

Commissioner's Report

20 March 2018



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.

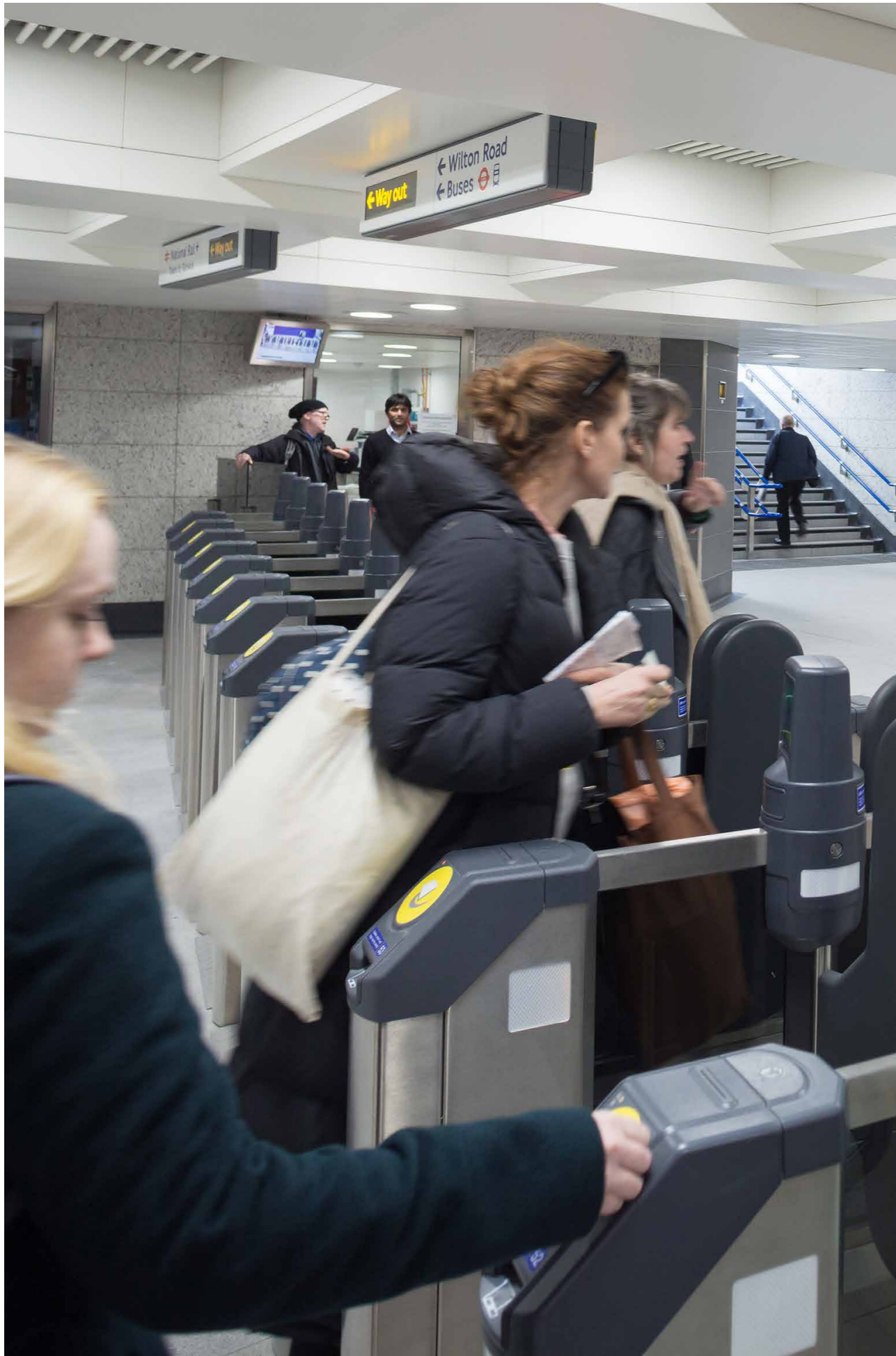
We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

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 30 January.

2 TfL Scorecard

Period II

Breakdown of scorecard measures categories:

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

Outcome	Measure	Period II		Year to date	
		Actual	Target	Actual	Target
Safety and operations					
Safe and secure travel	Reduction in KSIs on London's roads (%)	Quarterly	Quarterly	42.8 ■	see note
	Workforce and customer injuries	800 ■	743	9,889 ■	8,665
Tackling crowding and ensuring good growth	Available passenger km (bn)	Quarterly	Quarterly	80 ■	80
Improving public transport services	Streets journey time reliability (%)	88.6 ■	87.1	88.8 ■	88.5
	Bus excess wait time (minutes)	0.9 ■	1.0	1.0 ■	1.1
	Average bus speeds (mph)	9.3 ■	9.3	9.3 ■	9.2
	Tube excess journey time (minutes)	4.49 ■	4.30	4.53 ■	4.30
Deliver critical infrastructure, and prepare for the Elizabeth line	Key milestone delivery (%)	0 ■	100	66 ■	100
Customer					
We work for our customers	Care metric (%)	Quarterly	Quarterly	46 ■	51
Active and inclusive travel	Public transport and cycling journeys (m)	317 ■	317	3,429 ■	3,452
Reducing impact on air quality, carbon and environment	NO ₂ concentrations (unit)	Annual	Annual	Annual	Annual
Deliver affordable housing	Affordable housing (%)	Quarterly	Quarterly	35 ■	35
Creating an accessible public transport system	Step-free journeys (%)	Annual	Annual	Annual	Annual

Outcome	Measure	Period II		Year to date	
		Actual	Target	Actual	Target
People					
A workforce representative of London	All staff workforce diversity (%)	Quarterly	Quarterly	69.8 ■	69.9
	B5+ workforce diversity (%)	Quarterly	Quarterly	41.3 ■	39.2
	Action on equality	Quarterly	Quarterly	■	■
A capable, engaged workforce	Total engagement (score)	Annual	Annual	56 ■	59
	Transformation milestone (%)	Quarterly	Quarterly	100	100
A more effective, efficient organisation	Transformation survey	Quarterly	Quarterly	See note	0
Financial					
We are financially sustainable	Net operating surplus (£m)	39 ■	32	412	280
We are prudent	Daily cash above minimum (%)	100 ■	95	100	95
	Period average cash balance (£m)	1,273 ■	540	1,397 ■	540

■ On track ■ Not on track

Notes:

Year to date scores for quarterly measures are as at Q3 (period 9)

KSI: Figures for 2017 are provisional and subject to change and are currently available to the end of April 2017. Finalised figures for 2017 have been delayed due to the introduction of the Metropolitan Police Service (MPS) Case Overview and Preparation Application (COPA) and are scheduled to be published in summer 2018.

Transformation survey: Results are due in Q4

3 Safety and security

Croydon tram overturning

We are continuing to address and meet the recommendations made in the Rail Accident Investigation Branch (RAIB) and SNC-Lavalin reports into the overturning at Sandilands.

Our thoughts remain with everyone affected. The Sarah Hope Line continues to be available to all those affected to provide help with counselling and other support.

On 31 January and 1 February, we hosted a Trams Summit, which was attended by other UK tram operators and transport authorities including Transport for Greater Manchester, South Yorkshire Passenger Transport Executive, and Edinburgh Trams. This is part of our continuing work with the wider tram industry to learn every lesson, implement the RAIB's report recommendations, and introduce further measures that could improve tram safety across the UK.

We have also been appointed to be a representative on the new UK tram industry body, which has been set up under the guidance of the Office of Rail and Road (ORR) to develop common standards and to address risk review and identification.

We are working to apply the lessons of Sandilands across the organisation and will address and report on fatigue as

a pan-TfL issue at future meetings of the Safety, Sustainability and Human Resources Panel.

We are awaiting decisions from the Crown Prosecution Service and the ORR on potential criminal and regulatory proceedings arising from the overturning. The Coroner's inquest will also follow the outcome of those matters.

We have been working with the London Borough of Croydon on its plans to deliver community recovery activities following the event at Sandilands. We will provide £750,000 of funding over the next three years to support those activities. To enable us to make those payments, the Mayor has delegated the relevant powers to TfL and directed us to do so. The money will support health and social services in New Addington and the surrounding community, where many of those directly or indirectly affected by the tragedy live. We will work together with Croydon Council over the next three years on identifying projects and allocating the funds.

Incident at Victoria station

In February 2017, a member of the public suffered life-changing injuries when they were struck by a failed architectural panel during high winds at Victoria station. A formal investigation report has now been completed and lessons have been shared across our organisation, including Crossrail, which has resulted in new checking

regimes, particularly for hidden fixings, and changes in our design processes.

The ORR also carried out an investigation and has concluded that it is satisfied with the actions we have taken to prevent this happening again. As a consequence, the ORR has advised that it will take no further action.

Tackling dangerous drivers

In further action to tackle the danger posed by bad drivers, we supported the Metropolitan Police Service's Roads and Transport Policing Command (RTPC) in a week of enforcement action from Monday 22 to Sunday 28 January. Police officers from across the RTPC were involved in a focused enforcement and education programme to address the alarming rise in the number of people making calls, texting and watching videos when driving.

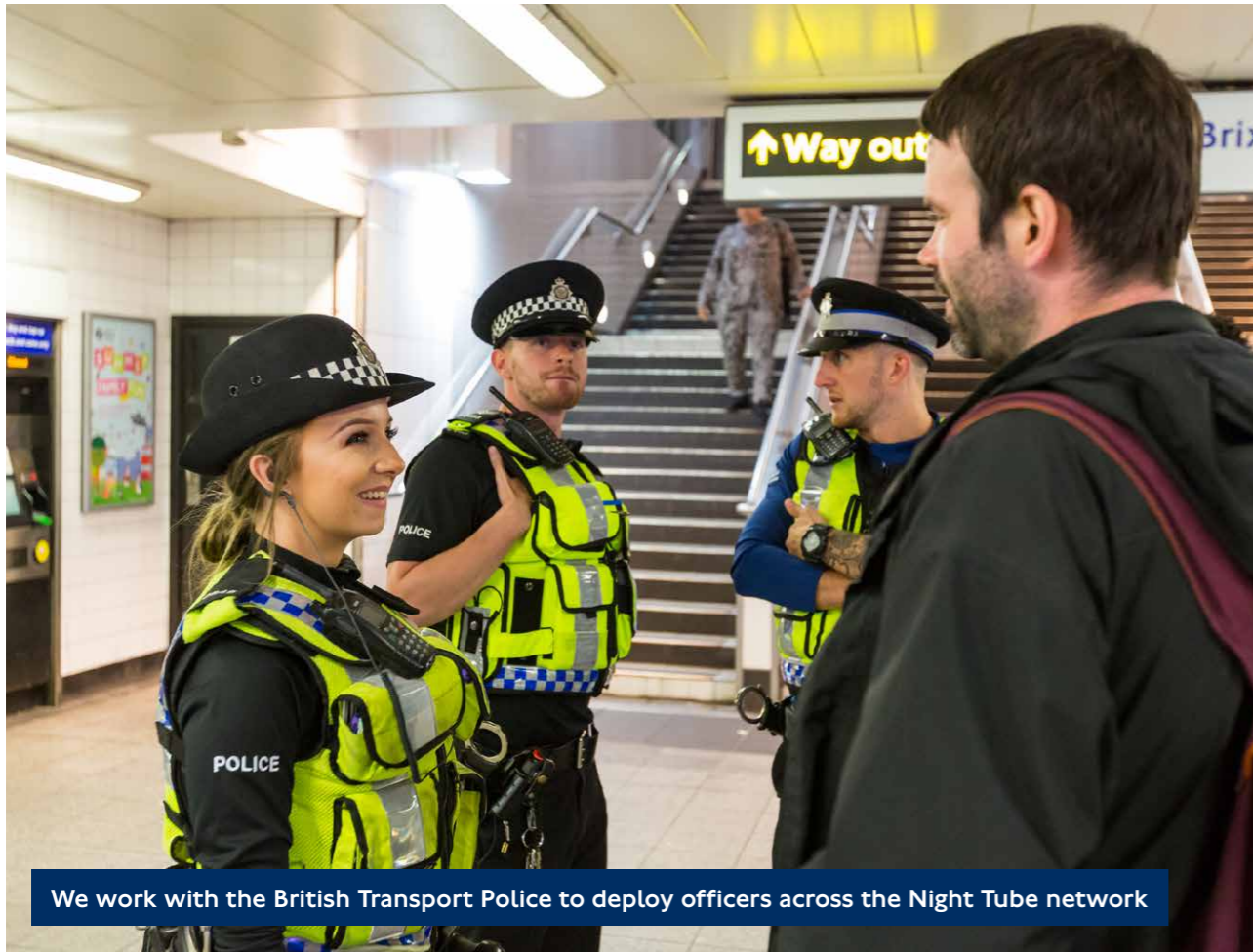
More than 1,000 offences were recorded throughout the week, with 636 drivers caught using mobile phones, 119 for excess speed, 395 for driving through a red light, and 107 for driving without insurance. The RTPC made 25 further arrests for offences such as driving while disqualified, being wanted on warrant, assault and being in possession of an offensive weapon. This demonstrates the value of policing the Capital's roads to keep London and its visitors safe.

