

# Agenda

**Meeting: Board**

**Date: Wednesday 21 November 2018**

**Time: 11.00am**

**Place: Committee Rooms 4 and 5 - City Hall, The Queen's Walk, London, SE1 2AA**

## Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Kay Carberry CBE

Prof Greg Clark CBE

Bronwen Handyside

Ron Kalifa OBE

Dr Alice Maynard CBE

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Val Shawcross CBE

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

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

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

## Further Information

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

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

Howard Carter, General Counsel  
Tuesday 13 November 2018

**Agenda  
Board  
Wednesday 21 November 2018**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

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

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

**3 Minutes of the Meetings of the Board held on 19 September and 24 October 2018 (Pages 1 - 20)**

General Counsel

**The Board is asked to approve the minutes of the previous meetings of the Board held on 19 September and 24 October 2018 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 21 - 26)**

General Counsel

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

**5 Commissioner's Report (Pages 27 - 84)**

Commissioner

**The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 19 September 2018 and updates Members on significant projects and initiatives.**

**6 Quarterly Performance Report, Quarter 2, 2018/19** (Pages 85 - 138)

Chief Finance Officer

**The Board is asked to note the Quarterly Performance Report, which sets out TfL's financial results for Quarter 2, 2018/19 (24 June to 15 September 2018).**

**7 Customer and Operational Performance Report, Quarter 2, 2018/19**  
(Pages 139 - 248)

Managing Directors, Customers, Communication & Technology, London Underground and Surface Transport.

**The Board is asked to note the Customer and Operational Performance Report for Quarter 2, 2018/19 (24 June to 15 September 2018), which was considered by the Customer Service and Operational Performance Panel on 14 November 2018.**

**8 Travel in London Report** (Pages 249 - 262)

Director of City Planning

**The Board is asked to note the paper.**

**9 TfL Business Plan 2018** (Pages 263 - 264)

Chief Finance Officer

**The Board is asked to note the development of the TfL Business Plan and to delegate authority to approve the final Plan to the Finance Committee.**

**10 Crossrail Update** (Pages 265 - 266)

Interim Managing Director London Underground

**The Board is asked to note the paper.**

**11 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 27 September 2018** (Pages 267 - 270)

Panel Chair, Kay Carberry

**The Board is asked to note the summary report.**

**12 Report of the meeting of the Programmes and Investment Committee held on 11 October 2018** (Pages 271 - 276)

Committee Chair, Prof. Greg Clark CBE

**The Board is asked to note the summary report.**

**13 Report of the meeting of the Finance Committee held on 17 October 2018** (Pages 277 - 282)

Committee Chair, Ron Kalifa OBE

**The Board is asked to note the summary report.**

**14 Report of the meeting of the Remuneration Committee held on 7 November 2018** (Pages 283 - 284)

Committee Chair, Ben Story

**The Board is asked to note the summary report.**

**15 Report of the meeting of the Customer Service and Operational Performance Panel held on 14 November 2018** (Pages 285 - 286)

Panel Chair, Dr Mee Ling Ng OBE

**The Board is asked to note the summary report.**

**16 Any Other Business the Chair Considers Urgent**

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

**17 Date of Next Meeting**

Wednesday 30 January 2019 at 10am

**18 Exclusion of Press and Public**

**The Board is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.**



## **Agenda Part 2**

**Papers containing supplemental confidential or exempt information not included in the related item on Part 1 of the agenda.**

### **19 Minutes of the Meetings of the Board held on 19 September and 24 October 2018 (Pages 287 - 294)**

**The Board is asked to approve the exempt minutes of the previous meetings of the Board held on 19 September and 24 October 2018 and authorise the Chair to sign them.**

### **20 Crossrail Update**

**Exempt supplementary information relating to the item on Part 1 on the agenda.**

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## Transport for London

### Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA  
10.00am-1pm, Wednesday 19 September 2018**

#### **Members**

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

#### **Executive Committee**

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

#### **Also in attendance**

Sir Terry Morgan CBE Chairman, Crossrail Limited

#### **Staff**

Tanya Coff	Finance Director, London Underground
Patrick Doig	Finance Director, Surface Transport
David Hughes	Director of Strategy & Network Development, London Underground
Howard Smith	Director of Operations, Crossrail
Shamus Kenny	Head of Secretariat
Clive Walker	Director of Risk and Assurance

### **71/09/18 Apologies for Absence and Chair's Announcements**

An apology for absence had been received from Ben Story. Stuart Harvey, Director of Major Projects, was also unable to attend the meeting.

The Chair announced that he had re-appointed Bronwen Handyside as a Member of TfL until 6 September 2020, following a positive consultation with the unions.

Ahead of the discussion on the Crossrail update, elsewhere on the agenda, the Chair spoke about the announcement by Crossrail Limited on 31 August 2018 that the opening of the central section of the Elizabeth line would be delayed. He advised that neither he nor the Department for Transport as joint sponsor, were aware of the extent of the issues with the project until 29 August 2018. He was extremely frustrated, disappointed and angry at the delay. He, Mike Brown and Simon Kilonback were having regular discussions with the Government on the implications of the delay for TfL's finances and Members had been briefed on the issues. Members would be updated on the action being taken to ascertain the costs and firm up a revised schedule for delivering the project later in the meeting. The impact of the delay on project costs and lost revenue would be addressed as part of the business planning discussions with Members. The Chair reminded the meeting that while everyone was frustrated with the delay, it was important to recognise that Crossrail was one of the most complex and challenging infrastructure projects ever undertaken in the UK and brought together multiple contracts, new rolling stock and three different signalling systems. TfL's priority was to deliver a safe and reliable railway and the Elizabeth line would be a great asset for London.

## **72/09/18 Declarations of Interests**

Members confirmed that their declarations of interests, as provided to the Secretariat and published on [tfl.gov.uk](http://tfl.gov.uk), were up to date. The declaration for Dr Nelson Ogunshakin OBE had been updated to reflect his new positions as the Chief Executive Officer of the International Federation of Consulting Engineers (FIDIC) and Vice Chair of the Association for Consultancy and Engineering (ACE) Advisory Board. There were no interests to declare that related specifically to items on the agenda.

## **73/09/18 Minutes of the Meeting of the Board held on 25 July 2018**

Subject to the following amendments, the minutes of the meeting of the Board held on 25 July 2018 were approved as a correct record and the Chair was authorised to sign them:

- (a) Minute 56/07/18: Bronwen Handyside requested that her comments on the outcome of the appeal by Uber against TfL's decision to refuse it an operating licence in September 2017 be recorded in paragraph 9 of the minute. The following wording would be added: "Bronwen Handyside considered the Magistrate's decision to award Uber a licence to be wrong, saying that if Uber cared about the travelling public they would care about the employment conditions of their drivers."
- (b) Minute 60/07/18: correction to Dr Nelson Ogunshakin's post-nominal initials to read OBE.

## **74/09/18 Matters Arising, Actions List and Use of Delegated Authority**

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

**The Board noted the updated actions list.**

## 75/09/18 Commissioner's Report

Mike Brown introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 25 July 2018 and updated the Board on significant projects and initiatives.

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

- 1 **TfL Scorecard 2018/19:** The majority of the Scorecard measures were on track. The leadership team regularly discussed progress and the plans to improve performance where it was behind target. Mike Brown continued to be encouraged by the reductions achieved in the number of people killed or seriously injured on London's roads, especially in incidents involving buses. As part of the commitment to Vision Zero, the leadership team was fostering a culture where all staff were encouraged to make a real contribution to eliminate potential danger.
- 2 In addition to the extremely disappointing news on the opening of the Elizabeth line central section measure, the other key measure that was behind target was on improving sustainable mode share. Although the current data did not include cycling as survey results were awaited, the trend data was not moving in the right direction. TfL would work hard to turn this around over the rest of the year as it was an important waypoint towards the longer term mode share target in the Mayor's Transport Strategy.
- 3 The financial measures for the Investment Programme were rated amber as spend was behind target owing to re-phasing rather than value engineering or other cost reductions. This reflected a much higher level of scrutiny on Investment Programme targets and milestones, with reporting in the Quarterly Performance Report aligned to the quarterly Investment Programme Report. Major project forecasting was more accurate than ever.
- 4 **Safety and Security:** On the Tram network, good progress had been made on the procurement of the new safety system that would automatically apply the brakes should the speed limit be exceeded and in turn alert the control centre. The service was the first in the tram industry to have implemented the 'Guardian' safety device, which alerted drivers if it detected any signs of fatigue through the monitoring of driver eye movements.
- 5 As reported at the last meeting, TfL launched London's first Vision Zero action plan on 24 July 2018. The action plan included a range of measures such as: making junctions safer, lowering speed limits, a Direct Vision Standard for Heavy Good Vehicles, a new Bus Safety Standard and a range of education campaigns with communities and schools. Vision Zero was an ambitious but achievable plan that required close partnership working with London boroughs, the police and other agencies in London, as well as the UK Government. Vision Zero had been discussed in Mike Brown's recent meeting with the Commissioner and Assistant Commissioner of the Metropolitan Police.
- 6 TfL was always looking at new initiatives to improve safety. For customers, a recent customer safety campaign used a child to make safety announcements and early analysis of the impact indicated that the use of interesting, unusual but human communication had a positive impact on reducing the most common customer injuries particularly on escalators. Different parts of TfL had been trialling the use of

safety “stand down” initiatives to reduce workforce injuries, where all staff on a particular shift halted work for a session on wellbeing, safety and health. These initiatives were proving successful in encouraging more open dialogue on safety among TfL staff and contractors. Later in the year, the Safety, Sustainability and Human Resources Panel would discuss how TfL investigated and closed out safety incident reports from the public, which had been reviewed following the Tram overturning at Sandilands in 2016, with each report allocated to an individual and the HSE team checking for thematic issues; the Internal Audit team had recently been asked to review how TfL responded to reports from the public.

- 7 As requested at the previous meeting, the report contained more information on how TfL addressed low-level violence against the person. Although TfL’s public transport networks remained a very low crime environment, TfL worked with the police to identify violent offenders. Targeted high-visibility patrols conducted on buses and trains had resulted in a number of weapons being seized. TfL also worked with the police on intelligence-led operations; a recent operation that included a knife arch at Vauxhall received very positive public feedback for its high visibility which provided assurance and would help to reduce and deter violent crime.
- 8 In April 2017, TfL identified 73 junctions that required safety improvements. While work had been completed at 24 junctions, measures to reduce road danger had been introduced at all of the other junctions in the programme ahead of full works being carried out; Mike Brown had directed the team to review all of the junctions again to see what other measures could be implemented ahead of full works. Enabling works at Old Street roundabout had been brought forward to November 2018, following a recent tragic collision.
- 9 The inquest into the Westminster Bridge terror attack had started and TfL was providing evidence, including witness statements in relation to highway responsibilities and security arrangements for the Bridge. Separate discussions were underway with Westminster City Council and the Houses of Parliament on how to improve public safety and transform Parliament Square, with an initial feasibility study being developed jointly with Westminster City Council and due to report by autumn 2019.
- 10 **Healthy streets and healthy people:** TfL expected to receive Westminster City Council’s revised plans for the Oxford Street area shortly, after its disappointing decision in June 2018 to withdraw from the joint project to pedestrianise Oxford Street. TfL had progressed its own plans in the area where possible and had reduced bus services by 40 per cent. TfL would review the planned bus service changes and timing as a result of the announcement by Crossrail Limited that the opening of the central tunnel section of the Elizabeth line would be delayed.
- 11 Improving air quality was one of TfL’s top priorities and its importance had been underlined by recent reports on the impact of pollution on health, particularly children. TfL had now retrofitted 55 per cent of its 9,000-strong bus fleet to meet the ultra-clean Euro VI standard and aimed to have completed the programme in the next couple of years. Priority was given to fleets operating in areas of high pollution and all buses on Oxford Street would meet the highest standard shortly.

- 12 In autumn 2018, TfL would deliver at least three new Low Emission Zones in Camberwell, Wandsworth and Haringey, following the success of similar Zones in reducing air pollution.
- 13 TfL had installed 120 rapid charging points for electric vehicles and was on track to reach 150 by the end of 2018 and 300 by December 2020. Many were dedicated to taxis, with more than 400 Zero Emission Capable taxis already licensed in London. TfL was also working with the London boroughs, responsible for 95 per cent of the roads in London, to increase the number of rapid charging points that they were permitting. Mike Brown would raise the issue at his next meeting of the London Councils Transport and Environment Committee. Charging infrastructure would also help TfL accelerate the electrification of its bus fleet.
- 14 Members would be briefed on TfL's proposals to promote Green GB Week from 15 October 2018. **[Action: Vernon Everitt]**
- 15 TfL's funding support to boroughs through their Local Implementation Plans was helping to promote walking and cycling. Town centre improvements had recently been completed in Mitcham, Beckenham High Street and West Norwood.
- 16 Good progress was being made on delivering the Cycle Superhighways programme, with Cycle Superhighway 6 (between Bloomsbury and Elephant and Castle) recently completed six weeks ahead of schedule. TfL was disappointed that a judge had granted an injunction to prevent works on starting Cycle Superhighway 11 until the outcome of a hearing on a judicial review sought by Westminster City Council. The ruling focussed on a procedural issue, rather than the merits of the scheme, which would provide protection for vulnerable road users at the Swiss Cottage gyratory, one of London's most dangerous junctions, as well as significantly improving the area for residents, visitors and businesses. TfL would take the judge's finding into account and was exploring all other options to reduce danger at the Swiss Cottage gyratory.
- 17 Santander Cycles had its most successful month with 1.2 million hires in July 2018, which coincided with the scheme celebrating its eighth year of operation. The scheme was seeing both an increase in regular and casual ridership, particularly near to Cycle Superhighways and Royal Parks. Surveys had also shown that the provision of hire cycles encouraged people to give cycling a try and many ended up becoming regular cyclists. TfL's aspiration was to continue to expand its cycle hire provision and to encourage the responsible provision of dockless bikes by third parties.
- 18 The Board noted TfL's contribution to a number of large scale events hosted in London throughout the year. TfL worked with the police, organisers and other partners to ensure the events were a success. RideLondon on 28 and 29 July 2018 had over 100,000 participants across eight events. TfL had a large staff presence, including travel ambassadors, to support the Notting Hill Carnival held over the August Bank holiday weekend with most people attending using public transport.
- 19 Following suggestions from Mee Ling Ng to Shirley Rodriguez, Mike Brown asked Gareth Powell and Vernon Everitt to have a strategic discussion with organisers of major events such as the Notting Hill Carnival on how to make their events more environmentally friendly. An update would be provided to the next meeting. **[Action: Gareth Powell and Vernon Everitt]**

- 20 Gareth Powell advised that Surface Transport was now reviewing the location of new and temporary taxi ranks to ensure that the location was accessible for disabled users and was also looking at roadworks across London to ensure they met accessibility standards.
- 21 Members noted the work of the Taxi and Private Hire compliance team and the high non-compliance rate from vehicle checks. Gareth Powell said the vast majority of checks were safety related, such as the right number plates and documentation though the proportion of major non-compliance issues was much lower and resulted in the vehicles being immediately taken off the road. The Customer Service and Operational Performance Panel would receive a more detailed paper on this.  
**[Action: Gareth Powell]**
- 22 **A good public transport experience:** Mike Brown expressed his disappointment about the delay to the opening of the Elizabeth line announced by Crossrail Limited in August 2018. The Commissioner had informally briefed the Board on the lead up to the decision and potential implications for TfL, shortly after the announcement. This would be discussed in more detail later on the agenda.
- 23 Members noted the good progress being made on projects to modernise the Underground. On the Northern line extension, the complex project to construct four new passages at Kennington station between the Bank and Charing Cross branches had been completed on time and Bank branch trains were again stopping at the station; minimising the footprint of the work and a comprehensive communications programme had ensured the minimum of disruption to passengers. On modernising the Circle, District, Hammersmith & City and Metropolitan lines, 106 of the 192 S-stock trains had been fitted with the new automatic signalling system; TfL aimed to switch on the first sections of the signalling system, between Hammersmith and Latimer Road, by the end of 2018. On modernising the Piccadilly, Bakerloo, Central and Waterloo and City Lines, High Court proceedings had been issued to challenge TfL's decision to award a contract to Siemens Mobility Limited to design and build 94 new generation Tube trains; TfL was confident in its decision and would defend it robustly in order to progress the award of the contract. A number of events had been held to mark the 50<sup>th</sup> anniversary of the opening of the Victoria line.
- 24 A number of Members had recently had a tour of the Bank station site to see the station capacity upgrade work. They commented on the scale and complexity of the project and the benefits it would bring. Members were disappointed that the entire station would not have step-free access. Redesigning the project now would be difficult but TfL had commissioned a report on this topic which would be shared with the Programmes and Investment Committee.  
**[Action: Mark Wild]**
- 25 TfL, in partnership with Time Out, launched a 'Wonderful World of Off-Peak' campaign, which will run for 10 months. The campaign encourages Londoners and visitors to make use of public transport to explore London, which is intended to boost ridership as well as support London's high streets, businesses and tourist economy. TfL would look to provide more information on which stations and interchanges were fully accessible.



- 26 **New homes and jobs:** In August 2018, the Mayor and Secretary of State for Transport met Mike Gerrard who chaired the Independent Affordability Review into Crossrail 2 to discuss the review recommendations. TfL continued to work with the Department for Transport to agree a timetable for next steps.
- 27 London First and EY had recently published a report on the positive impact of night time Tube and Overground services for Londoners and the city as a whole. The Night Tube service was in its third year with demand much higher than expected. As other lines were modernised the service would be expanded. In the last year, these night services had helped to generate an additional £190m for the London economy. TfL had looked at ways to generate more income from these services but opportunities for sponsorship were limited.
- 28 TfL continued to progress its housing plans to meet the target of delivering 10,000 homes by 2021. Recent planning applications at Kidbrooke and Blackhorse Road, if granted planning permission, would create 1,000 new homes, of which 50 per cent would be affordable.
- 29 **Our people:** TfL's most recent intake of apprentices and graduates, in early September 2018, included 161 apprentices and 15 graduates. These people were the future of the transport industry and a vital part of TfL's talent pipeline. Members welcomed the programmes and noted the effort being made to attract a diverse intake by targeting hard to reach communities. Members would be provided with a breakdown of the diversity of the 2018 intake. **[Action: Tricia Wright]**
- 30 Members emphasised the need to ensure that the morale of staff and contractors working on the Crossrail project remained high following the news about the delay in the project.
- 31 Members noted the outcome of a Viewpoint Pulse staff survey and that the next full survey was about to open in October 2018. The Pulse survey showed improved scores in London Underground but lower scores in areas undergoing change. The results of the survey would be reported to the Safety, Sustainability and Human Resources Panel and shared with the Board. **[Action: Tricia Wright]**
- 32 **Securing value for money:** TfL continued to reduce costs through its Transformation programme. Thirty business areas had undergone a root and branch review incorporating more than 10,000 roles and TfL had already delivered more than £500m of recurring operating cost savings over the past two years. While TfL would need to keep making more savings and efficiencies, especially to respond to unexpected events, the changes made through the Transformation programme provided a very strong base.
- 33 As part of the work to generate income to reinvest into services, TfL had recently signed a deal with the Hong Kong Government Transport Department worth £95,000 to improve wayfinding in Hong Kong, drawing on TfL's experience with Legible London. TfL also had a number of schemes to generate publicity that turned into revenue streams; these included the temporary renaming of Southgate station in partnership with Visa to Gareth Southgate station and a Madame Tausaud's wax work of the performer Madonna with her own 60+ Oyster card recently on display at Baker Street station.

### **The Board noted the Commissioner's Report.**

## **76/09/18 Finance Report Period 5 2018/19**

Simon Kilonback introduced the report and related slides, which provided a financial update on TfL's year to date performance from 1 April to 18 August 2018. A fuller financial update would be provided in the Quarterly Performance Report to be considered at the next meeting.

Total passenger income was better than both budget and the previous year, with higher income on London Underground which had benefitted from the fares freeze and slightly lower income on buses.

Operating costs were almost £100m lower than budget, driven by proactive management of costs and timing differences. The net operating surplus was £107m ahead of budget, and the net cost of operations was £155m better than budget year to date.

The delay in the Crossrail central tunnel section opening had an estimated net impact on passenger revenues for 2018/19 of approximately £20m, which was considered manageable within TfL's wider budget. The full implications for TfL would be set out as part of the annual business planning process at the end of 2018. Even including the impact of the delay to Crossrail opening, TfL expected to end the year up to £200m better than budget.

TfL was alive to the risks of Brexit on construction and project delivery and while no impact was evident at present, TfL was in constant discussion with its construction and delivery partners. The Department for Transport figures on the overall skills shortage strengthened the need for TfL to have a diverse intake of graduates and apprentices.

TfL had delayed some borrowing in year to save on interest costs but had ensured that this had no impact on project delivery.

**The Board noted the report.**

## **77/09/18 Quarter 1 Customer and Operational Performance Report**

Vernon Everitt, Gareth Powell and Mark Wild introduced the item, which had been considered in detail by the Customer Service and Operational Performance Panel.

Dr Alice Maynard reported that while the Panel discussed the report in detail, there were no particular issues to bring to the attention of the Board, though Members did discuss the need to challenge perceptions that cycling in London was not safe as this impacted on encouraging sustainable travel. The Panel was grateful to Dr Lynn Sloman for her engagement with staff to improve the measurement and reporting on Healthy Streets in the report. Vernon Everitt confirmed that the report would continue to evolve to meet the needs of the Panel and TfL's insight research.

Members raised the issue that eight of the 30 Elizabeth line stations did not have taxi ranks agreed. TfL was redoubling its efforts with boroughs to ensure taxi ranks were in the right locations for each station. An update would be provided to the next meeting of the Customer Service and Operational Performance Panel. **[Action: Gareth Powell]**

A Member had been contacted by the chair of the Barking – Gospel Oak rail users group. Gareth Powell confirmed that the new electric trains for the line were undergoing software certification and there was an active, collaborative and collective approach being taken to this between the manufacturer, TfL and Network Rail. In the interim, contracts had been negotiated for the existing stock but as they were due to be overhauled the service was one train down and reliability was below the standards TfL aspired to. The issue on better advertisement of replacement rail services would be addressed. An update on the service would be provided to the next meeting of the Customer Service and Operational Performance Panel. **[Action: Gareth Powell]**

Members requested that future reports separate out the figures for people killed and those seriously injured. **[Action: Vernon Everitt]**

Members discussed the extent to which the boroughs could be encouraged directly and through London Councils and local Health and Wellbeing Boards to support active travel and what more could be done, given the low number of boroughs participating in events like Car Free day. Heidi Alexander and Will Norman had undertaken a lot of work with boroughs on London Play, which would see around 50 streets closed to traffic. Broader plans were being developed for 2019 and borough Local Implementation Plans, due to be submitted in November, had to demonstrate how they would translate the Mayor's Transport Strategy into action, including sustainable travel measures. A report on how boroughs were contributing to active travel would be submitted to a future meeting of the Customer Service and Operational Performance Panel. **[Action: Alex Williams]**

**The Board noted the report.**

## **78/09/18 Crossrail Update**

The Chair said that Crossrail updates had been a long-standing regular item on Board agendas, with most discussions held in public. He wanted as much of the discussion at this meeting to be taken in public, though details of commercial and personnel issues and ongoing discussions with government would have to be considered once the press and public had left the meeting. As members of the Crossrail Limited (CRL) Board, Sir Terry Morgan, Anne McMeel, Dr Nelson Ogunshakin OBE and Mark Wild would need to be excluded from the discussion where there was an overlap of interests.

The Chair reiterated his disappointment with the delay in the project and his frustration that CRL had not informed its sponsors sooner that there would be a delay. As part of the discussions around the funding package agreed by the sponsors in July 2018, CRL had given assurances on cost and scheduling. While he commended CRL management for its "can do" determination, the timing of the announcement and the length of the delay, so soon after the assurances had been given in July 2018, was a clear failing of governance.

Although a wholly owned subsidiary of TfL, CRL's governance structure had been designed to keep it at arms length from its sponsors, who had little direct oversight and no real say over salary and performance awards for its executive. In July 2018, as part of the additional funding agreement, the sponsors had increased the number of sponsor nominees on the CRL Board. TfL had appointed Anne McMeel and Dr Nelson Ogunshakin OBE as additional TfL nominated directors. The Chair thanked those Members, and also Greg Clark CBE and Ron Kalifa OBE for their support and all of the staff involved in working with CRL and government since the delay was announced. The

sponsors had commissioned an independent review of CRL governance to ensure issues were addressed for the completion of the project and lessons learned for future projects.

Mike Brown informed the meeting that on 29 August 2018, the Board of CRL met and agreed to delay the opening of the central tunnel section from December 2018 until autumn 2019. CRL notified its sponsors on 30 August and a public announcement was made on 31 August 2018, along with TfL's stock market announcement. On 3 September 2018, the CRL Sponsor Board tasked CRL with producing a remedial recovery plan. The delay was a huge disappointment to everyone involved. Following the announcement, TfL had actively worked with the Department for Transport and Treasury on the funding issues arising from the delay; the discussions had been collaborative and constructive, with a range of options under consideration, and a full time team established to find a joint solution.

The revenue implications for TfL in 2018/19 were estimated to be £20m, as around 70 per cent of the use of the central tunnel section was expected to be people transferring from other London Underground lines. The 2018/19 revenue implications were considered manageable and the longer term revenue implications would be addressed in the emerging Business Plan. The most significant revenue impact for TfL would arise from slippage to Stage 5 delivery, scheduled for December 2019.

As the Chair of CRL, Sir Terry Morgan expressed his huge disappointment in the delay and for letting people down.

The key issues raised from the discussion were:

- 1 **July 2018 position:** Sir Terry Morgan advised that reviews commissioned by CRL and the sponsors had supported the programme schedule and costs in July 2018. Further assessment in July and August 2018 revealed that the delays to testing and ongoing infrastructure issues had proved beyond the original completion forecasts.
- 2 **Causal factors:** Crossrail was a very complex project. The delay was not caused by a single factor but by a combination of a number of risks and issues. Sir Terry Moran advised that he felt the factors included:
  - (a) the electrical power issues in October 2017;
  - (b) station construction and fit out work where more time was required to complete this work; and
  - (c) the integration of the train software with the multiple signalling systems which had caused delays to dynamic testing. The software had gone through several iterations and several more iterations were expected to be required.
- 3 The Board and the Programmes and Investment Committee had been reviewing the progress of the project over the last two years and particularly the last nine months. The governance arrangements for Crossrail meant the reviews of progress were limited. The Programmes and Investment Committee had focussed on cost, opening, risk, transition, reporting lines, knowledge capture and knowledge sharing. The Audit and Assurance Committee had focussed on governance and transition and considered reports on the work of the CRL Audit Committee.
- 4 While Members had been made aware of the train software integration issues and the delay caused by the electrical power failure, they had understood that the project would still be delivered on time and within budget.

- 5 Members needed to understand why CRL had not been sighted on the risk of the various issues in the project converging to cause such a substantial delay in the project until August 2018. They also needed to understand what was now needed to complete the project and to be given confidence that strategic risks would be managed going forwards.
- 6 Sir Terry Morgan said that while the risks to the project were known, the team believed that each individual issue could be overcome based on CRL's many successful mitigations to difficult problems throughout the project; for example despite a range of issues, the tunnelling works were completed within a week of the planned schedule.
- 7 **Reviews:** The assessment of the costs and schedule had been reviewed by experts and the sponsors had a representative embedded within CRL to provide assurance, who had open access to information. While there were differences of view on a range of matters, the stage 3 completion date had never been raised as a significant issue and they had assessed the July 2018 funding agreement as sufficient to complete the work.
- 8 He advised that since the project issues identified in July and August 2018, further reviews had been commissioned. While the data was imperfect given the complexity of the project, the best estimate for the opening of the central tunnel section remained autumn 2019.
- 9 In response to the delay, CRL was focussed on completing all station infrastructure works (except Bond Street and Whitechapel) during November 2018, to reduce costs and to avoid any further cause of construction delay to dynamic testing.
- 10 The sponsors had commissioned independent reviews by KPMG of the scheduling (both construction and testing to ascertain delivery dates for stage 3, stage 4 and stage 5) and cost forecasts arising from the revised schedules, as well as a review of governance.
- 11 Sir Terry Morgan advised that given the complexity and risks related to the work to be completed, it was difficult to accurately forecast cost and schedule estimates and so different reviews would arrive at different answers.
- 12 Members were disappointed that the cost and future revenue impact on TfL by the delay had set back the significant progress TfL had made toward making itself financially sustainable, following the withdrawal of government grant.
- 13 While the project had been planning for demobilisation as part of the transition to TfL, Members were concerned that senior staff had been permitted to leave and others planned to leave before the project had been completed. There were no contractual options for changing contractual payments made to former staff or reducing planned payments to existing staff or contractors.
- 14 Both the TfL Board and the non-executive directors on the CRL Board recognised the need to change the governance process going forward and to learn the lessons for future major projects. TfL's Committees wanted to be confident that the outcome of the KPMG reviews were robust to the end of the project and wanted assurance from CRL of its support for the reviews.

- 15 Members discussed the use of contracts in the programme. Given the imperative to get the programme started, Sir Terry Morgan said some contracts had not been adequately scoped with detailed design before being let. This was a lesson for future projects as well as giving consideration to ensuring that risks across the interfaces of different parts of a project were adequately managed.
- 16 Crossrail had also used p50 measures for risks when, given the complexity of the project, p95 may have been more appropriate. This would be considered as part of the KPMG reviews.
- 17 Sir Terry Morgan believed that the CRL Board had performed its function well. It has used its broad range of experience. The CRL Board sought assurances as appropriate and commissioned a number of independent reviews.

The Board recognised and thanked the public and business community for their patience and perspective in relation to the delay, given the number of related decisions that the opening of the line impacted on. They knew the importance of opening a safe and reliable railway and, while frustrated by the delay, they recognised the huge benefits it would bring once open. Communications in relation to Crossrail was transitioning to TfL and a robust campaign would be put in place to keep people informed of progress and the rescheduled opening date when this was more certain.

Sir Terry Morgan recognised that he was appointed by the Mayor and the Secretary of State for Transport and while he had considered his own position he was keen to continue in the project. He reiterated that the CRL executive was a good team and was committed to delivering the project and felt the burden of responsibility for letting people down. While the delay was a significant set back, the project would not only make a real difference when opened but was already making a positive contribution to London and the UK through its supply chain and the training of staff and apprentices, many of whom had won awards.

Commercially sensitive information was considered on Part 2 of the agenda after the press and public had been excluded from the meeting.

**The Board noted the paper.**

## **79/09/18 Strategic Risk Management and Assurance**

Howard Carter introduced the paper, which provided an update on changes to the Enterprise Risk Management Framework, the Enterprise Risk Assessment Matrix and the TfL strategic risks (Level 0). This provided a consistent framework for assessing risk management across TfL. Strategic risks had been allocated to Committees and Panels, which would receive systematic reporting to enable them to do deep dive reviews to provide assurance to the Board that the risks were being adequately managed. The approach had been endorsed by the Audit and Assurance Committee.

**The Board noted the paper.**

## **80/09/18 Report of the meeting of the Customer Service and Operational Performance Panel held on 11 September 2018**

The Vice Chair of the Panel, Dr Alice Maynard CBE, had chaired the meeting and introduced the item. In addition to the Quarterly Performance Report, the Panel had discussed work on mapping customer groups and would discuss stakeholder mapping at a future meeting.

**The Board noted the summary report.**

## **81/09/18 Report of the meeting of the Audit and Assurance Committee held on 14 September 2018**

The Chair of the Committee, Anne McMeel, introduced the item. The Committee had a detailed discussion on strategic risk management and welcomed the approach being taken and the new format for risk and assurance monitoring, which reflected the benefit of integrating the risk management and assurance functions into a single directorate through the Transformation programme.

The Committee had also approved the Anti-fraud and Corruption Policy and Procedure and noted the list of current Mayoral Directions to TfL.

On behalf of the Committee, Anne McMeel welcomed the appointment of Alison Munro as the new Chair of the Independent Investment Programme Advisory Group (IIPAG) and the progress in appointing new members and thanked Colin Porter, Terry Fitzgibbon, Paul Jenkins, David Meyer and Chris Shoukry for their service. The Chair echoed the thanks to the outgoing members of the IIPAG.

**The Board noted the summary report.**

## **82/09/18 Any Other Business the Chair Considers Urgent**

There were no further items of urgent business.

## **83/09/18 Date of Next Meeting**

The date of the next meeting was scheduled for Wednesday 21 November 2018 at 10.00am.

## **84/09/18 Exclusion of the Press and Public**

The Board agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on the Crossrail Update.

## 85/09/18 Crossrail Update

The Committee discussed exempt information relating to the Crossrail project.

**The Board delegated to the Finance Committee authority to approve those matters reserved to the Board in relation to the Crossrail Project including, without limitation, any Financial Authority (whether budgeted or unbudgeted), and Programme and Project Authority and any Procurement Authority.**

The meeting closed at 1.00pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_



## Transport for London

### Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA  
12.00pm-12.35pm, Wednesday 24 October 2018**

#### **Members**

Sadiq Khan (Chair)  
Heidi Alexander (Deputy Chair)  
Kay Carberry CBE  
Prof Greg Clark CBE – by phone  
Bronwen Handyside  
Dr Alice Maynard CBE  
Dr Mee Ling Ng OBE  
Val Shawcross CBE  
Dr Nina Skorupska CBE  
Dr Lynn Sloman  
Ben Story

#### **Executive Committee**

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Simon Kilonback	Chief Finance Officer

#### **Staff**

Sarah Bradley	Group Financial Controller
Andrea Clarke	Director of Legal
David Hughes	Director of Strategy & Network Development, London Underground
Shamus Kenny	Head of Secretariat
Clive Walker	Director of Risk and Assurance

### **86/10/18 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Ron Kalifa OBE, Anne McMeel and Dr Nelson Ogunshakin OBE. On the advice of TfL's General Counsel, Anne McMeel and Dr Nelson Ogunshakin OBE had not attended the meeting due to their interest in the matter for discussion (see Minute 87/10/18 below). Ron Kalifa OBE, as Chair of the Finance Committee, had received a briefing on the issues to be discussed at this meeting.

The Chair welcomed everyone to the meeting, including the press and public. The only item on the agenda was a Crossrail update and due to ongoing negotiations with Government, the meeting had been called with less than five days notice.

The Chair understood the desire for more information and the frustration, including from members of the Assembly, about obtaining full details about the position going forward.

The Chair wanted matters relating to the project to be as transparent as possible and was committed to explaining the position in full as soon as possible to London and to the

business community which had contributed so much to the project.

TfL had published on the agenda the terms of reference of the independent review of the Crossrail Finance and Commercial processes and forecasts and a review of Crossrail governance by KPMG. Heidi Alexander had also asked Crossrail Limited (CRL) to be more transparent and it would be publishing the minutes of previous Board meetings and its meetings going forwards. TfL would also be publishing as much information as possible, including the KPMG reviews. However, discussions with government and with CRL were commercially and market sensitive and so it was critical that these matters remained private until a conclusion was reached. There would be a full announcement about the future funding arrangements for the project once it was agreed.

## **87/10/18 Declarations of Interests**

Members confirmed that their declarations of interests, as provided to the Secretariat and published on [tfl.gov.uk](http://tfl.gov.uk), were up to date.

As TfL nominated directors on the Board of Crossrail Limited, Anne McMeel and Dr Nelson Ogunshakin OBE had declared an interest in the item on the agenda and had not received the paper on Part 2 of the agenda. No other Members had any interests to declare in relation to the item on the agenda.

## **88/10/18 Crossrail Update**

The Chair informed the meeting that over the previous two months, he, Heidi Alexander, Mike Brown, Simon Kilonback and others had been having positive discussions with the government, both at official and ministerial level. Simon Kilonback and his team had been giving this work their undivided attention.

The Chair had spoken to the Secretary of State for Transport recently, as the other joint sponsor of the project, and met with the Chancellor on 23 October 2018; they both recognised the need to work together to find a joint solution to how the additional project costs were funded and financed. Given the good progress made on a detailed agreement with government on how the additional costs for the project would be met, it was appropriate to convene a meeting of the Board to provide an update.

Crossrail Limited's (CRL) budgetary position meant its Board needed to receive details of an interim funding agreement in early November 2018. TfL also had to provide the GLA's statutory budget process with information on its budgetary position and its proposed 2019/20 budget by 30 November 2018, ahead of TfL's Finance Committee agreeing the 2019/20 Business Plan in December 2018 under authority to be delegated by the Board.

Mike Brown set out the context to the current funding situation. In July 2018, a revised funding package had been proposed for the project. The Department for Transport (DfT) had agreed to fund an additional £290m for Network Rail to cover its costs. Following the exercise of authority delegated by the Board, the Finance Committee on 24 September 2018 agreed that TfL would commit a further £150m to Crossrail, with DfT committing the same, to provide CRL with an additional £300m to ensure delivery of the central tunnel section by December 2018. On 31 August 2018, CRL announced a delay to the opening of the central tunnel section until autumn 2019. In response to the announcement by CRL, TfL has commissioned, jointly with the DfT, an independent review of the Crossrail

Financial and Commercial processes and forecasts and a review of Crossrail governance by KPMG. The terms of reference for the reviews were included on the agenda. The reviews commenced on 24 September 2018 and were expected to conclude in mid-November 2018 and would provide the sponsors with a firm understanding of the impact of the delay.

While awaiting the outcome of the reviews, discussions had continued with government. A joint working team with staff from TfL, the DfT and HM Treasury had been working openly and collaboratively. The joint team was assessing the consequences of the delays on both the capital investment required to complete the project and the impact on TfL's revenue.

Given the costs and scheduling assurances given as part of the funding arrangements agreed in July 2018, Members asked how much confidence and assurance they could take from the KPMG reviews, which were being undertaken with a very quick delivery deadline. Simon Kilonback advised that the timetable for the delivery of the KPMG reviews was short to maintain momentum in the project. The KPMG team was very experienced and was doing a thorough job. Simon Kilonback and David Hughes had met with KPMG to discuss the progress of the reviews and were assured that KPMG was receiving full cooperation from CRL and had access to the remedial action plan that the sponsors had requested when the delay was announced and the work CRL had done to update its master schedule with suppliers.

The CRL and TfL teams recognised the joint imperative to maintain momentum in the delivery of the project while the reviews and funding discussions continued. It was important to avoid further slippage; to maintain the morale of the staff and to reward the continued support of businesses, as once completed the project would deliver enormous benefits to London and beyond. The project had already delivered a number of key benefits, including a nation-wide supply chain, thousands of apprenticeships and the promotion of women in engineering roles.

The quality of the staff at CRL and throughout the supply chain was commended and it was important that they were kept informed and motivated. Good feedback had been received from CRL staff that attended a recent briefing to reaffirm the commitment to the delivery of the project. Mike Brown had met the Chief Executive Officer of MTR, who would operate the train services, who said staff training was continuing for the new drivers and those currently under the TfL Rail service. He would also speak with his counterparts in CRL's supply chain to ensure they too were engaging positively with their trades unions and staff to keep them informed and motivated. Heidi Alexander and Jo Johnson, Minister for London, also planned to visit CRL staff to show their support for the project.

In response to a question on TfL's oversight of the project, the Chair and Mike Brown explained that CRL's governance arrangements had been established with the intent to prevent the joint sponsors from being too involved in the company. While the TfL Board and its Committees had been receiving regular updates from TfL staff and the CRL Chair, it wasn't until additional sponsor directors were appointed to the Board in July 2018 that issues began to emerge. It had always been the view of TfL that the sponsors should have had greater access to details about the progress of the project. It was important that these lessons were learned for Crossrail 2.

Mike Brown held regular meetings with the new CEO of Network Rail, where Crossrail was always the first item on the agenda. While there had been issues with Network Rail in the past there was now a much better relationship. Progress was being made on delivery of stations and there was good collaboration with CRL in relation to possessions and access to Network Rail's estate for enabling works. Discussions were continuing with Network Rail on timetabling issues and the challenges going forwards, to reflect both the delay to Crossrail and the lessons being learned by Network Rail in relation to the Thameslink timetable changes.

The Chair thanked the press and public for their attendance. He reiterated his intention that TfL would publish what it could going forward and would continue to discuss as much about the project in public, without getting into issues that may be market or commercially sensitive.

**The Board noted the paper and the supplemental paper included on Part 2 of the agenda and approved the matters set out in the supplemental paper.**

### **89/10/18 Exclusion of the Press and Public**

The Board agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on the Crossrail Update.

The public meeting closed at 12.35pm

### **90/10/18 Crossrail Update**

The Board discussed the exempt information.

**The Board noted the Part 2 paper and:**

- 1 noted the update provided at the meeting in relation to the commercial issues and negotiations with Government and in particular the financing support Government has agreed in order to complete the delivery of the Crossrail Project namely that:**
  - (a) Government will provide capital financing support;**
  - (b) any revenue support will be met by London;**
  - (c) Government will immediately make available £350m short-term financing by way of loan to the GLA in 2018/19 to cover the additional capital requirement in the financial year;**
  - (d) Government will work with the GLA and TfL to agree a longer-term funding/financing solution to refinance the short-term loan and provide a funding solution to enable the project to enter full operations;**
- 2 subject to approval of financing support by the GLA, approved the receipt of £350m by way of capital grant funding from the GLA, granted an increase in Financial Authority and Programme and Project Authority for the Crossrail project of £350m and approved that the GLA, TfL and Government will work together to finalise a longer-term funding solution for the Crossrail project as a matter of urgency;**

- 3 delegated to Delegated Officers authority to finalise and execute the terms of the financing framework and do all such things as they consider necessary or desirable to facilitate the completion and implementation of the financing framework;**
- 4 agreed the extension of the appointment of Phil Gaffney as a Non-Executive Director of Crossrail Limited to 31 December 2019;**
- 5 agreed the appointment of Mark Wild as Chief Executive of Crossrail Limited when the appointment of the current Chief Executive comes to an end;**
- 6 agreed the proposed appointment of David Hendry as CRL Finance Director; and**
- 7 agreed the adjustment to the Crossrail Remuneration Committee arrangements as described in the paper.**

The meeting closed at 12.35pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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**Board**



**Date:** 21 November 2018

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

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper informs the Board of actions agreed at previous meetings and the use of delegated authority.
- 1.2 Appendix 1 provides an update on the actions, all of which are completed or being addressed.
- 1.3 There has been no use of Chair's Action since the last meeting.
- 1.4 There has been one use of delegated authority by the Board to the Finance Committee, in relation to the approval of interim funding for the Crossrail project.

## **2 Recommendation**

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

## **3 Exercise of Delegated Authority by the Finance Committee – Crossrail Funding Arrangements.**

- 3.1 On 19 September 2018, the Board delegated authority to the Finance Committee to approve those matters reserved to the Board in relation to the Crossrail Project. On 27 September 2018, acting under the delegated authority from the Board, the Committee approved interim funding for Crossrail Limited. A summary report of the meeting of the Finance Committee is elsewhere on the agenda for this meeting.

### **List of appendices to this report:**

Appendix 1: Board Actions List

### **List of Background Papers:**

Minutes of previous meetings

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

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## Board Actions List (reported to the meeting on 21 November 2018)

Actions from the meeting held on 19 September 2018 (there were no actions from the meeting held on 24 October 2018)

Minute No.	Item/Description	Action By	Target Date	Status/Note
75/09/18 (1)	<b>Commissioner's Report – Green GB Week</b> Members would be briefed on TfL's proposals to promote Green GB Week from 15 October 2018.	Vernon Everitt	November 2018	Briefing note being prepared.
75/09/18 (2)	<b>Commissioner's Report – Major Events</b> Following suggestions from Mee Ling Ng to Shirley Rodriguez, Mike Brown asked Gareth Powell and Vernon Everitt to have a strategic discussion with organisers of major events such as the Notting Hill Carnival on how to make their events more environmentally friendly. An update would be provided to the next meeting.	Gareth Powell and Vernon Everitt	November 2018	An update will be provided at the meeting.
75/09/18 (3)	<b>Commissioner's Report – TPH compliance</b> Members noted the work of the Taxi and Private Hire compliance team and the high non-compliance rate from vehicle checks. Gareth Powell said the vast majority of checks were safety related, such as the right number plates and documentation though the proportion of major non-compliance issues was much lower and resulted in the vehicles being immediately taken off the road. The Customer Service and Operational Performance Panel would receive a more detailed paper on this.	Gareth Powell	February 2019	Item to be added to the Customer Service and Operational Performance Panel forward plan.
75/09/18 (4)	<b>Commissioner's Report – Bank Station Step Free Access</b> Members were disappointed that the entire station would not have step-free access. Redesigning the project now would be difficult but TfL had commissioned a report on this topic which would be shared with the Programmes and Investment Committee.	Nigel Holness	December 2018	A briefing will be provided to the Committee.

75/09/18 (5)	<p><b>Commissioner's Report – Apprentices and Graduates</b> Members welcomed the programmes and noted the effort being made to attract a diverse intake by targeting hard to reach communities. Members would be provided with a breakdown of the diversity of the 2018 intake.</p>	Tricia Wright	November 2018	On 7 November 2018, the Remuneration Committee discussed the diversity of the programmes in the context of 2016/17 pay gap analysis. All Members will be provided with a breakdown of the diversity of the 2015-18 intakes by year.
75/09/18 (6)	<p><b>Commissioner's Report – Viewpoint (TfL staff survey)</b> The results of the Viewpoint survey would be reported to the Safety, Sustainability and Human Resources (SSHR) Panel and shared with the Board.</p>	Tricia Wright	January 2019	The survey has just closed, with the highest participation rate to date. The survey results will be shared with the Board when available.
77/09/18 (1)	<p><b>Quarter 1 Customer and Operational Performance Report – Taxi Ranks</b> Members raised the issue that eight of the 30 Elizabeth line stations did not have taxi ranks agreed. TfL was redoubling its efforts with boroughs to ensure taxi ranks were in the right locations for each station. An update would be provided to the next meeting of the Customer Service and Operational Performance (CSOP) Panel.</p>	Gareth Powell	November 2018	An update on taxi rank provision around all Elizabeth line stations was sent to Bronwen Handyside, Dr Mee Ling Ng and Dr Alice Maynard on 17 October 2018. An update has been included in the actions for the CSOP Panel. Bronwen Handyside will work with the Taxi and Private Hire team to encourage the boroughs to introduce new ranks at the remaining stations.

<b>77/09/18 (2)</b>	<b>Quarter 1 Customer and Operational Performance Report – Barking to Gospel Oak Services</b> An update on the service would be provided to the next meeting of the Customer Service and Operational Performance (CSOP) Panel.	Gareth Powell	November 2018	An update will be provided at the meeting of the CSOP Panel.
<b>77/09/18 (3)</b>	<b>Quarter 1 Customer and Operational Performance Report – Separation of Killed and Seriously Injured figures</b> Members requested that future reports separate out the figures for people killed and those seriously injured.	Vernon Everitt	November 2018	Agreed. The report is on the agenda.
<b>77/09/18 (iv)</b>	<b>Quarter 1 Customer and Operational Performance Report – Borough engagement on active travel agenda</b> A report on how boroughs were contributing to active travel would be submitted to a future meeting of the Customer Service and Operational Performance Panel.	Alex Williams	February 2019	Item to be added to the Customer Service and Operational Performance Panel forward plan.

**Actions from previous meetings:**

<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status/Note</b>
<b>06/01/18 (1)</b>	<b>TfL HSE Annual Report 2016/17 – Publication of the names of the bereaved</b> Members requested that for future HSE Annual Reports TfL considers naming every person killed on one of TfL's networks.	Jill Collis	December 2018	This will be addressed in the next annual report – to be considered by the Safety, Sustainability and HR Panel in December 2018 and the Board in January 2019.
<b>42/05/18 (2)</b>	<b>Commissioner's Report – Vision Zero</b> Members requested a discussion on how TfL planned to meet and monitor progress toward the Vision Zero target.	Alex Williams	October 2018	<b>Completed:</b> The SSHR Panel considered the Vision Zero Action Plan in September. It was also addressed in the informal discussion on the Mayor's Transport Strategy and Business Planning (see action for minute number 45/05/18 (3))

42/05/18 (3)	<p><b>Commissioner's Report – Streetworks impact on vulnerable road users</b></p> <p>Members requested that some analysis be completed on the impact of streetworks, including signage, as a contributory factor on injury rates to vulnerable road users. This would be reported to a future meeting of the Safety, Sustainability and Human Resources (SSHR) Panel.</p>	Gareth Powell	September 2018	<p><b>Completed:</b> An item on unsafe roadworks was considered by the SSHR Panel on 27 September 2018.</p>
44/05/18 (1)	<p><b>Annual Update on the Mayor's Transport Strategy – Active Travel</b></p> <p>Work on promoting active travel would be brought to a future meeting of the Safety, Sustainability and Human Resources Panel.</p>	Alex Williams	December 2018	<p>On SSHR Panel forward plan.</p>
44/05/18 (3)	<p><b>Annual Update on the Mayor's Transport Strategy – Member engagement on delivery and Business Planning</b></p> <p>Proposals for Board engagement on delivery of the Strategy and the development of the next Business Plan, including a whole day discussion early in the process, would be progressed.</p>	Alex Williams and Simon Kilonback	From July 2018	<p><b>Completed:</b> Informal briefings were held on 25 July (board) 17 October (Finance Committee) and 24 October 2018. A further briefing will be held after this meeting and the Plan submitted to the Finance Committee in December 2018.</p>

**Board**



**Date: 21 November 2018**

**Item: Commissioner's Report**

## This paper will be considered in public

### 1 Summary

- 1.1 The Commissioner's Report provides an overview of major issues and developments since the meeting of the Board held on 19 September 2018 and updates the Board on significant projects and initiatives.
- 1.2 This paper also asks the Board to note the revised baseline relating to the 2018/19 TfL Scorecard target for Workforce Representativeness for director / band 5. This follows an exercise to incorporate additional data to inform the current baseline for this target.

### 2 Recommendation

- 2.1 **That the Board note the report and the revised baseline relating to the 2018/19 TfL Scorecard Workforce Representativeness Index for director / band 5, revised from 44.7 per cent to 41.5 per cent.**

### 3 Revised Scorecard Baseline

- 3.1 The revision to the baseline for the scorecard target follows the completion of an exercise to extract representativeness data from TfL's recruitment database (Taleo) and the addition of this to the existing data held on SAP. Following this we have a greater amount of data to inform us of the current baseline for this measure.
- 3.2 Disappointingly this exercise has shown that our senior leadership is less diverse than we thought. However we are holding ourselves to the original, challenging target because of the importance to us of improving our diversity to better reflect the city we serve.
- 3.3 In terms of the two representativeness measures used in the scorecard, only the measure relating to director / band 5 has a revised baseline, as shown in the table below.

Scorecard	Former Baseline	New Baseline	Change in baseline	2018/19 Target
TfL director / band 5	44.7%	41.5%	- 3.2%	46.6% <sup>1</sup>
TfL all staff	69.7%	69.7%	0.0%	70.7%

<sup>1</sup> Figure corrected 14/11/2018 after initial publication

**List of appendices to this report:**

Commissioner's Report – November 2018

**List of Background Papers:**

None

**Mike Brown MVO  
Commissioner  
Transport for London  
November 2018**

# Commissioner's Report

21 November 2018



## About Transport for London (TfL)

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

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

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

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

We are moving ahead with many of London's most significant infrastructure

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

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

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

We are constantly working to improve the city for everyone. This means freezing 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 that use them every day.

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



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This paper will be considered in public

# I Introduction

This report provides a review of major issues and developments since the Board meeting of 19 September.

# 2 TfL Scorecard

## Period 7

Breakdown of scorecard measures categories:

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

Long-term objectives	2018/19 scorecard	Period 7		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>	Qtrly	Qtrly	37.9 <span style="color:red">■</span>	44.4
	Reduction in people killed or seriously injured on roads from 2005-09 baseline (incidents involving buses) (%) <sup>1</sup>	Qtrly	Qtrly	67.6 <span style="color:green">■</span>	58.4
	Injuries on the public transport network	879 <span style="color:green">■</span>	952	6,335 <span style="color:green">■</span>	6,414
London's streets will be used more efficiently and have less traffic	Operational improvements to sustainable travel	1,255 <span style="color:red">■</span>	1,803	9,564 <span style="color:green">■</span>	8,024
London's streets will be clean and green	Number of London buses that are Euro VI compliant <sup>2</sup>	Qtrly	n/a	5,560 <span style="color:green">■</span>	n/a
More people will travel actively in London	Healthy Streets scheme assessment	Qtrly	Qtrly	11 <span style="color:green">■</span>	10
<b>A good public transport experience (17%)</b>					
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	5.62 <span style="color:red">■</span>	4.70	4.42 <span style="color:green">■</span>	4.42
	Average bus speeds (mph)	9.1 <span style="color:green">■</span>	9.1	9.3 <span style="color:green">■</span>	9.2
Public transport will be accessible to all	Additional time to make step-free journeys (minutes)	Qtrly	Qtrly	9.7 <span style="color:green">■</span>	9.7
Journeys by public transport will be pleasant	Customer satisfaction (percentage of Londoners who agree we care about our customers) (%)	Qtrly	Qtrly	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 June 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 7		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 (%)	Qtrly	Qtrly	40 <span style="color: red;">■</span>	95
<b>Mode share (5%)</b>					
80% of journeys will be made by sustainable modes in 2041	Improve sustainable mode share <sup>3</sup>	Qtrly	Qtrly	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 (%)	100 <span style="color: green;">■</span>	90	90 <span style="color: green;">■</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 (%)	Qtrly	Qtrly	69.9 <span style="color: orange;">■</span>	70.2
	– director/band 5 (%)	Qtrly	Qtrly	41.7 <span style="color: orange;">■</span>	42.5
	Inclusion index (%) <sup>4</sup>	See note	n/a	Annual	Annual
	Total engagement (%) <sup>4</sup>	See note	n/a	Annual	Annual
<b>Financial (25%)</b>					
We are prudent and cover our costs	Net operating surplus (£m)	58 <span style="color: green;">■</span>	32	227 <span style="color: green;">■</span>	82
	Investment programme (£m) <sup>5</sup>	125 <span style="color: orange;">■</span>	154	975 <span style="color: orange;">■</span>	1,184

3. Sustainable mode share improvement: The walking survey is scheduled to take place in Q4. Therefore, YTD reflects the three elements of passenger journeys, traffic index and cycling, with only cycling on track as at YTD.

4. Total inclusion index/total engagement: These measures are a result of the annual Viewpoint survey. Results are expected to be available in Q3.

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**

This report comes to the Board following the second anniversary of the tragic tram overturning at Sandilands, on 9 November 2016. Our thoughts remain with all those affected by the tragedy. Since the overturning, we have taken more than 450 calls to our Sarah Hope Line, and continue to make contact with people periodically to ensure they are receiving the support they need.

To date, more than £5m has been paid for counselling, rehabilitation, compensation and other activities to assist all those who need it.

This year, a public ceremony took place in New Addington on 9 November, with a period of silence and the laying of floral tributes. Our staff were in attendance and we held a minute's silence on our tram network on the same day as a mark of respect.

Following the tragedy, we proactively undertook a programme of works to improve safety on the tram network.

The Rail Accident Investigation Board (RAIB) investigated and published its report on 7 December 2017, making far-reaching recommendations on the tram sector and the Office of Rail and Road (ORR) as its regulator. Progress on the RAIB's 15 recommendations is reported to our Safety, Sustainability and HR Panel.

In summary, our programme of works and our responses to the RAIB recommendations have been as follows:

- a. Implementing a permanent speed reduction across the tram network, from 80kph to 70kph
- b. Installing chevron signs at Sandilands and at the three other significant bends to provide an additional visual cue for drivers. The number of speed signs has been increased and additional lineside digital signage provides added speed warnings to drivers
- c. Fitting an in-cab driver protection device to all trams; any sign of driver distraction or fatigue will result in the driver being alerted, with this being fed back to the control room
- d. Assessing the options available to strengthen the type of glazing fitted on the tram fleet
- e. Working to procure a new safety system that would automatically apply the brakes should the speed limit be exceeded at high-risk locations, with a contract planned to be awarded by the end of the year
- f. Adopting iBus technology on the tram network as part of a package of safety improvements – this is referred to as iTram

- g. Working closely with other UK tram operators and infrastructure managers to establish the structure, governance and function of a new Light Rail Safety & Standards Board
- h. Working to improve locally powered emergency lighting, so that there is no unintentional interruption during an emergency, with contract award expected before the end of the year
- i. Replacing and upgrading the CCTV recording system
- j. Holding two trams summits where we look to share experiences and examples of best practice with industry partners, and
- k. Considering any learning points following the tragedy and applying them across TfL

To commemorate those affected by the tragedy, Croydon Council has unveiled two memorial plinths: one in a communal area at New Addington and another near to Sandilands Junction. In March 2018, the Mayor made provision of £750,000 to the London Borough of Croydon for its work in supporting the local community. Croydon Council has established a steering group to oversee the allocation of the funding and we are part of this.

We remain determined to ensure such a tragedy never happens again.

## Roads

### Latest road casualty figures released

On 27 September, we released figures from the Casualties in Greater London report. These show that 131 people were killed and 3,750 seriously injured on London's roads in 2017. While the number of overall casualties fell by an estimated one per cent from 2016, these figures highlight the continuing need for widespread action to tackle road danger, and reaffirm the importance of our Vision Zero approach to eliminating all deaths and serious injuries from London's roads by 2041.

