

Commissioner's Report

18 September 2019

MAYOR OF LONDON



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 open, will add 10 per cent to central London's rail capacity.

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

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

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

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.

1	Introduction	4
2	Scorecard	5
3	Safety and security	9
4	Healthy Streets and healthy people	16
5	A good public transport experience	34
6	New homes and jobs	42
7	Our people	44
8	Securing value	48

This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the Board meeting of 24 July.

2 TfL Scorecard

Period 5

Breakdown of scorecard measures categories:

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

■ Achieved ■ Partially achieved ■ Not achieved

Long-term objectives	2019/20 scorecard	Period 5		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
Healthy Streets and healthy people (12.5%)					
London's transport system will be safe and secure	Reduction in people killed or seriously injured on the roads from 2005-09 baseline ¹	37.5% (32 fewer people than in July 2018) ■	41.2% (53 fewer people than in July 2018)	38.7% (59 fewer people than YTD 2018) ■	41.7% (170 fewer people than YTD 2018)
	Reduction in people killed or seriously injured involving buses from 2005-09 baseline ¹	56.5% (4 more people than in July 2018) ■	63.7% (no more than in July 2018)	64.2% (14 fewer people than YTD 2018) ■	60.7% (2 fewer people than YTD 2018)
London's streets will be clean and green	Number of London buses that are Euro VI compliant ²	100 ■	n/a	7,600 ■	7,600
London's streets will be used more efficiently and have less traffic	Traffic signal changes to support healthy streets (person hours per day)	1,220 ■	1,166	6,804 ■	5,833
More people will travel actively in London	Healthy Streets check for designers ³ (average % uplift)	n/a	n/a	15 ■	10

Safety and operations (25%)

1. Measured in calendar years and a month in arrears. Period 5 shows July 2019 data. YTD is January to July 2019. These are provisional estimates and may be subject to change. In July, 350 people were killed or seriously injured on roads, compared to 382 in July 2018. Between January to July 2019, 2,255 people were killed or seriously injured on roads compared to 2,314 between January to July 2018. In July, 26 people were killed or seriously injured in collisions involving buses, compared to 22 in July 2018. Between January to July 2019, 125 people were killed or seriously injured in collisions involving buses compared to 139 between January to July 2019
2. The full year target for this measure is 8,350 buses. There are no periodic targets due to the unpredictability of when operators will offer new buses. The retrofitting programme is on track
3. This a cumulative measure so period targets are not set

Long-term objectives	2019/20 scorecard	Period 5		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
A good public transport experience (30%)					
Public transport will be accessible to all	Reduction in customer and workforce killed or seriously injured ¹ (compared to 2018/19) ⁴	121 fewer people 	4 fewer people (2.1% reduction)	416 fewer people 	28 fewer people (3.3% reduction)
	Additional time to make step-free journeys (minutes)	Qtr'ly	n/a	9.1 	9.1
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	4.64 	4.25	4.72 	4.43
	Weighted bus customer journey time (minutes)	30.8 	31.8	31.7 	33.5
	Customer satisfaction (percentage of Londoners who agree we care about our customers) ⁵	Qtr'ly	n/a	54 	53
The public transport network will meet the needs of a growing London	Deliver key investment milestones (%)	100 	90	100 	90
	Key Elizabeth line delivery milestone: start of TfL Rail/Elizabeth line services between Paddington and Reading ⁶	n/a	TBC	n/a	TBC

4. Actuals shown are provisional estimates. A recent review of the data has identified that we have overestimated the number of people seriously injured. A data cleansing exercise is in progress, in line with the correct definitions, to confirm the level of overestimation. The data will then be back cast. We will realign the 2019/20 target once the exercise is complete, and will seek approval of the revised target from the Board. The number of people reported to have been seriously injured is has been overestimated by 60 to 90 per cent. Provisional estimates show 57 people killed or seriously injured in period 5, and 454 between periods 1 and 5 2019, based on cleansed data. 2018/19 data has not been backcast. The 'raw' numbers in period 5 2018/19 were 178 people killed or seriously injured, and 870 between period 1 to 5 2018

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

6. Milestone subject to approval by Finance Committee

Long-term objectives	2019/20 scorecard	Period 5		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
New homes and jobs (2.5%)					
Transport investment will unlock the delivery of new homes and jobs	The cumulative percentage of affordable homes on TfL land with planning applications submitted – post May 2016 (%)	n/a	n/a	56 ■	50
Mode share (5%)					
80% of journeys will be made by sustainable modes in 2041	Public transport trips (millions)	283 ■	278	1,520 ■	1,492
	Average kilometres cycled per day ⁷ (thousands)	Qtr'ly	n/a	478 ■	469
People (25%)					
A capable and engaged workforce representative of London	Workforce representativeness				
	– all staff (%)	Qtr'ly	n/a	71 ■	70
	– director/band 5 (%)	Qtr'ly	n/a	38 ■	38
	Inclusion index (%)	Annual	n/a	Annual	n/a
	Total engagement (%)	Annual	n/a	Annual	n/a
Financial (25%)					
We cover our costs and we are prudent	Net operating surplus (£m)	53 ■	28	233 ■	53
	Investment programme (£m)	93 ■	141	519 ■	729

Customers (continued)

People (25%)

Financial (25%)

7. Measured in calendar quarters, a quarter in arrears. YTD is January to March 2019

Our Period 5 scorecard results cover performance between 21 July and 17 August 2019.

Our overall performance against the scorecard has been maintained since the last update to the Board, with 16 out of 18 measures currently ahead of target (excluding measures that have not yet reported).

Safety & Operations

This Period we have continued to meet our targets for the conversion of buses to Euro VI standard, and retiming of signals and design of new street schemes to support healthy streets. We have also met our targets for making step-free and bus journeys quicker.

We did not meet our targets for deaths and serious injuries on the road network overall and, in this Period, also fell short of our specific target for incidents involving buses.

Reliability continues to be slightly below target on London Underground, but we are beginning to see positive results from our action plans to improve train operator attendance and rolling stock reliability.

Customer

All of the key investment milestones have been delivered, and we remain on track for more than half of the homes in the planning applications we bring forward this year to be affordable.

Public transport trips are still ahead of our targets, with more than 1.5 billion journeys having been made on public transport since 1 April.

People

We are now in the middle of our annual Viewpoint survey, which measures staff inclusion and engagement. This opened on 9 September and will close on 27 September.

Workforce diversity is measured quarterly and the latest results will therefore not be available until the next Board meeting. It is important that we maintain our efforts to improve diversity between these quarterly check-ins, because only a sustained drive throughout the year will achieve the challenging targets we have set to become more representative of the city we serve.

Financial

Our strong financial performance has continued, and we continue to be ahead of target on both of the financial measures in the scorecard.

3 Safety and security

Croydon tram overturning

Significant progress has been made to implement the recommendations from the Rail Accident Investigation Branch (RAIB) following the tragic overturning at Sandilands in November 2016. The vast majority have been completed and the remaining are in the final stages of implementation.

We remain on target to install a new system in December this year that will physically prevent any tram from over-speeding, completing the most significant and complex recommendation from the RAIB. Work to upgrade the lighting in Sandilands tunnel continues and we have installed new cat's eyes to help tram drivers orientate themselves while in the tunnel.

We continue to work well with the newly formed Light Rail Safety and Standards Board (LRSSB). We are sharing our progress with other tram owners and operators as we complete the RAIB recommendations, so that all networks across the country can learn from the tragedy at Sandilands. We have confirmed our share of funding for the LRSSB for the next three years and we also sit on the Board.

Tackling knife crime in the Capital

Despite levels of serious violence being low on the transport network, we have put measures in place to prevent, detect and deal with people carrying weapons on our system. This activity supports wider police efforts to deal with knife crime in London and across the country.

The police are carrying out regular operations and patrols to tackle knife crime and prevent people carrying weapons, using a broad range of tactics. These include knife arches, wands, stop and search, automatic number plate recognition (ANPR) and weapon sweeps.

Publication of 2018 Casualty Statistics

On 25 July, we published the 2018 casualty statistics, showing that the number of people killed on London's roads fell to the lowest level on record. However, the figures still showed that 112 people were killed and a further 3,954 suffered serious injuries. The 112 deaths on London's roads included:

- 57 people walking
- 22 people riding motorcycles
- 16 car occupants
- 12 people cycling



- 4 'other vehicle' occupants, which includes taxi and private hire occupants, mobility scooters and horse and trap riders
- 1 bus or coach occupant

Our report, which was released alongside the national casualty statistics, highlighted that urgent and continued action is needed to eliminate death and serious injury on our road network.

Vision Zero Week

On 22 July, we marked a year on from the publication of the Mayor's Vision Zero action plan with the start of Vision Zero week.

The week of communications activity included a campaign to highlight road trauma, build understanding of the human cost attached to it, and talk about what we, our policing partners and other organisations are doing to achieve Vision Zero.

A key part of the week's activity was the campaign 'Know My Name'. This campaign involved the release of five powerful stories of people whose lives were impacted due to road trauma. Our press team worked with BBC London TV to generate two Vision Zero focused pieces, with other coverage in the Evening Standard and on LBC radio.

Vision Zero reference group

On 26 July, we held the first Vision Zero Reference Group. The Reference Group brought together our partners and key stakeholders including the Metropolitan Police Service (MPS), London Councils, 20s Plenty, and Road Safety Great Britain in the delivery of Vision Zero in London. The successful event helped to create and promote a collaborative approach to Vision Zero, encouraging shared ownership of the challenges and partnership delivery to overcome them.

20 mph consultation report

On 6 September, we announced that proposals to lower speed limits on our roads across central London will go ahead, following a positive response to our public consultation earlier in the year. We will introduce 20mph speed limits on all our roads in the Congestion Charge Zone by early 2020 - mirroring the lower speed limits already in place on the majority of borough roads in the central London area.

