

Commissioner's Report

23 May 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 20 March.

2 TfL Scorecard

Period I3

Breakdown of scorecard measures categories:

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

Outcome	Measure	Full Year 2017/18		
		Actual	Target	Floor target
Safety and Operations				
Safe and secure travel	Reduction in KSIs on London's roads (%)	45.0 ■	45.4	42.6
	Workforce and customer injuries	11,471 ■	10,265	11,711
Tackling crowding and ensuring good growth	Available passenger km (bn)	115 ■	116	110
Improving public transport services	Streets journey time reliability (%)	88.7 ■	88.5	88.0
	Bus excess wait time (minutes)	1.0 ■	1.1	1.1
	Average bus speeds (mph)	9.3 ■	9.2	9.2
	Tube excess journey time (minutes)	4.63 ■	4.30	4.60
Deliver critical infrastructure, and prepare for the Elizabeth line	Key milestone delivery (%)	72.3 ■	100	0
Customer				
We work for our customers	Care metric (%)	46 ■	51	48
Active and inclusive travel	Public transport and cycling journeys (m)	4,071 ■	4,088	4,047
Reducing impact on air quality, carbon and environment	NO ₂ concentrations (µg/m ³)	61* ■	61	65
Deliver affordable housing	Affordable housing (%)	51 ■	50	50
Creating an accessible public transport system	Step-free journeys (%)	16.7 ■	16.7	15.5

Outcome	Measure	Full Year 2017/18		
		Actual	Target	Floor target
People				
A workforce representative of London	All staff workforce diversity (%)	69.7 ■	70.3	68.8
	B5+ workforce diversity (%)	44.7 ■	40	37
	Action on equality (%)	90 ■	90	85
A capable, engaged workforce	Total engagement (score)	56 ■	59	58
	Transformation milestone (%)	67 ■	100	0
A more effective, efficient organisation	Transformation survey	+3 ■	+3	+1
Financial				
We are financially sustainable	Net operating surplus (£m)	319 ■	293**	164
We are prudent	Daily cash above minimum (%)	100 ■	95	90
	Period average cash balance (£m)	1,377 ■	540	513

■ Achieved
 ■ Partially achieved
 ■ Not achieved

Notes:

- Floor targets have been set to recognise where the target may have been narrowly missed, but is above a minimum performance level.
- A change in systems and reporting means the reduction in KSI figures for 2017 are provisional estimates. Figures will be finalised in July 2018.

* The 2017/18 target for NO₂ concentration has been recalculated from the original target of 59 µg/m³ to take into account a change in methodology during the year

** The net operating surplus has been restated from the original budget of £264m to bring it more closely in line with our audited financial statements

The full year scorecard results are subject to review by the Audit and Assurance Committee.

3 Safety and security

Croydon tram overturning

We are continuing to implement the recommendations made in the Rail Accident Investigation Branch (RAIB) and SNC-Lavalin reports into the overturning at Sandilands. Our thoughts remain with everyone affected, and the Sarah Hope Line continues to provide help with counselling and other support.

We are working with the wider tram industry to learn every lesson, implement the RAIB's report recommendations and introduce further measures that could improve tram safety across the UK. We attended the meeting in Edinburgh on 26 March of the new UK tram industry body, which has been set up under the guidance of the Office of Rail and Road (ORR) to develop common standards and address risk review and identification.

We are also working to apply the lessons of Sandilands across the organisation and will report on fatigue at future meetings of the Safety, Sustainability and Human Resources Panel.

We await decisions from the British Transport Police (BTP) and ORR on potential criminal and regulatory proceedings arising from the overturning. The coroner's inquest will also follow the outcome of those decisions.

Following the delegation from the Mayor, we have been working with the London Borough of Croydon on its plans for community recovery activities and the best use of the £750,000 funding we are providing to support health and social services in New Addington and the surrounding area.

Customer safety

Over the past year, we have been focusing on how we can improve safety on the Underground by communicating better with our customers. We have added new 'Hold the handrail' signs on our escalators; local teams have been making safety announcements that are more relevant to the local situation; and we have been handing out Oyster card wallets featuring key safety messages to customers at stations where we have the most accidents.

This work has successfully reduced the number of customer accidents by five per cent compared with the previous year. Most importantly, we reduced the number of high-risk platform/train interface incidents by almost 10 per cent. We will be focusing on these same target areas in 2018/19, to keep improving safety for our customers.



Workforce safety

The London Underground workforce safety plan is focused on improving our performance by changing our safety culture. In recent months, the new senior management team has been carrying out more safety tours, providing an opportunity to show they care about the wellbeing of their teams.

In November, we introduced a new element to safety tours, with directors and senior managers sharing information and photographs from their tours on Yammer, our internal social network. We will be focusing on a number of key areas of risk in 2018/19, including decreasing the number of injuries from working at height, reducing slips, trips and falls by five per cent, and reducing workplace violence.

Major project safety

Our 'making HSE personal' campaign has been central to preventing accidental injuries, by helping people to strengthen their commitment to Health, Safety and the Environment (HSE) through self-motivation and taking personal ownership. This campaign has contributed to a 30 per cent reduction in lost time injuries this year, a 52 per cent drop in major injuries and a 44 per cent

reduction in the most serious reportable injuries (RIDDORs) compared with 2016/17. These incidents combined have resulted in a 20 per cent cut in total workforce injuries, surpassing our 17 per cent improvement commitment for the year.

To support our 'making HSE personal' approach, we have launched a supplier assessment tool. Used in our quarterly performance reviews with suppliers, this helps identify both good practices and areas for improvement. It also enables us to track the effectiveness of improvement plans and risk mitigations. Our aim is to expand its use across all our capital works.

Working at night presents its own safety challenges, and we have now set up a dedicated night HSE team to work onsite with our suppliers to understand cultural barriers and unsafe behaviours that result in people getting hurt.

We have launched a pan-TfL capital projects 'Zero Harm' forum, and complementary safety improvement groups. These promote sharing, learning and action across the client-contractor boundary on key HSE issues, so that we all improve our performance.



Bus safety campaign

As part of our plans to bring in a new Bus Safety Standard for London, we have started testing safety technologies with the potential to counter fatalities and reduce the severity of injuries.

We are working with the Transport Research Laboratory and manufacturing partners Alexander Dennis and Wrightbus to understand how the most promising equipment such as automatic braking and audible warning measures might be harnessed and how physical changes within and outside the vehicle might make travel safer.

This work forms part of the Vision Zero approach to road danger set out in the Mayor's Transport Strategy. Vision Zero's aim is that no-one should be killed in or by a London bus by 2030, with deaths and serious injuries from London road collisions eliminated by 2041. We are using in-depth analysis of bus incident and collision data involving passenger and vulnerable road user injuries to highlight where technology and better bus design can yield the greatest safety benefits.

Improving safety and raising standards across the private hire industry

On 26 March, we launched a 12-week consultation on further safety improvements for private hire passengers. We are seeking views on:

- An advanced driving test for private hire drivers, which could include accessibility training
- New, clear signage displayed in private hire vehicles to make it easier for customers to raise concerns about the driver's behaviour and driving, as well as the condition and accessibility of the vehicle
- How we could improve the vetting of private hire driver applicants to ensure a fuller and more comprehensive period of criminal history is available for consideration as part of the licensing
- Whether changes need to be made to insurance requirements for private hire services

The consultation builds on the improvements to standards and safety set out in the Mayor's Taxi and Private Hire Action Plan. This includes significantly increasing the number of Compliance Officers and requiring both driver and vehicle details to be provided to passengers before the start of a journey.