Safety on buses

On 9 February, we completed a four-week safety announcement trial asking passengers to hold on when the bus is moving. This was done to help reduce the number of slips, trips and falls that accounted for up to 3,000 injuries in 2017. During the trial we revised the timing and wording of the announcements, and we are now studying how effective the trial was at reducing incidents.

Our bus operators are also trialling new ideas and technology following awards from our new Bus Safety Innovation Fund, including: vehicle audio-visual systems to warn nearby pedestrians and cyclists that a bus is approaching; intelligent sensors that detect fatigue from the movement of eyes and direction of sight of bus drivers; acceleration limiters to make pulling away smoother; risk-based psychometric testing in recruitment; and a joint project with the London Cycling Campaign to introduce vulnerable road user champions in bus depots.

On 8 January, we also met with members of the GLA Transport Committee to explain how we intend to make the bus network safer ahead of the introduction of the new Bus Safety Standard, which will require new vehicles to be fitted with safety technology such as automatic emergency braking.



We work with the British Transport Police to deploy officers across the Night Tube network

Workforce safety

The workforce safety plan in London Underground is focused on improving by changing safety culture. The focus for 2017/18 is on ensuring our leaders are visible and are having conversations with the frontline teams.

New senior leaders have been carrying out more safety tours and reiterating their commitment to safety in personalised charters. These tours are proving to be very successful and are driving a more open and positive safety culture.

We are also focusing our work in London Underground and Major Projects on improving accidental injury performance, based on trend analysis. We are making Health, Safety and the Environment personal – helping individuals to enhance their commitment through self-motivation.

This work has led to a 45 per cent reduction in lost time injuries compared with last year, and has made safety a genuine conversation between colleagues.

In pursuit of reducing avoidable injuries to our staff, suppliers and customers, our Major Projects team is strengthening its approach to managing ‘near misses’. Near miss reports will be treated in exactly the same way as actual safety incidents. Investigations will be given the same amount of rigour, and lessons learnt will be shared across our organisation.

Improving the coverage and visibility of the British Transport Police

We have been working with the BTP to provide a better deployment model for the dedicated police officers who support the Night Tube. This model will ensure there is greater coverage

and visibility and improve support to our staff.

In addition to this, we are in the process of negotiating a new Police Services Agreement with them to restore dedicated neighbourhood policing to London Underground and other rail services, including London Overground.

Security and National Railways Security Programme compliance

In May 2017, the Department for Transport (DfT) issued an updated set of security instructions to the rail industry to deliver a coherent and consistent security programme, under the powers vested in the Secretary of State through the 1993 Railways Act. The National Railways Security Programme (NRSP) comes into force on 1 April 2018 and all parties are expected to demonstrate compliance by this date. The DfT has a comprehensive inspection regime, and powers to take enforcement action, up to and including imprisonment for parties that do not comply.

The NRSP gives detailed instructions of the approach, plans, procedures and standards expected across the rail industry to address the threat from terrorism through:

- Station security
- Passenger train security

- Network security
- Freight security
- People security
- Training
- Security messaging and communications with the public, customers and staff
- Cyber security
- Incident reporting
- Threat assessment
- Enhanced measures if the threat level changes
- New developments

Gareth Powell, Managing Director, Surface Transport, is the designated director with responsibility for rail security at TfL. Since November 2017, we have worked closely with our concession operators, MTR Crossrail and Arriva Rail London, with whom we share responsibility for compliance for the NRSP. The DfT is pleased with the progress we are making to date.

We are using this opportunity to create a comprehensive security programme that touches our whole organisation, to support the development of a better security culture, so we are better able to protect our customers, staff, assets and infrastructure from the threat of terrorism. We have also used this opportunity to work across TfL to:

- Review and improve security messaging to the public on our website, social media and public facing communications, building on the 'See it, Say it, Sorted' national messaging
- Plan an internal communications campaign to reach all employees and raise awareness about security in the workplace, covering topics such as access to our buildings, suspicious behaviour and keeping information secure

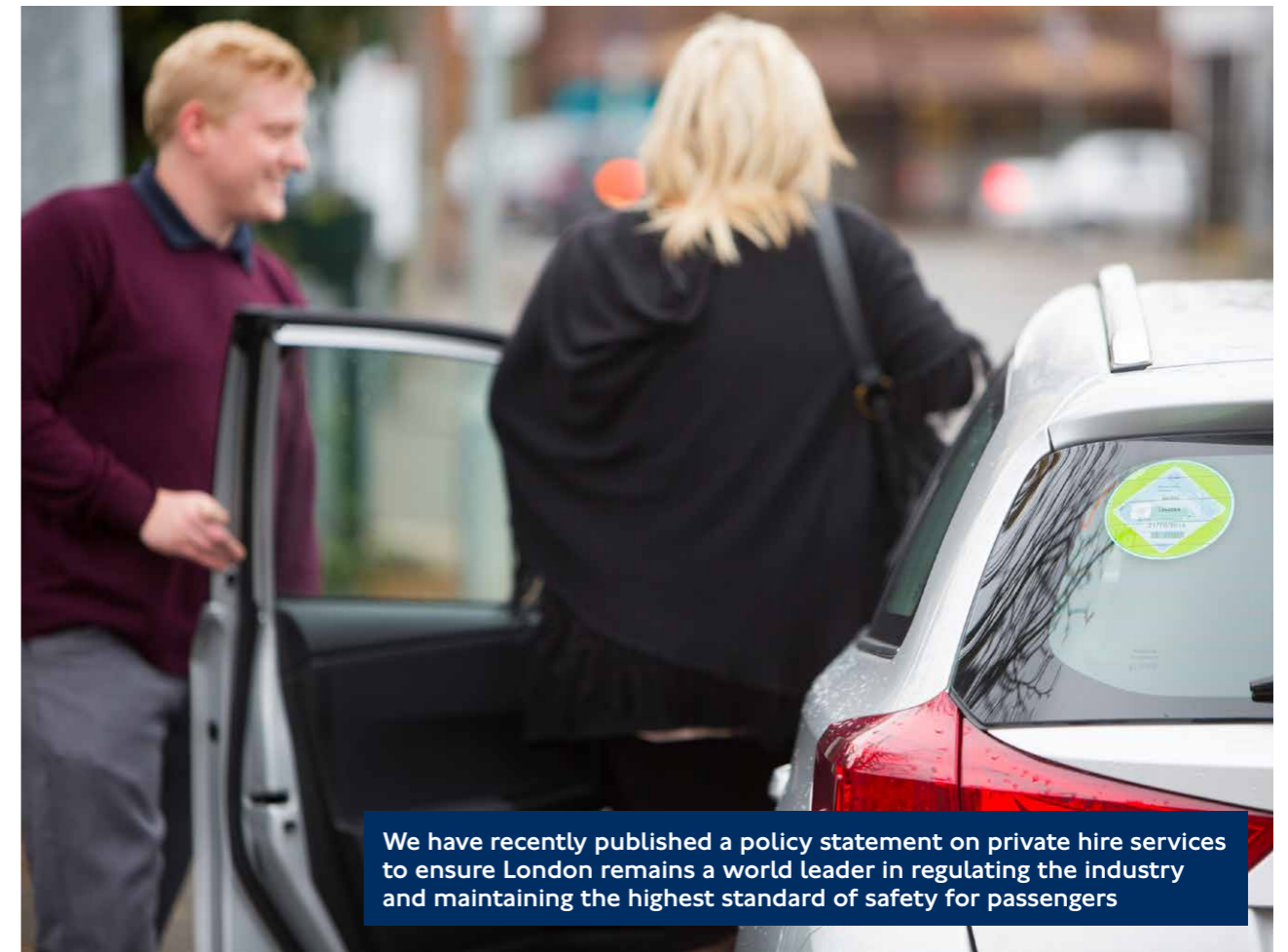
Substantial progress has also been made on developing a training package to meet the security training requirements of the NRSP, including an all-staff e-learning module, which will be launched in the spring. The British Transport Police is also engaged in a programme of face-to-face security briefings to be delivered to all our staff in London Overground and TfL Rail before it is rolled out across our organisation.

Improving private hire services in London

On 15 February, we published a policy statement setting out how private hire and ride-sharing services (in which passengers share vehicles and pay separate fares) will operate in the Capital in the future. This is in response to changes in the private hire industry and the many new services being offered. It has been designed to ensure London remains the world leader in regulating taxi and private hire services and the safety of passengers.

The Private Hire Vehicle (PHV) and ride-sharing market has been transformed. New technology has made it easier and cheaper to book rides through apps, resulting in a significant increase in the number of people opting to use PHV services. An increasing number of services are also emerging in London that include ride-sharing. Current legislation was introduced before these technologies were developed and clarity is needed on what is now required to ensure the highest possible standards of safety and security for passengers and drivers. Any changes will be subject to full consultation. New regulations could include strengthened requirements for operators to:

- Make a strong commitment to safety as a top priority, and to take appropriate steps to ensure the safety of their passengers, and also of drivers when dealing with difficult situations



We have recently published a policy statement on private hire services to ensure London remains a world leader in regulating the industry and maintaining the highest standard of safety for passengers

- Clearly state policies and action plans for the prevention and reporting of offences and for clear, named accountability at senior management level for safety, reporting and protection of personal data
- Provide mechanisms to allow passengers to choose who they share vehicles with and establishing how passengers might be able to decide on this before accepting a ride
- Put in place insurance for the use of all PHVs, with contingency insurance cover for ride-sharing and fleet insurance where appropriate

Cross border hiring

On 27 February, we presented a paper to the Department for Transport's Taxi and Private Hire Task and Finish Working Group on Cross Border Hiring. The term 'cross border hiring' is commonly used

to describe using taxis or PHVs licensed by one authority to work wholly or predominantly in another licensing authority area. Cross border hiring has resulted in localised issues, particularly in areas where there are a number of licensing authorities in close proximity.