The lower speed limit will be supported by new 20mph signage and road markings, as well as raised pedestrian crossings in seven locations where a high number of people walk, including near Embankment and Tower Hill Tube stations and outside the Tate Britain. We will recalibrate all speed cameras in central London and use mobile speed cameras to ensure that drivers are complying with the new safer speed limit. We will aim to complete work overnight to minimise the impact on road users and will use single lane closures, avoiding any roads being fully closed, subject to permits.

Police activities to target antisocial behaviour and deliver Vision Zero

The Roads and Transport Policing Command (RTPC) are trialling a new tactic to reduce road danger by more accurately targeting high risk individuals using London's roads. This operation

also supports the Violent Crime Task Force to reduce the number of people who are victims of knife crime and serious violence.

The first two weeks of the operation resulted in 23 arrests for a variety of offences including drug driving, vehicle theft, possession of drugs, recall for armed robbery, domestic assault and grievous bodily harm. It also led to five stolen vehicles being identified in the first two weeks.

Following an increase in speeding and antisocial behaviour, we have also worked with the MPS to increase enforcement operations on the A10 and A12. On the A12, between February and August 2019, the MPS issued 826 Traffic Offence Reports to offending drivers for a variety of traffic offences including excess speed. On the A10, between May and August 2019, the MPS issued 225 such reports to offending drivers for offences such as excess speed, no insurance, defective vehicles and driving without due care. The MPS also arrested 13 people during this period.

Improving motorcyclist safety on London's Roads

On 6 July, we worked with the MPS and motorcycle campaign groups following the tragic deaths of five young men in collisions while on London's streets in the month of June.

We have been offering a range of measures to improve the confidence and skills of the capital's motorcyclists, as well as raise standards within the motorcycle delivery industry.

Alongside the MPS, we have been working with campaign groups to raise awareness of the work being done to tackle dangerous driving by enforcing lower speed limits and publicising the range of motorcycle training courses on offer.

E-scooter enforcement

On 22 July, the MPS and City of London Police stepped up activity which focuses on engaging with e-scooter riders and other micro-mobility devices. Riders are told about the fact that these scooters are illegal outside of private land and advised not to ride their devices on public roads or footways. Those who refuse to comply may have their devices seized.

In the first month of this operation, the police issued over 200 warnings, seized 30 vehicles and made one arrest.

Customer safety on London Underground

Over the summer, we worked with Visit Britain in a new partnership to help visitors with luggage travel safely on our network. We also launched a new safety campaign aimed at those who travel after consuming alcohol.

We continue to focus on improving safety as people get on and off our trains. Over the summer, we launched a new awareness film for our staff and new guidance for our train operators to help them improve safety. We have also developed a prototype for a system to close the gap between the train and the platform at Baker Street station and have been testing this over the summer.

We are continuing our work to make sure customers are safe on stairs and escalators, particularly at times and locations where accidents have been known to happen. Station announcements, posters and our frontline customer service team all play a part in this.

Workforce safety

Physical or verbal abuse of our employees is never acceptable and we are working to eliminate it.

We recently completed a trial of body-worn cameras to help protect our staff, with trials taking place at locations where workplace violence is a particular problem. We have had feedback from our staff on the effectiveness of the cameras and on other ways we can reduce workplace violence. We are now starting the next stage of this project, to roll out these cameras more widely and work with our frontline teams to give them the skills and support they need.

We continue to encourage our teams to highlight safety concerns or 'near misses'. Open and transparent reporting of incidents, near misses and safety concerns is an important part of any mature safety management system. It helps us to identify and resolve issues before anyone gets hurt. By capturing information on our key issues, this allows us to focus our safety plans more effectively.

Tackling crime and antisocial behaviour

We continue to work with the police to target thieves, including with uniform and plain clothes police patrols to disrupt their activity and by providing crime prevention advice to our customers.

On 12 August, the British Transport Police (BTP) launched a week of action at 20 stations which are hotspots for reports of theft and pickpocketing on the London Underground. This included handing out 30,000 contact cards highlighting pickpockets' tactics and how to report an incident; support from the wider BTP from other parts of the UK and at least 75 officers deployed every day to the operation; and a dedicated website for the public with videos and crime prevention advice. The week of action resulted in 18 arrests for theft, and four arrests in connection with other offences.

Suicide prevention work

Over the past year we have rolled out a new training programme to our front line London Underground staff to help them recognise customers who are in distress and may be attempting suicide. The training gives our team tools which empower them to confidently take action to save a life. Since its introduction over 2,300 station staff have completed the training. Over the past year this has supported an increase in interventions of 69 per cent, and a decrease in the number of people who are seriously injured or killed from attempting suicide on the network.

Licensee health and wellbeing

The topic of mental health has gained more prominence in recent years and is rightly recognised as an important facet of maintaining good health and wellbeing.

Our primary role, as the regulatory and licensing authority for taxi and private hire drivers in London, is to ensure that drivers are safe and able to carry passengers. We recognise that the health and wellbeing of our licensees is extremely important and we are doing more to help the drivers we licence gain access to public services, charities and other resources available that can help them to maintain their physical and mental wellbeing.

We want licensees to feel empowered to seek medical help if they feel they need it and so we have produced a web page detailing the public services, charities and resources available that can help licensees to maintain their physical and mental wellbeing.

Bus Safety Standard

Our Bus Safety Standard includes the need for audible warnings to alert pedestrians and other roads users, ahead of new laws which will require this on all quiet-running buses from 2021.

We are working to develop an appropriate sound to provide the best warning to road users, particularly pedestrians and cyclists, of their approach and indicate step changes in speeds while striking the right balance of not being unnecessarily noisy and disruptive. We intend to fit this to new types of buses (pure-electric and hydrogen fuel-cell vehicles), and on some hybrid buses which can run in electric only mode, ahead of the compliance deadline.

We have fitted more than 800 new buses with Intelligent Speed Assistance to reinforce compliance with a digital speed map of London. More than 2,000 of our 24,500 drivers have received safety training over the past few months, including using virtual-reality headsets to provide 360° views of highway risks that

arise and pose a potential danger to road users such as cyclists, pedestrians and motorcyclists. This course will run for up to 18 months and forms part of our holistic approach to making bus travel safer.

Bus driver fatigue management

We have commissioned and published independent research into bus driver fatigue, to support our more wide-reaching Vision Zero plans.

The report, by Loughborough University and the Swedish National Road and Transport Institute, went live on our website on 28 August, and outlines 28 recommendations which can assist with making the network safer to operate.

These cover education, working conditions, driver schedules, open culture and wider health matters. We are now working closely with the trade union Unite and our bus operators to consider the findings and agree the best solutions to take forward.

While fatigue research features quite prominently in the mining and aviation industries, it is virtually unexplored in the bus sector with very little background data available. As our understanding improves we will explore whether the scope of Vision Zero should be broadened on more fronts in London to help us achieve our target of no-one killed on or

by a bus by 2030, and no-one killed or seriously injured on our road network by 2041.

Bus Safety Innovation Challenge

We announced the winners of successful bids to our Bus Safety Innovation Challenge on 16 August. Each winning idea will now be trialled and independently assessed to consider whether the technology can help us achieve our Vision Zero targets. We are going ahead with:

- a fatigue monitoring system from Abellio and Datik
- a video-based driver coaching programme involving CT Plus and Lytx
- vulnerable road-user intent-prediction software (Arriva and Humanising Autonomy)
- warning lights illuminating the area by the side of the bus (Metroline and JBDL)
- a cyclist and pedestrian detection and driver alert system being piloted by Stagecoach and Fusion

Keeping London's roads moving

We have awarded a contract to Sopra Steria, a leading information technology company, to develop new software which will help us tackle some of the biggest issues facing the capital such as

congestion and road danger. We will be working closely with Sopra Steria to develop this new system for the Network Management Control Centre, which will give everybody managing the road network a single, unified view of what is happening across London, including up to the minute details of all known incidents and interventions.

The ground-breaking software will also be able to analyse multiple sources of information to generate rapid incident response for local boroughs, the emergency services and other organisations, as well as our customers. Preliminary work on the system commenced on 12 August.

Joint incident response with Thames Water

Thames Water has agreed to link their escalated incident response with us. We have agreed with them a number of measures to improve their responsiveness and safety when working in London. One of the key actions from the workshops has been agreement from Thames Water to work more closely with our operational teams to ensure efforts are focused on water system related incidents which are having the greatest impact on our users.

4 Healthy streets and healthy people

Walking and cycling Cycleways

We continue to make good progress on the Cycleways programme, with a focus on completing and opening whole or significant sections of these routes. Since 2016 we have constructed over 140km of cycle routes, with a further 10km currently under construction through inner and outer London. We are also on target to meet the Mayor's commitment to triple the amount of protected space for cyclists during this Mayoral term.

This investment is helping to contribute to significant increases in the number of people choosing to cycle in London. Last year saw the highest growth in kilometres cycled since monitoring began, with a daily average of four million kilometres cycled in 2018 – five per cent higher than in 2017.

Following the launch of the 'Summer of Cycleways' on 9 June, Cycleway 17 (C17) between Elephant Park and Burgess Park will open this month. This will be followed by C6 (between Kings Cross and Kentish Town), C20 (between Enfield Town and Palmers Green) and C23 (between Whipps Cross and Millfields Park), all three of which are fully protected cycle routes.

Cycleway 3 – Tower Hill to Lancaster Gate

The cycle track at North Carriage Drive was re-opened following the temporary closure during the British Summertime concerts held in Hyde Park this summer, having originally opened on 3 June 2019, ahead of schedule. We are now progressing the final drainage work at this location. The anti-skid surfacing work was completed at Buckingham Gate on 22 July, and the handover to Westminster City Council is planned after the final anti-skid works at Lancaster Gate which are due to be completed in the autumn.

