used to run buses and other vehicles, electricity to power trains and trams, and the energy supplied to our buildings and equipment. Last year's published figure of 2.69 terawatt hours (TWh) has been amended to 1.75 TWh as a result of us reviewing data collected during the year.

In 2017/18, our electricity use was 1.73 TWh, which includes reductions across LU and our offices. There was an increase from our Rail operations as we ran more services.

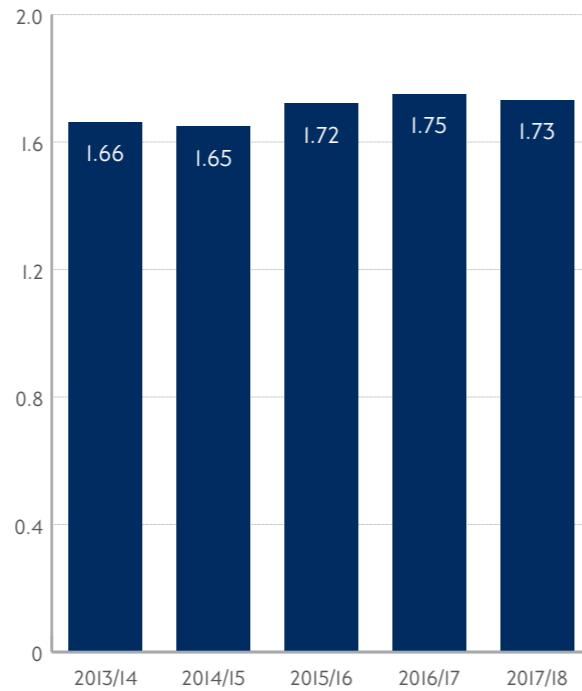
Total CO₂ emissions associated with our activities was 1.9 million tonnes compared with 2.11 million tonnes in 2016/17 – a 4.3% decrease. The main factor has been the reduction in carbon intensity of our electricity supply from National Grid. Our normalised figures for grams of carbon emissions per passenger kilometre remain below our target trajectory.

Continued improvements in the energy efficiency of transport infrastructure and the carbon intensity of the grid are vital to achieving the Mayor's long-term goal of a zero-carbon city.

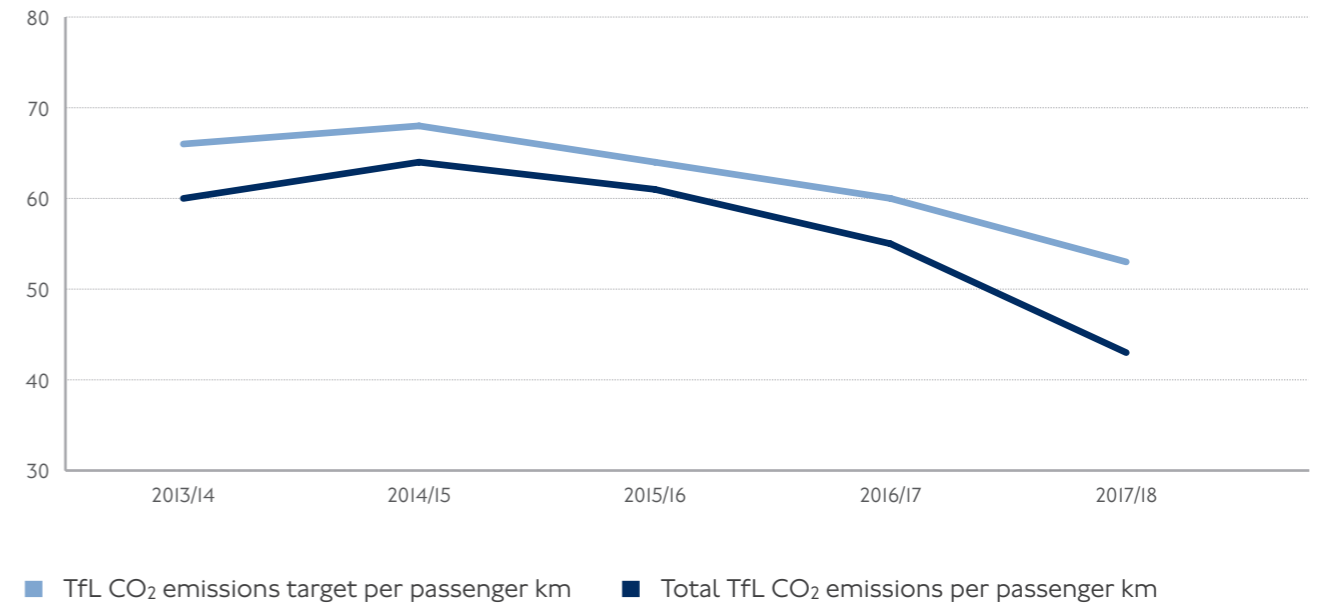
Total carbon emissions (million tonnes of CO₂e)*
Annually



Grid electricity usage (TWh)
Annually



Total carbon emissions grams (g) of CO₂e per passenger km



Air quality

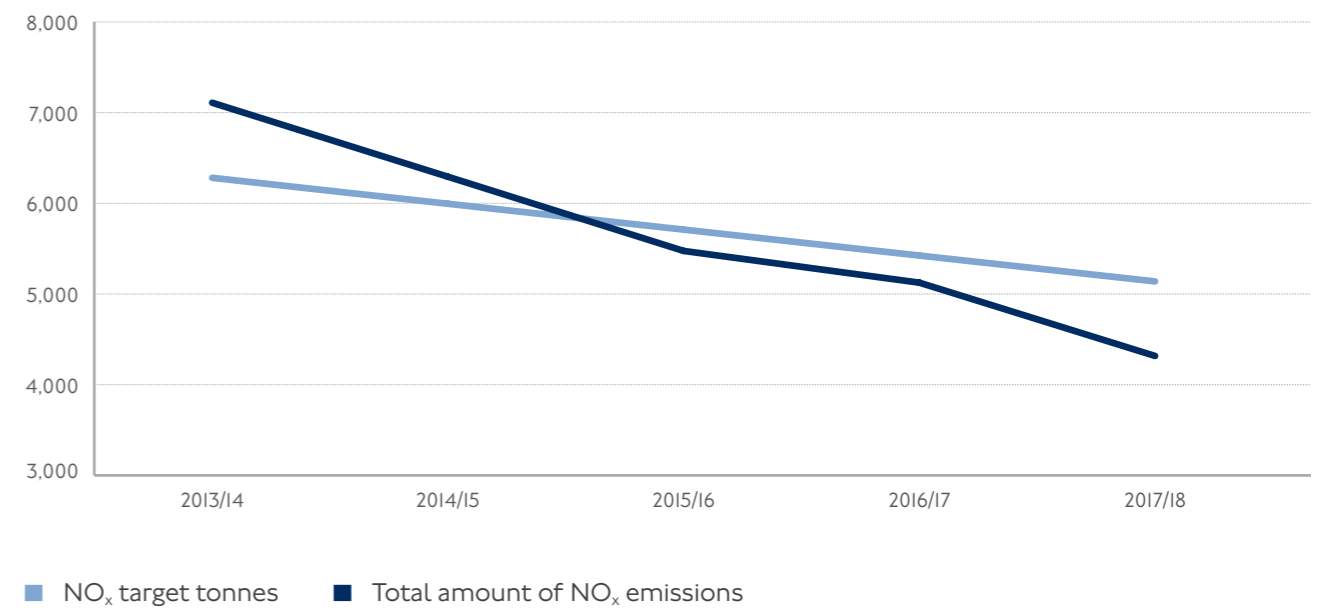
Nitric oxide (NO) and nitrogen dioxide (NO₂) are together referred to as oxides of nitrogen (NO_x). Total NO_x emissions fell 15% from last year to 4,300 tonnes, meaning we have met our target to reduce NO_x emissions from our operations by 40% by 2017/18, against a 2005/06 baseline.

We have also achieved our target to halve PM₁₀ emissions from our operations by 2017/18, against 2005/06 levels. This applies to our public transport services

and the taxi and private hire fleet. Emissions fell from 75 tonnes last year to 68 tonnes.

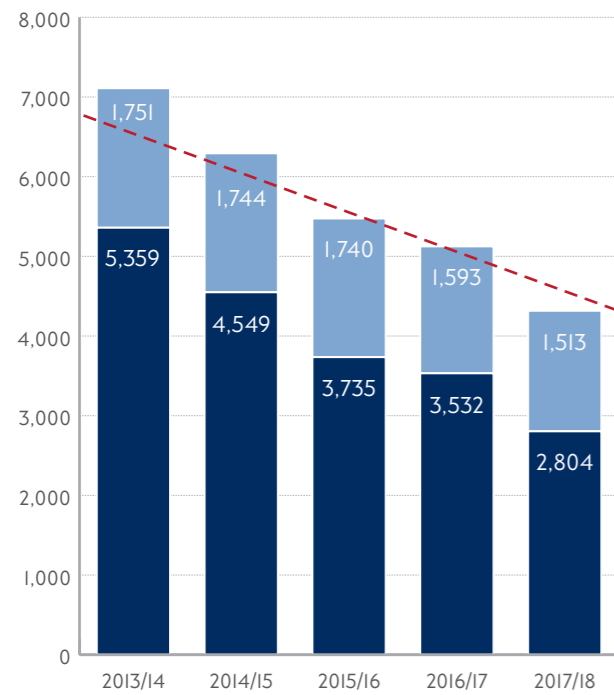
These air quality improvements are the result of our bus retrofit programmes, which as at March 2018, had delivered more than 1,500 ULEZ-compliant vehicles into service as part of a retrofit of conventional diesel buses to ensure they meet Euro VI emission standards. We have done the same with newer vehicles in the taxi and private hire fleets.