2018/19 policing plans

Working with our policing partners, the Metropolitan Police Roads and Transport Policing Command and the British Transport Police (BTP), we have agreed the continued commitment for dedicated specialised policing of our services throughout 2018/19 in support of the Mayor's Transport Strategy. The focus will be on themes including:

- Prevention and investigation of crime
- Safeguarding and protecting vulnerable people
- Road danger reduction through education, enforcement and problem solving
- Dealing with crimes, antisocial and poor road user behaviour that disrupt our services
- Increased police visibility and engagement
- Personal security and confidence of those using and working on night services
- Counter-terrorism
- Demonstrating value for money

Knife crime and safety on public transport

March saw more than 250 planned activities as part of Operation Sceptre, the knife crime strategy employed by the Roads and Transport Policing Command.

Preventative actions included the use of knife arches at stations, engagement with schools, weapon sweeps and a push for additional technology such as metal detectors to support operational staff at specific locations. There has also been a review of all outstanding wanted offenders with a focus on violence and weapons and a concerted effort to locate and arrest individuals. As a result of targeted activity over two weeks, 30 arrests were made and this work is continuing.

The BTP's Operation Engulf, which is addressing knife crimes in London through training, community engagement and enforcement, led to 87 stop and searches and eight arrests.

Protecting the public realm

On 4 April, we held a workshop with London Councils and security experts from the Centre for the Protection of National Infrastructure (CPNI) to progress plans on developing street assets that can protect people in the public realm while maintaining its quality.

We have identified a range of assets that could, with further design and development, be used. We will continue to work with CPNI specialists and engineering designers to determine the technical requirements and details to take this work forward.

BT streetworks prosecution

We successfully prosecuted BT for four streetworks-related offences committed on 14 and 15 August 2017 on our roads in Bishopsgate. BT failed to properly sign and guard the work area and also used the wrong traffic management methods for traffic control. In addition, BT also failed to take immediate remedial actions to rectify the faults, despite our repeated requests, and breached two conditions of the permit issued for the works.

BT pleaded guilty to four offences and was fined £90,000. This is the highest fine in relation to a streetworks-related offence we have prosecuted.

We have prosecuted BT for 43 previous offences since 2010 and issued 1,083 Fixed Penalty Notices, of which 170 were issued within the last year.

I have written to the Chief Executive Officer of BT, drawing his attention to these latest failings and demanding immediate improvements. We also continue to meet quarterly with BT to discuss agreed performance improvement measures.

Roadworks performance

In the 2017/18 financial year, we completed 38,000 roadworks inspections to check that roadworks were safe and compliant. These resulted in a non-compliant safety failure rate of 19 per cent from 2,000 statutory inspections, and

1,128 Fixed Penalty Notices were issued to utility companies. The total invoice value for this has been in excess of £6m in charges, fees and fines.

Private Hire licence fees

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

Uber London Limited Operator Licence

On 13 October 2017, Uber London Limited appealed our decision not to renew its operator's licence. The LTDA and GMB both applied to participate in the appeal.

A pre-trial review hearing took place on 30 April to consider final preparations for the hearing of the appeal and to consider the LTDA's application to participate. The Court allowed the LTDA to make written submissions about the lawfulness of Uber's operating model and to rely on a limited amount of documentary evidence in support of those submissions.

The GMB has now withdrawn from the process.

The final hearing of the appeal will take place over four days, starting on Monday 25 June.

4 Healthy Streets and healthy people

Walking and cycling

Quietways and Central London Grid

We are continuing to make good progress on the Quietway and Central London Grid programmes. At the end of March, a number of London boroughs launched sections of Quietway routes, including Q3 in the London Borough of Brent linking Gladstone Park and Kilburn station, Q15 in the Royal Borough of Kensington & Chelsea linking Belgravia and Earls Court, and Q5 in the London Borough of Lambeth linking Clapham Old Town and the Oval. Further sections will be launched during 2018 and future years, leading ultimately to a comprehensive cycling network.

North/South Phase 2 – Cycle Superhighway 6

Work continues to progress well on CS6. The cycle track, which connects with CS North South Phase I at Stonecutter Street and continues to King's Cross, is on track for completion in the summer.

On 22 March, we commissioned the Charterhouse Junction, introducing a signalised pedestrian crossing there for the first time. The project, which took place over the Easter bank holiday, involved 10 parties condensing 30 disruptive working days into four days. Work to increase the width of the carriageway on Clerkenwell Bridge was completed on 26 April, followed by the partial opening of the route between Ray Street and Charterhouse Junction on 8 May.

Cycle Superhighway II

On 7 May, the Mayor announced that works for CSII will start on site in July. Planned delivery dates for the remaining CSII work packages, south of Swiss Cottage towards Oxford Street, are being reviewed. There are six work packages in total, due to be finished by 2020.

Oxford Street transformation

We continue to work with Westminster City Council and the London Borough of Camden to transform Oxford Street. For the western side of Oxford Street (Orchard Street to Oxford Circus), the consultation responses are being analysed and we are considering the issues that have been raised before Westminster City Council makes a final decision on how to proceed with the scheme later this year.

Issues include traffic and air quality on residential roads, provision of a safe cycle route through the wider area, management of the public space, and ensuring that Oxford Street remains accessible for all. Feasibility work continues on the eastern side of Oxford Street (Oxford Circus to Tottenham Court Road), with consultation expected in early 2019. We are also continuing to progress the walking and cycling strategy for the wider area, ahead of a consultation on our initial plans later this year.



We are analysing responses from the latest Oxford Street consultation

Rotherhithe to Canary Wharf crossing

On 21 March we published the consultation results for the new crossing. We received 6,141 responses. The results showed that 93 per cent of respondents supported plans for a new pedestrian and cycle crossing across the Thames, with 85 per cent of respondents supporting our provisional preferred option of a navigable bridge. A full report detailing our analysis is available on our website.

Based on responses to this consultation, we will decide the most appropriate form of crossing and develop more detailed designs, together with a construction timeline. We expect to undertake a further consultation on the preferred design for the crossing later this year.

Silvertown Tunnel

On 10 May, we were granted a Development Consent Order (DCO) by the Department for Transport (DfT) to deliver the Silvertown Tunnel – a new twin-bore road tunnel under the Thames in east London. The DCO is the formal process by which the Government gives the green light to any development categorised as a Nationally Significant Infrastructure Project.

The tunnel, which is set to open in 2023, will help ease the current serious congestion at the Blackwall Tunnel and improve the reliability and resilience of the road network in east London. It will enable significantly improved cross-river public transport connections, with up to 37 buses an hour using the tunnel – all the buses will be hybrid, electric or at least adhering to the highest Euro VI emission standard. Further pedestrian and cycling improvements will also be made on both sides of the river.