New internal reporting systems, used by police across the UK, have changed the way data is provided, leading to more reliable figures for serious injuries and an increase in reported serious injuries. In addition, a new online self-reporting tool, introduced last year by the Metropolitan Police Service (MPS), has made it easier for people to report collisions and injuries. This led to a 35 per cent increase in self-reporting – accounting for more than 20 per cent of all casualties in 2017. These new ways of reporting collisions will give us a more in-depth understanding of road casualties in London and help inform London's future safety initiatives.

People walking, cycling or riding motorcycles made up more than half of all casualties on London's roads and 87 per cent of all deaths. The number





Our latest road casualty figures reaffirm the importance of our Vision Zero approach to eliminating all deaths and serious injuries from London's roads by 2041



of people walking who were killed or seriously injured in 2017 increased by an estimated 10 per cent, while the number of cyclists killed or seriously injured reduced by an estimated one per cent and motorcyclist casualties increased by an estimated five per cent. Reducing road danger for people walking is a major priority for us and we are commissioning research to better understand the increase in pedestrian casualties. Later this year, we will launch a Freight Action Plan that sets out new measures to improve the safety of HGVs, which are involved in a disproportionately high number of collisions involving people walking and cycling.

For motorcyclists, we are taking a number of steps, including offering three free training courses to boost rider confidence, skills and knowledge before and after Compulsory Basic Training.

As part of the Healthy Streets Approach, the Mayor is investing a record £169m a year on cycling infrastructure over five years, including new Cycle Superhighways, Quietways, and improvements to London's most dangerous junctions. Already, 140km of new cycle infrastructure has been built since May 2016, with substantial improvements made for pedestrians too. We have also outlined the 25 corridors in London with the greatest potential for new safer cycling routes in the future. These focus on

outer London, with potential corridors from Pimlico to Putney in the west, Ilford to Barking Riverside in the east, Camden to Tottenham Hale in the north and Deptford to Oval in the south.

The Vision Zero ambition is fundamental to achieving the Mayor's and our ambition of creating Healthy Streets across London by reducing reliance on cars and encouraging walking, cycling and public transport use. This is a central part of making London a greener, healthier and more attractive place to live, work, play and do business.

### **Safer Junctions**

Following our list of Safer Junctions published in April last year, which identified 73 junctions on our roads with the highest vulnerable road user collision rates between 2013 and 2015, we have now made improvements at 24 of these. We are monitoring the completed projects to ensure they have been successful in reducing collisions and are taking the other 49 through design and construction.

Works began at the Charlie Brown Roundabout on the North Circular in early August, aimed at making the area safer for people walking and cycling. New signal-controlled toucan crossings will be installed on all arms of the roundabout, and footways and central islands will be widened to encourage slower speeds and

make the area feel less intimidating. On 19 September, we partnered with a local primary school, Oakdale Junior School, to mark the European Day Without A Road Death (project EDWARD). Fifty-four pupils who regularly have to cross the Charlie Brown Roundabout on their way to and from school took part in a Walking Bus and Big Breakfast. It was particularly poignant for many of the staff who volunteered on the day following the fatality in 2016 of the mother of one of the Oakdale pupils at the roundabout.

### **Operation Goldstein**

We have been running a programme of road danger problem-solving activities as part of Operation Goldstein on Tooting High Street, the A23 (Brixton Hill and Streatham High Road), Seven Sisters Road and Marylebone Road, after they were identified as high-risk locations.

We have used analysis of Environmental Visual Audits and collision data to develop a plan for more than 200 actions. Working with the MPS, we began short-term engagement and enforcement activities in October including red light jumping enforcement, parking and loading enforcement, and pedestrian engagement. This important work continues and is already making recommendations that we will use to inform engineering improvements such as changes to signalling and signs and lines, as well as larger-scale engineering changes.

### **Operation Venom**

This MPS operation, led by the Roads and Transport Policing Command (RTPC), is aimed at reducing the dangerous riding, violence and offending associated with BikeLife. BikeLife brings young bikers together to ride, perform dangerous tricks and share videos to a large social media following. Before the MPS intervention in 2017, BikeLife had accounted for 18 per cent of powered two-wheeler fatalities in London. Since then, no fatalities have been attributed to this group.

In September and October 2018, seven warrants were executed at addresses in North London. Six males were arrested and have been charged with 21 offences, including dangerous driving, handling stolen goods, and other traffic and drugs-related offences. Additionally one stolen moped and nine other mopeds and motor-bikes used in crime were seized and examined. All charged individuals were disqualified from taking part in the Halloween 'Rideout'.

### **Bus Safety Standard**

We officially launched the new Bus Safety Standard for London on 16 October at our second Bus Safety Summit at Millbrook Proving Ground. The Deputy Mayor for Transport, Heidi Alexander, gave the keynote speech, to an audience of bus operators, manufacturers, other transport

authorities, members of the press, the union Unite and road safety campaign groups such as Guide Dogs and Roadpeace.

The Bus Safety Standard is aimed at harnessing the best technology and structural design available to prevent fatalities and reduce the severity of injuries. We have carefully planned its roll out to ensure we get the most out of our investment in safer buses and achieve the ultimate Vision Zero target of no fatalities on or by a bus on London's roads by 2030.

We have developed a roadmap to support the introduction of the standard, as well as guidance to the wider UK bus industry on adopting similar measures in their areas. The roadmap will provide the bus industry with confidence that investment in safety features – particularly those with long lead times or that incur greater costs – is thoroughly researched, independently tested and supported by cost-benefit analysis. It also sets out minimum safety requirements for new buses, which is how the bus industry traditionally adopts successive advances in vehicle technologies and auxiliary equipment from the open market.

Research by the Transport Research Laboratory has informed us about the most prevalent causes of fatalities and serious injuries on the London network and directed us towards the most suitable technologies to address them. These

will now be incorporated into a revised vehicle specification for new buses to ensure manufacturers incorporate the changes into vehicles entering the fleet from the end of 2019. As Intelligent Speed Assistance was ready ahead of the new specification, it has already been rolled out to more than 100 buses in the fleet to ensure compliance with highways limits when traffic is flowing more freely.

The technology demonstrated at this year's Safety Summit included a noise device which raises awareness of buses approaching, technology to help drivers avoid mistakenly pressing the accelerator instead of the brake, greater visibility through reversing cameras, better near-side and off-side mirrors and more occupant-friendly interiors to help reduce injuries from trips and falls.

Later versions of the standard will be brought in to incorporate some promising technologies that are not yet ready for introduction. Among these is likely to be a revised front to buses that will help to make any collision with pedestrians or cyclists less severe.

Work also continues on reducing road traffic incidents of all types on the bus network. This includes large-scale safety site meetings at locations where there are higher rates of collisions. Good progress is being made in developing a new bus driver safety training course which will be delivered through our operators to

all 25,000 bus drivers. It will specifically focus on drivers' awareness of more vulnerable passengers as well as looking at how to reduce the number and severity of injuries that occur on board. This training contract will be awarded later this autumn, with the initial sessions to be held from early 2019. All drivers will have completed training by the end of 2020.

### **Safer Travel at Night**

The Safer Travel at Night campaign this year was between 24 September and 7 October, with targeted police enforcement and engagement activity to identify, disrupt and deter illegal cab activity and inform the target audience how best to travel safely at night. This year we used operator visits, foot patrols, joint working and a police compliance car, across a wider time period to engage with the public before and after visiting night venues. We have also continued to use the marketing leaflet developed last year, focusing on the ways to get home safely.

The campaign involved 797 total deployments, including 122 high-visibility patrols by the Roads and Transport Policing Command (RTPC), 36 stop sites and 101 night foot patrols. A total of 18,675 drivers and vehicles were checked during the course of this campaign.

### **Improving private hire safety and security**

In September, we published guidance to London private hire vehicle (PHV) operators on the reporting of suspected

criminal conduct. We worked closely with the MPS to produce the guidance, which is designed to assist London's PHV operators to report this kind of behaviour to the police in an appropriate and timely way.

Since 1 October, private hire operators are required to ensure a person is available for passengers to speak to at all times during operating hours. This applies to journeys being made in the event that a passenger wants to make a complaint to the operator or discuss any other matter about the carrying out of a booking.

### **Violent Crime Task Force – tackling knife crime and keeping the public safe**

We are supporting the Mayor's decision to increase the number of officers dedicated to tackling serious youth violence by allowing officers from the RTPC to be released to bolster the numbers of officers working on the Violent Crime Task Force. The RTPC has been very successful in keeping serious youth violence on the bus network down, with bus-related youth violence victims dropping by 12.9 per cent from 412 to 359, when comparing year-on-year data from 2017/18 and 2018/19. We have worked in partnership with the MPS, introducing measures to minimise the impact on other priorities, and accelerating Vision Zero.

Operations across London on speeding, reckless and dangerous driving, mobile phone use, drink and drug driving will continue.





### **Customer safety**

After a good start to the year, we saw an increase in the number of customers who were injured over the summer while boarding or leaving trains on the Underground. As a result, we reviewed our platform train interface (PTI) plan, taking ideas from our station staff and train operators. We have acted to ensure our train operators and station staff understand the PTI hot-spot locations, and have improved the train operators' camera view of the platform and awareness of announcements made to our customers. As a result, the number of accidents at the PTI has reduced in

the past two months. Further work to raise customer awareness of the risk of accidents is underway and we are holding 'PTI days' every month on London Underground (LU) to ensure we maintain our focus on this issue. The October PTI day focused on the risks of customers being caught in train doors.

The number of accidents on escalators also increased in August and September. We are refocusing attention onto escalators and stairs by revisiting our successful Escalator Excellence plan at our top 30 stations.



### **Workforce safety**

We are rolling out a new ‘slips, trips and falls’ video and sharing a ‘What safety means to me’ campaign with staff. This is supported by a special focus on the top locations where workforce accidents occur. We also saw an improvement in the number of accidents to staff and suppliers in the LU Renewals and Enhancements team when we successfully increased the rate of accident reporting, and we are reviewing LU’s near-miss reporting to see if this success can be repeated more widely.

### **National Hate Crime Awareness Week**

Between 13 and 20 October, we worked with the police and partners to support National Hate Crime Awareness Week. More than 250 community engagement

events were held to raise awareness of hate crime and encourage people to come forward and report so action can be taken against these offenders.

We promoted how we work with partners in the British Transport Police and MPS, highlighting the message that we will never tolerate hostility towards anyone using our services. Alongside these engagement events, our police partners increased enforcement activity during the week, targeting offenders who committed hate crime on our services. This was part of our wider strategy to tackle hate crime through increased awareness, improving confidence to report and targeting anyone who commits hate crime on our services.



London's network remains a safe, low-crime environment, but reports of hate crime offences have increased as more people feel confident to speak out about incidents. Between 2016/17 and 2017/18, reports of hate crime on public transport increased by two per cent.

### **National Cyber Security Awareness Month**

Throughout October, our Cyber Security Incident Response Team toured head office buildings to highlight:

- The biggest cyber security threats we face
- How we are tackling them
- What we can all do to keep our organisation cyber safe

Employees were encouraged to ask questions about cyber security and improve awareness by learning best practice. Information sessions explained how awareness is critical in ensuring we remain cyber safe as well the common cyber threats we face.

### **Attempted murder conviction**

We have worked closely with the BTP to secure a conviction for a man caught pushing a customer on to the track at Marble Arch station and unsuccessfully attempting to push a second man on

to the tracks at Tottenham Court Road. On 5 October, a 46-year-old-man was found guilty at the Old Bailey of attempted murder.

### **Westminster Bridge inquest**

On 22 March 2017, four people – Kurt Cochran, Leslie Rhodes, Aysha Frade and Andreea Cristea – were killed on Westminster Bridge in a terror attack when they were struck by a vehicle driven along the pavement on the bridge. The attacker also stabbed a police officer – PC Keith Palmer – who died from his injuries in the grounds of the Palace of Westminster. The attacker was shot and killed by police. The inquests for each of the victims took place between 10 September and 3 October 2018. We were an 'Interested Person' in the inquests and Siwan Hayward, Director of Compliance, Policing and On-street Services, gave evidence on the height of the parapet on the bridge. The coroner concluded that all five victims were unlawfully killed but did not find any issues related to us.. The coroner has requested suggestions from the parties by 9 November on matters that should be included in a Prevention of Future Deaths report.

# 4 Healthy Streets and healthy people

## Air quality

### Ultra Low Emission Zone

Most vehicles will need to meet the stringent exhaust emission standards of the Ultra Low Emission Zone (ULEZ) or pay a daily charge to travel when it comes into force on 8 April 2019. ULEZ will operate 24 hours a day, seven days a week, within the same area as the current Congestion Charging Zone.

We have completed the design and build of the new IT system, and the final phase of build on the website is nearing completion. System testing is underway and progressing to plan. In addition, we have gained Department for Transport approval for the new ULEZ signs that will be installed at the entry to zone.

The project also involves the expansion of the central London ULEZ to the North and South Circular Roads. Following a public consultation, the Mayor announced that this will be introduced in October 2021. A feasibility study is in progress to understand the options for delivering the systems and services. Requirements and volumes have been established and we will aim to make a decision on the delivery strategy in January 2019, ahead of a recommendation to our Programmes and Investment Committee in March 2019.

Delivery has begun on 90 ULEZ-compliant Dial-a-Ride vehicles ready to operate in the zone.

### Low Emission Bus Zones

We continue to upgrade buses to the ultra-clean Euro VI engine standard along four primary zones, including High Road to Green Lanes in Haringey, Camberwell to New Cross taking in Peckham High Street and Deptford Bridge, Wandsworth to St John's Hill, taking in Lavender Hill and Wandsworth Road, and the A12 from Homerton High Street to Eastern Avenue.

All vehicles will be lifted to the Euro VI engine emission standard which reduces harmful exhaust emissions to a fraction of previous levels. This means the retrofitted buses using these corridors now are cutting nitrogen oxide (NOx) levels by up to 95 per cent, and particulate matter by up to 80 per cent. Their preparation follows the introduction of the first two zones in Putney High Street and Brixton to Streatham, and is part of a much larger air quality programme to raise the entire bus fleet to the same ultra-clean level by 2020.

Around 60 per cent of all our 9,000 bus fleet is at the same ultra-clean standard now through a combination of retrofitting and vehicle replacement. The newest buses mostly combine the cleanest diesel engines with hybrid technology which is helping us reduce tailpipe CO2 by up to 30 per cent and reduce the impact of public transport on climate change. The bus fleet continues to rapidly adopt zero-emission vehicles with 106 already available for service, split between 96 electric and 10 hydrogen fuel-cell vehicles.





On 22 September, around 50 streets were closed to traffic across London for World Car Free Day

This number is to grow to at least 140 with the conversions of the CI, 46 and 70 bus routes to start from this autumn.

### Rapid electric vehicle charging

We continue to build a network of rapid charge points across London to support the growing number of Zero Emission Capable taxis and the wider take-up of electric vehicles. We have installed 135 to date, of which 64 are dedicated to taxis. We have awarded the contract for the first hub site which involves seven rapid charge points at one location in Greenwich. The total number of charge points will increase to 150 by the end of December 2018, which is a major step towards our target of 300 rapid charge points by December 2020. At present, there are more than 520 Zero Emission Capable taxis licensed in London.

### World Car Free Day

On 22 September, people across London took the opportunity to make the most of traffic-free streets on World Car Free Day. Around 50 streets from Hackney to Ealing were traffic free to help encourage people to ditch their cars and reclaim streets from traffic, which will open up spaces to the whole community.

London Play, a charity that works to give children freedom to play by shutting roads to traffic, was also able to take advantage of the day. Play streets, where roads are regularly shut to traffic for a few hours each week or month, offer more than just a safe space for children to play outside with their friends, as they also encourage a sense of community, making streets feel friendlier and safer.

Poor air quality is estimated to contribute to more than 40,000 premature deaths across the country each year, with emissions from cars and vans estimated to cost £6bn annually. Supporting streets without cars is part of the Mayor's and our efforts to make London's communities greener, healthier and more attractive places to live, work, play and do business.

#### **Airports National Policy Statement - Judicial Review - Mayoral Direction**

The Mayor has joined with the London Boroughs of Hammersmith and Fulham, Hillingdon, Richmond and Wandsworth, the Royal Borough of Windsor and Maidenhead and Greenpeace in bringing a legal challenge by way of judicial review against the designation by the Secretary of State for Transport of the Airports National Policy Statement (ANPS). We are an interested party in the proceedings.

The ANPS sets out the government's policy in respect of achieving increased airport capacity in the south east of England, and identifies a third runway at Heathrow Airport as the preferred location and scheme for delivering such capacity. The Mayor considers that the ANPS fails to adequately address a number of fundamental environmental and social problems that will arise from a third runway. These include the significant health impacts of the proposal in terms of air quality and noise; the adverse effect on surface transport

infrastructure that will result from the huge increase in staff, passenger and freight movements; and the implications for the UK's obligations in respect of climate change.

On 30 October, the Mayor directed us to meet his legal costs incurred as a result of his participation in the legal challenge, including any appeals, and delegated his statutory powers to us to the extent necessary to allow it to meet those costs.

#### **Walking and cycling**

##### **Cycling**

We have undertaken new research which shows that breaking down the barriers to cycling could increase the number of women using a bicycle to get to work.

The daily number of women cycling could rise by 30,000, increasing cycling in London by around 10 per cent, the equivalent of more than 50,000 extra journeys a day.

The research identifies several reasons why women choose not to cycle, including the fear of being involved in a collision, concerns around too much traffic and not feeling confident. We are tackling these barriers to cycling by working with the boroughs through a number of initiatives, such as cycle training and Cycling Grants London, which supports community groups through training sessions and guided rides.





We are actively progressing various cycling schemes across the Capital to encourage as many people as possible to take it up

Cycling has grown faster than any other form of travel over the past 10 years and there are now more than 730,000 journeys by bike every day. However, only 10 per cent of women in London cycle regularly.

New infrastructure is helping to increase cycling in London and is encouraging women to take to two wheels. The number of women cycling in London has increased four per cent in the last three years and since Quietway 1 was launched in 2016, the number of women using the route has increased from 29 to 35 per cent.

Continuing improvements to cycling infrastructure in London, such as new cycle routes, are expected to go on increasing the number of cyclists, but breaking down the barriers that have deterred women from cycling will boost this number even more.

We are encouraging even more Londoners of all ages and backgrounds to take up cycling, improving their wellbeing and London's air quality and helping to reduce traffic congestion.

### **North-South Cycle Superhighway Phase 2**

On 20 September, we launched the second phase of the North-South Cycle Superhighway, between Farringdon and King's Cross. The route links with the first phase of the Cycle Superhighway

opened in 2016 connecting to Elephant & Castle in the south and is already being used by more than 10,000 cyclists a day. The scheme makes significant safety improvements for cycling in the city, including tackling three Safer Junction locations, as well as introducing benefits for pedestrians such as new crossings at busy junctions.

### **Cycle Superhighway East-West and Trinity Square**

Following the opening of the full eastern section of the East-West Cycle Superhighway in December 2017, we have continued work on the remaining non-core parts of the route. Design work for North Carriage Drive continues with build due to begin in January 2019. All works at Trinity Square, which involved the reconstruction of a signalised junction to further improve safety, were completed in October.

### **Cycle Superhighway II**

Work that was due to begin on site in July for Cycle Superhighway II (CSII), running between Swiss Cottage and the West End, was delayed after we received an application for a judicial review from Westminster City Council in June. Following a hearing on 6 September, the Court gave judgment on 13 September. An application for permission to appeal to the Court of Appeal was filed on 11 October and in parallel we are committed to addressing the points in the Judgment.

### Mini-Hollands, Cycling 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.

On 27 September we launched a Quietways marketing campaign for Q2 from East Bloomsbury to Walthamstow; Q2 from West East Acton to Notting Hill; Q3 from Gladstone Park to Kilburn; Q5 from Clapham Common to Oval; Q6 from Wanstead Flats to Barkingside; Q14 from Southwark to Tower Bridge Road; Q15 from Earls Court to Belgravia; and, Q22 from Stratford High St to Newham Way. We have constructed 112km and have a further 7km 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. Twenty further schemes are currently under construction including segregated cycle routes on Wheatfield Way in Kingston, on the A1010 in Enfield and on Lea Bridge Road in Waltham Forest. Twenty-one schemes are

going through design and consultation, including a number of Quietway links and Enfield's Quieter Neighbourhoods.

Work continues on the Central London Grid, with 39km of the original 85km network now complete, including strategically important routes such as Quietway 13 between Broadway Market and Old Street, and Quietway 15 between Earls Court and Belgravia. An additional eight kilometres of network is currently under construction, including a new pedestrian and cycle crossing over City Road, and a further nine kilometres is awaiting installation of wayfinding. These routes are due for completion in early 2019. A further 65km of potential Quietway routes have been identified and we continue to work with boroughs to define more detailed plans. This includes important routes such as the link between Cycle Superhighways 2 and 3 in Tower Hamlets, a link between Dalston and Bethnal Green via Queensbridge Road in Hackney and a route connecting Kensington High Street to Notting Hill in Kensington and Chelsea, which began public consultation in September.

### Mayor's Active Travel Innovation Challenge

Go Jauntly, a discovery and wayfinding app for walking, has been selected as the winner of Mayor's Active Travel Innovation Challenge, which was launched to encourage tech firms to develop solutions to social and environmental problems



facing the Capital. The app enables people to enjoy self-guided routes with directions, photos and facts along the way, encouraging active travel which is key to tackling some of the greatest health and congestion issues facing London. Go Jauntly will receive a grant to develop routes specifically for London over the next few months with our support.

As part of the pilot, it will create two TfL 'Walk London' routes, the Thames Path and Capital Ring, reaching from Wimbledon Park to Greenwich. Go Jauntly will also be adding additional features to the platform, making it easier for customers to identify and walk to their nearest station. We have asked Go Jauntly to consider accessibility features and we continue to liaise with them on this.

### Old Street changes

The concept design has now been completed and detailed design is under way on a project at Old Street involving removal of the existing roundabout and replacing it with a two-way traffic system, with improved facilities for cyclists and signal-controlled pedestrian crossing points. A new public space will be created on the western side of the roundabout together with a new LU station lift. The existing station entrance and subways will be closed and replaced with a new main station entrance on the peninsular and a new entrance at Cowper Street. A planning application for the project will be submitted to Islington

Council by the end of the month, and the detailed design will begin in December. Subject to the necessary approvals, we anticipate work to start in early 2019, with the main works starting in March.

### Next steps confirmed for the transformation of streets around Nine Elms

On 12 October, we announced the next steps for improving the streets of Nine Elms and making them better for people walking, cycling and using public transport.

The proposals support the wider regeneration in the area and will see the 2.5km stretch of Nine Elms Lane and Battersea Park Road completely redesigned to make more attractive, accessible and people-friendly streets.

The proposals include a connecting cycle route to CS8 (Wandsworth-Westminster) and improvements to signals and junctions designed to better separate cyclists and motor vehicles by time or space.

Other measures include new, wider pavements, improvement to bus lanes and 23 new or improved pedestrian crossings.

Feedback from the consultation will enable us to improve proposals for the western section, bringing further benefits to pedestrians and cyclists. This scheme will enable more people to walk and cycle, reducing car use which is crucial to improving air quality.

### **Highbury Corner**

Work is progressing well on site at Highbury Corner with the transformation of this outdated roundabout into a two-way system with segregated cycle facilities, a partially opened arboretum, extension of the green space and new trees planted in the new public realm area. We started the second works phase and have installed new paving on Highbury & Islington station forecourt. We have also opened a new direct crossing outside the station. Our main works will complete by summer 2019.

### **A23 Brixton Hill**

On 9 November, we finished making significant changes to the A23 Brixton Hill as part of our commitment to improve journeys for bus passengers and pedestrians. Buses account for more than half of all trips along this corridor so improving journey time by widening bus lanes will make a real difference to people's journeys. A new pedestrian crossing, funded by Lambeth College as part of its redevelopment, has also been incorporated into the build, alongside enhanced footways.

### **Bridge replacements**

We achieved a significant milestone in August on the Ardleigh Green bridge replacement project. The major structural elements of the new bridge are now complete and works are under way to construct the highway on its approaches, with a planned opening

to four lanes of traffic in spring 2019. At Power Road Bridge, the highway construction has continued as planned and remains on course to open to four-lane traffic at the end of this month.

### **'TestFest' for the A2/M2 Connected Corridor**

On 10 October, connected vehicles were trialled on the London section of the A2 as part of a 'TestFest' for the A2M2 Connected Corridor. We are partnering with the Department for Transport, Highways England and Kent County Council to develop a 'Connected Corridor' along the A2 and M2 to pilot technology that will provide wireless links between vehicles and road infrastructure. It will enable vehicles to receive information about road and journey conditions to reduce congestion and improve mobility, travel-time reliability and safety, and make more efficient use of our road network. The corridor is part of the UK's ecosystem of connected and autonomous vehicle testbeds, enabling an environment for research, development and deployment. The corridor is also part of Intercor, an EU project that aims to test services that work across borders, connecting the UK to the Netherlands, France and Belgium.

### **Events**

We teamed up with a number of celebrities to once again support The Royal British Legion's London Poppy Day on 1 November as the country marks the centenary since the end of the First World War.

The voices of Shane Richie, Jo Brand and Lesley Joseph were heard on the Underground as they encouraged Londoners to give generously and support the vital work the Legion does in supporting the Royal Navy, British Army, Royal Air Force (RAF), Reservists, veterans, and their families.

More than 1,200 members of the Royal Navy, Army and RAF volunteered to collect donations at 44 Underground stations and there was a special collection taking place on the Circle line, where our staff who are serving or ex-serving military were joined by Britain's Got Talent winner, Lance Corporal Richard Jones, and actress Lesley Joseph.

Poppy roundels were installed at 10 Underground and four Overground stations, and multiple transport modes – including Santander Cycles, eight London buses, DLR, trams and London Overground & Underground trains – were covered in poppy vinyls.

A number of additional events have been taking place to commemorate the centenary of the end of the First World War and Armistice Day. The Tower of London event 'Beyond the Deepening Shadow – The Tower Remembers' attracted large numbers of spectators to view the light display which took place in the Tower Moat every evening

between 4 and 11 November. There was an enhanced parade on Remembrance Sunday in addition to the annual Royal British Legion event with a 'People's Thank You' parade involving more than 10,000 participants. This was followed by a service of commemoration at Westminster Abbey attended by senior members of the Royal Family and the centenary was also commemorated by a number of other specific events across London and well-attended Armistice Day parades and gatherings.

There have also been a number of sporting and fundraising events – including the Shine night walk on 22 September, the Ealing Half Marathon on 30 September, the Royal Parks Half Marathon on 14 October, the North London Half Marathon on 28 October and numerous fireworks displays across London. Teams across the organisation have planned these events with stakeholders to ensure success while mitigating their impacts on local communities.

There have also been demonstrations in relation to the referendum decision to leave the European Union, which led to some road closures and traffic diversions. As always, we worked in partnership with event organisers and the police to plan these events and limit the impact on journeys.





We supported the annual Poppy Day appeal to raise money for the vital work carried out by The Royal British Legion to support our armed forces and their families

# 5 A good public transport experience

## **Elizabeth line**

Following the announcement of the delay to the opening of the central section of the Elizabeth line between Paddington and Abbey Wood, Crossrail Ltd (CRL) has been working hard on a revised delivery programme to ensure opening in autumn 2019. Progress is being made on completing the stations and testing their systems as well as completing the installation of the rail system in the central tunnels to facilitate a period of intensive underground testing of signalling systems, train and rail infrastructure. Testing of the vital signalling transitions between the central tunnel section and the east and west surface sections has continued.

On 26 October 2018, the Department for Transport (joint sponsor of the project) announced that an interim financing package of £350m had been made available to the Mayor, which will enable CRL to continue its construction work and vital testing at pace to open the Elizabeth line to passengers as quickly as possible.

To see the project through its critical final phases, London Underground (LU) Managing Director Mark Wild was formally appointed Chief Executive of CRL from 19 November 2018. Mark has been working alongside Simon Wright, who has now stepped down from the role.

## **Network Rail's surface works for Crossrail**

The upgrade of the existing rail network for Crossrail, being undertaken by Network Rail, continues. Award of the contracts for enhancement works on six western surface stations is progressing, and enabling work for these station upgrades is continuing with significant works. Network Rail remains committed for these stations to be upgraded by December 2019, while recognising this will be challenging given the delay in contract award.

## **London Underground**

### **Strike action**

RMT members took strike action on the Piccadilly line for 48 hours from midday on 26 to 28 September and from 20:30 until 01:30 on 29 September following a breakdown in talks at ACAS.

Services returned to normal at around 07:30 on Saturday between Heathrow and Cockfosters and at around 08:30 from Uxbridge to Acton Town.

On 5 October there was a 24-hour strike on the Central line with the strike also affecting the Waterloo & City line. There was no Night Tube on the Central line either.



We advised customers to plan alternative journeys and managed to run a limited service. From 09:30 on 5 October, the Central line ran trains between Ealing Broadway and White City and between Woodford and Liverpool Street, although with severe delays.

On 7 November, there was a 24-hour strike on the Central line, which also affected the Waterloo & City line. Planned strike action on the Piccadilly line, which was scheduled to take place on 7/8 November, was called off. Our Travel Ambassadors were at key locations throughout all the strike action to provide travel information and advice to affected customers.

Not providing a full service causes major disruption for our customers, with increased crowding at stations on our other lines, and a challenging working day for everyone involved in keeping our network running. We had travel ambassadors out on the network to advise customers of alternative routes.

### **Connect – telecommunications system on the Underground**

On 13 September, we signed a contract with Thales for continued support of the services currently provided under the Connect private finance initiative (PFI). This new contract is for a period of four years, extendable up to seven. It will provide us with the ability to keep the Connect radio and fixed

telecommunication system running without any breaks, which is essential for the operation of the Underground. It will also provide the technology upgrades urgently needed to bring the Connect radio system up to date from its current obsolete level. Further, it will reduce our operating costs on Connect to under half of what we pay today, down nearly £40m a year. It will also provide an upgrade of the radio system funded by Thales.

The Connect PFI was one a suite of PFI contracts signed in the 1990s with long tenures. Most of the others have either expired or, as in the case of the Prestige contract for Oyster and other ticketing services, terminated early. The Connect PFI was signed in November 1999 with a 20-year term that is due to expire in November 2019.

### **Northern Line Extension**

The Northern Line Extension will provide twin tunnels from Kennington to a new terminus at Battersea Power Station, via a new station at Nine Elms.

At Nine Elms station, we completed the primary construction works in late September. More than two-thirds of the pre-cast platform sections have been installed and casting of the lining wall and column encasement continues on schedule. The blockwork to create the internal walls for the rooms in the new station and construction of the eastern superstructure are now underway.

We have installed track in the tunnel sections from Nine Elms station to the station at Battersea Power Station. The cable management system between the Kennington Green shaft and Nine Elms station is complete and installation between the Kennington Park shaft and Nine Elms station was completed in late October.

Excavation of the basement for the vent and emergency access at Kennington Green is complete, which has enabled us to cast the base slab, and the secondary lining in the shaft is also complete.

At Battersea Power Station, construction work has started on the internal walls to form the rooms in the new station. Construction of the eastern and western service lift shafts and emergency stairs was completed in September. Installation of the architectural ceiling in the station ticket hall continues, with 80 out of 92 sections complete.

We achieved an 'Excellent' rating on our interim assessment for the CEEQUAL sustainability assessment, rating and awards. This reflects the team's commitment to the environmental, economic and social aspects of the project.

## Kennington

Bank branch trains did not stop at Kennington from the end of May until 17 September while we excavated four new customer passageways as part of the Northern Line Extension project.

The final fit-out of the passageways will now continue as planned during engineering hours. This includes the installation of the flooring and electrical equipment as well as tiling the passageway walls.

The complex and intricate work included:

- Digging out almost 2,000 tonnes of spoil (mostly clay) by hand
- Installing timber and steel supports to strengthen the structure of each customer passageway
- Using around 900 tonnes of concrete and 500 tunnel ring segments to create the new structures

Once fully completed, the four additional passageways will make it quicker and easier for customers to change between the two branches of the Northern line at Kennington, and will be essential for those using the new Northern line extension from Kennington to Battersea Power Station.



Northern line Bank branch trains are once again stopping at Kennington station following the recent construction work as part of the Northern line extension

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

We are installing a new digital signalling system on the Circle, District, Hammersmith & City and Metropolitan lines, enabling trains to run closer together, and increasing frequency and capacity. Overall, the modernisation will make journeys quicker on 40 per cent of the Tube network.

We will be introducing the new signalling system progressively in sections around the network.

With 192 S-stock trains running on all four lines, the focus of the project is installation of the new line-side and in-cab signalling systems. Line-side signalling installation progresses to schedule. We have completed 120 out of 192 in-cab installations to 18 (out of 33) engineering vehicles, and have successfully run one of these in test conditions.

We are also working on depot and sidings upgrades and building of signalling equipment rooms (SERs) around the network. We have completed 24 out of 46 SERs.

We continue testing and improving the software ahead of the first section of new signalling going live between Hammersmith and Latimer Road early next year.

### Piccadilly line

We are working to extend the life of our 45-year-old Piccadilly line rolling stock. The overhaul will increase the fleet's safety and reliability, improve performance and provide a more comfortable journey for our customers. It includes an overhaul of door locks, saloon doors, saloon seating and flooring, and replacing central wiring.

As part of the project, we are also overhauling the pneumatic control mechanism, which controls the acceleration and braking of the train through the traction motors. We expect to complete the project in 2022. Our current estimate is that the first of the brand-new trains on the line will be in service in 2024.

### Bakerloo Line Extension

Last year we consulted on proposals to extend the Bakerloo line beyond Elephant & Castle, and we have now made some decisions based on more than 4,800 responses received. Many people took the opportunity to support the scheme overall. We asked for feedback on proposals for stations at Elephant & Castle, New Cross Gate, Lewisham and two new stations along the Old Kent Road.

Our decisions based on the consultation responses include:

- Elephant & Castle station. We are developing plans to move the Bakerloo line station and integrate it with the planned new Northern line ticket hall. This would provide customers with an easier interchange with both Northern line and Thameslink services and help reduce crowding at the busiest times
- Bricklayers Arms roundabout. Changes to the plans mean there should no longer be a need for a ventilation shaft between Elephant & Castle and the Old Kent Road stations. While a new station at the Bricklayers Arms was considered, it will not be progressed. We decided this based on how close it would have been to the existing Elephant & Castle and Borough Tube stations and the location we are focusing on for the new proposed 'station I' on the Old Kent Road



- Old Kent Road stations. We are developing plans for Old Kent Road 'station 1', focusing on the site near to the junction with Dunton Road and Humphrey Street. Plans for Old Kent Road 'station 2' are being developed for the site of the former Toys R Us store near the junction with Asylum Road. Both these locations had the most support in the public consultation
- New Cross Gate station. The site of the proposed station at New Cross Gate continues to be evaluated. This includes looking at ways to minimise the impact of construction
- Lewisham station. Designs for the potential new station are being developed to ensure it will provide an effective interchange for customers between the Bakerloo line, DLR and National Rail services

The Bakerloo Line Extension could support at least 25,000 new homes and 5,000 new jobs, with extra Tube capacity for 65,000 journeys in the morning and evening peak, helping relieve congestion on local bus and National Rail services. There will be a more detailed public consultation in 2019.

## Bank

At Bank station, we are boosting capacity by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces; one new entrance on Cannon Street and another within the ground floor of Bloomberg's European HQ; the introduction of step-free access to the Waterloo & City line and Northern line platforms; and a moving walkway between the Central and Northern lines to reduce customer journey times.

Tunnelling is progressing well. With 80 per cent now complete, the waterproofing of the new tunnels has begun ahead of schedule. Waterproofing has also been installed along the new Central line moving walkway link. The remaining tunnelling works are continuing on schedule.

At the Cannon Street entrance, we have completed the large-scale excavation of the new station box, marking a significant achievement for the project. The next phase involves starting the lift shafts for the new station entrance. Preparatory works at the Northern line platform are almost complete and will ensure an efficient connection between the existing and new parts of the station in the future.



On 22 October, Victoria Tube station became the 75th step-free station, with seven new lifts installed

At the new Bloomberg entrance onto Walbrook, the remaining activities to achieve the planned opening are progressing. The systems and fire integration works are ensuring the station is fit for purpose. The handover process across all asset areas of the new station has begun.

### Victoria

The enlarged southern ticket hall at Victoria station and the relocated Wilton Road entrance opened in January. Most of the remaining access passageways, along with three additional escalators from the southern ticket hall, were brought into use in August 2018.

The work to rebuild the Duke of York pub - which was partially demolished to enable significant pumping of material during the works - is planned for completion in November.

All remaining station modernisation works will be finished by the end of December, with the project close-out including property refurbishment, reinstatement of the roadway and bus station by mid-2019.

On 22 October, Victoria Tube station became the 75th station to be declared step-free, improving access to the transport network for millions of people.



Seven new lifts have been installed at the Underground station, making journeys step-free between the street and the Circle, District and Victoria line trains. Customers can now also travel step-free from the mainline station trains to the Underground station and interchange more easily between the three LU lines.

The station is the fourth busiest on the Underground, serving more than 79 million customers each year. The new lifts will help ensure the station is accessible to all customers, including disabled or older passengers, parents or carers with buggies and people with heavy luggage. The new lifts are part of an upgrade project that has almost doubled the size of the station, with the very final work on the Tube station to be completed later this year.

We are improving step-free access across our network and we are determined to do all we can to ensure our customers experience all London has to offer.

### **Paddington**

The Bakerloo line link will provide step-free access from the Bakerloo line to the new Elizabeth line station at Paddington. Two new escalators and a new lift have been installed. The installation of vitreous enamel wall and ceiling panels is progressing.

The primary permanent power supply has been installed, enabling temporary power to be removed. The secondary permanent power supply has been scheduled for October.

### **Brixton**

Brixton Tube station is step-free once again, after we installed two new lifts to replace the ones that were installed in 2005 and had become unreliable. The new lifts will help to ensure the station is accessible to all customers, including disabled or older customers, parents or carers with buggies and people with heavy luggage. The new lifts are easier to maintain than the previous ones and will operate more quickly.

The two lifts at the station connect customers from street to ticket hall level and from the ticket hall to platform level. They were replaced at the same time to complete the crucial work as quickly as possible. The rest of the station, including the stairs and escalators, was not affected by this work and continued to operate as normal.

### **Surface**

#### **Improving the bus network**

On 28 September, we published proposals to modernise our bus network in central London. The changes, the first to comprehensively address the central network in 16 years, will enable the



From 28 September-9 November, we carried out a consultation on proposals to change 33 bus routes to make the bus network simpler and more efficient

Capital’s bus network to grow in outer London, while adapting underused and inefficient services in central London that contribute to congestion and the damaging effects of air pollution. The proposals are about providing the right number of buses, in the right place, at the right time.

The plans, now open for public consultation, would reshape the central London bus network to respond to current and predicted passenger demand mainly through frequency changes or partially restructured routes.

While spare capacity is removed in central London and air quality improved, we are planning increases in outer London bus mileage, in areas where improvements to public transport are most needed.

Central London has dramatically changed in recent years but its bus network has not. In the last three years, demand for buses in central London has dropped by 12 per cent. A key reason for this is the increased transport options available as a result of upgrades to the Tube and Overground network and investment in cycling and walking.

The last time such comprehensive review of the central London bus network took place was before the Congestion Charge was introduced. As a result there are some extremely complicated and inefficient sections of the road network. Some roads in central London, such as Kingsway in Holborn, are now served by more than 100 buses an hour, many of which are significantly underused. This oversupply of buses can cause congestion, slowing down journey times and worsening reliability, air quality and road safety.

To ease pinch points where routes overlap, it is intended that some routes will be shortened, providing an interchange onto other services that will continue to serve final destinations. On Kingsway, for example, we can reduce the number of buses each hour by 10 while still ensuring enough buses and interchanges to maintain connectivity. Passengers can of course use the Mayor's Hopper Fare to change buses unlimited times within an hour for just £1.50. It is also proposed that the frequency of some other services is adjusted to reflect demand better, while protecting journey times. Full details on the consultation are available on our website.

As part of taking a new approach, extensive pre-consultation has been undertaken with the Assembly, boroughs, MPs and local community groups.

### **Bus service disruptions**

We recently awarded the contract to Trapeze Group UK for a new system to handle bus service disruptions more efficiently.

Development and testing will follow from early 2019, with go live expected in 2020. The plan is to replace existing systems and interface with iBus, ticketing and other internal systems. The system will also provide us with a new flexible platform for capturing service changes and disruption information.

It will allow colleagues in the on-street Bus Service Delivery team to input details of service disruptions remotely and be prompted with details of the potential impact and alternative routes, which can be displayed in map format.

This will help us make operational changes more easily and get live service information to our people and customers more quickly. When fully integrated with iBus and Countdown, it will also reduce the amount of time our people spend manually entering data into different systems.

### **Reliability**

Bus reliability is at record levels for regular waiting intervals between buses. This is due to less roadwork disruption, which has been helped by lighter traffic on London's roads, enhanced traffic

signals that give priority to buses over other road vehicles and controls to keep buses spaced apart. The summer has seen excess wait time equal or better than the same period last year, and average bus speeds have been consistent for the past six months compared with April to September 2017.

### Lane Rental

On 1 November, we published our annual Lane Rental Scheme evaluation report. This scheme was introduced in June 2012 to incentivise behaviour change and minimise the length of roadworks by applying a daily charge for companies working on the busiest roads at the busiest times. The report highlights a number of key achievements; most notably, 830 days of lane rental were saved through early discussions with works promoters. Between April 2017 and March this year, the scheme surplus funded 19 applications to a value of just more than £4.3m for projects targeted at reducing congestion from roadworks. The estimated social cost of delay saved through the use of this funding is in excess of £16.2m. We have recently approved a further two bids for Lane Rental surplus funding totalling £3.32m for the GLA Infrastructure and Development Coordination Unit and the Kingsway pipe subway in Camden.

### London Overground customer consultation

Between 20 September and 19 October Arriva Rail London, which operate the London Overground service, ran a consultation on proposals to modernise customer service on London Overground. The way customers pay for travel has changed rapidly as they embrace new technology, creating an opportunity to improve the way stations are managed and how staff serve customers.

The statutory consultation process involved engagement with London TravelWatch and relevant rail industry bodies, with London TravelWatch leading a public consultation on the proposals. We are clear that the proposals will not compromise safety and all stations will remain staffed at all times.

### On-Demand Transport

We have recruited around a third of the 300 participants for our Assisted Transport pilot which looks to give Taxicard users more flexibility and choice over how they make journeys in London. We expect to recruit the full number before the end of the year so that we have a broad sample of users trying out two adaptable forms of budget. Both were designed to retain aspects of Taxicard favoured by customers and reduce perceived barriers to travel, such as the ability to make longer journeys



while staying within the overall yearly budget limit. The first model is based on a trip budget, similar to the existing Taxicard offering, while the other tests a virtual cash budget. Participants are being drawn from existing Taxicard users and people who are eligible but do not currently use Taxicard. The pilot is being run in partnership with London councils and the boroughs of Hounslow and Southwark.

### **Taxi fares and tariffs**

In September, the Finance Committee, through a Chair's Action, approved a number of changes to taxi fares and tariffs with effect from 6 October. These included increasing the minimum fare to £3, freezing the tariff rate for journeys over six miles, and extending the fuel charge arrangement until the next taxi fares and tariffs update.

### **Judicial Review**

The United Cabbies Group has issued a judicial review claim against the decision by Westminster Magistrates' Court on 26 June 2018 to grant Uber London Limited a private hire operator's licence. The main ground of the challenge is bias on the part of the chief magistrate who heard the case as a result of information about a potential conflict of interest, which has come to light since the case was heard. It is also alleged that the Magistrate applied the wrong legal test when considering the appeal. The claim was granted permission to proceed on 2 November and will

now proceed to a hearing in the High Court. We are an interested party in the proceedings, as are Uber London Limited and the Licensed Taxi Drivers' Association.

### **Woolwich Ferry**

We are replacing the Woolwich Ferry with new, modern, low-emission boats that will start operating in January.

The new ferries will have increased capacity, cycle-specific facilities and use a quieter, low-emission engine, all helping to deliver the Mayor's ambition to grow river transport and improve air quality.

The construction of the new berths, which are required for the new, larger ferries, began in June. The next stage of this complex work has required closure of the service since 6 October until the end of the year while the berths are replaced.

During this period, drivers will need to use alternative routes and can plan their journey through our website. The Woolwich Foot Tunnel will remain open for foot passengers and cyclists throughout the work.

The new ferries will provide 14 per cent more space than the current vessels and will be able to carry 150 passengers, with a total of 210 metres of space for vehicles and dedicated cyclist spaces across four lanes.



Our new Woolwich ferries, which will start operating in January, will have greater capacity, cycle-specific facilities and a quieter, low-emission engine

The boats will be powered by hybrid-propulsion engines, improving fuel efficiency and reducing noise. They are fitted with equipment to reduce emissions to 90 per cent less particulate matter and 70 per cent less NOx than legal standards.

**The future of National Rail fares**  
Early in September we submitted our response to the Rail Delivery Group's (RDG) public consultation on the future of National Rail fares. The submission is available for inspection in the publications and reports section of our website.

Fare payment in London has been revolutionised over the last 15 years with the development of Oyster pay as you go (PAYG) and growth of contactless. Rail users outside London have not shared in this revolution and the underlying structure of rail fares has become more complex. Market research shows consistently that many rail users, particularly those making long-distance trips, are confused by the ticketing options and uncertain that they are getting best value for money.

Our response to the RDG consultation calls for:

- Single-leg pricing to ensure that two single tickets are not undercut by return fares
- Distance-based fares to prevent customers being charged more for one ticket for the whole of their journey than if they buy tickets for each part
- The widespread introduction of contactless payment card PAYG to provide guaranteed best value and enable customers to tap in and go without needing to buy a ticket or acquire a special card in advance

In our view, contactless PAYG could be extended from London to operate across the whole of the National Rail network

and on local bus and metro systems as well. Our experience in London since the launch of contactless in 2014 indicates that this would be tremendously popular and could encourage more people to use public transport and significantly improve the experience for existing customers.

#### Partnership with Merlin

As part of the continuous promotion of our off-peak fares, we have launched a joint promotion with Merlin, which runs attractions such as Madame Tussaud's, London Eye and the London Dungeon. When travelling off-peak on the TfL network, customers are able to get 30 per cent off entrance fees to all five of Merlin's attractions by showing the journey they have made on the TfL Oyster and contactless app.

The partnership is being promoted through social media and Merlin is also providing monthly 'money can't buy' experiences. For example, customers could swim with sharks in the Sea Life Centre or get access to Madam Tussaud's before it opens to the public. The partnership runs for six months and we will seek to include other London attractions. We continue to work closely with Business Improvement Districts, London & Partners and others to promote London's many attractions.

# 6 New homes and jobs

## Crossrail 2

Following the submission in the summer of the Independent Affordability Review's (IAR) Draft Interim Report to the Mayor and Secretary of State for Transport, we are working with DfT colleagues to address some queries raised through the IAR process in order to prepare for a decision on the next steps for the project.

We have also been continuing to develop and refine the scheme and are preparing to provide the Government with an update to our business case in anticipation of the next phase of work. We have been working with Network Rail colleagues to undertake a programme of informal community engagement along the on-network sections of the route, speaking to local stakeholders about work on level crossings and seeking views to help us develop our proposals further.

## Affordable homes

### Build-to-rent

We have started the search for a partner to work with us to create a new build-to-rent portfolio, capable of building more than 3,000 homes. Often in town centres, and well connected to transport hubs, our sites are well suited to build-to-rent schemes. We will identify a preferred partner by March 2019, and once selected this partnership will create a reliable, long-term revenue stream to re-invest in the transport network.

## Harrow car parks

We have brought forward three sites in Harrow, with capacity for 400 affordable homes. We will select a development partner for the car parks at Canons Park, Rayners Lane and Stanmore Tube stations using the GLA's London Development Panel 2 in early 2019. The homes will be built alongside retail, commercial and leisure spaces as well as improved pedestrian and cycling connectivity for the local area. We are also committed to working closely with the London Borough of Harrow and the selected partner to improve the step-free access at Stanmore station.

## New partnership with Apartments for London

On 26 September, we announced a new partnership with property developer Apartments for London (AfL) to create high-quality, affordable homes across a number of sites.

The agreement will see AfL establish homes over car parks and other available sites on our land. A specialist residential developer, AfL is looking to use precision-manufactured modular construction techniques and is able to build on challenging sites that may not otherwise have come forward for development, enabling new homes to be built quickly and efficiently, with most ready for occupation within 12 months of full planning permission. We expect to submit planning applications for the first



three developments later this year, with the potential for around 450 affordable homes.

The partnership with AfL is one of many announced in recent months. We are leading the way on creating homes on public sector land, with plans in place to build more than 10,000 homes on its own portfolio across London. Since May 2016, half of all homes that we have brought forward are affordable. As well as providing homes, our sites are opening up new spaces, creating thousands of jobs and delivering improvements to the transport network, such as step-free access.

### **Pocket Living**

On 15 October, we announced a partnership with Pocket Living to provide 100 per cent genuinely affordable homes for first-time buyers at a number of its sites.

Subject to planning, Pocket Living will build around 125 one-bedroom homes on our land, which will then be sold outright to buyers at a discount from the open market value. Pocket homes are prioritised for people who already live or work in the borough and are first-time buyers. Our commitment to social rented and other genuinely affordable housing on sites released for residential development is one part of the Mayor of London's work to tackle London's housing needs.

Pocket homes are targeted at local singles and couples, who earn more than allows them to qualify for social housing, but are priced out of the open market. Pocket buyers own 100 per cent of their property from day one. In the future when Pocket homes are sold on, new purchasers must meet the original criteria and have a household income below the Mayor of London's affordable housing threshold.

### **Construction Skills Programme – Mayoral Delegation**

On 25 September, the Mayor delegated his statutory powers to allow us to coordinate and provide skilled training for the construction industry in Greater London, initially as part of the Mayor's Construction Academy Programme. We will seek to do this by establishing a Mayor's Construction Skills Academy Hub using the Tunnelling and Underground Construction Academy as a training venue. We intend to make a bid to the GLA for funding to provide construction training programmes for our own staff and others from third parties. The skills training will be related to housing construction as well as that required for our infrastructure upgrade programme.

# 7 Our people

## Awards

### Michèle Dix CBE - Sir Robert Lawrence Award

Michèle Dix CBE, our Crossrail 2 Managing Director, has been recognised for her outstanding and sustained contribution to the transport profession with the 2018 Sir Robert Lawrence Award from the Chartered Institute of Logistics and Transport. The award is the Institute's premier Award for Logistics and Transport and Michèle is only the second woman to win the award.

### Harun Khan – Investing in Ethnicity Awards

Harun Khan, who is a Lead Sponsor in our Strategy and Network Development team, recently picked up the award for 'Outstanding Contribution to Communities' at the Investing in Ethnicity Awards. Harun – who, alongside his day job, is also Secretary General of the Muslim Council of Britain - is the first second-generation Muslim to be elected into the leadership. Harun has volunteered with the MCB since he was a teenager, and founded the Eid celebrations in London's Trafalgar Square in partnership with the Mayor of London, attended by up to 20,000 visitors.

### Global Light Rail Awards

On 3 October, our Trams Fleet team won the Team of the Year at the prestigious 2018 Global Light Rail Awards.

Picked from a strong field of entrants, the judges were impressed with the work the team does, keeping our ageing tram fleet moving while improving the failure rate at the same time.

Trams and Trams Operations Ltd were also highly commended in the Safety Initiative for the Guardian device, adding to a great night for the team.

### National Air Quality Awards

On 4 October, our Low Emission Bus Zones team won 'Passenger Transport Air Quality Initiative award' at the National Air Quality Awards.

Low Emission Bus Zones see the exclusive use of buses with top-of-the-range engines and exhaust systems meeting or exceeding the highest Euro VI emissions standards.

The first zone was introduced along Putney High Street in March 2017 and was followed by a second between Brixton Road and Streatham High Road in December 2017.

All 12 zones are set to be completed by 2019 and form a central part of the Mayor's far-reaching plans for a drastic clean-up of London's toxic air.

### **Diversity & Inclusion** **Stuart Ross BAME internship programme**

We are piloting an expanded version of the Stuart Ross BAME internship programme in the Press Office to three new areas of our communications team, including Public Affairs and External Relations, our Customer team (which delivers behaviour-change campaigns) and our Travel Demand Management team, which communicates with and influences customers to reduce congestion.

The scheme will be run by our head of media, Victoria Harrison-Cook, who was awarded an MBE in June in the Queen's birthday honours list for services to diversity in PR.

We want to build on the success of our original scheme, which was launched in 2007, and address the continuing under-representation of people from diverse communities in these areas and across our whole communications area.

We will take on three people – one for each of the new teams – for the internship, which will begin in September 2019 during the pilot phase of the extended scheme.

The structure will differ slightly from the original Stuart Ross programme because interns will spend the first six months in their 'home team' before rotating onto one of the others in the new scheme.

Interns receive a bursary paid at the London Living Wage, as well as 28 days of annual leave, free travel across London and a pension, which means the programme is accessible to the widest possible demographic.

The original scheme was initially six months long, but was gradually extended to an 11-month programme. We believe this allows interns to have a chance to develop, as well as to complete any important projects they have worked on.

Since 2007, 26 interns have passed through the organisation's doors as part of the Stuart Ross scheme. Many of them have gone on to communications jobs in a variety of public sector organisations, including the Metropolitan Police Service, the NHS and within our own organisation.



Winners of our recent Children's Book Competition will have their stories and images turned into a limited edition book

**National Inclusion Week**

From 24–28 September, we held a number of events to celebrate National Inclusion Week. This year's theme was everyday inclusion. One of our main events was hosting a Global Transport Industry Diversity and Inclusion Conference at Endeavour Square in partnership with the UITP – the International Association of Public Transport. UITP is the only worldwide network to bring together public transport stakeholders and all sustainable modes to share learning and best practice.

**Our Time**

On 19 September, 'Our Time' was launched at City Hall. Part of the #BehindEveryGreatCity campaign, it works by pairing high-potential women with senior leaders, either at TfL or

another organisation within the GLA family, to help tackle gender inequality in the workplace.

Speakers included the Mayor, and there was training, a panel discussion and a pairing session between the 32 new participants and champions, who will take part in meetings and face-to-face events over the coming year.

**Winners of Children's Book Competition**

We recently announced the winners of our Children's Book Competition which tells the stories of women in transport.

The competition, organised in partnership with British book printing institution Clays, is part of the Mayor of London's #BehindEveryGreatCity campaign, marking the centenary of the first women in the UK winning the right to vote.

Winners Tess Kearney, now aged 8, Ibraheem Saleemi, now aged 9, and Isra Sulevani, now aged 14, have had their stories and images turned into a limited edition book, 'Keeping London Moving', with the winning drawing featured on the front page. They also got to take part in a behind-the-scenes tour of TfL, discovering the different job within the transport industry.

It is great to see this fantastic collection of stories and drawings from children across the city, capturing the crucial role women play in keeping London moving. Telling the stories of engineers, drivers and designers, this book will encourage young Londoners to explore the opportunities available to them in our city, and ensure they know that these opportunities are open to all.

### **Black History Month**

This is an international celebration, recognising inspirational black people who made, and currently make, a huge contribution to a more equal and progressive society. This year we are also celebrating the 70th anniversary of the arrival of SS Windrush, the ship that carried 450 people from the West Indies to London to take up jobs, and the contribution black people have made in shaping our transport, city and culture since then.

Throughout October, we hosted events to celebrate and support the people who make our organisation and London truly inclusive. These included panel discussions, lunch and learn sessions, a film night and a series of presentations under this year's theme 'By supporting each other, we support ourselves'.

### **World Mental Health Day – here to support you**

On 10 October, we marked World Mental Health Day. Nine in 10 people who experience a mental health problem say they face negative treatment from others as a result. We do not want this to be the experience of people working in our organisation.

Our peer support group 'WellMent' hosted an event to mark World Mental Health Day in which employees could go along and speak to our mental health first aiders in confidence. WellMent started in 2013 following discussions between our Staff Network Group for Disability and Occupational Health.

Our support for those experiencing mental health problems was recognised on 20 October by the Marsh Awards for Mental Health Peer Support, recognising WellMent's support in the workplace.



As well as regular peer support meetings, WellMent works alongside our Supporting Colleagues Network – run by Occupational Health – which has more than 140 employees trained as Mental Health first aiders to support their colleagues.

One very successful event organised with Ferrovial Laing O'Rourke for the Northern line extension employees saw a talk by Frank Bruno on 10 October, to speak about his struggles with mental health.

### **Coming Out Day**

On 11 October, we marked 'Coming Out Day' by hosting two 'lunch and learn' sessions on 11 and 12 October. These sessions raised awareness of some of the issues faced by the LGBT+ community and the various support networks available.