TfL NO_x emissions (tonnes) vs targets



* CO₂e is carbon dioxide equivalent – the standard unit for measuring carbon footprints. It expresses the impact of each different greenhouse gas compared with the amount of carbon dioxide that would cause the same warming effect

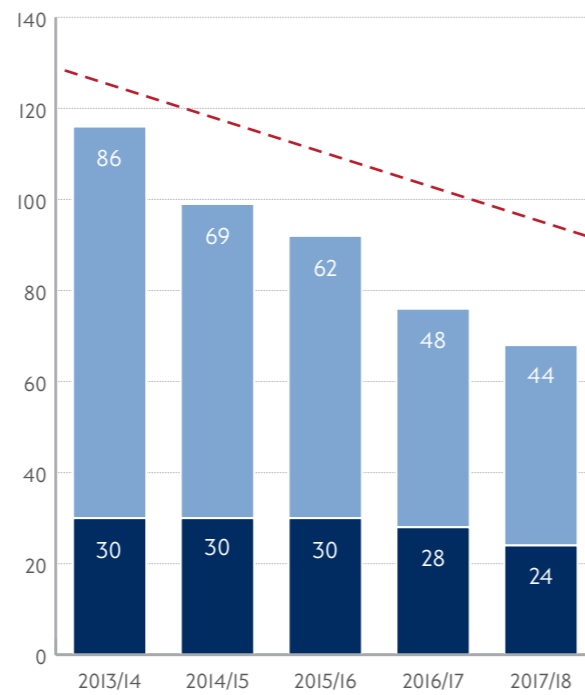
NO_x emissions (tonnes)



- Public transport services – total amount of NO_x emissions
- Taxi and Private Hire vehicles – total amount of NO_x emissions
- - - Target

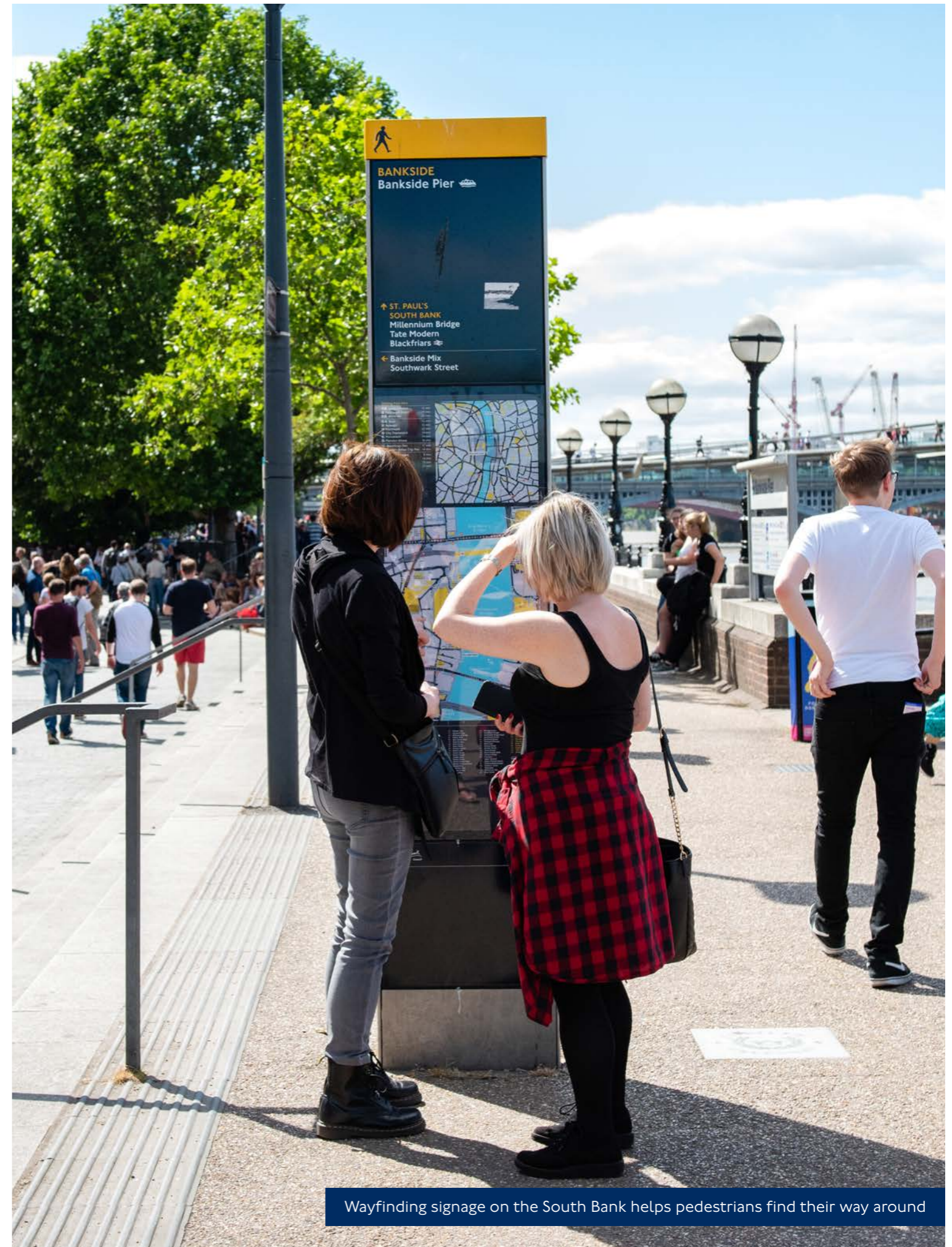
We remain on course to achieve the Mayor’s air quality objectives by making the bus fleet cleaner, with zero-tailpipe emission technologies. Our hydrogen-fuelled bus fleet increased, with 2

Particulate matter (PM₁₀) emissions (tonnes)



- Public transport services – total amount of PM₁₀ emissions
- Taxi and Private Hire vehicles – total amount of PM₁₀ emissions
- - - Target

additional vehicles entering service during the year. We now have 10 fuel-cell buses, and our pure electric fleet increased to 120 vehicles in 2018.



Wayfinding signage on the South Bank helps pedestrians find their way around

Waste management

We produced 0.48 million tonnes of construction, demolition and excavation waste this year, compared with 0.64 million tonnes in 2016/17. The amount fluctuates in line with our investment programme works, but we aim to keep the proportion high and consistent for waste that is reused in sustainable locations and recycled. For example, with our construction of the Northern Line Extension, we have exceeded the planning requirement to remove 68% of excavated tunnel spoil by river barge from Battersea. We achieved 74%, which brings environmental and social benefits as well as a £3.7m saving on the project.

In 2017/18, we collected 61 tonnes of waste from our stations, maintenance depots and buildings, of which 52% was recycled or recovered.

Sustainable buildings

Energy efficiency upgrades completed in 2017, including the Mayor’s RE-FIT scheme, which delivers the retrofitting of older buildings with more modern heating and lighting, are expected to help reduce energy consumption at some of our locations by approximately 20%.

November 2017 saw the completion of a nine-site RE:FIT contract with E.ON that has already led to £130,000 of savings and a 13% energy and carbon efficiency improvement at our Southwark office. This was achieved by recommissioning our combined heat and power plant and associated hot water pipework systems.

Further works next year will enable even greater savings from improved domestic hot water supplies and a high efficiency chiller replacement. Our forthcoming first full-year Measurement and Verification Report will detail how much the RE:FIT works have improved performance at 2 other major offices, 2 bus garages and 4 LU sites, when considered alongside the £2.5m investment (in improvements to heating, lighting and water systems, delivering a reduction in energy bills) at these locations. We expect to see savings in energy bills repay the original investment cost in less than 8 years.

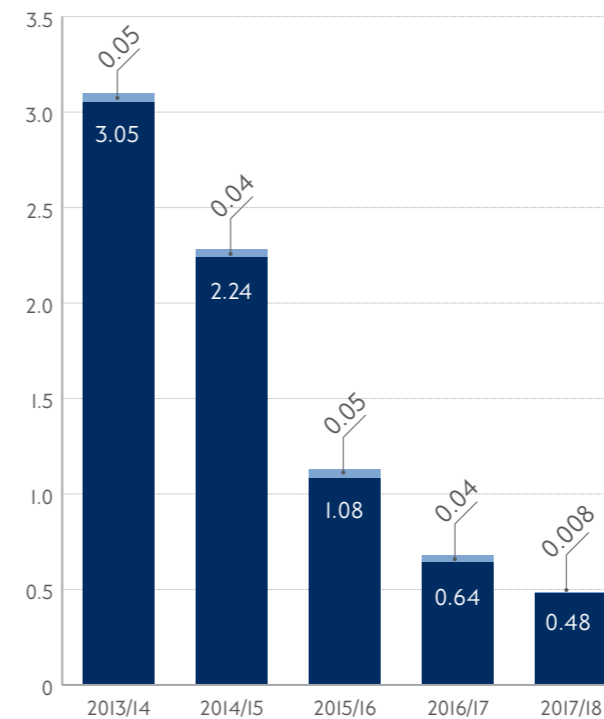
Airborne dust monitoring on the Tube

In 2017, the Mayor commissioned a review of air pollution on the Tube with the aim of introducing measures to minimise dust levels and ensure employees and customers breathe the cleanest air possible.

Dust can be generated from a variety of sources on the Tube, for instance the movement of train wheels on tracks, brake pad wear, construction works, customers’ shoes and emissions from nearby traffic. We operate a comprehensive and regular cleaning programme to minimise any associated health risks. This involves litter picking, sweeping dust and fluff from cables and track, wet mopping walls and floors, and vacuum cleaning.

Our dust monitoring programme, conducted over the last 13 years, has confirmed we are well within regulatory limits set by the Health and Safety Executive. In May 2017, we carried out

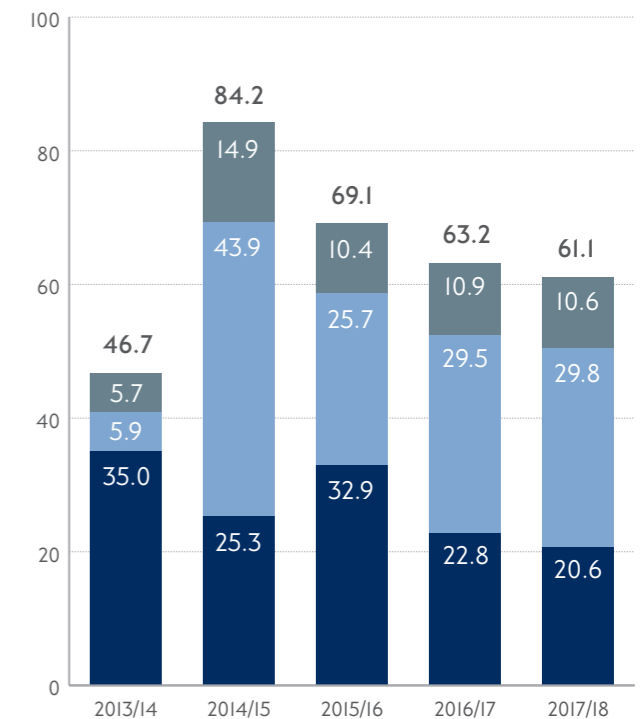
Construction, demolition and excavation (CDE) waste produced (million tonnes)



■ Amount of CDE waste reused
■ Amount of CDE waste sent to landfill

additional monitoring to determine whether more frequent cleaning would be beneficial in areas where our previous results have shown higher dust concentrations, even though these were still within regulatory limits. All airborne concentrations of inhalable and respirable dusts, measured at the sampling points, were well within the regulatory limits set by the Health and Safety Executive. We observe higher standards – all our post-cleaning samples met the recommended guidelines

Commercial and industrial (CI) waste produced (tonnes)



■ Amount of CI waste recycled
■ Amount of CI waste sent to landfill
■ Amount of CI waste recovered via energy from waste

for inhalable and respirable dust concentrations set by the Institute of Occupational Medicine.

More recently, we have been investigating how quickly dust accumulates after cleaning has taken place. This will allow us to further evaluate the effectiveness of our cleaning regimes.

In February 2018, we conducted sampling activity, followed by a clean of the entire Bakerloo line.

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Board



Date: 30 January 2019

Item: Viewpoint Survey Results - 2018

This paper will be considered in public

1 Summary

1.1 This update shares the key findings from our annual Viewpoint survey and our proposed next steps.

2 Recommendation

2.1 **The Board is asked to note this paper.**

3 Background

3.1 The annual Viewpoint survey took place between the 8 and 26 October 2018, providing all employees the opportunity to give feedback on what working at TfL is like. The Total Engagement and Inclusion Index measures on the TfL Scorecard are derived from this survey.