Cycleway 4 – Tower Bridge to Greenwich

Works on Cycleway 4 are progressing well along Jamaica Road and Rotherhithe Roundabout, having started on 5 July. The islands have been removed and the construction of the new segregated cycle track is underway. Both sections are planned for completion by May 2020. Impact to buses, cyclists and general traffic is being monitored during the works, with further impact mitigation measures ready if necessary.

Consultation for the Lower Road section of the route opened on 15 July and will run for a total of 12 weeks. The consultation is being led by Southwark Council and includes its wider proposals for the Rotherhithe area.



Neighbourhoods between Brentford and Kensington Olympia will be connected by a safer walking and cycling route.

Cycleway 9 – Olympia to Brentford

Following completion of the local re-consultation of two elements of the scheme in February, the ‘Response to issues raised’ report was published on 25 July. Detailed design work is on-going for the Kew Bridge and London Borough of Hounslow sections. The London Borough of Hammersmith and Fulham is also continuing with its detailed design.

Final assurance reviews and cabinet meetings in both boroughs are now due to take place in September and October ahead of a final decision on whether to proceed to construction, which is currently scheduled to commence this November.

Walking and cycling improvements between Acton and Wood Lane

Works are progressing well to deliver 3.5km of upgraded shared-use facility for pedestrians and cyclists as well as a new off-carriageway bi-directional cycle track along the A40 between Wood Lane and Acton.

Installation of the new cycle track and footway section between Savoy Circus and Gibbon Road is now complete. Works have commenced to upgrade the existing shared-use facility between Wood Lane and Sundew Avenue.

Walking and Cycling improvements between Wood Lane and Notting Hill Gate

We are continuing to review our proposals for improvements between Wood Lane and Notting Hill Gate, taking into account feedback from the consultation which closed on 16 June. We expect to publish the consultation report later this autumn.

Cycleway between Hackney and the Isle of Dogs

We are now reviewing our proposals for this route to respond to the feedback received in the public consultation, which closed on 21 June. We expect to publish our consultation report later this year.

Subject to the outcome of the consultation and necessary approvals process, advanced construction works could commence in November 2019. We are continuing to work closely with the London Borough of Tower Hamlets on the middle section of the route to ensure coordination with their Liveable Neighbourhood scheme in the same area.

Mini-Hollands, Quietways and Central London Grid

The Mini-Holland programme involves 98 infrastructure projects 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 and Palmers Green and the Kingston station plaza, which sees improved accessibility for both pedestrians and cyclists.

Kingston Council launched its first Cycleway-branded route (Cycleway 31). The new two-kilometre off-road route runs between New Malden and Raynes Park, with separate space for pedestrians and cyclists.

Schemes currently under construction include protected cycle routes on Wheatfield Way in Kingston and on the A1010 in Enfield. Further schemes are progressing through design and consultation, including several cycle links and Enfield's Quieter Neighbourhoods.

Cycling Infrastructure Database

On 1 August, we successfully launched our new Cycling Infrastructure Database to help make cycling in London easier.

The new database is the world's largest and contains the location of more than 240,000 pieces of cycling infrastructure in London, such as cycle parking spaces and cycle lanes. We have surveyed every street in every London borough to identify all 146,000 cycle parking spaces, as well as details on 2,000km of cycle lanes, 960 traffic filters and 58,000 wayfinding signs.

The database has been added to the TfL Journey Planner, meaning Londoners can now see the nearest and most convenient place to park for every journey. The database has also been released as open data so that third party developers can

use it for their own journey planning tools, which will make it simpler for Londoners to plan cycle trips using their preferred apps.

The database also makes it possible to effectively plan future investment in cycling. It has already been used to develop our Cycle Parking Implementation Plan, which sets out how we will work with partners across the Capital to invest £2.5m in new cycle parking.

By making streets safer and improving the quality of walking and cycling routes, we hope to boost the number of people walking and cycling in the Capital as well as reduce road danger, congestion and air pollution. We have already doubled the amount of protected space for people who cycle since 2016 and are on target to triple it by 2020.

Cycle parking for Londoners

To ensure that every potential cycle trip in the capital begins and ends with a place to park, we have announced a £2.5 million investment over the next year to boost the number of cycle parking spaces.

The investment comes after half of Londoners said lack of cycle parking is one of the main factors that deter them from cycling and a quarter said they were put off cycling by a fear of cycle theft.

Research showed that more than half of stations in London either do not have any cycle parking or do not have enough spaces to cope with demand, despite cycling being at record levels.

This plan and new investment will help meet the growing demand for cycle parking. Together with investment in new high-quality routes, we are enabling more people to cycle as part of their everyday routine, making our streets cleaner and greener for everyone.

Santander docking station at Victoria Park

On 1 August, we unveiled a new Santander Cycles docking station in Victoria Park with Tower Hamlets Council. The docking station at the Bonner Gate entrance has space for 21 cycles, allowing even more people to enjoy Victoria Park on two wheels. There are now 119 docking stations in Tower Hamlets.

We recently consulted on plans for a new Cycleway connecting Hackney to the Isle of Dogs, which includes a section through Victoria Park. Tower Hamlets Council is also consulting residents on its draft transport strategy, with the overall aim of increasing sustainable transport to 90 per cent of all trips by 2041.



On 29 August, we marked the ninth anniversary of the Santander Cycle Hire scheme.

Cycle Hire celebrates its ninth birthday

On 29 July, we marked the ninth anniversary of our record-breaking cycle hire scheme by offering free guided Santander Cycles rides on Sundays throughout August and September, as part of our Summer of Cycleways campaign.

The free tours are giving people a chance to see the sights of London, including the Houses of Parliament, Hyde Park and London Eye, while using our segregated cycle lanes.

The series of led cycle rides follows the route of a new Santander Cycles map, which gives people step-by-step directions to discover the sights of London by bicycle.

The map can be downloaded online from our website or accessed via the Santander Cycles app, which allows customers to find and hire cycles easily. The route is split into three loops: a Thames Loop between Blackfriars and Westminster, a Royal Loop around St James's Park and Green Park, and a Hyde Park Loop.

We also marked Cycle to Work Day on 8 August by offering free hires using a code that could be redeemed through the Santander Cycles app.

The Santander Cycles scheme continues to grow in popularity, and there have been more than 83 million hires since the scheme was launched in 2010. Last year, a record 10.5 million journeys were made using the scheme.

A new programme to help transform London's boroughs into safer, greener, healthier places

On 19 August, we announced a new borough-level programme to help reduce road danger, encourage safe travel by public transport and increase the number of people walking and cycling across the capital.

A new team of 16 Healthy Streets Officers will work across London's boroughs to reduce school-run traffic, discourage engine idling and enable people to walk, cycle and use public transport more often. They will tackle road danger by responding to local road safety concerns and will support boroughs with local initiatives to raise awareness of new Cycleways. They will also promote training to improve cycle safety and encourage people to use public transport.

The programme, managed by the charity Sustrans, will also support boroughs with London-wide events including World Car Free Day, Walk to Work Week and Road Safety Week. It comes as part of our wider programme, working with boroughs to reduce road danger and improve air quality by creating greener, cleaner and healthier places, and complements our Liveable Neighbourhoods grants of between £1m and £10m for boroughs to transform local neighbourhoods.

Funding for community groups

On 30 July, we announced that applications are open for more than £500,000 of grants for community and not-for-profit groups that encourage people to walk and cycle.

Our Walking and Cycling Grants London programme aims to address barriers to walking and cycling amongst traditionally under-represented groups, helping to make London a more sustainable, inclusive and healthy city.

Previously known as Cycling Grants London, the programme has been expanded this year to include walking projects for the first time. Funding has been doubled to more than £500,000, with the number of grants available also doubling from 30 to 60. This means more Londoners can benefit from the continuing success of the scheme, and we hope to award funding to at least one project in every London borough.

Each community project can apply for funding of up to £10,000 over three years through the programme, which is delivered by Groundwork London. Current and previous initiatives include cycle training, guided rides and courses teaching basic cycle maintenance. Future projects may include guided walks which encourage people to get active.



Prudential RideLondon festival of cycling

On 3 and 4 August, the world's greatest mass-participation festival of cycling returned to London and Surrey, encouraging Londoners to make the most of traffic-free streets with more than 100,000 people taking part over the weekend.

It was the seventh year of Prudential RideLondon and there was a wide range of events taking place over the weekend.

On Saturday 3 August, from 05:00 to 19:30, roads in central London were traffic-free for FreeCycle and the UCI Women's WorldTour Prudential RideLondon Classique, as well as the Brompton World Championship Final.

The FreeCycle event included a traffic-free circuit of nearly 13km passing London landmarks such as Buckingham Palace and St Paul's Cathedral, and was open to cyclists of all ages and abilities. Rides led by an experienced cycle guide travelled to the event from every London borough, making it even easier to get to central London to take part.

Free festival zones with music and entertainment were open at six locations along the route and bike mechanics were also on hand in case of any technical problems. This year, the event was free of single-use plastic water bottles for the first time, with participants encouraged to bring their own refillable bottle with water fountains available at all the FreeCycle festival sites.

On Sunday, thousands of amateur cyclists raised money for charity by taking part in the Prudential RideLondon-Surrey 100, 46 and 19 events; and the UCI WorldTour Prudential RideLondon-Surrey Classic event saw 150 of the world's best male cyclists take part in a 169km race through London and Surrey.

Air quality and the environment

Rapid electric vehicle charging

To support the growing number of Zero Emission Capable (ZEC) taxis and the wider take-up of electric vehicles, we are spending £18m and working with the boroughs and other organisations to build a network of rapid charge points across London. The total number of charge points across London is now 202, which is a major step towards our target of 300 rapid charge points by December 2020.