### **Staff Network Groups**

Our Staff Network Groups (SNGs), which play an important role in helping us to become a better and more inclusive place to work for all, recently appointed new chairs and vice chairs to most of our SNGs. The outgoing network leads have done a great job and contributed significantly to this work in our organisation, leaving a brilliant legacy for the incoming

SNG leads to build on. The incoming SNG leads will continue this important work to make our organisation an even better place to work.

### **European Union exit**

On 3 October, we held a session for employees whose immigration status (or that of their families) is affected by the UK's upcoming withdrawal from the European Union. This session was hosted by an immigration lawyer who explained the principles of the immigration regulations before and after the exit from the European Union, based on the current state of the negotiations.

This is part of the continuing support provided by our European Staff network group.

### **Viewpoint survey**

This year's annual staff survey, Viewpoint, ran from 8-26 October. All employees were invited to have their say on what it's like to work here. We renewed our focus on driving up participation this year, following a six per cent decline in last year's response rate. Clearly, a higher response rate gives us a more complete picture of life at TfL and what's really important to our people.



We received 18,186 responses in total – 66 per cent of our workforce. This is an increase of nine per cent overall on 2017 (when it was 57 per cent). Response rates rose in most areas of TfL, with Finance, Major Projects Directorate and Customers, Communication and Technology all having a response rate of more than 80 per cent. Our largest population, London Underground, saw a nine per cent rise in its response rate.

People are motivated to take part when they believe we listen and take action so, across the business, we have campaigned to showcase what was done as a result of last year's survey. We have also worked to address concerns about the confidentiality of the survey, including trade union visits at our invitation to our independent survey company ORC international.

We expect the results of the survey to be available in December 2018.

### **Ada Lovelace Day**

On 9 October, our Women's Staff Network Group (WSNG) celebrated Ada Lovelace Day, which is inspired by the world's first programmer. The day is an international celebration of women

in Science, Technology, Engineering and Maths (STEM) industries. The day raises awareness about careers in STEM and creates role models for the next generation.

As part of the celebrations, our WSNG engaged with more than 100 Year 8 students at the Camden School for Girls about programming, enabling them to use our open data to create an application to map stations and Tube lines using only code.

Employees also hosted career stands at Southwark and Stratford Tube stations to share their experiences of what it is like to work in technology and discuss the projects that they have been involved in.

### **Anonymous recruitment – removing bias in appointments**

Anonymous recruitment aims to remove bias from our recruitment processes to help us achieve a workforce that is representative of the city we serve.

We are introducing software to redact personal information from applications and will roll this out across priority recruitment areas before the end of this calendar year.



In September, the London Transport Museum remembered the contribution of London's transport workers during the First World War by displaying the last four 'Battle Buses'



We will monitor the roll out over the coming months, with a view to extending anonymous recruitment to all our recruitment campaigns by the end of this financial year.

### **London Transport workers' contribution during WWI remembered**

A century ago in 1918, around 250 of London's B-type buses returned to the Capital from the Western Front where more than 1,000 served as military vehicles. At the end of September, the last four surviving B-type buses – three of which had been commandeered for military service – were displayed together for what is expected to be the final time as part of the First World War commemorations. The event, outside London Transport Museum in the Covent Garden Piazza, remembered the contribution of London's transport workers during the war.

Built in North London from 1910, these B-types were the world's first, reliable mass-produced motor buses. Feats of engineering, they soon dominated the Capital's streets, replacing Victorian horse-drawn vehicles. One of the last four surviving buses has been restored

by London Transport Museum to its former military livery. Known as the Battle Bus, its interior reveals how drivers would have lived on board while in Flanders and France, and as far afield as Greece and Egypt. The transformation was made possible thanks to a National Lottery grant from Heritage Lottery Fund, and the London Transport Museum Friends.

Since 2014 – as part of the First World War centenary commemorations – the Museum has been working with people from across London to involve them with this unique part of their city's transport history. More than 200 volunteers, including our staff and children from the city's primary schools, have shared more than 3,000 hours of their time to explore the impact of the war on London's transport system and its workers. A legacy of these incredible stories is represented by a newly commissioned artwork now on permanent display at the Museum alongside the Battle Bus. 'Forget Me Not' is made from more than 100 flowers, which represent the hand-embroidered postcards soldiers sent to their loved ones back home.

# 8 Securing value and generating income

## Reducing costs

We have made significant progress in reducing our operating costs by removing duplication, reducing management layers and streamlining teams. With our 'functional' structural changes nearly complete, we are now looking at further cost reduction by looking at end-to-end processes and structural integration opportunities 'across' the organisation.

We are creating a new, single Business Services function that will bring together operational activity currently sitting in HR Operations and the Financial Services Centre. By drawing the teams together, as many other organisations have, there will be further opportunities to streamline common processes, standardise reporting and look for other ways in which to provide a better service at reduced cost.

Other parts of the business continue to look at how they can operate differently to reduce costs.

## Generating income

### Change Please kiosk at Clapham Common

We have created a new commercial partnership with Change Please, an award-winning coffee company that trains people who have been homeless as baristas. This month, Change Please opened its first kiosk at Clapham Common station, staffed by ex-homeless individuals.

More than 90 per cent of our tenants are small or independent businesses and one of the ways we support them is by offering simple and cost-effective locations across London.

This new partnership, in collaboration with the Mayor of London and our dedicated public transport outreach team, means we are helping rough sleepers to get back on track and build sustainable futures for themselves.

The social enterprise empowers the homeless community to rebuild their lives with its 'hand up, not a hand out' model – training them to become coffee baristas and eventually supporting them back into the wider workplace in similar roles. In addition to providing barista training, Change Please supports its trainees with accommodation and mental wellbeing, and pays the Living Wage.

With 100 per cent of profits going back into the social enterprise's mission, every cup of coffee sold will directly help Change Please to train and support homeless individuals.

### StreetDots – trading platform

On 2 October, we announced a new partnership with online street trading platform StreetDots which gives small businesses the opportunity to trade at transport hubs across the Capital.



**Zip and Zing Juices is just one of the many street traders popping up around the Capital, following our partnership with StreetDots**

The project enables customers to buy street food and coffee and will later offer them the opportunity to purchase gifts, flowers, and grab-and-go fresh produce from mobile retailers. Pitches or ‘dots’ are open at several locations, including North Greenwich and Hammersmith. The stalls at the dots take many forms from simple tables, to customised vans, trucks, carts and bikes.

The partnership aims to liberate traders from the hassle involved in finding a pitch, while introducing customers to new brands. Traders use a smartphone app to choose a ‘dot’ for a few hours at a time. For example, a coffee truck might book a morning slot outside a Tube station during peak commuting hours. In

turn, customers passing the same ‘dot’ regularly get the chance to discover new businesses and products each day.

Café Bueno is one of the flourishing businesses taking advantage of Londoners’ thirst for coffee, working from a variety of locations including North Greenwich bus station. Another business trialling our ‘dots’ is Zip and Zing Juices, which sells organic smoothies and slow-pressed juices.

More than 90 per cent of our tenants are small or independent businesses. Working with StreetDots, we will be giving more people the opportunity to try out their new business ideas in a simple and cost-effective way at locations across

London. It is another great example of how we are supporting small businesses alongside generating vital revenue to reinvest in the transport network.

#### **Collaboration with Adidas**

We recently announced a partnership with Adidas, with the release of three limited-edition shoes inspired by London Underground and the 15th anniversary of the world-renowned Oyster card.

Just 1,500 pairs of the trainers are available, and those who get them also receive a limited-edition Oyster card with £80 on it. This is the start of a fantastic collaboration, which not only brings two iconic brands together but also yields additional revenue to reinvest in public transport.

#### **Cooling the Tube and recycling heat**

We are working with Islington Borough Council to reduce temperatures for customers on the Northern line and reuse the waste heat for the benefit of local people.

The City Road mid-tunnel ventilation system is a large fan in a redundant station between Angel and Old Street stations. This will bring chilled air into the tunnels to cool Tube trains during summer months, providing a more comfortable journey for our passengers.

At the same time, the project will reuse the heat recovered to provide hot water for around 500 homes in the area as well as for a new school. Islington's local district heating system is supported by the EU-funded CELSIUS project, which focuses on maximising the use of primary and secondary energy sources to minimise carbon emissions and maximise energy efficiency.

This innovative project started in summer 2016 and Islington will be ready to connect the heat recovery system in spring 2019. Heat from the network is potentially a huge energy source, and the team hopes the Bunhill Heat and Power Network trial in Islington will point the way to similar district heating and cooling schemes on other Tube lines as a revenue stream in the future.

#### **Greenwich Power Station**

Greenwich Power Station has secured a short-term operating reserve (STOR) contract with National Grid to provide a demand reduction service.

On days when the demand for power exceeds what is available from the National Grid, we will provide an additional source of reserve power.



The Greenwich generating station can provide the emergency power to evacuate the Underground if there is a loss of supply from the National Grid. It also provides energy cost savings and revenue for TfL by reducing our energy demand at peak times during the winter, and by off-setting our demand at times of stress on the National Grid.

The STOR contract runs from 1 April 2019 to 31 March 2020 and is worth almost £0.5m in additional revenue for us, which will be another source of income to re-invest in public transport.

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November 2018

**Board**

**Date: 21 November 2018**

**Item: Quarterly Performance Report – Quarter 2 2018/19**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 The Quarterly Performance Report sets out TfL's financial results for Quarter 2, 2018/19 – the period from 1 April to 15 September 2018.

## **2 Recommendation**

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

## **3 Financial Reporting to the Board**

### **Quarterly Performance Report**

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

### **Quarterly Results presentation**

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

### **List of appendices to this report:**

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

**List of Background Papers:**

None

Contact Officer: Simon Kilonback, Chief Finance Officer  
Number: 020 3054 8941  
Email: [SimonKilonback@tfl.gov.uk](mailto:SimonKilonback@tfl.gov.uk)

# Transport for London quarterly performance report

Quarter 2 2018/19



## About Transport for London (TfL)

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

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

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

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

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

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

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

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

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



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

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# Introduction

This is the second Quarterly Performance Report of the 2018/19 financial year and covers the period to 15 September 2018.

The good progress made in Q1 has continued, and in the first half of the year the net operating surplus is £121m better than budget. The reduction against last year reflects the fact that this financial year is the first with no operating grant from central government.

Passenger income overall remains slightly above budget, with continued upside in Tube ridership offsetting some downward movement in other divisions, including on buses. All divisions are reporting higher passenger income than last year, other than buses where income is flat. Other income is also marginally up on budget and significantly higher than last year as a result of higher commercial and road network compliance income.

Operating costs are £113m lower than budget, with additional savings being made over and above the significant cost reductions already assumed in the budget, although there are some timing differences that are expected to reverse during the year. The operating cost increase

against last year largely reflects preparations for the opening of the Elizabeth line, while inflationary pressures across all areas have been offset by savings. We will remain focused on reducing operating costs, as we have for the last two years, while operating a safe and reliable transport service.

Key deliverables in the capital investment programme include completing construction of Highbury Corner bridge, and finalising preparatory works ahead of tunnelling for new escalators at Bank station.

Following the announcement by Crossrail Limited on 31 August of the delay in the opening of the central tunnel section, Crossrail Limited is working to establish any additional impact on funding from the revised schedule. Details of how we will manage the change will form part of the next revision of our Business Plan towards the end of the year.

We remain confident that this year we will achieve a net operating surplus compared to budget of more than £100m. This ensures we create additional resilience to deal with the challenging financial climate.

**Simon Kilonback**  
Chief Finance Officer

**Sarah Bradley**  
Group Financial Controller







# Business at a glance

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

## How we report on our business



## Facts and figures\*

**940** Trains on the TfL network



**580km**

TfL-operated highways



**680km**

TfL-operated Rail and Underground routes

**9,550**

Buses on the TfL network

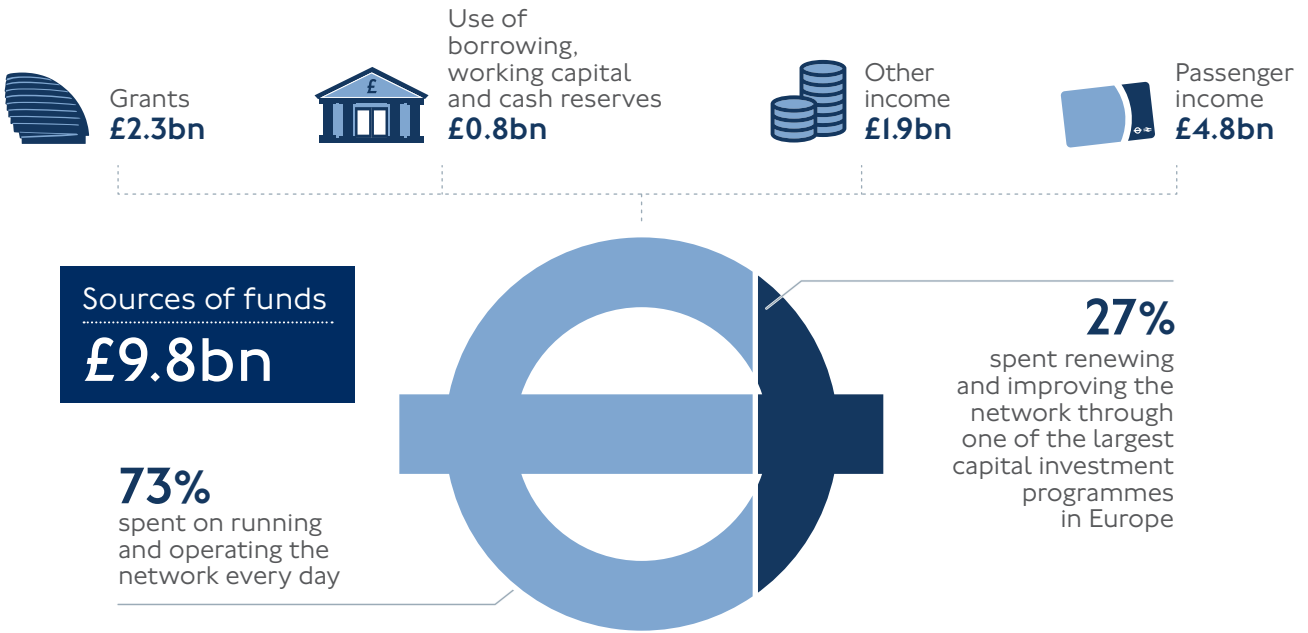


**6,350**

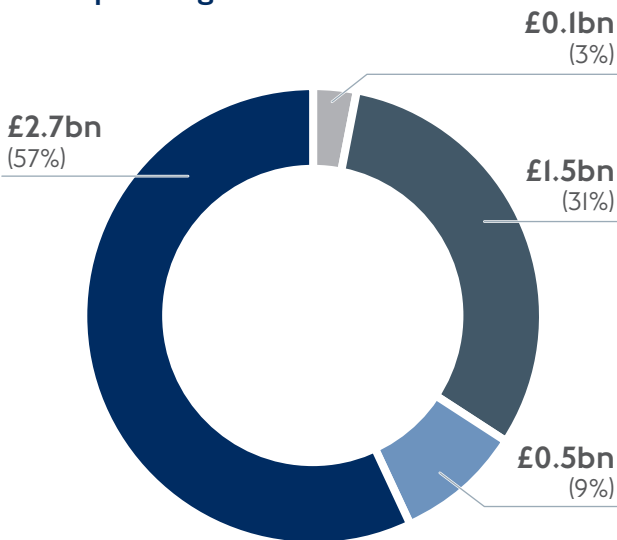
Traffic signals operated by TfL

\* Based on full year 2017/18

## Budget at a glance



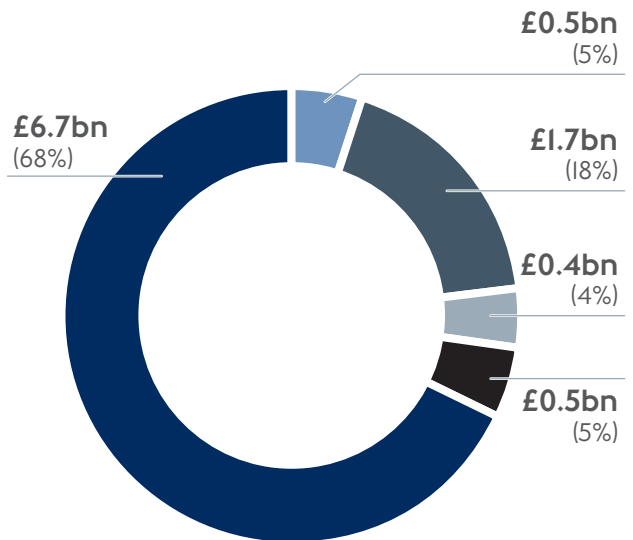
## Total passenger income



Total: **£4.8bn**

- Underground
- Rail
- Buses
- TfL Rail

## Total costs



Total: **£9.8bn**

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

# Financial summary

## Performance in the year to date

### Operating account

TfL Group (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	2,171	2,157	14	2,133	38
Other operating income	368	365	3	322	46
<b>Total operating income</b>	<b>2,539</b>	<b>2,522</b>	<b>17</b>	<b>2,455</b>	<b>84</b>
General Grant	-	-	-	105	(105)
Business Rates Retention	417	417	-	376	41
Other revenue grants	29	38	(9)	26	3
<b>Total income</b>	<b>2,985</b>	<b>2,977</b>	<b>8</b>	<b>2,962</b>	<b>23</b>
Operating cost	(2,815)	(2,928)	113	(2,752)	(63)
<b>Net operating surplus</b>	<b>170</b>	<b>49</b>	<b>121</b>	<b>210</b>	<b>(40)</b>
Capital renewals	(179)	(230)	51	(233)	54
<b>Net cost of operations before financing</b>	<b>(9)</b>	<b>(181)</b>	<b>172</b>	<b>(23)</b>	<b>14</b>
Net financing costs	(205)	(216)	11	(194)	(11)
<b>Net cost of operations</b>	<b>(214)</b>	<b>(397)</b>	<b>183</b>	<b>(217)</b>	<b>3</b>

### Capital account

TfL Group (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
New capital investment	(689)	(822)	133	(571)	(118)
Crossrail	(669)	(370)	(299)	(674)	5
<b>Total capital expenditure</b>	<b>(1,358)</b>	<b>(1,192)</b>	<b>(166)</b>	<b>(1,245)</b>	<b>(113)</b>
<b>Financed by:</b>					
Investment grant	429	429	-	422	7
Third-party contributions	18	22	(4)	38	(20)
Property and asset receipts	1	16	(15)	16	(15)
Borrowing	335	857	(522)	376	(41)
Crossrail funding sources	66	166	(100)	61	5
Other capital grants	78	96	(18)	88	(10)
<b>Total</b>	<b>927</b>	<b>1,586</b>	<b>(659)</b>	<b>1,001</b>	<b>(74)</b>
<b>Net capital account</b>	<b>(431)</b>	<b>394</b>	<b>(825)</b>	<b>(244)</b>	<b>(187)</b>



## Cash flow summary

TfL Group (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Net cost of operations	(214)	(397)	183	(217)	3
Net capital account	(431)	394	(825)	(244)	(187)
Working capital movements	(79)	(271)	192	947	(1,026)
<b>Increase/(decrease) in cash balances</b>	<b>(724)</b>	<b>(274)</b>	<b>(450)</b>	<b>486</b>	<b>(1,210)</b>

## Passenger journey analysis

TfL Group (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Number of passenger journeys (millions)	1,812	1,825	(13)	1,830	(17)
Average yield per passenger journey (£)	1.20	1.18	0.02	1.17	0.03
Operating cost per journey (£)	(1.55)	(1.60)	0.05	(1.50)	(0.05)

The year-to-date net operating surplus is £121m better than budget and the net cost of operations is £183m better, both indicating that we are on track to outperform our full-year target.

Total income for the first half of the year is £8m favourable to budget and £23m higher than last year. The trends reported at the end of the first quarter continue, with London Underground performing slightly better than budget, offset by lower income on buses.

Year-to-date operating costs are £113m lower than budget - £60m of this is from

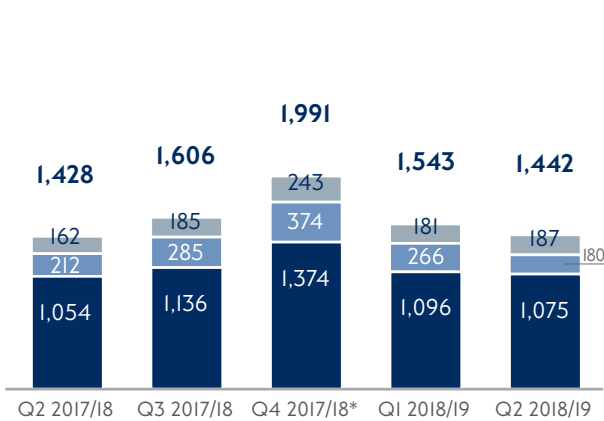
additional savings – on top of those already included in the 2018/19 budget – with our modernisation programme continuing to deliver cost savings across all areas of the business. A further £53m is from timing differences – principally from projects – that will be incurred later this year.

New capital investment is £133m lower than budget, mainly due to timing differences and deferrals to future years.

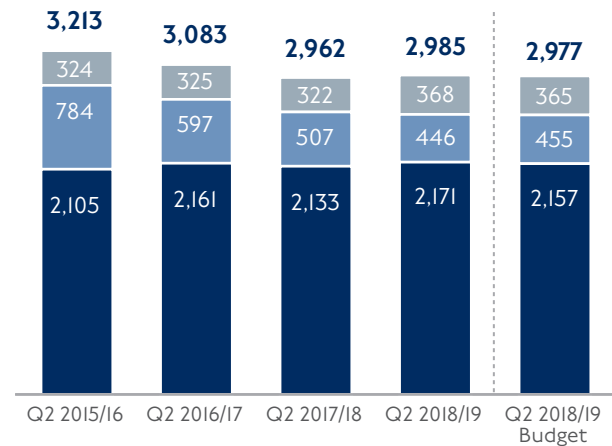
The timing of new borrowings has contributed to cash balances decreasing by £724m since the start of the year.

# Financial trends

## Total income Quarterly (£m)



## Year to date (£m)



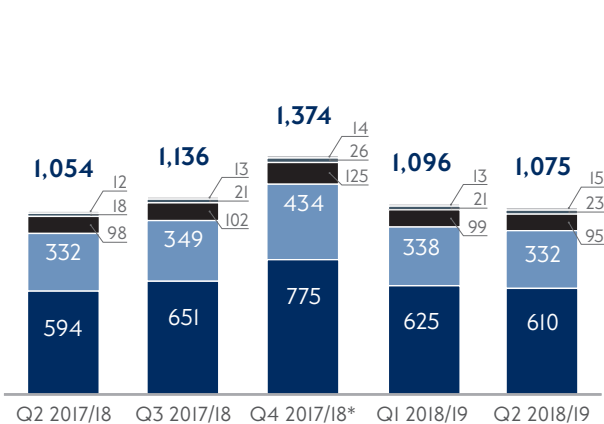
- Passenger income
- Grants
- Other income

**Total income £8m above budget**

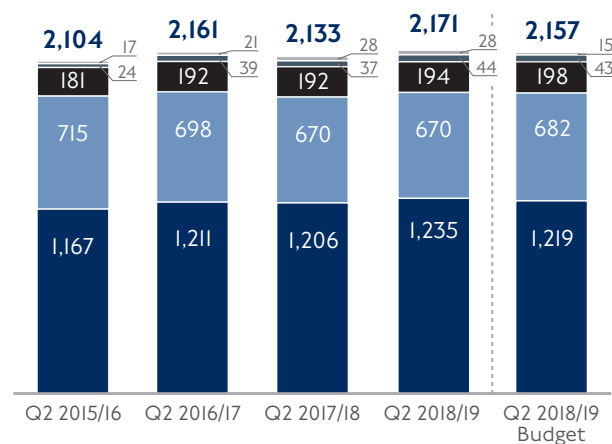
**1% ▲ year on year**

Overall income is slightly ahead of expectations. Higher passenger income from increased demand on London Underground is partially offset by lower bus income and some timing differences in the receipt of grant income.

## Total passenger income Quarterly (£m)



## Year to date (£m)



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

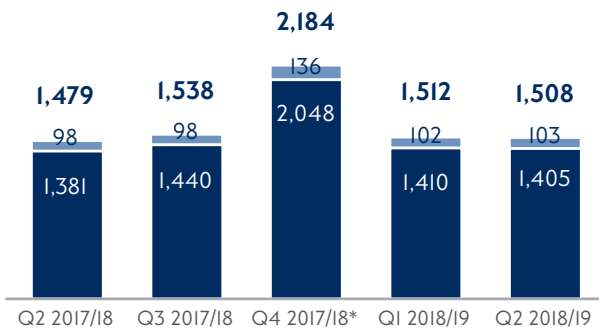
**Passenger income £14m above budget**

**2% ▲ year on year**

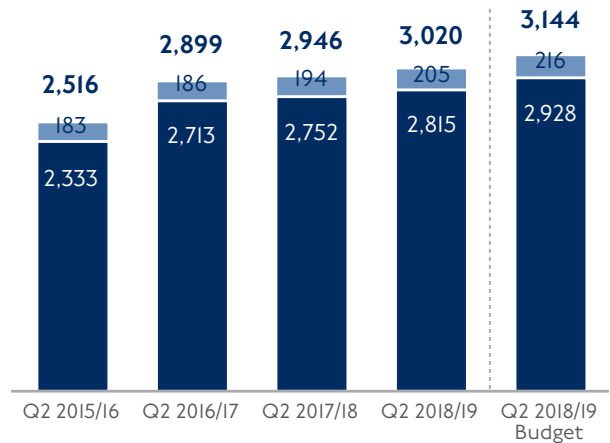
Passenger income compares well to 2017/18 - £38m higher in the year to date. Overall customer demand has started to increase for rail travel.

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

**Total cost**  
Quarterly (£m)



Year to date (£m)



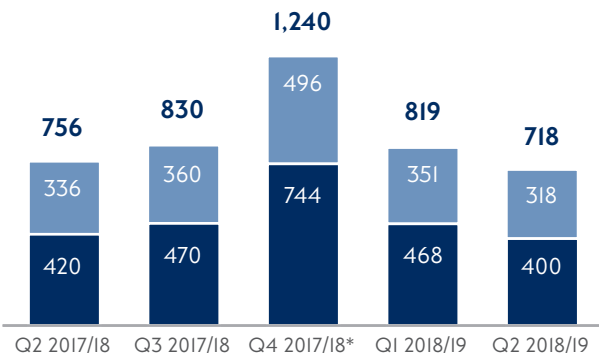
- Operating costs
- Net financing costs

**Operating costs**  
**£113m below budget**

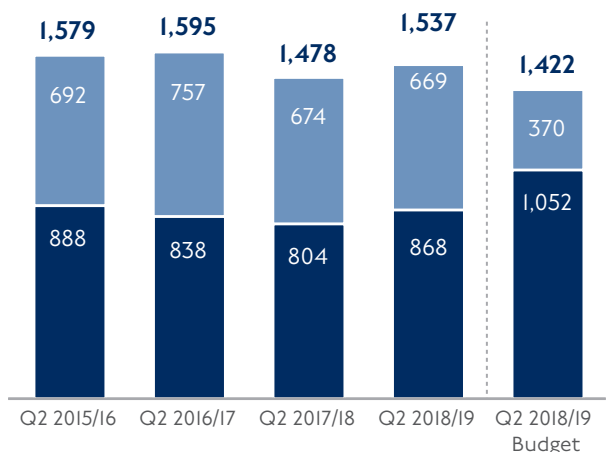
**2% ▲ year on year**

The year-on-year increase is due to non like-for-like spend, with the Elizabeth line accounting for £35m and the Investment Programme £15m. On a like-for-like basis, our costs remain in line with last year.

**Total capital expenditure**  
Quarterly (£m)



Year to date (£m)



- Capital investment and renewals
- Crossrail

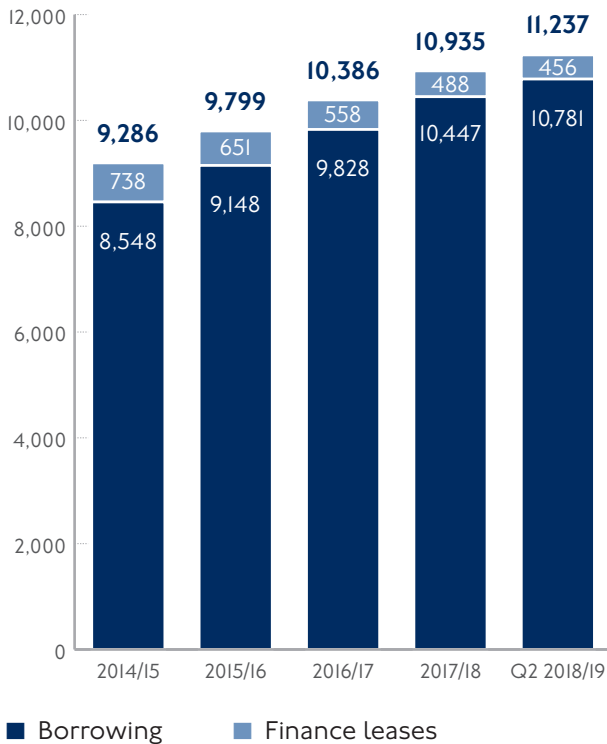
**£2bn annual investment programme**

**10% ▲ year on year**

Victoria and Tottenham Court Road station upgrades are nearly complete and a major extension to Cycle Superhighway 6 opened in the quarter connecting Elephant & Castle to King's Cross.

# Debt and cash

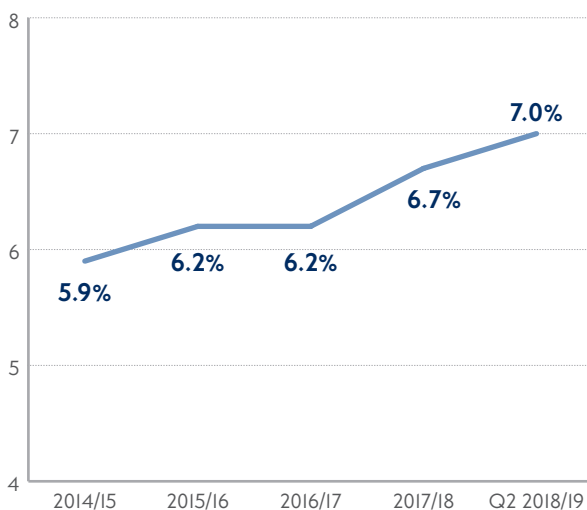
## Total value of debt (£m)



The incremental borrowing agreed with the Government for 2018/19 is £800m. At the end of Q2, £250m of long-term debt had been drawn down under existing facilities with Export Development Canada and the European Investment Bank, and £100m had been drawn down from the Public Works Loan Board. These drawdowns were partially offset by debt repayments of £14m.

The total nominal value of borrowing outstanding at the end of the quarter was £10,781m, of which £9,929m is long term.

## Financing costs (% of total income)\*



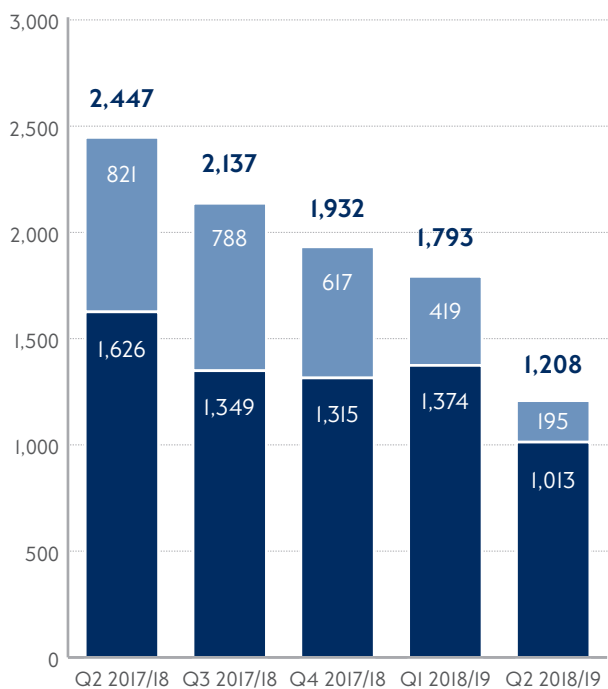
The ratio of financing costs to total income, including operating grants, helps TfL to monitor the affordability of its debt.

### Financing costs and income (£m)

Year to date	Q2 2018/19	Q2 Budget	Variance
Interest income	5	5	-
Borrowing costs	(188)	(201)	13
PFIs/finance leases	(22)	(20)	(2)

\* Financing costs include interest costs for borrowing and finance leases

## Cash balances (£m)



- TfL cash balances
- Crossrail cash balances

**£724m** **37% ▼**  
Decrease in cash over the year to date

## Cash balances

Cash balances have decreased by £724m over the year to date to stand at £1,208m at the end of Q2. Of the total balance, £195m is ringfenced to deliver the Crossrail project. In addition, we aim to hold a prudent minimum level of cash for TfL (excluding Crossrail) for exceptional circumstances as well as to retain a high credit rating, in line with our liquidity policy approved by the TfL Board. This level of cash reserves – currently around £550m – is driven by the size of our operating costs and the level of our debt.

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

## Credit ratings

We are rated by the three leading international rating agencies. On 5 September, Standard & Poor's placed our rating on CreditWatch negative, with the intention of resolving the CreditWatch within 90 days.

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



# Passenger journeys

Year to date

**1,812m**  
total journeys

**1,825m**  
budget

**1,830m**  
prior year



London Underground

**620m**

1.2%▲  
budget

0.2%▲  
prior year



Buses

**1,013m**

1.9%▼  
budget

1.9%▼  
prior year



DLR

**56m**

1.7%▼  
budget

0.7%▼  
prior year



London Overground

**86m**

1.4%▼  
budget

1.3%▼  
prior year



London Trams

**13m**

2.4%▼  
budget

0.6%▼  
prior year



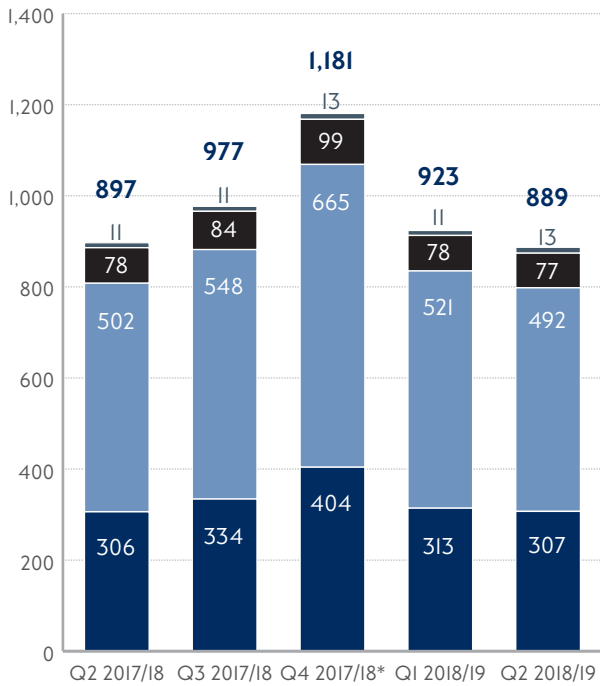
TfL Rail

**24m**

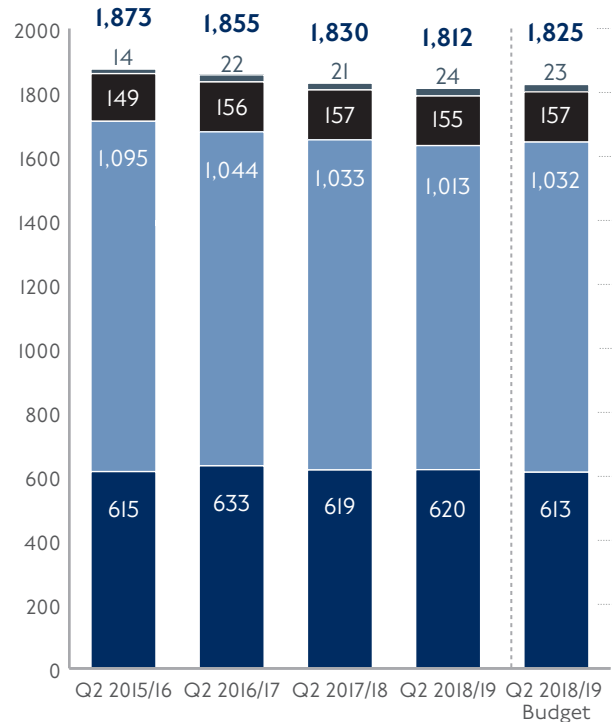
3.9%▲  
budget

16.4%▲  
prior year

### Quarterly (millions)



### Year to date with Budget (millions)



■ London Underground   ■ Buses   ■ Rail   ■ TfL Rail

London Underground passenger volumes were seven million better than budget and one million better than those in 2017/18. There have been a number of large scale events in London recently that have resulted in an improvement in passenger numbers. Overall customer demand has started to increase for rail travel in London and the South East, including national rail services.

Bus passenger journeys were 1.9 per cent lower than both budget and prior year. Initial analysis shows a reduction mainly occurring in off-peak journeys (evening and weekends), and further analysis into the factors of the decline in fare-paying journeys is currently being undertaken.

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

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

# Underground

## London Underground

### Financial summary

LU has benefited from customer demand and yield being marginally better than last year, while its modernisation programme continues to deliver savings.

London Underground (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	1,235	1,219	16	1,206	29
Other operating income	10	7	3	12	(2)
<b>Total operating income</b>	<b>1,245</b>	<b>1,226</b>	<b>19</b>	<b>1,218</b>	<b>27</b>
Operating cost	(947)	(980)	33	(949)	2
<b>Direct operating surplus</b>	<b>298</b>	<b>246</b>	<b>52</b>	<b>269</b>	<b>29</b>
Indirect operating cost	(121)	(138)	17	(133)	12
<b>Net operating surplus</b>	<b>177</b>	<b>108</b>	<b>69</b>	<b>136</b>	<b>41</b>
Capital renewals	(114)	(138)	24	(137)	23
New capital investment	(19)	(37)	18	(17)	(2)
<b>Total capital expenditure</b>	<b>(133)</b>	<b>(175)</b>	<b>42</b>	<b>(154)</b>	<b>21</b>

Passenger income is £16m better than budget and £29m higher than last year. This reflects a small improvement in customer demand over last year and a marginal yield increase. Last year was adversely affected by the Parsons Green terror attacks and South West Trains major works at Waterloo, while this year we have seen a boost in demand, partly as a result of major events in London.

Direct operating costs are £33m favourable against budget and £2m favourable against last year. LU's modernisation programme continues to yield savings.

Capital expenditure is £42m under budget and £21m below the same period last year. Year to date, there is £13m of in-year re-profiling, mainly of fleet traction works and Acton redevelopment. A total of £24m of deferrals to future years include station works at Tottenham Hale, South Kensington, Knightsbridge and Finsbury Park; £6m of Camden track expenditure was accelerated into 2017/18.

## Passenger journeys analysis

	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Number of passenger journeys (millions)	620	613	7	619	1
Average yield per passenger journey (£)	1.99	1.99	-	1.95	0.04
Operating cost per journey (£)	(1.72)	(1.82)	0.10	(1.75)	0.03

### Passenger journeys

Demand is improving and is now running ahead of last year. Events including the RAF 100-year celebration boosted demand this year. Last year, demand was suppressed by the South West Trains Waterloo major works and the Parsons Green Terror incident.

### Average yield per passenger journey

Underlying fare income per journey has improved compared with the equivalent period last year.

### Operating cost per journey

Operating cost per journey is quite significantly below budget, and also below last year. The small increase in passenger journeys has assisted this, along with continued and careful management of costs, while maintaining high levels of reliability and safety.

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



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

# Elizabeth line

Currently operating as TfL Rail 

## Financial summary

The focus is on successfully introducing Elizabeth line services.

Elizabeth line (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	44	43	1	37	7
Other operating income	14	23	(9)	2	12
<b>Total operating income</b>	<b>58</b>	<b>66</b>	<b>(8)</b>	<b>39</b>	<b>19</b>
Operating cost	(87)	(105)	18	(52)	(35)
<b>Direct operating deficit</b>	<b>(29)</b>	<b>(39)</b>	<b>10</b>	<b>(13)</b>	<b>(16)</b>
Indirect operating cost	(4)	(4)	-	(4)	-
<b>Net operating deficit</b>	<b>(33)</b>	<b>(43)</b>	<b>10</b>	<b>(17)</b>	<b>(16)</b>
New capital investment	(209)	(199)	(10)	(128)	(81)
Crossrail construction cost	(669)	(370)	(299)	(674)	5
<b>Total capital expenditure</b>	<b>(878)</b>	<b>(569)</b>	<b>(309)</b>	<b>(802)</b>	<b>(76)</b>

Passenger income is £1m higher than budget and £7m higher than last year, mainly driven by an increase in passenger journeys on the new Paddington to Heathrow service.

The £9m reduction in other operating income mainly relates to delayed central operating section (COS) regulatory access income (offset below) as well as third-party contributions now expected to be received in future periods. The year-on-year increase relates to third-party contributions and higher ticket sales commissions receivable.

Operating costs are £18m lower than budget, mainly due to delayed COS regulatory access charges (offset above), reduced COS costs and savings in train maintenance costs. Costs are higher than last year as we prepare for the opening of the Elizabeth line as well as additional costs for operating new services to Heathrow.

New capital investment is £10m higher than budget, mainly driven by the timing of rolling stock and Old Oak Common Depot works.

## Passenger journeys analysis

	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Number of passenger journeys (millions)	24.0	23.1	0.9	20.7	3.4
Average yield per passenger journey (£)	1.83	1.86	(0.03)	1.79	0.04
Operating cost per journey (£)	(3.78)	(4.71)	0.93	(2.71)	(1.07)

### Passenger journeys

Passenger demand is four per cent higher than budget and 16 per cent higher than last year. Demand has increased as a result of new services from Paddington to Hayes & Harlington and Heathrow that started in May 2018, as well as a reduction in the number of closures this year and the timing of Easter.

### Average yield per passenger journey

Passenger income per journey is 1.6 per cent lower than budget. However, it is an increase year on year of 2.2 per cent.

### Operating cost per journey

Operating cost per journey is 20 per cent lower than budget mainly due to cost savings associated with the delayed handover of the COS. The increase from last year is due to additional costs as we prepare for the opening of the Elizabeth line.

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



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



# Buses

## London Buses

### Financial summary

Reduced passenger income has contributed to the net operating deficit being £6m higher than budget. Total operating costs are broadly flat year on year.

Buses (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	670	682	(12)	670	-
Other operating income	6	5	1	6	-
<b>Total operating income</b>	<b>676</b>	<b>687</b>	<b>(11)</b>	<b>676</b>	<b>-</b>
Operating cost	(968)	(971)	3	(970)	2
<b>Direct operating deficit</b>	<b>(292)</b>	<b>(284)</b>	<b>(8)</b>	<b>(294)</b>	<b>2</b>
Indirect operating cost	(13)	(15)	2	(16)	3
<b>Net operating deficit</b>	<b>(305)</b>	<b>(299)</b>	<b>(6)</b>	<b>(310)</b>	<b>5</b>
Capital renewals	(1)	(4)	3	(4)	3
New capital investment	(10)	(26)	16	(13)	3
<b>Total capital expenditure</b>	<b>(11)</b>	<b>(30)</b>	<b>19</b>	<b>(17)</b>	<b>6</b>

Lower bus passenger income is primarily due to fewer fare-paying passenger journeys. Underlying year-on-year demand shows a 1.6 per cent decline, with the reduction primarily occurring to off-peak travel.

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

Capital expenditure is lower, as a result of a change in accounting treatment for the installation of enhanced catalytic converters, which reduce the emissions of buses so they meet the Euro VI standard. These costs are being recognised as operating costs over the remaining life of the contracts.

## Passenger journeys analysis

	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Number of passenger journeys (millions)	1,013	1,032	(19)	1,033	(20)
Average yield per passenger journey (£)	0.66	0.66	-	0.65	0.01
Operating cost per journey (£)	(0.97)	(0.96)	(0.01)	(0.95)	(0.2)

### Passenger journeys

Total passenger journeys were two per cent lower than budget and two per cent lower than last year. On a normalised basis, passenger journeys were 1.6 per cent lower.

### Average yield per passenger journey

The average yield per passenger journey is as per budget. Compared to last year, the average yield per passenger journey has increased by £0.013.

### Operating cost per journey

Operating cost per journey is one per cent higher than budget and last year, primarily due to lower passenger journeys.

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



1.6% ▼



0.3% ▲



3.8% ▼

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

# Streets

## Transport for London Road Network (TLRN)



### Financial summary

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

Streets (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	-	-	-	-	-
Other operating income	151	148	3	143	8
<b>Total operating income</b>	<b>151</b>	<b>148</b>	<b>3</b>	<b>143</b>	<b>8</b>
Operating cost	(204)	(219)	15	(195)	(9)
<b>Direct operating deficit</b>	<b>(53)</b>	<b>(71)</b>	<b>18</b>	<b>(52)</b>	<b>(1)</b>
Indirect operating cost	(31)	(33)	2	(31)	-
<b>Net operating deficit</b>	<b>(84)</b>	<b>(104)</b>	<b>20</b>	<b>(83)</b>	<b>(1)</b>
Capital renewals	(20)	(15)	(5)	(47)	27
New capital investment	(39)	(52)	13	(37)	(2)
<b>Total capital expenditure</b>	<b>(59)</b>	<b>(67)</b>	<b>8</b>	<b>(84)</b>	<b>25</b>

Income in the second quarter is up £3m against budget and £8m against 2017/18. Enforcement, compliance and cost recoveries account for the rise, more than offsetting reduced Congestion Charging income resulting from lower volumes of charge-paying vehicles entering the zone.

Operating costs are £15m better than budget, largely a result of Westminster City Council's alternative proposals on

the pedestrianisation of Oxford Street. Nevertheless, funding for projects delivered by boroughs is overall higher than this time last year.

We have paused our programme of proactive capital renewals on highways assets, hence the drop compared to 2017/18. Total capital expenditure is running lower than budget, due in part to the capital element of our Oxford Street scheme being on hold.

## Volume analysis

	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Congestion Charge volumes (thousands)	6,620	7,450	(830)	7,270	(650)
Congestion Charge and enforcement income (£m)	108.6	108.4	0.2	107.3	1.3
Traffic volumes – all London (index)	97.0	-	-	95.9	1.10
Cycling growth in CCZ*	13.0%	10.1%	-	8.4%	-

### Cycling

A daily average of 573,277km, or around 188,000 journeys, was cycled in central London during Q2. Weather conditions can affect levels of cycling and this period was one of the driest and warmest on record. Analysis shows that levels of cycling increased on the Cycle Superhighway 3 east/west corridor, in particular along the Victoria Embankment.

### Traffic flow

The pan-London traffic flow index stands at 97.0. This is one index point higher than the same quarter last year.

### Traffic flow (volume) year-on-year change



1.1% ▲



0.2% ▲



1.0% ▼

\* Cycling data is based on calendar quarters rather than financial quarters i.e. Q2 is April to June and is the latest available data. It is presented as a percentage change from the previous year

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

# Rail

## DLR, London Overground and London Trams



### Financial summary

Passenger journeys year to date are lower than planned, however total operating income is higher than the same period last year.

Rail (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	194	198	(4)	192	2
Other operating income	13	8	5	2	11
<b>Total operating income</b>	<b>207</b>	<b>206</b>	<b>1</b>	<b>194</b>	<b>13</b>
Operating cost	(199)	(217)	18	(194)	(5)
<b>Direct operating surplus/(deficit)</b>	<b>8</b>	<b>(11)</b>	<b>19</b>	<b>-</b>	<b>8</b>
Indirect operating cost	(8)	(9)	1	(9)	1
<b>Net operating surplus/(deficit)</b>	<b>-</b>	<b>(20)</b>	<b>20</b>	<b>(9)</b>	<b>9</b>
Capital renewals	(12)	(23)	11	(11)	(1)
New capital investment	(13)	(30)	17	(17)	4
<b>Total capital expenditure</b>	<b>(25)</b>	<b>(53)</b>	<b>28</b>	<b>(28)</b>	<b>3</b>

Passenger income is £4m below budget, mainly due to passenger journeys on London Overground and DLR being lower than planned.

Other income is £5m above budget owing to London Overground receiving contractual payments from Bombardier for delayed delivery of trains.

Direct operating costs are £18m below budget due to lower performance payments to the London Overground operator, compensation from Network Rail for performance and possessions, and traction electricity savings.

Capital renewals and new capital investment requirements are being finalised for delivery later in the financial year.

## Passenger journeys analysis

	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
<b>London Overground</b>					
Number of passenger journeys (millions)	85.8	87.0	(1.2)	87.9	(2.1)
Average yield per passenger journey (£)	1.22	1.22	-	1.16	0.06
Operating cost per journey (£)	(1.47)	(1.59)	0.12	(1.31)	(0.16)
<b>DLR</b>					
Number of passenger journeys (millions)	55.6	56.5	(1.0)	56.0	(0.4)
Average yield per passenger journey (£)	1.41	1.43	(0.01)	1.40	0.01
Operating cost per journey (£)	(1.00)	(1.08)	0.08	(1.11)	0.11
<b>London Trams</b>					
Number of passenger journeys (millions)	13.2	13.5	(0.3)	13.3	(0.1)
Average yield per passenger journey (£)	0.83	0.82	0.01	0.85	(0.02)
Operating cost per journey (£)	(1.21)	(1.18)	(0.03)	(1.16)	(0.05)

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



1.1% ▼



0.1% ▼



2.8% ▲

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



# Other operations

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

## Financial summary

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

Other operations (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	28	15	13	28	-
Other operating income	59	60	(1)	51	8
<b>Total operating income</b>	<b>87</b>	<b>75</b>	<b>12</b>	<b>79</b>	<b>8</b>
Operating cost	(115)	(107)	(8)	(91)	(24)
<b>Direct operating deficit</b>	<b>(28)</b>	<b>(32)</b>	<b>4</b>	<b>(12)</b>	<b>(16)</b>
Indirect operating cost	(18)	(20)	2	(19)	1
<b>Net operating deficit</b>	<b>(46)</b>	<b>(52)</b>	<b>6</b>	<b>(31)</b>	<b>(15)</b>
Capital renewals	(21)	(34)	13	(26)	5
New capital investment	(38)	(76)	38	(21)	(17)
<b>Total capital expenditure</b>	<b>(59)</b>	<b>(110)</b>	<b>51</b>	<b>(47)</b>	<b>(12)</b>

Passenger income variance is mostly due to the accounting treatment for Oyster deposits.

Capital renewals underspend is driven by in-year phasing in the cycle hire payment system, the renewal of bicycles and the deferral of spend into next year on infrastructure projects for Victoria Coach Station.

New capital investment is under budget following the re-profiling of the Emergency Services Network project whilst discussions continue with the Home Office to agree scope and timings.

## Volume analysis

	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
<b>Santander Cycles</b>					
Number of hires (millions)	6.0	5.8	0.2	5.6	0.4
Average income per hire (£)	1.24	1.26	(0.01)	1.28	(0.04)
Operating cost per hire (£)	(2.08)	(2.24)	0.16	(2.15)	0.07
<b>Victoria Coach Station</b>					
Number of coach departures (thousands)	106.0	113.5	(7.5)	113.5	(7.5)
Average income per departure (£)	36.26	38.64	(2.38)	36.79	(0.53)
Operating cost per departure (£)	(34.84)	(34.57)	(0.27)	(33.04)	(1.80)
<b>London River Services</b>					
Number of passenger journeys (millions)	6.1	6.0	0.1	5.9	0.2
Average income per journey (£)	0.23	0.29	(0.06)	0.28	(0.05)
Operating cost per journey (£)	(1.39)	(1.00)	(0.39)	(1.08)	(0.31)
<b>London Dial-a-Ride</b>					
Number of passenger journeys (thousands)	470.5	466.0	4.5	488.0	(17.5)
Operating cost per trip (£)	(46.64)	(48.75)	2.11	(48.79)	2.15
<b>Taxi and Private Hire</b>					
Number of private hire vehicle drivers	109,192	-	-	116,454	(7,262)
Taxi drivers	23,501	-	-	24,160	(659)
Total income (£m)	16.5	18.6	(2.1)	(11.90)	4.6
Total costs (£m)*	(15.6)	(16.2)	0.6	(11.60)	(4.0)
<b>Emirates Air Line</b>					
Number of passenger journeys (thousands)	742.7	900.8	(158.1)	813.0	(70.3)
Average yield per passenger journey (£)	4.48	4.94	(0.46)	4.18	0.30
Operating cost per journey (£)	(3.10)	(3.25)	0.16	(3.39)	0.29

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

# Commercial Development

Media, telecoms, property development and commercial property



## Financial summary

Net operating surplus is higher due to underspending in facilities and accommodation projects.

Commercial Development (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	-	-	-	-	-
Other operating income	115	114	1	106	9
<b>Total operating income</b>	<b>115</b>	<b>114</b>	<b>1</b>	<b>106</b>	<b>9</b>
Operating cost	(67)	(80)	13	(63)	(4)
<b>Direct operating surplus</b>	<b>48</b>	<b>34</b>	<b>14</b>	<b>43</b>	<b>5</b>
Indirect operating cost	(6)	(7)	1	(6)	-
<b>Net operating surplus</b>	<b>42</b>	<b>27</b>	<b>15</b>	<b>37</b>	<b>5</b>
New capital investment	(36)	(78)	42	(19)	(17)
Property receipts	1	16	(15)	16	(15)
Crossrail over site development	19	101	(82)	-	19
<b>Net capital account</b>	<b>(16)</b>	<b>39</b>	<b>(55)</b>	<b>(3)</b>	<b>(13)</b>

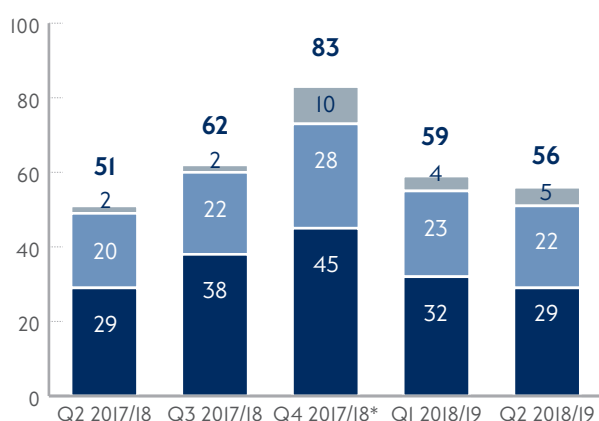
Operating income year on year shows a £9m increase as a result of higher rents and the sub-let of head office buildings.

Operating expenditure is lower than budget due to office maintenance and projects being re-profiled, and unbudgeted rates refunds. Year-on-year spend is higher due to property costs, including rates.

New capital investment is significantly lower than budget mainly due to digital media roll-out along with a slower start on property investments, Crossrail over site development and phasing of works at 55 Broadway.

Capital receipts are lower due mainly to re-profiled disposals of Paddington and Hanover Square Crossrail sites, but these are expected to be delivered before the end of the year.

## Media, property and other income (£m) Quarterly



- Media
- Property
- Other

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

Advertising on the rail and bus shelters is in line with Q2 last year.

Property income has increased year-on-year, benefiting from favourable rent reviews and turnover rents.

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

## Media

Working with Visa, we welcomed home Gareth Southgate and his team after the semi-final of the 2018 Russia FIFA World Cup. Signage on the platforms, in the ticket hall and outside the Piccadilly line station were renamed Gareth Southgate for 48 hours.

### Making better use of our assets

Construction is expected to start later this year following the signing of a development agreement that will deliver office and retail space above Farringdon station's new Elizabeth line platforms.

## Delivering homes on our land

At Blackhorse Road in Waltham Forest, we have submitted a planning application that will deliver 350 homes, 50 per cent of which will be affordable. The car park will be transformed to include 1,700sqm of new commercial space, and there will be improved pedestrian and cycling routes. We also released three car parks to market in the London Borough of Harrow, which will create 400 new affordable homes.

# Major Projects

## Financial summary

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

Major Projects (£m)	Q2 YTD 2018/19	Budget YTD 2018/19	Variance	Q2 YTD 2017/18	Variance
Passenger income	-	-	-	-	-
Other operating income	-	-	-	-	-
<b>Total operating income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Operating cost	(10)	(5)	(5)	(3)	(7)
<b>Direct operating deficit</b>	<b>(10)</b>	<b>(5)</b>	<b>(5)</b>	<b>(3)</b>	<b>(7)</b>
Indirect operating cost	(17)	(18)	1	(17)	-
<b>Net operating deficit</b>	<b>(27)</b>	<b>(23)</b>	<b>(4)</b>	<b>(20)</b>	<b>(7)</b>
Capital renewals	(11)	(16)	5	(8)	(3)
New capital investment	(325)	(324)	(1)	(319)	(6)
<b>Total capital expenditure</b>	<b>(336)</b>	<b>(340)</b>	<b>4</b>	<b>(327)</b>	<b>(9)</b>

### Four Lines Modernisation

The new automatic train control signalling system will control train movements, allowing more frequent and reliable services. Train services will be using the new signalling system, between Hammersmith and Latimer Road, with go-live planned for November 2018.

