

Agenda

Meeting: Board

Date: Wednesday 19 September 2018

Time: 10.00am

**Place: City Hall, The Queen's Walk,
London, SE1 2AA**

Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Kay Carberry CBE

Prof Greg Clark CBE

Bronwen Handyside

Ron Kalifa OBE

Dr Alice Maynard CBE

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Val Shawcross CBE

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

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

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

Further Information

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

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

Howard Carter, General Counsel
Tuesday 11 September 2018

**Agenda
Board
Wednesday 19 September 2018**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

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

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

3 Minutes of the Meeting of the Board held on 25 July 2018 (Pages 1 - 16)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 25 July 2018 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority (Pages 17 - 20)

General Counsel

The Board is asked to note the updated actions list.

5 Commissioner's Report (Pages 21 - 68)

Commissioner

The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 25 July 2018 and updates Members on significant projects and initiatives.

6 Finance Report - Period 5 2018/19 (Pages 69 - 84)

Chief Finance Officer

The Board is asked to note the paper.

7 Quarter 1 Customer Service and Operational Performance Report
(Pages 85 - 194)

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

The Board is asked to note the Customer and Operational Performance Report for quarter one, 2018/19 (1 April to 23 June 2018), which will be considered by the Customer Service and Operational Performance Panel on 11 September 2018.

8 Crossrail Update (Pages 195 - 196)

Managing Director London Underground

The Board is asked to note the paper.

9 Strategic Risk Management and Assurance (Pages 197 - 206)

General Counsel

The Board is asked to note the updates to TfL's Strategic Risks, which will be considered by the Audit and Assurance Committee on 14 September 2018.

10 Report of the meeting of the Customer Service and Operational Performance Panel held on 11 September 2018 (Pages 207 - 208)

Panel Chair, Dr Mee Ling Ng OBE

The Board is asked to note the summary report.

11 Report of the meeting of the Audit and Assurance Committee held on 14 September 2018 (Pages 209 - 212)

Committee Chair, Anne McMeel

The Board is asked to note the summary report.

12 Any Other Business the Chair Considers Urgent

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

13 Date of Next Meeting

Wednesday 21 November 2018, at 10am

14 Exclusion of Press and Public

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

Agenda Part 2

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

15 Crossrail Update

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

Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
10.00am, Wednesday 25 July 2018**

Members

Heidi Alexander (Deputy Chair – in the Chair)
Kay Carberry CBE
Baroness Grey-Thompson DBE
Bronwen Handyside
Ron Kalifa OBE
Michael Liebreich
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Val Shawcross CBE
Dr Nina Skorupska CBE
Dr Lynn Sloman
Ben Story

Executive Committee

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

Also in attendance

Sir Terry Morgan CBE Chairman, Crossrail Limited

Staff

| | |
|---------------|-----------------------------------|
| Sarah Bradley | Group Finance Controller |
| Howard Smith | Director of Operations, Crossrail |
| Shamus Kenny | Head of Secretariat |

52/07/18 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from the Mayor and Chair, Sadiq Khan and from Greg Clark CBE. In the absence of the Chair, Heidi Alexander chaired the meeting.

Heidi Alexander welcomed everyone to the meeting and confirmed that she had been appointed to the Board on 11 June and as the Deputy Chair on 13 July 2018. Val Shawcross had agreed to remain on the Board to continue to provide TfL with the benefit

of her considerable knowledge and experience. Heidi Alexander thanked Val Shawcross for her support during the hand over of Deputy Mayor and Deputy Chair responsibilities.

On behalf of the Mayor and the rest of the Board, Heidi Alexander paid tribute to the contributions to TfL and London made by Baroness Grey-Thompson and Michael Liebreich, who would both leave the Board on 2 September 2018. They were commended for their service under this and the previous Mayor, providing effective support and challenge and providing continuity in 2016, when the new Board was appointed.

Baroness Grey-Thompson had served on the Board since 2008, and so had seen the start of the massive Crossrail construction project, TfL taking back responsibility for the failed PPP contracts on the Underground and the development of the now extensive London Overground service with the addition of the East London Line Extension in 2010. She had ensured that TfL remained focused on customer and accessibility issues and was an active contributor to TfL's preparations for and successful delivery of transport in support of the London 2012 Games.

Michael Liebreich had served on the Board since 2012, after the London 2012 Games but in time to see TfL apply its learning from that experience; this included a real push to become a single unified organisation, which started in 2012 and had picked up pace in the last couple of years. He had seen the transformation of the Underground through the capacity improvement programme, the further extensions of the Overground and the support for more active travel, which he was a strong advocate for, through the introduction of cycle hire and the development of Cycle Superhighways. He contributed on a range of issues using his financial and energy markets knowledge and notably led the Safety, Sustainability and Human Resources Panel during the challenging time that followed the tram overturning at Sandilands on 9 November 2016 and had also been a driving force on TfL's initiatives to improve safety.

The Deputy Chair and Board also congratulated Sir Terry Morgan on his appointment as the new Chair of High Speed 2 Limited from 1 August 2018; he would carry out the role while still being the Chair of Crossrail Limited.

53/07/18 Declarations of Interests

Michael Liebreich informed the Board that further to his declaration at the last meeting, in addition to becoming a small investor in Zeelo, a company that would build large electric vehicle charging hubs in the UK (though none in London at present) he was also now likely to be appointed as its Chair.

All other Members confirmed that their declarations of interests, as provided to the Secretariat and published on tfl.gov.uk, were up to date. There were no interests to declare that related specifically to items on the agenda.

54/07/18 Minutes of the Meeting of the Board held on 23 May 2018

The minutes of the meeting of the Board held on 23 May 2018 were approved as a correct record and the Chair was authorised to sign them.

55/07/18 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. Updates had been provided for all of the actions and the briefing notes referenced had been provided ahead of this meeting. The Chair of the Finance Committee had exercised authority delegated by the Board in relation to a Scorecard measure.

On 24 July 2018, Members were informed by email that the Government had issued its Annual Update on Crossrail (2018) by way of written statement to Parliament. This provided a general update on the programme and costs. TfL had consequently issued a stock exchange announcement in relation to its traded debt securities. The statement covered a funding agreement between TfL and the Department for Transport as Sponsors on the increased costs of the project. The decision to approve TfL's costs had been taken by the Chair of the Board, under Chair's Action. The use of Chair's Action could not have been reported until the Government had made its announcement and TfL had issued its stock exchange announcement. The funding settlement would be discussed further under the Crossrail Update.

The Board noted the updated actions list and the use of Delegated Authority, including the use of Chair's Action in relation to the Crossrail funding settlement.

56/07/18 Commissioner's Report

Mike Brown introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 23 May 2018 and updated the Board on significant projects and initiatives.

On behalf of the Executive Committee and staff, he too thanked Baroness Grey-Thompson and Michael Liebreich for their challenging and constructive input and support.

Mike Brown took a moment to remember Ian Nunn, TfL's Chief Finance Officer from September 2015, who tragically passed away on 24 July 2017. He reflected on Ian's marked impact on how TfL managed and reported on its finances and his role in the development of the ambitious 2016 Business Plan. The Plan articulated how, over the next five years, TfL would deliver safer, higher-quality and more reliable services alongside one of the biggest capital investment programmes in the world and turn around a deficit into a surplus to invest in further improving transport, at the same time as absorbing the phasing out of the government grant. Ian Nunn's energy and commitment and his clarity of thought, meant TfL had subsequently reduced its year-on-year operating costs for the first time in its history in 2016/17 and repeated this in 2017/18. Mike Brown was grateful that he had known Ian Nunn, both as a colleague and as a friend, and it had been a privilege to work with him every day. Mike Brown commended the work that Simon Kilonback and the Finance team, supported by the Board and the Finance Committee, had done to build on Ian Nunn's work in such difficult circumstances. The Board echoed those sentiments.

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

- 1 **TfL Scorecard 2018/19:** The majority of the Scorecard measures were on track and plans were in place to improve performance where it was behind target. Mike Brown was encouraged by the success of the work undertaken to reduce the

number of people killed or seriously injured on London's roads, especially in incidents involving buses. While the mode share target showed fewer people cycling and using public transport against increases in private car journeys, it was anticipated that a range of initiatives would help reverse this trend; these included new cycling infrastructure, further public transport improvements and the launch of the new Walking Action Plan.

- 2 **Safety and Security:** TfL continued to make good progress in improving safety on the tram network, following the overturning at Sandilands in November 2016. TfL had worked with FirstGroup to implement a number of measures since that incident. TfL had started a tender process to install a new safety system that would automatically apply the brakes should the speed limit be exceeded at high-risk locations and alert the control centre. TfL was also evaluating a range of options to strengthen the glass on tram cars.
- 3 Members congratulated TfL on the launch of the Vision Zero Action Plan, which underpinned the commitment in the Mayor's Transport Strategy to a Vision Zero approach to safety across TfL's transport network. The document had been well received and demonstrated good partnership working with a range of organisations, in particular the emergency services. The proposed 20mph speed limit across TfL's road network was widely supported. Members requested further details of the organisations that TfL engaged with on the Vision Zero Action Plan.

[Action: Alex Williams]
- 4 TfL recognised the need to lead the way on Vision Zero. It was working with its bus operators, local boroughs and cycling groups to develop a Bus Safety Standard, for rollout at the beginning of 2019. Parts of the Standard were being trialled including: Intelligent Speed Assistance systems; new cameras and mirrors; interior design such as seats and grab poles; automatic emergency braking; and redesigns to the front of the bus. The trial results would be considered by the Board in due course.
- 5 TfL had re-launched its Safer Travel at Night campaign, which had a track record of successfully highlighting the risk of using un-booked minicabs and encouraging the public to use taxis, or booked, licensed minicabs instead. As part of the campaign, TfL's Taxi and Private Hire compliance officers worked alongside the Met and British Transport Police to carry out vehicle and driver licensing checks, visit private hire operators, engage with the public and stop and inspect drivers who might be breaking the law. Drivers of non-compliant vehicles were issued with an advisory or unfit notice and those with unfit vehicles were required to bring them in for a special inspection within two weeks to confirm the fault had been repaired or corrected. TfL also welcomed the launch of the Women's Night Safety Charter by the Mayor's Night Czar on 24 July 2018.
- 6 Members congratulated TfL on the Northern Line Extension receiving the prestigious Gold Award from the Royal Society for the Prevention of Accidents (RoSPA). The Award recognised achievements in health and safety management systems, including practices such as leadership and workforce involvement.
- 7 Members also commended the work TfL was doing with the Met and British Transport Police to tackle knife crime. While the Customer Service and Operational Performance Panel would receive an update on these initiatives, Members requested that the next Commissioner's Report include information on how TfL was

addressing low-level violence against the person and its impact on the perception of safety on public transport. **[Action: Jill Collis]**

- 8 TfL continued its ongoing programme of inspecting work sites on its roads to ensure they were operating in a safe manner and in line with the permit granted. Virgin Media had been fined £3,000 and ordered to pay almost £3,500 towards TfL's legal costs for failing to serve statutory works notices. The Board expressed its discontent with the attitude of utilities companies like BT and Virgin Media toward complying with streetworks requirements, given the increased safety risk and disruption to traffic flow. Mike Brown would write to Virgin Media to reflect the Board's views. The Board also encouraged TfL to continue to encourage the Government to review the level of fines as they had minimal impact on the companies involved.
- 9 Members noted the outcome of the appeal by Uber against TfL's decision to refuse it an operating licence in September 2017. The Magistrate agreed with the decision taken at the time, considered the changes Uber had implemented since and concluded that Uber had now provided sufficient evidence to demonstrate that it was fit and proper to hold a licence. The Magistrate agreed that a licence would be granted for a period of 15 months with a number of conditions attached. Uber was ordered to pay TfL's legal costs of the appeal of £425,000.
- 10 Members supported TfL's original decision, given the concerns about customer safety and recognised that this was a positive result after months of hard work. Mike Brown congratulated everyone involved in the court case, in particular Howard Carter and his legal team, Vernon Everitt, Gareth Powell and Helen Chapman who led the work of the Taxi and Private Hire team. TfL would closely monitor Uber to ensure it complied with the conditions on the licence.
- 11 Members agreed that with the Uber appeal now concluded, TfL should develop its approach to technological innovation and its impact on the safe and accessible provision of a range of transport services. In relation to the regulation of the Taxi and Private Hire services, TfL and trade representatives were part of a Department for Transport task and finish group reviewing regulations in light of technological and operational changes to ensure that services operated safely and in the best interests of service users and people who worked in the industry.
- 12 **Healthy streets and healthy people:** The Board was very disappointed with Westminster City Council's sudden, unexpected and unilateral decision to abandon the joint plans to transform Oxford Street. Val Shawcross and TfL staff had been working collaboratively with the Council, businesses and residents on the design of the scheme for the previous two years and had invested approximately £8m in the project to date. The decision reflected badly on the global image of London and would impact negatively on London's retail sector. TfL would continue to work with local businesses and Westminster City Council to try and find other ways to achieve some of the benefits from the original scheme, including improved accessibility for disabled people. The Board was particularly concerned about the impact on public safety given the modelling on the expected increase in pedestrians in the area when the Elizabeth line opened. TfL was still looking to remodel bus service provision in the area but the Council's decision had a significant impact on what was achievable.

- 13 The Board would be sent a copy of the Mayor's letter to the Leader of the Council on 3 July 2018 and noted that a meeting between the two was planned. Any revised proposals would be assessed against the six core challenges addressed by the abandoned scheme: visitor experience, economy, air quality, crowding, road danger and protection of the public. TfL had prevented the Council from using any further TfL funding in developing its new strategy and may seek to recover some of the original £8m already invested if that investment could not be demonstrated to have shaped the design of the new proposals.
- 14 Good progress continued on the delivery of various cycling schemes, including the Hyde Park section of the East-West Cycle Superhighway and Cycle Superhighways 4, 6, 9 and 11. TfL would robustly defend the application made by Westminster City Council to bring a judicial review against TfL's decision to proceed with Cycle Superhighway 11. Progress was being made on various other schemes including the Mini-Hollands, Quietways and the Central London grid. Santander Cycles had two record breaking months, with 1.1 million hires in May 2018 and 1.2 million hires in June 2018 and was on target for an even higher record in July 2018, which marked the scheme's eighth year.
- 15 The Mayor's Air Quality Fund had awarded £5m across 28 boroughs to support new projects that would improve air quality, including: electrifying Hackney Council's vehicle fleet, fitting low-cost electric vehicle charging points onto lamp columns in Hounslow and establishing a green courier service in Waltham Forest using cargo bikes and electric vehicles. The next round of applications for funding would begin in summer 2018, for projects that would begin in March 2019.
- 16 TfL continued to make good progress on lowering bus emissions, with 45 per cent of the 9,000 fleet meeting the ultra-low Euro VI standard. The bus retrofit programme was a key part of this achievement, with more than 1,300 existing buses having been upgraded. TfL was working with the Mayor's Office to launch new Low Emission Bus Zones as soon as all the routes along these busy corridors had been raised to the same ultra-clean level.
- 17 Members noted the update on the results of a trial with delivery company Gnewt to take a new approach to the last mile of parcel deliveries. Transferring parcels from electric vehicles to pedestrian porters had reduced the requirement for kerbside space by 50 per cent and driving time by about 35 per cent. TfL was now working with Gnewt to gauge this approach for larger scale delivery companies and explore the potential for significantly reducing freight congestion in London.
- 18 TfL continued to support a number of large scale events held in London. To celebrate the annual Pride in London parade on 7 July 2018, TfL had a variety of installations across its network, with new Pride rainbow roundels as well as creating pink, white and blue trans-inspired benches. TfL's LGBT+ staff network group, OUTbound, had over 100 members take part in the parade on a specially created Elizabeth line inspired float.
- 19 **A good public transport experience:** Progress continued to be made across all areas of the Crossrail programme to deliver the Elizabeth line. There continued to be cost and schedule pressures, which were being managed by Crossrail.

- 20 Work continued on various projects to extend and modernise the Underground network and to make it more accessible. On the Northern Line Extension, the ticket hall floor slab and both platforms at Battersea station had been completed and construction had begun on the platforms at Nine Elms station. The modernisation of the Circle, District, Hammersmith & City and Metropolitan lines continued with the opening of the new Hammersmith control centre, which would deliver more capacity, a quicker and more reliable service and better customer information. One hundred trains out of 192 S-Stock trains had now been fitted with the automatic signalling system. For the Deep Tube lines, TfL had announced its intention to award a contract to Siemens Mobility Limited to design and build 94 new generation Tube trains, which would improve the experience of Piccadilly line customers. The contract demonstrated the wider impact of TfL's investment as jobs would be created across the country, particularly through the new factory Siemens planned to build in Goole, East Yorkshire that would support up to 700 people in skilled engineering and manufacturing roles. TfL was disappointed that two of the other bidders for the contract had challenged the decision.
- 21 TfL was investing £200m in transforming accessibility to step-free access to realise the Mayor's target of making 40 per cent of the Tube network step-free by 2022. It was agreed that TfL should review the programme periodically as more stations became step-free, to ensure the rollout took into consideration the way disabled people travelled and used interchanges. Buckhurst Hill station had become the 74th step-free station on the Underground and TfL was working with Essex County Council and Highways England to improve the urban realm around the station to make it more accessible.
- 22 TfL had unveiled its new London Overground trains on 20 June 2018, which would commence passenger service by November 2018 on the Gospel Oak to Barking line. The full fleet of 54 trains, built in Derby, had a range of new features to make them more accessible and provide an all-round better customer experience.
- 23 Members noted the update on the progress of the three-month trial to automatically count passengers on buses to help TfL better plan services and passengers plan journeys and where spaces were available on-board buses.
- 24 TfL had recently celebrated 15 years of the Oyster card, which now covered more than 650 Tube and rail stations across London and the South East, as well as buses, trams, the Emirates Air Line and river services. In 2019, Oyster would be extended to Reading, when that section of the Elizabeth line opened. The system had allowed TfL to bring in new, better ways of ticketing including daily capping and more recently the Mayor's hopper fare; later in 2018 TfL would introduce weekly capping on Oyster as existed when paying with a contactless bank card.
- 25 TfL's app had been updated to: allow customers using contactless payment cards to view their payment history, to quickly add pay as you go credit or season tickets to Oyster cards. Maps had been added to show TfL Rail services between Paddington and Heathrow and design changes had improved customer navigation.
- 26 **New homes and jobs:** TfL continued to support the Independent Affordability Review panel's work to review the cost, risk, funding and finance of Crossrail 2 to make it a more affordable proposal.

- 27 Consultation and engagement with local communities had started on the first three sites to be developed to deliver affordable homes: Kidbrooke in Greenwich, Landmark Court in Southwark and Blackhorse Road in Waltham Forest. TfL had also selected the London Community Land Trust to deliver 67 affordable homes at Cable Street in Tower Hamlets and at Christchurch in Lambeth. TfL remained on track to deliver 50 per cent affordable homes across its programme as a whole.
- 28 Members noted a further update on TfL's Growth Fund. The latest schemes to receive funding included the upgrade of Walthamstow station, a new station building at Colindale including step-free access and new pedestrian and cycle links, enhanced capacity on the Elmers End branch on the tram network and a new southern entrance at Ilford station. It was anticipated that all schemes would begin later in 2018.
- 29 **Our people:** Members noted the various awards and other initiatives being undertaken by employees. TfL had won the UK award for best company for work/life balance, as researched by the world's largest job site Indeed. The award was driven by TfL's approach to flexible working hours and the support offered through staff network groups and reflected Mike Brown's desire for TfL to work towards a more inclusive, diverse and supportive culture.
- 30 Mike Brown and the Board congratulated Victoria Harrison-Cook MBE, Head of Media, who received the award in the Queen's Birthday Honours for her services to diversity in Public Relations. In her 11 years at TfL, she had led and supported 28 people through the Press Office Stuart Ross BAME Internship scheme.
- 31 Members welcomed TfL's work to support people with dementia. A Dementia-Friendly summit held on 21 May 2018 was attended by more than 100 guests including Jeremy Hughes, the Chief Executive of the Alzheimer's Society. Dementia-friendly sessions were held across TfL to mark Dementia Action Week and resulted in 37 new Dementia Friends, including Mike Brown. TfL now had over 200 Dementia Friends, with at least one in each bus garage. An e-learning module had been developed and would be rolled out to over 10,000 front line staff to help them become Dementia Friends.
- 32 In June 2018 TfL began trialling its new Carer Passport. This was an important initiative that enabled those with caring responsibilities to retain existing flexible working arrangements and support when they changed roles in TfL.
- 33 **Securing value for money:** TfL continued to reduce its costs and modernise how it worked through its Transformation programme, which sought to constantly review where further improvements could be made to how TfL worked. Further details on savings were provided in the Quarterly Performance Report, elsewhere on the agenda.
- 34 The latest efforts to generate income to reinvest into services included a promotional event at Baker Street station to celebrate the release of a new Sherlock Gnomes film and, in partnership with Visa, changing the name of Southgate station for 48 hours to 'Gareth Southgate' in honour of the achievements of the England Men's football team at the World Cup. In addition to generating revenue, these activities promoted the TfL network and brand.

The Board noted the Commissioner's Report.

57/07/18 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2018

Vernon Everitt and Sarah Bradley introduced the item, which presented TfL's Annual Report and Statement of Accounts for the year ended 31 March 2018 and requested that the Board approve the Statement of Accounts included in the Annual Report and approve the publication of TfL's 2017/18 Annual Report.

On 7 June 2018, the Audit and Assurance Committee considered the Annual Report and the Statement of Accounts for the year ended 31 March 2018. It made suggestions for additional information and endorsed the recommendations in the paper. All of the additional information requested had been included in the version before the Board.

The draft Statement of Accounts was published on 30 May 2018. The period for exercise of public rights consequently commenced on 31 May and concluded on 11 July 2018 and no issues were raised. The External Auditors provided a clean audit.

Anne McMeel, as Chair of the Audit and Assurance Committee, confirmed that the Committee had a full discussion and was content with the audit work completed. On behalf of the Committee she congratulated everyone involved in the production of the Annual Report and Accounts, in particular the Communications and Finance teams.

The Board noted the paper and:

- 1 approved the 2017/18 Annual Report;**
- 2 authorised the Managing Director, Customers, Communication and Technology, to make any further design or editorial changes to the Annual Report as may be required;**
- 3 approved the Statement of Accounts and to agree that the statutory Chief Finance Officer will make any adjustments arising from the work prior to the auditors signing their opinion. Should any changes be required to the Statement of Accounts which, in the opinion of the statutory Chief Finance Officer, were material, she would seek the approval of the Board to these changes; and**
- 4 confirmed its overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts audited:**
 - (a) Woolwich Arsenal Rail Enterprises Limited;**
 - (b) City Airport Rail Enterprises Limited;**
 - (c) London Underground Limited;**
 - (d) LUL Nominee BCV Limited;**
 - (e) LUL Nominee SSL Limited;**
 - (f) Docklands Light Railway Limited;**
 - (g) Tube Lines Limited;**
 - (h) Rail for London Limited;**
 - (i) Rail for London (Infrastructure) Limited**
 - (j) Tramtrack Croydon Limited;**
 - (k) London Buses Limited;**

- (l) London Bus Services Limited;
- (m) London River Services Limited;
- (n) Transport for London Finance Limited;
- (o) TTL Properties Limited;
- (p) TTL Earls Court Properties Limited; and
- (q) Victoria Coach Station Limited; and

5 confirmed its approval in respect of the provision of a guarantee to the following subsidiary companies with effect from the financial period ended 31 March 2018:

- (a) TTL Blackhorse Road Properties Limited;
- (b) TTL Landmark Court Properties Limited;
- (c) TTL Kidbrooke Properties Limited; and
- (d) TTL Southwark Road Properties Limited.

58/07/18 Quarterly Performance Report, Quarter 1, 2018/19

Simon Kilonback introduced the Report and related slides, which presented year-to-date performance against budget, as well as year-on-year and four year trend analysis. In response to feedback from a number of stakeholders, the Report had been changed to provide the latest quarterly financial information in a timelier manner and to reduce duplication with other reports. The operational and customer information previously included in the Report would continue to be presented in the quarterly Customer Services and Operational Performance Report. The Report would be submitted to the Board each quarter.

TfL had made a good start to the financial year with the operating surplus £37m better than Budget, despite some timing differences on grant receipts. The reduction against 2017/18 reflected that this was the first quarter with no operating grant from central government. Passenger income overall was slightly better than Budget, although there were differences between the divisions, with upside in Tube ridership offsetting some downward movement on buses. All divisions were reporting higher passenger income than 2017/18. Other income was also up on Budget and the last year as a result of higher commercial and Road Network Compliance income.

Operating costs were £43m lower than Budget with additional savings being made over and above the significant cost reductions already assumed. The increase against the last year reflected preparations for the opening of the Elizabeth line and inflationary pressures across all areas. Quarterly reviews were held across TfL to ensure cost savings targets were being delivered.

Key achievements in the capital investment programme included hitting major milestones on the Four Lines Modernisation and starting work on station cross passages for the Northern Line Extension. Although 11 per cent of project milestones were currently off target, these related to timing issues as parts of the Four Line Modernisation programme had been brought forward and it was expected that all of the milestones would be delivered by the year end.

Although the economic environment remained subdued, Simon Kilonback remained confident that the Budget for 2018/19 would be delivered and that TfL was on target to achieve an operating surplus by 2021/22. TfL was redoubling its efforts to reduce costs

and increase revenue. The continued focus on cost control was expected to drive further efficiencies, both in operating and capital expenditure.

The Board noted the report.

59/07/18 Customer and Operational Performance Report, Quarter 4, 2017/18

Vernon Everitt, Gareth Powell and Mark Wild introduced the item, which had been considered in detail by the Customer Service and Operational Performance Panel. Members noted the uplift in the number of commendations received by bus drivers and Tube staff, which reinforced the value of investing in staff. Several Members commented on their personal experience as bus users which demonstrated the significant increase in service quality and professionalism of bus drivers.

Dr Lynn Sloman was in discussion with staff on how data already produced by TfL could be incorporated into future reports to help track metrics that related to the delivery of the Mayor's Transport Strategy. This would enable the Panel to determine if the measures introduced were having the intended impact. Members agreed that it was important the metrics in the report and other reports should reflect a time series that went back to the original measure, where possible.

The Board noted the report.

60/07/18 Modern Slavery and Human Trafficking Statement

Simon Kilonback introduced the item, which described the activity undertaken in compliance with the Modern Slavery Act 2015, which also required the publication of an annual Slavery and Human Trafficking Statement. TfL worked closely with the Greater London Authority on Group Responsible Procurement to ensure high standards.

On 20 June 2018, the Safety, Sustainability and Human Resources Panel considered the Statement, and raised no issues for the Board's attention.

The Board noted the paper and:

- 1 approved the draft TfL Slavery and Human Trafficking Statement appended to the paper; and**
- 2 authorised the General Counsel to agree the final form of the Statement.**

61/07/18 Crossrail Update

Mark Wild, Howard Smith and Sir Terry Morgan summarised recent progress towards the staged opening of the Elizabeth line and the transition to become an integral part of TfL, which had also been considered in detail by the Programmes and Investment Committee.

Good progress had been made with the opening of the Old Oak Common Depot and with the recruitment and training of drivers.

The Board discussed the cost and schedule pressures. Additional funding had been agreed by TfL and the Department for Transport as the joint sponsors of the project, which had been announced through a Written Ministerial Statement on 24 July 2018. The overall funding envelope had been increased from the £14.8bn agreed in the 2010 Spending Review (a reduction of the original £15.9bn budget) to £15.4 billion for delivery of the project. £300m was being made available to Crossrail Limited for its works in the central section and £290m to enable Network Rail to complete its upgrade of the existing railway for the Elizabeth line.

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

The Board noted the paper.

62/07/18 Board Appointments

Howard Carter introduced the paper, which provided an update on the membership of the Board, including the appointment of Heidi Alexander as the Deputy Chair, and sought approval for changes to the membership of Committees and Panels.

The Board noted the paper and:

- 1 noted the appointment of Heidi Alexander as a Member of TfL from 11 June 2018 and as the Deputy Chair from 13 July 2018;**
- 2 noted the resignation of Val Shawcross CBE as the Deputy Chair of TfL from 8 June 2018 and that she remains a Member of TfL from 9 June 2018 until 6 September 2020;**
- 3 approved the proposed appointments to Committees and Panels, as set out in Appendix 1 of the paper;**
- 4 noted the departure from the Board in September 2018 of Baroness Grey-Thompson DBE and Michael Liebreich and thanked them for their service to TfL and London; and**
- 5 noted the progress in the appointment of an additional member of the Board with operational safety experience.**

62/07/18 Report of the meeting of the Customer Service and Operational Performance Panel held on 6 June 2018

The Chair of the Panel, Dr Mee Ling Ng CBE, introduced the item. The Panel had a useful discussion on bus services to London hospitals and noted the good progress on assisted transport services, where Anne McMeel's work as the champion for the review had been extremely helpful. The Panel also noted the update on the delivery of London

Underground's Station Action Plan and that the final report would be submitted to the next meeting of the Panel and then onto the Board in November 2018.

The Board noted the summary report.

63/07/18 Report of the meeting of the Audit and Assurance Committee held on 7 June 2018

The Chair of the Committee, Anne McMeel, introduced the item. A number of items on the agenda had been covered by the Board in approving the Annual Report and Statement of Accounts. She thanked the Independent Investment Programme Advisory Group (IIPAG) for its work, particularly during the transition period following its review. The Committee considered the IIPAG's quarterly report, noted the issues raised in its systemic reviews and would review how the actions it identified were monitored alongside other audit information. The Committee was also pleased that the new Risk and Assurance Directorate had been established, with the formerly separate teams integrating well and this being reflected in the reports to the Committee.

The Board noted the summary report.

64/07/18 Report of the meeting of the Remuneration Committee held on 13 June 2018

The Chair of the Committee, Ben Story, introduced the item. Revised terms of reference and changes to performance award calculations to create a strong alignment with scorecard measures had been agreed under delegated authority. The Committee had agreed proposals relating to benchmarking against other organisations to ensure that TfL's remuneration was competitive and fair. The Committee also considered the 2017/18 Scorecard outturn, which had been audited and signed off by the Chair of the Audit and Assurance Committee, before approving the performance awards for the Commissioner and the senior staff within the Committee's terms of reference. The Committee also considered the proposals of the Crossrail Remuneration Committee in relation to the former Chief Executive's performance award.

The Board noted the summary report.

65/07/18 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 20 June 2018

The Chair of the Panel, Kay Carberry CBE, invited Michael Liebreich as the former Chair to introduce this item as he had chaired the meeting.

Michael Liebreich highlighted the good progress that TfL had made on safety, though certain measures under Surface Transport on the road network remained stubbornly high and further work was required. He commended the Vision Zero Action Plan, which brought together a range of issues previously raised by the Panel with a high level of ambition. The Panel was keen for TfL to provide long-term trend data on safety metrics. Vision Zero had a particular focus on the road network and Surface Transport was

seized by the opportunity and had huge energy to work with partners to improve safety. Workplace violence remained an area that the Panel was keen to give more focus to as incidents appeared to be increasing.

The Panel welcomed the diversity dashboard as a considerable step forward for TfL to build upon. It also welcomed the Energy Strategy paper but considered there was more to be done and pressed for a more ambitious target than 2037 to achieve a zero carbon bus fleet. The 2037 target was driven by the current bus replacement cycle but TfL would work with bus operators and manufacturers to achieve an earlier date as technology and economic prudence allowed.

As discussed earlier on the agenda, the Panel considered the Modern Slavery and Human Trafficking Statement alongside responsible procurement. An informal briefing had been provided on TfL's approach to responsible procurement. Members were keen that TfL consider the Mayor's Transport Strategy objectives to see which would be useful tools in procurement requirements so that it could provide leadership, where appropriate, for example by encouraging sustainable freight and electric vehicle deliveries.

Kay Carberry reported that the Panel had also acknowledged the significant contribution that Michael Liebreich had made to TfL and the Panel, in particular and Baroness Grey-Thompson's valuable input. The new Members that joined the Panel in 2016 had benefitted from the continuity of having established Members in place. The Panel had an ambitious forward agenda and welcomed the valuable insight and experience Val Shawcross, as a new Member, would provide.

The Board noted the summary report.

66/07/18 Report of the meeting of the Programmes and Investment Committee held on 3 July 2018

In the absence of the Chair of the Committee, the Vice Chair, Dr Nelson Ogunshakin CBE, introduced the item. He highlighted the first quarterly report from the Independent Investment Programme Advisory Group, which provided a good template for the future; the discussions on the Healthy Streets portfolio and the robust debate on the Silvertown Tunnel, as well as the Crossrail Update. He and Ben Story commended staff on the detail now included in papers and in the Quarterly Investment Programme Report, which enabled the Committee to focus on the key issues, identify potential concerns and request deep dive briefings as appropriate.

The Board noted the summary report.

67/07/18 Report of the meeting of the Finance Committee held on 4 July 2018

The Chair of the Committee, Ron Kalifa OBE, introduced the report. He highlighted the discussions on Treasury Activity, the savings in the insurance programme, the mitigations TfL had in place where its third party suppliers risked insolvency and the work underway to improve income streams.

The Board noted the summary report.

68/07/18 Any Other Business the Chair Considers Urgent

There were no further items of urgent business.

69/07/18 Date of Next Meeting

The date of the next meeting was Wednesday 19 September 2018 at 10.00am.

70/07/18 Exclusion of the Press and Public

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

The meeting closed at 1.00pm.

Chair: _____

Date: _____

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Board



Date: 19 September 2018

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

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of actions agreed at previous meetings.
- 1.2 There has been no use of Chair's Action or authority delegated by the Board since the last meeting.
- 1.3 Appendix 1 provides an update on the actions, all of which are completed or being addressed.

2 Recommendation

- 2.1 **The Board is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Board Actions List

List of Background Papers:

Minutes of previous meetings.

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Board Actions List (reported to the meeting on 19 September 2018)

Actions from the meeting held on 25 July 2018

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|------------|---|---------------|----------------|---|
| 56/07/18 | Commissioner's Report – Vision Zero Engagement Members requested further details of the organisations that TfL engaged with on the Vision Zero Action Plan. | Alex Williams | August 2018 | Completed. Information provided. A detailed Vision Zero Communications and Engagement Plan will be circulated to the Safety, Sustainability and HR Panel in September. |
| 56/07/18 | Commissioner's Report – Violence Against the Person Members requested that the next Commissioner's Report include information on how TfL was addressing low-level violence against the person and its impact on the perception of safety on public transport. | Jill Collis | September 2018 | Completed. Information in report on the agenda. |

Actions from previous meetings:

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|--------------|--|-------------|---------------|---|
| 06/01/18 (1) | TfL HSE Annual Report 2016/17 – Publication of the names of the bereaved Members requested that for future HSE Annual Reports TfL considers naming every person killed on one of TfL's networks. | Jill Collis | November 2018 | This will be addressed in the next annual report. |

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|--------------|--|-----------------------------------|----------------|---|
| 42/05/18 (2) | Commissioner's Report – Vision Zero Members requested a discussion on how TfL planned to meet and monitor progress toward the Vision Zero target. | Alex Williams | October 2018 | The SSHR Panel will consider the Vision Zero Action Plan in September. It will also be covered in the informal discussion on the Mayor's Transport Strategy and Business Planning (see action for minute number 45/05/18 (3)) |
| 42/05/18 (3) | Commissioner's Report – Streetworks impact on vulnerable road users Members requested that some analysis be completed on the impact of streetworks, including signage, as a contributory factor on injury rates to vulnerable road users. This would be reported to a future meeting of the Safety, Sustainability and Human Resources (SSHR) Panel. | Gareth Powell | September 2018 | An item on unsafe roadworks is on the September agenda for the SSHR Panel. |
| 44/05/18 (1) | Annual Update on the Mayor's Transport Strategy – Active Travel Work on promoting active travel would be brought to a future meeting of the Safety, Sustainability and Human Resources Panel. | Alex Williams | December 2018 | On SSHR Panel forward plan. |
| 44/05/18 (3) | Annual Update on the Mayor's Transport Strategy – Member engagement on delivery and Business Planning Proposals for Board engagement on delivery of the Strategy and the development of the next Business Plan, including a whole day discussion early in the process, would be progressed. | Alex Williams and Simon Kilonback | From July 2018 | An informal briefing was held after the Board on 25 July and a full day session on delivering the Strategy and preparation of the next Business Plan is scheduled for October. |

Board



Date: 19 September 2018

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides an overview of major issues and developments since the meeting of the Board held on 25 July 2018 and updates the Board on significant projects and initiatives.

2 Recommendation

- 2.1 **That the Board note the report.**

List of appendices to this report:

Commissioner's Report – September 2018

List of Background Papers:

None

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

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Commissioner's Report

19 September 2018



About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the Board meeting of 25 July.

