

Commissioner's Report

24 July 2019



About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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This paper will be considered in public

I Introduction

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

2 TfL Scorecard

Period 3

Breakdown of scorecard measures categories:

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

■ Achieved ■ Partially achieved ■ Not achieved

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

Safety and operations (25%)

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

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

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

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

6. Milestone subject to approval by the Finance Committee

Long-term objectives	2019/20 scorecard	Period 3		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
New homes and jobs (2.5%)					
Transport investment will unlock the delivery of new homes and jobs	The cumulative percentage of affordable homes on TfL land with planning applications submitted – post May 2016	n/a	n/a	54	50
Mode share (5%)					
80% of journeys will be made by sustainable modes in 2041	Public transport trips (millions)	311	305	915	902
	Average kilometres cycled per day ⁷ (thousands)	478	469	478	469
People (25%)					
A capable and engaged workforce representative of London	Workforce representativeness				
	– all staff (%)	71	70	71	70
	– director/band 5 (%)	38	38	38	38
	Inclusion index (%)	Annual	n/a	Annual	n/a
	Total engagement (%)	Annual	n/a	Annual	n/a
Financial (25%)					
We cover our costs and we are prudent	Net operating surplus (£m)	65	40	177	67
	Investment programme (£m)	107	144	337	431

Customers (continued)

People (25%)

Financial (25%)

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

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

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

Safety & Operations

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

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

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

Customer

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

People

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

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

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

Financial

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

3 Safety and security

Croydon tram overturning

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

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

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

Remembering 7/7

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

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

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

Lowering speed limits

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

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

Direct Vision Standard

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

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

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

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

Intelligent Speed Assistance

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

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

Bus Safety Standard

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

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

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

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

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

Bus Safety Innovation Challenge

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

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

Police activity to deliver Vision Zero

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



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

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

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

Unattended deployable camera trial

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

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

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

Crime and antisocial behaviour on public transport

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

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

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

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

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

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

Tackling knife crime and tackling serious youth violence in the Capital

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

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

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

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

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

Hate crime and #WeStandTogether

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

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

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

Customer safety on the Tube

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

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

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

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

London Bridge inquests

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

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

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

4 Healthy streets and healthy people

Walking and cycling

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

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

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

East-West Cycleway

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

Cycleway 4

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

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

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

Cycleway 9

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

Cycling future routes

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

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

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



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

Barking and Barking Riverside

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

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

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

Improvements between Wood Lane and Acton

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

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

Proposed improvements between Wood Lane and Notting Hill Gate

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

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

Cycleway between Camden and Tottenham Hale

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

Cycleway between Hackney and the Isle of Dogs

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

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

Mini-Hollands, Quietways and Central London Grid

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

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

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

The Mini-Holland programme involves 98 infrastructure schemes and five behaviour-change schemes across three outer London boroughs – Waltham Forest, Enfield and Kingston. Thirty two of the 103 Mini-Holland schemes are now complete, including the A105 Green Lanes scheme, a 5km protected cycle route linking Enfield Town to Palmers Green and the Kingston station plaza, which sees improved accessibility for both pedestrians and cyclists. Schemes currently under construction include protected cycle routes on Wheatfield Way in Kingston, on the A1010 in Enfield and on Lea Bridge Road in Waltham Forest. Further schemes are progressing through design and consultation, including a number of cycle links and Enfield's Quieter Neighbourhoods.

Rapid electric vehicle charging

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

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

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

Electric vehicle infrastructure delivery plan

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

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

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



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

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

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

Ultra Low Emission Zone

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

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

Key findings for the first month of the scheme:

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

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

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

ULEZ expansion – October 2021

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

Making our bus fleet greener

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

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

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

Safer Junctions

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

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

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

Dial-a-Ride vehicles

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

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

High Speed 2

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

Hammersmith Bridge

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

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

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

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

Rotherhithe to Canary Wharf crossing

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

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

necessary to pause work on the bridge at this stage.

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

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

Old Street

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

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

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

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

Highbury

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

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

Vauxhall

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

Lambeth Bridge north and south

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

Wandsworth Gyratory

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

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

Fiveways

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

White Hart Lane station

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

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

Bus priority

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

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

Healthy Streets traffic timing review

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

Bus Driver Facilities

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

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



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

Green man’ authority sites

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

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

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

pedestrian wait time with very little detriment to road traffic.

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

Demand responsive buses

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

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

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

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

Protests and events on our network

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

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

numerous stakeholders across local and national government.

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

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

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

Congestion Charging private hire vehicle exemption removal – judicial review

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

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

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

Workplace Parking Levy – consultation on Mayor's guidance

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

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

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

5 A good public transport experience

Elizabeth line

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

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

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

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

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

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

New London Overground trains

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

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

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

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

Contract awarded to replace oldest DLR trains

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

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

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

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

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

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

London Underground Northern Line Extension

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

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



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

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

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

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

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

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

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

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

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

We are installing a new digital signalling system on the Circle, District, Hammersmith & City and Metropolitan lines. The first section is now operating reliably between Hammersmith and

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

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

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

Piccadilly line

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

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

Bakerloo line upgrade and extension

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

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

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

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



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

Bank station

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

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

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

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

Waterloo station

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

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

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

Victoria station

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

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

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

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

Barking Riverside extension

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

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

West London Orbital

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



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

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

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

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

The District line - 150 years old

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

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

WiFi data

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

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

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

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

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

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

Protecting revenue

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

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

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



Johnston memorial

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

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

6 New homes and jobs

Crossrail 2

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

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

Affordable homes

Construction at Blackhorse Road

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

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

South Kensington station

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

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



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

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

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

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

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

Southwark - Over Station Development

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

Finchley Central and High Barnet

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

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

Arnos Grove and Cockfosters

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

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

7 Our people

Hannah Dadds

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

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

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

Royal recognition

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

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

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

European Women in Construction & Engineering Awards

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

There were four other TfL finalists:

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



- Zoe Stevens – finalist Best Woman Contractor

WeAreTheCity

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

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

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

British Ex-Forces in Business Awards

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

Celebrating diversity with new roundels for Pride

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

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

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

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

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

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

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

Dementia Action Week

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

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

Carers Week

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

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

8 Securing value and generating income

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

Transformation

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

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

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

Retail innovation challenge

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

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July 2019