### Deep Tube Upgrade

This will see new trains and signalling to modernise the Bakerloo, Central, Piccadilly and Waterloo & City lines. Starting with the Piccadilly line upgrade, it will increase capacity by 60 per cent (equivalent of up to 21,000 customers per hour).

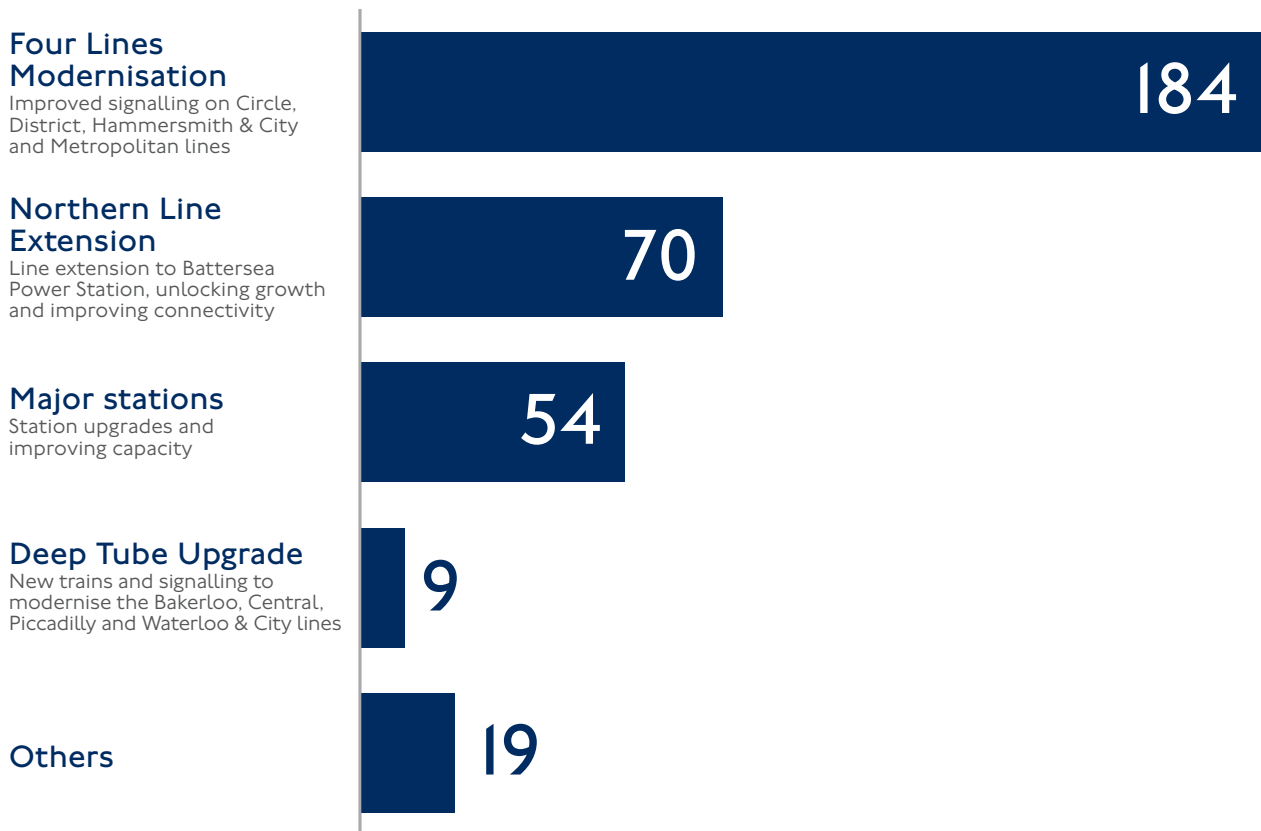
### Northern Line Extension

Construction of the four new cross passages at Kennington station was completed to programme during the 16-week platform closure. Heavy civils construction works at Nine Elms station and platform works at Battersea station have been completed, including track installation in the tunnels between the two new stations.

### Silvertown Tunnel

Negotiations continue with the Boroughs following the approval by the Secretary of State on 10 May of a Development Consent Order for the project. Preferred bidder selection is planned for May 2019.

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



**Barking Riverside Extension**

Contract tender returns have been evaluated and Best and Final Offer documentation has been issued to the tenderers.

**Major stations**

Victoria and Tottenham Court Road stations are nearly complete. We continue to focus management attention on Bank Bloomberg, with the end date targeted for November 2018.







# Appendices

## TfL Group balance sheet

Balance sheet (£m)	15 Sept 2018	Q2 Budget	Variance	31 March 2018	Variance
Intangible assets	97	122	(25)	118	(21)
Property, plant and equipment	40,439	40,224	215	39,274	1,165
Investment property	537	537	-	537	-
Investment in associate entities	295	325	(30)	319	(24)
Long-term derivatives	15	12	3	12	3
Long-term finance lease receivables	26	42	(16)	17	9
Long-term debtors	51	25	26	28	23
<b>Non current assets</b>	<b>41,460</b>	<b>41,287</b>	<b>173</b>	<b>40,305</b>	<b>1,155</b>
Stocks	64	64	-	64	-
Short-term debtors	500	502	(2)	561	(61)
Assets held for sale	83	83	-	83	-
Short-term derivatives	5	6	(1)	6	(1)
Short-term finance lease receivables	11	11	-	8	3
Cash and short-term investments	1,208	1,658	(450)	1,932	(724)
<b>Current assets</b>	<b>1,871</b>	<b>2,324</b>	<b>(453)</b>	<b>2,654</b>	<b>(783)</b>
Short-term creditors	(2,320)	(2,124)	(196)	(2,348)	28
Short-term derivatives	(4)	-	(4)	(2)	(2)
Short-term borrowings	(851)	(846)	(5)	(846)	(5)
Short-term finance lease liabilities	(72)	(64)	(8)	(70)	(2)
Short-term provisions	(349)	(235)	(114)	(334)	(15)
<b>Current liabilities</b>	<b>(3,596)</b>	<b>(3,269)</b>	<b>(327)</b>	<b>(3,600)</b>	<b>4</b>
Long-term creditors	(60)	(70)	10	(66)	6
Long-term borrowings	(9,900)	(10,426)	526	(9,570)	(330)
Long-term finance lease liabilities	(384)	(392)	8	(418)	34
Long-term derivatives	(42)	(52)	10	(52)	10
Long-term provisions	(89)	(76)	(13)	(84)	(5)
Pension provision	(4,705)	(4,707)	2	(4,707)	2
<b>Long-term liabilities</b>	<b>(15,180)</b>	<b>(15,723)</b>	<b>543</b>	<b>(14,897)</b>	<b>(283)</b>
<b>Total net assets</b>	<b>24,555</b>	<b>24,619</b>	<b>(64)</b>	<b>24,462</b>	<b>93</b>
<b>Capital and reserves</b>					
Usable reserves	1,243	1,316	(73)	1,790	(547)
Unusable reserves	23,312	23,303	9	22,672	640
<b>Total capital employed</b>	<b>24,555</b>	<b>24,619</b>	<b>(64)</b>	<b>24,462</b>	<b>93</b>

# Headcount

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

	31 March 2018 Actual	YTD net (leavers)/joiners	End of Q2 Actual
Underground	18,851	(242)	18,609
Elizabeth line	238	20	258
Buses	578	(107)	471
Rail	285	(3)	282
Streets	1,518	(193)	1,325
Other operations	1,400	(17)	1,383
Professional services*	3,850	27	3,877
Commercial Development	298	5	303
Crossrail	651	(124)	527
Major Projects Directorate	786	(172)	614
<b>Total</b>	<b>28,455</b>	<b>(806)</b>	<b>27,649</b>

TfL has embarked on a major programme of change, becoming leaner through merging functions, reducing management layers, broadening roles and increasing spans of control. As a result, headcount levels are down by 806 in the year and there has been a high level of movement across directorates as new teams and reporting lines are formed.

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

## NPL

Our overall use of NPL has fallen by 145 during the year to date.

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

particularly through this time of change and temporary peaks in demand, such as in recruitment resulting from our transformation programme. It is equally important that we do not close off our ability to hire talent in scarce skills areas.

### Reduction since December 2015

Date	Number of NPL	Weekly cost (£)	Number of NPL	Weekly saving (£)
15 December 2015	3,092	5,249,002		
31 March 2017	1,742	2,544,009	(1,350)	(2,704,993)
9 December 2017	1,521	2,127,139	(1,571)	(3,121,863)
31 March 2018	1,422	1,874,029	(1,670)	(3,374,973)
23 June 2018	1,337	1,863,073	(1,755)	(3,385,930)
15 September 2018	1,277	1,820,578	(1,815)	(3,428,425)

The above table shows the cost reduction made from actions taken to reduce NPL costs. The weekly cost assumes seven hours per day and five days per week worked.

## NPL by length of service

Length of service	31 March 2018 Actual	YTD net (leavers)/joiners	End of Q2 Actual
0-6 months	280	51	331
6-12 months	355	(150)	205
1-2 years	259	60	319
2-3 years	237	21	258
3-5 years	174	(70)	104
5+ years	117	(57)	60
<b>Total</b>	<b>1,422</b>	<b>(145)</b>	<b>1,277</b>

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

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November 2018  
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# TfL Board

## Quarterly results

### Quarter 2:

01 April 2018 – 15 September 2018

**21 November 2018**

**Simon Kilonback**

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## Summary and outlook

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### Summary

- The trends reported at the end of the first quarter continued, with London Underground performing slightly better than budget, offset by lower income on buses
- Operating costs continue to outperform budget through a combination of earlier delivery of our savings programmes and timing differences
- Net cost of operations ahead of budget and marginally better than 2017/18

### Outlook

- The economic environment remains very subdued
- Our focus on cost control will drive further efficiencies and we are looking to generate additional revenue
- As a result, we expect to outperform our 2018/19 budget in challenging conditions



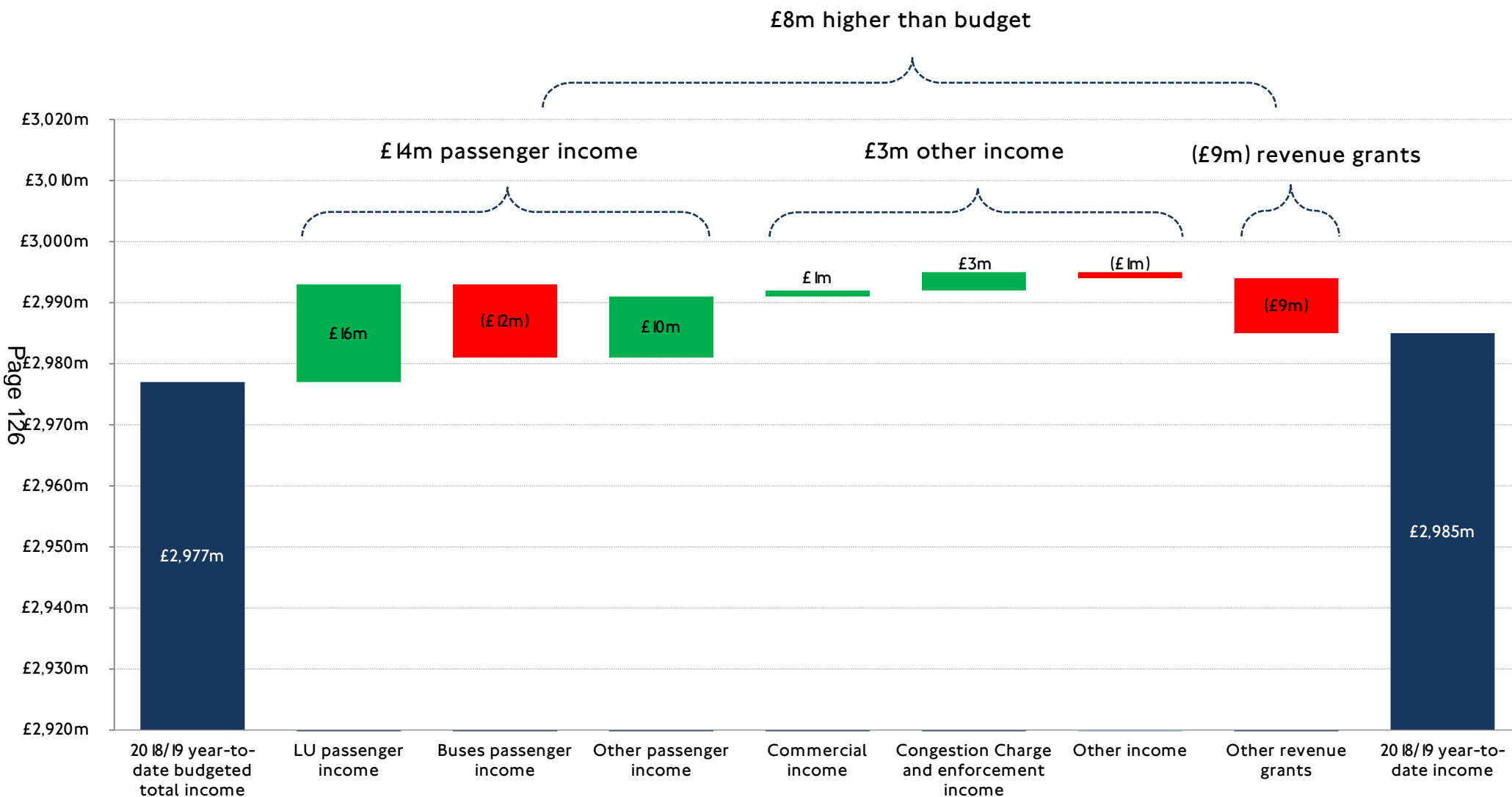
## Performance against 2018/19 budget

### Key figures - Operating account

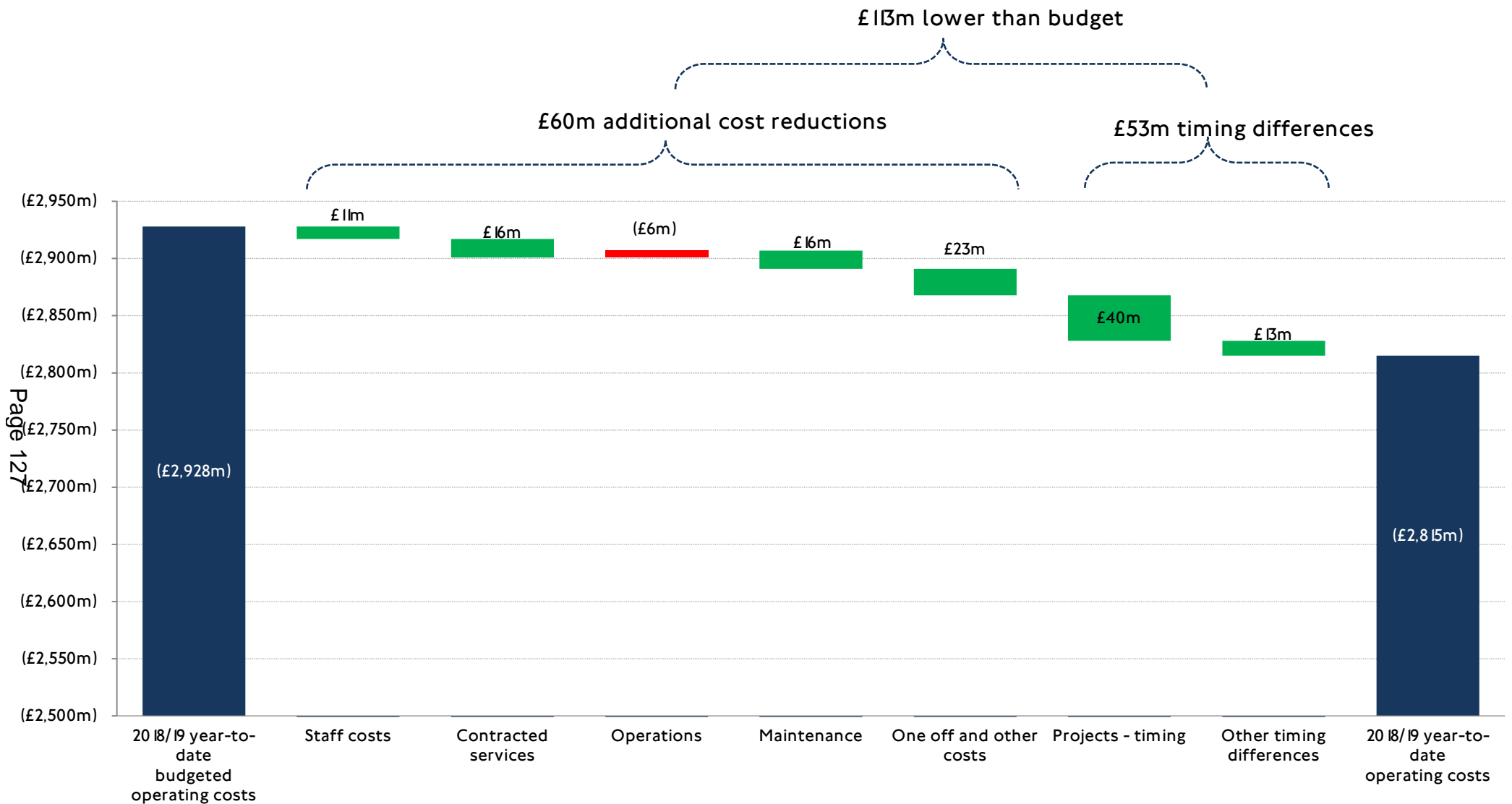
£m	Year to date, 2018/19				Year to date, 2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	2,171	2,157	14	1%	2,133	38	2%
Other operating income	368	365	3	1%	322	46	14%
<b>Total operating income</b>	<b>2,539</b>	<b>2,522</b>	<b>17</b>	<b>1%</b>	<b>2,455</b>	<b>84</b>	<b>3%</b>
Total revenue grants	446	455	(9)	-2%	507	(61)	-12%
<b>Total income</b>	<b>2,985</b>	<b>2,977</b>	<b>8</b>	<b>0%</b>	<b>2,962</b>	<b>23</b>	<b>1%</b>
Operating costs	(2,815)	(2,928)	113	-4%	(2,752)	(63)	2%
<b>Net operating surplus</b>	<b>170</b>	<b>49</b>	<b>121</b>	<b>247%</b>	<b>210</b>	<b>(40)</b>	<b>-19%</b>
Capital renewals	(179)	(230)	51	-22%	(233)	54	-23%
<b>Net cost of operations before financing</b>	<b>(9)</b>	<b>(181)</b>	<b>172</b>	<b>-95%</b>	<b>(23)</b>	<b>14</b>	<b>-61%</b>
Net financing costs	(205)	(216)	11	-5%	(194)	(11)	6%
<b>Net cost of operations</b>	<b>(214)</b>	<b>(397)</b>	<b>183</b>	<b>-46%</b>	<b>(217)</b>	<b>3</b>	<b>-1%</b>



# Total income



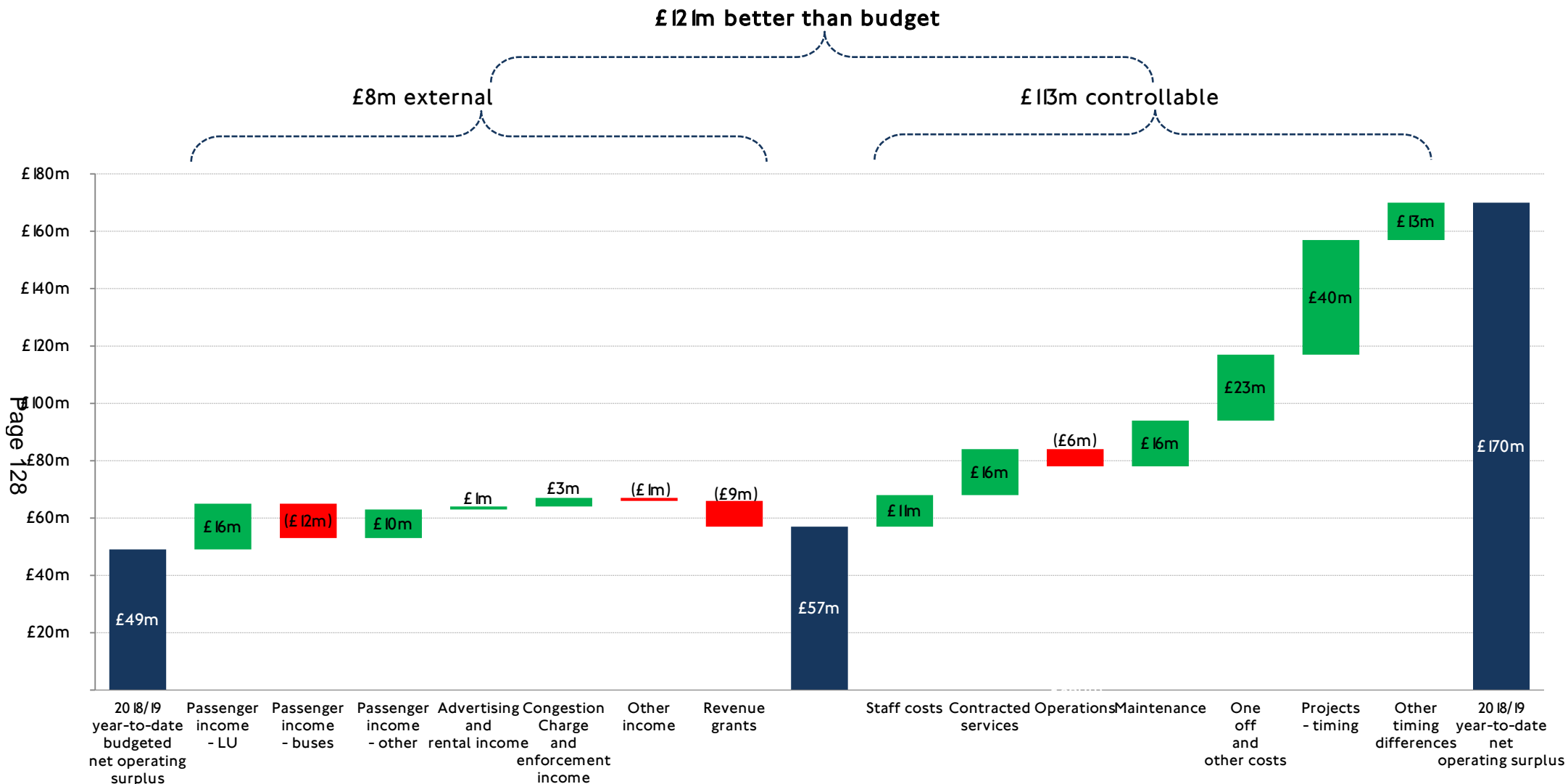
# Operating costs



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# Net operating surplus



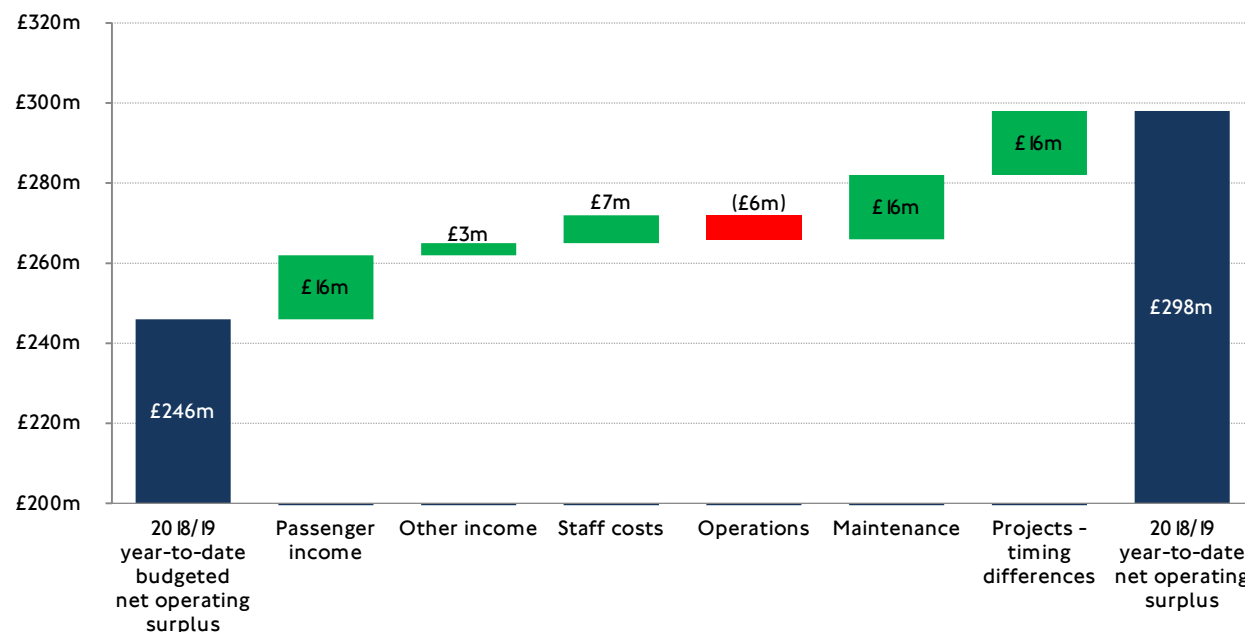
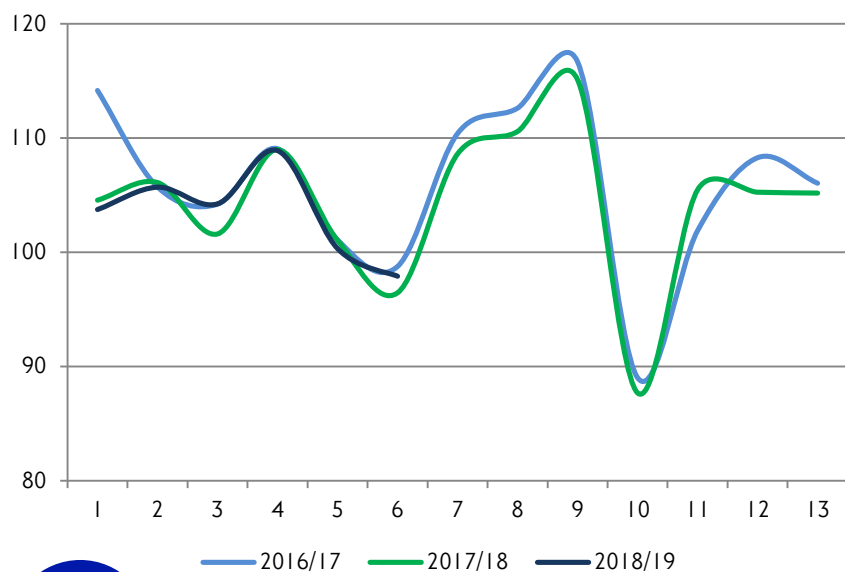
# London Underground : delivering £2bn railway through robust cost controls

	Year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	1,235	1,219	16	1%	1,206	29	2%
Other operating income	10	7	3	43%	12	(2)	-17%
<b>Total operating income</b>	<b>1,245</b>	<b>1,226</b>	<b>19</b>	<b>2%</b>	<b>1,218</b>	<b>27</b>	<b>2%</b>
Operating costs	(947)	(980)	33	-3%	(949)	2	0%
<b>Direct operating surplus</b>	<b>298</b>	<b>246</b>	<b>52</b>	<b>21%</b>	<b>269</b>	<b>29</b>	<b>11%</b>

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## U passenger journeys

Journeys just above last year, but still lower than 2016/17





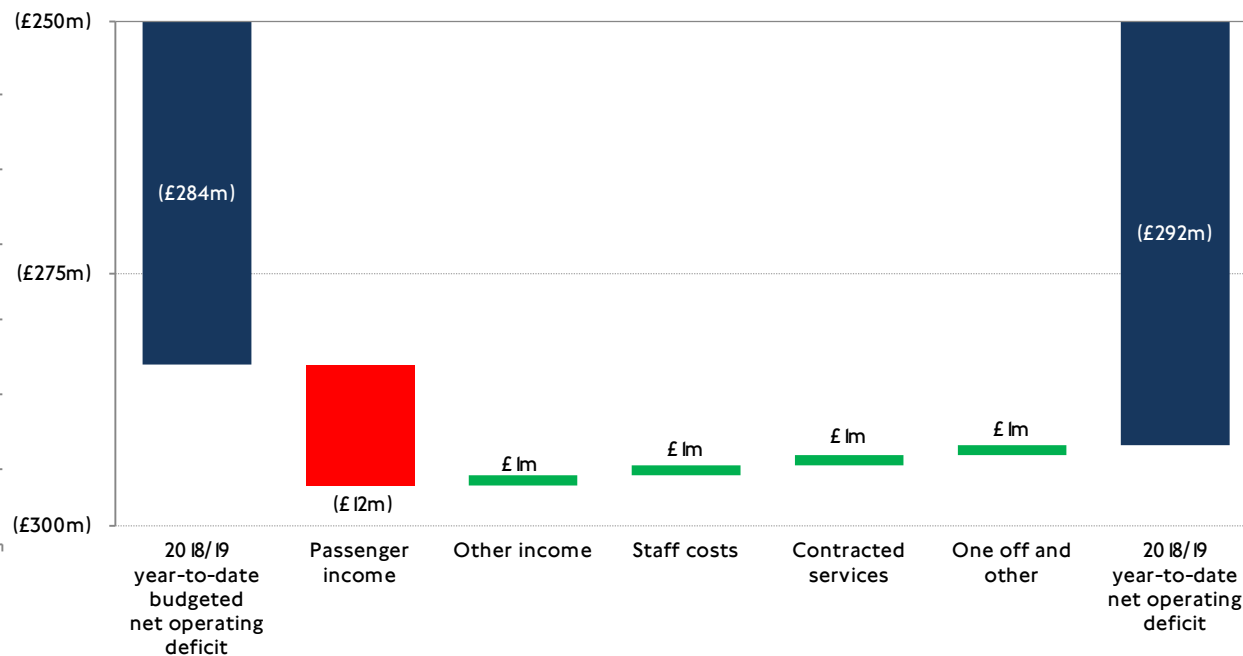
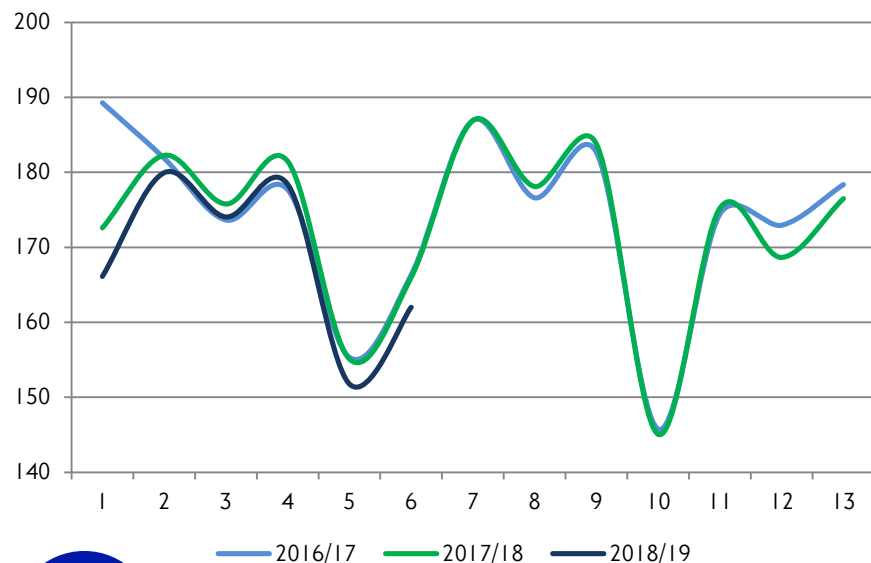
## Buses: year-on-year costs flat, continued challenge on passenger growth

£m	Year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	670	682	(12)	-2%	670	-	0%
Other operating income	6	5	1	20%	6	-	0%
<b>Total operating income</b>	<b>676</b>	<b>687</b>	<b>(11)</b>	<b>-2%</b>	<b>676</b>	<b>-</b>	<b>0%</b>
Direct operating costs	(968)	(971)	3	0%	(970)	2	0%
<b>Direct operating deficit</b>	<b>(292)</b>	<b>(284)</b>	<b>(8)</b>	<b>3%</b>	<b>(294)</b>	<b>2</b>	<b>-1%</b>

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### Bus passenger journeys

Journeys 20 million lower than last year and below 2016/17 levels



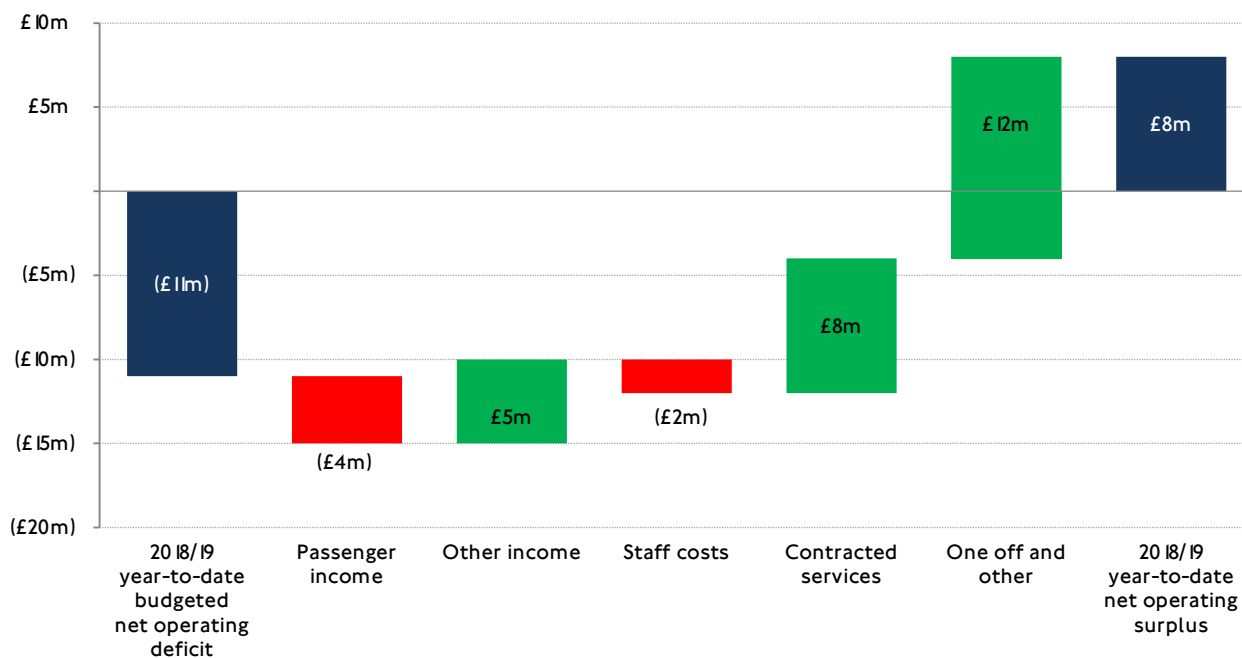
## Rail services: surplus driven by one-off cost upside

£m	Year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	194	198	(4)	-2%	192	2	1%
Other operating income	13	8	5	63%	2	11	550%
<b>Total operating income</b>	<b>207</b>	<b>206</b>	<b>1</b>	<b>0%</b>	<b>194</b>	<b>13</b>	<b>7%</b>
Direct operating costs	(199)	(217)	18	-8%	(194)	(5)	3%
<b>Direct operating surplus/ (deficit)</b>	<b>8</b>	<b>(11)</b>	<b>19</b>	<b>-173%</b>	<b>-</b>	<b>8</b>	<b>0%</b>

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### Passenger volumes

	Year to date, 2018/19	Year to date, 2017/18	Year-on-year change
London Overground	85.8	87.9	(2.1)
DLR	55.6	56.0	(0.4)

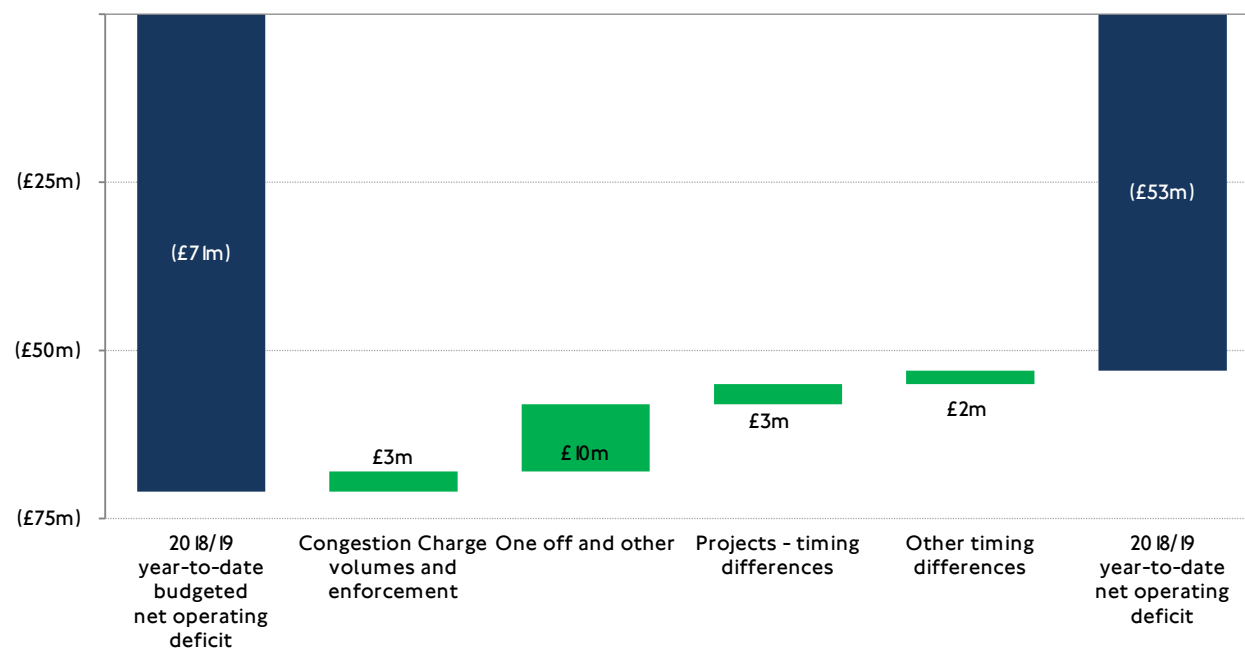
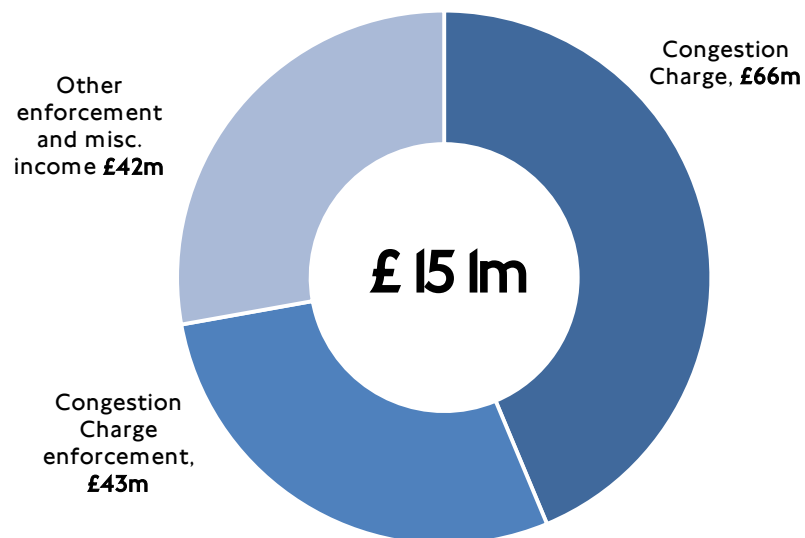


# Streets: improving income, but challenging fundamentals

£m	Year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Passenger income	-	-	-	0%	-	-	0%
Other operating income	151	148	3	2%	143	8	6%
<b>Total operating income</b>	<b>151</b>	<b>148</b>	<b>3</b>	<b>2%</b>	<b>143</b>	<b>8</b>	<b>6%</b>
Direct operating costs	(204)	(219)	15	-7%	(195)	(9)	5%
<b>Direct operating deficit</b>	<b>(53)</b>	<b>(71)</b>	<b>18</b>	<b>-25%</b>	<b>(52)</b>	<b>(1)</b>	<b>2%</b>

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Income streams

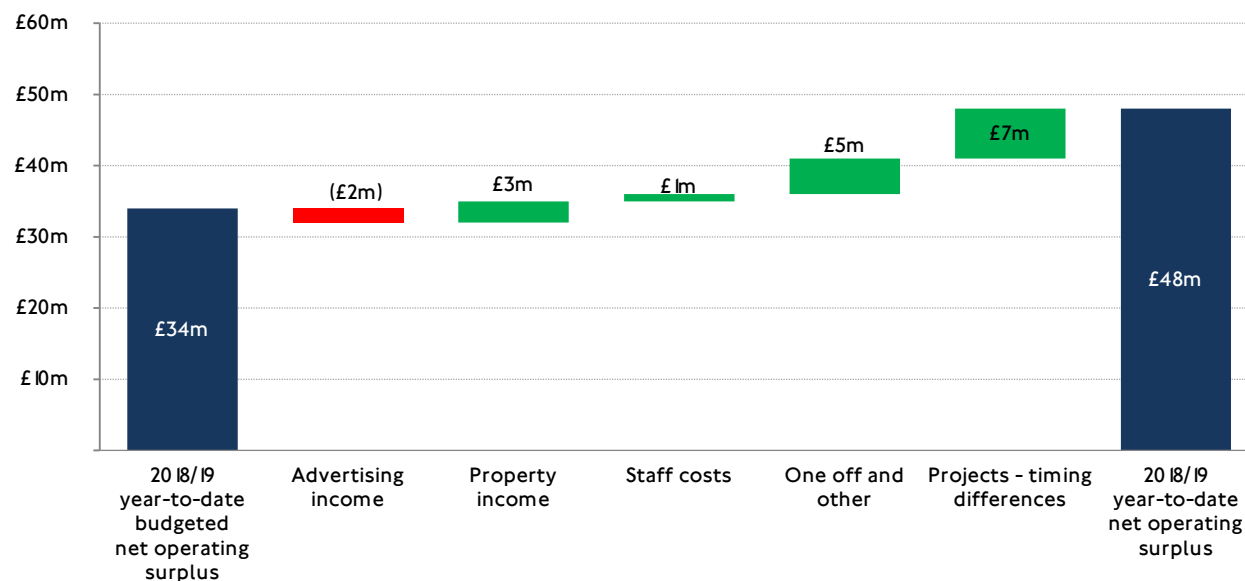
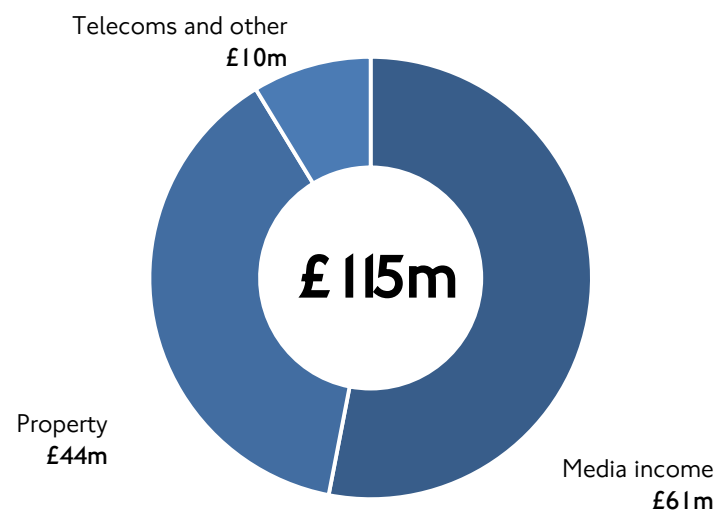


## Commercial Development: income ahead of budget and cost control

£m	Year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Media income	61	63	(2)	-3%	60	1	2%
Property income	44	41	3	7%	42	2	6%
Telecoms income	3	3	-	0%	3	-	0%
Other income	6	7	(1)	-9%	1	5	383%
<b>Total operating income</b>	<b>115</b>	<b>114</b>	<b>1</b>	<b>1%</b>	<b>106</b>	<b>9</b>	<b>8%</b>
Direct operating costs	(67)	(80)	13	-16%	(63)	(4)	6%
<b>Direct operating surplus</b>	<b>48</b>	<b>34</b>	<b>14</b>	<b>41%</b>	<b>43</b>	<b>5</b>	<b>12%</b>

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### Income streams

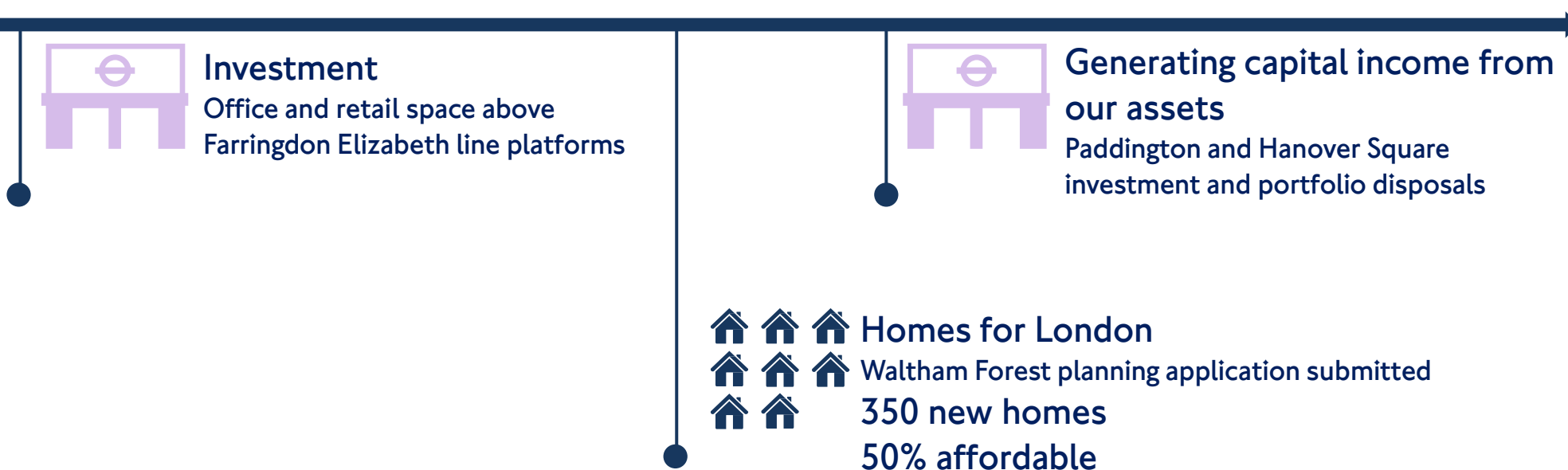


## Commercial Development: income expected to catch up by year end

£m	Year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
New capital investment	(36)	(78)	42	-54%	(19)	(17)	89%
Property receipts	1	16	(15)	-94%	16	(15)	-94%
Crossrail OSD	19	101	(82)	-81%	-	19	N/A
<b>Net capital expenditure</b>	<b>(16)</b>	<b>39</b>	<b>(55)</b>	<b>-141%</b>	<b>(3)</b>	<b>(13)</b>	<b>433%</b>

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### Investment and income pipeline



## Performance against 2018/19 budget

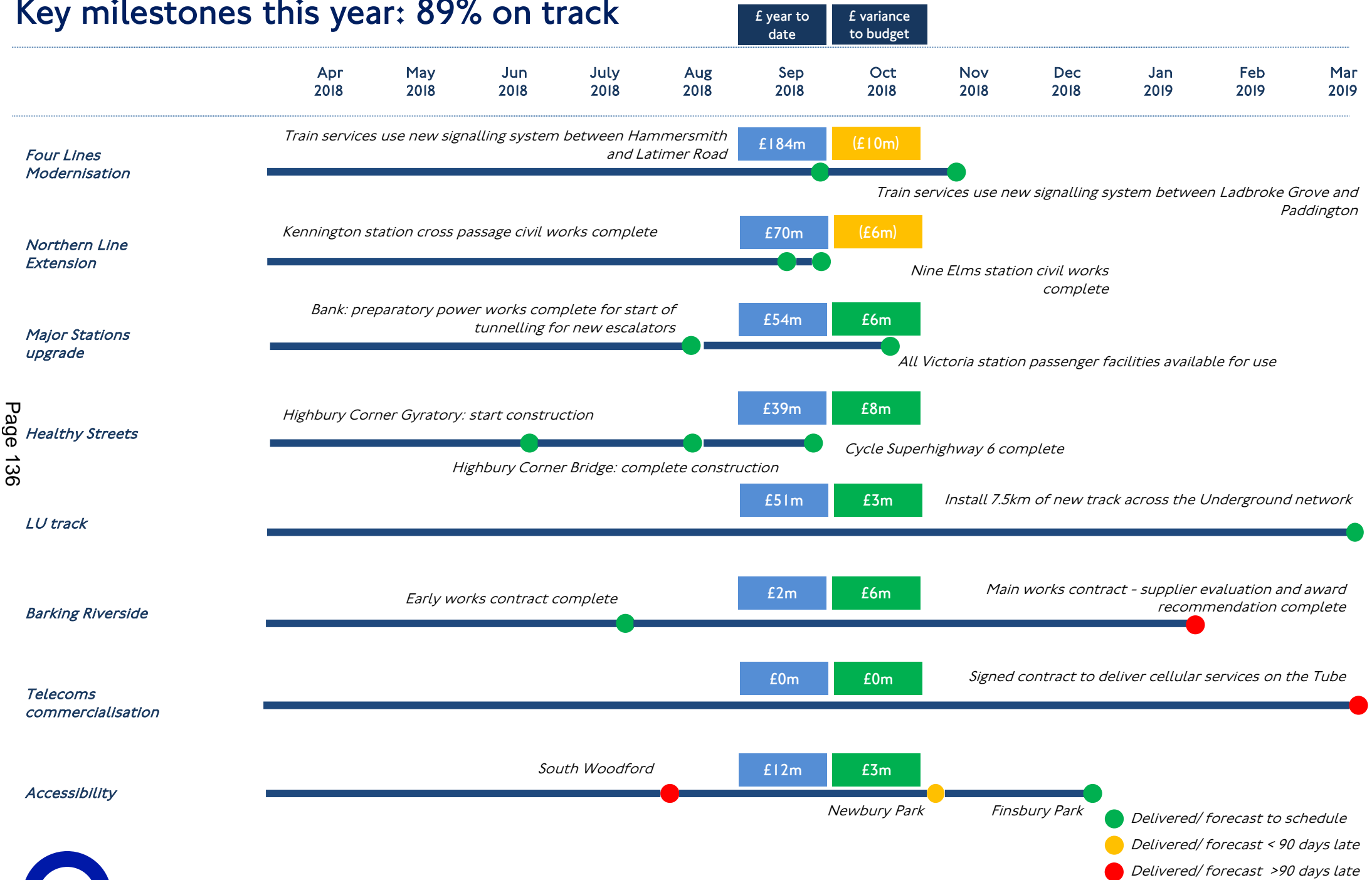
### Key figures - Capital expenditure

£m	Year to date, 2018/19				2017/18		
	Results	Budget	Variance to Budget	% variance to Budget	Last year results	Variance to last year	% variance to last year
Capital renewals	(179)	(230)	51	-22%	(233)	54	-23%
New capital investment	(689)	(822)	133	-16%	(571)	(118)	21%
Crossrail	(669)	(370)	(299)	81%	(674)	5	-1%
<b>Total capital expenditure</b>	<b>(1,537)</b>	<b>(1,422)</b>	<b>(115)</b>	<b>8%</b>	<b>(1,478)</b>	<b>(59)</b>	<b>4%</b>





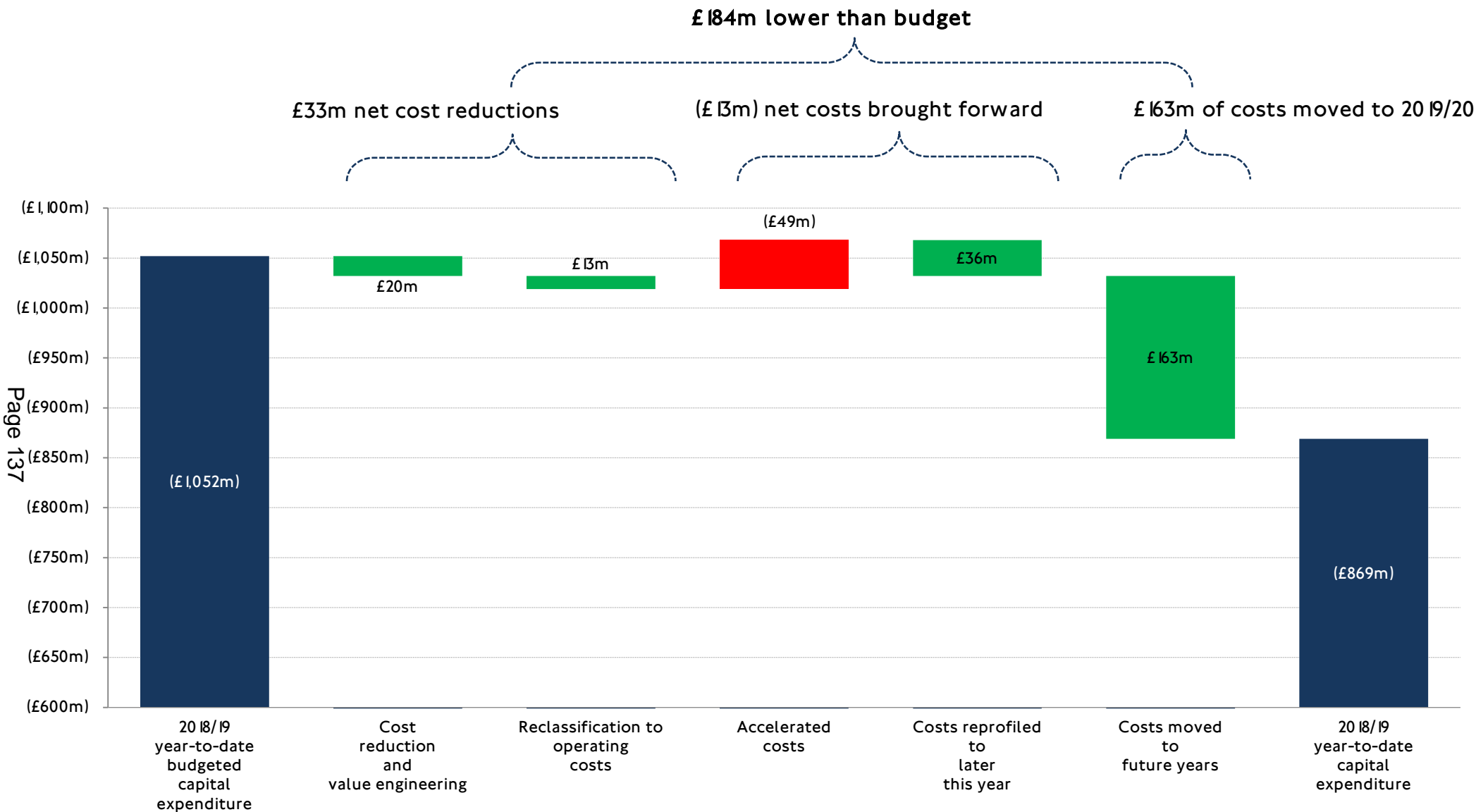
# Key milestones this year: 89% on track



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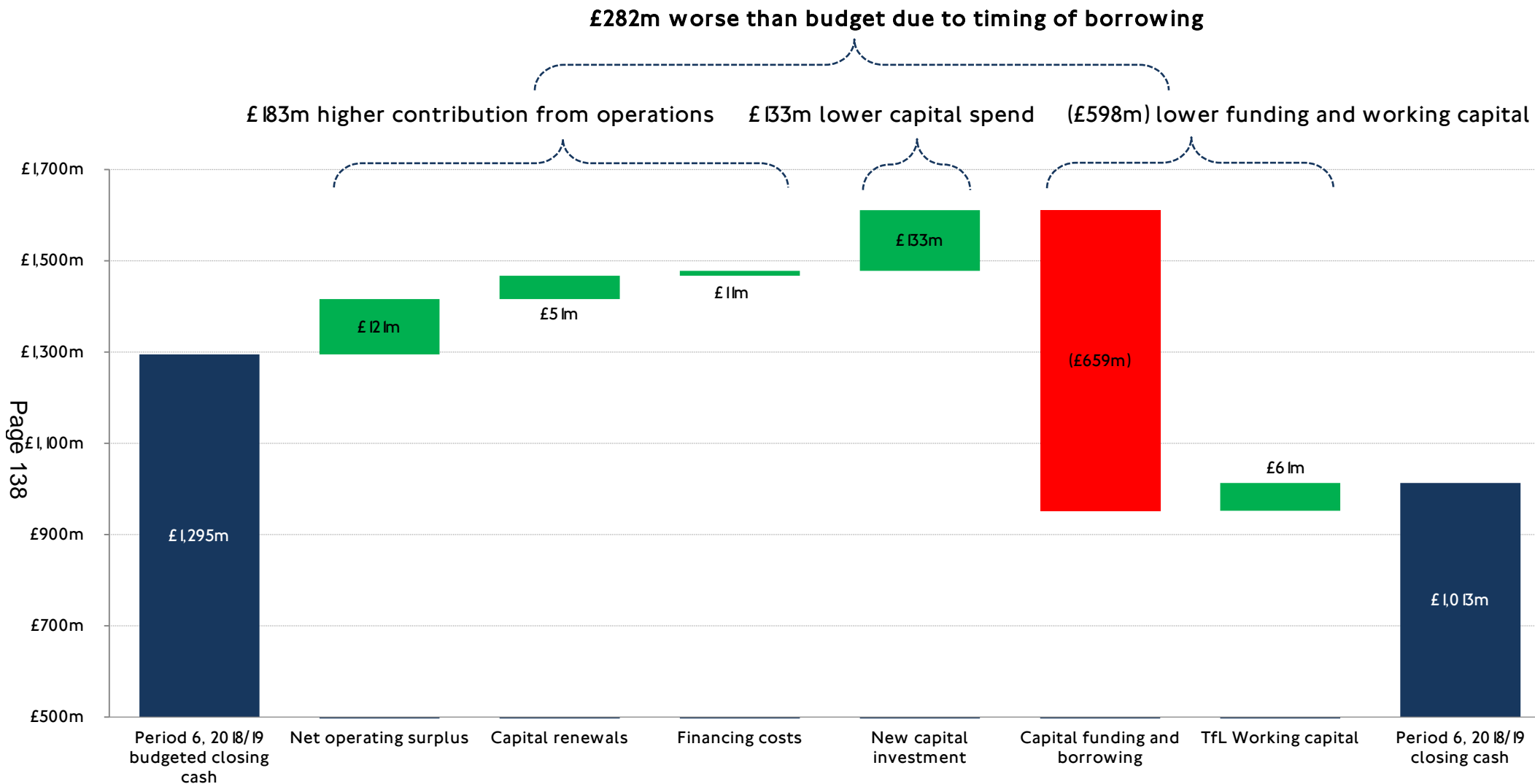
# Capital expenditure (excl. Crossrail)



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# TfL cash balances (excl. Crossrail)



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**Board**



**Date: 21 November 2018**

**Item: Customer Service and Operational Performance Report  
Quarter 2, 2018/19**

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**This paper will be considered in public**

## **1 Purpose**

- 1.1 The purpose of this paper is to update the Board on TfL's customer service and operational performance for Quarter 2 2018/19. This report covers the period from 24 June – 15 September 2018.
- 1.2 The format of this report continues to align with the Mayor's Transport Strategy and to clearly highlight TfL scorecard measures within the report, as well as providing additional information requested by Members at meetings of the Board and the Customer Service and Operational Performance Panel. The report will continue to be updated to better reflect reporting information requested by Members. As requested by the Panel at its meeting of 11 September 2018, information on active travel and cycling trends, and traffic signal time savings, have been incorporated into the report.
- 1.3 The Customer Service and Operational Performance Panel will consider the report at its meeting on 14 November 2018. As the papers for the Board are published before the Panel meets, the Chair of the Panel will update the Board on any key issues arising from the Panel's discussion.