2 TfL Scorecard

Period 5

Breakdown of scorecard measures categories:

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

| Long-term objectives | 2018/19 scorecard | Period 5 | | Year to date | |
|--|---|--|--------|--|--------|
| Outcome | Measure | Actual | Target | Actual | Target |
| Healthy Streets and healthy people (18%) | | | | | |
| London's transport system will be safe and secure | Reduction in people killed or seriously injured on the roads from 2005-09 baseline (%) ¹ | Qtrly | Qtrly | 39.3 ■ | 38.1 |
| | Reduction in people killed or seriously injured on roads from 2005-09 baseline (incidents involving buses) (%) ¹ | Qtrly | Qtrly | 72.6 ■ | 51.8 |
| | Injuries on the public transport network | 875 ■ | 880 | 4,545 ■ | 4,591 |
| London's streets will be used more efficiently and have less traffic | Operational improvements to sustainable travel | 2,909 ■ | 2,467 | 6,837 ■ | 6,221 |
| London's streets will be clean and green | Number of London buses that are Euro VI compliant ² | 50 ■ | n/a | 4,200 ■ | n/a |
| More Londoners will travel actively | Healthy Streets scheme assessment (%) | Qtrly | Qtrly | 10 ■ | 10 |
| A good public transport experience (17%) | | | | | |
| Journeys by public transport will be fast and reliable | Tube excess journey time (minutes) | 4.05 ■ | 4.36 | 4.38 ■ | 4.40 |
| | Average bus speeds (mph) | 9.5 ■ | 9.4 | 9.3 ■ | 9.2 |
| Public transport will be accessible to all | Additional time to make step-free journeys (minutes) | Qtrly | Qtrly | 9.9 ■ | 9.9 |
| Journeys by public transport will be pleasant | Customer satisfaction (percentage of Londoners who agree we care about our customers) (%) | Qtrly | Qtrly | 48 ■ | 49 |

Safety and operations (25%)

Customers (25%)

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

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

■ Achieved ■ Partially achieved ■ Not achieved

| Long-term objectives | 2018/19 scorecard | Period 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 percentage of affordable houses we take to market in the year (%) | Qtrly | Qtrly | 40 ■ | 40 |
| Mode share (5%) | | | | | |
| 80% of journeys will be made by sustainable modes in 2041 | Improve sustainable mode share improvement ³ | Qtrly | Qtrly | 0 of 3 ■ | 3 of 3 |
| All MTS themes (7.5%) | | | | | |
| All MTS outcomes | Deliver key investment milestones (%) | 100 ■ | 90 | 92 ■ | 90 |
| | Open Elizabeth line central section | Delayed ■ | On track | Delayed ■ | On track |
| People (25%) | | | | | |
| A capable and engaged workforce representative of London | Workforce representativeness - all staff (%) | Qtrly | Qtrly | 69.6 ■ | 69.9 |
| | - director/band 5 (%) | Qtrly | Qtrly | 42.1 ■ | 42.0 |
| | Inclusion index (%) ⁴ | See note | Annual | Annual | Annual |
| | Total engagement (%) ⁴ | See note | Annual | Annual | Annual |
| Financial (25%) | | | | | |
| We are prudent and cover our costs | Net operating surplus (£m) | (44) ■ | (82) | 163 ■ | 56 |
| | Investment programme (£m) ⁵ | 124 ■ | 151 | 719 ■ | 859 |

3 Sustainable mode share improvement: The walking survey is scheduled to take place at the end of Q3. Therefore, this element is not included in Q1 results.

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

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

3 Safety and security

Croydon tram overturning

Our thoughts remain with all those affected by the tragedy at Sandilands and we continue to do all we can to support them. The Sarah Hope Line continues to provide help with counselling and other support.

We are making good progress with the procurement of a new safety system on the London Trams network, which would automatically apply the brakes should the speed limit be exceeded at high-risk locations. A number of companies have responded to our Invitation to Tender, indicating their interest in supplying and fitting this system. We are evaluating their initial submissions against our safety and performance requirements and we are working toward a contract award by the end of the year.

We are also assessing the options available to strengthen the type of glazing fitted on the tram fleet.

We are working closely with other UK tram operators and infrastructure managers to establish the structure, governance and function of a Light Rail Safety & Standards Board, which the Rail Accident Investigation Branch recommended should be formed in its report into the tram overturning at Sandilands.

Vision Zero

On 24 July, the Mayor published London's first Vision Zero action plan. We have worked closely with the Metropolitan Police Service (MPS) on the action plan, which sets out measures to eliminate deaths and serious injuries from London's transport network by 2041.

These include lower speed limits on key parts of our road network, transforming dangerous junctions, a Direct Vision Standard for heavy goods vehicles (HGVs), and joint work we will carry out with the police on speed enforcement. Our plan also features a new focus on the most dangerous drivers, and an evolving and comprehensive bus safety programme that includes speed-limiting technology, an innovative training course for all drivers, and a safety innovation fund.

Our Direct Vision Standard will categorise HGVs according to the level of a driver's direct vision from a cab. We propose that this would form part of a HGV safety permit system that would progressively exclude the most dangerous HGVs from 2020. The scheme is proposed to be introduced in late 2019.

The Bus Safety Standard for London's buses will identify the latest safety technologies and features to reduce casualties on the bus network. This could include improved vision for drivers and automatic emergency braking, as well as



redesigning both the interior and exterior of buses. This standard will be written into all new bus operator contracts from the end of this year.

The Vision Zero action plan also includes education campaigns with communities and schools as well as safety training for motorcyclists, moped riders and cyclists.

We are also proposing to make 20mph the general limit on our roads within central London by 2020, as well as proposing 20mph speed limits in many town centres and high-risk locations by 2024. Nearly one-third of streets in London currently have a 20mph speed limit and these measures will mean that more Londoners will benefit from a low-speed environment. We are also working with London's boroughs to

identify areas on local roads where road users would benefit from similar changes in speed limits.

Vision Zero will be supported by the MPS Roads and Transport Policing Command (RTPC), through enforcement by more than 2,000 uniformed officers. The MPS will intensify police focus on the most dangerous drivers and amplify the deterrent effect through widespread high-visibility roadside operations and patrols.

We are committed to the next round of major work to make the most dangerous junctions in London safer. This work has already identified 73 junctions with the worst safety records and is proceeding with a major Safer Junctions programme that will see significant safety improvements at these locations.



One of our employees came up with a unique and effective way of reducing customer injuries by asking their daughter to make safety announcements at Victoria station

Customer safety

Work continues to assess the effectiveness of existing improvement activities designed to ensure that we meet our target of reducing customer injuries across our network. In addition to a new Bus Safety Standard, we have also started to collate and assess the underlying causes of customer slips, trips and falls at stations and inside vehicles, which make up the majority of bus customer injuries. Improvement work is already under way, such as customer safety education campaigns, improved lighting, staff announcements and staff training to intervene when concerns are raised about a person's fitness to travel. This will be reviewed to ensure efforts and activities are focused on those areas which will have the most significant impact.

The actions we have taken are having an effect and the number of accidents is lower than this time last year. As well as reducing the gap between the train and the platform, improving the train operator's view of the platform, and clearer signage about holding the handrail, we are improving how we communicate with our customers. One example of this, reported recently, was where a staff member at Victoria station asked their nine-year-old daughter to make safety announcements. Early signs suggest that this approach has had a positive impact on customer behaviour, which has led to a reduction in the number of safety incidents.

Workforce safety

We have workforce injury reduction plans in every part of the business and a key priority this year is on ensuring we remain focused on building and enhancing the maturity of our safety culture and systems. We are concentrating on our managers having open and honest conversations with their staff about safety issues, especially to ensure everyone feels they can raise safety concerns and that they will be listened to and acted upon.

During the hot weather, we emphasised the importance of remaining hydrated and the practical things people can do to stay cool, particularly in operational locations where air cooling is not yet available. We emphasised to our teams the importance of recognising and reporting fatigue, acknowledging that hotter weather can sometimes reduce the length and quality of sleep, and that this can occasionally affect levels of alertness and concentration.

This year, our plans address key areas of risk for our staff and contractors, so that they can work safely on our network. This includes reducing the number of injuries from working at height; slips, trips and falls; workplace violence; and the risk of accidents while working on the track, on the road, or close to utility services.

A key element of all our plans is improving the safety culture across the organisation. We have launched a new 'Safety conversation' approach for our London Underground (LU) maintenance team and created open forums for discussing safety issues with our staff and contractors who work onsite. We are also simplifying and standardising a range of processes in risk assessment, incident reporting and investigation, to enable us to learn and share lessons faster and wider.

As part of our campaign to reduce falls on or near the track, we started a programme of work in April 2018 to clear redundant materials from the Underground network.

Major project safety

Despite a very low overall rate of accidents, we have identified an increase in the most serious, reportable injuries by our staff and contractors over the last quarter. While there was no common trend in terms of causation, there was a trend in injuries leading to more than seven days off work.

In response to this, we held our first Health, Safety and Environment (HSE) 'stand down', which focused on both our day and night teams. It involved those on our sites and in our offices and focused on how they can ensure the wellbeing, safety and health of themselves and their colleagues by taking very simple steps.

This increase in the most serious, reportable injuries is a pattern across the whole construction industry, and at our next Zero Harm forum this month we will again be working with our suppliers to explore what more can be done to address this industry trend.

We are also taking action to improve how quickly we investigate and close out reports of incidents and near misses. We have:

- Coached our teams on the importance of timely and quality investigations, including what to look for and how to use our reporting system
- Run a campaign, featuring our senior leadership team, highlighting their commitment to high-quality investigation
- Increased the visibility of our incident close-out rates and how we use the data to improve HSE performance
- Started to review our tools and forums for sharing lessons learned

Road Network Compliance

We have seen very positive results from the implementation of new shift patterns in our Road Network Compliance team, aimed at increasing coverage of peak times. The team has been able to identify more instances of non-compliance.

New shift patterns and intelligence-led deployment of our Road Network Compliance team have resulted in increased coverage at peak times



We have also launched a new intelligence-led enforcement deployment system, allowing us to deploy our different traffic enforcement resources more effectively. This has helped to prioritise sites by compliance levels, and highlight areas of non-compliance which we are not currently enforcing.

On 20 July, we ran a night exercise to tackle fare evasion, antisocial behaviour and low-level crime on selected bus routes at night. Between 22:00 and 05:30, a total of 32 Revenue Protection staff and six RTPC officers engaged in targeted activity, including a static exercise on Park Lane and mobile checks elsewhere in Westminster, and in Camden and Southwark. A total of 2,885 passengers were checked on 180 buses, 63 penalty fares were issued and 24 passengers were reported for consideration of prosecution.

Running in parallel with this night exercise, the Taxi & Private Hire Compliance team worked in partnership with MPS officers on a static roadside stop site in Waterloo Place, Westminster. Compliance checks were conducted by pulling taxi and private hire vehicles into the stop site, with a total of 54 compliant and 23 non-compliant checks.

When we find a non-compliant vehicle, our Compliance Officers will issue either an Advisory Notice or an Unfit Notice, dependent on the severity of the issue. Drivers who are issued with an Unfit Notice are required to present the vehicle at an NSL test centre within 14 days to undergo a special inspection to confirm the fault identified has been repaired or corrected. Driver non-compliance is dealt with via warning letters.

Making our bus operations safer

In parallel with the Bus Safety Standard, our bus operators are progressing trials of innovative safety equipment through our Bus Safety Innovation Fund. This work will be made available to the wider bus industry at the Bus Safety Summit and is due to take place at the Millbrook Proving Ground – one of the UK's leading vehicle-testing facilities.

We have also appointed Loughborough University, in partnership with the Swedish Road Safety Institute (VTI), to conduct independent research into bus driver fatigue. This will help us understand whether this is a factor in safety performance.

Bus driver safety training and safety site meetings

We are developing a new bus driver safety training course that will be delivered through our operators to all 25,000 bus drivers. It will focus specifically on drivers' awareness of more vulnerable passengers as well as looking at how to reduce the number and severity of injuries that occur on board.

We are also holding further large-scale safety meetings on-site to see if more can be done to reduce risk on busy highways and junctions. Go Ahead will be the next operator to take the rotating lead role after selecting the new Elephant and Castle road layout as its focus area in September. Previously, operator RATP organised a safety event

in and around Oxford Street on 29 May to allow our team and the bus operators to work together to scrutinise the behaviour of bus drivers, cyclists, pedestrians and other vehicle users who pass through this congested retail centre.

Tackling knife crime and keeping people safe on public transport

Instances of knife crime on our network are low. Officers from the MPS RTPC continue to assist us in carrying out mobile and static revenue protection inspections in a number of priority boroughs. Targeted high-visibility patrols on priority routes have provided a visible deterrent to violent offenders on the bus network and daily weapons sweeps in transport hubs and on priority routes continue to be carried out with a number of weapon seizures.

British Transport Police and local MPS Borough Safer Transport teams have been investigating a number of incidents involving a group of youths targeting commuters on the bus and train networks recently, including those at Harrow bus station. We carried out a successful joint operation over the weekend of 4-5 August, identifying and arresting four youths for their suspected involvement.

We also continue to work with the police to carry out intelligence-led knife screening operations, and we received positive feedback from members of the public and commuters following a recent knife arch operation at Vauxhall bus station.

Safer Junctions

We published a list of Safer Junctions in April 2017, which identified 73 junctions on our roads with the highest vulnerable road user collision rates between 2013 and 2015 and which we have been considering in detail to assess how to make them safer.

We have now completed work at 24 of these junctions and all have had mitigation measures to reduce road danger. We are taking a further 41 through design and construction. We are carrying out safety studies at the remaining eight junctions.

Our Safer Junctions programme includes plans to make Old Street roundabout safer by removing the gyratory, closing one arm of the roundabout and creating a new public space and building segregated cycle lanes. Work was scheduled to start early next year but, following the tragic collision on the roundabout between a cyclist and a lorry on 25 July, we have urgently looked at ways to bring this work forward. Enabling works will start in November and the main works will begin in January 2019. We will do absolutely everything we can to deliver significant incremental improvements over the period until final completion of the scheme in autumn 2020.

On 28 June, we began works to remove the existing gyratory at Highbury Corner and replace it with a two-way traffic system complete with segregated cycling facilities, improved pedestrian crossing points and a new public realm area. We

are working alongside contractor Cadent Gas, which is carrying out urgent gas main replacements in Canonbury Road. This collaborative approach will minimise both the overall works duration and disruption for the travelling public. Our main works will be complete by summer 2019.

At Waterloo roundabout, we have submitted an Environmental Screening Opinion to Lambeth Council in relation to our plans to make significant changes to the roundabout and immediate area. This is ahead of submitting a planning application for the structural elements of the scheme later in the year. The changes will include the introduction of a new public space, walking and cycling improvements and streamlined public transport to enhance the junction for vulnerable users.

Westminster Bridge Inquests

On 22 March 2017, four people were killed in a terror attack when they were struck by a vehicle that was driven by the attacker along the pavement on Westminster Bridge. PC Keith Palmer was killed in the grounds of Parliament by the attacker. The attacker was shot and killed by the police. The inquest for the victims of the terror attack began on 10 September 2018 and will last for three to four weeks. TfL is an Interested Person in the inquest and has provided witness statements in relation to highway responsibilities and security arrangements for the Bridge. A representative of TfL will also be giving evidence at the inquest on security arrangements.

4 Healthy Streets and healthy people

Oxford Street transformation

In early June, Westminster City Council announced that it had taken a unilateral decision to withdraw from the joint project to pedestrianise Oxford Street. Westminster is now working on a short-term safety project for Oxford Street, and a longer-term area strategy for the surrounding neighbourhoods.

The Mayor has written to the Leader of Westminster, indicating his disappointment at the decision, and highlighting the continued challenges to the future of the Oxford Street district, which any new strategy must take into account. We are providing technical advice to assist Westminster in its development of the new strategy, and the Mayor has asked to see details of Westminster's plans by the end of this month. Following this, we will work with Westminster to find a way forward.

In the meantime, we have already reduced bus services along Oxford Street by 40 per cent, reflecting the new ways people are travelling in central London, and after public consultation we intend to change routes further, removing four from Oxford Street.

All planned bus service changes adjacent to feeding in to the planned Elizabeth line route will now, of course, be subject to further review and we will be reviewing the timings of these changes to ensure they are as beneficial as possible.

Air quality

Lowering emissions from our buses

Around 55 per cent of our 9,000-strong bus fleet now meet the ultra-clean Euro VI standard following our programme to upgrade around half our vehicles and replace remaining vehicles. We also continue to rapidly adopt zero-emission vehicles, with 106 already available for service, split between 96 electric and 10 hydrogen fuel-cell vehicles. This number is set to grow later this year.

We are accelerating this transition through the introduction of Low Emission Bus Zones beyond the proposed Ultra Low Emission Zone (ULEZ). This autumn, we will deliver at least three Low Emission Bus Zones: A2 Camberwell New Cross, A3 Wandsworth St John's Hill and Haringey High Road.

Go Ultra Low City Scheme

The Go Ultra Low City Scheme in London is funded by the Office for Low Emission Vehicles and works to: install charge points in residential streets; install car club charge points; and create innovative local schemes to promote electric vehicle uptake, known as 'Neighbourhoods of the Future'.

For the on-street residential and car club charge points, we have put in place a multiple-supplier procurement framework agreement, which went live on 31 July and is in place for the next three years. To promote the launch of the framework, we ran a Special Event



Half of our Rapid Charge points installed to date are dedicated to the new Zero Emission Capable taxis

Day with the GLA on 16 August to enable Borough officers to meet suppliers, view the products and ask questions.

Rapid electric vehicle charging

To support the growing number of Zero Emission Capable taxis and the take-up of electric vehicles, we are building a network of Rapid Charge Points across London. We have installed 120 Rapid Charge Points to date, of which half are dedicated to taxis. This will increase to 150 by the end of December – a major step towards our target of 300 Rapid Charge Points by December 2020. At present, there are more than 400 Zero Emission Capable taxis licensed in London.

Walking and cycling

Working with London’s boroughs on improving town centres

In August, the Local Implementation Plan (LIP) funded works to improve Mitcham town centre by delivering stepped cycle tracks and improved pedestrian crossings, while bus priority measures were completed by the London Borough of Merton. Alongside this, town centre improvement schemes – encouraging increased walking – were also completed at Beckenham High Street in Bromley and West Norwood in Lambeth.



Work continues at pace to deliver a network of new cycle routes across London

The LIP programme is also funding ongoing works to remove traffic-dominated gyratories, and to improve walking and cycling at Stratford in Newham, Baker Street/Gloucester Place in Westminster and Tottenham Court Road/Gower Street in Camden.

We continue to work with Haringey Council on ongoing construction of improved pedestrian facilities in White Hart Lane, in conjunction with the redevelopment of the Tottenham Hotspur football stadium. The London Borough of Hounslow also continues to work to improve congestion around Feltham station.

Works at Bruce Grove town centre, Haringey are progressing well. The scheme will deliver £2m of improvements to the local environment for pedestrians, cyclists and bus passengers, with expected completion in late September.

Cycle Superhighways

Following the Mayor’s announcement on 30 January 2018 of our intention to proceed with six new cycle routes and the publication of the Strategic Cycling Analysis in June 2017, we have begun feasibility design on two of the routes – Tottenham to Camden and Hackney to the Isle of Dogs.

We continue to make good progress with delivering new Cycle Superhighways. Earlier this month, we completed Cycle Superhighway 6 – between Bloomsbury and Elephant and Castle – six weeks earlier than planned and in time for the start of the new school term. The works included a number of items to support Healthy Streets and the Mayor’s Transport Strategy, including the introduction or upgrade of eight junctions to improve pedestrian movements.

We have completed concept design for Cycle Superhighway 4 (Tower Bridge to Greenwich) following the changes from the public consultation and will be starting the detailed design shortly. We are also continuing to work with the Royal Parks on the design for the side road on North Carriage Drive within Hyde Park on the East-West Cycle Superhighway, with work continuing on the remaining non-core parts of the route. We are carrying out more modelling on Cycle Superhighway 9 (Kensington Olympia to Brentford), which should be complete at the end of September, and are continuing to work on the consultation report and responses to the issues raised.

Cycle Superhighway II

Work was due to begin on site for Cycle Superhighway II (CSII), which will run between Swiss Cottage and the West End. The scheme is due to be finished by 2020. However, the start of construction was delayed after we received an application for a judicial review from Westminster City Council in June. At a hearing in July the court granted Westminster an injunction preventing works from starting until judgment has been given following a hearing on 6 September.

Mini-Hollands, Cycling Quietways and Central London Grid

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

We have completed 104km and begun construction on a further 8km of the proposed 250km network of Quietway routes. We have also implemented wayfinding across 17km of this network, and a further 45km of these routes will have wayfinding implemented over the rest of this year.

Twenty-six of the 103 Mini-Hollands schemes are complete. Twenty-one further schemes are currently under construction, including at Kingston Station, Lea Bridge Road in Waltham Forest and the A1010 South scheme in Enfield. Twenty-five schemes are currently going through design and consultation, including a number of Quietway Links and Enfield Quieter Neighbourhoods.

Work continues on the Central London Grid, with 39km of the original 85km network now complete, including strategically important routes such as Quietway 13 between Broadway Market and Old Street, and Quietway 15 between Earls Court and Belgravia. An additional 8km of network is currently under construction, including a segregated cycle track at Finsbury Square, and a further 9km are awaiting wayfinding to be implemented. These routes are due for completion in early 2019.

A further 65km of potential Quietway routes have been identified and we are working with boroughs to define more detailed plans. This includes important routes such as the link between Cycle



Our cycle hire scheme celebrated its eighth birthday in July, with a record 1.2m hires

Superhighway 2 and 3 in Tower Hamlets, a link between Dalston and Bethnal Green via Queensbridge Road in Hackney, and Kensington High Street to Notting Hill in Kensington and Chelsea. In September, we will publicly launch Quietway 14 between Blackfriars and Tower Bridge Road.

Santander Cycles celebrates eighth birthday with best ever month of hires

The scheme, which was launched on 30 July 2010 with 400 docking stations and 6,600 bikes, has since expanded to cover 100 square kilometres of London, with 11,000 bikes and more than 800 stations, making it the largest cycle hire scheme in Europe. The most recent expansion of the scheme added Brixton to the list of destinations served by the bikes. More than 73.5 million journeys have been made using the cycles since 2010.

In July, there were more than 1.2m hires, beating the previous record of 1.18m in July 2016. The recent hot weather has encouraged even more Londoners to make the most of what the capital has to offer by taking to two wheels. Santander Cycles has been able to meet this demand by providing additional capacity at the most popular stations in and around parks during weekends and launching a 'pop-up hubs' trial in Westminster and the City to provide more cycles at peak commute times.

Bridge works

Construction works continue to progress well on the bridge replacements on the A406 Power Road and A127 Ardleigh Green projects. At Power Road, we have continued with the construction of the new carriageway and remain on course to reopen the road to four-lane traffic in autumn 2018. At Ardleigh Green, the component parts of the second half of the new bridge have been constructed in preparation for its imminent launch, which will be undertaken during night-time closures of the railway. We plan to reopen this road to four lanes of traffic in spring 2019.

Rotherhithe to Canary Wharf crossing

Design development work continues on our provisional preferred option of a navigable bridge. The current phases of design development are focused on exploring various options for the structure, and landings that will minimise impact as much as possible and remain cost-effective.

We have issued our response to the issues raised report to close out our previous consultation and we have started work to prepare for our forthcoming second public consultation. We have met regularly with the London Boroughs of Southwark and Tower Hamlets and other stakeholders to keep them updated on progress.

Woolwich Ferry

We are replacing the three existing Woolwich ferries with two ferries that will be more reliable and environmentally friendly. As part of the removal programme, we are also upgrading the mooring facilities. All six river piles were successfully installed in July for the north and south berths as planned, which included the removal of two old wooden and steel berths. We are ahead of programme with the construction of the pontoons for the new berths, with all pontoons expected to be completed this month.

Alongside this, we continue with fit-out and testing on the new ferries, which were successfully launched in Poland on 15 May. A period of dock trials, followed by sea trials, is under way and will finish in time for the replacement ferries to be dispatched to the UK in September, ready for the new service to begin at the end of 2018.

Brent Cross

We are working with developer Hammerson Standard Life on its plans for the redevelopment of Brent Cross. The scheme consists of substantial highway works and public transport infrastructure, including a new bus station, dedicated bus priority measures and a new living bridge for pedestrians and cyclists across the A406 North Circular. In July, the developer paused the project for at least six months, which

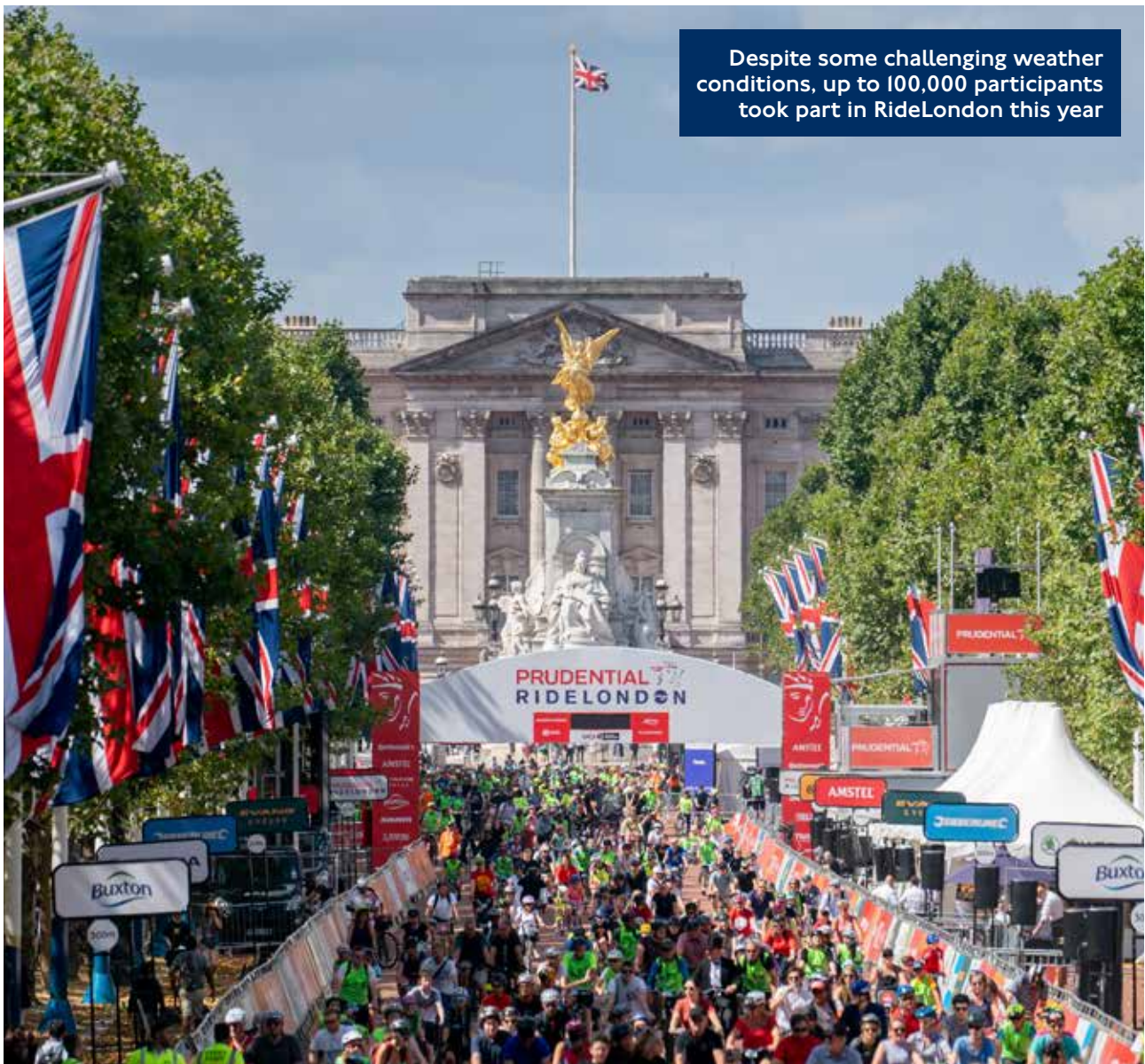
has delayed the start of works until at least early 2019. In the interim, we are working together to put in place the necessary design and other approvals in advance of works beginning.

White Hart Lane station upgrade

Between 29-30 July, we worked with Network Rail to complete structural strengthening works at White Hart Lane station. This work will support the new pedestrian tunnels under the raised track, being installed as part of the upgrade project.

Events

On 28 and 29 July, we delivered another successful RideLondon weekend, with up to 100,000 participants taking part in the eight events. This one was particularly challenging given the weather conditions, which varied from high temperatures in the run-up to the event to torrential rain and strong winds by Sunday afternoon. The Saturday Freecycle event saw tens of thousands of participants of all ages taking the opportunity to ride on the closed roads of central London and experience the sights. This was followed by the women's UCI Classique race and the Handcycle and Brompton races in St James's Park. On 29 July, more than 26,000 people completed the three ride lengths of 100 miles, the shorter 46-mile course for less experienced riders, and the 19-mile course introduced this year for new and novice riders, which attracted a lower age group of participants.



On 4 and 5 August, the AJ Bell London Triathlon took place in east and central London. Advertised as the largest event of its kind, the activity was based around the ExCeL centre, with the open-water swimming taking place in the Royal Docks. The Sunday activity has a longer cycling course, which brings the participants along Victoria Embankment to return just ahead of the Houses of Parliament.

The annual Notting Hill Carnival took place from 26-27 August, with hundreds of thousands of people attending the event, the majority travelling by public transport.

On 9 September, the final stages of the 2018 OVO Energy Tour of Britain cycling event took place, with the closed-circuit race taking place in central London. The final stage in London was the culmination of a week-long series of hard-fought races across the country.

We work hard to plan every event in meticulous detail with event organisers to ensure the impact on Londoners is kept to a minimum.

5 A good public transport experience

Elizabeth line

On 31 August, Crossrail Limited announced that the central section of the Elizabeth line between Paddington and Abbey Wood will open in autumn 2019, instead of December this year. The revised schedule is needed to complete the final infrastructure and extensive testing required to ensure the Elizabeth line opens as a safe and reliable railway.

The hugely complex 10-year project, delivered by Crossrail Limited, brings together multiple infrastructure contracts, new trains and three different signalling systems. The Elizabeth line will add 10 per cent to central London's rail capacity, and the project will boost the economy by an estimated £42bn.

Crossrail Limited had been working hard to maintain the programme but sufficient testing time is required to introduce the next phase of the railway – the central section between Paddington and Abbey Wood – in a way that can be guaranteed to be safe and reliable.

The original programme for testing has been compressed as fit-out construction activity in the central tunnels is not yet complete. Testing has started but further time is required to complete the full range of integrated system tests.

The focus remains on opening the full Elizabeth line, from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, as soon after the central tunnels open as possible.

The delayed opening is extremely disappointing, but ensuring the Elizabeth line is safe and reliable for our customers from day one is vital. We will continue to work closely with Crossrail Limited on the remaining railway infrastructure work and the testing schedule needed to deliver the new railway. The financial impacts are discussed in section eight.

London Underground

Northern Line Extension

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

At the new Battersea station, we have completed the architectural ceiling in the ticket hall and are continuing to build blockwork walls throughout the station. These will create the public and back-of-house spaces. Pre-cast concrete lift shafts have been completed and seven five-metre-thick beams have been cast. These beams will support the future Battersea over-station development.



A revised schedule is needed to complete the final infrastructure and extensive testing required to ensure the Elizabeth line opens as a safe and reliable railway

At the new Nine Elms station, we are continuing to construct the platforms and we have cast both tunnel entrances. Blockwork walls are being built throughout the station and we have completed the concrete lining on the pile walls.

Track has been installed in the running tunnels from Nine Elms station to Battersea Power Station, and in the over-run tunnels. Installation of the cable management system (heavy duty brackets fixed to the tunnel walls) continues. Construction of the Kennington Green head-house basement base slab is under way. Excavation of the head-house basement at Kennington Park has begun.

Work to construct four new cross passages at Kennington station between the Bank branch and Charing Cross branch platforms will shortly be completed and the Bank platforms returned to service on schedule. We will continue to fit out these cross passages behind the hoardings. The new passages are essential to improve passenger flows when the NLE becomes operational.

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

We are installing a new digital signalling system on the Circle, District, Hammersmith & City and Metropolitan lines, enabling trains to run closer

together and increasing frequency and capacity. Overall, the modernisation will make journeys quicker on 40 per cent of the Tube network.

We will be introducing the new signalling system progressively in sections around the network. This follows extensive testing and close working between the project team and our instructor operators, signallers, controllers, service managers and signalling service managers.

We aim to switch on the first sections of new signalling, between Hammersmith and Latimer Road, by the end of this year.

We have fitted a total of 106 (out of 192) S-stock trains with the automatic signalling system in addition to a total of 12 (out of 33) engineering vehicles.

Modernising the Piccadilly, Bakerloo, Central and Waterloo & City lines

On 16 June, we gave notice of our intention to award a contract to Siemens Mobility Limited. The initial order will be to design and build 94 new-generation Tube trains that will transform the experience of millions of Piccadilly line customers. This long-term investment will support not only London's growing population - which is set to increase to 10.8 million by 2041 - but also new jobs, homes and growth, benefiting the whole UK economy.



The Northern Line Extension is progressing well, with new passages, installation of cables and excavations under way along the new route

Following the contract award standstill period, High Court proceedings have been issued challenging the contract award decision in relation to two of the unsuccessful bids. We see no good basis for the claims to be issued and will be taking steps to defend the decision and progress the award of the contract as soon as possible.

Jubilee line

We have been improving the Jubilee line fleet. The £27m, two-and-a-half-year project to refurbish Jubilee line trains is bringing a refurbished train into service every other week. We have now refurbished 27 Jubilee line trains. The work includes:

- Creating a partitioned wheelchair area, compliant with Rail Vehicle Accessibility Regulations
- Fitting the outside of the train with anti-graffiti panels that can be easily replaced
- Putting a yellow plate in the footwell to draw more attention to the gap between the train and the platform
- Resealing the train roofs and replacing windows

Bank

At Bank station, we are boosting capacity by 40 per cent. This includes creating a new Northern line tunnel and platform, one new entrance on Cannon Street and another within the Bloomberg building, step-free access to the Northern line and DLR platforms, and a moving walkway between the Central and Northern lines to speed up the interchange.

Tunnel works remain on schedule and the new Northern line tunnel is moving ahead. Excavation on the Central line moving walkway tunnel is now complete. Hand-mining tunnel works continue at various interfaces with the existing station tunnels. At the site of the new Cannon Street entrance, work on the walls and columns for the construction of the station box continues. The first changeover of high-voltage power to the newly installed equipment was successfully completed during a weekend Central line platform closure. We have completed significant cable diversions at DLR and Northern line platform levels, which are critical to enabling the build of the new station passageways, with further work continuing to divert cables.

The fit-out of the new Waterloo & City line entrance within the Bloomberg building basement is largely complete. The mechanical, electrical, communications and fire systems are now being tested and commissioned ahead of final inspections and the new entrance opening later this year.

The 24 engraved glass panels by the artist John Hutton, which were formerly on the façade of Bucklersbury House on the same site, have now been installed in the new Bloomberg building entrance. These panels commemorate the discovery of the Roman Temple of Mithras during construction of Bucklersbury House in 1954.

Victoria

At Victoria, we have built a new northern ticket hall, as well as 300 metres of subways connecting the northern and southern ticket halls, and increased the size of the southern ticket hall by 50 per cent.

Work is now focusing on completing additional facilities to improve passenger movement. We opened the congestion relief tunnels and three remaining new escalators linking the northern and southern ticket halls in early August. Step-free access to all remaining platforms, the Network Rail station and the new links to the District and Circle line platforms are due to open in the coming months.

The rebuilding of the Duke of York pub (which was partially demolished to allow for significant pumping of material during the station works) is progressing well, with the main works planned for completion in late autumn.

Out and about on the Victoria line

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Discover all these destinations with unlimited pay as you go travel for no more than £8.00 in Zones 1-3. Price shown is an adult daily cap. For more information about caps, search TFL daily capping.

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All remaining station modifications, property refurbishment and urban realm works are planned to complete by the end of October, with the project close-out (which includes removing portakabins and reinstating the roadway and bus station) due by March next year.

The Victoria line celebrates 50 years of serving London

On 1 September, we celebrated 50 years of the Victoria line. An array of events took place to mark the anniversary, including heritage displays and handouts telling the story of the line's history. Cultural Tube maps, highlighting a range of fun places to visit along the line, were also placed at stations along the route. The handouts included details of the official opening of Victoria Tube station on 7 March 1969, when Queen Elizabeth II unveiled a commemorative plaque. She then took the Victoria line to Green Park, becoming the only reigning monarch ever to use the Tube.

The anniversary coincides with the completion of works at Blackhorse Road station, which serves 15 million customer journeys every year. The station has benefited from a £900,000 investment designed to improve the rear entrance and ticket hall area.

Today, the Victoria line operates 36 trains per hour at the busiest times, with 100 seconds between trains. This means that more than 250 million passengers each year are served by the most frequent train service in the UK and the second most frequent in the world. The Victoria line also operates Night Tube services on Fridays and Saturdays, providing a quick and affordable way to travel across London at night.

Holborn

Our proposals to substantially boost the capacity of Holborn Tube station have received strong backing from the public and local community.

A consultation found that 98 per cent of respondents agreed with the need to upgrade the station and 96 per cent supported our proposals.

We plan a further consultation in 2020 on how the proposed new station entrance will be built and how we will manage the impacts of construction for passengers.

St Paul's

We are refurbishing two escalators at St Paul's Tube station to make them safer and more reliable, reducing disruption to passengers. Work has started on the first escalator, and refurbishment of the second will begin later in the year.

During the work there will be no entry to the station between 07:30-10:00 on weekdays. At all other times, entry will be via a staircase only. Westbound Central line trains will be non-stopping in both the morning and evening peak. We are advising customers to use nearby Bank and Chancery Lane stations while the refurbishment takes place. The work is scheduled to finish in April 2019.

The escalators at St Paul's were installed in 1997. LU escalators tend to be in operation in both directions for up to 20 hours a day and must be refurbished every 20 years and replaced every 40 years. More than 17 million customers use St Paul's Tube station every year. The refurbishment will ensure the station can manage increasing customer demand as London's population continues to grow.

On-demand transport – Assisted Transport pilot

We have recruited around a third of the 300 participants needed for our Assisted Transport pilot, which looks to give Taxicard users more flexibility and choice over how they make journeys in London. We expect to have achieved the full number by mid-autumn so that we have a broad sample of users trying out two adaptable forms of budget.

Both were designed to retain aspects of Taxicard favoured by customers and reduce perceived barriers to travel, such as the ability to make longer journeys while staying within the overall yearly budget limit.

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

Dial-a-Ride Fleet renewal

On 19 July, we awarded the contract for the delivery of 90 Ultra Low Emission Zone (ULEZ) compliant Dial-a-Ride minibuses to Mellor Coachcraft ahead of the introduction of the first stage of ULEZ in April 2018. In addition to being much cleaner, the new buses are expected to be more comfortable for passengers and drivers, with improved heating and cooling units, and new suspension. The door-to-door service is also expected to help reduce maintenance costs and fuel consumption across the fleet.