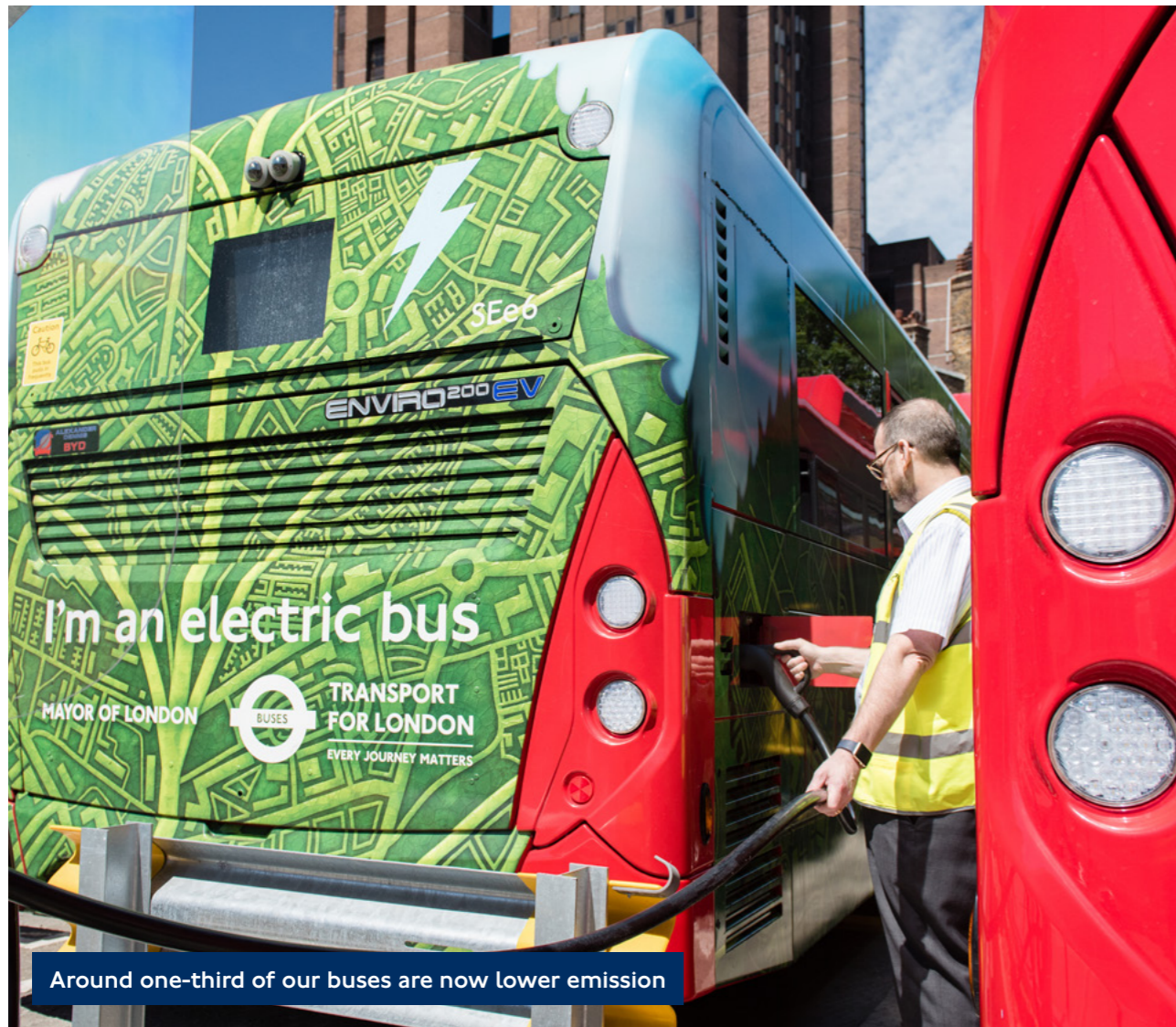
Work will be carried out on the areas surrounding the entrances to the tunnel to improve conditions for local residents and create safe, attractive new walking and cycling routes around Royal Victoria and the Greenwich Peninsula. A number of conditions were included as part of the consent and we will work with local boroughs, landowners, stakeholders and other affected parties to understand the implications of these conditions, so that this vital infrastructure project can start as soon as possible.



On 10 May, we were given the green light by the DfT to deliver the Silvertown Tunnel

The new Silvertown Tunnel will be privately financed through a Design, Build, Finance and Maintain contract, with the successful delivery partner receiving payments from us once the tunnel is open and available for use. These will be made in part via a user charge on

both the new tunnel and the existing Blackwall Tunnel, which will also help to ensure traffic is effectively managed, and journey reliability and air quality are improved. The exact charge levels for various types of vehicles using the tunnel will be decided closer to the opening date.



Reducing emissions from our buses

Last year, we launched the first two Low Emission Bus Zones in Putney High Street and Brixton to Streatham, and we continue to work with the Mayor to plan the launch of more zones later this year. Alongside this, we are retrofitting other conventional diesel vehicles to help achieve the Mayor's wider target of raising the entire bus fleet to at least the ultra-clean Euro VI engine emission standard by 2020. This work is being supported by our successful bid for £3m from the Government's Cleanest Bus Technology Fund in February, which will help us retrofit around 500 buses.

Our bus retrofit programme has now passed the 1,000-vehicle milestone, with more than 1,070 buses upgraded to date.

Additionally some 2,000 buses are already at ultra-clean standard. Around one third of the fleet is now bringing much lower emissions to most parts of London, directly benefiting the Mayor's programme to improve air quality. More than 500 compliant vehicles are now contributing significantly lower NO_x emissions. We are also retrofitting NO_x abatement equipment to buses on the Haringey Green Lanes, A3 Wandsworth St Johns Hill, A5 Edgware Rd, Stratford, Uxbridge and Edmonton Seven Sisters corridors.

In addition, our pure electric bus fleet has grown to 96 vehicles with the introduction of 12 single-deck electric buses to route 153, which operates between Finsbury Park Interchange and Finsbury Square/Moorgate.

Rapid electric vehicle charging

To support the growing number of Zero Emission Capable taxis and the take-up of electric vehicles, we are building a network of Rapid Charging Points across London.

We have installed 103 Rapid Charging Points to date, of which 52 are dedicated to taxis. This will increase to 150 by the end of December, which is a major step towards our target of 300 Rapid Charging Points by December 2020. At present, there are more than 70 Zero Emission capable taxis licensed in London.

Roads

Real Time Optimiser

Following a competitive procurement process, we have selected Siemens to deliver the new Real Time Optimiser (RTO) system to manage London's road space. As demand increases and adequately managing the finite capacity available becomes more challenging, RTO and the other Surface Intelligent Transport Systems deliverables will enable us to operate more efficiently and effectively. The contract details for RTO are being finalised. We are reviewing market responses for the Common Operational View and Incident Management System and work continues on pilots to inform the development of the data roadmap.

Bridge works

As part of the Power Road Bridge Replacement project on the A406 Gunnersbury Avenue, we completed the second phase of demolition work to remove the eastern bridge deck on 2 April, following a 100-hour closure of the railway. The work was carried out without injury or safety incident. Lane closures were also implemented on the North Circular Road during the works, with good traffic flow maintained in both directions throughout. The next milestone will be the reopening of the bridge to four lanes of traffic this autumn.

We have also completed the project at Highbury Corner Bridge, and handed over the site to the team managing the Highbury Corner Gyratory project for them to begin their works in the summer.

Improving the public realm

Construction has started on the first phase of the Beddington North Major Scheme to improve the public realm in Beddington Village. Jointly funded with the London Borough of Sutton, the scheme will provide a new continuous segregated cycle lane, safer walking routes, quicker bus journey times, and better freight traffic management through the village. The works are planned to complete in early summer.