One of the concerns associated with cross border hiring is that drivers who have had their licence revoked or suspended in one area can still apply to be licensed by another authority and continue to work across the country. It also means that licensing authorities lack the ability to take regulatory action in order to tackle infringements by taxi and private hire drivers working in their area but licensed by other licensing authorities. Furthermore, it means that licensing authorities do not have the ability to set consistent standards for all drivers working in their area, which can undermine local enforcement

efforts. It is also worse for passengers, as it is harder to identify and complain to the appropriate authority in the event of an incident or the failure to meet required standards.

We have recommended a package of proposals, including changes to national legislation to introduce a start or finish requirement, so that all taxi and private hire journeys either start or end in the area in which the operator, driver and vehicle are licensed. We are also proposing the introduction of a national minimum enforcement standard, regardless of where the operator, driver and vehicle are licensed, supported by a requirement for data sharing to provide a guarantee of customer safety, security and high standards across the industry.

Additional powers for our Taxi and Private Hire Compliance Officers

Our Compliance Officers have now been given additional powers by the Metropolitan Police Service under the Community Safety and Accreditation Scheme (CSAS), which will help improve the effectiveness of our on-street enforcement and compliance activities. These powers enable CSAS-accredited Compliance Officers to stop any vehicle for inspection, testing and verification of licensing conditions, and to demand the name and address of the driver, including those licensed by other authorities.

By 31 March, approximately 100 officers will have completed the CSAS training, enabling them to use these additional powers.

Road safety: Direct Vision Standard

We are developing a Direct Vision Standard (DVS) to ensure that Heavy Goods Vehicles (HGVs) on London's roads are as safe as possible by providing drivers with direct vision of vulnerable road users around them.

We recently completed our second consultation specifically looking at our plans to introduce a new Safety Standard Permit Scheme which would require all HGVs over 12 tonnes to hold a Permit. Our proposals would see HGVs given a rating between 'zero-star' (lowest) and 'five-star' (highest), with only those vehicles rated 'one star' and above allowed to operate in Greater London from 2020.

We will continue to work with the freight industry and key stakeholders before undertaking a final statutory consultation on the appropriate regulatory measure to ban or restrict HGVs in London under the scheme, subject to UK Government and European Commission support and notification.



4 Healthy Streets and healthy people

Walking and cycling

Cycle Superhighway 6 (CS6)

We are progressing well with the construction of CS6 Phase 2, between Stonecutter Street and Kings Cross, and we are on target to complete the scheme late this summer. We completed works at Charterhouse junction with Ray Street to provide a new signal-controlled pedestrian crossing in March. As part of this work, we also implemented a directional switch at Farringdon Lane and Ray Street Bridge to provide an improvement to traffic manoeuvres.

We also completed northbound and southbound cycle track segregation island work between Charterhouse and Snow Hill along Farringdon Road, which included relocating two CCTV cameras.

We have continued to carry out CS6 construction works with no diversions or road closures during the week, and to coordinate with third parties to consolidate higher-impact weekend works. For example, over the Easter weekend, we are consolidating more than 20 days of work from nine different organisations, to take place in one four-day closure.

Mini-Hollands

We have made good progress on the Mini-Hollands programme. The A105 Green Lanes scheme in Enfield was launched on 11 March, with members of the community and local councillors taking part in a route ride to celebrate the opening of this 6km segregated cycle route.

Trinity Square update

We are working to complete the Trinity Square scheme at Tower Hill as part of the East-West Cycle Superhighway (CS3), which runs through central London from Tower Hill to Lancaster Gate.

We had originally proposed to ban the left turn into Trinity Square from Byward Street, but responded to feedback from stakeholders by instead implementing a part-time restriction (05:00 to 21:00).

In January, we began construction of a permanent solution, with BT carrying out statutory diversions to its assets on the southern footway of Byward Street, at the junction with Trinity Square. We expect the full scheme to be completed in the summer.



Rotherhithe to Canary Wharf crossing

Our eight-week consultation on plans for a new pedestrian and cycling crossing across the Thames between Rotherhithe and Canary Wharf ended on 8 January 2018. The proposal forms part of the Mayor's wider package of river crossings and new walking and cycling infrastructure in east London, as set out in the Mayor's Transport Strategy. A new river crossing at this location could link thousands of people directly between Canada Water and Canary Wharf, and support new jobs and homes in the area.

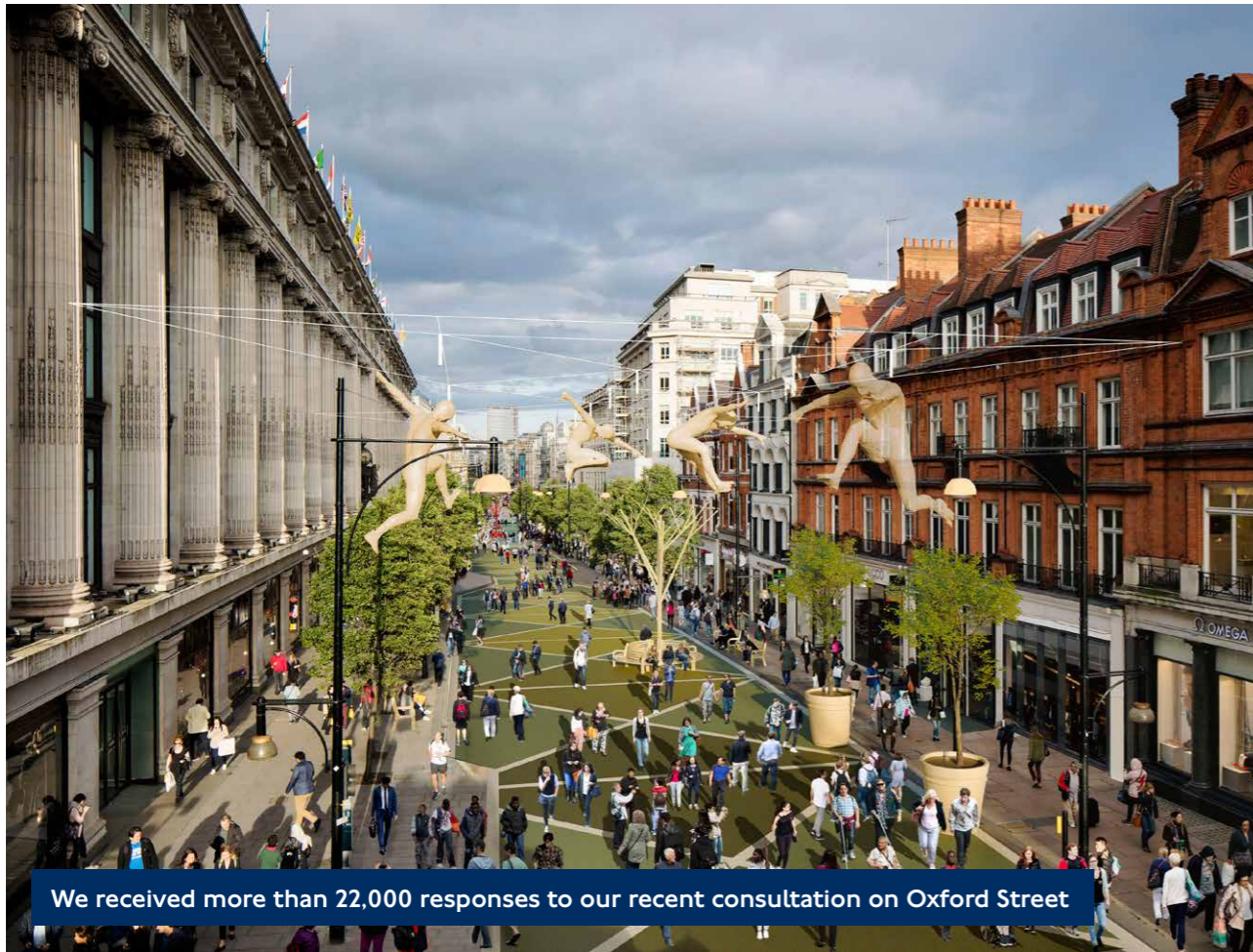
We have received a good level of responses and will publish the results shortly.

Streets

Oxford Street transformation

We continue to work with Westminster City Council and the London Borough of Camden to transform Oxford Street. We are currently analysing the responses to the consultation, which closed on 3 January, to ensure that we deliver a scheme that meets the Mayor's aspirations and addresses wider stakeholder concerns.

We are pleased to have received such a substantial response to our proposals (more than 22,000 responses) and we are now reviewing all the feedback received with Westminster City Council and London Borough of Camden.



Feasibility work continues on the eastern side of Oxford Street (Oxford Circus to Tottenham Court Road) to determine how best to transform that section of the street and wider district.

We are also making progress on the walking and cycling strategy for the wider area and we expect to consult on these plans later this year.

In January, we also began to install six new pedestrian crossings in the Wigmore Street area. Although this is a stand-alone pedestrian improvement scheme, it fits in with the Mayor's commitment to improve the wider district and not only Oxford Street itself.

Reducing heavy goods vehicle traffic around worksites

We have been working with developers to reduce the number of construction heavy goods vehicles (HGVs) on the road network. For example, we have negotiated with developers in the Blackfriars area to allow their land to be used to hold HGVs for the Tideway Project.

Holding areas prevent HGVs being sent in circulation loops until the site is ready to accept the delivery. The new agreement will allow Tideway to avoid an additional 3,900 HGV trips around three of its sites. This equates to more than 14,000km not driven by HGVs, and around 19 tonnes of CO₂ emissions saved.

We continue to promote this type of intervention and many other methods to help minimise disruption while reducing the negative impacts associated with HGVs. These include emissions, danger to cyclists and pedestrians and delays to buses – all of which we are tackling as part of the Healthy Streets agenda.

UK Power Networks – London's Electric Taxi and Private Hire Future

On 7 March, we supported the London's Electric Taxi and Private Hire Future event organised by UK Power Networks at the London Transport Museum. Members from the taxi and private hire industry heard from the experts how they can work together to shape the future of the Capital's electricity network and keep taxis moving.

Speakers explored issues regarding the transition to low carbon transport for taxi and private hire drivers, home charging needs and the challenges and opportunities that groups of electric vehicles may pose for local distribution networks.

Holborn Viaduct

New bespoke lighting has been installed underneath the Grade II listed Holborn Viaduct to illuminate Blackfriars Road. It has proved particularly challenging to achieve these improvements due

to the listed status of the structure, the need to be sensitive to its history and the engineering challenges of installing modern electronics without detracting from the aesthetics of the structure. The final design includes hanging globe lanterns based on the heritage lamp columns on the viaduct deck. The lanterns were installed over the Christmas period and illuminated on 8 February.

Events

Although typically a quieter period, we have still delivered a number of successful events including the London Winter Run on 4 February and the new 'Big Half' half-marathon event on 4 March. Both of these major events were run from the Events Management Facility within our Palestra Control Centre.

Thursday 8 March marked International Women's Day, and as part of this on Sunday 4 March several thousand people participated in a march from Millbank to Trafalgar Square via Parliament Square. The period also saw the Chinese New Year celebration on 16 February where there was significant activity around Trafalgar Square, Chinatown and central London.

Despite the significant road closures for these events, we were able to mitigate the majority of the impact on road users and passengers through our planning and event delivery processes.