## **2 Recommendation**

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

### **List of appendices to this report:**

Appendix 1: Quarter 2 Customer Service and Operational Performance Report

### **List of Background Papers:**

None

Contact Officer: Vernon Everitt, Managing Director, Customers, Communication and Technology

Number: 020 3054 7167

Email: [VernonEveritt@tfl.gov.uk](mailto:VernonEveritt@tfl.gov.uk)

Contact Officer: Gareth Powell, Managing Director, Surface Transport

Number: 020 3054 0180

Email: [GarethPowell@tfl.gov.uk](mailto:GarethPowell@tfl.gov.uk)

Contact Officer: Mark Wild, Managing Director, London Underground

Number: 020 3054 4308

Email: [MarkWild@tfl.gov.uk](mailto:MarkWild@tfl.gov.uk)

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# Transport for London customer service and operational performance report

Quarter 2 (24 June 2018 – 15 September 2018)



## About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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52 Public transport will be accessible to all

56 Journeys by public transport will be fast and reliable

66 Journeys by public transport will be pleasant

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**100 Glossary**

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# Introduction

Our customers and users expect a safe and reliable transport network, offering value for money and innovation to make journeys easier. We put customers at the heart of everything we do.

We are committed to listening to our customers and investing to improve journeys. We also focus on tackling our customers' most common day-to-day frustrations.

The safety and security of our customers, staff, suppliers and contractors is our top priority. We always work closely with the police and other agencies to ensure that the network remains a low crime environment.

Building on the feedback received from the previous report, we now provide additional information, including annual breakdowns, on customer injury types (by minor and major) over the past five years. We have also made active travel a quarterly feature, following the spotlight provided in the last report.

On London Underground, we have seen an increase in passenger numbers of two million compared to the same period last year. Quarter 2 saw the continuing trend of improved performance and reliability on the Tube network. We recorded our best-ever performance for the extra time it takes for customers to complete their journeys, and delivered a reduction of almost 20 per cent in the number of incidents that could have disrupted journeys.

Within Surface Transport, there are continuing improvements in reliability, with buses seeing a reduction in excess wait time and the number of scheduled services operated having increased for four consecutive quarters. On the road network, London-wide serious disruption continues to fall, with unplanned disruption down by more than 13 per cent compared to the same quarter last year. We have also seen record levels of hires on Santander Cycles.

To help make planning journeys easier, customers using our Journey Planner can now automatically see how much a planned journey on public transport will cost. Journey Planner calculates the quickest route from more than 225 million possible journey combinations, and factors in any disruption.

This report includes a spotlight on the work we are doing to manage travel demand, providing an overview of how we are working to improve the experience of our customers.

## **Mark Wild**

Managing Director, London Underground

## **Gareth Powell**

Managing Director, Surface Transport

## **Vernon Everitt**

Managing Director, Customers, Communication and Technology







# Business at a glance

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

## How we report on our business



## Facts and figures\*\*

**940** Trains on the TfL network



**580km**

TfL-operated highways



**680km**

TfL-operated Rail and Underground routes

**9,550**

Buses on the TfL network



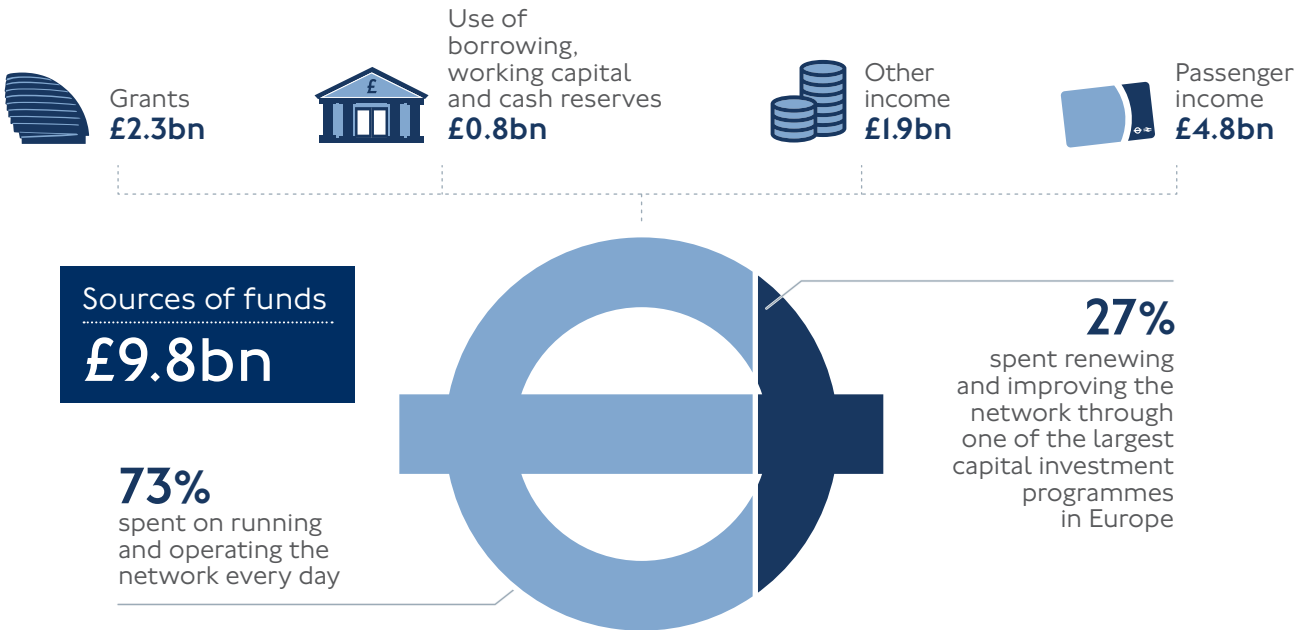
**6,350**

Traffic signals operated by TfL

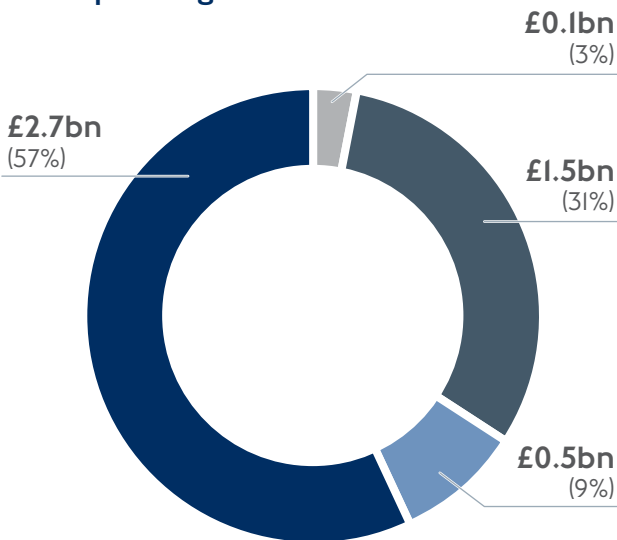
\* In this report, TfL Rail is reported as part of Rail

\*\* Based on full year 2017/18

## Budget at a glance



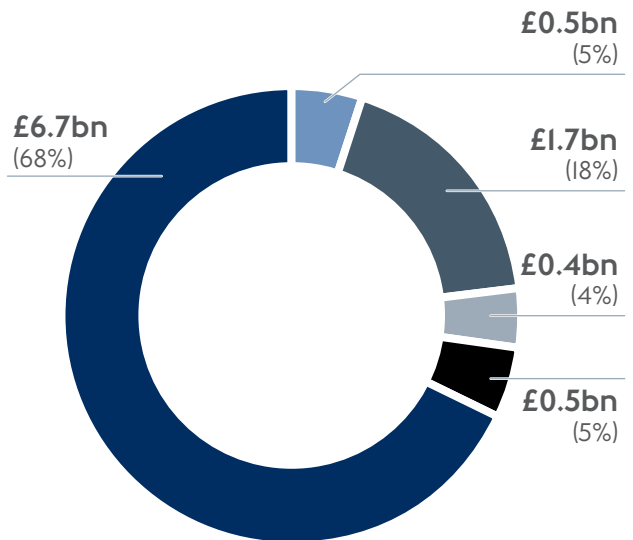
## Total passenger income



Total: **£4.8bn**

- Underground
- Rail
- Buses
- TfL Rail

## Total costs



Total: **£9.8bn**

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





# Mayor's Transport Strategy themes in this report

Our role is to deliver the Mayor's Transport Strategy in partnership with London's boroughs, businesses, local communities, consumer organisations and many others. The ambitious plan will increase the attractiveness of public transport and make cycling and walking easier and more convenient options.

We are providing more trains on our busiest services, and investing in

upgrades and step-free access schemes. We are making local streets healthier and more pleasant places. Listening to, and acting on, the suggestions of our customers enables us to make walking, cycling and public transport the first choice for the vast majority of trips. And we will continue to improve services to unlock the new jobs and housing our city needs.

**This report looks at our performance in relation to the following themes from the Mayor's Transport Strategy:**

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## Healthy Streets and healthy people



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## A good public transport experience



### Scorecard measures

We use a scorecard to measure our performance against the Mayor's Transport Strategy. In this report, the scorecard measures are marked like this.







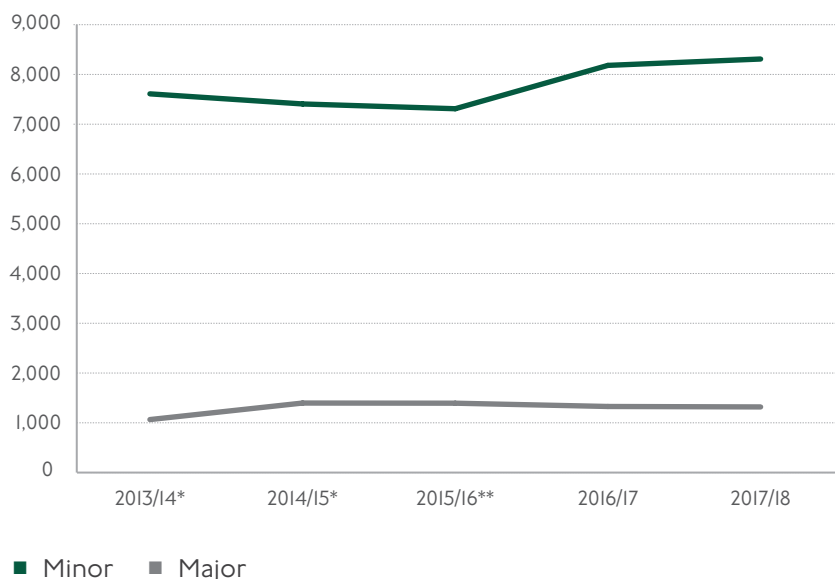




# Healthy Streets and healthy people

# London's transport system will be safe

## Customer injuries Annual totals



Safety is our number one priority. Across our bus network, in addition to the development of a new Bus Safety Standard, we have also started to collate and assess the underlying causes of customer slips, trips and falls at stations and inside vehicles. These make up the majority of bus customer injuries.

Within Rail, we have a strong focus on the interface between platforms and trains, and safety on escalators and stairs. As well as reducing the gap between the train and the platform, improving the train operator's view of the platform, and clearer signage about holding the handrail, we are improving how we communicate with our customers to alert them to potential hazards and embed safe behaviours. Station staff continue to use relevant posters, as well as focused announcements and messages.

# 943

Number of injuries on the LU network this quarter (3.4%▲ against Q2 2017/18)



# 1,216

Number of injuries on the bus network this quarter (6.1%▼ against Q2 2017/18)



# 99

Number of injuries on our rail network this quarter (16.5%▲ against Q2 2017/18)

# 35

Number of injuries within our other operations this quarter (0% against Q2 2017/18)

\* Major and minor injuries for Rail not included for 2013/14 and 2014/15

\*\* TfL Rail commenced 31 May 2015



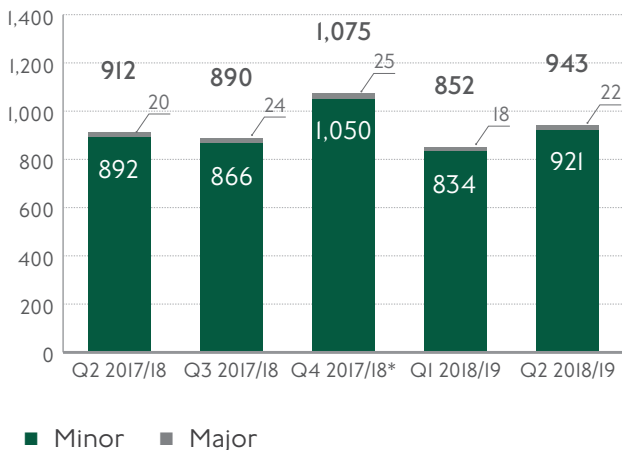




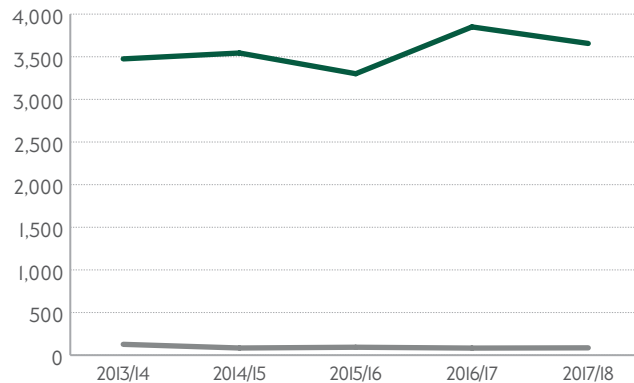


# Underground

## Customer injuries Past five quarters



## Annual totals



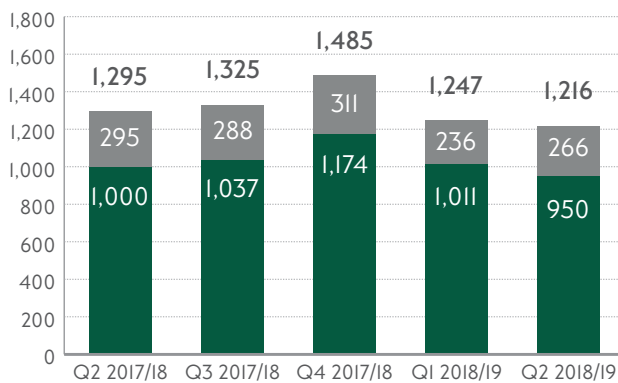
At the end of Q2, performance was behind target and, for the first time this year, the number of customer accidents was greater than the equivalent time last year. Injuries at the platform train interface (PTI) and on escalators rose 24 per cent and seven per cent respectively. To address this, we are reviewing our control measures to ensure they are as effective as possible at the 30 stations awarded Escalator Excellence status. The Stairs Safety Excellence Programme has now been rolled out to 36 stations.

As a result of an increase in the number of PTI accidents, the PTI plan was revised in August. This resulted in fewer PTI accidents at the end of the quarter. The plan includes measures to identify hotspots and ensure train operators are aware of them, to improve the view of the platform for staff and to raise customer awareness of the risk. We held our monthly PTI day in September, which focused on the quality of announcements. The October PTI day focused on the issue of customers being caught in train doors.

\* Quarter 4 is longer than the other quarters (16 weeks instead of 12)

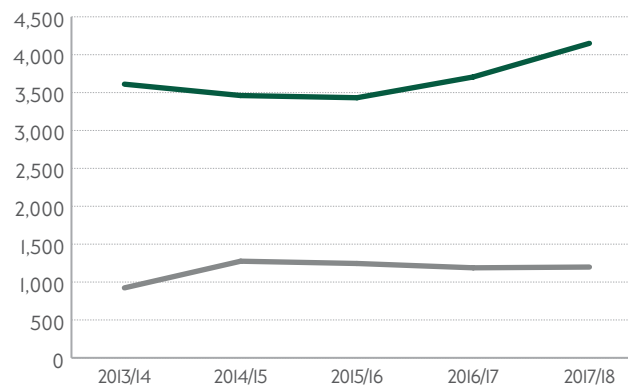
# Buses

## Customer injuries Past five quarters



■ Minor ■ Major

## Annual totals



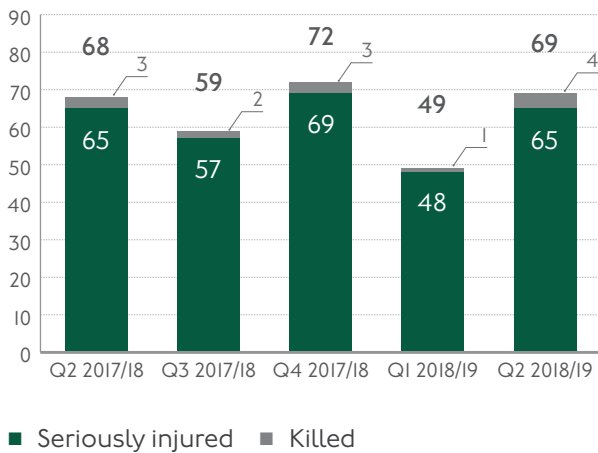
Slips, trips and falls are still the main cause of injuries, and targeted campaigns continue at key locations. The latest campaign at Elephant and Castle brought together staff from across TfL and bus operators to focus on braking and acceleration, blindspot awareness and general driving behaviours.

Improvements have also been made to the coordination of site visits following major incidents, to bring all relevant parties together to identify any changes required to the environment, for example road layout or signals.

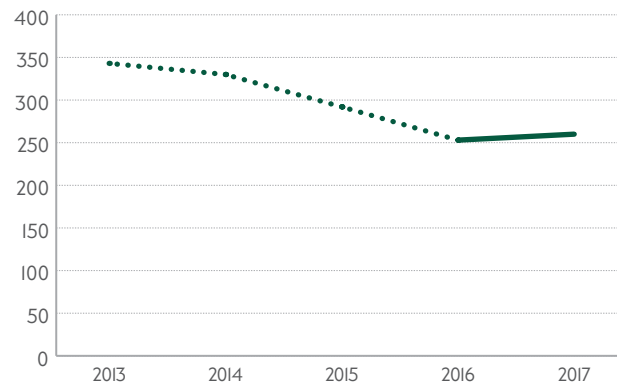
The bus driver safety training project is progressing. The contract will be awarded at the start of Q3 with the rollout of the training programme to instructors in bus companies in February/March 2019 and to bus drivers from April 2019. Our bus operators are progressing trials of innovative safety equipment through our Bus Safety Innovation Fund, including technology to minimise pedal application error (helping drivers to avoid depressing the accelerator pedal instead of the brake). The results of the trials were made available to the wider bus industry at the Bus Safety Summit, held at Millbrook Proving Ground on 16 October.



## People killed or seriously injured\* Past five quarters



## Annual totals\*\*



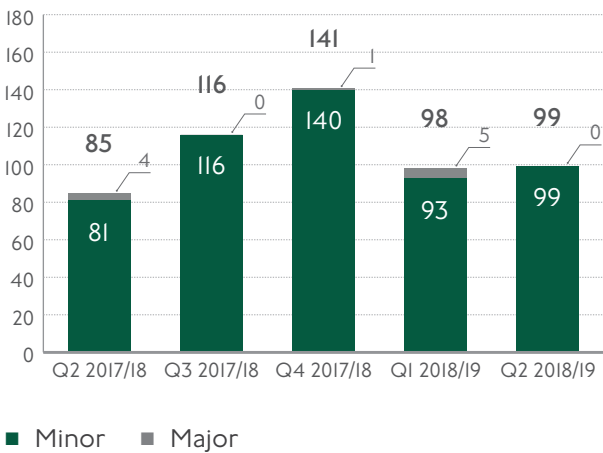
On 24 July, the Mayor's Vision Zero action plan was launched, setting out measures to eliminate deaths and serious injuries from London's transport network by 2041. The plan includes targets for our bus operations: to reduce the number of people who are killed or seriously injured in, or by, London buses by 70 per cent against 2005-09 levels and for there to be no-one killed in or by a London bus by 2030. We are meeting the interim targets that we have set. The Bus Safety Standard, which was launched at the Bus Safety Summit on 16 October, will identify the latest safety technologies and features to reduce casualties on the bus network. The standard will be written into all new bus operator contracts from the end of this year.

\* Buses KSI data is based on calendar quarters rather than financial quarters ie Q1 is January to March and is the latest available processed provisional data. This is subject to change as this information is reviewed and managed by the Metropolitan Police Service. Pre-2017 data includes coaches as well as buses

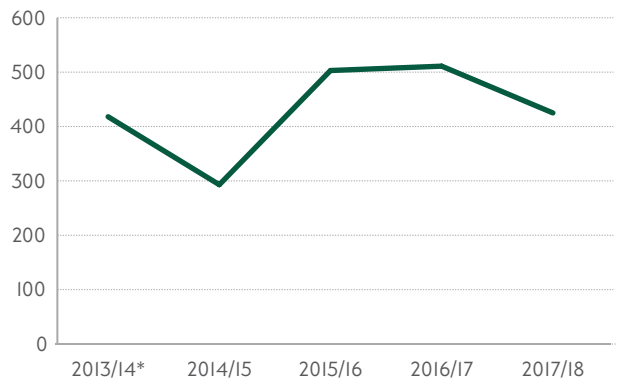
\*\* Figures from the end of 2016 have been reported using a new system (COPA). The dotted lines in the graph for calendar years 2013-2016 denote back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how KSIs would have been reported under this system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

# Rail

## Customer injuries Past five quarters



## Annual totals\*\*

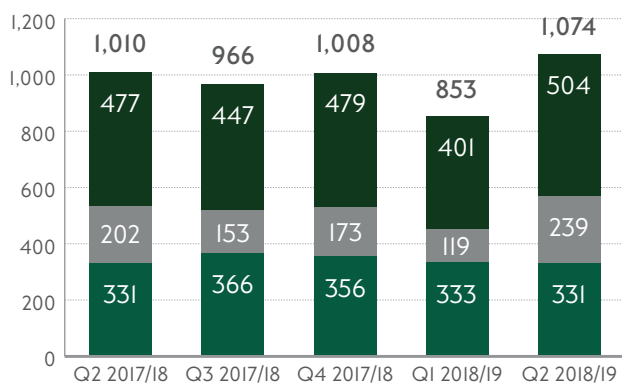


While the overall number of injuries has increased compared with the same quarter last year, there were no major injuries during the quarter, representing a significant improvement compared with last year. An increased number of injuries was seen across all modes, with the exception of TfL Rail, where there was a 31 per cent reduction compared with the same quarter last year. The most significant rise in injuries was observed on the DLR. Executive teams across our rail businesses have focused on safety through increased direct engagement with staff at all levels, and improvements in the way that safety issues are captured, prioritised and tracked to closure.

\* TfL Rail was not operational in 2013/14

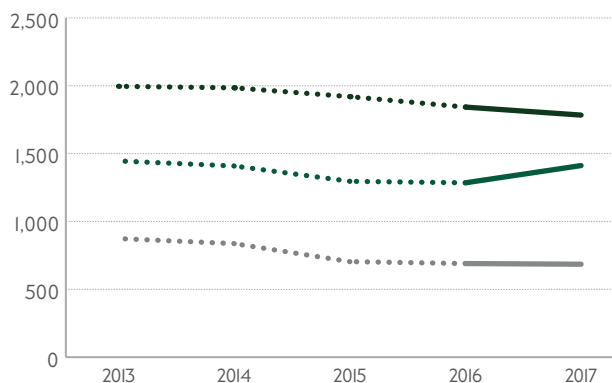
\*\* We are still collating the breakdown of data for minor/major injuries which will be available for the Q3 2018/19 report onwards

 **People killed or seriously injured\***  
Past five quarters (type of user)



■ Pedestrians ■ Cyclists ■ Motorised vehicle

Annual totals\*\*



At the end of Q2, provisionally there have been 46 fatalities this year, compared to 62 this time last year. Most fatalities continue to be among pedestrians and motorcyclists. The overall number of people killed or seriously injured on London's roads has increased by six per cent this quarter compared to the same quarter last year.

As part of the Vision Zero action plan, we are taking forward measures to lower speed limits, transform dangerous junctions, and implement a Direct Vision Standard for heavy goods vehicles. In addition, we work with the police to enforce speed restrictions and tackle the most dangerous drivers; this has been assisted by the launch of a new intelligence-led enforcement deployment system that enables us to deploy our traffic enforcement resources more effectively.

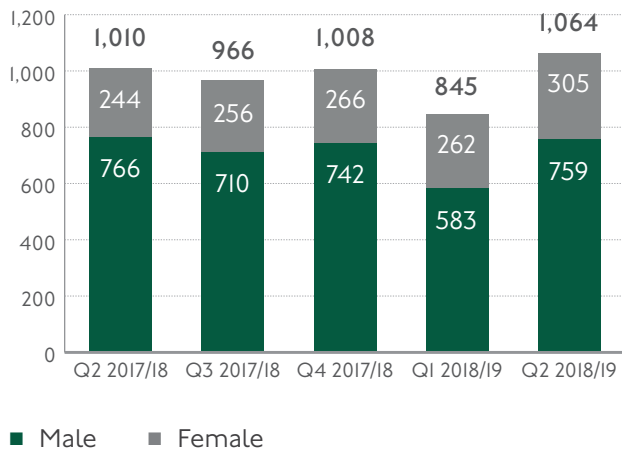
\* Streets KSI data is based on calendar quarters rather than financial quarters, ie Q1 is January to March and is the latest available processed provisional data. This is subject to change as this information is reviewed and managed by the Metropolitan Police Service

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

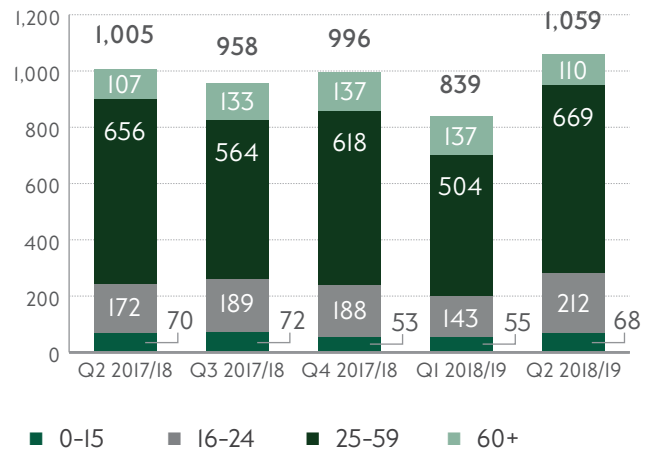




Past five quarters (gender)



Past five quarters (age)



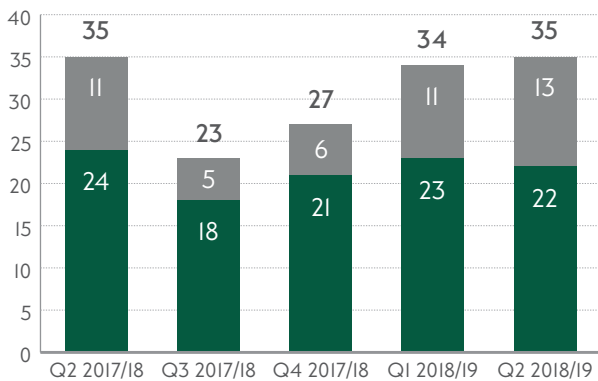
There has been an increase in the number of people killed or seriously injured across all age groups except children, compared with the same quarter last year. The proportion of females killed or seriously injured has increased. Through our schools and associated education programmes, we continue to promote safe behaviour on the roads.

# Other operations



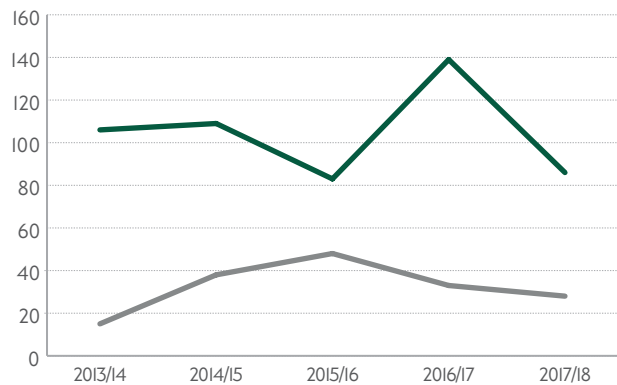
## Customer injuries

Past five quarters



■ Minor ■ Major

Annual totals



While the total number of injuries arising from our other operations remains constant compared with the same quarter last year, there has been an increase in the proportion of major injuries. Our Dial-a-Ride operation remains the most significant contributor to the total number of injuries, although the level remains unchanged from the same quarter last year.

Improvements have been achieved by our coach and cycle hire operations, with the latter having focused on safety at cycle hire docking stations.

While the number of injuries associated with the cable car remains low, the number has nevertheless increased. In response, there has been a review of platform procedures at the cable car, and a focus on raising staff awareness of the potential risks they need to manage.

## Safety – feedback from customers

### Number of complaints

	Q2 2017/18	Q2 2018/19
London Underground	325	312
London Buses	979	1,115
DLR	20	16
London Overground	55	38
TfL Rail	19	25
London Trams	8	7
Emirates Air Line	0	0
Congestion Charge	0	0
Dial-a-Ride	12	3
London River Services	0	1
Santander Cycles	1	0
Taxis*	n/a	3
Private Hire*	n/a	1
<b>Total</b>	<b>1,419</b>	<b>1,521</b>

To ensure we are able to identify and address customer feedback on safety issues, we introduced a quicker process for escalating safety feedback to our operational teams.

This improvement has contributed to the slight increase in safety complaints reported this quarter, although this is in line with an increase in feedback volumes as a whole. The main area of increase was Buses, with injuries to person and vehicle damage both up on Q2 last year.

We have also updated our website and introduced a category for safety incidents and concerns that customers can use when contacting us.

\* Taxi and Private Hire complaint numbers are not directly comparable due to the way they are received and recorded





# London's transport system will be secure

We are committed to keeping our customers safe and secure. Neither crime, nor the fear of crime, should deter people from using London's streets and transport system. We work closely with the Metropolitan Police Service (MPS), the British Transport Police (BTP) and the City of London Police to tackle crime and antisocial behaviour. We also work with our policing partners to address the risk of terrorism and to support the Mayor's Vision Zero ambitions.

Overall, the volume of crime on London's transport network is comparable to that of a year ago – the decrease in bus-related crime has offset an increase in reported crime on the London Underground and London Overground networks. To address this, the BTP, at our request, has reinstated local policing teams on TfL networks. The BTP has also re-established a staff assaults team, with a joint strategy being developed. These teams will deal with issues related to low-level violence affecting our services at busy commuter times.

We continue to address instances of knife crime on our network. Targeted high-visibility patrols have been carried out to provide a visible deterrent to violent offenders on the bus network, and daily weapons sweeps at transport hubs have taken place.

We have been working with the police to hold regular days of engagement across our network. Events also took place throughout National Hate Crime Awareness Week (13-20 October 2018) across London.

All figures below are per million journeys

10.3



Number of crimes on the LU network this quarter (14.4%▲ against Q2 2017/18)

8.6



Number of crimes on the Trams network this quarter (10.4%▼ against Q2 2017/18)

15.9



Number of crimes on the TfL Rail network this quarter (109.2%▲ against Q2 2017/18)

8.5



Number of crimes on the London Overground this quarter (9.0%▲ against Q2 2017/18)

6.3

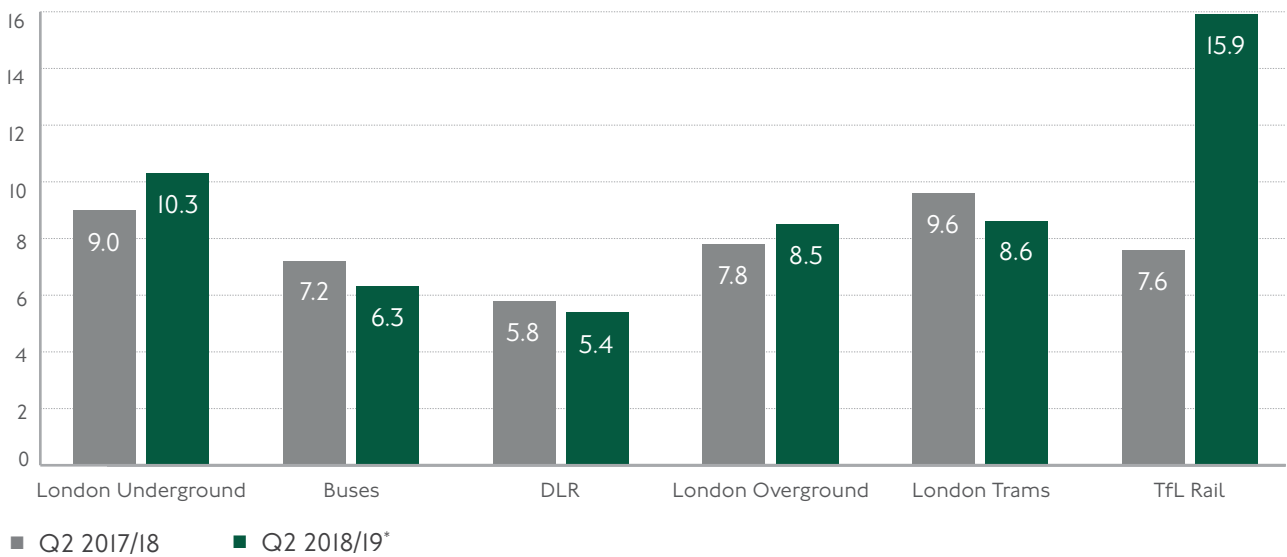


Number of crimes on the bus network this quarter (12.5%▼ against Q2 2017/18)

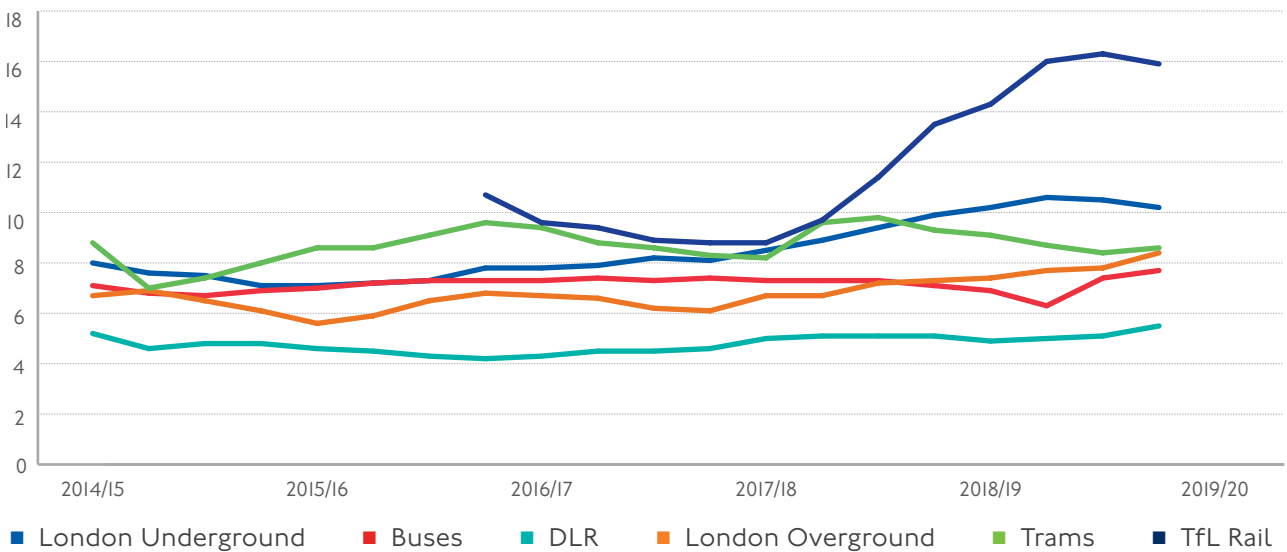


## Recorded crime rate

Recorded crimes by mode per million passenger journeys



## Annual trend (moving average)\*\*



\* All crime and outcome figures are based upon data from April to August

\*\* Crime information used in the annual trend moving average for Q2 2018/19 includes only July and August, whereas all previous quarterly information is based on three months of data. This is owing to the availability of crime information at the time this report was produced, and does not affect the long-term trend

## Recorded crimes by mode

	Q2 2017/18	Q2 2018/19	Variance %
London Underground	4,951	5,815	17.5
Buses	6,550	5,796	-11.5
DLR	278	275	-1.1
London Overground	610	662	8.5
London Trams	113	102	-9.7
TfL Rail	191	344	80.1

Crime figures for 2018/19 show a 2.4 per cent rise on our transport network compared with a year earlier. Across all of our services, the rate of crime per million passenger journeys stood at 7.9 (0.2 higher compared to a year earlier). This is largely attributable to an increase in reported crime on the London Underground and London Overground. The large rise seen on the TfL Rail network is due to the introduction of additional services earlier this year, making meaningful comparison with a year earlier difficult. There were reductions in crime on Buses, DLR and Tram services.

## Recorded crimes by mode

### London Underground

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	997	1,247	25.1
Sexual offences	457	540	18.2
Criminal damage	339	330	-2.7
Line of route*	20	15	-25.0
Theft of passenger property	1,721	2,096	21.8
Motor vehicle/cycle offences	198	178	-10.1
Robbery	49	71	44.9
Theft of railway property/burglary	84	102	21.4
Serious public order	945	976	3.3
Serious fraud	36	54	50.0
Drugs	61	145	137.7
Other serious offences	44	61	38.6
<b>Total notifiable offences</b>	<b>4,951</b>	<b>5,815</b>	<b>17.5</b>

We continue to address the rise in reported crime, which has been driven by increased reporting of sexual offences following our campaign to encourage this, and more low-level violence, public order offences, theft and robbery. High-visibility policing operations are being focused on key transport hubs to help address this, and the BTP and MPS are working in partnership to tackle theft committed by organised gangs. There have also been targeted patrols on sections of the Underground network to identify known suspects and disrupt their activity.

\* Malicious obstruction on the railway, and/or damaging stock, endangering passengers

### London Buses

	Q2 2017/18	Q2 2018/19	Variance %
Burglary	19	9	-52.6
Criminal damage	382	251	-34.3
Drugs	81	54	-33.3
Fraud or forgery	0	0	0.0
Other notifiable offences	86	78	-9.3
Robbery	392	403	2.8
Sexual offences	311	295	-5.1
Theft and handling	2,709	2,458	-9.3
Violence against the person offences	2,570	2,248	-12.5
<b>Total notifiable offences</b>	<b>6,550</b>	<b>5,796</b>	<b>-11.5</b>

The overall decrease in reported bus-related crime was driven by decreased violence against the person, a reduction in theft and handling, and criminal damage, and decreased reporting of sexual offences. The decreased reporting of sexual offences on the bus network and the impact of the 'Report It To Stop It' campaign are being assessed. The reduction in violent offences is partly a result of sustained intelligence-led operations by local teams on the bus network who have had a high-visibility presence. The bus network has also not seen the capacity issues that have driven some of the increase in crime on London Underground.

## DLR

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	64	79	23.4
Sexual offences	6	20	233.3
Criminal damage	11	13	18.2
Line of route*	2	1	-50
Theft of passenger property	98	67	-31.6
Motor vehicle/cycle offences	8	11	37.5
Robbery	2	18	800
Theft of railway property/burglary	15	7	-53.3
Serious public order	65	48	-26.2
Serious fraud	0	1	100
Drugs	5	6	20
Other serious offences	2	4	100
<b>Total notifiable offences</b>	<b>278</b>	<b>275</b>	<b>-1.1</b>

Reported crime on DLR remains low in volume and is very similar to last year, with minor changes in some offence categories.

## London Overground

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	126	161	27.8
Sexual offences	30	34	13.3
Criminal damage	69	46	-33.3
Line of route*	3	0	-100
Theft of passenger property	81	124	53.1
Motor vehicle/cycle offences	78	68	-12.8
Robbery	10	12	20
Theft of railway property/burglary	24	5	-79.2
Serious public order	171	188	9.9
Serious fraud	2	5	150
Drugs	11	13	18.2
Other serious offences	5	6	20
<b>Total notifiable offences</b>	<b>610</b>	<b>662</b>	<b>8.5</b>

The overall increase in reported crime on London Overground was driven by increases in low-level violence and theft of passenger property. The approaches described relating to the rise in London Underground crime are being applied to the London Overground network by the BTP.

\* Malicious obstruction on the railway, and/or damaging stock, endangering passengers

## London Trams

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	37	33	-10.8
Sexual offences	3	5	66.7
Criminal damage	15	10	-33.3
Line of route*	8	1	-87.5
Theft of passenger property	9	13	44.4
Motor vehicle/ cycle offences	5	3	-40
Robbery	5	6	20
Theft of railway property/burglary	3	0	-100
Serious public order	23	27	17.4
Serious fraud	0	0	0
Drugs	5	3	-40
Other serious offences	0	1	100
<b>Total notifiable offences</b>	<b>113</b>	<b>102</b>	<b>-9.7</b>

Reported crime on London Trams remains low in volume and is lower than last year, with some minor changes in certain offence categories.

\* Malicious obstruction on the railway, and/or damaging stock, endangering passengers

## TfL Rail

	Q2 2017/18	Q2 2018/19	Variance %
Violence against the person	51	84	64.7
Sexual offences	13	12	-7.7
Criminal damage	7	25	257.1
Line of route*	0	1	100
Theft of passenger property	38	73	92.1
Motor vehicle/ cycle offences	25	59	136
Robbery	2	8	300
Theft of railway property/burglary	7	9	28.6
Serious public order	42	55	31
Serious fraud	0	2	100
Drugs	3	10	233.3
Other serious offences	3	6	100
<b>Total notifiable offences</b>	<b>191</b>	<b>344</b>	<b>80.1</b>

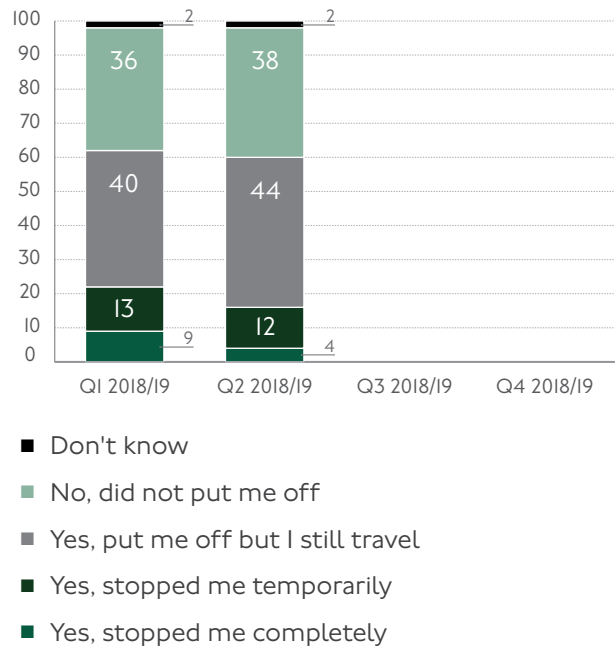
Reported crime on TfL Rail remains relatively low in volume. However, an increase has been seen with the introduction of the section replacing the previous Heathrow Connect service and the associated inclusion of reported crime. This makes meaningful comparison with a year ago difficult. Additional analysis comparing the same network year on year, irrespective of whether or not the Heathrow Connect section was in operation, indicates a small rise, driven by theft of passenger property; the BTP is applying similar approaches as those used for the London Underground.

### Personal security perception Q2

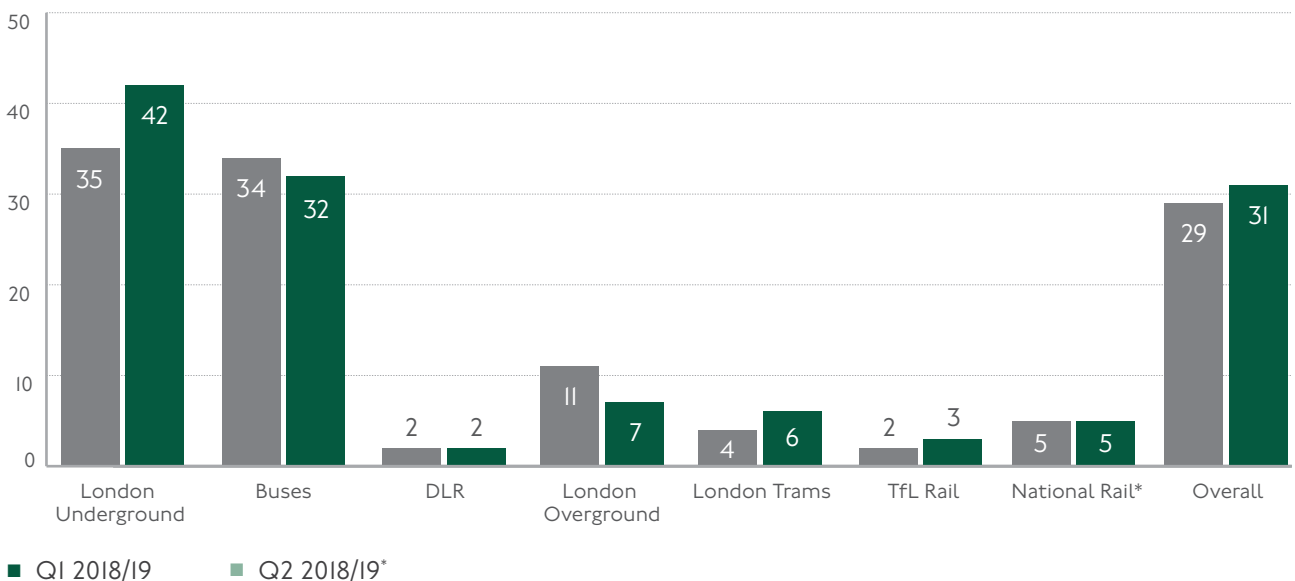
We commission a regular safety and security survey to help monitor Londoners' perceptions of the safety and security of transport.

This quarter's survey shows that almost one third of Londoners surveyed are worried about their personal security on public transport, with incidents on the LU and bus networks causing the most worry. Incidents that have caused worry generally relate to other people's language and threatening behaviour, drunken passengers (including those drinking alcohol), a busy environment including overcrowding, and passengers pushing/shoving each other. We have launched initiatives with the BTP to address these issues, including high-visibility patrols, poster campaigns and the promotion of byelaws and penalties.

### Impact of worrying personal security incident on usage of mode on which it occurred (%)



### Percentage of customers who felt worried about personal security on public transport



\* National Rail is included as, while not a TfL service, it serves Londoners



### Positive outcomes and detections

The BTP and the MPS report this information differently as reflected in the data tables. The BTP reports on a broad range of outcomes, while the MPS reports the number of crimes detected through a formal sanction (a suspect being charged or cautioned for an offence).

Positive outcomes include detections and take account of restorative and reparative outcomes. The positive outcome rate comprises the number of positive outcomes recorded (which can relate to crimes committed in any year) as a percentage of crimes recorded during the year.

The number of detections and positive outcomes overall is down year on year for all modes with the exception of London Underground and London Overground.

### Positive outcomes and detections

	Q2 2017/18	Q2 2018/19	Variance %
London Underground	524	526	0.4
Buses	747	482	-35.5
London Overground	60	67	11.7
DLR	44	23	-47.7
London Trams	20	13	-35
TfL Rail	39	27	-30.8

### Positive outcomes and detection rate

	Q2 2017/18 (%)	Q2 2018/19 (%)	Variance %
London Underground	10.6	9.0	-1.5
Buses	11.4	8.3	-3.1
London Overground	9.8	10.1	0.3
DLR	15.8	8.4	-7.5
London Trams	17.7	12.7	-5
TfL Rail	13.4	7.8	-5.6

## Sarah Hope Line



The Sarah Hope Line offers comprehensive help and support to anyone involved in, or affected by, a serious incident on our network. Our dedicated team, based within our Contact Centre Operations in North Greenwich, offers a range of services, from counselling to reimbursement of medical costs. We also work in partnership with organisations including Assist Trauma Care, The Samaritans and a range of private therapy clinics to provide further specialised support.

The Sarah Hope Line team continued to provide support to the people affected by the Sandilands tram overturning; this quarter there were 22 contacts relating to the renewal of concessionary passes.

The team will provide long-term support to two families in connection with bicycle incidents.

The team has continued to promote its services, while maintaining and building relationships with organisations and stakeholders such as the London Air Ambulance, BTP, King's College major trauma unit and MPS. These relationships are essential to ensure the Sarah Hope Line is accessible to those who need support.

The Sarah Hope Line received 162 calls in Q2, resulting in 50 new cases of people needing our help. These were split as follows:

Cyclist	3
London Underground/Rail	18
Buses	5
London Streets	2
Trams (concessionary passes)	22
<b>Total</b>	<b>50</b>





# More active travel

## Healthy Streets Check for Designers

The 'Healthy Streets Check for Designers' tool reviews whether proposed changes to the street will result in improvements against the 10 Healthy Streets Indicators. The tool provides a score for both the existing street layout and proposed design, with the uplift demonstrating the scale of the improvement of the street for people's health. The average uplift

across all schemes delivered by TfL (in scope for the check) is a TfL Scorecard indicator, with a target of 10 per cent average uplift across all eligible schemes. The Healthy Streets Check for Designers is a tool to aid designers in aligning to the Healthy Streets Approach; the outputs do not reflect the cost or scale of the project.

## Summary of uplifts of Healthy Streets Checks for Designers completed in Q1 and Q2

Number of Healthy Streets Checks undertaken on the TLRN

	Q1 2018/19	Q2 2018/19	Cumulative results to date
Number of schemes with a completed Healthy Streets Check for Designers	2	8	10
Average percentage point uplift across schemes	7	10	10

## Scheme average RAG rating

Red	Average uplift across the schemes is <7 percentage points
Amber	Average uplift across the schemes is 7–9 percentage points
Green	Average uplift across the schemes is >10 percentage points

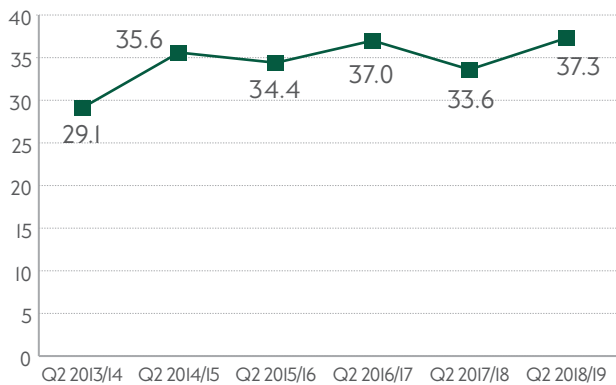
From 24 June-15 September 2018, eight Healthy Streets Checks for Designers were completed. If this figure is added to the Q1 number, Healthy Streets Checks for Designers have been carried out on a total of 10 projects on the TLRN to date. The average uplift across the 10 schemes was 10 percentage points.

The end-of-year target of achieving a 10 percentage point uplift across projects completing Healthy Streets Checks is still forecast to be achieved.



### Santander Cycle hire usage

Average daily number of Santander Cycle hires for Q2 2013-2018 (thousands)



In Q2 2018, the average daily number of cycle hires was 37,306, up from 29,054 in Q2 2013, an increase of 28 per cent. This is the largest number of average daily hires for Q2 since the scheme began.

### Proportion of Londoners who achieve two x 10-minute periods of active travel per day

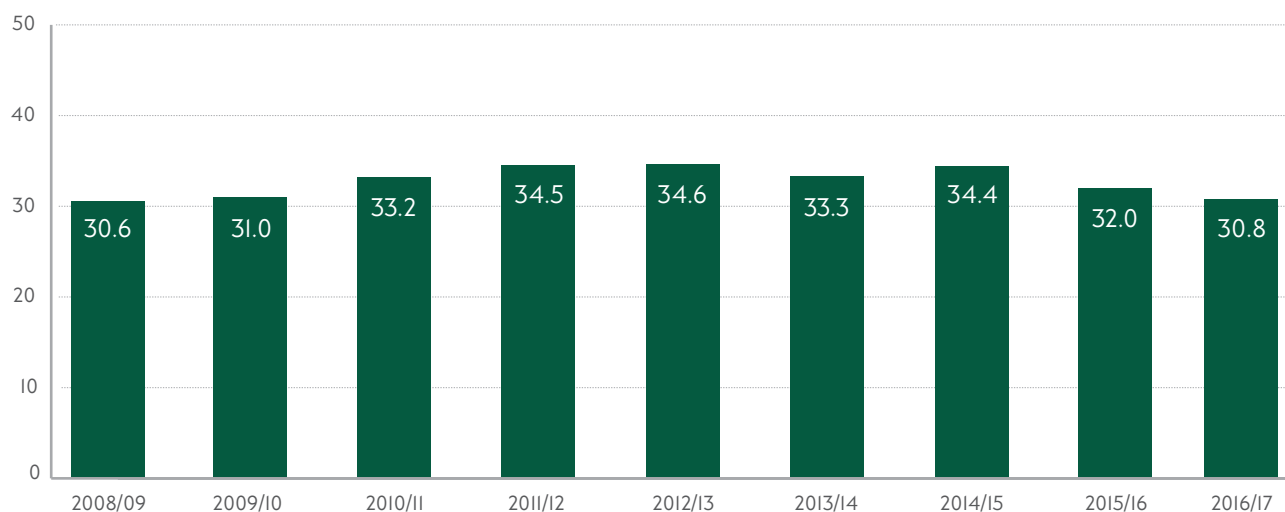
'Active' vs 'Not active' – percentage split taken from the 2016/17 London Travel Demand Survey



■ Active ■ Not active

We measure the proportion of Londoners achieving two x 10-minute periods of active travel using London Travel Demand Survey data, which gives us a picture of travel by London residents. We are aiming for 70 per cent of adults to be reporting two x 10-minute periods of active travel on the previous day by 2041, using this data.

### Percentage of Londoners who achieve two x 10-minute periods of active travel per day (2008-2017)



There has been little change in the proportion of Londoners who are considered active (achieving two x 10-minute periods of active travel) over the past decade.

We are developing for inclusion in the scorecard a new direct measure of the impact of our investments on increasing the proportion of people who are active. This will help focus and prioritise our investment (for example, through the Healthy Streets portfolio).





