

# Commissioner's Report

30 January 2019



## About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

# Contents

<b>1. Introduction</b>	<b>5</b>
<b>2. TfL Scorecard</b>	<b>6</b>
<b>3. Safety and security</b>	<b>8</b>
<b>4. Healthy Streets and healthy people</b>	<b>16</b>
<b>5. A good public transport experience</b>	<b>30</b>
<b>6. New homes and jobs</b>	<b>42</b>
<b>7. Our people</b>	<b>46</b>
<b>8. Securing value and generating income</b>	<b>50</b>



This paper will be considered in public

# I Introduction

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

# 2 TfL Scorecard

## Period 9

Breakdown of scorecard measures categories:

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

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

Safety and operations (25%)

Customers (25%)

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

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

■ Achieved    
 ■ Partially achieved    
 ■ Not achieved

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

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

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

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

# 3 Safety and security

## **Croydon tram overturning**

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

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

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

## **Customer safety – London Underground**

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

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

## **Workforce safety**

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

## **Keeping people safe at roadworks**

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

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





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

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

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

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

**Operation Vision Zero**

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



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

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

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

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

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

### **Operation Safer Travel at Night**

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

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

### **Crime and antisocial behaviour on public transport**

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

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

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

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

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

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

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

### **Tackling knife crime in the Capital**

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

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

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

### **Direct Vision Standard**

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

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

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

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

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

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

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

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

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

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

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



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

# 4 Healthy Streets and healthy people

## **Cycling action plan**

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

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

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

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

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

## **East-West Cycle Highway**

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



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



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

#### **Cycle Highway 4**

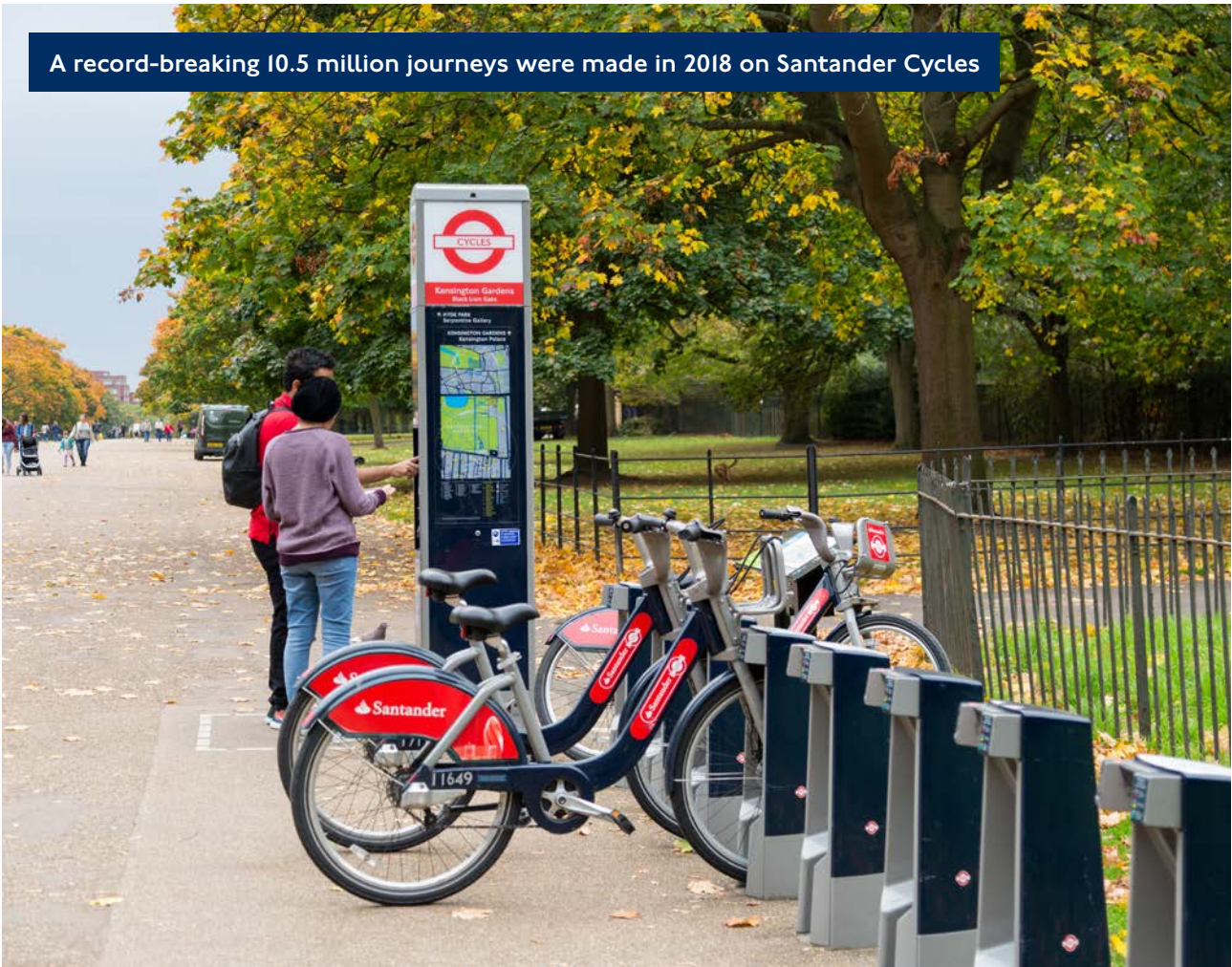
Following the Cycle Highway 4 public consultation in late 2017 and publication of the Consultation Report in March 2018, the Response to Issues Raised Report was published on 12 December 2018, with construction work planned to start this summer. The detailed design has been progressing well, with draft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