On 27 March, we completed construction of improved pedestrian facilities on Streatham High Road at the St Leonard's Junction in Lambeth, in conjunction with signal modernisation and resurfacing. This forms part of our Healthy Streets Local Schemes programme, and responds to long-standing calls for an improved crossing.

In Haringey, we have begun work at Bruce Grove town centre on £2m of improvements to the local environment for pedestrians, cyclists and bus passengers, with expected completion in July.

On 10 April the consultation closed on proposals to make St Thomas Street, near London Bridge, one-way only, with a 10mph speed limit. Subject to a review of the consultation results, the proposals will create a safer and more pleasant environment for the thousands of pedestrians who use this street to access London Bridge station and the surrounding developments.

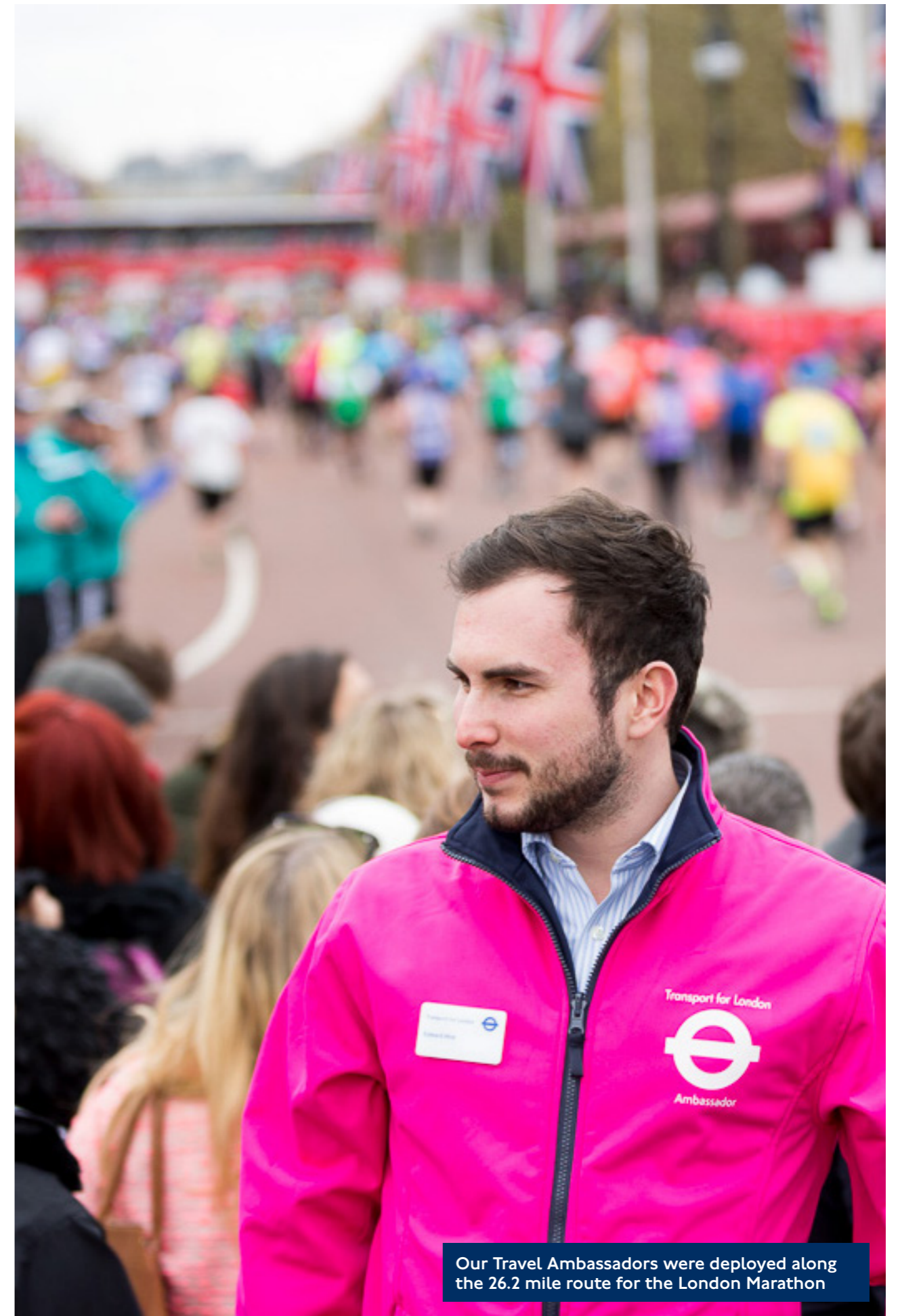
Events

On 22 April the Virgin Money London Marathon celebrated its 37th year with more than 35,000 people taking part, making it one of the largest mass-participation events in the world. There were numerous road closures, with central London particularly affected, as well as several changes to our bus services. We deployed our Travel Ambassadors at Tube and DLR stations along the 26.2 mile route to provide travel information and assistance to our customers.

In March, we successfully supported the London Landmarks Half Marathon. This was controlled from our Palestra Event Liaison Facility, which brought together all the event stakeholders under one roof.

We have seen a significant increase in demonstration activity recently. This has led to a number of marches and static rallies throughout March and the beginning of April that impacted our network, requiring us to keep disruption to a minimum.

Looking ahead, we are already planning for other major events in the summer, including Ride London and the London Triathlon. Later in the year, we have ceremonial and celebratory events around the 100th anniversaries to mark the end of the First World War and the 1918 Representation of the People Act, which gave women the right to vote.



Our Travel Ambassadors were deployed along the 26.2 mile route for the London Marathon

5 A good public transport experience

Elizabeth line

The Crossrail project is nearly 93 per cent complete. Crossrail Ltd is continuing to actively manage increased cost and schedule pressures and is resolutely focused on achieving the opening of the Elizabeth line in December this year and completion of the full service in December 2019. We continue to monitor and escalate concerns at the highest level with the companies involved.

Testing of the new trains in the tunnel section between Abbey Wood and Stepney Green has continued since February. The train is being tested progressively at increasing speeds and testing will be extended to the full central section route (Paddington to Abbey Wood) in July before a period of trial running and operations in the autumn. A significant step forward for the project took place on 13 April when train testing started in full automatic operation. It has since reached speeds of more than 60mph.

Station fit-out is continuing. This includes installation of lifts and escalators, architectural finishes and signage. Fit-out of the tunnels in the section between Paddington and Whitechapel is also continuing. All platform screen doors have now been installed and good progress is being made with critical systems installation, such as tunnel ventilation and communication

cabling. We have been working on the development of detailed plans to ensure the effective handover of the stations and systems from this summer. In addition there is an intense focus on preparing the documentation required to prove the railway is safe to operate.

As part of Crossrail's art programme, which is funded entirely by sponsors and match-funding from the City of London, Japanese artist Yayoi Kusama will create her first permanent UK installation at the new Liverpool Street Elizabeth line station at Broadgate. British artist Conrad Shawcross will create a bronze sculpture outside the station's western entrance at Moorgate, and Darren Almond will create a permanent installation for Bond Street station's western ticket hall near Oxford Street.

Crossrail's programme of stakeholder and public engagement continues with a series of station showcase events and a new exhibition 'The Secret Life of a Megaproject', which has opened at the London Transport Museum. Both activities are in support of the Year of Engineering.