At present, there are more than 2,258 ZEC taxis licensed in London. Of the 202 rapid charge points that have been installed, 73 are dedicated to taxi use. We are working with the taxi trade to identify the most favourable locations and are focusing on central London for taxi-dedicated sites following feedback from the taxi trade.

We are also developing the designs for two hub sites, one in Greenwich and another located in, and to be delivered by, the City of London. The hubs will consist

of a cluster of rapid charge points to support both taxi and public electric vehicle users.

ULEZ expansion – October 2021

The Ultra Low Emission Zone (ULEZ) Expansion project extends the central London ULEZ up to the North and South Circular Roads. The Mayor announced the scheme on 8 June 2018, for delivery in October 2021.

A feasibility study to understand the options for delivering the systems and services has now concluded, and key decisions on the delivery strategy were approved at the Programmes and Investment Committee in May 2019. The project is now in its design phase with work ongoing to define the system, infrastructure and operations, and to progress the supply chain commercial agreements that are required.

Work is also underway to plan mitigation and complementary measures, and to develop marketing and communications programmes.

Making our bus fleet greener

We launched our final two Low Emission Bus Zones on 5 September, to help make London a healthier place to live, work and visit. The new zones are now in operation from Chiswick High Road to Kensington High Street and from Uxbridge Road to Shepherds Bush.

We now have 12 zones in place, a year earlier than first planned, served by more than 3,000 ultra-clean diesel buses. These cleaner engines and exhaust systems are cutting oxides of nitrogen and particulate matter by up to 95 and 80 per cent respectively.

Eighty per cent of London's bus fleet is now at the ultra-clean Euro VI engine standard or better, keeping us on course to have an entirely ultra-clean fleet by 2020. We are achieving this by retrofitting up to 100 buses a month with upgraded exhaust systems and bringing new buses into the fleet in place of life-expired vehicles.

We are continuing to work towards our longer term goal to make the whole bus fleet zero-tailpipe emission no later than 2037, with around 165 zero emission buses at this level and at least 90 more to join them by the end of 2019. This includes new electric double-decker vehicles on routes 43 and 134, which are to be delivered in the final quarter of the year. Zero emission buses will continue to grow in number into the early part of 2020, including through our recent order for 20 double deck hydrogen buses which will operate on a number of routes from Perivale.

Taxi vehicle age limits

On 5 July, we announced that we will be introducing changes to taxi vehicle age limits and exemptions from 1 November 2019. The decision was taken following a public consultation carried out earlier this year.

The Mayor's Transport Strategy makes it clear that air pollution caused by diesel emissions, high levels of nitrogen dioxide (NO₂) and particulate matter exacerbate poor health conditions and shorten the lives of Londoners. London's transport network must contribute to meeting legal air quality levels as soon as possible, and these changes in taxi vehicle age limits are being brought in to reduce harmful emissions from taxis and improve air quality in London.

From 1 November 2019 the maximum taxi operating age will be mandated so that no taxi will be licensed to operate over its relevant age limit. This will apply to all licensed taxis.

Between 1 November 2020 and 1 November 2022, the age limit of Euro 3, 4 and 5 diesel taxis will be reduced by one year, each year. The age limit for ZEC, Euro 6 vehicles and taxis newly converted to run on Liquid Petroleum Gas will remain at 15 years throughout this period.

Taxi grants for cleaner vehicles

Applications have now been received for around £30m of the wider £42m delicensing fund, supporting taxi drivers wishing to delicense older, more polluting taxis early.

At the start of this year, we restructured a green fund that doubled the top grant to £10,000. Now, an owner of a diesel taxi that is less than 15 years old can surrender their taxi vehicle licence and plate in exchange for a payment from TfL.

The Mayor increased the fund to £42m, meaning that £10,000 payments were available to the first 1,250 taxi drivers to sign up. Payments to encourage the uptake of zero-emission capable cabs will continue on a sliding scale and are made on a first come, first served basis.

First pure electric taxi licensed

On 21 August 2018, the Nissan Dynamo taxi passed the final stages of the London Taxi Conditions of Fitness assessment, including the wheelchair accessibility and turning circle requirement. On 28 August of this year, we licensed the first vehicle for use as a taxi in London. This new vehicle is the first pure electric taxi licensed in London and the second taxi model to meet our zero emission capable requirement, which was introduced for all newly licensed taxis in January 2018. The Dynamo taxi also offers additional choice and competition for drivers and taxi rental

companies. Along with the London Electric Vehicle Company TXe, this vehicle will help to accelerate the growth of green taxis on London's roads to meet stringent air quality targets. Dynamo, the company who carries out the conversion of the Nissan vehicle with the support of Nissan, anticipates vehicle sales commencing in September. Dynamo is forecasting around 60 taxis to be sold and licensed by the end of the year. From early 2020 they expect this will increase significantly as they fulfil backorders already exceeding 600.

We have been working with Dynamo to support them in bringing a fully electric vehicle to London's taxi market, and we will continue to work with all prospective taxi vehicle manufacturers to support the introduction of additional London taxis that help achieve London's air quality, accessibility and Vision Zero targets.

Dial-a-ride vehicles

We have placed orders for a further 166 new ultra-clean Dial-a-Ride minibuses to ensure we continue operating door-to-door services for passengers with the greatest accessibility needs when the enlarged ULEZ area comes into effect in 2021. This follows an earlier order of 90 vehicles to comply with introduction of the current ULEZ area in April this year.

The new buses offer more passenger comfort such as better heating and air conditioning and will demonstrate their worth in conditions like our recent heat wave, as well as help us progress to an entirely ultra-clean diesel Dial-a-Ride fleet as quickly as possible.

On-demand bus trial in Ealing

Between 19 July and 16 August, we ran a consultation on plans to trial an on-demand bus service in Ealing. The new service will follow the start of a similar year-long trial in Sutton in May.

Customers travelling on the new buses are able to book a seat in real-time using an app or over the phone. The vehicles provide real-time journey information on-board and will not follow a fixed route, with users instead able to board a bus at flexible stops within a certain area. The buses will be fully accessible and green – meeting the tough environmental standards used for the ULEZ – and will be available between 06:00 and 01:00, seven days a week.

Ealing was chosen for the second trial, which will last a year, because there are relatively high numbers of private vehicles in the borough. Figures show that 40 per cent of residents use cars – be they private or for hire – to get to work in the area, and we believe the service could encourage people to switch to a more sustainable way of travelling.

We will use the lessons learnt from the two trials and different operating environments in Sutton and Ealing to understand the benefits and viability of introducing an on-demand service in the long term.

Bus priority

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

On the roads that we own, we have already completed a scheme at A503 Seven Sisters Road and works on the A10 Kingsland Road began on 29 July and are due to complete in late September. A further five projects are currently being designed and programmed for delivery in the remainder of the year.

‘Call cancel’ technology is used to cancel the green man at a crossing if pedestrians have already crossed on a red signal, allowing this wasted green man time to be redistributed to other modes. This also means the green man will appear sooner for the next pedestrian. This helps improve journey time for buses.

Introducing extra capacity with new bus route 301

We introduced new bus route 301 on Saturday 13 July, operating between Bexleyheath and Woolwich town centres via Abbey Wood. Double deck buses run every 12 minutes during the day and every 15 minutes in the evenings.

The route gives extra capacity between Bexleyheath, Abbey Wood, Thamesmead and Woolwich, reduces journey times between Bexleyheath and Abbey Wood by up to 10 minutes, or by 30 per cent. The new bus route 301 supports the Mayor's Transport Strategy objectives of enhancing the bus network in outer London, making services more attractive than journeys by car and providing integration with the rail network. It connects with National Rail at Abbey Wood, Plumstead and Woolwich Arsenal stations, the DLR at Woolwich Arsenal and, looking ahead, will connect with the Elizabeth line at Woolwich and Abbey Wood.

Bus driver facilities

We achieved our target of installing bus driver toilets for all 42 prioritised bus routes by the end of July 2019.

As well as being a basic human facility this also helps improve the service to our customers by avoiding the need for

unscheduled, mid-route stops, which can cause delays. In addition, it also removes the risk of potential distractions for bus drivers, helping to ensure that they can drive safely.

To complete this project, we will make all the bus driver toilets permanent for these routes by the end of March 2020. This will include updating the 25 temporary units to permanent by providing power and water service connections, connecting the toilet to a sewer and constructing permanent concrete foundations.

Winners of our first Best Cargo Bike competition

On 8 August, we announced the winners of the inaugural competition to find the best cargo bikes for sustainable business deliveries and family trips. The competition aims to raise the profile of cargo bikes, highlighting their benefits as a sustainable option for deliveries and an alternative to car journeys for families with young children.

We worked in partnership with manufacturers, distributors and stockists to host the competition, with awards handed out in two categories. Sixteen cargo bikes were put forward for judging by 10 manufacturers.

Eight judges, including London's Walking and Cycling Commissioner, Will Norman, and representatives from Mothercare, Sustrans, community cycling groups and family cycling bloggers, assessed each bike. Affordability, comfort, security, style, capacity and manoeuvrability were among the areas considered. Parents and children also assessed the bikes on a course at London's Queen Elizabeth Olympic Park.

Douze's G4e bike won the Best Cargo Bike - Business category. The Bakfiets Long was awarded the prize for Best Cargo Bike - Families.

Consolidation pilot projects

To reduce freight-related congestion, we recently conducted a trial exploring different ways to consolidate freight deliveries and collections in London. Through 10 small-scale pilot projects, we have tested different conditions and enablers in order to reduce freight vehicles and roll out different consolidation techniques across London.

Consolidating commercial waste collection was one of the most successful projects, with an approximate 90 per cent reduction in vehicle mileage when nearby businesses used the same company to collect their waste.