# A good public transport experience



# The public transport network will meet the needs of a growing London

## Passenger journeys

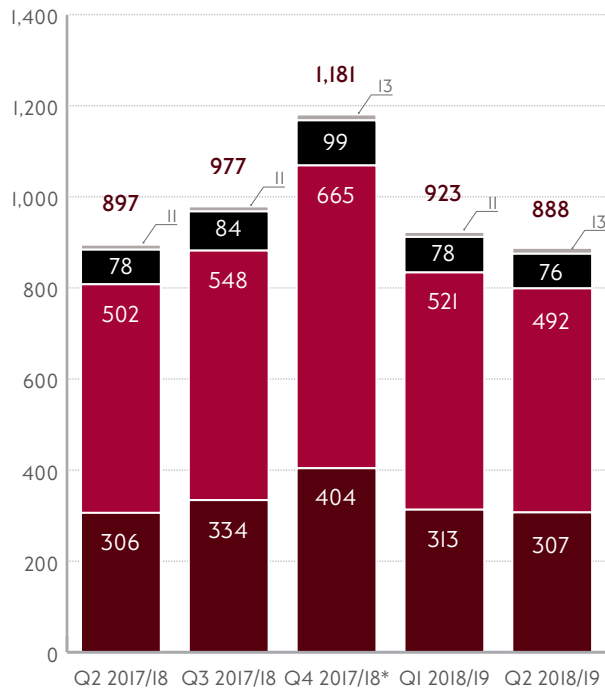
Year to date

**1,812m** total number of journeys

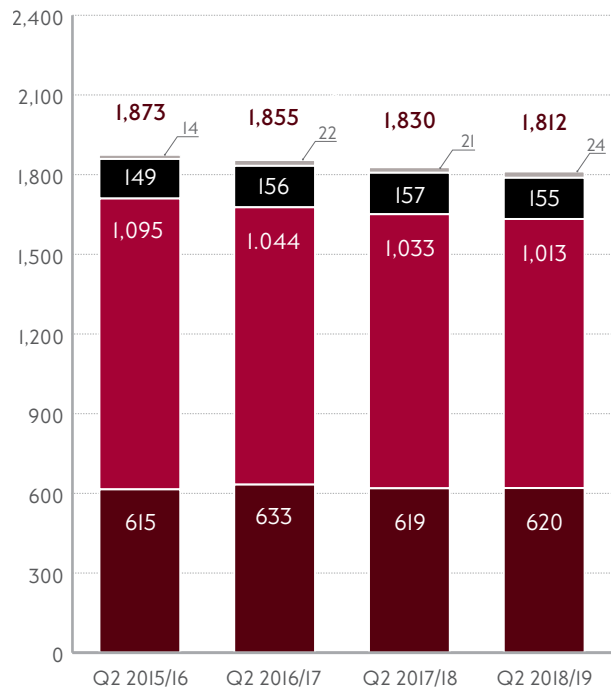


## Passenger journeys

Past five quarters (millions)



Year to date (millions)



■ London Underground ■ Buses ■ Rail ■ TfL Rail

London Underground passenger volumes were one million better than those in 2017/18. There have been a number of large-scale events in London recently, including the royal wedding, which have resulted in an improvement in passenger numbers. Overall customer demand has started to increase for rail travel in London and the South East, including on the National Rail network.

Bus passenger journeys were 1.9 per cent lower than budget. Initial analysis shows a reduction mainly in off-peak journeys (evening and weekends). We are conducting further analysis on factors impacting passenger journey numbers.

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





# Underground

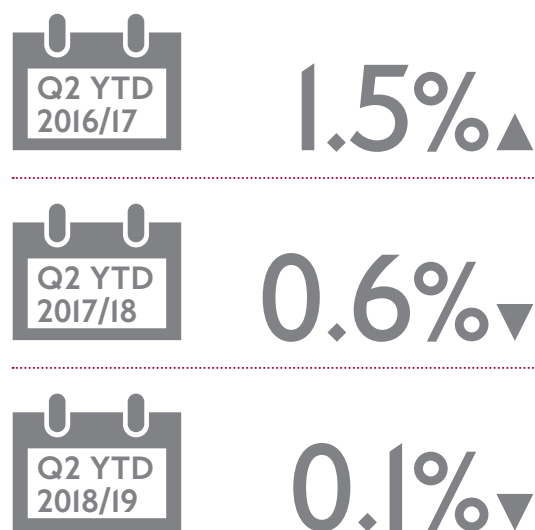
## Passenger journeys

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
Number of passenger journeys (millions)	619	620	0.2
Number of passenger journeys (normalised)	624	624	-0.1

### Passenger journeys

Demand shows a year-on-year rise this quarter. Events, including the RAF 100-year celebration and the royal wedding, boosted demand this year. Overall demand has started to increase for rail travel in London and the South East, including the National Rail network.

### Underlying normalised passenger journeys year-on-year change



Compares underlying passenger journey numbers in the quarter with those in the corresponding quarter in the previous years. Not actuals – adjusted for one-off events such as strike days, timing of public holidays and the number of days in each quarter.



# Buses

## Passenger journeys

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
Number of passenger journeys (millions)	1,033	1,013	-1.9
Number of passenger journeys (normalised)	1,033	1,018	-1.6

### Passenger journeys

Bus journey numbers declined by 1.9 per cent in Q2 2018/19 compared to the equivalent quarter in 2017/18. This continues the downward trend in demand seen on the bus network. Further analysis is under way to identify the reason for this. This trend was, however, adversely affected by the summer holidays, where the rate of decline was higher than expected. This could have been linked with the exceptionally hot weather.

We continue to actively promote the £1.50 Hopper fare and the improving reliability of bus journeys. This includes emails to individual customers to encourage them to start using the network again.

### Underlying normalised passenger journeys year-on-year change



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







# Rail

## Passenger journeys

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
<b>London Overground</b> Number of passenger journeys (millions)	87.9	85.8	-2.4
<b>DLR</b> Number of passenger journeys (millions)	56.0	55.6	-0.7
<b>TfL Rail</b> Number of passenger journeys (millions)	20.7	24.0	15.9
<b>London Trams</b> Number of passenger journeys (millions)	13.3	13.2	-0.8

### Passenger journeys

The DLR has continued a trend of fewer passenger journeys over the past reporting year, although operational performance in Q2 2018/19 is in line with performance in Q2 2017/18. The year-to-date operational performance is above target.

Passenger journeys on London Trams are marginally down compared to Q2 2017/18 but performance is better and above target. During Q2, the tram network went cashless as the ticket machines had such low usage that it was no longer cost-effective to maintain them or have them replaced. The Hopper fare means pay-as-you-go customers get unlimited tram and bus journeys for £1.50 within one hour of touching in on the first tram or bus journey.

London Overground performance and passenger numbers have declined compared to Q2 2017/18, with work under way to improve the situation. New state-of-the-art Class 710 electric trains will be introduced on London Overground later this year, which will double capacity and improve customer experience on certain parts of the network.

TfL Rail demand has increased as a result of new services from Paddington to Hayes & Harlington and Heathrow that started in May 2018, as well as a reduction in the number of closures this year and the timing of Easter.

**Volume**

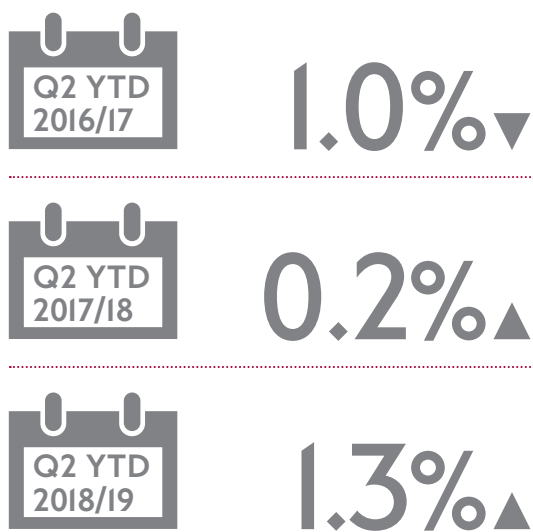
	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
Congestion Charge volumes (thousands)	7,270	6,620	-8.9
Traffic flow (volumes) – all London (index)	95.9	97.1	1.3
Cycling growth in Congestion Charge zone (%)*	8.4	13.0	

\*Cycling data is based on calendar quarters rather than financial quarters ie Q2 is April to June and is the latest available data. It is presented as a percentage change from the previous year.

**Traffic flow**

The 24-hour weekday traffic flow index stands at 97.1. This is 1.3 per cent higher than the same quarter last year. Traffic volumes are driven by growth predominantly in Outer London, which is in line with economic growth.

**Traffic volume year-on-year change**



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









## Other operations



### Volume

	Q2 YTD 2017/18	Q2 YTD 2018/19	Variance (%)
<b>Santander Cycles</b> Number of hires (millions)	5.6	6.0	7.1
<b>Victoria Coach Station</b> Number of coach departures (thousands)	113.5	106	-6.6
<b>London River Services</b> Number of passenger journeys (millions)	5.9	6.1	3.4
<b>London Dial-a-Ride</b> Number of passenger journeys (thousands)	488	470.5	-3.6
<b>Private Hire</b> Number of private hire vehicle drivers	116,454	109,192	-6.2
<b>Taxi</b> Number of taxi drivers	24,160	23,501	-2.7
<b>Emirates Air Line</b> Number of passenger journeys (thousands)	813	742.7	-8.6

#### Santander Cycles

There was an increase in the number of hires compared to Q2 last year, assisted by the warm and dry weather. July 2018 saw the highest ever number of hires in a single month, which came on top of the most hires for the months of May and June, since the scheme was launched in 2010.

#### London River Services

There was an increase in passenger journeys compared to Q2 last year, assisted by the warm and dry weather seen this quarter.

#### London Dial-a-Ride

The decline in journeys compared to Q2 2017/18 reflects a continuing downward trend in overall demand since 2012. The service remains on target for percentage of those trips scheduled.

#### Victoria Coach Station

Coach departure volumes are down compared to last year. This is attributed to a significantly lower number of international departures, driven by business changes at one European operator, as well as disruption caused by renewal works on the existing coach station deck canopy.



# Public transport will be accessible to all

We continue to work hard to deliver an inclusive, safe and accessible transport network for everyone visiting, living and working in London.

The Mayor believes that public transport should not prevent any Londoner or visitor from enjoying all the city has to offer.

We continue to work across business areas to ensure inclusive, accessible design and delivery are built into all our schemes and projects, creating a travel and transport environment where everyone can travel confidently and independently. This summer we undertook a compact review of Euston interchange to understand how the design of the environment affects people with cognitive or sensory impairments. The final 'Design for the Mind' report will help us to build on our inclusive design practices to deliver an environment that can enable and empower people with a range of impairments.

Quarter 2 also saw us, in partnership with the International Association of Public Transport (UITP), deliver a Diversity and Inclusion conference attended by CEOs from across the global transport industry. Delegates shared knowledge and ideas on the relevance of diversity and inclusion to every part of their organisation, every member of their workforce and every part of their customer service. Delegates were keen to learn more about our focus on the inclusive design of our spaces and places.

Listening to our customers is key to ensure we are able to design spaces and places for everyone.

The last quarter has seen us continue to build on our relationship with our customers through engagement with our Independent Disability Advisory Group (IDAG), Valuing People Forum (forum for people with learning disabilities) and the launch of our Accessibility Forum – aimed at older people, both locally and nationally, as well as disabled people's organisations.

In the summer, the DfT launched its Inclusive Transport Strategy, which sets out the Government's plans to make our transport system more inclusive, and to make travel easier for disabled people; many of the improvements will also benefit other travellers.

The five main themes in the strategy comprised:

- Awareness and enforcement of passenger rights
- Staff training – ensuring that transport staff (frontline and managerial) understand the needs of disabled people with physical, mental, cognitive or sensory impairments, and can provide better assistance
- Improving information – ensuring that transport operators provide travel information in formats that all passengers can easily access and understand, before and during a journey
- Improving physical infrastructure – ensuring that vehicles, stations and streetscapes are designed, built and operated so that they are easy to use for all
- The future of inclusive transport – ensuring that technological advances and new business models provide opportunities for all, and that disabled people are involved from the outset in their design

All five themes resonate with TfL's inclusion and accessibility programme.

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# 74

step-free access stations on the London Underground network



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# 98.0%

step-free access availability on LU (0.9% ▼ against Q2 2017/18)



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# 96.5%

step-free access availability on TfL Rail (2.4% ▼ against Q2 2017/18)



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# 89.3%

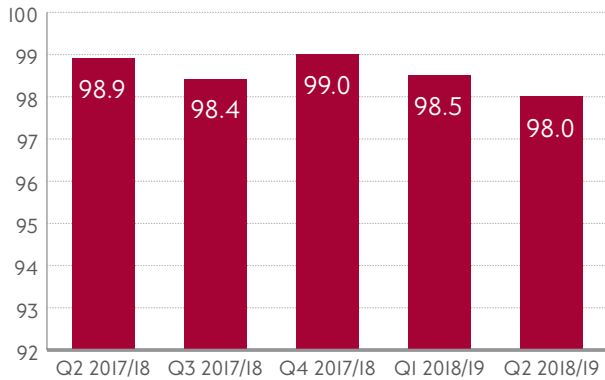
Dial-a-Ride journey requests scheduled (3.6% ▲ against Q2 2017/18)



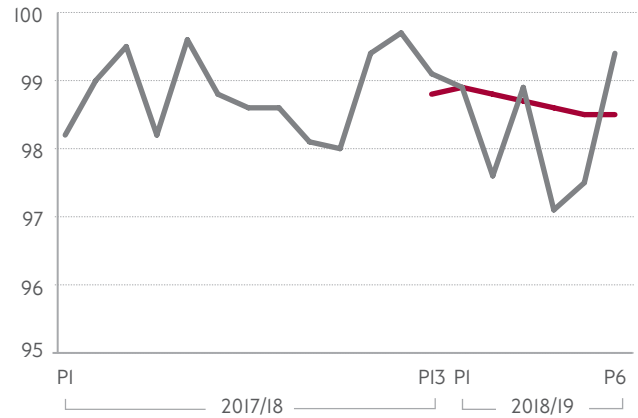


## Underground step-free access

Past five quarters (%)



Annual trend\* (moving average)

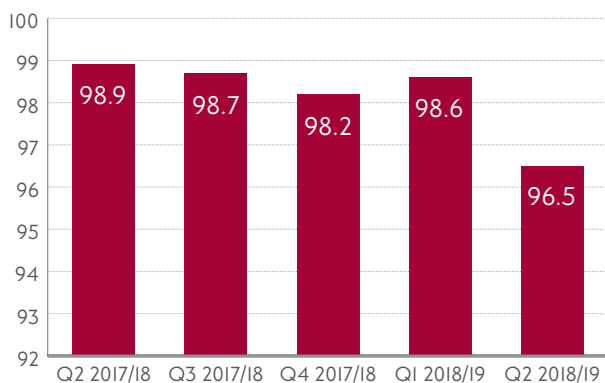


■ Period result ■ Annual trend (moving average)

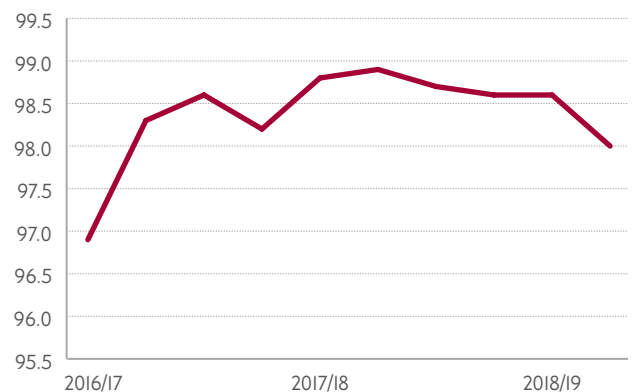
The drop in step-free access availability in Q2 was due to unusually high temperatures in the summer, which caused lifts to overheat. We have installed a new app on all station staff iPads to make the reporting of lift faults more efficient.

## TfL Rail step-free access

Past five quarters (%)



Annual trend (moving average)

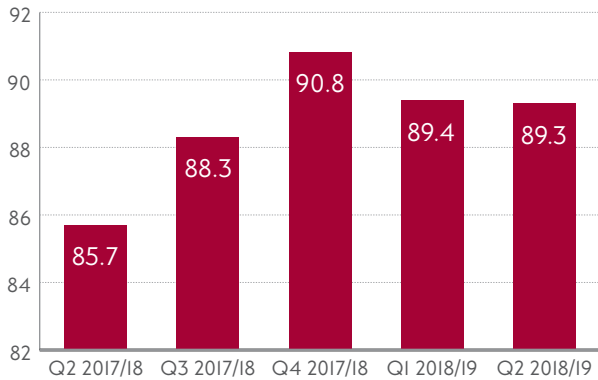


TfL Rail's Q2 step-free access performance of 96.5 per cent was below target (98.5 per cent) due to Network Rail lift failures at Stratford, mainly attributed to hot weather.

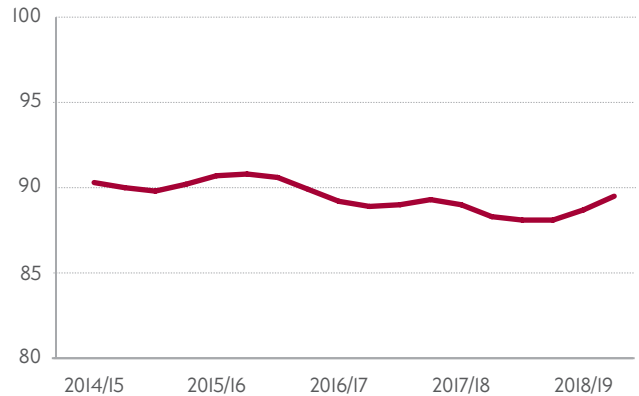
Reliability improved at Stratford at the end of the quarter when the weather cooled, and three new lifts were commissioned at Abbey Wood.

\*Moving annual average data available only from late 2017/18

### Dial-a-Ride journey requests scheduled Past five quarters (%)

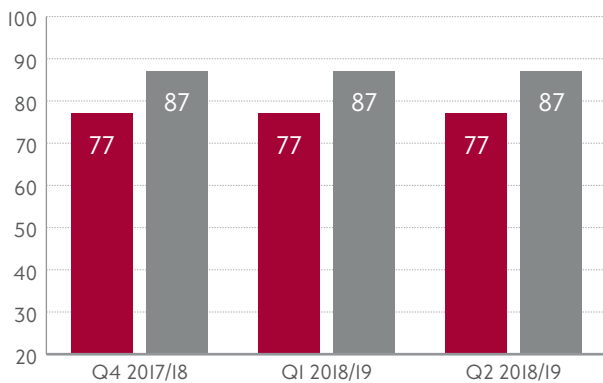


### Annual trend (moving average)



Dial-a-Ride met the target of 89 per cent of all journey requests scheduled. This is more than three per cent higher than the same period last year, and in line with performance for Q1 this year. Demand declined slightly compared to the same period last year, continuing a long-term trend.

### Additional time to make step-free journeys Past three quarters (minutes)



- Average journey time by quickest route
- Average journey time by bus and step-free stations

There was no change in the difference between standard and step-free travel times during Q2 because there were no station upgrades during this quarter.

Our step-free metric is based on an average travel time (standard and step-free using all public transport modes).



# Journeys by public transport will be fast and reliable

London Underground continues to see the benefits of the reliability programme we introduced at the end of 2017/18. Excess journey time and lost customer hours reduced in the first quarter and that positive trend has continued in the second quarter, despite the hot weather in the summer. We continue to focus on further improvements for our customers.

Within Surface Transport, we saved pedestrians, cyclists and bus passengers time as a result of our signal timing reviews during Q2. In total, we reviewed 399 traffic signals, 53 more than target. The most productive review was of Edgware Road, benefiting more than 80,000 bus passengers and pedestrians each day.

Bus passengers, usually the highest volume of people using a junction, gained most from the Q2 signal timing reviews. Pedestrian benefits contributed four per cent of the total, which is expected to increase through Q3 as reviews of some large Central London locations are concluded.

Q2 also saw the first full quarter of TfL Rail services from Paddington to Heathrow. Performance exceeded expectations, with TfL consistently outperforming the previous operator.



minutes of excess journey time on the Tube this quarter (2.4%▼ against Q2 2017/18)



minute of excess wait time on the bus network this quarter (11.8%▼ against Q2 2017/18)

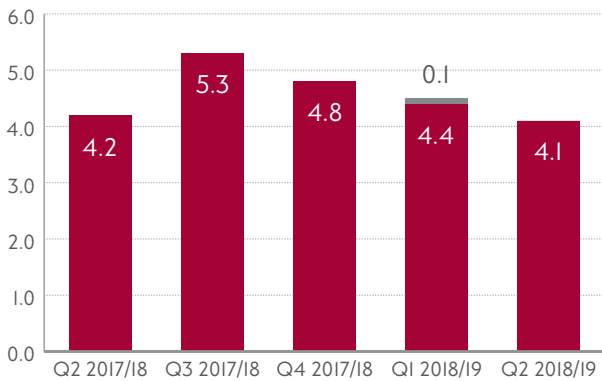


resolution hours on the TLRN, per event (16.2%▲ against Q2 2017/18)



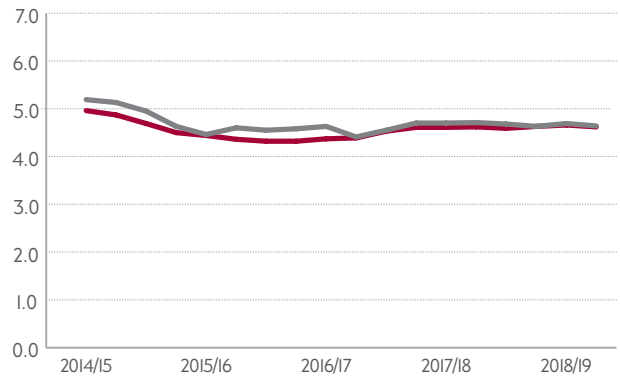
# Underground

## Journey times – excess journey time Past five quarters (minutes)



- Including industrial action
- Excluding industrial action

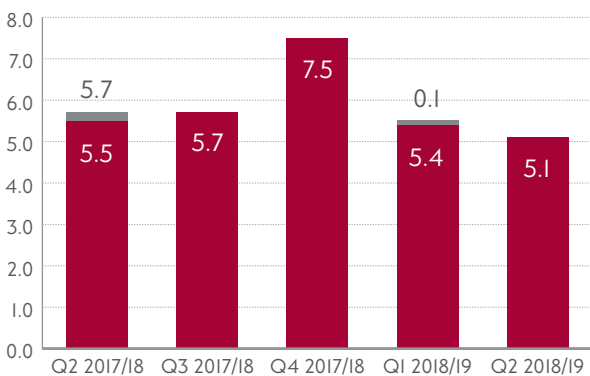
## Annual trend (moving average – minutes)



- Including industrial action
- Excluding industrial action

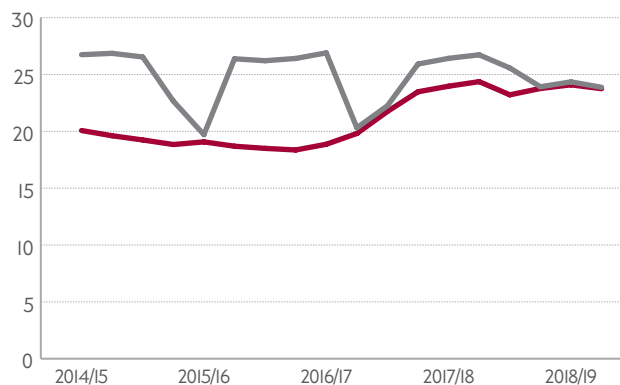
The extra time it takes our customers to complete their journeys continues to reduce, with the best performance ever recorded at the end of Q2, at 3.41 minutes. This was largely due to better reliability combined with a slight dip in passenger demand due to the summer holidays, resulting in reduced congestion on the network.

## Lost customer hours Past five quarters (millions)



- Including industrial action
- Excluding industrial action

## Annual trend (moving average – minutes)



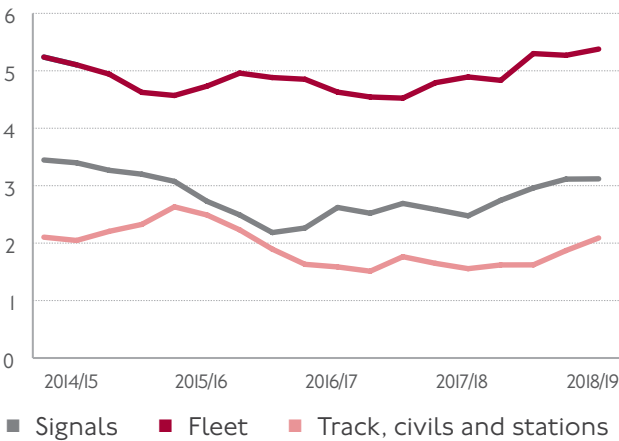
- Including industrial action
- Excluding industrial action

Lost customer hours is the metric used to understand the causes of excess journey time. The number of incidents involving signals, track and customers reduced by nearly 20 per cent compared to Q1, while the seasonal drop in passenger demand reduced congestion on the network.



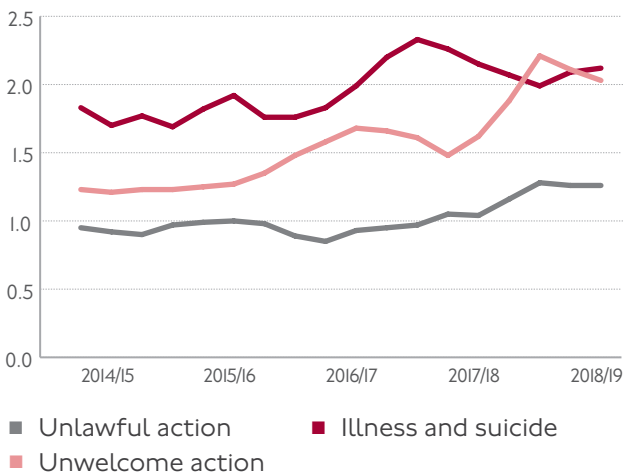
### Lost customer hour trends

Asset-related – annual trend (moving total – millions)



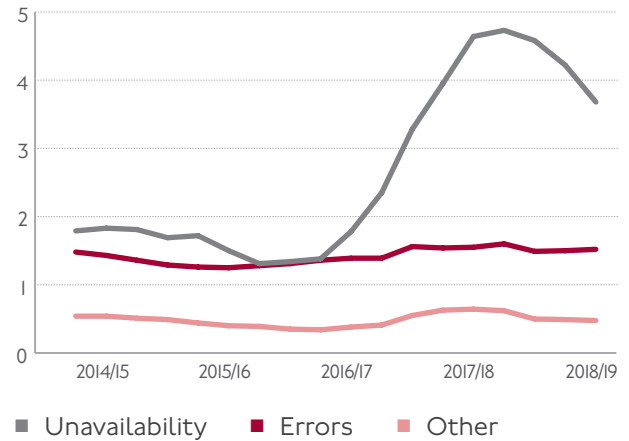
Asset reliability was mixed in Q2. Year-on-year performance is a challenge, but improvement plans are in place while we roll out longer-term solutions, including new signals and targeted components replacement on the Central line.

Customer-related – annual trend (moving total – millions)



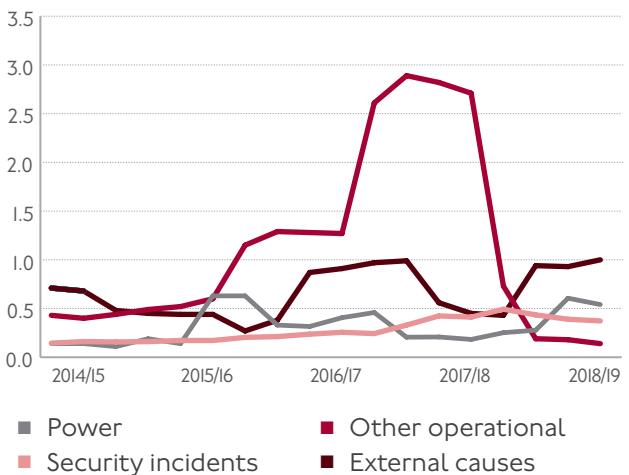
The number of delays associated with litter and customers being ill on trains significantly reduced. This was due to our continued focus on a range of initiatives, including additional training for staff and better targeted communication to customers.

Staff-related – annual trend (moving total – millions)



The availability of our staff increased in the quarter, with the best performance since the end of 2016; we are now realising the benefits of the dedicated improvement programme implemented last year.

Other – annual trend (moving total – millions)

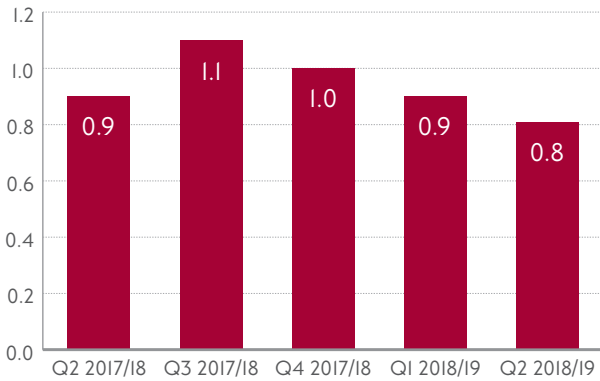


Incidents caused by external parties increased in the quarter, primarily due to overrunning Network Rail engineering works on the Bakerloo line. We are working closely with Network Rail to mitigate against further disruptions.

# Buses

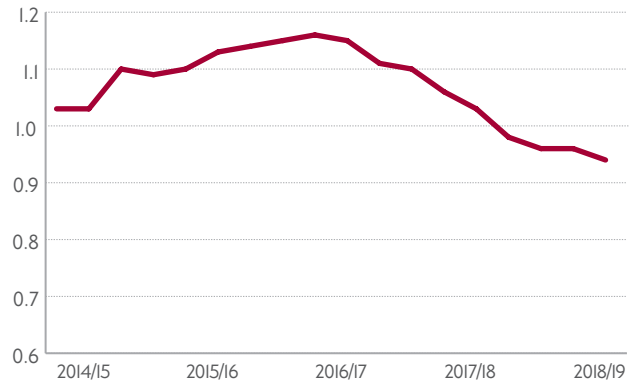
## Excess wait time

Past five quarters (minutes)



Performance continues at an all-time high, with Q2 2018/19 better than the same quarter a year ago. This is largely due to more normal traffic levels, enhanced signal timings and control measures for reliability. Q2 is seasonally the best quarter.

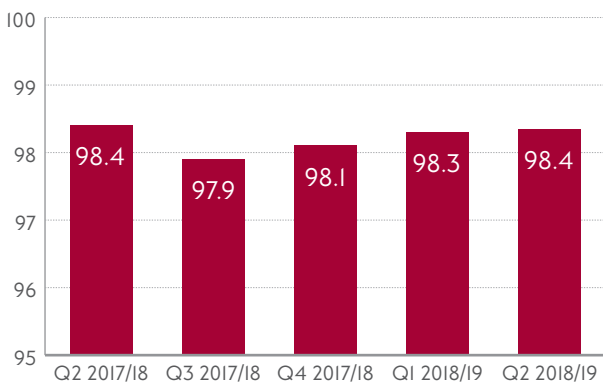
## Annual trend (moving average)



Excess wait time is at record reliability levels following continual improvement over the past three years. This is due to better operating conditions on our roads, enhanced signal timings to expedite bus services and control room measures.

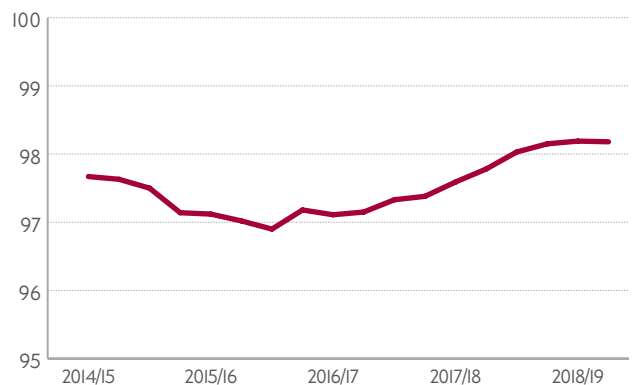
## Scheduled services operated

Past five quarters (%)



High performance has been sustained during a period of better operating conditions, supported by enhanced signal timings, bus priority and control room measures. Q2 tends to be the best performing quarter, when road disruption is seasonally lower.

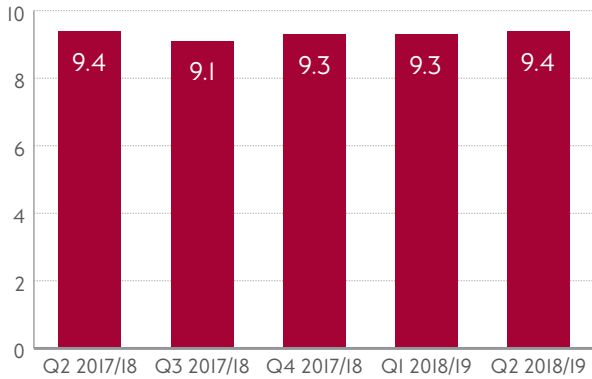
## Annual trend (moving average)



Operated mileage has improved over the past two years due to reduced disruption to bus services from road works and enhanced signal timings to expedite buses passing through busy junctions. Performance has stabilised in 2018/19.

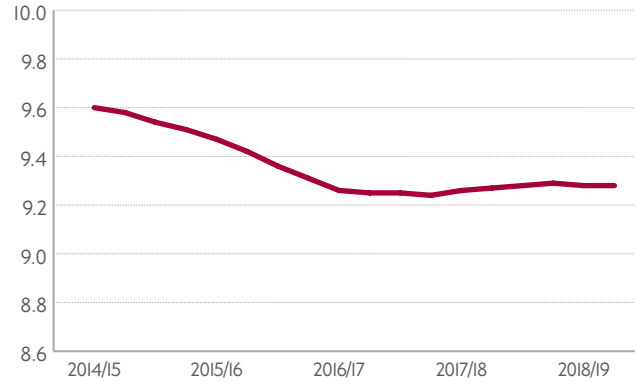


### Weighted average speed Past five quarters (mph)



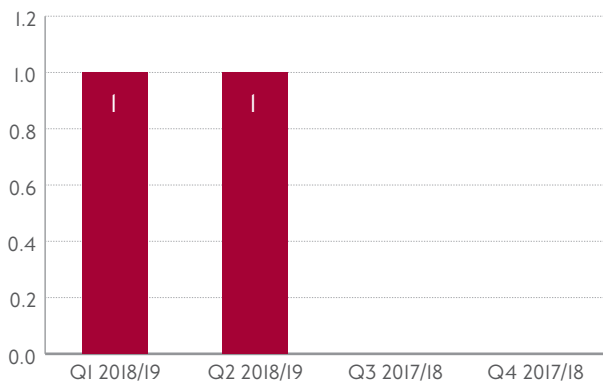
Average bus speeds have stabilised and given passengers more journey time consistency. Q2 tends to be the best performing quarter for seasonal road traffic conditions, and this quarter's performance matched that of Q2 2017/18.

### Annual trend (moving average)



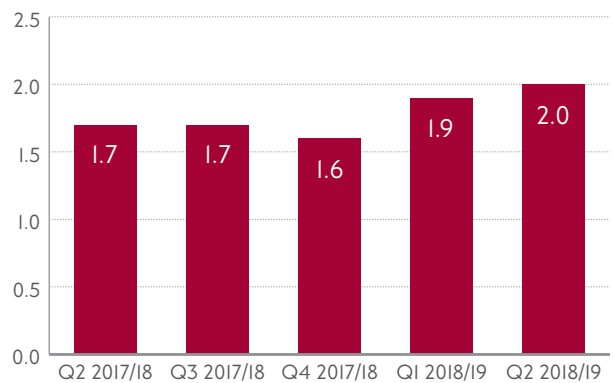
Bus speeds have stabilised through a combination of reduced road disruption, enhanced traffic signal timings and bus priority after several years of decline. The most recent improvement is concentrated in inner London, with outer London unchanged.

**Roads disruption\***  
Past five quarters (%)



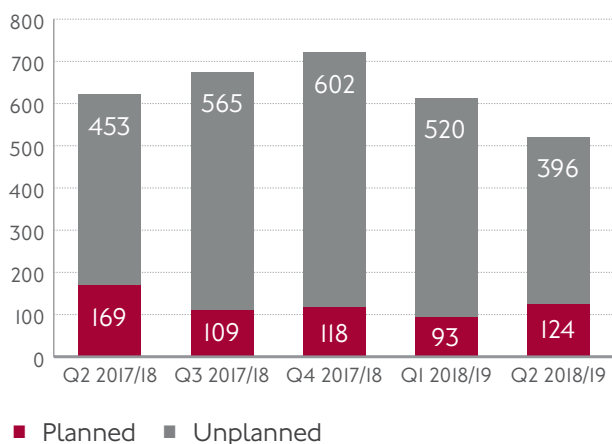
In Q2 2018/19, the roads disruption metric measured a one per cent increase in delay relative to the 2017/18 07:00 to 19:00 average journey time baseline of 126 sec/km on the TLRN.

**TLRN resolution time**  
Past five quarters (disruption hours per event)



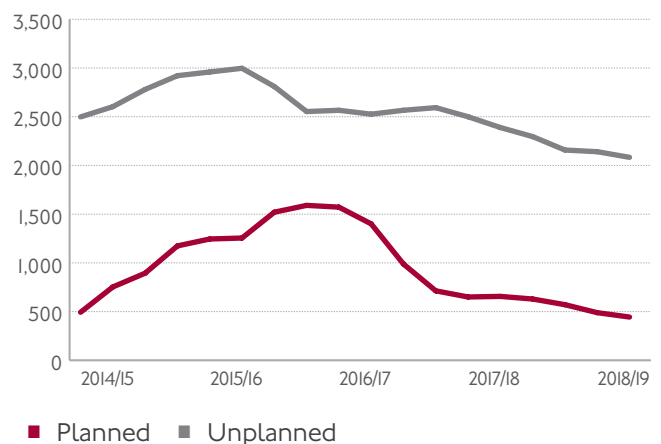
In Q2 2018/19, the TLRN resolution time was two hours per event compared to 1.7 hours per event in the same quarter in 2017/18.

**London-wide serious and severe disruption**  
Past five quarters (hours)



There were 520 hours of serious/severe disruption in Q2 2018/19 across 223 events, compared to 622 hours across 307 events in Q2 2017/18.

**Annual trend (moving total)**

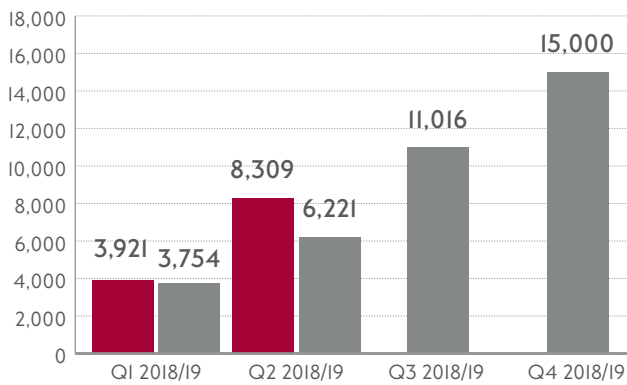


Effective network management has delivered much lower levels of disruption since the peak in 2015/16 when cycling and other transformational schemes were under construction.

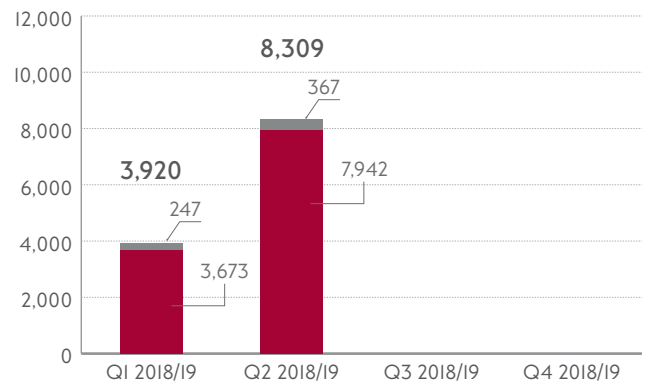
\* This replaces the former metric of TLRN journey time reliability (as reported in the Q1 2018/19 Report)



## Traffic signal time savings This year (hours)



■ Actual ■ Target



■ Buses ■ Pedestrians

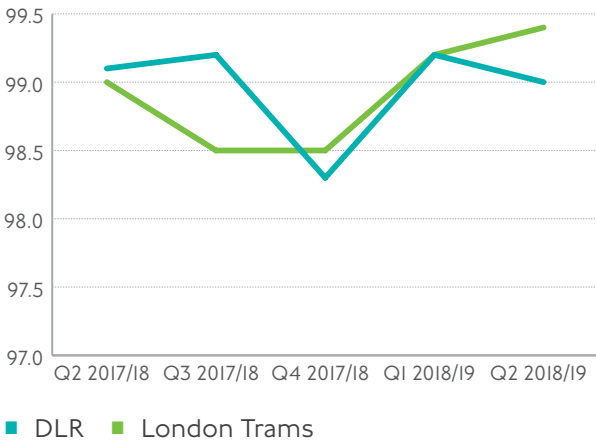
Reviewing the signal timings at 399 sites so far has delivered 8,309 hours per day of sustainable travel benefits at the end of Q2 2018/19.



# Rail

## DLR and London Trams – scheduled services operated

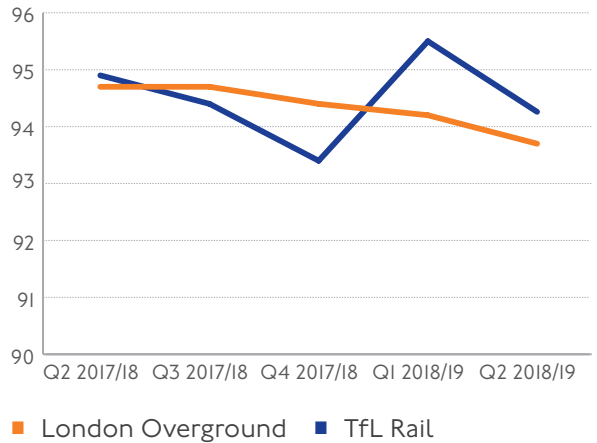
Past five quarters (%)



The performance of the DLR is marginally down compared to Q2 last year although is in line with target. The London Trams network improved on last year's Q2 performance.

## London Overground and TfL Rail – public performance measure

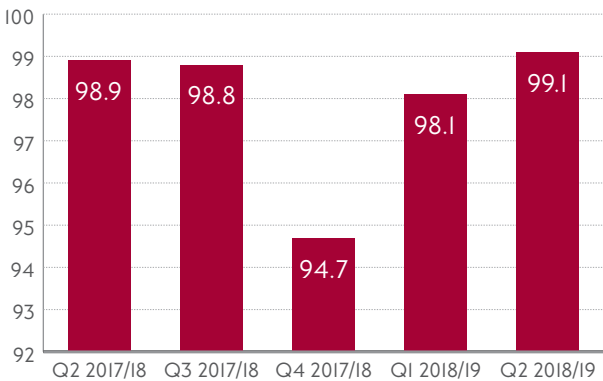
Annual trend (moving average) (%)



Performance on TfL Rail was just below target in Q2. London Overground's performance has often been affected by Network Rail infrastructure issues, including damaged overhead line equipment and points failures.

## Emirates Air Line availability

Past five quarters (%)



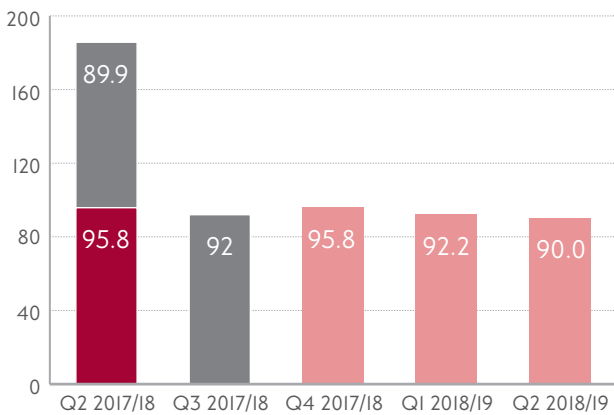
The Emirates Air Line's availability in Q2 2018/19 was the best it has been across the preceding five quarters.

# Other operations



## Santander Cycles availability

Past five quarters (%)

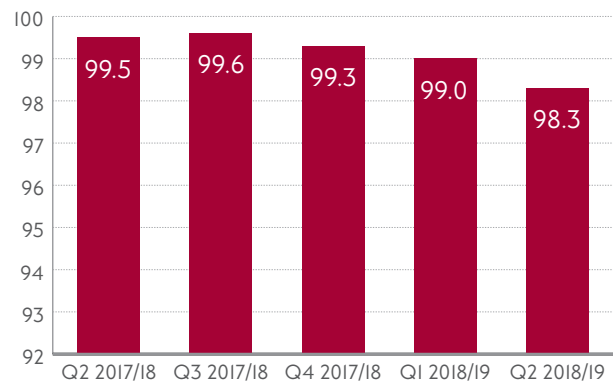


- Percentage of time able to return bike
- Percentage of time able to hire bike
- Availability to return or hire a bike

Q2 2018/19 saw 90 per cent availability of spaces and bikes during the period. This quarter – covering the peak summer months – saw more than three million hires across the scheme. We have been working hard with our service provider to respond to customer feedback and ensure availability is tailored to our user profile and geographic make-up of the scheme.

## London River Services scheduled services operated

Past five quarters (%)



In Q2 2018/19, we experienced good summer weather, which saw increased demand for river services compared to Q2 last year. However, impact from major infrastructure projects and increased boarding times at some piers, due to high passenger volume, resulted in services incurring delays, with some being cancelled or partially cancelled to recover the service.

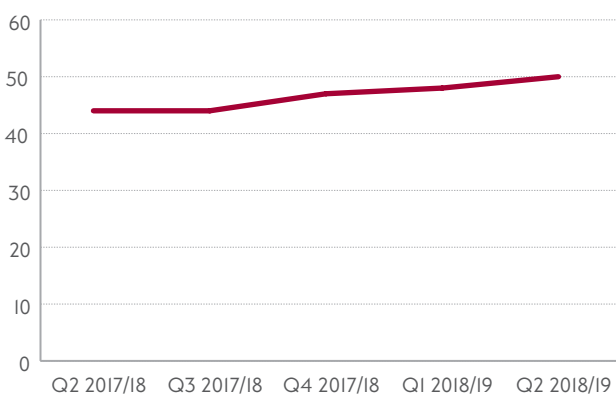
# Journeys by public transport will be pleasant

## Customer care

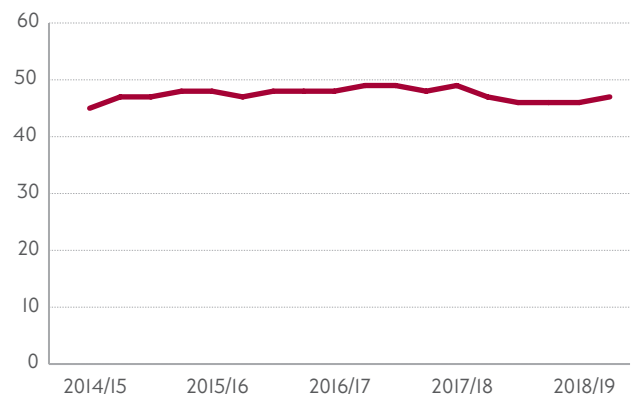
'TfL cares about its customers' is the measure we use to understand whether we are meeting our customers' expectations and delivering on the Every Journey Matters vision. Care measures the overall perceptions of TfL, and is the best reflection of how we meet customers' expectations during every interaction with us, not just the last journey made.

We track Care through an online survey, which asks 1,000 Londoners their opinions about us. An ongoing focus on Care will help us understand, in the short term, how we work for our customers, and in the longer term will encourage greater use of active, efficient and sustainable travel.

### TfL cares about its customers Past five quarters (%)



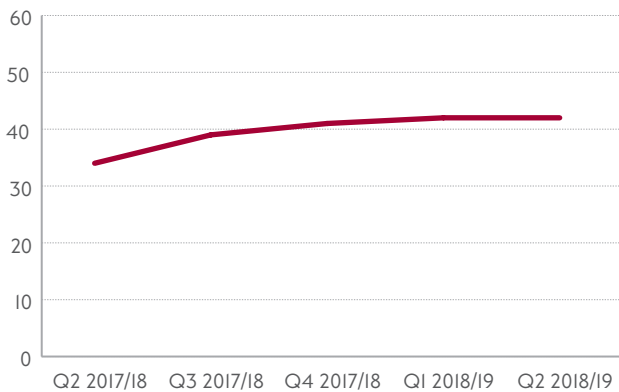
### Annual trend (moving average)



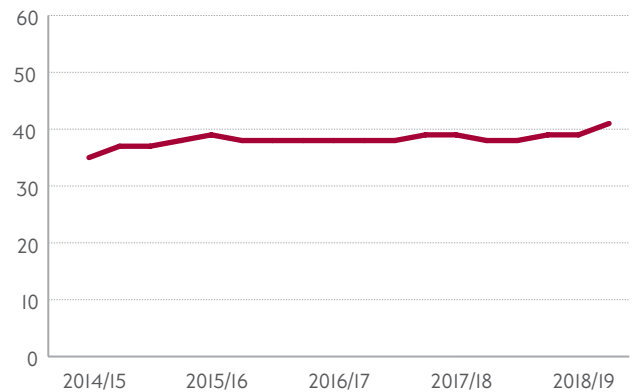
Care has increased for the third consecutive quarter to '50 per cent agree', a score achieved only twice previously. Maintenance of our all-time high score for value for money from Q1 is likely to have contributed to the rise, along with better support for customers when things go wrong.

## TfL provides good value for money to fare payers

Past five quarters (%)



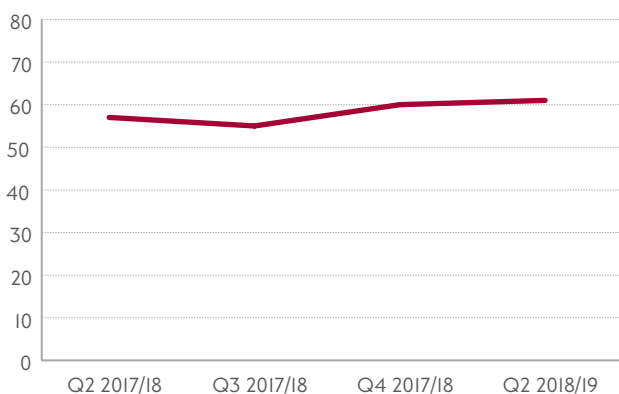
Annual trend (moving average)



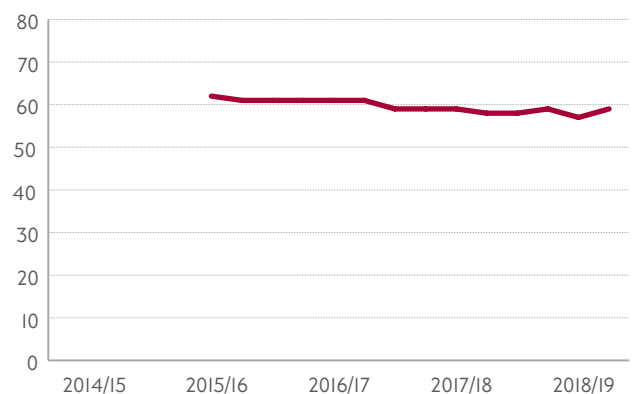
Value for money remains at an all-time high of '42 per cent agree'. This is likely to have been driven by record-high scores for Buses (57 per cent) and LU (45 per cent). The Hopper Fare has contributed to positive perceptions, alongside increasing recognition of our fares and ticketing campaigns (including Ultimate Hopper and £1.50 off-peak fares). Londoners who say we do not care often cite poor value for money, so continuing to improve perceptions in this area is important.

## TfL is an organisation I can trust

Past five quarters (%)\*



Annual trend (moving average)



Trust continues to remain at high levels, now reaching '61 per cent agree'. An increase in LU Trust to an all-time high of '55 per cent agree' contributed to this. The Q1 trust score was not available due to an error in data collection.

\*There is no data for Q1 2018/19 due to an error in data collection

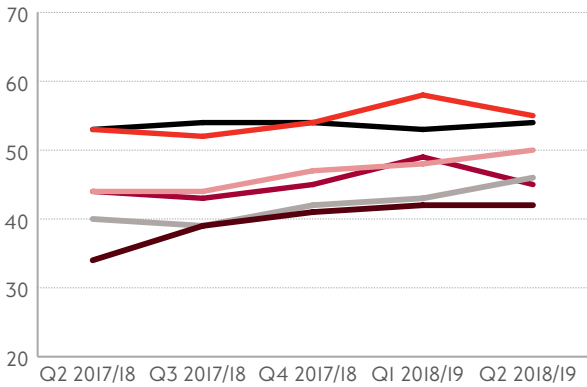




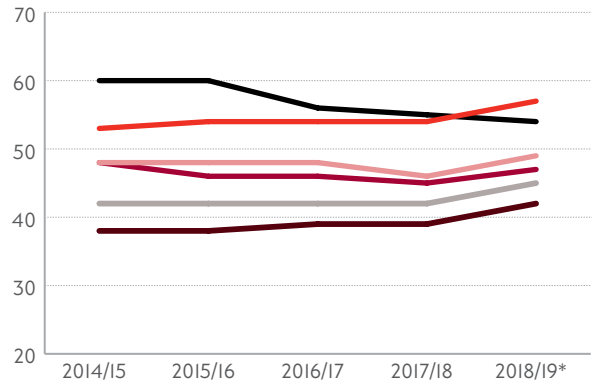
# Customer supporting metrics trend

## Overall

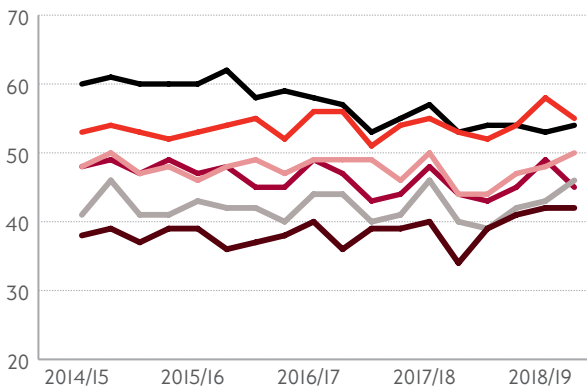
Past five quarters (% agree)



Annual trend (moving average)



## Key drivers of Care trend (% agree)



### Key drivers:

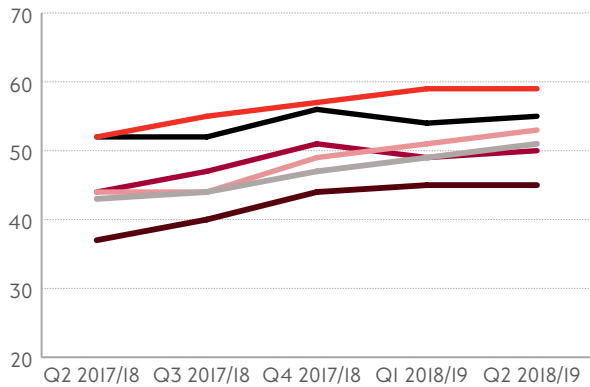
- Provides good value for money for fare payers
- Supports customers when things go wrong
- Communicates openly and honestly
- Cares about its customers
- Has friendly and helpful staff
- Is investing to improve journeys

Key drivers analysis has highlighted the aspects of the customer experience that have the greatest influence on the Care score. The key drivers show where we should be focusing efforts to improve customer experience.

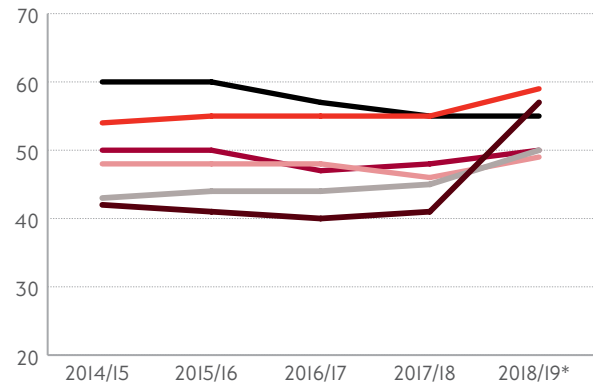
The increase in those agreeing that TfL cares was driven by rises in two of the key drivers – supporting customers when things go wrong, and investing to improve journeys – while we also maintained our all-time high score for value for money. Positive examples of support in Q2 included providing real-time information via staff, and the website, to help customers to complete their journeys during disruption.