3.2 Total Engagement is the average positive response across all questions in the survey, weighted by total number of responses. Total Engagement for 2018 was 56 per cent – below our 2018/19 TfL Scorecard target of 57 per cent, but the same as the 2017 score, halting the declining trend.

3.3 The response rate to the 2018 Viewpoint survey was 66 per cent which was the highest response rate to the survey in its current format. The response rate was up from 57 per cent in 2017.

4 Current Status

4.1 Individual reports have been created for each business area and have been issued to the accountable senior managers. These results will then be cascaded to all employees across the organisation.

4.2 The result from the survey generate key activities where we will work to focus on achieving the improvements in our Total Engagement score.

4.3 Recognition for doing a good job is now the top overall driver across all of TfL and remains the top driver for London Underground employees. Second is feeling involved in decision making that both affects our people's work, and also enables them to deliver a great service to our customers. The third is encouragement to collaborate with others outside our teams. By focusing on recognition, empowerment and collaboration we will be able to deliver an improvement in Total Engagement in 2019.

- 4.4 Total Engagement also appears to be strongly linked to tenure of employment. Engagement with management drops 17 per cent after just six months with the organisation for new recruits; this then declines further in the employee life cycle, at a faster rate than other organisations.
- 4.5 The Wellbeing at work Index has remained constant from 2017, with 51 per cent, stopping the downward trend from 2016.
- 4.6 Despite the inclusion Index remaining constant at 43 per cent, there was a two per cent drop in London Underground in the belief that the workplace was free from bullying and harassment. In many areas of our Professional Services and in Major Projects, there was an increase in open and honest communications. Engineering saw the biggest decline in this area, and in employees feeling safe to challenge.
- 4.7 Asian or Asian British, and Black or Black British employees had the areas highest Total Engagement scores of all ethnicity groups, with 63 per cent, against the overall average of 56 per cent.

5 Stakeholder Engagement

- 5.1 We talked with the TfL and LU Trade Union Company Councils before the survey and a number of Trade Union representatives met our suppliers, OCR, to outline the survey process and demonstrate the confidentiality safeguards.
- 5.2 The headline survey results have been presented to the TfL Company Council on the 17 December, and will be presented to the LU Company Council on the 8 February. Local level survey results will be discussed with each of the Local Consultative Groups.
- 5.3 Our network of senior managers tasked with reporting on Viewpoint to their respective Managing Director have co-ordinated future engagement activity, along with Employee Communications.
- 5.4 All reports have now been published internally to ensure transparency of results with our employees.

List of appendices to this report:

Appendix 1 – TfL Viewpoint Survey 2018 – Summary of Results

List of Background Papers:

None.

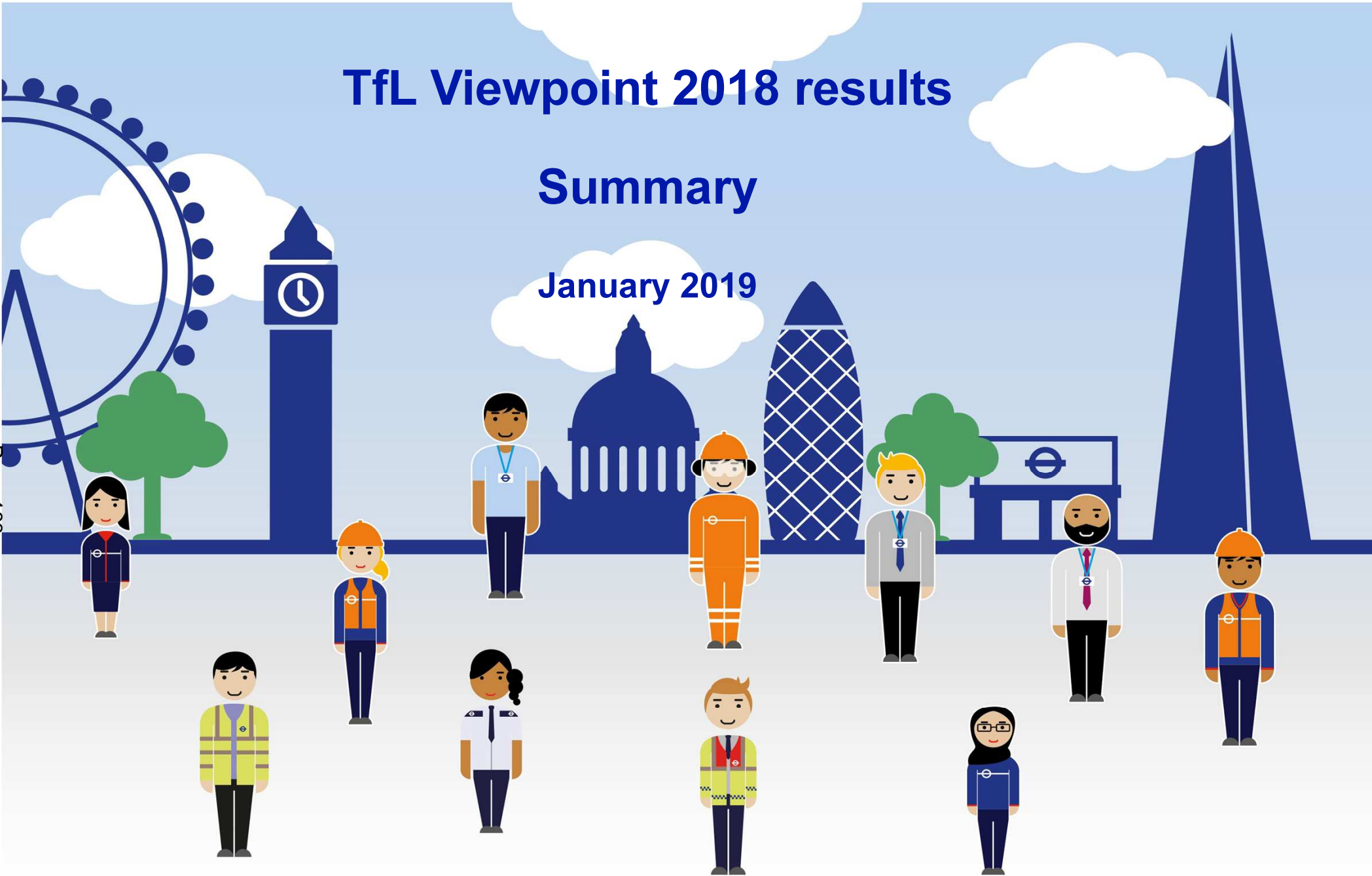
Contact Officer: Tricia Wright (Chief People Officer)
Number: 020 3054 7265
Email: Triciawright@tfl.gov.uk

TfL Viewpoint 2018 results

Summary

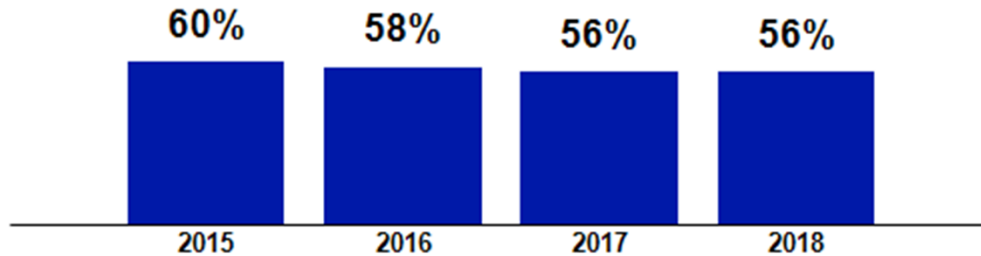
January 2019

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Key findings

Total Engagement over time



Total Engagement has stabilised following a period of decline

Total Engagement had been in decline since 2015 so it's positive to see an end to this trend. At a theme level, however, results are more mixed. While we've seen a 1pp increase in Change and Leadership we've seen a 1pp drop in Engagement with Management, Customers and Team.

Change and Leadership remains a key area of focus

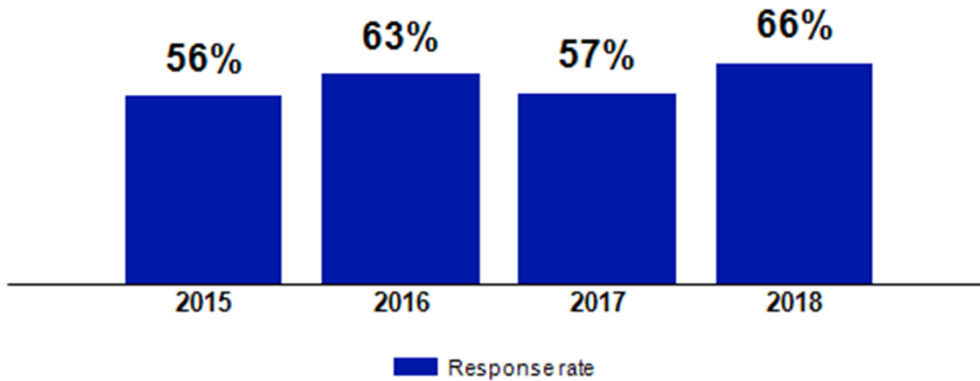
Engagement with Change and Leadership has improved in both LU and Surface (1pp and 4pp respectively). More needs to be done, especially to improve open and honest communication – a key driver of engagement.

We need to recognise good work and empower our people

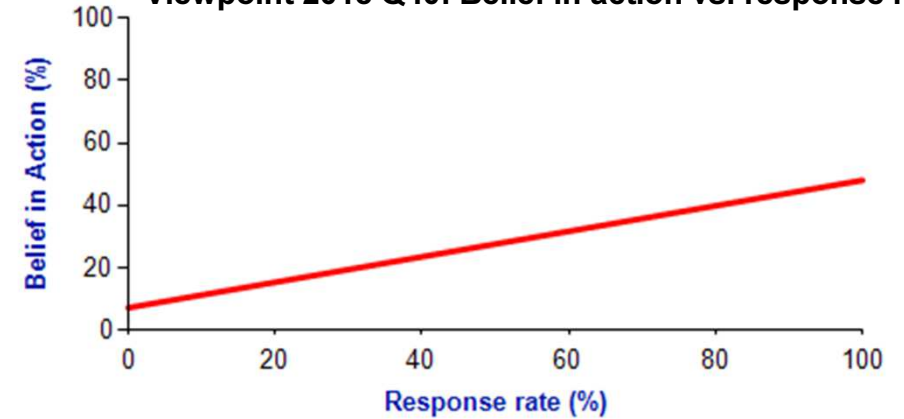
Being recognised for doing a good job is the biggest driver of engagement for LU, yet fewer than half of people feel that they are. In LU, Surface and in Professional Services, Engineering & MPD, feeling involved in decisions or empowered to make their own decisions is a key driver of engagement. Teams that are empowered will perform better.

Response rates

Response rates over time



Viewpoint 2018 Q40: Belief in action vs. response rates



Response rates have increased to the highest they've ever been

Response rates increased 9pp overall with a 15pp rise in CCT and 9pp increases in LU and Engineering. Professional Services, Engineering & MPD continue to have the highest response rate although HR and LTM saw response rates drop by 3pp and 1pp respectively.