Another pilot scheme saw Somerset House engage with their 300 tenants to identify common goods and services procured, and then appoint preferred suppliers for stationery and couriers. They succeeded in reducing vehicle trips by 12 per cent compared with the previous year, and reducing food and beverage deliveries by 16 per cent owing to restaurants sharing their supplier lists and consolidating deliveries. The operating times of the loading bay were extended by two hours, allowing for an increase in deliveries during less busy times on the road network.

After assessing the different approaches, we have produced a report defining six conditions for success for consolidation schemes. These include the importance of advocacy and leadership, aligning private interests and social benefits, and the scale needed for a preferred supplier scheme to be commercially viable.

We are using these findings to plan and deliver future freight related activity and share best practice with our external partners.

Safer Junctions

We have now completed work at 30 of the most dangerous junctions on our road network.

In the last two months, we have consulted on six Safer Junction locations

and we are currently reviewing the responses. These were for:

- Kingsland Road/Balls Pond Road
- Kennington Park Road/
Braganza Street
- East India Dock Road/
Birchfield Street
- Edgware Road/Harrow Road
- Clapham Road/Union Road
- Holloway Road/Drayton
Park/Palmer Place

Work is planned to start on these six junctions in the next 12 months, subject to the consultation results, and is being funded by our £2.3bn Healthy Streets programme, which is making London's streets safer, more attractive, accessible and people-friendly.

Public engagement is also currently underway at three locations:

- New Kent Road/Harper Road
- Britannia Junction
- Camden High Street/Camden Road

We have undertaken an initial review of completed projects, which has found a 25 per cent collision reduction, on average, across all such locations.

Hammersmith Bridge closure

Recognising the impact that the closure of this strategic route is having on local residents, we have moved quickly to complete an options analysis with high-level costs and benefits. The London Borough of Hammersmith and Fulham has now confirmed that it intends to restore the bridge with a 7.5 tonne limit for general traffic, together with future proofing for electric single decker buses .

We have committed £25m to progress with the concept and detailed design phases, together with early works. While this activity continues, we will work with the borough to provide greater clarity on the likely final cost and where the balance of funding will come from.

We are using all of the tools we have available to measure, understand and mitigate the effect of the closure on traffic. We are using our network data to make informed decisions on traffic light timings and implement contingency plans to manage unplanned events; for example, we have completed a significant redesign of timings around Hogarth Roundabout, a comprehensive change to timings around Hammersmith, and the rebalancing of priorities at Chalkers Corner and Lower Richmond Road. Journey times are showing some improvement as a result of these traffic light changes.

Rotherhithe to Canary Wharf crossing

Following the decision of the Programmes and Investment Committee on 21 June, we have been examining options for a new ferry service with work focused on route planning, fares, vessels, piers and connectivity to the local area. The feasibility work will continue through to October, when a report will be prepared for the Programmes and Investment Committee that sets out the recommended way forward.

The work on a new ferry to improve connectivity for pedestrians and cyclists between Rotherhithe and Canary Wharf is part of the wider investment we are making in walking and cycling across the area, including delivery of Cycleway 4 and new cycle routes from Rotherhithe to Peckham and Hackney to the Isle of Dogs.

Old Street

Construction is progressing at Old Street roundabout, where a new design will bring safety improvements to cyclists and pedestrians by providing new and improved crossings, fully segregated cycle lanes, and a new public space with an accessible main entrance to the Underground station and the shopping arcade.

Following the successful switchover to two-way traffic over the late May bank holiday weekend and closure of the southeast arm of the junction,

construction work has commenced on the new entrance to Old Street Underground station near to Cowper Street. The existing subway canopy has been removed and construction of the new station entrance is scheduled to complete in early 2020.

Later this year, a further traffic switch will take place which will reopen the southeast arm and permanently close the northwest arm, facilitating the construction of the public space and accessible main station entrance, including a new passenger lift to the shopping arcade. Islington Council granted planning consent for the new main station entrance on 9 September and construction is on track to be completed by the end of 2020.

Highbury

Construction is substantially complete for the major reconfiguration of the road network and removal of the gyratory at Highbury Corner.

The urban realm and remaining highway works on the western arm of the gyratory were completed at the end of August, and tree planting will take place in October. Investigations and installation of hostile vehicle mitigations around Highbury & Islington station are expected to be completed by the end of March 2020.

Vauxhall

A Planning Inspectorate inquiry for the development on the island site adjacent to the bus station will be held on 17 December 2019. After the inquiry, we will know when the recommendation to the Secretary of State will be made. We anticipate the Secretary of State decision in spring 2020.

Due to the interface between our proposals for the road network and the island site, we continue to assess the best option to secure the delivery of the scheme, and minimising the time and cost of any delay.

Waterloo City Hub

The proposed scheme will significantly improve the safety and comfort of pedestrians, cyclists and public transport users, with a new pedestrian walking route to the river, improved crossings, segregated cycling facilities and enhanced bus waiting and boarding areas. It will also provide an improved environment, connecting public transport services with the South Bank area.

The concept design has now been technically approved and frozen. We are working with our supply chain to commence the detailed design of the scheme and aim to start construction in spring 2020, subject to securing the necessary consents.

We continue to work closely with the London Borough of Lambeth and developers in the area to ensure delivery is coordinated with existing and future plans for the wider Waterloo area.

Healthy High Streets project launched

We have recently trialled several projects to help improve the look and feel of London's high streets.

Hydrogen powered temporary lighting is being used on schemes at Old Street and Highbury, resulting in zero on-site emissions and no noise. If the trial is successful then we will look to roll out this technology where diesel generators would previously have been used.

We are working with stakeholders to use a three-tier assessment for traffic management on major projects. For these we work with local communities and cycle groups in advance of works, to better understand their demands and then incorporate these into the traffic management design. By working with these groups, we gain better understanding of the accessibility barriers that our customers with disabilities may face.

We launched a wildflower trial to increase biodiversity on our road network. Two locations have been chosen: the A40 in Hillingdon and the A406 Redbridge roundabout. We are cutting the grass



On 25 and 26 August, over a million people headed to Notting Hill Carnival.

verges less often and less short, to allow the natural wildflowers to grow. Increasing the biodiversity will boost the ecosystem and help support wildlife, including bees, butterflies, birds and small mammals – while ensuring the verges are well-kept for our customers.

Protests and events on our network

It has been another busy summer of events in London, with the final of the ICC Cricket World Cup at Lords on 14 July being a particular highlight and the culmination of over six weeks of activities and large-scale celebrations across the capital.

Through the rest of July, August and September we have helped plan and deliver a number of large-scale sporting events, including the London Triathlon on the weekend of 27 and 28 July, with extensive road closures on the Sunday from ExCeL in the east to central London.

The seventh year of the Prudential RideLondon events took place on the weekend of 3 and 4 August, and using new traffic signal strategies to assist on diversion routes we were able to keep Putney Bridge open to traffic to help residents travel on the day while Hammersmith Bridge was closed.

The FA Community Shield took place at Wembley on the same weekend, as well as the first games of the new English Football League season. The English Premier League started the following weekend.

Notting Hill Carnival took place on 25 and 26 August and Hackney Carnival took place on 8 September. Once again, a significant amount of work went into maintaining a public transport network around the festivities ensuring that Londoners could enjoy both events.

The Extinction Rebellion demonstrations continue. We have seen almost weekly activity, which has had a mostly moderate impact on the network, but there has been coordinated action including for a week outside the Royal Courts of Justice in mid-July.

The yellow-vest protests have continued, although small in scale, and we saw numbers in the Independent Taxi Alliance's demonstrations in Parliament Square steadily decrease. The taxi demonstrations paused for the summer Parliamentary recess, but resumed in September.

Heathrow Airport expansion

The consultation on the Development Consent Order application for a third runway at Heathrow Airport will close on 13 September. We will issue our response shortly, which will focus on the issues relating to surface access and air quality.

The Court of Appeal has granted the Mayor and boroughs permission to appeal the decision of the Divisional Court in the judicial review of the Government's designation of the Airports National Policy Statement, which allows for a third runway to be built at Heathrow. A hearing will commence on 17 October.

Congestion Charging private hire vehicle exemption removal – judicial review

On 24 July, the High Court dismissed a judicial review which had been brought by the Independent Workers Union of Great Britain (IWGB) against the Mayor's decision to remove the exemption for private hire vehicles paying the Congestion Charge. We were an interested party. On 6 September the IWGB filed an application with the Court of Appeal seeking permission to appeal the High Court's decision.

5 A good public transport experience

Elizabeth line

The Crossrail Ltd Board met on 15 August 2019 and approved a baseline plan to deliver the central section within the opening window of October 2020 to March 2021. Their focus is now on building even greater maturity in their risk assessments and delivering against the key milestones set out in the schedule.

Health and safety performance overall across the project remains positive and there have been no major reportable incidents in the last twelve weeks. The Crossrail team is now working to identify and respond to trends in the occurrence of high potential near misses, so that the project's strong safety record can be maintained.

Multi-train testing in the tunnels has continued and speeds will progressively increase with more train functionality included in the testing. Further versions of train and signalling software provided by Bombardier and Siemens continue to be tested at the Crossrail Integration Facility in Chippenham. This will help build reliability of the software before it is used in the tunnels.