Traffic signal timing review update

We have completed 304 traffic signal timing reviews across London. We have measured the difference in performance before and after these reviews for bus passengers and pedestrians. The reviews have saved 6,364 person hours per day.

Bus benefits are important, as buses carry the highest proportion of people using sustainable modes through junctions, but pedestrian benefits account for 318 person hours (five per cent) of the total delay saved. We can expect this percentage to increase as more timing reviews are carried out within central London, where there are larger pedestrian volumes.

High Speed 2

We are working with High Speed 2 (HS2) to deliver the DfT commitments to enhance our services and facilities at new stations at Euston and Old Oak Common. Design is under way and we are working with HS2 contractors on the preparatory works for the two stations. Design work is also under way before relocating the Euston taxi rank to Euston Square Gardens in October.

Improving the bus network

The way people travel around London is constantly changing – and changing fast – and we need to have a public transport system that adapts to evolving demand, while supporting economic growth, accessibility and social cohesion across the capital. The bus network is our most flexible public transport mode, but we are not currently making the best use of the resources we have for it.

In central London boroughs, peak hour bus usage has reduced by more than 10 per cent in the last three years. The culmination of the investments in upgrades for the Underground, Overground and National Rail have all generated capacity and new journey opportunities by rail, which has allowed our customers to make other choices, and this will continue with the future opening of the Elizabeth line. We are also investing in our streets to make walking and cycling easier and safer, especially for short journeys.

We need to adapt and update the bus network to reflect these changes, and target journey time improvements, especially in outer London to improve its attractiveness and support sustainable mode shift. Our proposed changes

will make services simpler and more efficient and will ensure our resources are invested in the right locations. This flexibility will help us to add capacity where it is needed in outer London, encourage the use of public transport and support growth across the city.

Wonderful World of Off-Peak

Supporting the Mayor's target for 80 per cent of journeys to be made by sustainable modes by 2041, we recently launched our Off Peak London campaign. The campaign aims to encourage and inspire Londoners and visitors to explore 'off-peak London', and for public transport to be their mode of choice. Our key message is 'Tap into the Wonderful World of Off Peak', which combines our role as a transport enabler with the inspirational events that our media partner, Time Out, will promote over 10 months.

We have also created print and digital Cultural TfL Maps, to further inspire Londoners to get the most out of our city. Our first Time Out content piece was in May, focusing on places to go in Zones 2-6, supported by key off-peak and Hopper pricing messages. The Off Peak London campaign was launched on 7 August 2018, alongside the digital version of the Cultural TfL Map, which is hosted on the Time Out website.

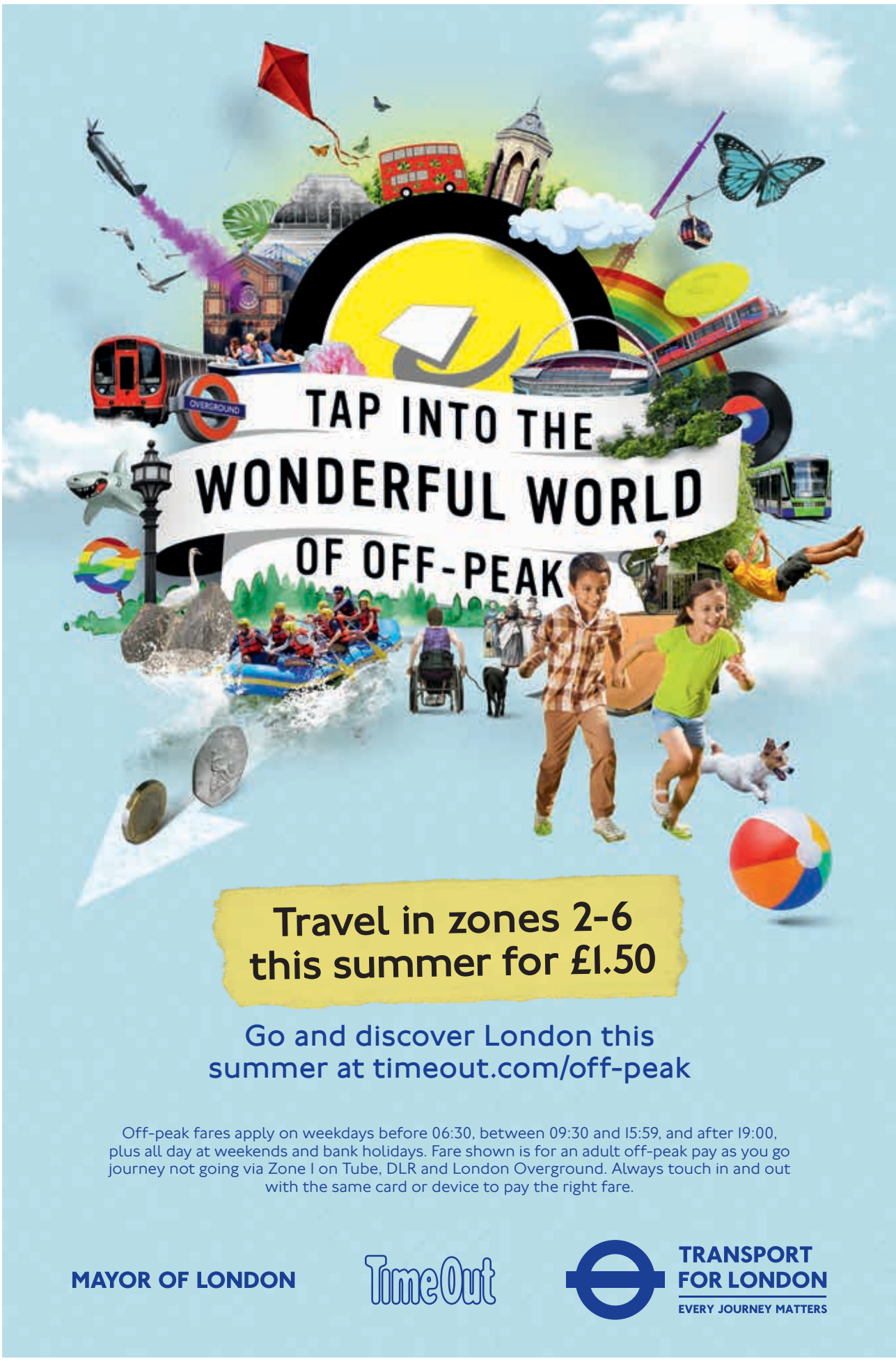
Deal paves way for knowledge sharing between London and West Midlands

The Mayor of London, and Andy Street CBE, the Mayor of the West Midlands Combined Authority, have both welcomed a new knowledge-sharing agreement between London and the West Midlands.

From dealing with major incidents to limiting the disruption of large-scale transport projects and reducing congestion, the agreement will enable West Midlands and London to learn from each other to improve not only their individual regions, but also the rest of the UK.

The Memorandum of Understanding, which was signed by Transport for London and Transport for West Midlands, is the first time two devolved local authorities have made a commitment to share best practice and work towards common goals.

At a recent event in London's Traffic Control Centre, both Mayors met the staff who monitor the Capital's road network 24 hours a day. As well as seeing how state-of-the-art traffic signal technology is used to monitor and reduce congestion, the Mayors also witnessed how the control centre is used



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to coordinate major sporting events, such as the London Marathon and RideLondon, ensuring swift responses to any incidents or congestion.

With Coventry already planning a range of exciting outdoor activities as the UK City of Culture 2021, and Birmingham hosting the Commonwealth Games in 2022, as well as being in talks to host the UK round of the Formula-E, it is hoped that working together to share knowledge and experience on developing customer information will ensure all these events are as successful as the London 2012 Games.

The agreement covers a range of areas in which both organisations believe they could benefit from working together. These include:

- Sharing information on how to address and manage any potential impacts around the delivery of major transport projects, including how to make transport networks resilient while key elements are delivered
- Working with local businesses and freight organisations to help consolidate and retime freight deliveries to reduce congestion and improve air quality – particularly around construction projects

- Analysis of road and public transport flows between West Midlands and London to improve connectivity and allow for better traffic and congestion modelling between the cities
- Monitoring developments in ‘Mobility as a Service’, as well as a coordinated response towards new disruptive technologies in the future
- Working together to improve open-data for developers through online portals such as TfL’s API platform and identifying new ways to collect key transport data to increase productivity.

Station Real Time Information App

The Station Real Time Information App has been developed to enable London Underground staff to quickly capture and immediately communicate station status to their colleagues and the London Underground Control Centre.

This means that customers receive information about station congestion and lift and escalator faults more quickly, and can therefore make more informed decisions about their journeys.

Following a line-by-line roll out, the Real Time Information App was made available to all London Underground station colleagues from 16 July.

Further work will be undertaken this autumn to improve it in order to drive usage, increase benefits and explore potential adaptation and roll-out to other services, including the Elizabeth line.

The next steps will be to work with colleagues to explore how to integrate the App data with our unified API, so that this information can be directed at customers and accessed by third-party apps.

Efficient deliveries toolkits for business

June 2018 saw the launch of our efficient deliveries toolkits for business, developed with the experience and support of more than 500 businesses, fleet operators and expert organisations.

The toolkits use easy, step-by-step guidance supported by case studies to help businesses to reduce and retime their deliveries, making a positive impact on air quality and congestion in the capital.

Toolkits will be promoted to businesses via the organisations that supported their development, other B2B channels, and a pan-TfL freight PR strategy. The toolkits will be used later in the year in workshops targeted at businesses affected by transformational schemes and those looking to improve their freight footprint.

The toolkits will continue to be improved using regularly sought feedback from the businesses who use them, to ensure they continue to demonstrate best practice.

Customer information during disruption

Cross-industry collaboration between TfL, Network Rail and number of Train Operating Companies has introduced a process for the sharing of disruption information across London rail operators, ensuring our customers get up-to-the minute, pan-London disruption updates, whichever operator they travel with.

Through work led by the Travel Demand Management team, information on Network Rail disruption will be shared with our Underground and rail customers, and vice versa, to provide them with both the opportunity and the options to avoid disruption and the related congestion.

The ‘customer information during disruption’ process was successfully introduced on c2c and Greater Anglia services from Fenchurch Street and Liverpool Street on 6 August. It has subsequently been rolled out to other termini.

By September, all operators interfacing with our services will be sharing disruption status information in real time, improving customer satisfaction and delivering reliability and safety benefits.

6 New homes and jobs

Crossrail 2

The Independent Affordability Review interim report was completed at the end of July and submitted to the Mayor and Secretary of State for Transport for review. The report was the culmination of nearly six months' work, led by Mike Gerrard, who chaired the review, and supported by an independent panel of experts from across the economic, business and property sectors.

In August, Mike Gerrard met with both the Mayor's Office and the Secretary of State to discuss the report and obtain initial feedback. In early September, the Mayor met the Secretary of State to discuss the report and the recommendations put forward by the panel. At present, there is not an agreed timetable of next steps leading to a decision, however we are working with DfT colleagues to agree these. A decision on the route is expected in the autumn.

The economic benefits of the Night Tube

A new report by London First and EY to mark the second anniversary of the Night Tube has found that it has been a huge success, popular with Londoners and visitors to the capital alike. Demand for the Night Tube grew in its second year, with 8.7 million customers using the service in 2017/18 compared to 7.8 million in 2016/17; with almost 17 million journeys so far, well above the forecast of 14 million.

This increase in demand has meant that the Night Tube helped to generate an additional £190m for London's economy last year, a contribution that has increased by almost £20m from its first year of operation.

Over the next 10 years, it is projected to contribute more than £1.54bn to the wider London economy – which is double the initial projections made before the service launched in August 2016. It is supporting in excess of 3,900 jobs, up 8.5 per cent year on year.

This clearly demonstrates the success of the Night Tube and shows how it is now an essential part of London's transport network. The increase in passenger numbers shows that the demand for the Night Tube remains strong, and that it is helping to transform London into a truly 24-hour city.

Farringdon station oversight development

We signed a development agreement with HB Reavis to build a 138,000 sq ft mixed-use development above Farringdon's new Elizabeth line platforms. The site will be transformed into new retail and seven floors of office space, with generous cycle provision. This is the latest development agreement over and around the new Elizabeth line stations, which could raise £500m for reinvestment in improving transport.



A recent development agreement with HB Reavis will see retail and office space above Farringdon's new Elizabeth line platforms

The announcement follows the signing of development agreements for similar schemes in both Bond Street and Tottenham Court Road stations in March.

Affordable homes

Planning applications

We and our respective joint venture partners have submitted planning applications at Kidbrooke in the Royal Borough of Greenwich and Blackhorse Road in Waltham Forest. Combined, these sites will create approximately 1,000 new homes, 50 per cent of which will be affordable. Securing planning permission will be a significant step forward in delivering these homes for Londoners.

Mayoral Direction

As part of the Mayor's commitment to increasing the number of affordable homes in London, the Mayor is prioritising the delivery of affordable homes on surplus or under-utilised land owned by the GLA Group, including TfL. In support of this, the Mayor has made a Direction which will enable us to deliver an estimated 3,000 homes in 2018/19, 50 per cent of which will be affordable. The Direction enables us to achieve this in a way which is consistent with its legal obligations when selling and developing land, provided the total land value foregone in 2018/19 is no more than £20m.

7 Our people

Welcome to our new graduates and apprentices

On 3 September, 161 new apprentices attended their induction, marking the start of their careers with us. The event gave our new intake the chance to hear about just how important apprentices are to our organisation.

The following week saw 15 new graduates, as part of the 2018 intake, start their induction with us, ensuring we equip our next generation of transport professionals with the right skills to support London's continued success and economic growth.

Pulse survey

At the end of June, we launched our Pulse employee survey across specifically selected teams within the business. The Pulse survey is a mid-year snapshot between our annual Viewpoint surveys to see how we are progressing against our scorecard objective to improve employee engagement. The results of the survey have been mixed, but on the whole positive. This has given us further insight on how to drive more improvements in our employee engagement ahead of our 2018 Viewpoint survey in October.

Summer of Engineering at the London Transport Museum

During the school summer holidays, the London Transport Museum hosted six weeks of STEM (Science, Technology, Engineering and Maths)-related interactive challenges, storytelling and demonstrations. Each week, a new transport challenge explored themes such as steam, electricity and design. These activities form part of our school engagement programme to build interest in STEM subjects – and engineering more generally – at a young age, with young engineers collecting sticker rewards for each session attended and a special London Transport Museum Diploma awarded to those who attended two or more weeks of activity. Each week was designed alongside our industry partners such as Mott MacDonald and Girls4Tech.

Diversity and Inclusion data

We have improved the quality of the Diversity and Inclusion data we have available for our staff. This improvement in our data quality will not only make our Workforce Representativeness scorecard measure more robust, but will also allow us to target Diversity and Inclusion interventions much more accurately as we strive to become more representative of London.



We also launched our Diversity and Inclusion ‘One-stop shop’ at the end of July. This is a tool for our employees that consolidates diversity and inclusion guidance and best practice in one place. Coupled with our dashboards, it provides senior managers with the information and tools to drive meaningful change in our organisation.

New Staff Network Group Chairs

In September, our six Staff Network Groups appointed new Chairs following an open recruitment campaign over the summer. Each Chair was appointed by a Panel of Diversity and Inclusion subject matter experts. Our Staff Network Groups provide a great opportunity for our employees to actively shape the

work of our staff networks, and the way in which they contribute to achieving our diversity and inclusion objectives.

Awards

London Bus Award winners

Our night traffic controllers Kenny Martin, Glenn Michaels, Derek Roberts, Mohammed Sadiq, and Ade Shodimu were recognised for outstanding services at the London Bus Awards 2018. Their collective work regularly keeps London moving in the face of large public events, emergency and planned roadworks and large construction projects.

8 Securing value and generating income

Crossrail delay

Crossrail Limited has only recently informed us and the DfT about the delay. Crossrail Limited is working to establish any additional impact on funding from the revised schedule.

The predicted revenue from the opening of the central section was mainly attracted from other TfL services, for example customers switching from the Central and Jubilee lines to the Elizabeth line, rather than being new revenue from new sources.

We estimate that the net impact on our passenger revenues for 2018/19 will be approximately £20m, which we consider manageable within our own wider budget. The full implications for us will be set out as part of the annual business planning process at the end of 2018.

Reducing costs

Momentum continues as we review every area of our existing business to reduce costs and operate more efficiently. All business areas that started organisational change in November 2017, including Surface, Engineering and HSE, have now closed formal consultation and implemented their new structures.

Our Transformation programme has redesigned 30 business areas and reviewed more than 10,000 roles. It has reduced the overall number of roles in these areas by 1,771 (18 per cent), including

the number of senior manager roles by 25 per cent. By the end of 2018/19, we will have invested approximately £87m in restructuring our business to realise more than £111m per annum of recurring organisational savings. This investment unlocks the benefits of our wider savings programme, which has already delivered more than £500m of recurring operating cost savings (including the £111m per annum that is directly related to the structural changes). Over the next year, we will increase these overall savings to more than £630m per year and then, by 2022/23, to a recurring saving of £1.2bn on our annual operating costs.

Other parts of the business are continuing to look at how they can operate differently to reduce costs. HR, Network Command (LU) and Information Governance (General Counsel) have had recommendations approved for changing the way they work in the future, and started formal consultation with our people and trade unions in July.

Mayoral Community Infrastructure Levy 2

The Mayoral Community Infrastructure Levy 2 (MCIL2) will undergo an independent examination in public from 10-12 September. Subject to successfully passing the examination, the MCIL2 will be levied from April 2019 and will supersede MCIL1 and the associated planning obligation/Crossrail Section 106 charge scheme.



Our partnership with Visa to temporarily rename Southgate station 'Gareth Southgate' received a huge amount of publicity and generated £80,000 to reinvest in the network

Borrowing

At the beginning of August, we agreed a £100m loan from the Public Works Loan Board for a tenure of 34.3 years. The interest rate compared favourably to an equivalent capital markets transaction, and a material saving on the transaction costs payable was also secured.

Generating income

Hong Kong

We have signed a deal with the Hong Kong Transport Department to help get more people walking in its city.

We are designing and constructing five bespoke plinths and seven posts and signs for use in Tsim Sha Tsui, one of the most popular tourist areas in Hong Kong. The plinths and signage, which will be trialled for three years, are based on

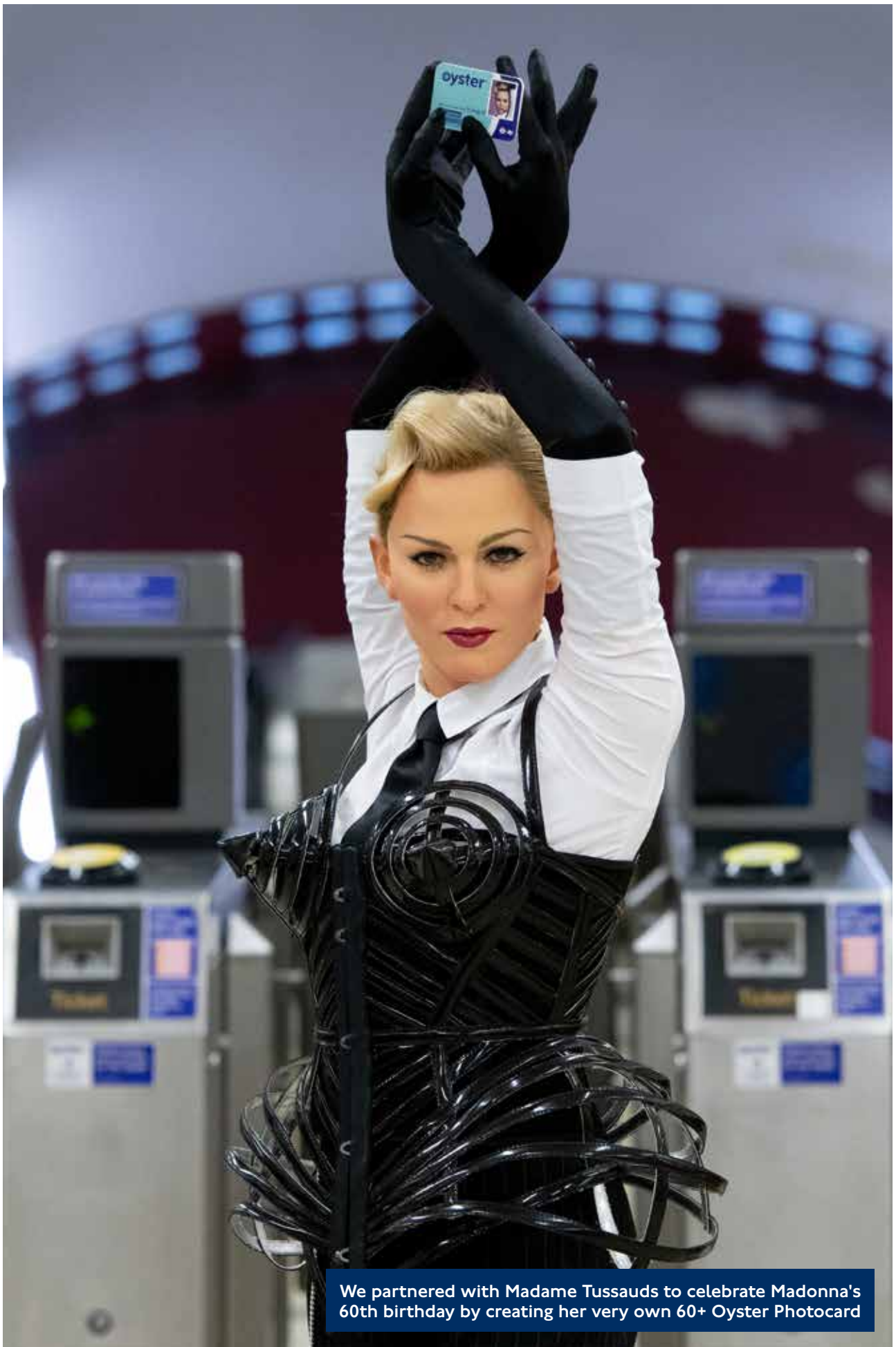
our Legible London signs, which were created in 2007 to help residents and visitors walk to their destinations more quickly and easily.

The trial is worth £95,000 and, if successful, the plinths and signage could potentially be installed in other parts of Hong Kong.

Our Consultancy arm is now taking our unique skills and expertise around the globe, working with peer organisations to plan, design and implement the world's safest, most efficient and cost-effective urban transport solutions.

Southgate station renaming

We partnered with Visa to temporarily rename Southgate Tube station for two days in celebration of the England men's football team making it to the semi-final



We partnered with Madame Tussauds to celebrate Madonna's 60th birthday by creating her very own 60+ Oyster Photocard

of the 2018 FIFA World Cup in Russia. Commuters were encouraged to share their pictures and videos on social media using the hashtag #SouthgateSelfie.

The temporary sponsorship deal generated £80,000 to reinvest in the transport network, and was a great example of how we are working creatively with brands to transform our assets to bring in vital income.

'Madonna' at Baker Street

Following the success of renaming Southgate station, our commercial team joined up with Madame Tussauds as part of celebrating the performer, Madonna's 60th birthday. They created her very own 60+ Oyster Photocard. This was extremely well received on social media and is another example of how we are using our assets to raise revenue.

Live news on Tube platforms

We have partnered with Exterior Media to install 60 screens across the Underground network, which will provide a live news stream for commuters.

Broadcaster Euronews will show a range of sports, technology, weather, business and lifestyle stories – with the aim of keeping travellers both informed and entertained. The screens will be dotted around 15 stations, including Oxford Circus, Green Park and Camden Town.

This initiative is another key source of revenue that we can reinvest in the transport network.

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Board

Date: 19 September 2018

Item: Finance Report – Period 5, 2018/19

This paper will be considered in public

1 Summary

- 1.1 The Finance Report sets out TfL's financial results for Period 5, 2018/19 – the year-to-date period ending 18 August 2018.

2 Recommendation

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

3 Financial Reporting to the Board

Finance Report – Period 5, 2018/19

- 3.1 In response to feedback from a number of stakeholders the Finance Report has been changed. The objective is to provide this information in a consistent and transparent way so that the progress and financial performance of the business become much clearer.
- 3.2 Year-to-date performance is shown against budget, as well as year-on-year and focusses on four key areas of our financial performance: the operating account, passenger journeys, the capital account and cash balances.

Results Presentation

- 3.3 Accompanying the Finance Report is a Presentation which will be presented to the Board.

List of appendices to this report:

Appendix 1: Finance Report - Period 5, 2018/19
Appendix 2: Finance Report Presentation

List of Background Papers:

None

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Transport for London finance report

Period 5 2018/19

About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

Contents

4 Operating account

5 Passenger journeys

6 Capital account

7 Cash

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

All figures within the financial tables have been rounded to the nearest million.

Management results

Operating account

Period 5 year to date – 01 April to 18 August 2018

| (£m) | Year to date | | | | Year on year | | |
|--|--------------|--------------|--------------------|----------------------|-----------------|-------------|--------------|
| | Actuals | Budget | Variance to budget | % variance to budget | 2017/18 actuals | Variance | % variance |
| Passenger income | 1,827 | 1,815 | 12 | 1% | 1,798 | 29 | 2% |
| Other operating income | 306 | 301 | 5 | 2% | 266 | 40 | 15% |
| Total operating income | 2,133 | 2,116 | 17 | 1% | 2,064 | 69 | 3% |
| General grant | - | - | - | 0% | 88 | (88) | -100% |
| Business rates retention | 341 | 341 | - | 0% | 308 | 33 | 11% |
| Other revenue grants | 26 | 31 | (5) | -16% | 22 | 4 | 18% |
| Total income | 2,500 | 2,488 | 12 | 0% | 2,482 | 18 | 1% |
| Operating costs | (2,337) | (2,432) | 95 | -4% | (2,291) | (46) | 2% |
| Net operating surplus | 163 | 56 | 107 | 191% | 191 | (28) | -15% |
| Capital renewals | (147) | (187) | 40 | -21% | (190) | 43 | -23% |
| Net cost of operations before financing | 16 | (131) | 147 | -112% | 1 | 15 | 1500% |
| Net financing costs | (171) | (179) | 8 | -4% | (159) | (12) | 8% |
| Net cost of operations | (155) | (310) | 155 | -50% | (158) | 3 | -2% |

Year-to-date net operating surplus is £107m better than budget and the net cost of operations is £155m better

- Passenger income is £12m above budget. London Underground passenger demand is one per cent higher than budget, while bus journey numbers are indicating a reduction in discretionary travel at weekends

- Operating costs are £95m below budget. £59m represents underlying cost savings with staff costs being £13m below budget and contract savings within Rail and Buses contributing £18m. Timing differences account for a further £36m, with the spend forecast to be incurred at a later date

Passenger journeys

Year to date

1.52bn
total journeys

1.54bn
budget

1.54bn
prior year



London Underground

523m

1.0%▲
budget

0.2%▲
prior year



Buses

850m

2.0%▼
budget

2.0%▼
prior year



DLR

47m

1.5%▼
budget

0.7%▼
prior year



London Overground

72m

1.7%▼
budget

2.1%▼
prior year



London Trams

11m

1.3%▼
budget

0.3%▼
prior year



TfL Rail

20m

3.3%▲
budget

15.0%▲
prior year

Capital account

| (£m) | Year to date | | | | Year on year | | |
|----------------------------------|----------------|----------------|--------------------|----------------------|-----------------|-------------|-------------|
| | Actuals | Budget | Variance to budget | % variance to budget | 2017/18 actuals | Variance | % variance |
| New capital investment | (587) | (690) | 103 | -15% | (471) | (116) | 25% |
| Crossrail | (524) | (329) | (195) | 59% | (566) | 42 | -7% |
| Total capital expenditure | (1,111) | (1,019) | (92) | 9% | (1,037) | (74) | 7% |
| Financed by: | | | | | | | |
| Investment grant | 351 | 351 | - | 0% | 346 | 5 | 1% |
| Third-party contributions | 16 | 18 | (2) | -11% | 12 | 4 | 33% |
| Property and asset receipts | - | 13 | (13) | -100% | 1 | (1) | -100% |
| Borrowing | 329 | 757 | (428) | -57% | 150 | 179 | 119% |
| Crossrail funding sources | 54 | 155 | (101) | -65% | 50 | 4 | 8% |
| Other capital grants | 65 | 74 | (9) | -12% | 75 | (10) | -13% |
| Total | 815 | 1,368 | (553) | -40% | 634 | 181 | 29% |
| Net capital account | (296) | 349 | (645) | -185% | (403) | 107 | -26% |

Cash

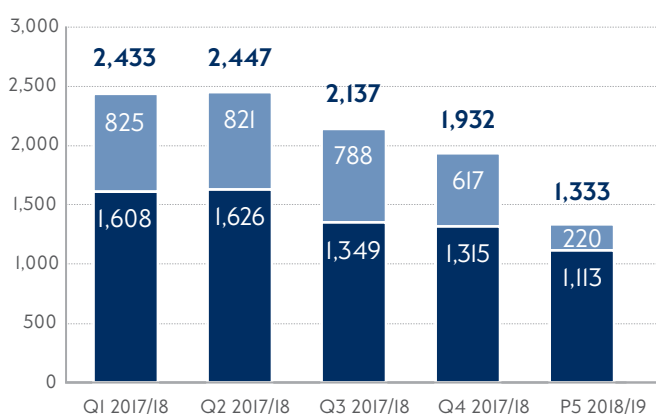
Cash flow summary

| (£m) | Year to date | | | |
|----------------------------------|--------------|--------------|--------------|------------|
| | Actuals | Budget | Variance | % variance |
| Net cost of operations | (155) | (310) | 155 | -50% |
| Net capital account | (296) | 349 | (645) | -185% |
| Working capital movements | (148) | (265) | 117 | -44% |
| Decrease in cash balances | (599) | (226) | (373) | |

Cash balances

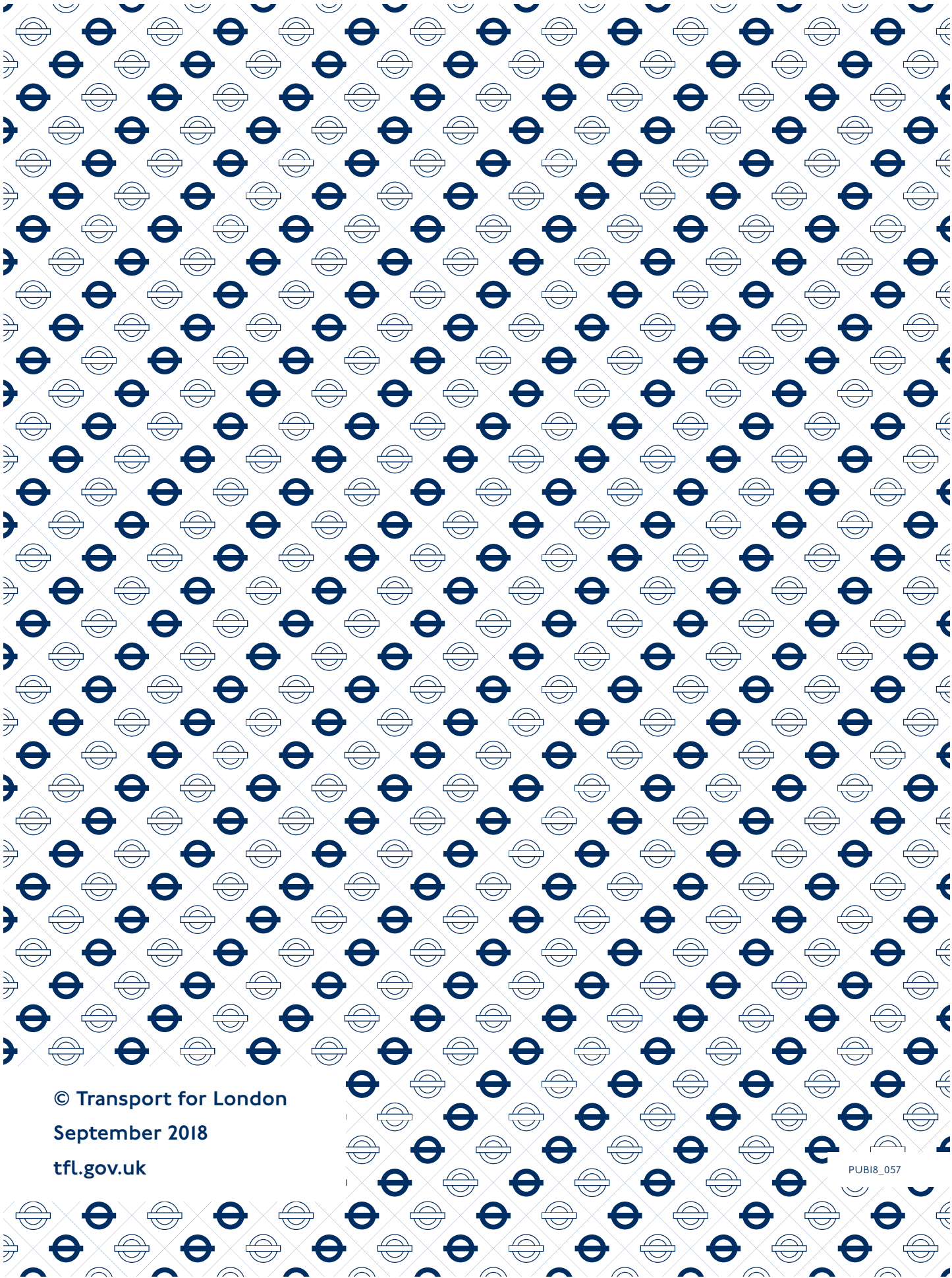
| (£m) | 2018/19 opening cash | YTD movement | Period 5 closing cash | Budget closing cash | Variance to budget |
|-------------------------|----------------------|--------------|-----------------------|---------------------|--------------------|
| TfL cash balances | 1,315 | (202) | 1,113 | 1,408 | (295) |
| Crossrail cash balances | 617 | (397) | 220 | 298 | (78) |
| Total | 1,932 | (599) | 1,333 | 1,706 | (373) |

Cash balances (£m)



■ TfL cash balances ■ Crossrail cash balances

- Cash balances are £1,333m – £599m lower than at the start of the year
- The decrease in cash balances against budget is a result of planned borrowings being drawn down later than expected



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TfL Board

Finance report

Period 5:

01 April 2018 – 18 August 2018

19 September 2018

Simon Kilonback

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Performance against 2018/19 budget

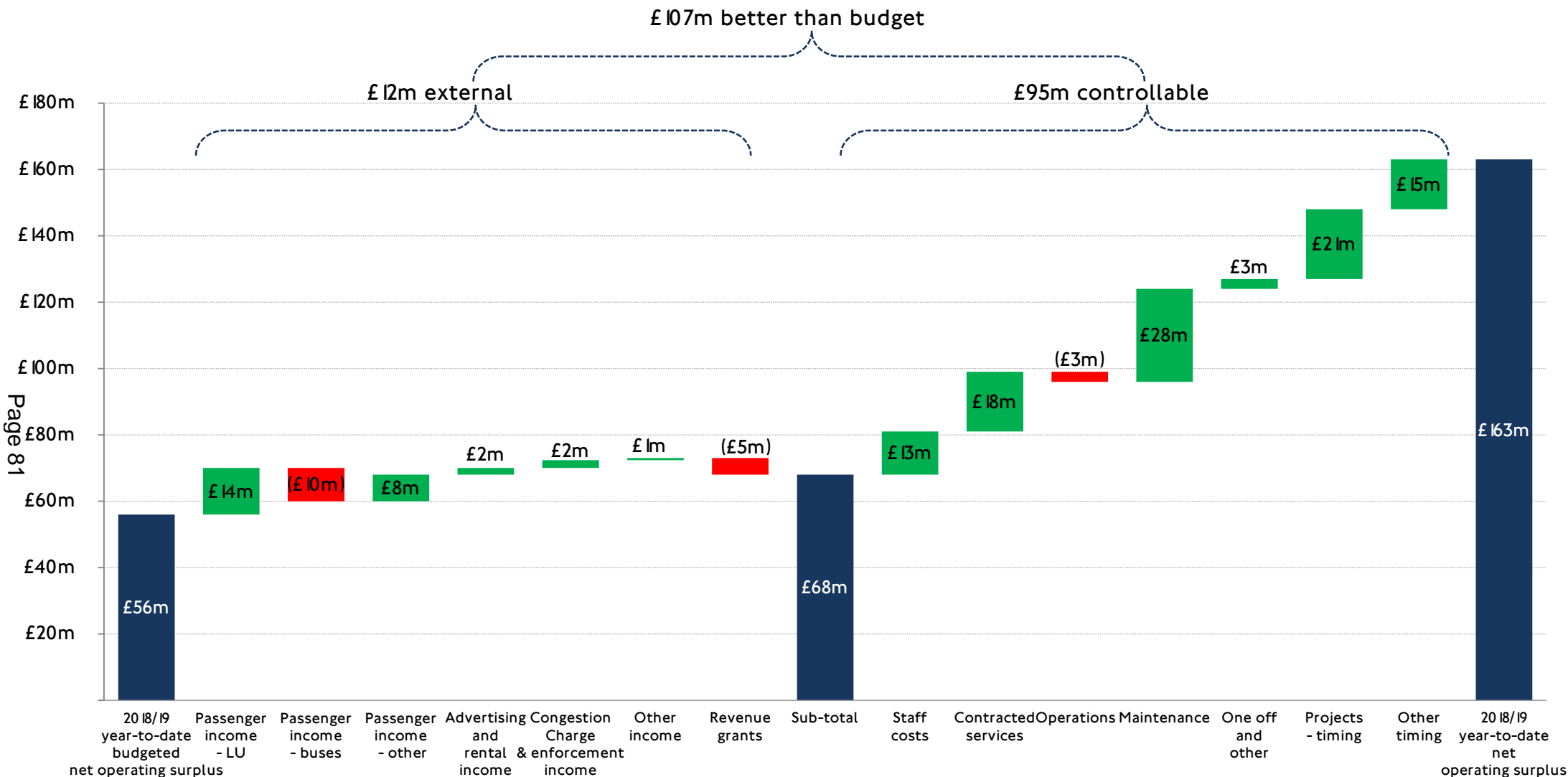
Key figures - Operating account

| | Year-to-date performance | | | |
|-------------------------------|--------------------------|--------------|--------------------|----------------------|
| | Actuals | Budget | Variance to Budget | % variance to Budget |
| Passenger income | 1,827 | 1,815 | 12 | 1% |
| Other operating income | 306 | 301 | 5 | 2% |
| Total operating income | 2,133 | 2,116 | 17 | 1% |
| Business Rates Retention | 341 | 341 | - | 0% |
| Other revenue grants | 26 | 31 | (5) | -16% |
| Total income | 2,500 | 2,488 | 12 | 0% |
| Operating costs | (2,337) | (2,432) | 95 | -4% |
| Net operating surplus | 163 | 56 | 107 | 191% |

| | 2017/18 | | |
|-------------------------------|-------------------|-----------------------|-------------------------|
| | Last year actuals | Variance to last year | % variance to last year |
| | 1,798 | 29 | 2% |
| | 266 | 40 | 15% |
| Total operating income | 2,064 | 69 | 3% |
| | 308 | 33 | 11% |
| | 110 | (84) | -76% |
| Total income | 2,482 | 18 | 1% |
| | (2,291) | (46) | 2% |
| Net operating surplus | 191 | (28) | -15% |