Train testing started in full automatic operation, which was a significant Elizabeth line milestone

Surface works for Crossrail

The upgrade of the existing rail network for Crossrail, being undertaken by Network Rail, continues. It has connected the existing rail network with the Elizabeth line tunnels at Pudding Mill Lane, Plumstead and Westbourne Park. The upgrade of Gidea Park sidings has

been completed for the full-length Elizabeth line trains and signalling systems have been updated from Pudding Mill Lane to Shenfield. The contracts for enhancement works on western stations are due to be awarded in the summer and for eastern stations in the autumn.

Elizabeth line fares

Taking over services from Paddington

As a precursor to the Elizabeth line, we will take over the Heathrow Connect services between Paddington and Heathrow on 20 May. The service will operate under the TfL Rail brand, initially using existing rolling stock to the airport and the new Class 345 trains between Paddington and Hayes & Harlington.

While TfL zones do not apply to Heathrow fares, for the first time customers will be able to use pay as you go with Oyster and contactless across the route all the way from Paddington to Heathrow. Fares are also cheaper or in line with the standard fares previously charged for Heathrow Connect.

Standard zonal fares continue to apply for journeys between Paddington and Hayes & Harlington, with special single fares applying for journeys to and from Heathrow Airport.

When the Elizabeth line opens through central London in December, pay as you go fares within Zones 1-6 will be the same as the equivalent Tube fares. All customer service and travel information will be fully integrated with our other services, with daily fare capping for Oyster and contactless.

London Underground

Northern Line Extension

The Northern Line Extension (NLE) will provide two new stations – at Battersea Power Station and Nine Elms – and will include two new railway tunnels, linking Battersea with the existing Northern line at Kennington.

In the new railway tunnels the concrete on which the track will be laid has been cast and we have already installed some sections of track. Three cross passages, each approximately 20-30 metres long, have been excavated between the two tunnels to improve access to and from the railway in an emergency.

At the western end of the Battersea Power station site, two 20-metre overrun tunnels have also been excavated. The large acoustic enclosure over the Kennington Green shaft has been removed, so the construction of the new headhouse and subway can begin. Work has also begun on pouring the Kennington Green shaft base slab and casting its internal concrete lining walls.

At the new Battersea Power station site, the station base slab has been cast and work is under way on internal columns and cross beams. The western core, which will house the lifts, emergency stairs and other services, is now nearing the station roof, the height of an eight-storey building.



Work is under way on the internal columns and cross beams at the new Battersea Power Station

At the new Nine Elms station box, work is under way to pour the station base slab and install pre-cast station platforms. Across all levels in the station box, the lining walls are being cast and columns encased in reinforced concrete.

At the existing Kennington station, work is beginning to excavate four new cross passages between the platforms. This is

essential to improve passenger flow in this very busy station when the NLE is operational. The work will take 16 weeks, and trains will not be calling at the station on the Bank branch from Saturday 26 May.



Work continues at Victoria to provide step-free access to all platforms by late summer

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. During the weekend of 24 and 25 March, the system was successfully tested between Hammersmith, Euston Square and Paddington. The work involved the Baker Street junction, the first of its type to be tested with the Thales communications-based train control system.

The section between Hammersmith and Edgware Road will be the first to be commissioned this summer. It will provide better, more accurate real-time customer information and improve service reliability. Testing is now being led from the new Hammersmith service control centre which took over the running of the railway on 6 May.

Testing so far has been on seven-car S-stock trains. The next stage of testing will involve the longer, eight-car Metropolitan line S-stock trains for the first time, and we will carry out further testing and validation in the coming weeks and months.

A further nine S-stock trains have been fitted with the automatic train control system, bringing the total across the fleet to 78. At North Harrow, Moorgate, Gloucester Road, High Street Kensington and Earl's Court, we have made signal equipment rooms (SERs) available to Thales for fitting out. We gave Thales access to the Moorgate and North Harrow SERs ahead of schedule, and work has started at Acton Town and Barking.

At Ealing Common depot, demolition and excavation work has been finished, and we have awarded the contract for civil engineering and rebuilding the gable end wall.

Bank

Tunnelling is on schedule for our station capacity upgrade at Bank station, with two crews working three shifts over 24 hours on the Northern line running tunnel, new station concourse and passageways.

Building of the new station entrance box continues. The first concrete floor slab has been completed, enabling work to start on the walls and columns. Significant station service cable diversions are under way at the DLR and Northern line platform levels to enable the new station passageways to be constructed. We have installed the new transformers and switchgear, allowing tunnelling for the new Central line escalator.

In the fit-out of the new Waterloo & City line entrance within the Bloomberg building basement, we are completing final sections of finishes around the public stairs and the escalator side walls to enable installation of fixtures and fittings. Work on the new gateline, WiFi and Connect services has progressed well and is on track to be completed next month.

Victoria

Following the opening of the southern ticket hall and Wilton Road entrance at Victoria in January, work on fire and communications systems and the mechanical, electrical and architectural fit-out is progressing in the remaining link tunnels.

Progress is also being made on the east and westbound link passages to the District and Circle lines and associated lifts, existing station modifications, and the new south ticket hall escalators to complete congestion relief works and provide step-free access to all platforms by late summer.

The rebuilding of the Duke of York public house is progressing, with new structural steelworks being installed and the main contract works completion planned for the middle of this year.

Paddington

At Paddington, we are building the Bakerloo line step-free link to the new Crossrail station.

The two new escalators are complete and ready for testing and commissioning. Mechanical, electrical and plumbing works are continuing as planned, and installation of wall and ceiling panels is progressing.

Bromley-by-Bow

We have installed lifts at Bromley-by-Bow station for the first time, making it the 73rd step-free station on London's Underground network.

The station, which serves nearly four million customers every year, now has step-free access from the street to both the east and westbound platforms of the District and Hammersmith & City lines and onto the trains, making travel easier for disabled customers, buggy users, older people and customers with mobility impairments.

This important work was funded in partnership with Tower Hamlets and the London Legacy Development Corporation.

In total, £200m is being invested in transforming accessibility as part of the largest boost to step-free access in the Tube's history. This will help make 40 per cent of the Tube network step-free by 2022 – a significant increase on the current level of 27 per cent.

Tactile paving

Thanks to a project to install tactile paving across the network, visually impaired customers can now use staircases at 18 more Tube stations including Elephant & Castle, Tower Hill, Highbury & Islington, Blackhorse Road and Tottenham Hale.

New paviments – bright-yellow, ridged floor tiles made of a hard-wearing, synthetic material – indicate the top or bottom of a staircase visually and through textures detected by feet or white sticks.

We are working on installing tactile paving on customer staircases at a further 13 stations that have listed building status. We expect to complete the works at these remaining stations later this year.

Camden Town

Our proposals to modernise and upgrade Camden Town station have received strong backing from the local community.

More than 600 people responded to the consultation, with 97 per cent supporting the proposals to improve capacity – 90 per cent strongly and seven per cent partly. Fewer than two per cent opposed them. In the first public consultation in 2015, 95 per cent of the respondents agreed that the station needs an upgrade.

We will consult later this year on how the new entrance might be built and how we



Bromley-by-Bow became the 73rd step-free station on the Tube network

will manage the impacts of construction. Subject to that consultation we will seek powers to upgrade the station through a Transport and Works Act Order application. If permission is granted, work could begin in 2021 and complete in 2025/26.

We propose to treble the size of the station, creating a new entrance on Buck Street. Three new escalators and new lifts providing step-free access will make the Camden area much more accessible for everyone. Customers using the four Northern line platforms will benefit from more circulating space, making journeys

more comfortable, particularly in the busiest periods of the day.