Driven by engagement, focus, transparency and competition

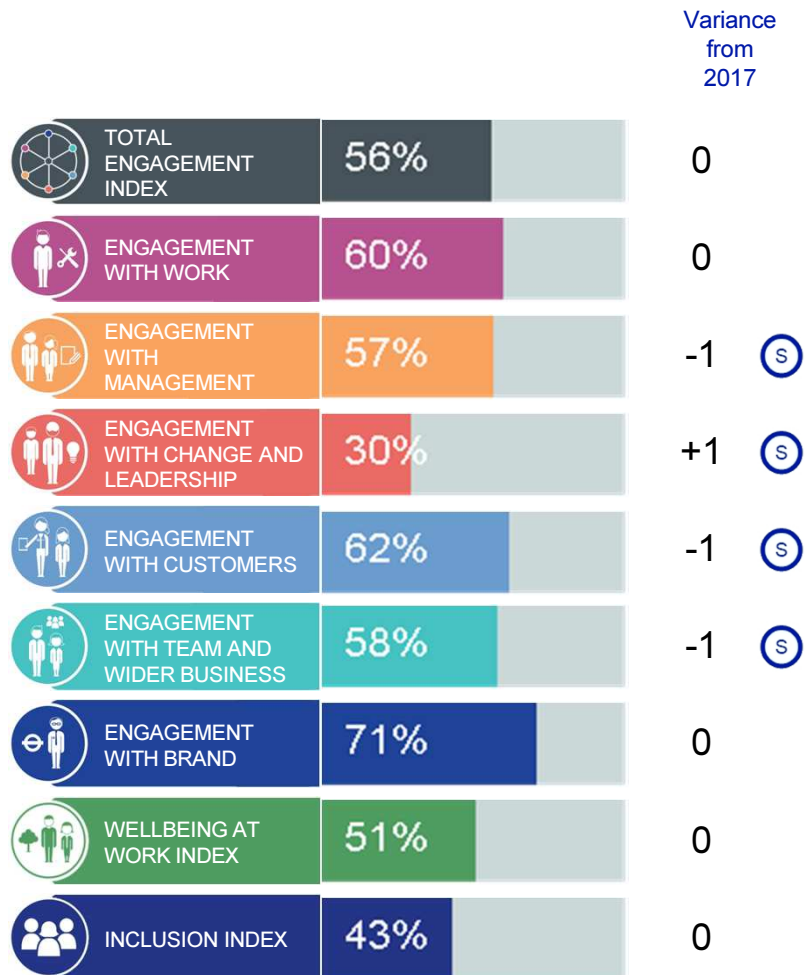
A key factor is likely to have been local focus and engagement supported by a clear goal from senior leaders. Visits to ORC by TU reps and Yammer influencers helped tackled fears about anonymity and sharing response rates in the spirit of competition also engaged people.

Now even more people expect us to take action

Response rates are also related to people's belief that their feedback will be acted upon. With a higher proportion of people than ever having responded, the risk of not taking and communicating action is higher.

The headlines of engagement









Total Engagement, Wellbeing and Inclusion



- Total Engagement, Wellbeing and Inclusion indexes have remained stable, a positive change following two years of decline for Total Engagement and big drops last year in Wellbeing and Inclusion
- Despite some movement, our engagement themes have stayed more stable this year than in previous years, an indication we may be settling down following a period of transformation.
- It's very positive to see Engagement with Change and Leadership increase significantly by 1pp, but there is still a long way to go compared to other organisations (even those going through change).
- Engagement with Management, Customer and Team and Wider Business have all seen declines. This is now the third consecutive year that Customer and Team themes have seen declines.

Fair and consistent recognition and feeling empowered to serve the customer are what matter most to people

- Being recognised for doing a good job is a completely new key driver for 2018 and comes in as the top driver of engagement. This means that recognition is become more important to people. Recognition is the top key driver for LU, which drives this being the top key driver for TfL overall due to size of LU.
- Feeling able to make decisions to deliver a great service to the customer remains the second biggest driver of engagement since 2016 and this is all about people wanting to feel empowered. This is especially relevant in Surface and Professional Services, Engineering & MPD where feeling involved in decisions remains their biggest driver of engagement.

Theme	Rank	Top 5 key driver questions for TFL (with most influence)	% Positive	Variance from 2017	Variance from UK BM	Driver ranking in 2017
 WORK	1	Q6. I am satisfied I am recognised for doing a good job	47%	+1 	-6	New to 2018
 CUSTOMERS	2	Q26. I feel able to make the decisions I need to deliver a great service to the customer	59%	-1	-8	2
 TEAM	3	Q29. I am encouraged to collaborate with others outside my team	62%	-1 	-	3
 CHANGE AND LEADERSHIP	4	Q19. Senior managers are open and honest in their communications with me	32%	+1 	-18	New to 2018
 BRAND	5	Q31. I am proud to be part of this organisation	77%	0	+4	5








Key driver analysis has been used to identify the top five questions driving Total Engagement. The questions are shown in order of impact, with the most important question at the top.



 Indicates significant difference

The gap in engagement between business areas is smaller

- Professional Services, Engineering & MPD continues to be the most engaged area but the difference between LU and Surface is smaller than it's ever been, now just 1pp ahead of Surface and 4pp ahead of LU (in the past ahead 4pp and 8pp respectively).
- Professional Services, Engineering & MPD continue to be the most engaged across most themes, most notably Team and Wider business (11pp ahead of LU) and Customer (8pp ahead of LU). Brand is the only theme where LU and Surface score higher than Professional Services, Engineering & MPD (71% vs 69%) suggesting a stronger brand connection with operational areas.
- General trends across themes are consistent across business areas. Brand is the strongest across all areas, Change and Leadership is the biggest opportunity for all business areas.

Comparisons to TfL overall




















	 Total Engagement	 Work	 Management	 Change and leadership	 Customers	 Team and wider business	 Brand
TfL Overall	56%	60%	57%	30%	62%	58%	71%
Professional Services, Engineering and MPD	59%	62%	61%	31%	67%	65%	69%
Surface	57%	59%	59%	31%	65%	60%	71%

 Above TfL by 5pp or more
 Below TfL by 5pp or more

Surface has seen significant improvements

- Surface saw an improvement in Total Engagement in 2018, a 1pp rise driven largely by a significant increase of 4 pp in Change and Leadership and 2pp in Brand. This represents a very significant change since 2017 where Surface saw a 6pp drop in Total Engagement and large declines across all themes.
- Professional Services and MPD saw improvements in their Total Engagement, along with engagement with the majority of themes. However Engineering declined across all engagement themes lowering the average for these areas.



Comparisons To Viewpoint 2017

	 Total Engagement	 Work	 Management	 Change and leadership	 Customers	 Team and wider business	 Brand
TfL Overall	0%	0%	-1% 	+1% 	-1% 	-1% 	0%
Professional Services, Engineering and MPD	-2% 	+1% 	-1% 	-2% 	-3% 	0%	-3% 
Surface	+1%	+1%	+1%	+4% 	0%	-1%	+2% 

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 Indicates significant difference

 Significantly above Viewpoint 2017
 Significantly below Viewpoint 2017



Total Engagement themes

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Most people enjoy their job, but want to feel more empowered, and see more consistent recognition of good work

Key findings

Engagement with Work

60%

vs Viewpoint 2017:
0

- A growing majority of people enjoy their jobs and understand how their work contributes to TfL's success
- But more than 1 in 3 people don't feel involved in decisions and nearly a third (28%) don't feel they're recognised for doing a good job – the biggest driver of engagement
- We are far behind the UK benchmark when it comes to tools to do the job, people don't feel they have the tools they need to work in new, smart and collaborative ways

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	% POSITIVE	Variance 2017	Variance from UK benchmark
S Q1. I enjoy my job	73%	+1	-5
S Q2. I understand how my work contributes to the success of TfL	85%	+1	-1
S Q3. I feel involved in decisions that affect my work	41%	+1	-3
Q4. I have the tools I need to do my job effectively	54%	-1	-12
K S Q6. I am satisfied I am recognised for doing a good job	47%	+1	-6

- Involving us in decisions will lead to better outcomes as we understand what's most likely to work.
- Stop micro-managing and trust us. Do more delegating and empowering – it's more efficient .
- Progression can seem unfair. Provide opportunities to develop and/or progress based on merit .





Performance management continues to be our biggest area of opportunity for our managers

Key findings

Engagement with Management

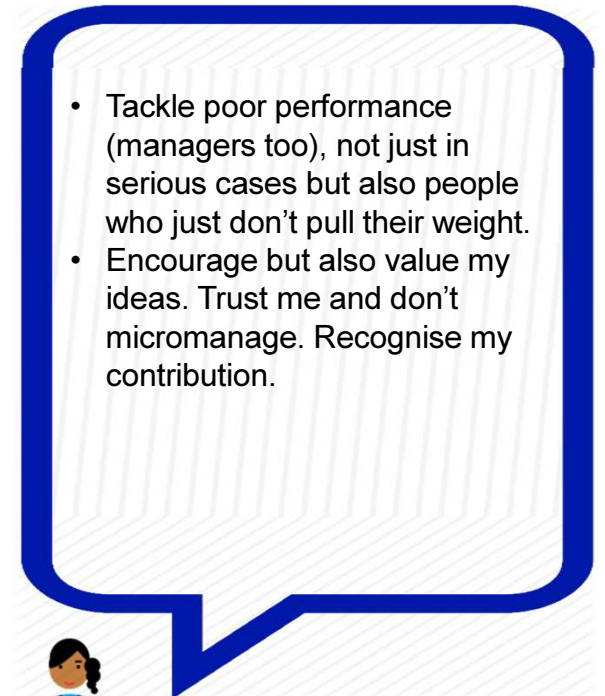
57%

vs Viewpoint 2017:
-1

- There have been significant declines in all but one aspect of the Management theme.
- Being thanked has seen the biggest drop and is furthest behind the UK benchmark.
- Managing poor performers continues to be the biggest area of opportunity (although while 28% disagree, 35% don't feel strongly either way)

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	% POSITIVE	Variance 2017	Variance from UK benchmark
S Q9. My manager provides me with help and support when I need it	70%	-1	-7
S Q11. My manager thanks me when I have done my job well	64%	-2	-13
S Q12. My manager provides me with feedback on my performance to help me do my job effectively	58%	-1	-6
Q14. My manager deals effectively with poor performers	37%	0	-5
S Q16. My manager encourages me to come up with new or better ways of doing things	54%	-1	-10



- Tackle poor performance (managers too), not just in serious cases but also people who just don't pull their weight.
- Encourage but also value my ideas. Trust me and don't micromanage. Recognise my contribution.





More people feel senior managers are open and honest

Key findings

Engagement with Change and Leadership

30%

vs Viewpoint 2017:
+1

- A significant increase in this theme and improvements across three areas has been driven by many areas having finished transformation as well as new leadership teams and improvements to ways of working.
- But we remain notably behind the UK benchmark across all questions, especially learning from mistakes which remains our lowest scoring question – 54% believe we aren't good at learning from mistakes.