Net operating surplus



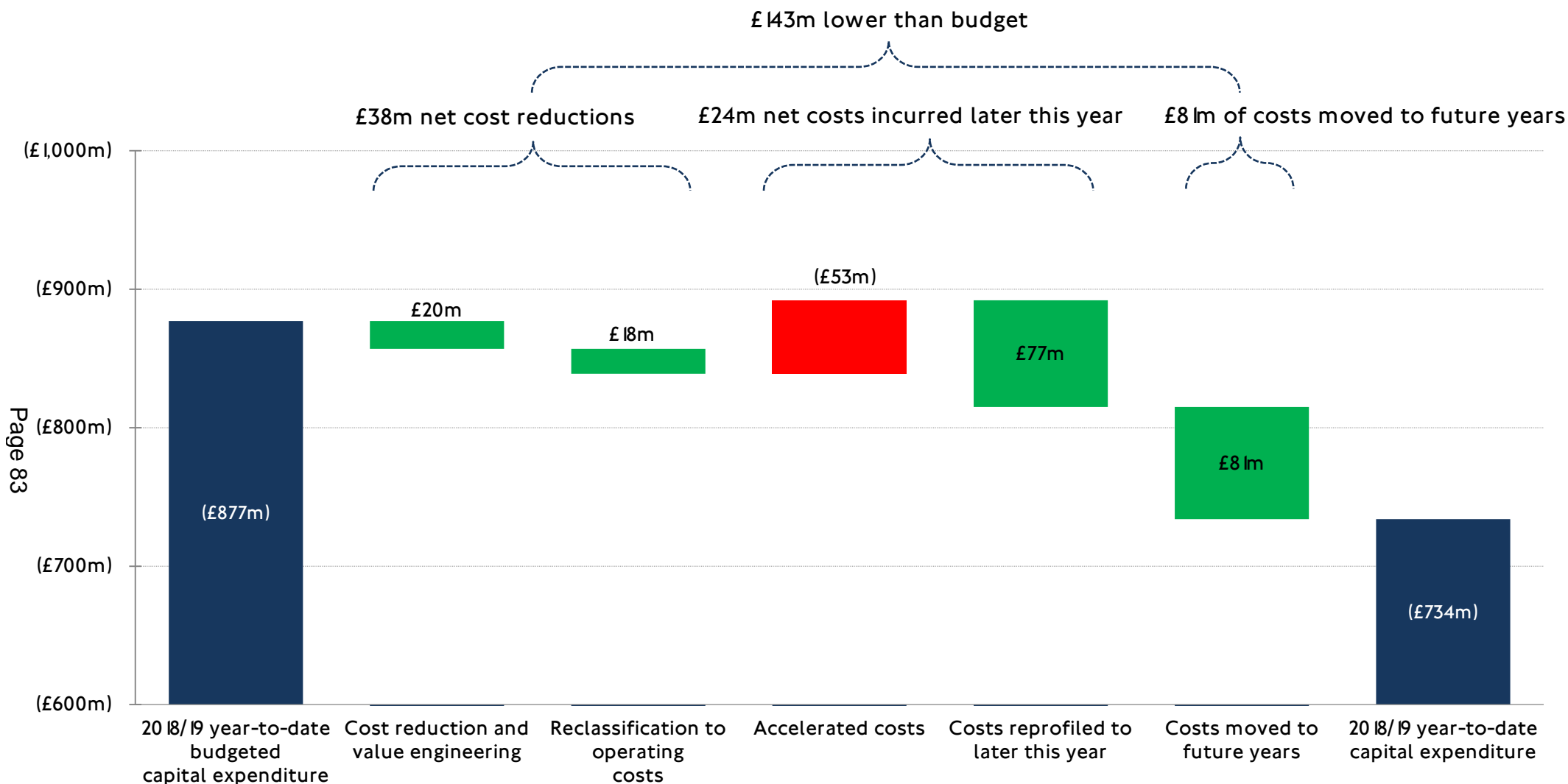
Performance against 2018/19 budget

Key figures - Capital expenditure (excl. Crossrail)

| | Year-to-date performance | | | | 2017/18 | | |
|----------------------------------|--------------------------|--------------|--------------------|----------------------|-------------------|-----------------------|-------------------------|
| | Results | Budget | Variance to Budget | % variance to Budget | Last year results | Variance to last year | % variance to last year |
| Capital renewals | (147) | (187) | 40 | -21% | (190) | 43 | -23% |
| New capital investment | (587) | (690) | 103 | -15% | (471) | (116) | 25% |
| Total capital expenditure | (734) | (877) | 143 | -16% | (661) | (73) | 11% |



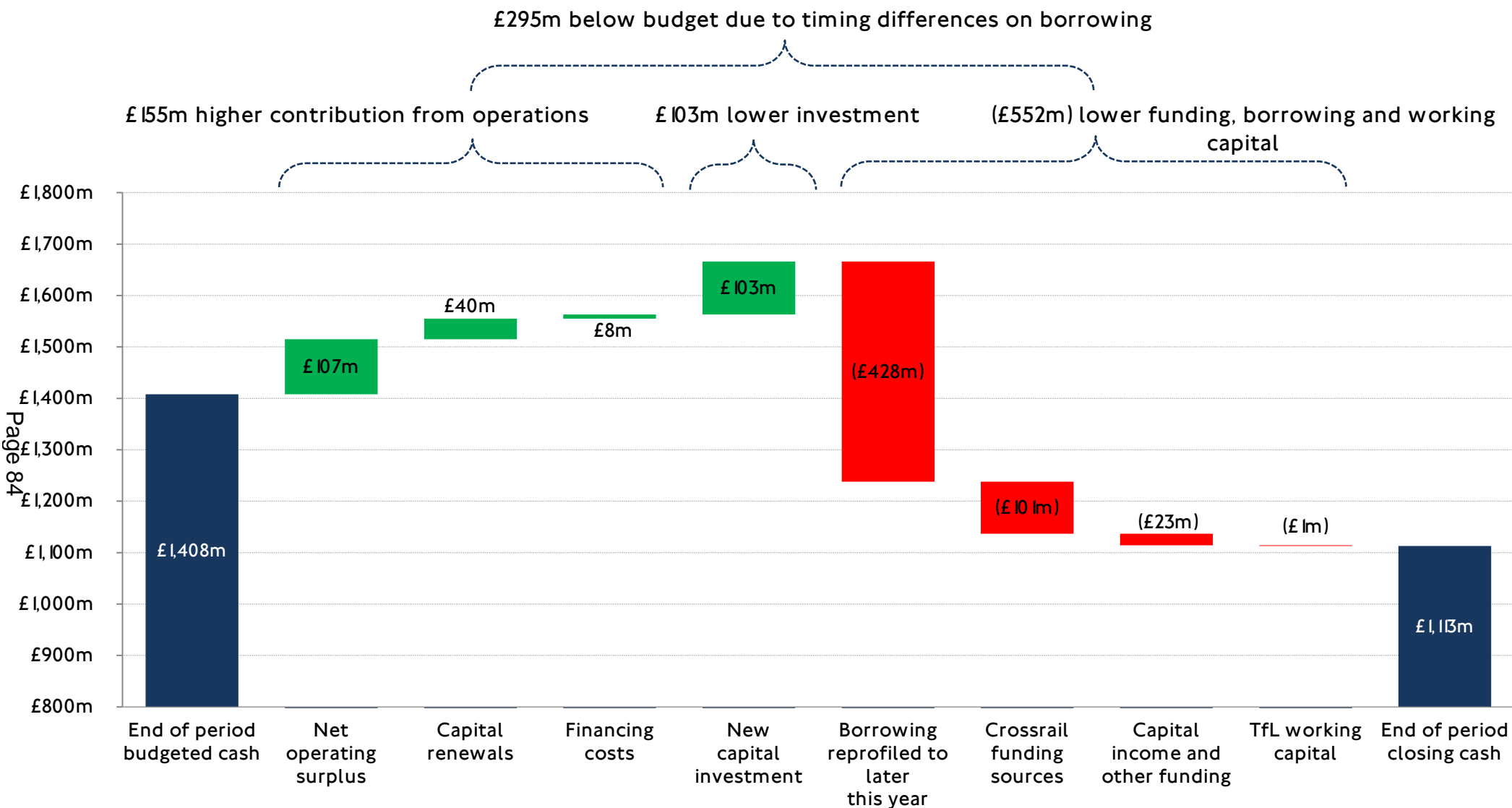
Capital expenditure (excl. Crossrail)



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TfL cash balances (excl. Crossrail)



TfL working capital excludes Crossrail working capital and is, therefore, different from the figure published on page 6 of the Finance Report



Board



Date: 19 September 2018

Item: Quarter 1 Customer Service and Operational Performance Report

This paper will be considered in public

1 Purpose

- 1.1 The purpose of this paper is to update the Board on TfL's customer service and operational performance for Quarter 1 2018/19. This report covers the period from 1 April – 23 June 2018.
- 1.2 The format of this report continues to align with the Mayor's Transport Strategy and to clearly highlight TfL scorecard measures within the report, as well as providing additional information requested by Members of the Customer Service and Operational Performance Panel at its meeting in June 2018. The report will continue to be updated to better reflect reporting information requested by the Panel.
- 1.3 The Customer Service and Operational Performance Panel will consider the report at its meeting on 11 September 2018. As the papers for the Board are published on the same day, the Vice Chair (who is chairing that meeting) will update the Board on any key issues arising from the Panel's discussion.
- 1.4 In addition to noting the Report, the Panel was informed that a paper elsewhere on the agenda for this meeting proposes that the Board assign each of TfL's strategic risks to a lead Committee or Panel, where progress on the management of those risks will be considered. That paper recommends that the Panel be allocated the following risks: (SR5) Technological or market developments, (SR6) Loss of external stakeholder trust and (SR13) Operational reliability. Subject to the Board confirming the allocation of risks, a paper will be submitted to the next meeting of the Panel covering the management of one or more of its assigned risks.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Quarter 1 Customer Service and Operational Performance Report

List of Background Papers:

None

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Transport for London customer service and operational performance report

Quarter 1 (1 April 2018 – 23 June 2018)

About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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24 London's transport system will be secure

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100 Glossary

Introduction

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

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

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

This report has been refreshed to provide additional insight on health, safety and security, with annual trends added, and a more detailed breakdown provided around injury types and demographics. This builds on the updates previously made to the report to align it with the Mayor's Transport Strategy, as well as highlighting performance against TfL scorecard metrics.

Within London Underground, we have seen a 1.5 per cent drop in customer injuries compared to the same quarter last year. This follows the positive trend at the end of Quarter 4 and a series of actions to reduce customer injuries. This work continues. There have been improvements in reliability, with reductions in excess journey time and lost customer hours.

Within Surface Transport there has been a decrease in crime on the bus network, Docklands Light Railway (DLR) and TfL Rail Services. There has also been an improvement in reliability and scheduling of Dial-a-Ride, DLR, Tram and TfL Rail services. Journey time reliability on the TfL Road Network has also improved alongside a decline in London-wide serious and severe disruption.

The Oyster card – the smartcard system that has led the way for the development of ticketing using contactless bank card – has celebrated its fifteenth birthday. Our contactless payment technology has now been adopted by other major global cities including New York, Boston and Sydney.

This report also includes a spotlight on the work we are doing to encourage Londoners to walk and cycle more, and increase their use of public transport.

Mark Wild

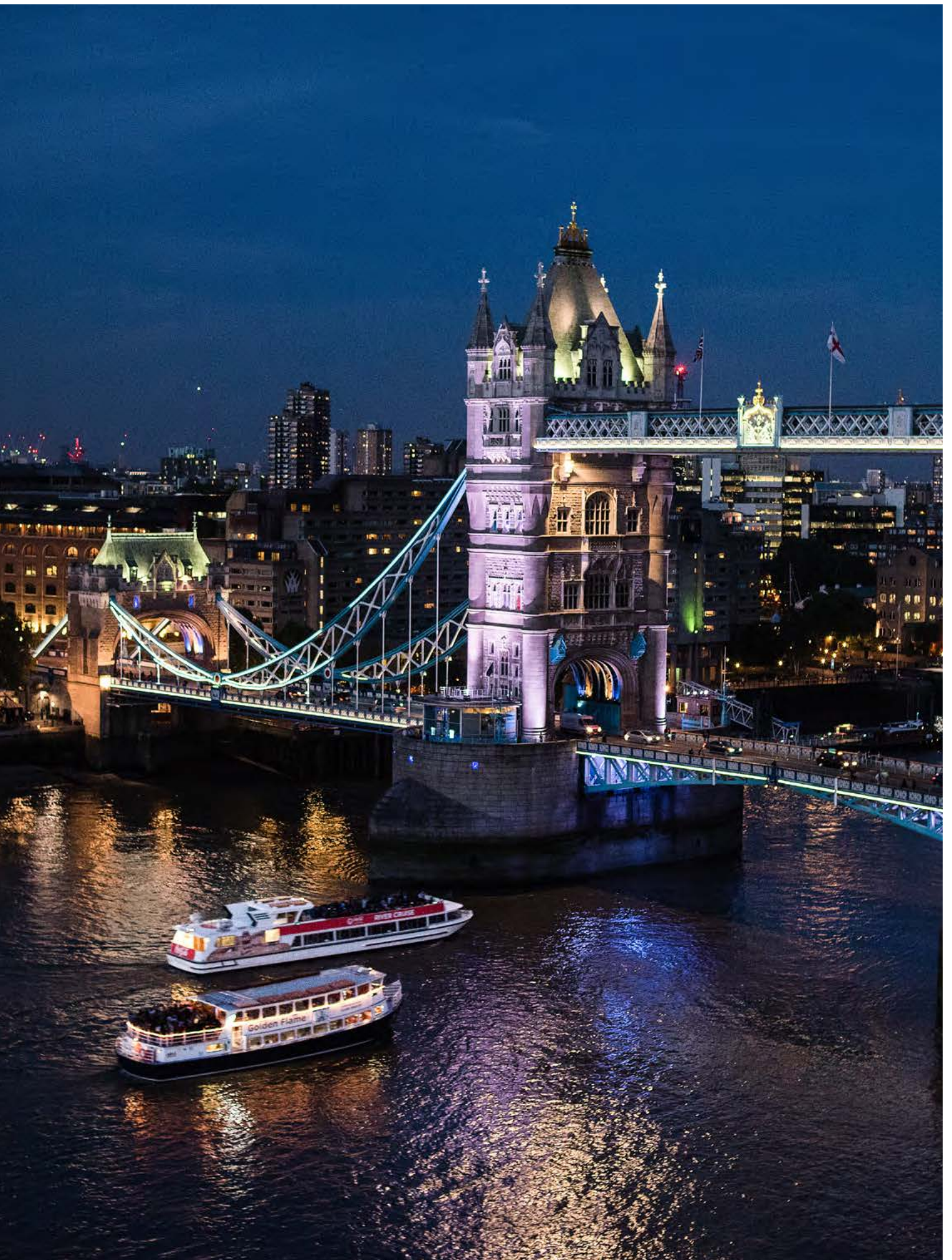
Managing Director, London Underground

Gareth Powell

Managing Director, Surface Transport

Vernon Everitt

Managing Director, Customers, Communication and Technology



Business at a glance

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

How we report on our business



Facts and figures*

940 Trains on the TfL network



580km

TfL-operated highways



680km

TfL-operated Rail and Underground routes



9,550

Buses on the TfL network

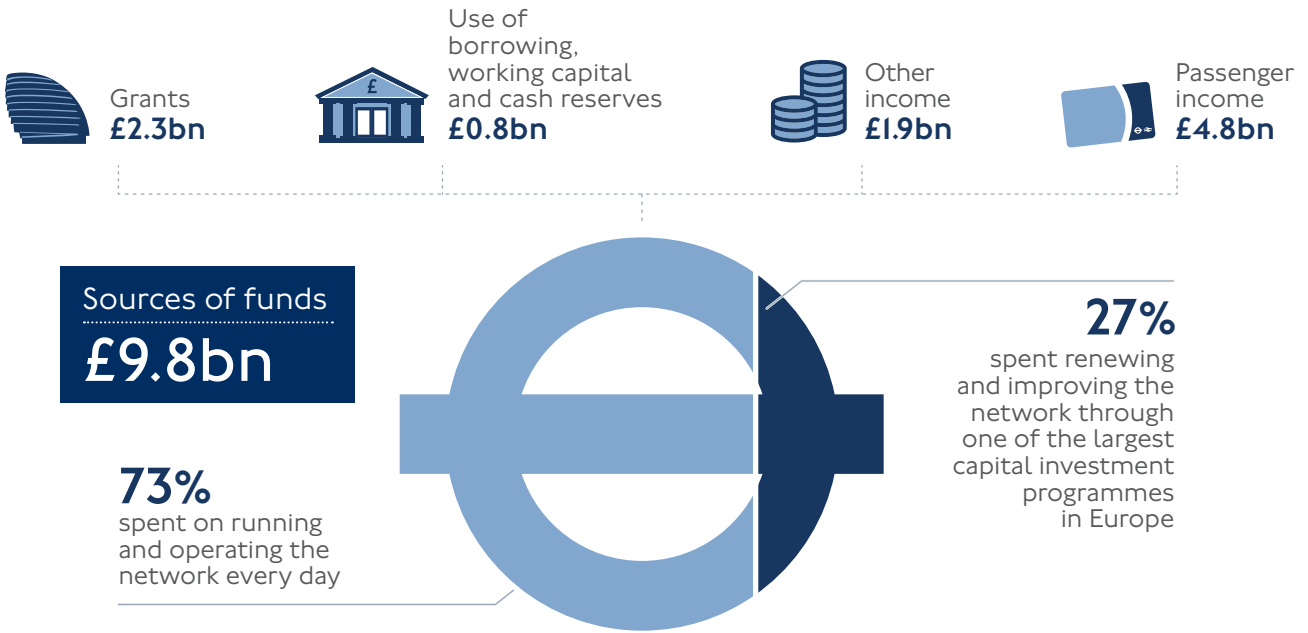


6,350

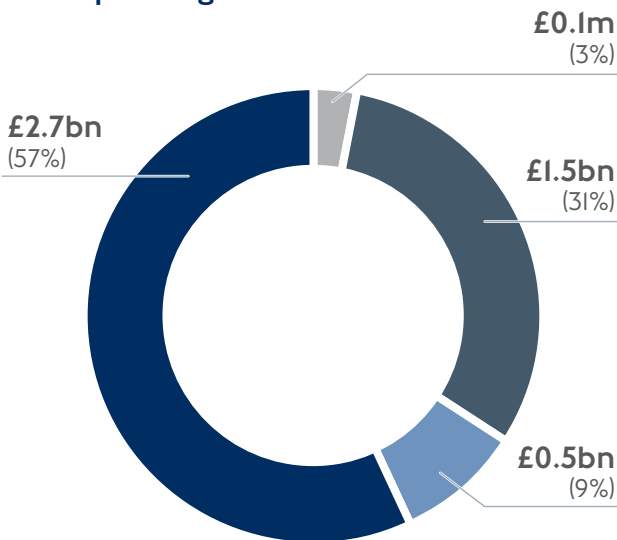
Traffic signals operated by TfL

*Based on full year 2017/18

Budget at a glance



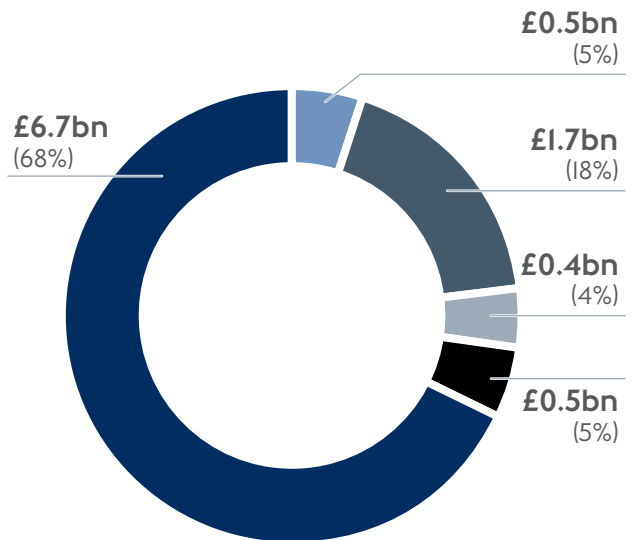
Total passenger income



Total: **£4.8bn**

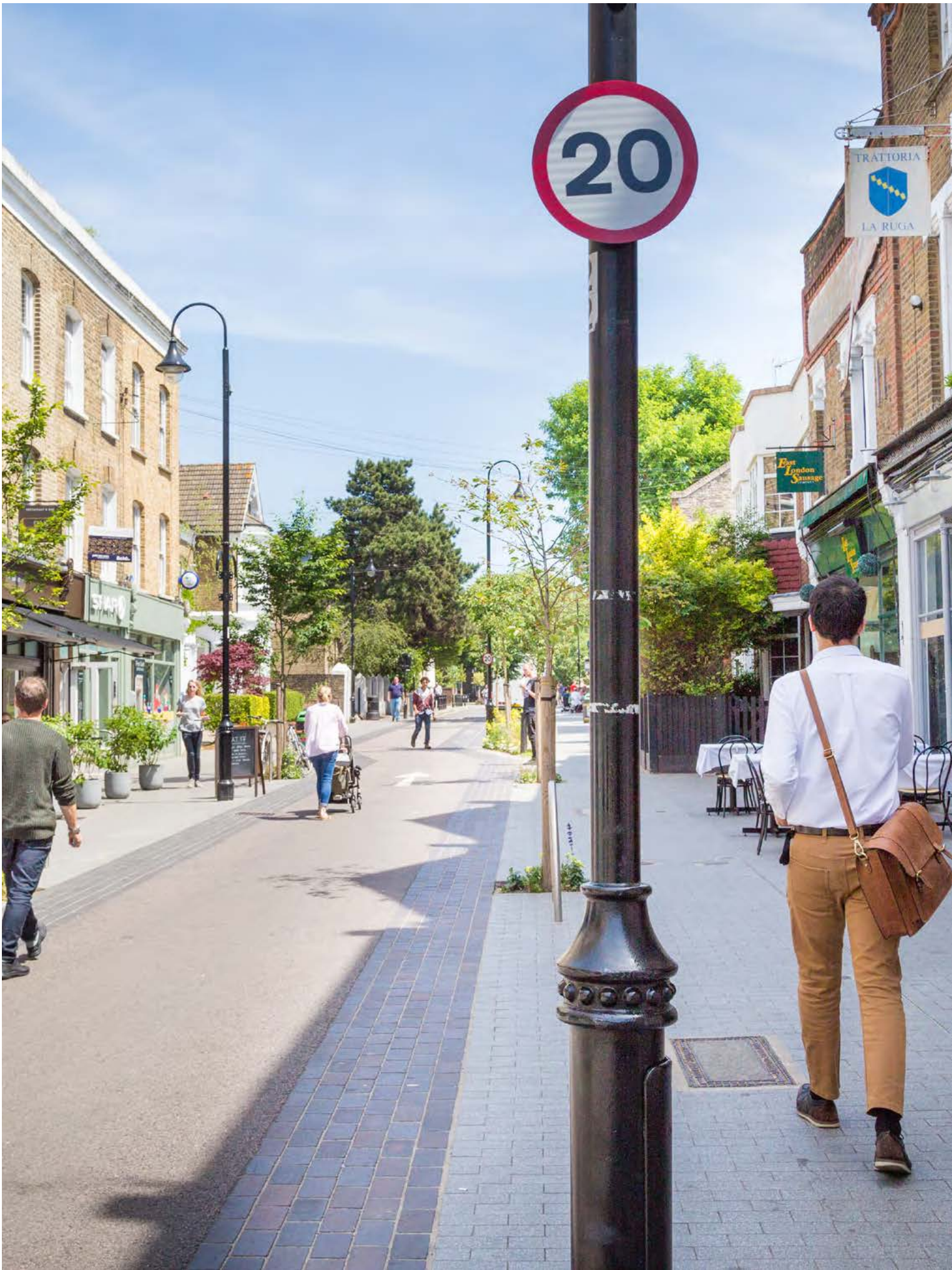
- Underground
- Rail
- Buses
- TfL Rail

Total costs



Total: **£9.8bn**

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



Mayor's Transport Strategy themes in this report

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

We are providing more trains on our busiest services, and opening

the Elizabeth line to better connect our city. We are making local streets healthier and more pleasant places. Listening to, and acting on, the suggestions of our customers will enable us to make walking, cycling and public transport the first choice for the vast majority of trips. And we will continue to improve services to unlock the new jobs and housing our city needs.

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

Healthy Streets and healthy people



A good public transport experience



Scorecard measures

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



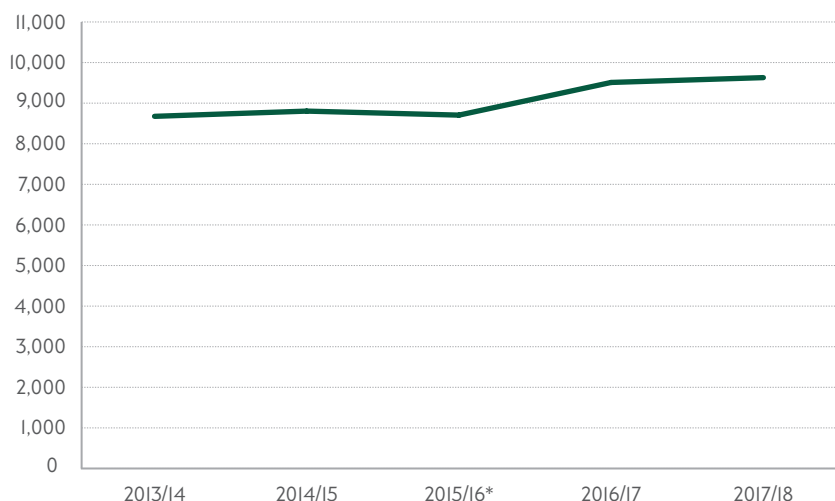




Healthy Streets and healthy people

London's transport system will be safe

Customer injuries Annual totals



We have established a Vision Zero action plan to eliminate death and serious injury from our road and public transport networks by 2041. This action plan was published on 24 July and is a core component of delivering the Healthy Streets agenda.

Targeted action continues to be taken to reduce customer injuries. Accident statistics have confirmed the effectiveness of new escalator-related safety communications, and the measures will now be rolled out across all London Underground stations that have escalators.

We continue to work in partnership with our service providers, such as bus operators, to improve safety. Through our Bus Safety Innovation Fund, a number of operators are continuing trials of a range of actions to improve safety, including distraction and fatigue monitors, and collision prevention devices. We have also commissioned in-depth research to help inform future improvements.

During the quarter, we were given new powers by the Metropolitan Police Service to carry out roadside stops of taxi and private hire vehicles without police presence, enhancing our ability to eliminate illegal and non-compliant activities.

852

Number of injuries on the LU network this quarter (1.5% ▼ against Q1 2017/18)



1,247

Number of injuries on the bus network this quarter (0.3% ▲ against Q1 2017/18)



98

Number of injuries within our rail division this quarter (18% ▲ against Q1 2017/18)

34

Number of injuries within our other operations this quarter (17.2% ▲ against Q1 2017/18)

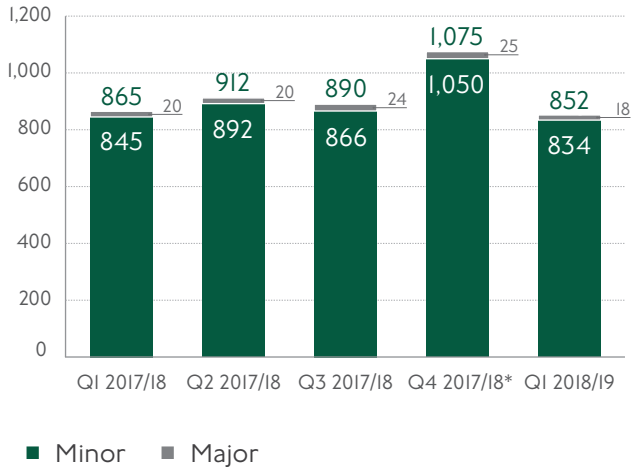
*TfL Rail commenced 31 May 2015



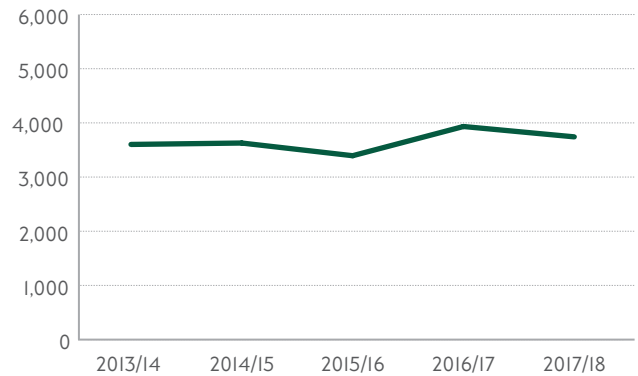


Underground

Customer injuries Past five quarters



Annual totals



The improvement in customer safety reported during the second half of last year continues, with a drop of 1.5 per cent in the number of accidents compared to the same time last year.

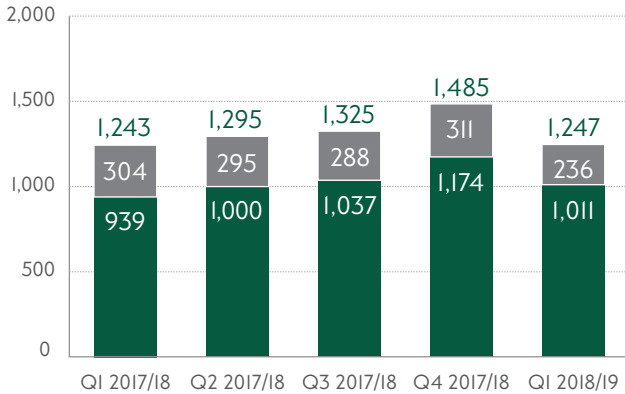
Incidents related to the platform train interface or alcohol are major contributors. The London Underground Customer Safety Plan for 2018/19 focuses on accidents caused by the gap between the train and the platform. It includes actions such as lifting the track to reduce the gap, and trialling blue lights at key doors to alert customers to the gap between the train and the platform which should help reduce further incidents.

A trial to reduce the number of customers under the influence of alcohol and/or carrying alcohol onto the network was held in Q1; the impact is being assessed; it focused on giving clear guidance to staff, and on communicating with customers. There was direct engagement by staff and the British Transport Police, and supporting messages on posters and whiteboards, such as 'Take care on our network after drinking alcohol'. Associated byelaws and penalties were also promoted.

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

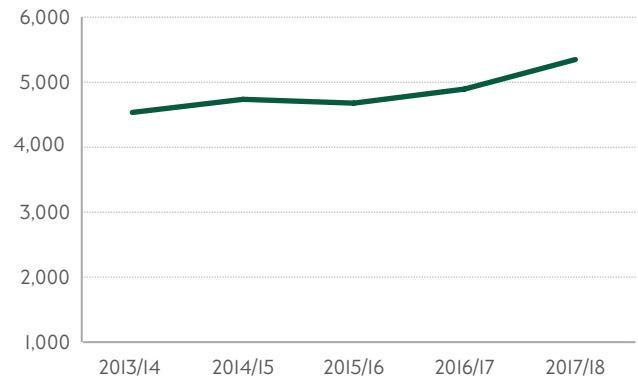
Buses

Customer injuries Past five quarters



■ Minor ■ Major

Annual totals



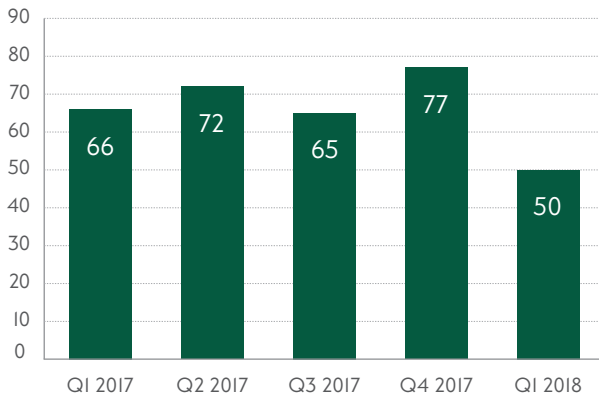
The total number of customer injuries remains comparable to the same quarter last year. However, the number of major injuries has fallen by 22 per cent. Slips, trips and falls continue to be the dominant cause.

Alongside the measures being implemented under the Bus Safety Programme to reverse the increase in customer injuries, a series of collaborative bus operator-led observation days have been held at locations across the bus network. These sessions have examined road-user behaviour, signals and highway design to identify improvements that can be made. Bus operators are continuing trials of innovations such as equipment to control acceleration and ways to monitor and address driver fatigue.

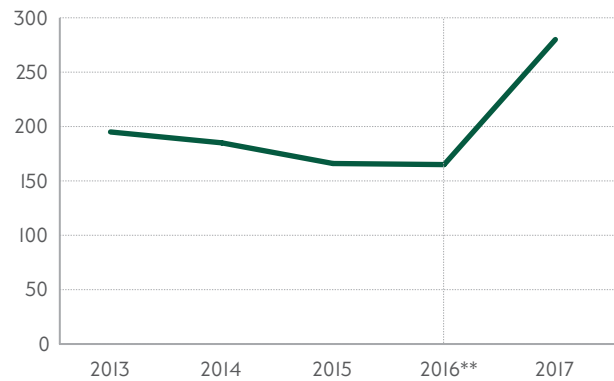
We have also commissioned Loughborough University, in partnership with the Swedish Road Safety Institute, to undertake a broader research project examining driver fatigue in the context of London's bus operations.



People killed or seriously injured* Past five quarters



Annual totals



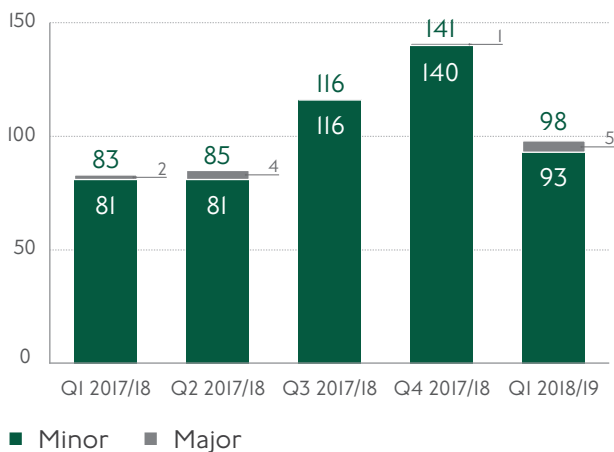
The number of people killed or seriously injured (KSI) has dropped by more than 16 per cent, compared to the same period in 2017. Twenty-five of the people involved were passengers on board buses, which is a reduction on the 29 people involved in Q1 2017.

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

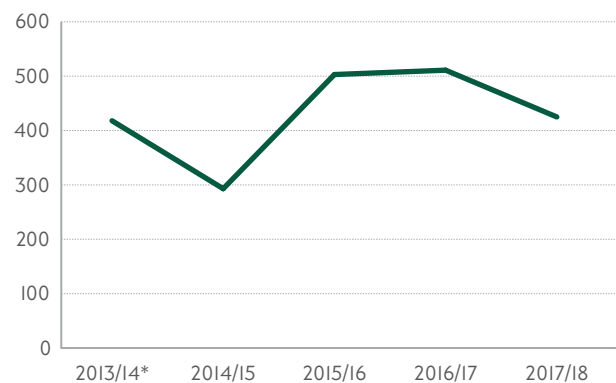
**Figures from the end of 2016 have been reported using new systems (COPA) and should not be compared with previous years. These systems are more accurate, with more injuries being classified as serious rather than slight.

Rail

Customer injuries Past five quarters



Annual totals

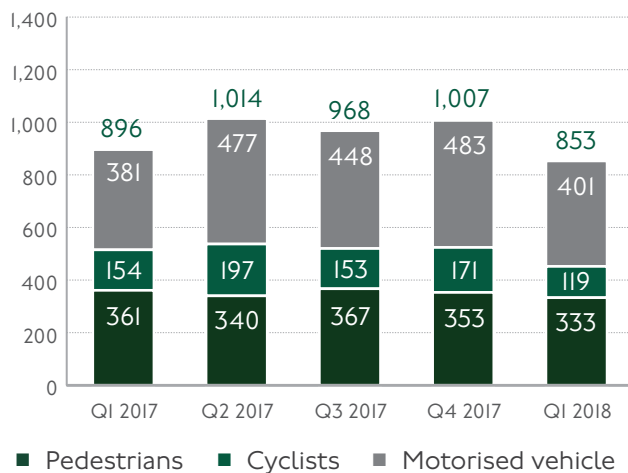


Customer injuries increased by 18 per cent compared with the same quarter last year. TfL Rail saw a 57 per cent increase in total injuries compared with Q1 2017/18; from 23 up to 36. Although statistically significant, TfL Rail performance is against the backdrop of taking over 11 Great Western stations from Q3 of 2017/18. Slips, trips and falls continue to be a key cause.