Camden Town is one of the busiest interchanges on the Underground network, with more than 30 million customers using the station each year. This number is expected to rise by 40 per cent by 2021 and the original station, designed in 1907, needs to be modernised to cope with growing demand. Crowd control measures, including making the station exit only, are regularly used as a means of easing congestion and ensuring safety.

Rail

London Trams: Easter track upgrade

Between 30 March and 8 April we carried out upgrade and maintenance work between George Street and the junction of Cherry Orchard Road to Addiscombe Road. The work is part of a wider programme to provide a more reliable service, and involved:

- Replacing 188m of worn tram tracks, over two sites
- Replacing 585 square metres of highway
- Installing six new track drains
- Remodelling of a tram/highway junction to make it more cycle friendly
- Upgrading all traffic signals at a tram/highway junction
- Resurfacing of three tram stops

Buses

Bus driver training

We have recently completed our highly interactive and popular 'Hello London' bus driver training programme. Since its launch in June 2016, 23,099 drivers have attended the two-day course, which focuses on enhancing customer service. It has been rated as 'excellent' or 'very good' by 94 per cent of attendees. This initiative, and our improving network reliability, is helping sustain high customer satisfaction in the first three quarters of the year at 86 per cent or better.

Our Bus Customer Experience Survey has resulted in improved approval ratings, in particular our highest ever rating – 76 per cent – for bus driver announcements on disruption and service delays. Eighty-nine per cent of respondents have also praised drivers for making a public announcement when necessary to assist wheelchair users coming on board. Compared to a year ago, reports of the most common sources of frustration among passengers have halved, in particular the number of drivers observed refusing to stop or open doors. Other survey measures, such as driver interaction, remained broadly unchanged throughout quarter three – which is an accomplishment given this is the most challenging operating quarter of the year.

To help continue the benefits beyond the Hello London programme, we have appointed 'Hello London champions' at bus operator garages. We also launched an operator customer incentive scheme in January and are carrying out work to develop 'train-the-trainer' concepts to help operators embed customer focus within their own training activities.

We will continue to look for opportunities to raise customer satisfaction further through initiatives such as Wi-Fi at bus stations.



The signing of the new digital radio system for our bus network took place at the New Zealand High Commission

Bus driver radio systems

We will be testing our new digital radio system for bus drivers on route 314 from May. This will replace the current system, which is approaching life expiry, and will have better encryption and enhanced voice quality, particularly in areas where coverage has historically been poor. The project includes replacement of all on-bus radio systems in a fleet of more than 9,000 vehicles and replacement of base site equipment in some areas.

Tait Communications will install the new radio system for the bus network. The contract is very important for us and New Zealand, where Tait is based. The signing was completed at the New Zealand High Commission. To celebrate, the High Commission organised a showcase of Maori culture.



New road safety campaign

We recently launched a new road safety campaign to urge drivers to slow down. Every day, an average of two people are killed or seriously injured by drivers doing something so common: driving too fast for the conditions of the road.

Driving at an inappropriate speed does not necessarily mean breaking the speed limit: depending on the road conditions, volume of traffic, time of day, number of pedestrians and cyclists or even of parked cars, driving at 30 mph can be dangerous. It can put lives at risk.

The creative idea behind the new campaign is to show a direct causal link between a driver's foot going down on the accelerator pedal and the collisions themselves. The campaign images never show a vehicle - rather, they illustrate by means of a foot or fist the tragic consequences of speeding. The message that 'when your foot goes down, the risks go up' relies on a clear and simple message that will run across outdoor, digital and radio channels.

Priority seating week

On 23 April, we launched a 'Priority Seating Week' to mark the first anniversary of our 'Please offer me a seat' badge. More than 30,000 distinctive blue badges have been issued so far to make travelling easier for people with a range of conditions whose need may not be immediately obvious.

To help improve the awareness of the importance of Priority Seats, 'Priority Seating Week' saw new posters featuring customers, including pregnant women and people with visible and non-visible impairments, talking about the difference a seat makes to them - often it will have an impact on the rest of their day.

Newly designed Priority Seating signs are also being displayed on selected London Overground and London Underground trains, asking customers to consider others when using the seats, with the aim of encouraging everyone to think about their fellow commuters who may have a greater need for the seats than they do.

We worked closely with customers to launch the campaign, including Dr Amit Patel, a passenger who has had bad experiences when travelling with his guide dog Kika. Dr Patel recorded a special announcement that was played in Tube stations, requesting fellow passengers to offer up their seat if asked, as the need for a seat is not always obvious.

We also worked with a wide range of charities on the campaign, including Anxiety UK, the Epilepsy Society, Lupus UK, Cancer on Board and the Thomas Pocklington Trust.

Improvements to assisted travel

We will shortly be starting a trial to look at how we can provide a better value and improved assisted transport service for our customers, and one that offers them greater flexibility and a wider choice of options. The trial will inform the future development of such services as Capital Call, Dial-a-Ride and Taxicard. The trial will be carried out in one inner and one outer London borough. We are currently carrying out benchmarking and recruiting potential participants

Industrial relations

Dial-a-Ride drivers took industrial action at our Woodford and Orpington vehicle depots on 29 March, 1 and 3 May. By moving drivers and vehicles around, we were able to cover all regular bookings and most day-before bookings as usual. We are continuing to work with staff representatives to resolve the dispute.

Members of the RMT union employed by KeolisAmey Docklands (KAD) held 48 hours of industrial action from the morning of 28 March in a dispute between the union and KAD. The action affected services on the DLR, with a limited service operated between Beckton and Poplar, and Canning Town and London City Airport. Extra buses were used to maintain services on key routes along the DLR network, with TfL Travel Ambassadors on hand to provide travel information and advice to customers.

On Thursday 19 April, it was confirmed the planned industrial action over the London Marathon weekend (20 April to 24 April) was suspended following significant progress between the union and KAD. This meant the DLR ran a full service throughout the weekend, enabling participants in the London Marathon to travel to ExCeL to register ahead of the event and reach the start line in Greenwich on Sunday. Passengers travelling to and from London City Airport were also able to use DLR services as normal.

High Speed 2

Phase one of High Speed 2 (HS2) will see new services introduced from Birmingham to London by 2026, with Phase two introducing services from Leeds and Manchester through to London by 2033. Within London, HS2 includes new stations at Euston and Old Oak Common. We are working closely with HS2 to ensure that the impact of construction on our operations, infrastructure and customers is minimised, and that HS2 is successfully integrated with our assets and operations following construction.

In February 2018, HS2 appointed WSP UK Ltd and Ove Arup & Partners International Ltd to develop and refine the station designs for Old Oak Common and London Euston. A master development partner was also appointed in February to redevelop the Euston Estate, providing up to 1,700 new homes and 19,000 jobs. We are working closely with them to make Euston a successful transport hub.

6 New homes and jobs

Crossrail 2

The team is currently focusing on work to support the Independent Affordability Review (IAR), which we have jointly commissioned with the DfT. Mike Gerrard, the former managing director of Thames Tideway Tunnel, has been appointed to chair the review. With the support of a panel of independent advisers drawn from across the transport, property, economic and business sectors, the IAR team will examine ways of improving the affordability of Crossrail 2 by examining cost and risk, funding and finance. An interim report will be submitted this summer that will inform the Mayor and Secretary of State for Transport of the optional ways to improve the affordability of the scheme. Following the outcome of the review and subject to a positive decision by the Government on an updated business case, we will move the project to the next stage and proceed with further public consultation.