Our current focus is on planning for this summer's events, including the London Marathon and RideLondon. We are also planning for new events such as the London Landmarks Marathon, and significant ceremonial and celebratory events around the 100th anniversaries of the end of the First World War and the 1918 Act of Parliament, which gave some women the vote for the first time.

Flying High Challenge – shaping the future of drones and their systems

On 7 February, the innovation foundation National Endowment for Science, Technology and the Arts (NESTA) announced that we have been successful in our bid to take part in the first phase of the Flying High Challenge. More than a third of UK cities applied, with just five being selected to shape the future of drones and drone systems. Phase one of the project is scheduled to last four months to June.

London has already seen drones used effectively for safer infrastructure inspections and helping the Capital's emergency services, but now needs

to actively engage in how this market will develop in future. London has the busiest and most heavily regulated airspace in the UK, and being part of the NESTA challenge will allow us to initiate a responsible, safety first and collaborative approach to investigating the future of drones in London. We want to understand the risks, concerns and opportunities of this rapidly evolving area, and to identify what steps are needed to ensure the use of drones benefits the city and supports delivery of the Mayor's Transport Strategy.

Improving air quality Ultra Low Emission Zone

Following four months of successful operation of the world's toughest emission standard – the Toxicity Charge – we have now mobilised our supply chain for the delivery of the Ultra Low Emission Zone (ULEZ). Once active, most vehicles entering the area will need to meet exhaust emission standards (ULEZ standards) or pay a daily charge to travel.

The ULEZ will operate 24 hours a day, seven days a week within the same area as the current Congestion Charging zone, and comes into force on 8 April 2019. We are finalising the design of the core system that will be used to run the scheme, before we begin building the new system.



Electric vehicle charging infrastructure

To support the new Zero Emission Capable (ZEC) taxis and the take-up of electric vehicles, we are building a network of Rapid Charging Points (RCPs) across London. As of 31 January, 79 RCPs were installed across 22 boroughs, of which 49 are dedicated for taxi use. This will increase to 100 by the end of March, which is a major step towards our target of 150 RCPs by December 2018 and 300 RCPs by December 2020.

Funding agreements are with 25 boroughs for signing to allow drawdown of £4.5m of funding in 2018/19 for on-street residential and car club charging. We have begun work to put in place a framework contract that boroughs can use to supply, install, operate and maintain lighting columns and free-standing charge points.

Operating a cleaner and greener bus network

We have successfully secured £3m from the Government's Clean Bus Technology Fund to help us raise the entire London bus fleet up to at least the ultra-clean Euro VI engine emission standard by 2020.

This is the maximum amount we could have been awarded from the scheme and will pay for around 500 vehicles to be retrofitted. Nusrat Ghani MP, Parliamentary Under-Secretary of State at the Department for Transport, announced the funding at the UK Bus Summit at the Queen Elizabeth II centre in Victoria on 8 February. Our Managing Director of Surface Transport, Gareth Powell, also spoke to outline how the Capital and its bus fleet are leading the way for enhancing air quality.

Our bus operators are currently ramping up the vehicle upgrade programme and we hope that, where there is capacity at their garages, we can accelerate this process – particularly in 2018/19.

As part of our wider plans to improve air quality in areas affected most, we are preparing the third and fourth Low Emission Bus Zones for adoption, with the upgrade and replacement of vehicles not meeting the highest diesel emission standards. In spring, we are aiming to launch the A12 Eastern Avenue to Homerton Road zone, which involves around 230 buses across 16 routes being upgraded or replaced; and the Lewisham to Catford zone, which requires the upgrade or replacement of around 260 buses, across 17 routes. This follows the successful launches in 2017 of Putney High Street in March and a Brixton to Streatham zone.

On top of the money we have secured from the Clean Bus Technology Fund, we continue with our commitments to raise all buses in the fleet to the ultra-clean Euro VI engine emission standard by 2020. We are retrofitting or replacing less clean, earlier generation buses so that all roads and neighbours benefit, as part of the largest bus improvement programme of its kind. So far, we have met our target of upgrading 12 per cent of the buses not already at this standard by March 2018, equating to more than 600 bus retrofits. Our zero tailpipe emission bus fleet is also growing rapidly, with electric buses rising from 84 to 96 vehicles by March this year and the hydrogen fleet planned to increase from the current 10 vehicles to around 30 within the next couple of years.

We have begun a trial for NOx abatement equipment for the New Routemaster bus, with a trial bus entering service in January 2018. A further five trial buses will be going into service in March, with evaluation of the trial concluding in May 2018.



5 A good public transport experience

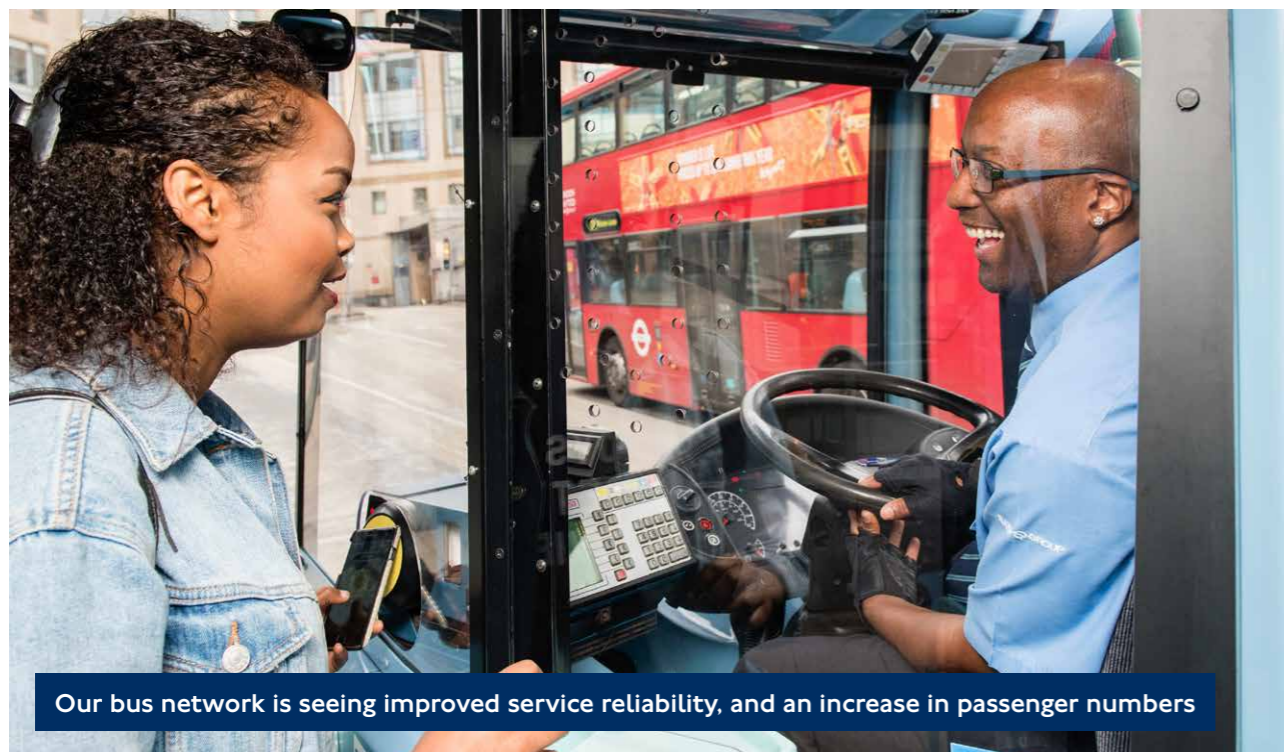
Affordable fares – the unlimited Hopper fare

We have met our commitment to enable customers to make unlimited journeys on the Hopper fare within an hour of travel, on buses and trams, for £1.50. This went live on 31 January. More than 160 million Hopper journeys have already been made since it was launched in September 2016. The Hopper fare has helped millions of passengers make affordable bus or tram journeys across London. The upgrade allows passengers to travel on Tube or rail services in between their bus journeys, which was not possible before, helping even more customers save money. Additional passengers will now

benefit from the unlimited Hopper fare every single day. During its first month, the unlimited Hopper was used on more than one million journeys.

Improving bus patronage

Our bus network is more reliable than it has ever been, and we are continuing to see signs of patronage recovery as a result. Year-to-date, our passenger journeys are 36.3 million, or 2.1 per cent, higher than budget. This improvement is partly as a result of more than 120 bus priority schemes that we have introduced across London, as well as reviews of traffic light timings for buses.



Our bus network is seeing improved service reliability, and an increase in passenger numbers



The newest addition to the roundel family is being installed at stations in central London

Going forward, we will be looking carefully at how to optimise the bus network to meet the changing demands of the city. A more reliable bus network means we do not need to provide as much redundant capacity, which can lead to bus-on-bus congestion. We have already done this successfully in Oxford Street, and we will be considering other corridors of very high bus frequency such as Kingsway, which currently sees more than 100 buses every hour.

Taking buses out of these congested central London areas will allow us to reprioritise areas of inner and outer London to support their growth. We will be publishing more detailed plans for the development of our bus network in our Business Plan later this year.

Elizabeth line

One hundred and ten years after the installation of the first roundel sign at St James's Park station, the latest version of our logo has begun to make an appearance across London's newest railway – the Elizabeth line. The first purple roundels have been installed at stations including Tottenham Court Road, Farringdon and Custom House, and further installation is now under way as part of the architectural fit-out of the new stations in central London and Docklands.

In January, property consultancy GVA and Crossrail published new research demonstrating the catalyst effect the Elizabeth line is having on regeneration across London and the South East. The

research predicts 90,000 new homes along the route by 2021, doubling to 180,000 by 2026, and it shows that 362,000 jobs will be supported by delivery of more than 4.4 million square feet of new commercial space by 2021. The report also explores key themes that will help inform future infrastructure projects such as Crossrail 2, including stakeholder co-ordination, land ownership control, a forward-thinking and joined-up local authority approach, and public realm investment.

We are continuing to modernise stations, track, and other parts of the TfL Rail route between Liverpool Street and Shenfield to make them accessible for all, in advance of Elizabeth line services starting later this year.

A great deal of work has already taken place and customers going through Manor Park station will have seen the new footbridge and lift structure that has been installed as part of work to make the station accessible for everyone. Work has continued at the station during weekend closures, including fitting glazing and cladding to the footbridge and lifts.

We will also continue working on the lifts and footbridges at Seven Kings station and on installing new lifts at Maryland

that are due to come into passenger use later this year. This will bring step-free access to these stations.