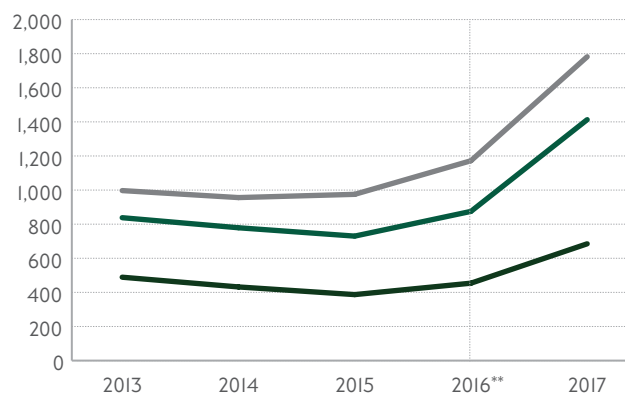
To reduce the number of customer injuries across Rail, work continues to ensure that robust plans are in place to address the key causes of incidents, drawing on measures that have proved successful within London Underground. These include the addition of 'Mind the Gap' announcements and the introduction of platform signage at DLR stations that have larger stepping distances between the platform and train. We continue to support the establishment of a new UK tram industry body to develop common standards and review and identify risks. We are also working with the London Borough of Croydon to support both the development of community recovery plans, and health and social services in the area.

*TfL Rail was not operational in 2013/14

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



Annual totals



The number of people killed or seriously injured fell by five per cent compared to the same quarter last year, with reductions for cyclists of 23 per cent and pedestrians by eight per cent. We are committed to reducing these numbers further in line with the Vision Zero action plan.

Delivery of the Vision Zero action plan will focus on work to establish safe speeds, safe streets, safe vehicles, and safe behaviours by all users of London's roads. The Vision Zero approach will mean collaboration with the police, London boroughs, central government and other key partners to reduce the number of people killed or seriously injured. Action includes the delivery of Safer Junctions schemes, lowering the speed limit to 20mph on the Transport for London Road Network within the Congestion Zone (CCZ) and developing a new safety standard for heavy goods vehicles and buses to improve vehicle safety.

During the quarter, we started construction at two key locations of the Safer Junctions programme: Charlie Brown's Roundabout in Redbridge and works at Highbury Corner. Safety enhancements for pedestrians and cyclists were made to Mitcham town centre and feasibility design started for Peckham town centre. We also continue to progress work on the Central London Cycling Grid, Quietways, Mini-Hollands and Cycle Superhighways to improve the facilities for cyclists.

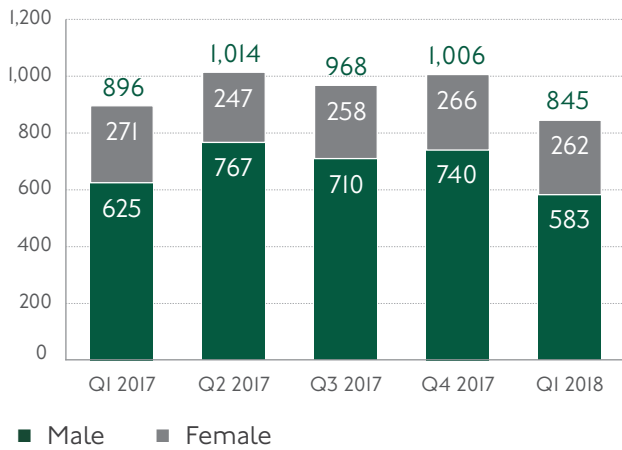
*Streets KSI data is based on calendar quarters rather than financial quarters, ie Q1 is January to March and is the latest available processed provisional data. This is subject to change as this information is reviewed and managed by the Metropolitan Police Service.

**Figures from the end of 2016 have been reported using new systems (COPA) and should not be compared with previous years. These systems are more accurate, with more injuries being classified as serious rather than slight. The figures are provisional and we are undertaking further 'back estimation analysis' with the Transport Research Laboratory.



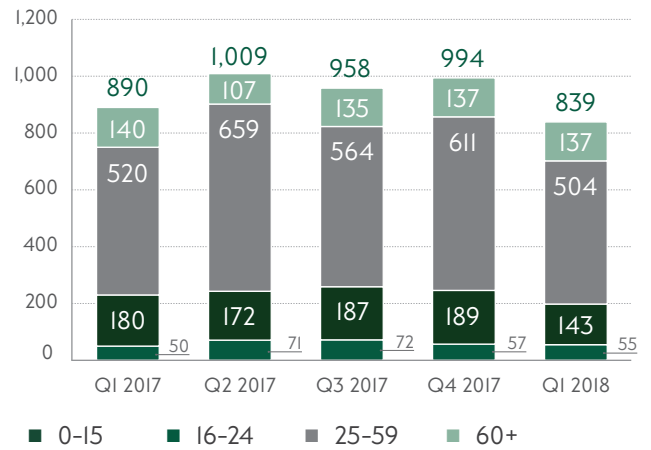
Streets

Past five quarters (gender)



An average of 28 per cent of people killed or seriously injured were female and 72 per cent were male.

Past five quarters (age)

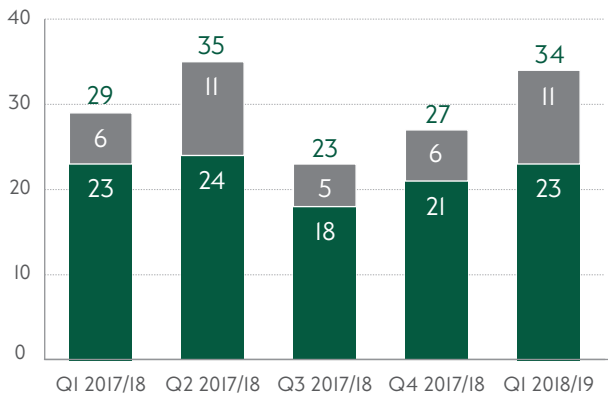


The majority of people killed or seriously injured were aged 25-59 years, followed by those aged 16-24 years.

Other operations

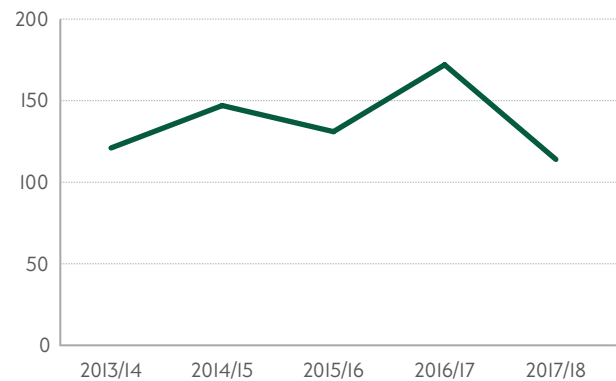
Customer injuries

Past five quarters



■ Minor ■ Major

Annual totals



Slips, trips and falls were the predominant cause of injuries in all areas except Santander Cycles, where collisions caused the most injuries. While there has been an increase in the number of major injuries during Q1, the overall downward trend in total injuries continues. However, Dial-a-Ride injuries are showing an upward trend.

To help address this, we are building safety features into the design of our assets and vehicles to prevent injury. Our recently issued specification for new Dial-a-Ride vehicles builds in a number of safety features such as low floors, a reduced incline on ramps, seat and aisle widths that ease movement, and improved CCTV.

Safety – feedback from customers

Number of complaints

| | Q1 2017/18 | Q1 2018/19 |
|-----------------------|---------------|---------------|
| London Underground | 194 | 245 |
| London Buses | 822 | 998 |
| DLR | 23 | 22 |
| London Overground | 22 | 18 |
| TfL Rail | 4 | 12 |
| London Trams | 18 | 3 |
| Emirates Air Line | 1 | 0 |
| Congestion Charge | 0 | 0 |
| Dial-a-Ride | 9 | 3 |
| London River Services | 0 | 4 |
| Santander Cycles | 0 | 0 |
| Taxis* | n/a | 2 |
| Private Hire* | n/a | 0 |
| Total | 1,093 | 1,307 |

Safety is our number one priority and we ensure all safety feedback reported to our Contact Centre is processed through our formal safety complaints framework. There was an increase in contacts compared to the same quarter last year. This is owing to the introduction of a new customer relationship management system, which has enabled us to capture more safety contacts than ever before. We have also introduced a new daily safety report, which provides access to operational managers to follow up on incidents and to look for safety breaches. We are also in a better position to report on trends and themes, such as accidents, driving incidents and perceived risks, and take preventative action.

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

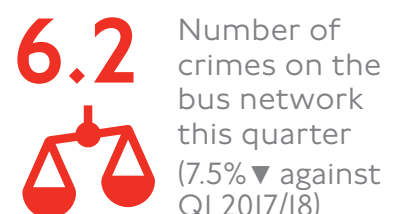
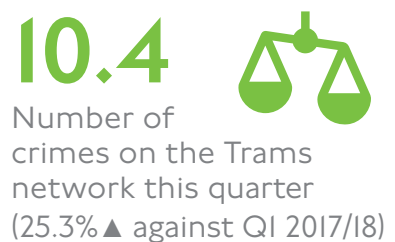
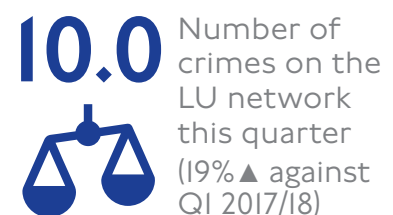
London's transport system will be secure

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

Overall, the volume of crime on London's transport network has increased slightly compared with a year ago, largely driven by increases in reported crime on the London Underground and London Overground networks. To address this, the BTP, at our request, has reinstated local policing teams on TfL networks. These teams will deal with issues related to low-level violence affecting our services at busy commuter times.

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

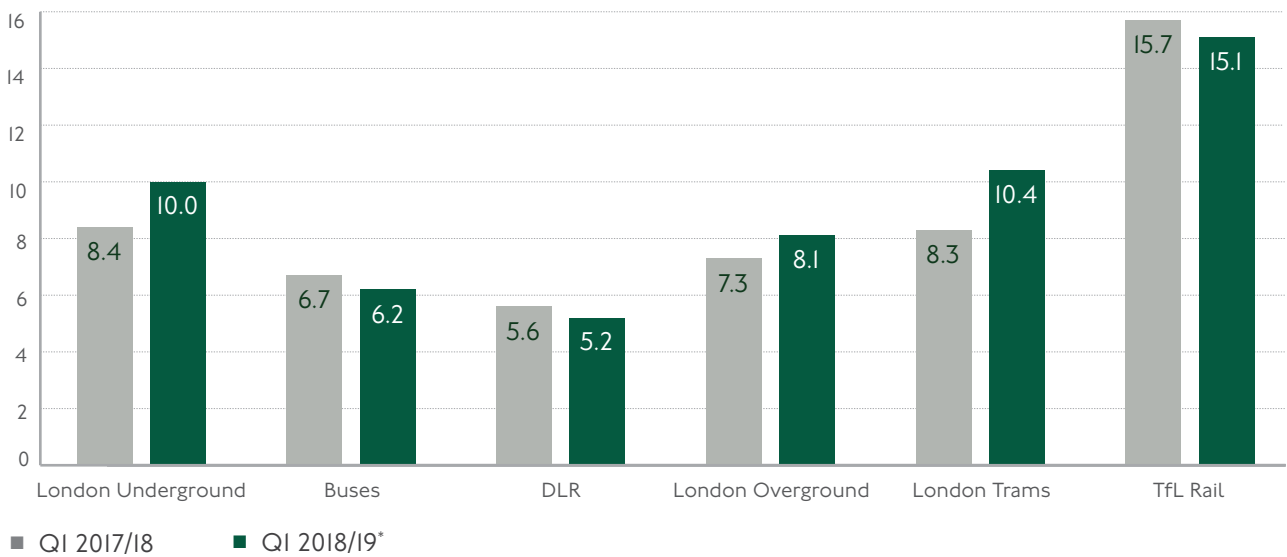
All figures below are per million journeys



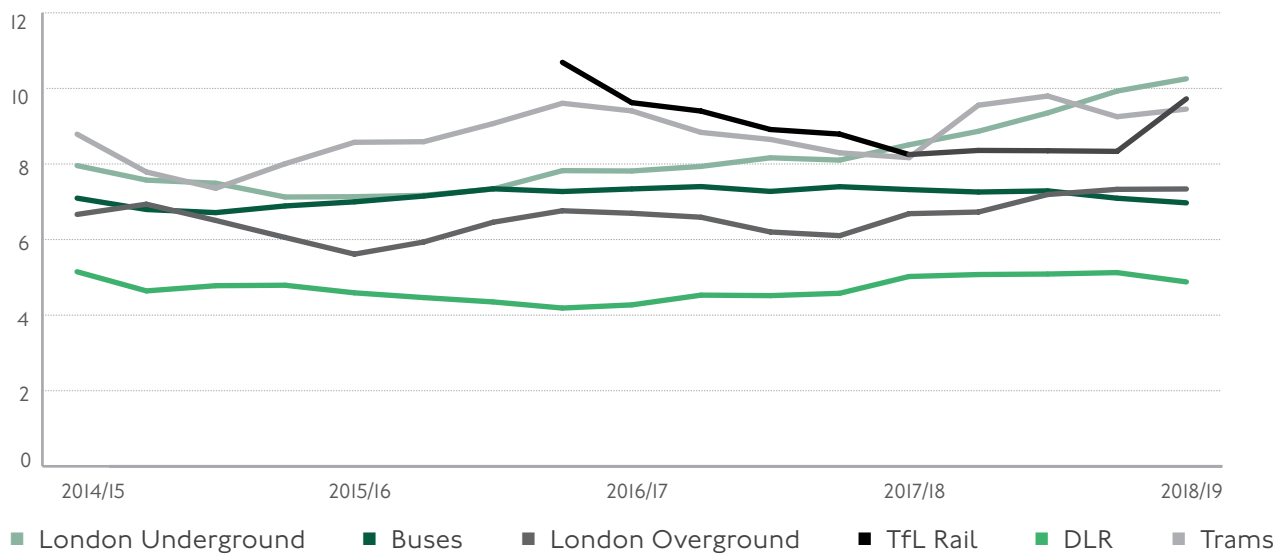


Recorded crime rate

Recorded crimes by mode per million passenger journeys



Annual trend (moving average)



*Crime information for Q1 2018/19 includes only April and May, whereas all previous quarterly information is based on three months of data. This is owing to the availability of crime information at the time this report was produced, and does not affect the long-term trend

Recorded crimes by mode

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|--------------------|---------------|---------------|------------|
| London Underground | 1,905 | 2,258 | 18.5 |
| Buses | 2,562 | 2,306 | -10 |
| DLR | 116 | 107 | -7.8 |
| London Overground | 230 | 255 | 10.9 |
| London Trams | 41 | 48 | 17.1 |
| TfL Rail | 122 | 117 | -4.1 |

Crime figures for 2018/19 show a 2.3 per cent rise on TfL's public transport networks compared with a year earlier. Across all of our services, the rate of crime per million passenger journeys stood at 7.7 compared with 7.3. This is largely attributable to an increase in reported crime on London Underground and London Overground, and increases on Trams. There were reductions in crime on bus, DLR and TfL Rail services.

Recorded crimes by mode London Underground

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|---------------------------------------|---------------|---------------|---------------|
| Violence against the person | 391 | 492 | 25.8 |
| Sexual offences | 182 | 207 | 13.7 |
| Criminal damage | 157 | 126 | -19.7 |
| Line of route* | 5 | 4 | -20 |
| Theft of passenger property | 635 | 817 | 28.7 |
| Motor vehicle/ cycle offences | 70 | 61 | -12.9 |
| Robbery | 19 | 36 | 89.5 |
| Theft of railway property/burglary | 38 | 25 | -34.2 |
| Serious public order | 353 | 403 | 14.2 |
| Serious fraud | 17 | 20 | 17.6 |
| Drugs | 19 | 45 | 136.8 |
| Other serious offences | 19 | 22 | 15.8 |
| Total notifiable offences | 1,905 | 2,258 | 18.5 |

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

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

London Buses

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|---|---------------|---------------|---------------|
| Burglary | 12 | 1 | -91.7 |
| Criminal damage | 154 | 108 | -29.9 |
| Drugs | 27 | 29 | 7.4 |
| Fraud or forgery | 0 | 0 | 0 |
| Other notifiable offences | 37 | 27 | -27 |
| Robbery | 163 | 160 | -1.8 |
| Sexual offences | 126 | 111 | -11.9 |
| Theft and handling | 1,063 | 946 | -11 |
| Violence against the person offences | 980 | 924 | -5.7 |
| Total notifiable offences | 2,562 | 2,306 | -10 |

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

DLR

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|---------------------------------------|---------------|---------------|---------------|
| Violence against the person | 24 | 24 | 0 |
| Sexual offences | 4 | 8 | 100 |
| Criminal damage | 5 | 6 | 20 |
| Line of route* | 0 | 0 | 0 |
| Theft of passenger property | 39 | 28 | -28.2 |
| Motor vehicle/ cycle offences | 5 | 3 | -40 |
| Robbery | 1 | 3 | 200 |
| Theft of railway property/burglary | 10 | 4 | -60 |
| Serious public order | 23 | 25 | 8.7 |
| Serious fraud | 0 | 0 | 0 |
| Drugs | 4 | 2 | -50 |
| Other serious offences | 1 | 4 | 300 |
| Total notifiable offences | 116 | 107 | -7.8 |

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

London Overground

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|---------------------------------------|---------------|---------------|---------------|
| Violence against the person | 48 | 70 | 45.8 |
| Sexual offences | 8 | 10 | 25 |
| Criminal damage | 23 | 32 | 39.1 |
| Line of route* | 2 | 0 | -100 |
| Theft of passenger property | 31 | 39 | 25.8 |
| Motor vehicle/ cycle offences | 28 | 13 | -53.6 |
| Robbery | 4 | 9 | 125 |
| Theft of railway property/burglary | 15 | 4 | -73.3 |
| Serious public order | 63 | 66 | 4.8 |
| Serious fraud | 0 | 3 | 100 |
| Drugs | 6 | 5 | -16.7 |
| Other serious offences | 2 | 4 | 100 |
| Total notifiable offences | 230 | 255 | 10.9 |

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

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

London Trams

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|---------------------------------------|---------------|---------------|---------------|
| Violence against the person | 12 | 14 | 16.7 |
| Sexual offences | 1 | 2 | 100 |
| Criminal damage | 5 | 4 | -20 |
| Line of route* | 4 | 1 | -75 |
| Theft of passenger property | 5 | 5 | 0 |
| Motor vehicle/ cycle offences | 1 | 2 | 100 |
| Robbery | 3 | 6 | 100 |
| Theft of railway property/burglary | 0 | 0 | 0 |
| Serious public order | 9 | 11 | 22.2 |
| Serious fraud | 0 | 0 | 0 |
| Drugs | 1 | 2 | 100 |
| Other serious offences | 0 | 1 | 100 |
| Total notifiable offences | 41 | 48 | 17.1 |

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

TfL Rail

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|---------------------------------------|---------------|---------------|---------------|
| Violence against the person | 36 | 30 | -16.7 |
| Sexual offences | 6 | 4 | -33.3 |
| Criminal damage | 2 | 12 | 500 |
| Line of route* | 0 | 1 | 100 |
| Theft of passenger property | 19 | 16 | -15.8 |
| Motor vehicle/ cycle offences | 16 | 15 | -6.3 |
| Robbery | 4 | 3 | -25 |
| Theft of railway property/burglary | 7 | 5 | -28.6 |
| Serious public order | 27 | 21 | -22.2 |
| Serious fraud | 0 | 2 | 100 |
| Drugs | 4 | 5 | 25 |
| Other serious offences | 1 | 3 | 200 |
| Total notifiable offences | 122 | 117 | -4.1 |

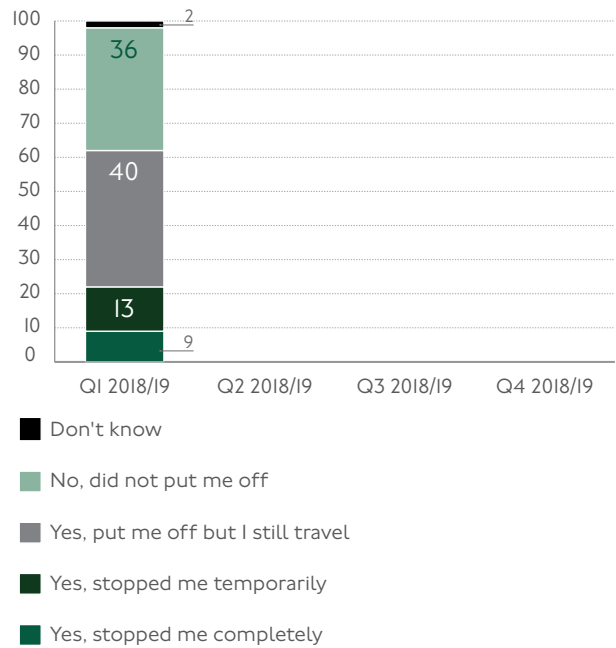
Reported crime on TfL Rail remains low in volume and is very similar to last year, with a small decrease in low-level violence and serious public order offences.

Personal security perception Q1

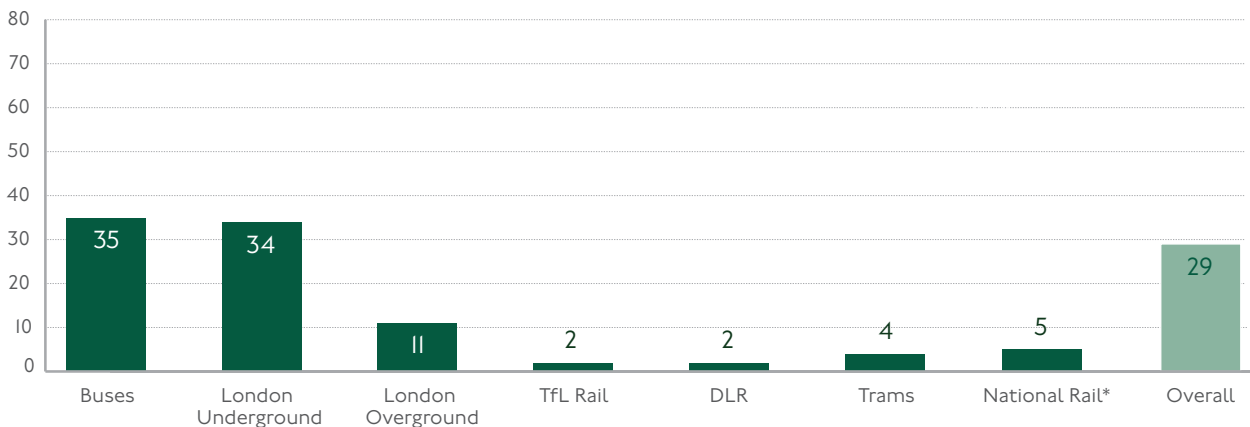
We commission a regular safety and security survey to help monitor Londoners' perceptions of the safety and security of transport.

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

Impact of worrying personal security incident on usage of mode on which it occurred



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



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

Positive outcomes and detections

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

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

The number of detections overall is down year on year for bus-related offences and most rail modes (with the exception of London Overground).

Positive outcomes and detections

| | Q1 2017/18 | Q1 2018/19 | Variance % |
|--------------------|---------------|---------------|---------------|
| London Underground | 210 | 198 | -5.7 |
| Buses | 308 | 207 | -32.8 |
| London Overground | 25 | 28 | 12 |
| DLR | 10 | 7 | -30 |
| London Trams | 9 | 3 | -66.7 |
| TfL Rail | 13 | 13 | 0 |

Positive outcomes and detection rate

| | Q1 2017/18 (%) | Q1 2018/19 (%) | Variance % |
|--------------------|----------------------|----------------------|---------------|
| London Underground | 11 | 8.8 | -2.3 |
| Buses | 12 | 9 | -3 |
| London Overground | 10.9 | 11 | 0.1 |
| DLR | 8.6 | 6.5 | -2.1 |
| London Trams | 22 | 6.3 | -71.4 |
| TfL Rail | 10.7 | 11.1 | 0.5 |

Sarah Hope Line



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

The Sarah Hope Line team trialled a workshop on post-traumatic stress disorder (PTSD). This will improve our awareness and understanding of PTSD and ensure the relevant steps are taken to safeguard our customers. Support was also provided to those affected by the incident that took place at Southgate Tube station.

The Sarah Hope Line received 125 calls in Q1, resulting in 18 new cases of people needing our help. These were split as follows:

| | |
|--------------------|-----------|
| Cyclist | 3 |
| London Underground | 9 |
| Buses | 3 |
| London Streets | 3 |
| Total | 18 |

More active travel

The Mayor's Transport Strategy aims to create a transport network with Healthy Streets and healthy people, and has set the target of an 80 per cent active, efficient and sustainable mode share for travel in London by 2041.

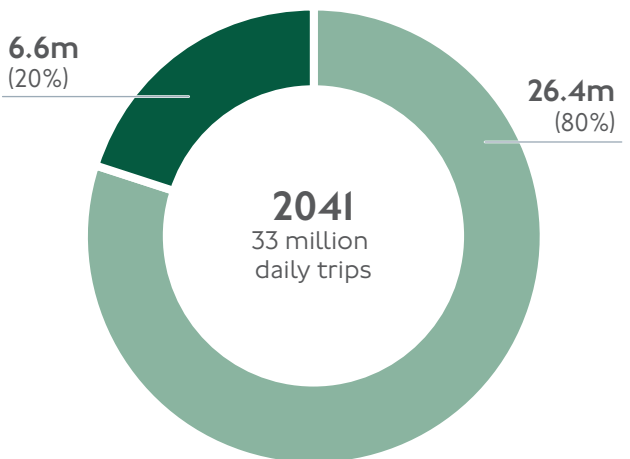
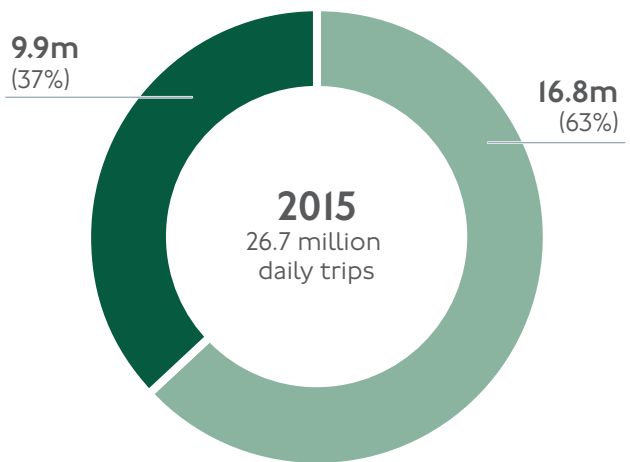
Our customers tend to use a number of different forms of transport as they move around London. Of all walking in London, 50 per cent is made to access public transport, and the environment customers experience can have a profound effect on the choices they make. Being responsible for London's built environment and its surrounding areas, we have the unique opportunity to offer better options on multiple fronts.

To increase the number of Londoners who are travelling by public transport, walking or cycling, current perceptions of walking and cycling in the city need to be addressed. Asking people to switch from their cars and take up walking and cycling requires promotion of the benefits of doing so, including improved health. But these alone are rarely powerful enough to motivate behaviour change and switching travel to sustainable modes has historically been difficult to achieve.

The environment customers experience plays an important role in encouraging this modal shift, and therefore developments to the urban realm will be an integral part of encouraging people to walk and cycle around the city. We will continue to invest in our infrastructure to make it safer and more inviting, easier and cleaner to get around London, improving the city for everyone.

More Londoners will travel actively

Our aim is that by 2041 80 per cent of Londoners' trips will be by foot, bicycle or public transport



- Walking, cycling & public transport
- Car/taxi/private hire vehicle



Walking

We know that walking is most prevalent in central London, with 77 per cent of trips made by walking. There is also a clear need to encourage more walking in outer London, where the walking experience may offer less cultural or scenic interest. Long-term and sustained focus is required to create this change.

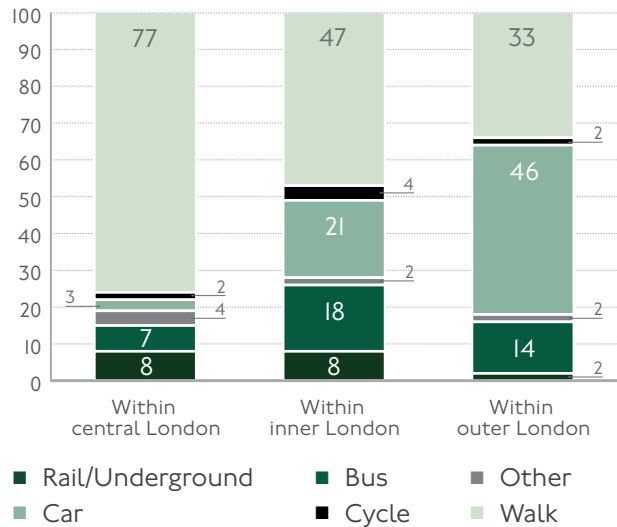
We need to make people feel good about walking. Feedback from customers suggests that walking can be promoted by focusing on its inherently social nature; it is relaxing and immersive, with unique opportunities to connect to communities and local sights.

We recently launched the Active Travel ‘Walk Cycle Discover’ communications campaign, which aims to create a shift in the way Londoners travel around the city, by using active travel modes for parts of their journey or whole trips. The campaign uses emotionally engaging messaging, and celebrates the pleasures and experiences that can be enjoyed when people walk or cycle instead of taking the car.

As part of the Active Travel campaign, we will also be supporting Public Health England’s (PHE) Active 10 walking challenge. As part of this partnership, PHE will provide us with the Active 10 app data on the number of walking trips, helping us to better understand walking in London. The campaign will be supported by an email and newsletter to all stakeholders, as well as a schools toolkit to promote the challenge to parents.

Journey by mode

Central/Inner/Outer London



More than 90 per cent of Londoners walk at least once a week, and walking as a mode share has remained constant for many years, at 24.5 per cent of all trips.



As part of our Safer Junctions programme, we have compiled collision reports, undertaken site visits and held stakeholder feedback sessions concerning 13 junctions, completing the first draft of safety studies. Following this, we will complete feasibility design work on five sites in 2018/19.

In June 2018, we began work on Highbury Corner junction, which will improve safety for both cyclists and pedestrians. As part of this work, we will be creating a new public space for residents and visitors to enjoy.

Some aspects of the urban realm can make pedestrians feel de-prioritised – as if they are fighting for space with other road users. We continue to look for new and innovative ways to improve pedestrian facilities in the urban realm. We are working with the London Borough of Haringey to deliver improvements to Bruce Grove town centre, which will enhance the local environment for pedestrians, cyclists and bus passengers, with expected completion in Q1 2018/19. We will also begin public consultation in summer 2018 on proposals for Tooting town centre, which will include widened footways, as well as a new public space on Totterdown Street. Feasibility design is under way to develop Peckham town centre, including measures to improve pedestrian safety.

72%



of Londoners agree that they could be encouraged to walk by improved safety and security such as better lighting or safer crossings

70%

of Londoners agree that they could be encouraged to walk if the local streets were more attractive to use



73%



of Londoners agree that they could be encouraged to walk if there were better walking routes that gave greater priority to pedestrians to main destinations

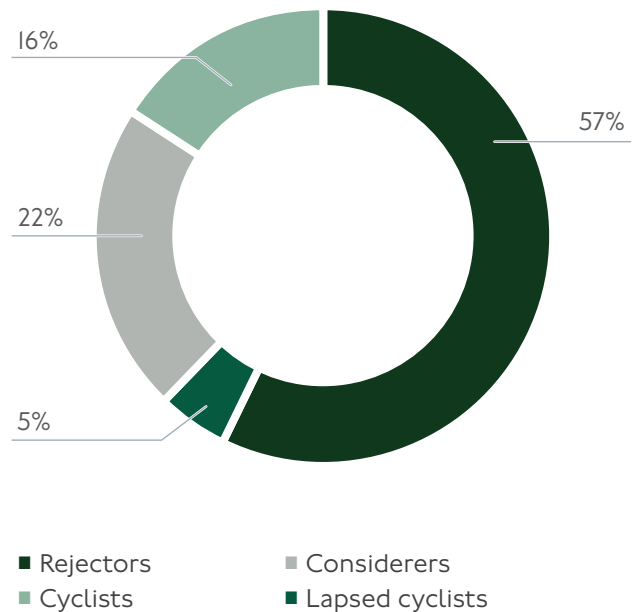
Cycling

Although the number of cycling trips is increasing, this can largely be attributed to the fact that existing cyclists are cycling more often. In order to achieve the Mayor's target, we need to encourage more Londoners to take up cycling. We know that cycling is the mode with the highest number of rejectors, at 57 per cent, with many and varied barriers among considerers.

Cycling should be a choice people can make. This will require both creating the right urban environment – addressing the sense of fear and vulnerability – and making it a desirable mode of transport.

We need to play our part in reducing the barriers to cycling so that people from London's diverse communities and disabled cyclists can cycle more. This includes measures to make cycling more accessible, affordable and to reduce the perception that cycling is not for 'people like me'. We currently fund Cycling Grants London, which offers grants of up to £10,000 over three years to community projects, aiming to diversify the range of people who cycle in London. Over the last two years, the programme has helped 46 community groups encourage more than 12,000 people to cycle, successfully reaching social groups that are traditionally under-represented in cycling.

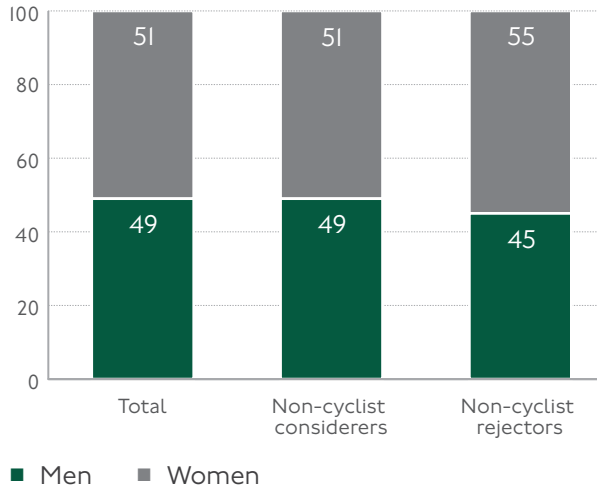
Attitude to cycling



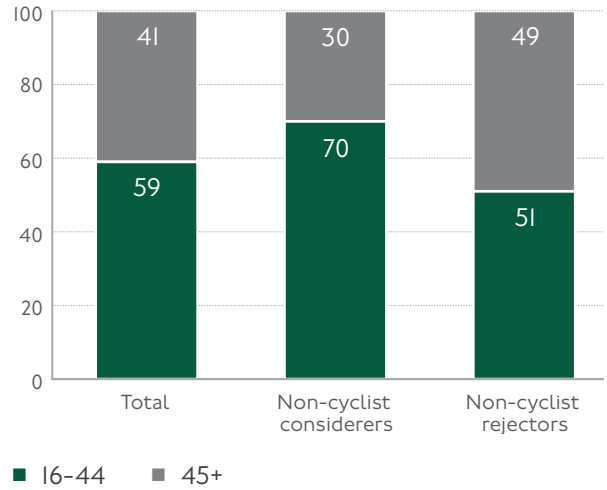
We know that the profile of those considering cycling as a mode of transport is close to the make-up of the general population. However, the strongest barrier for considerers is the fact that, when looking at those who currently cycle, they do not see 'people like me'. Currently, cyclists are most likely to be male, aged 25-44 and of AB social class.

We are working with disabled and older Londoners to address concerns around the use of spaces shared by cyclists and pedestrians to ensure that we can deliver these safely.

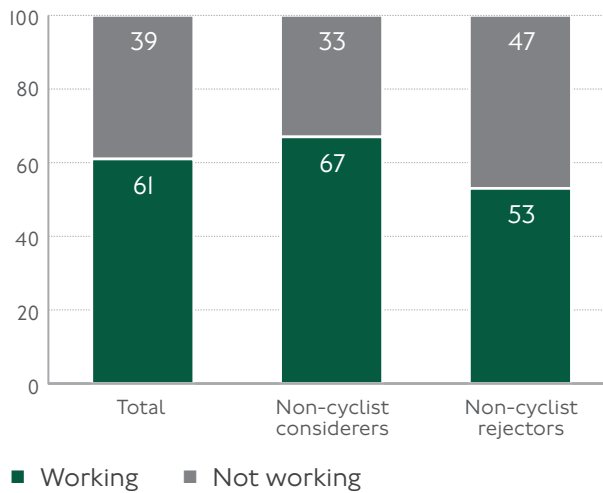
Gender



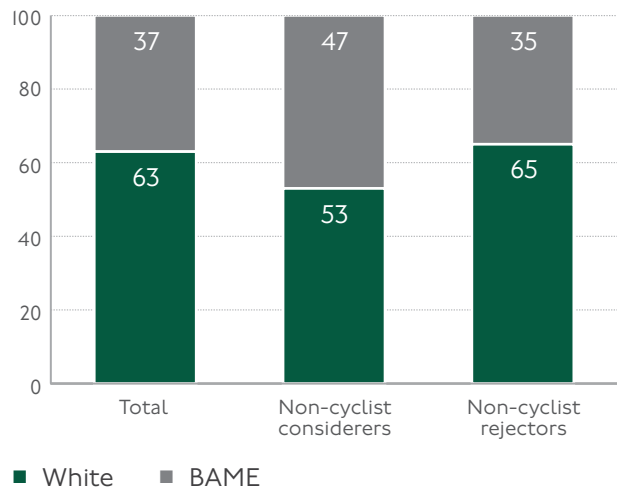
Age



Working status



Ethnicity



Cycle training for children and adults also plays a key role in encouraging new people to take up cycling by increasing their confidence. The Bikeability cycle training scheme is currently offered to all schools in London and trains around 30,000 children each year, giving them the skills to ride more safely. We also fund free Cycle Skills courses, which aim to inspire more Londoners to learn to cycle or improve their skills as individuals or families. The courses address safety concerns that are known to be key barriers to those considering cycling.