\* Year to date

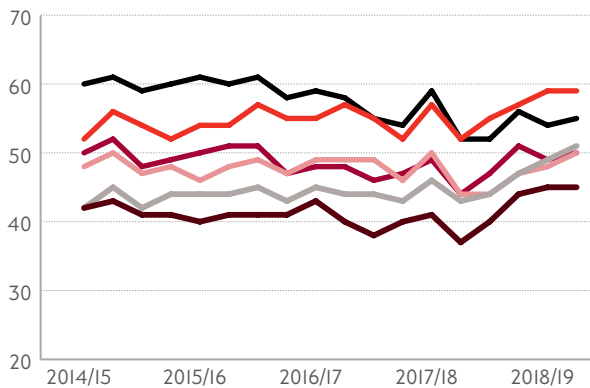
## London Underground Past five quarters (% agree)



## Annual trend (moving average)



## Key drivers of Care trend (% agree)



### Key drivers:

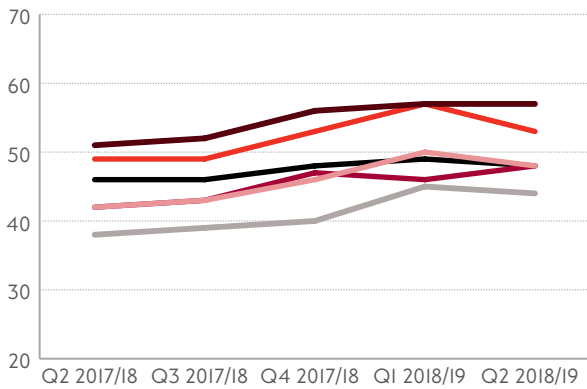
- Provides good value for money for fare payers
- Supports customers when things go wrong
- Communicates openly and honestly
- Cares about its customers
- Has friendly and helpful staff
- Is investing to improve journeys

In Q2, LU Care increased for the third consecutive quarter, reaching a high of '53 per cent agree'. This was driven by positive customer experiences including support when things go wrong, open and honest communication, and positive perceptions of good value. The rise is likely to be reflective of a number of LU customer programmes, such as initiatives to better communicate lift unavailability, to support customers when issues occur.

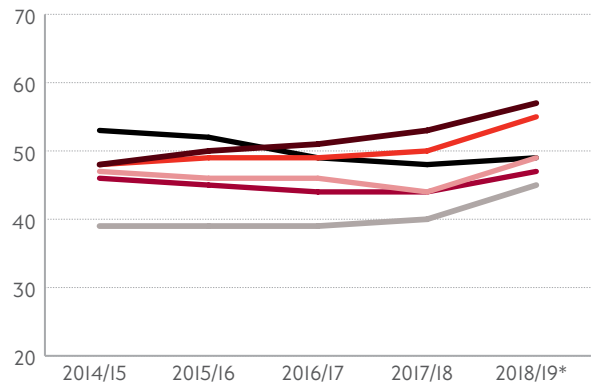
\* Year to date

## Buses

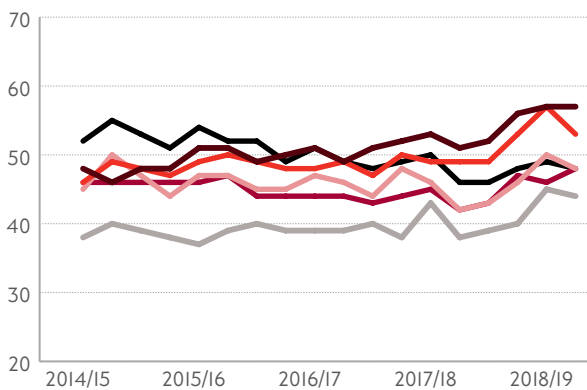
Past five quarters (% agree)



Annual trend (moving average)



Key drivers of Care trend (% agree)



Key drivers:

- Provides good value for money for fare payers
- Supports customers when things go wrong
- Communicates openly and honestly
- Cares about its customers
- Has friendly and helpful staff
- Is investing to improve journeys

For buses, Care is down by two percentage points versus last quarter. Despite this decline, our customers are seeing progress compared to previous years. The drop in Care is likely to be due to a particularly strong Q1, where friendly and helpful staff supported customers when issues occurred and value reached an all-time high.

\* Year to date

# Customer satisfaction

## Past five quarters

	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	2017/18 full year target
London Underground	85	85	85	85	83	85
Buses	87	86	85	85	85	86
DLR	89	88	87	88	87	88
London Overground	85	83	83	84	83	85
London Trams	91	90	91	91	90	89
Emirates Air Line	93	93	95	93	90	93
TfL Rail	85	83	81	83	82	83
Transport for London Road Network	n/a	70	n/a	n/a	n/a	69
London Dial-a-Ride	n/a	n/a	n/a	89	n/a	91

With the exception of Buses, which remained stable at 85, customer satisfaction fell across the board in Q2. Many of these decreases can be attributed to the high temperatures during the summer. Emirates Air Line decreased three points to 90, while London Underground decreased two points to 83. DLR, London Overground, London Trams and TfL Rail all decreased one point, to 87, 83, 90 and 82 respectively.

For London Underground, the drop in satisfaction with temperature on the train affected customers' experience of many other attributes relating to the train service. On Buses, few scores fell in Q2 except satisfaction with temperature. We saw improvements in the measures for crowding at stops and shelters, bus interior cleanliness and litter.

Despite the overall decrease for DLR, the service-related measures (waiting time for train, train crowding and availability of seats) all improved in Q2. The proportion of people who claimed to have experienced a delay decreased and satisfaction with reliability increased. The story is similar for London Overground where, despite the overall decrease, satisfaction with the majority of attributes remained stable.

For London Trams, the hot summer affected perceptions of comfort but other measures remained stable.

## Past five years

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
London Underground	84	85	85	85	84
Buses	85	86	86	86	85
DLR	89	89	89	88	88
London Overground	83	84	84	84	83
London Trams	89	90	90	91	90
Emirates Air Line	93	93	94	93	91
TfL Rail	n/a	83	83	83	82
Cycle Hire – members	81	80	80	80	n/a
Cycle Hire – casual	85	86	86	85	n/a
Transport for London Road Network	74	70	70	70	n/a
London River Services	90	90	90	n/a	n/a
Victoria Coach Station	82	81	81	n/a	n/a
London Dial-a-Ride	92	92	91	92	89

After achieving a score of 83 in Q2, London Underground has a year-to-date score of 84, slightly behind its target of 85. Buses have achieved scores of 85 in both Q1 and Q2, and its year-to-date score of 85 sees it marginally behind its target of 86.

DLR is on track to achieve its 88 target with a current year-to-date score of 88. London Overground is currently two points behind its target of 85, with a year-to-date score of 83. London Trams' year-to-date score of 90 sees it on track to exceed its target of 89.

Emirates Air Line's score of 90 in Q2 sees it drop to 91 year to date, two points behind its target of 93. TfL Rail sits on 82 year to date, behind its target of 83. London Dial-a-Ride's score of 89 means it failed to achieve its target score of 91.

No surveys have been carried out on Cycle Hire, the TLRN. London River Services or Victoria Coach Station to date in 2018/19.



# Contact Centre

## TfL Customer Services

### Past five quarters

	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Telephone calls	711,549	744,904	792,189	613,777	665,330
Abandonment rate (%)*	14.9	9.4	9.0	9.0	12.0
Correspondence	126,467	135,141	169,605	128,167	137,660
Closed in SLA (%)**	80.8	91.4	93.9	94.4	73.7
Quality score (%)***	90.8	90.7	92.3	79.6	81.2
Average speed of answer (seconds)	154	101	99	74	99

As expected, call demand increased, mainly due to returning students contacting us about Zip card applications and renewals. This increase led to a rise in abandoned calls at times but, through our long-term planning approach, we achieved our target of abandoning no more than 15 per cent of calls.

Correspondence increased by more than 20 per cent compared to Q2 last year. This was largely due to a 40 per cent increase in contacts about contactless payment and buses. We missed our target due to unusually high staff turnover. This is being addressed through recruitment and we expect to improve in Q3.

### Past five years

	Telephone calls		Correspondence		Quality score (%)***
	Calls received	Abandonment rate (%)*	Demand	Closed in SLA (%)**	
2014/15	2,919,467	10.4	404,201	83.2	85.8
2015/16	3,195,430	13.0	478,166	81.7	86.8
2016/17	2,942,589	12.5	496,116	82.7	89.8
2017/18	2,834,466	10.5	542,760	85.7	91.3
2018/19 year to date	1,279,107	10.6	265,827	84.1	79.1

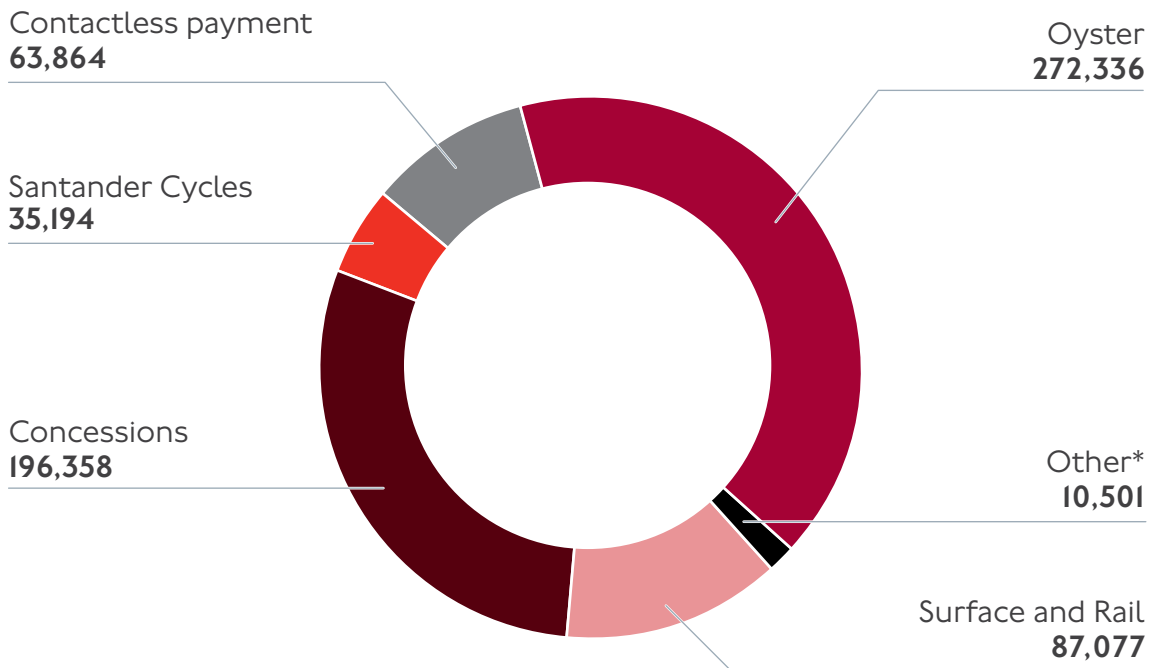
\* Abandonment rate target 15 per cent or lower

\*\* Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues which require investigation

\*\*\* Quality score target 80 per cent or over for both calls and correspondence as measured by rigorous internal assessment and external mystery shopping

## Telephone calls

This quarter



\* Other includes Public Help Points, Taxi and Private Hire, Ticketing App, Sarah Hope Line and Street-related calls.

Contacts about concessions increased by 23 per cent in line with our forecast this quarter as a result of the student photocard application peak beginning in the last four weeks of the quarter. Volumes remain broadly consistent with last year, with only a minor increase in demand.

Calls about Santander Cycles increased by four per cent compared to the previous quarter, largely attributable to the summer weather making cycling a more attractive option and the influx of visitors to the capital.

## Other contact centres

### Road user charging

Past five quarters

Phone number 0343 222 2222 (outsourced to Capita)	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Calls received	308,701	271,600	312,044	238,797	258,084
Calls answered	287,434	265,130	301,291	230,558	246,407
Abandonment rate (%)	6.9	2.4	3.4	3.5	4.5
Average speed of answer (seconds)	85	31	45	49	53

Capita's Congestion Charge Contact Centre performance continued to show steady performance well within the contractual targets. The average speed of answer was 53 seconds, while the percentage of calls abandoned was

4.5 per cent, well within the target of abandoning no more than 12 per cent of calls. T-Charge and ULEZ-related calls continued to be received and handled within agreed service levels.

Past five years

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2014/15	1,564,500	1,432,462	8	*
2015/16	1,562,628	1,417,825	9	*
2016/17	1,698,215	1,407,304	17	207
2017/18	1,245,815	1,166,545	6	73
2018/19 year to date	496,881	476,965	4	51

\* Data not recorded

## Taxi and Private Hire

### Past five quarters

Phone number 0343 222 4444	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Calls received	146,321	177,501	205,353	186,072	183,060
Calls answered	136,503	159,992	186,999	149,640	135,347
Abandonment rate (%)	5.8	9.3	8.5	19.4	25.7
Average speed of answer (seconds)	80	147	117	326	528

The figures combine our volumes for licensing, answered by Taxi and Private Hire, and the booking of vehicle inspections, carried out by our outsourced provider, NSL.

We aim to answer all calls relating to licensing within 120 seconds. This has not been met due to volumes exceeding our forecasted demand. It is anticipated that the high number of calls will reduce in Q3, with resources being focused on targeting the activities that lead to increased call volumes and/or repeat callers. We also continue to offer staff training in order to resolve customer queries at the first attempt.

Our outsourced provider is not currently at the expected performance level. We continue to work with them and are monitoring performance through reviewing the current resourcing levels dedicated to answering calls, as well as call volumes and durations and abandonment rates/volumes. By identifying any trends, we will then focus on those areas to ensure performance improves as quickly as possible. We are also developing an online booking solution that should reduce the number of calls.

### Past four years

	Calls received	Calls answered	Abandonment rate (%)	Average speed of answer (seconds)
2015/16	536,344	475,051	11	134
2016/17	608,398	553,233	9	104
2017/18	684,904	623,837	8	118
2018/19 year to date	369,132	284,987	23	421

## Dial-a-Ride

### Past five quarters

Phone number 0343 222 7777	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Calls received	139,748	142,715	171,787	136,003	127,499
Abandonment rate (%)	10.1	17.3	7.8	6.8	9.0
Average speed of answer (seconds)	255	441	181	127	203
Email bookings	8,658	12,130	15,657	11,215	9,817
Fax bookings	1,317	1,684	1,655	1,314	1,254
Passenger services letter	31	33	14	16	18
Passenger services email	80	65	45	50	49

The number of calls received this quarter decreased by nine per cent compared to last year, and is in line with the summer seasonal trend. Conversely, email volumes are 13 per cent higher than Q2 last year, which equates to three per cent of all journey requests, as opposed to 2.5 per cent of requests last year.

Abandonment rate this quarter is within target of 10 per cent. Performance has been affected by shortage of staff. The impact of this is seen most clearly in the average speed of answer, which missed the target of 180 seconds. Recruitment is under way to fill the vacancies, and a number of process changes are being implemented to improve efficiency.

### Past five years

	Calls received	Abandonment rate (%)	Email bookings	Fax bookings	Passenger services letter	Passenger services email
2014/15	662,097	9	-	-	137	199
2015/16	661,978	7	-	-	117	281
2016/17	646,060	9	36,700	7,946	110	251
2017/18	596,161	10.5	45,655	6,064	98	276
2018/19 year to date	263,502	8	21,027	2,568	34	99



## Customer complaints

Complaints per 100,000 journeys	Q2 2017/18	Q2 2018/19	Variance (%)
London Underground	0.76	1.01	+33
London Buses	2.42	2.90	+20
DLR	0.65	0.74	+14
London Overground	1.25	2.13	+70
TfL Rail	1.54	2.36	+53
London Trams	1.34	1.24	-7
Emirates Air Line	1.72	3.95	+130
Congestion Charge	5.99	1.66	-72
Dial-a-Ride	99.18	65.04	-34
London River Services	0.42	1.19	+183
Santander Cycles	4.43	4.64	+5
Taxis*	8.02	6.51	-19
Private Hire*	5.28	3.09	-41
Contactless Payment	0.11	0.20	+76
Oyster	0.17	0.15	-12

\* Journeys not recorded; figures based on survey data

The extremely hot weather saw complaints rise across a number of services, with customers unhappy about the conditions. This was most evident on London Underground and TfL Rail. In the latter case, however, a 21 per cent expansion of the network was also a factor.

The shift from Oyster to contactless payment continues and, despite a rise in complaints per 100,000 journeys relating to contactless, the actual volumes represent a fraction of the overall customer base.

River services have been significantly affected by ongoing Thames Tideway Tunnel works, affecting their ability to keep to timetable.

## Customer complaints

Past five years

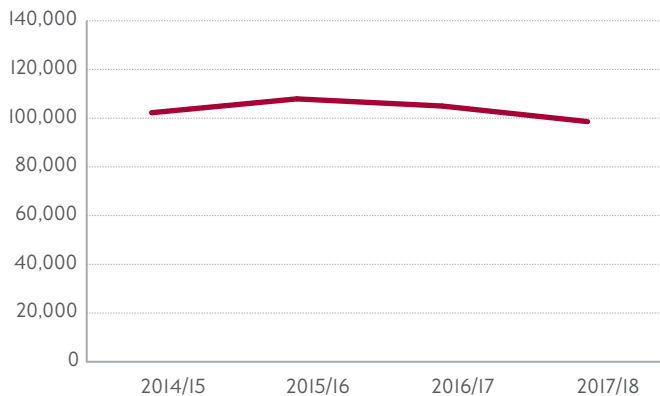
Service	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
London Underground	14,429	13,731	14,546	12,037	6,261
London Buses	65,452	71,268	66,300	64,990	29,322
DLR	2,460	1,318	1,302	980	411
London Overground	3,822	6,660	4,328	3,103	1,845
TfL Rail	n/a	1,338	1,460	1,121	567
London Trams	397	565	627	470	163
Emirates Air Line	52	62	28	33	28
Congestion Charge	1,372	1,368	3,117	959	170
Dial-a-Ride	1,908	1,305	1,088	842	306
London River Services	70	64	58	79	73
Santander Cycles	687	354	359	465	276
Taxis*			3,373	4,918	2,024
Private Hire**	4,255	4,048	2,995	2,692	978
Contactless	566	552	587	989	773
Oyster	6,763	5,283	4,808	4,912	1,878
Total	102,233	107,916	104,976	98,590	45,075

\* Taxi and Private Hire split not available for 2013/14 to 2015/16

\*\* Taxi and Private Hire and Taxi complaint numbers are not directly comparable due to the way they are received and recorded

## Customer complaints

### Annual trend (annual total)



Customer complaints continue to fall year on year, despite TfL offering more services to customers than ever before. Our projections suggest that this trend will continue across this financial year as well.

Within Contact Centre Operations, we outsource transactional activity to ensure that we can deliver excellent customer service. Oyster correspondence is the latest phase of this programme, with a transfer of activity due to go live in Q3.

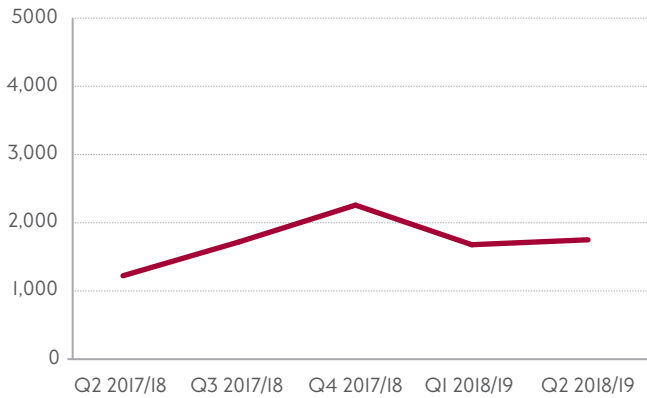
The savings this work will deliver enable us to manage the growth in contactless and the launch of the Elizabeth line.

# Commendations

## Past five quarters

Service	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
London Buses	674	879	1,222	865	880
London Underground	411	464	625	513	548
London Overground	34	51	56	49	46
DLR	25	31	43	41	38
London Trams	4	9	9	4	8
TfL Rail	23	13	25	25	20
Taxi and Private Hire	23	71	51	45	34
TfL Road Network	10	20	17	16	28
Dial-a-Ride	8	5	1	2	5
London River Services	3	0	1	3	3
Emirates Air Line	6	4	6	3	3
Santander Cycles	2	3	0	1	1
TfL Policy	0	170	202	111	140
<b>Total</b>	<b>1,223</b>	<b>1,720</b>	<b>2,258</b>	<b>1,678</b>	<b>1,754</b>

### Past five quarters



Commendations for our staff rose by five per cent overall this quarter, with the most significant increase on London Underground services. This is a result of a renewed focus on how our frontline staff interact with customers, supported by training. This work has also led to a continued drop in station staff complaints during the same period.

In addition, London Buses saw a rise in commendations this quarter. The rise also occurred after a concerted effort to improve our service through the Hello London staff training programme.



# Ticketing

## Bus and Underground

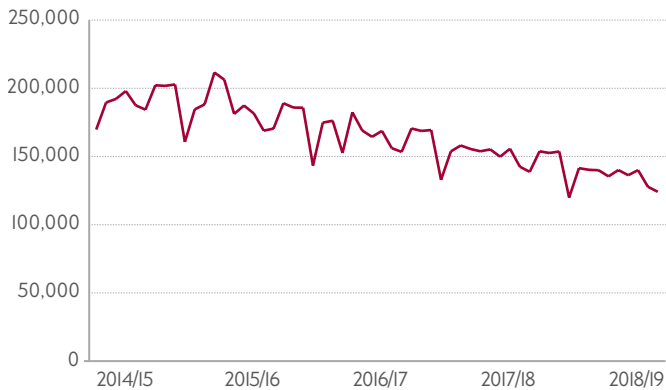
### Paper tickets

Fare payer journeys per four-week period (millions)



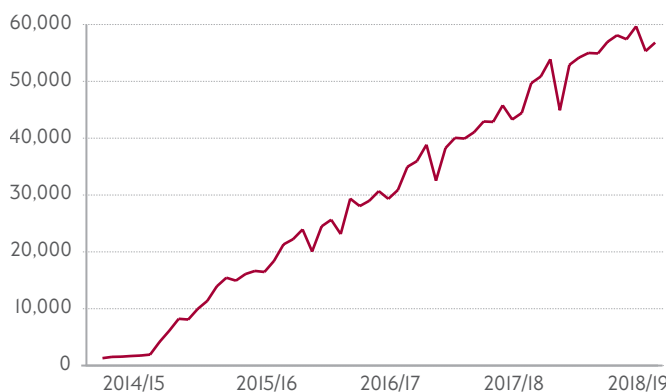
### Oyster

Fare payer journeys per four-week period (millions)



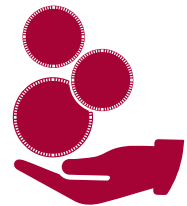
### Contactless payment cards

Fare payer journeys per four-week period (millions)



# 575,000

automated refunds were issued in Q2, with £2.6m refunded



# 42m

contactless bank cards and mobile devices have been used on bus, Tube and rail services

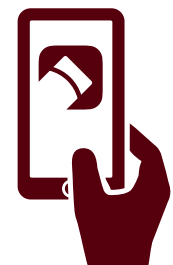


# 4.6m

contactless journeys are made daily

# 1.15m

downloads of the TfL Oyster and contactless app since launch, with more than 1.9m transactions being made with the app



Graphs for bus and Underground fare payer journeys use figures based on 13 financial periods a year.



# System availability

## Ticketing system availability

	Quarter 2 – 2018/19			Year to date – 2018/19		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
<b>▲ higher is better</b>						
London Underground – ticketing system overall availability	98.64%	0.44% ▲	0.22% ▼	98.73%	0.53% ▲	0.03% ▼
London Buses – bus validations – overall availability	99.84%	0.84% ▲	0.07% ▲	99.81%	0.81% ▲	0.09% ▲

We exceeded both the London Buses and London Underground targets for this quarter.

## Internal IT system availability

Past five quarters (%)

	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
	98.68	99.78	99.93	100.00	99.97

Performance this quarter was 99.97 per cent. There were four high-priority incidents but these had minimal or no impact on services.

## Annual trend (%)

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
	99.43	99.79	99.18	99.59	99.98

# Digital

The number of website visits is consistent with the previous quarter.

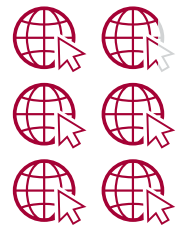
The number of Facebook followers increased slightly by 0.5 per cent, while Twitter follower numbers remained the same as the last quarter. Twitter feeds that saw above average growth were:

- Elizabeth line (up by five per cent, versus six per cent in Q1)
- TfL Taxi & Private Hire (up two per cent)

Instagram was up by 10 per cent this quarter, while LinkedIn grew by five per cent for the same period

**59m**

Number of visits to the TfL website this quarter (5% ▼ against Q2 2017/18)

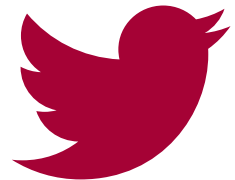


**228m**

Number of website page views this quarter (5% ▼ against Q2 2017/18)

**7.2m**

Number of Twitter followers this quarter (13% ▲ against Q2 2017/18)

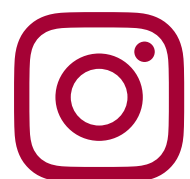


**752,000**

Number of Facebook followers this quarter (3% ▲ against Q2 2017/18)

**70,100**

Number of Instagram followers this quarter (66% ▲ against Q2 2017/18)



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More than  
**16,900**  
developers  
have used  
our data



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**24,900+**  
unique visitors to  
the TfL TravelBot on  
Facebook Messenger



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We are working hard to make new datasets available through our open data policy:

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<b>Data – released</b>	<b>Date</b>
Cycle Superhighways counter	Q2 2018/19

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<b>Data – future release schedule</b>	<b>Date</b>
Bus stops with countdown screens	Q3 2018/19
Enhanced station accessibility	Q3 2018/19
Cycling infrastructure	Q4 2018/19

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# Travel Demand Management: influencing travel behaviour

## Background

The London 2012 Olympic Games saw huge crowds come to witness events across the city. Despite widespread concerns that the transport system would not be able to cope, travel demand management (TDM) techniques meant 75 per cent of people changed their travel behaviour during the Games. This resulted in our networks delivering capacity efficiently, while providing a positive experience to customers.

## Legacy

The last six years have allowed us to develop what we learned and apply our approach to large events, upgrade works and day-to-day crowding. The latter is a primary factor in preventing Londoners from travelling on public transport more often.

During this time, we have continued to prove it is possible to change customer behaviour, and demonstrated that influencing change at the right times and places can keep transport and roads moving during planned or unplanned disruption.

We have maintained and expanded our programme and the relationships established with the transport industry. Our TDM Board for London continues to meet regularly, reaching agreements across the industry on managing travel demand. The forum facilitates discussions on major disruptions, for example those arising from large-scale closures such as the Thameslink programme.

We continue to explore new ways to help keep London moving and growing through travel demand management, as well as investigating how we might expand and commercialise its flexible delivery model for application in other cities.

## What is TDM?

TDM allows customers to make better travel choices by providing them with targeted, specific information that helps them, avoid disruption and congestion. This assists us in running better services.

## Effective TDM

Managing travel demand successfully requires a combination of:

- Collaboration across the business and industry
- Customer insight – with nine million Londoners, a ‘one-size-fits-all’ approach cannot achieve adequate behaviour change
- Use of social behaviour models to ‘nudge’ customers in the right way, to keep our network running
- Operational and local knowledge, providing our customers with viable travel alternatives
- Anonymised information from sources such as Oyster cards, traffic cameras and mobile network data
- Innovative working with partners in the industry, ie promoting sustainable

last-mile deliveries, smart consolidation and better routing

- Coordination and consistency of information

### **Spreading demand on the Tube at the busiest times**

Overcrowding prevents Londoners from travelling on public transport more often, and affects a good public transport experience.

The TDM strategy is to influence customers to travel outside the busiest times or use alternative modes during those times.

In 2015, we launched a phased approach of providing personalised and targeted information to those customers using crowded Tube stations.

Where we provided this detail, we witnessed a spread in demand during the busiest times, with up to five per cent of customers shifting their journeys from the very busy times to slightly quieter times, and to alternative modes. This essentially spread demand to the 'shoulders' of the peaks, benefiting customers and our operations.

### **Works on the A406 at Neasden 2015-16**

We used Automatic Number Plate Recognition to analyse changes in the travel behaviour of drivers as a result of a TDM campaign during the A406 Road Modernisation Plan works. Driver travel behaviour was compared to that shown during similar roadworks where there was no TDM in place.

Road users followed our advice by re-timing and re-routing their journeys to avoid the busiest times and places.

TDM was responsible for:

- Fourteen per cent of frequent drivers changing their behaviour, including seven per cent re-timing their journeys within the peak (06:00-10:00 and 16:00-20:00) and seven per cent re-routing away from the works
- Three per cent reduction in total traffic flows during peak hours

## Other highlights in Q2

### Healthy Streets Fund for Business

Through the Healthy Streets Fund for Business, we have awarded six business groups a share of £230,000 funding for innovative projects to make freight and deliveries more efficient across London. The projects will contribute to reducing traffic, easing congestion and improving air quality.

The funding will be matched by the business groups themselves, representing a total investment of £460,000.

The application process was extremely competitive, with comprehensive business engagement and information sessions generating unprecedented interest. It resulted in 17 applications, taken to a panel of internal and external judges.

The six successful schemes include the promotion of cycle freight, single suppliers and co-ordination of waste collection and deliveries. They will be located in areas with some of the worst air quality in London, such as Old Street – the site of one of the capital's most polluted primary schools.

### Station Real Time Information app

Following a line-by-line roll-out, the Station Real Time Information app is now available to all London Underground station staff.

The app has been developed to enable London Underground personnel to quickly capture and immediately communicate station status to their colleagues and the London Underground Control Centre. This means that customers receive information about station congestion and lift and escalator faults more quickly, and therefore are able to make more informed decisions about their journeys.

Further work will be undertaken this autumn to improve the app in order to drive usage, increase benefits and explore potential adaptation and roll-out to the Elizabeth line.

The next steps will be to work with colleagues to integrate the app data with key software interfaces so that travel information can be communicated to customers, and third-party apps can access the information.







# Campaigns

## Q2 customer information email volumes



### Past five years

	2014/15	2015/16	2016/17	2017/18	Year to date 2018/19
Customer information emails	263m	273m	190m	187m	84m
Campaigns	1,019	1,216	898	1,043	412

In Q2, we supported multiple large-scale projects, such as Bank branch trains not stopping at Kennington and Tideway Tunnel works.

### OVO Energy Tour of Britain 2018

We introduced digital mapping to our suite of communications for the OVO Energy Tour of Britain 2018.

The event, the UK’s leading men’s cycling race, culminated in London on Sunday 9 September, requiring road closures and bus service changes in central London, with the potential to significantly affect drivers and bus users. The demand management campaign used the map to mitigate disruption by helping customers to understand service changes, plan their journey in advance and know their travel options.

Channels used for communicating the disruption included social media, posters at key network locations in central London, Metro and other media advertising, press releases and detailed travel advice contained within tfl.gov.uk.

The digital map showed the event closure route and the associated disruption area. This is the first time TfL has created this type of map and is an improvement on static impact maps.

## Bank branch trains not stopping at Kennington

Essential works at Kennington to prepare for the Northern Line Extension completed on time on Sunday 16 September.

A comprehensive demand management plan supported the project to help mitigate the impact of disruption. This included developing travel advice and the communications strategy.

This was successful in encouraging customers to use other modes, reroute or retime their journeys. We saw a 40-50 per cent increase in customers using spare capacity on the Bakerloo line, and more customers using Brixton station, local buses or cycling.

There was minimal need to hold customers behind the barriers as a result of crowding and there were few complaints.

We are now exploring the legacy benefits of the project for encouraging customers to make better use of available capacity or to be more active.

We are also looking at how we can apply the lessons learned from this project. We are therefore setting up a workshop to inform our early planning in future projects, such as the upcoming part-closure of the Northern line as part of the capacity work at Bank station.

## Customer information campaigns

### Q2 June to September

Surface	Camden Council's West End Project HS2 Brent Cross Cricklewood Redevelopment Cycle Superhighway II Old Street Roundabout removal Highbury Corner Gyratory removal Thames Tideway at Blackfriars – gas works trial holes Westminster City Council and partner's Baker Street Two-Way project
Rail and Underground	Kennington platform closure August Bank Holiday works Bank Station Capacity Upgrade Festive and New Year's Eve King's Cross Remodelling Project
Events	Prudential Ride London Tour of Britain Tottenham Hotspur FC return to NI7

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## Customer marketing and behaviour change campaigns

We conduct a range of information campaigns designed to help our customers save money and make life easier for them. The core themes in this period are summarised below.

### TfL improvements

Raise awareness that we are investing to improve our infrastructure and services and how we are doing this.

### Value fares

These include the Hopper, pay as you go, off-peak, pink reader and Oyster extensions. These campaigns encourage customers to choose the best-value tickets and to use the ticket machine as much as possible.

### Public transport usage – Bus

Targeted communications continue at an area- and route-specific level, supporting improved reliability.

### Buses not stopping

A customer campaign encouraging passengers to help bus drivers by making it obvious that they want to board or alight and to help keep them safe when a bus has pulled away. This supports a bus driver engagement campaign following on from the Hello London driver training, with a driver engagement video focusing on the importance of stopping for passengers.

### Road investment

Raising awareness of the specific work on London's roads and encouraging customers to plan their journeys to avoid disruption.

### Hoardings

Hoardings are used across our network to inform customers of the improvements they will see as a result of the disruption they are experiencing, to ensure the safety of our workforce and to protect our customers. They enable us to showcase why we are carrying out the work and highlight the benefits for our customers, while also helping to brighten the environment as the work takes place. For example, at Finsbury Park station there is a hoarding conveying information about installing lifts at the station.

### Better behaviour

Improve behaviours across our transport network that negatively affect service (reliability), other customers or our people. These include making space for others on the road, helping passengers off the train when they feel ill and being respectful to staff across the network.

### Road danger reduction

Activity to target the causes of serious injury and death on London's roads, with a focus on the increased risks of driving too fast for the conditions of the road.

### Off-Peak campaign

The digital map has now been updated to include Santander Cycles information.

### Air quality (ULEZ and T-Charge rapid charging)

Activity targeting owners of older vehicles and all car drivers, framing the contribution that road traffic is making to London's poor air quality. This activity went live, supported by more detailed and targeted work educating those affected ahead of the ULEZ launch in April 2019.

### Travel Demand Management (TDM)

TDM activity is now supplemented with additional targeted marketing raising awareness of when and where public transport is running. This is as part of our commitment to increase usage of public transport and takes place at key periods, particularly bank holiday weekends.

### Public transport safety

The campaign has now been expanded to include a new focus on being safe after drinking alcohol, with targeted advertising at high-risk locations.

### Personal safety

The Project Guardian 'Every report builds a picture' campaign continues to encourage women to report unwanted sexual behaviour. In addition to existing video on demand media, new video content will run on Facebook and Instagram.

### New Active Travel campaign

The Active Travel campaign continued throughout the summer and autumn, supporting a step-change in the way Londoners travel around the city. The activity runs on posters, radio, online and social media. Support has also been provided to key infrastructure milestones (Superhighways and Quietways).

### Schools and education programmes

Our work to encourage transport behaviour change via nurseries, schools and colleges continues. Our range of programmes support a number of key outcomes, including active travel, road danger reduction and travelling safely and independently on public transport. We work in conjunction with the London boroughs on these programmes, which include the well-established STARS programme and 'Children's Traffic Club'.

# Consultations

## **We launched 12 consultations in Q2, with proposals for the following:**

- Southwark Underground station – proposal for a new second entrance on Greet Street
  - Congestion Charge – proposed changes to discounts and exemptions
  - Mina Road junction with Old Kent Road – proposal to make Mina Road one-way (except for cyclists)
  - Proposed changes to the junction of A205 Dulwich Common and A2215 Lordship Lane
  - Proposed new pedestrian crossing at Blackheath Hill’s junction with Blackheath Road, Lewisham Road and Greenwich South Street
  - Proposed updates to London Service Permit guidance
- Bus service proposals:
    - Routes 27 and 440 – changes in Chiswick
    - Central London bus service review – proposed changes to 34 routes
    - Routes 224 and 440 – shortening route 224 to Alperton station and extending route 440 to Wembley
    - Route 339 – changes to rerouting in the Olympic Park
    - Routes 88 and C2 – extension and rerouting of route 88 and withdrawal of route C2
    - Routes 384, 292 and 606 – changes in Barnet

We also undertook 38 London Service Permit statutory consultations relating to changes to commercial bus and coach services that are not part of the TfL bus network.



**We are planning 12 consultations in Q3 (these are subject to change):**

- Tooting town centre – pedestrian and junction improvements
  - Proposed changes to Cheyne Walk/Lots Road junction in Chelsea
  - Stoke Newington – proposals to remove the gyratory
  - A21 Bromley North – pedestrian crossing improvements between Bromley North Station and Tweedy Road
  - Seven Sisters Road – proposed safety improvements
  - Sutton Link – proposed tram extension to Sutton
- Bus service proposals:
    - Richmond, Twickenham and Whitton – proposed changes to five routes
    - Bus route 470 – proposal to extend route to Epsom Hospital
    - Bus routes 404 and 434 – proposed changes to routes in Coulsdon town centre
    - Bus route G1 – proposal to reroute service in Tooting
    - Bus route 386 – proposal to reroute service in Woolwich town centre
    - Croydon town centre - changes to 10 bus routes



# Glossary

Measure	Unit	Description
Additional time to make step-free journeys	Minutes	<p>This metric measures the time it takes to travel from each area in London (defined in the Rail plan zoning system, which splits London into 3,288 zones) to all other areas by the quickest route using public transport modes (Rail, London Underground, bus, DLR, Tram). It compares this to the travel times from a network consisting of just the fully accessible routes, which excludes station walk links that include steps. The difference between the two provides the additional journey time measure.</p> <p>The aim is to halve the additional journey time required by those using the step-free network only by 2041, so that journey times on the step-free network become comparable to those on the wider public transport network.</p>
Cumulative reduction in the number of people killed or seriously injured (KSI) London-wide	%	<p>The percentage reduction in the KSI. KPI relates to personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system. The KPI measures the percentage change in KSI casualties on London's roads compared with the baseline average number of KSI casualties between 2005 and 2009.</p>
London Buses: excess wait time	Minutes	<p>Excess wait time represents the amount of time that a passenger has had to wait, beyond the time that they should expect to wait, if buses ran as scheduled.</p> <p>It is the key measure of reliability of high-frequency bus services as experienced by passengers, and is also used to calculate operator performance bonuses or penalties.</p>

Measure	Unit	Description
London Overground and TfL Rail: public performance measure	%	<p>The public performance measure shows the percentage of trains that arrive at their destination on time.</p> <p>It combines figures for punctuality and reliability into a single performance measure and is the rail industry standard measurement of performance.</p> <p>It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before. It is therefore the percentage of trains 'on time' compared with the total number of trains planned.</p> <p>In London and the South East, a train is defined as being on time if it arrives at the destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.</p> <p>Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a public performance measure failure.</p>
London Underground: lost customer hours	Hours	<p>The total extra journey time, measured in hours, experienced by Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more lost customer hours because a greater number of customers are affected.</p> <p>For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of lost customer hours than an incident of the same length in Zone 6 on a Sunday morning.</p> <p>As we review incidents, we may need to change the figures retrospectively.</p>

Measure	Unit	Description
LU: excess journey time	Perceived minutes	<p>Journey time is a way of measuring London Underground's service performance. We break down journeys into stages and give each one:</p> <ul style="list-style-type: none"> <li>• A scheduled length of time, so we can say how long a given journey should take if everything goes as planned</li> <li>• A value of time based on how customers feel about that part of their journey, for example going up an escalator has a value of 1.5, whereas walking up stairs has a value of four, because it increases the perceived journey time</li> </ul> <p>These are the stages of a journey:</p> <ul style="list-style-type: none"> <li>• Time from station entrance to platform</li> <li>• Ticket queuing and purchase time</li> <li>• Platform wait time</li> <li>• On-train time</li> <li>• Platform to platform interchange</li> <li>• Time from platform to station exit</li> </ul> <p>In each period, actual journey times are measured then compared with the schedule. The difference between the two is the measure of lateness – referred to as excess journey time. It is therefore a measure of how efficiently London Underground is providing its scheduled or 'stated' service – the more reliable the service the lower the excess journey time. The calculation includes the impact of planned closures.</p>



Measure	Unit	Description
Operational improvements to sustainable travel	Hours	<p>This metric reports the saving to journey times and wait times for pedestrians and bus passengers as a result of our signal timings review programme. Benefits to cyclists will be included later in the year.</p> <p>The 2018/19 target has been set using improvements from 370 signal timing reviews carried out in 2017/18, capturing these improvements during a typical weekday (24 hrs). Bus benefits will continue to be dominant, as buses carry the highest proportion of people travelling sustainably through junctions.</p> <p>The metric is calculated by comparing journey times and wait times before and after the change in signal timings. Measurements can be taken only when the road network is operating within normal parameters – benefits cannot be measured and reported when there are roadworks, unplanned disruptions or school holidays. The time changes are multiplied by estimates of the number of people using each set of signals reviewed, by each mode of sustainable transport.</p>
Passenger journeys	Number	A single journey by an individual (adult or child) on a particular mode of transport run by TfL.
Recorded crime rate	Per million passenger journeys	The number of recorded (or notifiable) crimes per million passenger journeys on the appropriate network.
Scheduled services operated	%	The number of services that TfL actually operated, compared with the scheduled plan – comparing peak and off-peak times. Peak times are 07.00-10.00 and 16.00-19.00 Monday-Friday. This helps us check whether the service we operate at the busiest times of day is as good as during quieter periods.
Transport for London Road Network (TLRN): journey time reliability (morning peak)	%	This is a key measure for monitoring traffic flow. It is defined as the percentage of journeys completed within an allowable excess of five minutes for a standard 30-minute journey, during the morning peak.

Measure	Unit	Description
TLRN user satisfaction score	Score	<p>A score out of 100 showing how satisfied customers are with their journey on the TLRN in the past month. Each customer rates their journey on a scale of 0-10, which is then multiplied by 10 to give a score out of 100. This includes journeys by car, walking between transport modes, cycling, bus, powered two-wheelers, taxis and private hire vehicles.</p> <p>TLRN customer satisfaction survey is conducted online. It is estimated that, if it were conducted face-to-face (like other TfL customer surveys), the score would be higher by between five and 10 points.</p> <p>From 2010 to Q4 2015, scores had been artificially inflated as a follow-up question was used inappropriately. From Q1 2016, we removed this question.</p>
TLRN: serious and severe disruption	Hours	This KPI measures the numbers of hours of serious and severe disruption on the TLRN as a result of planned and unplanned interventions.
Roads disruption metric	%	This metric tracks our management of disruption to average London vehicle journey times (07:00-19:00 on the TLRN). The target is to remain within 15 per cent of the 2017/18 baseline of 126 secs/km.

# Our customer commitments

## Every journey matters

### 1. Safety

Safety is a top priority for us on all our services.

### 2. Help, contact and complaints

You can contact us in a way that suits you. We will listen to your feedback and use it to continue to improve our services.

### 3. Fares, payments and refunds

We promise to give you the best value ticket for your journey.

### 4. Keeping you informed

We commit to providing personalised, real-time information at every stage of your journey.

### 5. Accessibility and disabled passengers

We are committed to ensuring London continues to have one of the most accessible transport networks in the world.

### 6. Reliability

We will provide a reliable service and work to reduce any delays.

### 7. Environment

We are committed to reducing our impact on the environment and providing a clean and comfortable service.

### 8. Sustainability

We contribute to a better quality of life for Londoners, now and in the future.

### 9. Reinvesting in transport

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**Board**

**Date:** 21 November 2018

**Item:** Travel in London Report

---

## **This paper will be considered in public**

### **1 Introduction**

- 1.1 Travel in London is TfL's annual report on travel trends and developments relating to travel and transport in London. The report sets out how travel in London is changing and the progress that is being made towards the goals of the Mayor's Transport Strategy (MTS).
- 1.2 The Travel in London Overview (attached as Appendix 1) is a summary of the main Travel in London report which is due to be published by the end of November 2018. The information and analysis contained in the Overview Report has informed the preparation of the proposed 2018 TfL Business Plan.

### **2 Recommendation**

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

### **3 Background**

- 3.1 The Overview Report covers the developing context to travel in London. It describes the recent changes that are influencing travel demand including those arising from demographic, economic and, potentially, wider societal change.
- 3.2 The Overview Report also sets out the travel demand trends on the main transport modes including the levelling of the growth in public transport use and the notable growth in van traffic that has contributed to increases in road traffic in some parts of London.
- 3.3 Finally the Overview Report sets out progress towards the MTS outcomes covering Healthy Streets and Healthy People, A Good Public Transport Experience and Supporting New Homes and Jobs.

#### **List of appendices to this report:**

Appendix 1: Travel in London Overview

#### **List of Background Papers:**

Travel in London Report (currently in draft)

Contact Officer: Alex Williams, Director of City Planning  
Number: 020 3054 7023  
Email: [AlexWilliams@tfl.gov.uk](mailto:AlexWilliams@tfl.gov.uk)

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## Overview

### Travel in London report 11

Travel in London is TfL's annual publication that summarises trends and developments relating to travel and transport in London. Its principal function is to describe how travel is changing and provide an interpretative overview of progress towards implementing the transport strategy of the Mayor of London and to inform future policy development. It also provides an evidence and analysis base for the general use of stakeholders and policymakers whose responsibilities cover many different aspects of transport and travel in London.

This eleventh report covers trends up to 2017 and into 2018. Publication of Mayor Sadiq Khan's Transport Strategy (MTS) this year set out an ambitious programme to improve transport and the wider quality of life of Londoners over the period to 2041, based on an evidence base reflecting trends up to and including 2016.

The strategy established the overarching aim of increasing the mode share for walking, cycling and public transport in London to 80 per cent of all trips by 2041, to enable the city to grow and address key environmental and health challenges. This and the three related Mayoral priorities below form an overall structure for this report:

- Achieving an active, efficient and sustainable mode share for travel in London
- Healthy Streets and healthy people
- A good public transport experience
- Supporting new homes and jobs

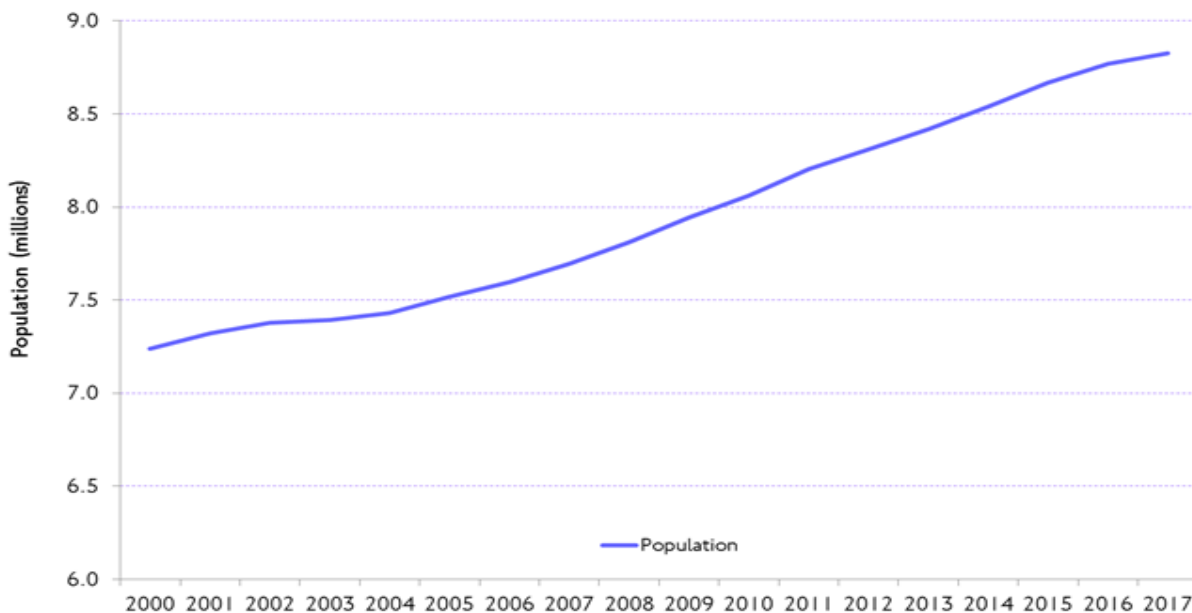
Data for the most recent years reviewed in this report reveal the emergence of several challenges to achieving the Mayor's objectives, demonstrating the importance of implementing the policies and proposals in the strategy to ensure the overall vision of the Mayor can be achieved, and to secure London's long-term success.

### The developing context

For much of the period since 2000, London saw rapid population growth, which fed through to increased demand for travel. Usage of the key public transport networks grew, often at a more rapid rate than population. This reflected growing demand and sustained investment, such as early investment in the bus network, followed by the Tube Upgrade programme and the transformative development of the London Overground, innovations such as Oyster, as well as the recovery from the 2008 recession, with increased employment. Meanwhile, road traffic consistently fell, reflecting increasing constraints on the road network and the impact of the congestion charge, and underlying an overall change away from the private car and towards more attractive public transport, walking and cycling.

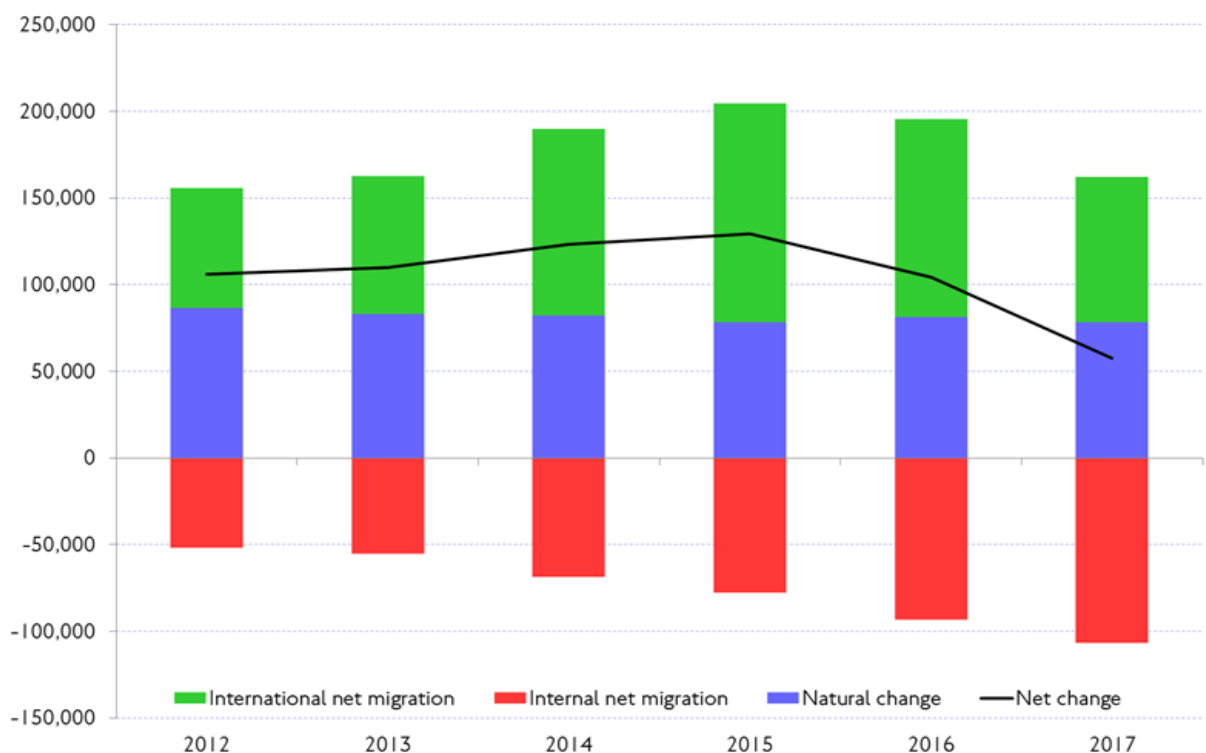
We are now starting to see a change in these trends. With a subdued economy, and evidence of a recent slowdown in the rate of population growth in London, public transport growth has levelled off. Meanwhile, in some parts of London there have been some increases in motorised road traffic, primarily reflecting an increase in van traffic. There has also been a squeeze on personal disposable incomes alongside more general 'lifestyle' changes, evident for several years, which may now be more materially affecting travel demand, as trends like flexible working and internet shopping become ever more widespread. All these changes mean that we will have to work even harder to deliver the MTS aims.

Figure 1 Resident population of London since 2000. ONS estimates.



According to ONS estimates for 2017, London was still growing, albeit the rate of growth has slowed. Population growth, which had typically been up to 1.5 per cent per year over the previous 10 years, fell to an estimated 0.6 per cent in 2017. This was primarily driven by a reduction in EU migration and people moving to London from the rest of the UK, particularly young people. Although the short term prospects for this are unclear, most commentators still expect substantial population growth in London over the medium-long term, emphasising the need for steady and substantial investment in infrastructure.

Figure 2 Components of London's population growth. ONS estimates.



Lifestyle factors such as more flexible working and internet shopping are becoming more widespread. Well established evidence from TfL's surveys over several years indicates that Londoners are making – on average – slightly fewer trips per day each year, and this is paralleled across the UK and in other major cities worldwide. These 'lifestyle' factors could be acting alongside demographic and economic factors to reduce overall demand growth for travel.

The last two years have also seen some specific developments that will have affected travel demand in London. These have included large-scale infrastructure works, prolonged industrial disputes on National Rail affecting demand on key interchange modes such as the Underground, and several terror incidents. A further factor is the changing competitor landscape, with new options such as app-based private hire having the potential to change the appeal of travel by modes like buses.

These effects may not be sustained, but they have all had a short term impact on outcomes. The possibility of more fundamental changes to travel behaviour is, however, a complex issue on which there is, as yet, no consensus about likely future trends. TfL plans to conduct further research in the coming year to better understand these factors.

All of these developments serve to intensify the need for the kind of policies outlined in the Mayor's Transport Strategy if transport is to continue to play a key 'enabling' role for London's future economic and social success, whatever the wider international and domestic context.

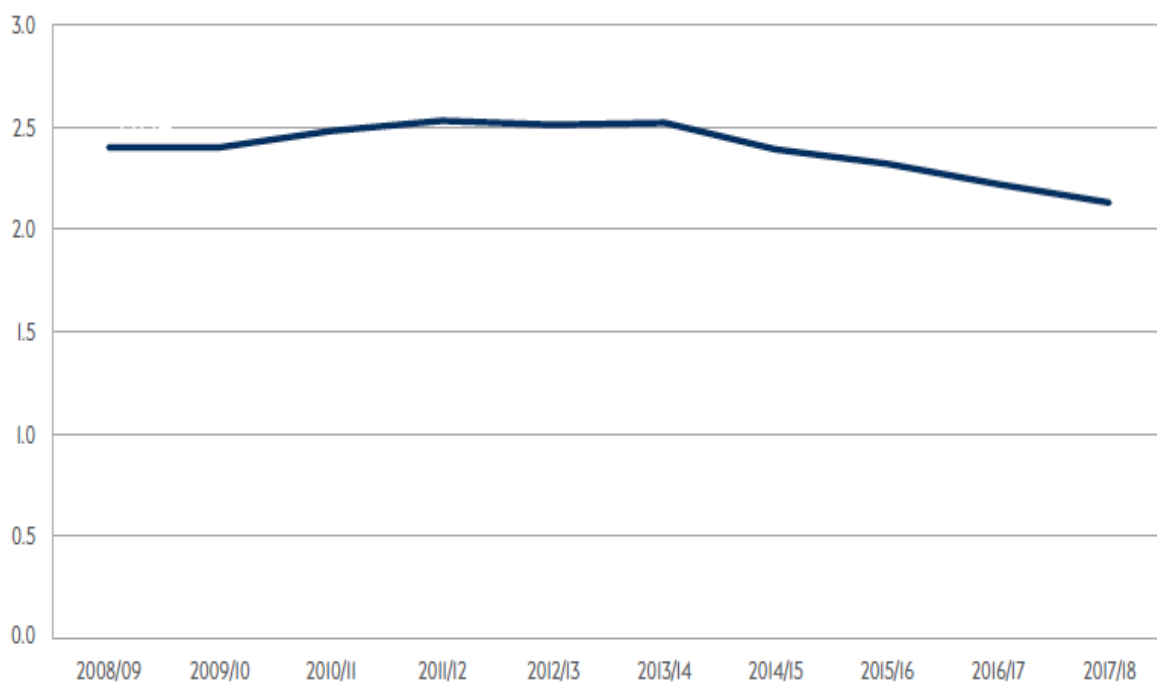
Against this backdrop, we continue to provide high levels of service and reliability on the key networks, with numerous recent and planned enhancements as the MTS is implemented and as further described in TfL's Business Plan.

### **Overall travel demand**

Overall travel demand, in terms of the average number of trips per person per day (trip rate), among London residents only, fell to 2.13 trips in 2017/18, continuing the reduction previously observed and compared to 2.64 trips per person per day in 2006/07. As this is an average per person value, it signifies the continuation of an important 'background' trend, which may reflect both economic and behavioural factors, of Londoners making fewer trips per day on average. This general pattern is paralleled at the national scale, as shown by DfT's National Travel Survey, and has also been seen in several other major cities.