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	% POSITIVE	Variance 2017	Variance from UK benchmark
Q18. I have confidence that there is a clear vision for the future of this organisation	33%	0	-19
(K) (S) Q19. Senior managers are open and honest in their communications with me	32%	+1	-18
Q21. This organisation is good at learning from its mistakes	18%	0	-31
(S) Q22. I think it is safe to challenge the way things are done where I work	40%	+1	-12
Q23. Change is well managed where I work	24%	+1	-12

- Senior managers don't follow the TfL behaviours and lead by example.
- Some decisions and changes seem to contradict our values or stated goals .
- Give us honest reasons behind decisions and admit when we've made mistakes.



People want to feel more empowered to deliver a great service to customers

Key findings

Engagement with Customers

62%

vs Viewpoint 2017:
-1

- While the majority of people still feel positive about TfL's Engagement with Customers, most questions have been declining since 2015 and remain behind the UK benchmark.
- Feeling able to make decisions remains our second biggest driver of engagement, and biggest area of opportunity.

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	% POSITIVE	Variance 2017	Variance from UK benchmark
Q24. I believe TfL puts the customer at the heart of everything it does	61%	-1	-12
S Q25. I believe that TfL delivers an excellent service to our customers	66%	-3	-5
K Q26. I feel able to make the decisions I need to deliver a great service to the customer	59%	-1	-8
Q27. Where I work we regularly look for ways to serve our customers better	62%	0	-18

- Senior managers seem to make decisions based more on money and politics rather than customers – listen to staff and customers
- Our service is let down by a lack of staff in some ops areas as well as staff and customers not getting clear, consistent information
- Some of our processes and targets actually get in the way of providing a good service to customers





Most people are encouraged to collaborate but are not seeing good collaboration across TfL

Key findings

Engagement with Team and Wider Business

58%

vs Viewpoint 2017:

-1

- Despite a decline, most people continue to feel encouraged to collaborate with others, a key driver of engagement.
- However, still only a third of people believe there's good collaboration between different parts of TfL, which trails behind the UK benchmark.

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	% POSITIVE	Variance 2017	Variance from UK benchmark
(S) Q28. The people in my team can be relied upon when I need support	76%	-1	-7
(K) (S) Q29. I am encouraged to collaborate with others outside my team	62%	-1	-
Q30. I believe there is good collaboration between different parts of TfL	35%	0	-23

- Get rid of the silo mentality and internal politics.
- Better knowledge and communication with other areas.
- Conflicting goals and rules.





People are proud to work here and would recommend us to customers and as a great place to work

Key findings

Engagement with Brand

71%

vs Viewpoint 2017:
0

- Our people's connection to our brand continues to be our biggest strength. A sizable majority feel proud to work at TfL and would recommend TfL as a place to work.
- Almost seven in ten feel a strong sense of commitment to TfL although this the area where we're most behind the UK benchmark .

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	% POSITIVE	Variance 2017	Variance from UK benchmark
K Q31. I am proud to be part of this organisation	77%	0	+4
S Q32. I would recommend this organisation as a great place to work	68%	+1	+4
S Q33. I would recommend TfL's services to customers	78%	-1	+3
Q34. I feel a strong sense of commitment to this organisation	69%	0	-10
Q35. Working for this organisation inspires me to do the best I can in my job	62%	0	-5

- I am proud to be part of what the organisation does and be part of the brand
- I feel connected to my team/organisation but not TfL in general
- I used to be proud to work for TfL and like working here, but not anymore




Wellbeing at Work index and Inclusion index

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Wellbeing

- Perceptions of Wellbeing remain largely stable compared to 2017. The overall index score remains the same for TfL as have all areas except Role and Support. This overall picture is driven by declines in London Underground and Professional Services, Engineering & MPD for the second consecutive year. Surface bucks the trend with improvements across all but one area of Wellbeing.
- Despite these changes Professional Services, Engineering & MPD continue to have the highest wellbeing at work across all themes. All areas continue to find Support the biggest area of strength and Change the biggest area of opportunity..

 WELLBEING AT WORK INDEX	Wellbeing at work Index	Variance from 2017	Support	Demands	Role	Control	Relationships	Change
			The encouragement and resources your line manager, colleagues and the organisation	Your workload, work patterns and work environment	Your understanding of what's expected of you in your role	How much say you have in the way you do your work	How you interact with your colleagues and deal with conflict	How change (large or small) is managed and communicated
TfL	51%	0	61%	56%	58%	52%	45%	32%
Professional Services, Engineering and MPD	55%	-1	64%	58%	60%	58%	50%	35%
Surface	52%	+1	62%	55%	58%	55%	46%	34%

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Guide to Wellbeing at Work scores

60% or above	Indicates low risk of experiencing problems	31-59%	Suggests that there may be opportunities to improve wellbeing at work in some areas	30% or below	Indicates significant opportunities to improve wellbeing at work
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Above TfL by 5pp or more
 Below TfL by 5pp or more



Inclusion

- At a TfL overall level, perceptions around inclusion are more stable, remaining at 43% following a 3pp drop in 2017. This is in part driven by sizable improvements in Surface, most notably 5pp increases in open and honest conversations and feeling safe to challenge.
- LU and Professional Services, Engineering & MPD saw more mixed results, both seeing decreases across three of the five questions. Most notable in LU was a 2pp drop in belief that the workplace is free from bullying or harassment, while Professional Services, Engineering & MPD saw 2pp declines in open and honest communication and feeling safe to challenge. Professional Services, Engineering & MPD also saw a rise in perceptions of bullying and harassment in the workplace.

 INCLUSION INDEX	Inclusion Index	Variance from 2017	I feel involved in decisions	Senior managers are open and honest in their communications	I think it is safe to challenge the way things are done where I work	I believe that my workplace is free from bullying / harassment / discrimination	A raised an issue of bullying / harassment / discrimination would be dealt with	I believe actions will be taken on the results of this survey
	TfL	43%	0	41%	32%	40%	54%	59%
Professional Services, Engineering and MPD	48%	0	49%	41%	43%	55%	60%	40%
Surface	44%	+4 	42%	39%	39%	50%	56%	37%

Guide to Inclusion scores

57% or above	Indicates a fair and inclusive culture with a low risk of experiencing unbalanced treatment	37-56%	Suggests that there may be opportunities to improve inclusivity in some areas	36% or below	Significant opportunities to improve inclusivity in some areas
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Next steps...



Results roll out

Highlights reports

All 800 reports have been published on the Viewpoint SharePoint site and high level reports on the LU intranet and Source. This has been advertised across all channels for transparency.

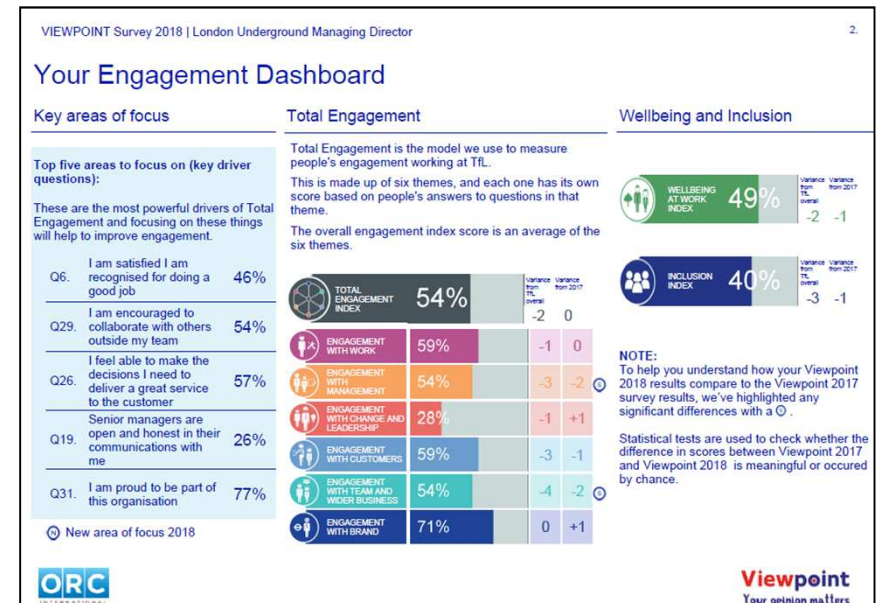
Comments

PDFs of verbatim comments have been cascaded to senior leaders to add context to results.

Comments will not be published, but will be made available where applicable.

Ownership

Senior leaders have linked to the results on Yammer, prompting discussion and inviting questions from staff. A number of team meetings have started to take place, with discussions around the results and further context on the agenda.



Key drivers and local action

Engagement should be business as usual with an extra focus on specific areas – if we treat this as a standalone exercise it could imply that we aren't engaging with our employees at other times.

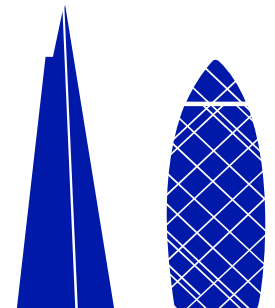
Best practice tells us we should focus on two to three key drivers if we really want to turn the dial on engagement, rather than trying to tackle too many things not very well. Taking on too many actions also gives people a sense of it being knee-jerk reaction, or a lack of vision and direction of the organisation, rather than one that is constantly fine tuning on a path to a better work place.

Viewpoint will feed into individual business area People Plans. These should combine local and central initiatives to create a set of actions to build business effectiveness.

However, just focussing on overall actions to address key drivers won't fix some of the local level issues. Some of these local level issues could be very specific, e.g. mess room fridges.

At a local level, we need to reinforce the overall messages, but also encourage managers to take up no more than 2-3 of their own local level actions. These will not be facilitated by a vast array of action plans, but more good local management with support from ECE and HR where required.

The key point again: **Engagement should be business as usual and all line managers should have a S.M.A.R.T objective on engagement.**



Board



Date: 30 January 2019

Item: Crossrail Update

This paper will be considered in public.

1 Summary

1.1 This paper provides an update on the status of the Crossrail Project.

2 Recommendation

2.1 **The Board is asked to note this paper.**

3 Project update

3.1 Since Crossrail Limited announced in August 2018 that the central section of the Elizabeth line (Paddington through to Abbey Wood) will not open in December 2018 as originally planned, Crossrail, TfL, and MTR (the operator) have been carrying out a review to determine the priority tasks needed to open the central section as soon as possible. Following the review, Crossrail will provide a revised schedule to open the central section and open the full Elizabeth line, from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east as soon as practicable after that.

3.2 All sites have continued with their “Finish Safe” campaigns to ensure that all teams are reminded of the paramount importance of conducting all work safely. Sites also focussed on safe shut down and start-up procedures over the Christmas and New Year period. There has been extensive programme wide communications on key risk areas as the work transitions to system testing and integration phase. A new planning authority has been established within Crossrail to manage and coordinate the complex access and electrical isolation requirements in the coming months.

3.3 Crossrail has made progress on developing a revised delivery plan and has identified two critical paths to opening the central section of the Elizabeth line between Paddington and Abbey Wood. The first is completing the installation of railway systems along the route, start and finish dynamic testing and carry out trial running and trial operations. The second is completing and integrating all works and associated safety assurance documentation in the stations, shafts and portals.