We currently train 21,500 adults and 1,700 families a year. After taking part in Cycle Skills courses, 75 per cent of participants cycle more, and 96 per cent feel more confident when cycling. In 2018/19 we aim to attract 33,000 children, 21,500 adults and 1,700 families to Cycle Skills training.

We know that Cycle Superhighways are becoming more popular among Londoners, driven by safety reasons. In order to create the right urban environment to support cyclists, we continue to make progress on the Central London Grid, Quietways and Mini-Holland programmes, with construction now complete on almost 110km of the planned 250km network.

Improving London's cycle network infrastructure, as well as facilities and conditions for cycling more generally, is key to encouraging more people to cycle.

82% 

of people choose to cycle on the Cycle Superhighways because of the health benefit

78%

of Londoners think cycling makes a positive contribution to the quality of life in London



44%

of people switching to cycling from another mode started cycling on the Superhighways because they thought their route was now safe to do so







A good public transport experience



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

Passenger journeys

Quarter 1 2018/19

930m total number of journeys*

1%▼

total passenger journeys compared to 2017/18

London Underground



314m

Buses



521m

Rail (DLR, London Overground, London Trams, TfL Rail)



89m

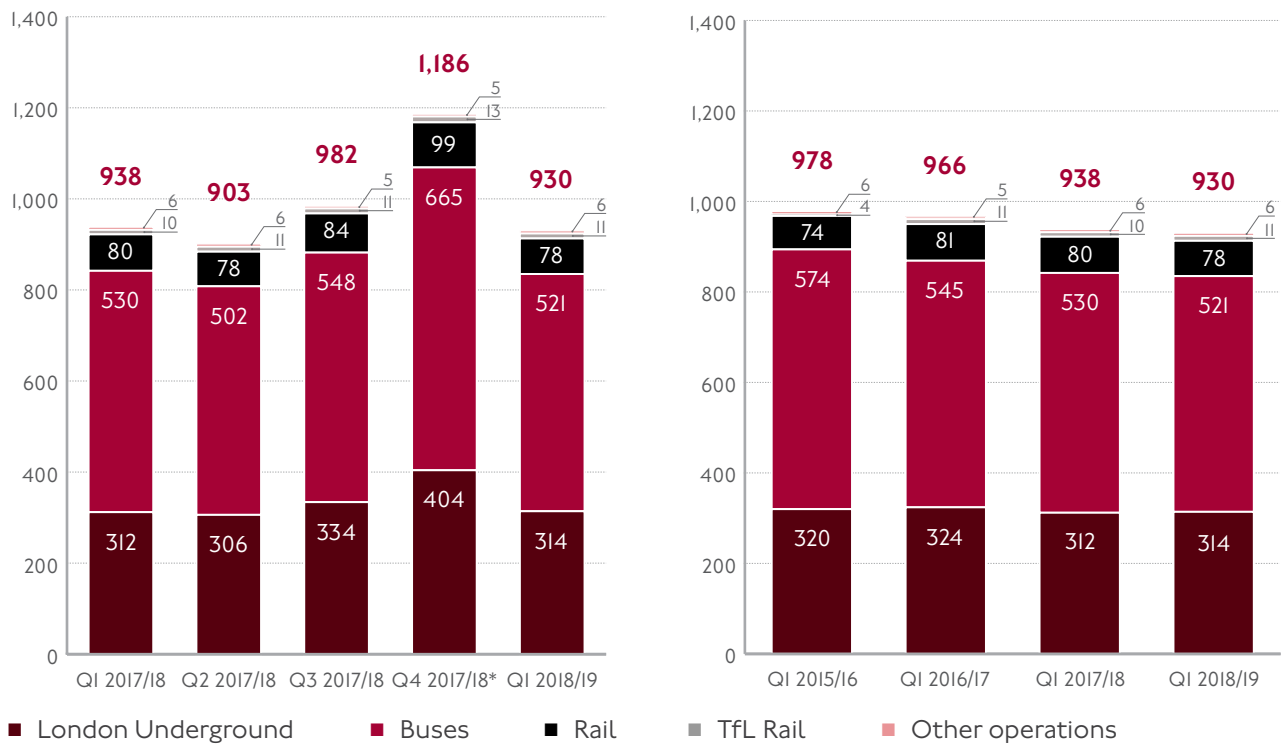
Other (London River Services, Dial-a-Ride, Santander Cycles, Emirates Air Line)



6m

* Excluding road journeys and pedestrians

Passenger journeys
Past five quarters (millions)



London Underground passenger numbers were two million (one per cent) better than 2017/18 and three million better than budget. Passenger journeys in 2017/18 were affected by a number of incidents, such as the part closure of the Hammersmith & City line following the Grenfell fire and the London Bridge and Westminster terror attacks. Once last year's numbers are adjusted for these, the underlying trend shows that journeys are 0.2 per cent below last year.

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



Underground

Passenger journeys

| | Q1 2017/18 | Q1 2018/19 | Variance (%) |
|---|---------------|---------------|--------------|
| Number of passenger journeys (millions) | 312 | 314 | 1 |

Passenger journeys

Underlying demand is improving and, on a normalised basis, is less than half a per cent lower than Q1 last year, with income remaining above budget.

Underlying normalised passenger journeys year-on-year change



1.4%▲



0.9%▼



0.2%▼

Compares underlying passenger journey numbers in the quarter with those in the corresponding quarter in the previous years. Not actuals – adjusted for one-off events such as strike days, timing of public holidays and the number of days in each quarter. Income remains above budget.

Buses

Passenger journeys

| | Q1 2017/18 | Q1 2018/19 | Variance (%) |
|---|---------------|---------------|--------------|
| Number of passenger journeys (millions) | 530 | 521 | -2 |

Passenger journeys

Total passenger journeys were two per cent lower than last year. On a normalised basis, after adjusting for one less day in this year's quarter and one less bank holiday, passenger journeys were 1.2 per cent lower.

Underlying normalised passenger journeys year-on-year change



2.7%▼



0.4%▲



1.2%▼

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





Rail

Passenger journeys

| | Q1 2017/18 | Q1 2018/19 | Variance (%) |
|---|---------------|---------------|--------------|
| London Overground Number of passenger journeys (millions) | 43.9 | 43.4 | -0.1 |
| DLR Number of passenger journeys (millions) | 28.6 | 28.4 | -0.7 |
| TfL Rail Number of passenger journeys (millions) | 10.2 | 11.4 | 12 |
| London Trams Number of passenger journeys (millions) | 6.6 | 6.6 | 0.06 |

Passenger journeys

Passenger journey figures were broadly stable on London Overground compared to last year, and we have seen a small decrease in the number of passenger journeys on the DLR.

Passenger demand on TfL Rail is 12 per cent higher than last year. Demand has increased as a result of new services from Paddington to Hayes & Harlington and Heathrow, which started in May 2018, as well as a reduction in the number of engineering works this year and the timing of Easter.

Compared to budget, rail demand was one per cent lower in the quarter. Underlying rail demand, after adjusting for one less day in this year's quarter and one less bank holiday, was in line with last year.

Volume

| | Q1 2017/18 | Q1 2018/19 | Variance (%) |
|---|------------|------------|--------------|
| Congestion Charge volumes (thousands) | 3,622 | 3,344 | -7.7 |
| Traffic flow (volumes) – all London (index) | 96.0 | 96.8 | 0.8 |
| Cycling growth in Congestion Charge zone (%)* | 14.7 | 14.3 | |

*Cycling data is based on calendar quarters rather than financial quarters ie Q1 is January to March and is the latest available data. It is presented as a percentage change from the previous year.

Traffic flow

The overall traffic volume has increased by just less than one per cent compared to the same quarter last year. Most of this increase is in outer London.

Traffic volume year-on-year change



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





Other operations

Volume

| | Q1 2017/18 | Q1 2018/19 | Variance (%) |
|---|---------------|---------------|--------------|
| Santander Cycles Number of hires (millions) | 2.8 | 2.8 | 0 |
| Victoria Coach Station Number of coach departures (thousands) | 56.2 | 53.0 | -6 |
| London River Services Number of passenger journeys (millions) | 3.0 | 2.8 | -6 |
| London Dial-a-Ride Number of passenger journeys (thousands) | 251.0 | 240.4 | -4 |
| Private Hire Number of private hire vehicle drivers | 116,775 | 112,002 | -4.08 |
| Taxi Number of taxi drivers | 24,275 | 23,710 | -2.33 |
| Emirates Air Line Number of passenger journeys (thousands) | 382.3 | 345 | -9.8 |

Victoria Coach Station

The decrease in the number of coach departures can largely be attributed to the coach operators using longer vehicles which carry more passengers during the busiest times of the day. The net result is that coach departures are down whilst passenger numbers remain steady. Some disruption was also caused during roof canopy maintenance work.

London River Services

At Easter all services suffered due to adverse weather. Despite this, the good

weather in spring has seen year-on-year volume broadly in line with the same periods last year.

London Dial-a-Ride

The long-term trend in reduction of trips continues. This is due to reduced demand, as opposed to insufficient capacity, as demonstrated by the fact that the percentage of trip requests scheduled continues to meet target.

Public transport will be accessible to all

Dominance of motorised traffic, affordability, safety and accessibility issues can prevent some people from going out to enjoy their city, getting to work, or engaging with their communities, which can have a profound impact on their health and wellbeing.

The Mayor wants London to be a city that prioritises the movement of people over cars. Using inclusive design to make streets more appealing will help make walking and cycling the obvious choice for shorter trips, and public transport the best option for longer journeys. It will also help to improve people's health, allowing them to engage more with their neighbourhoods and the city as a whole.

The most basic barrier to travel is affordability, and an inability to get around London can limit job prospects and social integration. The Mayor has frozen TfL fares until 2020 and introduced the Hopper fare on buses and trams to help keep travel affordable.

London's historic transport network can present accessibility challenges that can make journeys complicated and deter some people, including disabled and older Londoners, from travelling at all. By building accessibility into all new transport infrastructure, working to improve existing stations and stops, the Mayor aims to make this less of a problem.

Following a suggestion from a customer, Corry Shaw, we launched a campaign using our staff and public address systems to encourage people to look up and offer a seat to those who might need it more.

98.5%

step-free access availability on LU (0.4% ▼ against Q1 2017/18)



98.6%

step-free access availability on TfL Rail (0.2% ▼ against Q1 2017/18)



89.4%

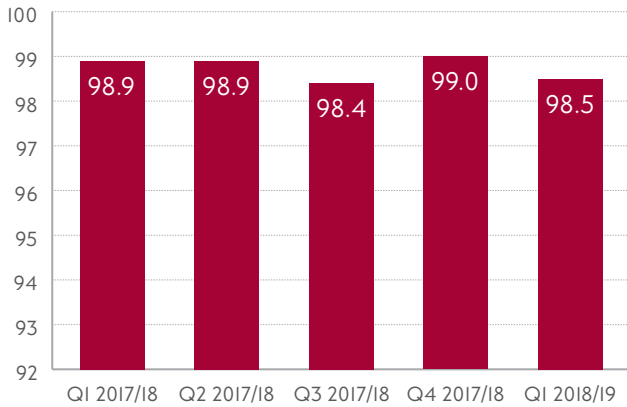
scheduled services operated on Dial-a-Ride (2.6% ▲ against Q1 2017/18)



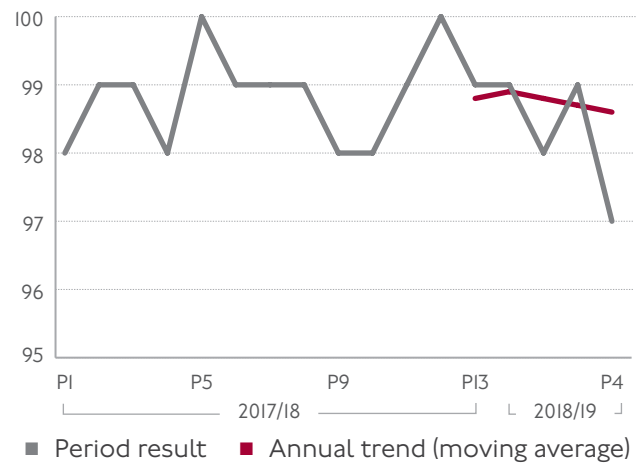


Underground step-free access

Past five quarters (%)



Annual trend* (moving average)

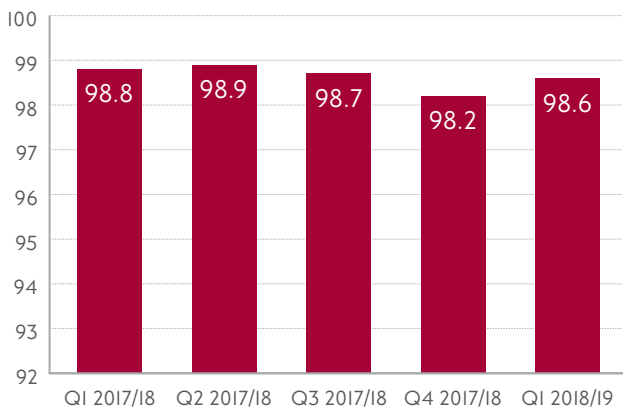


Eight per cent of customer complaints relate to accessibility. There are persistent issues with the lifts at some stations and action to improve reliability is in place.

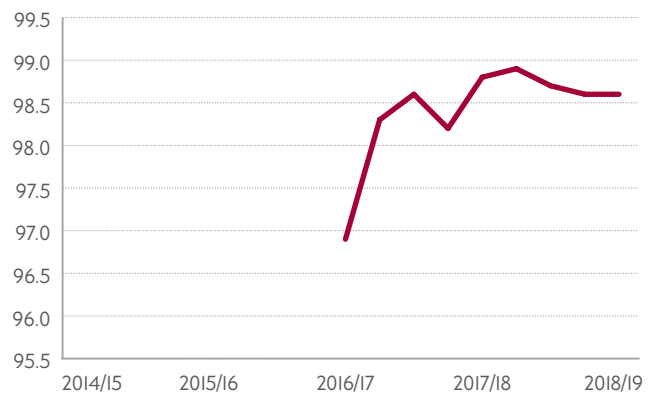
Trials of alternative route posters and staff prompt cards worked well at King's Cross. We have introduced these at Green Park and are rolling them out at other stations.

TfL Rail step-free access

Past five quarters (%)



Annual trend (moving average)

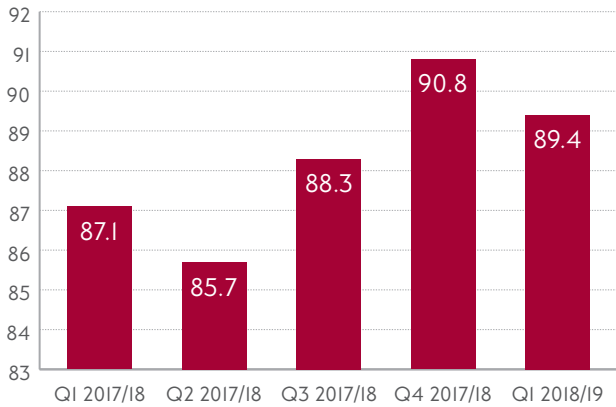


Step-free availability on TfL Rail recovered in the quarter. There were three lift outages, one in each period, lasting more than 24 hours. At the end of the quarter, there was a notable increase in the total number of lift failures at Stratford. We are investigating this with Network Rail.

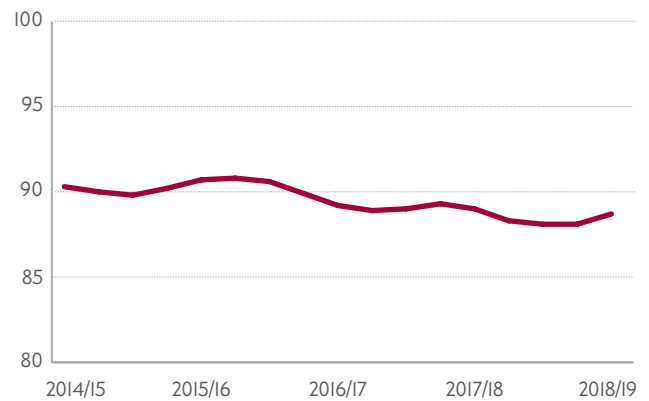
*Moving annual average data available only from late 2017/18

Dial-a-Ride journey requests scheduled

Past five quarters (%)



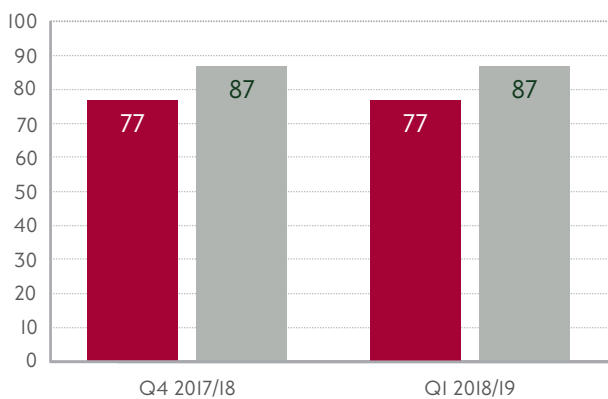
Annual trend (moving average)



Trip requests scheduled remained above the 89 per cent target for the quarter, and around two per cent above the same period last year. Improved scheduling and new rotas have allowed us to meet the target while reducing overall service costs.

Additional time to make step-free journeys

Past two quarters (minutes)



- Average journey time by quickest route
- Average journey time by bus and step-free stations

Q1 saw no change in the difference between standard and step-free travel times because the only station upgraded during this quarter was Buckhurst Hill.

Our step-free metric is based on an average travel time (standard and step-free using all public transport modes).

Journeys by public transport will be fast and reliable

On London Underground, Q1 results show the positive effects of the reliability improvement plans, which we put in place at the end of 2017/18 following a mixed year for reliability. The Four Line Modernisation Programme is also in the process of replacing, modernising and integrating life-expired signalling, rolling stock, track, power and depot assets on the Metropolitan, District, Hammersmith & City and Circle lines. This will ultimately provide an additional 33 per cent capacity and improve both journey time and customer experience.

For Surface Transport, there has been a general improvement in reliability compared to Q1 2017/18 on the DLR and London Trams services. We have also seen a notable decrease in London-wide serious and severe disruption on the road network, and an improvement in bus reliability and excess wait time for bus passengers. Work also continues with our signal timing reviews, and we are seeing notable improvements for passengers and pedestrians.



minutes of excess journey time on the Tube this quarter (0.7%▲ against Q1 2017/18)



minute of excess wait time on the bus network this quarter (1%▼ against Q1 2017/18)

88.6%

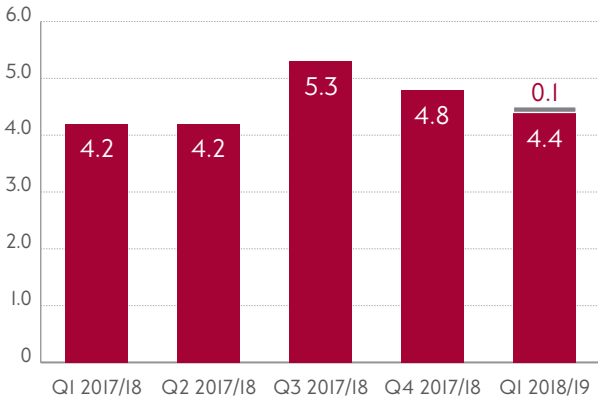
TLRN journey time reliability (0.2%▲ against Q1 2017/18)





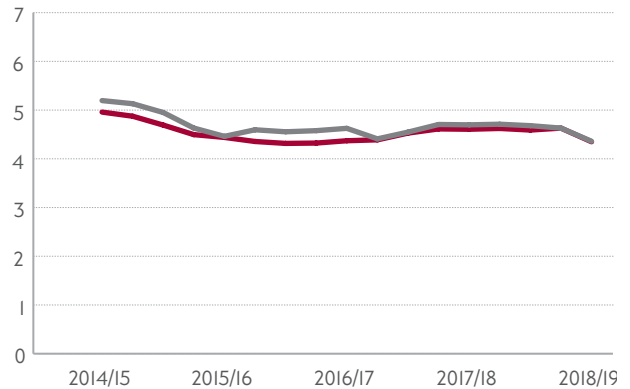
Underground

Journey times – excess journey time Past five quarters (minutes)



- Including industrial action
- Excluding industrial action

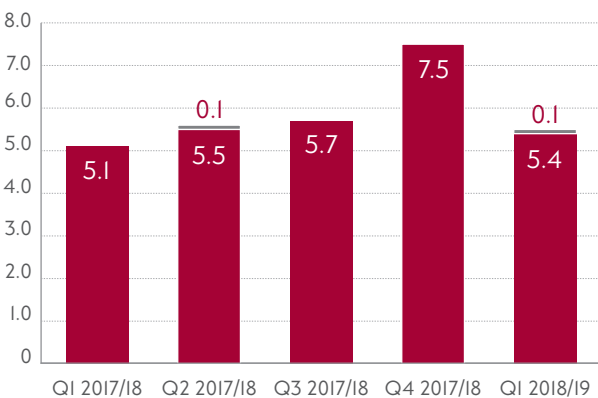
Annual trend (moving average) (minutes)



- Including industrial action
- Excluding industrial action

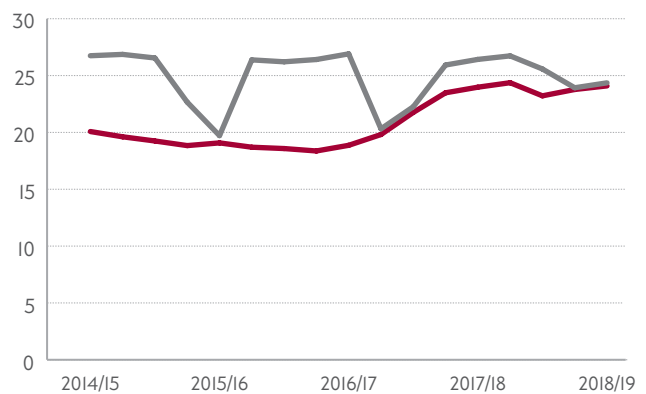
Since the middle of last year, we have steadily reduced the additional time it takes customers to complete their journeys. This improved reliability of the train service is predominantly due to a focus on driver availability and a faster response in recovering service, for instance after a passenger is taken ill on a train.

Lost customer hours Past five quarters (millions)



- Including industrial action
- Excluding industrial action

Annual trend (moving total) (millions)

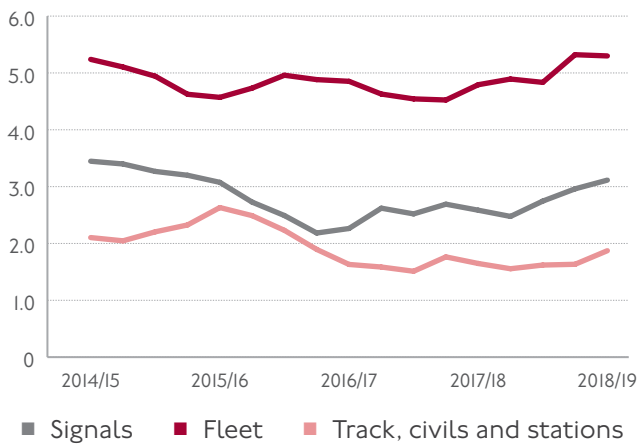


- Including industrial action
- Excluding industrial action

The overall reliability of the London Underground network has stabilised since 2017/18, although performance is still not back to the levels achieved between 2014 and 2017. Improvement plans to address the key contributors (fleet, customer illness and staff availability) are in place.

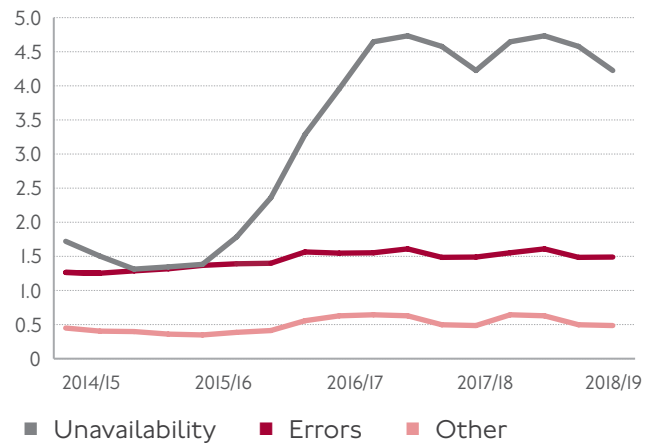
Lost customer hour trends

Asset-related – annual trend (moving total) (millions)



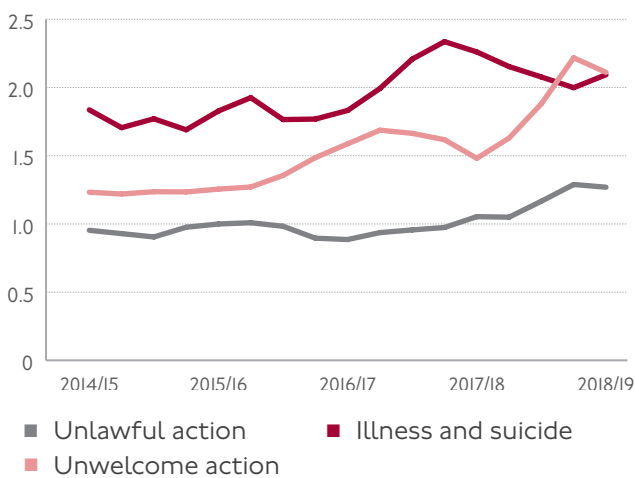
The train fleet remains the primary contributor to asset reliability. We have started to see benefits from the reliability improvement plans we actioned in late 2017/18.

Staff-related – annual trend (moving total) (millions)



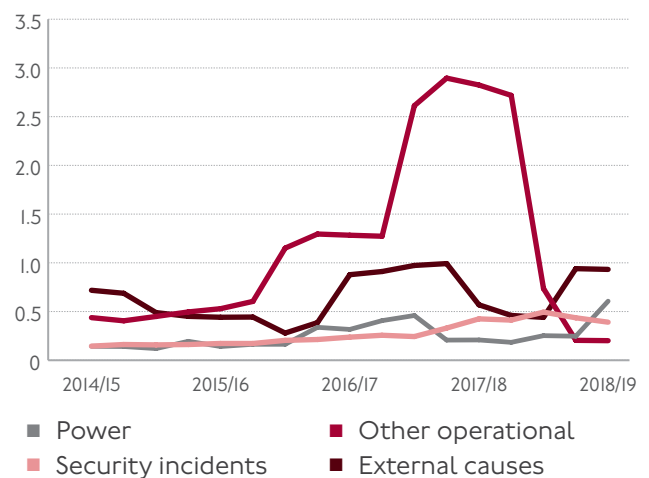
The continued focus on staff attendance has led to improvements in staff availability for the past two quarters, and this positive trend continues.

Customer-related – annual trend (moving total) (millions)



The number of delays due to customers taken ill on trains has reduced over the past year, reflecting the success of awareness campaigns. These include encouragements to carry water during hot weather.

Other – annual trend (moving total) (millions)

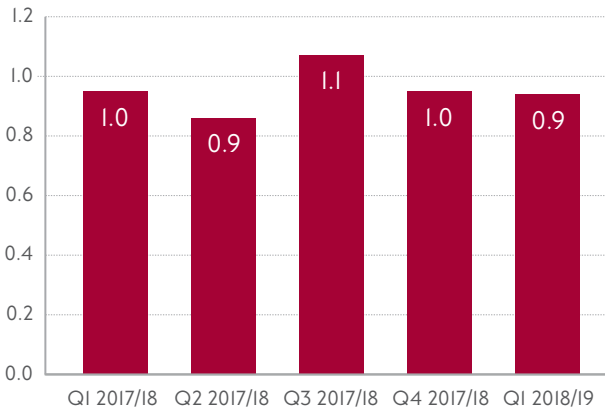


A single incident at the start of the quarter accounted for the rise in power-related lost customer hours. An investigation into the power issue on the Jubilee line has started.

Buses

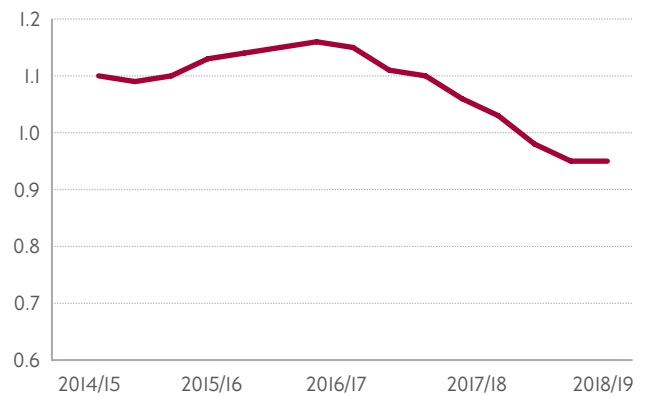
Excess wait time

Past five quarters (minutes)



Excess wait time was marginally better in Q1 2018/19 than the same quarter a year ago. Operational conditions for buses have eased recently for a number of reasons including improved traffic management and signal timings, together with a lower volume of roadworks.

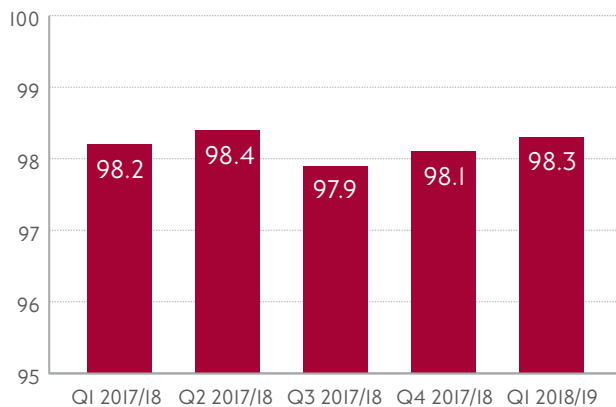
Annual trend (moving average)



Excess wait time has improved compared with a year ago to the best ever for Q1. This follows a year-on-year improvement in operating conditions, partly due to a range of measures taken to protect reliability, including the bus priority programme and easing congestion on some roads.

Scheduled services operated

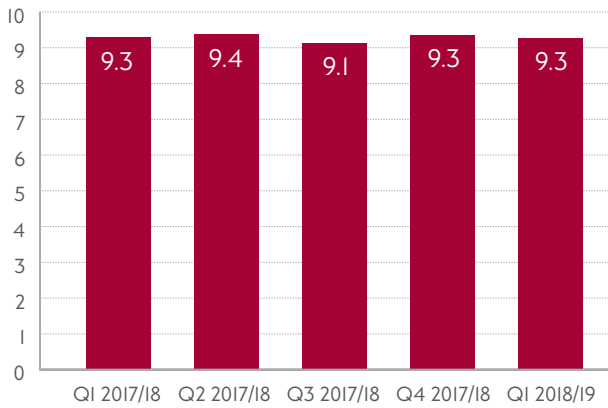
Past five quarters (%)



Results improved slightly compared with Q1 2017/18, with losses due to traffic well below forecast. The reasons for this include improved operating conditions arising from a reduction in roadworks and improved signal timings.

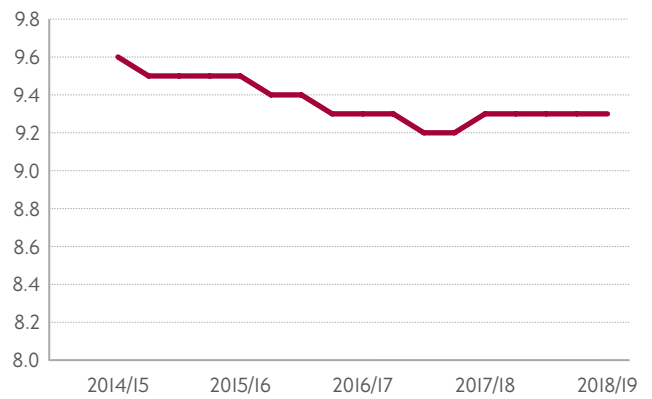


Weighted average speed Past five quarters (mph)



Until 2017/18, bus speeds were declining. While there is evidence that speeds are improving, current speeds remain slower than in 2014. There has been a recent improvement in speeds in inner London, with those in outer London remaining unchanged over the past year.

Annual trend (moving average)

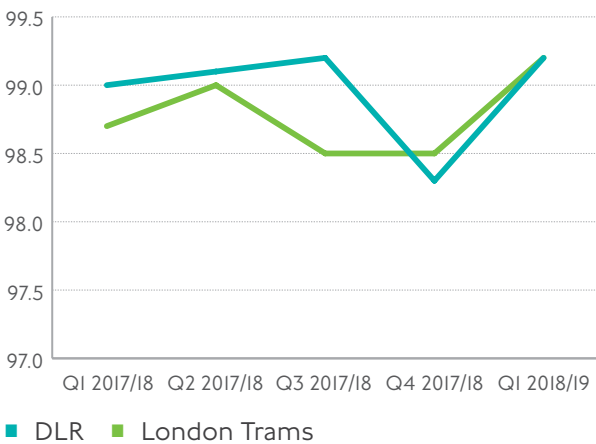


In 2017/18, bus speeds showed a slight recovery, with a marginal dip in 2018/19 year to date, which is currently stabilising.

Rail

DLR and London Trams - scheduled services operated

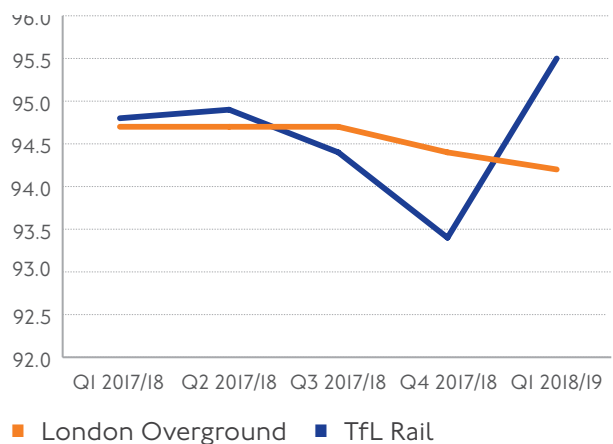
Past five quarters (%)



Following a minor dip in Q4 2017/18, performance on the DLR has subsequently recovered and is now above target.

London Overground and TfL Rail - public performance measure

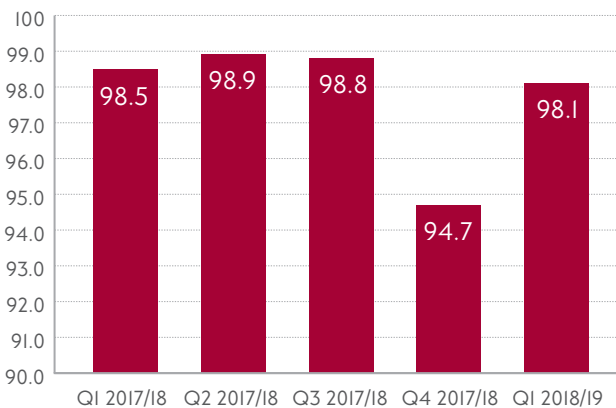
Annual trend (moving average) (%)



On London Overground, there was a marginal decrease in performance between Q1 2018/19 and the same quarter in 2017/18.

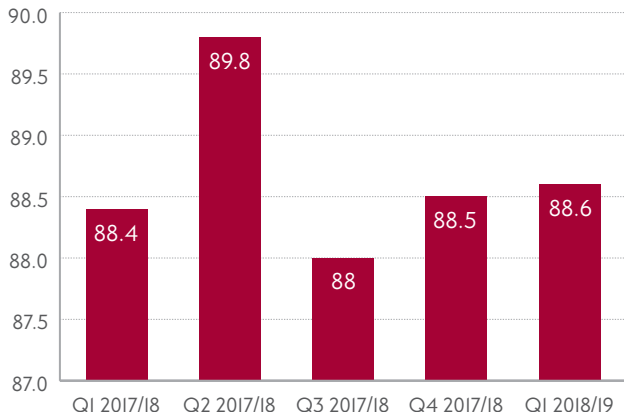
Emirates Air Line availability

Past five quarters (%)



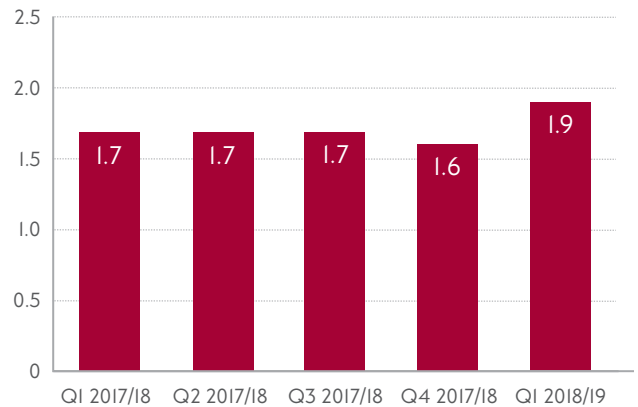
While there was a small drop in operational performance compared to 2017/18, Q1 2018/19 remains above target.

TLRN journey time reliability* Past five quarters (%)



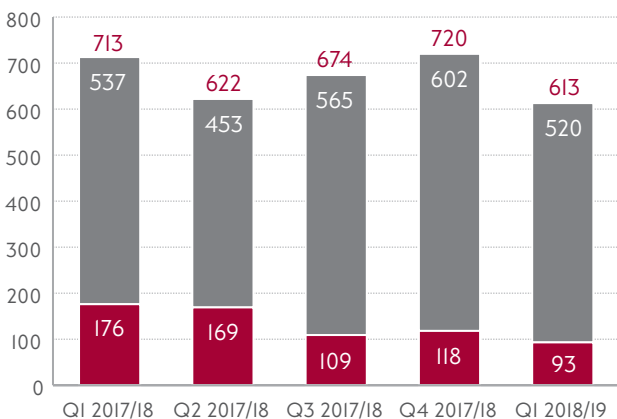
London's roads have seen good overall performance in Q1 2018/19, with slightly better journey time reliability than the same quarter in the previous year. This is despite some significant flooding events and burst water mains.