A technical planning forum with borough and district representatives was held on 22 March. One of the main discussion points was the innovative web-based Environmental Impact Assessment scoping approach now being piloted. Early feedback to prove the concept of online reporting and interactive mapping is being sought. The purpose of the website is to simplify the process of providing environmental information and help reduce the amount of printed material.

The Crossrail 2 Programme Board met in mid-April. The Board received updates on the progress of the IAR, proposed models for taking forward the governance of the project following the KPMG review at the end of last year and lessons learnt following recent major UK construction programmes.

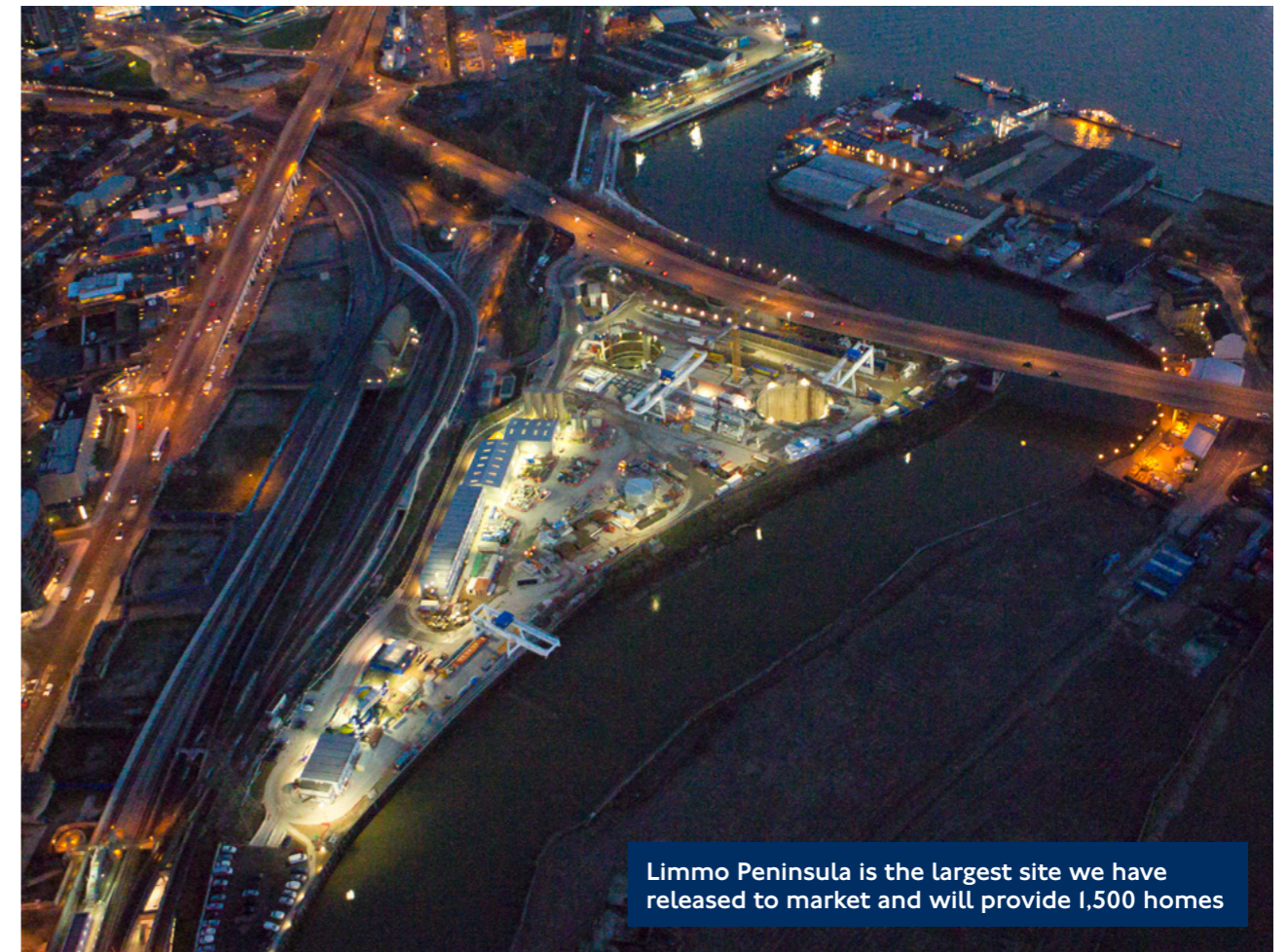
On 23 May, the Mayor will be the guest speaker at the Crossrail 2 All Party Parliamentary Group, to reaffirm his commitment and support for the project and set out his wider vision for rail in London. The group is attended by representatives from businesses, route MPs, suppliers and councillors.

Affordable homes New homes

We have continued to unlock new sites for development over the course of this quarter, and have now surpassed our targets for the year, having brought forward 22 sites capable of providing more than 3,850 homes, 51 per cent of which will be affordable.

Limmo

We recently released our largest site to market, Limmo Peninsula. Our 12.3 acre Elizabeth line tunnelling site will be transformed into a new neighbourhood in East London, providing 1,500 homes, of which 600 will be genuinely affordable.



Limmo Peninsula is the largest site we have released to market and will provide 1,500 homes

Limmo Peninsula is located near Canning Town Tube station, which is served by the Jubilee line and DLR, and forms a key part of the Canning Town and Custom House regeneration area. The development will be residential-led, creating a new neighbourhood next to the River Lea.

Harrow-on-the-Hill

We announced in March that we are working with Harrow Council to bring forward a development at Harrow-on-the-Hill Tube station, which will create more than 600 homes, 35 per cent of which will be affordable.

As well as new homes, the 2.5 acre development will provide step-free access to the southern station entrance and improve the connection between north and south of the station.

Northwood

We have selected Triangle London Developments (TLD) as the preferred joint venture partner to develop our 4.7 acre site around Northwood Tube station. The site has the potential for more than 150 homes (35 per cent affordable), new shops and step-free access to the Zone 6 Tube station. We will be working with TLD to carry out public consultation and engagement on proposals before submitting a planning application.

7 Our people

Gender pay gap

In March, we published our third annual Gender Pay Gap Report documenting the overall difference in average pay between men and women in our organisation. This showed a median pay gap of 19.7 per cent in 2018, and a mean pay gap of 10.7 per cent.

We have outlined a detailed action plan to reduce this gap, including a range of significant new measures such as a specific performance target to reduce the gender pay gap each year, anonymous job applications and a new development programme for under-represented groups in senior roles.

Together with our outreach programmes, which encourage more girls to consider STEM (science, technology, engineering and mathematics) careers, these measures will bring new energy to our work to become more diverse and tackle the gender pay gap. The full report and action plan are available on our website.

Progress towards diversity and inclusion

In April, we launched the first version of our Diversity & Inclusion dashboards, providing further data and insight to our senior managers. The dashboards will allow us to focus our activity in the right areas and see how effective our actions are in different parts of our organisation. Measures embrace each stage in the employee lifecycle and cover Equality Act factors such as race, gender and disability. They will be reviewed quarterly. The team will develop guidance and tools to help teams where needed.