3.4 The completion of the rail systems infrastructure in the tunnels remains a key issue and productivity has been disappointing. Any outstanding work remaining after the start of Main Dynamic Testing (MDT) will have to be undertaken around the testing programme and the plan for MDT reserves some time for this.

3.5 Crossrail started MDT on 14 January 2019, which allows for integrated systems tests with trains running at full speed through the tunnels. The initial tests involve

a single train completing a number of planned tests. It is obviously very early in the testing programme, but so far the train and rail systems have been stable and tests successfully completed. The forward programme of tests in the coming weeks includes testing with multiple trains in the tunnel and also the transitions to the Network Rail infrastructure.

- 3.6 Crossrail's focus for the completion of stations, shafts and portals has been to focus on the dates (a programme milestone called "TOSD") for the substantial demobilisation of Tier 1 contractors. It is encouraging that these dates have been achieved for Custom House, Woolwich, Farringdon, Whitechapel platform areas and several shafts and portals. Achieving the remaining TOSD dates in the next six months is a key programme priority.
- 3.7 Crossrail has continued to develop a reprioritisation of tasks and integration activities across the programme that will provide the basis of a new schedule and opening date.

4 KPMG independent reviews

- 4.1 The Mayor asked TfL, on behalf of the joint sponsors (Department for Transport (DfT) and TfL), to commission independent reviews into Crossrail Limited's governance and commercial/financial arrangements. These have been undertaken by KPMG to ensure the right scrutiny and oversight are in place as the project enters its critical next phase, and that Crossrail Limited's financial and schedule projections are robust. KPMG are in the final stages of completing the reviews and the reports will be published on our website (<https://tfl.gov.uk/corporate/publications-and-reports/>) in advance of this meeting. A further paper will be sent to the Board, for consideration as an urgent item, when the KPMG reports are available.

5 Finance agreements

- 5.1 On 10 December 2018, TfL announced that, after a period of negotiation, the financing package for Crossrail Limited had been agreed between TfL, the Greater London Authority (GLA) and Her Majesty's Government, allowing completion of the Crossrail Project.
- 5.2 The agreed financing package covers:
- (a) an initial £1.4bn will be funded by the GLA and passed to TfL as grant for the purposes of the Crossrail Project; and
 - (b) a further contingency loan facility with a total value of between £350m and £750m will be made available to TfL directly by the DfT, should the higher end of the estimated cost range be realised.
- 5.3 Including the £300m already contributed by DfT and TfL in July 2018, the total amount of additional funding Sponsors have made available to the project is £2.45bn.
- 5.4 The financing package is executed through three inter-dependent legal agreements:
- (a) a loan facility with the DfT for the GLA of up to £1.3bn which is used to make a capital grant to TfL. TfL is not a party to the agreement for that loan facility

but will record by letter the mechanics for receipt and usage of the grant from the GLA;

- (b) a loan facility with the DfT for TfL of up to £750m, should the £1.4bn grant from the GLA be insufficient to meet the outstanding capital costs of Crossrail Limited; and
- (c) an agreement between TfL, DfT and Crossrail Limited supplementing the original Crossrail Sponsors Agreement.

5.5 Progress has been made on the legal agreements, which are in the process of being finalised in preparation for the first drawdown.

6 Transparency

6.1 We have taken a number of steps to improve the transparency of the Crossrail Project including publishing the Crossrail Limited's Board minutes from 2013 to October 2018 and a range of other project updates and reports. We are committed to the on-going publication of project documents including the future Crossrail Limited Board minutes.

6.2 The Transport Committee of the Assembly held hearings on the Crossrail Project on 21 December 2018 and 9 January 2019 and is receiving a monthly update on the Project. In response to a summons from the Committee, further documents were provided to the Committee and published on 4 and 14 January 2019.

6.3 The documents published to date are available, on our website at <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-board-minutes> and <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-project-updates>.

List of Appendices:

None.

List of Background Papers:

None.

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Board

Date: 30 January 2019

Item: Board Appointments

This paper will be considered in public

1 Executive Summary

- 1.1 This paper sets out details of the appointment of Mark Phillips to the Board with effect from 21 January 2019 and proposes his appointment to the Programmes and Investment Committee and the Safety, Sustainability and Human Resources Panel.

2 Recommendations

2.1 That the Board note the paper and:

- (a) **note the Mayor's appointment of Mark Phillips as a Member of TfL from 21 January 2019 to 6 September 2020; and**
- (b) **approve the appointment of Mark Phillips to the Programmes and Investment Committee and the Safety, Sustainability and Human Resources Panel.**

3 Appointment Process

- 3.1 At its meetings on 23 May and 25 July 2018, the Board noted: the expiry of the terms of office of two Members in September 2018; the appointment of Heidi Alexander to the Board as Deputy Chair; and the Mayor's proposal to start a recruitment campaign to appoint a further Member to the Board. It was intended that the successful candidate would have particular knowledge and experience in operational health and safety matters given TfL's increased focus in that area.
- 3.2 The GLA, which oversees the recruitment process for Board Members, appointed the specialist recruitment consultancy GreenPark to take the appointment process forward; GreenPark had been used for the 2016 Board appointments. GreenPark placed a public advertisement on the GLA website, approached its own networks and followed up leads suggested by TfL.
- 3.3 Shortlisted candidates were interviewed on 27 November and 5 December 2018 by Heidi Alexander, Deputy Mayor for Transport and Deputy Chair of TfL; Howard Carter, TfL General Counsel and Board Secretary (for the 27 November interviews only); Charmaine De Souza, GLA Assistant Director Human Resources and Organisational Development; and Pradeep Agrawal, an independent panel member from the NHS appointed by the GLA who had also been on the panel for the 2016 appointments. The independent panel member has confirmed that he is content with the appointment process followed.

- 3.4 All of the candidates interviewed demonstrated a variety of skills and experience including specific health and safety knowledge and experience and strategic experience at Board level in complex organisations. Overall, one candidate had the strongest experience of both of these considerations.

4 Appointment of Mark Phillips

- 4.1 In accordance with the recommendation of the interview panel, the Mayor appointed Mark Philips to the Board, with effect from 21 January 2019. His appointment will expire on 6 September 2020, which is co-terminus with the appointment expiry dates of other Members.
- 4.2 Mark Phillips is the Chief Executive of the Rail Safety and Standards Board (RSSB), a director of CIRAS the confidential reporting system (subsidiary of RSSB), the Deputy Chair of the British Transport Police Authority and a Member of the Transport Research and Innovation Board. He was appointed due to his broad range of executive and non-executive experience and his particular knowledge and experience of health and safety issues, major business change programmes and the rail industry. These will enable him to contribute effectively to the wider strategic oversight provided by the TfL Board and to the challenges facing the organisation.
- 4.3 Following discussions with Mark Phillips and Heidi Alexander, it is proposed that Mark Phillips be appointed to the Programmes and Investment Committee and the Safety, Sustainability and Human Resources Panel as these best reflect his skills, knowledge and experience. Appendix 1 sets out the membership of the Committees and Panels if these proposals are agreed.
- 4.4 Any potential conflicts of interest relating to his roles on the RSSB (including CIRAS) and BTP will be declared in the usual way and are considered manageable in the context of TfL's operations.

5 Board Diversity

- 5.1 The appointments to the Board in 2016 established the most diverse Board in TfL's history. The departure of two Members in September 2018 and the appointment of Heidi Alexander and Mark Phillips maintain the gender and BAME diversity of the Board, with BAME representation at 27 per cent and Women at 60 per cent.

List of appendices to this report:

Appendix 1: Membership of TfL's Committees and Panels (to be updated following the decision at this meeting)

List of Background Papers:

Board papers on Board Appointments – 23 May and 22 July 2018

Contact Officer: Howard Carter, General Counsel
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Membership of TfL's Committees and Panels (Proposed from 30 January 2019)

TfL Board

Sadiq Khan (Chair)	Dr Mee Ling Ng OBE
Heidi Alexander (Deputy Chair)	Dr Nelson Ogunshakin OBE
Kay Carberry CBE	Mark Phillips
Prof Greg Clark CBE	Val Shawcross CBE
Bronwen Handyside	Dr Nina Skorupska CBE
Ron Kalifa OBE	Dr Lynn Sloman
Dr Alice Maynard CBE	Ben Story
Anne McMeel	

Audit and Assurance Committee

Anne McMeel (Chair)
 Dr Lynn Sloman (Vice Chair)
 Kay Carberry CBE
 Dr Mee Ling Ng OBE
 Dr Nelson Ogunshakin OBE

Finance Committee

Ron Kalifa OBE (Chair)
 Ben Story (Vice Chair)
 Heidi Alexander
 Prof Greg Clark CBE
 Anne McMeel
 Dr Nina Skorupska CBE

Programmes and Investment Committee

Prof Greg Clark CBE (Chair)
 Dr Nelson Ogunshakin OBE (Vice Chair)
 Heidi Alexander
 Ron Kalifa OBE
 Dr Alice Maynard CBE
 Mark Phillips (proposed)
 Dr Nina Skorupska CBE
 Dr Lynn Sloman
 Ben Story

Remuneration Committee

Ben Story (Chair)
 Kay Carberry CBE (Vice Chair)
 Heidi Alexander
 Ron Kalifa OBE

Customer Service and Operational Performance Panel

Dr Mee Ling Ng OBE (Chair)
 Dr Alice Maynard CBE (Vice Chair)
 Bronwen Handyside
 Anne McMeel
 Dr Nelson Ogunshakin OBE
 Val Shawcross CBE
 Dr Lynn Sloman

Safety, Sustainability and Human Resources Panel

Kay Carberry CBE (Chair)
 Dr Nina Skorupska CBE (Vice Chair)
 Bronwen Handyside
 Mark Phillips (proposed)
 Dr Mee Ling Ng OBE
 Val Shawcross CBE

The Mayor has also appointed Prof Greg Clark CBE and Dr Alice Maynard CBE to represent the interests of those living, working and studying in areas outside Greater London who use railway passenger services operated by TfL.

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Board



Date: 30 January 2019

Item: Report of the meeting of the Audit and Assurance Committee held on 29 November 2018

This paper will be considered in public

1 Summary

- 1.1 To report to the Board on the meeting of the Audit and Assurance Committee held on 29 November 2018.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 29 November 2018 were published on 21 November 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/audit-and-assurance-committee>
- 3.2 The main matters considered by the Committee were:
- (a) EY Report on Non-Audit Fees for Six Months Ended 30 September 2018;
 - (b) External Audit Plan TfL, TTL and Subsidiaries – Year Ended 31 March 2019;
 - (c) Risk and Assurance Quarter 2 Report 2018/19;
 - (d) Enterprise Risk Policy;
 - (e) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
 - (f) Crossrail Assurance Arrangements;
 - (g) Crossrail Transition Update;
 - (h) Critical Accounting Policies;
 - (i) National Fraud Initiative Update;

- (j) Register of Gifts and Hospitality for Members and Senior Staff;
- (k) Legal Compliance Report (1 April – 30 September 2018);
- (l) Cyber Security Update; and
- (m) Transformation Programme Update.

3.3 A summary of the items discussed and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the 14 March 2019 meeting of the Committee.