TLRN resolution time Past five quarters (disruption hours per event)



Average quarterly resolution time per unplanned event was 1.9 hours for Q1 2018/19, which is a marginal increase on Q1 2017/18.

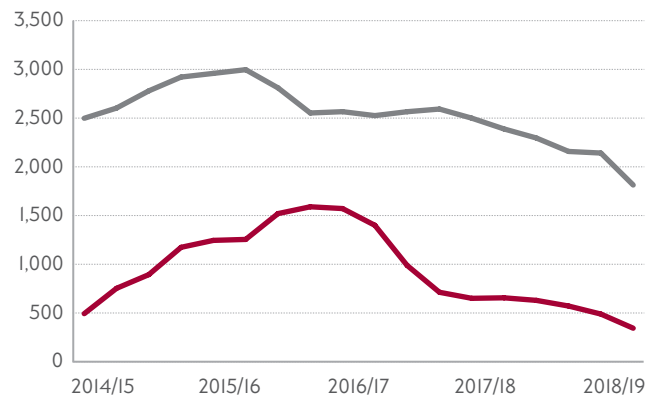
London-wide serious and severe disruption Past five quarters (hours)



■ Planned ■ Unplanned

Planned and unplanned London-wide serious and severe disruption is down 14 per cent in Q1 2018/19 compared to the same quarter in 2017.

Annual trend (moving total)



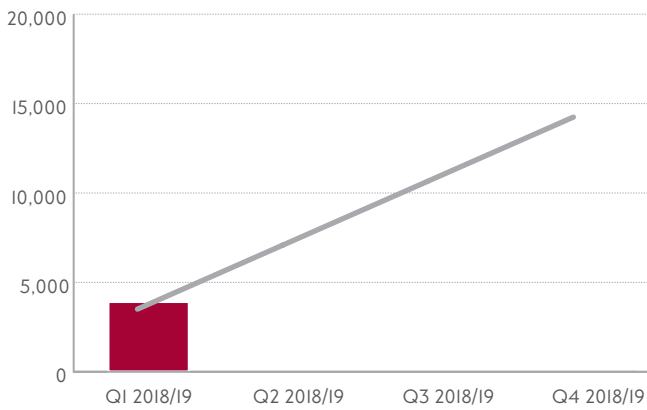
■ Planned ■ Unplanned

Disruption has decreased following the peak in 2015/16 and the completion of major infrastructure projects on the road network.

*This will be replaced by a TLRN Traffic Disruption Metric in future reports



Traffic signal time savings This year (hours)



■ Actual — Target

In Q1, we saved pedestrians, cyclists and bus passengers time as a result of our signal timing reviews. Bus passengers, usually the highest volume of people using a junction, saw the most benefit. Pedestrians saw direct benefit of six per cent.

We reviewed timings at 195 traffic signals, which was slightly below our target of 201. This was owing to doing more work at the locations to make further improvements.

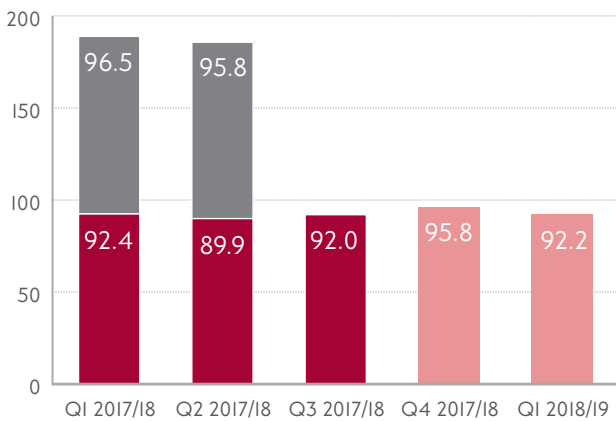






Other operations

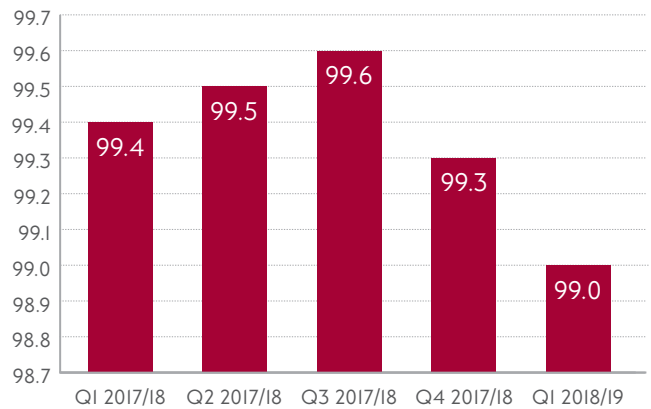
Santander Cycles availability Past five quarters (%)



- Percentage of time able to return bike
- Percentage of time able to hire bike
- Availability to return or hire a bike

Availability for customers to both hire and dock at stations declined in Q1 to 92.2 per cent. To help address this, we have been working with our provider to improve the availability of bikes and available spaces across the network to best meet user demand.

London River Services scheduled services operated Past five quarters (%)



Q1 2018/19 saw a minor drop compared to last year, but generally good performance.

Journeys by public transport will be pleasant

Customer care

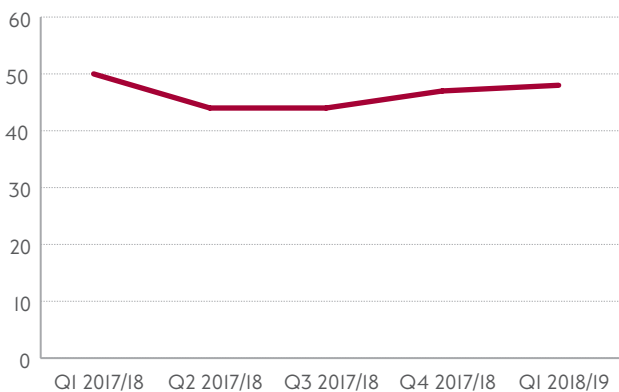
The primary objective of our 2018/19 Customer Programme is to raise our care metric through improving journeys across the network. The following programme milestones were delivered in Q1.

- Journey history made available via the Oyster app for contactless bank card users
- Introduction of Priority Seating Week campaign to make travelling easier for people who find it difficult to stand
- ‘Risk Up’, our new road danger reduction marketing campaign, launched. The hard-hitting campaign targets the causes of serious injury and death on London roads by reminding motorists, including motorbike riders, of the danger they pose to themselves and other road users when travelling at an inappropriate speed
- Campaign launched using our staff and public address systems to encourage people to look up and offer a seat to those who might need it
- Local trials concluded on all modes of communication on public transport, focusing on communicating the key causes of slips, trips and more serious injuries
- Fare information added to Journey Planner, making it easier for customers to know the cost of a journey before travelling
- Pay as you go extended on the Elizabeth line to the Hayes & Harlington–Heathrow section of the line

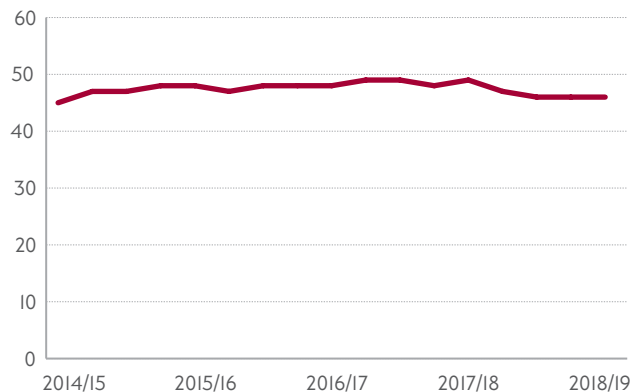


TfL cares about its customers

Past five quarters (%)



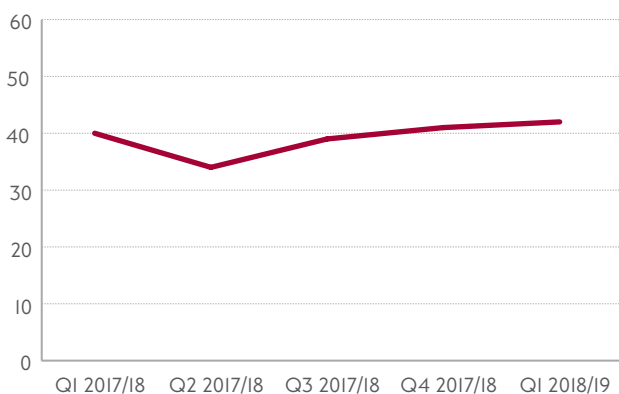
Annual trend (moving average)



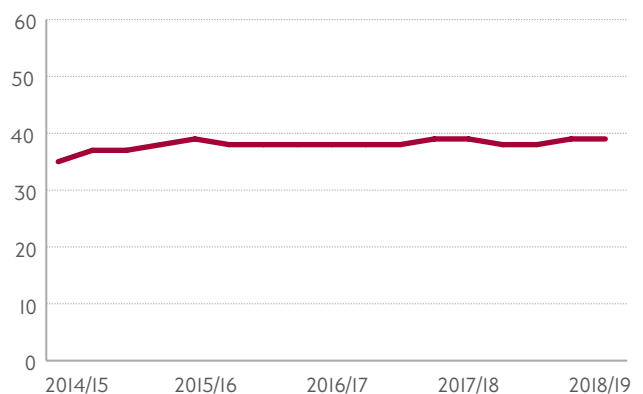
Care is moving in the right direction, up by one percentage point from Q4 to 48 per cent. This is due to better communication and helpful staff at stations and on buses. Addressing the inconsistencies in customer experience – especially supporting customers when things go wrong – provides an opportunity to improve care.

TfL provides good value for money to fare payers

Past five quarters (%)



Annual trend (moving average)



Value measures the percentage of customers who agree TfL provides good value for money to fare payers.

Value for money continues its upward trend, reaching an all-time high of 42 per cent – driven by record high scores for Buses (57 per cent) and London Underground (45 per cent). The Hopper fare has contributed to positive perceptions, alongside continuing growth in usage of contactless payment and our payment app.

Customer satisfaction

Past five quarters

| | Q1 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 | 2017/18 full year target |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|--------------------------------|
| London Underground | 86 | 85 | 85 | 85 | 85 | 85 |
| Buses | 88 | 87 | 86 | 85 | 85 | 86 |
| DLR | 89 | 89 | 88 | 87 | 88 | 88 |
| London Overground | 85 | 85 | 83 | 83 | 84 | 85 |
| London Trams | 90 | 91 | 90 | 91 | 91 | 89 |
| Emirates Air Line | n/a | 93 | 93 | 95 | 93 | 93 |
| TfL Rail | 83 | 85 | 83 | 81 | 83 | 83 |
| Transport for London Road Network | 72 | n/a | 70 | n/a | n/a | 69 |
| London Dial-a-Ride | 92 | n/a | n/a | n/a | 89 | 91 |

Customer satisfaction with London Underground and Buses remained stable at 85, while London Trams remained at 91. Scores for the DLR and London Overground increased one point to 88 and 84, respectively. TfL Rail increased two points to 83, while Emirates Air Line decreased two points to 93. London Dial-a-Ride decreased three points to 89 since it was last surveyed in Q1 2017/18.

For London Underground, the proportion of people claiming to have experienced a delay or disruption fell to three per cent. For Buses, most scores remained similar to last quarter, with only 'satisfaction with temperature on bus' falling as a result of the hotter weather.

On DLR, all scores have remained steady at network level. For London Overground, the score for comfort while waiting for the train increased three points. However, some scores relating to finding information fell. London Trams experienced small increases in scores for most measures. Scores for satisfaction with the visibility of staff increased to their highest ever levels. For TfL Rail, increases were seen on all but one measure, and scores generally returned to Q3 levels after a dip last quarter.

Emirates Air Line scores remain very high although they have experienced decreases in most measures, including the 'information in the cabin'. On London Dial-a-Ride, the score for the 'punctuality of the bus arriving' fell three points to 86.

Past five years

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Year to date 2018/19 |
|-----------------------------------|---------|---------|---------|---------|-------------------------|
| London Underground | 84 | 85 | 85 | 85 | 85 |
| Buses | 85 | 86 | 86 | 86 | 85 |
| DLR | 89 | 89 | 89 | 88 | 88 |
| London Overground | 83 | 84 | 84 | 84 | 84 |
| London Trams | 89 | 90 | 90 | 91 | 91 |
| Emirates Air Line | 93 | 93 | 94 | 93 | 93 |
| TfL Rail | n/a | 83 | 83 | 83 | 83 |
| Cycle Hire – members | 81 | 80 | 80 | 80 | n/a |
| Cycle Hire – casual | 85 | 86 | 86 | 85 | n/a |
| Transport for London Road Network | 74 | 70 | 70 | 70 | n/a |
| London River Services | 90 | 90 | 90 | n/a | n/a |
| Victoria Coach Station | 82 | 81 | 81 | n/a | n/a |
| London Dial-a-Ride | 92 | 92 | 91 | 92 | 89 |

No surveys have been carried out on Cycle Hire, the Transport for London Road Network, London River Services or Victoria Coach Station to date in 2018/19.

Contact Centre

TfL Customer Services

Past five quarters

| | Q1 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Telephone calls | 585,824 | 711,549 | 744,904 | 792,189 | 613,777 |
| Abandonment rate (%)* | 8.5 | 14.9 | 9.4 | 9.0 | 9.0 |
| Correspondence | 111,534 | 126,467 | 135,141 | 169,605 | 128,167 |
| Closed in SLA (%)** | 74.3 | 80.8 | 91.4 | 93.9 | 94.4 |
| Quality score (%)*** | 90.9 | 90.8 | 90.7 | 92.3 | 79.6 |
| Average speed of answer (seconds) | 79 | 154 | 101 | 99 | 74 |

Overall demand has reduced compared to the last quarter. This is because Q4 covers a longer period than any other. Ticketing remains the main driver of telephone calls. While communication about contactless payment continues to grow, Oyster and concessions remain our biggest reasons for contact.

While the performance target for the quarter was met, the quality target was narrowly missed. As part of a long-term drive to improve the overall quality of our service we have introduced higher quality standards and a new monitoring system for quality assurance audits.

Past five years

| | Telephone calls | | Correspondence | | Quality score (%)*** |
|----------------------|-----------------|-----------------------|----------------|---------------------|----------------------|
| | Calls received | Abandonment rate (%)* | Demand | Closed in SLA (%)** | |
| 2014/15 | 2,919,467 | 10.4 | 404,201 | 83.2 | 85.8 |
| 2015/16 | 3,195,430 | 13.0 | 478,166 | 81.7 | 86.8 |
| 2016/17 | 2,942,589 | 12.5 | 496,116 | 82.7 | 89.8 |
| 2017/18 | 2,834,466 | 10.5 | 542,760 | 85.7 | 91.3 |
| 2018/19 year to date | 613,777 | 9.0 | 128,167 | 94.4 | 79.6 |

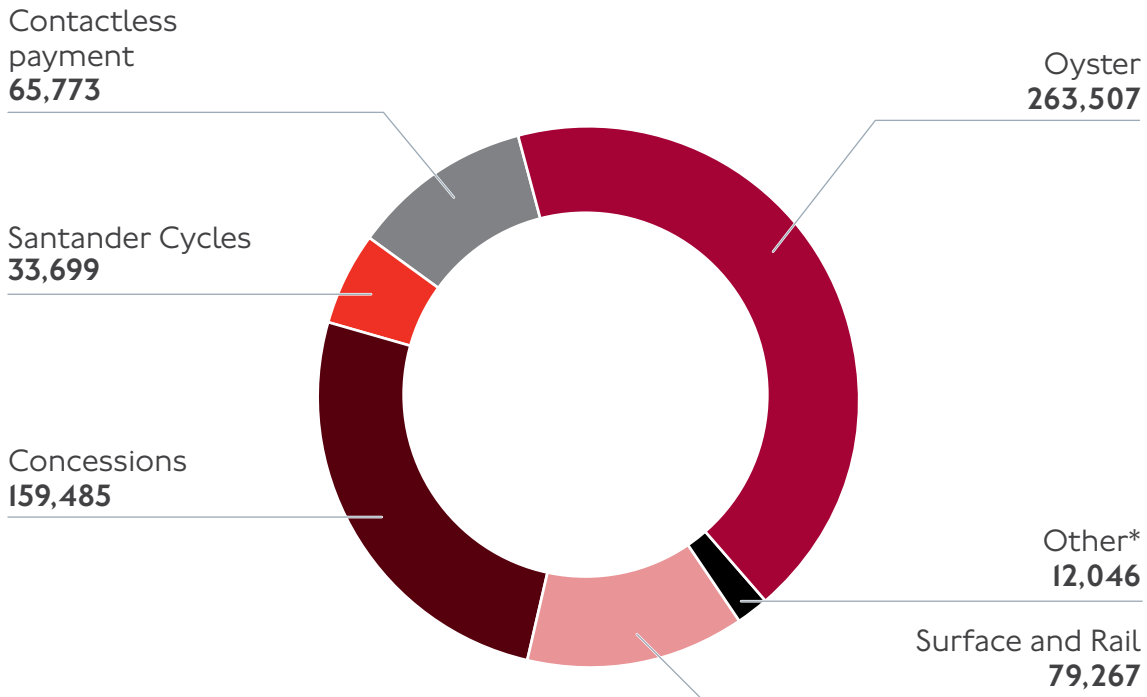
* Abandonment rate target 15 per cent or lower

** Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues which require investigation

*** Quality score target 80 per cent or over for both calls and correspondence as measured by rigorous internal assessment and external mystery shopping

Telephone calls

This quarter



* Other includes Public Help Points, Taxi and Private Hire, Ticketing App, Sarah Hope Line and Street-related calls.

While call demand drivers remain fairly consistent, there has been a 51 per cent increase in calls relating to Santander Cycles compared to the previous quarter. This can largely be attributed to the warmer weather making cycling a more attractive option for travel.

Other contact centres

Road user charging

Past five quarters

| Phone number 0343 222 2222 (outsourced to Capita) | Q1 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 |
|--|---------------|---------------|---------------|---------------|---------------|
| Calls received | 353,470 | 308,701 | 271,600 | 312,044 | 238,797 |
| Calls answered | 312,690 | 287,434 | 265,130 | 301,291 | 230,558 |
| Abandonment rate (%) | 11.5 | 6.9 | 2.4 | 3.4 | 3.5 |
| Average speed of answer (seconds) | 126 | 85 | 31 | 45 | 49 |

Performance of Capita's Road User Charging Contact Centre continues within the contractual targets. The average speed of answer this quarter was 49 seconds. The percentage of calls abandoned was 3.5 per cent, well

within the target of no more than 12 per cent of calls. T-Charge and Ultra Low Emission Zone-related calls continue to be received and handled within agreed service levels.

Past five years

| | Calls received | Calls answered | Abandonment rate (%) | Average speed of answer (seconds) |
|----------------------|-------------------|-------------------|-------------------------|--------------------------------------|
| 2014/15 | 1,564,500 | 1,432,462 | 8 | * |
| 2015/16 | 1,562,628 | 1,417,825 | 9 | * |
| 2016/17 | 1,698,215 | 1,407,304 | 17 | 207 |
| 2017/18 | 1,245,815 | 1,166,545 | 6 | 73 |
| 2018/19 year to date | 238,797 | 230,558 | 3 | 49 |

* Data not recorded

Taxi and Private Hire

Past five quarters

| Phone number 0343 222 4444 | Q1 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Calls received | 155,729 | 146,321 | 177,501 | 205,353 | 186,072 |
| Calls answered | 140,343 | 136,503 | 159,992 | 186,999 | 149,640 |
| Abandonment rate (%) | 8.9 | 5.8 | 9.3 | 8.5 | 19.4 |
| Average speed of answer (seconds) | 121 | 80 | 147 | 117 | 326 |

The figures combine our volumes for licensing, answered by our Taxi and Private Hire team, and booking of vehicle inspections, carried out by our outsourced provider.

Recognising Q4 covers a longer period than any other quarter, the overall number of calls actually increased for Q1. This was mainly attributed to queries relating to the English language requirement (ELR) and an increase in repeat callers. We aim to answer all calls relating to licensing within 120 seconds. This has not been met due to volumes exceeding our forecasted demand. It is anticipated that the high number of calls relating to the ELR will reduce in Q2

due to an extension to the deadline (until 30 April 2019).

A number of efficiencies are being introduced to help reduce calls and increase capacity; this includes introducing staff training to resolve customer queries at the first attempt. We are also developing online booking functionality, to be introduced later in the year – currently 35 per cent of calls relate to bookings.

We are working closely with our service provider, NSL, and carrying out monitoring activities to ensure performance is returned to contractual requirements as quickly as possible.

Past four years

| | Calls received | Calls answered | Abandonment rate (%) | Average speed of answer (seconds) |
|----------------------|-------------------|-------------------|-------------------------|--------------------------------------|
| 2015/16 | 536,344 | 475,051 | 11 | 134 |
| 2016/17 | 608,398 | 553,233 | 9 | 104 |
| 2017/18 | 684,904 | 623,837 | 8 | 118 |
| 2018/19 year to date | 186,072 | 149,640 | 19 | 326 |

Dial-a-Ride

Past five quarters

| Phone number 0343 222 7777 | Q1 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Calls received | 141,911 | 139,748 | 142,715 | 171,787 | 136,003 |
| Abandonment rate (%) | 7.5 | 10.1 | 17.3 | 7.8 | 6.8 |
| Average speed of answer (seconds) | 197 | 255 | 441 | 181 | 127 |
| Email bookings | 9,211 | 8,658 | 12,130 | 15,657 | 11,215 |
| Fax bookings | 1,408 | 1,317 | 1,684 | 1,655 | 1,314 |
| Passenger services letter | 20 | 31 | 33 | 14 | 16 |
| Passenger services email | 86 | 80 | 65 | 45 | 50 |

The number of calls received this quarter has decreased by more than four per cent compared to the same quarter last year, and this is in line with the overall decrease in trips requested. However, the total number of email bookings has increased by more than 21 per cent compared to the same quarter last year. Abandonment rate this quarter improved

by 10 per cent compared to Q1 2017/18 and we achieved the target of abandoning no more than 10 per cent of calls. Average speed of answer improved by 32 per cent compared to the same quarter last year and was within the 180 second target. Performance improvement has been achieved by recruitment to fill vacancies, and reduced sickness levels.

Past five years

| | Calls received | Abandonment rate (%) | Email bookings | Fax bookings | Passenger services letter | Passenger services email |
|----------------------|-------------------|-------------------------|-------------------|-----------------|---------------------------------|--------------------------------|
| 2014/15 | 662,097 | 9 | - | - | 137 | 199 |
| 2015/16 | 661,978 | 7 | - | - | 117 | 281 |
| 2016/17 | 646,060 | 9 | 36,700 | 7,946 | 110 | 251 |
| 2017/18 | 596,161 | 10.5 | 45,655 | 6,064 | 98 | 276 |
| 2018/19 year to date | 136,003 | 6.8 | 11,215 | 1,314 | 16 | 50 |

Customer complaints

| Complaints per 100,000 journeys | Q1 2017/18 | Q1 2018/19 | Variance (%) |
|---------------------------------|------------|------------|--------------|
| London Underground | 0.70 | 0.96 | 37 |
| London Buses | 2.29 | 2.88 | 26 |
| DLR | 0.67 | 0.76 | 13 |
| London Overground | 1.25 | 2.30 | 84 |
| TfL Rail | 1.72 | 2.26 | 31 |
| London Trams | 1.42 | 1.36 | -4 |
| Emirates Air Line | 1.83 | 5.46 | 198 |
| Congestion Charge | 6.50 | 1.80 | -72 |
| Dial-a-Ride | 93.22 | 67.81 | -27 |
| London River Services | 0.41 | 1.08 | 163 |
| Santander Cycles | 2.07 | 5.46 | 164 |
| Taxis* | 5.06 | 6.52 | 29 |
| Private Hire* | 6.79 | 2.99 | -56 |
| Contactless Payment | 0.06 | 0.19 | 217 |
| Oyster | 0.16 | 0.15 | -6 |

* Journeys not recorded; figures based on survey data

Due to the introduction of a new Customer Relationship Management system, fewer complaints were logged in Q1 last year due to settings in the new system that defaulted many contacts to enquiries instead of complaints. Therefore, a direct comparison cannot be drawn between this quarter and the current quarter.

Contactless payment is increasingly popular, coupled with the introduction of new products and services such as the mobile app – this has seen an influx of new customers less familiar with the product.

There were only 376 complaints, which is very low considering that there were more than 195 million customer journeys.

After the successful launch of contactless on the mobile app, users of Android P Beta phones experienced technical problems due to a software issue in the phone.

Both Emirates Air Line and London River Services saw an increase in complaints but this must be taken in the context of very low volumes of complaints.

Customer complaints

Past five years

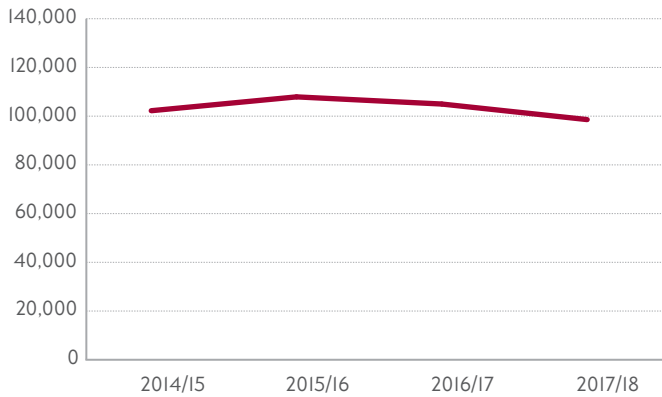
| Service | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Year to date 2018/19 |
|-----------------------|---------|---------|---------|---------|-------------------------|
| London Underground | 14,429 | 13,731 | 14,546 | 12,037 | 3,022 |
| London Buses | 65,452 | 71,268 | 66,300 | 64,990 | 15,016 |
| DLR | 2,460 | 1,318 | 1,302 | 980 | 215 |
| London Overground | 3,822 | 6,660 | 4,328 | 3,103 | 1,013 |
| TfL Rail | n/a | 1,338 | 1,460 | 1,121 | 257 |
| London Trams | 397 | 565 | 627 | 470 | 89 |
| Emirates Air Line | 52 | 62 | 28 | 33 | 17 |
| Congestion Charge | 1,372 | 1,368 | 3,117 | 959 | 93 |
| Dial-a-Ride | 1,908 | 1,305 | 1,088 | 842 | 234 |
| London River Services | 70 | 64 | 58 | 79 | 30 |
| Santander Cycles | 687 | 354 | 359 | 465 | 154 |
| Taxis* | | | 3,373 | 4,918 | 1,013 |
| Private Hire** | 4,255 | 4,048 | 2,995 | 2,692 | 473 |
| Contactless | 566 | 552 | 587 | 989 | 376 |
| Oyster | 6,763 | 5,283 | 4,808 | 4,912 | 954 |
| Total | 102,233 | 107,916 | 104,976 | 98,590 | 22,956 |

* Taxi and Private Hire split not available for 2013/14 to 2015/16

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

Customer complaints

Annual trend (annual total)



Over the past three years, there has been a downward trend in overall complaint volumes. This is despite the launch of new services such as TfL Rail, the expansion of existing services such as London Overground and Night Tube, and the growth of contactless payment.

Customer expectations continue to rise and we have had to adapt to this by shifting to ever swifter response times to meet their expectations. We have seen a rapid growth in contact from customers on social media.

We have been able to meet these challenges by carefully targeted outsourcing of established business functions to free up capacity to bring additional services in-house. This is most evident in relation to Oyster, where we have now shifted telephony demand to our suppliers to enable us to focus on contactless.

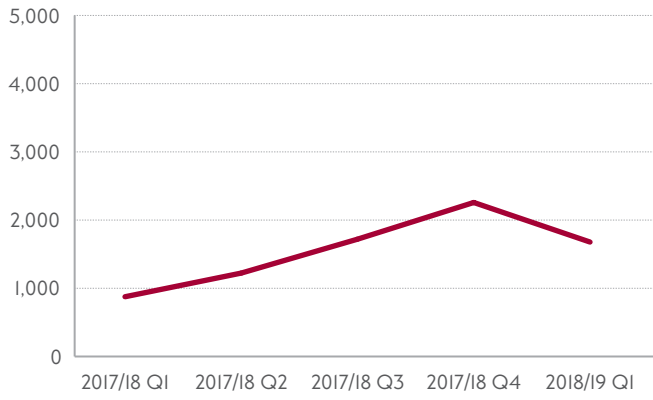
We have made significant savings through improvements and efficiencies across the teams.

Commendations

Past five quarters

| Service | Q1 2017/18 | Q2 2017/18 | Q3 2017/18 | Q4 2017/18 | Q1 2018/19 |
|-----------------------|---------------|---------------|---------------|---------------|---------------|
| London Buses | 554 | 674 | 879 | 1,222 | 865 |
| London Underground | 230 | 411 | 464 | 625 | 513 |
| London Overground | 26 | 34 | 51 | 56 | 49 |
| DLR | 13 | 25 | 31 | 43 | 41 |
| London Trams | 7 | 4 | 9 | 9 | 4 |
| TfL Rail | 33 | 23 | 13 | 25 | 25 |
| Taxi and Private Hire | n/a | 23 | 71 | 51 | 45 |
| TfL Road Network | 8 | 10 | 20 | 17 | 16 |
| Dial-a-Ride | 3 | 8 | 5 | 1 | 2 |
| London River Services | 0 | 3 | 0 | 1 | 3 |
| Emirates Air Line | 2 | 6 | 4 | 6 | 3 |
| Santander Cycles | 0 | 2 | 3 | 0 | 1 |
| TfL Policy | 0 | 0 | 170 | 202 | 111 |
| Total | 876 | 1,223 | 1,720 | 2,258 | 1,678 |

Past five quarters



Ticketing

Bus and Underground

Paper tickets

Fare payer journeys per four-week period (millions)



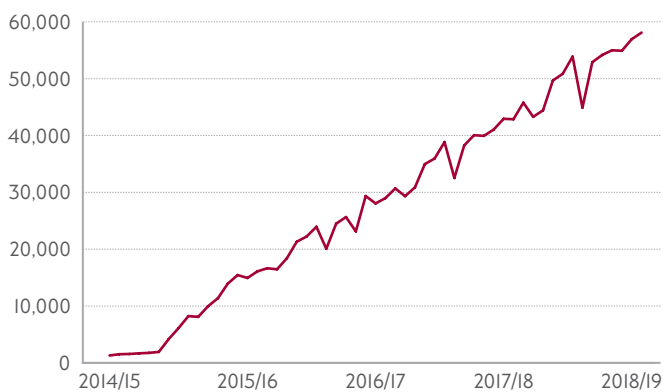
Oyster

Fare payer journeys per four-week period (millions)



Contactless payment cards

Fare payer journeys per four-week period (millions)



655,642

automated refunds were issued in Q1, with £2.7m refunded



38m

contactless bank cards and mobile devices have been used on bus, Tube and rail services

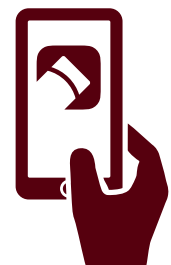


2.3m

contactless journeys are made daily

913k

downloads of the TfL Oyster and contactless app since launch, with more than 1.1m transactions being made with the app



Graphs for bus and Underground fare payer journeys use figures based on 13 financial periods a year.



Ticketing highlights

Pay as you go fares added to Journey Planner and open data feed

Following recent upgrades to help make planning journeys easier, customers using Journey Planner can now see how much a planned journey on public transport in London will cost. Customers can also view additional information to see how the fare is calculated, enabling them to make more informed choices.

More than 2.5 million people a month use Journey Planner. The tool can calculate the quickest route from more than 225 million possible journey combinations on London's public transport, and automatically factors in any planned engineering works or disruption. Results can also be filtered to show only step-free or accessible journeys or mode-specific journeys depending on customers' own preferences.

Journey Planner also reflects the Mayor's Hopper fare, which offers unlimited bus and tram journeys within an hour for the price of one – helping to encourage more people to opt for buses to travel around the city. Customers wishing to see fares information, including details of discounted fares and Travelcard options, can still do so using our single fare finder.

Information has also been added to our free open data feed so third-party developers can share accurate fares data with the widest range of customers. This includes live travel information for all our services, cycling data and details of planned roadworks and live road incidents. More than 675 mobile phone and online apps are already powered by our open data, providing up-to-the-minute information and helping millions of people plan their journeys around London each day.

Throughout 2018, we will be making further improvements to Journey Planner, and will provide new data to our open data feeds. This will include showing more walking options, and better accessibility information across the network.

Fifteen years of Oyster card

Oyster led the way for the development of ticketing using contactless bank cards, which is now being adopted in New York, Brisbane, Boston and Sydney. More than 100 million people from around the world have benefited from more convenient travel in London in the past 15 years because of Oyster card.

Oyster replaced paper tickets with pay as you go on a smartcard, giving customers greater flexibility when they travel, only paying for journeys they actually take. The system also caps the total cost of journeys, which means never paying more than the cost of the equivalent daily Travelcard, and offers greater protection in case customers' tickets get damaged or lost.

Oyster also provides the platform for the Mayor's Hopper fare, which makes travel more affordable for Londoners by enabling customers to make unlimited journeys on buses and trams within an hour for £1.50.

The success of the Oyster card in dramatically cutting the length of queues to purchase tickets, and having fares capped to provide the cheapest fares, led us towards the wider development of ticketing using contactless bank cards. Since it first launched on buses in December 2012, this way of paying for travel has grown to account for more than half of all pay as you go journeys in London. In total, more than 90 per cent of all Tube, bus and rail journeys are now made using smartcards.

In January 2010, the Oyster system was

expanded to cover all commuter rail services within Greater London, enabling anyone to travel easily by using one card. Since then, it has continued to grow and now covers services to Gatwick Airport, Hertford East, Swanley and Dartford. From December 2019, the system will also be extended to Reading as part of the Elizabeth line.

To make travel more convenient for customers, we improved the Oyster online system and launched the official TfL Oyster and contactless app. This allows customers to top up, or purchase season tickets and bus and tram passes on the go. Customers can then collect their products, 30 minutes after purchase, by simply touching onto a reader as part of their journey. Later this year, 'Monday to Sunday' weekly capping to the Oyster card will be introduced. This major upgrade will mean that customers who regularly travel using an Oyster card will see their travel capped at the equivalent of a weekly Travelcard. This facility is already available to users of contactless bank cards.

System availability

Ticketing system availability

| | Quarter 1 – 2018/19 | | | Year to date – 2018/19 | | |
|--|---------------------|--------------------|-----------------------|------------------------|--------------------|-----------------------|
| | Actual | Variance to target | Variance to last year | Actual | Variance to target | Variance to last year |
| ▲ higher is better | | | | | | |
| London Underground – ticketing system overall availability | 98.86% | 0.66% ▲ | 0.19% ▲ | 98.86% | 0.66% ▲ | 0.19% ▲ |
| London Buses – bus validations – overall availability | 99.79% | 0.79% ▲ | 0.12% ▲ | 99.79% | 0.79% ▲ | 0.12% ▲ |

After a strong performance in 2017/18, we exceeded both the London Buses and London Underground targets for this quarter, as well as performing better than last year.

Internal IT system availability

Past five years (%)

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Year to date 2018/19 |
|--|---------|---------|---------|---------|----------------------|
| | 99.43 | 99.79 | 99.18 | 99.59 | 100.00 |

Performance this quarter was 100 per cent. There were four high-priority incidents but these had minimal or no impact on services.

Digital

The number of website visits decreased this quarter, as is traditionally the case, as a result of fewer disruptions than during the winter months.

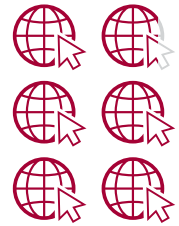
The number of Facebook followers remained broadly the same as the previous quarter, while Twitter feeds increased by two per cent. Feeds that saw above average growth were:

- Elizabeth line (up six per cent versus 10 per cent growth in Q4)
- TfL official feed (up four per cent versus flat in Q4)

Instagram was up nine per cent this quarter while LinkedIn kept growing at a three per cent rate for the same period.

59m

Number of visits to the TfL website this quarter
(31% ▼ against Q4)

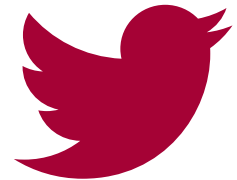


232m

Number of website page views this quarter

7.2m

Number of Twitter followers this quarter
(8% ▼ against Q4)



748,600

Number of Facebook followers this quarter
(0% against Q4)

63,500

Number of Instagram followers this quarter
(9% ▲ against Q4)



More than
16,100
developers
have used
our data



19,900+
unique visitors to
the TfL TravelBot on
Facebook Messenger



We are working hard to make new datasets available through our open data policy:

| Data – released | Date |
|---|-------------|
| Quietways/Mini-Hollands/ Central London Grid | Q1 2018/19 |

| Data – future release schedule | Date |
|---|-------------|
| Bus stops with countdown screens/benches | Q2 2018/19 |
| Cycle Superhighways counter | Q2 2018/19 |
| Enhanced station accessibility | Q3 2018/19 |
| Cycling infrastructure | Q4 2018/19 |



Campaigns

Q4 customer information email volumes



Past five years

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Year to date 2017/18 |
|-----------------------------|---------|---------|---------|---------|----------------------|
| Customer information emails | 263m | 273m | 190m | 187m | 49m |
| Campaigns | 1,019 | 1,216 | 898 | 1,043 | 212 |

In Q1, we supported General Data Protection Regulation (GDPR) consent confirmation and privacy policy updates, which were needed to ensure we are compliant.