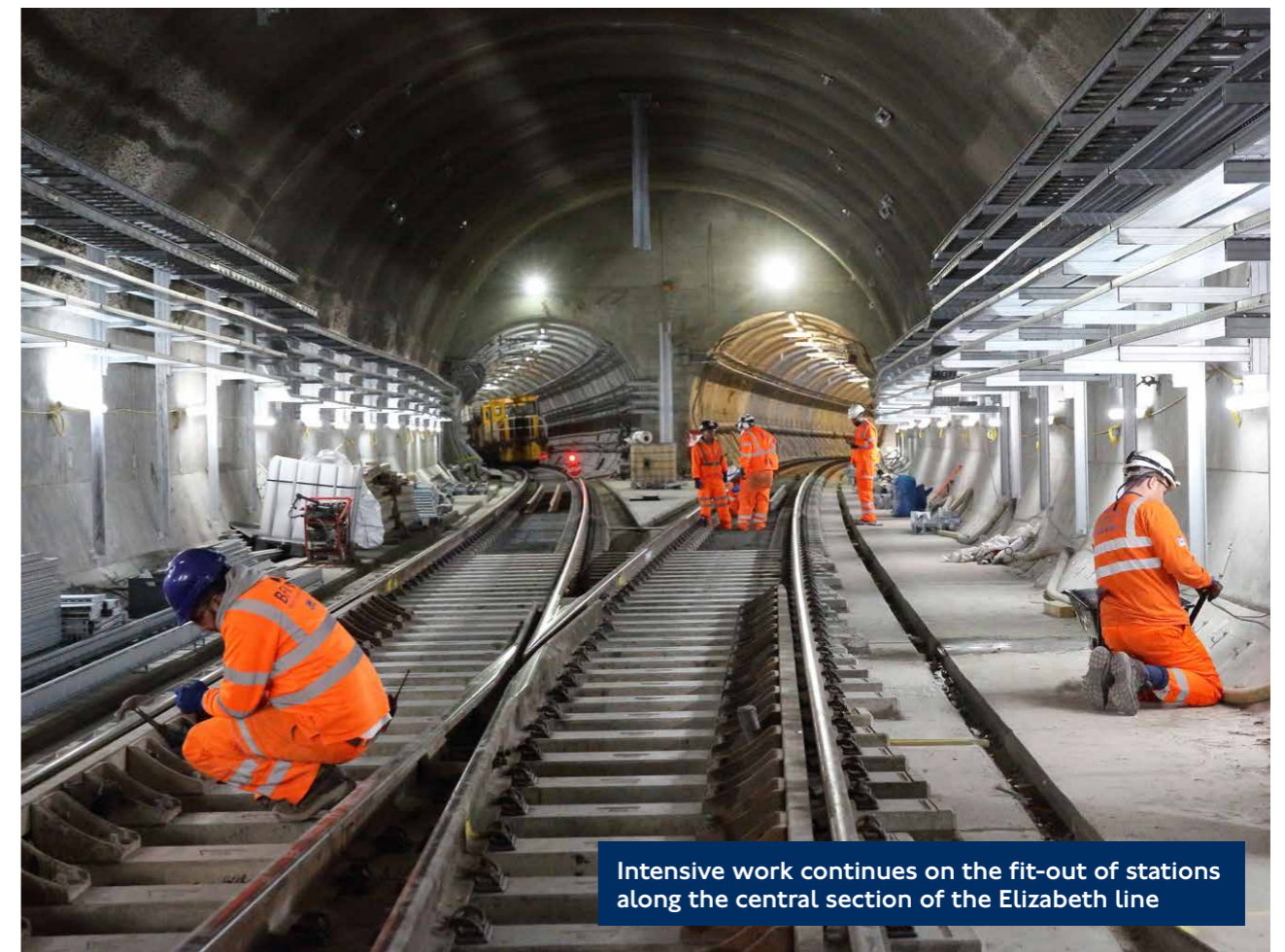
During the closures, platform canopies at Chadwell Heath, Goodmayes and Ilford are also being repaired and redecorated, which can only be done at times when trains are not running and overhead power lines are switched off.

Construction progress

On 8 March, Crossrail Ltd announced that Chief Executive Andrew Wolstenholme OBE is stepping down after seven years at the helm to take up a new role in the private sector. Programme Director Simon Wright OBE will lead the organisation in a combined role as Chief Executive & Programme Director, as it completes its remaining work.

Over the coming year, the Crossrail team will complete works in the central section of the railway and hand over functions to us, as the new infrastructure owner.

Overall, the project is now more than 90 per cent complete. Crossrail Ltd is continuing to actively manage the increased cost and schedule pressures and has developed a revised delivery schedule that sets out the programme to achieve opening of the Elizabeth



Intensive work continues on the fit-out of stations along the central section of the Elizabeth line

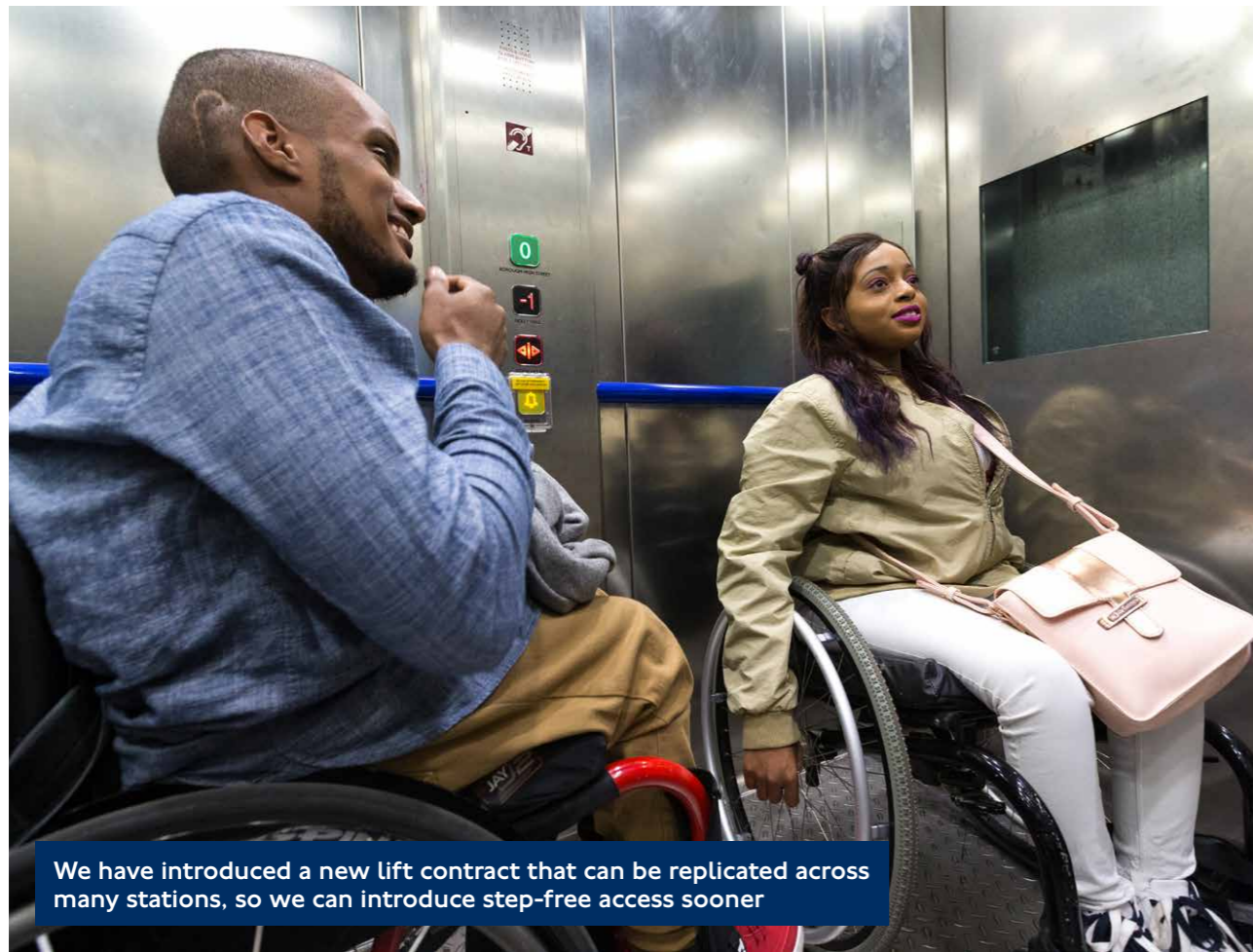
line in December 2018 and completion of the full service in December 2019. This prioritises delivery of systems (including communications, ventilation and platform screen doors) that are critical to the operational railway. It also incorporates later than planned dates from Bombardier – which is delivering the project's rolling stock and depot. Along with Crossrail Ltd, we are actively monitoring and escalating concerns at the highest level with the companies involved in delivering this vital project for London and the wider region.

Crossrail achieved energisation in the eastern part of the tunnels on 1 February 2018 and dynamic testing using the new rolling stock began on 25 February 2018. Intensive work continues to complete the fit-out of the new stations in the central section before testing

and handover to TfL. Farringdon and Tottenham Court Road are nearing physical completion; others, including Bond Street and Liverpool Street, have more work left to complete.

Network Rail's surface works

The upgrade of the existing rail network for the Elizabeth line, being undertaken by Network Rail, continues. Following the successful Christmas works, Driver CCTV installation testing is under way on the inner west route in advance of Stage 2 services in May 2018 between Paddington and Heathrow, and detailed design work has now been completed for the station upgrade programme due to be completed by December 2019.



We have introduced a new lift contract that can be replicated across many stations, so we can introduce step-free access sooner

London Underground Step-free access

The Mayor has announced that the next 13 stations to have step-free schemes by 2022 will be Boston Manor, Burnt Oak, Debden, Hanger Lane, Ickenham, North Ealing, Northolt, Park Royal, Rickmansworth, Ruislip, Snaresbrook, Sudbury Hill and Wimbledon Park. Together, they see more than 33 million passenger journeys each year.

The increase in the number of step-free stations will significantly improve the accessibility of the Tube for older and disabled people. It will also give a greater choice of travel options for everyone, and directly benefit parents and carers with children and buggies.

This is the largest boost to step-free access in the Tube's 155-year history and will help bring the total number of Underground stations with step-free access to all platforms to more than 100. By 2022, 40 per cent of our network will be step-free – a significant increase on the current level of 27 per cent.

As part of the programme, we have introduced a new lift contract that can be replicated across many stations. It aims to deliver the same high standards of reliability but at a fraction of the cost and length of time it previously took to design, manufacture and install a lift. This will cut the cost of installing each lift by 70 per cent, making savings of £15m. It will also cut the delivery time by 40 per cent, so we can introduce step-free access in the quickest time possible.

The full opening of the Elizabeth line in 2019 will also be a significant moment for the accessibility of London's transport network, with every station being step-free. The line will provide a key new east-west link across the Capital, serving step-free stations in the centre of London.

Tottenham Court Road

We recognise how vital it is to make our transport network accessible to all Londoners and we are investing record amounts in improving our stations. There have been some recent concerns raised on step-free access at Tottenham Court Road station due to the westbound Central line platform being unusually narrow. We have now introduced a special angled boarding ramp, which all our station staff have been trained to use, and we hope this will make our customers' journeys much easier in future.

Northern line timetable

Services have improved for hundreds of thousands of Tube customers on the Northern line, as we have doubled the length of the evening peak period when we run the most frequent services on the Northern line's central London section.

The Northern line carries around 225,000 passengers a day between 17:00 and 19:00. Customers are now

served by 24 trains an hour on both central London branches of the Northern line and 30 trains an hour on the Kennington to Morden section between 17:00 and 19:00. Previously this level of peak service ran for an hour, between 17:30 and 18:30.

Northern line customers completed 294 million journeys last year, making it the busiest line on the Tube.

Northern line extension

The Northern line extension will provide two new stations, at Battersea Power Station and Nine Elms. At the Kennington loop, we have excavated two large caverns for the junctions with the existing Northern line tunnels. We have removed the old track and track bed and installed new signalling and communications equipment. The new junctions and associated points and crossings now provide a permanent link between the existing Northern line and the extension.

At the new Battersea Power Station site, we have completed excavation to the station base slab level. The station box and crossover box form a single subterranean space 240 metres long, 25 metres wide and 25 metres deep. We are now constructing the internal structure of the station.