4 Issues Discussed

EY Report on Non-Audit Fees for Six Months Ended 30 September 2018

4.1 There were no non-audit fees during the period 1 April – 30 September 2018.

External Audit Plan TfL, TTL and Subsidiaries – Year Ending 31 March 2018

4.2 The Committee noted EY's plan for the audit of the financial statements of TfL, TTL and its subsidiaries for the year ending 31 March 2019.

Risk and Assurance Quarter 2 Report 2018/19

4.3 The Committee noted the report, and the supplementary information on Part 2 of the agenda, which provided details of the work completed by the Risk and Assurance Directorate in Quarter 2 of 2018/19, the work in progress and planned to start, and other information about the Directorate's activities.

4.4 It was agreed that the Chair would be kept updated on any changes to the Internal Audit Plan and that staff would review the most effective way to report on Control Trend Indicators in future reports.

4.5 A review of the risk management process would be submitted to a future meeting.

Enterprise Risk Management Policy

4.6 The Committee approved the updated Enterprise Risk Management Policy, which was last updated in November 2014.

Independent Investment Programme Advisory Group (IIPAG) Quarterly Report

4.7 The Committee noted the IIPAG Quarterly Report and the Management Response. There were no new recommendations in the IIPAG quarterly report. The process to track the recommendations made by IIPAG had also been strengthened and only one recommendation remained not agreed since the previous report.

Crossrail Assurance Arrangements

- 4.8 The Committee noted the assurance arrangements that have been in place for Crossrail, as requested at the previous meeting.
- 4.9 The KPMG led independent reviews of Crossrail would be considered at the next meeting, alongside a risk analysis.

Crossrail Transition Update

- 4.10 The Committee noted the update on Crossrail transition arrangements, which was a standing item.
- 4.11 It was agreed that Internal Audit would carry out a review of Crossrail's transition arrangements.
- 4.12 The Committee requested that transition risks would be included in future reports.

Critical Accounting Policies

- 4.13 The Committee noted the update on the Group's critical accounting policies to be applied in deriving the form and content of TfL's Statement of Accounts for the year ending 31 March 2019.
- 4.14 The accounting standard bodies for the public sector, having consulted with the large audit firms, were still considering all options before issuing final guidance around the application of IFRS 16 Leases. Until this guidance was issued, the implications for TfL's financial reporting would not be known.

National Fraud Initiative Update (NFI)

- 4.15 The Committee noted the update on the conclusion of the NFI Exercise for 2016.

Register of Gifts and Hospitality for Members and Senior Staff

- 4.16 The Committee noted the standing item on the gifts and hospitality declared by the Board and senior staff.

Legal Compliance Report (1 April 2018 – 30 September 2018)

- 4.17 The Committee noted the six monthly summary information provided by each TfL Directorate for the Legal Compliance Report for the period 1 April to 30 September 2018.

Cyber Security Update

- 4.18 The Committee noted the update to the cyber security programme and the supplementary information on Part 2 of the agenda.

- 4.19 It was agreed that a report, including a sample visualisation chart of TfL's current and target cyber security maturity and forward view, be submitted to a future meeting.

Transformation Programme Update

- 4.20 The Committee noted the standing item on the Transformation Programme.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 29 November 2018.

Contact Officer: Howard Carter, General Counsel
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Board



Date: 30 January 2019

Item: Report of the Meetings of the Finance Committee held on 3 and 13 December 2018

This paper will be considered in public

1 Summary

- 1.1 To report to the Board on the meetings of the Finance Committee held 3 and 13 December 2018.

2 Recommendation

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

3 Committee Agenda and Summary 3 December 2018 and Subsequent Chair's Action on 7 December 2018.

- 3.1 On 19 September 2018, the Board delegated authority to the Committee to approve matters reserved to the Board in relation to the Crossrail project.
- 3.2 With the agreement of the Chair, the meeting of the Committee held on 3 December 2018 was called with less than five clear working days' public notice. The reasons for urgency were that decisions were required in relation to the funding of the Crossrail project. The papers for the meeting were published on 30 November 2018. The agenda is available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>.
- 3.3 The meeting noted the progress of discussions with Government and the GLA on the funding of the Crossrail project. The meeting and a subsequent use of Chair's Action on 7 December 2018 approved the related authorities required for the funding arrangements for the Crossrail project to be agreed with Government.
- 3.4 The Mayor of London and the Government announced the funding package for Crossrail Limited on 10 December 2018. The GLA would borrow up to £1.3bn from the Department for Transport (DfT), to be repaid from the existing Business Rate Supplement and Mayoral Community Infrastructure Levy. The GLA would also provide a £100m cash contribution, taking its total contribution to £1.4bn, which would be provided as a grant to TfL for the Crossrail project.

- 3.5 As the final costs of the Crossrail project were yet to be confirmed, a contingency arrangement was also agreed in the form of a loan facility from the DfT of up to £750m, should the higher end of the estimate be realised.
- 3.6 The combined financing deal replaced the need for the £350m interim financing package offered by the Government in October 2018.
- 3.7 The more detailed minutes of the meeting will be published ahead of the 12 March 2019 meeting of the Committee.

4 Committee Agenda and Summary – 13 December 2018

- 4.1 The papers for the meeting of the Committee held on 13 December 2018 were published on 5 December 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>
- 4.2 The main matters considered by the Committee were:
- (a) Use of Delegated Authority;
 - (b) Finance Report - Period 8 2018/19;
 - (c) Business Plan Approval;
 - (d) Treasury Activities;
 - (e) Elizabeth line Rolling Stock Sale and Leaseback;
 - (f) TfL Energy Purchasing 2021 to 2022;
 - (g) Contract for Services between TfL and LRSL;
 - (h) TfL Office Accommodation Strategy; and
 - (i) Update Transformation Programme Update
- 4.3 A summary of the items discussed and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the 12 March 2019 meeting of the Committee.

5 Issues Discussed – 3 December 2018

Use of Delegated Authority

- 5.1 The Committee noted the paper and the use of Chair's Action on 7 December referred to above.
- 5.2 There had been no use of delegated Procurement and Land Authority since the last meeting of the Committee.

Finance Report - Period 8 2018/19

- 5.3 The Committee noted the report, which set out TfL's financial results for Period 8, 2018/19 – the year-to-date period ending 10 November 2018.
- 5.4 Members noted that passenger income was £22m above budget and £54m above last year; this was largely driven by London Underground which had its busiest day ever on 7 December 2018 with 5.031m journeys. Members noted the potential drivers for the increase in passenger numbers and TfL's continuing progress in reducing operating costs, which were £158m below budget.

Business Plan Approval

- 5.5 Under authority delegated by the Board on 21 November 2018, the Committee approved the TfL Business Plan 2018, which set out TfL's plans for the five years from 2019/20 to 2023/24.
- 5.6 The Committee discussed the plan in detail. It was considered to be robust enough to deal with TfL's financial challenges and to continue its cost reduction, while delivering the capital investment required. The Plan had been reviewed in light of the funding agreement for Crossrail Limited announced by Government and TfL on 10 December 2018 and referenced above. The Plan set out how TfL would deliver the priorities of the Mayor's Transport Strategy.

Treasury Activities

- 5.7 The Committee noted the paper and supplemental information on Part 2 of the agenda.
- 5.8 The Committee noted that the borrowing programme was largely complete; £850m had been raised and £42m remained as a borrowing requirement. In November 2018, the foreign exchange exposure risk associated with the contract for the procurement of the 94 Piccadilly line trains was mitigated.

Elizabeth Line Rolling Stock Sale and Leaseback

- 5.9 The Committee approved TfL entering into a sale and leaseback transaction for the new rolling stock fleet for the Elizabeth line, as envisaged in the Business Plan 2018. The use of sale and leaseback arrangements for trains was not uncommon – it wasn't used on London Underground rolling stock as it was more difficult or not possible to use on other parts of the rail network.

TfL Energy Purchasing 2021 to 2022

- 5.10 The Committee noted the summary of TfL's Energy Strategy and approved Procurement Authority of £222m for the purchase of electricity and natural gas from 2021 to 2022 across TfL, under frameworks set up by the Crown Commercial Service.

- 5.11 The Energy Strategy sought to meet the Mayor's strategic aims for TfL's energy use and CO2 emissions, and set out TfL's approach to achieving best value for money. It included the electrification of the TfL bus fleet, supporting the provision of electric vehicle charging infrastructure for London and seeking to meet the London Environment Strategy's ambition for all TfL-controlled rail services to be wholly powered by zero carbon sources by 2030. Members noted the 12 key initiatives in the Strategy, which were consolidated into four high-level work streams; energy efficiency; energy procurement; generation/storage; and road transport electrification.
- 5.12 Feasibility studies would identify key projects to be prioritised on their ability to significantly reduce carbon emissions and financial benefit, with the aim of meeting the Mayor's zero carbon agenda and to improve London's air quality. The four work streams would be further developed over the next 12 months and would align as far as possible with the Mayor's Energy for Londoners programme. Members requested that TfL look at energy efficiency measures across the whole business. The current progress in developing the Energy Strategy would be shared with Members at a workshop in 2019, including the work towards developing an electric vehicle charging strategy and a pan-TfL business plan on energy efficiency approaches. Members stated that the approach set out was prudent but more work was necessary to develop a broader energy strategy.

Contract for Services between TfL and LRSL

- 5.13 The Committee granted Procurement Authority up to the sum of £137m in respect of the contract for services between TfL and London River Services Limited for the provision of Woolwich Ferry services between the periods October 2008 to March 2020. This was an internal transaction that allowed for greater transparency, governance and tax efficiencies and resulted in no changes to the Woolwich Ferry Services.
- 5.14 Members were invited to visit the two new Woolwich Ferry boats.

TfL Office Accommodation Strategy Update

- 5.15 The Committee noted an update on TfL's Accommodation Strategy and the progress made on the key efficiency and savings initiative, known as the Major Accommodation and Property Programme (MAPP). MAPP was targeted with a minimum of £120m gross benefits over the Plan Years 2018-22 and had secured £94.88m to date; a further £31.18m of planned future activities was expected.
- 5.16 Members noted that a full review of the freehold office estate had begun based on a reduction in staff numbers and smarter working. Including the Broadway Complex, 13 freehold assets were identified for potential sale, with an indicative net capital receipt of at least £200m. A wider review of TfL's accommodation requirements over the next ten years was being prepared and would be on the March 2019 agenda.

Transformation Programme Update

- 5.17 The Committee noted the update on the Transformation Programme. The immediate priority was to conduct end-to-end reviews of eight core business processes. Members reiterated the importance of continuing communication with staff about any changes as soon as possible, recognising that there had been long periods of uncertainty for both individuals and TfL.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 3 and 13 December 2018.

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Board



Date: 30 January 2019

Item: Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 5 December 2018

This paper will be considered in public

1 Summary

1.1 To report to the Board on the meeting of the Safety, Sustainability and Human Resources Panel held 5 December 2018.

2 Recommendation

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

3 Background

3.1 The main matters considered by the Panel on 5 December 2018 were:

- (a) Review of CIRAS Impact;
- (b) Quarterly Health, Safety and Environment Performance Report;
- (c) Escalators and Stairs Safety Plan Update;
- (d) Human Resources Quarterly Report;
- (e) Graduate and Apprentice Update;
- (f) Maximising Potential and Succession Planning;
- (g) Transformation Update; and
- (h) Strategic Risk Management Update.