Off-Peak campaign

Supporting the Mayor’s target for 80 per cent of journeys to be made by sustainable modes by 2041, we recently launched our Off-Peak London campaign. The campaign aims to encourage and inspire Londoners and visitors to the capital to explore ‘off-peak London’, and for public transport to be their mode of choice. Our key message is ‘Tap into the Wonderful World of Off-Peak’, which combines our role as a transport enabler with the inspirational events

that our media partner, Time Out (TO), will promote over 10 months. We have also created print and digital Cultural TfL Maps, to further inspire Londoners to get the most out of our city. Our first TO content piece was in May, focusing on places to go in Zones 2-6, supported by key off-peak and Hopper pricing messages. The Off-Peak London campaign was launched on 7 August 2018, alongside the digital version of the Cultural TfL Map, which is hosted on the TO website.

London Underground – Kennington works for Northern Line Extension

Work began as planned on 26 May at Kennington station to excavate four new cross passages between the platforms, to improve passenger flow at this busy station ahead of the opening of the Northern Line Extension.

The works affect approximately 46,000 customers on weekdays at Kennington, with the knock-on effect of the Northern and Victoria lines becoming busier, with customers seeking alternative routes.

An extensive Travel Demand Management (TDM) communications campaign ensured affected customers were pre-warned and received real-time updates. Excellent collaboration between frontline staff, project, contingency and closure planning teams, ambassadors and TDM helped to keep the customer message consistent and effective.

The campaign proved successful, with a 41 per cent increase in customers using spare capacity on the Bakerloo line, a six per cent reduction in customers entering Stockwell and Oval at the busiest times and increases in the use of Brixton station, local buses and cycling.

Monitoring customer flows in week one identified additional capacity on the Bakerloo line via Elephant and Castle. Customer communications were increased, promoting this as an alternative option, which resulted in a 49 per cent increase on average in use of the Bakerloo line in week two of the works.

Customer information campaigns

Q1 April to June

| | |
|----------------------|---|
| Surface | Westminster City Council and partner's Baker Street Two-Way project Brent Cross Cricklewood Redevelopment Trinity Square Highbury Corner Bridge Wigmore Street pedestrian improvements Cycle Superhighway II Thames Tideway works |
| Rail and Underground | Kennington platform closure August Bank Holiday works |
| Events | Prudential Ride London 2018 |

Customer marketing and behaviour change campaigns

We conduct a range of information campaigns designed to help our customers save money and make life easier for them. The core themes in this period are summarised below.

TfL improvements

Raise awareness that we are investing to improve our infrastructure and services and how we are doing this.

Value fares

These include the Hopper, pay as you go, off-peak, pink reader and Oyster extensions. These campaigns encourage customers to choose the best-value tickets and to use the ticket machine as much as possible.

Public transport usage – Bus

Targeted communications continue at an area- and route-specific level, supporting improved reliability.

Buses not stopping

A customer campaign encouraging passengers to help bus drivers by making it obvious that they want to board or alight and to help keep them safe when a bus has pulled away. This supports a bus driver engagement campaign following on from the Hello London driver training, with a driver engagement video focusing on the importance of stopping for passengers.

Road investment

Raising awareness of the specific work on London's roads and encouraging customers to plan their journeys to avoid disruption.

Hoardings

Hoardings are used across our network to inform customers of the improvements they will see as a result of the disruption they are experiencing, to ensure the safety of our workforce and to protect our customers. They enable us to showcase why we are carrying out the work and highlight the benefits for our customers, while also helping to brighten the environment as the work takes place. For example, at Finsbury Park station there is a hoarding conveying information about installing lifts at the station.

Better behaviours

Improve behaviours across our transport network that negatively affect service (reliability), other customers or our people. These include making space for others on the road, helping passengers off the train when they feel ill and being respectful to staff across the network.

Road danger reduction

Activity to target the causes of serious injury and death on London's roads, with a focus on the increased risks of driving too fast for the conditions of the road.

Air quality (ULEZ and T-Charge rapid charging)

Activity targeting owners of older vehicles, reminding them that the T-Charge is in operation. A consultation on proposals to extend the ULEZ geographical area and tighten emissions standards for diesel vehicles took place.

Communications supported the 100 rapid charge point milestone alongside information online giving details of the location of rapid charge points, working with partners to support the switch to zero-emission-capable taxis. Zap-Map used the TfL data to develop a 'taxi-only' filter.

To support the 3,000 hybrid and 95 electric bus milestones, a number of buses have been fully wrapped with advertising, supported by other communications to promote continued progress to improve the fleet.

Travel Demand Management (TDM)

Consolidated public transport and roads TDM campaigns, encouraging short- and long-term behaviour change for planned works, events and unplanned disruption (see item on Kennington works above).

The campaign leverages existing behaviours, such as checking the weather, to prompt customers to also check their travel using our travel tools.

Public transport safety

Encouraging customers to take care when travelling, with a particular focus on avoiding slips, trips and falls.

Personal safety

The Project Guardian 'Every report builds a picture' campaign continues to encourage women to report unwanted sexual behaviour. In addition to existing video on demand media, new video content will run on Facebook and Instagram.

New Active Travel campaign

The new Active Travel communications campaign launched on 4 June. It aims to create a step-change in the way Londoners travel around the city, by celebrating the pleasures and experiences that can be enjoyed when you walk or cycle instead of taking the car. The activity runs on posters, radio, online and social media.

**TAP INTO THE
WONDERFUL WORLD
OF OFF-PEAK**

**Travel in zones 2-6
this summer for £1.50**

Go and discover London this
summer at [timeout.com/off-peak](https://www.timeout.com/off-peak)

Off-peak fares apply on weekdays before 06:30, between 09:30 and 15:59, and after 19:00, plus all day at weekends and bank holidays. Fare shown is for an adult off-peak pay as you go journey not going via Zone 1 on Tube, DLR and London Overground. Always touch in and out with the same card or device to pay the right fare.

MAYOR OF LONDON **TimeOut** **TRANSPORT FOR LONDON**
EVERY JOURNEY MATTERS

Consultations

We launched one consultation in Q1 with proposals for the following:

- Bus service proposal: Walthamstow gyratory changes to bus stopping arrangements for route 97 and 357

The number of consultations was lower than usual due to the Borough pre-election period.

We also undertook 56 London Service Permit statutory consultations relating to changes to commercial bus and coach services that are not part of the TfL bus network.

We are planning six consultations in Q2 (these are subject to change):

- Tooting town centre – pedestrian and junction improvements
- A21 Bromley North – pedestrian crossing improvements between Bromley North station and Tweedy Road
- Proposed signalised pedestrian crossing at Blackheath Hill junction with Greenwich South Street

Bus service proposals:

- Route 27 curtailment at Hammersmith and rerouting of service 440
- Route 224 cut back to Alperton and extension of route 440 to Wembley
- Rerouting of service 339 in the Queen Elizabeth Olympic Park

Glossary

| Measure | Unit | Description |
|--|---------|--|
| Additional time to make step-free journeys | Minutes | <p>This metric measures the time it takes to travel from each area in London (defined in the Rail plan zoning system, which splits London into 3,288 zones) to all other areas by the quickest route using public transport modes (Rail, London Underground, bus, DLR, Tram). It compares this to the travel times from a network consisting of just the fully accessible routes, which excludes station walk links that include steps. The difference between the two provides the additional journey time measure.</p> <p>The aim is to halve the additional journey time required by those using the step-free network only by 2041, so that journey times on the step-free network become comparable to those on the wider public transport network.</p> |
| Cumulative reduction in the number of people killed or seriously injured (KSI) London-wide | % | <p>The percentage reduction in the KSI. KPI relates to personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system. The KPI measures the percentage change in KSI casualties on London's roads compared with the baseline average number of KSI casualties between 2005 and 2009.</p> |
| London Buses: excess wait time | Minutes | <p>Excess wait time represents the amount of time that a passenger has had to wait, beyond the time that they should expect to wait, if buses ran as scheduled.</p> <p>It is the key measure of reliability of high-frequency bus services as experienced by passengers, and is also used to calculate operator performance bonuses or penalties.</p> |



| Measure | Unit | Description |
|--|-------|---|
| London Overground and TfL Rail: public performance measure | % | <p>The public performance measure shows the percentage of trains that arrive at their destination on time.</p> <p>It combines figures for punctuality and reliability into a single performance measure and is the rail industry standard measurement of performance.</p> <p>It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before. It is therefore the percentage of trains 'on time' compared with the total number of trains planned.</p> <p>In London and the South East, a train is defined as being on time if it arrives at the destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.</p> <p>Where a train fails to run its entire planned route (not calling at all timetabled stations), it will count as a public performance measure failure.</p> |
| London Underground: lost customer hours | Hours | <p>The total extra journey time, measured in hours, experienced by Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more lost customer hours because a greater number of customers are affected.</p> <p>For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of lost customer hours than an incident of the same length in Zone 6 on a Sunday morning.</p> <p>As we review incidents, we may need to change the figures retrospectively.</p> |

| Measure | Unit | Description |
|-------------------------|-------------------|---|
| LU: excess journey time | Perceived minutes | <p>Journey time is a way of measuring London Underground's service performance. We break down journeys into stages and give each one:</p> <ul style="list-style-type: none"> • A scheduled length of time, so we can say how long a given journey should take if everything goes as planned • A value of time based on how customers feel about that part of their journey, for example going up an escalator has a value of 1.5, whereas walking up stairs has a value of four, because it increases the perceived journey time <p>These are the stages of a journey:</p> <ul style="list-style-type: none"> • Time from station entrance to platform • Ticket queuing and purchase time • Platform wait time • On-train time • Platform to platform interchange • Time from platform to station exit <p>In each period, actual journey times are measured then compared with the schedule. The difference between the two is the measure of lateness – referred to as excess journey time. It is therefore a measure of how efficiently London Underground is providing its scheduled or 'stated' service – the more reliable the service the lower the excess journey time. The calculation includes the impact of planned closures.</p> |

| Measure | Unit | Description |
|---|--------------------------------|--|
| Operational improvements to sustainable travel | Hours | <p>This metric reports the saving to journey times and wait times for pedestrians and bus passengers as a result of our signal timings review programme. Benefits to cyclists will be included later in the year.</p> <p>The 2018/19 target has been set using improvements from 370 signal timing reviews carried out in 2017/18, capturing these improvements during a typical weekday (24 hrs). Bus benefits will continue to be dominant, as buses carry the highest proportion of people travelling sustainably through junctions.</p> <p>The metric is calculated by comparing journey times and wait times before and after the change in signal timings. Measurements can be taken only when the road network is operating within normal parameters – benefits cannot be measured and reported when there are roadworks, unplanned disruptions or school holidays. The time changes are multiplied by estimates of the number of people using each set of signals reviewed, by each mode of sustainable transport.</p> |
| Passenger journeys | Number | A single journey by an individual (adult or child) on a particular mode of transport run by TfL. |
| Recorded crime rate | Per million passenger journeys | The number of recorded (or notifiable) crimes per million passenger journeys on the appropriate network. |
| Scheduled services operated | % | The number of services that TfL actually operated, compared with the scheduled plan – comparing peak and off-peak times. Peak times are 07.00-10.00 and 16.00-19.00 Monday-Friday. This helps us check whether the service we operate at the busiest times of day is as good as during quieter periods. |
| Transport for London Road Network (TLRN): journey time reliability (morning peak) | % | This is a key measure for monitoring traffic flow. It is defined as the percentage of journeys completed within an allowable excess of five minutes for a standard 30-minute journey, during the morning peak. |

| Measure | Unit | Description |
|-------------------------------------|-------|--|
| TLRN user satisfaction score | Score | <p>A score out of 100 showing how satisfied customers are with their journey on the TLRN in the past month. Each customer rates their journey on a scale of 0-10, which is then multiplied by 10 to give a score out of 100. This includes journeys by car, walking between transport modes, cycling, bus, powered two-wheelers, taxis and private hire vehicles.</p> <p>TLRN customer satisfaction survey is conducted online. It is estimated that, if it were conducted face-to-face (like other TfL customer surveys), the score would be higher by between five and 10 points.</p> <p>From 2010 to Q4 2015, scores had been artificially inflated as a follow-up question was used inappropriately. From Q1 2016, we removed this question.</p> |
| TLRN: serious and severe disruption | Hours | This KPI measures the numbers of hours of serious and severe disruption on the TLRN as a result of planned and unplanned interventions. |

Our customer commitments

Every journey matters

1. Safety

Safety is a top priority for us on all our services.

2. Help, contact and complaints

You can contact us in a way that suits you. We will listen to your feedback and use it to continue to improve our services.

3. Fares, payments and refunds

We promise to give you the best value ticket for your journey.

4. Keeping you informed

We commit to providing personalised, real-time information at every stage of your journey.

5. Accessibility and disabled passengers

We are committed to ensuring London continues to have one of the most accessible transport networks in the world.

6. Reliability

We will provide a reliable service and work to reduce any delays.

7. Environment

We are committed to reducing our impact on the environment and providing a clean and comfortable service.

8. Sustainability

We contribute to a better quality of life for Londoners, now and in the future.

9. Reinvesting in transport

We reinvest all our incomes to run and improve your services.

10. Our customer service performance

We put customers at the heart of everything we do: Every journey matters.

To find out more, visit tfl.gov.uk/commitments.

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August 2018
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PUB18_047

Board



Date: 19 September 2018

Item: Crossrail Update

This paper will be considered in public

1 Summary

1.1 This paper provides an update on the status of the Crossrail Project.

2 Recommendation

2.1 **The Board is asked to note this paper.**

3 Crossrail update

3.1 Crossrail Limited announced on 31 August 2018 a delay to the opening of the Elizabeth line through central London from December 2018 to autumn 2019. The revised schedule is needed to complete the final infrastructure and extensive testing required to ensure the Elizabeth line opens as a safe and reliable railway.

3.2 The hugely complex ten-year project, delivered by Crossrail Limited, brings together multiple infrastructure contracts, new trains and three different signalling systems. The Elizabeth line will add 10 per cent to central London's rail capacity when fully opened, and the project will boost the economy by an estimated £42bn.

3.3 Crossrail Limited has been working hard to maintain the programme and sufficient testing time is required to introduce the next phase of the railway – the central section between Paddington and Abbey Wood – in a way that can be guaranteed to be safe and reliable.

3.4 The original programme for testing has been compressed by more time being needed by contractors to complete fit-out activity in the central tunnels and in the development of railway systems software. Testing has started, but further time is required to complete the full range of integrated tests.

3.5 The focus remains on opening the full Elizabeth line, from Reading and Heathrow in the west to Shenfield and Abbey Wood, in the east as soon as possible after the central tunnels open.

3.6 The new Elizabeth line trains are already operating between Shenfield and Liverpool Street (mainline station) and between Paddington (mainline station) and Hayes & Harlington, in readiness for the full opening. The trains are also being tested in the Heathrow tunnels. Construction activity is drawing to a close including the completion of the remaining architectural fit-out in the new central section stations.

- 3.7 When the central section of the Elizabeth line opens in 2019, the railway will initially operate as three separate services, as planned:
- (a) Paddington (Elizabeth line station) to Abbey Wood via central London
 - (b) Paddington (mainline station) to Heathrow (Terminals 2, 3 and 4)
 - (c) Liverpool Street (mainline station) to Shenfield.
- 3.8 We will continue to work closely with Crossrail Limited on the revised schedule and it will advise us and the Department for Transport, the joint sponsors of the project, of any additional costs arising from the delay.
- 3.9 We estimate that the net impact of the delay on our passenger revenues for 2018/19 will be approximately £20m, which we consider manageable within our wider budget. The full implications for us will be set out as part of the annual business planning process at the end of 2018.

List of Appendices:

None.

List of Background Papers:

None.

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Board

Date: 19 September 2018

Item: Strategic Risk Management Update



1 Summary

- 1.1 The purpose of this paper is to provide an update to the Board on changes to the Enterprise Risk Management Framework, the Enterprise Risk Assessment Matrix and the TfL strategic risks (Level 0).
- 1.2 The Audit and Assurance Committee will consider this paper and details pertaining to the strategic risk deep dives at its meeting on 14 September 2018. The Chair of the Committee will provide an update on the Committees discussion.

2 Recommendation

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

3 Background

- 3.1 Since early 2018 TfL has been carrying out a wide ranging review of its approach to Enterprise Risk Management, in liaison with the Board and senior management. This has included development of a consistent Enterprise Risk Management Framework (ERMF) and Enterprise Risk Assessment Matrix (ERAM), applicable across TfL, and a programme of deep dive reviews of TfL's strategic risks. Progress with this work has previously been reported to the Committee at its meetings in March and June.
- 3.2 The ERMF sets out the overall structure through which Enterprise Risk Management is delivered in TfL. It stipulates the elements required for better decision making, sets out the risk management methodology used in TfL, the risk escalation hierarchy and the governance and assurance arrangements in place.
- 3.3 The ERAM provides a consistent approach to assessing the probability that a risk will materialise and measuring the impact of the risk by reference to four impact categories.
- 3.4 The final versions of the ERMF and the ERAM were approved by the TfL Executive Committee at its meeting on 8 August 2018. These are attached as Appendices 1 and 2.
- 3.5 We developed a new template to capture strategic risk information on one page. This includes specific causes and consequences, quantification of financial impact ranges, provision for recording of insurance information, current and target risk assessments against risk tolerance levels using the ERAM, key risk indicators (KRIs) which provides a means of linking risk to performance of scorecard measures, preventative and corrective controls, assurance assessments and further actions required. The template is attached as Appendix 3.

- 3.6 We have concluded deep dive reviews on TfL's set of 16 level 0 strategic risks using this new template. The updated set of risks was presented to the Executive Committee on 8 August 2018 and is attached as Appendix 4.
- 3.7 The Executive Committee considered whether 'Disorderly Brexit' should be assessed as a strategic risk. It concluded that this should be considered as a possible cause for a number of existing strategic risks. This includes 'challenging macro-economic conditions' as a possible cause to strategic risks 7, 8 and 9, and 'labour market changes' as a possible cause to strategic risk 2.
- 3.8 The Audit and Assurance Committee will be reviewing the ERMF, ERAM and the Strategic Risks at its meeting on 14 September 2018. A verbal update will be provided to the Board on any matters arising from that discussion.

4 Next Steps

- 4.1 Each strategic risk has now been assigned to a lead committee or panel, and progress on the management of strategic risks will be reported to the respective panels and committees. We will agree a programme to take these forward with the panel and committee chairs and the risk owners. The lead committee or panel for each risk is shown in the list in Appendix 4.
- 4.2 The Executive Committee has made a recommendation to widen the scope of 'SR4: Major Cyber Security Incident' to include security more generally. This review should take place in the next quarter.
- 4.3 TfL's Risk Policy is due for review. A new version has been drafted and is currently going through the approvals process. The updated policy will be presented at the next meeting of the Audit and Assurance Committee.
- 4.4 Level 1 Strategic Risk deep dives are currently under way in the London Underground and Surface Transport business areas.
- 4.5 A review of Strategic Risk 16: 'Opening of the Elizabeth Line' will be conducted in the light of the recently announced change to the programme.

List of appendices to this report:

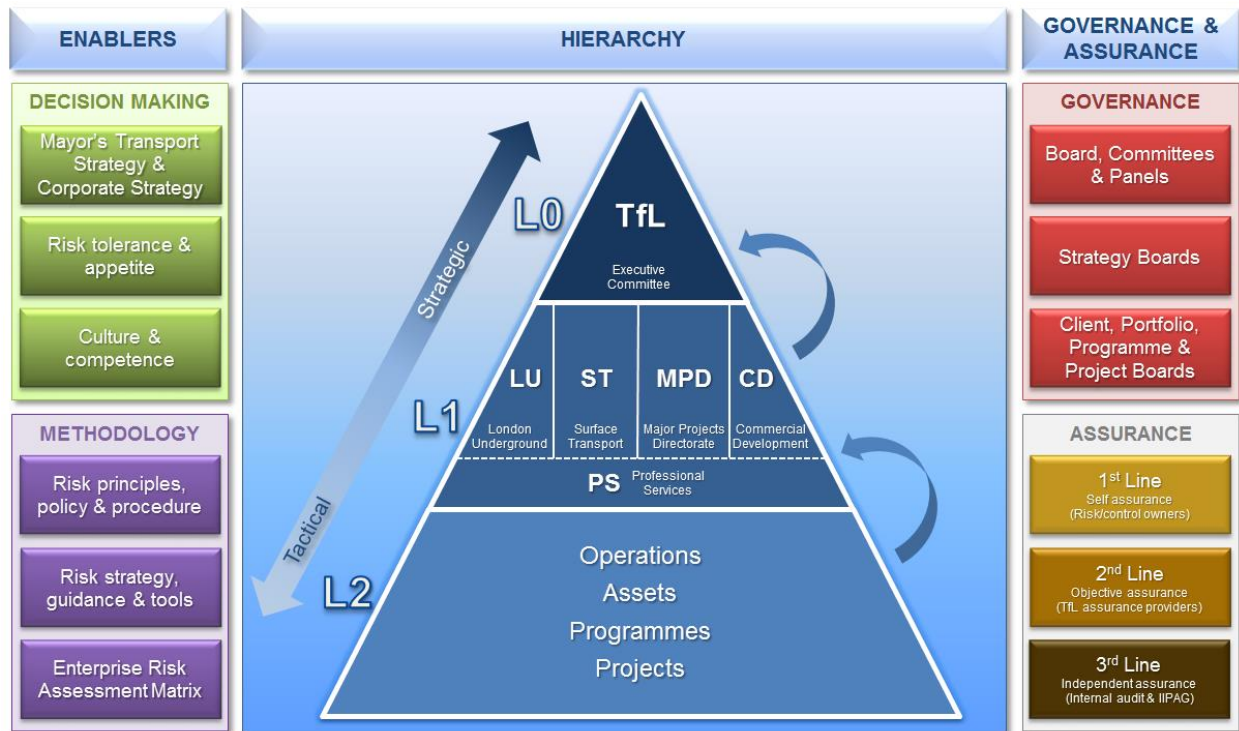
Appendix 1 – Updated Enterprise Risk Management Framework (ERMF)
Appendix 2 – Updated Enterprise Risk Assessment Matrix (ERAM)
Appendix 3 – TfL's new Strategic Risk Template
Appendix 4 – TfL's Strategic Risks

List of Background Papers:

None

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Appendix 1: TfL's updated Enterprise Risk Management Framework (ERMF)



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Appendix 2: TfL's updated Enterprise Risk Assessment Matrix (ERAM)

| THREAT ASSESSMENT MATRIX | 1. Very Low | 2. Low | 3. Medium | 4. High | 5. Very High |
|---|---|--|---|--|---|
| Health, Safety & Environment | Minor health issue or Minor injuries or Minor localised environmental harm | Minor health issue with potential for regulatory action or Minor injuries with potential for regulatory action or Minor localised / short term environmental harm with potential for regulatory intervention | Moderate health issue leading to regulatory action or Major injuries leading to regulatory action or Moderate environmental harm leading to potential regulatory action | Significant health issue leading to adverse regulatory outcome or Single fatality leading to adverse regulatory outcome or Significant long-term/ large scale environmental harm leading to adverse regulatory outcome | Life changing/Multiple health issues leading to prosecution or Multiple fatalities leading to prosecution or Major long-term/ large scale environmental harm leading to prosecution |
| Customer & Stakeholder | Small number of customers/stakeholders affected with minimal disruption to service delivery or impact to assets | Minor impact to: • service delivery • assets; or • delivery of the MTS | Moderate impact to: • service delivery • assets; or • delivery of the MTS | Major impact to: • service delivery • assets; or • delivery of the MTS | Catastrophic failure or gross negligence resulting in an inability to deliver multiple services and/or a total loss of assets or inability to deliver significant elements of the MTS |
| Finance | <£1m | £1m to <£5m | £5m to <£10m | £10m to <£50m | ≥£50m |
| Stakeholder Confidence | Negative feedback from customers or stakeholders via the Customer Service Centre, media outlets, Twitter or blogs | Short term negative media coverage | Negative media coverage resulting in loss of confidence with regulator or stakeholder intrusion | Ongoing negative media coverage resulting in loss of confidence with significant regulator or stakeholder intrusion | Extensive ongoing negative media coverage resulting in major loss of confidence with significant regulator or stakeholder intrusion or loss of licence to operate |


| | 1. Very Low | 2. Low | 3. Medium | 4. High | 5. Very High |
|--------------------|----------------------------|---------------------------|---------------------------------------|---------------------------|-----------------------|
| Probability | <5% | 5% to <25% | 25% to <50% | 50% to <80% | ≥80% |
| Frequency | Less than once in 20 years | Less than once in 5 years | Between once in 5 and once in 2 years | More than once in 2 years | Once or more per year |

| OPPORTUNITY ASSESSMENT MATRIX | 1. Very Low | 2. Low | 3. Medium | 4. High | 5. Very High |
|---|--|--|--|--|---|
| Health, Safety & Environment | Negligible health, safety and environmental benefits | Minimum health and wellbeing benefits or Reduction in minor injuries or Minimum environmental benefits | Moderate health and wellbeing benefits or Reduction in major injuries or Moderate environmental benefits | Significant health and wellbeing benefits or Reduction in multiple major injuries/ single fatality or Significant environmental benefits | Sustained health and wellbeing benefits or Reduction in multiple fatalities or Sustained environmental benefits |
| Customer & Stakeholder | Minor improvement to services. | Minor improvement to services. Enhanced relations with local stakeholders for less than a month. | Moderate improvement to services. Enhanced relations with local stakeholders for longer than a month. An element of the MTS delivered quicker and over and above expectations. | Major improvement to services. Significantly enhanced relations with key stakeholders for less than a month. Some elements of the MTS delivered quicker and over and above expectations. | Exceptional improvement to services. Significantly enhanced relations with key stakeholders for more than a month. Significant elements of the MTS delivered quicker and over and above expectations. |
| Finance | <£1m | £1m to <£5m | £5m to <£10m | £10m to <£50m | ≥£50m |
| Stakeholder Confidence | Positive feedback from customers or stakeholders via the Customer Service Centre, media outlets, Twitter or blogs. | Short term positive media coverage. | Positive media coverage resulting in temporarily increased confidence from regulator or stakeholders. | Ongoing positive media coverage resulting in temporarily increased confidence from regulator or key stakeholders. | Extensive ongoing positive media coverage resulting in sustained increased confidence from regulator or key stakeholders. |

| | 1. Very Low | 2. Low | 3. Medium | 4. High | 5. Very High |
|--------------------|----------------------------|---------------------------|---------------------------------------|---------------------------|-----------------------|
| Probability | <5% | 5% to <25% | 25% to <50% | 50% to <80% | ≥80% |
| Frequency | Less than once in 20 years | Less than once in 5 years | Between once in 5 and once in 2 years | More than once in 2 years | Once or more per year |

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Appendix 3: TfL's new Strategic Risk Template



TRANSPORT FOR LONDON

TfL Strategic Risk Template

Template version: 1.1
Author: Nilsa Lategan

TfL Confidential

RISK ASSESSMENT

| | HSE | | | | | CUSTOMER / STAKEHOLDER | | | | | FINANCE | | | | | STAKEHOLDER CONFIDENCE | | | | |
|-------------|-----|---|---|---|---|------------------------|---|---|---|---|---------|---|---|---|---|------------------------|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 | 5 | 4 | 3 | 2 | 1 | 5 | 4 | 3 | 2 | 1 | 5 | 4 | 3 | 2 | 1 |
| Probability | | | | | | | | | | | | | | | | | | | | |
| Impact | | | | | | | | | | | | | | | | | | | | |

RISK DETAILS

Risk Level:

Stakeholders:

Risk Owner (Accountable):

Responsible Manager:

Risk Title:

Risk Description:

MTS / Corporate Strategy:

Panel / Committee oversight:

Objective:

Overall Control Effectiveness Rating:

RISK ASSESSMENT

| CURRENT Assessment | Score |
|-------------------------|-------|
| Probability: | |
| HSE: | |
| Customer/Stakeholder: | |
| Finance (fm): | |
| Stakeholder Confidence: | |
| Overall Risk Rating: | |

Key Risk Indicator:

Location:

PRE-RISK EVENT

| CAUSES | Description |
|--------|-------------|
| | |
| | |
| | |

| CONTROLS (preventative) | Owner | Control Effectiveness | Assurance |
|-------------------------|-------------|-----------------------|-----------|
| Title | Description | Design | Operation |
| | | | |
| | | | |
| | | | |

| ACTIONS | Description | Owner | Start Date | Due Date | Status |
|---------|-------------|-------|------------|----------|--------|
| | | | | | |
| | | | | | |
| | | | | | |

POST-RISK EVENT

| CONSEQUENCES | Description | Insurance | Quantified Financial Impact |
|--------------|-------------|-----------|-----------------------------|
| Title | Type | Excess | Minimum |
| | | | Most Likely |
| | | | Maximum |
| | | | |
| | | | |
| | | | |

| CONTROLS (corrective) | Owner | Control Effectiveness | Assurance |
|-----------------------|-------------|-----------------------|-----------|
| Title | Description | Design | Operation |
| | | | |
| | | | |
| | | | |

| ACTIONS | Description | Owner | Start Date | Due Date | Status |
|---------|-------------|-------|------------|----------|--------|
| | | | | | |
| | | | | | |
| | | | | | |

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Appendix 4: TfL's Strategic Risks

| Changed risks | |
|--|---|
| Risk | Change description |
| SR1 – Safety standards | Renamed to SR1 – Achieving safety outcomes |
| SR4 – Foresight strategy | Closed as this is now a business as usual activity |
| SR5 – Technological or market developments | Responsible manager changed from Shashi Verma to Michael Hurwitz |
| SR6 – External stakeholder expectations | Renamed to SR6 – Loss of external stakeholder trust Responsible manager changed from David McNeill to Matt Brown |
| SR7 – Financial sustainability | Responsible manager changed from Tom Page to Sarah Bradley |
| SR8 – Delivery of commercial revenue targets | Renamed to SR8 – Inability to deliver predicted revenue growth |
| SR9 – Ability to meet changing demand | Risk owner changed from Mark Wild to Simon Kilonback Responsible manager changed from David Hughes to Shashi Verma |
| SR11 – Significant technology failure or major cyber security incident | Split into SR11 – Significant technology failure and SR4 – Major cyber security incident |
| SR14 – TfL's impact on the environment | Renamed to SR14 – TfL's environmental impact |
| SR15 – External environment impact on TfL | Renamed to SR15 – Resilience to climate change and extreme weather |

| List of Strategic Risks | | | | | |
|-------------------------|--|-----------------|-----------------|--|-----------------------------|
| # | Risk | Owner | Manager | Mayors Transport Strategy / Corporate Strategy | Suggested Panel / Committee |
| SR1 | Achieving safety outcomes | Gareth Powell | Jill Collis | MTS: Healthy streets and healthy people | SSHHP |
| SR2 | Talent attraction and retention | Tricia Wright | Rachel Kerry | CS: People | SSHHP |
| SR3 | Governance and controls suitability | Howard Carter | Andrea Clarke | MTS: All MTS outcomes | AAC |
| SR4 | Major cyber security incident | Vernon Everitt | Shashi Verma | MTS: Healthy streets and healthy people | AAC |
| SR5 | Technological or market developments | Vernon Everitt | Michael Hurwitz | MTS: All MTS outcomes | CS&OP |
| SR6 | Loss of external stakeholder trust | Vernon Everitt | Matt Brown | MTS: All MTS outcomes | CS&OP |
| SR7 | Financial sustainability | Simon Kilonback | Sarah Bradley | CS: Finance | FC |
| SR8 | Inability to deliver predicted revenue growth | Graeme Craig | Ken Youngman | MTS: New homes and jobs | FC |
| SR9 | Ability to meet changing demand | Simon Kilonback | Shashi Verma | MTS: New homes and jobs | FC |
| SR10 | Catastrophic event | Mark Wild | Nigel Holness | MTS: Healthy streets and healthy people | SSHHP |
| SR11 | Significant technology failure | Vernon Everitt | Shashi Verma | MTS: A good public transport experience | AAC |
| SR12 | Delivery of key investment programmes | Stuart Harvey | Nick West | MTS: New homes and jobs | PIC |
| SR13 | Operational reliability | Mark Wild | Nigel Holness | MTS: A good public transport experience | CS&OP |
| SR14 | TfL's impact on the environment | Alex Williams | Sam Longman | MTS: Healthy streets and healthy people | SSHHP |
| SR15 | Resilience to climate change and extreme weather | Alex Williams | Sam Longman | MTS: All MTS outcomes | SSHHP |
| SR16 | Opening of the Elizabeth Line | Mark Wild | Howard Smith | MTS: New homes and jobs | PIC |

| Panels & Committees key: | |
|--------------------------|---|
| SSHHP | Safety, Sustainability & Human Resources Panel |
| AAC | Audit and Assurance Committee |
| FC | Finance Committee |
| CS&OP | Customer Services & Operational Performance Panel |
| PIC | Programmes and Investment Committee |

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Board



Date: 19 September 2018

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 11 September 2018

This paper will be considered in public

1 Summary

- 1.1 This paper provides a short summary of the items to be considered by the Customer Service and Operational Performance Panel at its meeting on 11 September 2018. As that meeting is held on the afternoon of the day that this paper was published, a verbal update on the issues raised by the Panel will be provided to the Board.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 11 September 2018 were published on 3 September 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/customer-service-op-performance>
- 3.2 The main matters to be considered by the Panel were:
- (a) Quarterly Customer Service and Operational Performance Report; and
 - (b) Mapping of Customer Groups.
- 3.3 A short summary of the items on the agenda is provided below. The Vice Chair will provide an oral update on the Panel's discussions to the Board. The more detailed minutes of the meeting held on 11 September 2018 will be published ahead of the meeting of the Panel on 14 November 2018.

4 Issues Discussed

Customer and Operational Performance Report Quarter 1

- 4.1 The Committee is asked to note the quarterly report. The quarterly report appears elsewhere on the agenda for the Board and the Panel's considerations will be reported under that item.

Mapping of Customer Groups

- 4.2 The Panel is asked to note how TfL's customer insight is used to develop and evaluate the effectiveness of its marketing communications.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 11 September 2018.

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Board



Date: 19 September 2018

Item: Report of the meeting of the Audit and Assurance Committee held on 14 September 2018

This paper will be considered in public

1 Summary

- 1.1 This paper provides a short summary of the items to be considered by the Audit and Assurance Committee at its meeting on 14 September 2018. As that meeting is held after the date that this paper was published, a verbal update on the issues raised by the Committee will be provided to the Board.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 14 September 2018 were published on 6 September 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/audit-and-assurance-committee>
- 3.2 The main matters to be considered by the Committee were:
- (a) Annual Audit Letter;
 - (b) Effectiveness Review of External Auditors;
 - (c) Risk and Assurance Quarter 1 Report 2018/19;
 - (d) Strategic Risk Management Update;
 - (e) Anti-fraud and Corruption Policy and Procedure;
 - (f) Independent Investment Programme Advisory Group – Review Implementation;
 - (g) Management Response to the Independent Investment Programme Advisory Group Quarterly Report;
 - (h) Crossrail Audit Committee;

- (i) TfL Statement of Accounts Year Ended 31 March 2018 – Changes Made Prior to Finalisation;
- (j) Freedom of Information and General Data Protection Compliance Update;
- (k) Register of Gifts and Hospitality for Members and Senior Staff;
- (l) Mayoral Directions Update; and
- (m) Transformation Programme Update.

3.3 A short summary of the discussions and decisions to be considered at the meeting is provided below. The Chair will provide a verbal update to the Board on the key issues raised by the Committee. The more detailed minutes of the meeting held on 14 September 2018 will be published ahead of the meeting of the Committee on 29 November 2018.

4 Issues Discussed

Annual Audit Letter

4.1 The Committee is asked to note the Annual Audit Letter issued by Ernst & Young (EY). EY issued unqualified opinions on the TfL financial statements, including the value for money conclusion, and on the Whole of Government Accounts return.

Effectiveness Review of External Auditors

4.2 The Committee is asked to note the outcome of the effectiveness review.

Risk and Assurance Quarter 1 Report 2018/19

4.3 The Committee is asked to note the report, which provided details of the work completed by the Risk and Assurance Directorate in Quarter 1 of 2018/19, the work in progress and planned to start, and other information about the Directorate's activities.

Strategic Risk Management Update

4.4 The Committee is asked to note the changes to the Enterprise Risk Management Framework, the Enterprise Risk Assessment Matrix and the TfL strategic risks (Level 0). A paper on Strategic Risk Management appears elsewhere on the agenda for the Board and the Committee's considerations will be reported under that item.

Anti-fraud and Corruption Policy and Procedure

4.5 The Committee is asked to approve the Anti-fraud and Corruption Policy and Procedure.

Independent Investment Programme Advisory Group (IIPAG) – Review Implementation

- 4.6 The Committee is asked to note the update on the implementation of the IIPAG review recommendations, including the appointment of Alison Munro as the new Chair of IIPAG (taking up post from 10 September 2018) and work to recruit new IIPAG members.

Management Response to the Independent Investment Programme Advisory Group Quarterly Report

- 4.7 The Committee is asked to note the IIPAG Quarterly Report and the management responses.

Crossrail Audit Committee

- 4.8 The Committee is asked to note the report of the matters discussed at the Crossrail Audit Committee meeting held on 8 June 2018.

TfL Statement of Accounts Year Ended 31 March 2018 – Changes Made Prior to Finalisation

- 4.9 The Committee is asked to note the material changes to the Statement of Accounts that were made following the last meeting of the Committee and their submission to and approval by the Board on 24 July 2018.

Freedom of Information and General Data Protection Compliance Update

- 4.10 The Committee is asked to note an overview of TfL's performance in processing FOI requests since 2017/18 and an update on its compliance with the new data protection legislation which came into force on 25 May 2018.

Register of Gifts and Hospitality for Members and Senior Staff

- 4.11 The Committee is asked to note the details of the gifts and hospitality declared by the Board and senior staff from 1 May to 31 July 2018.

Mayoral Directions Update

- 4.12 The Committee is asked to note the current list of Mayoral Directions from the Mayor to TfL and to consider if the audit programme for the remainder of 2018/19 should include work on any Mayoral Directions.

Transformation Programme Update

- 4.13 The Committee is asked to note the regular update on the Transformation Programme, particularly in relation to assurance.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 14 September 2018.

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