At the new Nine Elms station, excavation to the base slab level is complete and we are now placing steel reinforcement ahead of the first concrete pour. When the base slab is poured, station construction will proceed.

We have signed the signalling contract for the extension with Thales, who have started detailed design.

This summer we are building four new customer passageways to make it quicker and easier for customers to change between different branches of the Northern line at Kennington station. The new passageways will be essential for those using the new Kennington to Battersea Power Station branch.

While we do this work, Bank branch trains will not stop at Kennington from Saturday 26 May until mid-September, and there will be no interchange between the Bank and Charing Cross branches. To help mitigate the impact, we will introduce a temporary timetable. This will mean more frequent, direct trains to and from Morden on the Charing Cross branch. However, there will be a slightly reduced service on the Bank branch. The Victoria and Bakerloo lines will also be busier as customers use alternative routes.

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

We are implementing a new, modern signalling system in phases on the Circle, District, Hammersmith & City and Metropolitan lines. It will transform one of the oldest parts of the Tube network into one of the most modern, allowing trains to run closer together and increasing the frequency of services across these lines to 32 trains an hour in the central London section.

The system, provided by Thales, will boost capacity by a third across all four lines – equivalent to space for an extra 36,500 customers during the busiest times of day. Overall, the modernisation will enable more frequent trains and quicker journeys on 40 per cent of the Tube network. The new signalling system will be introduced progressively over 14 sections across the network, improving reliability as it is introduced. Customers will benefit from quicker, more frequent services from 2021, with all four sub-surface lines using the new system by 2023. The section between Hammersmith and Edgware Road will be the first to go live on the system, which will also provide better, more accurate, real-time customer information.



Testing is under way to introduce a new signalling system for the Circle, District, Hammersmith & City and Metropolitan lines, allowing trains to run closer together

Since October, the system has undergone significant testing. On 17 and 18 February, the biggest test so far was successfully completed, with more trains running between Hammersmith and Edgware Road than on any other weekend of testing. This represents another step forward for the programme ahead of the first trains operating under the new system this summer.

The new, state-of-the-art control centre for all four lines at Hammersmith is also nearing completion. This will bring all aspects of managing the lines under one roof, helping ensure a smooth, integrated service and more accurate and up-to-date information for customers. The fleet of 192 new S-stock trains is now being fitted with the technology needed to operate the new system and train operators are undergoing training.

We have completed track layout changes in 23 out of 29 areas. We have 19 signal equipment rooms (SERs) ready for Thales to install the signalling equipment. There are 21 more in progress, and six yet to begin.

The SER at Triangle Sidings is in use. It comprises sites at High Street Kensington, Gloucester Road and Earl's Court. All three were due in February 2018, but works were brought forward to provide dual supply before Christmas 2017.

Bank station upgrade

We are continuing our work at Bank on our major project to boost station capacity and make it easier for passengers to change between lines. In the existing station, where we are creating a new entrance on Cannon



Street and step-free access to the Northern line and Docklands Light Railway, we have finished pouring the concrete to cap the piling for the new basement.

We have also completed the tunnel works for the new Northern line platform. The running tunnel excavation to the north of the new platform continues on schedule. We are constructing the four new station cross passages. We have installed new transformers and switchgear, and completed large cable pulls over two consecutive weekend platform closures.

As well as this work on the existing station, the new Waterloo & City line entrance within the Bloomberg building basement is progressing through the final sections of finishes around the lifts and public stairs. Work is under way on

installing station communications and a new gateline ahead of the planned opening in May.

The £607m project will increase capacity at the station by 45 per cent. Work is due to be completed by mid-2022.

Victoria

We have opened a new entrance and an enlarged south ticket hall at Victoria station, as part of a project that will double the size of the station when completed this summer.

The new entrance at Wilton Road will make it easier to enter the south ticket hall, with Tube customers no longer having to go via the busy Victoria mainline station. The ticket hall, which is approximately twice as large as before, will give customers less congested and more pleasant journeys through the station.

As well as doubling the size of the Tube's third busiest station, the £585m modernisation project will provide step-free access to the three lines that serve it. This will make Victoria the seventy-third step-free station on the network, and an additional step-free station for central London, following changes to Bond Street late last year.

More than 82 million customers use Victoria Tube station each year – more than all Heathrow terminals combined.

Paddington

We are building a link to provide step-free access between the Bakerloo line and Elizabeth line at Paddington station. The two new escalators have been constructed and are ready for testing and commissioning. Mechanical, electrical and piping works are ongoing as planned, and installation of vitreous enamel panelling is progressing.

South Kensington

The Royal Borough of Kensington and Chelsea (RBKC) has approved our works to increase the capacity of South Kensington station. Our scheme will improve the ticket hall and access to the District and Circle line platforms at the station, which is the gateway to some of London's major museums and institutions. Approval from RBKC follows nearly two years of engagement with the council, residents, local institutions and businesses.

The consent means the project team can now move to the next stage of design, and also begin to prepare for the works by demolishing the disused eastbound platform and relocating the ticketing facilities. We expect to begin full works later this year, and to complete the scheme by mid-2019.

The scheme will also provide step-free access from a new station entrance on Thurloe Street. As part of a redevelopment of our land around the station, we have selected Native Land as our joint venture partner to bring forward a high-quality development.

Subject to contracts, we will now work with Native Land and their preferred architecture firm, Rogers Stirk Harbour and Partners, to develop proposals for the site. Consultation and engagement with the local community will happen later this year.

Art on the Underground

To mark 100 years since the Representation of the People Act 1918, which enabled all men and some women over the age of 30 to vote for the first time, Art on the Underground will commission a year-long programme of work by international women artists during 2018.

Highlights include:

- A project with British artist Heather Phillipson, filling the 80-metre-long disused platform at Gloucester Road station
- A billboard commission by British artist Linder Sterling at Southwark station
- Tube map covers by Romanian artist Geta Brătescu and French artist Marie Jacotey
- The first commission in a new programme at Brixton station taking the Brixton murals as a point of departure, by Nigerian-born artist Njideka Akunyili Crosby

The programme will be prominent across London, with artwork at street level on billboards at Brixton and Southwark stations; on the cover of more than 25 million Tube maps; and on the platform at Gloucester Road station. Almost four million journeys are taken on London Underground each day, and Art on the Underground's 2018 programme will give women a significant place in London's public space.

Rail

Night Overground extended

On 23 February, Night Overground services on the East London line were extended to Canonbury and Highbury & Islington stations. The new service links the Overground to the Night Tube network at the Victoria line for the first time, making a big difference for those travelling in north and east London at night.

Night services on the East London line have run on Friday and Saturday nights between Dalston Junction and New Cross Gate since December 2017. So far, more than 40,000 journeys have been made on the route, delivering faster and easier journeys throughout the night.

The extension to Islington will make late night travel even easier and quicker for the many night shift workers, including emergency services and the hospitality sectors, who work in north and east London.

It will benefit local business and provide a boost to London's already booming night-time economy. It will provide a frequent and reliable service for the thousands of people who enjoy nights out in vibrant east London, allowing them to head home north on the Overground. It will also support Islington's nightlife, making it easier for people to get to and from the area's many restaurants, bars, theatres, cinemas and other cultural highlights.



The start of night services on the East London line follows the success of the five other lines, which have seen more than nine million journeys, reduced late-night journey times by an average of 20 minutes, created more than 3,600 jobs and contributed more than £170m to London's economy in its first year.

Docklands Light Railway

On 15 February, the Docklands Light Railway (DLR) launched our 'Adopt-a-Station' initiative, a brand-new programme designed to help communities, schools and businesses make the most of their local station.

The initiative will be trialled at Poplar DLR station. It will deliver benefits for customers and local residents by utilising space at the station to publicise events, classes and workshops taking place in the local area. It will also provide a platform for the art and activities of local schools, gardeners and others. This will in turn help improve the station environment, making Poplar DLR station a more attractive and pleasant place to travel through.

This contributes to achieving the objectives of the Mayor's Transport Strategy, which aims to encourage greater use of public transport and reduce reliance on car journeys, creating a greener and healthier city.



Streets

Vauxhall Cross

The Planning Application for the redevelopment of the bus station at Vauxhall Cross was referred to the Mayor of London, who considered the development to be compliant with policies set out in the London Plan and was content for Lambeth Council to determine the case, subject to any action the Secretary of State may take. Lambeth Council granted conditional planning permission on 9 February 2018.

The current bus station needs to be completely redesigned to allow buses to operate effectively. These changes will enable us to create safer roads, new public spaces, improved cycle lanes and pedestrian facilities, and more reliable bus routes.

Cycle Hire expansion to Brixton

On 12 February, the Cycle Hire scheme expanded into Brixton with seven new docking stations and 200 new Santander Cycles built by England's longest established cycle manufacturer Pashley Cycles. The expansion follows a partnership we have established with Lambeth Council.

The new docking stations mean that the scheme's reach now spreads from Brixton in the south to Camden in the north and Hammersmith in the west to Queen Elizabeth Olympic Park in the east. We saw a record number of nearly 646,000 hires in January, an increase of more than 7,000 on the previous best January. The Santander Cycles app also continues to be very popular with users, and has been downloaded more than 525,000 times.

Providing better tram services

On 25 February, we introduced a new timetable on the London Tram network.

The new timetable is designed so services are more evenly spaced throughout the day. Once the changes are implemented, the average waiting time will fall.

There are now extra early morning services on the New Addington branch, extra evening services on the Beckenham Junction and Elmers End branches, and extra services in both the early morning and the evening on the Wimbledon branch – providing more frequent services and extra passenger capacity.

Woolwich Ferry Life Extension Project

We are replacing the berths, pontoons and 54-year old ferries for the Woolwich Ferry. Construction of the two replacement ferries is progressing to plan and they are currently being painted and fitted out, to be towed to Woolwich in October. The construction of the new berthing pontoons started in February and is programmed to be completed in September, with the pontoons towed to site in October.

Bridge work updates

We continue to make good progress with the replacement of the A406 Power Road, A112 Ardleigh Green and A1 Highbury Corner bridges.

With the successful demolition and rebuild of the Highbury Corner Bridge over Christmas 2017, we are nearing completion of the footway works in the area, with the project finishing in the spring.

At Power Road, following the construction of the first half of the new bridge, we have completed the highway works on both approaches, and traffic was switched on to this section in late February. We are now concentrating on the work to demolish the remaining half of the bridge over the Easter 2018 Bank Holiday weekend and to reopen all four lanes to traffic on the A406 by autumn 2018.

We are replacing the current Ardleigh Green Bridge structure on the A127 Southend arterial road in the London Borough of Havering. Following the switch of traffic onto the new eastern half of the bridge in December 2017, the construction of the new western half of the bridge has progressed well and we are focused on the works to demolish the remaining sections of the existing structure during road and rail possession in May and June 2018. Our aim is to reopen all four lanes of traffic on the A127 by spring 2019.