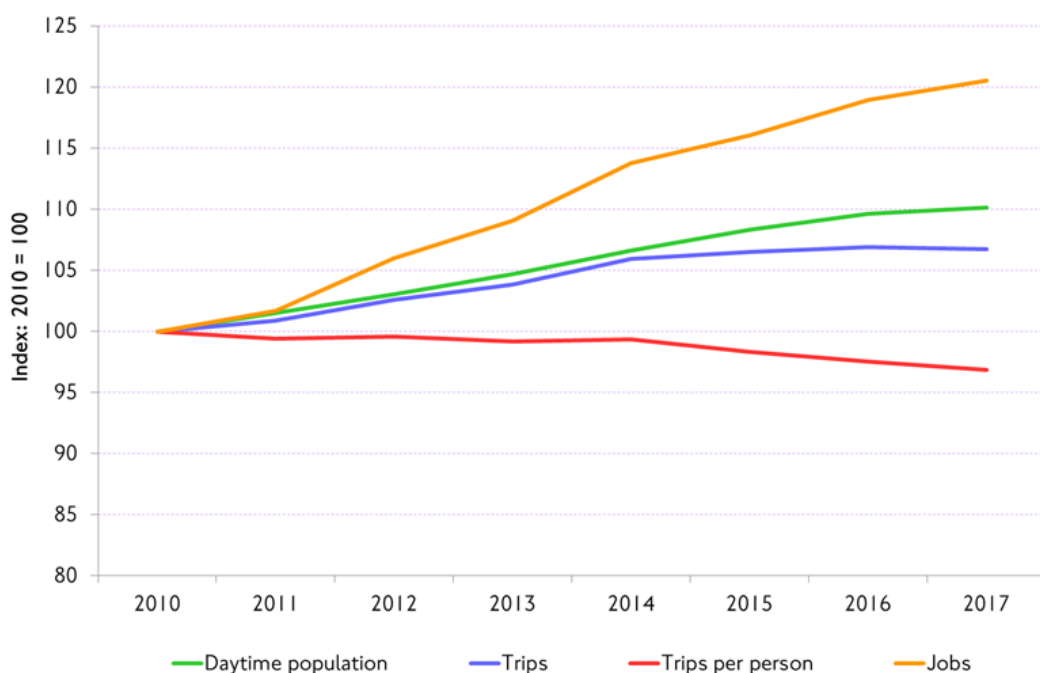


Figure 3 Average daily trip rates by London residents. London Travel Demand Survey.



Reflecting these recent contextual trends, overall travel demand in London in 2017 was 0.1 per cent lower than in 2016, at an average of 26.8 million trips per day. Figure 3 illustrates the effect of reducing trip rates on overall travel demand for travel in London.

Figure 4 Relationship between population, jobs and trips in London. ONS and TfL estimates.

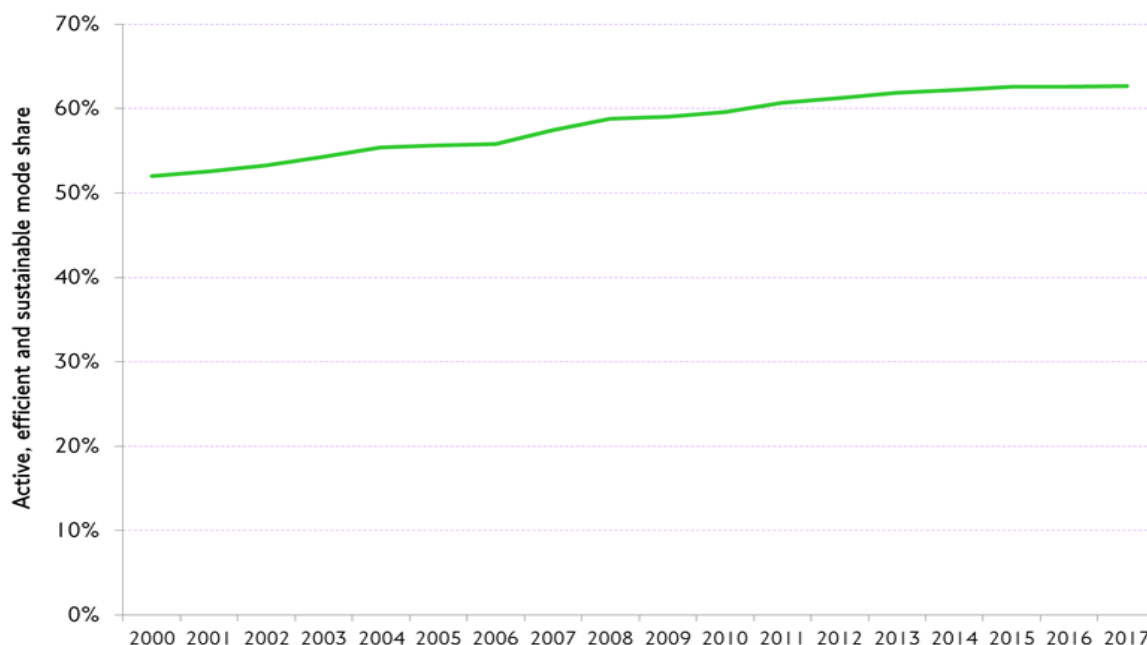


**Active, efficient and sustainable mode share**

These developments meant that the proportion of all **trips** in London made by active, efficient and sustainable modes increased slightly, to 62.7 per cent for the year, compared to a (revised) 62.6 per cent in 2016 and the MTS ‘baseline’ value, also of 62.6 per cent, in 2015.

Recent years, therefore, have seen a flattening of the historic trend of progressive increase in this measure (figure 5), largely reflecting the more general changes to travel demand described above, although it should be noted that slower short-term growth in travel demand is not incompatible with the Mayor's mode share aim.

Figure 5 Percentage of trips and journey stages in London made by active, efficient and sustainable modes. TfL estimates.



### Travel demand trends on the main transport modes

Within this overall trend, however, there were some differences between the individual travel modes, between different parts of London, and in relation to previously established trends. So, in terms of **journey stages**, in 2017:

**Bus journeys** saw a slight growth in demand for the first time since 2014, up by 0.1 per cent between 2016 and 2017. The total number of bus journeys made in 2017 was, however, 6.5 per cent down on 2014, and this contrasts to the long-established trend of growth typical of the previous period.

**Underground** demand in 2017 declined for the first time since 2009, with total journeys 1.1 per cent down from the previous year. This is a change from the pattern of strong annual growth between 2 and 6 per cent between 2009 and 2015, although there are signs of a modest recovery into 2018.

This broad pattern of flattening demand was mirrored on **National Rail** services in London, which include some TfL operated services. National Rail journeys (defined by the Office for Rail and Road as London & South East) decreased by 1.9 per cent over the year. This contrasted with the annual growth of between 4 and 8 per cent since 2010.

Department for Transport (DfT) Road Traffic data for London for 2016 has been subject to a revision, affecting the overall travel demand and mode share estimates above for 2016 and as previously published in Travel in London report 10. Although total road traffic increased by 0.1 per cent London wide between 2016 and 2017, the majority of this overall increase reflected LGV (van) traffic, up by 1.9 per cent over the year, perhaps reflecting the rise of internet shopping and associated changes in freight and distribution (figure 5). There was no growth in car traffic, with levels the same as in 2016 (figure 6).

Figure 6 Changes in LGV (van) traffic levels. DfT National Road Traffic Census (for London).

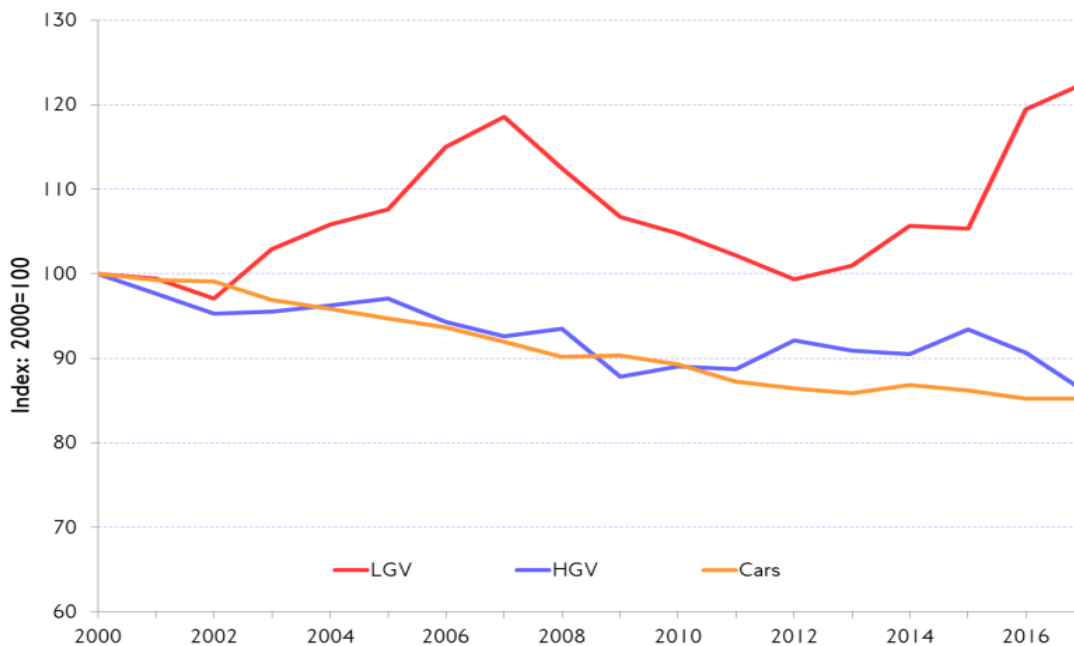
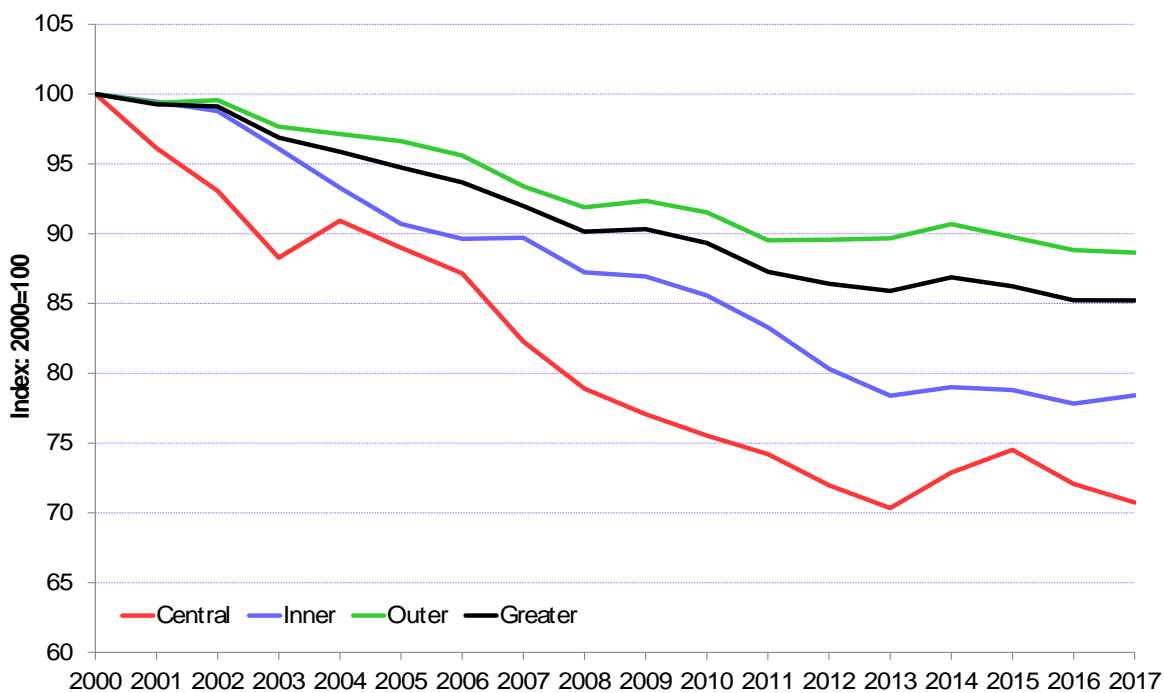


Figure 7 Changes in car traffic levels. DfT National Road Traffic Census (for London).



London-wide, in 2017, there was an average of 720,000 **cycle journeys** made per day. This was 0.8 per cent lower than in 2016, when a total of 730,000 cycle journeys were made each day. In the context of reduced travel demand in London, the overall growth of cycling of recent years can be seen to have stalled in 2017. This does vary by region of London and in inner London saw an overall 7.7 per cent increase in cycle trips and cycling in central London in the first quarter of 2018/19 was 8 per cent higher than the equivalent quarter the previous year. In addition, in areas where there has been investment in improved infrastructure there has been a substantial growth in cycling. For example, cycling levels have increased along many new Cycle Superhighway and Quietway routes by more than 50 per cent. Studies have also shown significant increases in cycling levels in Mini-Holland boroughs.

At the London wide level, the number of **walking trips** increased, by an estimated 0.5 per cent; this largely reflecting population growth in 2017.

It is significant that many of the trends affecting overall travel demand have parallels at national level and appear to be longer established. Person trip rates at the national scale have declined in recent years; with trip rates in 2017 some 11 per cent lower than the highest recorded in 1996 to 98. Road traffic volumes nationally grew by 3.3 per cent between 2015 and 2017, an accelerating picture of growth with a net increase of 7.9 per cent between 2010 and 2017. Bus patronage nationally (outside London) has fallen by 8.7 per cent between 2008/09 and 2016/17. Growth on National Rail, hitherto typically between 3 and 8 per cent per year nationally, was down by 1.4 per cent in the latest year.

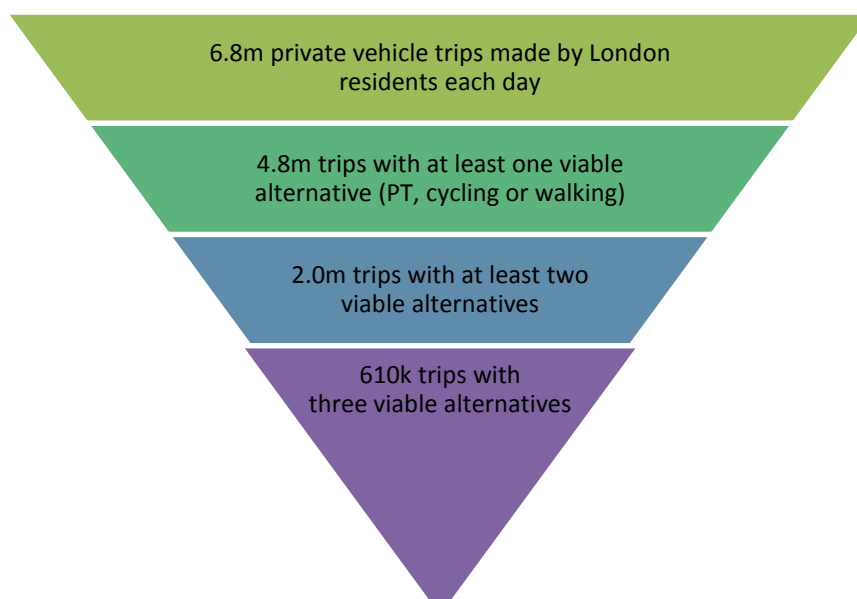
## **Progress towards Mayor's Transport Strategy outcomes**

This backdrop, combined with the short space of time that has elapsed since publication of the MTS, are key to the review and evaluation of the data and trends in this report.

### **Healthy Streets and Healthy People**

New TfL analysis reveals that over 70 per cent of car trips made by London residents could potentially and realistically be walked, cycled or made by public transport. Over half could be cycled in around 10 minutes, and more than a third could be walked in under 25 minutes, demonstrating the large scope for changing overall mode shares to work towards the Mayor's target of 80 per cent of travel in London to be made by active, efficient and sustainable modes by 2041 (figure 8).

Figure 8 Overall scale of potential for mode shift from private vehicle trips made by London residents. TfL analysis based on London Travel Demand Survey.



In 2017/18, the percentage of Londoners who achieved two ten-minute sessions of active travel per day was 29.7 per cent, down slightly from the previous year. While some variability in this trend is to be expected on a year to year basis, the balance of the trend over the most recent four years has been slowly downwards. It is thought that reducing overall travel demand has been a particular factor here. Multi stage public transport trips frequently include opportunities for walking and have a major role to play in achieving this ambition.

Strong investment in London's cycle network continues, with 15 per cent of Londoners now living within 400 metres of a high-quality cycle route; this expected to increase to 70 per cent by 2041, and there is emerging evidence of positive impacts on active travel through the investment in the Mini Holland boroughs.

The MTS sets the goal to eliminate death and serious injury from our transport network by 2041. The Vision Zero Action Plan sets out our approach to improving safety on London's road network. Again demonstrating the scale of the challenge, the number of fatalities on London's roads increased during 2017, to 131, from the lowest level on record (116) in 2016. In particular, there were concerning increases in the number of pedestrian fatalities, up from 61 in 2016 to 73 in 2017, especially those involving heavy goods vehicles, as well as increases in casualties among people who cycle (10 in 2017 relative to 8 in 2016) and car occupant (14 relative to 10) fatalities.

A number of measures have been introduced to improve air quality – most notably the Toxicity Charge and Low Emission Bus Zones. Analysis of the Toxicity Charge and the Putney High Street Low Emission Bus Zone (LEBZ) indicate that both initiatives have been effective in reducing concentrations of NO<sub>2</sub>. The forthcoming Ultra Low Emission Zone schemes, due to commence in central London from April 2019, the enhancements to the London wide Low Emission Zone and the

introduction of all 12 Low Emission Bus Zones (LEBZs) will further improve air quality across the capital.

### **A good public transport experience**

In 2017/18, London's combined public transport networks operated 110,950 million place-kilometres, effectively unchanged from the previous year and an overall 28 per cent increase from 2009/10.

Over the last year, bus and Underground reliability improved in terms of all the usual customer service delivery indicators. Some 98.1 per cent of scheduled bus services were operated in 2017/18, the highest recorded level, whilst excess waiting time for high-frequency services returned to its all-time low of 1.0 minutes.

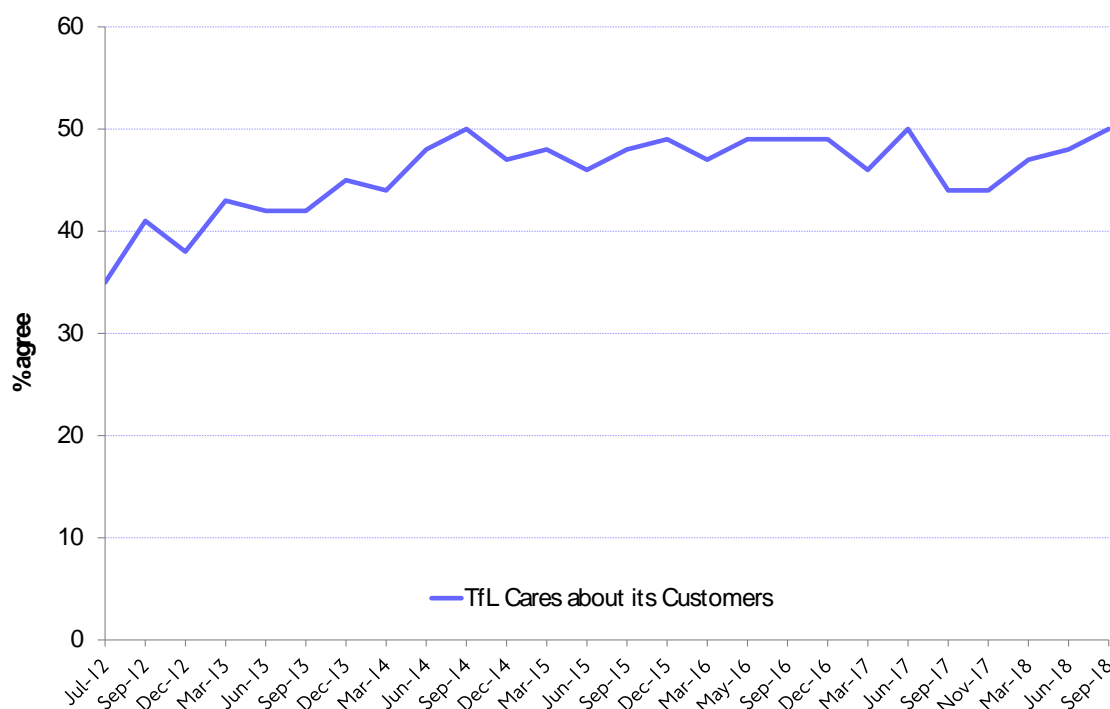
On the Underground, scheduled train-kilometres in 2017/18 were 1.0 per cent higher than in the previous year, the highest level recorded, with 96.7 per cent of scheduled kilometres operated. Both DLR and Tram networks also offered highest recorded levels of service in 2017/18.

The picture on National Rail services in London was more mixed. Both London Overground and TfL Rail operated highest-ever levels of service, but operational quality, measured in terms of the Public Performance Measure, declined slightly on both networks in 2017/18. On the wider National Rail network in London, although there is considerable variation by operator, the overall picture in recent years has been of a progressive decline in the Public Performance Measure from typical levels attained at the turn of the decade.

Overall customer satisfaction with the main public transport modes is relatively high, now typically scoring between 85 and 90, and these scores have increased slowly over recent years. TfL has also developed a metric that measures the extent to which Londoners believe that TfL cares about its customers (including users of all modes). Measurements since 2012 show an increasing trend with, typically between 45 and 50 per cent of people agreeing with the proposition (figure 9).



Figure 9 Trend in Care scores. TfL Customer Research.



Older and disabled people with mobility needs require more time to complete journeys by public transport if they are only able to use the step-free network. In some cases, these journeys may not be possible. The Mayor’s ambition is to eliminate this differential as soon as possible. In 2017, across all possible public transport journey permutations, trips using only the step-free network (all buses and step-free stations) took, on average, 10 minutes longer than those that could make use of the full network – a time differential of 13 per cent and a slight improvement on the 2016 value.

The Elizabeth line will add 10 per cent to rail capacity in central London, initially serving the central activities zone, Canary Wharf, Shenfield and Heathrow, before services are extended to Reading. This will mark a step-change in London’s transport connectivity, bringing an extra 1.5 million people within 45 minutes commuting distance of central London, and it will also significantly improve step-free access across its length.

### Supporting new homes and jobs

The MTS aims to provide for a future where, in 2041, London is expected to have 10.8 million residents, around 30 per cent higher than in 2011, and 1 million more jobs.

As part of the Healthy Streets Approach, all new developments will need to facilitate walking and cycling and reduced car use in order to tackle congestion and enable people to live active, healthier lives. Infrastructure enhancements in progress or in the pipeline are directed to supporting this approach, including key projects such as the Northern Line extension from Kennington to Battersea and the

proposed extension of the Bakerloo line south of Elephant & Castle, as well as planned upgrades to the existing tube network.

There were more than 45,000 housing completions in 2016/17, which is 3,000 above the current London Plan target of 42,000. Of these, 7,300 were affordable homes. This represents a continuing trend of increases in housing delivery in London, which started in 2012/13, and delivery in 2016/17 represents the highest single-year completions total recorded.

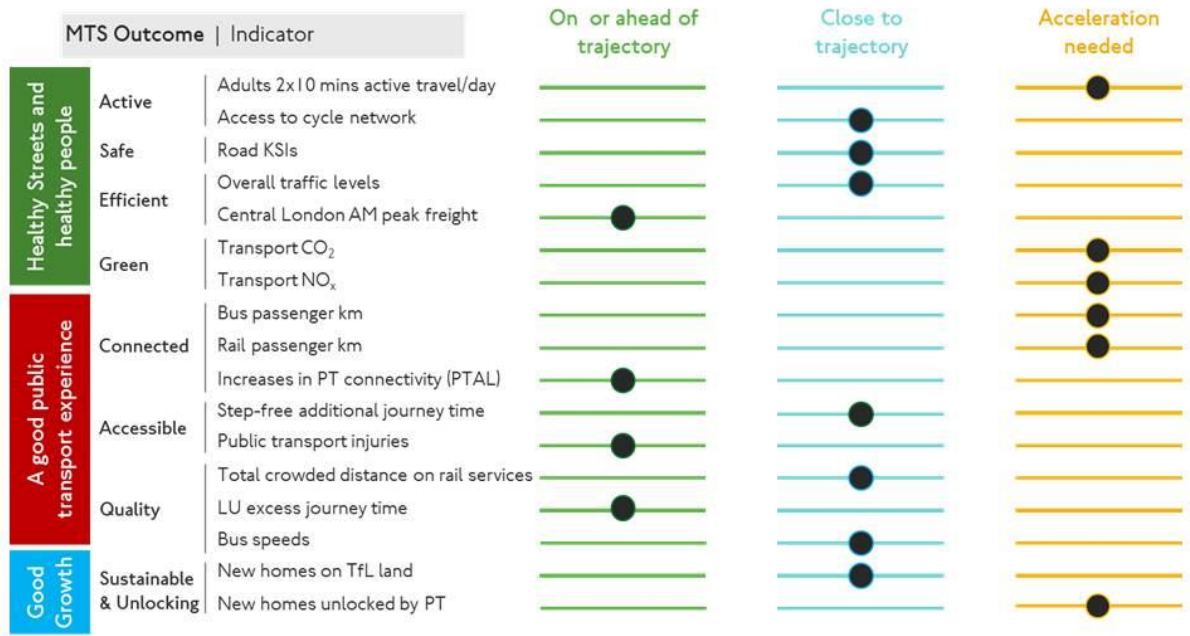
TfL, as a landowner, has a major role to play in addressing London's housing shortage. By 2020/21, we plan to have started on property development sites that will provide 10,000 new homes and a million square feet of offices, shops and workspace. Residential projects brought to market in this mayoral term will deliver at least 50 per cent affordable housing across the TfL portfolio. We currently have partners in place to deliver c. 7,000 homes and will enter into commercial agreements for a further c. 3,000 this financial year.

## Summary

The MTS identifies clear and challenging targets to improve transport to enhance overall quality of life. It is therefore to be expected that the starting points may not be ideal and that progress will be difficult, and finding the most effective way of working towards the goals is the essential task set for TfL by the Mayor. Figure 10 below is a visualisation of the current state of play in relation to the key Outcomes sought by the strategy – reflecting data that largely pre-dates publication of the strategy itself. The categorisation is indicative rather than definitive, and is largely based on the evidence set out in this report. The figure should therefore be interpreted as a periodic 'health check' on the progress of our journey, and our business planning is being adjusted to take account of those aspects where particular attention is called for.

11. Monitoring and evaluating progress towards Mayor's Transport Strategy goals

Figure 10 Summary of progress towards Mayor's Transport Strategy goals.



**Board**



**Date:** 21 November 2018

**Item:** TfL Business Plan 2018

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 This paper seeks authority from the Board for the TfL Business Plan 2018 to be approved by the Finance Committee at its meeting on 13 December 2018.

### **2 Recommendations**

- 2.1 **That the Board delegates to the Finance Committee authority to approve those matters reserved to the Board in relation to the approval of the TfL Business Plan 2018.**

### **3 Background**

- 3.1 The Business Plan 2018 is being updated in alignment with the Mayor's Transport Strategy. The Plan will reflect the Mayor's Transport Strategy priorities and account for any other external factors which may occur over the lifetime of the plan period.
- 3.2 The proposed plan will focus on maintaining financial sustainability, safety, and the continuation of the delivery of TfL's investment programmes in alignment with the Mayor's Transport Strategy.
- 3.3 A decision to approve the TfL Business Plan 2018 is required before the next meeting of the Board in January 2019, as the requirements for the GLA Budget process necessitate the plan to be approved in early December 2018. Subject to the approval to delegate authority to the Finance Committee, it is proposed that the TfL Business Plan is submitted to the Finance Committee for approval at its meeting on 13 December 2018.

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

None

Contact Officer: Simon Kilonback, Interim Chief Finance Officer

Number: 020 3054 8941

Email: [SimonKilonback@tfl.gov.uk](mailto:SimonKilonback@tfl.gov.uk)

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**Board**



**Date:** 21 November 2018

**Item:** Crossrail Update

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**This paper will be considered in public.**

## **1 Summary**

1.1 This paper provides an update on the status of the Crossrail Project.

## **2 Recommendation**

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

## **3 Crossrail update**

3.1 Crossrail Limited (CRL) announced in August 2018 that the central section of the Elizabeth line (Paddington through to Abbey Wood) will now open in autumn 2019, instead of December 2018. The revised schedule is needed to complete the final infrastructure and extensive testing required to ensure the Elizabeth line opens as a safe and reliable railway.

3.2 Both the Department for Transport (DfT) and TfL (Sponsors for the Crossrail Project) remain committed to the successful delivery of the Crossrail Project and the focus remains on opening the full Elizabeth line, from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, as soon as possible after the central tunnels open.

3.3 TfL and Government continue to work through the financial and other implications of the delay in the opening of the central section. The DfT and TfL, as joint sponsors, have commissioned independent reviews into Crossrail Limited's governance and financing to ensure its projections are robust. These reviews are being carried out by KPMG. These reviews commenced on 24 September and once this work is finalised a full financing agreement will be developed by the Government and Mayor of London. The Terms of Reference of the reviews were included in the papers to the meeting of the Board on 24 October 2018.

3.4 On 26 October 2018, an interim financing package of £350m was confirmed between the Government and the Mayor of London, which will enable CRL to continue its construction work and vital testing at pace to open the Elizabeth line to passengers as quickly as possible. The funding will go towards Crossrail Limited completing the final fit-out of the tunnels, stations and the extensive safety and reliability testing needed for the Elizabeth line's new railway systems.



- 3.5 To see the project through its critical final phases, London Underground (LU) Managing Director Mark Wild has been appointed as Chief Executive of CRL. Mark will retain his TfL salary of £285,000 and a non-consolidated allowance of £130,000 for his role as Chief Executive. He will return to his role at LU once the Elizabeth line has opened through central London. He will initially work alongside Simon Wright, who will step down in December 2018, as planned.
- 3.6 Our focus remains on supporting CRL as it finalises the final infrastructure and testing in order to get the Elizabeth line safely into passenger service at the earliest opportunity.
- 3.7 Health and safety performance remains good and within annual targets. CRL continues with the 'Finish Safe' campaign to ensure that the remainder of the programme is delivered with the same focus on Health and Safety as during the main construction phase.
- 3.8 Progress is being made on completing the installation of rail systems in the central tunnels to facilitate a period of intensive underground testing of signalling systems, train and rail infrastructure. These tests will be progressed in a structured manner with as much pre-testing as possible at Crossrail's integration laboratory and on the test track at Melton Mowbray before live testing in the central section tunnels. These tests will ensure that the Elizabeth line will be reliable and safe when it opens for passenger service.
- 3.9 Progress is being made on completing the stations and testing their systems and plans are being agreed with the infrastructure managers (LU and Rail for London) to transfer the central stations and tunnels from the project to the operators. As these plans progress, the operations and maintenance staff will move into the stations and the major contractors will be progressively demobilised.

**List of Appendices:**

None

**List of Background Papers:**

None

Contact Officer: Howard Smith, Operations Director Crossrail/Elizabeth line  
Number: 020 3197 5976  
Email: [HowardSmith@tfl.gov.uk](mailto:HowardSmith@tfl.gov.uk)

Contact Officer: David Hughes, Director of Strategy & Network Development  
Number: 020 3054 8222  
Email: [HugheDa03@tfl.gov.uk](mailto:HugheDa03@tfl.gov.uk)

**Board**



**Date: 21 November 2018**

**Item: Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 27 September 2018**

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**This paper will be considered in public**

## **1 Summary**

1.1 To report to the Board on the meeting of the Safety, Sustainability and Human Resources Panel held on 27 September 2018.

## **2 Recommendation**

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

## **3 Background**

3.1 The papers for the meeting of the Panel on 27 September were published on 19 September 2018 and are available on the TfL website:  
<https://tfl.gov.uk/corporate/publications-and-reports/safety-sustainability-hr>

3.2 The main matters considered by the Panel were:

- (a) Quarterly Health, Safety and Environment Performance Report;
- (b) Vision Zero Update;
- (c) Bus Safety Programme Update;
- (d) Bus Driver Facility Improvements;
- (e) Safety at Roadworks;
- (f) Reducing the Impact of Workplace Violence and Antisocial Behaviour on London Underground Staff;
- (g) Safeguarding in TfL;
- (h) Human Resources Quarterly Report;
- (i) Gender and Ethnicity Pay Gap Action Plan;
- (j) Transformation Programme Update; and
- (k) Air Quality Update.

- 3.3 A summary of the discussions and decisions at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 5 December 2018.

## **4 Issues Discussed**

### **Quarterly Health, Safety and Environment Performance Report**

- 4.1 The Panel noted the report, which provided an overview of health, safety and environment performance for London Underground (LU), TfL Rail, Surface Transport and Crossrail services for Quarter 1 2018/19 (1 April 2018 to 23 June 2018). This included work on reducing customer and workforce injuries and escalator safety.

### **Vision Zero Update**

- 4.2 The Panel noted the update on the launch of the Vision Zero Action Plan which involved work with regional and national stakeholders. Members were also provided with the latest information on personal injury road traffic collisions which was undergoing analysis.

### **Bus Safety Programme Update**

- 4.3 The Panel noted the paper, which provided an overview of the programme and its key deliverables. Progress was being made with the Bus Safety Standard and a research programme was due to commence shortly.

### **Bus Driver Facility Improvements**

- 4.4 The Panel noted the paper, which provided an update of the programme. Progress to date had been good and the ability to provide further enhancements to facilities would be investigated.

### **Safety at Roadworks**

- 4.5 The Panel noted the paper, which provided an analysis of the impact of roadworks on injury rates to vulnerable road users. As well as site inspections, technology was also used to improve compliance.

### **Reducing the Impact of Workplace Violence and Antisocial Behaviour on London Underground Staff**

- 4.6 The Panel noted the paper, which set out the plan for reducing instances of antisocial behaviour and violence across the LU network. TfL worked closely with British Transport Police, Street Pastors and utilised technology such as body worn cameras to assist in targeting and managing incidents.

### **Safeguarding in TfL**

- 4.7 The Panel noted the paper, which set out the progress being made in raising awareness of safeguarding and embedding it into TfL's ways of working.

## **Human Resources Quarterly Report**

- 4.8 The Panel noted the report, which provided an overview of key Human Resources led activities in Quarter 1 2018/19. The Viewpoint staff survey had been launched and work was continuing on the Diversity and Inclusion dashboards.

## **Gender and Ethnicity Pay Gap**

- 4.9 The Panel noted the paper, which provided an update on activities to reduce TfL's Gender and Ethnicity pay gaps. Work was taking place to review the secondments process and trade union local agreements to ensure they were aligned with agreed outcomes. Recent recruitment campaigns had seen increases in applications from under represented groups.

## **Transformation Update**

- 4.10 The Panel noted the paper, which set out recent activities in the Transformation programme.

## **Air Quality Update**

- 4.11 The Panel noted the paper, which set out the implemented and forthcoming proposals to improve air quality. Along with the introduction of the Ultra Low Emission Zone, work was continuing to reduce emissions in the bus fleet and promote the use of electric vehicles.

## **List of appendices to this report:**

None

## **List of Background Papers:**

Papers submitted to the Safety, Sustainability and Human Resources Panel on 27 September 2018

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

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**Board**



**Date:** 21 November 2018

**Item:** Report of the Meeting of the Programmes and Investment Committee held on 11 October 2018

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**This paper will be considered in public**

## **1 Summary**

1.1 To report to the Board on the meeting of the Programmes and Investment Committee held on 11 October 2018.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

3.1 The papers for the meeting of the Committee held on 11 October were published on 3 October 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/programmes-and-investment-committee>

3.2 The main matters considered by the Committee were:

- (a) Investment Programme Report - Quarter 1 2018/19;
- (b) Independent Investment Programme Advisory Group (IIPAG) - Quarterly Report;
- (c) Use of Delegated Authority;
- (d) Strategic Risk Management;
- (e) Barking Riverside Extension Main Contract Works Update;
- (f) Tottenham Court Road Station Additional Procurement Authority;
- (g) Surface Transport Asset Renewals Programme;
- (h) London Underground Four Lines Modernisation Programme;
- (i) London Underground Track Partnership Programme;
- (j) Emergency Services Network; and
- (k) Crossrail.



- 3.3 A summary of the discussions and decisions at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 11 December 2018.

## **4 Issues Discussed**

### **Investment Programme Report – Quarter 1 2018/19**

- 4.1 The Committee noted the paper. With regard to Major Projects, the twin-tunnelled extension from Kennington to a new terminus at Battersea Power Station, via a new station at Nine Elms, was green against its 2018/19 milestone. The Barking Riverside Extension project was amber against its 2018/19 budget milestones and a paper on the project was discussed later on the agenda. The Victoria Station Upgrade project was green against its 2018/19 budget milestone.
- 4.2 With regard to Surface Transport projects, the Asset Investment Programme was green against its 2018/19 budget milestone.
- 4.3 Cycle Superhighway 6 (North-South) extension had opened and Quietway 2 had been officially opened. The Committee heard that Cycle Superhighway 11 (CS11) had been legally challenged by Westminster City Council over plans for the Swiss Cottage gyratory. TfL were looking at how best to respond to ensure the delivery of CS11.
- 4.4 Work was progressing on the Air Quality and Environment Programme; high level and functional designs for the Ultra Low Emission Zone (ULEZ) had been completed and the detailed design was almost complete.
- 4.5 With regard to London Underground projects, the Stations Programme was green against its 2018/19 budget milestones.
- 4.6 At Elephant and Castle station, the developer had put in an application for new housing, retail space and a station box to expand access and enlarge capacity.
- 4.7 The Committee noted that TfL, in partnership with Great Western Development planned to build a new entrance, improve the size of the ticket hall and provide step-free access to Bakerloo line platforms at Paddington station.
- 4.8 The Accessibility Programme was amber against its 2018/19 budget milestone. Works were continuing at Newbury Park station to install the lift tower.
- 4.9 The Track Renewals Programme was green against its 2018/19 budget milestone. At Camden Town station, four sets of deep Tube points had been renewed, including 100 metres of new track layout.

- 4.10 The Rolling Stock Renewals Programme was green against its 2018/19 budget milestone. On the Central line Improvement Programme, the new tractions package contract was progressing to plan.
- 4.11 The Committee noted that the award of the contract to design and build new Piccadilly line trains contract award decision had been suspended owing to a legal challenge. TfL had submitted an application to lift the automatic stay.
- 4.12 The second round of bidding for Liveable Neighbourhoods funding was underway and Boroughs that received funding would be required, by condition of receiving funding, to conduct strong monitoring of the schemes.
- 4.13 Twenty-seven per cent of the London Underground is accessible and London's ranking was improving as legacy issues were overcome. TfL would make available the list of currently accessible stations and look to make it more visible.

#### **Independent Investment Programme Advisory Group – Quarterly Report**

- 4.14 The Committee noted the paper, which set out the Independent Investment Programme Advisory Group's (IIPAG) report and TfL management's response.
- 4.15 The Committee welcomed Alison Munro, Chair of IIPAG, to her new role and thanked Colin Porter for his recent leadership of IIPAG, and thanked all outgoing members of IIPAG for providing a valuable third line of assurance.
- 4.16 Guidance for TfL management responses had been made more explicit to ensure that the management response either gave an "agree" or "disagree" response to an IIPAG recommendation. IIPAG, similarly, would word its recommendations so that "agree" or "disagree" responses could be given.

#### **Use of Delegated Authority**

- 4.17 The Committee noted the paper. Since the meeting of the Committee on 3 July 2018, there had been no uses of delegated authority.

#### **Strategic Risk Management Update**

- 4.18 The Committee noted the paper and the supplemental paper included on Part 2 of the agenda. Following a programme of deep dive reviews of the strategic risks, the Executive Committee approved the final versions of the Enterprise Risk Management Framework (ERMF) and Enterprise Risk Assessment Matrix (ERAM) in August 2018.
- 4.19 The Committee will receive strategic risk reports for SR12 – Delivery of key investment programmes and SR16 – Opening of the Elizabeth line.

- 4.20 The Committee welcomed the introduction of the ERMF and ERAM, which would enable TfL to anticipate potential risks, run simulations and to cascade essential communications to minimise risks.

#### **Barking Riverside Extension Main Contract Works Update**

- 4.21 The Committee noted the paper and agreed to delegate to Delegated Officers authority to approve an increase in Programme and Project Authority to enable the award of the Main Works Contract (MWC) for Barking Riverside rail extension and new Barking Riverside station.
- 4.22 Since receipt of the initial bids, there had been intensive scope and value engineering discussions with key stakeholders to contain cost and programme pressures.
- 4.23 An increase in Programme and Project Authority was sought because an extended negotiation phase had been conducted with bidders for the MWC and an increase in Authority would allow for the contract to be awarded before the Committee's next meeting in December 2018. Approval before December 2018 would ensure the Programme milestone target dates were met.
- 4.24 The Committee noted that the budget of the project had previously been reduced because risks, which had been identified during the risk analysis, did not crystallise. Members discussed the level of cost and funding allocated to risk in the project and recommended that this be reviewed and increased if appropriate.

#### **Tottenham Court Road Station Additional Procurement Authority**

- 4.25 The Committee noted the paper and approved additional Procurement Authority for the Tottenham Court Road Upgrade Project (TCRSU), following the final account agreement with the Main Contractor Taylor Woodrow BAM Nuttall JV.
- 4.26 The additional Procurement Authority would resolve charges related to: asbestos removal; cladding to platforms; Night Tube; indexation and takeover access.
- 4.27 The project was being delivered for £60m less than the approved Programme and Project Authority.

#### **Surface Transport Asset Renewals Programme**

- 4.28 The Committee noted the paper and approved a reduction of the existing Programme and Project Authority by £49m.
- 4.29 The Programme had previously been supported by the revenue grant that TfL received from government, which ceased in 2017/18. The removal of the grant had placed short term pressures on the Programme until a long-term solution could be identified.

- 4.30 The decrease in Programme and Procurement Authority was consistent with the two-year proactive renewals freeze. TfL's approach to surface assets would be reactive and would help to ensure operational funding would always be available to maintain the safety of assets.
- 4.31 Officers stated that the safety of the asset users was of paramount importance and decisions would be taken in accordance with this principle
- 4.32 The Independent Investment Programme Advisory Group identified that the planned SCADA contract award was too early and a review was necessary to assess preferred option and procurement plan. The Committee agreed that £8.14m of the requested increase in Authority be withheld, pending the outcome of the review.

### **London Underground Four Lines Modernisation Programme**

- 4.33 The Committee noted the paper. The Programme was in the process of replacing, modernising and integrating life-expired assets, such as signalling, rolling stock and track, on the Sub-surface Railway.
- 4.34 The Committee noted that the introduction of 192 new trains had delivered 25 per cent of the Programme benefits and that new signalling would deliver 75 per cent of the Programme benefits, including the ability to run trains closer together and increasing the speed of trains.
- 4.35 Progress had been made in a number of areas over the last year: track layout changes had been completed in 23 out of 29 areas; 96 per cent of nosing stone moves had been completed; changes to the Ealing Common depot and track had begun and was scheduled for completion in early 2019; and service control teams had been brought together at the Hammersmith service control centre.
- 4.36 The Programme was currently on track to deliver an initial 30 trains per hour service, during peak hours, on the south side of the central Circle line by 2020, which would increase to 32 trains per hour by 2022.

### **London Underground Track Partnership Programme**

- 4.37 The Committee noted the paper and approved an extension to the existing Track Partnership Contract with Balfour Beatty for programme of track renewal services.
- 4.38 The Committee noted that the Track Partnership contact was signed in December 2010 and expired in December 2018. London Underground expected to award the replacement delivery partner contract in early 2019.

### **Emergency Services Network**

- 4.39 The Committee noted the paper and endorsed an extension of the Phase 1 infrastructure installation works (subject to full grant funding from the Home Office being agreed for that scope of circa £10m) and a commensurate

reduction in the scope of Phase 2 in the absence of a funding commitment for the whole life costs of ESN.

- 4.40 In November 2017, the Home Office announced that the Emergency Services Mobile Communications Programme (ESMCP) would be delayed and began a review of the programme. The Home Office agreed to TfL's recommendation to reduce the pace of Phase 1 delivery.
- 4.41 TfL is required to host 4G infrastructure in its below ground estate for the ESN, which amounts to 422km of tunnels. Since November 2017, TfL has since installed 173km of fibre optic cable and temporarily installed leaky feeders in 251km of in-scope tunnels.
- 4.42 The British Transport Police were able to make the first 4G calls on a platform and within a train in May 2018, as a result of the continued trial of the design.
- 4.43 TfL considered the most appropriate scope for an extension to the Phase 1 scope to be the delivery of additional cabling infrastructure, for which the Home Office had agreed to fund the additional work in the amount of around £10m. It was likely that a further extension of Phase 1 scope would be required to align activities with the start of Phase 2 installation works.

#### **Crossrail Update**

- 4.44 The Committee noted the paper. TfL remained fully engaged with CRL and the joint sponsors to work through the revised schedule and financial implications.
- 4.45 Independent reviews of programme schedule, costs and governance had been commissioned and would be shared with the Committee when available.

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

Papers submitted to Programmes and Investment Committee on 11 October 2018

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

**Board**



**Date:** 21 November 2018

**Item:** Report of the Meetings of the Finance Committee held on 27 September and 13 October 2018

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**This paper will be considered in public**

## **1 Summary**

- 1.1 To report to the Board on the meeting of the Finance Committee held 17 October 2018.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary – 27 September 2018**

- 3.1 The papers for the meeting of the Committee held on 27 September 2018 were published on 26 September 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>
- 3.2 The main matter considered by the Committee was Crossrail Limited Funding Arrangements. The more detailed minutes of the meeting will be published ahead of the 13 December 2018 meeting of the Committee.

## **4 Issues Discussed – 27 September 2018**

- 4.1 The Committee noted the paper and supplementary information in Part 2 of the agenda and approved interim funding for Crossrail Limited (CRL).
- 4.2 In July 2018, following the announcement by the Secretary of State for Transport and the Mayor that the project had exceeded its funding envelope and that additional funding would be needed, a draft package of £300m was agreed by the Sponsors for the completion of the Crossrail Central Operating Section (CCOS), with the Network Rail works being handled separately by the Department for Transport (DfT). The draft package proposed that the £300m would be split equally between DfT and TfL as Joint Project Sponsors.
- 4.3 On 19 September 2018, the Board delegated authority to the Finance Committee to approve those matters reserved to the Board in relation to the Crossrail Project.



- 4.4 TfL and Government were urgently working through the financial and other implications of the delay in CCOS opening. Pending completion of that work, CRL required interim funding. This related to the £300m additional funding previously announced in July 2018 funded by TfL and DfT.

## **5 Committee Agenda and Summary – 17 October 2018**

- 5.1 The papers for the meeting of the Committee held on 17 October 2018 were published on 9 October 2018 and are available on the TfL website:  
<https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>

- 5.2 The main matters considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Finance Report - Period 6, 2018/19;
- (c) Treasury Activities;
- (d) Strategic Risk Management Update;
- (e) Insurance Programme Renewal;
- (f) Update on Income from Developers through Planning Obligations;
- (g) Prudential Indicators – Outturn for the Year Ended 31 March 2018;
- (h) Insurance Activities;
- (i) Fare Collection Systems; and
- (j) Multi-lateral Interchange Fees.

- 5.3 A summary of the items discussed and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the 13 December 2018 meeting of the Committee.

## **6 Issues Discussed – 17 October 2018**

### **Use of Delegated Authority**

- 6.1 The Committee noted the paper. Since the last meeting of Committee, there had been four uses of Chair's Action:
- (a) Connect PFI Transition: On 29 July 2018, the Chair of the Committee, in consultation with members of the Committee, approved Programme and Project Authority and Procurement Authority to enter into a contract with Thales Transport and Security Limited (Thales) to secure the continued provision of operationally critical radio and data transmission services on the Underground (the Contract) from expiry of the Connect Private Finance Initiative Contract (Connect PFI) in November 2019;

- (b) Taxi Fares and Tariffs Update: On 12 August 2018, the Vice Chair of the Committee in consultation with members of the Committee excluding the Chair, noted an update on the annual taxi fares and tariffs review and approved the recommendations in the paper;
- (c) Separation Works for the Broadway Complex: On 4 September 2018, the Chair, in consultation with members of the Committee, approved those works necessary to secure the retention of the extant residential planning consent and to allow the operational elements of the Broadway Complex to be separated from the office building to enable its future disposal; and
- (d) South Kensington – Around Station Development: On 14 September 2018, the Chair approved the recommendations in the paper. During the approval process, Members requested and received additional information.

6.2 There had been no use of delegated Procurement and Land Authority since the last meeting of the Committee.

#### **Finance Report - Period 6 2018/19**

- 6.3 The Committee noted the report. Overall passenger income and operating costs continued to outperform the 2018/19 budget and that the net cost of operations was ahead of budget. The focus on cost control would continue and further efficiencies were expected.
- 6.4 Bus passenger income remained below budget. Work to understand the economic and societal drivers of the decrease in demand, despite higher bus reliability, would be an area of focus throughout the year and next year.
- 6.5 The next Business Plan would be more upfront about financial challenges and include details on efficiencies that had been created. Further consideration would be given to how best to publically present TfL's success in managing financial challenges and its aspirations to be an exemplar of public sector management.

#### **Treasury Activities**

- 6.6 The Committee noted the paper and supplemental information on Part 2 of the agenda. The Committee noted that the increase in interest rates from 0.5 per cent to 0.75 per cent, on 2 August 2018, resulted in an increase in the rates payable on TfL's commercial paper (CP) issuance but that this was offset by higher yields received on short term investment.
- 6.7 At the end of the period, TfL had a remaining borrowing requirement of £292m for 2018/19, plus any refinancing of unhedged CP. There was £775m in outstanding CP, of which £400m was unhedged. Up to £275m could be refinanced as long term debt.

## **Strategic Risk Management Update**

- 6.8 The Committee noted the paper and the supplementary information included on Part 2 of the agenda. Following a programme of deep dive reviews of the strategic risks, the Executive Committee approved the final versions of the Enterprise Risk Management Framework (ERMF) and Enterprise Risk Assessment Matrix (ERAM) in August 2018.
- 6.9 The Committee will receive strategic risk reports for SR7 – Financial Sustainability, SR8 – Inability to deliver predicted revenue growth, and SR9 Ability to meet changing demand.

## **Prudential Indicators – Outturn for the Year Ended 31 March 2018**

- 6.10 The Committee noted the paper, which set out TfL's performance against the indicators for the Financial Year 2017/18, as approved by the Board in March 2017 and set out in the CIPFA Prudential Code (the Code).
- 6.11 The Corporation, as at 31 March 2018, was within the limit for total debt and direct borrowings, however the Corporation's outturn for other long term liabilities exceeded the indicator by £5.1m, owing to a change from the expected settlement profile of long term Crossrail property claim provisions. This was purely a phasing issue and was not expected to impact the long term debt forecasts.
- 6.12 Capital expenditure for the TfL Corporation was below the indicator, however the TfL Group exceeded the estimate for capital expenditure by £61.7m, due to spend on the Crossrail project beyond what was budgeted at the time of setting the 2017/18 indicators.
- 6.13 The outturn ratio of financing cost to net revenue stream for TfL Corporation was in line with the indicator set but was 0.8 per cent higher than estimated for TfL Group. The Committee noted that this was a function of accounting.

## **Insurance Activities**

- 6.14 The Committee noted the paper and supplementary information on Part 2 of the agenda. TfL engaged Marsh, TfL's insurance brokers, to undertake a study to analyse both the financial and physical insurable risks associated with business activities and the insurance coverage options available.
- 6.15 The Committee noted that a review of cyber insurance remained ongoing and completion of renewal was targeted for later in 2018.

## **Fare Collections Systems**

- 6.16 The Committee noted the paper and supplementary information on Part 2 of the agenda, which set out the proposed extension to the existing Contactless Back Office Licence Agreement with Cubic Systems Limited.

- 6.17 TfL had been supporting Cubic's global bid activity by providing a fixed number of consultancy hours, as agreed in the five-year non-exclusive agreement, signed in 2016. The licence agreement led to a number of payments up to a maximum amount; TfL had secured full value of the licence deal and sought to extend the contract to ensure TfL could earn additional revenue.

### **Multi-lateral Interchange Fees**

- 6.18 The Committee noted the paper and the supplementary information on Part 2 of the agenda, which provided an update in relation to litigation commenced by TfL concerning the fees charged by Mastercard and Visa in respect of debit card and credit card transactions.
- 6.19 The Chair, Ron Kalifa, left the meeting due to a previously declared interest. Anne McMeel took the Chair.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Finance Committee on 13 October 2018

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

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**Board**



**Date:** 21 November 2018

**Item:** Report of the Meeting of the Remuneration Committee held on 7 November 2018

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**This paper will be considered in public**

## **1 Summary**

- 1.1 To report to the Board on the meeting of the Remuneration Committee held on 7 November 2018.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

- 3.1 The papers for the meeting of the Committee held on 7 November were published on 30 October 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/remuneration-committee>
- 3.2 The main matters considered by the Committee were:
- (a) Use of Delegated Authority;
  - (b) Pay Gap Analysis; and
  - (c) Talent and Succession Planning.
- 3.3 A summary of the discussions and decisions at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 23 January 2019.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee noted the paper. Since the meeting of the Committee on 13 June 2018, Committee members had been consulted on four occasions prior to the use of Chair's Action to approve salaries of £100,000 or more.

### **Pay Gap Analysis**

- 4.2 The Committee noted the update on TfL's pay gap analysis, with a particular focus on gender and ethnicity, based on data from the 12 month period 1 April 2016 to 31 March 2017. Kay Carberry welcomed the paper as the issue



had been raised previously by the Board and the Safety, Sustainability and Human Resources Panel.

- 4.3 Members noted the explanations for the pay gaps and the work being undertaken to improve the diversity of staff in TfL and how this would impact on the pay gap over time. It noted the development and use of Diversity and Inclusion dashboards to drive the change and the work of TfL's Staff Network Groups.
- 4.4 The pay gap data for 2017/18 would be available shortly and an update would be provided to the next meeting of the Committee.

### **Talent and Succession Planning**

- 4.5 The Committee noted TfL's approach to talent applied by Succession Planning, Workforce Planning and Senior Appointments. The paper also provided a review on the Diversity and Inclusion of senior talent and how TfL proposed to improve this, using practical measures with tangible outputs
- 4.6 Members noted the use of TfL's Maximising Potential initiative to nurture talent identified at middle management level and the importance of distinguishing between leaders and subject matter specialists, which were both essential for an effective organisation but had different development needs. The Committee recommended that high performers be tracked to ensure that they become high achievers.
- 4.7 Work was underway on workforce planning to identify the talent and skills that TfL required now and for the future and more information would be provided to Members.
- 4.8 Members discussed and welcomed TfL's Steps Into Work programme which supported young people with a range of needs, including neuro-diversity and greatly increased their employment prospects as well as being a real benefit to the staff that became mentors and coaches. All Members of the Board would be invited to the graduation ceremony of the 2018 Cohorts at the London Transport Museum on 8 December 2018.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Remuneration Committee on 7 November 2018

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

**Board**



**Date:** 21 November 2018

**Item:** Report of the Meeting of the Customer Service and Operational Performance Panel held on 14 November 2018

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a short summary of the items to be considered by the Customer Service and Operational Performance Panel at its meeting on 14 November 2018. As that meeting is held after this paper was published, a verbal update on the issues raised by the Panel will be provided to the Board.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

- 3.1 The papers for the meeting of the Panel held on 14 November 2018 were published on 6 November 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/customer-service-op-performance>
- 3.2 The main matters to be considered by the Panel are:
- (a) Quarter 2 Customer Services and Operational Performance Report;
  - (b) Working with our Stakeholders;
  - (c) Assisted Transport Services Update;
  - (d) TfL International Benchmarking Report 2018;
  - (e) London Underground Station Action Plan; and
  - (f) Strategic Risk Management.
- 3.3 A short summary of the items on the agenda is provided below. The Chair will provide an oral update on the Panel's discussions to the Board. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 13 February 2019.

## **4 Issues Discussed**

### **Quarter 2 Customer Services and Operational Performance Report**

- 4.1 The Panel is asked to note the quarterly report. The quarterly report appears elsewhere on the agenda for the Board and the Panel's considerations will be reported under that item.

### **Working with our Stakeholders**

- 4.2 The Panel is asked to note the paper, which sets out how TfL work with stakeholders to deliver transport services for London.

### **Assisted Transport Services Update**

- 4.3 The Panel is asked to note paper, which sets out the forthcoming improvements to the Taxicard scheme and the challenges in delivering the outcomes set out in the ATS Vision and Roadmap.

### **TfL International Benchmarking Report 2018**

- 4.4 The Panel is asked to note the report, which provides a high level overview of TfL's performance in customer-centric areas against domestic and international benchmarks.

### **London Underground Station Action Plan**

- 4.5 The Panel is asked to note the paper, which provides an update on the delivery of the outstanding items of London Underground's Action Plan.

### **Strategic Risk Management**

- 4.6 The Panel is asked to note the paper, which provides an update on TfL's new Enterprise Risk Management Framework, the Enterprise Risk Assessment Matrix and the TfL strategic risks, including the risks that will be reported to the Panel in future.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Customer Service and Operational Performance Panel on 14 November 2018

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

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