In July, the first nine car (full-length) train in TfL Rail passenger service was successfully introduced in the west between Hayes & Harlington and Paddington mainline stations. This is an important step in operating the full-

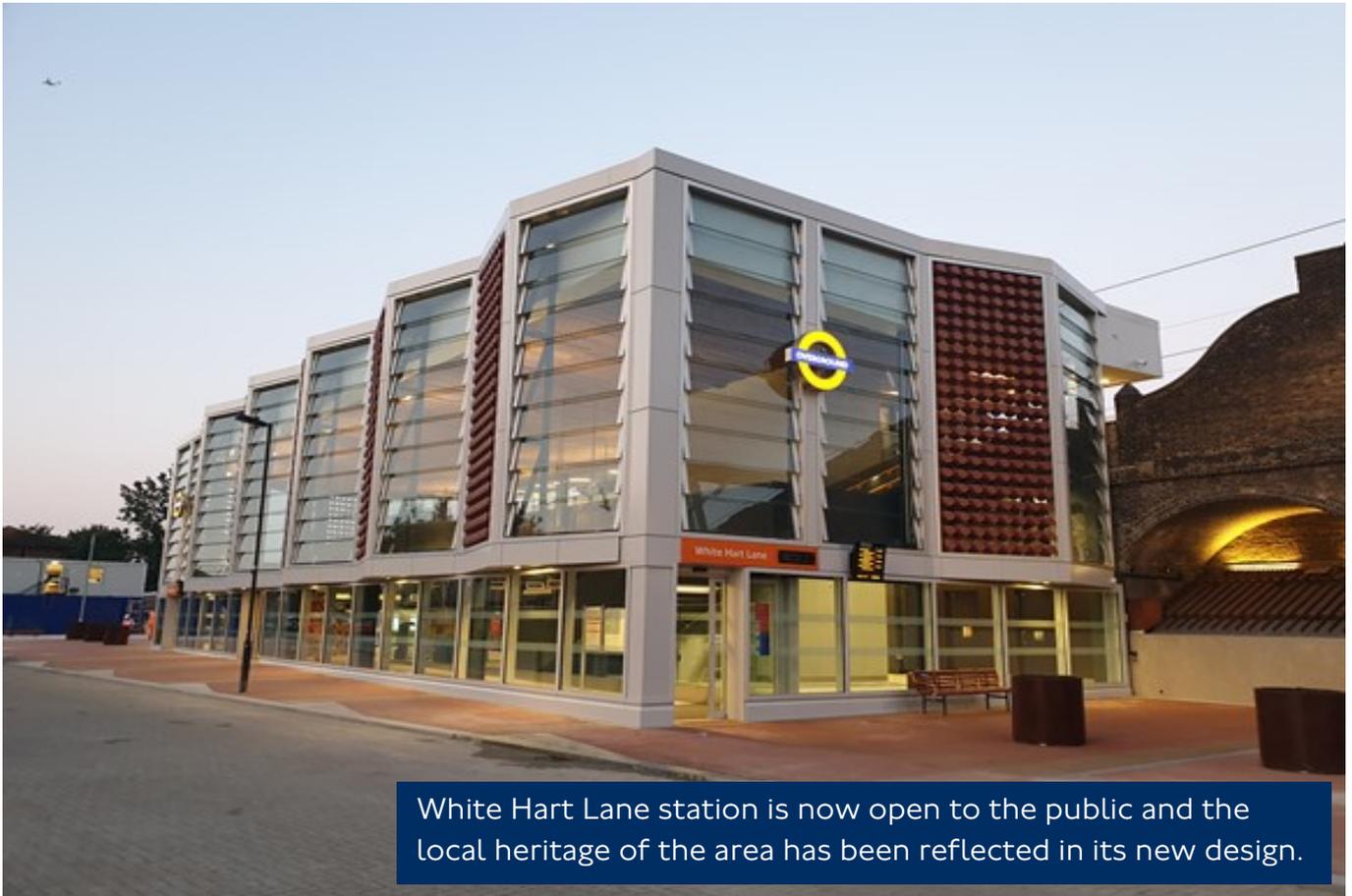
length trains that will be used for future opening stages of TfL Rail and the Elizabeth line. We remain on course to start operating the stopping services from Paddington mainline station to Reading in December this year.

Maintenance teams have now moved into their new Maintenance Management Centre at Plumstead. The teams continue to support the project with track inspections and are still working towards a programme of increased support and familiarisation with the railway assets ahead of taking over the Central Operating Section.

Our operational maintenance team are working closely with the project teams to improve the process for handing over assets ready for the opening of the line. The handover of Victoria Dock Portal was successfully achieved in the last week of August, and a number of further handovers of shafts, portals and stations are expected in September and October. With each of these handovers that is completed, we will learn lessons on how to streamline the assurance process.

New London Overground trains

The Gospel Oak to Barking line on the London Overground is now exclusively operated by new four-car electric air-conditioned trains, doubling capacity and restoring a 15-minute frequency of service.



White Hart Lane station is now open to the public and the local heritage of the area has been reflected in its new design.

To thank customers for their patience during the delay in bringing the new trains into service we, alongside the Mayor, are offering customers a month of free travel on the line during September 2019.

The month of free travel for those using the Gospel Oak to Barking line was secured by the Mayor earlier this year. It will be funded by the manufacturer, Bombardier Transportation, and is in place from Saturday 31 August to Tuesday 1 October inclusive.

Customers will be required to have a valid ticket or touch in and out when using Oyster or contactless devices during the free travel month. Posters and leaflets will be displayed at all stations on the line to ensure customers know about the free travel month and how to claim their refund.

White Hart Lane station opening

The major transformation of White Hart Lane station is now complete and the improved new station opened on 26 August.

The design of the new London Overground station has been planned to provide quicker and easier access for local commuters and also visitors attending matches or events at the new Tottenham Hotspur stadium, when usage increases by around 100 per cent.

Two new station entrances provide better access to the ticket hall, one on Love Lane creating a better connection with Tottenham High Road and the second providing access via Penhurst Road for the first time.

White Hart Lane will become the latest accessible station on the London Overground network once two new lifts, which will deliver step-free access from street to platform for the first time, are brought into use by the end of September. These lifts will operate in addition to two fixed staircases to each platform, one for everyday use and a second that will be opened on event days to help passengers board trains more easily and reduce platform congestion.

New cycle parking, improved CCTV and on-street signage at the station will help people continue their journey on foot or by bike.

We have also introduced a number of other measures to improve the experience for those using the station. This includes more visible signage within the ticket hall and increasing the number of ticket vending machines from three to four, to make buying tickets and topping up Oyster quicker and easier.

London Underground **Northern Line Extension**

We have signed an agreement with our suppliers, Ferrovial Laing O'Rourke and Battersea Power Station Development Company that confirms the Northern Line Extension will be ready for service in Autumn 2021. We are developing the operational readiness and start of service plans.

Good progress continues on all work sites. Civil engineering work is nearing completion and fit-out of the two new stations and two new head houses continues. Work to extend the line now focuses on the new stations, installing the power supply and extending the Northern line signalling onto the new section of the line.

At Nine Elms station, work to the external cladding has begun. We have finished installation of the cable management system in the signalling equipment room, and the western superstructure is now complete. Pouring of the concrete floors and installation of the modular cable management system in the basement service corridors continues.

At Battersea Power Station, we have handed over land next to the northern boundary to the Battersea Power Station Development Company, which will now begin its preparatory works for the over-station development. Prospect Way has been completed and cladding installation has started.

Construction of the external structures for head houses at Kennington Park and Kennington Green is complete. Work has started on making the structures watertight and fitting the architectural cladding.

The first transformer equipment to provide traction current for passenger trains to run in the extension has been delivered to Battersea substation and we have completed high voltage cable installation in the southbound running tunnel, and started installation in the northbound tunnel.

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

We are installing a new digital signalling system on the Circle, District, Hammersmith & City and Metropolitan lines. The first section is now operating reliably between Hammersmith and Latimer Road, and trains are running in automatic mode on this branch. In September we opened two more sections between Latimer Road and Euston Square, taking the transformation of nearly half the underground network a step closer. The Metropolitan line is now operating with the new digital system between Finchley Road and Euston Square, which includes a complex junction at Baker Street. The Circle and Hammersmith & City lines are now operating the system between Hammersmith and Euston Square.

The upgrade will see more trains in the central London section when it is complete. The new system will provide essential extra capacity in some of the

busiest parts of the London Underground network for the 1.3 million customers who use these lines every day.

There will also be improvements to customer information with the new system, and frequency improvements from 2021 when all of the central London section of the network has been upgraded. This latest stage also saw the decommissioning of the signal cabin at Edgware Road, which was opened in 1926.

Central line

After more than two years of planning and preparation, our new traction system to improve the performance and reliability of the Central line fleet is ready for testing. It is designed to be more reliable, efficient and easier to maintain than the existing direct current system.

The new design will completely replace the existing system that provides control, propulsion and power to the Central line trains. Its development included creating a 3D-printed version of the motor that we installed to make sure the dimensions were correct.

Testing of the two-car unit's equipment began at Bombardier's Derby track at the end of June. We are then planning for a phased introduction to a train on the Central line itself in December this year and continuing into early next year. Work to install the new units on the fleet of 85

trains will then begin and is planned to be completed by the end of 2023. The work is part of our £450m improvement programme for the Central line.

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Bank station

We are boosting capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, introducing step-free access to the Northern line and an additional interchange between the DLR platforms, and two new moving walkways between the Central and Northern lines to reduce customer journey times.

The modernisation of Bank station, due for completion in 2022, has reached a landmark stage with over half of the construction work now complete. The new tunnel has been excavated, with waterproofing and concrete lining now underway. The escalator barrel from the new entrance on Cannon Street to the Northern line platforms is complete and another that will form a new escalator to the Central line is nearing completion.

As well as the progress being made underground, the new station on Cannon Street is beginning to take shape. The structure for the new station will be completed by the end of September, enabling interior wall construction and station fit out to start in the autumn. Work to the cross passages to the new Northern line tunnel are also well underway, ahead of the new tunnel being connected to the existing Northern line in 2021.