Private Hire judicial reviews

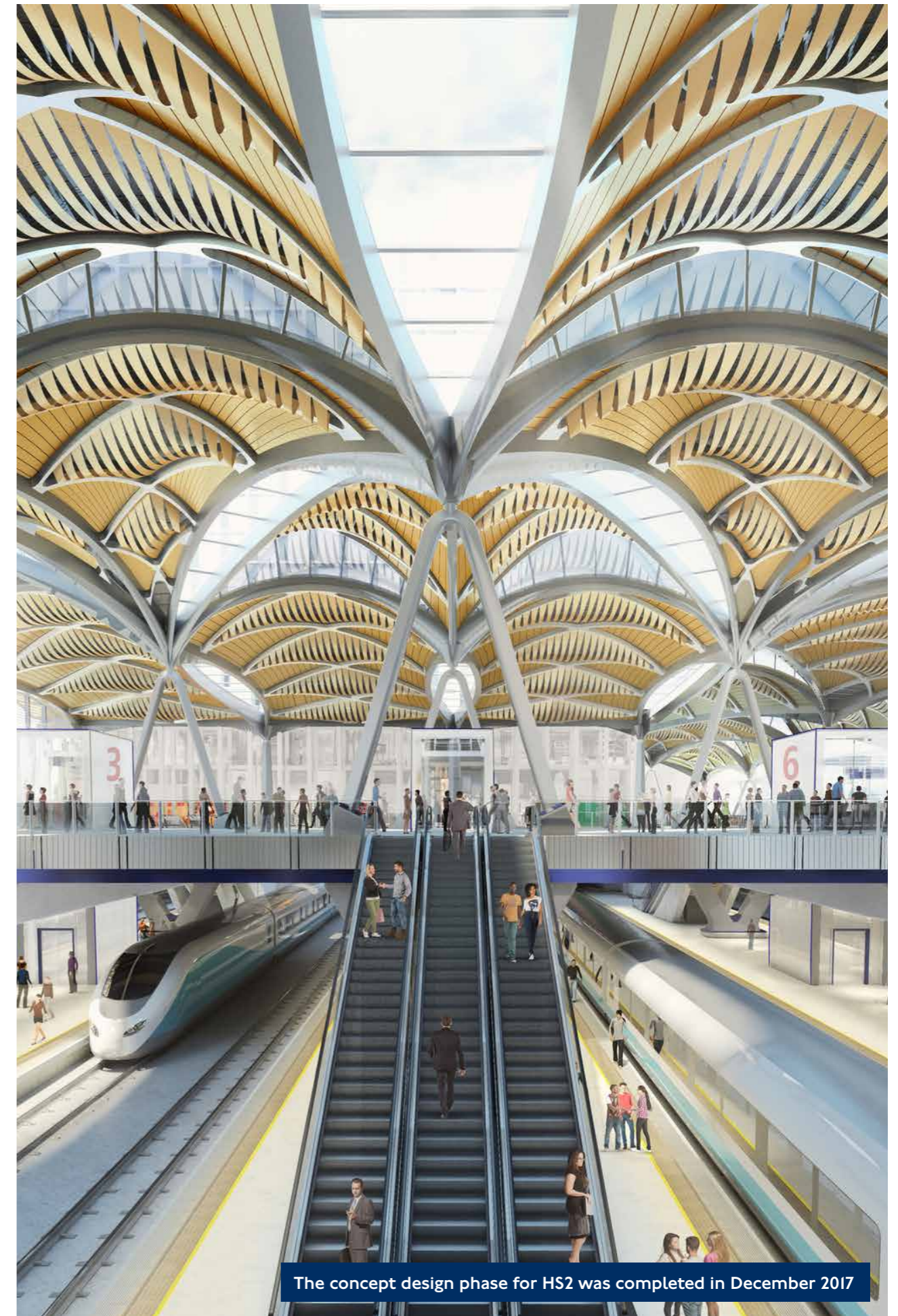
The Licensed Private Hire Car Association (LPHCA) has issued a claim for judicial review against our decision to change the structure and level of operator licence fees. The hearing is scheduled to take place on 25 April 2018.

Uber London Limited has withdrawn its appeal against our requirement for applicants for a private hire driver's licence to prove their ability to communicate in English at an appropriate level. We are now seeking to introduce a new test that is more relevant to the role of a private hire driver. It would require applicants to demonstrate the appropriate level of English at the same level as the existing test, but with language and vocabulary that directly relates to a private hire driver's role and responsibilities.

The Court of Appeal considered our appeal against the High Court's finding in relation to a PHV operator telephone requirement on 20 February 2018. We are awaiting a decision.

High Speed 2

We are working to support the delivery of High Speed 2 (HS2) and to make sure that the impacts of construction on our services and customers are minimised. The concept design phase of the project was completed in December and we have provided our comments to HS2 to make sure that the best possible outcomes can be achieved for our customers in the long term. A Master Development Partner is due to be appointed by HS2 in March to redevelop the Euston Estate, and we look forward to working with them to make Euston an effective, healthy and successful transport hub.



The concept design phase for HS2 was completed in December 2017

6 New homes and jobs

Crossrail 2

Along with the Department for Transport (DfT), we recently announced the start of an Independent Affordability Review to examine ways of making the scheme more affordable. Mike Gerrard, the former managing director of Thames Tideway Tunnel, has been appointed to chair the review. Mr Gerrard will lead an expert panel looking at how Crossrail 2 can continue to learn lessons and best practice from other major projects such as Crossrail. The review will also look at how we can ensure those who stand to benefit from new infrastructure contribute to funding it.

The review will submit an interim report to the DfT and to us this summer, outlining options as to how the project could be made more affordable. A more detailed final report will be submitted at a later date in light of the recommendations made in the interim report.

The review was first signalled by the Chancellor in the 2017 Autumn Budget.

We are still at an early stage of design and no final decisions have yet been made. Following the outcome of the review and a positive decision by the Government on our updated business case, we will move the project forward to the next stage and proceed with further formal public consultation.

This is an important step forward for a project that is vital for London, as reflected in the Mayor's Transport Strategy, and for the whole of the south-east region.

Affordable homes

More than 3,500 homes to market this year

Our property development work continues at pace, and will have brought more than 3,500 homes to market by the end of this financial year, 50 per cent of which will be affordable. We are using multiple routes to market including our Property Partnerships Framework, working with adjacent landowners, and creating new partnerships with precision build engineers.

Small sites launch

We are working closely with the GLA on the Mayor's 'Small Sites, Small Builders' programme, and have brought forward 10 of our sites to launch the programme, offering a total of 111 new homes. The sites have capacity from between two and 42 homes, with a total of 68 per cent affordable housing offered across all the sites. Two of the sites are targeted specifically at Community Land Trusts.



By the end of this year, we will have brought more than 3,000 homes to market, with an average of 50 per cent being affordable

Kidbrooke joint venture

On 29 January, we signed a joint venture agreement with Triangle London Developments to bring forward more than 400 homes on an under-utilised four acre site in Kidbrooke. Half of these homes will be affordable. We will now work with our joint venture partner and the community to design a scheme, with the first homes set to be complete in 2023.

Morden town centre regeneration

We have signed a Memorandum of Understanding with the London Borough of Merton to agree a way of working together to achieve comprehensive town centre regeneration in Morden. This is still at an early stage, but we will be going out to the community over the next few months to hear their views on what they would like to see. We will also conduct our own studies on what we can achieve.

7 Our people

Bus driver facilities

On 13 February, the Mayor announced £6m additional funding to deliver toilets that are always available for the Capital's bus drivers, on 40 bus routes that currently only have limited toilet access or opening hours.

We have mobilised a project team to develop a detailed programme that will deliver these new facilities by the end of the 2019/20 financial year.

Volunteering

The London Transport Museum (LTM) has received the 'Investing in Volunteers' accreditation, which is the UK quality standard for good practice in volunteer management, and we are now promoting the achievement by including the logo on the website and in all volunteering documentation. The award recognises that the LTM is committed to involving volunteers throughout the organisation and that volunteering is a two-way process that benefits volunteers and the organisation.

The accreditation also demonstrates that the Museum has clear procedures in place for introducing new volunteers to their role, its work, policies and practices. The key achievement in gaining accreditation is that it shows we value our volunteers and how they contribute to the overall output of the Museum in delivering our charitable objectives.

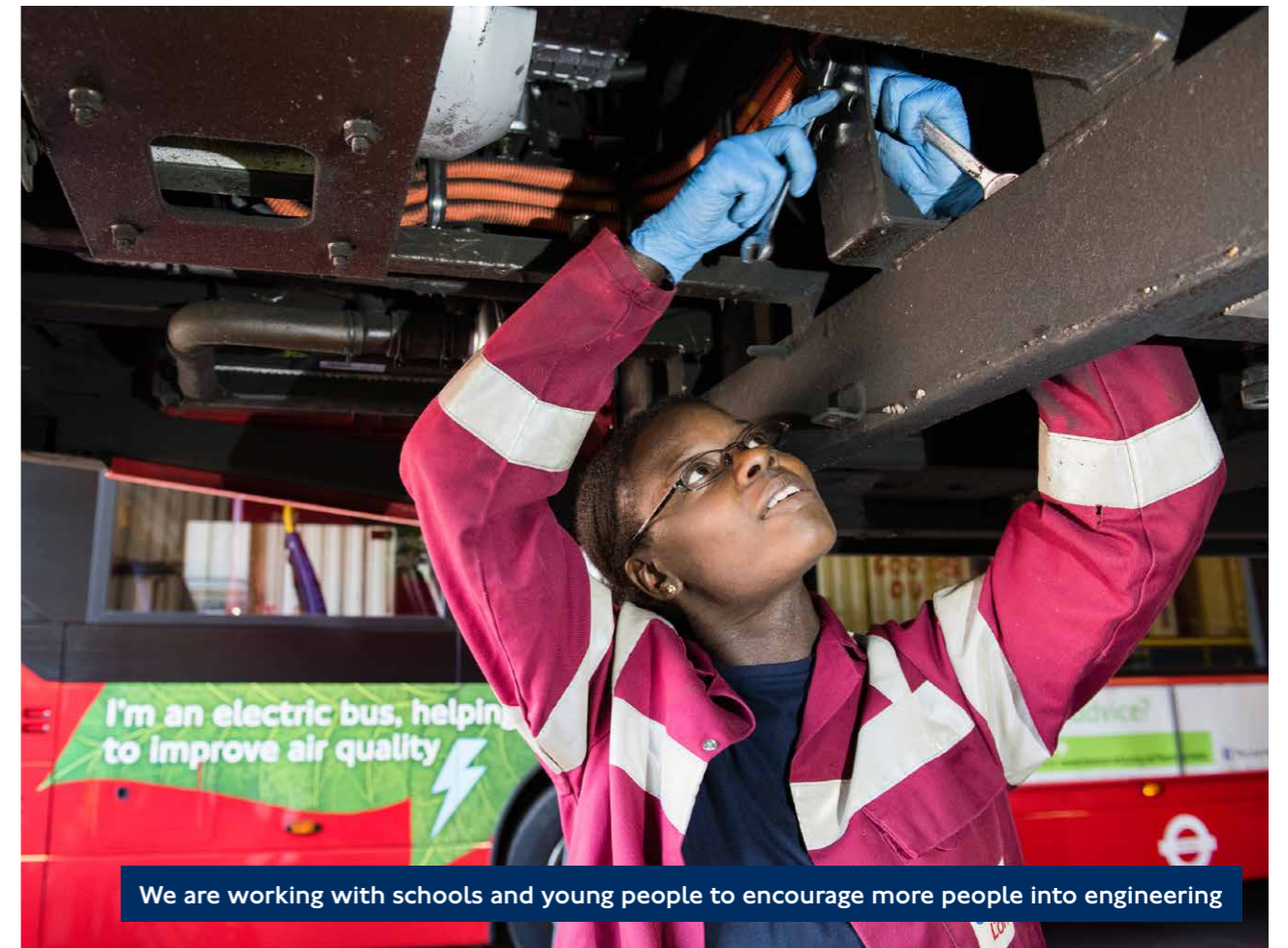
Year of Engineering

We are supporting the Department for Transport's 'Year of Engineering' campaign, which aims to counter some of the myths around the profession and inspire the next generation of engineers.