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

#### **Cycle Highway 9**

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

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



### **Cycle Highway II**

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

### **Cycle Hire achieves record-breaking year**

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

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

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

### **Future cycling routes**

Good progress continues to be made with the design of improvements between Acton and Notting Hill Gate (formerly Cycle Highway I0). On the outer section between Acton and Wood Lane, detailed design will be completed in January with construction planned, subject to approvals, for spring 2019. On the inner section between Wood Lane and Notting Hill Gate, traffic modelling of the concept design when completed prior to public consultation in the spring.

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

### **Mini-Hollands, Quietways and Central London Grid**

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

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

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

### **Rapid electric vehicle charging**

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

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

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

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

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

### **Low Emission Bus Zones go live**

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

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

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



Our Ultra Low Emission Zone is on track to be in place from 8 April this year

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

**Ultra Low Emission Zone**

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

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

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

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

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

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

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

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

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

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

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

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

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

### **ULEZ expansion**

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

### **Changes to the Congestion Charge**

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

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

### **Safer Junctions**

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

### **Old Street**

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

### **Highbury Corner**

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

### **Vauxhall**

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

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

### **King's Cross**

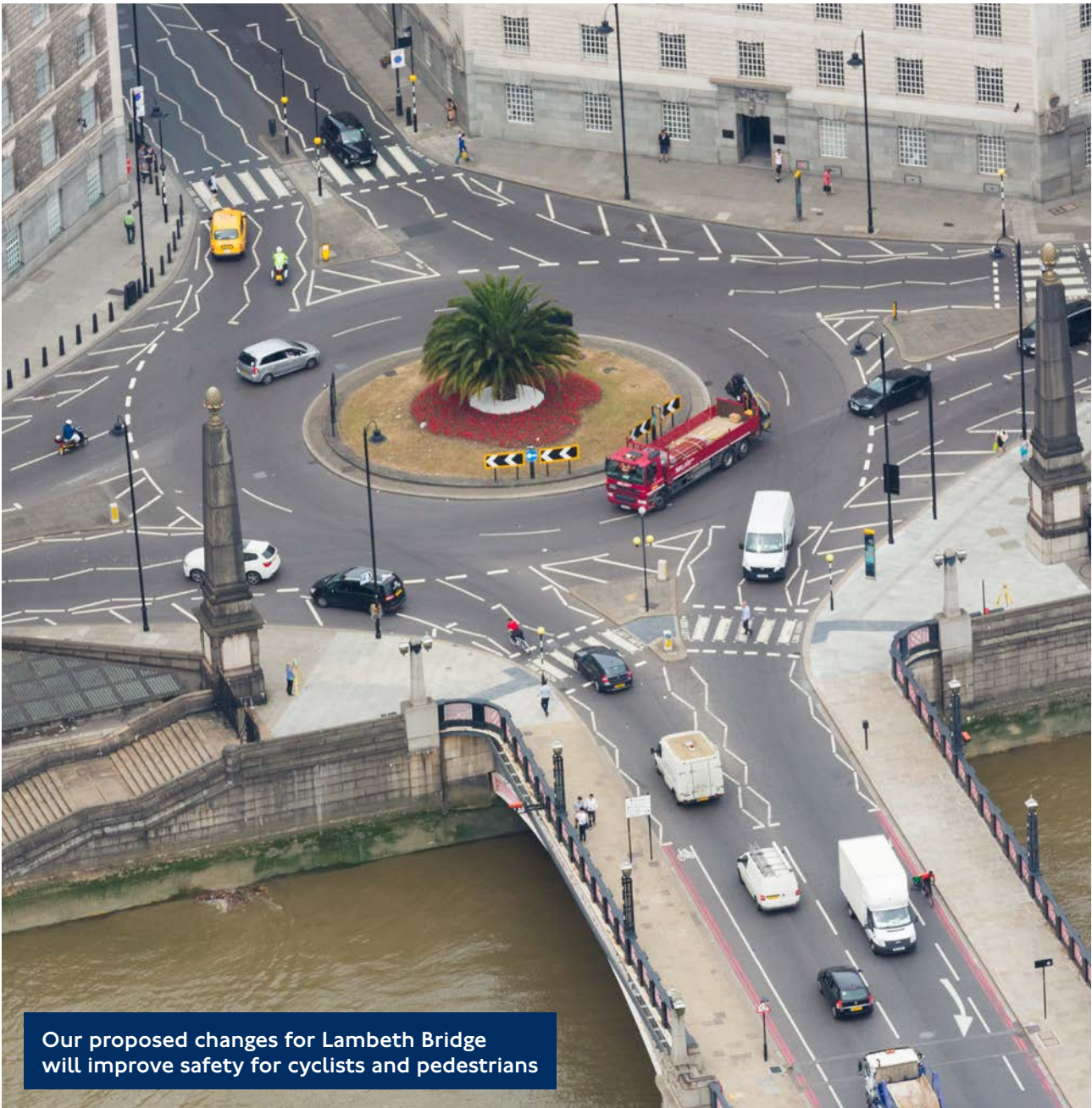
Safety improvements at the junction of Duke's Road with Euston Road are progressing well. By redirecting an out-of-service portion of bus route 18, we have found a way to provide controlled pedestrian crossings on both side roads at this busy junction. Subject to consultation and securing the necessary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