Notting Hill Gate station

We are working with the developer Notting Hill Gate KCS Limited on a step-free access scheme for Notting Hill Gate station, as it is demolishing and redeveloping Newcombe House, which sits partially above the station. The scheme, which would be entirely funded by the developer, will provide much needed step-free access from street to ticket hall and from ticket hall to the District and Circle line eastbound platform.

The scheme has been approved by the Mayor and is now with the Secretary of State for review.

Acton maintenance facility

Our new modern train maintenance facility at Acton is starting to take shape. Foundation works are now complete and the steel framework is going up, giving the first indications of size and structure.

When complete, the double storey building will be 160 metres long and 50 metres wide, with enough space for up to four trains to be driven in and worked on at the same time. It will feature two overhead cranes, shore power supply across all train roads, a non-pitted bogie road, storage areas as well as an accommodation and welfare block with the potential to accommodate 200 staff, with offices, meeting rooms, showers, locker rooms and mess rooms.

The new, custom-built facility is being constructed on what was a pre-stabling yard and provides additional capacity to the Acton Works Depot used by the maintenance team. Our aim is to maintain trains internally, so this is an important project and investment for our fleet teams and will be a significant improvement in current facilities. It is due to open next year, starting with work for the Central line.

Jubilee line 4G reception

The eastern half of the Jubilee line will get 4G mobile connectivity within station platforms and tunnels for the first time from March 2020.

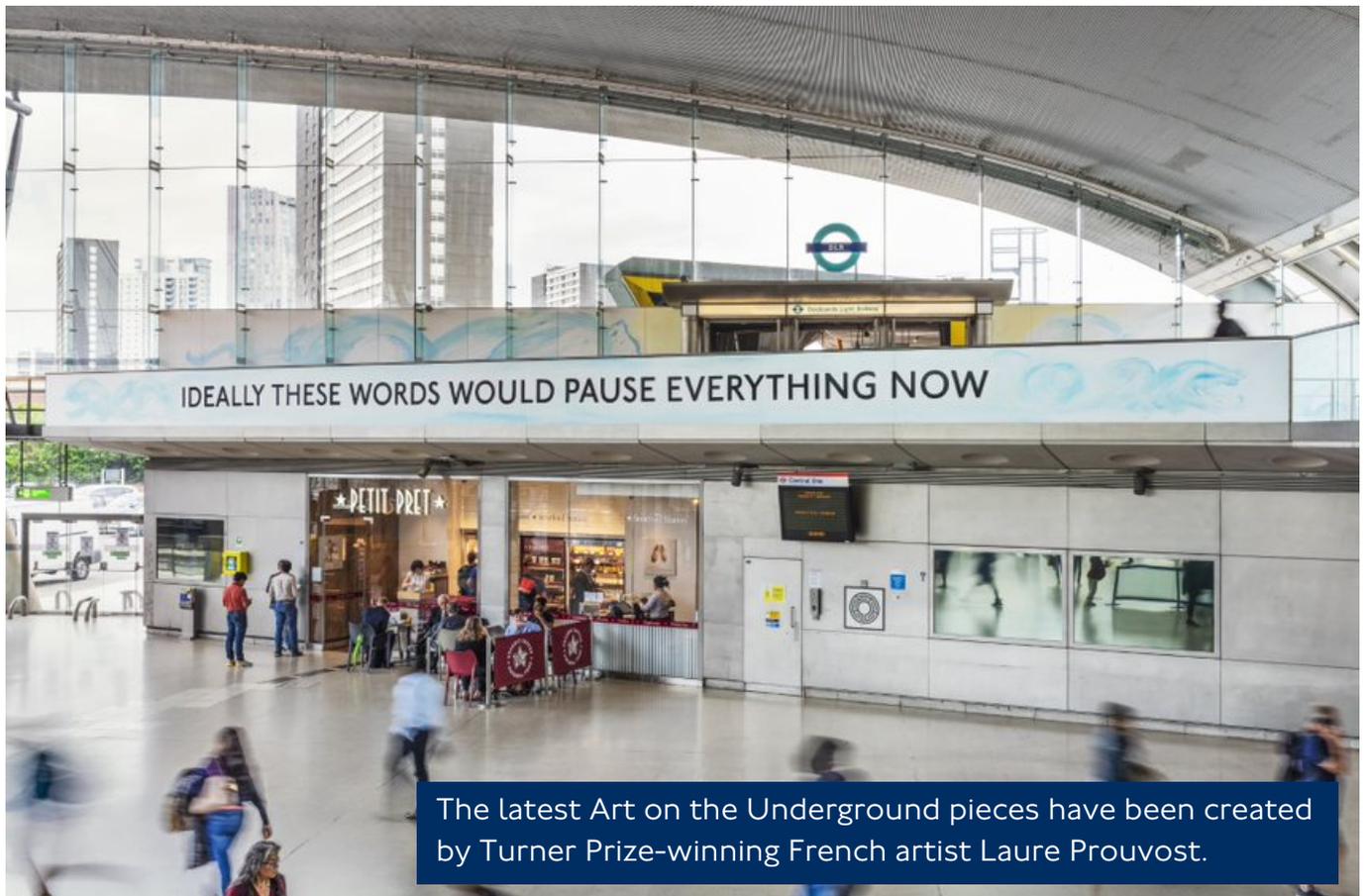
The trial section, which will cover the platforms and tunnels between Westminster and Canning Town, will allow customers to check for the latest travel information, catch up on social media and read their emails or the latest

news uninterrupted as part of their journey. It will build on the existing free WiFi service that we offer on more than 260 WiFi-enabled London Underground stations and on TfL Rail services.

The trialling of 4G will help us to gain valuable experience ahead of awarding the concession to deliver coverage across the whole Underground network.

Following the launch of the formal procurement process last summer, we have shortlisted four bidders who will be invited to tender for the concession, with a view to awarding the contract by summer 2020. In advance of that date, and to reduce disruption to customers, we are installing cabling within tunnels and stations. This will enable the concessionaire to use existing infrastructure as soon as the contract is awarded. Once the contract is live, we expect it to provide a revenue stream to reinvest into our services.

The system will also host the Home Office's new Emergency Services Network, which will replace the existing Airwave system currently used by the police, fire services and emergency response teams across Britain. By aligning the projects, we have ensured that the latest requirements for the Emergency Services Network are fully incorporated, reducing the need for additional contracts or amendments in the future.



Art on the Underground

Art on the Underground has launched its latest piece on the network, a collaboration with Turner Prize-winning French artist Laure Prouvost, who is representing France at this year's Venice Biennale art fair. The commission includes Tube map covers, station posters, and two large installations at Stratford and Heathrow stations, bookending the project from east to west.

English is Laure's second language, and her art plays with this, using her character 'Grand Ma' in many of the pieces. Her work is playful, wistful, and often references dreams, thoughts and feelings.

All the wording and logos on the works are carefully hand-drawn, reflecting early London Transport posters and signs, which were also drawn by hand.

The launch at Stratford station featured a choral performance by the SHARDS choir celebrating London, the UK and Europe.

Pay as you go extensions on National Rail

Pay as you go was extended to Potters Bar, Radlett and Brookman's Park National Rail stations in August, in support of the Department for Transport's policy to extend smart ticketing around London. Brookman's Park is the first station where pay as you go is only available using contactless bank cards.

60+ concessionary scheme

Our 60+ concessionary scheme provides free travel for those aged 60 and over on all TfL services at all times and free travel on National Rail services after 09:30 Monday to Friday and all day at weekends and on public holidays. The scheme is open to London residents aged 60 or over who are not yet eligible for an Older Persons Freedom Pass.

On 1 August, we refreshed the terms of the scheme such that anyone who applies for a 60+ concession card is now required to revalidate their entitlement on an annual basis, to prove that they continue to meet the residency criteria for the scheme. There is a £10 administration fee which is charged as part of the revalidation process.

6 New homes and jobs

Crossrail 2

Following the submission of the Strategic Outline Business Case (SOBC) to Government in June, the next step in the process is for the SOBC to be reviewed by the Infrastructure and Project Authority's Project Assessment Review (PAR) team. The purpose of the PAR is to advise the Department for Transport's Board Investment and Commercial Committee, TfL's Programmes and Investment Committee and HM Treasury's Major Projects Review Group on the quality and strength of 2019 SOBC. During the review, the PAR team will be looking at a number of lines of inquiry, including funding and finance, benefits, deliverability, assurance and governance. An initial planning meeting has been held and the PAR has now begun. A report on the review's findings will be produced in early October.

Over the summer the Independent Investment Programme Advisory Group has undertaken an independent review of the proposed assurance framework for the project. This report has now fed into the work of the Independent Assurance Panel, which provides independent assurance to the Crossrail 2 sponsors.

Barking Riverside extension

We are delivering a new rail link to serve the 10,800 new homes that are planned for the Barking Riverside development area. We will build a spur from the Tilbury

Loop line east of Barking, to extend our Overground service from Gospel Oak to Barking Riverside. Train services are planned to start in 2021.

Our main works contractor has successfully completed piling works during the Network Rail blockade in July and August. This was an important milestone for the project, maximising the opportunity for works while the mainline was temporarily closed for public use. Despite extensive searches during early stages of the project, the amount of underground utilities over such a large site (1.5km long) present an ongoing challenge to the programme.

Affordable homes

New homes in London Road, Barking

We have been working with BeFirst, the London Borough of Barking and Dagenham's development team, to unlock housing opportunities in the borough.

Earlier this year, we agreed the handover of land on London Road which was previously used as a bus stand. Plans have now been submitted to Barking and Dagenham Council for 196 new homes for local people and new shops. Thirty-five per cent of the homes will be affordable.

The design will enhance Barking's fast-changing skyline and provide a landmark at the heart of Barking town centre.

Bollo Lane development

We announced that we will be consulting on proposals for 800 homes at our site in Ealing, alongside new commercial and employment space. This new development would be 50 per cent affordable homes.