There are a number of exciting projects taking place in the transport industry, from designing new river crossings and building cycling infrastructure to the opening of the Elizabeth line. However, the industry is facing an anticipated shortfall of more than 55,000 people equipped to work in transport infrastructure by 2020. In order to ensure innovation and creativity, the engineering sector also needs to reflect the diversity of the people for whom it delivers the projects. Currently, only one in eight engineering professionals is female, and representation of people from BAME backgrounds is low.

Along with the London Transport Museum, we are building on the work we already do to encourage young people into the sector. As well as offering new opportunities for engineering apprenticeships, this will include:

- Growing our science, technology, engineering and mathematics (STEM) ambassador programme – we currently have more than 200 employees volunteering with schools to explain the range of careers in STEM areas



- London Transport Museum's 'Enjoyment to Employment' programme – the Museum is working with us and other industry partners to turn childhood enthusiasm into adult achievement. The programme reaches children and young people at key points in their learning and development, through a range of activities
- Promoting our dedicated Supplier Skills programme, which works to facilitate the creation of skills and employment opportunities, such as apprenticeships
- Promoting our Tunnelling and Underground Construction Academy, which is run with Prospects College of Advanced Technology, training the engineers of the future and enabling students to learn the technical skills to build infrastructure projects across the country

- Bringing Year of Engineering to life with two new permanent galleries and a programme of events for families, adults and young visitors throughout the year

The London Transport Museum has also started introducing Engineering Ambassadors into its work with younger age groups and families, which is proving very successful at breaking down the barriers and stereotypes young people, their parents and teachers often have about engineering. Currently, 53 of our 185 Engineering Ambassadors are female.



Our free Ex-Military and Reservists Career Day helped give an insight into careers in the transport industry for veterans and reservists

Late Debate – Women of the Future

In 2018, it will be 100 years since some women in Britain were allowed to vote for the first time, driven by the suffragist and suffragette movements. On 8 February, a Late Debate took place at the London Transport Museum to recognise this momentous period in history. The event was a great success, with approximately 90 per cent of the audience being women. The keynote speech was given by Justine Simons OBE, Deputy Mayor for Culture and the Creative Industries.

Apprenticeships 2018

On 23 January, our Schemes Recruitment team held an event at the London Transport Museum to launch our apprenticeship schemes for the 2018 intake. We partnered with London Youth and Freeformers to deliver an evening

with representation from business sponsors and apprentices from across all of our 26 schemes. Attendees benefited from engagement with current apprentices and more experienced colleagues, employability skills sessions, advice from our recruitment team, and coding workshops run by Freeformers.

More than 1,200 people attend in total. It was good to see interest in every stand throughout the evening and hear so many high-quality conversations from potential applicants, asking insightful questions to sponsors and current apprentices. This was a great way to showcase the opportunities we have to offer young people across London.

Military Career Day

We hosted our fifth annual Ex-Military and Reservists Career Day on 23 February. The free event at Stratford Skills Training Centre provided the armed forces community with an insight into careers in the transport industry. As a Gold Award winner in the Ministry of Defence Employer Recognition Scheme, we are committed to supporting veterans and reservists in finding employment. This year's event had more charities, workshops and opportunities than ever before.

Innovate TfL in association with Cleshar

On 9 March, we hosted the finals of the 2017/18 Innovate TfL Challenge, in association with Cleshar. The Challenge this year was open to all London schools with a Year 12 cohort (16/17 year olds), with teams competing to develop innovative ideas to help us meet the Mayor's transport priorities.

This year saw the number of teams entering the competition rise from 19 to 44, a 131 per cent increase. The competition gives teams the opportunity to present their ideas in front of 150 transport professionals, with the winning team receiving work experience at TfL.

London Transport Awards

At the London Transport Awards 2018, we were awarded / highly commended in a number of categories. 'Excellence in Technology' recognised our Network Efficiency Programme, which uses traffic signal technology to target improvements for specific modes. This includes technologies to improve bus speeds, pedestrian waiting times and cycle signals as part of our annual Timing Review Programme. 'Contribution to Sustainable Transport' recognised our HGV Management Strategies, where we have been working with developers to better coordinate deliveries and loadings to reduce the number of HGVs on London's roads. 'Communications Professional of the Year' saw two of our employees, Danny Keillor and Alex Berwin, also highly commended.

8 Securing value

Reducing costs

Last year, we reduced our operating costs by £153m, and this year we are on track to reduce our like-for-like costs again.

We are expecting to outperform our Business Plan savings target for 2017/18 by more than £200m, which more than offsets the impacts of external factors that have meant income has been lower than we originally forecast.

Our 2018/19 Budget is fully funded and will deliver further recurring savings, which will help us further address the fact that we have lost on average £700m per annum of Government funding.

As part of our continuing savings programme, we are currently reviewing the activity of 6,000 roles across professional services, Surface Transport and London Underground. These areas are making steady progress in formal consultation with our people and trade unions on plans to transform their structures and ways of working.

Carillion

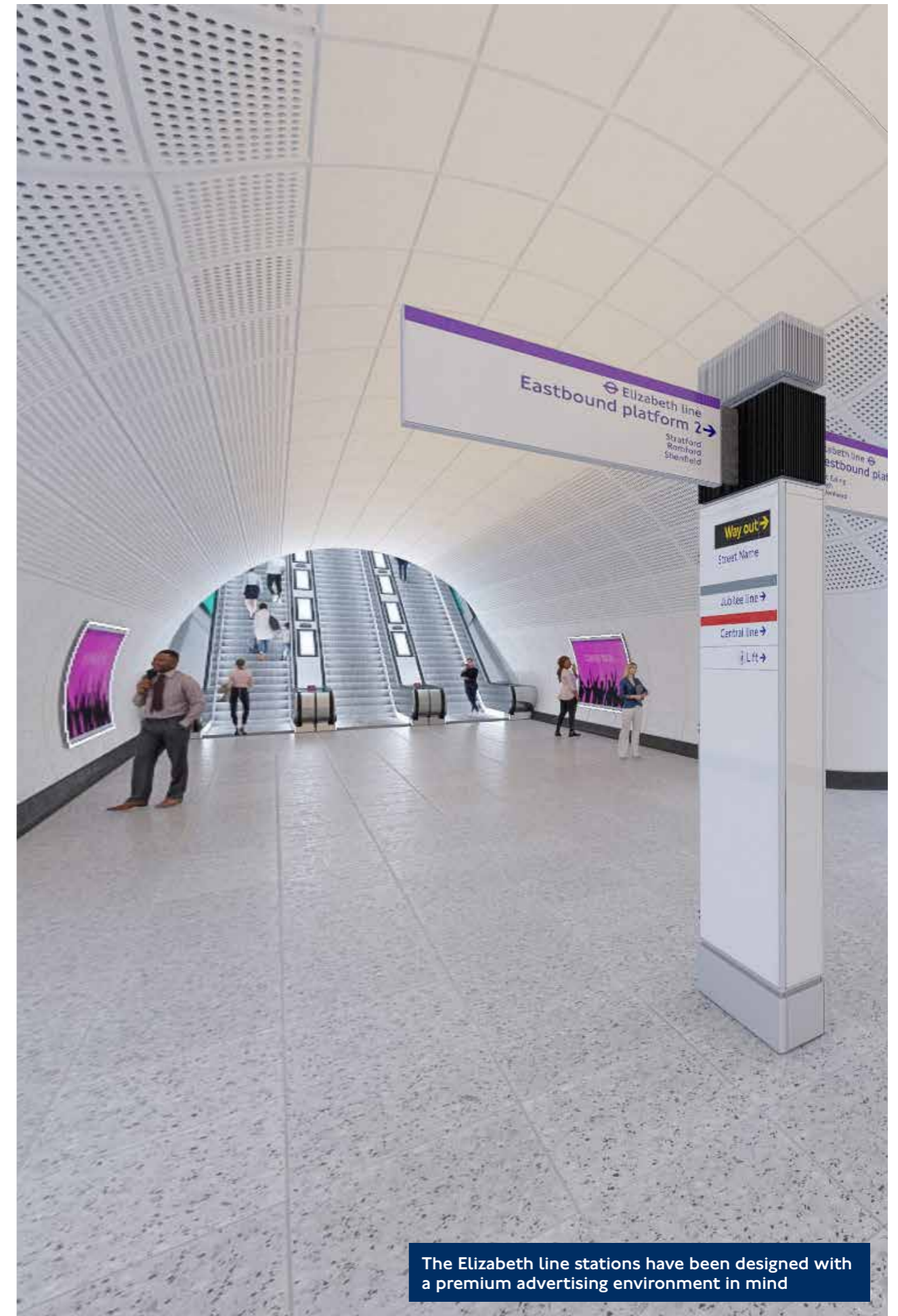
Carillion plc and various subsidiary companies entered liquidation on 15 January 2018. We have reached an agreement with the Official Receiver's Special Managers of Carillion Construction Limited (in liquidation) that enables Carillion to continue to fulfil the East London line maintenance contract.

Through this agreement we have secured guarantees to support Carillion employees' continued work and payment until the new contractor takes over. This agreement will also ensure London Overground services between Highbury & Islington and New Cross Gate continue to operate as normal.

We have announced our decision to appoint Cleshar Contract Services Limited to take over maintenance work on London Overground's East London line. The new contract is due to start from 1 April 2018. We have awarded this new contract on the basis that existing Carillion employees will transfer to Cleshar Contract Services Limited with their terms and conditions protected.

Generating income Elizabeth line

In February, we started the search for six commercial partners, who will get year-long advertising rights at the Elizabeth line stations and on trains. The 10 newly built and fully step-free Elizabeth line stations have been designed with advertising in mind, featuring strategically located advertising sites in a less cluttered, premium environment. We will announce the six official launch partners in the autumn.



The Elizabeth line stations have been designed with a premium advertising environment in mind

Advertising screens in Leytonstone

On 21 February, we started works to install new advertising screens on the A12 in Leytonstone. The screens are part of a programme that has already seen screens installed in Kingston-upon-Thames, Brent and Greenwich. Working in partnership with Outdoor Plus, our underpass advertising will generate £13m for us to reinvest into the transport network.

Connected London – Telecommunications Commercialisation Project

On 22 February, we hosted an industry event at City Hall to launch our search for a partner to unlock London's most high profile 'not spot' in February. Connected London will deliver 4G mobile coverage in tunnels and at stations, and will mean that customers will be able to check their emails and social media, read the latest news and access live travel information while underground.

Advertising Steering Group

On 16 February, we held the third meeting of the Mayor's Advertising Steering Group. The Steering Group provides advice and guidance on the implementation of the Advertising Policy. The membership of the Steering Group includes representatives from City Hall, human rights organisations, the advertising industry and our own Youth Panel.

Our projects funded by Lane Rental income

Since we started the Lane Rental Scheme in 2012, the estimated total cost of delays saved from projects funded by the scheme is in the region of £100m.

Using this income, we will now be taking forward projects including:

- The A2/M2 connected corridor project, which aims to improve customer experience along this busy corridor, working with the DfT and Kent County Council
- The London Works 2 system enhancements project, to improve the coordination of works to minimise network disruption
- The construction of a temporary highway layout at Power Road Bridge, to help reduce delays during the bridge construction works

There were also external funding applications from the London Borough of Croydon, GeoPlace and UK Power Networks.

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