### **Lambeth Bridge**

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

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





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

**Westminster Bridge South**

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

**Charlie Brown’s Roundabout**

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

### **Waterloo City Hub**

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

### **Power Road Bridge and Ardleigh Green Bridge upgrades**

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

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

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

## **High Speed 2**

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

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

## **Barking Riverside extension**

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

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

## **Rotherhithe to Canary Wharf crossing**

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

### **Bus stop bypasses**

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

### **Bus priority**

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

### **Healthy Streets at the core of network operations**

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

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

### **New Bridge Street collaborative works**

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

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

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

### **Borough of Culture - Waltham Forest**

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

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

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

### **Protests and events on our network**

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

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

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

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

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

# Waltham Forest London Borough of Culture 2019

**Chingford May Day Fayre**  
Monday 6 May 2019

**The People's Forest**  
Year-long

**Chingford**

**Highams Park**

**Waltham Forest Tours**  
Year-long

**Art Night**  
22 June 2019

**Welcome to the Forest**  
11-13 January 2019

**Waltham Forest Central**

**Molecules on the Marshes**  
October–November 2019

**Blackhorse Road**

**Leytonstone**

**London Borough of Culture hub**  
Year-long

**Leytonstone Loves Film**  
27-29 September 2019

**E17 Art Trail**  
1-16 June 2019

**Leyton Midland Road**

**Leytonstone High Road**

**Atomic 50**  
1-30 April 2019

**Africa Express: Circus**  
Friday 29 March 2019

**Leyton**

Find out more at [wfculture19.co.uk](http://wfculture19.co.uk)

To plan your journey visit [tfl.gov.uk](http://tfl.gov.uk)

MAYOR OF LONDON

WALTHAM FOREST LONDON BOROUGH OF CULTURE 2019

TimeOut

TRANSPORT FOR LONDON  
EVERY JOURNEY MATTERS

# 5 A good public transport experience

## **Elizabeth line**

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

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

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

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

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

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



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

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

### **First anniversary of Night Overground**

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

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

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

### **London Underground's record-breaking week**

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

### **Northern line extension**

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

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

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

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

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

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

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

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

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

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

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

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

### **Piccadilly line**

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

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

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

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

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

### **Central and Waterloo & City line trains**

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

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

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



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

**Bank**

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

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

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

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

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

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

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

### **Paddington**

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

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

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

### **Newbury Park**

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

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

### **Knightsbridge**

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

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

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

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

### **Colindale**

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

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

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

### **Finsbury Park**

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

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

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

### **Sloane Square**

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

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

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

### **South Kensington**

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

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

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

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

### **Southwark**

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

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

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

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

### **The District line celebrates 150 years**

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

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

### **Marking 150 years of the traffic light**

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

### **Christmas travel**

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



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

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

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

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

### **TfL fares**

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

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

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

### **Weekly fare capping on Oyster**

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

# 6 New homes and jobs

## **Crossrail 2**

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

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

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

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

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

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

## **East London line Housing Infrastructure Fund bid**

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

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



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

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

### **Blackhorse Point**

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

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

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

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

### **Harrow-on-the-Hill and Colindale consultations**

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

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

### **Kidbrooke planning submission**

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

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

### **Build-to-rent**

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

### **Small business policy**

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



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

# 7 Our people

## Settled status applications

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

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

## Queen's New Years Honours

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

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

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

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

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

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

## Northern line extension project

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

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



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

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

**Tunnelling Awards project**

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

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

**Supplier Awards**

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

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

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

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

The 2018 winners were:

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

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

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

#### **Bus driver toilets**

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



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

### **Gender pay gap**

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

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

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

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

### **Wrap up London**

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

# 8 Securing value and generating income

## **2018 Business Plan**

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

## **London RoadLab**

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

## **Bosch collaboration**

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

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

## **Bond Street**

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

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

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

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

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

### **adidas trainers**

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

### **Save the Children**

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



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

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