Disability Confident

In April we reaffirmed our commitment to employing, supporting and promoting disabled people in our workplace as a Disability Confident committed employer. This self-assessment process includes a measure to encourage disabled people to apply for jobs with us by offering an interview to those who meet the minimum criteria for the job. To highlight our Disability Confident commitments, our recruitment materials and systems include the Department for Work and Pensions' Disability Confident branding.

Supporting our carers

In April, our Director of City Planning, Alex Williams, became the new Executive Sponsor for the Carers Staff Network Group, taking over from the previous sponsor, Leon Daniels. In Carers Week in June, we will focus on the latest information to support carers, and launch carers' passports. The passport will be a simple document outlining the agreed flexibility for carers to combine their work and care duties. The main aim will be to foster more compassionate conversations between carers and their line managers about how they may be enabled to balance work and their other responsibilities.



We launched a competition to encourage children to think about the roles women play in helping people travel around London

Apprentices come of age

We celebrated the incredible talent, insight and potential of our apprentices on 26 March when the latest apprentice cohort graduated from the scheme at City Hall. Eighty-eight recently graduated apprentices joined me along with Mark Wild, Managing Director, London Underground, Tricia Wright, Chief People Officer, and Jon Fox, Director, Rail & Sponsored Services, who presented their respective area's Apprentice of the Year Awards.

How women keep London moving

As part of the Mayor's #BehindEveryGreatCity campaign, we

launched a competition in March to encourage children to think about the integral roles women play in helping people travel around London. The competition, which includes three different age categories, asks children to use their imaginations to draw a picture or write a story that focuses on how women in our organisation keep London moving – from the engineers who fix and control traffic lights and keep the trains running, to the designers who imagine what our streets, bridges and trains will look like. Entries close on 20 May and the winners' stories will be included in a limited edition book.



Awards

London First Awards

We won the 'Contribution to London's Cultural Excellence Award' for the Night Tube at the London First Awards 2018. The award, sponsored by Grosvenor, recognises those who keep the pulse of London beating, making our capital the vibrant place it is. Also shortlisted were the London Borough of Culture, the Night Czar, Printworks and V&A Exhibition Road Quarter. This is great recognition as we approach Night Tube's second anniversary this summer and with the Night Overground service also in operation.

Recruitment Team of the Year

In March, we won the Recruitment Team of the Year award at the Forum for In-House Recruitment Managers (FIRM) Awards 2018. Many of our campaigns caught the judging panel's attention and were highlighted as best in class. These included Women on the Front-Line, a programme to drive increased female participation in front-line roles, which involved station open days to give women an insight into the roles available and job adverts highlighting positive role models of women currently working in our front-line roles. We were also commended for the apprenticeship outreach programme Moving Forward, which targets girls' schools in deprived boroughs, and aims to increase social mobility and attract more girls into roles involving science, technology, engineering and mathematics.

Success for Northern Line Extension

The two Kennington sites at the Northern Line Extension (NLE) jointly won the Considerate Contractors Gold Award and were also national runners up. The Nine Elms site also won a Gold Award, while the Battersea site claimed a Silver Award.

The NLE also won the Royal Society for the Prevention of Accidents (RoSPA) Health and Safety Gold Award for the second year running.

The internationally renowned RoSPA awards scheme (the longest-running industry awards scheme in the UK), which receives entries from organisations around the world, recognises achievement in health and safety management systems, including practices such as leadership and workforce involvement.

Rail Business Awards

James Dawson, one of our Rolling Stock Mechanical Engineers, has won Rail Engineer of the Future at the Rail Business Awards. The award recognises James's work on a new rail adhesion train, addressing the issue of leaves on the track. It comes after just three years with the company and follows a successful two years on the Mechanical Engineering graduate scheme.

Congratulations too to Emma Love, Head of Corporate Affairs at MTR Crossrail, who was highly commended in the Young Professional category.

Mohammed Akram – winner of the Dell Award 2018

Congratulations to Mohammed Akram on winning this year's Dell Award. The award recognises Mohammed's high level of skill in the science and application of railway signalling for London Underground.

8 Securing value and generating income

Reducing costs

We have exceeded our savings target by £261m for the financial year, with total savings of £960m. This includes £545m of operating cost savings. Each of our business areas has identified additional savings, responding to pressures on our operating income.

We are continuing to consult in a number of business areas to look at how their structures and ways of working can be more effective. This includes Engineering, our biggest business area undergoing transformation. Risk and Assurance and Renewals and Enhancements (London Underground) have both launched their new structures, establishing integrated functions.

In recognising the importance of involving our people through Transformation, and maintaining engagement levels, our 2017/18 Scorecard included a specific measure on 'engagement with transformation'. Our target was to increase this by three per cent over the year, which we achieved.

We will continue on this trajectory to achieve an operating surplus for the first time by 2021/22.

Carillion

The agreement reached with the Official Receiver's Special Managers of Carillion Construction Ltd (in liquidation) enabled Carillion to continue to fulfil the East London line maintenance contract up to 31 March, when the new contractor, Cleshar Contract Services, took over. Existing Carillion employees transferred to Cleshar Contract Services with their terms and conditions protected.

Credit Rating

Fitch Ratings affirmed our credit rating at AA- on 3 May. Following the affirmation of our rating by Moody's and the rating action by S&P, both in March, our credit ratings are now consistent between all three agencies at AA-/Aa3/AA-. The recent press release from Fitch highlights TfL's strategic importance to London and the UK economy, although recognises the reduction in grant from central government.

Borrowing

In April, we received a total of £250m borrowing proceeds from the European Investment Bank (EIB) and Export Development Canada (EDC). The interest rates for these two tranches were fixed in March. All borrowing from our existing EIB facilities has been fixed for drawdown by the end of 2018/19 and a further £200m remains available for drawdown under our EDC loan facilities.

Generating income

TfL Consultancy

On 15 May, we announced the appointment of Helen Murphy as our new Director of Commercial Consulting and International Operations. Helen will play a vital part in leading efforts to share our expertise across the globe and seek out new revenue streams to reinvest in London's transport network.

We are already exploring opportunities to work in a number of cities and countries around the world, in partnership with other transport operators and established consultancies

Elizabeth line

We are progressing a huge programme of retail, commercial and residential developments at a number of Elizabeth line stations in central London as the launch of the new railway draws closer.

Plans are in place for 12 major developments over and around the new Elizabeth line stations and construction sites. In total, they cover more than three million square feet of high-quality office, retail and residential space between Paddington in the west and Woolwich in the east and could raise £500m for reinvestment in improving transport in London by 2030.

Development agreements recently signed include:

- Bond Street station, where an agreement has been signed with Grosvenor Britain & Ireland to develop 110,000 sq ft of floorspace above the western ticket hall
- Farringdon station, where an agreement has been signed with Helical plc to develop over the eastern ticket hall. The scheme, opposite the historic Smithfield Market, comprises around 120,000 sq ft of office floor space

The site above Tottenham Court Road's eastern ticket hall, on the corner of Oxford Street and Charing Cross Road, was handed over to Derwent earlier this year. Planning permission has been granted for a project comprising offices, retail and a theatre – the first new West End theatre in a generation.

We also have an agreement with Great Portland Estates for the Bond Street eastern ticket hall at Hanover Square. The new mixed-use scheme is expected to be handed over fully in the summer.

The Crossrail programme is the first major infrastructure project in the UK to integrate station designs with above-station developments and improved public spaces.

The Elizabeth line sites are a key part of our plans to establish a significant long-term revenue stream to reinvest in transport.

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