3.2 A summary of the items discussed at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the 27 February 2019 meeting of the Panel.

4 Issues Discussed on 5 December 2018

Review of CIRAS Impact

4.1 The Panel noted the report and presentation by CIRAS, the independent reporting system used by Transport for London. It was recognised that only a relatively low number of reports were received and this often reflected staff

perception of the effectiveness of internal reporting rather than real experience. Incidents of reporting on fatigue related matters had increased and this was partly attributable to increased awareness following the reports into the tram overturning at Sandilands, Croydon in November 2016.

Quarterly Health, Safety and Environment Performance Report

- 4.2 The Panel noted the report, which provided an overview of health, safety and environment performance for London Underground (LU), TfL Rail, Surface Transport and Crossrail services for Quarter 2 2018/19 (24 June 2018 to 15 September 2018). The Vision Zero Action Plan and Bus Safety Standard had been launched and it was expected that improvements in safety trends would begin to show in the forthcoming year. Bus safety remained a high priority with reviews of the drug and alcohol testing regime and on bus technology taking place to reduce safety risk. Crossrail safety performance remained good and Members would be invited to see how safety was managed during the transition to an operational railway.

Escalators and Stairs Safety Plan Update

- 4.3 The Panel noted the paper on plans to reduce customer injuries on stairs and escalators. A programme of identifying priority stations had taken place and a collaborative approach was used to reduce risk of injury. Safety messages were also being shared with third parties such as magazines, websites and social media to allow for inclusion on the promotion of events and activities.

Human Resources Quarterly Report

- 4.4 The Panel noted the report, which provided an overview of key Human Resources led activities in Quarter 2 2018/19 (24 June 2018 to 15 September 2018). The Viewpoint staff survey had taken place and the results would be presented to the Panel. Workforce representativeness was close to target, although at Band 5 and Director level the gap was slightly wider than that of the organisation as a whole.

Graduate and Apprentice Update

- 4.5 The Panel noted the paper, which provided an update of the programme which was aiming to increase the diversity of candidates and the quality of the schemes.

Maximising Potential and Succession Planning

- 4.6 The Panel noted the paper which set out the talent management framework and its application to succession planning. The framework would also enhance representativeness across the workforce.

Transformation Update

- 4.7 The Panel noted the paper which set out recent activities in the Transformation Programme including the creation of the Business Services function.

Strategic Risk Management Update

- 4.8 The Panel noted the paper, which updated the Panel on the Enterprise Risk Management Framework. Members requested further information on two risk areas – Achieving Safety Outcomes and TfL’s Environmental Impact.

List of appendices to this report:

None.

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 5 December 2018.

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Board



Date: 30 January 2019

Item: Report of the Meeting of the Programmes and Investment Committee held on 11 December 2018

This paper will be considered in public

1 Summary

1.1 To report to the Board on the meeting of the Programmes and Investment Committee held on 11 December 2018.

2 Recommendation

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

3 Committee Agenda and Summary

3.1 The papers for the meeting of the Committee held on 11 December were published on 3 December 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/programmes-and-investment-committee>

3.2 The main matters considered by the Committee were:

- (a) Investment Programme Report - Quarter 2 2018/19;
- (b) Crossrail Update;
- (c) Independent Investment Programme Advisory Group - Quarterly Report;
- (d) Use of Delegated Authority;
- (e) Strategic Risk Update SR12;
- (f) Air Quality Environment Programme;
- (g) Public Transport Programme 2019/20;
- (h) DLR Rolling Stock Replacement Programme;
- (i) London Underground Track Delivery Partner Contract; and
- (j) London Underground Northern Line Extension Update.

- 3.3 A summary of the items discussed and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the 6 March 2019 meeting of the Committee.

4 Issues Discussed

Investment Programme Report – Quarter 2 2018/19

- 4.1 The Committee noted progress against the Investment Programme in Quarter 2 2018/19, with updates from Surface Transport, London Underground and Major Projects. It primarily discussed projects with a red RAG status and requested an update on the discussions with the London Borough of Hammersmith and Fulham on Cycle Superhighway 9 in early 2019.
- 4.2 Members were informed potential labour and raw material costs were considered in business planning and strategic risk management. A team was also working on the impacts of Brexit and other impacts on the supply chain, including tariffs and foreign exchange prices but there was little empirical evidence of labour shortages across the supply chain at present. TfL would maintain awareness on the issue.
- 4.3 Members were encouraged by the progress on the Liveable Neighbourhoods programmes, particularly in the context of providing alternative modes of transport in outer London and congratulated staff on their work on the Healthy Streets Approach.

Crossrail Update

- 4.4 The Committee noted the update on the status of the Crossrail project, including a summary of the funding package announced on 10 December 2018. The Chair paid tribute to the dedication of those involved in agreeing the funding arrangements. The funding arrangements brought certainty to Crossrail Limited (CRL) and TfL and it was now imperative that TfL support CRL and the new Chief Executive, Mark Wild, to deliver the project.
- 4.5 Mark Wild provided a detailed update to the Committee on the issues to date and that he would augment the executive leadership team of CRL to ensure that it had the right balance of skills and experience. An update on the current status of the project is elsewhere on the agenda for this meeting.
- 4.6 Mark Wild committed to being a regular attendee at Committee meetings and to ensuring transparency in the reporting of the progress of the project.

Independent Investment Programme Advisory Group – Quarterly Report

- 4.2 The Committee noted the paper, which set out the Independent Investment Programme Advisory Group's (IIPAG) report and TfL management's response.

- 4.3 Alison Munro introduced the new members of IIPAG, Kenny Laird, Jonathan Simcock and Joanne White. IIPAG was encouraged by the number of closed recommendations.
- 4.4 The Committee stated that it would be useful if IIPAG was to determine whether TfL applied the most appropriate standards to its programmes to ensure the greatest efficiency. Mike Brown welcomed the mature assurance provided by IIPAG and would welcome assurance on the strategic priorities.

Use of Delegated Authority

- 4.5 The Committee noted the paper which set out the use of delegated authority since the previous meeting.
- 4.6 There had been two uses of Chair's Action since the last meeting, in relation to the Northern Line Extension and Barking Riverside Extension (the latter occurred after the publication of papers for the meeting).

Strategic Risk Update SR12

- 4.7 The Committee noted the update on how TfL managed Strategic Risk 12 – Delivery of Key Investment Programmes. Members discussed how TfL was managing the Delivery of the Key Investment Programmes Strategic Risk and the need for one lead person per control and action.

Air Quality Environment Programme

- 4.8 The Committee considered the strategic case for the Surface Transport Air Quality and Environment Programme (AQE Programme). The programme was key to achieving the Mayor's Transport Strategy (MTS), specifically policies 6 and 7. Its key components included: the delivery of a network of rapid charge points; the Go Ultra Low City Scheme; the Mayor's Air Quality Fund; the T-Charge; Vehicle Compliance Zones; Taxi and Private Hire Vehicles (PHVs); TfL bus fleet compliance with EURO VI requirements; Low Emissions Bus Zones; and TfL Dial-a-Ride fleet compliance.
- 4.9 The AQE Programme 2018-2023 proposal would enable TfL to deliver key benefits including: improved air quality; better quality of life and health of Londoners; and increased use of newer and cleaner vehicles, including buses, taxis and PHVs. It would also enable TfL to meet legal compliance with NO2 limits in the shortest practical time. Members noted the potential delivery challenges for the programme.
- 4.10 Members welcomed the progress of the programme, particularly in regard to localised pollution, but considered that decarbonisation needed to increase with greater rapidity. The roadmap to achieve the MTS 2050 Zero Carbon target was being reviewed to see if milestones could be delivered sooner and an update would be provided in early 2019.

- 4.11 The Committee approved Programme and Project Authority of £280m for delivery of the Surface Transport AQE Programme, covering: £67m in 2017/18, £109m in 2018/19; and £104m for activities which commence in 2018/19 and extend into subsequent years.

Public Transport Programme 2019/20

- 4.12 The Committee approved additional Programme and Project Authority of £89m giving a total of £347m for the Public Transport Programme 2019/20. The programme was fundamental to delivering the aim within the MTS for 80 per cent of trips in London to be made on foot, by cycle or using public transport by 2041. Members noted progress to date and that a steering group had been established to determine the prioritisation of projects and to ensure that there was a joined up approach, to achieve the aims of the MTS.
- 4.13 Members asked about the use of alternative sources of funding to drive change and were informed that a number of projects included third party funding and, where possible, TfL would facilitate this.

DLR Rolling Stock Replacement Programme

- 4.14 The Committee approved additional Programme and Project Authority and authority to enter into contracts for the procurement of DLR trains. The replacement of the life expired fleet and purchase of additional trains would contribute to the delivery of the Mayoral objectives and to the TfL and London Rail objectives, including to: support population and employment growth across the network, particularly planned development in the Royal Docks, the Queen Elizabeth Olympic Park and Isle of Dogs; provide crowding relief by increasing capacity; improve customer satisfaction; and increase revenue by accommodating predicted demand.

London Underground Track Delivery Partner Contract

- 4.15 The Committee noted an update on the process and timescales for awarding a Track Delivery Partner contract for the London Underground Track Programme. This was expected to be awarded in February 2019, when the current Track Partnership contract with Balfour Beatty expired. Authority for the contract award would be sought through Chair's Action.

London Underground Northern Line Extension Update

- 4.16 The Committee noted the good progress of the Northern Line Extension and, that in 2019, the project will transition into the stations fit out, systems installation and integration stages, followed by testing.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to Programmes and Investment Committee on 11 December 2018

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Board



Date: 30 January 2019

Item: Report of the Meeting of the Remuneration Committee held on 23 January 2019

This paper will be considered in public

1 Summary

1.1 To report to the Board on the meeting of the Remuneration Committee held on 23 January 2019.

2 Recommendation

2.1 The Board is asked to note the report.

3 Committee Agenda and Summary

3.1 The papers for the meeting of the Committee held on 23 January were published on 15 January 2019 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/remuneration-committee>

3.2 The main matters to be considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Pay Gap Analysis; and
- (c) Remuneration Benchmarking.

3.3 The meeting of the Committee is held after the papers for this meeting of the Board are published. A summary of the items discussed and decisions to be taken at the meeting is provided below and an update will be provided at the meeting. The more detailed minutes of the meeting will be published ahead of the 18 June 2019 meeting of the Committee.

4 Issues To Be Discussed

Use of Delegated Authority

4.1 The Committee is asked to note the paper. Since the meeting of the Committee on 7 November 2018, Committee members had been consulted on two occasions prior to the use of Chair's Action to approve salaries of £100,000 or more for 14 individuals.

Pay Gap Analysis

- 4.2 The Committee is asked to note TfL's pay gap analysis reports on gender and ethnicity for 2017/18.

Remuneration Benchmarking

- 4.3 The Committee is asked to note the previous benchmarking approach and report and, in relation to the 2019 report, to confirm: the roles to be surveyed; agree a 'peer group' of organisations to draw benchmark data from; agree the method to be used for generating comparable remuneration data; and confirm the preferred format for the 2019 report.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Remuneration Committee on 23 January 2019

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