The site at Bollo Lane is a 4.4-acre linear site running from Acton Town station in the north, to the Acton Works facility car park in the south.

In addition to hundreds of new homes, our proposals include improvements to the public realm and pavement, and the development of a pedestrian friendly green link to Chiswick Park with public spaces and ground floor commercial uses.

Colindale station planning permission

Our plans to modernise Colindale station were given the go ahead by Barnet Council in July. We will be creating a completely new station building with an enlarged ticket hall, around double the size of the existing space, which will deliver a range of benefits for customers such as enabling step-free access to platform level and reducing crowding by providing more ticket gates.

As well as the modernisation of Colindale station, the proposals include the creation of more than 300 new homes around the station site, half of which will be affordable.

The modernised station, with significant funding coming from third party developers, will provide new retail opportunities and improvements to the surrounding area including more space for pedestrians.

Blackhorse Road

Construction has now started on site with new hoardings soon to be put up advertising the new site name – Blackhorse View. The site will provide 350 new homes, of which 50 per cent will be affordable. In addition, there will be over 1,500 square metres of new workspace and retail space to support small and independent retailers and businesses. The site will provide public and private cycle parking, disabled parking spaces and improvements to local landscaping, connectivity and public realm.

7 Our people

Rising Star award

Ninarita Williams, one of our Project Managers on the Four Lines Modernisation programme, has been announced as a winner in the WeAreTheCity Rising Star Awards 2019. Rita was the only TfL nominee in her category.

WeAreTheCity is a networks directory that helps organisations to attract, retain and develop their female talent. The Rising Star awards were introduced to showcase the UK pipeline of female talent below management level and to create 100 female role models across different industries and professions.

More than 1,250 individuals were entered for the awards, which were judged by a panel of 54 independent judges. Over 35,000 public votes of support were received for the shortlisted nominees from across 115 countries.

People Plan 2019/20

On 4 September, we published our annual People Plan for 2019/20. Over the next year we will focus on five key areas for our people: improving engagement; delivering and embedding organisational change; developing an inclusive workforce that is representative of the city that we serve; attracting, developing and retaining talent; and rewarding and recognising our people.

Our people underpin everything that we deliver for London. This plan will help us to keep them at the heart of our organisation and to achieve our vision of making this a great place to work for all our employees.

Graduates and Apprentices

On 9 September, we held our first joint graduate and apprentice induction week at our Pier Walk office in North Greenwich. We welcomed 109 new apprentices across 23 different apprenticeship programmes, along with 32 graduates and five interns across 12 different schemes.

Both graduates and apprentices are essential in ensuring that we have the right talent pipeline across the organisation, and that we reflect the city that we serve. Of our apprenticeship offers made this year, 36.7 per cent were female – up from 20 per cent last year – and 36.7 per cent were from a black, Asian or minority ethnic background – up from 35 per cent last year. We will be welcoming further apprentices to start in February 2020, in our London Underground engineering scheme. Of our graduate and internship offers, 24.3 per cent were female and 59.5 per cent were from a black, Asian or minority ethnic background.



We have also selected our third group of Emerging Leader graduates. These seven graduates will take part in a year-long accelerated leadership development programme to further strengthen our talent pipeline. They will undertake placements in London Underground, including Operational Area Management, Housing Strategy, Vision Zero and Diversity, Inclusion and Talent.

Stuart Ross BAME Communications Internship

On 9 September, we also welcomed five new interns on the Stuart Ross BAME Communications Internship. We have successfully been running a BAME internship in the press office since 2006, to address the lack of diversity in the PR industry. In 2016, the scheme was renamed the Stuart Ross BAME Internship

after our former director of news Stuart Ross, who passed away in the January of that year.

Due to the scheme’s success and our continued commitment to diversity, we have expanded the scheme to include new BAME internships in communications and marketing - industries where there is also severe underrepresentation of people from BAME communities. We now run these three different internships under the name, the Stuart Ross BAME Communications Internship.

Viewpoint survey and employee engagement

Our Viewpoint survey is now open. This is our annual survey which asks all employees how they feel about different aspects of their work, including their role, manager, working environment, and the

relationship they have with the organisation itself. The results of the survey help tell us how engaged our employees are and how included they feel at work, and provide information about their wellbeing.

The survey will close on 27 September with results announced in November.

We have also commissioned work to better understand some of the reasons behind why we have lower employee engagement within London Underground compared to other areas of the business. While the Viewpoint survey gives us an annual engagement measure and highlights some of the key drivers of engagement, this work will help us to identify which interventions will be the most effective and have the biggest impact in improving employee engagement in this particular area.

Our Time

We have recently confirmed our second team of twelve women who will take part in the Mayor's Our Time initiative. This initiative pairs women with high potential with senior mentors from across the GLA family as sponsors for a minimum of six months. It is helping to develop our diverse pipeline of well-prepared, confident and ambitious women, which is essential to achieving gender parity in the workplace.

Diversity and Inclusion impact report

On 29 July, we published our first Diversity and Inclusion impact report. This combines two previous Diversity and Inclusion publications, the Action on Equality report and our annual Workforce Monitoring report. Bringing these two reports together enables us to combine our diversity, inclusion and accessibility obligations, for both our employees and our customers, into one comprehensive report. This first publication covers our 2017/18 performance year, with the 2018/19 report due to be published soon. These are publicly available on our website.

We have also been doing work on our new Diversity, Inclusion and Accessibility strategy – Action on Inclusion. This strategy follows on from the earlier Action on Equality report and demonstrates how we will meet our Public Sector Equality Duty (Equality Act 2010). The strategy will also articulate how we will continue to deliver the Mayor's Transport Strategy objectives of mode shift, Healthy Streets and Vision Zero through the lens of accessibility and inclusion.

Data Science Accelerator programme

Three of our analysts have been improving their skills on the government's Data Science Accelerator programme, designed to build the capability of aspiring data scientists in the public sector. Richard Booth, David Tattersall and

Harriet Grayson worked on a range of projects with the help of experienced data scientists.

Now in its fifth year, the free 12-week programme is backed by the Government Digital Service. Each applicant proposes a project to work on for three months, and commits to working on their project for one day a week with a dedicated mentor.

Safety dress

Women who work in our engineering, maintenance and construction teams now have access to a high visibility safety dress that can be worn as part of personal protective equipment (PPE) and is suitable for women, particularly those with a dress code based on their culture or religion.

Through contacts we eventually found a UK company with a suitable prototype it was about to trial in the Middle East – the Lilly modesty dress. We worked with the manufacturers to ensure the new dress meets the British and European PPE standards and the rail and construction site visibility, garment colour and material requirements. It is available in both orange for the rail industry, and yellow for bus, tram and street works.

Royal Society for the Prevention of Accidents

Our Commercial Development team has been recognised for its health and safety work and has been awarded a Royal Society for the Prevention of Accidents (RoSPA) Gold Award.

Bettering last year's silver award, the team received the award in recognition of its achievements in health and safety, having worked with staff, tenants, development partners and suppliers along the theme 'Everyone home safe and healthy every day'.

The internationally renowned RoSPA Awards are the longest-running industry-award scheme in the UK, recognising achievements in health and safety management systems, including leadership and workforce involvement.

8 Securing value and generating income

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

Transformation

Our programme to reduce operating costs is critical to delivering our Business Plan and achieving a net operating surplus by 2022/23. It will also make us a more effective organisation.

The re-design of our organisation continues, with formal consultation with trade unions progressing in 10 business areas. This includes the creation of a new Business Services function which will achieve further cost reduction and revenue opportunities through simplification and structural integration across end-to-end processes.

In building this new function, eight core processes have been assessed against industry benchmarks for customer centric delivery and continuous improvement. This is a common model in many organisations. Initially providing HR and financial transactional services across TfL, the new Business Services function will be structured so that further transactional services can be added to it over time.

In addition to this organisational re-design, we are supporting a shared services workstream for the GLA, which

looks at opportunities to share HR, IT and Facilities Management services with other members of the GLA Group.

Tackling fare evasion crime on our transport network

Our revenue protection staff are delivering an operation across our whole network to tackle fare evasion and antisocial behaviour through high-visibility policing and enforcement presence.

Operation Dustin, referred to in our January Report to board, continued in July and August this resulted in 346 Penalty Fares, 68 reports for potential prosecution and 7 arrests. The Operation is scheduled to run again on 17 and 18 September.

We have also launched front-door only boarding on New Routemaster buses on routes 8 and the night route N8, to make sure everyone pays the correct fare and bring about greater uniformity in the way people board buses in London. We will review how effective passenger information is on this route before rolling this change out to all 1,000 New Routemaster buses in the fleet by early 2020. This will also help us tackle fare evasion and provide better priority boarding for customers who use the accessibility ramp.

Wood Green station

At Wood Green station, we have been working with our supplier, Schindler, on a new type of escalator system, called InTruss. InTruss enables us to install a new escalator in the original station infrastructure – saving time, station closures and costly building works.

All escalators across our network need a major overhaul or replacement at some point in their lifetime. With over 400 escalators on the network, this can result in significant customer and station disruption; sometimes even a station or line closure can be required, depending on the complexity of the works.

The InTruss system avoids major changes to the original framework of the escalator (known as the truss), which holds the rest of the moving components and is often part of the structure of the station itself. By manufacturing new components to fit the existing space, Schindler can minimise the work required and produce a new escalator that takes up less space and, over time, will become quicker to install. In future, a wider rollout across the network could lead to more standardisation of assets and deliver savings in maintenance and replacement.

The first InTruss escalator came into service in early July, and the works team has moved on to the other two escalators at Wood Green station, all to be replaced with the same system. The whole project is due to be completed around March 2020, when we will review the success of this new method of escalator replacement.

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